



County Hall  
Cardiff  
CF10 4UW  
Tel: (029) 2087 2000

Neuadd y Sir  
Caerdydd  
CF10 4UW  
Ffôn: (029) 2087 2000

## AGENDA

<b>Committee</b>	POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
<b>Date and Time of Meeting</b>	TUESDAY, 12 JANUARY 2016, 4.30 PM
<b>Venue</b>	COMMITTEE ROOM 4, COUNTY HALL, ATLANTIC WHARF CARDIFF
<b>Membership</b>	Councillor Howells (Chair) Councillors Goodway, Hunt, McKerlich, Murphy, Thomas, White, Wild and Sanders

### 1 **Apologies for Absence**

To receive apologies for absence.

### 2 **Declarations of Interest**

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

### 3 **Minutes** (*Pages 1 - 8*)

To approve as a correct record the minutes of meeting 1 December 2015 attached

### 4 **Partnership Scrutiny: What Matters - 2015 Review** (*Pages 9 - 126*)

a) Presentation on the work of the Cardiff Partnership Board, focusing on the 2015 Review of What Matters 2010-2020.

In attendance to support the scrutiny will be:

- Councillor Phil Bale, Leader Cardiff Council
- Paul Orders, Chief Executive Cardiff Council
- Sarah McGill, Director Communities, Housing & Customer Services;
- Rachel Jones, Policy, Partnerships and Citizen Focus Manager;
- Sharon Hopkins, Executive Director of Public Health, Cardiff & Vale University Health Board
- Sheila Hendrickson Brown, Chief Officer, Cardiff Third Sector Council;
- Superintendent Steve Jones, South Wales Police.

b) Questions by Members of the Committee

**5 Draft Corporate Plan 2016/18** (*Pages 127 - 174*)

- Councillor Phil Bale, Leader, will be in attendance and may wish to make a statement.
- Also in attendance to answer Members questions Paul Orders, Chief Executive; and Gareth Newell, Head of Cabinet Office.
- Questions by Members of the Committee

**6 Committee Business** (*Pages 175 - 200*)

- Correspondence Update
- Way Forward

**7 Date of next meeting**

17 February 2016 -10:00AM

**Marie Rosenthal**

**Director Governance and Legal Services**

Date: Wednesday, 6 January 2016

Contact: KATE REES 029 2087 2427 [kate.rees@cardiff.gov.uk](mailto:kate.rees@cardiff.gov.uk)

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

1 DECEMBER 2015

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, McKerlich, Murphy, Sanders, Thomas,  
White and Wild

## 52 : APOLOGY FOR ABSENCE

Councillor Goodway

## 53 : WELCOME

The Chairperson welcomed Councillor Caro Wild who had been appointed by Council on 26 November 2015 as member of the Committee to replace the vacancy arising from the resignation of Councillor Love.

## 54 : DECLARATIONS OF INTEREST

The Chairperson advised Members that they had a responsibility under Article 16 of the Members' Code of Conduct to declare any interests.

Councillor Huw Thomas declared a personal interest in Item 4 – Well-being of Future Generations (Wales) Bill – Scrutiny Implications as an employee of Christian Aid Wales.

## 55 : MINUTES

The minutes of the meeting of the Policy Review and Performance Scrutiny Committee 3 November 2015 were approved as a correct record and signed by the Chairperson subject to the inclusion of an apology for Councillor Goodway.

## 56 : WELL-BEING OF FUTURE GENERATIONS (WALES) BILL - SCRUTINY IMPLICATIONS

The Chairperson welcomed the following invitees to the meeting: -

- Claire Germain from Welsh Government, Local Government Transformation & Partnership;
- Rita Singh from the office of the Sustainable Commissioner, Cynnal Cymru;
- Rachel Jones from City of Cardiff Council, Partnership Manager;
- Marie Rosenthal, Director of Governance and Legal services.

The Chairperson set the context for this item which was to prepare for its January meeting and consideration of the Cardiff Partnership Board.

This was an opportunity for the Committee to consider the requirements of the Well-being of Future Generations (Wales) Act in terms of the national policy context as a prelude to the Council's own strategic approach; consider the Council's current arrangements for partnership activity; and provide comments and observations on future arrangements required by the Act.

The Committee heard from Claire Germain of the Local Government Transformation Team, Welsh Government who introduced the main themes of the Future Generations (Wales) Act and the requirement that public bodies “pursue a common aim” to improve the economic, social and environmental well-being of Wales; apply sustainable development principles; think more about the long term; work together better; involve people reflecting the diversity of communities; look to prevent problems; and take a more joined-up approach. Public bodies need to make sure that when making decisions they take into account the impact they could have on people living their lives in Wales in the future.

The Act establishes a statutory Future Generations Commissioner for Wales, whose role is to act as a guardian for the interests of future generations in Wales, and to support the public bodies to work towards achieving the well-being goals.

The Act also establishes Public Services Boards (PSBs) for each local authority area in Wales. Each PSB is required to improve the economic, social, environmental and cultural well-being of its area by working to achieve the seven key well-being objectives. PSB’s are required to formulate local well-being plans. Local Authorities are required to provide governance and administrative support; publish plans and reports. PSB’s are required to prepare, publish and consult on an assessment of its plan; produce annual reports for Scrutiny; report on prescribed indicators and performance measures which would be subject to scrutiny.

Claire Germain was interested in the engagement of scrutiny; the involvement of co-optees; collaboration/ mergers under the proposed new local government landscape.

Rita Singh from Cynnal Cymru welcomed the opportunity to participate in the scrutiny process. Cynnal Cymru (Sustain Wales) is an independent body set up to support cross-sector organisations to better understand sustainable development and a more sustainable future for Wales; it has helped inform the Act by involvement in the ‘The Wales We Want’ National Conversation in March 2015; the development of guidance to inform the Act; the seven well-being goals as a shared vision for Wales for all public bodies listed in the Act. It identifies the layers that public bodies need to think about when applying the sustainable development principles namely: - long-term safeguards; prevention; integration; collaboration; & involvement.

Cynnal Cymru supported the statutory legislation; the role of the Future Generations Commissioner; greater weight given to Local Service Boards; obligations for a well-being statement and plan; annual reports; setting of indicators and performance measures; and the involvement of overview & scrutiny.

Rachel Jones, City of Cardiff Council, Partnership Manager provided the context of the Well-being of Future Generations (Wales) Act in terms of the Council’s existing partnership arrangements; policies and the seven agreed partnership outcomes and the overall joint working What Matters Strategy. Committee were advised of the statutory requirements and compliance with the Act; the refresh of the What Matters Strategy to reflect statutory compliance; issues around governance/secretariat function; resources and costs; reporting mechanisms; consultation and engagement; ensuring all public sector partners; need for involvement from probation service, police and community safety; the changing Local Government landscape and implications; importance of robust core set of relevant performance data sets. The

Committee was advised of the importance of embedding a separate partnership scrutiny process that involves its partners.

Marie Rosenthal, Director Governance and Legal Services described the statutory requirements of the Council to establish a Local Service Board; report on performance; establish arrangements for an Overview and Scrutiny Committee to scrutinise decisions or actions taken; scrutinise the Board's governance arrangements; and make reports or recommendations to the Board with respect to the Board's functions or governance arrangements. The Director suggested that this Committee would take on the Overview and Scrutiny role, and that the terms of reference of all five scrutiny committees should be streamlined to reflect the legislative requirements.

The Chairperson thanked officers for the presentation and invited the comments and observations from Members. In the discussions a number of matters were raised, and the Committee concluded that:

- The Council own approach to Local Service Board (LSB) Partnership work was established and was a good starting point in tackling the statutory requirements of the Act.
- The implementation of the Scrutiny Improvement Project would necessitate that the Terms of Reference of all five of its scrutiny committees would address the statutory requirements of this Act.
- The need for greater clarity of roles between national and local scrutiny arrangements for holding to account the statutory Public Service Board.
- It was noted that the role of the Future Generations Commissioner and the role of Scrutiny were not intended to overlap - they would both play a critical friend role. However Committee was keen to receive clear guidance on how the Future Generations Commissioner would interact with local Scrutiny functions.
- The Committee endorsed the importance of making legislation relevant to the citizens as a whole; and agreed that successful decision making embracing greater long term planning, with greater focus on outcomes, helped take the community along with you was a successful outcome;
- The Committee was concerned about the risk of focussing on vehicles to achieve the Act rather than actual outcomes.
- The Committee noted that everything the Council does will need to sit within the framework of the Act; and felt that the Council would need to improve how it communicates its well-being goals, and that a clear set of partnership objectives would be crucial.
- Members are keen to establish whether there will be new Key Performance Indicators to assist them in their monitoring role, and whether these will be in addition to existing KPI's.
- The Committee reiterated the Council's recent consultation response that it embraced the spirit of the Act and the aspiration to put in place mechanisms to hold Public Service Boards to account locally rather than nationally.
- It was felt that there would be resource considerations that would impact on the achievability of the Government's vision. Members were concerned that with the escalation in statutory scrutiny responsibility there is no resource earmarked for the role and responsibility it places upon Scrutiny.
- That Scrutiny as a key stakeholder in all local authorities across Wales should have an opportunity to shape the guidance.

- It was noted that there had been well attended consultation events with Local Service Board stakeholders and that these type of events should be extended to partnership scrutiny.

RESOLVED – That the Chairperson of the Policy Review and Performance Scrutiny Committee write to thank the external witnesses for attending the meeting and facilitating the scrutiny of the Well-being of Future Generations (Wales) Act 2015; and set out the comments made by Members (as attached).

## 57 : CARDIFF LIVEABLE CITY REPORT

The Chairperson welcomed the following:

- The Leader of the City of Cardiff Council, Councillor Phil Bale;
- Gareth Newell, Head of Cabinet.

The Chairperson introduced the item and advised that the first Cardiff Liveable City Report comparing the Council's performance perspective against a group of ten major UK core cities, not including London, had recently been published. This will be an annual publication of data available for scrutiny reference in its corporate planning overview capacity and for monitoring progress.

The Chairperson invited the Leader to make a statement. The Leader was pleased to present this first Liveable City Report which sets out in one document the key factors that matter to people; its sense of place; the quality of life and sustainability as a city that people wish to live, work and visit, all of which are central to the long-term strategy for Cardiff and for the Capital Region. This is a document which provides understanding on 'City Performance;' will act as an annual measurement; supports the work started at the Cardiff Convention and the National Conversation.

The report helps to align the performance reporting framework; and support the Council to build on its success and become Europe's most liveable capital city – a great place to work and do business; which attracts and retains the best talent; a place where people love to live and a city of opportunity for everyone, regardless of background.

The Head of Cabinet in introducing the report supported the Leader's comments around the vision; development of an improved performance reporting framework to support actions from the Wales Audit Office Improvement Plan; take on board outcomes from the Future Generations (Wales) Act; compares Cardiff with core cities; supports Cardiff Partnerships and the What Matters Strategy; ensuring a sustainable and accessible city available for all.

The Chairperson thanked the Leader and Officers for their contributions and invited Members to explore whether the report complemented the What Matters - 10 year Strategy and the current Corporate Plan; comment on the structure, content and accessibility; and whether the report had was a true reflection on Cardiff's success and adds value.

- Overall the Committee was pleased with the format, accessibility, look and feel of the report, and that it presented a positive light to external stakeholders;
- The Committee however was keen to place on record that the document should not replace other improvement reports;

- Members expressed particular concern that they had not been involved in the development of the document at an earlier stage, rather than after the document had been published. Members wished that if this became an annual document that the Leader consult Members before launching the document.
- Members also felt that stamping out inequality is a central role for the Council and its Councillors, therefore involving Members at an early stage in developing the document would ensure greater reference to inequalities, and better address how we make the City more liveable for the 60,000 poorest citizens, and indeed for older residents;
- The Committee was keen to clarify the validity of the European Commission's Urban Audit award of the title 'UK's most liveable city', as the evidence was not always backed up by the data presented throughout the report benchmarking Cardiff against UK core cities.

RESOLVED – That the Chairperson of the Policy Review and Performance Scrutiny Committee write to the Leader and Head of Cabinet to thank them for attending the meeting and set out the comments made by Members (as attached).

#### 58 : ALTERNATIVE DELIVERY MODEL - INFRASTRUCTURE SERVICES GOVERNANCE OPTIONS

The Chairperson welcomed the following:

- Councillor Bob Derbyshire, Cabinet Member Environment;
- Marie Rosenthal, Director of Governance and Legal Services;
- Tara King, Assistant Director Environment.

The Chairperson explained that Members were invited to focus on the governance proposals presented. The Committee would have an opportunity to consider the Full Business Case in early February jointly with the Environmental Scrutiny Committee. The key objective of this scrutiny was not to consider whether a trading company is the most appropriate vehicle for the Council's Infrastructure services, but to ensure appropriate arrangements are put in place to provide effective governance to preserve and enhance Council services to the citizens of Cardiff.

The Chairperson invited Councillor Derbyshire to make a statement. He explained the process that would be put in place to consider the Full Business Case in the new year; and stated that this was an opportune time for the Committee to look at governance; possible company structure; and representation / make-up of the Board.

Marie Rosenthal, Director of Governance and Legal Services; and Tara King, Assistant Director Environment provided a presentation on governance relating to the Full Business Case for the preferred model of a Wholly Owned company; to be tested alongside a modified in house model; work streams of key activities including procurement; legal and due diligence; statutory guidance on company structure; issues around a Teckal; Articles of Association; Board Membership and the legal support documentation.

It was noted that a report would be sent to Cabinet on the ADM Infrastructure model, contract and Business Plan and that the Committee along with the Environmental Committee would have the opportunity to further scrutinise this matter in February.

The Chairperson thanked Officers for the information and invited Members comments and questions from which the following matters were agreed: -

- The Committee welcomed the opportunity to contribute to the discussion on potential governance arrangements for an arms-length company to deliver essential Council services;
- A joint meeting of the Committee and the Environment Committee to scrutinise the Full Business Case will be arranged for February 2016; and should the Council decide to go ahead the Policy Review & Performance Committee would wish to factor scrutiny of the final contract into its future work programme;
- The Committee noted that the Council has commissioned external legal expertise to support the process and Members endorsed the approach taken by the appointed company, to work with the in house legal team in developing its own internal expertise. We also note that the Council has commissioned external commercial advice to support potential Board Members and budget holders to develop commercial acumen;
- To ensure tight control on the Company, the Committee wished to highlight the importance of adhering both to the Companies Act and the Council's governance requirements. Members felt that it was critical to have appropriate accounting procedures and standing orders in place for the new company.
- The Committee recognised that a Finance Director would be employed by the company and answerable to the Board, but emphasised that there was a need to balance this with Council controls;
- The Committee also wishes to caution against hampering the Company by putting in place too many reserved powers;
- The Committee noted that Member and Officer Board Member roles would be one and the same, and felt there needed to be clarity around the Member-Officer relationship;
- The Committee noted with caution the suggestion that in the longer term the Board might have little Member representation and welcomed the opportunity to offer a view on this matter;
- The Committee recommended that the Council takes external advice as to Member involvement in the Board;
- The Committee endorsed the suggestion that the nominated Member(s) should be non- executive Councillors;
- The Committee endorsed the view that the nominated Member(s) should ideally have business skills and expertise; and therefore recommended that an appropriate competitive process be adopted to ensure the right Member appointment(s);
- The Committee was of the understanding that should the proposals be accepted, the scale of the operation would require a Transition Board to be put in place, and hoped that the Committee would be able to engage with the Transition Board in monitoring the progress of matters that fall within the remit of the Committee, particularly as the Board introduces new arrangements that impact on the finances and staff of the Council.
- The Committee wished to ensure that the new operating arrangements maintain the existing Council ethos of working with SME's. In this respect the Committee would like to have sight of the list of SME's with whom services under consideration for transfer to the new Company are currently working.

RESOLVED – That the Chairperson of the Policy Review and Performance Scrutiny Committee write to the Cabinet Member, Environment and officers to thank them for

attending and contributing to the scrutiny of the Alternative Delivery Model – Infrastructure governance arrangements scrutiny and drawing attention to comments and recommendations made by the Committee (as attached).

59 : CORRESPONDENCE UPDATE

The Committee noted the content of the report and appendices.

60 : BUDGET SCRUTINY 2016/17

RESOLVED – That the Policy Review & Performance Scrutiny Budget Committee Meeting be re-arranged from Tuesday 9 February 2016 to: - Wednesday 17 February 2016 time to be agreed.

61 : COMMITTEE BUSINESS

(a) Information Governance Task Group

The Committee was reminded that this Task Group was set up to examine the Council's approach to information governance with particular reference to ensuring that information management positively supports improvement; Data security; and information sharing and the open data agenda.

RESOLVED – That the Principal Scrutiny Officer email the Committee to seek re-nominations for this Task Group.

(b) Community Infrastructure Levy Task and Finish Group

Members were reminded that the second meeting of the Task Group will take place on Monday 14<sup>th</sup> December 4pm in the Courtyard Meeting room, County Hall.

(c) Next Meeting – 12 January 2016

Agenda items for this meeting could include:

- Scrutiny of Cardiff Partnership Board/ What Matters refresh
- Wales Audit Office Corporate Assessment Review
- Commercialism Strategic Framework
- Office Accommodation
- Draft of the Corporate Plan.

62 : DATE OF NEXT MEETING - 12 JANUARY 2016 AT 4.30PM IN COMMITTEE ROOM 4

This page is intentionally left blank

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**12 January 2016**

---

**What Matters 2010-2020 10 Year Strategy - 2015 Review**

---

**Reason for the Report**

1. To advise Members of governance arrangements for the future scrutiny of the Cardiff Partnership Board (CPB); and to provide an opportunity to scrutinise the central strategic planning document of the CPB, the *2015 Review of the What Matters 2010 - 2020 Ten Year Strategy* attached at **Appendix 1**.

**Background**

2. In May 2015 the Committee was asked to take overarching responsibility for scrutiny of the Council's partnership work, specifically scrutiny of the CPB. This had previously been undertaken by a dedicated multi agency Local Service Board (LSB) Scrutiny Panel, reporting to the Community and Adult Services Scrutiny Committee, and supported by a dedicated Principal Scrutiny Officer (Partnerships). The deletion of resource in the Council's 2014/15 Budget to manage a work programme for the LSB Scrutiny Panel had resulted in its temporary decommissioning, pending agreement of future arrangements. On publication of the Improving Scrutiny Project in September 2015, the transfer of responsibilities was agreed, and henceforth this Committee will perform a strategic overview role of the CPB's performance.
3. The Council's Constitution provides each of the Council's five scrutiny Committees with authority to scrutinise partnership activity within their terms of reference, and so, complementing this Committee's strategic overview of partnership activity, all Council scrutiny committees will continue to factor scrutiny of relevant *What Matters* work streams into their forward work programmes.

4. Furthermore, as the Council continues to develop specific regional collaborative service delivery arrangements with other local authorities in (for example the South Central Education Consortium and the new South East Wales Regulatory Services Collaborative), other existing Council scrutiny committees and potential future joint scrutiny arrangements will be required to consider the scrutiny of these partnership ventures.
5. Consequently, the partnership scrutiny that the Committee is specifically asked to address concerns the work of the Cardiff Partnership Board (CPB), as described below.
6. The CPB is the successor to the Cardiff Local Service Board, set up in 2007 as part of a Welsh Assembly Government initiative across Wales. The CPB consists of South Wales Police, South Wales Fire & Rescue Service, The City of Cardiff Council, Cardiff Third Sector Council, Cardiff and Vale University Health Board and the Wales Probation Trust. The CPB strengthens local public service management to tackle 'fundamental and unmet' challenges from a citizen perspective. To achieve this, the Board is responsible for overseeing the performance of city-wide programmes and workstreams to address major issues in Cardiff.

### **Partnership Structures**

7. In April 2014 the local partnership landscape developed significantly when the Cabinets of the Vale of Glamorgan and City of Cardiff Councils agreed to develop a joint Local Service Board. The Cardiff and Vale of Glamorgan joint Local Service Board now sits above the CPB (illustrated on **p29**), and both authorities have agreed they will plan future collaborative scrutiny of the joint LSB. Scrutiny of the CPB remains with the City of Cardiff Council.
8. Therefore it is important that the CPB, Cabinet, senior management within the Council and its partner organisations, can all be assured that there is effective and robust scrutiny of the Council's partnership delivery and outcomes.

## National Policy Context

9. In December 2015 the Committee had an opportunity to develop a good understanding of the national policy context for partnership working, and the practical challenge of delivering the vision locally, in preparation for scrutiny of the work of the CPB and the *What Matters* Review.
10. The purpose of the Well-being of Future Generations Act (which comes into force in April 2016) is to ensure that the governance arrangements in public bodies for improving the well-being of Wales take into account the needs of future generations. The aim is for public bodies to improve the economic, social and environmental well-being of Wales in accordance with the detailed sustainable development principles and well-being goals that are prescribed by the Act.
11. Under the new legislation, public bodies have a duty to “pursue a common aim” to improve the economic, social and environmental well-being of Wales. The Act requires public bodies to apply sustainable development principles and take into account:
  - a. the importance of balancing short term needs with the ability to meet long term needs;
  - b. the benefits of a more integrated approach;
  - c. the importance of involving those with an interest in the objectives;
  - d. seeking views and taking them into account
  - e. collaborative working to meet objectives; and
  - f. the use of preventative measures to contribute towards meeting objectives.
12. From April 2016 the CPB will become a statutory Public Service Board and its work will contribute to achieving the seven well-being goals for Wales. These goals align well with Cardiff’s seven citizen outcomes,

13. *What Matters* 2010-20, 2015 Review (attached at **Appendix 1**) is the document that sets out the Single Integrated Plan to which all CPB partners have signed up. It captures the key issues facing the City within seven shared outcomes (p12) that support Cardiff's vision to improve quality of life and reduce inequalities, making Cardiff "Europe's most liveable capital city by 2020". Based on a Strategic Needs Assessment, the reduction of inequality is a central concern of the Strategy. Also central to this Review of the original strategy is a recognition that local areas are best placed to respond to local need.

### Structure of the Review Report

14. The Review is structured as follows:

- a. an Introduction that addresses the challenge of achieving a balance between growth and austerity, outlines new approaches to prioritise resources; and addresses the need to change behaviours and respond to local priorities.

The Introduction makes clear that the Strategy will be delivered by focussing collective effort on agreed actions to be set out in a forthcoming ***What Matters action plan***, and that there will be an ***annual review*** published on progress against priorities, which will address the reporting requirements under the Well-being of Future Generations legislation.

- b. Followed by a chapter on each of the seven outcomes:

People in Cardiff are healthy (p32)

Cardiff has a clean, attractive and sustainable environment (p44)

People in Cardiff are safe and feel safe (p54)

Cardiff has a thriving and prosperous economy (p65)

People in Cardiff achieve their full potential (p76)

Cardiff is a great place to live, work and play (p86)

Cardiff is a fair, just and inclusive society. (p93)

- c. For each outcome the Review examines “...*Where are we now?*”, “...*Looking to the Future*” and “*How will we know if this is working?*”

15. Members will find reference to all **national policy and legislation** developments relevant to the What Matters Strategy within the Introduction on **pages 23-25**.
16. For a quick **diagrammatic overview** of the CPB priorities in delivering *What Matters*, Members are referred to **page 31** of the Review.
17. On **page 26** Members will find **quantitative indicators** of where Cardiff is at today, and a look at what the trends suggest for the future.
18. Should Members wish to gather a quick overview of the document, an Executive Summary can be found at **Appendix 2**

### **Scope of the Scrutiny**

19. The Committee is asked to:
- a. Consider the CPB’s current effectiveness in delivering the *What Matters* 10 year strategy, as suggested in the 2015 Review document; and
  - b. Agree how it will approach future scrutiny of the CPB.
20. It is a matter for the Committee to determine its future work programming priorities in line with guidance under the Wellbeing of Future Generations Act. A number of the Council’s partners have been invited to attend the meeting, and Members may wish to take the opportunity of exploring with witnesses how the Committee can best discharge its future responsibilities. In attendance to facilitate the scrutiny will be:
- Councillor Phil Bale, Leader Cardiff Council
  - Paul Orders, Chief Executive Cardiff Council
  - Sarah McGill, Director Communities, Housing & Customer Services;
  - Rachel Jones, Policy, Partnerships and Citizen Focus Manager;
  - Sharon Hopkins, Executive Director of Public Health, Cardiff & Vale University Health Board

- Sheila Hendrickson Brown, Chief Officer, Cardiff Third Sector Council;
- Superintendent Steve Jones, South Wales Police.

21. Having considered the evidence, Members may wish to discuss and agree:

- The **frequency** with which they wish to scrutinise CPB activity, balancing statutory partnership scrutiny with other aspects of their work programme;
- Whether the scrutiny is best undertaken at programmed **full Committee** meetings, at special meetings, or via a **sub-committee**;
- The **balance** the Committee might wish to strike between scrutiny of the CPB's governance arrangements, its core planning arrangements, and its performance in delivering agreed outputs and outcomes.

## Legal Implications

22. 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**

23. 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.

## **RECOMMENDATIONS**

The Committee is recommended to:

1. Consider the information presented, and whether it wishes to make any comments or recommendations about the publication to the Cardiff Partnership Board.
2. Consider how the Committee might wish to arrange the future scrutiny of the CPB into its work programme.

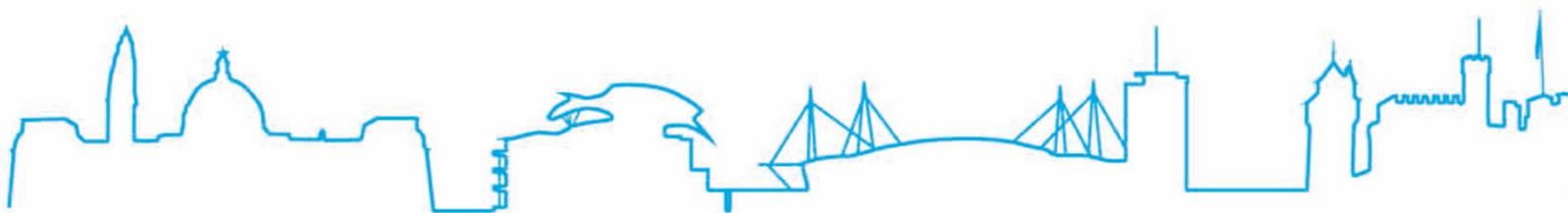
**MARIE ROSENTHAL**  
**Director of Governance & Legal Services**  
**6 January 2016**

This page is intentionally left blank

DRAFT

What Beth sy'n  
Matters Bwysig

2010 : 2020 - The 10 Year Strategy



2015 Review



'What Matters' 2010:2020 - Helping Cardiff become Europe's most liveable city



What Matters...



Page 18

People in Cardiff are healthy.

Cardiff is a fair, just and inclusive society.

People in Cardiff have a clean, attractive and sustainable environment.

People in Cardiff are safe and feel safe.

Cardiff has a thriving and prosperous economy.

People in Cardiff achieve their full potential.

Cardiff is a great place to live, work and play.



Bwrdd Iechyd Prifysgol Caerdydd a'r Fro  
Cardiff and Vale University Health Board

Gwasanaeth Prawf Cenedlaethol National Probation Service



South Wales Fire and Rescue Service



Gwasanaeth Tân ac Achub De Cymru



Llywodraeth Cymru Welsh Government

# Our Vision:

*“By 2020... Cardiff will be Europe’s most liveable capital city”*

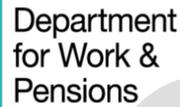
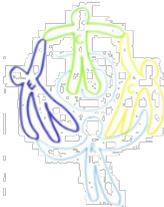
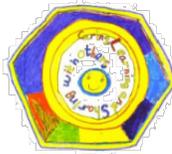
Page 19

## Contents

Introduction	5	
People in Cardiff are healthy	32	
Cardiff has a clean, attractive and sustainable environment	44	
People in Cardiff are safe and feel safe	54	
Cardiff has a thriving & prosperous economy	65	
People in Cardiff achieve their full potential	76	
Cardiff is a great place to live, work and play	86	
Cardiff is a fair, just and inclusive society	93	
<b>Appendices:</b>		
1. Strategic Needs Assessment		
2. Mid-term Review of Performance	3	
3. <b>What Matters Action Plan*</b> <i>(*The Action Plan will be developed by April 2016)</i>		

The delivery of *What Matters* is supported by:

Page 20



The Cardiff Partnership recognises that this is not an exhaustive list of the partners that contribute positively towards the 7 outcomes, and that it would not be possible to acknowledge each and every contributing agency. There are a wide range of other partners involved in our activity whose efforts will be documented throughout the course of our work.

# Introduction

Cardiff has been transformed over recent years and has been reinvented as a modern capital city for Wales. Moreover, the city has punched above its weight by building an international reputation on the back of its waterside destination, cultural facilities and renowned sporting events. We can all feel proud of these achievements as they have not only driven economic prosperity in the city, but they've helped to redefine Cardiff on the world stage. The city, however, is not exclusively defined by these achievements. It is the pride and passion of local communities that characterise Cardiff. We are a diverse and open city with a long-standing history of social justice within welcoming communities. The growth of Welsh language and culture and the increased number of young people wanting to speak one of Europe's oldest languages is a welcome development. As city partners, we want to build on this success as we look to the future.

From a city development perspective, there is no denying that over the last 20 years Cardiff has made great strides forward, but with changing economic circumstances, evolving community needs and the challenge of reducing inequality we must re-establish our priorities for shaping the next decade of success. **This strategy will help deliver the next chapter for Cardiff and achieve the outcomes necessary to make Cardiff one of the best places to live, work and visit in Europe.** To do this, we must focus on **what matters** for Cardiff and its communities and work together to deliver our collective vision... **to make Cardiff Europe's most Liveable City.**



## Cardiff 'What Matters' 2010:2020 – Delivering Europe's most Liveable City

In 2010, partners in Cardiff developed a new approach to addressing the major issues affecting the Capital city. For the first time, the city's partners agreed to work together to develop a single **What Matters** strategy for promoting economic, social and environmental well-being. The new way of working allowed the resources of a number of key public and third sector organisations to be coordinated more effectively to address the issues that matter most to local people. This transformed the approach to partnership working across Wales as the principles of shared intelligence, targeted resource allocation and coordinated activity came to define collaboration beyond Cardiff's boundaries.

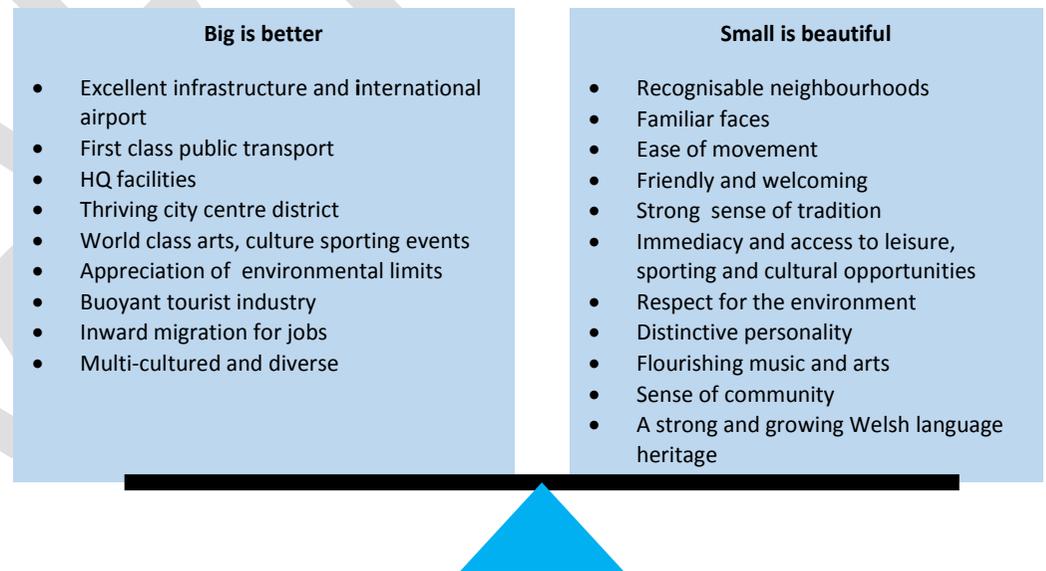
Much has been achieved since the launch of **What Matters** and the city is now a better place to live, visit and work. Importantly, it is one of the fastest growing and most highly skilled cities in the UK, and was recently named the 'Best city for Young People in Britain'<sup>1</sup> in terms of opportunities, quality and cost of living. The **European Commission's Urban Audit** also placed Cardiff as the highest ranking UK city in terms of quality of life in 2013, and the survey concluded that Cardiff was the 5th most liveable capital city in Europe.

### What Matters... Achieving a balance

For Cardiff to achieve its vision of becoming Europe's most liveable city it will mean improving our credentials as a place to work and invest, and continuing to develop as a great place to live, with a focus on delivering excellent public services, addressing inequality and growing the city in a sustainable way.

<sup>1</sup> Poll conducted by Legal & General in 2013

The changes and achievements that have characterised Cardiff's journey mean we now have a city recognised for its 'liveability'. For example, our new developments combined with well-preserved parks and open space and long-standing multicultural communities make it a cosmopolitan city with recognisable neighbourhoods. For this reason, questions about the future of the city often focus on striking a balance. Regeneration and development in Cardiff must be shaped around achieving a desirable size and scale for the city, because small can be beautiful but big can also be better. In Cardiff, our intention has been, and will continue to be, growing those elements that will improve overall prosperity whilst preserving what makes the city unique.



Delivering our vision will not be easy. Cardiff's growing population is a sign of our success that so many people want to live in our city and is perhaps the greatest compliment it could receive. But population growth will also put pressure on public services and infrastructure, and so we must plan our city, and our public services, for the future to ensure that we protect the very thing which makes our city great – **the quality of life of our residents.**

This growth coincides with a financial landscape for public service delivery that has changed dramatically since 2010. The key challenge, however, will be to promote improved liveability during a time of significant funding pressures. We also recognise that prosperity is not always shared equally, and at a time of huge pressure on public services, it is more important than ever that this issue is addressed and vulnerable people are protected.

It is therefore appropriate that the *What Matters Strategy*, which has served the city well over the last 5 years, is refreshed and updated. The economic realities, evolving community needs and a changing policy and legislative context mean that we must re-establish our priorities for shaping the next five years.

**This Strategy will help deliver the next phase of collaborative development for Cardiff and achieve the outcomes necessary to make Cardiff one of the best places to live, work and visit in Europe.** To do this, we must collectively focus on *what matters* for Cardiff and its communities and work together to make sure that we can make Cardiff Europe's most **liveable capital city**.

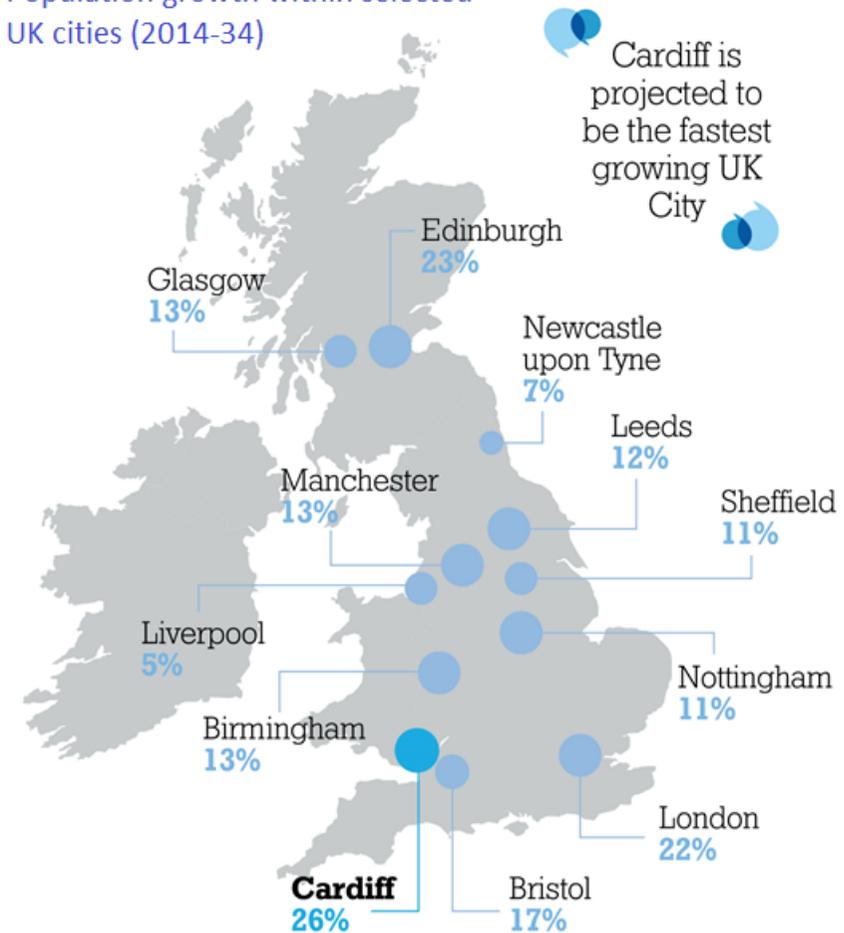
## *What Matters...* The combined challenge: growth and austerity

It is often said that we live in an urban age, but it is perhaps surprising that the majority of economic and population growth is projected to take place not in the world's mega-cities but in middle-sized cities, cities like Cardiff.

**Over the next 20 years Cardiff is projected to grow faster than any other major British city.** In these cities, 'liveability' is making a crucial difference to attracting the most talented people and most dynamic businesses.

Between 2004 and 2014, Cardiff's population grew by 11.7%. This was the fifth highest percentage increase across the core cities, behind Manchester, Nottingham, and the City of Bristol. This trend is set to continue with a **projected growth of 26% between 2014 and 2034** - an additional **91,500 people** – making Cardiff the fastest growing UK City in percentage terms.

Population growth within selected UK cities (2014-34)

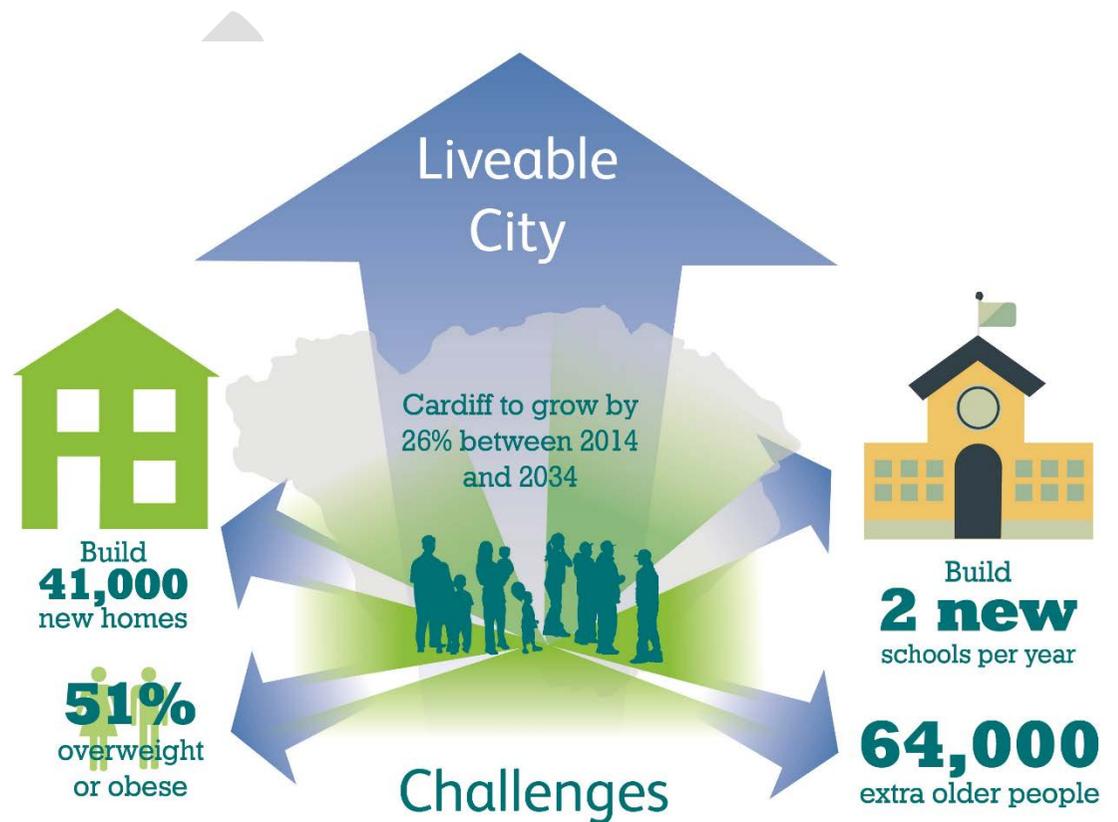


\* The Edinburgh and Glasgow figures relate to projected population growth between 2010-35 as part of the National Records of Scotland's 2010 Local Authority population projections  
 \* Source: Welsh Government mid-2011 based population projections, office of national statistics mid-2010 figures based on population projection.

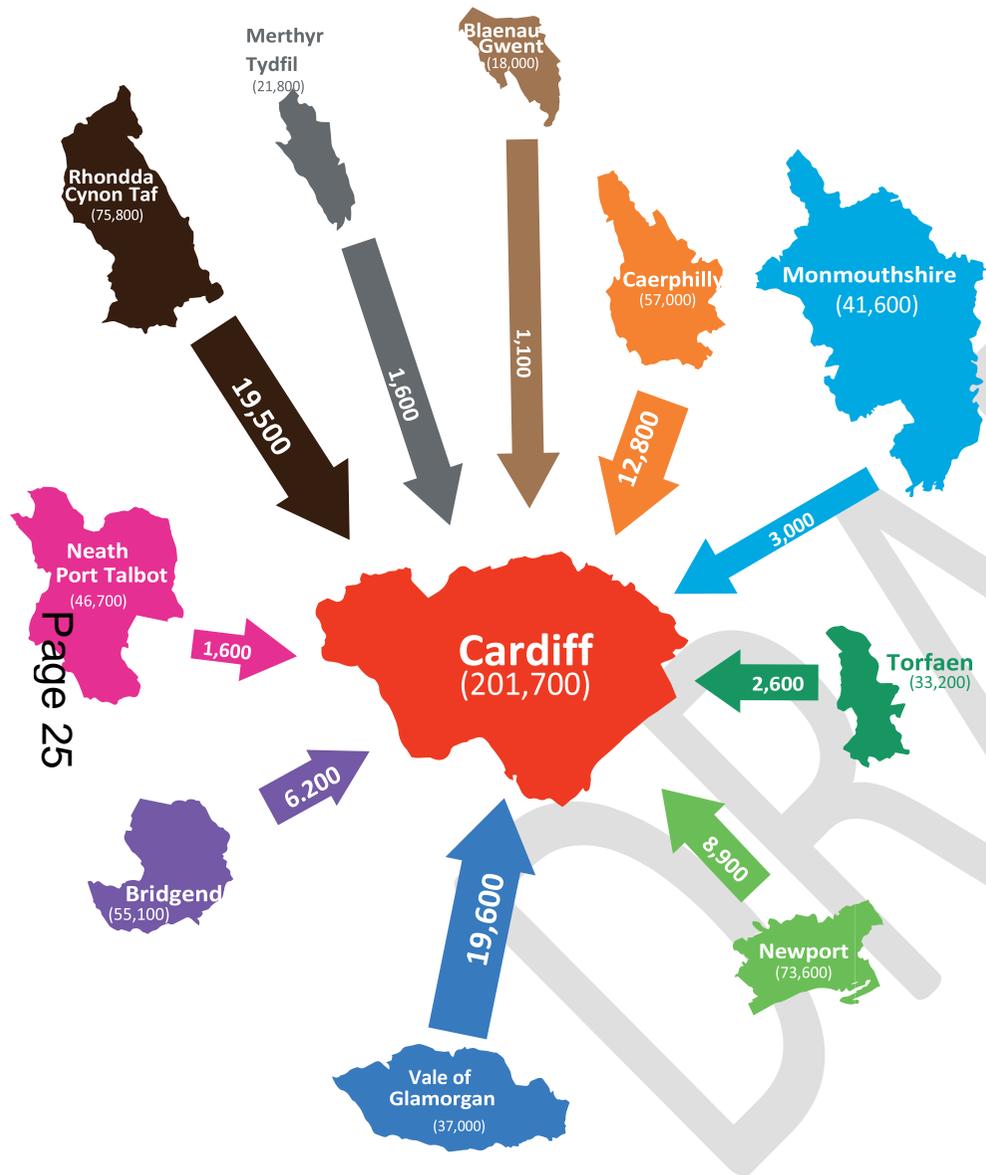
In response to this growth, Cardiff's Deposit **Local Development Plan**, covering the period 2006 to 2026, outlines how the city will accommodate and make provision for **41,100 new homes** and **40,000 new jobs**.

A key factor for the future planning of local services is that Cardiff's rapid growth will not be evenly spread across age-groups. There will be significantly more people between the age of 30 and 50, more school children and more people over 65 years old. These changes in the make-up of Cardiff's population will put pressure on services because we know that certain age-groups are more likely to rely on public services. Young people are entitled to high quality education, and so a **25% increase** in school age children will mean that we will need more schools and more teachers in Cardiff. Similarly older people – particularly those over 85 years old whose numbers are expected to **nearly double over the next 10 years** - are far more likely to need health and care services to help them live independent lives. So, whilst population growth is a sign of success, there are challenges to be managed.

From an economic perspective, Cardiff is at the heart of the **Cardiff Capital Region** of 1.5m people and **makes up nearly a quarter (24%) of the capital region population**. Over the last 10 years Cardiff has also generated nearly 2 out of 3 net new jobs created in South East Wales and each day around 80,000 people – or over a third of the city's 200,000 workforce commute into Cardiff from elsewhere in the Capital Region. It is clear by far that Cardiff's economic performance is the strongest in Wales and it has also demonstrated strength in relation to UK core cities, with faster jobs growth and consistently lower unemployment. However, the next period of development of the city's economic infrastructure will rely on closer working across the Capital Region and partnerships – such as the **City Deal** – will feature strongly in the priorities for delivering this strategy.



*Balancing the combined challenges of growth and austerity*



Page 25

Illustration of the number of commuters coming into Cardiff each day and the role the city plays in supporting the wider economy.

At the same time as significant growth pressures, the financial challenges currently facing the public sector are unprecedented. The marked deterioration in public finances has been more pronounced than anyone expected following the global economic downturn. Organisations are facing a stark reality; it is no longer a case of weathering the financial storm but adjusting to a new era of permanent austerity.

*“Spending on public services is set to fall to its lowest level – as a proportion of GDP – since the 1930s.”*

On top of the budget reductions to date, we know that public spending is set to fall to 36% of national income by 2018/19 with spending on public services falling to its lowest level – as a proportion of Gross Domestic Product (GDP) – since the 1930s. The rebalancing of public finance at a UK government level will therefore represent a fundamental constraint on public organisations for the foreseeable future.

Over the next three years, public services across Cardiff need to save in excess of £100m each year, The City of Cardiff Council has had to save around £100m over the last 3 years and is facing an estimated budget shortfall of £115m between 2016/17 and 2018/19. Since the Cardiff & Vale University Health Board came into effect six years ago, it has delivered savings of £287m and has been asked to make operational savings of £49m per year. South Wales Police have also made savings of £69m since 2005/6, and are currently responding to an estimated funding gap of £94m identified between 2010/11 and 2017/18.



The challenges facing Cardiff are clearly significant and meeting the increasing demand for complex citizen services must be reconciled with managing diminishing financial resources. As public and third sector partner organisations prepare for these major challenges, efficiency savings and traditional cost-management strategies will not be enough. As a consequence, partners will have to fundamentally change their approach to delivery.

## **What Matters... New approaches and prioritising our resources**

**As partners we must prioritise our collective resources to tackle those issues which have the most impact on delivering citizen outcomes and on those which pose the greatest risk for safeguarding vulnerable people or the future success of our city. To do this there are a number of key themes which will be integral to any new approaches we develop as partners.**

**Sustainable Development:** Sustainable development has always been at the heart of delivering the *What Matters Strategy* to improve social, economic and environmental wellbeing. However the Well-being of Future Generations Act which comes into force in April 2016, will formalise our partnership work in ensuring sustainable development remains the guiding principle for everything we do to make Cardiff Europe's most liveable city. Later sections of this Strategy and Action Plan will provide further detail regarding the steps we will take.

**Citizen Power:** We recognise that the solutions to solving many problems lie within our communities themselves and not within our organisations. We have a huge amount of talent, expertise, knowledge and willingness across the city's many stakeholders. An important role for partners is to facilitate, enable and support talent so that human capital can flourish. Given that resources across

all agencies will be reduced over future years, it will be important for us to invest in supporting communities in building capacity to play a more leading role in shaping, delivering and managing services. This could mean anything from volunteering, fund raising, and earning time credits for their time or getting involved in community asset transfers. The city's 'Stepping Up' programme will continue to be developed as an integral part of the support for increasing community participation.



*“To make Cardiff more liveable we need to put the ball in the hands of the community and let them decide what decisions they want to make. We need to ask them how they want to make the place healthier, cleaner and more attractive. If community groups are making decisions it makes for a more sustainable society.”*

**Maisy Andrews, Cardiff Team  
around the Family Service,  
Tros Gynnal Plant**

**Early Intervention:** It is well documented that the cost of responding to damaging problems affecting young people such as mental health problems, going into care, unemployment and youth crime is significant. Research published in February 2015 found that responding to these issues in England and Wales cost almost £17 billion a year<sup>2</sup> with a third of these costs coming from the annual £5 billion cost of looking after children in care. In Cardiff, the average annual cost of a placement for each child who becomes looked after (LAC) by the local authority is £46,000 each year; with the gross annual spend by Children Services on placements for Looked after Children (LAC) totalling £23m. Similarly the average weekly cost of a mainstream residential care placement costs £3,000 with the most expensive placements costing in excess of £5,000 per week. Both of these examples illustrate the financial pressures being placed on social care services within the city and the urgent need to reduce demand through earlier intervention and improved family support.

Following the trend of high level costs for support, an estimated further £4 billion a year in England and Wales is also spent on benefits for 18-24-year-olds not in education, employment or training (EET) with £900 million spent on helping young people suffering from mental health issues or battling drug and alcohol problems. It is clear that there is compelling evidence that more must be done to stop problems escalating – not only in the interests of reducing costs for partners but to also improve outcomes for citizens.

Over the next five years in delivering this Strategy there will be a renewed drive for prioritising early intervention across everything we do and ensuring that service performance data is better utilised to target services at vulnerable people at the earliest opportunity. The Cardiff Partnership has already set out its commitment to working together in the [Early Help Strategy](#), and the

implementation of the associated action plan will provide a clear focus on maintaining momentum.

**Behaviour Change:** Many of the biggest policy challenges we are now facing – such as the increase in people with chronic health conditions or the need to increase recycling rates – will only be resolved if we are successful in persuading people to change their behaviour, their lifestyles or their existing habits. Fortunately, over the last decade, our understanding of influences on behaviour has increased significantly and this points the way to new approaches and new solutions. Over the last few years, partners have been successful in influencing positive change through a variety of mechanisms, including greater involvement in designing or ‘co-producing’ services; increasing accessibility of services via [Community Hubs](#); providing incentives such as [Time Credits](#) or making policy decisions to directly change behaviours such as the recent Waste Strategy changes rolled out across the city. To influence behaviour, partners will need to continue to prioritise an understanding of customer relationships and analysing service data to evidence outcomes of what is working and what could be improved.

**Service Integration:** Cardiff already has a strong track record of working in partnership and coordinating service delivery with other public and third sector partners across the region. However, the challenge now is to accelerate partnership working to move from collaboration to integration of services to ensure long term sustainability and improved outcomes through a process of strategic transformational change. This will be particularly relevant for integrating health and social care services given the strong interfaces between the two service settings but there will be increasing opportunities for closer working across all agencies including a new Multi-agency Safeguarding Hub, co-located teams in multi-use community buildings and neighbourhood services.

---

<sup>2</sup> Spending on Late Intervention: How we can do better for less, Early Intervention Foundation, February 2015

**New Technology:** New technologies are enabling citizens to access seamless services in a joined up and personalised way, creating a new localism that empowers citizens to create new networks, virtual community interest groups and to better mobilise collective resources. This will allow us to develop a new public service that is focused on the needs and ambitions of citizens, on the development of sustainable communities and the requirements of competitive businesses. Alongside community empowerment, technology is increasingly being utilised by partners for expanding the notion of ‘digital by default’ to encourage a culture of greater ‘self-service’ on-line and a significantly improved understanding of citizens through Customer Relationship Management systems. Mobile scheduling of services will also continue to be expanded and shared where possible across sectors to improve both efficiencies and outcomes for citizens.

## What Matters... One Vision, 7 Outcomes

To achieve our vision of becoming Europe’s most liveable city, we have embraced a different approach that has, and will continue, to focus on improving outcomes for citizens. Working within the current financial landscape of Cardiff where the public and third sector have significantly reduced budgets and a growing population to provide services for, it is imperative that we continue to work towards improving people’s quality of life by focussing on the 7 citizen outcomes (or well-being objectives<sup>3</sup>) we have collectively agreed:

### Cardiff’s citizen outcomes:

- **People in Cardiff are healthy;**
- **Cardiff has a clean, attractive and sustainable environment;**
- **People in Cardiff are safe and feel safe;**
- **Cardiff has a thriving and prosperous economy;**
- **People in Cardiff achieve their full potential;**
- **Cardiff is a great place to live, work and play;**
- **Cardiff is a fair, just and inclusive society.**

In 2010 this strategy and outcome focussed approach brought together, for the first time, the components of the Proud Capital Community Strategy; the Health, Social Care and Well Being Strategy; the Children and Young People’s Plan; and the Community Safety Strategic Assessment into a Single Integrated Plan – *What Matters*. By also including our other community planning priorities, such as our economic and environmental agenda, it has enabled us

<sup>3</sup> Cardiff’s 7 citizen outcomes provide the ‘well-being objectives’ for the city as required by the Welsh Government’s Well-being of Future Generations Act



to outline our collective contributions towards delivering our shared citizen outcomes.

Achieving our outcomes is not the responsibility of any individual organisation. In fact, it simply would not be possible for a single organisation to achieve any of these outcomes alone and the many forms of inequality in the city can only be solved by working together. By operating across organisational boundaries to share resources, and identifying opportunities to overcome barriers, we will continue to deliver *what matters* most to the people of Cardiff.

## **What Matters... Where are we now?**

Cardiff's 7 shared citizen outcomes are long term aspirations which were identified in 2010 and remain the outcomes that are key to achieving the vision for Cardiff. As part of this review, a revised Strategic Needs Assessment has been undertaken to update our key performance data in order to enable us to prioritise future activities. The strategic needs assessment provides a supporting appendix to this strategy and can be found at [www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk).

Cardiff's vision is to become the most liveable city in Europe by 2020, supporting an improved quality of life and reducing inequalities. In terms of Cardiff achieving its vision as a great place to live, work and play the majority of respondents to the 2015 *Ask Cardiff survey* reported that they were satisfied with Cardiff as a place to live (89.5%).

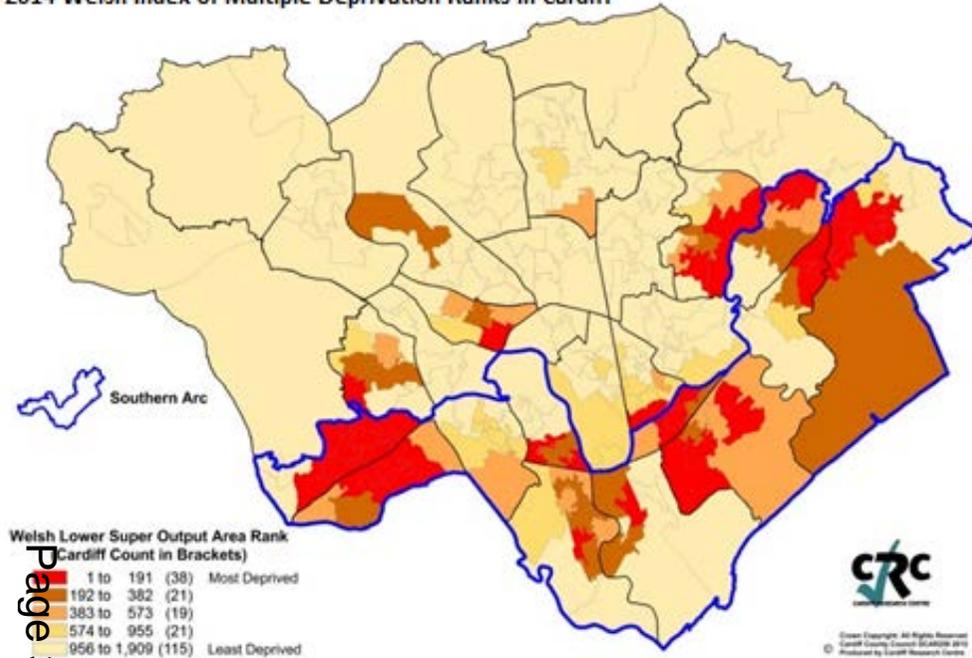
**However, despite significant investment and partnership working over recent years, there remain marked disparities in affluence between the north and south of Cardiff, with the majority of deprivation falling in the south.**

This forms a pattern which has come to be described as the 'southern arc' of

deprivation, with Wales' most and least well-off wards located either side of this divide. Statistics relating to deprivation and well-being in Cardiff therefore paint a geographically divergent picture with over a third (36.7%) of the 90 Lower Super Output Areas (LSOAs) within the city's Southern Arc ranked in the 10% most deprived areas in Wales. This is significantly higher than the overall figures for any of the local authorities in Wales and in contrast, only 4.0% of the LSOAs in the rest of Cardiff fall within this most deprived group. This pattern of deprivation has been in existence for some time, but unfortunately shows no signs of disappearing in the immediate future. In fact, **Cardiff's share of the number of people living in Wales' most deprived communities rose from 15.3% in 2011 to 17.6% in 2014.** The causes and consequences of deprivation are complex, long-term and entrenched and the reduction of inequality is a central concern of this Strategy.

A detailed analysis of deprivation, which informs the overall *Strategic Needs Assessment*, recognises that there are pockets of both affluence and deprivation outside of this general pattern which need to be monitored and fed into other action plans and strategies. However, references in this Strategy that refer to the southern arc are broadly representative of inequality in the city. This is not to ignore the fact that pockets of inequality exists within even the most affluent areas and that certain socio-economic groups are more vulnerable to deprivation, but recognising the broad pattern of deprivation can help us to understand the causes and associated effects that characterise the city.

## 2014 Welsh Index of Multiple Deprivation Ranks in Cardiff



Crucially, deprivation across a range of indicators follows the same pattern; income, unemployment, education, health, housing and crime show clear divides between north and south, and more in-depth analysis reveals that **low income is the key determinant of almost every other form of deprivation**. This is certainly noticeable in Cardiff since the most income deprived areas also suffer from the most pronounced social problems, such as poor health, child poverty and some aspects of community safety. **As a consequence income deprivation must be recognised as a key concern, to which other solutions are anchored.** We need to address deprivation in its entirety, recognising income as the central component, if we are to find sustainable long-term solutions to persistent problems.

**One of the most startling statistics in Cardiff is the gap in life expectancy between the most and least affluent wards.** In parts of the Lisvane ward, which is located in the north of the city, life expectancy is **10-13 years higher** than in parts of the ward of Butetown, which is located in the south of the city. This stark statistic represents significant inequality, but it is not the only one. The gap in healthy<sup>4</sup> life expectancy is even wider at **22 years** between the least and most deprived areas of the city.

Overall recorded crime in Cardiff has continued to fall since 2010. Significant progress has been made for example in reducing criminal damage, anti-social behaviour and house burglaries. Conversely, there have been increases in violence against the person and in the number of recorded hate crimes and domestic related offences in recent years. However, it is important when noting these increases to take into account the changes to crime recording in South Wales during 2013/14 with the implementation of 'recording at source'.

This has provided a more accurate representation of levels of crime and so it is not felt that Cardiff has become less safe. In addition, greater reporting of domestic abuse and hate crime in some ways can also be seen as a positive in that it can also reflect greater confidence of victims in speaking out in response to campaigns encouraging people to report this abuse. Clearly any kind of abuse however is not acceptable and partners will continue to work with victims to provide support and advice, whilst actively prosecuting perpetrators.

Despite progress in keeping Cardiff safe, many forms of crime are still concentrated in certain geographical 'hotspots' and many of these also fall into the southern arc of the city, and other areas of high deprivation. Burglary from dwellings, theft of motor vehicles, violence against the person, and anti-social behaviour are all higher in these areas of Cardiff. **It can therefore be**

<sup>4</sup> **Healthy life expectancy** is the average equivalent number of years of full **health** that a new-born could expect to live if they passed through **life** subject to the **age- specific death rates and ill-health** rates of a given period and area.

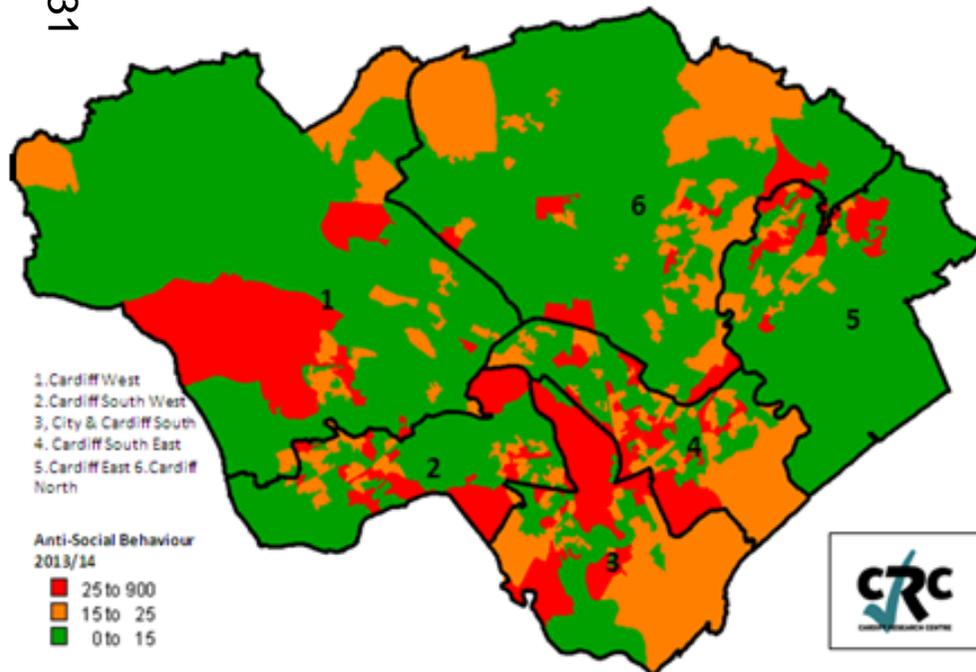
said that the more disadvantaged communities are more likely to suffer the effects of crime.

In addition, our research shows that certain populations are more likely to suffer the consequences of deprivation across these indicators because they are more likely to live in the southern arc. This is true of Black and Minority Ethnic (BME) populations and the Gypsy and Traveller community.

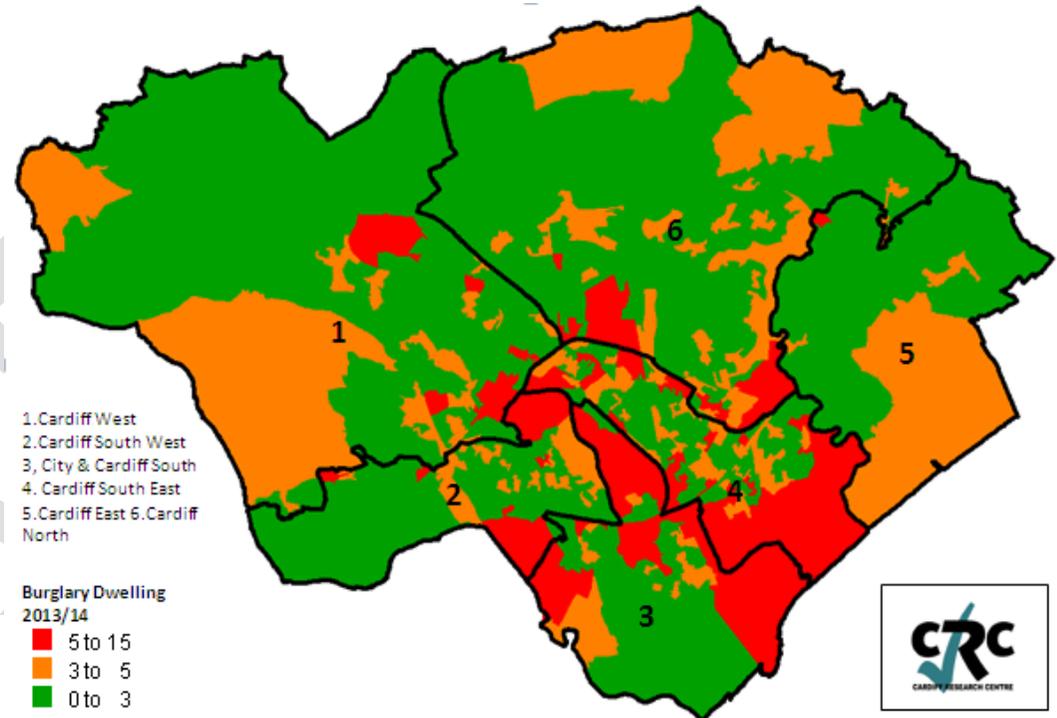
This range of disparities in wealth and prosperity has emerged over time and the nature of the problem is not only geographical but cyclical. Some areas of Cardiff are seeing recurrent worklessness and more and more children are growing up in poverty. **Almost a quarter (24.3%) of dependent children in Cardiff are estimated to be living in poverty<sup>5</sup>**, which encompasses economic and material disadvantage and has a significant impact on their life chances, thereby compounding the cycle of poverty.

Page 31

### Anti-social behaviour incidents 2013/14



### Burglary of dwellings 2013/14



## What Matters... Children and Young People

Children and young people make up almost 46% of the population of Cardiff and the number of children aged 0 to 24 has risen over the past 10 years. Building a brighter future for all children and young people and ensuring that that they are able to take advantage of the opportunities that exist is a fundamental ambition of this strategy. Cardiff is already a good place for many of its children and young people to grow up in, with the advantages that a

capital city can bring such as an extensive range of leisure, sporting and cultural opportunities, many good schools, high-quality health services and well-regarded youth support services. However, as already described, the inequality evident in Cardiff can have a profound effect on the lives of children and young people- now and in the future. Our aim is to support all children and young people across the city. It is important to recognise that children and young people who are disadvantaged - whether through disability, poverty, family circumstances, illness, neglect or abuse - will require particular help if we are to improve their prospects. This strategy represents partners' commitment to ensuring these children and young people receive the support they need.

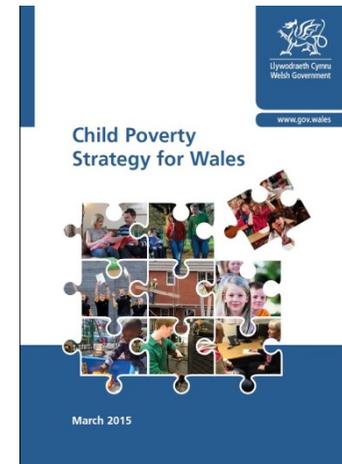
### Addressing child poverty

As has already been described, children and young people in Cardiff can have very different experiences growing up, depending on which parts of the city they live. A proportion of Cardiff's children and young people grow up in poverty and tackling it is a high priority for partners. The **rights of children and young people** and their position in Welsh society have already been strengthened by a Welsh Government measure in regard to the **United Nations Convention on the Rights of the Child (UNCRC)**. There is however a lot more to be done. Addressing poverty is important not only because of the devastating impact on the lives of individual children and young people but also because of the wider impact on communities.

A new Welsh Government **Child Poverty Strategy for Wales** was published in March 2015. 'What Matters' and programmes such as Families First, Communities First, and Flying Start provides the mechanism for taking this strategy forward in Cardiff and seeking to address the following objectives:

- Reducing the number of workless households.

- Increasing the skills of parents and young people in low-income households so they can secure well-paid employment, as in-work poverty is a growing issue.
- Reducing the inequalities which exist in the health, education and economic outcomes of children and families by improving the outcomes of the poorest.
- Using all available levers to create a strong economy and labour market to tackle poverty including in-work poverty.
- Increasing household income through debt and financial advice, address to the "poverty premium" (where households pay disproportionately more for goods and services) and mitigate the impacts of welfare reform.



Poverty affects all aspects of a child's life and can range from economic and material disadvantage through to social constraint and exclusion. It can also lead to difficult personal issues associated with shame, stigma and the fear of difference. The associated effects of poverty are profound and far-reaching. Children aged up to 14 from unskilled families are five times more likely to die in an accident than children from professional families and are 15 times more likely to die in a fire at home. Poverty also has a clear and direct impact on children's development; before reaching his or her second birthday, a child from a poorer family is already more likely to show a lower level of attainment than a child from a wealthier family, and is more likely to leave school at 16 with fewer qualifications.

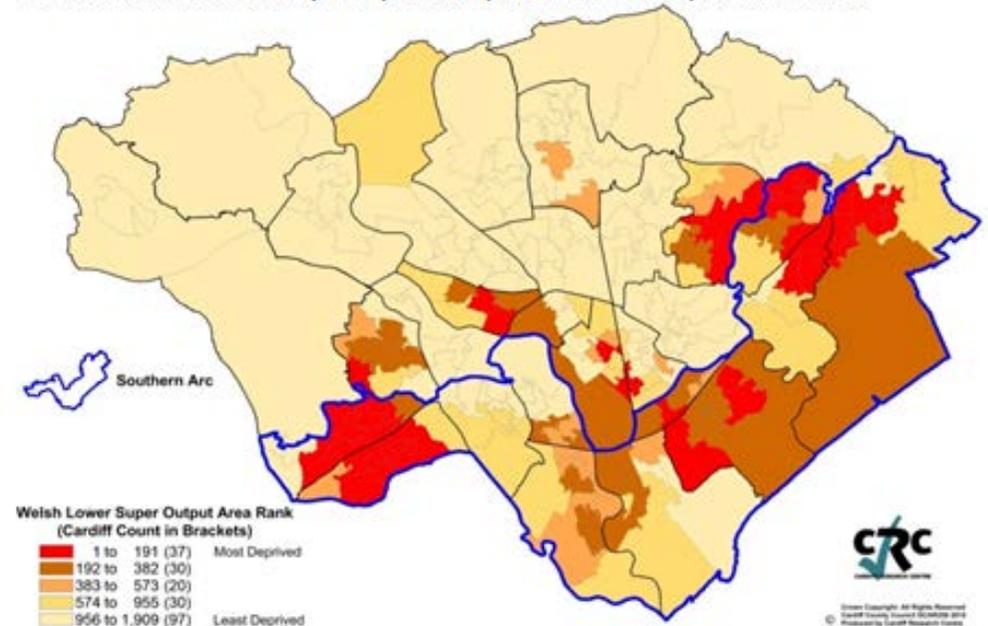
The damage this does to individuals is immediately obvious, but it also has wider repercussions for communities, leading to generationally entrenched,

geographically recurrent poverty that reinforces the gap between the wealthiest and the poorest in our society. Child poverty is a major issue in Cardiff because of the numbers of children who are affected. Though the city appears to be relatively wealthy, a closer analysis reveals Cardiff has more than its expected share of children living in the most deprived families: **more than a quarter (26.1%) of the city's 0 – 15 year olds live in the 10% most deprived communities in Wales.**

The causes and effects of child poverty can only be addressed if an extensive range of partners play their part. Child poverty cannot be addressed solely by those services designed for children and young people: everyone has a contribution to make. It is imperative that we break the cycle of poverty as poverty in childhood increases the risk of poverty in adulthood. Adult poverty is associated with poverty in old age, and poverty in one generation of a family increases the chances of poverty in the next generation. Examples of inequality in Cardiff, such as the disparities in life expectancy between different areas, can therefore be successfully tackled by addressing child poverty and its causes directly.

In terms of education deprivation, 17.3% of Cardiff's LSOAs rank in the 10% most deprived areas in Wales, (2014 WIMD), the third highest proportion across local authorities in Wales. In addition, there are marked differences across the city with 56.5% of the LSOAs in Cardiff East falling amongst the 10% most deprived in Wales, compared to Cardiff North with only 3.4% and City & Cardiff South with 0.0% LSOAs falling within the bottom 10%. However, GCSE results overall have improved in 2015 with the percentage of pupils in Cardiff achieving at least five A\* to C grades, including mathematics and English or Welsh rising to 59% – an increase of 5% since 2014, and 10% since 2012.

2014 Welsh Index of Multiple Deprivation (Education Domain) ranks in Cardiff



As well as improvements in educational attainment, the number of Cardiff's Year 11 leavers (aged 16) not in education, employment or training (EET) has also more than halved from 8.8% in 2010 to 4.3% in 2014. Cardiff's Vulnerability Assessment Profile (VAP) tool has proved very effective at identifying those at risk of leaving school without the necessary qualifications. Based on attendance levels and professional feedback the necessary support is then put in place to help re-engage pupils in their learning. When compared to the total number of pupils who were not in EET in April 2014, only 18 pupils had not been identified by the VAP Tool. Of the 682 Year 11 pupils identified using the VAP Tool in April 2014, 549 (80.5%) made a successful transition into education, employment or training. This approach demonstrates the value of using individual data to drive interventions to deliver positive outcomes and

will continue to be an important tool going forward to ensure reducing resources are targeted where they are needed most.

**The gap in educational attainment is improving but needs to continue to do so apace; otherwise young people from the more deprived wards could be consigned to a future with fewer opportunities and greater challenges.** As city partners it is imperative that we break the cycle of deprivation in order to secure a fairer future for everyone.

## **What Matters... Older people**

As outlined previously in this Strategy, the demographics of society are changing, with an increasing number of people reaching an advanced age and in better health than ever before. Moreover, scientific research disproves many of the stereotypes relating to the inevitable and irreversible decline with age. As a result, partners recognise the age spectrum relating to 'older' has grown and is growing and older people's situations, preferences and needs are remarkably diverse.

In addition to recognising the diversity of older people, partners also appreciate that opportunities must be provided for willing and capable older persons to participate in and contribute to a range of activities and society in general. As people stay fitter and healthier for longer it is conceivable that they will want to live more active lives for longer, engaging with and influencing the world around them. Providers are committed to offering older people opportunities to participate in a range of activities so that they can fulfill their potential throughout their lives as well as ensuring they have a voice and can influence decision-making.

However, though we hope that the majority can enjoy a long and healthy life, increasing age may mean an increase in health problems, particularly chronic

conditions and dementia. This could place greater pressure on health and social care services and may necessitate new approaches to managing and minimising the impact of these illnesses. Changes to the age make-up of society will also impact on families. As longevity increases, relatives may be required to take on more caring responsibilities and for longer. Providers will therefore need to consider the wider strain on individuals and families and offer specific support for those providing care. The strategic commitments and corresponding high level actions within this strategy have been developed with regard to the [United Nations Principles for Older Persons](#) and in line with recommendations from the [Older People's Commissioner for Wales](#). These can be grouped under five themes: independence, participation, care, self-fulfillment and dignity and underpin all partners' activity in this area.

## **What Matters... Changing behaviours**

The variation in outcomes and opportunities across Cardiff shows that partners must be agile enough to target intervention and geographically tailor responses to meet local need. Addressing inequality is dependent on partners being able to direct resources to the people and areas who need it most. Only by focusing our efforts on the areas of distinct disadvantage can we break the pattern that has come to characterise need in the city.

The lifestyle choices people make have a major impact on their health and wellbeing. The Cardiff Partnership recognises that to improve health in Cardiff we need to address the lifestyle behaviours that increase the likelihood of developing serious medical conditions such as liver and heart disease, cancer and type 2 diabetes. Behaviours that can cause or exacerbate these conditions include smoking, binge drinking and lack of physical activity. One of our main methods for monitoring behaviour trends is the [Welsh Health Survey](#). In this survey people are asked a number of questions on their health status and

levels of uptake for services such as those promoting physical activity, healthy eating and smoking cessation. Between 2008 and 2014, progress has been made in a number of key areas:

- Percentage of people who classify themselves as regular, current smokers has reduced by 3% from 24% to 21%
- Percentage of people who consume weekly amounts of alcohol above guidelines has fallen by 3% from 46% to 43%
- Percentage of people classified as overweight or obese has fallen by 1% from 56% to 55%

The issues outlined here are key problems facing local authorities across Wales and the United Kingdom. Tackling obesity is at the forefront of the agenda for many areas, having been recognised as one of the most serious health concerns for children and adults in the country.

In addition to many of the key social issues which partners are addressing, there has also been an increased emphasis on prioritising the quality of the local environment within the city. Since the publication of the Strategy, there has been a steady increase in recycling rates in Cardiff. Between 2010 and 2014, recycling rates increased from 41.6% to 49.7%, just below the statutory target of 52% but significantly higher than any other UK core city. Last year (2014/15), the statutory target was met but the easy steps for recycling have been taken and now the City of Cardiff Council and partners must take harder choices to drive forwards our recycling performance. Welsh Government **Towards Zero Waste** policy has set a 70% recycling rate by 2025 and failing to act could cost the council in excess of £21m in just six years. In an effort to meet this requirement, the Council has rolled out a new **Waste Management Strategy** but to deliver this requires a step-change in behaviour. Every householder must play their part in Cardiff and this looks like it is taking root; early data from the 2015 Waste Strategy is already delivering significantly higher levels of recycling.

## **What Matters... Anticipating future needs**

Cardiff needs to plan for the future and respond to the issues that we know we are going to face, such as reduced public budgets, a growing population and additional pressures on already stretched services, such as caring for our older population and providing world class education for our young people.

An update of the partnership **strategic needs assessment** has been undertaken to identify the immediate priorities and entrenched issues that need to be addressed through the strategy. However, it is important that we not only review the current data, but also our progress against other cities and any emerging trends that will impact the future of our services and city. By reviewing these future trends and adopting longer term approaches to planning and sustainability as set out within the Well-being of Future Generations Act, Cardiff will continue to impact upon the greatest areas of need and offer an excellent quality of life for its citizens.

Given these long-term trends, now more than ever it is imperative that we involve our communities and residents in shaping what we do and the way that we do it. Supporting and empowering local people to become more involved and combining that with service user performance data will play an increasing role in informing partner prioritisation of resources – the utilisation of which has become significantly more widespread since the publication of the first **What Matters** strategy in 2010.

## What Matters... Responding to local priorities

Since the publication of the first *What Matters Strategy* in 2010 there has been an increased recognition that local areas are best placed to respond to local need – something which is also highlighted in the Wellbeing of Future Generations Act. Within Cardiff the **Neighbourhood Partnership model** has become significant in providing a coherent structure for allowing organisations to work together and problem solve within localities to deliver the priorities for different communities. The **Building Communities – A New Approach to Neighbourhood Working** White Paper was published in 2013 and facilitated improvements to the existing model by strengthening local engagement, including the identification of a ‘Lead Elected Member’ to work with other elected members and partners to agree priorities set out in each of the six Neighbourhood Partnership Action Plans.

Neighbourhood Partnership teams exist in each of the six localities across Cardiff and are made up of multi-agency staff working together to share local intelligence to solve problems for their particular neighbourhood. This means that a range of expertise from across the public and voluntary sectors is brought to bear on the issues that really matter to communities. The initiative has increased partners’ awareness and understanding of their respective roles and activities, leading to more collaborative and responsive working. It has also redefined the conventional way of working by concentrating on bringing decision-making and resources closer to communities through a model tailored specifically to Cardiff.

The model, in addition to being successful in delivering tangible improvements in each neighbourhood has helped shape the work of some of our delivery programmes such as Families First, Communities First, Flying Start and Youth Engagement Panels to target our resources where they are needed most to

support a preventative approach, reduce duplication of provision and identify gaps in service. This approach has also being embraced by other partners, and **NHS primary and community care services are organised into 6 matching clusters with a GP lead for each**. Clusters provide an easily recognisable level of aggregation of GP practices and Cluster Plans address population health priorities, reflecting issues specific to the area and the actions required to be taken forward with partners to provide improved outcomes.

Thinking in such a ‘joined-up’ way, cutting across the traditional lines of responsibility for service funding and provision, has also encouraged some of our core services to take an area based approach and ensure that services are being delivered to those most in need. Cardiff’s **Community Hubs** are a prime example of locality based partnership working and have delivered tangible benefits to meet identified needs within communities. Building on this model will ensure that the diverse needs of Cardiff’s population continue to be met.

In addition, neighbourhood delivery is influencing the way in which services are being redesigned such as waste collections, street cleansing and highways maintenance. New multi-skilled teams are now developing a neighbourhood approach to tackling different issues and needs and this approach is already leading to increased financial savings and improved satisfaction through increased efficiency.

# Cardiff Neighbourhood Partnership Areas



*“Our neighbourhoods are a vital part of community life in Cardiff. There are lots of groups and activities going on and by working together we can provide local solutions to local needs.”*

**Sue & Ronnie Burford,  
Pentrebane Community Café**



Cardiff North



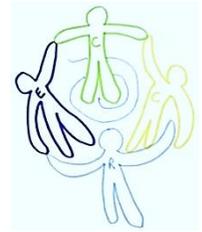
Cardiff East



Cardiff South East



Cardiff City & South



Cardiff South West



Cardiff West

Great Beautiful City

# Neighbourhood Working: Making the difference for local people and communities



Page 38



**Key: Neighbourhood Partnership Areas**

City & Cardiff South	Cardiff East	Cardiff West
Cardiff South East	Cardiff North	Cardiff South West

## What Matters... A new policy and legislative context

Since the introduction of the *What Matters* strategy in 2010 there have been a number of policy and legislation developments that are influencing the future delivery of the strategy and the way in which we are working with our partners and communities. Some of the more significant changes include:

### The Wellbeing of Future Generations (Wales) Act 2015

One of the most important pieces of legislation that will impact on partnership working in Wales is the *Wellbeing of Future Generations (Wales) Act 2015* – due to come into force in April 2016.

The work of the Cardiff Partnership Board will be placed on a statutory footing by the introduction of the Act and going forward will operate as a statutory Public Service Board (PSB). The Act will also place a duty on a number of public bodies to contribute to achieving the **seven well-being goals for Wales**:

- **A prosperous Wales**
- **A resilient Wales**
- **A healthier Wales**
- **A more equal Wales**
- **A Wales of cohesive communities**
- **A Wales of vibrant culture and thriving Welsh Language**
- **A globally responsible Wales**

Cardiff is well placed to meet the new requirements introduced in the Act through the partnership model already led by the *Cardiff Partnership Board*. Additionally, the Well-being goals for Wales align well with Cardiff's seven citizen outcomes, providing an opportunity for our strategy to not only deliver

those priorities that will improve quality of life in Cardiff, but also make a contribution towards the Well-being goals for all of Wales.



### Social Services and Well-being Act 2014

Another defining set of legislation for the future of the Cardiff Partnership is the *Social Services and Well-being Act* which came into force during May of 2014. The Act is intended to transform the delivery of social services by, promoting people's independence to give them a stronger voice and control,

service integration, simplification of the law, and to provide greater consistency and clarity to:

- people who use social services
- their carers
- local authority staff and their partner organisations
- the courts and the judiciary.

The Act will promote equality, improve the quality of services and enhance access to the provision of information people receive. It will also encourage a renewed focus on prevention and early intervention.

### **Public Health (Wales) Bill 2015**

The **Public Health (Wales) Bill** was introduced on 8<sup>th</sup> June 2015 and brings together a range of practical actions for improving and protecting health including;

Page 40

- restricting the use of tobacco and nicotine inhaling devices (such as e-cigarettes) in enclosed public places;
- creating a national register of retailers of tobacco and nicotine products;
- prohibiting the handing over of tobacco and nicotine products to under 18s;
- creating a mandatory licensing scheme for businesses and practitioners carrying out acupuncture, body piercing, electrolysis and tattooing;
- prohibiting intimate piercing on people under 16 years old
- changing the way pharmaceutical services are planned to meet the needs of local communities;
- requiring local authorities to plan for adequate access to toilet facilities for public use.

### **Violence against Women, Domestic Abuse and Sexual Violence Act 2015**

On 29<sup>th</sup> April 2015 the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 became law. The legislation aims to improve the public sector response in Wales to such abuse and amongst other things:

- Improve arrangements to promote awareness of, and prevent, protect and support victims of gender-based violence, domestic abuse and sexual violence;
- Introduce a needs-based approach to developing strategies which will ensure strong strategic direction and strengthened accountability;
- Ensure strategic level ownership, through the appointment of a Ministerial Adviser who will have a role in advising Welsh Ministers and improving joint working amongst agencies across this sector;
- Improve consistency, quality and join-up of service provision in Wales.

### **Cardiff Capital Region and the City Deal**

The ten local authorities of the **Cardiff Capital Region (CCR)** are seeking a City Deal to deliver a step change in the region's economic performance. The CCR includes the ten local authorities of South East Wales, representing 1.5 million people and an annual economic output of £29bn. The city-region is home to around half the population of Wales and accounts for over 50% of the nation's economic output. The success of the CCR economy is therefore a major determinant of the economic performance of Wales, and its future success will be an important component of rebalancing the UK economy.

A Cardiff Capital Region City Deal will improve productivity, drive innovation and support job growth throughout South East Wales, creating local opportunities and delivering for the Welsh and UK economy. In practice, this will mean aligning strategy and delivery, and investing in the right support and

infrastructure, at the city-region level. The City Deal will also provide a city-region response to worklessness, ensuring that the opportunities afforded are available across the region. The Cardiff City Region local authorities are therefore seeking to develop a City Deal to deliver:

- **An Innovative City-Region** - building on our strengths to make a greater contribution to the Wales and UK economy
- **A Connected City-Region** – delivering infrastructure investment to support a more productive city-region and link people to jobs, creating agglomeration and more sustainable long-term economic prospects
- **Targeted support for business** - increasing productivity and providing quality jobs, as well as attracting inward investment and increasing the role of the private sector in delivering growth for the CCR and Wales
- **Support for those out of work** - reducing worklessness by implementing a city-region response to the specific causes of worklessness and the barriers to economic activity

## **Devolution, Democracy and Delivery – Reforming Local Government: Power to Local People White Paper**

In addition, the Welsh Government published the [Devolution, Democracy and Delivery – Reforming Local Government: Power to Local People White Paper](#) in February 2015 which set out the Welsh Government’s proposals for reform in local democracy, the roles and remuneration of Elected Members and senior officers, community governance and Community Councils, community rights, corporate improvement, service performance, scrutiny, audit, inspection and regulation, and finance. This legislation will bring into focus many necessary components of future service delivery such as community involvement, locality working and supporting Community Asset Transfers which the Cardiff Partnership have already integrated into their strategies and approaches.

## **Draft Wales Bill 2015 – Strengthening devolution to the Welsh Government**

The draft version of the new [Wales Bill](#) was published in October 2015 and seeks to set out in detail how the government plans to deliver commitments to create a stronger, clearer and fairer devolution settlement for Wales that will stand the test of time. The bill contains a number of new powers as well as an affirmation of the Welsh Government’s status.

- A declaration that the Assembly and the Welsh Ministers are considered permanent parts of the UK’s constitutional arrangements, and that the UK Parliament will not normally legislate in devolved areas without the consent of the Assembly, whilst retaining the sovereignty to do so.
- Devolving responsibility to the Assembly to run its own affairs, including power over all elements of Assembly elections.
- Devolving power to the Assembly to make decisions regarding local authorities in Wales, including the governance of elections and changes to the composition of authorities in Wales.
- Devolving responsibility for ports policy, marine licensing and conservation, speed limits, public transport regulation, local government elections, sewerage and energy including oil and gas regulation

## Cardiff Today....Where we are now?

- **Cardiff had an 11.7% increase in its population between 2004 and 2014, which represents over 37,000 more people in Cardiff over the period.** This was the fourth greatest percentage change of the core cities and it is expected that Cardiff will see a further 26% growth in population by 2034.
- Cardiff's most deprived communities are predominantly found in the southern arc of the city. **Over a third (36.7%)** of the 90 Lower Super Output Areas within the city's Southern Arc are ranked in the **10% most deprived areas in Wales**; significantly higher than the overall figures for any of the other local authorities in Wales. (2014 Welsh Index of Multiple Deprivation)
- **Life expectancy in Cardiff continues to improve in line with the Welsh average. However the difference in life expectancy varies greatly between areas:** those living in Lisvane can expect to live 10-13 years longer than those living in Splott or Butetown. (Public Health Wales Observatory).
- **32% of adults in Cardiff reported being limited by a health problem/disability** compared to a Welsh average of 34%. (Welsh Health Survey 2013-14 *age standardised*)
- **Damaging behaviour remains prevalent in Cardiff**, with 21% of adults smoking, and 43% drinking alcohol above recommended guidelines (Welsh Health Survey 2013-14: Age standardised), although these figures have improved since 2008-09. **55% of people in Cardiff are overweight or obese**, only 26% of adults meet the physical activity guidelines and only 34% eat fruit & vegetables 5 times daily. (Welsh Health Survey 2013-14: *Age standardised*).
- **46.0% of Cardiff's population hold NVQ level 4 or higher**; the second highest proportion amongst major cities in the UK, exceeding figures for Wales (33.2%) and the UK (35.8%). (Annual Population Survey)
- Cardiff (7.9%) has the **fifth lowest (model-based) unemployment rate amongst the major cities in the UK**, above the City of Edinburgh (5.0%), the City of Bristol (5.5%), Leeds (6.7%) and Sheffield (7.3%). (Annual Population Survey, July 2014 – June 2015).
- **The number of year 11 school leavers who are not in education, employment or training (EET)** has more than halved between 2010 (8.8%) and 2014 (4.3%). However numbers have consistently exceeded the Wales average (Careers Wales).
- Between 2010/11 and 2014/15 **recorded crime fell by 4.8% and there was a 8.2% decrease in crimes per thousand population.** In effect, there has been a 8.2% decrease in the likelihood of being a victim of crime in Cardiff.
- **There has been a steady increase in municipal recycling rates in Cardiff.** In 2014/15, Cardiff exceeded the statutory target of 52% with 53.4% of waste being recycled.
- **In 2014, 43% of people responding to the Ask Cardiff survey travelled to work by sustainable transport** compared to 41% in 2010 (Ask Cardiff survey).

## Cardiff Tomorrow.... Looking to the future.

- **Cardiff will have a rise in the proportion of the population aged 85 and over:** The number of people aged 85 and over in Cardiff reached 7,100 in mid-2014 and accounted for 2.0% of the population compared with 1.5% in mid-1991 (ONS Mid-Year Population Estimates). By 2034 this proportion is projected to increase further to 3.0% (2011-based Welsh Government Population Projections). Rising longevity places pressure on service providers and the middle generations as they care for grandparents and children simultaneously.
- To meet the anticipated future population, Cardiff's Deposit Local Development Plan 2006 to 2026 suggests that around **40,000 more jobs** will need to be created and **41,000 more dwellings** will need to be provided. Along with the projected increase in employment, it is estimated this expansion will result in a 32% net increase in traffic and a 20% increase in the numbers of people commuting to work.
- Cardiff as the **main driver of the South Wales economy continues to grow and attract more business, currently employing more than 200,000 people.** As around 40% of these live outside the city's boundaries there is a growing need to invest in improved transport infrastructure for South Wales as well as pushing forward with a City Deal for Cardiff. By 2018, it is intended that a new **Transport Interchange** is constructed as part of the regeneration of the city centre to link up road and rail transport with sustainable modes.
- Trends towards smaller household sizes continues; the average Cardiff household size in 2013 was 2.33 people per household compared to 2.35 in 2010 and 2.48 in 1991. This is anticipated to continue into the future and will need to be reflected in future housing needs.
- The average household in Wales now spends most of its weekly income on transport, just above that which is spent on housing, fuel and power (excluding mortgage payments) and recreation & culture.
- **Public finances around the world remain under pressure** despite current trends for economic growth. The UK Government intends to reduce the welfare bill by a further £12 billion by 2020 and will be extending the **freeze in working age benefits, tax credits and local housing allowance** until then. The [Institute for Fiscal Studies](#) estimates that it will affect 13 million families in the UK, who will lose an average of £260 a year.
- Nationally, **self-reported mental health problems have increased significantly** in the last two decades and are set to continue to rise, whilst mental health infrastructure has been facing significant cuts to service provision. In Cardiff the proportion of those aged 30-64 with early onset dementia is forecast to grow by 14.3% between 2013 and 2030, while the proportion of those aged 65+ with dementia is **projected to increase by 47.3% over the same period** (Daffodil). As life expectancy increases and the elderly population grows this will be a significant issue for service providers.
- In 2014/15 the proportion of Cardiff's municipal waste that is currently sent for reuse, recycling or composting was 53.4%. The Welsh Government has imposed statutory targets for the recycling and diversion of waste from landfill, **Cardiff has a minimum recycling target of 64% by 2020.**

## What Matters... Your views

In addition to the research and analysis that was carried out to inform the updated strategic needs assessment and refresh of the What Matters strategy, partners have been involved in ongoing public engagement about a wide range of issues affecting the people of Cardiff. Enabling citizens to share their views and to participate in shaping the future delivery of services is the only way to ensure that we will meet the needs of the population, and deliver what is important.

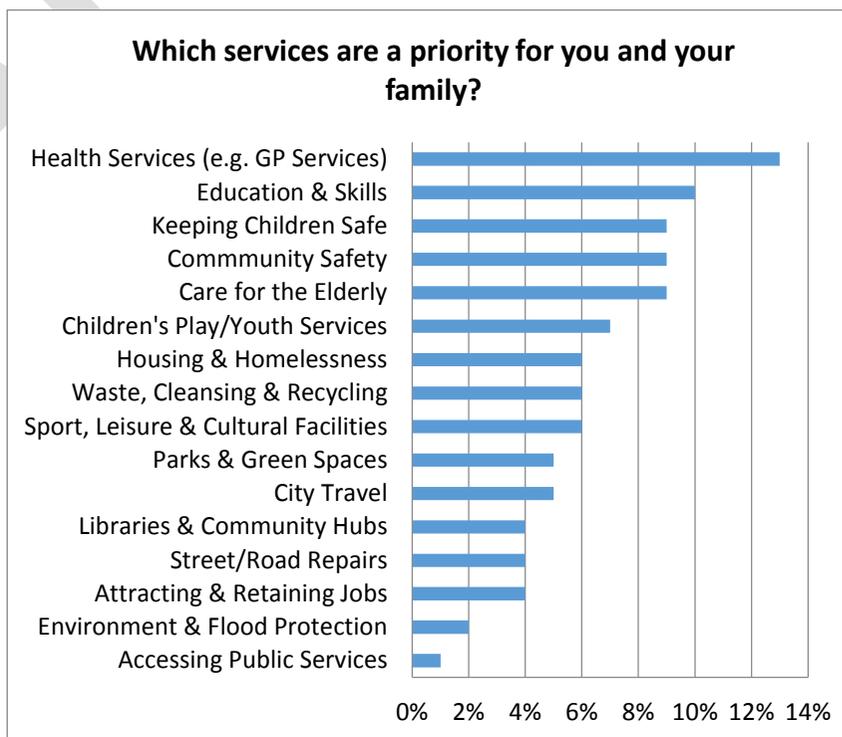


Page 43

The **Cardiff Debate** is a three year programme on the future of public services. As part of the first phase of the Cardiff Debate, 37 engagement events were held with partners throughout the city between June and September 2014, covering every neighbourhood partnership area and ward. The events were promoted through an extensive social media campaign and the dedicated

Cardiff Debate [website](#) which enables the public to post ideas online and enter into debates on comments and suggestions already made. In addition, a Citizen's Panel has been developed further with over 6000 residents expressing interest in providing feedback on service changes and developments. The results of the first phase of Cardiff Debate Activity can be found in [the Cardiff Debate Phase 1 Results Report](#).

The first phase provided invaluable insight into the priorities of our communities and demonstrated how these differ across the city. Over **6,600 'votes'** were cast in the identification of public service priorities, with **Health Services (e.g. GP Services)** (12.9%), **Education & Skills** (9.8%) and **Keeping Children Safe** (9.5%) identified as the areas of overall highest concern; although, a range of specific issues were also identifiable at a community level.



Most notably city travel was shown to be a far higher priority for those participants from Pentyrch (23.8%) and Ely/Caerau (19.8%) than any of the other locations with recent changes to local bus services in these areas highlighted by residents as a cause of concern. Housing & Homelessness was identified as a priority by those living in both Butetown (12.2%) and Cathays (10.5%).

Views were also received through the annual **Ask Cardiff Survey** which covered topics such as satisfaction with Cardiff as a place to live, quality of services, food poverty, and community safety, third sector delivery of services, transport, and budget priorities. The 2015 survey received 4,431 responses; a significant increase of 1,459 responses (33%) compared to Ask Cardiff 2014.

Given the significant budget challenges which face all partners over future years, significant engagement was also undertaken as part of the Council's **consultation over its budget proposals in November 2014**. A number of public engagement events were held and 4,200 people took the time to complete the 'Changes for Cardiff' questionnaire along with approximately 20,000 members of the public giving their views via petitions and through correspondence with the Council.

A large majority of respondents to the 'Changes for Cardiff' questionnaire (88.7%) recognised that the budget gap facing the City of Cardiff Council required difficult choices to be made. Three quarters (75.1%) of respondents supported the Council in exploring new ways of working, with 77.6% supporting greater implementation of fines and 43.9% supporting the introduction of charges for some services such as libraries. The differing views across the city also provided useful information for informing the future of services. For example, respondents from **Cardiff West** (46.9%) were more

supportive of the Council charging more for some services if it meant that they could be continued compared to 35.0% in **Cardiff East**.

As significant changes take place in service delivery over future years the Cardiff Debate and Ask Cardiff survey – along with other mechanisms such as events, focus groups, social media and service specific consultations – will provide an important tool for monitoring citizen satisfaction trends and help inform prioritisation.

## **What Matters... Equality and respect**

Cardiff has rich history of ethnic and cultural diversity that the Cardiff Partnership continues to celebrate and promote. The organisations and individuals that contribute to the city represent a huge number of languages, different age groups, faiths, genders and sexual orientations working in harmony, which is a balance we strive to protect. Ranging from our solid commitment to end discrimination on any grounds right through to our celebration of Welsh language and culture we aim to promote equality and tolerance within everything we do. We strongly believe these efforts guarantee Cardiff's unique identity both locally and internationally. Our aim is to embody the spirit of a growing range of equality legislation within all of our work to provide a range of services tailored to meet the needs of all sections of every community in Cardiff.

## **What Matters... Making it happen and measuring progress**

The priorities set out in this Strategy will be delivered by focussing collective effort on agreed actions set out in the accompanying **What Matters Action**

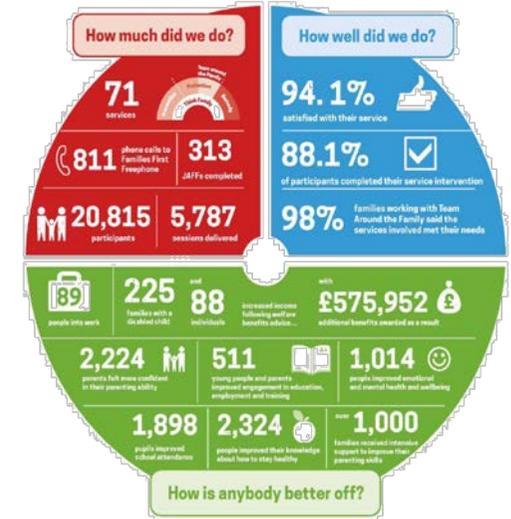
**Plan.** This Action Plan will not contain everything that is done in partnership by agencies but instead will represent the **key areas for progress**.

This Strategy and Action Plan will continue to be progressed through the Partnership delivery arrangements of the **8 thematic Programmes** to reflect city wide priorities and statutory duties and at the local level of the multi-agency teams in each of Cardiff's six **Neighbourhood Partnership Areas**. The priorities progressed through the city and neighbourhood programmes are continuously shaped by strategic needs assessment, analysis of quarterly business intelligence reports, community engagement and consideration of our statutory requirements. Where appropriate, work will also be undertaken at a regional level through the Cardiff & Vale Local Service Board or mechanisms such as the Cardiff Capital Region. As has been current practice, an **annual review** will be published on progress against priorities and, in future, this will form our reporting requirements under the Wellbeing for Future Generations legislation. Further information can be found at [www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk)

## Measuring Progress

Since the publication of the *What Matters Strategy*, the Cardiff Partnership has successfully used Results Based Accountability (RBA) as a performance tool for measuring progress against these outcomes. The value of RBA is that it uses a combination of measures to reflect “How much did you do?”, “How well did you do it?” and “Is anyone better off as a result?” and in doing so answers the ‘so what?’ question.

RBA has been applied at both a **population** level, (i.e. where no one partner is responsible for delivery) to agree out outcomes, as well as at a **performance** level to review the performance of particular services. RBA has also been increasingly used to inform commissioning decisions, understand service demands and understand the geographical coverage of referrals and take-up of services.

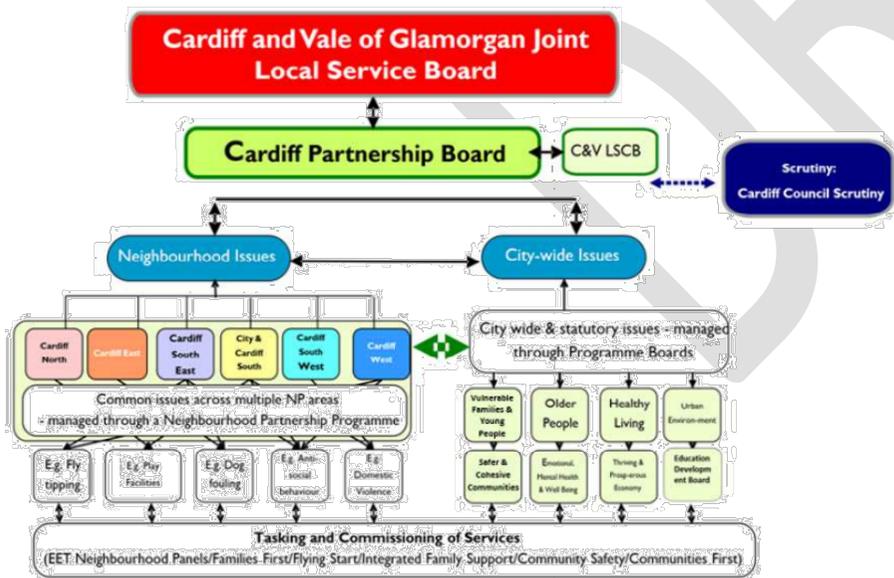


Example Outcome data reported by Communities First

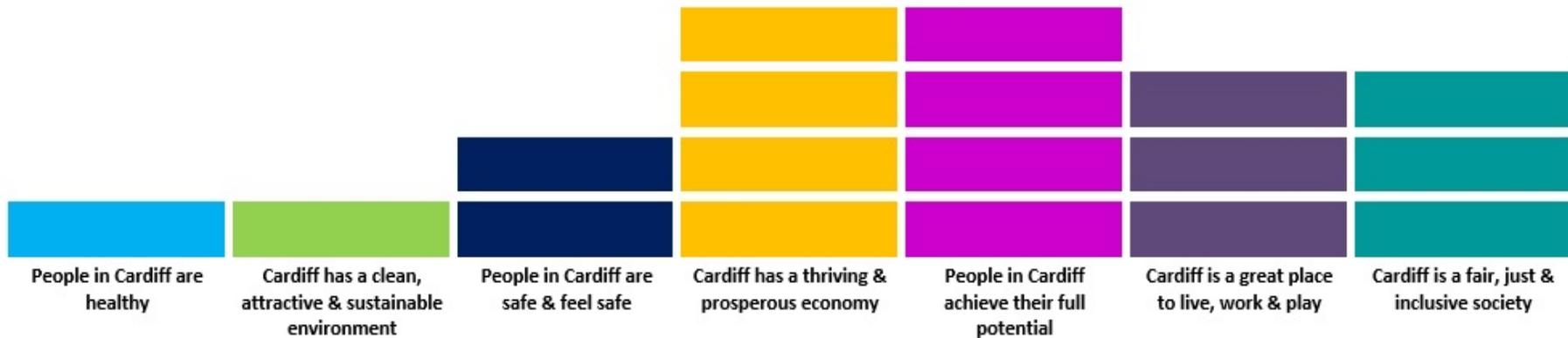
Further information on the use of RBA can be found on the Cardiff Partnership [website](http://www.cardiffpartnership.co.uk) along with RBA annual reports for Programmes such as **Families First** and **Communities First**.

Our approach to delivering What Matters focuses on the outcomes for citizens and the contributions that a range of activity can make to improving quality of life. As an example, ensuring that young people are in education, employment or training will not only help them “achieve their full potential” but will also enable them to contribute to Cardiff having a “thriving and prosperous economy”:

## Cardiff Partnership Model

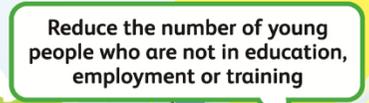


## Example priority: "Reduce the number of young people who are not in education, employment or training"



<p>Encouraging young people to engage further with education or to join the workplace can provide them with a routine and a life pattern to get used to, inspiring healthier habits.</p>	<p>Young people involved with further education or employment can obtain a sense of belonging within a community. It is likely that they will take better responsibility for the environment where they have to live, learn and work.</p>	<p>With more young people in education, employment &amp; training they spend more time in secure environments. In addition, these young people will have fewer opportunities to drift into anti-social or illegal behaviour.</p>	<p>Engaging young people with their future potential through education, training or the workplace contributes positively to the local economy and provides a happier and more productive workforce.</p>	<p>Creating and providing future prospects for young people in Cardiff will help them to live up to their full potential. Our partnership constantly delivers activities to maximise the opportunities our young people can have.</p>	<p>Increased numbers of healthy, happy young people who are engaged with their goals will help to make Cardiff a friendlier and more productive city.</p>	<p>Our partnership works hard with communities to increase engagement, reduce isolation and end discrimination. Targeted efforts are delivered to engage young people from all walks of life and increase social inclusion.</p>
<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>

# Our priorities in delivering 'What Matters'



Development of city business infrastructure



Improve attendance, behaviour and attainment of young people in school



Improve local competitiveness by developing workforce skills



Increase physical activity



Reduce domestic and sexual violence



Reshaping Services for Disabled Children



Reduce first time entrants to the youth justice system



Promote nutrition and healthy eating



Promote the development of key economic sectors



Improve emotional mental health services



Increase the amount of waste that's recycled



Develop a sustainable transport network



Develop a multi-agency safeguarding hub



Develop a vibrant and safe night time economy



Promoting community cohesion



Improve sources of local sustainable energy



Addressing exploitation



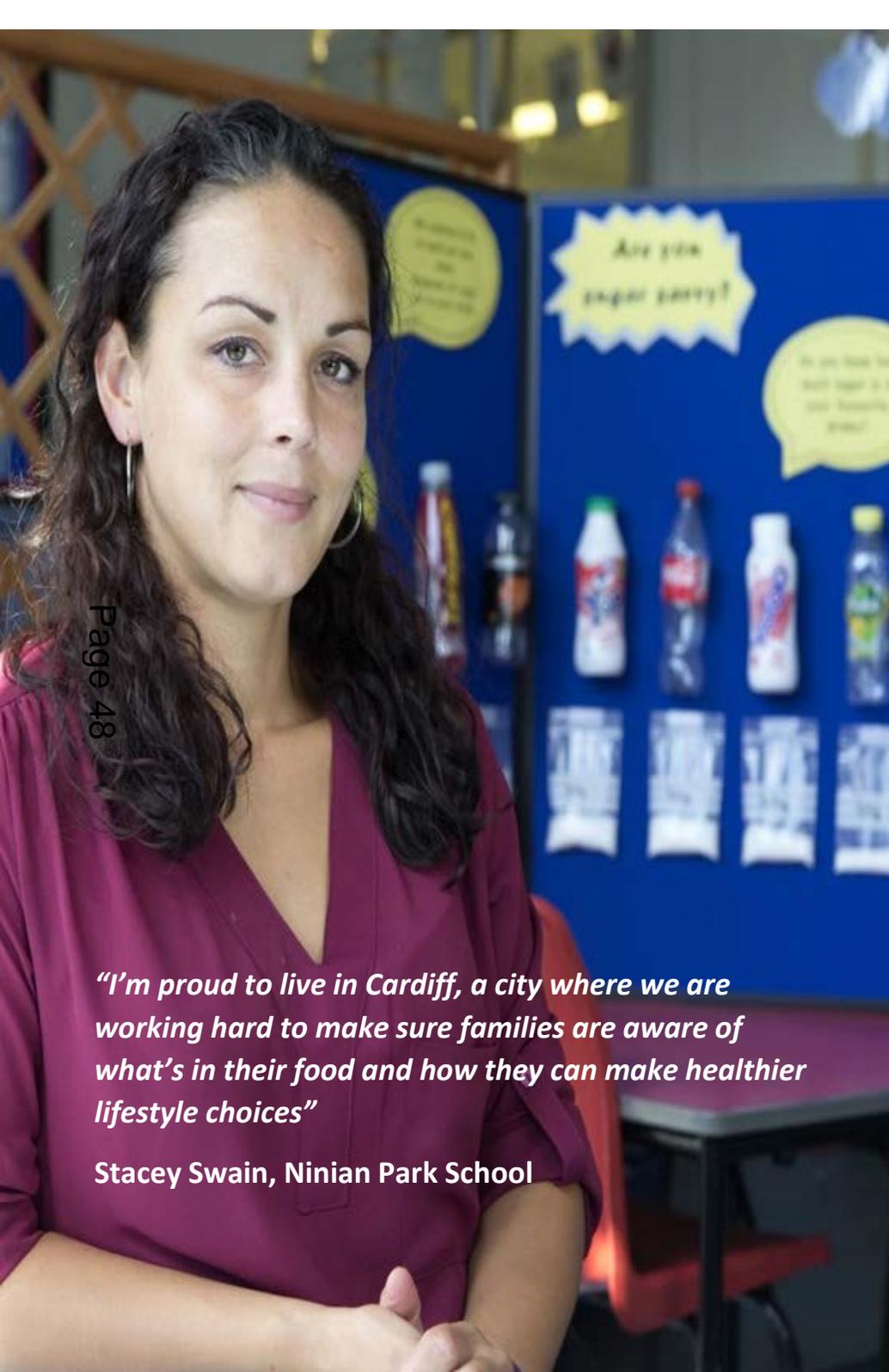
Reduce smoking

Improving use of Water

## Key: Cardiff Priorities

- Families and young people
- Older people
- Thriving and prosperous economy
- Education development
- Emotional mental health and wellbeing
- Urban environment
- Safer and cohesive communities
- Healthy lifestyles
- Community involvement





*"I'm proud to live in Cardiff, a city where we are working hard to make sure families are aware of what's in their food and how they can make healthier lifestyle choices"*

**Stacey Swain, Ninian Park School**

## People in Cardiff are healthy

The World Health Organisation defines health as *'a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'*. Everyone has a right to be as healthy as possible, with respect to all of these. Partners have to work together to address the components of good health and ensure that *everybody* is as healthy as they can be.

There are a range of determinants of good health, which have complex and varied impacts on the individual. These include social, economic, environmental and lifestyle factors. Identifying these in order of priority impact can be difficult and it can be more accurately viewed as a complex system that contributes to or detracts from the health and well-being of an individual. This reinforces the need to take a broad view of health, taking seemingly indirect issues into account.

As one of the wider determinants of health, lifestyle and the choices we make can have a major impact. In order to improve general health there are a range of modifiable lifestyle factors that must be addressed, specifically tobacco, food and fitness and alcohol. Helping people to make positive choices with respect to these factors can improve well-being in the short term, but also has the potential to reduce the incidence of serious illness and chronic conditions in later life and positively influence life expectancy.

Factors such as income, housing and access to health services, also have a major influence on health. In Cardiff, this is evidenced by significant disparities that follow the same geographical pattern as other forms of deprivation. As an example, public health surveys often indicate that the numbers of people classified as 'in poor health' are significantly higher in deprived areas.

A key policy shift since the publication of *What Matters* has been a move towards the notion of 'Prudent Healthcare' - Healthcare that fits the needs and circumstances of patients and avoids wasteful care. This new principle is seeking to address the twin challenges of rising costs and increasing demand, while continuing to improve the quality of care and means that any service or individual providing a service should:

- achieve health and wellbeing with the public, patients and professionals as equal partners through co-production
- care for those with the greatest health need first, making the most effective use of all skills and resources
- do only what is needed, no more, no less; and do no harm
- reduce inappropriate variation using evidence based practices consistently and transparently.

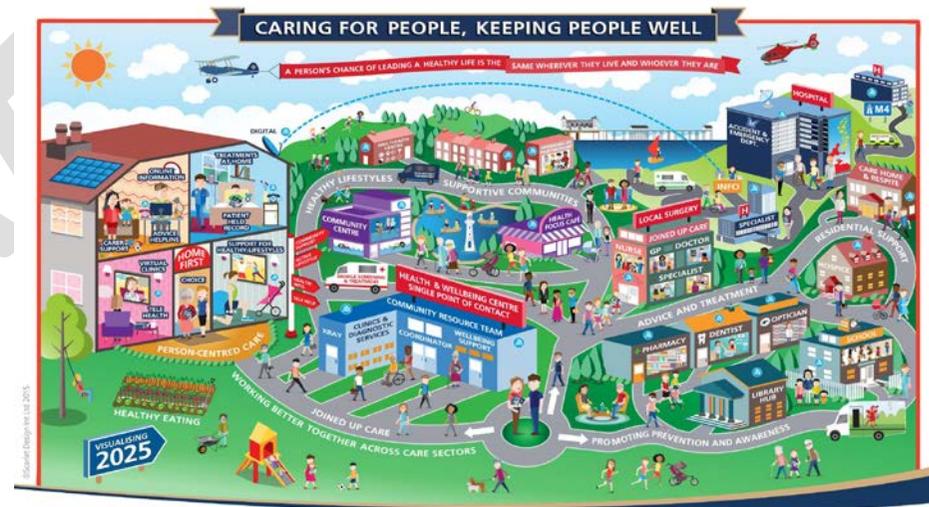
Improving health and reducing inequalities for people in Cardiff is a high priority for partners and underpins the Cardiff & Vale University Health Board's new 'Shaping Our Future Wellbeing' strategy which outlines their strategic objectives for 2015 – 2025.

This Strategy outlines the UHB's core values and their vision for the future, focussed around providing joined up care and delivering a prudent proactive approach to healthcare across the area. The strategy also outlines the key outcomes and priorities which the UHB will aim to tackle over the next ten years ranging from specific medical concerns through to operational changes. Working with partners, Cardiff & Vale UHB's aim is to achieve joined up care based on 'home first'; avoiding harm, waste and variation; empowering people and delivering outcomes that matter to them.

In line with the collective principles driving the delivery of this Strategy this will involve collaborative working to:

- Support people in choosing healthy behaviours

- Encourage self-management of conditions
- Enable people to maintain or recover their health in or as close to home as possible
- Create value by achieving the outcomes and experience that matter to people at an appropriate cost
- Have an unplanned (emergency) care system that provides the right care, in the right place, first time;
- Have a planned care system where demand and capacity are in balance;
- Adopt evidence based practice, standardising as appropriate
- Fully use the limited resources available, living within the total
- Minimise avoidable harm
- Achieve outcomes through minimum appropriate intervention



Cardiff and Vale University Health Board  
**Shaping Our Future Wellbeing Strategy**  
 2015 - 2025



**What Matters** sets out how partners will work together, alongside the strategic aims of the UHB; to tackle the causes of ill-health and improve the health of everyone, whilst also specifically targeting resources to support vulnerable people. These efforts will be underpinned by an emphasis on recognising personal responsibility and partners will work with individuals to build their resilience, helping them to improve and manage their own health and well-being.

## What Matters... Where are we now?

People in Cardiff could be described as being healthier than ever before; levels of good **general health** are high, average life expectancy is up and mortality rates have continued to fall.

- In the 2011 Census, 81% of Cardiff residents reported they were in 'very good' or 'good' health, this represents a rise of 12% from the 2001 census.
- In 2013/14, the Welsh Health Survey concluded that 51% of residents of Cardiff were currently undergoing treatment for a medical condition, very close to the Welsh average of 50%.
- In addition, of those surveyed, 15% reported suffering from a long term illness that severely limited their capabilities, this figure was moderately lower than the Welsh figure of 16%.
- Between 2001 and 2013 the age-standardised mortality rate in Cardiff (deaths per 100,000 persons) fell by 16.5% to 1,058.8 and has consistently been below the equivalent rate for England & Wales over the same period (ONS).

However, there are specific and persistent health problems that are symptomatic of contemporary lifestyles: **obesity, diabetes and coronary**

**heart disease**, among others, present immediate challenges for the health of the population. Although many other lifestyle factors can impact health such as education, employment and access to services, the main aim of the Cardiff Partnership is to adopt a **preventative approach** to support those who are in need or at risk at the earliest opportunity. More than ever before our partners will need to focus on providing targeted services to tackle damaging behaviour and its consequences in the form of substance misuse, poor diet, lack of exercise and smoking. As a snapshot of the situation in 2013/14 the Welsh Health Survey provided the following (age-standardised) information:

- **55%** of people in Cardiff were overweight or obese. Although the Welsh average is 58%, the Cardiff figure can still be considered very high. Obesity decreases life expectancy by up to nine years and causes insulin insensitivity, which is an important risk factor in chronic diseases such as diabetes, heart disease, hypertension and stroke.
- The number of people being treated for diabetes was **7%**.
- Only **26%** of adults met the physical activity guidelines, compared to a Welsh average of 30%. Lack of physical activity is a risk factor for chronic disease and mental ill health.
- **34%** of adults ate fruit and vegetables 5 times daily, which is higher than the Welsh average (33%) and also now places Cardiff around the middle figure in Wales. Diet has been shown to be a key risk factor in the development of a number of cancers including stomach, bowel and breast. Poor diet can contribute to being overweight and obese.
- **21%** adults in Cardiff were smokers, equal to the Welsh average.
- **43%** of adults reported drinking alcohol above recommended guidelines 'on at least one day in the past week,' this is over the Welsh average of 41% but by a **smaller margin than previously**.
- The figure for binge drinking was 26%, very slightly higher than the Welsh average, although it is worth noting that this number has been falling in recent years.

In order to target change where there may be the biggest impact in shaping the future health and wellbeing of our population, the following priorities have been identified:

### **Cancer**

---

- Around 1 in 3 cancers in the UK are caused by unhealthy lifestyles and are avoidable with lifestyle modification.
- Lung cancer is the second most common cause of death in men and the third most common cause of death in women in Wales.
- The incidence of cancer in Cardiff and the Vale of Glamorgan has increased by 10% in the past 10 years.
- Uptake of cancer screening is lower in Cardiff and the Vale than elsewhere in Wales, and is lowest in more deprived areas.
- Cancer accounts for nearly 7% of all NHS expenditure in Wales.

### **Dementia**

---

**Dementia** and other **mental health** conditions have rapidly taken over as key health concerns in the city, with the rising age of the population and improvements in life expectancy there are a significantly higher number of people at risk. In addition, services are recognising an increase in issues reported such as depression and anxiety, and are undergoing wide-ranging changes owing to the effects of austerity. Despite significant changes in access, **mental health is still accounting for the greatest proportion of incapacity benefit claims in Cardiff.**

- By 2025, nearly 7000 people will be living with dementia in Cardiff and the Vale of Glamorgan.
- The risk of developing dementia is strongly age-related. As life expectancy increases so the total number of people with dementia is going to increase.

- Many people with dementia are undiagnosed and do not appear on GP registers. Early diagnosis can slow the progression of dementia and help individuals identify sources of support.
- Around 1 in 4 patients on hospital wards have a form of dementia.
- 1 in 5 cases of dementia may be preventable with exercise, diet, diabetes prevention, and early treatment of depression.

Raising awareness of dementia in communities has played a huge part in the Cardiff Partnership health work and through our Cardiff West Neighbourhood Partnership we have begun to deliver an expansive program designed to ensure those at risk of, and suffering the consequences of dementia are given the support that they need. Our GP surgeries hold Dementia Friends sessions and one of our primary schools engaged with a project involving collaborative learning between younger and older generations. It is a priority for our partners to support the frail elderly and to ensure that older people, especially those with mental health conditions, are engaged within their communities and do not suffer from isolation.



### **Dental and Eye Health**

---

*"I think we need to focus on transport for older people to allow them to retain their independence – for example using volunteers as designated drivers or accompanying people to hospital appointments"*

**Anne O'Regan, Dementia Friend volunteer**

- Diets high in sugar are a significant contributory factor to poor oral health as well as the development of type 2 diabetes.
- Poor oral health can affect a number of conditions, including diabetes, cardiovascular disease and pregnancy.
- Approximately 40% of children aged between 5 and 12 years living in Cardiff and the Vale have experience of dental decay.
- The proportion of children with preventable decay is twice as common amongst those from deprived communities.
- There are nearly 100,000 people in Wales living with sight loss and this is predicted to double by 2050.
- More than 50 per cent of sight loss can be prevented through early identification and intervention.
- Uptake of sight tests in Cardiff and the Vale is below the Welsh average. The number of missed appointments is over twice as high in more deprived communities.

### **Long Term Conditions (LTCs)**

---

- A long term condition is one that, at present, cannot be cured but which can be controlled by medication and other therapies.
- Half the adult population in Cardiff and the Vale reports having at least one long term condition, with nearly 1 in 25 having diabetes.

#### **The impact of long term conditions on individuals depends on where they live:**

- Men in the least deprived parts of Cardiff and the Vale can expect to have 22 more years of healthy life than those in the most deprived areas; and
- The number of people with type 2 diabetes in our most deprived communities is more than double that in the least deprived.
- Modifiable lifestyle risk factors which contribute to the development and progression of many LTCs are widespread:

- Around 1 in 5 adults smoke, nearly half drink above guidelines, over half are overweight or obese, two thirds don't have a healthy diet, three quarters don't get enough physical activity.

### **Substance Misuse**

---

**Alcohol** consumption in Cardiff has been consistently higher than Welsh averages and subsequently features highly on the agenda for the Cardiff Partnership, not just in relation to preventing long term health conditions but also in managing the night time economy. Given Cardiff's prominent status as a university city with a vibrant nightlife and events calendar, Police and health service resources are often monopolised at peak times and diversion of resources to deal with alcohol consumption represents a considerable risk to the operation of vital services in the city. Excessive alcohol consumption in addition can exacerbate risk factors in other areas, and can contribute towards a number of diseases.

In response to these challenges, an **Alcohol Treatment Centre (ATC)** has been established as a partnership between South Wales Police, Cardiff & Vale University Health Board, City of Cardiff Council and the Welsh Ambulance Services Trust to provide care and treatment for those 'worse for wear' in the city centre at weekends and ease the burden on the Emergency Unit at the University Hospital of Wales. **As a result of the partnership working the ATC has delivered positive citizen and service outcomes which include:**

- On average the ATC deals with approximately 1,200 patients each year;
- Only 19% of those treated in the ATC are referred on to Accident & Emergency, whereas the number without would have been 100%;
- £242 is estimated to be saved per person not sent to A&E;
- An increase of up to 7 minutes has been recorded in ambulance handover times, enabling more ambulances where they are really needed;

- The ATC has enabled the Police to maintain a 15% higher night-time presence.

Through the success of the ATC, and other partnerships operations to tackle the consequences of alcohol, the city has begun to turn the curve in this area. Recent statistics have shown reductions in overall rates of alcohol consumption as well as a reduction in the gap between Welsh and Cardiff figures.

Cardiff has also made significant progress in terms of reducing the **misuse of drugs**, and through preventative actions from organisations such as **the Cardiff & Vale Area Planning Board** positive trends are taking root. Cardiff presently has a figure for drug misuse that puts it very slightly below the Welsh average, which given the population density in the area can be considered a positive. In addition, over the five years leading up to 2014 there was an increase of over a third in the referrals to substance misuse services. This fact when coupled with overall figures recently remaining at or below national averages, can be taken to read that the current approach in Cardiff is making a lasting difference to behaviour in the city.

### **Maternal Health**

---

- Cardiff and the Vale has a younger and more ethnically diverse population than the rest of Wales.
- Cardiff and the Vale has a birth rate three times higher than the Wales average (around 6,000 children born each year), the majority being born in a hospital setting (maternity unit or midwifery-led unit).
- Smoking is a principal cause of pregnancy complications and low birth weight, and a key contributor to persistent health and social inequalities in society, as children who are born with a low birth weight are at higher risk of ill health themselves.

- Rates of teenage pregnancy among under 18s is higher in Cardiff than the Wales average.

### **Mental Health**

---

- 1 in 4 adults experience mental health issues during their lifetime and 1 in 10 children between the ages of 5 and 16 have a mental health problem.
- Around 4,200 people in Cardiff and the Vale currently have a diagnosis of a serious mental illness.
- Mental health issues are most common between the ages of 14 and 20, so with a younger population than the rest of Wales, Cardiff and the Vale is likely to have a greater incidence of mental illness.
- Community mental health caseloads, admissions and bed occupancy in Cardiff and the Vale are all above the UK average.
- Rates of suicide in Wales are higher than any English region.
- Poor mental health and mental illness have a significant impact on individuals, society and the economy overall.

### **Stroke**

---

- Stroke is one of the top three causes of death and a leading cause of adult disability in Wales.
- During 2025, nearly 11,000 people over the age of 16 will receive treatment for stroke, in Cardiff and the Vale.
- People from less well-off communities face more chance of having a stroke and do not make such a good recovery as people from better off areas.

**Children and young people** have specific health needs and the issues that affect them may vary, in type or severity, from the adult population. Understanding the specific issues that affect the health of children and young people is therefore crucial so that providers can formulate responses to help them stay healthy and equip them to manage their health throughout their

lives. Reducing underage pregnancy is a high priority in the UK and Wales respectively:

- In 2013 Cardiff, out of each 1,000 females aged 13 – 15, there was a conception rate of 6.4. This was the fourth highest rate in its category in Wales and was above the UK average of 5.5. This has shown a slight improvement however as in 2009 the Cardiff figure was 6.9.

**Child poverty** has direct consequences for the health of children and young people and the impact of poverty on health often continues throughout life, well into late adulthood. Maternal and child health are intimately linked and effective ante-natal and maternity services can support development in the early years. This has wider implications too; children who are healthy in the early years are more likely to achieve better outcomes at school, develop positive attitudes towards healthy eating and lifestyle choices and experience less physical ill health as they develop. Therefore, addressing the consequences of poverty on health in infancy and throughout childhood can have a major impact on health, well-being and achievement throughout people's lives. Low birth weight is linked to infant mortality and increases the risk of illness into adult life. It can be a result of poor maternal health, including some modifiable lifestyle factors. This is one of the key factors of concern for the Welsh Government, and provides a key indicator towards the ['Building A Better Future: Early Years & Childcare Plan'](#)

- In 2013, 6.7% of births in Cardiff had a **low birth weight** (i.e. below 2.5kg). This was the eleventh highest percentage in Wales but below the Welsh average of 7.1% (ONS).
- The percentage of low birth weight babies is also generally higher in the southern arc.

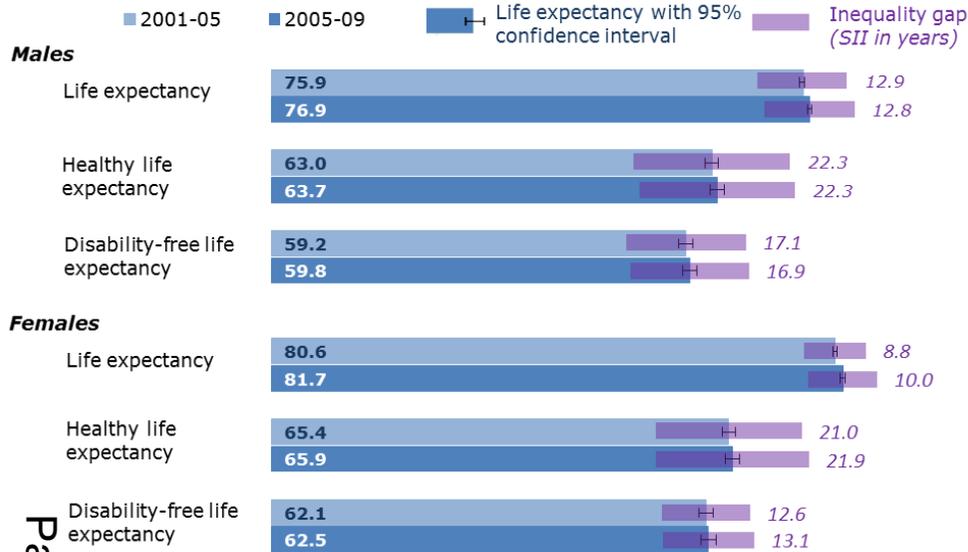
- In 2013 the Cardiff & Vale UHB measured an infant mortality rate of 4.4 per 1,000 live births; this was the second highest among Welsh health boards. (ONS)
- In 2013, Cardiff had the third highest rate (70.6% of live births) of breastfeeding at birth in Wales and was significantly above the national average of 55.9%. (Welsh Government)
- The immunisation uptake rate (by age 4) in Cardiff was 84.3% in 2013/14. This was the second lowest rate in Wales. (Public Health Wales)

In Cardiff, **health issues are starkly characterised by geographical variation**. Health problems are more concentrated in Cardiff's most deprived wards in the 'southern arc' of the city. This level of disparity is unacceptable and **supporting vulnerable people by closing the gap** in equalities is a primary objective for city partners.

There are substantial inequalities between the most deprived and least deprived areas within Cardiff for **life expectancy, healthy life expectancy and disability-free life expectancy**. The gap in life expectancy in males between the most and least deprived areas is almost 13 years and for females is 10 years (2005-09 data, Public Health Wales Observatory). For example, it can be said that those living in parts of Lisvane can expect to live 10-13 years longer than those living in parts of Splott or Butetown. When looking at healthy life expectancy for both males and females, this gap is even wider at around 22 years.

**Comparison of life expectancy, healthy life expectancy and disability-free life expectancy at birth, Cardiff 2001-05 and 2005-09**

Produced by Public Health Wales Observatory, using ADDE/MYE (ONS), WIMD/WHS (WG)



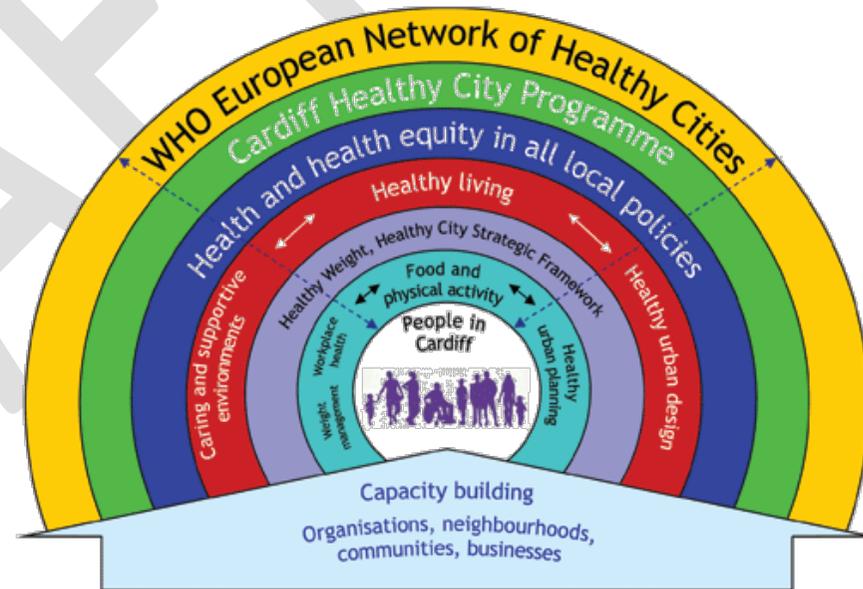
In addition, geographical analysis from a small area (MSOA) based study in 2004-2008 by Public Health Wales showed that:

- The mortality rate from respiratory disease is seven times higher in Splott than in parts of Llanishen.
- Premature mortality from circulatory disease is seven times higher in Riverside than in Thornhill.
- Mortality, from all causes, is three times higher in Plasnewydd than in Thornhill.
- Mortality from coronary heart disease is three times higher in Cardiff Bay than in Lakeside.
- Mortality from cancers is higher in the southern arc of the city.

Although a similar study has not been conducted since, the mortality trends from cancer for example have remained similar and early evidence indicates that the disparity between wards of Cardiff will continue as we approach 2020.

In 2009, Cardiff was awarded 'Healthy City' status from the World Health Organisation in recognition of partners' commitment to improve health. Since the publication of *What Matters*, city partners have been increasingly working together to address health inequalities and urban poverty; the needs of vulnerable groups; and the social, economic and environmental determinants of health as part of the programme. As part of this commitment, partners have formulated coordinated responses that recognise the complex and interdependent nature of the determinants of health and well-being.

**Cardiff Healthy City Model**



Cardiff's introduction to the 'Healthy City' network has also formed a significant portion of Cardiff's contribution to 'Our Healthy Future', Wales' strategic framework for public health. Our Healthy Future sets out ten priorities for improving the health of the nation. The overall aim is to make

people healthier for longer, with a particular emphasis on removing the inequities that exist between social groups. This strategy and the supporting action plan outlines how partners will address these ten priorities; whilst simultaneously focusing on the 'Phase 5' priorities of the WHO strategy, of providing caring and supportive environments, promoting healthy living and designing for the future with health in mind.

A key element of reducing health disparities in the long-term is ensuring good health through **early years and adolescence**, which makes a decisive contribution to maintaining good health throughout life. Interventions will look at the family as a whole, because the health of children and young people is intimately connected with that of their families. Taking this approach and addressing the needs of children and young people are invaluable means of breaking the cycle of deprivation. In practice this means improving provision, quality, integration and sustainability of 'overlapping services' where the NHS, local government and partners provide joint services. It also requires a mode of health delivery that is not exclusively contingent on 'delivery' and 'receipt', but builds on the resources and responsibility of the individual and their role in managing their own health.

In recognition of the role of behaviour change, the Cardiff Partnership has an established focus on providing for a sustainable future, and food is particularly important in this context. In 2013, Cardiff Food Council obtained funding to help Cardiff work towards becoming a Sustainable Food City. Cardiff was one of six cities in the UK to get funding through the Sustainable Food Cities programme. Food Cardiff were set up as the leading partner in this area and they chair a Council of representatives from across Cardiff, including government, education and community bodies. Their main body of work revolves around bringing advice and support to the community in order to make better decisions on what to eat and how to source it. In just two years of work, Food Cardiff received the Sustainable Food Cities Bronze Award (2015)

in recognition of its work to effectively promote, add value and initiate projects in Cardiff.

Access to **affordable healthy food** helps tackle challenges ranging from obesity to food poverty and the work undertaken by Food Cardiff and other partners has helped to inform policy within the Cardiff & Vale UHB. These practices have also been shared with the Welsh Government as examples of best practice. In conjunction with many of our partners, and delivered by **Cardiff Foodbank** we also have an extensive network providing help and support to those in financial crisis, with frontline professionals identifying people in need and providing them with supplies of emergency food designed by dieticians to provide a nutritionally balanced diet.



*“Children in Cardiff can learn so much from the work we do, we teach them how to cook healthy food, learn social skills and how to enjoy sport and other play activities. We even teach them to dance.”*

**Jane Tariq, Senior Play Worker, City of Cardiff Council**

## What Matters... Looking to the future

Despite the UK economy surfacing from recession, income remains one of the main factors impacting health across the country, as we continue to experience the effects of austerity. Health, social care and other well-being services are facing increasingly harsh operating conditions with considerable shortfalls in funding and resources and additional savings required in future.

Many individuals and families are continuing to find that their disposable income and economic health has either not improved or has declined, which can often limit access to healthier lifestyles. In order to assist in this situation, many of our partners have had to engage in activities designed to widen access to exercise facilities for those on a tight budget as well as to bring fresh fruit and vegetables and healthier food habits to low income families, and the need for this is forecast to continue. Future trends indicate that the city could see a major problem in the **general health** and **lifestyle** of its citizens, and 2020 projections show that:

- Obesity is expected to remain high, and has risen up the agenda for Cardiff & Vale UHB.
- Public services in Cardiff face the dual challenge of a rise in the number of people living in Cardiff as well as a continuing increase in migration given Cardiff's role as an accommodation and dispersal centre for asylum seekers.
- Numbers of smokers in the city are gradually declining, although uptake of alternative smoking methods such as 'vaping' are on the rise.
- High levels of binge drinking and unsafe drinking habits may continue, although proactive management of the night-time economy and a raft of new legislation in Wales and the UK may begin to counter this issue.

- Public health budgets are likely to face greater levels of austerity, which could negatively impact the scope of any campaigns to encourage positive behaviour changes.
- Life expectancy figures are projected to continue to rise however mental health, home-care and other services are facing enormous shortfalls in funding. This could lead to people living longer but with a drastically reduced quality of life and raise in morbidity in later years.
- Numbers of dementia sufferers have been rising at an unprecedented rate, however mental health funding is unlikely to increase to tackle the issue giving rise for a need for the third sector to take a greater role than ever before. Dementia has already taken up a position as one of the most serious health concerns, particularly with rising numbers of people living to older ages.

Declining **mental health** has been a growing problem in recent years and is set to continue to be a challenge in the future:

- Mental health referrals and diagnoses of depression and anxiety are expected to continue to rise, as the stresses of economic pressures at home and job insecurity at work take their toll.
- Austerity is expected to have a lasting impact on mental health in Cardiff, with services reduced to a bare minimum alongside reductions to availability and access to incapacity benefit.
- The rise in dementia associated with an ageing population would also feature much more prominently in future and is likely to put pressure on service providers.

**Health inequalities** are also forecast to diverge even further if current trends continue:

- The continuation of unhealthy lifestyles, particularly in deprived areas could compound and exacerbate the disparity in health between the wealthiest and the poorest parts of the city.

- Although overall life expectancy is expected to rise, there is expected to be a continued divergence between the most and least affluent wards.

Individual organisations and partnerships will continue to address the range of issues that prevent people in Cardiff from being healthy, but the priorities below represent the three main issues for the city that we will address collectively:

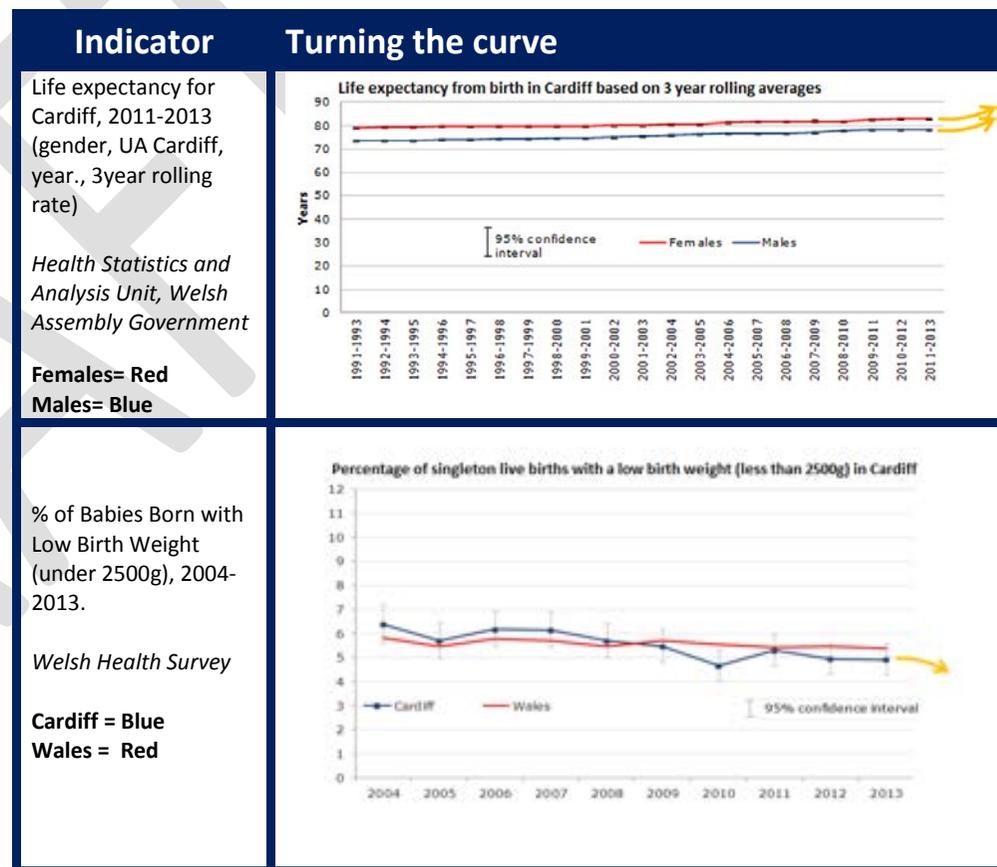
**For people in Cardiff to be healthy our priorities are to ensure that:**

- Health inequalities are reduced and the differentials in life expectancy across the city are addressed;
- Healthy lifestyles are promoted and ill health prevented by supporting healthier behaviour choices;
- Resilient communities are supported by delivering sustainable and effective services for people with complex needs.

**Further details regarding actions to address these priorities can be found in the Action Plan which accompanies this Strategy.**

## What Matters... How will we know if this is

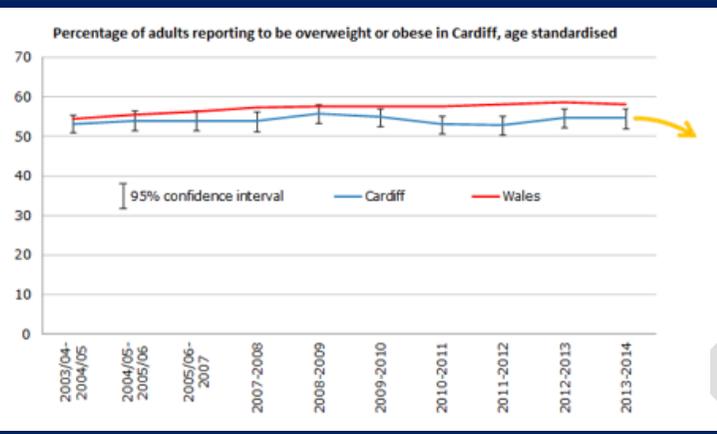
We will measure our progress against the headline indicators identified below – as we attempt to ‘turn the curve’ and improve Cardiff’s performance



Overweight and Obese Data for Cardiff 2003/4 – 2014.

Welsh Health Survey

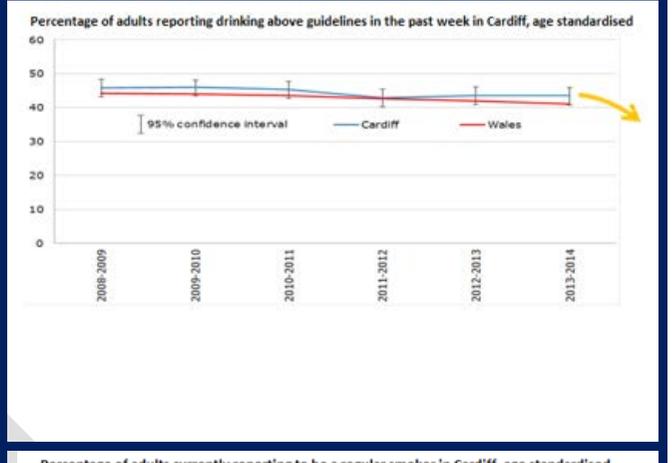
Cardiff = Blue  
Wales = Red



Percentage of adults in Cardiff reporting drinking about guidelines on a day in the past week. 2008-2014

Welsh Health Survey

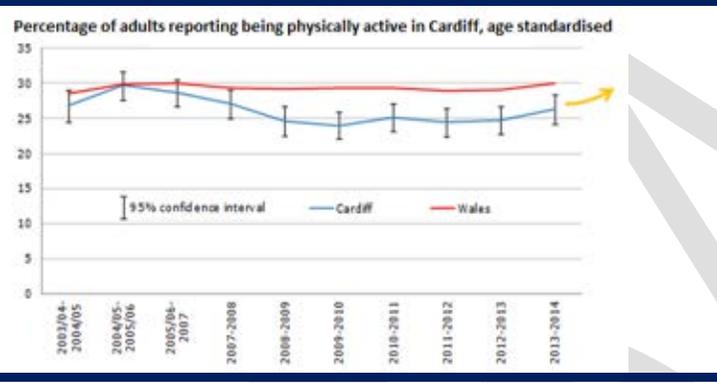
Cardiff = Blue  
Wales = Red



Percentage of adults in Cardiff reporting to be physically active on 5+ days a week, 2003/04 – 2014.

Welsh Health Survey

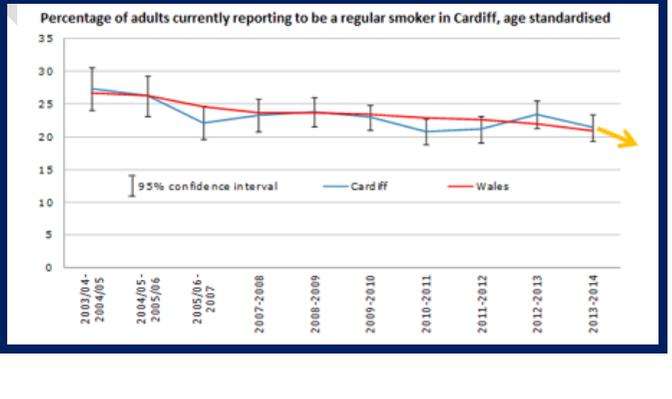
Cardiff = Blue  
Wales = Red



% of People who Smoke. 2003/4 - 2014

Welsh Health Survey

Cardiff = Blue  
Wales = Red





*“To make Cardiff more liveable we need to make it easier to cycle or walk, giving people the option of walking or cycling on short every day journeys. It is Cardiff Cycle City's aim to make Cardiff the best cycling city in the UK. We deliver a variety of events to raise the profile of cycling, with particular emphasis on using the bicycle as a valid form of every-day transportation”*

**Andrew Mabey, Cardiff City Cycle**

## Cardiff has a clean, attractive and sustainable environment

**There is a growing recognition that the successful cities of the future will be those that achieve growth without limiting the social and environmental quality of the area.** We must therefore commit ourselves, as individuals, businesses and organisations alike, to minimising the wasteful consumption of valuable resources such as energy, water and food whilst at the same time reducing harmful outputs such as carbon, pollution and waste. The decisions we make now will determine the nature of the city we will all be living in.

There are a number of areas of challenge, made all the more acute by the level of population growth Cardiff is facing. With Cardiff expected to grow by 26% over the next 20 years, making sure that new homes, schools, communities and work places are effectively connected and are characterised by the highest principles of sustainability is a priority. However, with **more than 10% of the population of Wales** living in Cardiff, there is **a huge opportunity to shift attitudes and behaviours.**

**Sustainable transport must be at the heart of a growing city.** Developing an effective transport system, that makes use of the full range of public transport choices, will be crucial for maintaining and improving Cardiff's reputation as a great place to live, work and do business.

Local authority areas in Wales have committed to recycle or reuse 75% of waste by 2020. There is an immediate responsibility around **increasing recycling rates and dealing with waste** placed on the local authority, with yearly targets established to measure progress. A number of campaigns are also in operation to raise awareness of positive habits regarding waste, and organisations and residents need to play their part in doing all they can to increase recycling rates and minimise waste in the city. If we don't achieve this

important shift, then the city will face heavy fines on top of the longer term damage to the environment.

Faced with the likely growth the city is set to experience over the next 20 years, it will also be important to maintain and protect the green spaces and parks which are to be found across the city in order to enhance the City's 'liveability', promote sustainability, support biodiversity and contribute to the economic success of Cardiff.

In recognition of the importance of a clean, attractive and sustainable environment on positively impacting on all of Cardiff's citizen outcomes (and Wales' wellbeing goals), Natural Resource Wales (NRW) has now become a statutory partner in Cardiff's partnership arrangements. NRW was formed in April 2013, largely taking over the functions of the Countryside Council for Wales, Forestry Commission Wales and the Environment Agency in Wales, as well as certain Welsh Government functions.

Page 61

## What Matters... Where are we now?

The Cardiff **One Planet Strategy** was published in 2013 and highlighted that today Cardiff is a 'three planet' city. If everyone in the world consumed natural resources and generated carbon dioxide at the rate we do in Cardiff, we would need three planets to support us. To find out how many planets of resources we use, we had to measure our ecological footprint (or eco footprint). An eco-footprint is a way of estimating whether we are living within the earth's resource limits. It shows how much



land is required for each person, for everything they consume (products and resources) and produce (waste and emissions) per year.

In 2010, the eco-footprint for the USA was 4.4 planets, and for Malawi it was 0.4 planets, while the UK's footprint comes in at 2.7 planets. Cardiff's footprint is just slightly over the UK average at 2.9 planets. This is not sustainable or equitable to everyone we share our planet with.

A sustainable One Planet city will seek to maintain itself with minimal reliance on depleting resources whilst embracing **renewable sources of energy** and focusing on the key impact areas of waste, transport, food, water, place and people. Our aspiration is for **Cardiff to be a one planet city by 2050**. Addressing this is demanding the efficient use of land, a new approach to waste and recycling and better integrated transport across the region. Already, Cardiff has taken decisive action by becoming a signatory city of the **European Union Covenant of Mayors** in order to manage city-wide carbon emissions to below UK targets whilst identifying and adapting to the local impacts of global climate change.

- Cardiff is working to reduce **carbon emissions** and, by setting ambitious targets, is beginning to see success. Cardiff has committed to reduce carbon emissions by 20% by 2020 but as signatory of the Covenant of Mayors, has formally committed to strive go beyond that target.
- Cardiff's per capita carbon emissions (within the scope of local authorities) have reduced by 28% from 7.7 tonnes in 2005 to 5.5 tonnes in 2013. This is the **joint-greatest reduction in CO2 emissions among the core cities**, although it still has the joint-second highest per capita emission levels.
- In 2005, per capita emissions in Cardiff were above those of the UK but since this time it has consistently been below both the Wales and UK figures.

- Over two-fifths of Cardiff's CO2 emissions come from the Industry and Commercial sector, although this proportion has fallen from 47% in 2005 to 42% in 2013.
- In contrast, both the Domestic and Road Transport sectors have seen their percentage shares increase over the same period, even though overall CO2 emissions within these areas have fallen. In 2013, they accounted for 32% and 25% of all CO2 emissions respectively.
- The emissions levels show how vital it is that partners continue the progress that has already been made, particularly with current trends projecting an 11-18% increase in road traffic over the next decade.

Total CO <sub>2</sub> emissions within the scope of influence of Local Authorities in tonnes per person (Department for Energy & Climate Change 2013)		
City	2005	2013
Bristol	5.9	4.5
Birmingham	6.2	4.8
Nottingham	6.9	5.0
Liverpool	6.2	5.1
Sheffield	6.7	5.1
Manchester	6.7	5.2
Glasgow City	6.5	5.2
Leeds	6.8	5.5
<b>Cardiff</b>	<b>7.7</b>	<b>5.5</b>
Newcastle	7.1	5.8

Since 2008, energy prices have increased by more than 20% in the UK. To help our communities manage this increase, partners in Cardiff and the Vale of Glamorgan developed an innovative approach to reducing household energy bills en masse through a collective energy buying scheme called **Cyd Cymru**. The scheme was launched in October 2013 and three switches have been carried out to date. The most recent switch was in March 2015 and secured the cheapest gas and electricity tariff since 2010, beating all other tariffs on the market. As a result of the switch just over £525,000 worth of savings across Wales were realised, with the average household saving just over £250 per annum. This work will continue as one of the priorities for partners, and with a particular focus on targeting those households living in fuel poverty.



**Waste** is another significant pressure that must also be addressed if Cardiff is to maintain its reputation as a clean, attractive and sustainable city.

- The proportion of Cardiff's municipal waste that is sent for reuse, recycling or composting was 53.4% in 2014-15; the sixth lowest proportion in Wales and below the all-Wales figure of 56.2%.
- However, the increase from 49.7% in the previous year has resulted in it rising above the statutory target of 52%. There is still a lot of work to be done - the Welsh government has imposed targets which aim for 75% of waste across Wales to be recycled by 2020.
- On a positive front, we are seeing a growing network of community groups across the city such as Grangetown Community Action and Keep Roath Tidy who are showing the power of local people in taking active ownership of improving their local environments.

- In response to rising pressures, the City of Cardiff Council has introduced a new Waste Management Strategy including the ‘Stay out of the black, move into the green’ campaign in 2015 to raise recycling levels. This campaign has already achieved changed behaviours and higher recycling rates.



**Transport** is a crucial issue from an environmental perspective because vehicles release carbon emissions and other pollutants that damage the environment, contribute to global warming and reduce air quality for residents. The region’s transport network is already under pressure; with 80,000 people commuting into Cardiff from areas outside the city each day (37% of Cardiff’s workforce). 80% of this number travel into the city by car whilst the private car is the dominant mode of transport for trips to work within the city and 60% of primary school children travel to school by car.

This challenge is also set to worsen given projected growth allocated as part of the Local Development Plan and it is estimated this expansion will result in a further 32% net increase in traffic and a 20% increase in the numbers of people commuting to work. Providing people with genuine alternatives to car travel is a priority and partners are committed to developing a sustainable transport system, using a variety of options that help people get around the city quickly and easily.

The City of Cardiff Council has a target that by 2026, 50% of all trips in Cardiff will be made by walking, cycling and public transport. In recognition of this commitment, Cardiff was designated a ‘Sustainable Travel City’ in 2010, and as

such will work to deliver ‘an integrated transport system that offers safe, efficient and sustainable travel for all, and where public transport, walking and cycling provide real and desirable alternatives to car travel’. In conjunction with other partners, the City of Cardiff Council have also produced a **Local Transport Plan** spanning 2015 - 2020 which outlines the immediate strategic commitment to facilitating greener and more efficient travel within the region.

The **Sustainable Travel City** element to the plan focusses on three key areas;

- **Widening Travel Choices** – ensuring that a range of practical and attractive travel options are available for most trips and that people know about them;
- **Management of Demand** – introducing a range of measures to reduce the demand for travel overall, and particularly by car, where appropriate;
- **Network Management** – using a range of measures to make best use of the existing network and improve facilities and accessibility for all modes of travel.

Almost half of the people who work in Cardiff live within 5km of their workplace, which represents a real opportunity to develop sustainable travel patterns. In addition to the clear environmental benefits, transport has a day-to-day impact on the way we live our lives and has far-reaching influences on our health and well-being. By delivering a successful sustainable travel infrastructure partners will be able to increase access to key services and facilities, build a more attractive business environment and increase levels of physical activity, resulting in healthier lifestyles.

## Green spaces and biodiversity

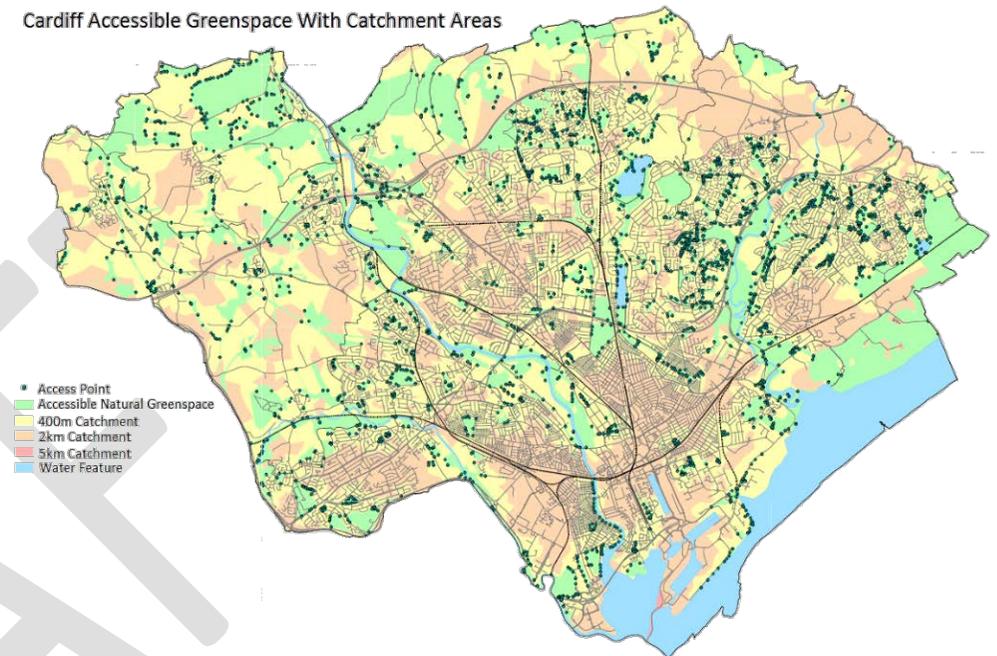
Cardiff is also well-served by **parks, green** and **open space**, with areas such as Bute Park at the heart of Cardiff recognised for their outstanding beauty. In 2008, the City of Cardiff Council in conjunction with the then Countryside Council for Wales produced a **comprehensive analysis** of green space in Cardiff. In consultation with Natural Resources Wales the City of Cardiff Council has also begun to draft a **Green Infrastructure Plan** which will run from 2015 – 2021. This plan aims to provide the city with multi-functional, connected green spaces that make the best use of land. This will be achieved by helping wildlife to flourish, reducing flood risk, providing green open space for all, and delivering a wide range of economic, health and community benefits. This is as important to the city as its 'grey' infrastructure of roads, buildings and power lines, and helps to address many of the social and environmental issues linked to urban life.

- Cardiff has over 400 hectares of recreational open space, 3 green river corridors and over 2000 hectares of amenity open space.

Maintaining these rich assets not only contributes to Cardiff's attractiveness and biodiversity but provides wider benefits for health and well-being. Cardiff's **abundance of urban woodlands and trees** need to be protected and increased and provide a number of benefits to the city:

- Providing ecosystem services – temperature regulation, habitat and biodiversity, water regulation, noise reduction, reduction in air pollution, aesthetic benefits.
- Supporting economic regeneration, e.g. through increased city centre shopping, higher property values and provision of employment.
- Their planting, maintenance and presence helps build community ('social capital'), pride and engagement, and reduces anti-social behaviour.
- Urban trees promote better health, both mental and physical

Cardiff Accessible Greenspace With Catchment Areas



**Natural Resources Wales** have set out towards a target of achieving 20% tree cover across all of Wales, and the average for Wales at the moment is 17%.

**There is work to be done in Cardiff however as total tree cover in the city stands at 15.6%.**

Looking towards the future, **eco-connectivity** will also play a major role in life in Cardiff, as we strive to balance the urban evolution of the city with the changing climate and other local ecosystems. Integrating sustainability with all of the work of the Cardiff Partnership will require constant monitoring with respect to how we share our environment, and in preserving and improving the natural habitats therein. Cardiff has wide range of biodiversity, with a number of species and sites designated as internationally, nationally or locally significant. There are a total of:

- 803.31 ha of Special Areas of Conservation (SAC) a total of 2 sites
- 701.5 ha of Special Protection Areas (SPA) a total of 1 site

- 696 ha Ramsar site - Wetland of International Importance
- 1470.4 ha of Sites of Special Scientific Interest (SSSI) a total of 16 sites
- 1596.81 ha of Sites of Importance for Nature Conservation (SINC) a total of 177 sites
- 150.31 of Local Nature Reserve (LNR) a total of 6 sites

In 2013 Natural Resources Wales became the competent authority in Wales for implementing the **Water Framework Directive**. The Water Framework Directive (WFD) establishes a framework for the protection of surface waters (rivers, lakes, estuaries and coastal waters) and groundwaters. Its purpose is to prevent deterioration and improve the status of aquatic ecosystems, promote sustainable water use, reduce pollution of groundwater and contribute to mitigating the effects of floods and droughts. The WFD places a statutory duty on all areas to achieve *good* status in all of our water bodies by 2027. For Cardiff this means that we must do everything we can with our partners to protect and improve the quality of our water bodies so that they can support natural biological communities and are free from pollution. Bodies of water in Cardiff are judged under three headings, their ecological status, chemical status and in a quantitative fashion for groundwater.

- **Ecologically**, the majority of Cardiff waterbodies fall into the 'moderate' classification, but with more bodies falling beneath moderate than above
- **Chemically**, Cardiff's waterbodies are faring considerably better, with one more body falling under 'Good' than 'Failing to achieve Good'
- **Quantitatively**, Cardiff's 3 main groundwater areas all fall under 'Good' (Source: NRW Local Evidence Package 2014)

Increased risk of **flooding** is a global problem. As a country with a large coastline Wales will inevitably be affected by rising water levels.

- In 2014 around a fifth (20.4%) of Cardiff's properties were at risk from flooding from rivers or the sea; fourth highest proportion in Wales (NRW)

- However, many of these are at low risk (less than 1 in 200 chance in any year), mainly because of the flood defence structures in place in Cardiff.
- Although Cardiff is well defended, if these defences were to be overtopped, or poorly maintained, then the consequences could be severe.

**The quality and cleanliness of the environment** is an important factor in determining how people feel about the place they live. It also assists with attracting people and investment to the city. However, factors such as Cardiff's capital city status mean that significant numbers of people visit the city centre every day which places huge pressure on Cardiff's cleansing services.

- Air quality in Cardiff city centre can be considered good, scoring low for ozone and very low for levels of nitrogen dioxide and sulphur dioxide.
- However, Cardiff was ranked as the joint third worst performing Welsh local authority in the 2014/15 Cleanliness Index. (Keep Wales Tidy LEAMS Report)

The responsibility for looking after the environment has shifted over the last decade, in the face of budget cuts to a variety of environmental services community and volunteer groups are increasingly involved, and Cardiff benefits from a huge number of dedicated individuals such as those involved with **Keep Roath Tidy, Cardiff Rivers Group, Greener Grangetown and Friends of the Parks**. In addition, our partners across the city operate a number of initiatives designed to enhance and preserve community gardens and other green spaces. **Keep Wales Tidy** also supervises and assists a number of projects in our communities as well as engaging students and universities with their efforts.

Protecting and improving the environment forms an integral part of our **Neighbourhood Partnership Programme** activities and are included within each **neighbourhood action plan**. These action plans enable our staff and

partners to tailor their activities to the particular environmental characteristics of their area and although a number of consistent priorities have been identified across the city, such as litter and dog fouling, there are also a wide range of community based issues that the partnership seeks to address. The guiding principles that our neighbourhood partnerships team operate under are encouraging and instilling the values of **community pride** and **making the most of what communities have**. Cardiff already has a vibrant volunteering scene and our neighbourhood partnerships work in close collaboration with the aforementioned environmental groups and others to provide cleaner green spaces, and to make the most of existing community gardens, in some cases Time Credits are also provided as a reward for work undertaken to improve community environments.

Each neighbourhood exhibits a different set of environmental characteristics, and as such the responses from our partnership differ:

Page 66

Cardiff City & South has engaged in a programme of community education, including in schools, as part of **Greener Grangetown**

Cardiff South-East is getting local businesses involved in projects to tidy up and then **utilise brownfield sites and desolate properties**

- Cardiff East has operated a successful **Skip Amnesty** to encourage responsible disposal of waste and reduce fly-tipping;
- Cardiff West has involved local schools in a number of community garden projects, including **accessible gardens** for wheelchair users;
- Cardiff South-West has operated a successful **Community Pride** social campaign to encourage greater involvement in improving the area;
- Cardiff North has instituted **Community Walking Groups** that help to establish a closer relationship between residents and the environment.

Our neighbourhood partnerships are also involved in promoting **sustainability** amongst their communities, working with schools, local businesses and residents to embed an active awareness of how to look after their urban

environment, and this has resulted in 'litter-picking calendars' and 'graffiti monitoring' systems being put into place by local people, as well as an increasing network of community growing projects.

The City of Cardiff Council has also begun to adopt a **neighbourhood services model** of service delivery which targets resources to the individual needs of our neighbourhood areas and allows a greater level of collaborative partnership working as well as delivering significant reductions in operating costs:

- £1.1 million has been saved during the pilot year;
- There has been a 30% reduction in complaint calls relating to the pilot area of the project;
- Cleanliness index scores for the area covered have increased since the pilot began.

A clean, attractive and sustainable environment has specific implications for **children and young people**. Issues such as young people's access to green and recreational space and their mode of travel to school have an impact both on their lifestyle and well-being. Furthermore, developing the knowledge and behaviours of children and young people will help to make Cardiff a clean, attractive and sustainable environment, both now and in the future. According to Cardiff's 2012 Schools' Super Survey:

- 45% of children and young people in Cardiff walked to school.
- 23% of children and young people travelled to school by car.
- 25% of children travelled to school by bus.

Moreover, Cardiff's natural assets can offer young people opportunities through green outdoor activities, events and volunteering. By engaging children and young people in environmental activities partners can offer them new experiences that can enhance their employment chances, whilst helping to develop positive attitudes to both their physical environment and broader environmental issues.



*“Cardiff is a fabulous place and I encourage all my friends to visit. There are so many beautiful areas and heritage sites like St. Fagan’s, we are doing pretty well at making the most out of the city”*

**Valerie Allen, Volunteer at the Dusty Forge**

## What Matters... Looking to the future

It is almost universally accepted that energy prices are set to rise and this upward trend will continue for the foreseeable future, with numerous implications. Future projections suggest that:

- Businesses across the world are expected to be affected by rising energy prices, and the costs of mitigating and adapting to climate change.
- Energy prices are also expected to rise for households and families.
- Combating climate change and switching to alternative fuel sources will require investment that both companies and households may be unwilling to make.
- Several major green targets could be missed as the sustainable and renewable agenda is also hit by austerity. Wales could fall short of the EU 20% renewable energy plan and the Welsh Government 75% recycling target by 2020. Investment is likely to be required in order to achieve the 80% reduction in Carbon Emissions by 2050, as stipulated by the 2008 Climate Change Act.
- Methods of renewable energy generation such as solar panels and energy efficiency measures such as insulation will become increasingly cost effective and uptake will then rise as companies and households seek to save money.
- Many people remain reluctant to invest in energy saving measures, but they are set to become increasingly associated with frugality, which is likely to boost take-up.
- The household level take-up is expected to be largely restricted to the middle class population, as less well-off families may lack the means to invest.
- There is, however, potential for some small businesses based in Cardiff to take advantage of micro-generation opportunities.

- The potential of large scale tidal power could remain a longer-term option.
- As prices rise consumers may be less likely to demand the ethical delivery of services.
- Attitudes may shift and become more proactive as the climate change agenda is expanded to encompass the idea of 'energy security'.

**Recycling** schemes are set to thrive, as companies and households will have to take more responsibility for **reducing waste**. The 2015 Waste Strategy has placed more stringent regulations in place regarding the handling of waste and imposes increased fines on those who dispose of their waste incorrectly.

- Technological advantages should mean that more items can be recycled more efficiently than ever before.
- The continuation of the landfill tax escalator as well as local, community-led initiatives to reduce waste and recycle where possible should ensure that Cardiff remains one of the UK's leading sustainable cities, even if there are challenges ahead.

Individual organisations and partnerships will continue to address the range of issues that compromise Cardiff's potential to be a clean, attractive and sustainable environment, the priorities below represent the three main issues for the city that we will address collectively.

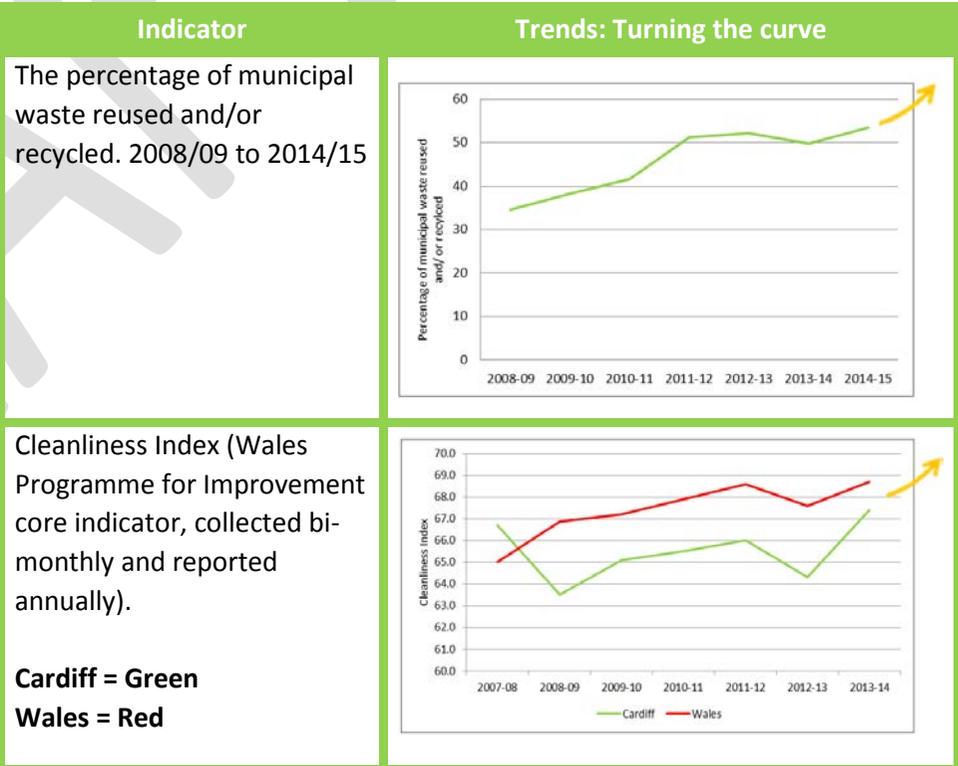
**For Cardiff to be a clean, attractive and sustainable environment our priorities are to ensure that:**

- Cardiff is a 'One Planet' city that supports people to live sustainably and recycle and re-use where possible.
- Cardiff maintains its high quality environment and balances growth with the development of sustainable communities
- Cardiff is a sustainable travel city

**Further details regarding actions to address these priorities can be found in the Action Plan which accompanies this Strategy.**

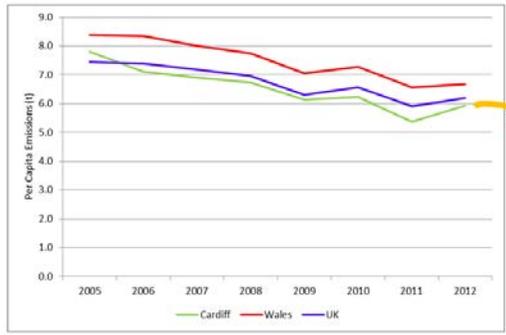
**What Matters... How will we know if this is working?**

We will measure our progress against the headline indicators identified below – as we attempt to 'turn the curve' and improve Cardiff's performance.



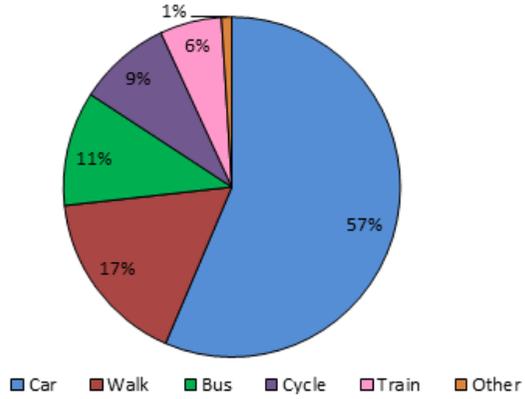
Total Per Capita CO2 Emissions (t) Within the Scope of Influence of Local Authorities, 2005-2012

**Cardiff = Green**  
**Wales = Red**  
**Blue = UK**



Mode of Travel to Work in Cardiff, Ask Cardiff 2014 (Latest data)

Source: Ask Cardiff, City of Cardiff Council



Page 69

## People in Cardiff are safe and feel safe

**Being safe and feeling safe are fundamental to achieving a good quality of life; these issues consistently rank as top priorities for residents and visitors alike.**

This means people from all sections of Cardiff's communities are free from harm, injury, or risk and are secure in their surroundings, whether this be at home or walking in the city after dark. Feeling safe is equally important, and means feeling confident that none of these things will be compromised. All of the partner organisations realise how important these elements of people's lives mean to them and are committed to creating a city that is safe in the broadest possible sense. This means protecting all citizens from harm and exploitation, particularly those who are most vulnerable, in every neighbourhood across the city. Although Cardiff already has a reputation as a safe place to live, which has continually improved since 2003, partners will work together to improve things further in order to help people feel as safe and confident as possible.

**Community safety** is a central pillar of activity in the Cardiff Partnership, and the landscape in this area has changed considerably over the last decade. Keeping people safe from harm and exploitation is a complex process, involving activity on all levels, ranging from the day to day work of South Wales Police right through to education and engagement in communities.

Community cohesion in Cardiff is one of the central priorities of our partnership and is defined as there being a sense of belonging felt by all communities and where strong and positive relationships exist and continue to be developed in the workplace, in education and in the wider community. Given the wide range of communities living and working in the city, as well as our status as an accommodation and dispersal centre for refugees and asylum seekers, it is a delicate area.

In order to ensure community safety, the role of the partnership must directly target radicalisation in our communities as well as maintain constant vigilance in



*"Police in Cardiff are visible in the streets and have a close connection to local communities, the Police even organise community fun days in my area. I think Cardiff is a really good and safe place to live."*

Marjorie Ford, Secretary, Cardiff East  
Neighbourhood Watch

respect of hate crime and other potential tensions between communities. We aim to promote integration but not at the expense of any individual or group and to ensure that anyone in any of our neighbourhoods is safe from persecution and exploitation.

Given the ongoing focus on **digital inclusion** among members of the Cardiff Partnership, partners are actively engaged in promoting safe and secure online habits. An active awareness of the impact of **cybercrime** can help to ensure that our communities and families are safer from harm and from exploitation. In addition, a properly secure exchange of information between authorities is essential and as a result, all of our partners are engaged in **Information Sharing Protocols** where confidential data is concerned.

## What Matters... Where are we now?

Community safety forms an integral part of the What Matters Strategy, and has formed the foundation for the collaborative approach in operation today at both strategic and neighbourhood level. Since the publication of the original Strategy, Police and Crime Commissioners (PCCs) were elected in each force area in November 2012. Under the terms of the Police Reform and Social Responsibility Act 2011, PCCs must:

- secure an efficient and effective police service for their area;
- appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them;
- set the police and crime objectives for their area through a police and crime plan;
- set the force budget and determine the precept;
- contribute to the national and international policing capabilities set out by the Home Secretary; and
- bring together community safety and criminal justice partners, to make sure local priorities are joined up.

Since the election of the South Wales Commissioner, Cardiff has developed strong working relationships with his office and this Strategy has both informed and reflects the priorities set out in the [South Wales Police Crime Reduction Plan 2015-18](#). Since 2014 the South Wales Police & Crime Commissioner has also been leading on a regional piece of work to ensure a consistent approach to responding to anti-Social behaviour: the Community Trigger. Introduced through the new [Anti-Social Behaviour, Crime and Policing Act, 2014](#), this new mechanism ensures that people have the appropriate outlet when they feel the response has not been appropriate in relation to their safety, and can offer them an avenue to appeal decisions in relation to anti-social behaviour.

Other changes to the partnership arrangements have been the Wales Probation Trust being replaced in June 2014 by two new organisations – the **Wales Community Rehabilitation Company** and the **National Probation Service Wales**. The Wales Community Rehabilitation Company's role is to reduce reoffending and make Wales safer through community based rehabilitation and provision of probation services in the community for around 8,000 low to medium-risk offenders. Victim liaison work, sentencing advice and the management of offenders believed to pose high risk of harm are now managed by the National Probation Service (part of the National Offender Management Services in Wales). Both organisations are now part of Cardiff's partnership arrangements and continue to help keep Cardiff safe.

The Community Rehabilitation Company (CRC) and National Probation Service (NPS) work with citizens of Cardiff who have been subject to sentencing by the Court. The services manage individuals on community sentences and licence release from prison. Work to make communities safer is undertaken by offering a range of both restrictive and rehabilitative interventions aimed at reducing opportunity to re-offend and assisting individuals in moving away from a lifestyle involving harmful behaviours to themselves, their families and the communities in which they live.

This work aims to address practical, personal and social needs, taking an evidence based approach to assist individuals to work towards pro social behaviours and give consideration to good citizenship. By taking a partnership approach we would address people's homelessness, improve their employability, reduce reliance on drink and drugs, and help people to develop the skills to stop and think before acting in a damaging and harmful way to others. Criminal justice agencies in Cardiff work holistically with other statutory and voluntary agencies, utilising close partnership arrangements to achieve the best outcomes for individuals, thereby reducing the risk of re-offending and harm and contributing to making Cardiff a safer place.

Some specific examples of key areas of work include the Integrated Offender Management arrangements; a multi-disciplinary team staffed by CRC, NPS and South Wales Police which targets resources at those individuals involved in high levels of serious acquisitive crime. The approach delivers intensive interventions to reduce the levels of offending behaviour within this particular group.

Individuals that are subject to Community Sentences are often required to complete a number of unpaid work hours as part of their sentence. Both the CRC and NPS are responsible for ensuring that these individuals complete the required number of hours. The Community Payback Team based within the CRC are proactive in providing people with opportunities to undertake this work within local communities, improving facilities and open spaces and making reparation for the harm caused by their offending behaviour. Communities and individuals have the opportunity to nominate projects to the CRC which can most benefit their local area. In addition to the work undertaken with individuals who participate in offending behaviour we also work with Victims of Crime, delivering support services and Restorative Justice Interventions.

Due to the strengths of partnership working, Cardiff remains a safe city with total crime having continued to reduce in recent years. Between 2010/11 and 2014/15

recorded crime fell by 4.8% and there was an 8.2% decrease in crimes per thousand population. **In effect, there has been an 8.2% decrease in the likelihood of being a victim of crime in Cardiff.**

However, trends (per thousand population) varied for different categories of crime:

- Criminal Damage decreased by 35%
- Dwelling Burglaries reduced by 24%
- Anti-Social Behaviour fell by 51%
- Violence Against the Person incidents increased by 38%

Between 2003/2004 and 2013/14, there was an 8.3% decline in the number of incidents of Violence Against the Person per thousand population. However, in 2014/15 there was a 32% increase in the rate compared to the previous year. Although this is a significant increase, it is not felt that Cardiff is any less safe, **but that the new approach to recording crime at source is providing a more accurate picture.** This is further substantiated due to the number of violence related weekly attendances at the University Hospital Of Wales A&E Department showing a continual decrease since 2003 and further information from the **Violence and Society Research Group** that there has been no significant change in the number of admissions. Comparison can be made with the cities in the Core Cities Group:

- Cardiff was placed 4<sup>th</sup> highest for total recorded crimes per thousand population
- However, it had the lowest number of robberies per thousand population and the second lowest number of Dwelling House Burglaries

In 2013, the **National Crime Agency** was formed to replace the **Serious Organised Crime Agency**. The brief of this agency is to substantially reduce the level of serious and organised crime across England, Wales and Northern Ireland, with limited involvement in Scotland. As part of this process a **National Serious and Organised Crime Strategy** was also formed in 2013, and to implement that strategy **Serious and Organised Crime Partnership Boards** were set up. These

boards operate within the **Serious and Organised Crime Local Profiles** that were written as part of the strategy and serve to join up the activity of the Police forces, Police & Crime Commissioners and other involved partners across the country. The Cardiff Basic Command Unit of South Wales Police operate an **Organised Crime Group Mapping** model that identifies the nature and scale of organised crime locally and in the city they presently manage **10 Organised Crime Groups, this figure has not increased since 2010**. This model is also operated regionally and nationally across the UK and focuses on the sharing and aggregation of data held by relevant agencies in order to identify threats and risks introduced by each instance of organised crime.

Despite positive trends seen in relation to overall crime having decreased there still remains a noticeable lag in the reduction in public perceptions and fear of crime. Increased awareness, 24 hour news and the use of social media can be cited as potential reasons and it can be difficult for government and service providers to utilise these outlets effectively to communicate their success. South Wales Police in Cardiff have been working to improve the use of social media as not only a tool to help them gather information and raise awareness of issues, but to provide a community messaging service and accurate updates to Cardiff's citizens on the outcome of investigations and progression of prosecutions in an effort to provide a balance to any negative media.

Whilst there still remains a gap between fear of crime and actual crime rates the 4,431 respondents to the 2015 Ask Cardiff survey responded positively regarding their perceptions of community safety:

- The **majority of respondents felt that levels of crime and antisocial behaviour had stayed the same during the last year** (74.6% and 66.7% respectively). 16.1% reported an increase in crime and 23.8% an increase in antisocial behaviour.
- When comparing 2015 to the previous year, **perceptions of the level of crime and anti-social behaviour have not changed significantly**. 2.8%

more respondents believed that crime in their area had stayed the same and an additional 1.7% believed that levels of anti-social behaviour had not changed.

- On the other hand, the Ask Cardiff survey results indicate that local communities are extremely interested in Neighbourhood Watch, with 96.9% of respondents indicating that they are aware of the scheme, with 83.6% also aware of what the Neighbourhood Watch does.
- 17.4% of respondents (773/4431) indicated they would like to be involved in their local Neighbourhood Watch scheme and gave their details in order to do so.

As a city, it is to be expected that Cardiff will have among the highest levels of legal and illegal substance misuse in Wales. However, although the issues are significant, when compared with the South Wales Valleys and English Core Cities, Cardiff levels tend to be lower. In 2013/14:

- **Alcohol accounted for the highest proportion of substance misuse in Cardiff**, representing 44% of the total number of individual referrals to services.
- Cardiff had a lower rate of alcohol misuse (232 per 100,000 population) than many other Welsh authorities in 2013/14, ranking 16<sup>th</sup> of the 22 authorities, and was also below the figure for the whole of Wales (260 per 100,000).
- Drug misuse in Cardiff was more of a concern in 2013/14. Its rate of 212 per 100,000 population was almost identical to the Welsh average (213 per 100,000) and ranked as the 9<sup>th</sup> highest of the 22 authorities.
- Between 2009/10 and 2013/14 there was a 33% increase in referrals to alcohol and drug services in Cardiff.

In May 2015, new legislation from the government was announced in the form of the **Psychoactive Substances Bill 2015**. This bill will apply across the United Kingdom and will introduce stricter and more targeted regulation to tackle "a new

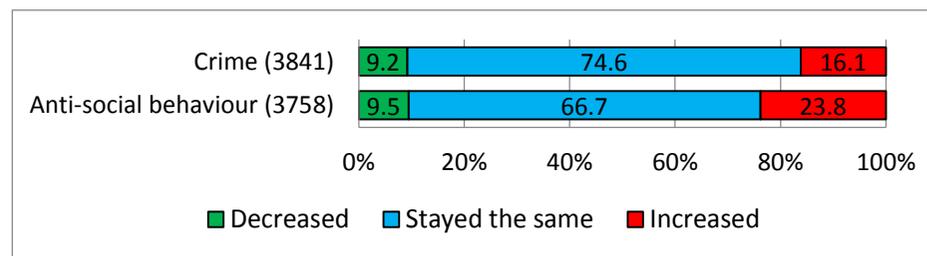
generation of psychoactive drugs”. In addition to expanding additional laws to give Police and the judicial system greater flexibility when tackling psychoactive substance abuse, it also provides exemptions to those who may have a legitimate need for handling and distributing these substances. At a local level it will enable police and local authorities to adopt a graded response to substance misuse offences, by using civil sanctions for first offences, and therefore to further incorporate the ideals of restorative justice into the tackling of crime in this area.

**Anti-social behaviour** continues to be a high priority for the Police in Cardiff and other partners, and is incorporated within the action plans for all of our six neighbourhood partnership areas. Our neighbourhood partnerships have specific targets and goals with relation to targeting anti-social behaviour and they deliver on a variety of projects designed to improve life for their communities, usually in conjunction with the South Wales Police and South Wales Fire & Rescue service.

Examples of these efforts include **Operation B\*A\*N\*G** (aimed at promoting safer behaviour during the Halloween/firework night period) and **Operation Mistletoe** (aimed at promoting safer enjoyment of the festive period). Collaborative efforts like these have proved successful in changing the face of crime and anti-social behaviour in the city:



- Over the five years preceding 2015, rates of anti-social behaviour reported during the Halloween/firework night period have reduced by 50%.
- Between 2013-2014 rates of reported anti-social behaviour decreased by 33% during the Christmas period.
- On ‘Black Saturday’ the reported number of violent crimes fell by 55% from 2013-14, alongside a reduction in 39% of overall criminal occurrences.



*Resident's Perceptions of Crime – 2015 Ask Cardiff Survey*

Cardiff has an incredibly vibrant **Night-Time Economy**; its nightlife reported amongst the best in the UK and possessing a term-time student population in excess of 50,000, increasing year on year. With award winning restaurants, bars and concert venues it is important for the Cardiff Partnership to ensure that enjoying what the city has to offer is as safe as it can be. Essential to making this happen targeted initiatives for festive periods as well as the vital work of the Cardiff **Alcohol Treatment Centre (ATC)**, which has been investigated as a model for future activity across the United Kingdom. Cardiff is fortunate to have support from street pastors and other community volunteers who help out night-time revellers as well as the trained and experienced security and emergency response staff. In addition, the City of Cardiff Council places a high priority on effective and safe regulation of the night-time economy, such as the behaviour of taxi operatives and the licensing of businesses. In a partnership effort, the **Cardiff ATC** records vital information about their patients, including ‘last drink’ data, which are then feeds into investigations regarding licensing regulations, and can lead to sanctions against offending businesses.

Despite Cardiff’s success to date in managing the night time economy, local partners are under increasing financial pressure and are finding it difficult to be able to continue to support what are often not statutory services. A key priority for this Strategy is therefore to explore alternative funding models with partners including the business community. Consideration is being given to opportunities which may arise from a Business Improvement District and Late Night Levy and these discussions will be progressed as part of the Action Plan which accompanies this Strategy.



*“We have an easily accessible city centre where visitors, workers and residents can feel welcome and move around safely. The more we all work together, the safer the city becomes. I’ve only ever lived in Cardiff and wouldn’t want to live anywhere else.”*

**Phil Walsh, Police Community Support Officer**

**Protecting people’s safety also means making sure they are safe in their environment**, which extends beyond the effects of crime. Large proportions of accidents happen on the roads and in the home. Road safety, fire safety and arson reduction are areas where partners have an important part to play in securing people’s environments and making Cardiff as liveable as possible, supporting safety on the roads and in homes. A number of campaigns take place across the city to encourage people to protect themselves and manage their own safety where possible. These include targeted campaigns to reduce unsafe behaviours during festive celebrations and large events, general campaigns to embed safe habits around the home and also campaigns aimed at raising awareness in businesses and communities. The success of these campaigns helps to ensure living in Cardiff can become safer year on year:

- In 2014/15 there were a total of 17 injuries sustained from fires in Cardiff, this represents a 37% decrease from 2013/14.
- Numbers of primary and secondary fires in Cardiff both decreased in 2014/15, with a 7% reduction in primary and 10.5% in secondary.
- In turn, there was an overall 9% reduction in all fires attended.

The Fire Crime Unit of **South Wales Fire & Rescue Service** is constantly monitoring the incidents and reacting to trends of deliberate fires across the City. In addition, they organise joint patrols with City of Cardiff Council Waste Enforcement officials and Police Community Support Officers from South Wales Police to provide a visible presence in areas susceptible to ASB and fire-setting, with the aim of engaging young persons and hopefully preventing arson.

Our Partnership also places a consistent focus on improving community awareness and perceptions of crime, it is a firm belief that in order to feel safe and secure the people of Cardiff need to have confidence in where and how they can seek support. As an example, through **Operation Perception** we set up a Community Messaging Service that has helped over 10,000 people get regular

safety updates and maintain a closer relationship with the emergency services, in addition this operation delivered free fire safety checks to a large number of homes.

Overall, it is fair to say that Cardiff has a reputation for having safe neighbourhoods. Work at the neighbourhood level in Cardiff has been characterised by our highly regarded Neighbourhood Partnership working arrangements, which lead the delivery of action plans and undertake local problem solving to tackle the issues that are important to specific communities. Partners work together within the six neighbourhood areas of Cardiff and use local intelligence to align and prioritise resources. Some of the community safety characteristics of the six respective neighbourhood areas in 2014/15 include:

- **Cardiff City & South** has the lowest overall number of crimes committed over the year (excluding anti-social behaviour);
- **Cardiff South-West** has the second highest incidence of 'violence against the person' offences;
- **Cardiff East** has the lowest totals for almost every offence when compared to the other neighbourhoods;
- **Cardiff South-East** has the highest number of crimes committed over the year (excluding anti-social behaviour);
- **Cardiff West** experiences the lowest number of 'other offences' such as public indecency, dangerous driving and absconding from custody;
- **Cardiff North** has the highest rate of burglaries from non-domestic and commercial premises.

The partnership working arrangements within these neighbourhoods are such that we are able to respond to these different challenges as appropriate without having to take a 'one size fits all' approach. Real improvements have been made within the neighbourhoods through these working arrangements in all seven of the citizen outcomes.

A vital component of a safe capital is **safeguarding and supporting people in vulnerable situations**, particularly those who are unable to protect themselves from harm or from being exploited. Everybody should have a safe home and a community which supports their physical and emotional well-being. Partners are committed to safeguarding any citizens whose capacity to protect themselves is diminished, as well as working proactively to create safe environments.

An important aspect to this kind of safety is **internet safety** and partners are also working hard to ensure people in Cardiff can conduct their activities online in a manner which keeps themselves and their details safe from harm. This also requires a strategic and collaborative approach to **online sexual exploitation**, which has become a growing concern over the last decade. Many people in Cardiff, particularly young people and students, can find themselves at risk from other internet users who wish to take advantage of them. It is an important priority for the Cardiff Partnership that everyone is exposed to essential security information and that all steps are taken to ensure the internet is as safe as it can be.

**Hate Crime** has risen to the forefront of the agenda in Cardiff, and indeed nationally, over the course of the last five years. With ever expanding communities in the city and an unprecedented level of cultural and ethnic diversity our neighbourhoods depend now more than ever on the Partnership for support and targeted action. **Victim Support Cymru** has been working closely with the South Wales Police and City of Cardiff Council in order to promote awareness of hate crime issues, as well as to improve access to hate crime reporting structures. It is essential for the people of Cardiff to feel that they have a number of avenues to go down when reporting that they feel vulnerable or victimised and often the main Police route forms a piece of a much larger picture. These collaborative efforts have resulted in an overhaul of the reporting structure for hate crimes across the UK and in the Cardiff area 372 partner staff across numerous organisations have undergone extensive hate crime training.

In April 2015, the Welsh Government introduced the **Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015**. Within this Act are measures to ensure that the local authorities and other partners in Wales have statutory responsibilities to fulfil in terms of those susceptible to gender-based violence.

This Act places a responsibility on the local authority to consult with all involved partners and begin a process of setting out a local strategy for handling violence and abuse of this nature. The Act also builds upon work set out in the Social Services & Well-being Act 2014 by requiring the local authorities to integrate their strategies with regards to providing preventative and support services to those affected. In addition, it places an emphasis on educational institutions to integrate their reporting and handling of sexual violence with the local strategy and provides Ministers with the power to issue guidance to institutions in line with the national level strategy they will have to produce. Cardiff Partnership continues to support raising awareness of domestic violence and will support the introduction of the Act to continue this work across the city. Continued support by the Partnership has also been given to the **White Ribbon** campaign in 2014/15 and the Domestic Abuse Partnership arrangements have been further developed to ensure that they are appropriate to meet the needs of our population.



The effects and consequences of domestic violence are so broad-ranging that effective approaches can only be developed in partnership. As a consequence, the associated actions are distributed across a wide range of outcomes. These actions relate to supporting the victims of abuse, but also to developing preventative approaches, focusing on education, awareness and attitudes.

**Under-reporting** of incidents is a significant issue; many people feel restricted in their ability to report criminal activity for a variety of reasons. These can be cultural, social or even economic and it is a responsibility of the Cardiff Partnership to make the reporting and investigation process as adaptable and inclusive as possible. Despite the progress that has been made in this area, with an increase in reporting seen across the city, there is a way to go before there is a reliable baseline that partners can use. As such, a focus on encouraging people to report being a victim whilst working to reduce the number of repeat victims is imperative.

- Recorded Domestic Violence Incidents has increased by 61.5% in 2014/15
- Domestic Related Offences increased by of 31.5% during the same period

Whilst this is a positive change in that reporting is increasing, early identification of domestic violence and abuse is a priority. The IRIS (Identification and Referral to Improve Safety) was launched by the Police and Crime Commissioner together with Cardiff and Vale University Health Board in 2014. IRIS is a GP based domestic abuse and sexual violence training and referral programme that helps health practitioners identify victims of domestic abuse and to intervene to provide victims with the appropriate support. In order to continue the spirit of this program, better promotion of and agreed data sharing between partners, both statutory and specialist, will be needed to provide the partners with an accurate picture to respond to.

Partners have a statutory responsibility to **protect vulnerable adults**. A vulnerable adult is someone who may need community care services to support their mental health, disability needs, age or illness; and/or who may be unable to take care of or protect themselves from significant harm or exploitation. The Protection of Vulnerable Adults (POVA) is a statutory responsibility and partners are committed to working together to safeguard and improve their well-being. Protecting vulnerable adults does necessitate preventative work to raise awareness of the

issues but it is particularly dependent on prompt and effective responses, often in emergency situations.

- In 2014/15 there were 333 total and 106 completed POVA referrals in Cardiff, representing a decrease of 46% total referrals since 2010/11.
- The most common reason for referral was neglect followed by physical abuse.
- The majority of incidents that prompt referral occur in the person's own home.
- The highest number of POVA referrals is for older people, though this might be expected as they are the largest vulnerable client group.
- Joint working has been recognised as a particular strength of the POVA approach in Cardiff.

Partners in Cardiff are working together to establish a Local Safeguarding Adult Board in collaboration with colleagues from the Vale of Glamorgan, whose role it will be to **protect vulnerable adults from harm**.

Another significant focus of the partnership has become **Human Trafficking and Modern Slavery**. The **Modern Slavery Act** gained Royal Assent in March 2015 and established new provisions for the protection of modern slavery victims, as well as establishing an Anti-Slavery UK Commissioner. Requirements of this legislation have been supported by the Cardiff Partnership in a number of ways:

- The introduction of **Multi-Agency Risk Assessment Conferences** has been instrumental in identifying and supporting victims of modern slavery / human trafficking in Cardiff & the Vale.
- A quality assured **Human Trafficking Information Sharing Protocol** has been put in place to support the sharing of information between partners and authorities
- The **Wales Anti-Slavery Leadership Group** has recognised the significant role that the **Victim Care Pathway** has played in raising awareness of the key stages involved in identifying victims and securing effective

outcomes. A programme of work is now under way to disseminate the Victim Care Pathway throughout Wales.

- The **Cardiff & Vale Multi Agency Child Sexual Exploitation Forum** has been established. This forum has been tasked with reviewing the All Wales CSE Protocol and developing a multi-agency action plan addressing service pathways, education needs, awareness raising and research.
- A **Child Sexual Exploitation Strategy and Action Plan** has been developed and is being adopted and implemented by the Cardiff and Vale Local Safeguarding Children's Board over the coming year.
- **Strategic priorities** have been established in Cardiff for dealing with sex work, human trafficking and all forms of modern slavery, with a delivery plan for 2015-2017 currently in production.

The Cardiff and Vale of Glamorgan Local Safeguarding Children's Board (LSCB) is also in place to provide the same **protection to children and young people who are at risk of harm**. The Board aims to safeguard all children and young people and prevent maltreatment and the impairment of their health or development. Partners target work at specific groups who may be more vulnerable and they proactively lead work to protect those who are likely to suffer significant harm. The work focuses on helping children feel safe in their home and community and supporting parents, carers and families to provide safe and stable homes for children and young people.

- There were 255 children on the child protection register as at 31<sup>st</sup> March 2015, which had reduced from 284 in 2009/10

Cardiff prides itself on a tried and tested multi-agency approach to the safeguarding of children. Building on learning from elsewhere in South Wales, a new **Multi-Agency Safeguarding Hub** is under development with an anticipated launch date of April 2016 and early intervention and prevention represents a cornerstone for the work of the Cardiff Partnership.

In addition to protecting individual adults and young people in vulnerable situations it is also important for the Cardiff Partnership to focus on **vulnerable groups** in society. Given our status as a Capital city and an **asylum dispersal centre** important examples of vulnerable sections of society are the homeless and asylum seekers or refugees. The Cardiff Partnership has a number of systems in place run by dedicated and specialised partners and personnel in order to make the city the safest possible environment for these groups. In addition, a responsibility to these groups forms significant part of our city-wide and neighbourhood activity.

**CONTEST** is a UK wide counter-terrorism strategy introduced by the Home Office. It seeks to create a system of safeguards that protects citizens and infrastructure of the nation and also defend the innate rights and privileges of British residents from all racial and cultural backgrounds. It is divided into four main themes: Pursue, Prevent, Protect and Prepare. At a Cardiff level the city is designated as a 'Prevent Area' and the Cardiff Partnership's responsibilities within **Prevent** include setting up links to all the relevant organisations in the city as well as facilitating international involvement in the city. The recent NATO and US Embassy visits to Cardiff brought Prevent to the forefront of city operations. A wide variety of community and educational groups have also incorporated the principles of Prevent into their operations.

Cardiff's status as a diverse and multicultural city as well as being a receiving station for refugees throw up a number of Prevent concerns, notable examples including radicalisation and islamophobia. As such, and in collaboration with the Vale of Glamorgan Council and the Welsh Government we work towards delivering the **National Community Cohesion Plan** for Wales.

In 2015, the **Counter-terrorism and Security Act** received Royal Assent and included some additional responsibilities with respect to CONTEST and Prevent activity. The primary focus of the act will be to disrupt the ability of people to travel abroad to engage in terrorist activity and then return to the UK, enhance the ability of operational agencies to monitor and control the actions of those who pose a threat, and combat the underlying ideology that feeds, supports and sanctions terrorism.

In addition the Act includes measures to **strengthen the responsibility of local authorities and other partner organisations in their role to protect against extremism** which include:

- creating a general duty on a range of organisations to prevent people being drawn into terrorism;
- putting Channel – the government's voluntary programme for people vulnerable to being drawn into terrorism – on a statutory basis ;
- enhancements to the Terrorism Prevention and Investigation Measures regime, including stronger locational constraints on subjects, and a power to require them to attend meetings as part of their ongoing management e.g. with the probation service or JobCentre Plus staff.

## *What Matters...* Looking to the future

Future forecasts suggest a continued increase in access to information and declining trust in institutions could mean that the 'culture of fear' grows across a spectrum of issues from crime to health. Dealing with fears and perceptions of crime is a particularly difficult problem to address but one that could pose a substantial concern for partners in the future. Future trends indicate that:

- Partners are likely to need to find new ways to build public trust and communicate their messages effectively.
- Citizens are expected to become increasingly aware of global threats. The awareness of terrorist attacks throughout the world and the possibility of further attempts could drive fear as the UK is expected to remain a target for international terrorism.
- Fear of terrorism is therefore forecast to continue to be a strong driver of policy and the powers of police and detainment are set to be hot topics.
- There could be greater public debate about the protection of both freedom and security.

- Cardiff has the additional burden of being a capital city which hosts high profile international sporting and cultural events and that could put extra pressure on services. As a consequence, all public services might have to become more security conscious in relation to the protection of their buildings and staff.
- Security is expensive and there is likely to be debate around what proportion of resources should be directed at anti-terrorism measures versus more 'everyday' policing.

Individual organisations and partnerships will continue to address the range of issues that compromise people's safety and how safe they feel, but the priorities below represent the three main issues for the city that we will address collectively.

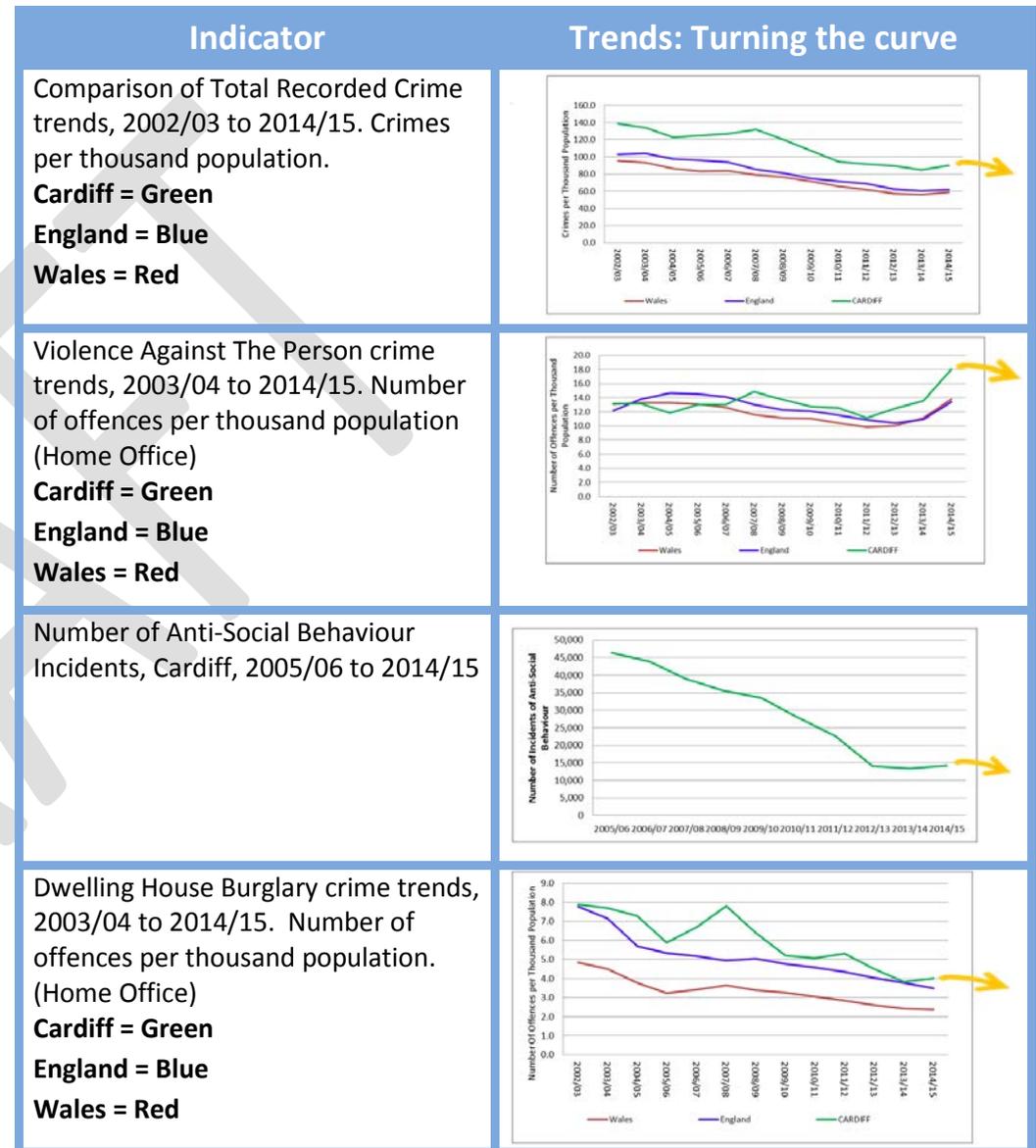
**For people in Cardiff to be safe and feel safe our priorities are to ensure that:**

- All people in Cardiff are safe from harm, abuse and exploitation
- Communities and neighbourhoods in Cardiff are cohesive
- People in Cardiff are free from crime and the effects of crime

Further details regarding actions that will address these priorities can be found in the Action Plan which accompanies this Strategy.

## What Matters... How will we know if this is working?

We will measure our progress against the headline indicators identified below – as we attempt to 'turn the curve' and improve Cardiff's performance.



## Cardiff has a thriving and prosperous economy

If Cardiff is to become one of the Europe's most liveable capital cities then it needs a **thriving and prosperous economy**. The first priority will be increasing the number and quality of jobs and opportunities on offer in the city. In order to make this happen the City of Cardiff Council will work with the private sector and Welsh Government to ensure that Cardiff's business infrastructure and business climate is radically improved, providing the platform and the support businesses need to succeed, and to create jobs, in the capital city of Wales.

In 2014 Cardiff joined the UK **Core Cities** Network. The Core Cities are the ten largest UK cities outside London - including Cardiff - and together they generate around 25% of the UK's wealth. However the Core Cities are clear that with the right powers, investment and responsibilities they could do even more to create opportunities for local people and promote economic growth on behalf of Wales and the UK.

Cities are where the jobs are being created, and they are where people – particularly young, talented people – want to live. This is true across the world, it's true across the UK and it's true in Cardiff:

- Cardiff is the economic driver of South East Wales, creating two out of every three net new jobs over recent years;
- South East Wales generates over 50% of the economic wealth of Wales;
- Cardiff is projected to be the fastest growing major city in Britain over the next 15 years – a reflection on how desirable a place it is to live and work.

Despite this, compared to other European cities like Munich and Barcelona, Cardiff and the other core cities outside London are underperforming. Gross Value Added (GVA) per person - one measure used to judge the size and strength of a city economy - in Munich is nearly double that of Cardiff. Cardiff's GVA per

*"There's nowhere else in Wales where you have the opportunities that exist in Cardiff. Whereas in the past people would have to leave Cardiff in order to further their career, now people are choosing to stay here and to move here from elsewhere. Cardiff can give just as many opportunities as other core cities, especially for Welsh speakers."*

**Ian Titherington, Greener Grangetown**

head of population is 22,407 (EUR) compared to Munich's 42,200 (EUR). This means that the relative value of Munich's economy is twice that of Cardiff's.

If the city economy is to achieve a step change in productivity it can help to rebalance the British economy away from London and the South East of England, but infrastructure investment supported by a greater local powers and responsibilities will be required. Cardiff can develop a tailored package of measures to drive forward growth and prosperity and that will involve a mature discussion with local partners, particularly the business community, on the levers of success. A mature conversation will be required on big issues, such as business rate retention, local tax raising powers and joint budgets to invest in transport, skills and digital connectivity to deliver a more competitive region.

The Cardiff **City Deal** is going to form an integral part of that agenda; the process for proposing a city deal was initiated in 2011 as part of the UK Government's broader devolution agenda. A City Deal will provide Cardiff with an unprecedented level of control over the region and the capability to chart its own course for the future. In 2015, the Chancellor of the Exchequer formally announced that 'we're giving more power to Wales, and we're working on a Cardiff City Deal'. This indicated that the central government had faith in the work undertaken up until now and that a significant level of devolution to Cardiff and South-East Wales will now be guaranteed. Consultation for this process has included the whole range of public service bodies including the 10 local authorities in South-East Wales. Welsh ministers have pledged £580m and the local authorities have pledged £120m so far to develop the project, with the aim to having these funds matched by the Treasury.

The **City Deal** will aim to furnish Cardiff with similar governance arrangements to those currently developing in Manchester; the main impact being that the entire pot of public money that would have been distributed across the area by central government will now be handed down to a local authority level and distributed

directly to and in conjunction with the local players involved. This level of devolution could be seen as a macrocosm for the **neighbourhood services model** currently being rolled out across Cardiff.

In addition, an integral part of this plan will involve a **South-East Wales Metro System**, a revolutionary, integrated approach to transport across the region that achieved first phase approval in 2013. The Welsh Government is projecting to spend £2billion on this multi-modal integrated rapid network across South-East Wales, it will be a culmination of many projects that have already been realised in the area and will consist of funding derived from a variety of sources such as local, central and European government. Although early targets indicate that the project could span over ten years, certain elements have already come into fruition, these include extensive remodelling of railway stations in Cardiff and the impending **Transport Interchange in Central Square**.

During the course of 2014/15, plans were drawn up by City of Cardiff Council in conjunction with other partners to extensively redevelop the **Central Square, with Cardiff Central Bus Station and Cardiff Central Train Station**. This project evolved out of extensive city-wide consultation regarding the future of transport provision in the area and will also include a new development for the **BBC Wales Headquarters**. As it stands, a new **Transport Interchange** is scheduled to be constructed on the previous site of Marland House and the NCP Car Park, this interchange will directly connect the bicycle, bus and rail connections in the area as well as significantly improve the retail and accommodation offer in this area of the city centre. World renowned architects Sir Norman Foster and Partners have been commissioned to undertake the work, with conceptual images presented to the public as part of the consultation process, at present the transport interchange is up for completion by 2018.



*Artist's impression of new Central Square development*

Cardiff has a duty to deliver productivity gains and capture the benefits of growth for the prosperity of Wales as a whole. With the right investment, powers and responsibilities Cardiff and its partners across the region can deliver. However the opportunity is there, and with strengthened regional governance arrangements Cardiff can look to put in place long term measures to effectively coordinate spatial planning, inward investing and economic development activities. The work to develop a City Deal for the Capital Cardiff Region and the Metro is perhaps the most obvious pointer to the direction of travel, but it is just the start of the journey.

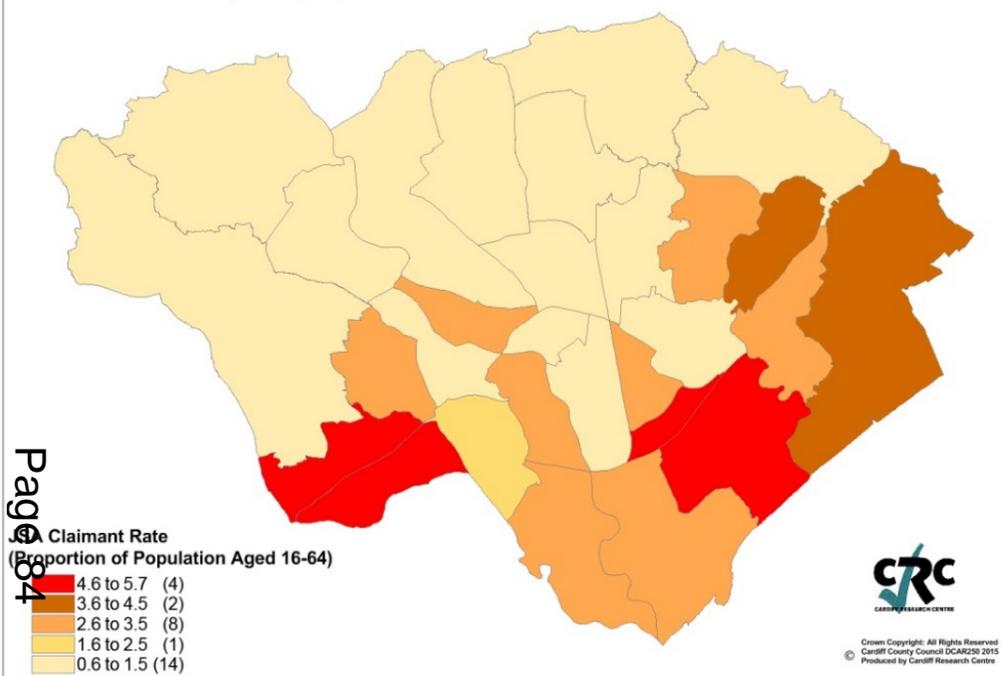
## **What Matters... Where are we now?**

Like all cities, Cardiff has been affected by the economic downturn, but importantly the city is well placed to meet the challenges the UK economy is facing. The number of people claiming Jobseeker's Allowance has fallen since 2010 in Cardiff but the rate of decrease has been slightly below that of Wales and

the UK respectively, in addition, the number of people classified as economically inactive in Cardiff has not undergone significant change, this indicates that there is still work to be done. Although the UK is no longer in recession, there is still a great deal of uncertainty about job security in the public and private sectors.

- For the period July 2014 to June 2015, Cardiff's (model-based) unemployment rate of 7.9% for its population aged 16+ exceeded the equivalent figures for both Wales (6.7%) and Great Britain (5.7%). Its rate is the fifth lowest rate amongst the major cities, above the City of Edinburgh (5.0%), the City of Bristol (5.5%), Leeds (6.7%) and Sheffield (7.3%), although it is significantly below those of Liverpool (10.2%) and Birmingham (10.0%). (Annual Population Survey)
- For July 2014 to June 2015, 18.6% of Cardiff's working age population, excluding the student population, were economically inactive (not in work or actively seeking work). This was below the figure for Wales of 21.0%. (Annual Population Survey)
- As of September 2015, the total number of people claiming Job Seekers Allowance in Cardiff stood at around 6,100 – 2.5% of the working age population in the city. (JSA Claimant Count)
- Compared to September 2010, when the rate stood at 4.0%, the number of JSA claimants has fallen by 34.3% in 2015. However, this is below the reductions seen in both Wales (-41.3%) and the UK (-52.4%). (JSA Claimant Count).

JSA Claimant Rates by Ward, September 2015



Page 84

**Job Seekers' Allowance Claimants (DWP Claimant Count)**

	Cardiff		Wales		UK	
	Number	%	Number	%	Number	%
Sept 2010	9,279	4.0	69,587	3.6	1,439,601	3.5
Sept 2015	6,097	2.5	40,827	2.1	685,456	1.7

The city suffers from an uneven spread of economic activity, with unemployment concentrated in the 'southern arc' area. The JSA claimant count rate in Ely (5.7%) is over 9 times greater than that found in Lisvane and

Creigiau/St.Fagans (both 0.6%), with the highest rates predominantly found in the southern arc of the city.

As with several other measures, average earnings in Cardiff lag the UK average, but exceed the Welsh average. It is noticeable however that those male workers residents in Cardiff currently earn significantly more than their female counterparts, following a similar trend seen throughout Wales and the UK as a whole.

**Gross Weekly Median Full Time Pay – Workplace Analysis (ONS)**

	Cardiff	Wales	UK
Male Full Time Workers	£531.30	£500.70	£557.80
Female Full Time Workers	£451.10	£421.9	£461.90
Full Time Workers	£499.70	£473.40	£518.00

The economic output of an area can be measured as Gross Value Added (GVA), which shows the contribution to the economy of each individual producer, industry or sector by measuring the production of new goods and services.

- As of 2013 economic output, measured as GVA per head in Cardiff & the Vale stood at (£22,986) just below the comparable UK figure but significantly greater than the Welsh average (£16,893).
- However, economic output per head in Cardiff & the Vale, compares relatively poorly against other major cities/NUTS3 areas, in particular the City of Edinburgh (£38,134) and the Glasgow City (£32,279).

Despite recent improvements, **the city suffers from a relatively poorly developed enterprise culture.** To achieve this it is important that Cardiff develops, attracts and retains competitive businesses that are at the forefront of the economic recovery because those cities that fail to create an attractive environment for business will be left behind. As part of this we also need to encourage the growth of more local businesses to develop a more sustainable economy, a key

component will be to support further development of social enterprise and community businesses.

- There is a lack of corporate headquarters in comparison with other cities.
- Levels of business density in Cardiff are significantly lower than the UK average.
- The number of business start-ups in Cardiff also lags the national average.
- There are also relatively few FTSE listed companies based in Cardiff.

By climbing the value-added ladder and embedding knowledge in our city's economy we can create sustainable and quality employment opportunities for people who live in Cardiff and the wider city-region. To this end, partners have identified the importance of creating an environment that will help our current businesses grow, whilst attracting new companies to the city. Consequently, partners intend to undertake an ambitious project to develop a highly competitive business district that has the potential to drive a new wave of economic success.

Partners will create the right environment to attract listed companies, thereby creating a regional hub for high-value employment. This work will require partners to respond to the needs of business and employees alike, equipping them with the skills and infrastructure a modern knowledge-based economy needs. Effectively supporting businesses and attracting prospective businesses will be dependent on developing the city's technology and transport infrastructures. Delivering a high quality technology platform, investing in digital infrastructure will make Cardiff a competitive capital with an attractive business environment.

**Establishing improved links to London** will help make Cardiff an attractive business destination which is why Cardiff, Swindon and Bristol will continue to work together to lobby for the second phase of high speed rail (HSR2), building on the successful calls for electrification of the main line. This will significantly

shorten the journey time between Cardiff and London and that combined with the development of a new business district and requisite office space will make Cardiff a very appealing location for high-value businesses.

**Improving intra-city and intra-regional travel** links will also be crucial in ensuring access to work opportunities for people in the city and the wider region, whilst providing prospective businesses with a broad and skilled workforce. The city has an interdependent relationship with the region, benefitting from an extended workforce but also generating and sharing affluence and opportunity. This relationship is illustrated by the continued growth in commuter numbers from outside of Cardiff, which increased from 75,900 to 81,800 between 2010 and 2014. By recognising the importance of local transport we will be able to maximise the mutual benefits of new developments, building a successful city and more prosperous region.

**We also need organisations and businesses to invest in the local economy and to contribute to the socio-economic needs of the city.** The City of Cardiff Council spends around £350m annually and in 2014/15 58% of its external spend or almost £200m, stayed within the Cardiff region. The Council recognises the influence it can have on the local economy both in terms of its direct spend but also in terms of encouraging the delivery of wider community benefits through its procurement contracts. The Council, as a Living Wage accredited Council in Wales, is working with all its contractors and suppliers to encourage them to pay their employees the Living Wage. The Council is also exploring how it can further enhance the impact of what it spends. **Options include the development of a Social Responsibility Charter for our suppliers to sign up to.** The Charter would aim to promote local employment, keep money within the local economy, look to deliver community benefits and promote sustainable and ethical business practices.

Cardiff prides itself on being a nationally and internationally recognised **centre for research and innovation**. All three of the major universities within the city have strong links with the public sector and therein with the city and economy as a whole which facilitate rolling programs of research and development. These bring a great deal of investment and the integration of higher education into the city's economy incorporates a hugely advantageous level of futureproofing in future developments. Cardiff University as an example, in its role as part of the Cardiff & Vale University Health Board, has established itself at the forefront of clinical innovation in Wales and has recently invested in a multi-million pound **Brain Imaging Research Centre (CUBRIC)** in Cathays, due to open in spring 2016.

Joint research projects like this and others bring a great deal of external investment into Cardiff as well as providing of job opportunities. As one of the largest teaching hospitals in the United Kingdom there are strong links with Cardiff University, Cardiff Metropolitan University and the University of South Wales for a range of professionals. This ensures an improved network of opportunities including apprenticeships, graduate interns, and an infrastructure for established practitioners and advanced management development programmes.

**Children and young people** are also dependent on a buoyant economic environment. Firstly, because opportunities in the labour market mean that fewer children live in workless households and are therefore less likely to suffer the effects of poverty. Secondly, because young people themselves rely on a successful labour market to provide them with training and employment opportunities. A lack of these opportunities has additional consequences for young people as research shows that extended periods of worklessness in early adulthood can have long-term consequences for an individual's employment prospects.

- Numbers of Cardiff Year 11 leavers (aged 16) not in education, employment or training (EET) **has more than halved**. In 2010 there were 8.8% and in 2014 4.3%. However, this figure remains higher than the Wales average of (3.1%).
- For the last twenty years, the percentage of 18 to 24 year olds in Cardiff claiming jobseekers allowance (JSA) has consistently been below the national average. In September 2015, 2.6% were claiming in Cardiff and 3.2% across Wales.



*"I'm volunteering to get more experience to help develop my career. Everyone needs more experience these days so involving students and colleges in the economy as a whole could be a way of helping everyone."*

**Satish Patel, Central Hub Volunteer**

Unemployment and financial exclusion of parents, caused by a lack of basic skills, poor access to childcare or a lack of public transport, have an impact on household income and can therefore have a negative effect on children.

Economic circumstances have also been shown to correlate with levels of stress in the family. Studies during economic recessions indicate that job losses are associated with a number of problems such as domestic violence and abuse.

Therefore challenging economic circumstances not only limit employment and training opportunities for parents but they also have broader damaging effects on health, well-being and safety of the family as a whole.

In addition to building a strong economy that can offer opportunity for the future, **increasing adult employment and reducing workless families** can perhaps have the greatest impact on child poverty. Because income can be seen as the anchor for all other forms of poverty, increasing the wealth of the family can improve the health, well-being and educational attainment of children and young people. In this way we can break the cycle of poverty and encourage social mobility. It is however important to appreciate that entering employment does not always equate to moving out of poverty. The number of adults working in a household, the number of dependents, the salary and the hours worked all have a bearing. Therefore, although reducing workless families is our ambition, partners will also focus on helping people access and sustain the right kind of employment.

- In 2013, 15.6% of dependent children (aged 15 or under) in Cardiff were living in workless households, just below the national average of 16.5% but above the UK figure of 14.2%. (Annual Population Survey)
- According to the 2011 Census, Cardiff had the fourth lowest percentage (54.0%) of lone parents (with dependent children) in employment in Wales.
- In February 2015, 11.6% of Cardiff's working age population were claiming key out-of-work benefits. This was below the Welsh average of 12.8% but exceeded the Great Britain figure of 9.7%. Across the 11 major cities in the

UK, the rate ranged from 8.7% in the City of Edinburgh to 17.7% in Glasgow City, with Cardiff's being the fifth lowest. (DWP)

As stated throughout this strategy, **Cardiff is a city of two halves with a noticeably more deprived 'southern arc'**. Income has been described as the main determinant of deprivation, accounting for 95% of all other forms of geographical deprivation. It can therefore be said that a thriving and prosperous economy, where prosperity is shared amongst the population, will have major benefits across each outcome and will make serious strides towards achieving a more equal society.

- The city suffers from an uneven spread of economic activity, with unemployment concentrated in the 'southern arc' area.
- There are also significant disparities in the employment rates in Cardiff amongst different groups in society.
- For July 2014 to June 2015, there was a 29.4 percentage point difference between the employment rates of the EA core/work-limiting disabled (43.6%) and those not deemed to be EA core/work-limiting disabled (73.0%) in Cardiff. However, this was the joint-fourth lowest difference across the major cities. The disparities for Wales and the UK were also higher at 32.9 and 30.3 percentage points respectively. (Annual Population Survey)
- For the period July 2014 to June 2015, the employment rate for ethnic minorities in the city was 49.4% - significantly lower than the city-wide average of 67.6%. (Annual Population Survey)

#### **Active and new enterprises**

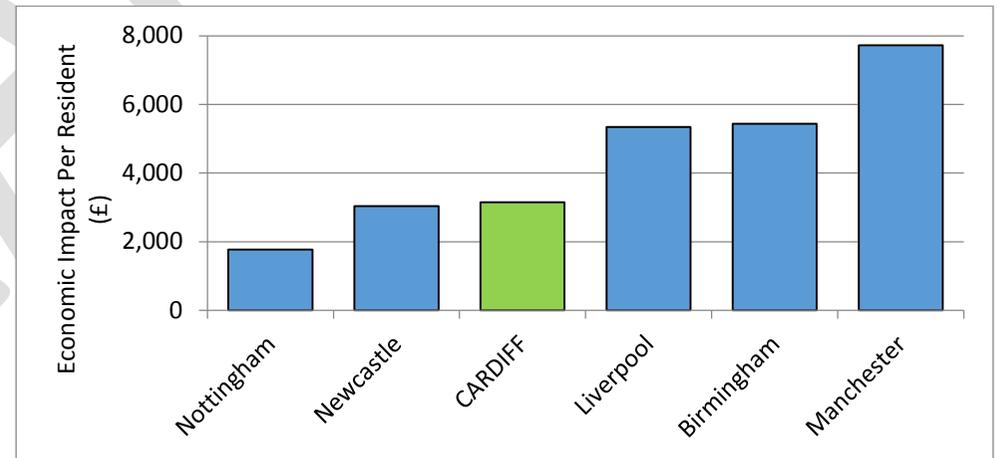
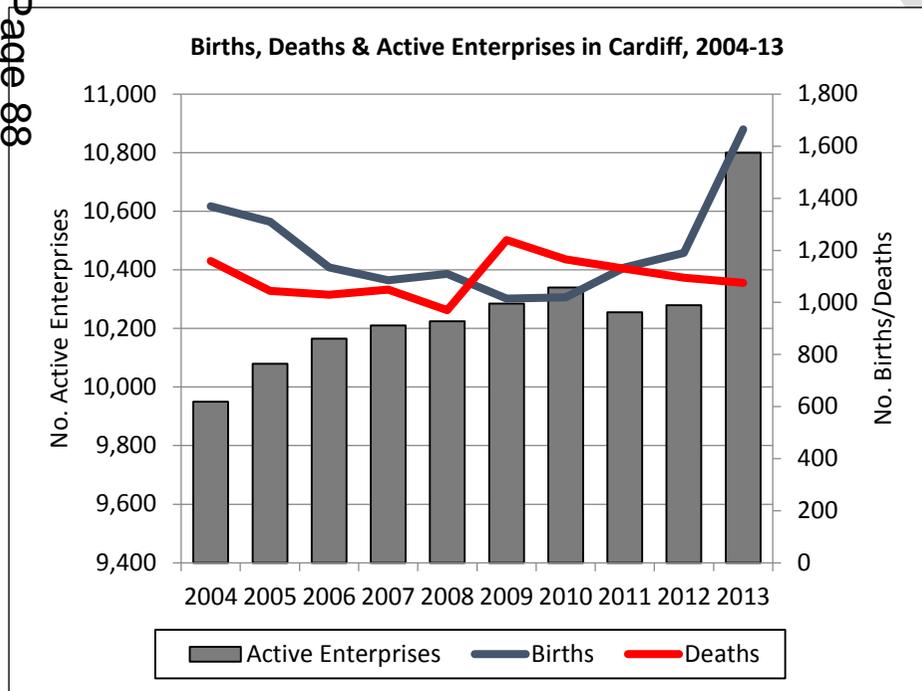
- In 2013, there were 1,665 new enterprises in Cardiff; up 39.9% on the previous year (Business Demography, ONS).
- In order to enable comparisons with other areas, this has been converted into a rate per 10,000 resident population. Cardiff's rate of 47.3 new enterprises per 10,000 people is the fourth lowest amongst the major cities where the figure ranges from 38.3 in Sheffield to 65.8 in Manchester. The Cardiff rate

also compares poorly with the UK as a whole (54.0) but is substantially above the Wales figure of 36.7.

- Between 2004 and 2010, the births of new enterprises per 10,000 resident population in Cardiff followed a downward trend. However, since this time it has rebounded and increased to its highest rate over the period. Wales and the UK have followed similar trends, although the Cardiff rate has consistently been above that of Wales but below that of the UK.
- There were 10,800 active enterprises in Cardiff in 2013; up 5.1% on the previous year. This translated to a rate of 307.1 active enterprises per 10,000 resident population, which exceeded the figure for Wales (291.2) but was below that of the UK (382.0). Across the core cities the rate ranged from 267.0 per 10,000 people in Liverpool to 394.4 per 10,000 people in the City of Bristol.

### Economic impact of visitors

- Between 2003 and 2014 the number of visitors to Cardiff has followed an upward trend, rising from 10.23m to 19.53m. (STEAM)
- The economic impact of visitors to Cardiff has also followed an upward trend between 2003 and 2014; growing from £412.50m to £1,115.32m. This represents an increase of 170% over the period, compared to a 91% rise in the number of visitors, which suggests that people are now spending more during their visit. (STEAM)
- When comparing the economic impact per resident with those in other major cities, it can be seen that Cardiff had the third lowest figure (£3,148 per resident) for 2014. This was again less than half the equivalent figure for Manchester (£7,727) and was also significantly below those of Birmingham (£5,434) and Liverpool (£5,343).



Source: STEAM 2014



*“Cardiff is great for visitors and it’s also a great place to work. There are a lot of company headquarters here as well as a lot of other big business opportunities.”*

**Rob Green, Cardiff Youth Council**

## *What Matters...* Looking to the future

The global economic environment has changed considerably and future projections are showing that the consequences of the economic downturn are likely to be felt for some time.

- Economic consequences from rolling back the welfare system may further increase poverty in the city, with low incomes supported by fewer benefits.
- Subsequently there is concern that more people in some areas of Cardiff may become ‘workless’ for significant periods, contributing to a cycle of poverty for some in the city.
- Cardiff will continue lead the way for the Welsh economy, with financial and business services likely to have a big impact on employment growth .
- Investment in Cardiff is turning towards a Business Improvement District in the city centre, with additional investment to encourage companies to headquarter in the Callaghan Square region of the city.
- Building the Transport Interchange and the BBC Wales headquarters will transform the city centre.
- The city is expected to continue to attract workers from the city-region, where in many areas they will rely on Cardiff as their main source of employment.
- Improvements to transport in South Wales may lead to a rise in workers commuting from longer distances.
- It is also expected that the city’s economy will continue to develop a critical mass of high-value businesses, such as creative and biotechnology businesses, helping to retain the city’s graduate workforce.
- Cardiff’s digital business vouchers will continue to enable businesses to work ‘smarter’ and to engineer a shift to an entirely digitally inclusive economy.

Although there are many important issues that must be tackled there is also a recognition that deciding what really matters and focusing our efforts on those areas is vital. Individual organisations and partnerships will continue to address the range of issues that relate to building a thriving and prosperous economy.

**For Cardiff to have a thriving and prosperous economy our priorities are to ensure that:**

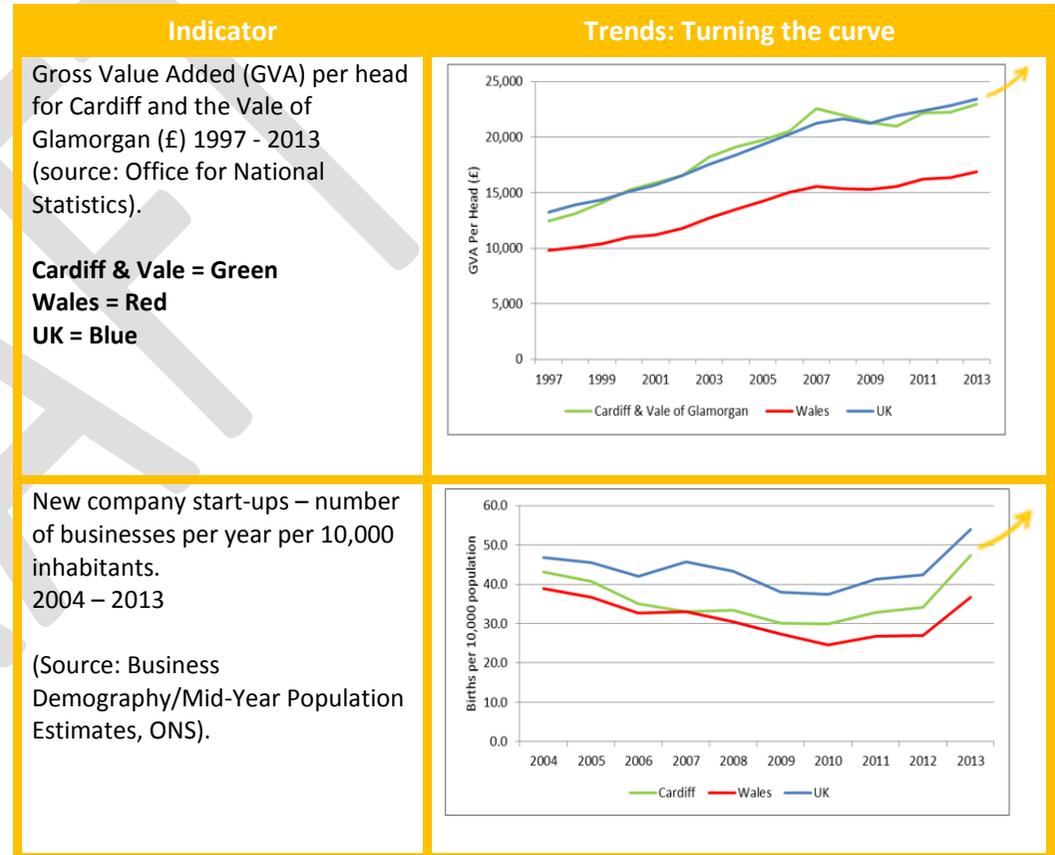
- Everyone has access to high quality education, training and employment opportunities
- Cardiff attracts, develops and retains skilled workers, businesses and entrepreneurs
- Intergenerational economic inequalities are reduced
- Cardiff further develops its role as the economic driver of the Capital City Region

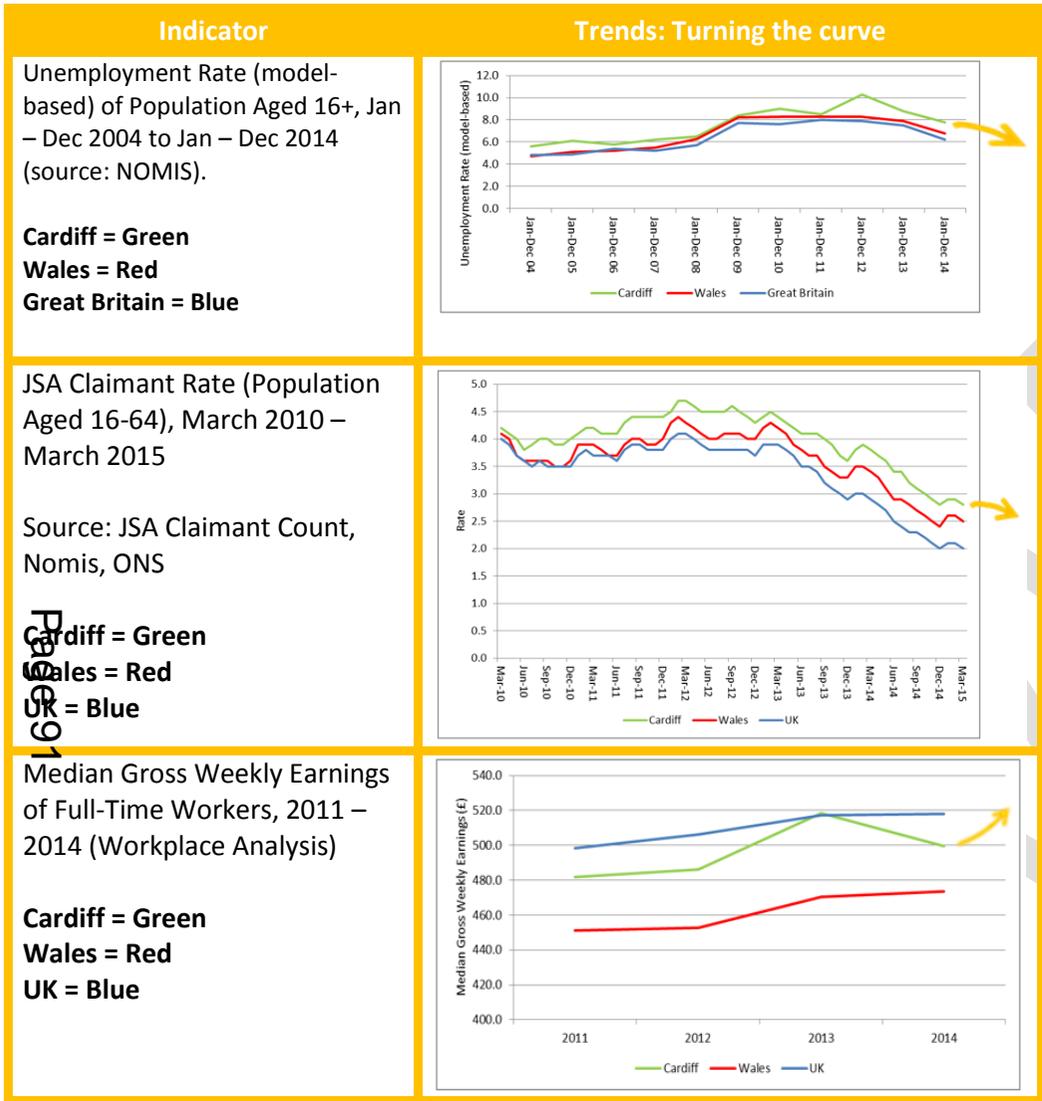
Page 96

Further details regarding actions to address these priorities can be found in the Action Plan which accompanies this Strategy.

**What Matters... How will we know if this is working?**

We will measure our progress against the headline indicators identified below – as we attempt to ‘turn the curve’ and improve Cardiff’s performance.







## People in Cardiff achieve their full potential

**Educational and work life achievements are often the most recognisable means of realising potential; being both important for their own sake, as well as enabling people to access other enriching opportunities.** The provision of a first class education and training is perhaps one of the most profound and fundamental things that partners can offer people in the city. It can give children and young people the skills and knowledge they need to be successful and it can give adults opportunities to pursue their interests or develop their career.

However, it is important to recognise that potential is fulfilled in a variety of ways. Achieving 'full potential' means having the opportunity to lead a fulfilling life, whether that be through employment, education, volunteering, hobbies, leisure or lifestyle. Active participation in public life, leisure, sport and culture can all improve our lives and our well-being. Furthermore, everybody should be able to enjoy these opportunities, irrespective of their background or characteristics.

As city partners, we are committed to helping and enabling our citizens to realise their potential throughout their lives, to whatever level and in whatever areas they choose. This means providing excellent educational services, support for early years and for older people, support to live independently, involvement in civic society and volunteering, and removing the barriers, including language barriers that prevent people from participating. In this respect, helping people achieve their full potential also means supporting social mobility and building a society where there are opportunities for all.

In recognition of Cardiff's status as a bilingual city, there is a commitment to provide these opportunities in people's preferred language. This means responding to demand for Welsh-medium education and also extending the

*"I think Cardiff is a good place to live, very friendly with a lot to see and do, and including the healthy families programmes in our schools will improve quality of life for children across the city"*

**Zainab Hassan, Teaching Assistant**

provision of play and leisure services in Welsh. In this way people can realise their potential in variety of ways, in the language of their choice.

**Early years** are crucial to children's development. The quality of children's early experiences from 0-7 years plays a significant role in their physical, social, emotional and intellectual development. Children who grow up in poverty are more likely to have less positive experiences that may compromise their development. Support for families is therefore vital to ensure a good start in life and this demands helping to build a positive family environment and nurturing relationships with both parents, with an emphasis on maintaining those relationships during and after family breakdown. In addition to emotional well-being and development, children's early experiences can equip them with the necessary skills to maintain their own health and well-being as they grow up. Improved health outcomes for children 0-7 and improved ante-natal and maternity services are national priorities that have major implications at a local level; particular issues include breastfeeding rates, low birth weight, childhood obesity, dental decay and immunisation.

- In Cardiff, the percentage of live births with a low birth weight (i.e. below 2.5kg) fell from 8.1% to 6.7% in 2013, Across Wales the rate fell from 7.2% to 7.1% over the same period. (ONS)
- In 2008, the Cardiff breastfeeding rate at birth was 71.6% reducing to 70.6% in 2013 but remained significantly above the national average of 55.9%. (Welsh Government)
- In 2014, the uptake of routine childhood immunisations in Cardiff and the Vale of Glamorgan was below the 95% target level (Cardiff & Vale UHB). In Cardiff, lower uptake levels of the '5 in 1' vaccine correlated very closely with areas of deprivation (Public Health Wales).
- In 2014-15, 82.5% of children in Cardiff had been fully immunised by their 4th birthday. This was the third lowest figure in Wales and compared poorly with

the Welsh average of 86.2%. (Public Health Wales). Recovering uptake levels for key vaccinations under the age of four is a priority in Cardiff and Vale.

- The percentage of 5 year old children in Cardiff with at least one decayed, missing or filled tooth, was 41.7% in 2008, reducing to 38.4% in 2011/12. (Public Health Wales)

Families also need to be supported to provide the best start to their child's education. The **Flying Start** programme aims to make a decisive difference to the life chances of children aged 0-3 years 11 months living in targeted areas of Cardiff. The programme provides a holistic service by combining intensive health services, parenting support and high quality childcare provision. Children are assessed at two and three years of age and have been showing increased skills following interventions. The programme also has accredited centre status and awards qualifications to parents undertaking courses which are facilitated. In addition to core service delivery the programme operates a limited outreach service for vulnerable families and funds additional support to adults who experience domestic violence.

The gap in attainment between those from disadvantaged and more affluent backgrounds can be seen in the early years. Engaging with families to help them to improve their child's speaking, listening and language skills, assisting parents into employment alongside affordable high-quality child care and providing targeted financial support through the Pupil Deprivation Grant and other grants are some of the key priorities.

In Cardiff, more than a quarter (26.1%) of 0 – 15 year olds live in the 10% most deprived communities in Wales. Addressing the determinants and consequences of **poverty** and **child poverty** is central to helping future generations of people achieve their full potential. Only by helping children and young people can we break the cycle of deprivation, enable social mobility and ensure that everybody has an equal chance of achieving their potential. However, we also have an

immediate commitment to children, young people and adults to improve standard of living in the here and now. Supporting parents to take the steps towards sustainable employment is particularly important.

- In 2013, 15.6% of children in Cardiff were living in workless households, just below the national average of 16.5% but above the UK figure of 14.2%.
- According to the 2011 Census, Cardiff had the fourth lowest percentage (54.0%) of lone parents in employment in Wales.
- 22.2% of Cardiff school pupils aged 5-15 were eligible for Free School Meals in 2014.
- There is an unequal dispersal of play, leisure and cultural opportunities across the city.
- There are barriers that prevent some children and young people from being able to enjoy the opportunities that do exist, such as ticket prices and public transport links.
- There is a stark disparity between educational attainment in the north and south of the city.
- There are higher numbers claiming Job Seekers Allowance in the southern arc than in the north of the city, ranging from 1.6% in Cardiff North to 3.9% in Cardiff South West. (JSA Claimant Count, September 2015)

Issues that impact on a person's potential do not always surface in the early years. Members of a family can need support at any stage in their lives. A life event can dramatically change their circumstances or an underlying issue can start to impact on their **life prospects**. **The right support at the right time** can prevent issues escalating. Our focus is on early intervention that meets the needs of the family but also empowers parents to know what they can do to help themselves and their children. This in turn can help turn round the fortunes of those living in poverty or who are vulnerable in other ways.

The **Families First** programme for example is a Welsh Government-funded programme which has been developed to play a key role, alongside mainstream services and other grant funded initiatives, such as Flying Start and Communities First, in addressing child poverty. Families First is working with approximately 20,000 people in families in Cardiff each year and as such is contributing to all three strategic objectives set out in the Welsh Government's Child Poverty Strategy and latterly the Tackling Poverty Action Plan, by reducing the number of workless families through improving skills and removing barriers to employment; reducing inequalities that exist in education, health and economic outcomes for children; and by improving those services for those living in poverty.

Families First is about working *with* families who say they need a bit of extra help or services, rather than doing things *to* or *for* them. Involvement in the programme is entirely voluntary. Families First has also been designed to recognise the specific needs of different families and the requirement for multiple agencies to provide joined-up packages of support by becoming a 'Team Around the Family' where this is needed. The services provided by the Families First programme are designed to be:

- **Family focused** - taking a whole family approach to improving outcomes.
- **Bespoke** - tailoring help to individual family circumstances.
- **Integrated**- with effective coordination of planning and service provision across organisations, ensuring that needs assessment and delivery are jointly managed and that there is seamless progression for families between different interventions and programmes.
- **Pro-active** - seeking early identification and appropriate intervention for families.
- **Intensive**- with a vigorous approach and relentless focus, adapting to families' changing circumstances.
- **Local**- identifying the needs of local communities and developing appropriate service delivery to fit those needs, with particular regard for

the opportunities to link with the Flying Start, Integrated Family Support Services (IFSS) and Communities First programmes.

Alongside Families First, the **Communities First Programme** also helps communities and families achieve their full potential by promoting prosperity, learning and healthier communities. In Cardiff Communities First is delivered by four third sector organisations or 'Clusters' who play a key role in supporting partnership working at a neighbourhood and community level including supporting a targeted focus in youth engagement and progression. In 2014/15 over 18,500 participants took part in activities delivered by Communities First resulting in over 42,000 positive outcomes for citizens.



*“Cardiff is a city where we work hard to make sure everyone get the most out of their lives, programmes like ours work as hard as we can to support the disadvantaged and make a real difference to life in the city”*

**Kerry Davies,  
Economy &  
Employment Worker,  
Communities First  
STAR Cluster**

**Learning and training**, both formal and informal, are a fundamental part of achieving potential. They open up opportunities and raises aspirations. Moreover, learning is a lifelong opportunity, which everybody should be able to access. We must ensure that children and young people can enjoy their entitlement to learning and support their ability to access and sustain that entitlement, whilst developing learning experiences that help them make the transition to adulthood.

Partners are committed to working together to deliver genuinely collaborative approaches to learning and training that help young people to achieve the best possible outcomes. This means that education is not the sole responsibility of schools and a broad range of organisations must play their part. High quality learning outcomes are not only the result of good education provision, but of a system that keeps children and young people happy, healthy, safe and engaged. Importantly, by investing in learning, both directly and indirectly, we can ensure our young people have the freedom to shape their lives in whatever way they choose. In this way we are also investing in the future of our city, which is reliant on the ideas, energy and creativity of young people.

- In the **Foundation Phase**, the percentage of pupils achieving expected outcomes (5+) at Foundation Phase improved from 78.7% in 2012 to **86.7%** in 2015 but remained below the Welsh average of 86.8% and was a middle performer across local authorities in Wales. (Welsh Government)
- **At Key Stage 2**, **87.8%** of pupils in Cardiff achieved the expected level (L4+) in the core subject indicator in 2015, just above the Welsh average of 87.7% and a middle performer across the local authorities in Wales.
- **At Key Stage 4** there has been a marked turn around. Between 2009 and 2015 figures show that Cardiff has seen an increase in the proportion of Key Stage 4 pupils achieving the Level 2 threshold including English or Welsh and Mathematics from 44.34% to 58.89%.

### Free School Meal vs non-Free School Meals

- In 2014, **27.4%** of Key Stage 4 pupils in Cardiff eligible for FSM achieved the level 2 threshold including a GCSE A\*-C in English/Welsh and Maths, compared to 60.7% of non-FSM pupils.
- The difference between the FSM and non-FSM achievement levels of 33.3% in 2014 was down from 34.7% in 2009.

### Absenteeism has a significant impact on attainment.

- In 2013/14 (latest available data), **1.8%** of primary school sessions were missed due to unauthorised absences in Cardiff; the highest figure in Wales, almost double the Welsh average (1.0%), but down from 2.0% in the previous year.
- In 2014/15, **2.5%** of secondary school sessions were missed due to unauthorised absences, well above the Welsh average of 1.3% and was the highest rate in Wales, having increased from 2.3% in the previous year.

### Cardiff has a highly qualified workforce

- In 2014/15 **only 6.6%** of 16-64 year olds had no qualifications and **46.0%** of 16-64 year olds hold a NVQ level 4 or higher. These figures are higher than both the Wales and UK averages. (Annual Population Survey, Jan – Dec 2014)

However, despite improvements in some key areas there still remains a marked variability in performance between our schools. The lowest performing schools in Cardiff at Key Stage 4 are located within the southern arc of the city where there are the highest levels of deprivation. Our children and young people can only achieve their full potential if we break the link between disadvantage and attainment. Too many leave school at Year 11 without the qualifications they need to succeed in life.



*"I totally believe that we needed to change the perception of schools within the community and watching the stories back on television that positive perception started to shine through for me"*

**Mr Hennessy, Willows High School (Educating Cardiff)**

Improving educational attainment largely depends on the quality of the senior leadership and the quality of the teaching. The Welsh Government's **Schools Challenge Cymru Programme** is assisting underperforming schools to improve the quality of teaching and learning by providing additional resources and expertise to undertake a programme of swift, sustained improvement. Six schools in Cardiff are part of the 40 schools in Wales benefiting from this support. However, without fit for purpose and inspiring learning environments to enable the delivery of quality teaching and learning, a school's ability to improve levels of attainment, engagement and improve educational outcomes can be significantly hindered.

Providing fit for purpose learning environments not only inspires children and young people to want to learn but enables the delivery of the modern curriculum and supports teaching and learning strategies to improve performance. Therefore, investing in such facilities also has a key role to play in addressing the link between disadvantage and attainment.

Since 2010, Cardiff's 21<sup>st</sup> Century Schools investment programme has invested in a number of school extensions and has delivered new builds for Ysgol Gymraeg Treganna, St Teilo's Church in Wales High School and a new build primary school to serve Pontprennau opened in September 2015. However, as well as the need to invest in our secondary schools, attention will also have to turn to meeting demand for school places, the provision of which is a statutory duty for all local authorities. The projected increase in the population of Cardiff could see a 25% increase in the number of school age children.

Investment in Eastern High school intends to make the step change needed in the east of the city. It is one of the schools receiving support from the Challenge Cymru Programme and has accommodation unsuitable for delivering the modern curriculum. Eastern High will be provided with a new build school through **Cardiff's 21<sup>st</sup> Century Schools Programme** with on-site post-16 provision delivered

by Cardiff and Vale College. Occupying shared premises, the close collaboration between the two institutions aims to raise aspirations, improve KS4 performance and foster a natural progression from school to college. This should contribute to a reduction in the number of Year 11 leavers not going on to education, employment or training. Consultation is also underway to provide a new build school in the West to replace Glyn Derw High School and Michaelston Community College (both Challenge Cymru schools that are also in need of new accommodation).

We also need to use our schools as a focal point for assisting the wider community to achieve their potential. We need to encourage more adults to re-engage with education and training to improve their employment prospects. We are committed to providing the same quality of opportunities to all people throughout their lives. A prime opportunity for this will be the co-location of a school and post-16 provision at Eastern High which will provide a facility that is set up to be able to provide education and community services to meet the wider educational and social needs of the local community. The City of Cardiff Council **Adult Community Learning** Service as part of the Cardiff and Vale Community Learning Partnership will also support the development and delivery of the full range of adult learning opportunities in the city.

Since 2013, Cardiff's **Vulnerability Assessment Profile (VAP)** tool has proved very effective at identifying those at risk of leaving school without the necessary qualifications. Introduced into all our secondary schools, the VAP identifies those at risk based on attendance levels and professional feedback. The necessary support is then put in place to help re-engage pupils in their learning.

- When compared to the total number of pupils who were not in education, employment or training (EET) in April 2014, only 18 pupils had not been identified by the VAP Tool. Of the 682 Year 11 pupils identified using the VAP

Tool in April 2014, 549 (80.5%) made a successful transition into EET. 133 remained not in EET as at 31 October 2014.

- The number of Cardiff's Year 11 leavers (aged 16) not in education, employment or training (EET) has more than halved since 2008 to **4.3%** (151 leavers) in 2014 but remains higher than the Wales average (3.1%).

In addition to the focus on early intervention with pupils 'at risk' at school, greater tracking and analysis of post-16 data (Years 12 and 13) to share intelligence with Careers Wales has led to support for young people that is tailored to their needs. Multi-agency neighbourhood panels have been set up in each of the six Neighbourhood Partnership areas along with lead workers to support young people to make the transition to education, employment or training. In September 2015, Neighbourhood Panels were working with 508 young people in the post-16 cohort who received support from Learning Coaches and Communities First.

One of the key priority areas for partners in relation to children and young people is a focus on ensuring that children in need are given every opportunity to meet their full potential.

- As of September 2015, there were 630 Looked after Children in Cardiff, an increase of 7 children since 2014.
- The average annual cost of an external placement for each child who becomes looked after by the local authority each year is £46,000, with the gross annual spend by Children Services on LAC placements at £23m.
- Between the end of March 2010 and the end of March 2015, the rate of looked after children in Cardiff increased from 76 to 89 per 10,000 population aged 0 to 18. This is the eighth highest rate in Wales and matches the national average.
- In September 2015 the caseload stood at 322. This represented a drop of 21.5% on October 2013, but was up 9.5% from September 2014 and was still 79.9% above the number for April 2008 of 179.

- Looked after children often suffer poorer outcomes than the general population for example, it is estimated that 50% of care leavers are not in EET on their 19th birthday.

The needs of young people in Cardiff are constantly changing and it is important that our Youth Service is well placed to respond to these changes in order to provide effective support. Provision of youth services, as a non-statutory service, is one area where there are increasing financial pressures but a new model of service delivery has been adopted, providing high quality coordinated provision in six Youth Activity Centres. Additionally, a new partnership approach with other youth providers across the city is bringing an increased diversity of provision, often with added value of additional funding streams to help maximise the 'youth offer' for the future.

**Supporting vulnerable people** to achieve their full potential is an integral part of what service providers do. Vulnerable adults who are receiving services, whether they be social care, health, housing, welfare, justice or probationary services, may require additional support, above and beyond that which they already receive, to help them achieve their full potential. Children and young people are particularly vulnerable to harm and those that are often suffer disproportionately. Supporting children who are vulnerable, including Looked After Children, those with disabilities and complex needs, to achieve their full potential means putting specialist initiatives in place to enable them to access the same opportunities as everyone else.

Given the growing elderly population, **it is important that we develop plans to help older people retain their independence where possible.** Working to the principles of the [Welsh Government's Strategy for Older People in Wales](#) partners in Cardiff are seeking to create a city where full participation is within the reach of all older people and their contribution is recognised and value. Partners are also



*"I go to the Moorland Community Centre every day and I get to know about most things that are happening in my community. You get to meet new people and some of the users come from outside the area. It's like one big happy family. I think day centres and luncheon clubs keep the community together as we all have common aims and interests."*

**Fred Harry, Moorland Road Day Centre**

looking to develop age-friendly communities where older people have the resources they need to live.

An essential part of this work will be to ensure that future generations of older people are well equipped for later life by encouraging recognition of the changes and demands that may be faced and taking action early in preparation. One of the mechanisms which partners will be prioritising to address this is the development of a new **Day Opportunities Strategy** which will aim to prevent social isolation.

Social isolation is a key issue among older people and this program will assist older people in getting the most out of their lives:

- Providing information, advice and assistance to encourage independent access to social activities and engagement opportunities
- Providing assistance to those who need it to access community services and activity through targeted intervention and support
- Supporting the most vulnerable through high quality specialist day services

## ***What Matters...Looking to the future***

Forecasts show that prospective budget cuts could put pressure on **education and learning**, forcing providers to answer difficult questions about how they meet the learning needs of citizens.

- Continued pressure on public spending could create real tension in the allocation of the education budget.
- Continued rises in the uptake of higher education may serve to squeeze the jobs market for generations to come, as well as guaranteeing a larger percentage of the population living in debt.
- In this event service providers would need to plan for alternatives in order to improve access to employment and training.

Providers are likely to have to answer some difficult questions about how they reduce the risk of people's needs escalating through the implementation of preventative services, whilst supporting the **most vulnerable people** in society.

- The city's elderly population could become increasingly socially isolated as families become more geographically dispersed.
- If public service providers focus limited resources on the working age population this could affect the quality and choice of services to older people and children.

Individual organisations and partnerships will continue to address the range of issues that prevent people in Cardiff from achieving their full potential, but the priorities below represent the three main issues for the city that we will address collectively.

**For people in Cardiff to achieve their full potential our priorities are to ensure that:**

- Citizens can be active and participate in all aspects of life and social inclusion is promoted
- Support is targeted to enable all families and individuals to achieve independence and realise ambition
- Everyone has access to employment, learning and training to help fulfil their potential

**Further details regarding actions to address these priorities can be found in the Action Plan which accompanies this Strategy.**

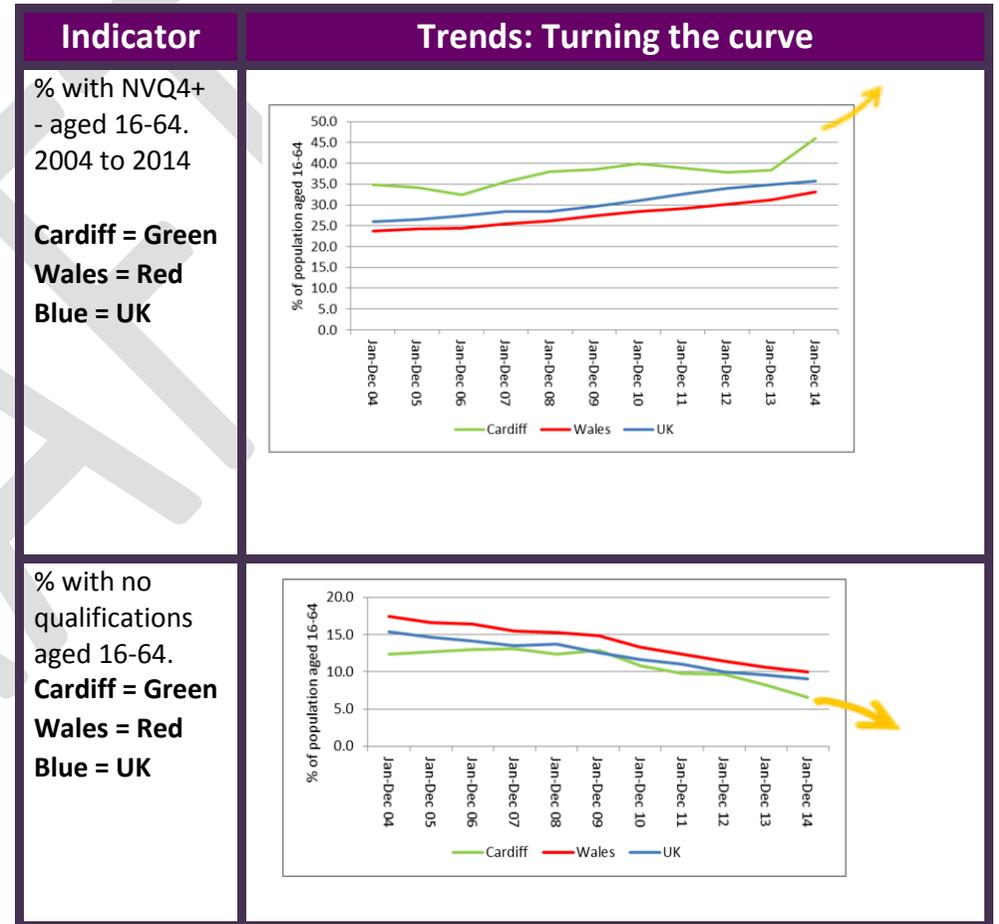
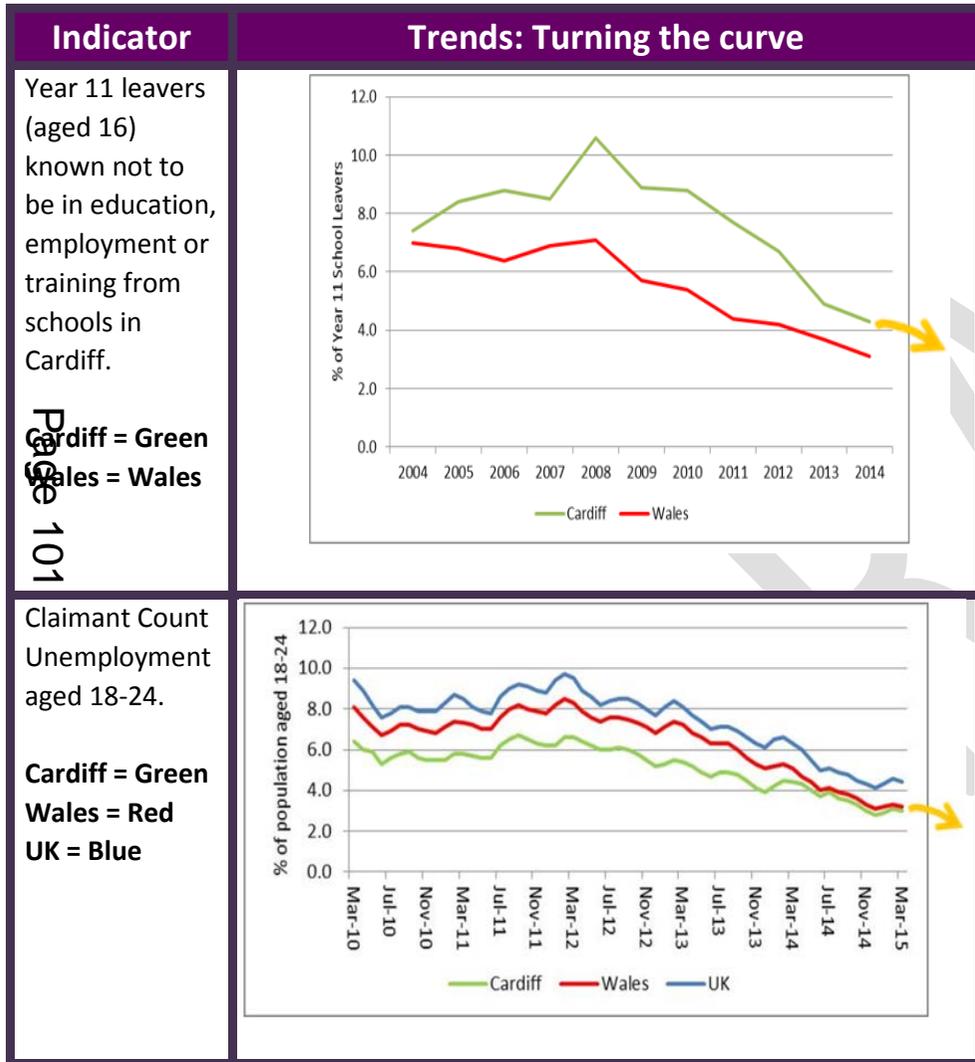


*"We need to provide opportunities for people to get involved and get the information out there. To do this we need places for them to go and for them to know something is there and that places will be friendly and welcoming."*

**Yvonne Apsitis, Diana Langmaid & Alun Salisbury, Cardiff Over 50s Forum**

# What Matters...How will we know if this is working?

We will measure our progress against the headline indicators identified below – as we attempt to ‘turn the curve’ and improve Cardiff’s performance.



*“Community Hubs have been a great example of what can be achieved by partnership working. In the Ely & Caerau Hub we have ACE Communities First and a café so people come here for different services and then get involved in e.g. garden outside. There is a feeling of greater ownership of the building rather than just being seen as Council building.”*

**Gareth Pierce, Ely & Caerau Community Hub**

Page 102

## Cardiff is a great place to live, work and play

Cardiff's development over recent years has led to a commercial, creative, and cultural redefinition of the city; resulting in a place where more and more people each year are choosing to live, work and play. This transformation is evident with the completion of projects such as the Wales Millennium Centre, the International Sports Village and the extended St.Davids shopping precinct. Cardiff Bay has already become a world famous landmark for Wales and the city centre of Cardiff is undergoing a further ambitious transformation. In terms of sporting achievements, alongside the successes of the Millennium Stadium; Cardiff now boasts a world class cricket ground with the Swalec stadium, host to several Ashes and other international tournaments. The redeveloped Cardiff City stadium has put Cardiff even further on the map with a number of high profile global football events.

A mix of contemporary and historical aspects in the city centre also serve to provide a truly unique cultural and retail offer, which can be seen in the Victorian arcades with their independent shops, the farmer's markets and many independent bars and restaurants. This blend gives Cardiff a diversity that makes a major contribution to the quality and character of life in the city.

An appreciation of our heritage assets combined with new sporting, cultural and commercial developments have played a major role in shaping the city. Cardiff and the surrounding area offers a wide variety of historical buildings, museums and art collections of international importance. Our history and ties to Welsh language and culture make the city genuinely distinctive and appeal to visitors from around the world.

In addition to these achievements, being a great place to live work and play means making the city work for our residents. This involves providing and

maintaining good quality public space, a user-friendly integrated transport system and high-quality affordable housing. It also means building safe and resilient communities, where residents can enjoy the highest quality of life.

## What Matters... Where are we now?

The **affordability of housing** is a key determinant of quality of life. House prices in Cardiff, as with the UK in general, have increased greatly over recent years. For most people, the home is the greatest draw on our personal finances but it also a valuable investment that can guarantee security. This marks a shift in culture where homes are often seen as 'wealth generators' and though this has created 'housing wealth' for some, it has not been experienced uniformly. Inequalities in housing wealth have a particular impact on child poverty. Those whose parents have housing wealth are more likely to be advantaged in childhood and to benefit from financial assistance, for example, in finding their own homes.

Housing wealth moreover creates freedom, allowing those who have it to choose the area they live- which may be determined by proximity to job opportunities, high performing schools, popular facilities or healthier physical environments. As a result, access to housing in the short term and housing wealth in the long term can have a major impact on geographical and generational socio-economic disadvantage. This once again reinforces the fundamental importance of increasing the incomes of the most disadvantaged in our society. Addressing **income poverty** would enable more people to build up housing wealth and may also mean that the differential between earnings and the amount spent on accommodation is reduced, thereby increasing disposable income.

- In August 2015 the average house price in Cardiff was £154,092. (Land Registry)

- In comparison with other cities in the UK (excluding London) housing in Cardiff is relatively expensive; however it is around £30,000 lower than the overall average price for England & Wales. Of the other major cities only Bristol and Edinburgh have higher average house prices. (Land Registry/Registers of Scotland)
- Similarly, affordability sees Cardiff behind Bristol and Edinburgh in terms of the ratio of average house price to average annual earnings.
- With rising energy prices, reducing the costs of running a home is also a concern, however Cardiff and Wales are leading the way with projects such as **Cyd Cymru** making a real difference to the affordability of energy in our homes. Making new homes energy efficient, as well as retrofitting the existing housing stock, will help to make living in Cardiff more affordable and sustainable.

There is a high demand for **social housing** in Cardiff, with the City of Cardiff Council as the lead provider working in conjunction with partners in local housing associations. The City of Cardiff Council recently refreshed its **Housing Allocation Policy** and is now operating an improved version of the **Common Housing Waiting List**, which is the process whereby potential social housing tenants are sorted for admission into properties.

The new **Housing Allocation Policy** came into effect in January of 2015 and sets out the guidelines for handling all aspects of social housing applications. A strategic refresh of the policy was deemed essential in light of both ongoing welfare reforms and the fact that in Cardiff at the beginning of 2015 there were over 12,000 candidates registered on the waiting list. These new guidelines provide a framework for giving a wide range of accurate, up to date housing advice, in order to address the imbalance between supply and demand in social housing. The policy also affirms the stringent criteria which govern the position of a candidate on the waiting list and how interactions relating to position on the list can be handled. By observing this policy, the City of Cardiff Council ensure that all

applications for social housing within the city are handled fairly and that properties are allocated to those with the greatest need.

The City of Cardiff Council is committed to adopting a **sustainable approach** to housing and housing policy for the future, and this includes working with other partners to ensure that future housing developments, both social and private, fulfil the needs of a changing population and do not place an unrealistic burden on the local infrastructure. This necessitates working with partners in health, education, housing associations and the private sector in order to ensure that future housing developments are built with community in mind. It is essential that the city's infrastructure evolves through joint and collaborative working in order to ensure that our citizens are best provided for by the services and facilities around them.

Being able to influence positive changes to our communities is also an important part of making the city a great place to live work and play. This is why the **neighbourhood partnerships**, a multi-agency locality-based approach is key to the success of the city. The approach has achieved significant progress in a number of areas and has broad ranging influence on improving the quality of life for residents across Cardiff.

- There are 6 neighbourhood partnership areas covering the city
- Each neighbourhood partnership team works to improve quality of life for local residents, by making targeted improvements such as significant reductions in antisocial behaviour, littering/fly-tipping and increased community engagement.
- Our neighbourhood teams work in partnership with key players in their community to deliver integrated approaches, tackling key issues as they arise on an individual level as well as planning for the future in a tailored way for each area.

- By taking into account the individual character of the area, and the communities contained within, resources can be managed more effectively and services delivered to a higher standard.

It is important to the Cardiff Partnership to make Cardiff a great place to live, work and play for **vulnerable groups** in society. As a capital city and an asylum dispersal centre we have an important role to play with respect to the **homeless** and to **asylum seekers** and refugees, and our city-wide and neighbourhood programmes play an active role in ensuring that their needs are represented and fulfilled to the best of our ability. Some examples of this are integration projects undertaken in our neighbourhood areas such as the **Oasis** project in South-East Cardiff and the recent renovation of the City of Cardiff Council **Housing Options Centre** in the Huggard buildings.

The Council is also working in partnership with Shelter Cymru, Children's Services, Health, South Wales Police, housing providers and charities, to provide pathways for the homeless to access suitable accommodation. These include the Single Persons Gateway, Young Persons Gateway and Rough Sleepers Project. In 2010/11, 825 households were eligible, unintentionally homeless, and in priority need of accommodation. This decreased to 820 in 2014/15 but was the highest figure in Wales. This equates to 5.75 households per 1000 households compared to the Wales figure of 3.89.

There will be several major developments going on over the next decade in terms of Cardiff's status as a core city within the UK. We have been given the endorsement by the UK central government to set forth a 'City Deal' for Cardiff, promoting devolution to the region on an unprecedented level. We will also be looking at establishing a South-East Wales Metro Region, focussing heavily on improving transport links between Cardiff and the surrounding area, which could have a considerable positive effect on the business and tourism infrastructure within the city. Furthermore, the City of Cardiff Council has submitted a **Local**

**Development Plan** to the Welsh Government which will chart many aspects of the evolution of the city up until 2026, including the evolution of transport in the city centre and the creation and promotion of a Cardiff Business Improvement District.

Over 80,000 of those working in Cardiff **live outside the city’s boundaries and commute** daily for work.

- Most of the in-commuting is from the local areas of Rhondda Cynon Taf, the Vale of Glamorgan and Caerphilly.
- The actual volume of road traffic, in terms of billion vehicle kilometres travelled, was 2.83 in 2009 but fell to 2.77 by 2013. This represents a fall of 2.1%. (Welsh Government)
- However, Cardiff’s transport network will be adversely affected by a projected 11-18% increase in road traffic over the next decade.

The latest **European Commission Urban Audit** (2013), a survey of quality of life in 100 major European cities, placed Cardiff (95%) as the top UK city and joint 5<sup>th</sup> European capital city ranking behind only Copenhagen (97%), Oslo (97%), Amsterdam (96%), Reykjavik (96%) and Stockholm (96%). Cardiff also performs well against other European capital cities in terms of culture, leisure and environmental factors.

As part of Cardiff’s own engagement with residents, an annual Ask Cardiff survey is undertaken to gauge the views of local residents on a wide variety of issues across the city. In relation to satisfaction, 89.5% residents were either very satisfied or satisfied with Cardiff as a place to live in 2015, a slight fall on 93.6% in 2010.

When residents were asked about whether they felt that the quality of public services in Cardiff is good overall, 65.6% either strongly or tended to agree with the statement compared to 15.1% who strongly or tended to disagree.

**‘Overall how satisfied or dissatisfied are you with Cardiff as a place to live?’**

	2010		2015	
	No.	%	No.	%
<b>Very Satisfied</b>	697	49.2	1787	40.8
<b>Fairly Satisfied</b>	630	44.4	2134	48.7
<b>Neither</b>	22	1.6	111	2.5
<b>Fairly Dissatisfied</b>	57	4.0	223	5.1
<b>Very Dissatisfied</b>	12	0.8	125	2.9
<b>TOTAL</b>	1418	100.0	4380	100.0

Source: Ask Cardiff Survey (excludes those that responded ‘Don’t Know’)

As the Capital city for Wales, Cardiff has an extensive range of cultural attractions to offer to residents and visitors alike. These include the St. Fagan’s National History Museum, one of Europe’s leading open-air museums and Wales’s most popular heritage attraction. In addition we have the National Museum Cardiff which is home to an art collection of international importance, including one of Europe’s finest collections of Impressionist works. In addition, Cardiff Castle, the Millennium Centre and three world class sporting stadiums are significant features in the city’s range of assets, bringing hundreds of thousands of visitors to the city. These impressive resources show that Cardiff is a capital city that represents Wales as a nation but also communicates the country’s rich culture and heritage to a global audience in a variety of ways.

In its role as the capital city of Wales, developing an international profile is a key responsibility for Cardiff. In the current economic climate cities with the best quality of life are those that are globally connected - culturally, economically and socially. This means developing international links and promoting the city as a welcoming and attractive location for people from all over the world to live, work and play in. Cardiff recently raised its international profile by hosting elements of the NATO Summit in September 2014, the high profile nature of this event placing Cardiff firmly on the international map as an influential capital city.

Our universities particularly have a role to play in connecting Cardiff to the rest of the world as they attract a large number of overseas students. In addition to adding a significant amount of value to the economy after graduation, international students help to create a more globally connected business environment and help us celebrate the inherent diversity of Cardiff as a place to live. The number of **international visitors** and students to Cardiff can be taken as a measure of the city's international connectivity.

- In 2014 the city attracted an overall total of 300,000 inbound visitors.
- The average number of inbound visitors to the top 20 cities in the UK placed Cardiff at number 13 for 2014.
- The total benefit of tourism to the City of Cardiff in 2014 was £1.12 billion, representing a 3.5% increase on 2013.

Page 106

#### Visits in the top 20 UK towns & cities by inbound visitors 2014

1	London	17,404,000
2	Edinburgh	1,585,000
3	Manchester	994,000
4	Birmingham	944,000
5	Glasgow	624,000
6	Liverpool	605,000
7	Oxford	489,000
8	Bristol	446,000
9	Brighton/Hove	423,000
10	Cambridge	418,000
11	Leeds	370,000
12	York	311,000
13	<b>Cardiff</b>	<b>300,000</b>

Source: Visit Britain/ONS

Though Cardiff is already a great place to live, work and play for many **children and young people**, partners are committed to ensuring that all children and young people get the most out of the city. Those from poorer backgrounds often feel excluded from activities others enjoy, something which can be even more acute for disabled and ethnic minority children. This form of **participation poverty** can lead to further social exclusion and stigma as well as impacting on health, well-being and development. Increasing the participation of disadvantaged children and young people is central to achieving potential and gives people the opportunity to use their talents and abilities. It opens up further opportunities for learning and employment and helps them to become 'active citizens', developing new skills and experiences and making positive contributions to their communities. As an example, in recent years we have been hosting the Cardiff Community Cohesion Cup, which is an annual football tournament between members of refugee and asylum seeker communities.

Our vision for Cardiff is to become a world class capital for sport; where high quality facilities and a wide range of sporting activities can be enjoyed by all, be it resident or visitor. Within the work of the Cardiff Partnership, our main focus has been to ensure maximum possible engagement with sport across the city, and to ensure that we are supporting vulnerable people into engaging with physical activity. This involves working together with voluntary organisations, charities, statutory bodies, local schools and local clubs to remove barriers to participation, including price, transportation and time of activities, as well as providing targeted activities to schools, communities and individuals on many different levels. **Sport Cardiff (Cardiff Met Developing Sport)** in conjunction with the City of Cardiff Council provide a 'Sport Hub' detailing options for volunteering as well as specialist training and coaching for sport across the city.

Participation in **sport, play, leisure and culture** is central to achieving potential. It gives people the opportunity to use their talents and abilities, it opens up further

opportunities for learning and employment and it is enriching in its own right. It plays a particularly important part in the lives of children and young people; supporting development in the early years and helping to build the skills and abilities that young people need for life, whilst making a strong contribution to their well-being. It is therefore an aim of the Cardiff Partnership to include sport in the lifestyles of all children and young people in Cardiff. However, the current financial climate poses a threat to the delivery of non-statutory cultural and leisure activities, at the city and community level.

Cardiff has a reputation as one of the finest cities in the UK for **parks and open spaces** and the Cardiff Partnership strives to ensure that we maintain high quality green spaces for all to use. It is important that these spaces are kept clean, tidy, safe and accessible in order to make the city the best environment in which to live, work and play. It is also a priority of the Cardiff partnership to ensure that these spaces are maintained and maximised in order to promote greater sustainability. Many of our community educational and recreational groups rely on their local parks and green spaces in order to carry out their activities and it is important that this is facilitated to continue, especially in a climate where other community facilities may be under threat due to budget reductions. It is a view held by all of our partners that access to open spaces is essential for healthy development of **children and young people** and we aim to ensure that each and every family in the city has reasonable access to clean, sustainable and accessible open spaces.

## What Matters... Looking to the future

In terms of forecasting for the future, the city of Cardiff is facing a wide range of challenges, some individual to the city itself and others in line with Wales and the UK which partners will need to take account of in the actions progressed over coming years:

- As budgets diminish and tough choices ensue, alternative methods for management and delivery in many non-statutory services in relation to arts and culture are actively being sought. Possible solutions are actively being explored at the moment but inevitably they may impact both on tourism and residents.
- Although pressure on the city's transport system is unlikely to subside, a wide range of initiatives and strategies will come into effect to improve the situation in Cardiff and across the south east of Wales. Levels of in-commuting are expected to rise, and traffic growth could have a significant impact on the quality of life of residents until these developments have been fully realised.
- The economic decline and effects of austerity have continued to hit many residents of Cardiff, with affordability of housing remaining quite poor in comparison to other UK core cities.
- As public sector finances in the UK tighten, citizens are likely to expect the same level of public services. As a result it will become harder for service providers in the city to maintain levels of public satisfaction with services
- There will need to be a balance between growth and delivering sustainable development as the population continues to grow. Cardiff's Local Development Plan provides the framework for managing growth in this way by setting out an approach to development that requires the timely provision of supporting social, health, education and community

services. Partners will have to carefully manage limited resources in order to support the roll out of the Plan.

Although there are many important issues that must be tackled there is also a recognition that deciding what really matters and focusing our efforts on those areas is vital if we are to make real progress in challenging times. Individual organisations and partnerships will continue to work on a range of issues that help make Cardiff a great place to live, work and play, but the priorities below represent the four main issues for the city that we will address collectively.

**For Cardiff to be a great place to live, work and play our priorities are to ensure that:**

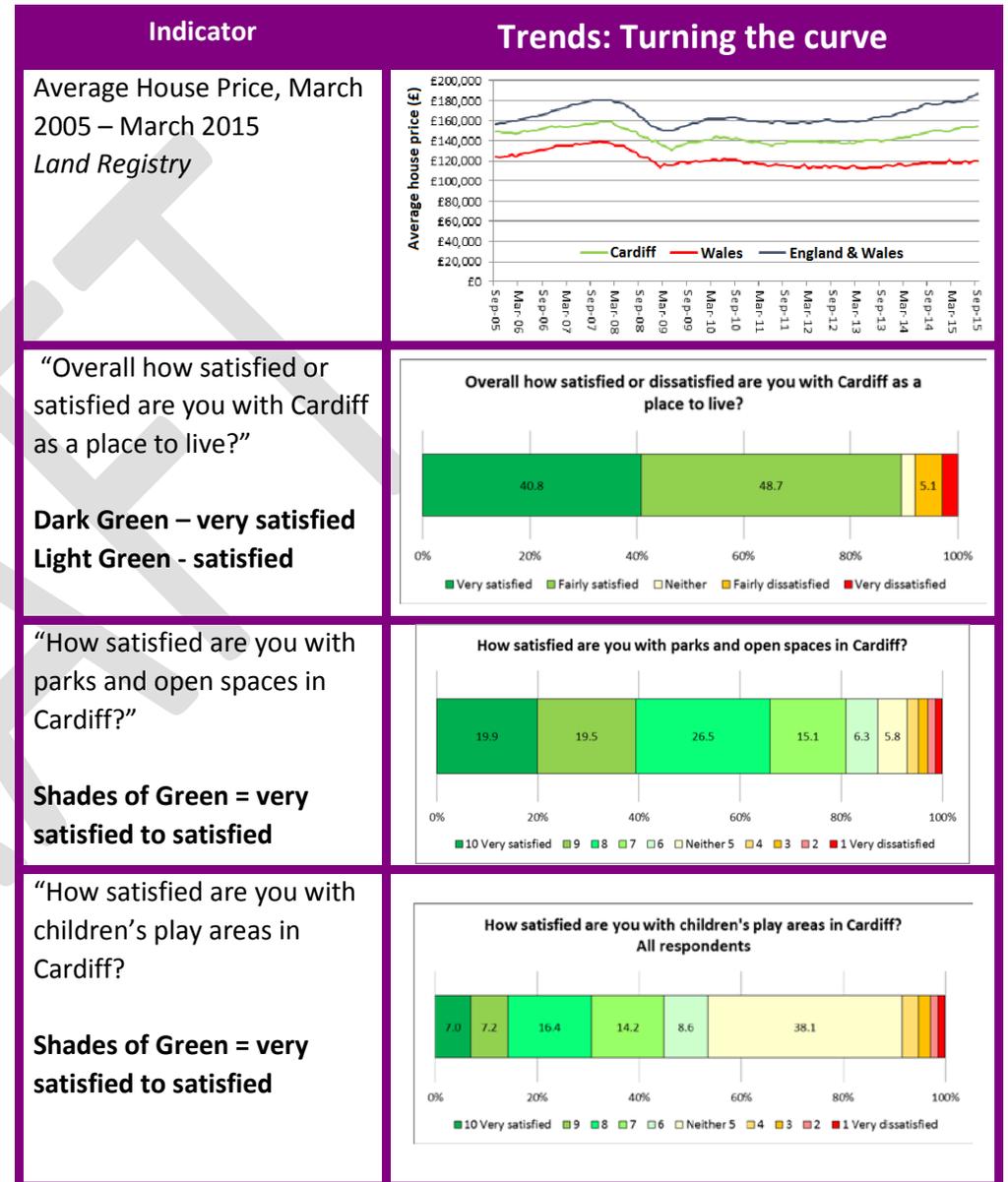
- Cardiff’s urban design, infrastructure and connectivity make it a great place to work and do business
- Cardiff has high quality, sustainable and affordable housing
- Cardiff has world-class *accessible* leisure, cultural and sporting facilities for both residents and visitors
- Cardiff maintains its high quality environment and balances growth with the development of sustainable communities

Further details regarding actions to address these priorities can be found in the Action Plan which accompanies this Strategy.

**What Matters...How are we going to do it?**

We will measure our progress against the headline indicators identified below – as we attempt to ‘turn the curve’ and improve Cardiff’s performance.

Page 108





*“Cardiff is probably the oldest multicultural City in Wales, we’ve always had strong community links from around the world. I think we just need to make sure people continue to talk between communities in Cardiff and make sure there’s enough events and enough community interaction happening that we don’t have people staying only in one place. I think more cultural events will mean a greater mixing of communities.”*

**Sam Easterbook, Editor of theSprout**

## Cardiff is a fair, just and inclusive society

**Cardiff is a vibrant and diverse city, with a proud history of multiculturalism and communities that pride themselves on being open and accepting.** There has also been a noticeable reconnection with Welsh heritage in recent years with the Welsh language undergoing something of a renaissance, a growing Welsh language cultural scene, including a new Welsh Language and Cultural Centre in the Old Library, and increasing demand for Welsh-medium education. Volunteering is also a well-established tradition in the city, with an annual economic impact estimated at over £182m, it has an immeasurable effect of improving the lives of people in Cardiff.

As city partners we want to maintain and build on the city’s strengths in these areas. We will also make the way we work more equitable, so that our organisations and the services we provide reflect the communities we serve. This means ensuring that nobody is disadvantaged by any protected characteristic as set out in the [Single Equality Act 2010](#).

This commitment also extends to the [Welsh Language Act 2011](#), which confirms the official status of the language and is recognised as an important development, placing duties on bodies to provide services in Welsh. Cardiff is a bilingual city; 12.4% of 16-24 year olds and 26.7% of 3-15 year olds in Cardiff can speak Welsh (Census 2011) and the language is a growing feature of the workplace. As a result, partners remain committed to continuing to accommodate the rising demand for Welsh-medium services.

Importantly, we are committed to working with the people of Cardiff to shape the future of the city and its services. Ensuring that everybody has a voice and an opportunity to affect change in their life and in wider society is a fundamental.

## What Matters...Where are we now?

Although there are many positive aspects of Cardiff society, it can still be described as a **city of two halves**. Despite improvements in a number of areas, much of the deprivation in the city is focused in the 'southern arc', whereas the north of the city is broadly more affluent.

- In 2015, 30.8% of Cardiff's households were living in poverty. This was the fourth lowest proportion in Wales, above only Monmouthshire (25.7%), the Vale of Glamorgan (27.5%), and Flintshire (30.1%). (CACI Paycheck)
- However, more than a third, **36.7%**, of LSOAs in the city's 'southern arc' are ranked in the 10% most deprived areas in Wales; higher than the overall figure for any of the Welsh authorities. (2014 WIMD)
- 24.4% (almost a quarter) of LSOAs in the city's 'southern arc' are ranked in the 10% most deprived areas in terms of employment; below only the figure for Merthyr Tydfil. In contrast, just 3.2% of the LSOAs in the rest of Cardiff fall within this most deprived group.
- Deprivation in the city also disproportionately affects minority groups.
- There are larger ethnic minority populations in the south of the city and therefore deprivation, across the range of indices, can be assumed to be worse for these groups.
- Cardiff also has the largest settled Gypsy and Traveller community in Wales and the indices of deprivation once again, reveal a stark disparity between the levels of deprivation they experience and the general population.
- Cardiff is also one of four areas in Wales that is designated as an asylum seeker dispersal area.

In order to address these disparities, our **Communities First** programme operates in the most deprived areas of the city. Communities first is a community-focused programme that supports the Welsh Government's tackling poverty agenda.

Communities First Delivery Teams, funded by the Welsh Government, work with residents, community organisations, businesses and other key agencies in areas called 'Clusters' and focus on actions leading to the long-term sustainability and wellbeing of communities. Involving local people in all aspects of this work is an essential feature of the programme and Communities First aims to contribute, alongside other programmes, to narrowing the education, skills, economic and health gaps between our most deprived and more affluent areas. The programme recognises that 'one size does not fit all' and so has an area based model. Each geographic area or Cluster is required to undertake activities which support the delivery of outcomes in each of the three national themes: **Prosperity, Learning and Health**. The Communities First clusters work in close collaboration with our neighbourhood partnership areas in order to ensure activities and programmes are tailored as effectively as possible to those that they benefit.

Cardiff has a **long and proud tradition of diverse communities**. However, there has been a recent increase in hate crime, where victims are targeted for their perceived membership of a certain social group.

Cardiff Hate Crime figures, divided by affected group					
	Race	Sexual orientation	Disability	Religious	Transgender
<b>2009/10</b>	840	152	67	29	4
<b>2013/14</b>	686	115	67	31	9
<b>2014/15</b>	693	132	75	42	19

Although the table shows that between 2009/10 and 2013/14 the number of hate crimes relating to race and sexual orientation decreased by 17.5% and 13%

respectively, in 2014/15 there were increases across all categories. There was a 5.8% increase in the number of overall recorded hate related incidents compared to the previous year. **Hate Crime** is actively targeted as part of our **Community Cohesion Plan** which enables us to work with our partners to ensure resilience to demographic change, to build on harmonious community relationships and promote the positive aspects of what our diverse community offers the City.

The **justice system** is central to a civilised society and it is possible to measure how 'just' a society is by how they treat offenders, young and old. In Cardiff the approach is characterised by **preventative measures, restorative justice** and support that recognises the needs of the individuals in their entirety.

- First time entrants into the Youth Offending Service have reduced by 59% from 2009/2010 to 2014/2015 (From 49 in Q4 09-10 to 20 in Q4 14-15)

Monitoring of youth reoffenders has changed significantly over the last five years, with a system introduced from 2015/16 that will provide the local authority with a greater level of detail. Initial results have detailed a number of patterns that will provide a toolkit to address existing issues and target new strategies.

**Older people** often find themselves on the periphery of society and it is partners' collective responsibility to ensure that they can fully participate in society to whatever degree they choose. It is often said that a society can be judged by the treatment of older people, therefore one measure of our effectiveness with regards to making Cardiff a fair, just and inclusive society is how we include and improve the well-being of older people.

We need to work with partners to safeguard against people becoming socially isolated. This means striving to improve the services we deliver to older people and helping them to play an active part in society but it also requires partners to consider the needs of older people across policies and practices. We have brought into effect a range of initiatives such as the six **50+ forums**, one in each

neighbourhood partnership area, to gather the views of the older generation. As a result of moves like this new projects, especially those designed to improve access and infrastructure, have been fed into by older people at a community level.

There are many people in Cardiff who were born with a **physical or sensory impairment** or who have acquired one through accident, illness or through a degenerative process. Partners in Cardiff adopt the 'social model' of disability which recognises *disability* and *impairment* as two distinct concepts; an impairment is a medical issue that affects an individual, while a disability relates to the challenges imposed upon people with impairments. Partners recognise the important role they have to play in representing and upholding the rights of those with a physical or sensory impairment and will work to promote equality of opportunity, positive attitudes and active participation in public life.

To that end, the City of Cardiff Council set up the **Access Focus Group** to operate as a critical friend and legislative vehicle. This group is comprised of representatives from the 50+ forums and a number of other disability and minority interest groups. The aim of this is to ensure that our partners moving forward we can keep these vital viewpoints involved in decision making across the city and to ensure that we keep the principles of **Equality Act 2010** at the forefront of what we do. We will also use the feedback from this forum to aid in enacting this duty as employers, ensuring recruitment and working practices are fair and inclusive.



*“Cardiff as a place to live is brilliant - We had some friends come down to visit and they loved it. They couldn’t believe how big it was and how much there was to do. However, there does need to be more access for disabled people in shops. I’m trying to find a job in a nursery but everything I see has stairs or a step up to the building.”*

**Sarah Williams, Cardiff resident and parent**

There are many people in Cardiff who rely on the help and support of **carers**. Caring responsibility often falls on relatives, friend, partners, neighbours and sometimes children and it is vital that service providers recognise the impact that this can have on carers’ health, well-being and lifestyles, in addition to recognising the needs of the person receiving care. Health and social care services have a dual role to support the carer and the cared for and often community care support is the best way to do that. Carers are extremely valuable partners in care, not an added resource that negates the responsibility of health and social care services. For this reason partners are committed to support carers and treat their needs as equal to those of the person they are caring for.

- 35,005 carers were identified in Cardiff in the 2011 Census, just over 10% of the population.
- This could be a substantial underestimate as many people with caring responsibilities do not consider themselves to be carers.
- Around a third (34.2%) of unpaid carers are aged 50-64
- More than a fifth (22.2%) of those aged 50-64 are unpaid carers
- 24.6% of carers provide 50 hours of unpaid care or more per week, this increases to 44.3% for unpaid carers aged 65+.
- Work in schools has helped to raise awareness and identify more young carers, who may not have previously come forward.

If services are to meet the needs of the individual, then the individual and their carer must play a central role in the decision-making and planning that takes place at each stage. Providers must therefore involve people and carers in the planning, monitoring and review of their specific service, but also involve them in the planning and improvement of services generally. In this we can provide more responsive services that meet the need of the individual and are sensitive to the needs of carers.

People often feel that their voices are not heard and that they are powerless to influence decision-making. With some very tough decisions to make over the next few years due to reduced budgets, increasing demand for our services and a fast-growing population, the citizen voice will be increasingly important and delivery of an ongoing programme of public engagement and consultation is addressing this in Cardiff through:

- The **Cardiff Debate's** ongoing 3 year consultation
- The 6000 strong Citizens' Panel
- The annual Ask Cardiff Resident Survey
- Ongoing Budget consultation exercises
- Specific consultations services e.g. Rumney Hub, Howardian Centre
- **Stepping Up/Community Asset Transfers**

We also need to empower people to become active in their community so that they can help themselves and others achieve their potential. The Time Credit scheme developed by **SPICE** and invested in by the City of Cardiff Council and other partners is enabling people to gain confidence, improve their health and wellbeing and raise their aspirations. For every hour of volunteering a Time Credit is earned and can then be used as a form of currency to access services, venues and activities across the UK.

Time Credits can also be donated to others to take positive steps forward. Many participants have commented that through the Time Credit network they have been able try activities they could not previously afford. Working together with **SPICE**, the City of Cardiff Council and other organisations, over 8000 credits have been earned by individuals in Cardiff since April 2015. The impact that this activity has had on individuals is recorded through an annual evaluation. The **Spice Time Credits: Impact Summer 2015 Findings** have reported in Cardiff:

- 83% had taken part in more community activities as a result of time credits.
- 79% know more about services and support available to them

- 78% said their social contact with others had improved.
- 88% felt more hopeful about the future of their community
- 33% reported having less need to use social care services
- 43% felt healthier and less isolated.

The **engagement of children and young people** has obvious benefits for service providers but it can also help to develop young people as active citizens. The **Cardiff Youth Council (CYC)** is the official network of young people aged 11-25 in Cardiff with representation on the **Funky Dragon – The Youth Assembly for Wales and British Youth Council**. The CYC meet monthly and work on priorities that are set out by young people. Supporting young people's development early on in this way actively engages them with public life and local issues where they feel empowered to fully participate and form trusting and collaborative relationships with providers. Moreover, service providers are committed to treating young people with respect, recognising and upholding their rights and freedom to express themselves.

**Young people** in Cardiff also have a media outlet known as **theSprout**, which is an interactive website launched in 2007 designed to provide information and activities surrounding young people in the city. Since then theSprout has gone from strength to strength, now forming an integral part of the vibrant digital landscape of Cardiff. TheSprout works directly with the Cardiff Partnership, providing an important sounding board for gathering the feedback of youth in the city as well as offering a dynamic outlet to publicise city-wide activity.

In response to the significant changes required in public service delivery over the next few years, the City of Cardiff Council alongside other partners has produced a **Stepping Up** toolkit in order to facilitate **Community Asset Transfers**. This document intends to support communities in 'stepping up' to take over the management of services and assets. The toolkit has been written for people and community organisations at a neighbourhood or community level and sets out:

## What Matters...Looking to the future

- the stages involved in taking over the management of services and assets
- checklists to guide people through the process
- sources of further information and advice
- useful templates to support business planning including recruitment of volunteers and stakeholder engagement



Page 114

*“Our focus here is all about trying to transform communities, so we’d like to see more opportunities for employment; affordable childcare; access to health and wellbeing opportunities. That’s what we’re trying to achieve here at the Plasnewydd Community Centre with the community asset transfer.”*

**Andrew Templeton, YMCA (Plasnewydd Community Centre)**

Fairness, justice and inclusivity have a particular dimension for **children and young people**. For example, child poverty precludes children and young people from fully participating in society and limits their opportunities. It also puts them at a disadvantage that is not just social, but encompasses health and well-being, education and safety. Pockets of child poverty exist geographically but also in certain communities. For example, Cardiff has the largest Gypsy and Traveller community in Wales, and outcomes for these children are noticeably worse across a variety of indicators. There are also stark disparities in deprivation between children from certain BME backgrounds and the general population. Reducing poverty and child poverty across our neighbourhoods and communities is a key priority in this strategy. If we effectively address child poverty we can build a fairer society with increased social mobility.

- At the end of August 2013 around a quarter (24.3%) of all dependent children in Cardiff were living in low-income families (HMRC).
- The proportion of dependent children (aged 15 and under) living in workless households in Cardiff was 15.6% in 2013. Although it was below the Wales average (16.5%), it exceeded the figure for the UK of 14.2%. (Annual Population Survey).

**Service poverty** relates to children, young people and their families who live in poor households and experience difficulties in accessing and benefiting from services, often a consequence of lack of available information regarding services. Addressing these issues is fundamental if we are to improve participation in decision-making amongst marginalised members of the community. If we are to make Cardiff a fair, just and inclusive city we must ensure that partner organisations are open and accessible. We must continue to build a strong and trusting relationship with the people of Cardiff, based on the principles of equal

partnership, to ensure that everyone can influence their city and the services they receive.

Partners will develop and improve public consultation and engagement, which will shape future partnership activity- from the strategic to the local. This commitment is based on an appreciation of the fact that we cannot design effective services and solve the key problems if we don't fully understand what people need and want.

Looking to 2020, it is anticipated that households and families could be placed under pressure in the aftermath of the recession. This could hit the most deprived the hardest and result in increased **income polarisation**.

- After public sector cuts and a slow private sector recovery, lack of job opportunities could impact most heavily on those with lower skills and qualifications.
- Young people are also likely to be disproportionately affected.
- Rises in fuel prices and the cost of living could push many into poverty.
- Forecasts show the continuation of higher concentration of unemployment in the south of the city is likely.

Projections show that the wealthiest may benefit from the recovery whereas the poorest may be increasingly **socially excluded**. Forecasts also indicate that:

- Projected cuts to public services could impact most negatively in the southern arc.
- People from the deprived areas are least likely to be capable of affording alternatives in education, healthcare and social care which could result in some difficult decisions regarding resource allocation as some residents may feel that a focus on the south could deprive other neighbourhoods of investment.
- **Homelessness** is expected to continue to rise as unemployment and a reduction in welfare spending take their toll.

- The elderly population could be at risk of social isolation as families become more geographically disperse.

**There is a growing trend that citizen expectations** of services are likely to increase and this could mean:

- Potential higher taxation combined with decline in service delivery could result in a demand for higher standards at a time when services are ill-equipped to meet them.
- Under these circumstances service providers would need to adapt to the new dynamic by using technology to meaningfully engage the public in shaping services.
- Technological changes could make it easier for citizens to interact with and comment on services, thereby building different relationship between the public and providers.
- The public could come to expect increased transparency and a greater say in designing services.

**To further develop Cardiff as a fair, just and inclusive society our priorities are to ensure that:**

- All people in Cardiff are able to participate in helping to shape future service delivery and decision making
- Targeted support promotes greater equality of outcomes and life chances across the city
- Community Groups and individuals are supported to make positive contributions to developing sustainable and cohesive communities.

**Further details regarding actions to address these priorities can be found in the Action Plan which accompanies this Strategy.**

# What Matters...How will we know this is working?

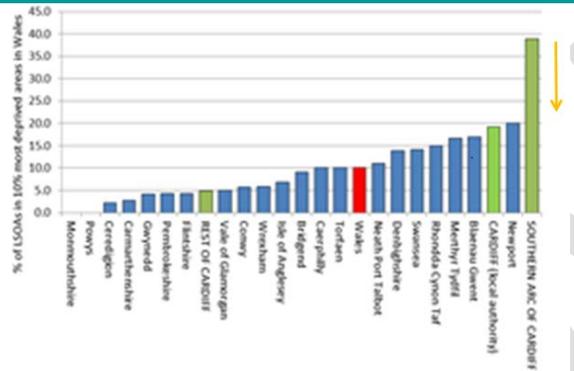
We will measure our progress against the headline indicators identified below – as we attempt to ‘turn the curve’ and improve Cardiff’s performance.

## Data

WIMD 2014 Income Domain – Percentage of LSOAs in the 10% Most Deprived Areas in Wales (i.e. Ranked 1-191)  
Cardiff compared to Local Authorities in Wales.

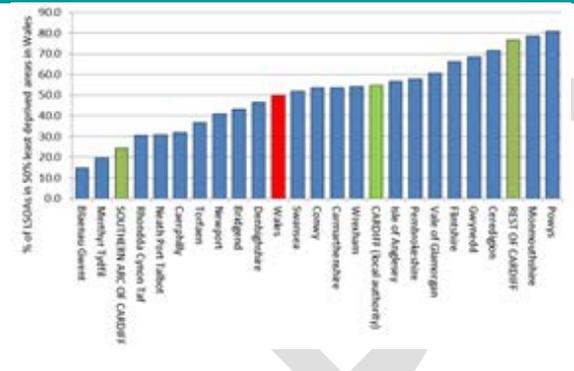
Data shaded in green in order:  
Southern Arc of Cardiff, Cardiff, Rest of Cardiff  
Wales = Red

## Trends: Turning the curve



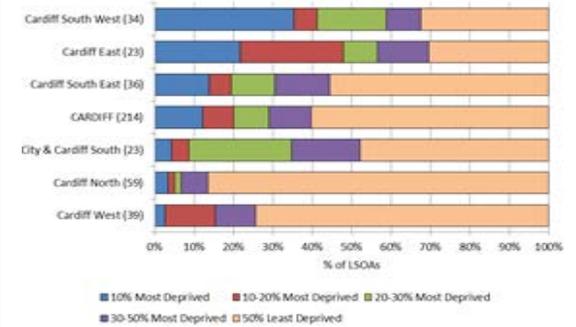
WIMD 2014 Income Domain – Percentage of LSOAs in the 50% Least Deprived Areas in Wales (i.e. Ranked 956-1,909).  
Cardiff compared to Local Authorities in Wales.

Data shaded in green in order:  
Southern Arc of Cardiff, Cardiff, Rest of Cardiff  
Wales = Red



WIMD 2014 Employment Domain by Neighbourhood Partnership Area. Percentage of LSOAs in Each Deprivation Group.

Blue = 10% most deprived  
Orange = 50% least deprived





# Executive Summary - 2015 Review

DRAFT

## What Beth sy'n Matters Bwysig



2010:2020 - The 10 Year Strategy

**Our Vision:**

**“By 2020...Cardiff  
will be Europe’s  
most liveable  
capital city”**



# Contents



Page

**Introduction** 1

**One Vision, 7 Outcomes** 1

**The Big Issues** 2

**Our Priorities** 4



## Introduction

In 2010, partners in Cardiff developed a new approach to addressing the major issues affecting the capital city. For the first time, the city's partners agreed to work together to develop a single 10 year *What Matters* strategy for promoting economic, social and environmental well-being.

The new way of working allowed the resources of a number of key public and third sector organisations to be coordinated more effectively to address the issues that matter most to local people. This transformed the approach to partnership working across Wales as the principles of shared intelligence, targeted resource allocation and coordinated activity came to define collaboration beyond Cardiff's boundaries.

From a city development perspective, there is no denying that over the last 20 years Cardiff has made great strides forward, but with changing economic circumstances, evolving community needs and the challenge of reducing inequality we must re-establish our priorities for shaping the next decade of success. **This strategy will help deliver the next chapter for Cardiff and achieve the outcomes necessary to make Cardiff one of the best places to live, work and visit in Europe.** To do this, we must focus on *what matters* for Cardiff and its communities and work together to deliver our collective vision... **to make Cardiff Europe's most Liveable City.**

## What Matters... One Vision, 7 Outcomes

To achieve our vision of becoming Europe's most liveable city, we have embraced a different approach that has, and will continue to, focus on

improving outcomes for citizens. Working within the current financial landscape of Cardiff where the public and third sector have significantly reduced budgets and a growing population to provide services for, it is imperative that we continue to work towards improving people's quality of life by focussing on the 7 citizen outcomes (or well-being objectives<sup>1</sup>) we have collectively agreed:

### Cardiff's citizen outcomes:

- **People in Cardiff are healthy;**
- **Cardiff has a clean, attractive and sustainable environment;**
- **People in Cardiff are safe and feel safe;**
- **Cardiff has a thriving and prosperous economy;**
- **People in Cardiff achieve their full potential;**
- **Cardiff is a great place to live, work and play;**
- **Cardiff is a fair, just and inclusive society.**



<sup>1</sup> Cardiff's 7 citizen outcomes provide the 'well-being objectives' for the city as required by the Welsh Government's *Well-being of Future Generations Act 2015*. These will help define our contribution towards the seven wellbeing goals for Wales.



## The Big Issues....

Cardiff, like many other cities across the UK, is facing unprecedented challenges caused by the combined pressures of growth and prosperity. Meeting the increasing demand for complex citizen services must be reconciled with managing diminishing financial resources.

As public and third sector partner organisations prepare for these major challenges, efficiency savings and traditional cost-management strategies will not be enough. As a consequence, partners will have to fundamentally change their approach to delivery to respond to big issues we face.

### Growth

**Over the next 20 years Cardiff is projected to grow faster than any other major British city with a projected growth of 26% between 2014 and 2034 - an additional 91,500 people – making Cardiff the fastest growing UK city in percentage terms.**

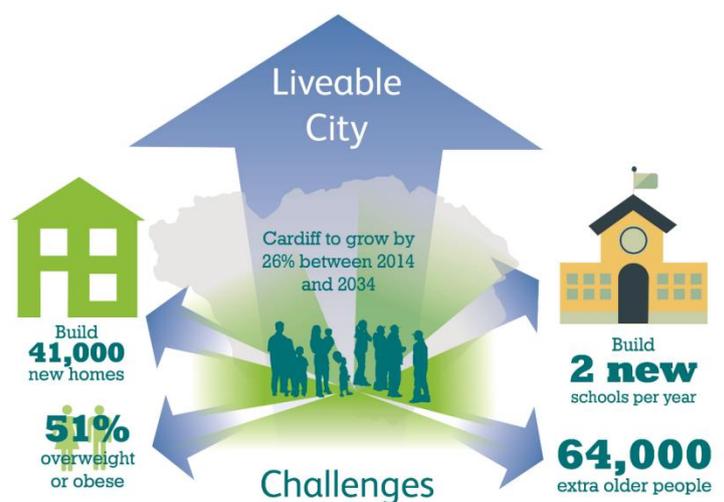
In response to this growth, Cardiff's Deposit [Local Development Plan](#), covering the period 2006 to 2026, outlines how the city will accommodate and make provision for **41,100 new homes** and **40,000 new jobs**. A key factor for the future planning of local services is that Cardiff's rapid growth will not be evenly spread across age-groups with an expected **25% increase** in school age children meaning we will need more schools and more teachers in Cardiff. Similarly older people - particularly those over 85 years old whose numbers are expected to **nearly double over the next 10 years** - are far more likely to need health and care services to help them live independent lives. So, whilst population growth is a sign of success, there are also challenges to be managed.

### The City Region

From an economic perspective, Cardiff is at the heart of the **Cardiff Capital Region** of 1.5m people and **makes up nearly a quarter (24%) of the capital region's population.**

Over the last 10 years Cardiff has also generated nearly 2 out of 3 net new jobs created in South East Wales and each day around 80,000 people – or over a third of the city's 200,000 workforce - commute into Cardiff from elsewhere in the Capital Region.

It is clear by far that Cardiff's economic performance is the strongest in Wales and it has also demonstrated strength in relation to UK core cities, with faster jobs growth and consistently lower unemployment. However, the next period of development of the city's economic infrastructure will rely on closer working across the Capital Region and partnerships – such as the **City Deal** – will feature strongly in the priorities for delivering this strategy.



*Balancing the combined challenges of growth and austerity*



### Sharing Prosperity

Although Cardiff performs well on many measures of success, the benefits of this are not spread equally across the city. Despite significant investment and partnership working over recent years, there remain marked disparities in affluence between the north and south of Cardiff, with the majority of deprivation falling in the south or 'southern arc'.

This pattern of deprivation has been in existence for some time, but unfortunately shows no signs of disappearing in the immediate future. In fact, **Cardiff's share of the number of people living in Wales' most deprived communities rose from 15.3% in 2011 to 17.6% in 2014.** The causes and consequences of deprivation are complex, long-term and entrenched and the reduction of inequality is a central concern of this Strategy.

### Child Poverty

**Children and young people make up almost 46% of the population of Cardiff** and the number of children aged 0 to 24 years has risen over the past 10 years.

Child poverty is a major issue in Cardiff because of the numbers of children who are affected. Though the city appears to be relatively wealthy, a closer analysis reveals Cardiff has more than its expected share of children living in the most deprived families: **more than a quarter (26.1%) of the city's 0 – 15 year olds live in the 10% most deprived communities in Wales.**

Addressing poverty is important not only because of the devastating impact on individual children and young people but because of the wider impact on communities. Furthermore, the rights of children and young people have been strengthened by a Welsh Government measure in regard to the **United Nations Convention on the Rights of the Child (UNCRC).**

### Older People

**Dementia** and other **mental health** conditions have rapidly taken over as key health concerns in the city, with the rising age of the population and improvements in life expectancy there are a significantly higher number of people at risk. **Over the next 10 years the number of over 65s in Cardiff and Vale of Glamorgan will grow by 22%** (from approx.74,300 to just over 91,000) with increased demand placed on services as a result of growing dementia and frailty.

### New Approaches and prioritising our resources....

As partners we must prioritise our collective resources to tackle those issues which have the most impact on delivering citizen outcomes and on those which pose the greatest risk for safeguarding vulnerable people or the future success of our city. To do this there are a number of key themes which will be integral to any new approaches we develop as partners:

- **Sustainable development** - promoting economic, social, environmental and cultural wellbeing and embedding the new requirements of the Wellbeing of Future Generations Act 2015.
- **Citizen power** - supporting communities in building capacity to play an increasing role in shaping, delivering and managing services.
- **Early Intervention** - ensuring service performance data is better utilised to target services at vulnerable people at the earliest opportunity to stop problems escalating – not only in the interests of reducing costs for partners but to also improve outcomes for citizens.
- **Behaviour Change** - influencing people to make positive changes to their behaviour, lifestyles or their existing habits to improve outcomes and reduce inequalities.
- **Service Integration** – accelerating partnership working to move from collaboration to integration of services to ensure long term sustainability and improved outcomes through a process of strategic transformational change.
- **New Technology** - enabling citizens to access seamless services in a joined up and personalised way.



# Our Priorities...what really matters

In order to gain a thorough understanding of **what matters** in Cardiff we have undertaken a comprehensive assessment of the issues that affect the people in the city. The **strategic 'needs assessment'** has built a picture of where we are now and given us a clear indication of what the most pressing issues for action are. The in-depth picture of current need, coupled with an awareness of future challenges has enabled us to establish our priorities as a city.

The priorities set out in this Strategy will be delivered by focussing collective effort on agreed actions set out in the accompanying **What Matters Action Plan**.

The priorities are set out in each of the Outcome 'chapters' of the Strategy and are:

## People in Cardiff are healthy



Everyone has a right to be as healthy as possible and service providers in Cardiff will work together to address the range of components of good health and

ensure everybody is as healthy as they can be.

For people in Cardiff to be healthy our priorities are to ensure that:

- **Health inequalities are reduced and the differentials in life expectancy across the city are addressed;**
- **Healthy lifestyles are promoted and ill health prevented by supporting healthier behaviour choices;**
- **Resilient communities are supported by delivering sustainable and effective services for people with complex needs.**

## People in Cardiff have a clean, attractive and sustainable environment

Successful 'liveable' cities are those that can grow and develop without limiting the social and environmental quality of an



area. Individuals, businesses and organisations alike must all play their part in minimising the waste of valuable resources such as energy, water and food, whilst at the same time reducing harmful outputs such as carbon, pollution and waste.

For Cardiff to be a clean, attractive and sustainable environment our priorities are to ensure that:

- **Cardiff is a 'One Planet' city that supports people to live sustainably and recycle and re-use where possible.**
- **Cardiff maintains its high quality environment and balances growth with the development of sustainable communities**
- **Cardiff is a sustainable travel city**

## People in Cardiff are safe and feel safe



Being safe and feeling safe are fundamental aspects of wellbeing, and these have consistently ranked as top

priorities for residents and visitors alike. For Cardiff to be a safe city we must ensure that people from all sections of the community are free from harm, injury or risk and are secure in their surroundings. To ensure people feel safe we must make sure they feel confident that none of these things will be compromised.



For people in Cardiff to be safe and feel safe our priorities are to ensure that:

- **All people in Cardiff are safe from harm, abuse and exploitation**
- **Communities and neighbourhoods in Cardiff are cohesive**
- **People in Cardiff are free from crime and the effects of crime**

## Cardiff has a thriving and prosperous economy

A thriving and prosperous economy means a buoyant economic environment that can withstand the prevailing challenges and be internationally competitive, offering opportunities to citizens in the city and wider capital city region, and creating wealth that can be enjoyed by all.



For Cardiff to have a thriving and prosperous economy our priorities are to ensure that:

- **Everyone has access to high quality education, training and employment opportunities**
- **Cardiff attracts, develops and retains skilled workers, businesses and entrepreneurs**
- **Intergenerational economic inequalities are reduced**
- **Cardiff further develops its role as the economic driver of the Capital City Region**

## People in Cardiff achieve their full potential



Educational and worklife achievements are often the most recognisable means of realising potential and they can enable us to access other enriching opportunities. However

it is important to also recognise that potential is fulfilled in a variety of ways. Achieving 'full potential' means having the opportunity to lead a fulfilling life, whether that be through employment, education, volunteering, hobbies, living independently, leisure or lifestyle.

For people in Cardiff to achieve their full potential our priorities are to ensure that:

- **Citizens can be active and participate in all aspects of life and social inclusion is promoted**
- **Support is targeted to enable all families and individuals to achieve independence and realise ambition**
- **Everyone has access to employment, learning and training to help fulfil their potential**

## Cardiff is a great place to live, work and play

Being a 'liveable city' which is a great place to live, work and play means making the city work for our residents by



ensuring that people across Cardiff can enjoy the highest quality of life with good quality public space, a user-friendly transport system and high quality affordable housing. It also means developing a city that meets the sporting, leisure and cultural preferences of both citizens and visitors.

For Cardiff to be a great place to live, work and play our priorities are to ensure that:

- **Cardiff's urban design, infrastructure and connectivity make it a great place to work and do business**
- **Cardiff has high quality, sustainable and affordable housing**



➤ **Cardiff has world-class *accessible* leisure, cultural and sporting facilities for both residents and visitors**

➤ **Cardiff maintains its high quality environment and balances growth with the development of sustainable communities**

## **Cardiff is a fair, just and inclusive society**

Partners will continue to focus on eliminating inequality in health, housing, education and employment in order to reduce disadvantage in Cardiff. We will also continue to target our resources towards those that need it most and work with the communities across the city to actively involve them in decision making and shaping future service delivery.

To further develop Cardiff as a fair, just and inclusive society our priorities are to ensure that:

➤ **All people in Cardiff are able to participate in helping to shape future service delivery and decision making**

➤ **Targeted support promotes greater equality of outcomes and life chances across the city**

➤ **Community Groups and individuals are supported to make positive contributions to developing sustainable and cohesive communities.**

### **Further Information**

To find out more about the **What Matters** Strategy, the accompanying Action Plan and the work of the Cardiff Partnership, please visit [www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk)

Alternatively you can contact the Cardiff Partnership Secretariat by emailing [whatmatters@cardiff.gov.uk](mailto:whatmatters@cardiff.gov.uk) or by telephoning 029 2087 3854

This page is intentionally left blank

CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD

AGENDA ITEM 5

POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE

12 January 2016

---

**DRAFT CORPORATE PLAN 2016-18**

---

**Reason for the Report**

1. To provide Members with an opportunity for early consideration of the draft *Corporate Plan 2016-18*, attached at **Appendix 1**. The Corporate Plan is programmed to be presented to Cabinet for approval in February, to refer to Council in March 2016.

**Background**

2. This early consideration of the draft Corporate Plan addresses an observation of the Committee following its scrutiny of the *2015 -17 Corporate Plan*, by presenting an opportunity to help inform development of the Plan. A further opportunity to consider the final draft for presentation to Cabinet will be afforded the Committee on 17 February 2016, alongside the 2016/17 budget proposals.
3. The Committee's role is twofold in considering the Corporate Plan:
  - Firstly, to scrutinise the overall structure and direction set out in the Corporate Plan and the process for its development, as the Council's key strategic document linking the outcomes set out in 'What Matters' Plan, Directorate Delivery Plans and individual officers' objectives.
  - Secondly, the Committee also has a role in scrutinising the linkages between the Corporate Plan and delivery of the specific services under its remit. The scope of today's scrutiny will focus on the first of those roles, as the second will be more effectively undertaken alongside budget proposals in February.

## Issues

4. The draft *Corporate Plan 2016-18* sets out the aspirations for the Council for the next three years, identifying four priorities:
  - Better education and skills for all;
  - Supporting vulnerable people;
  - Creating more and better paid jobs;
  - Working together to transform services.
5. During agenda item 4, *What Matter's 2015 Review*, Members will be informed that the Cabinet's vision for Cardiff to become Europe's most liveable capital city will be achieved by the delivery of seven partnership outcomes captured in the Single Integrated Plan. The *Corporate Plan 2016-18* sets out Cardiff's contribution to delivering those seven outcomes.
6. The Committee was briefed on the Well-being of Future Generations (Wales) Act 2015 at its December 2015 meeting, which identifies national well-being goals for Wales. Page 7 of the *Corporate Plan 2016-18* presents in table form how the Council's four priorities link both to Cardiff's seven outcomes and the seven Well-being goals.
7. Each of the Council's four priorities has three Improvement Objectives, and each Improvement Objective is determined by a set of commitments assigned to the lead Cabinet Member, and a set of targets by which progress will be measured.

## Previous Scrutiny

8. Following its scrutiny of the *2015-17 draft Corporate Plan* in February 2015, the Committee made the following comments and recommendations that may be worthy of reflection in scrutinising the *2016-18 Corporate Plan*:
  - *The Corporate Plan be finalised and adopted in March rather than at its traditional February slot to enable Members to provide greater focus on the Plan, rather than it being subsumed within the wider Budget debate.*

- *Synergy between Corporate Plan and Budget Proposals: Members would be grateful for clarification on the way the Council's financial circumstances have shaped the thinking behind its policy priorities, so that this can be borne in mind for future scrutiny. While recognising that availability of resources will always be a factor in constraining an Administration's ambition, the Committee sees a Corporate Plan as a document driven fundamentally by political and organisational priorities, and the Budget as a companion document illustrating how those priorities will be put into practice.*
- *In terms of targets, Member's suggested that inclusion of an indication of achievement of the previous year's targets could be a useful addition to the Plan.*

### **Scope of the Scrutiny**

9. This item will give the Committee the opportunity to make recommendations and observations that contribute to the final draft *Corporate Plan 2016- 18* before it is presented to Cabinet, and then to Full Council for approval. Members are invited to scrutinise the overall structure and direction set out in the Corporate Plan and the process for its development, as the Council's key strategic document linking the outcomes set out in 'What Matters' Plan, Directorate Delivery Plans and individual officers' objectives.
10. It will also allow the Committee to familiarise itself with the contents of the Corporate Plan in good time for budget scrutiny on 17 February 2016, when the Committee will use the final draft to test the Budget Proposals against the Cabinet's stated priorities.

### **Way Forward**

11. The Leader of the Council, Councillor Phil Bale; the Chief Executive, Paul Orders; and the Head of Cabinet Office, Gareth Newell, will be in attendance to present the Plan and answer Members' questions.

## **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**

To review the draft Corporate Plan and agree any recommendations or comments for early consideration prior to the final draft returning to Committee alongside the budget proposals, prior to Cabinet and Full Council consideration.

**MARIE ROSENTHAL**  
**Director of Governance and Legal Services**  
**6 January 2016**

# **The City of Cardiff Council Corporate Plan 2016-18**



**DRAFT – NO STATUS  
06.01.16**

**DRAFT**

# Contents

**Foreword by the Leader of the Council**

**Our Vision for Cardiff**

**Delivering Our Vision**

**Pressures Facing the City**

**The Need to Prioritise**

**Our Priorities and Improvement Objectives**

- **Priority 1: Better education and skills for all**
- **Priority 2: Supporting vulnerable people**
- **Priority 3: Creating more and better paid jobs**
- **Priority 4: Working together to transform services**

## Corporate Plan 2016-18



Our **vision is for Cardiff to become Europe's most liveable capital city**, and this Plan sets out what the Council will do to achieve that ambition.

People love living in Cardiff. It's got the capital city feel, but with a real sense of community. It's got all the benefits of a big city, but none of the drawbacks and it is a city where having a great career or a great quality of life isn't an 'either/or' question.

The recently published Liveable City Report tells us that there is much to be proud of! The Report takes a fascinating look at life in the city, highlighting where we are performing well whilst also identifying where we need to improve. Overall, it paints a picture of a city that's going places, but equally one where deep inequalities persist.

We are clear about what our priorities are for taking the city forward and tackling inequality:

- Better education and skills for all;
- Supporting vulnerable people;
- Creating more and better paid jobs;
- Working together to transform services.

Despite ongoing public sector austerity, we are making progress in each of these priorities. For example, GCSE results have improved by 10% since 2012. The city's economy continues to grow and crucial investment in the regional economy is set to be delivered through a £1.28bn City Deal. For those affected by the UK Government's Welfare Reform programme, we have supported over 2,300 people in finding new homes. We also continue to provide over 13,000 social homes for people in most need, and have recently signed a contract to deliver another 1400 affordable homes in the city. In the face of increased demand for our services and rapidly reducing budgets, we are delivering for the city.

However, Cardiff is facing unprecedented financial pressures alongside increasing demand for Council services. Delivering our priorities over the duration of this plan will mean a continued focus on new ways of generating income, making savings and delivering services more effectively. Our 4<sup>th</sup> priority, *working together to transform services*, is all about achieving this. Our community hubs are a great example, where a number of different partners offer a range of services all under one roof. It improves access to services and helps us save money. That is why I was pleased to see three new community hubs opened in Cardiff Central, Grangetown and Rumney over the last year.

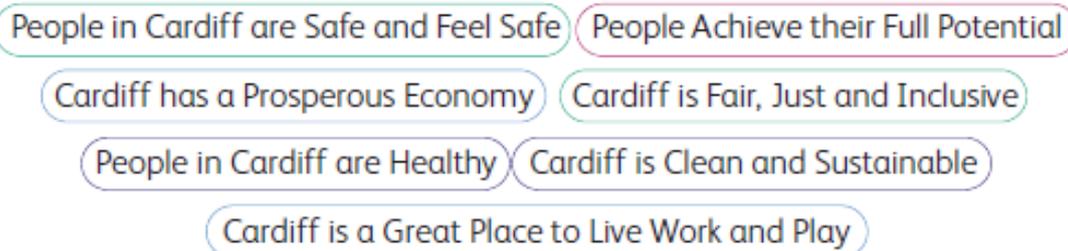
Great cities need great public services, and that is what we are committed to delivering for Cardiff. No matter the scale of the challenge, we are committed to delivering our vision and making Cardiff a great place to live and a city of opportunity for everyone, regardless of background.

Cllr Phil Bale  
Leader  
City of Cardiff Council

# Our Vision for **Cardiff:** 'To be Europe's **most liveable** Capital City'



*Being a liveable capital city means achieving 7 shared outcomes*



## Co-operative Values: We Are Cardiff



## Our Priorities:



## Delivering Our Vision

The Cabinet's vision for Cardiff is to become **"Europe's most liveable capital city"**.

This vision will be achieved by delivering seven outcomes which have been jointly agreed by public service and third sector partners in the city. These are captured in Cardiff's Single Integrated Plan - **"What Matters"**:

- People in Cardiff are safe and feel safe
- Cardiff has a thriving and prosperous economy
- People in Cardiff achieve their full potential
- Cardiff is a great place to live, work and play
- People in Cardiff have a clean, attractive and sustainable environment
- People in Cardiff are healthy
- Cardiff is a fair, just and inclusive society

The 'Liveable City Report' captures how the city is performing against a range of high level indicators associated with each outcome and will be published annually.

The Corporate Plan captures the Council's contribution to delivering Cardiff's seven outcomes, setting out the organisation's priorities and what will be done to deliver against these priorities. **Other city partners have an important contribution to make**, and whilst the Council works with many of them on a range of issues, this plan focuses on the Council's contribution to the delivery of the seven city-wide outcomes.

It is not an expression of everything the Council does, but a statement on the strategic priorities of the organisation. Directorate Delivery Plans will provide greater detail on how objectives contained within this plan will be delivered, and will also contain details of Council activity which is not included in this Plan. Each individual employee's contribution to Corporate & Directorate plans will be captured through the Personal Performance and Development Review process.

# Deliver the vision: Europe's Most Liveable Capital City

Corporate and Partnership Planning



## Statutory Requirements

This Corporate Plan meets the Council’s duty to publish an Improvement Plan and set improvement objectives in line with the requirements of the **Local Government (Wales) Measure 2009**. The Council’s improvement objectives are identified under each of our priorities.

The City of Cardiff Council also supports the aims of the **Well-being of Future Generations (Wales) Act 2015** and welcomes the move to place sustainability at the heart of decision-making in Wales. The Act identifies **national well-being goals for Wales**, towards which the City of Cardiff Council is committed to contributing.

The Council and its Public Service Board partners believe delivering the well-being goals will rely on effectively coordinating all local resources as part of a whole area approach. The City of Cardiff Council’s well being objectives will therefore be the outcomes we have identified within the What Matters Strategy.

*[Infographic to be designed to replace table below]*

“Well Being Goals”	Local Area “Well-Being Objective” (Cardiff’s 7 outcomes)	The City of Cardiff Council Priorities
A prosperous Wales	Cardiff has a thriving and prosperous economy & People in Cardiff achieve their full potential	Sustainable economic development & Education and skills for people of all ages
A resilient Wales	Cardiff is clean, sustainable and attractive	
A healthier Wales	People in Cardiff are healthy	
A more equal Wales & A globally responsible Wales	Cardiff is fair, just and inclusive	Supporting vulnerable people & Working with people and partners to design, deliver and improve services
A Wales of cohesive Communities	People in Cardiff are safe and feel safe	
A Wales of vibrant culture and thriving Welsh language	Cardiff is a great place to live, work and play	

This approach allows Cardiff to demonstrate its contribution to the national well-being goals, and coordinate the activities of local partners. This would effectively demonstrate the collective contribution of local organisations to a national outcomes framework set by Welsh Government, with the Council also clear about the nature of its contribution.

The Council is also committed to all its statutory obligations, such as the duties expressed within the Single Equality Act and the Welsh Language Standards.

## Pressures facing the city: Austerity and Growth

[Updated infographic to be inserted]

The Council's vision will need to be delivered against a backdrop of pronounced financial pressures and increasing demand for public services.

The level of the budget shortfall for Cardiff is an **estimated £115 million between 2016/17 and 2018/19**. This year alone, the Council has had to bridge a £45.6 million budget gap in order to bring the amount spent in line with the total amount received in funding.

Between 2013 and 2034 Cardiff's population is also expected to increase dramatically, with the city experiencing the biggest percentage increase in population of any major British city. This growth is a sign of success – people want to live in Cardiff. However, it will also put additional demand pressure on public services. It will mean, for example, a big increase in the number of school age children and the number of older people, which in turn will put greater pressures on a number of important council services such as schools and adult social care.

Less money means that providing the support and services people need is becoming more difficult. These pressures are faced by other public and third sector organisations in the city as well – we must therefore guard against costs and pressures being unintentionally pushed onto other organisations or providers.

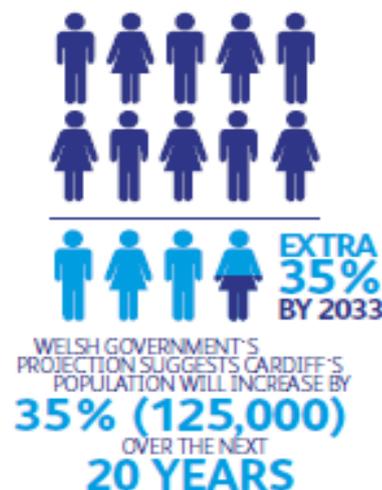
This will require close working with our partners. It will also mean that a number of difficult choices will need to be made about which services are delivered - and how they are delivered - in the future.

### Our Workforce

The Council believes that our workforce is our most valuable asset. Council employees are responsible for delivering services across the city and its communities every day and, in delivering this plan, the contribution of staff will be crucial.

In 2015/16 a programme of staff engagement has been established to ensure that the organisation understands the challenges front-line staff experience in delivering service priorities, and fully considers the opportunities that they identify to improve performance. This has included Chief Executive roadshow events, where members of staff get to meet the Council's Chief Executive and discuss the Council's priorities, as well as a 'staff ambassadors' scheme which has over 150 members.

Recognising the need to ensure staff interests are fully understood during a period of organisational change, the Council and the Trade Unions have agreed to work in partnership on a programme of reform. The agreement will see the Council's Leader, Cabinet and Trade Unions work together to reform the delivery of Council services. Key principles will include working together to provide a level of certainty for staff on major issues, to protect jobs wherever possible and to reform council services in a cost-effective manner.



## Shaping the Corporate Plan

A number of factors help shape the Corporate Plan, including local priorities and the views of the citizens of Cardiff, national priorities as set by the Welsh Government, and the recommendations of inspectorates and audit bodies in relation to the Council's performance and areas for improvement.



The Council is committed to openness and engagement and has been running the **Cardiff Debate** - an extensive programme of citizen engagement - to provide an ongoing conversation with citizens, communities and partners. Whilst the Cardiff Debate and budget consultation is only one of a number of elements shaping the plan, it has helped ensure services are responsive to local need and the outcomes of the Cardiff Debate have been considered in the development of the Plan.

The graphic below illustrates how the Council is responding to some of the feedback and themes emerging from the consultation undertaken to date:

<b><i>“Which three do you consider to be the highest priority...”</i></b>	<b>2014</b>	<b>2015</b>
<b>Street/Road Repairs (1766)</b>	40.2	40.3
<b>Waste, Street Cleansing &amp; Recycling (1678)</b>	41.5	38.2
<b>Health Services (e.g. GP services) (1596)</b>	32.7	36.3
<b>City Travel (1084)</b>	27.4	24.7
<b>Community Safety &amp; Crime Prevention (901)</b>	21.9	20.5
<b>Care For The Elderly (899)</b>	23.1	20.4
<b>Attracting &amp; Retaining Jobs (891)</b>	21.9	20.3
<b>Housing &amp; Homelessness (806)</b>	14.4	18.3
<b>Education &amp; Skills (788)</b>	18.7	18.0
<b>Parks &amp; Green Spaces (721)</b>	16.8	16.4
<b>Libraries / Community Centres / Hubs (708)</b>	12.7	16.1
<b>Sports, Leisure &amp; Cultural Facilities (445)</b>	10.9	10.1
<b>Keeping Children Safe (418)</b>	8.7	9.5
<b>Children's Play / Youth Services (307)</b>	6.6	7.0
<b>Environment &amp; Flood Protection (178)</b>	6.3	4.1

Cardiff Debate Feedback	Responding to Community Voices
<p><b>Which services are a priority for you and your family?</b></p> <ul style="list-style-type: none"> <li>• Health Services (12.9%)</li> <li>• Education &amp; Skills (9.8%) and</li> <li>• Keeping Children Safe (9.5%)</li> </ul>	<p><b>Education and Supporting Vulnerable People</b> are clear priorities for the Corporate Plan. There are specific objectives about integrating health and social care and promoting independent living which is known to have an impact on health and quality of life.</p>
<p><b>Which services do you and your family use?</b></p> <ul style="list-style-type: none"> <li>• Parks and Green Spaces (24.3%)</li> <li>• Sports, Leisure &amp; Cultural Facilities (16.6%),</li> <li>• City Travel (13.7%)</li> <li>• Libraries, Community Centres &amp; Hubs (13.0%)</li> </ul>	<p>The <b>Sustainable Economic Development</b> This Priority includes a number of objectives to improve transport in the city.</p> <p>This plan's 4<sup>th</sup> priority (<b>Working with people and partners to design, deliver and improve services</b>) has specific objectives on ensuring sustainable long term provision of non-statutory but highly valued services such as cultural and leisure centres, libraries and community services.</p>
<p><b>What matters most to you in the delivery of that service?</b></p> <p>Strong emphasis on <i>service quality</i> as opposed to other factors such as cost, proximity of services to home and who delivers the service.</p>	<p>This is addressed in this plan's 4<sup>th</sup> Priority: <b>Working with people and partners to design, deliver and improve services</b>. A three year <b>Organisational Development Programme (ODP)</b> has been established to ensure that Council services can change to meet the challenges of growth and austerity.</p>

## The Need to Prioritise

The City of Cardiff Council can no longer do all the things it has done in the past. With reducing funding and increasing demand, the Council must be clear about its priorities.

### Our priorities:

- Better education and skills for all;
- Supporting vulnerable people;
- Creating more and better paid jobs;
- Working together to transform services.

For each priority, a limited number of improvement objectives have been established.

For each improvement objective, high level commitments and performance indicators have been identified to measure progress.

To ensure there is a clear accountability for delivering each objective a Lead Member, or in some instances Members, are identified.

## Key Terms

### City Wide Outcomes

- Seven high level outcomes which have been agreed with partners, and are contained in Cardiff's Single Integrated Plan – "What Matters".
- Achieving these outcomes require action across a range of organisations.

### Council Priorities

- These are the most important areas that need to be addressed by the Council in the short to medium term.

### Improvement Objectives

- For each priority, three Improvement Objectives have been identified. These reflect specific areas where the Council wishes to see improvement.
- Improvement Objectives are expressed clearly and simply, to explain the future condition (or specific outcome) we want to achieve.

### Commitments

- Commitments are specific initiatives that the Council will undertake to deliver the Improvement Objectives.

### Measuring Progress

- Progress will be measured by a basket of indicators.
- These will include nationally set indicators (known as NSIs and PAMs); service improvement data which is collected by local authorities across Wales, and local indicators chosen by the Council.

## Delivering for Cardiff: Our Core Business

Everyone in Cardiff uses public services and many of them are provided by the Council. It is sometimes easy to forget about all the important services that the Council delivers - every day - to people across the city.

Each year the Council will **deliver over 700 services to over 354,000 residents in 151,000 households**, helping to support local communities and improve the lives of local people. Many will be aware that the Council is responsible for collecting bins, cutting the grass and cleaning streets, but it also provides support for older people and people with disabilities, it runs schools and manages high quality housing stock, as well as looking after children who are in care.

The Council also ensures delivery of **leisure facilities across the city** which makes a positive impact on the health and well-being of communities. **Parks and green spaces** - which are a huge part of the city's appeal - are maintained by the Council. The Council will continue to work with "friends groups" to make the best use of important natural assets and vital recreational spaces. This is in addition to working with partners to improve community engagement and local management of green spaces and community facilities.

Cardiff has a long and successful track record of delivering **major sporting events**. Hosting **Rugby World Cup matches and the first Test match in the Ashes Cricket series in 2015**, again demonstrated the city's capacity to deliver globally recognised events. In the next few years, the city will host the World Half Marathon, a leg of the Volvo Round the World Race and club football's biggest game – the **Champions League Final**.

Cardiff has a strong cultural offer, but due to budgetary pressures, the Council needs a new model to support art and culture in the city. By working with artists and communities, art and culture is being taken out of museums and galleries and into the communities of Cardiff. It is an exciting agenda and a real demonstration of how the Council can support the Arts in the future.

As well as those living in the city, over 80,000 people commute into Cardiff every day from across the city-region. Indeed, this represents over one third of the city's workforce. Keeping the city (and the city-region) moving is therefore a top priority. This will require planning and delivering with our neighbours across the Cardiff Capital Region.

Within the city boundaries the Council plays a crucial role as it **maintains roads and highways** as part of a wider strategy for dealing with traffic and congestion. Other important issues, like fixing potholes, are also addressed whilst a joined up transport strategy to keep the city moving during peak traffic is taken forward by the Council. This includes encouraging a shift towards more sustainable modes of travel, enabling people to get around Cardiff in a convenient, safe and more environmentally friendly way.

While Council staff continue to work every day to keep Cardiff's streets clean, the Council also **monitors air quality and noise** and ensures that **public and consumer safety** is upheld to the highest standards.

While the financial pressures are undoubtedly challenging, the Council will continue to deliver and support a wide range of public services on behalf of citizens and communities across the city. Doing so will be fundamental to delivering the vision of becoming **Europe's most liveable capital city**.

# Our Priorities and Improvement Objectives

## Priority 1: Better education and skills for all

- Every Cardiff school is a good school
- Looked after children in Cardiff achieve their full potential
- Adult learners achieve their potential

## Priority 2: Supporting vulnerable people

- People at risk in Cardiff are safeguarded
- People in Cardiff have access to good quality housing
- People in Cardiff are supported to live independently

## Priority 3: Creating more jobs and better paid jobs

- Cardiff has more employment opportunities and higher value jobs
- Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure
- Young people in Cardiff make a successful transition into employment, education or training

## Priority 4: Working together to transform services

- Communities and partners are actively involved in the design, delivery and improvement of highly valued services
- The City of Cardiff Council has effective governance arrangements and improves performance in key areas
- The City of Cardiff Council makes use of fewer, but better, buildings

# Priority 1: Better education and skills for all

The Council is committed to helping all citizens and communities achieve their full potential. We want to support the development of a highly educated workforce that our city's growing economy requires. This means that we need an excellent school system which ensures opportunities for all learners, both at school and beyond that into adult learning.

Education doesn't begin and end at the school gate. We want to promote the active involvement of partners right across the city, from public, private and third sector organisations to achieve our goals.

## City Performance

Relative to the UK core cities, Cardiff has a highly skilled workforce and the city has a high number of adults educated to degree level or equivalent, as well as a low number of people with no qualification.

<b>% of adults (aged 16-64) with no qualifications</b> Source: Annual Population Survey <i>[Updated graph to be inserted]</i>	<b>% of adults (aged 16-64) educated to degree level or equivalent</b> Source: Annual Population Survey <i>[Updated graph to be inserted]</i>
---	---

## School Performance

Within Cardiff's schools standards of attainment continue to improve in all key stages and in many indicators at a faster rate than across Wales as a whole. Despite this strengthening picture, outcomes at the end of each key stage are not yet high enough. The results for the academic year 2014/15 build on the improvements seen last year and indicate that improvement actions are now having a positive impact on improving outcomes for learners. However, we want to see further and more rapid improvement in performance, in particular for vulnerable learners facing challenges and barriers to reaching their potential. We have put in place clear plans to drive improvement across the Council and in all schools, working in partnership with the Central South Consortium.

In 2014/15, in the primary phase, at the end of the Foundation Phase and Key Stage 2, improvements continued at a faster rate than across Wales. The proportion of pupils achieving the Foundation Phase Indicator and Core Subject Indicator is in line with national averages. At Key Stage 4 there has been further significant improvement in the Level 2 inclusive threshold to 59.3%. This has halved the number of secondary schools where less than 40% of pupils achieve five GCSEs grades A\*-C including English or Welsh and mathematics from six to three since 2013/14.

In the primary sector, the proportion of schools in the categories requiring least support (green and yellow in the national categorisation model), is in line with both the Consortium and Wales figures with around a third of primary schools in these two support categories. In the secondary sector, the proportion of schools in the green and yellow categories is below both the Consortium and Wales figures with just under one half of Cardiff schools in these two support categories

Attendance in primary schools continues to improve. The primary figure for 2014/15 was 95.1% is above the average primary attendance for Wales of 94.9% and Cardiff is now 6<sup>th</sup> out of the 22 local authorities in Wales. The 2014/15 overall attendance figure for secondary schools remained the same as in the last academic year at 93.8%, which is identical to the Welsh average. This places Cardiff 11<sup>th</sup> out of the 22 local authorities in Wales for secondary school attendance.

Areas of particular focus in the year ahead are:

- Standards of pupils' literacy and numeracy, particularly in some schools in the more disadvantaged areas of the city;
- The proportion of pupils leaving school and not continuing to ongoing education, employment or training.
- The achievement of vulnerable pupils, particularly at Key Stage 4 in the Level 1 and Level 2 thresholds.
- The markedly low performance in three of the city's secondary schools where the local authority has now taken intervention action.
- The number of schools which have been judged in Estyn's inspections to have standards, provision and leadership which are not good enough.

**The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment**

Source:

*[Updated graph to be inserted]*

**The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A\*-C in English or Welsh first language and mathematics**

Source:

*[Updated graph to be inserted]*

## **Improvement Objective 1.1: Every Cardiff school is a good school**

Our vision is that all children and young people in Cardiff attend a good school and develop the knowledge, skills and characteristics to become personally successful, economically productive and actively engaged citizens.

Over the next five years we will be striving to:

- Deliver consistently excellent outcomes for learners.
- Secure the best people to lead, teach, support and govern our schools.
- Offer inspiring, sustainable, community focused schools fit for the 21<sup>st</sup> Century.
- Deliver a self- improving school system, forming strong and dynamic partnerships between schools in the region.
- Ensure that schools are connected with the communities they serve and with business and enterprise in the city region.

Cardiff expects every school to have the highest expectations for their pupils, consistently high quality teaching and a curriculum that ensures that all learners are 'Qualified for Life'. The Council will make significant investment in new school buildings to transform some secondary schools and to meet the needs of the rapidly growing primary age population in both English and Welsh medium schools. At the heart of our plan is a focus on raising standards achieved by every learner. We need the best leaders and teachers to be supported by good governing bodies. We will work closely with the Central South Consortium to achieve this. We want our schools to make the most of partnerships with colleges, universities, business and the creative and cultural sector in Cardiff.

We expect schools to ensure that every school leaver moves on successfully into ongoing education, employment or training and we will work together to deliver targeted support to address barriers to learning and ensure progression for all learners. This will focus on learners with the greatest need for support, including looked after children, those eligible for free school meals and those with additional learning needs.

### **Commitments**

<b>Commitment</b>	<b>Lead Cabinet Member</b>
Deliver the Schools Organisation Programme including the completion of Band A investment projects by 31 March 2019	Cllr Sarah Merry
Contribute to the development of a regional 'Central South Wales networked learning community', run by schools for schools by September 2017, focused upon improvements in the quality of leadership, teaching and learning.	Cllr Sarah Merry
Improve and sustain the expertise of Cardiff schools in Mathematics and English, increasing capacity in teaching and learning at all levels	Cllr Sarah Merry
Begin to implement the requirements of the new curriculum 'Successful Futures'	Cllr Sarah Merry

Commitment	Lead Cabinet Member
Implement the new statutory framework for supporting children and young people with additional learning needs	Cllr Sarah Merry
Turnaround the performance of the minority of Secondary Schools that are causing concern by July 2018	Cllr Sarah Merry
Address the persistent impact of poverty on attainment and the marked variations between schools in the attainment of FSM pupils	Cllr Sarah Merry

### Measuring Progress

Measure	Target 2016/17
Increase the proportion of schools judged by Estyn to be good or excellent on a 3 year rolling basis. <ul style="list-style-type: none"> <li>- Primary Schools</li> <li>- Secondary Schools</li> </ul>	tbc
Increase the percentage of Cardiff schools categorised as 'Green' in the annual Welsh Government School Categorisation process. <ul style="list-style-type: none"> <li>- Primary Schools</li> <li>- Secondary Schools</li> </ul>	tbc
Increase percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	tbc
Increase the percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold at KS4, including a GCSE grade A*-C in English or Welsh first language and mathematics.	tbc
Increase the percentage of pupils achieving Level 1 threshold (5 GCSE's at Grade A-G) at KS4	tbc
Increase the percentage of pupils achieving the Level 2 threshold (5 GCSE's at A*- C) at KS4	tbc
Increase the percentage of FSM pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	tbc
Increase the percentage of FSM pupils achieving the Level 2 Inclusive threshold (5 GCSE's at A*-C, including English or Welsh first language and Mathematics) at KS4	tbc

Measure	Target 2016/17
Increase the attendance at secondary school	tbc
Increase the attendance at primary school	tbc

DRAFT

## **Improvement Objective 1.2: Looked after children in Cardiff achieve their full potential**

The Council is committed to providing high quality care and support for looked after children to help them achieve their potential. Closer working across Council Directorates, Cardiff schools and partner organisations is crucial, and is supported by the Corporate Parenting Advisory Committee and a new Corporate Parenting Strategy.

The commitment and quality of support provided by the Looked After Children Education Team was commended in feedback from the Care and Social Services Inspectorate Wales, following an inspection in May 2014. More young people are now being supported at university and, though challenges remain, the overall picture is one of stability and improvement. A new scheme was launched in April 2014 to provide care leavers with opportunities to secure work placements in Council departments and those already placed have acquired new work related skills. This supports wider efforts to ensure positive progression routes for all care leavers. As a result of work concerning Transitions undertaken by the Corporate Parenting Panel during 2014-15, Cabinet agree to increase the grant payable to care leavers on leaving care from £1,100 to £2,000.

### **Commitments**

<b>Commitment</b>	<b>Lead Cabinet Member</b>
Embed key elements of the Corporate Parenting Strategy in collaboration with partners by March 2017	Cllr Sue Lent Cllr Sarah Merry

### **Measuring Progress**

<b>Measure</b>	<b>Target 2016/17</b>
% of all care leavers in education, training or employment at 12 months after leaving care	65%
% of all care leavers in education, training or employment at 24 months after leaving care	60%
% attendance of looked after pupils whilst in care in primary schools	98%
% attendance of looked after pupils whilst in care in secondary schools	96%

## Improvement Objective 1.3: Adult Learners achieve their potential

The Council is committed to supporting those on low income. Income poverty can have a profound impact on people's aspirations. Unemployment and financial exclusion has an impact on household income as well as broader effects on the health, well-being and safety of citizens.

The Adult Community Learning (ACL) service offers a broad range of adult education courses that help support the citizens of Cardiff to meet their learning aspirations. It is delivered through the Cardiff and Vale Community Learning Partnership, and offers a broad range of adult education courses that help support local people to meet their learning aspirations. The Council's contribution to ACL in Cardiff focuses on two key areas:

- Learning for Work: This focuses provision on priority learners as defined by the Welsh Government, and these learners include those currently not in Education, Training or Employment and those aged 50+ who are currently unemployed. Key learning categories include English for Speakers of Other Languages and Basic Skills, Digital Literacy and Welsh medium provision.
- Learning for Life: This element provides opportunities for recreational lifelong learning courses on a cost recovery basis. These courses are available to all community members.

By increasing the number of accredited courses delivered to priority learners and improving levels of enrolment, the Council will support adult learners to achieve their full potential.

The Council also provides Into Work Advice services in Hubs across the city, which includes hosting Job Clubs to support job seekers and providing work preparation courses. The Council also holds local and city-wide Jobs Fairs which are attended by both employers and job seekers. We also support local guaranteed interview events in community buildings across the city.

### City Performance



## Commitments

Commitment	Lead Cabinet Member
Increase the number of courses for priority learners in Communities First areas by March 2017 ensuring an increase in enrolment, retention and attainment, which leads to an increase in the overall success rate for learners	Cllr Dan De'Ath
By March 2017, the Into Work service will: <ul style="list-style-type: none"> <li>• Offer taster sessions in different employment sectors</li> <li>• Hold 2 major Jobs fairs in collaboration with partner agencies</li> <li>• Hold guaranteed interview events in community buildings across the city</li> <li>• Put together an employment offer which provides sourcing, training, shortlisting and assistance in interview process to employees for organisations.</li> </ul>	Cllr Dan De'Ath

## Measuring Progress

Measure	Target 2016/17
Maintain the success rate at or above the Adult Community Learning National Comparator (Cardiff specific return)	83%
The percentage of Into Work Service Users who feel more 'job ready' as a result of completing a work preparation course	>90%

## Priority 2: Supporting vulnerable people

The Council is committed to prioritising services that support those who are most vulnerable, particularly children and older people.

While social and economic disadvantage can often place people in vulnerable situations and increase the likelihood of support being needed, the **Council delivers services to all in need**, particularly the most vulnerable, and **supports people wherever they live**.

This includes older people in need of support, children in care, and those that require safeguarding from issues such as sexual exploitation, abuse and human trafficking. It also includes supporting those who are homeless, or need access to good quality housing.

Difficult times mean that more people need access to support and the Council has taken a number of actions to help those in need, for example the work with partners to minimise the impact on those affected by welfare reform.

Supporting vulnerable people is hugely important if Cardiff is to effectively manage the growing demand pressures on services, promote social justice within the city, help address inequality, and respond to the requirements of the Social Services & Well-being (Wales) Act 2014.

Developing a better understanding of the needs of individual service users and communities, and reshaping services in response will be crucial, as will placing an increased focus on preventative action. More than ever before, the future well-being of the people of Cardiff and the sustainability of crucial public services will now depend on a radical upgrade in prevention and public health.

Doing this will require joined up working between different organisations in the public, private and third sector. Partners such as South Wales Police, Cardiff and Vale University Health Board, the Probation Service as well as a number of third sector organisations commit much of their resources to helping vulnerable people.

The Council will also prioritise the delivery of high quality and affordable social housing across the city. This will include changing the way Council housing is allocated to ensure those with the highest need have access to housing, as well as ensuring private sector homes are fit for purpose.

### City Performance

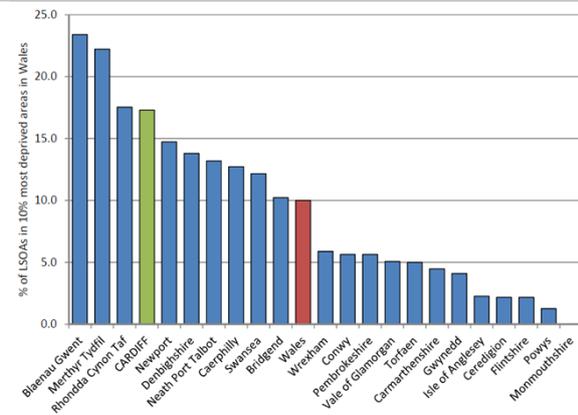
While Cardiff makes the greatest contribution to the national economy, the local authority has the 4<sup>th</sup> highest percentage of areas<sup>1</sup> that are among the most deprived in Wales. This means that there are unacceptable levels of inequality within the city. For instance, over a quarter (28.6%) of households in Cardiff were deemed to be living in poverty<sup>2</sup>, meaning that 41,256 households were classified as below the poverty line, with many of these being in the south of the city.

---

<sup>1</sup> Percentage of Lower Super Output Areas in the 10% most deprived areas of Wales  
<sup>2</sup> 60% of National Median Income- Source: PayCheck, CACI

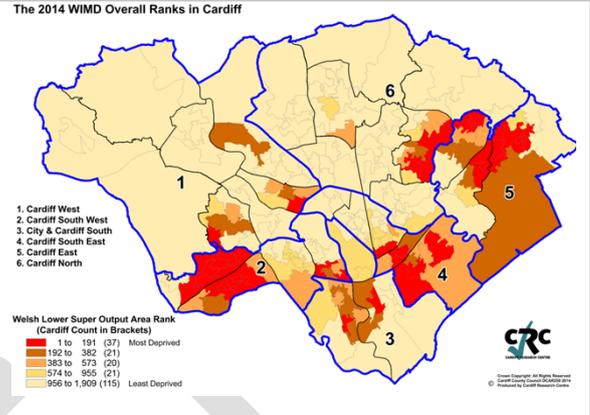
**Percentage of Lower Super Output Areas (Areas roughly half the size of an electoral ward) in the 10% most deprived areas of Wales**

Source: Wales Index of Multiple Deprivation 2014



**Overall Welsh Index of Multiple Deprivation Map of Cardiff**

Source: Welsh Index of Multiple Deprivation 2014



**Council Performance**

The quality of services such as social housing in Cardiff is among the best in Wales but in other areas, such as children’s services, the Council is committed to improving performance against some key national indicators and to make sure that the level and quality of service in Cardiff is in line with, or above, the Welsh average.

[Updated performance graphs to be inserted]

<b>Days taken to get a Disabled Facilities Grant</b>	<b>Number of Vacant Private Homes brought back into use</b>
<b>Children in Care Approaching 18 who have a Plan of Support when they leave care</b>	<b>Reviews of Vulnerable Children Completed on Time</b>
<b>Adults Helped to Live at Home</b>	<b>Rate of people staying in hospital waiting for Social Care</b>

The Council is working on the implementation of the Social Services & Well-being (Wales) Act 2014 and the associated Outcome Framework during 2016/17. It is not possible to set targets for the new measures in this Outcome Framework and the Council will work to establish a baseline position which will then enable a robust target setting methodology to be implemented during 2016/17. Where the Outcome Framework Measures were previously National Strategic Indicators or Public Accountability Measures, targets have been set for 2016/17.

## **Improvement Objective 2.1: People at risk in Cardiff are safeguarded**

The Council is committed to supporting children, young people and adults who may be unable to take care of themselves, and empowering individuals to protect themselves from significant harm or from exploitation. The Council, along with its partners, will continue to play a lead role in protecting and safeguarding individuals who need care and support from abuse and neglect or any other kinds of harm.

The new Social Services & Well-being (Wales) Act 2014 aims to address these issues while giving people greater freedom to decide which services they need. The aim is to offer consistent, high-quality services across the country. Cardiff is well positioned to respond to the act, which places safeguarding vulnerable adults on the same statutory footing applicable to children under previous legislation.

The Council also recognises the need to focus on developing a range of more effective services to prevent issues escalating, which may result in vulnerable children or adults being separated or cared for away from their families. Doing this effectively will offer a better quality of life for the individual and will be more cost effective for the Council.

### **Commitments**

<b>Commitment</b>	<b>Lead Cabinet Member</b>
Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016	Cllr Sue Lent
Improve the recruitment and retention of children's social workers, ensuring the Council achieves and maintains a vacancy rate for children's social workers below 18% by March 2017	Cllr Sue Lent
Implement key elements of the Cardiff Child Sexual Exploitation Strategy in collaboration with partners by March 2017	Cllr Sue Lent
Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation which ensures more integrated provision by March 2017	Cllr Dan De'Ath
Work to make Cardiff a recognised Dementia Friendly City by March 2018	Cllr Susan Elsmore
Work to make Cardiff a recognised Child Friendly City by March 2017	Cllr Sue Lent Cllr Dan De'Ath
Complete roll out of the second phase of a specialist training programme regarding the Social Services and Wellbeing Act 2014	Cllr Sue Lent Cllr Susan Elsmore
Introduce and deliver within the school curriculum a WJEC accredited "Challenging Extremism" module to raise awareness and prevent radicalisation	Cllr Dan De'Ath

## Measuring Progress

Measure	Target 2016/17
% of Children's Services social work vacancies across the service	18%
% of re-registrations on the Child Protection Register during the year	9%
% of adult protection enquiries completed within 7 working days	tbc
Number of children participating in the Challenging Extremism module	1000
Number of domestic violence cases referred to MARAC during the year	1000

DRAFT

## Improvement Objective 2.2: People in Cardiff have access to good quality housing

Housing is at the heart of well-being, and so the Council is committed to delivering high quality, sustainable and affordable homes, particularly for those in most need.

Demand for housing of all tenure in Cardiff is high, particularly for social housing. The Council will therefore prioritise work to increase the level of housing available for Council tenants as well as maximising the delivery of affordable housing.

Achieving 100% compliance with the Welsh Housing Quality Standard demonstrates that the housing offer for Council tenants is of a high quality. The City of Cardiff Council also works to ensure landlords and agents comply with their legal obligations and is the host Authority for Rent Smart Wales, the registration and licensing scheme for ensuring their compliance with the requirements of the Housing (Wales) Act 2014.

We also recognise that supporting homeless people is an immediate concern if we are to support the most vulnerable. That is why the Council will also ensure it has effective and efficient measures in place to support those who are homeless.

### Commitments

Commitment	Lead Cabinet Member
Deliver circa 1500 new homes for Cardiff through the Housing Partnering Scheme, as part of a phased approach by 2024, 40% of which will be affordable housing	Cllr Susan Elsmore
Develop a robust 5 year plan to maximise the delivery of new affordable housing units across Cardiff to help tackle housing need of all types whilst ensuring the need is addressed across all delivery methods, including Section 106 developer contributions, windfall sites and Registered Social Landlord & council house building programmes	Cllr Susan Elsmore
Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing	Cllr Susan Elsmore
Promote the Rent Smart Wales service to communicate the new requirements on landlords and agents and review related processes in preparation for the implementation of the enforcement provisions in November 2016	Cllr Bob Derbyshire
Through working in partnership, engage with Rough Sleepers in the city to support them to find suitable accommodation	Cllr Susan Elsmore
Review the management of accommodation used by Homelessness Services by March 2017	Cllr Susan Elsmore

Measure	Target 2016/17
% of Commercial Landlord Agents licensed with Rent Smart Wales (cumulative)	20%
Number of Landlords in Wales registered with Rent Smart Wales (cumulative)	26,000
Number of customers supported and assisted with their claims for Universal Credit	400
Additional weekly benefit awarded to clients of the City Centre Advice Team	£5.5m
% of interventions provided by the outreach service within 3 days of a report of rough sleeping	90%

DRAFT

## **Improvement Objective 2.3: People in Cardiff are supported to live independently**

Helping people to live independently means enabling potentially vulnerable people to develop the skills they need to live on their own, supporting them with reasonable adaptation to their homes and providing more preventative services before their needs become critical. This is done by identifying an individual's strengths and skills through a reablement approach. Doing so provides people with dignity and independence whilst reducing the demand for domiciliary packages and traditional models of care.

To achieve this and respond to the growing demand for support, the Council must change the way it provides services. We are therefore looking at important issues such as preventing hospital admissions, facilitating quick and safe discharge from hospital and allowing people to remain at home to retain and regain their independence. In response we have established a new Gateway service, which provides a single point of contact for anybody that needs support, with an emphasis on independent living and joining up all available services.

Many young adults leaving the care system also remain highly vulnerable and need additional support from a range of agencies to enable them to live independently. The Council will therefore ensure effective transitional support is in place, and the Council's accommodation gateway for vulnerable young people is already improving access to accommodation for care leavers and young single homeless people.

### **Commitments**

<b>Commitment</b>	<b>Lead Cabinet Member</b>
Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and to act as a gateway to accessing advice and assistance	Cllr Susan Elsmore
Continue to increase the uptake of direct payments as an alternative to direct provision of care for Cardiff adult residents with care and support needs in line with the Social Services and Wellbeing (Wales) Act by 2017	Cllr Susan Elsmore
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017	Cllr Susan Elsmore
Offer a Carers Assessment to all eligible adult carers who are caring for adults	Cllr Sue Lent Cllr Susan Elsmore
Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood	Cllr Sue Lent Cllr Susan Elsmore
Explore with the UHB the feasibility of an integrated model for the management and delivery of health and social care services in adult social care	Cllr Susan Elsmore

## Measuring Progress

Measure	Target 2016/17
% care leavers aged 16-24 experiencing homelessness during the year	0%
% of new service requests to be managed within Independent Living Services as opposed to Social Care	40%
% of cases where alternative solutions were found by an Independent Living Visiting Officer through interventions reducing the need to follow through to Social Care	45%
% of Telecare calls resulting in an ambulance being called out	10%
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	25% reduction on 2015-16 annual outturn set by WG Minister
The total number of adults in need of care and support using the Direct Payments Scheme	750
% of eligible adult carers who are caring for adults that were offered a Carers Assessment during the year	90%

# Priority 3: Creating more jobs and better paid jobs

Increasing the number and quality of jobs is essential to improving the quality of life for people in the city and wider region. The Council is therefore committed to helping create the conditions that will enable businesses to succeed, attracting high quality investment and creating more and better jobs in the city.

This Council priority will help contribute to the What Matters outcome **“Cardiff has a thriving and prosperous economy”**. Working closely with the business community and other public and third sector organisations – in the city, across the wider city-region, nationally and internationally – will be essential in creating the right environment to deliver sustainable economic development.

## City Performance

Cardiff’s economic performance is substantially stronger than any other area of Wales, and the city plays a vital role in creating jobs for the city-region. Cardiff is also one of the most competitive of the UK’s Core Cities, with faster jobs growth over the last 10 years, and more recently, faster rising average wages and lower unemployment rates, which are at the lowest levels since February 2009.

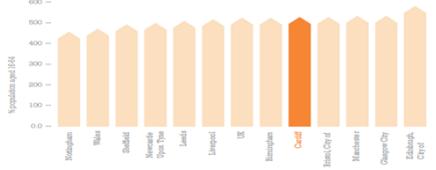
Other indicators, such as Cardiff’s high proportion of graduates and fast growing population, point to a strong period for the city economy. The city has also had one of the fastest growing financial services sectors, as well as competitive clusters in businesses such as the creative industries and advanced manufacturing. This growth has also been reflected in investment across the city in recent years, including the investments taking place in Central Square. The challenge for the city is to convert its strengths into better outcomes. As it stands the output per head in Cardiff is below the UK average, and there is a need to improve overall levels of business performance and productivity and support a greater range and choice of opportunities.

Economic success in the knowledge economy is dependent on growing, attracting and keeping talented people, and so quality of life is becoming as important as the quality of job opportunity on offer. As Cardiff grows, its development will need to be managed in a sustainable, resilient and inclusive way if the city is to retain its high quality of life, with a particular focus on achieving a modal shift towards sustainable travel.



### Median Gross Earnings

Median Gross Weekly Earnings of Full-Time Workers, 2013 (Workplace Analysis)



### Sustainable Travel

Travel to Work: On Foot, 2011 (% of Residents Aged 16-74 in Employment)



Travel to Work: Bicycle, 2011 (% of Residents Aged 16-74 in Employment)



### STEAM Visitor Figures

[Graph to be inserted]

### Graduates v Earnings Graph

[Graph to be inserted]

DRAFT

### **Improvement Objective 3.1:**

#### **Cardiff has more employment opportunities and higher value jobs.**

The Council will work with partners in the public and private sector to create an environment which supports the development of new business, the growth of current businesses, as well as attracting inward investment. This will require investment in infrastructure; creating a supportive environment for start-ups and existing businesses as well as a proactive approach to securing inward investment and attracting visitors. Doing this will increase the number and quality of the jobs available for people in the city and across the city-region.

The high quality portfolio of business premises delivered in the city centre has already secured the new BBC HQ in Central Square, bringing high quality jobs into the city centre. The Council will continue to deliver the projects to help attract employment in high value sectors such as the creative industries and financial and business services.

#### **Commitments**

<b>Commitment</b>	<b>Lead Cabinet Member</b>
Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018	Cllr Phil Bale
Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery	Cllr Phil Bale
Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017	Cllr Phil Bale
Work with Cardiff University to deliver the masterplan for the Civic Centre heritage quarter including a detailed options appraisal for City Hall by March 2017	Cllr Phil Bale
Develop Cardiff Bay as a creative industries cluster including a plan for the regeneration of the Mount Stuart Square heritage quarter and the continued development of the Cardiff Bay waterfront by March 2017	Cllr Phil Bale
Continue the development of the International Sports Village as a major leisure destination including a review of the plan for the waterfront site by March 2017	Cllr Phil Bale

## Measuring Progress

Measure	Target 2016/17
sqft of 'Grade A' office space committed for development in Cardiff	150,000
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	500
Number of overnight stays in Cardiff	+2%

DRAFT

### Improvement Objective 3.2:

## Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure

Economic success will be reliant upon much more than delivering major urban regeneration schemes. It will demand a much broader approach to ensure that the city's develops in a sustainable, resilient and inclusive manner.

Creating sustainable communities, with high quality housing, great parks and open spaces and excellent transport links, will be a priority. This will mean securing investment in to Cardiff's transport infrastructure and services allowing people to travel around the city – and the city-region – in a convenient and clean way. A new transport interchange and gateway to the city created at the heart of the transport network is a key priority.

### Commitments

Commitment	Lead Cabinet Member
Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by December 2017	Cllr Ramesh Patel
Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro	Cllr Ramesh Patel
Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	Cllr Ramesh Patel
Deliver first phase of the Action Plan for Cardiff Bay by December 2016	Cllr Ramesh Patel
Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021	Cllr Ramesh Patel
Establish a strategy for asset maintenance & renewal within the new City Operations directorate by October 2016	Cllr Ramesh Patel
Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016.	Cllr Ramesh Patel

### Measuring Progress

Measure	Target 2016/17
% of highways inspected of a high or acceptable standard of cleanliness	90%
% of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	7%

Measure	Target 2016/17
% of all travel to work trips on the transport network to be made by sustainable modes	44%
Number of green flag parks and open spaces	10
% of people cycling to work	+1%

DRAFT

### **Improvement Objective: 3.3**

#### **All young people in Cardiff make a successful transition into employment, education or training**

The City of Cardiff Council is committed to helping people make a successful transition into employment, education or training. We recognise the importance of having a skilled and qualified workforce for the prosperity of the city, the success of business and, most importantly, the wellbeing of our citizens and their families. We are particularly concerned with supporting some key groups of young people who may need additional support, ensuring that they have access to vocational training to develop the skills they need to succeed in the workplace and are connected to opportunities in the local economy such as apprenticeship and work placement schemes.

While there has been a steady improvement year on year in the proportion of young people who are engaged in education, employment or training at age 16, there is much more to do to increase the number of young people who secure a positive destination after leaving school.

We know that we cannot achieve this by ourselves. Our new Youth Engagement and Progression Strategy will bring partners from the public and private sector from across the city together to help create opportunities and pathways for our young people, particularly those vulnerable groups who face the biggest barriers to progression.

#### **Commitments**

<b>Commitment</b>	<b>Lead Cabinet Member</b>
Improve multi agency arrangements: - to ensure the early identification of children and young people at risk of not progressing to ongoing education, training or employment after leaving school; and - to ensure that identified children and young people receive early and appropriate support	Cllr Sarah Merry Cllr Sue Lent
Strengthen and extend the existing 'lead worker' model to directly support the transition of young people from school into employment, utilising European Social Fund resources to extend capacity for the next 3 years	Cllr Sarah Merry
Improve information sharing and tracking systems between partners for young people pre and post 16 by September 2016	Cllr Sarah Merry
Implement the Welsh Government Youth Guarantee to ensure appropriate progression routes for all learners by September 2016	Cllr Sarah Merry
Enhance the range of opportunities for young people to develop employability skills and secure employment in Cardiff	Cllr Phil Bale

**Measuring Progress:**

<b>Measure</b>	<b>Target 2016/17</b>
Increase the % of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training from 95.7% in 2015 ( <i>i.e.</i> 4.3% <i>NEET</i> ) to at least the Wales average by 2018	tbc
Increase the % of Year 13 leavers making a successful transition from compulsory schooling to education, employment or training from 95.6% in 2015 ( <i>i.e.</i> 4.4% <i>NEET</i> ) to at least the Wales average by 2018	tbc
Ensure that all young people in Cardiff Schools acquire a recognised qualification outcome by the end of Year 11, by Summer 2016 and sustain this expectation continuously thereafter	tbc

DRAFT

## Priority 4: Working together to transform services

The Council needs to fundamentally change the way it delivers services to ensure that it can provide long term sustainable services at a time of reducing budgets and increasing demand.

In order to do so, a three year **Organisational Development Programme (ODP)** is underway to:

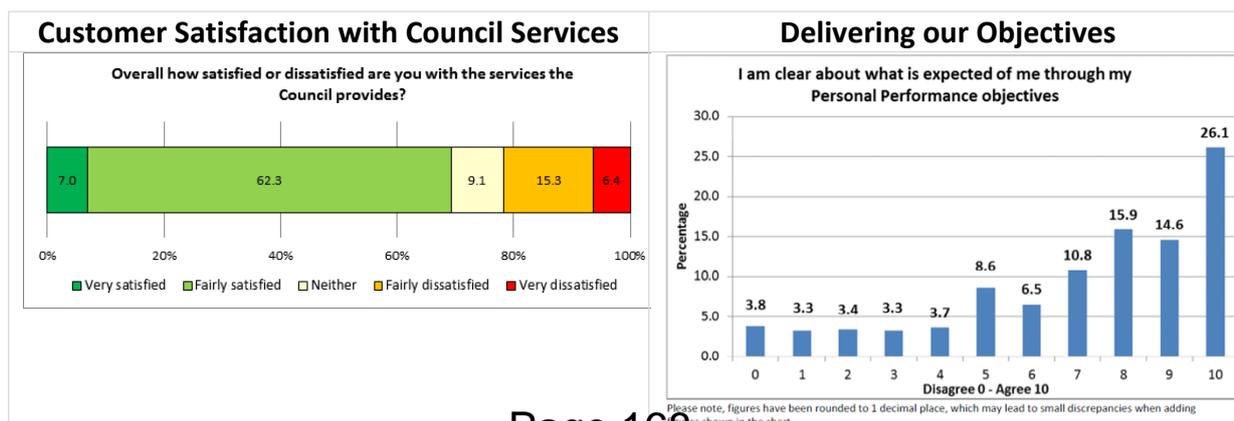
- review the shape and scope of the organisation and the way in which services are currently delivered to meet demand;
- enhance citizen engagement and widen opportunities for people and communities to shape services around their needs;
- identify delivery models that may be established to meet demand pressures and reflect budgetary realities;
- significantly strengthen performance management, workforce development and staff engagement arrangements;
- identify opportunities for further efficiency savings through better internal and external collaboration, integration of service delivery and better use of assets and infrastructures.

This chapter of the Corporate Plan captures the work being undertaken under the Organisational Development Programme.

### Organisation's Performance

The level of citizen satisfaction with Cardiff Council Services in 2015 was 69.3%, according to the Ask Cardiff Citizen Satisfaction Survey. This was higher than the reported satisfaction with the way the [local councils in England](#) are run, with 67 per cent of respondents very or fairly satisfied. While there are obvious issues with comparing two separate surveys, there were similarities in the nature of the questions asked, which suggests Cardiff is performing above the English average in terms of citizen satisfaction. It must be noted that satisfaction has decreased significantly since the 2014 Ask Cardiff Survey (from 88.7%) and the challenge will be to improve this satisfaction level at a time of budget shortfalls.

The Council has maintained a marked improvement in the number of permanent staff completing personal development reviews, a crucial component of an organisation where performance management is central to delivery, and staff remain clear about their contribution to the organisation's priorities.



In terms of Council performance against nationally set performance indicators there remains a clear need to improve. When Cardiff’s performance is set against that of other Welsh local authorities<sup>3</sup>, 38% of the Council’s statutory performance measures are in the bottom quartile.

<b>City of Cardiff Council Performance against statutory indicators</b>		
<b>Position</b>	<b>Cardiff attainment</b>	<b>[Graph to be inserted]</b>
Upper Quartile – 4	Upper Quartile – 4 (9.5%)	
Upper Middle Quartile – 10	Upper Middle Quartile – 10 (24%)	
Lower Middle Quartile – 12	Lower Middle Quartile – 12 (29%)	
Lower Quarter – 16	Lower Quarter – 16 (38%)	

The challenge for the Council is to work with communities and partners to improve performance in key areas, involve them in delivering highly valued services and reduce the cost of service delivery wherever possible.

<sup>3</sup> This information is based on 2014/15 WG statistics

## **Improvement Objective 4.1:**

### **Communities and partners are actively involved in the design, delivery and improvement of highly valued services**

Responding to the budget and demand pressures that the Council and its public sector partners face will mean thinking differently about how many services are designed, delivered and commissioned in the future. This is particular true for those services which, though non-statutory, are highly valued by the residents of Cardiff.

This will mean increased partnership working, with other local authorities and public services, including co-locating services within community facilities or 'Hubs,' sharing assets or buildings, pooling budgets, or introducing multi-agency teams to work with residents and communities to provide more integrated services. It will also mean being more focused about when and where services are delivered. Within the organisation, a 'One Council' approach is enabling more joined-up working between departments and makes services easier to access for residents - with a focus on increased use of digital channels where appropriate.

It will also mean developing and implementing alternative models for delivering services. Traditionally, the Council has been a direct provider of many services. Through the ODP, the Council is developing other approaches, such as commissioning and working with community groups, reducing the cost of delivery while maintaining the quality of service. This approach aligns with feedback from the Cardiff Debate, which suggests that residents value the quality of the services itself, not necessarily who is responsible for delivery. Identifying how some services can effectively, and fairly, be commercialised and engaging people more meaningfully in designing services are also components of this agenda.

#### **Commitments**

<b>Commitment</b>	<b>Lead Cabinet Member</b>
Introduce a new model of provision for play services by April 2017, with a transition provision operable until the new grant commissioning model services is in place	Cllr Sue Lent
Establish the future leisure needs of the city and develop options for alternative models for the sustainable delivery of leisure infrastructure and services by June 2016	Cllr Peter Bradbury
The new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, to be operational by March 2017	Cllr Bob Derbyshire
Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017	Cllr Bob Derbyshire
In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016	Cllr Graham Hinchey
Progress the agreed Community Hub development programme by	Cllr Peter Bradbury

delivering new Hubs in: <ul style="list-style-type: none"> <li>• Fairwater by June 2016;</li> <li>• Splott by October 2016;</li> <li>• Llanedeyrn by December 2016;</li> <li>• Llandaff North by January 2017; and</li> <li>• Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016.</li> </ul>	
Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018	CLlr Graham Hinchey

### Measuring Progress

Measure	Target 2016/17
Maintain customer / citizen satisfaction with Council services	80.8%
% of municipal waste collected by local authorities and prepared for reuse and/or recycled	60%
% percentage of customers who agreed with the statement 'Overall the hub met my requirements/I got what I needed'	90%
The number of visitors to Libraries and Hubs across the City	tbc

## Improvement Objective 4.2:

### The City of Cardiff Council has effective governance arrangements and improves performance in key areas

The Corporate Assessment undertaken by the Wales Audit Office in 2014 identified areas where governance arrangements could be strengthened and also emphasised the importance of effective performance management in ensuring that the Council's priorities are delivered. Significant improvements have already been made to the Council's performance management arrangements in the last year. These will continue to be strengthened, working in partnership with the Wales Audit Office and other external partners, with a particular focus on driving improvement in priority areas including Education and Children's Services.

#### Commitments

Commitment	Lead Cabinet Member
Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017	Cllr Graham Hinchey
Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers	Cllr Graham Hinchey
Further improve completion rates, quality and consistency of personal performance and development reviews by March 2017 through continued provision of support and training for employees and managers	Cllr Graham Hinchey
Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017	Cllr Graham Hinchey

#### Measuring Progress

Measure	Target 2016/17
% of the revised set of National Strategic Indicators and Public Accountability Measures that are in the top two quarters nationally	50%
% of revised set National Strategic Indicators and Public Accountability Measures that meet set target	60%
% of revised set of National Strategic Indicators and Public Accountability Measures that show an improving trend	75%
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	8.5
% of personal performance & development reviews completed for permanent staff	95%
% of middle managers at grade 7 and below to complete the Cardiff Managers course	50%

*\*the revised basket of NSIs and PAMs exclude those measures now covered by the Social Services and Wellbeing Outcome Framework*

### Improvement Objective 4.3:

#### The City of Cardiff Council makes use of fewer, but better, buildings

The Council owns, or has an interest in, a large property estate with a current use value of around £1bn. This includes over 500 operational buildings used to deliver Council services and around 500 properties retained for investment purposes.

The current cost of operating the property estate is the second largest call on the Council's budget, after staff, at circa £50m per annum, including planned maintenance. There is also a growing maintenance backlog in excess of £100m.

The Council will focus on reducing the cost of ownership of the operational property by rationalising the estate and by improving the quality of buildings that are retained. An important part of this agenda will involve improving co-operation around property with partners.

#### Commitments

Commitment	Lead Cabinet Member
Deliver the approved Property Strategy, including: <ul style="list-style-type: none"><li>• Implement new Investment Estate arrangements in order to improve performance and returns by March 2017</li><li>• Implement annual Corporate Asset Management Plan by March 2017</li><li>• Complete Operational Estate utilisation review to guide future use of all assets and inform decision making by March 2017</li></ul>	Cllr Graham Hinchey
Deliver £1.6m of revenue savings and £3m of capital receipts through Property Rationalisation by March 2017	Cllr Graham Hinchey

#### Measuring Progress

Measure	Target 2016/17
Reduction in Gross Internal Area (GIA) of buildings in operational use	4%
Reduction in total running cost of occupied operational buildings	6%
Reduction in maintenance backlog	£4m
Revenue savings delivered through Property Rationalisation	£1.6m
Capital receipts delivered through Property Rationalisation	£3m
% change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	3%

This page is intentionally left blank

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**12 January 2016**

---

**CORRESPONDENCE – INFORMATION REPORT**

---

**Background**

1. Following Scrutiny Committee meetings, the Chair writes a letter to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The Committee are offered an opportunity to comment on a draft of the letter before it is forwarded to the Cabinet Member. The letter usually asks for a response from the Cabinet Member to any recommendations made, and sometimes requests further information.

**Issues**

2. A copy of the ***Correspondence Monitoring Sheet*** detailing the Committee's correspondence, and analysing responses received since the December meeting, is attached at **Appendix 1**. Also attached to this report are copies of all relevant correspondence referred to in the monitoring sheet.

***1 December 2015 Meeting Correspondence:***

**ADM Infrastructure Services - Governance**

3. The Committee considered options available for governance of the proposed ADM to ensure appropriate arrangements are put in place to provide effective governance to preserve and enhance Council services. The Chair's letter to the Cabinet Member Environment is attached at **Appendix 2a**. An acknowledgement was received from the Cabinet Member on 9 December 2015. A response is outstanding.

### **Cardiff Liveable City.**

4. The Committee had an opportunity to consider the recently published Cardiff Liveable City Report. Following the scrutiny the letter attached at **Appendix 2b** was sent to the Council Leader.

### **Well-being of Future Generations (Wales) Act 2015**

5. The Committee considered the Well-being of Future Generations Act 2015, specifically in relation to the implications for scrutiny, welcoming external representation from the Welsh Government and Cynnal Cymru/Sustain Wales. A copy of the Chair's letter to the Welsh Government is attached at **Appendix 2c**.

### ***3 November 2015 Meeting Correspondence:***

#### **Review of Disciplinary Policy**

6. The Committee considered the Disciplinary Policy Review, and the new Resolution Policy, contributing to pre-decision policy development prior to Cabinet's consideration of the proposed recommended changes. A copy of the Chair's letter to the Cabinet Member Corporate Service & Performance following the scrutiny is attached at **Appendix 3a**. The Cabinet Members response is attached at **Appendix 3b**.

#### **Legal Implications**

7. 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**

8. 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 note the content of this report and appendices, and decide whether it wishes to take any further actions, or request any further information.

**MARIE ROSENTHAL**  
**Director of Governance and Legal Services**  
**6 January 2016**

This page is intentionally left blank

## Policy Review and Performance Scrutiny Committee

Correspondence update 2015 - 16

Committee date & topic	Recipient	Comments/Information requested	Response received	Response	Future Action
<b>3 November 2015</b> <b>Disciplinary Policy Review</b>	Cllr Hinchey	A disciplinary performance indicator developed with clear target, and progress reported as a part of quarterly Council performance reports for: <ul style="list-style-type: none"> <li>the number of grievances logged;</li> <li>the number of actual suspensions as an outcome of disciplinary action; and</li> <li>the length of time taken to resolve disciplinary cases.</li> </ul>	8 Dec	<i>Thank you for the suggestions regarding a disciplinary indicator as part of the Quarterly Council Performance reports, this will be explored.</i>	
<b>1 December 2015</b> <b>ADM governance</b>	Cllr Derbyshire	The Committee: <ul style="list-style-type: none"> <li>Recommends that the Council takes external advice as to Member involvement in the Board;</li> </ul>	Awaited Acknowledgement 9/12/15		

		<ul style="list-style-type: none"> <li>• Endorses your suggestion that the nominated Member(s) should be non- executive Councillors;</li> <li>• Endorses your view that the nominated Member(s) should ideally have business skills and expertise; and therefore;</li> <li>• Considers it appropriate to adopt a competitive process to ensure the right appointment(s).</li> <li>• Wishes to scrutinise the final contract should the Council decide to go ahead;</li> <li>• Will be seeking your co-operation to engage with the Transition Board in monitoring the progress of matters that fall within our Terms of Reference;</li> </ul>			
--	--	---	--	--	--

**Correspondence Monitoring Sheet**

**Appendix 1**

		<ul style="list-style-type: none"> <li>• Will be grateful to have sight of the list of SME's with whom services under consideration for transfer to the new Company are currently working.</li> </ul>			
<p><b>1 December 2015</b></p> <p><b>Liveable City Report</b></p>	Cllr Bale	<ul style="list-style-type: none"> <li>• Document presents Cardiff in a positive light to external stakeholders but should not replace other improvement reports.</li> <li>• Members have not been central to the development of this document and if this becomes an annual document urge that you consult Members before launching the document.</li> <li>• fighting inequality is a central role of Members, therefore involving them at an early stage in developing the document would ensure greater reference to</li> </ul>	Not required		

		<p>inequalities, and better address how we make the City more liveable for the 60,000 poorest citizens, and indeed for older residents.</p> <ul style="list-style-type: none"> <li>Clarify the validity of the European Commission’s Urban Audit award of the title ‘UK’s most liveable city’. They feel the summary, on page 2 of the document, highlighting Cardiff as the UK’s most liveable city, is not always evidenced by the data presented throughout the report benchmarking Cardiff against UK core cities.</li> </ul>			
<p><b>1 December 2015</b> <b>Well-being of Future Generations Act</b></p>	<p>Welsh Government</p>	<ul style="list-style-type: none"> <li>The Council considers its own approach to Local Service Board (LSB) Partnership work is relatively advanced and will be a good starting point in tackling the statutory requirements of the Act.</li> <li>The Council is currently implementing a scrutiny</li> </ul>	<p>Not required</p>		

		<p>improvement project and will ensure the Terms of Reference of all five of its scrutiny committees address the statutory requirements of this Act.</p> <ul style="list-style-type: none"> <li>• The Committee wishes to emphasise that we would benefit from greater clarity of expectation between national and local scrutiny arrangements for holding to account the statutory Public Service Board.</li> <li>• Whilst it is clear that the role of the Future Generations Commissioner and the role of Scrutiny are not intended to overlap, both will play a critical friend role. We would therefore benefit from clear guidance as to how the Future Generations Commissioner will interact with local Scrutiny functions.</li> <li>• Endorse the importance of</li> </ul>			
--	--	---	--	--	--

		<p>making legislation relevant to the population. Agree successful decision making embraces long term planning, needs to be more outcomes focussed, and take the community along with you. However wish to highlight the risk of focussing on vehicles to achieve the Act rather than actual outcomes. Everything the Council does will need to sit within the framework of the Act. The Committee therefore feels the Council will need to improve how it communicates its well-being goals, and that a clear set of partnership objectives will be critical.</p> <ul style="list-style-type: none"><li>• Members are keen to establish whether there will be new Key Performance Indicators to assist them in their monitoring role, and whether these will be in addition to existing KPI's.</li></ul>			
--	--	---	--	--	--

		<ul style="list-style-type: none"> <li>• We embrace the spirit of the Act and the aspiration to put in place mechanisms to hold Public Service Boards to account locally rather than nationally.</li>   <li>• Practically we feel there are resource considerations that could impact on the achievability of the Government’s vision. Members are concerned that with the escalation in statutory scrutiny responsibility there is no resource earmarked for the role and responsibility it places upon Scrutiny.</li>   <li>• In the spirit of local consultation at an early planning stage of decision making, and to prepare for the intention of the Act, we feel Scrutiny stakeholders across Wales would welcome an opportunity to shape the</li> </ul>			
--	--	---	--	--	--

**Correspondence Monitoring Sheet**

**Appendix 1**

		<p>guidance. We note there have been well attended consultation events with Local Service Board stakeholders and would urge that you harness existing experience of partnership scrutiny in a similar vein.</p>			
--	--	---	--	--	--

Date: 8 December 2015

Councillor Bob Derbyshire  
Cabinet Member, Environment,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Dear Councillor Derbyshire,

**Policy Review & Performance Scrutiny Committee: 1 December 2015**  
**ADM Governance – Infrastructure Services Governance Options**

Please accept my sincere thanks on behalf of the Committee for attending the Policy Review and Performance Scrutiny Committee to facilitate consideration of the ADM Governance options. Please also pass the Committee's thanks to your officers who supported the scrutiny. Members of the Committee have asked me to pass on the following observations and recommendations following their discussion at the Way Forward.

The Committee notes you were keen to discuss the potential governance arrangements of an arms length company to deliver essential Council services, and is pleased you afforded Members the opportunity to contribute their views on developing proposals in a timely fashion. As you are aware we will join with the Environment Committee to scrutinise the Full Business Case, and should the Council decide to go ahead this Committee also wishes to factor scrutiny of the final contract into its future work programme.

We note the Council has commissioned external legal expertise in preparing this report, and wish to endorse the approach taken by the appointed company, *Bevan Britton*, to work *with* the in house legal team in developing its own internal expertise. We also note that the Council has commissioned external commercial advice from *Peopletoo* and, having heard how important it will be that Board Members and budget holders develop commercial acumen, we would urge that this company takes a similar approach.

To ensure tight control on the Company the Committee wishes to highlight the importance of adhering both to the Companies Act and the Council's governance requirements. We feel that it will be critical to have appropriate accounting procedures and standing orders in place for the new company. We acknowledge that the finance director will be employed by the company and answerable to its Board. Balancing the need for Council control, the Committee also wishes to caution against hampering the Company by putting in place too many reserved powers.

The Committee notes that Member and officer Board Member roles would be one and the same, and feels there needs to be clarity around the Member-Officer relationship. We note with caution your suggestion that in the longer term the Board might have little Member representation and welcome the opportunity to offer our view on this matter.

The Committee:

- Recommends that the Council takes external advice as to Member involvement in the Board;
- Endorses your suggestion that the nominated Member(s) should be non-executive Councillors;
- Endorses your view that the nominated Member(s) should ideally have business skills and expertise; and therefore;
- Considers it appropriate to adopt a competitive process to ensure the right appointment(s).

We understand that, should the proposals be accepted, the scale of the operation will require a Transition Board to be put in place. We will be seeking your co-operation for this Committee to engage with the Transition Board in monitoring the progress of matters that fall within our Terms of Reference, as the Board introduces new arrangements that impact on the finances and staff of the Council.

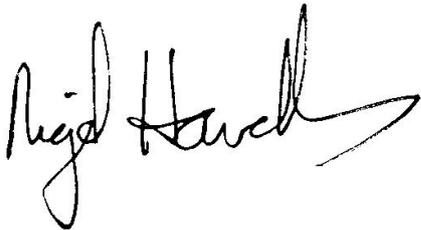
Finally, the Committee wishes to ensure that the new operating arrangements maintain the existing Council ethos of working with SME's. In this respect we would be grateful to have sight of the list of SME's with whom services under consideration for transfer to the new Company are currently working.

To recap, the Committee:

- wishes to scrutinise the final contract should the Council decide to go ahead;
- will be seeking your co-operation to engage with the Transition Board in monitoring the progress of matters that fall within our Terms of Reference;
- will be grateful to have sight of the list of SME's with whom services under consideration for transfer to the new Company are currently working.

Once again on behalf of the Committee, please pass my thanks to all who attended PRAP Scrutiny Committee to brief Members on the proposals for the governance of an arms length company to deliver many of the Council's front facing services. I look forward to scrutinising the Full Business Case together with the Environment Scrutiny Committee in due course.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc

Members of the Policy Review & Performance Scrutiny Committee;  
Marie Rosenthal, Director Governance & Legal Services;  
Tara King, Assistant Director Environment  
Gareth Newell, Head of the Cabinet Office;  
Joanne Watkins, Cabinet Business Manager;

This page is intentionally left blank

Date: 9 December 2015

Councillor Phil Bale  
Council Leader,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Dear Councillor Bale,

**Policy Review & Performance Scrutiny Committee: 1 December 2015**  
**Cardiff Liveable City Report**

Thank you for your recent attendance at the Policy Review and Performance Scrutiny Committee for consideration of the Cardiff Liveable City Report. Members have asked me to sum up their comments and recommendations in a short letter.

The Committee wishes to congratulate you on the accessibility, look and feel of the document. Members feel it presents Cardiff in a positive light to external stakeholders but are keen to place on record that the document should not replace other improvement reports.

There is some feeling that Members have not been central to the development of this document and, whilst we appreciate that you are inviting our feedback at this point in time, if this becomes an annual document we urge that you consult Members before launching the document.

Members also feel that fighting inequality is a central role they perform, therefore involving them at an early stage in developing the document would ensure greater reference to inequalities, and better address how we make the City more liveable for the 60,000 poorest citizens, and indeed for older residents.

Members are keen to clarify the validity of the European Commission's Urban Audit award of the title 'UK's most liveable city'. They feel the summary, on page 2 of the document, highlighting Cardiff as the UK's most liveable city, is not always evidenced by the data presented throughout the report benchmarking Cardiff against UK core cities.

Many thanks again for your engagement with the Committee on this matter. As this letter sums up points made at the meeting, it does not require a formal response.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a long, sweeping horizontal stroke at the end.

**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc

Members of the Policy Review & Performance Scrutiny Committee;  
Gareth Newell, Head of the Cabinet Office;  
Joanne Watkins, Cabinet Business Manager;

Date: 10 December 2015

Ms Claire Germain  
Local Government Transformation & Partnerships Team,  
First floor, north,  
Welsh Government,  
Cathays Park,  
Cardiff  
CF10 3WQ



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Dear Ms Germain,

### **Well-being of Future Generations (Wales) Act 2015 – Scrutiny implications.**

Policy Review & Performance Scrutiny Committee: 1 December 2015

As Chair of Cardiff's Policy Review and Performance Scrutiny Committee thank you for the time you committed to facilitating scrutiny of the Well-being of Future Generations (Wales) Act 2015. The Committee feel you may find Member's observations, debated at the Way Forward, a useful outcome of the scrutiny to feed into the ongoing development of guidance for the Act. Therefore I set out below our key observations and concerns for your consideration.

The Council considers its own approach to Local Service Board (LSB) Partnership work is relatively advanced and will be a good starting point in tackling the statutory requirements of the Act. The Council is currently implementing a scrutiny improvement project and will ensure the Terms of Reference of all five of its scrutiny committees address the statutory requirements of this Act. However, the Committee wishes to emphasise that we would benefit from greater clarity of expectation between national and local scrutiny arrangements for holding to account the statutory Public Service Board.

Whilst it is clear that the role of the Future Generations Commissioner and the role of Scrutiny are not intended to overlap, both will play a critical friend role. We would therefore benefit from clear guidance as to how the Future Generations Commissioner will interact with local Scrutiny functions.

Members endorse the importance of making legislation relevant to the population. They agree that successful decision making embraces long term planning, needs to be more outcomes focussed, and take the community along with you. However they wish to highlight the risk of focussing on vehicles to achieve the Act rather than actual outcomes. Everything the Council does will need to sit within the framework of the Act. The Committee therefore feels the Council will need to improve how it communicates its well-being goals, and that a clear set of partnership objectives will be critical. Members are keen to establish whether there will be new Key

Performance Indicators to assist them in their monitoring role, and whether these will be in addition to existing KPI's.

In line with the Council's response to the recent consultation, we embrace the spirit of the Act and the aspiration to put in place mechanisms to hold Public Service Boards to account locally rather than nationally. However, practically we feel there are resource considerations that could impact on the achievability of the Government's vision. Members are concerned that with the escalation in statutory scrutiny responsibility there is no resource earmarked for the role and responsibility it places upon Scrutiny.

Finally, in the spirit of local consultation at an early planning stage of decision making, and to prepare for the intention of the Act, we feel Scrutiny stakeholders across Wales would welcome an opportunity to shape the guidance. We note there have been well attended consultation events with Local Service Board stakeholders and would urge that you harness existing experience of partnership scrutiny in a similar vein.

Once again, my sincere thanks for attending the Policy Review & Performance Scrutiny Committee.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a long, sweeping horizontal stroke extending to the right.

**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc: Members of the Policy Review & Performance Scrutiny Committee;  
Rachel Jones, Policy, Partnerships and Citizen Focus Manager;  
Marie Rosenthal, Director Governance and Legal Services;  
Gareth Newell, Head of the Cabinet Office;  
Joanne Watkins, Cabinet Business Manager;

Date: 13 November 2015

Councillor Graham Hinchey,  
Cabinet Member, Corporate Service & Performance,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Dear Councillor Hinchey,

**Policy Review & Performance Scrutiny Committee: 3 November 2015  
Review of Disciplinary Policy**

Following your attendance at the Policy Review and Performance Scrutiny Committee on 3 November 2015 to present the Council's policy development work on Disciplinary Policy, Members wish to thank you for your time in facilitating the scrutiny. They found the presentation from Lynne David and Cath Synan most interesting and have asked that, as Chair of the Committee, I relay how pleased they are to be a planned part of the consultation.

The Committee recognises the Council's work over a number of years toward simplification of its policies for the management of staff. In line with this ethos they welcome the reduction in the Disciplinary Policy from 72 to 32 pages, supplemented by five more informal branded guidance booklets as a positive change in supporting senior managers to discipline staff. They are pleased that following an 18 month review, having consulted all Welsh Authorities and 8 large English cities, you are proposing improved management information reporting, and the creation of a bespoke Investigations Team to undertake complex investigations. Particularly pleasing is that Cardiff are considered to be blazing a trail with this revised approach to disciplinary policy.

Members are pleased to hear the Employee Assistance Programme offering staff a twenty four hour, seven day a week, counselling support service will be launched before Christmas; and that the new Resolution Policy recommends a 'preliminary assessment' to determine 'major' and 'minor' disciplinary incidents so that minor incidents can be assigned to the new Fast Track Disciplinary procedure.

Members are united in their view that the number of suspensions reported over the 18 month period covered by the Disciplinary Review is surprisingly high. They note with some concern the finding that a high proportion of disciplinary to grievance cases indicates a heavy reliance on the implementation of formal proceedings to resolve matters. As such they wish to endorse your view that Operational Managers need instruction to address the figures, and may require compulsory training in the new policy.

The Committee feels that the new policy's downward shift in permission to suspend, to Operational Manager level is appropriate, given that investigations are mostly undertaken within Directorates by managers with an understanding of the issues. They consider this shift has the added benefit of retaining an appeal mechanism to Director/Chief Officer level.

Members feel the new proposals are certainly a step in the right direction; however feel there is an opportunity to set clear targets to be reported upon in quarterly performance monitoring reports, in the same manner as sickness absence targets. Such performance indicators should be developed for: the number of grievances logged; the number of actual suspensions as an outcome of disciplinary action; and the length of time taken to resolve disciplinary cases. Members aspire to reduce resolution time to 4 weeks.

The Committee accepts your suggestion that it monitors how implementation of the new policy is impacting on levels of disciplinary cases. They will factor this into future work programming, and wish to monitor the change in management culture through a disciplinary indicator as a part of quarterly Council performance reports.

For future reference, the Committee notes that certain Directorates have high levels of disciplinary cases relative to headcount, which is largely due to the immediate escalation to formal proceedings, and will monitor to establish that the new Fast Track approach is assisting in reducing the number of formal cases.

Finally, the Committee feels very strongly indeed that, where schools personnel are under disciplinary investigation, governing bodies require more solid advice in undertaking Disciplinary action.

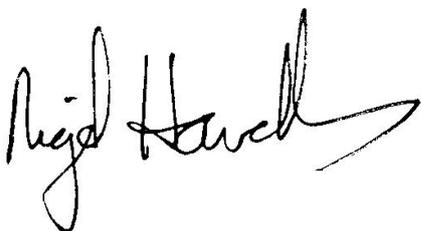
*To re-cap, the Committee wishes to monitor:*

A disciplinary performance indicator developed with clear target, and progress reported as a part of quarterly Council performance reports for:

- the number of grievances logged;
- the number of actual suspensions as an outcome of disciplinary action; and
- the length of time taken to resolve disciplinary cases.

Finally, on behalf of the Committee, I wish to thank you and the officers for your continued support for the internal challenge of important issues that can improve the quality of services the Council is delivering to its customers.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc

Members of the Policy Review & Performance Scrutiny Committee;  
Lynne David, Operational Manager, Centre of Expertise;  
Chris Synan, Operational Manager.  
Joanne Watkins, Cabinet Business Manager;  
Gareth Newell, Head of the Cabinet Office;  
Matt Swindell, Principal Administrative Officer

This page is intentionally left blank

**SWYDDFA CYMORTH Y CABINET  
CABINET SUPPORT OFFICE**



Fy Nghyf / My Ref: CM32751  
Eich Cyf / Your Ref: T: Scrutiny/PRAP/Comm  
Papers/Correspondence  
Dyddiad / Date: 08 December 2015

Councillor Nigel Howells  
Chair, Policy Review & Performance Scrutiny Committee  
Scrutiny Services  
Room 263  
County Hall  
Cardiff  
CF10 4UW

Annwyl / Dear Councillor Howells

**Policy Review & Performance Scrutiny Committee: 03 November 2015  
Review of Disciplinary Policy**

Thank you for providing the opportunity to seek the views of the Policy Review and Performance Scrutiny Committee on 03 November 2015 in relation to the review of the Council's Disciplinary Policy and associated procedures. As a key stakeholder group, I felt it was important that you had the opportunity to contribute to this review and gain your views on the changes being proposed. As consultation with Directorates, Trade Unions and the Equality Networks is continuing, we will ensure that your views are considered.

I am pleased that you support the principle of simplifying policies for the management of staff. I would hope that the revisions finally agreed to the Disciplinary policy, the new Resolution policy and the 5 new comprehensive guide notes will assist to streamline this process considerably.

I too am concerned by the number and length of some of the suspensions and the time being taken to conclude disciplinary and grievance issues currently. I firmly believe that the streamlined approach and additional guidance to support the process will help to address this. As referred to at the meeting, the need for transparency and compliance with these processes will be key. Consequently the provision of timely management information will be important for consideration at both Directorate and Senior Management Team meetings.

The new Fast Track process will ensure that there is a speedier avenue to modify behaviour around misconduct issues and this will be a key piece of data to monitor.

Thank you for your suggestions regarding a disciplinary indicator as part of the Quarterly Council Performance reports and this will be explored.

**ATEBWCH I / PLEASE REPLY TO:** Swyddfa Cymorth Y Cabinet / Cabinet Support Office,  
Ystafell / Room 524, Neuadd y Sir / County Hall,  
Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd / Cardiff,  
CF10 4UW Ffon / Tel (029) 2087 2479

I acknowledge the comments you have made regarding HR support for schools cases and I have asked Officers to review how best to realign resources in order to support a key customer.

Yn gwyir,  
Yours sincerely,



**Councillor / Y Cyngorydd Graham Hinchey**  
**Cabinet Member for Corporate Services & Performance**  
**Aelod Cabinet dros Wasanaethau Corfforaethol a Perfformiad**

cc Members of the Policy Review & Performance Scrutiny Committee;  
Lynne David, Operational Manager, Centre of Expertise;  
Chris Synan, Operational Manager.  
Joanne Watkins, Cabinet Business Manager;  
Gareth Newell, Head of the Cabinet Office;