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## AGENDA

<b>Committee</b>	POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
<b>Date and Time of Meeting</b>	TUESDAY, 17 JANUARY 2017, 4.30 PM
<b>Venue</b>	COMMITTEE ROOM 4 - COUNTY HALL
<b>Membership</b>	Councillor Howells (Chair) Councillors Goddard, Hunt, Murphy, Sanders, Thomas and Walker

### 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 - 14*)

To approve as a correct record the minutes of the previous meetings held on 15 November 2016 and 6 December 2016.

### 4 **Cardiff Public Services Board: Well-being Assessment** (*Pages 15 - 124*)

*Representing the Full Public Services Board:*

- Councillor Phil Bale, PSB Chair & Leader of Cardiff Council; Maria Battle, PSB Vice Chair & Chair of Cardiff and Vale UHB, will be in attendance and may wish to make statements.

*Representing the Executive Public Services Board:*

- Paul Orders, Chair Executive PSB & Chief Executive of Cardiff Council; Sheila Hendrickson-Brown, Vice Chair Executive PSB & Chief Executive Officer of Cardiff Third Sector Council, will be in attendance to respond to Members' questions.
- Joseph Reay, Head of Performance & Partnerships; Gareth Newell, Operational Manager Partnerships & Community Engagement will also be in attendance.

- Questions by Members of the Committee

**5 City of Cardiff Corporate Plan 2017-19 (Pages 125 - 148)**

- Councillor Phil Bale, Leader, will be in attendance and may wish to make a statement.
- Paul Orders, Chief Executive; Christine Salter, Corporate Director Resources; Joseph Reay, Head of Performance and Partnerships; Dylan Owen, Head of the Cabinet Office; will be in attendance to respond to Members' questions.
- Questions by Members of the Committee.

**6 Organisational Development Programme - progress report. (Pages 149 - 170)**

- Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance, will be in attendance and may wish to make a statement.
- Paul Orders, Chief Executive; Christine Salter, Corporate Director Resources; Joseph Reay, Head of Performance & Partnerships; and Dean Thomas Operational Manager will be in attendance to respond to Members questions.
- Questions by Members of the Committee.

**7 Way Forward**

- Cardiff Public Services Board: Well-being Assessment
- City of Cardiff Corporate Plan 2017-19
- Organisational Development Programme – progress report

**8 Date of next meeting**

15 February 2017, County Hall

**Davina Fiore**

**Director Governance & Legal Services**

Date: Wednesday, 11 January 2017

Contact: Kate Rees, 029 2087 2427, [kate.rees@cardiff.gov.uk](mailto:kate.rees@cardiff.gov.uk)

***This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg***

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

15 NOVEMBER 2016

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, Murphy, Sanders, Thomas, Walker  
and Goddard

35 : APOLOGIES FOR ABSENCE

Councillor Graham Hinchey  
Paul Orders, Chief Executive  
Neil Hanratty, Director of Economic Development  
Sarah McGill, Director Communities, Housing & Customer Services

36 : 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 and complete Personal Interest Forms.

37 : WEBCASTING

The Chairperson advised that this Scrutiny meeting was being filmed, except where there are no confidential or exempt items and the footage would be retained on the Council's website for 6 months. A copy of it would also be retained in accordance with the Council's data retention policy.

38 : MINUTES

The minutes of the 11 October 2016 were deferred until the December meeting.

39 : INVESTMENT ESTATE STRATEGY 2016-21

The Chairperson welcomed the following to the meeting:

- Councillor Phil Bale, Leader of the Council;
- Helen Jones, Strategic Estates Manager
- Chris Sutton representing Jones Lang La Salle.

The Chairperson reminded the Committee it had a responsibility within its Terms of Reference for scrutiny of the Council's non-operational property estate, and this was an opportunity to consider the Council's proposed Investment Estate Strategy for the next five years. It was an opportunity for scrutiny members' views to inform Cabinet consideration of the strategy on 21 November 2016. The Committee had heard previously that all of the Council's commercial income producing property was to be held corporately and a newly formed Investment Board would govern the Council's investment estate.

The report being considered would outline progress to date. This included all income generating properties now being directly managed by Strategic Estates; the appointment of external consultants Jones Lang La Salle (JLL) as the Council's

external property advisor; the establishment of a Property Investment Board; production of a comprehensive Master Property Schedule; a high level review of the property estate and the application of a Red Amber Green (RAG) system indicating what the Council should do with each individual property.

The Chairperson invited Councillor Bale to make a statement as the Cabinet Member with responsibility for the Council's property investment estate.

Councillor Bale advised there was comprehensive performance of the Council's investment assets as outlined by JLL. It was essential to maintain the assets and this was seen as an opportunity to ensure that ambitious targets were being put in place a robust framework framework to develop Council assets.

The Committee were provided with a presentation which outlined the following:

- Progress to date – appointed JLL as advisors
- Purpose of the Strategy
  - To improve the performance portfolio, improve the yield.
- Meeting Targets
  - Carry out review of Operational Estates to seek new opportunities to generate income.
- Need to acquire a good blended portfolio
- Governance
- Current status of Review

The Committee was advised that a comprehensive Master Schedule had been created with all information being held in the one place. The Investment Board had been established and appointed JLL as advisors. A detailed review of every asset in portfolio would be undertaken with the overall review of the Operational Estate to seek new opportunities to generate income.

The Chairperson invited the Committee to ask questions.

The Committee noted that eight properties were highlighted under the Red (RAG) status and asked where those properties were located. In response Officers advised:

- 194 Cowbridge Road East
- 29 Caroline Street
- 75 St Mary's Street
- 31B Hadfield Road
- 39 Hadfield Industrial Estate
- 1 property located in Plasnewydd Industrial Estate.

The criteria for defining the RAG status of assets was outlined to the Committee. A Red status would not give the Council the appropriate return or investment including its liveability value.

The Committee was advised that some factors did change the status of the asset. A considerable number of elements were considered, specifics of investment in sub-leases and the yield they could attract.

Members of the Committee drew attention to the Investment Estate Board and asked if its Terms of Reference had been developed. In relation to targets the yield figure setting for 2021 was of 5%-6%.

The Committee was advised the Investment Board met on a monthly basis to analyse and address performance of the investment estate, including rental growth performance. This board linked into the Asset Management Board. Helen Jones, Strategic Estates Manager was the Chairperson of the Investment Board.

The timescales for performance targets were addressed. These targets were reported on a quarterly basis, which included working towards the rent dates. This would commence on the 24 December 2016.

The Committee was advised that the Operational Estate had undergone a detailed audit to address performance issues and to gain a further understanding of assets that were surplus to requirement.

Members were informed that Capital Receipts were ring fenced in order to invest into and develop the estate.

All aspects were taken into consideration when assets were identified, including performance, yield, location and how it would fit into the Portfolio.

Yield was benchmarked against other local authorities and most of the assets were similar, even though there were different aspects to consider. Investment outside the area was also a common factor.

The Committee was advised of the dynamics of the Investment Board and it was noted that no Cabinet Member sat on the Board. The Leader would receive regular updates from officers on its progress.

CS (JLL) provided the Committee with a thorough outline of the analysis of assets and how this agenda was driven forward.

Members were concerned with the political dimension of the strategy, and the importance of taking on board input from Ward Councillors in relation to the use of local buildings in their respective areas.

The Committee was assured that the regeneration of communities was a part of the Asset Management programme, which provided and identified opportunities in local areas, including social benefits.

The Committee asked to see the Investment Board Annual Reports and hoped it could be reported to Scrutiny. Officers confirmed that the first yearly report would be provided in December 2017.

Members asked if the target of 5%-6% growth in yield was challenging. In response it was advised that lower valued yield was seen as a safer property. Higher yield was found on poor performance properties. The Portfolio outlined the potential for yield, and good returns were seen on properties with ground rent.

The streamlining of the Council's estate was essential to identify poor quality property. An active Asset Management Programme could provide the tools to identify underachieving property, including the shift in retail in some areas. Energy (EPC) was also a concern with every property having an EPC before it could trade from 2018 onwards. Some properties were in that category and these would have to be addressed and re-profiled.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached).

#### 40 : WALES AUDIT OFFICE CORPORATE ASSESSMENT FOLLOW ON REPORT - STATEMENT OF PROGRESS UPDATE

The Chairperson welcomed:

Councillor Phil Bale, Leader  
Christine Salter, Corporate Director Resources  
Davina Fiore, Director Governance & Legal Services  
Joseph Reay, Head of Performance & Partnerships

The Chairperson advised Members of the Committee this was their opportunity to consider the Council's progress in addressing the commitments within its Statement of Action, developed to address the findings of the Wales Audit Office (WAO) Corporate Assessment Follow on report.

Members would recall the Committee considered the WAO Corporate Assessment Follow on report in March 2016, following which they requested an opportunity to consider the Council's Statement of Action. Cabinet had therefore offered sight of the progress report in implementing the Statement of Action six months on from implementation. This was the first opportunity for the Committee to consider the actions proposed in addressing the improvements required by WAO and therefore to consider progress in achieving the actions against the timescales identified.

The Chairperson invited Councillor Bale to make a statement.

Councillor Bale explained this report clearly outlined the progress that had been made in 6 months. The Actions outlined in the Statement had an indication of timescale and this was an opportunity for Members to consider the actions proposed when addressing the improvements required by the Wales Audit Office.

Joseph Reay explained that each Action had a RAG status.

The Chairperson invited the Committee to ask questions.

The Committee drew attention to the 4 Improvement Headlines in the report and the Actions apportioned against them. Progress in Staff Engagement was noted and Members asked how this had improved Leadership & Management.

Officers explained that staff engagement continued to progress with robust structures in place to support this, which included the Ambassadors Network. A review of the PPDR process would be taking place and mechanisms were developed to take this forward in line with Corporate Plan priorities.

The Committee noted that a culture change at senior management level had resulted in the organisation becoming more outward facing and inclusive. The development of Staff Roadshows had provided employees with an opportunity for open discussion with Directors and personal from other Service Areas and to feature as a platform for staff engagement. The Staff App had been launched and provided employees and members with a digital solution for information.

Members of the Committee were advised that the RAG status was embedded in all aspects of the organisation and was monitored at Senior Management level. Qualitative feedback was coming forward following PPDR discussions with on-going continued self-assessment.

The Committee recognised there were issues with the current CRM system in place and asked what progress had been made to resolve this. In response Officers explained the issues were being dealt with at a global level interact with other Council IT systems. The CRM was a ground breaking project and the issues remained between the digital portal C2C and the creation of the potential customer self-service system. SAP were engaging with the Council at the highest level and improvement in customer waiting times would be seen next month.

The Committee was concerned that CRM had Green status in the report and asked why this was not marked as RAG red, as no definite date for resolution of the issues had been provided.

The Officers assured the Committee that on-going work was developing to resolve the situation. The technical details involved the platform that supported the cloud based system that SAP would rely on to develop and improve the experience for the customer.

Members of the Committee drew attention to the Wales Audit Office Corporate Assessment 2014 which reported on fragmented leadership and weak performance and asked what evidence there was to show that progress was improving and embedding in the organisation.

The Committee was assured that on-going discussions took place between the Council and the Wales Audit Office to monitor and measure the Council's Statement of Action. The Wales Audit Office were aware of the barriers faced by the Council through formal discussions.

The Committee was keen to see accountability in Directorates and asked what the Directors were doing to ensure that performance management was a reality.

Officers indicated that mainstreaming performance management was essential to improving performance levels. Relevant steps were being taken to drive improvement mechanisms into the working practices of the organisation with on-going self -assessment. Accountability was critical for success and this started at the highest level monitored through the PPDR process.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached).

#### 41 : QUARTER 2 PERFORMANCE 2016-17

The Chairperson welcomed:

Councillor Phil Bale, Leader  
Christine Salter, Corporate Director Resources  
Davina Fiore, Director of Governance & Local Services  
Joseph Reay, Head of Performance & Partnerships

The Chairperson advised the Committee that this item gave Members the chance to monitor the Council's performance for Quarter 2 of the 2016/17 financial year. Members would be aware that the Council's framework for Performance Management reporting was currently under review as part of a project within the Organisational Development Programme. However, for this Quarter, in response to the Committee's request, the reporting arrangements had developed further and a Scorecard had been produced for each of the Council's Directorates. This provided Members with an at-a-glance picture of each service area, in addition to the Corporate Scorecard. The intention is that strategic scrutiny and challenge of the Council's performance is made more effective as accessibility to the key messages was improved.

The Chairperson invited Councillor Bale to make a statement.

Sickness Absence figures were improving and savings had been realised. Transition Delivery Models were progressing and performance at Cardiff was improving.

The Committee drew attention to the sickness absence figures and noted that some of these issues related to seasonal discrepancies. Work was on-going to address the issues including the use of a Stress Risk Management process.

The Committee was advised that the loss of 590 FTE days through sickness was for non-school's Education staff. The sickness related to an issue involving several employees.

The Committee was advised of the process in place for sharing performance indicator data with members of the public. The majority of performance indicators didn't vary with little reporting made for performance indicators with no outturn. The Annual Improvement Report was published and made available to the public.

Members of the Committee drew attention to the Key Performance Indicators scrutinised by the Community and Adult Scrutiny Committee, which looked in depth

at the detail of performance in that specific area. This type of reporting mechanism provided the public with a more detailed insight into that service provision.

The Committee was still of the view that the reporting mechanisms on performance indicators could be improved and are still unclear which Performance Indicators are proving challenging and which are improving performance. They requested a corporate summary of highs and lows during the quarter, highlighting clearly where current performance concerns are for the Council.

Officers confirmed they would try and report the data on an A4 page and advised that this quarter notable improvement was to be found in:

- Planning Applications
- Street Cleansing

The Committee noted that the reporting line for sickness absence in Leisure Services had been removed from the report. Officers advised the Committee that GLL the company contracted to deliver Leisure Services found it common practice to take on board a service experiencing high levels of sickness.

The Committee discussed the projected budget savings being reported to Cabinet in November 2016, along with the process in place for the write off exercise.

Members of the Committee were concerned with the write off exercise as the Council budget was agreed by Council to spend that mandate. On what basis was the decision taken to write off an unachieved saving.

The Committee was advised that the budget proposals were taken in good faith but could be affected by possible market forces. Some proposals were also over time not feasible. There were also issues that the Council had to adapt to - examples given were:

- 15/16 level charge of credit card transactions, a change in banking regulations had an impact on the budget
- Social Services savings, negotiations with external providers as service users were reduced.

The write off's would not be activated until 2017/18

The Committee noted in the Scorecard that there was still a projection of a 13% shortfall in savings.

The Officers advised that the savings would impact on next year's budget.

The Committee discussed the projected overspends and the timing delay that affected these savings.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached).

42 : DATE OF NEXT MEETING

The next meeting will be held on 6 December at Wilcox House.

***This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg***

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

6 DECEMBER 2016

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, Sanders, Thomas, Walker and  
Goddard

### 43 : APOLOGIES FOR ABSENCE

Councillor Jim Murphy was unable to attend as a result of being required to attend the Children & Young People Scrutiny Committee which was meeting at the same time.

The Chairperson advised the Committee that Councillor Huw Thomas was attending the Committee remotely, as he was unable to attend the meeting. Technology was in place to support Councillor Thomas and he would be able to see and hear the meeting in action. This was the first time a Scrutiny Committee in Cardiff had been attended remotely.

### 44 : 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 and complete Personal Interest Forms, at the commencement of the agenda item in question.

### 45 : MINUTES

The minutes of the 11 October 2016 were signed as a correct record of proceedings.

### 46 : CUSTOMER SERVICES STRATEGY

The Chairperson thanked the C2C staff for the tour that preceded this item and welcomed the following:

- Councillor Graham Hinchey, Cabinet Member Corporate Services & Performance;
- Isabelle Bignall, Assistant Director Customer Services and Communities .
- Rachel Bishop, Customer Services Manager
- Emlyn Nash, Corporate Customer Services Manager
- Lowri Morris, Assistant Contact Centre Manager

The Chairperson advised that having observed the frontline call centre service in action, the Committee had an opportunity now to examine how the Council was managing the gateway to customer services, progress in delivering both the Digital and Customer Services Strategies.

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey thanked the officers for the tour of the centre. Digitalisation was the way forward and two years of investment into C2C had resulted in the development of advanced technology with multi-functional support systems. Staff

development was essential for improvement, along with the investment in staff and their wellbeing. PPDR's were being used as a tool to support staff and enhance their working environments whilst continuing to train and develop services to the customer.

The Committee received a presentation on Online Cardiff which outlined the following:

- Cardiff's Customer Strategy informs our Digital Strategy
  - 75% of customers would sign up for and use the personalised Council self-service account.
- Future Digital Services – What's next for Cardiff
- Online Successes – Council Tax
  - Parking Permits & Fines
- Online Activities
  - 75% of customers chose to request online rather than call in.
  - Viewing Planning Applications
- Cardiff's Online Presence
- Customer Visits
- Arrival Points to Cardiff.gov.uk
  - Majority of customers use Google search engine
- Website Translated
- Top 10 most visited sections – 2016
  - 19% Rubbish and Recycling
  - 16% Parking, Roads and Travel

The Committee received a second presentation on C2C, which outlined the following:

- Core Services
- Contact Volumes
- Customer Satisfaction
- People Management
- Challenge – Welsh Language Standards
- Forward Plan
- Welsh Contact Centre Awards – People Engagement Winner

The Chairperson thanked the officers for the presentation and invited the Committee to ask questions.

Members of the Committee were keen to establish the balance between digital online usage and call volumes for services. In response Officers explained that services for older persons were continuously advertised and provided them with a multi-channel choice. Work was on-going with colleagues at the Hub's to support and provide digital training for those customers that required the service.

It was recognised that for people who choose to use the digital service navigation tools were easily accessible and supported the customer's needs. 55% of service users accessed the Council's Website through the use of a mobile device. The Council's Staff App had been launched and staff were being encouraged to use this service which communicated information to employees across the organisation.

Members of the Committee drew attention to call waiting times and how this was measured. Officers advised that Key Performance Indicators were in place and the average response time was under a minute. The activity was monitored and a forecast could be made in relation to the peak waiting times. When peaks were triggered staff were rotated to support high demand and alleviate the pressure on both staff and customers.

The Committee asked why there were high levels of Housing Repair calls considering the level of housing stock in the city. Officers explained calls in relation to Housing Repairs did not always involve a repair and were often queries about Housing matters in general.

The Committee drew attention to the Quarter 2 Corporate Performance Report, the issues with the CRM roll out, and asked what the relationship was between the CRM and digital delivery of services at C2C.

Officers advised the Committee that Emlyn Nash was the Senior Responsible Officer and Project Executive for the service. CRM was enabling technology, which would not change the current online service provision. The current issues with CRM were being dealt with at the highest level through SAP and it would not interfere with the current C2C online support service. The delay was part of the data architecture system and would be resolved and implemented.

The Committee was advised that call volumes would be reduced as a result of an enhanced online support service. A Deep Dive project had taken place to analyse usages and population increases, but the call volumes had remained the same. A channel shift was recognised in waste issues especially in relation to missed collections, which was easier to log online than to make a phone call. The process for logging a missed bin collection was outlined to the Committee and was more complicated than expected.

In-Cab technology would alleviate current issues experienced by missed bin collections, with the joined up data being essential to develop a digital way forward in this service.

Members of the Committee asked about the cost of calls to C2C from mobile phones as some rates could be expensive. The Committee was advised that call costs from mobile phones depended entirely on the customer's contract with the mobile phone provider. However, all calls to C2C were on local rate, and if the issues could not be resolved C2C would call the resident back.

The Committee was concerned with some of the recommendations from the Wales Audit Office in light of the 2014 inspection. The organisation was not customer focused and fragmented and therefore was this holding back the progress of C2C.

The Committee was assured that staff had been appointed to support and drive forward customer services initiatives. PPDR's were in place to support employees and their development in the workplace. This was a complex organisation but sound managers were being developed to support the shift in culture change.

The Committee was provided with information on the staff dynamics at C2C and how they contributed towards social events. A change in culture was being developed throughout the organisation with officers promoting and encouraging change.

Members of the Committee asked about the complaints logged on social media and when would they be taken into account. In response the officers advised that complaints logged on Twitter were handled differently and dealt with by Communications. Twitter was not a formal channel for complaints to be made.

The Committee was keen to see that complaints against the Council logged on Twitter be recorded and dealt with in the same manner as any other correspondence.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

#### 47 : ODP - REVIEW OF SCRUTINY

The Chairperson welcomed the following:

- Councillor Daniel De'Ath, Cabinet Member Safety Skills & Engagement.
- Davina Fiore, Director of Governance & Legal Services
- Paul Keeping, Scrutiny & Equalities Manager

The Chairperson advised Members the Committee had an opportunity to offer its views on draft proposed models developing out of the Performance & Governance Review of Scrutiny. The Scrutiny Review Project aimed to support good governance, good scrutiny, the future success of the Council and the City. The Review was aiming to deliver the best possible Scrutiny function for Cardiff, optimising the involvement and engagement of non-Executive Councillors that meets all existing and expected statutory requirements, the needs of the new Administration and the Council after May 2017.

The Chairperson invited Councillor De'Ath to make a statement.

Councillor De'Ath emphasised the importance of Scrutiny at Cardiff Council. The service, supported by Member engagement had developed an advanced Scrutiny Service which supported the City and its development. A change in culture had seen Scrutiny evolve in recent years with partnership working and development of Members Workshops to support changes in Scrutiny and ensure it is sound, and continues to play a major role in Council openness and transparency.

Davina Fiore outlined the process of the review to members of the Committee. The process had been addressed by Senior Management Team and Chairpersons of Scrutiny Committee's, including workshops with party whips. This was seen as an opportunity to provide feedback on a way forward with Cabinet Member Engagement, whilst adapting to change and circumstances. The balance of Scrutiny had to be analysed between formal Committee's and Task & Finish Groups. It was recognised that Members preferred Task & Finish Groups as that style of scrutiny was seen as being more in-depth. The balance of activity being should also be addressed, and how Directors fed into the process.

The Committee was provided with the following Models to consider:

- Model One: A "Standard" arrangement as currently in place;
- Model Two: A "Thematic" arrangement – where committees were arranged around the type of scrutiny they specialised in – such as Pre-Decision, Performance Monitoring, Policy Development, Partnership;
- Model Three: A "Single Committee" arrangement – where there was just one formal Scrutiny Committee and a range of informal activities arranged below it.

The Chairperson invited the Committee to ask questions.

Members of the Committee drew attention to the current capacity in relation to membership of Scrutiny Committee's. Task & Finish Groups had more buy in, however, these were scheduled for daytime which some members could not attend.

The Committee was advised that Task & Finish membership could be extended to Members not on a formal Scrutiny Committee. The times of the Task & Finish meetings could also be altered.

The Committee Members drew attention to the consultation process and asked that all Independent Members be involved at each stage. The Members asked about the Internal drivers for change and how this was being developed.

Members were advised that drivers were being established in response to demand and alternative ways of working. Cross-cutting mechanisms were being developed and the Policy Review & Performance Scrutiny Committee should take the lead on this, including the Public Service Board.

The Committee discussed proposals to enhance the Scrutiny function along with proposals to develop the Research element. Members of the Committee were keen to keep Social Services separate from Housing and continue with Adult and Community Services in order to monitor independent living services.

Members were advised the Council provided a Corporate Research Function that could support these services. A more robust research function could be established with a service level agreement in place to support this.

The Committee discussed the Councillor dynamics required to full fill the role. An ideal system was for Councillors to provide a 100% commitment to their duties as a Councillor without being pre-occupied by work commitments.

Current resources were addressed and the validity of the current Scrutiny provision in place. This could support the establishment of four formal Scrutiny Committee's with additional Task & Finish Groups. It was recognised that some Members felt Task & Finish Groups were more rewarding.

The Committee drew attention to performance issues and asked what mechanisms were being developed to ensure that culture change was being embedded into the organisation.

Officers explained SMART objectives were in place to support and fit in with the Directors PPDR's to drive forward the performance agenda.

Members of the Committee were concerned with the number of vacancies on Scrutiny Committee's and suggested that the membership on each Committee be reduced. It was recognised that one of the suggested Model's would enhance the Task & Finish Groups, which could open up opportunities for non-scrutiny members.

The Committee understood there were grounds for reviewing the Terms of Reference of Scrutiny Committee's and agreed that the principle of 4-5 Committee's remain in place.

The Committee was advised that a report on the proposed Scrutiny structure would be taken to Council in May 2017.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

48 : DATE OF NEXT MEETING - 17 JANUARY 2017, COUNTY HALL

***This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg***

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

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**17 January 2017**

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**PUBLIC SERVICES BOARD – Well-being Assessment**

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**Reason for the Report**

1. To offer the Committee an opportunity to consider Cardiff's draft Well-being Assessment, and to discharge its duty as a statutory consultee under the Well-being of Future Generations (Wales) Act 2015.

**Background**

2. This Committee has been designated the Scrutiny Committee with formal responsibility for scrutiny of Cardiff's Public Services Board (PSB). In line with the Council's Constitution, it will focus on the PSB's performance going forward. In addition each of the Council's other four Scrutiny Committees have authority to scrutinise partnership activity within their own terms of reference, complementing this Committee's strategic overview of partnership activity.
3. In April 2016, the Council and its partners became subject to the duties under the Well-being of Future Generations (Wales) Act 2015 (WFG). The Act seeks to ensure that all public bodies in making decisions take into account the needs of future generations; the economic, social and environmental well-being of Wales in accordance with detailed sustainable development principles; and the well-being goals prescribed by the Act.

4. The Act introduced the appointment of a Future Generations Commissioner for Wales with the duty to promote sustainable development principles, to act as a guardian of the ability of future generations to meet their needs, and to monitor and assess the extent to which well-being objectives set by public bodies are met. It prescribed the establishment of a statutory Public Services Board (PSB) for each local authority area in Wales, the core members of which should include the Local Authority; the Local Health Board; the Welsh Fire and Rescue Authority; and Natural Resources Wales.
5. The Local Authority represented at the Board is required to make administrative support available to the PSB, and is responsible for convening the Board and facilitating its work by providing secretariat, publishing plans and reports on its website.
6. In addition, the PSB is required to invite the following to participate in the activity of the Board: Welsh Ministers; the Chief Constable of the Police Force; the Police and Crime Commissioner; and at least one body representing relevant voluntary organisations. The PSB may also invite any other person who exercises functions of a public nature to participate in the activity of the Board.
7. Members will recall that in October 2016 the Committee received a progress report from the Leader and Chief Executive outlining the approach taken by the Council to address the requirements of the WFG Act and continue the well-established partnership arrangements already in place through the Cardiff Partnership Board.
8. To remind Members of arrangements in place, **Appendix 1** to this report illustrates the structure of Cardiff's PSB arrangements, which is comprised of two bodies. One of these is the Full PSB, which meets three times per annum and is chaired by the Leader. The other is the Executive PSB, which meets six times per annum, chaired by the Chief Executive. The Executive PSB provides strategic management of the PSB's agenda and ensures progress is made in between full PSB meetings,
9. A key document of the PSB is the publication of a local Well-being Assessment prior to the development and publication of a Well-being Plan by April 2018. Following the

October scrutiny the Committee requested an opportunity to consider the Well-being Assessment in January 2017, which was welcomed by the Leader and Chair of the PSB Councillor Phil Bale.

## **Well-being Assessment**

10. In 2010 the Cardiff Partnership Board undertook a comprehensive Needs Assessment and wide ranging public consultation that provided the evidence base that informed the development of the seven shared outcomes for Cardiff, featured in the 10 year *What Matters* Strategy. The Board refreshed its Needs Assessment in 2015, and all partners reaffirmed the priority outcomes. The vision, 'To become Europe's most liveable capital city', and the seven shared outcomes have been adopted by the Cardiff PSB.

11. The first Liveable City report was published by the City of Cardiff Council in 2015, in anticipation of the requirements of the WFG. The report gave an overview of city performance. In order to meet the full requirements of a Well-being Assessment, Cardiff's PSB agreed to use the Liveable City Report as a summary of the Well-being Assessment, with a number of enhancements, including:

- A wider range of performance indicators
- A greater focus on citizen views of the city
- A greater emphasis on future trends, challenges and opportunities.

12. Going forward this document would help inform an annual appraisal of PSB priorities included in the Well-being Plan.

## ***Structure of the Assessment***

13. The Well-being Assessment for Cardiff is comprised of four elements.

- A **summary document** attached at **Appendix 2**, which provides the context for the development of the Assessment.

- **Cardiff Liveable City Report 2017**, attached at **Appendix 3**, which gives an overview of Cardiff's well-being, bringing together the PSB analysis of Cardiff's strengths and weaknesses, predicting trends and challenges, and comparing performance with other major cities. This document is designed to support engagement with wide ranging audiences.
- An **online open-data portal** accessible to the public, policy and research communities, available on the Cardiff Partnership website.
- **Neighbourhood Well-being Assessments** that look in detail at Cardiff's six neighbourhood partnership areas and provide insight into the quality of life across the city.

### ***Programme of engagement***

14. The draft Well-being Assessment launch at the Liveable City Forum on 12 January 2017 marks the commencement of a six-week consultation period, which closes on 26 February 2017. The Forum will ensure that the PSB can engage directly with stakeholders, bring together public and third sector leaders to inform the priorities of the PSB and help to develop Cardiff's Well-being objectives and Plan.
15. Following the consultation the draft Well-being Assessment will be revised and a final version published by the PSB in late March 2017.
16. The Liveable City Report has been developed by all public service partners to help identify collective objectives for improving the well-being of Cardiff. It compares Cardiff with core UK cities and Welsh Local Authorities, illustrating where the city is performing well and where it needs to improve.
17. The seven shared city outcomes to which the Cardiff PSB are committed are as follows and more detailed explanations can be found on *page 6* of the summary document at **Appendix 2**:

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

18. The Well-being Act states that all public bodies should apply the five sustainable development principles to decision-making; Long-term; Prevention; Integration; Collaboration; and Involvement. *Pages 8-10* of the summary document illustrate how the PSB has applied this requirement.

19. The full data set, which has informed the development of the Liveable City report and the Well-being Assessment, can be found at [www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk) under the tab heading 'Well-being Assessment Data.' Background documentation including the 2015 Needs Assessment, and the strategic reviews and assessments that must be referred to in the production of the Well-being Assessment, are also available under the tab heading 'Liveable City Report'.

19. The summary document at **Appendix 2** acknowledges there are gaps in data currently available (*page 17*) and sets out how these will be filled. Part of the consultation will be to determine what other gaps in data should be addressed as the Report is finalised.

20. Members may find useful a summary in table format of what Cardiff looks like today and the trends predicted to influence the city's well-being in the future. This can be found on *pages 19 -24* of **Appendix 2**.

21. Following the Consultation period the PSB will be required to prepare and publish a **local well-being plan**, which sets out the local well-being objectives and the steps it proposes to take to meet them. Prior to publication the PSB must provide a draft copy

of the local Well-being Plan for consultation for a period of no less than 12 weeks to the following audiences:

- a. The Commissioner;
- b. Its invited participants and other partners;
- c. This Committee;
- d. Relevant voluntary organisations, resident and business representatives;
- e. Trade unions representatives etc. as identified in the Act.

22. Thereafter the PSB is required to prepare and publish an **annual progress report** for submission to the Welsh Ministers; the Commissioner; the Auditor General for Wales; and this Committee as the nominated overview and scrutiny committee.

23. PSBs will establish their own performance management system. Where, however, progress in establishing performance management systems is poor or inconsistent Welsh Ministers have the power to set performance measures so that the local authority's designated overview and scrutiny committee can function more effectively as an improvement mechanism.

### **Previous Scrutiny**

24. In October 2016, the Committee was keen to ensure that, alongside statutory scrutiny of the PSB, appropriate governance arrangements were underway for the Board.

Members' specific concerns were:

- a. That at an operational level, the work of the previous Cardiff Partnership Board, particularly around needs assessment, would be preserved, capitalising on the achievements of the CPB and a long history of non-statutory partnership achievement in Cardiff.
- b. That neighbourhood action plans would be simplified to ensure clarity on what we are meant to be delivering. Members noted that the performance assessment approach would take into account the forty-six Welsh Government

national indicators, the Well-being of Future Generations indicators, partners' indicators, qualitative Ask Cardiff data; and neighbourhood partnership data sets.

- c. The Council is expected to mainstream actions identified in the Well-being Plan within existing budgets.
- d. The Council is expected to achieve the culture change promoted by the Future Generations Commissioner,
- e. How Cardiff citizens will feel the impact of that culture change.
- f. Contributions are monitored, given the statutory leverage the Well-being of Future Generations Act offers the Council in working with partners.
- g. The PSB has appointed an Independent Challenge Advisor, with whom Members saw an opportunity to engage in carrying out the Committee's statutory role.

## **Way Forward**

25. At the meeting, the Committee will have an opportunity to question representatives of both the *Full Public Services Board* and the *Executive Public Services Board*.

26. Councillor Phil Bale (PSB Chair & Leader of Cardiff Council) and Maria Battle (PSB Vice Chair & Chair of Cardiff and Vale UHB) will be in attendance representing the full PSB.

27. Paul Orders (Chair Executive PSB & Chief Executive of the City of Cardiff Council) and Sheila Hendrickson-Brown (Vice Chair Executive PSB & Chief Executive Officer of Cardiff Third Sector Council) will be in attendance representing the Executive PSB.

28. Also attending are Joseph Reay (Head of Performance & Partnerships) and Gareth Newell (Partnerships & Community Engagement Manager).

### **Legal Implications**

29. 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**

30. 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 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:

- a. Consider the information presented, and whether it wishes to make any comments or observations to the Leader as Chair of Cardiff's Public Services Board;
- b. Agree whether it wishes to submit a formal response to the draft Cardiff Well-being Assessment consultation.

**DAVINA FIORE**

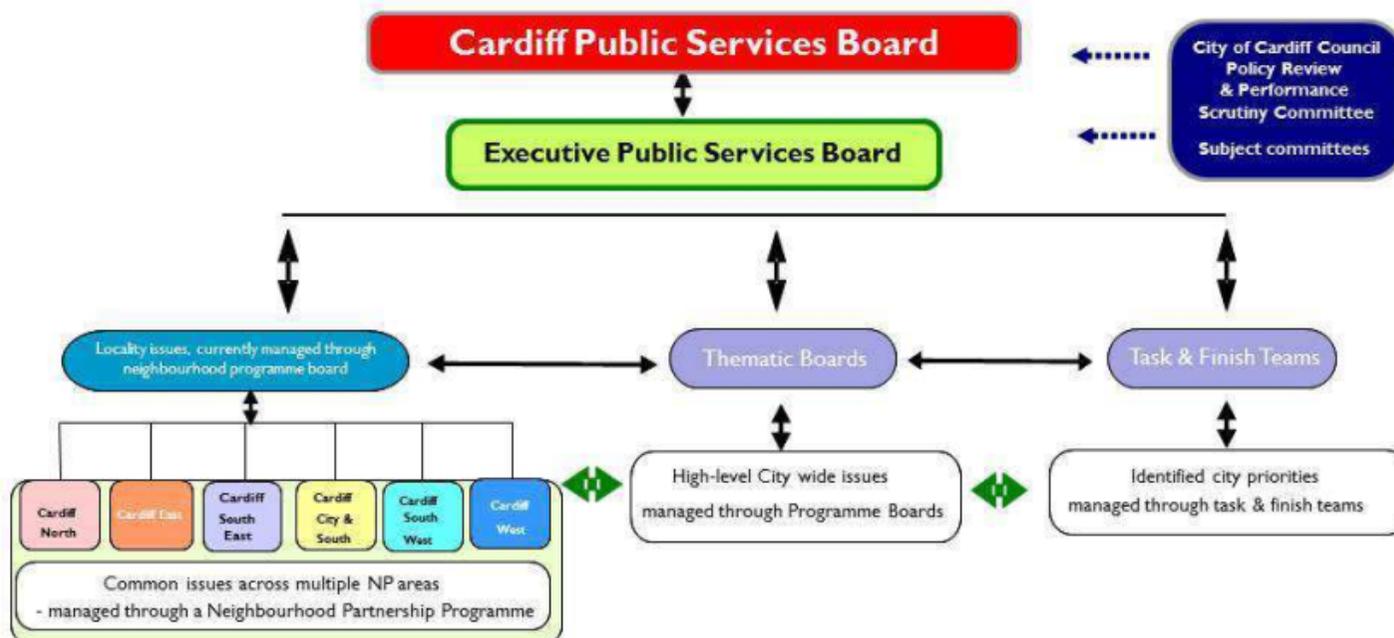
Director of Governance & Legal Services

11 January 2017

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PROPOSED CARDIFF PARTNERSHIP MODEL



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**Cardiff Public Services Board  
Draft Well-being Assessment  
Summary  
January 2017**

## Contents

Draft Cardiff Assessment of Local Well-being 2017 .....	3
What is a Well-being Assessment? .....	3
The Cardiff Wellbeing Assessment 2017.....	5
What does well-being mean to Cardiff? .....	5
Seven Shared Outcomes .....	6
Working sustainably .....	8
Developing the Cardiff Well-being Assessment 2017 .....	11
Evidence base .....	11
Structure .....	12
Statutory reviews and assessments .....	13
The gaps in what we know .....	17
What does the Well-being Assessment tell us? .....	18
Next steps .....	27
Programme of engagement .....	27
Developing Cardiff's Local Well-being Plan.....	29
How you can get involved .....	30

## Draft Cardiff Assessment of Local Well-being 2017

### What is a Well-being Assessment?

Following the introduction of the **Well-being of Future Generations (Wales) Act 2015** ('the Act'), the well established partnership arrangements developed in Cardiff over the last decade have been placed on a statutory footing.

The Act gives the key public and third sector bodies working in Cardiff a legally-binding common purpose to improve the city's social, economic, environmental and cultural well-being for this and future generations, by forming a Public Services Board<sup>1</sup> (PSB).

Under the Act, the Cardiff Public Services Board must publish a Local Well-being Plan by May 2018, which sets out shared objectives for improving the well-being of the city. To give a robust evidence base for these objectives, the Cardiff PSB is required to publish a local Well-being Assessment bringing together a comprehensive view of the well-being of the city and its communities.

The Act places a 'well-being duty' on public sector bodies across Wales to take action to achieve 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<sup>2</sup>

The Act also requires all public bodies, including the Cardiff PSB, to act 'in accordance with the sustainable development principle.' In summary, this means that partners must act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Five ways of working are set out under the Act to define the sustainable development principle:

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<sup>1</sup> You can read more about the Cardiff Public Services Board at [www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk)

<sup>2</sup> Read more about the seven well-being goals [here](#)

**Long Term** - *Balancing short-term needs while safeguarding our ability to also meet the long-term needs of our communities.*

**Prevention** - *Acting to prevent problems occurring or getting worse to help us meet our objectives.*

**Integration** - *Considering how our well-being objectives may impact upon each of the well-being goals, or on partners' individual objectives.*

**Collaboration** – *Acting in collaboration with partners and stakeholders to meet our well-being objectives.*

**Involvement** - *Involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the Cardiff.*

## The Cardiff Wellbeing Assessment 2017

### What does well-being mean to Cardiff?

In 2010, major public service and third sector organisations in Cardiff developed a new partnership approach for addressing the most important issues affecting the capital city. They recognised that the long-standing and long-term issues affecting the city could not be solved by organisations acting in isolation.

In order to determine what citizens of Cardiff felt were the important issues facing the city, the Cardiff Partnership Board undertook a comprehensive Needs Assessment and undertook wide-ranging public consultation, going into communities across Cardiff to hold neighbourhood events, holding a city conference with key stakeholders. These provided the evidence base for inform the development of priorities for improving life in the city. On this basis, a vision for what Cardiff should look like a generation from now was agreed in the form of seven shared outcomes, and articulated through the 10 year 'What Matters' Strategy for Cardiff.

In preparation for the implementation of the Well-being of Future Generations Act, the Cardiff Partnership Board refreshed its Needs Assessment of the city in 2015, re-examining the issues facing the city's communities and the priority outcomes which had been agreed by citizens and partners. These were reaffirmed by the Cardiff Partnership in 2015 and the vision and seven shared city outcomes have been adopted by the Cardiff PSB.

### Vision

*'To become Europe's most liveable capital city'*

The most successful cities in the 21<sup>st</sup> Century will be those that have a strong and inclusive economy, offer a high quality of life to all its citizens, are planned sustainably and are resilient to economic, social and environmental shocks. Delivering this vision requires adopting a broad approach which covers all aspects of city-life. These are defined by the seven shared city outcomes to which the Cardiff PSB are committed.

## Seven Shared Outcomes

<p><b>Cardiff is a Great Place to Live, Work and Play</b></p>	<p>The city must work for our residents in terms of the quality of public services, standard of living, housing and the lifestyle it affords. People should also be able to shape the future of the city and its services. Ensuring that everybody has a voice and an opportunity to effect change in their life and in wider society is fundamental to wider well-being.</p>
<p><b>Cardiff has a thriving and prosperous economy</b></p>	<p>A thriving and prosperous economy means a buoyant economic environment that can withstand challenges and be internationally competitive. It should offer opportunities to citizens in the city and the wider region and create wealth that can be enjoyed by all. Economic prosperity which is accessible to all has far-reaching potential to improve the city and the lives of those who live in it, not just in terms of wealth, but also in terms of their health, their social well-being and the quality of their environment.</p>
<p><b>People in Cardiff are safe and feel safe</b></p>	<p>People from all sections of the community, and particularly the most vulnerable, should be free from harm, injury, or risk and should be secure in their surroundings. They should feel at home and welcomed in their neighbourhoods. Feeling safe means feeling confident that none of these things will be compromised. Safe and cohesive neighbourhoods improve the city's economic prosperity, making it a more attractive place to live, visit and do business, contributing to the city's social, physical and mental well-being.</p>
<p><b>People in Cardiff are healthy</b></p>	<p>Everybody has a right to be as healthy as possible. Health isn't just about being free from illness or infirmity, it's about physical, mental and social well-being. Helping people make lifestyle positive choices can improve well-being in the short- and long-term, reducing the incidence of serious illness and chronic conditions in later life. Socio-economic factors such as income, housing and access to health services, as well as access to green spaces, have a major influence on health.</p>
<p><b>Cardiff has a clean, attractive and sustainable environment</b></p>	<p>The successful cities of the future will be those that achieve growth without limiting their social and environmental quality. This means minimising the wasteful consumption of valuable resources such as energy, water and food, and reducing harmful outputs such as carbon, pollution and waste. Building a successful and sustainable city is also contingent on developing an effective transport system that makes use of the full range of public transport choices. Evidence shows that the natural environment has a pivotal role to play in relation to health and well-being and in developing a sense of pride and belonging.</p>

<p><b>People in Cardiff achieve their full potential</b></p>	<p>Educational and work life achievements are often the most recognisable means of realising potential and enable people to access other enriching opportunities. A first class education is perhaps one of the most fundamental things that people should have, giving young people the skills and knowledge they need to be successful and adults opportunities to pursue their interests or develop their career.</p>
<p><b>Cardiff is a fair, just and inclusive society</b></p>	<p>A vibrant and diverse city, with a proud history of multiculturalism and communities that pride themselves on being open and accepting. An equitable city, where organisations and the services we provide reflect the communities we serve. A city where greater equality of outcomes and life chances are promoted across all neighbourhoods.</p>

The figure below shows how the city outcomes map against the national Well-being Goals, demonstrating how we can respond to the local priorities set by our citizens and at the same time contribute to national ambitions for Wales' well-being.



## Working sustainably

The development of the draft Wellbeing Assessment has taken in to account the five ways of working set out under the Act in the following ways:

### ***Long Term - Balancing short-term needs while safeguarding our ability to also meet the long-term needs of our communities.***

In developing the evidence base for the draft Well-being Assessment the long-term trends affecting the city have been considered at both the strategic level, and for each of the seven shared city outcomes. These are summarised in the Liveable City Report in the 'Cardiff Today' and 'Cardiff Tomorrow' sections, which introduce and summarise each chapter. Evidence has been drawn from a wide range of sources, including locally produced documents (for example, the city's Local Development Plan), regional studies (for example the Capital Region Growth and Competitiveness Report), national studies (for example the Welsh Government's Future Trends Report), and international studies (for example, the European Union's Urban Audit).

The Assessment identifies a number of some of the long-standing issues affecting our communities, such as the sustainable management of the city's growth, creating a more productive and inclusive economy and tackling unhealthy lifestyles.

### ***Prevention - Acting to prevent problems occurring or getting worse to help us meet our objectives.***

The recent history of partnership working in Cardiff has supported a culture of thinking and acting in a joined-up way, cutting across the traditional lines of responsibility for service provision, and has helped partners to develop a more preventative approach. There is a recognition that early intervention in one area can pre-empt the development of more serious problems down the line, reinforcing the fact that only by acting collectively now can we prevent and overcome problems in the future. There is compelling evidence that more must be done to stop problems escalating, not only in the interests of reducing costs for partners, so that resources can be spent in more effective ways in the long-term, but to also improve people's well-being.

The draft Well-being Assessment identifies a number of emerging areas where a preventative approach must be adopted. For example, the financial cost of responding to stressful experiences in young people's lives is significant. In Cardiff, the average annual cost of a placement for each child who becomes looked after by the local authority is £46,000 each year, with the gross annual spend by Children Services on placements for Looked after Children totalling £23m. Just as urgent is the impact of stressful experiences on the lives of

the children themselves. There is a growing body of evidence that they can have an impact on children's development and on their educational and social outcomes long into adulthood.

***Integration - Considering how our well-being objectives may impact upon each of the well-being goals, or on partners' individual objectives.***

The Cardiff Well-being Assessment has been structured according to the seven city outcomes which were developed jointly by partners and give an integrated and cohesive picture of well-being in the city. Public and third sector partners have agreed to deliver against these long-term aspirations and recognise that achieving them is not the responsibility of any individual organisation, but that we must come together to improve the city's well-being.

The seven outcomes have been mapped against the national Well-being Goals (see page 7) so that as the Cardiff PSB develops its local well-being objectives and the Cardiff Local Well-being Plan, we can demonstrate how we are contributing to their delivery.

***Collaboration – Acting in collaboration with partners and stakeholders to meet our well-being objectives.***

There is a strong track record of working in partnership and coordinating service delivery with public and third sector partners within the city and across the region. However, the Cardiff PSB recognises that the challenge now is to accelerate partnership working to ensure long-term sustainability and improved outcomes.

The Well-being Assessment sets out a shared view of Cardiff's well-being and the long-term trends predicted to influence the city's future. As the Cardiff Public Services Board develops well-being objectives and new ways of working in our localities, this shared view will be essential in identifying the important issues to address to improve the city's well-being and what assets and opportunities the city already has in place to help us do.

***Involvement - Involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the Cardiff.***

Partnership working in the city to date has underscored that we need to work with local organisations and partners who have first-hand understanding of the issues the city faces. 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 people and communities so that they can

flourish. We must invest in supporting communities in building capacity to play a more leading role in shaping, delivering and managing services.

The Assessment also draws on the results of the Council's annual 'Ask Cardiff' survey, as well as other national and international surveys such as the National Survey for Wales and the EU Urban Audit, to develop a picture of Cardiff's well-being. In order to ensure that there is a wider involvement in the Cardiff PSB's evaluation of the city's well-being the draft Assessment will be open to public consultation and will be provided to all statutory partners for comment. The results of the consultation will be published alongside the final Well-being Assessment in March 2017. You can read more about our planned programme of engagement at page 28.

## Developing the Cardiff Well-being Assessment 2017

### Evidence base

In May 2016, Public Services Board partners met to start work on developing the Cardiff Well-being Assessment and agreed an approach which built on substantial work undertaken by the former Cardiff Partnership Board in 2015 to review and update its comprehensive Needs Assessment for Cardiff.

The evidence used to form the Well-being Assessment includes:

- the indicators chosen by the former Cardiff Partnership Board to inform the refreshed Needs Assessment it undertook in 2015;
- The 46 National Indicators which have been set out by Welsh Government under the Well-being of Future Generations Act to demonstrate progress towards delivering the national Well-being Goals;
- Survey data such as the Ask Cardiff Survey 2016, the European Union Urban Audit and the National Survey for Wales;
- Indicators which have been recommended by Public Services Board partners and other stakeholders;
- A number of statutory reviews and assessment to which the Assessment must in law refer (see page 13).

The data doesn't focus on the performance of the individual public and third sector organisations working in the city, but rather gives a rounded picture of the city's performance.

This is the first Well-being Assessment carried out for Cardiff and partners acknowledge that as time goes on we will need to review and improve its content to make sure that we continue to identify the key opportunities and challenges to becoming the most liveable European capital city.

Part of our consultation on the draft Well-being Assessment will be about asking our stakeholders, partners and citizens if we've identified the right information to give us a view of Cardiff well-being. You can read more about our programme for engagement at page 28.

Once the Local Well-being Plan is developed, it - and the evidence behind it - will be revisited on an annual basis, so that partners can ensure that the analysis of the city's well-being is accurate and that we're working together to make the right improvements for the city's well-being.

There's more about the identified gaps in what we currently know below (page 17).

## Structure

Cardiff's Assessment of Local Well-being is comprised of:

**This summary document**, which provides the context for the development of the Assessment and highlights some of its main findings;

[Cardiff Liveable City Report 2017](#), which gives an overview of Cardiff's well-being. The Liveable City Report brings together the Cardiff PSB's analysis of Cardiff's strengths and weaknesses as a place to live, work and visit under the seven Cardiff outcomes, as well as an analysis of predicted future trends, opportunities and challenges for the city. The report compares Cardiff's performance wherever possible with other major European and British cities. Where comparable data is not available, Welsh local authority areas are used as comparators.

The Liveable City Report has been designed to be as easy to engage with as possible for a wide range of audiences, including partners and stakeholders, senior decision makers in the public and private sectors, and most importantly, citizens. To support wider engagement, the Liveable City Report is also presented on the Cardiff Partnership website.

The first Liveable City Report was published by the City of Cardiff Council in 2015 in anticipation of the requirements of the Well-being of Future Generations Act and gave an overview of the city's performance in comparison to other UK and European cities. In order to meet the more demanding requirements of a Local Well-being Assessment, the Cardiff PSB agreed to use the Report as a summary of the Assessment. The 2017 report therefore builds on the initial Liveable City Report, with the following enhancements:

- A wider range of performance indicators have been used (reflecting the requirement of the Act and feedback from partners)
- A greater focus has been placed on citizens views, drawing on local, national and international survey work (see page 10)
- A greater emphasis has been put on future trends, challenges and opportunities, with 'Cardiff today' and 'Cardiff tomorrow' sections included for each city outcome.

An [online open data-portal](#) – Our aim is to be open with the data we've used to develop the draft Well-being Assessment so that the public and stakeholders can tell us if our analysis of Cardiff's well-being, and the priorities to be drawn from it, are correct. All the data will be open to use by the public, and the city's policy and

research communities. To keep the Assessment up-to-date, the full evidence base will be available on the Cardiff partnership website so that we can amend it as new data is released.

**Neighbourhood Well-being Assessments** – Assessments have been prepared looking in more detail at the well-being of each of Cardiff’s six neighbourhood partnership areas, in order to highlight some of the differences between the city’s communities. These assessments provide an insight in to the quality of life across the city and have been drawn upon extensively in the development of the Liveable City Report 2017. Work has already begun to supplement these assessments with detailed assets and service mapping at the neighbourhood level, which in turn will inform a new approach to neighbourhood and locality working and to community engagement.

## **Statutory reviews and assessments**

Under the Well-being of Future Generations Act, the Public Services Board must take into account a number of assessments and reviews as it prepares the Well-being Assessment. We can also refer to other reviews and assessments that we feels will contribute to the analysis of the city’s well-being. More details are set out below:

### **Climate change risk assessment for Wales**

This provides a national assessment of the potential risks and opportunities arising from climate change. The Assessment identifies the most significant risks for Wales to be:

- Increases in hot-weather related death and illness
- Changes in soil conditions, biodiversity and landscape due to warmer, drier summers
- Reductions in river flows and water availability during the summer
- Increases in flooding on the coast and inland
- Changes in coastal evolution including erosion
- Changes in species including a decline in native species
- Increases in the risk of pests and diseases affecting agriculture and forestry.

The Assessment highlights the potential impact of climate change not only on the environment but on business, infrastructure and health and well-being. More frequent and more severe flooding (including flash floods) may pose a major risk to businesses in Wales.

In Cardiff, the main issue for businesses and communities is the build-up of surface water and the flooding of drains as opposed to flooding from rivers or rising sea levels, although as

the risk of flooding tends to be largest in towns and cities located near the mouth of rivers, or in areas with tidal influence, Cardiff is inherently at future risk from flooding. Flooding is estimated to cost the UK £1 billion per year. The consequences of flooding are not just financial. Even modest events can significantly impact on physical and mental well-being of individuals for many years. From a health perspective, quite often the worst affected are the more vulnerable in society.

As Cardiff grows, we need to make sure that new developments take account of potential flood risk and consider mitigating measures and defences.

You can read more about the Assessment [here](#).

### **Natural Resources Wales (NRW) Area statement**

NRW has a duty under the Environment (Wales) Act 2016 to publish “area statements” for the areas of Wales that it considers appropriate for facilitating the implementation of the national natural resources policy.

Area statements provide an evidence base for NRW to work with Public Services Boards and other stakeholders to take appropriate collective action to promote sustainable management of natural resources at the local level.

An Area Statement for Wales is yet to be published. However, in the meantime, Cardiff-level information has been provided by NRW and this has been incorporated into the draft Well-being Assessment.

You can read more [here](#).

### **Childcare sufficiency assessment**

In accordance with regulations made under section 26(1) of the Childcare Act 2006 (c.21), a full Childcare Sufficiency Assessment is carried out every three years and a refresh is undertaken annually to monitor sufficiency.

The most recent assessments conclude that there are no significant childcare sufficiency gaps at present, and that for the vast majority childcare provision is meeting the needs of families in Cardiff. However, it is noted that demand for out of school childcare is expected to rise due to changes in the welfare system and the projected growth in the population of Cardiff.

You can read more [here](#).

### **Nursery Provision**

As detailed in the Childcare Sufficiency Assessment (see link above), children in Cardiff are entitled to a part-time nursery place from the start of the term following their third birthday. Places are offered in a local community nursery school or nursery class within two miles of the child's place of residence. If places are unavailable in local community nursery schools or nursery classes, parents may apply for nursery education place funding with a recognised provider.

Sufficiency of nursery provision is monitored and reviewed as required under section 119(5) (a) of the School Standards and Frameworks Act 1998 (c.31). Cardiff is the fastest growing UK Core City and it is expected that there will be a significant increase in the number of school age children. The development of school organisation proposals is considered as an option for managing an identified need as well as looking to recognised providers to meet demand. The Council's 21<sup>st</sup> Century Schools Programme is already investing £170m in nursery, primary and secondary school provision.

### **Play Sufficiency Assessment**

In accordance with Section 11 of the Children and Families (Wales) Measure 2010, an assessment of play sufficiency was carried out in 2013. At the time supervised provision was being heavily cut with the end of Cymorth funding. Since 2013, there have been significant changes to play services and the assessment for 2016, currently in development, will make reference to the introduction of a new play delivery model.

It is intended that the aim of the 'New Play Delivery Model' will be to provide 'easy access' doorstep play opportunities in the local community regardless of location. To provide new approaches including working with new partners in new market places as well as continued involvement with traditional partners. Areas for attention will also include addressing demand from Community First areas and promoting Welsh Language training to staff to provide an effective bilingual provision.

### **Social Services and Well-being (Wales) Act 2014 Population Needs Assessment**

The Social Services and Well-being Act focuses on current users of health and social care services and their carers but also concerns people who are expecting to use these services in the future. A needs assessment of these users is being carried out to see if the current services meet people's needs and to gather ideas of how they can be improved. The Social Services and Well-being Needs Assessment is being carried out at the same time as the Well-being Assessment. It will be published in spring 2017. The Cardiff Research Centre, which has been leading on the Well-being Assessment, has been a member of the population assessment steering group. This link has ensured alignment of activity (for

example on community engagement) and that the local well-being draws on emerging learning from the population assessment.

### **Crime and Disorder Act 1998 - Strategic assessments**

The strategic assessments required under the Crime and Disorder Act have previously been integrated into the Needs Assessment undertaken for the Cardiff integrated partnership strategy, 'What Matters'. This was last updated in 2015.

The Needs Assessment as well as updated relevant data have been included in the draft Well-being Assessment. Crime has seen a rapid and significant reduction in Cardiff over the past 10 years, in line with that experienced in other major UK cities. However, fear of crime remains higher than levels of actual crime suggest it should be. Levels of crime also vary significantly across the city, following patterns of income and health inequality.

The Police and Crime Commissioner for South Wales office is currently undertaking a baseline crime and disorder audit that will feed into the Well-being Assessment once it becomes available.

### **Local Development Plan**

Cardiff's Local Development Plan covers the planning period 2006-2026. Informed by a wide evidence base as well as a sustainability appraisal, it provides guidance for the development and use of land in Cardiff. The LDP sets out some of the implications of Cardiff's predicted growth in the next decade, including the significant need for new homes and the key role which the city plays as economic driver of the wider city region.

The full set out LDP documents is available [here](#).

## The gaps in what we know

In bringing together the draft Well-being Assessment, gaps in what information is currently available have become apparent. Some of these gaps will be addressed by continuing to work with our partners and stakeholders before the final Well-being Assessment is published in March 2017. Part of the public consultation on the draft Well-being Assessment will also be about asking our partners, stakeholders and citizens what other sources of information could be used as we finalise the Assessment.

Some of the current identified gaps in our data are below:

- The South Wales Police and Crime Commissioner's office is currently undertaking a Baseline Crime and Disorder Audit. Once this is complete, the results will be fed into the Well-being Assessment.
- Welsh Government has yet to release data regarding a number of national indicators; where appropriate these gaps have been supplemented using local information such as the Ask Cardiff survey, and will be updated once the final data is available.
- Neighbourhood assessments will be supplemented by an analysis, by Neighbourhood Partnership Area, of public sector assets (notably capital assets) and services, and community groups, as part of the revised approach to neighbourhood and locality working,
- In areas such as Adverse Childhood Experiences – stressful experiences that children witness or experience - local data is not yet available. There is a growing body of international evidence that these types of experiences can have long-lasting impacts on well-being during childhood and later life and this data gap is something which partners will aim to address.
- More detailed information about particular types of poverty is under development, particularly in the areas of food and fuel poverty, in order to help us form a better picture of our communities' experience of deprivation.
- While the draft Assessment considers some aspects of well-being for specific communities (such access to employment for people from ethnic minority communities) work is currently underway to consider the well-being of specific groups in more depth and this will be published once available.
- In the medium term, part of the development of Cardiff's Well-being Plan will be to look at challenges facing the city in more depth, to explore the 'so what' and 'why' of the issues which the initial Well-being Assessment have highlighted. This is sometimes called a 'response analysis'. This will only be successful if we work with people on the ground – the communities who know their issues best and who have the skills and capacity to address them. This more in-depth approach will let us look at what assets the city has to help it address the challenges it faces.

## What does the Well-being Assessment tell us?

Cardiff today is a relatively safe, attractive, prosperous and healthy city. People living here are generally happy with the city and its public services; they love its culture, sport and green spaces, though access to good jobs and city-transportation are often raised as issues which could be improved.

Cardiff has a population of 357,000 which has grown rapidly in the last decade, increasing by 11% from 2005 to 2015. This makes Cardiff one of the fastest growing major British cities over this period, far outstripping the demographic growth rates of other Welsh local authority areas. Growth is expected to continue with a projected growth of just over 20% between 2015 and 2035 - an additional 72,000 people.

Cardiff is part of the wider Cardiff Capital Region of 1.5m people. Cardiff is the commercial centre of the city-region, with over 80,000 people - a third of the city's workforce - commuting in and out of the city each day. Demographically, the city stands in contrast to the surrounding region, with a relatively younger and increasing population, with Cardiff projected to be the only local authority in the region with a growing population aged 16-64 between now and 2039.

The city's growth will bring with it challenges: new homes and communities will be needed, as well new ways of getting around the city and investment in energy and water infrastructures. The growth will not be even across all age groups: a projected increase in young people will mean more schools and teachers will be needed and will put more pressure on health services. An increase in people over the age of 85 will also increase pressure on the city's health services because older people are more likely to have long term conditions and complex care needs, and have longer, more frequent stays in hospital.

Most starkly, the Well-being Assessment has highlighted the inequalities faced by citizens across the city. Despite its relative affluence compared to other parts of Wales, Cardiff contains a number of the poorest wards in the country. There are significant differences between wards in the north and the south of the city, in terms of health outcomes, educational attainment, employment rates and crime levels.

Some of the key aspects of well-being examined in the Liveable City Report are summarised below, in terms of what Cardiff looks like today and what trends are predicted to influence the city's well-being in the future. For further analysis, please read the full [Cardiff Liveable City Report 2017](#).

Outcome	Cardiff Today	Cardiff Tomorrow
<p><b>Cardiff is a Great Place to Live, Work and Play</b></p>	<p>It is evident that people love living in Cardiff. The city consistently sits near the top of polls, surveys and reviews of quality of life across the UK and Europe. Cardiff's culture, sport and shopping facilities, as well as its public and green spaces are ranked by its own citizens as amongst the best in Europe and help to attract visitors from around the world. Residents are also consistently happy with the quality and efficiency of public services in the city, particularly compared to other European cities.</p> <p>However, levels of well-being vary significantly across the city, with stark differences in how prosperous, safe, healthy, skilled, clean and green Cardiff is between the most prosperous and more deprived communities. Furthermore, over 50% of residents reported being concerned with being able to afford a decent standard of living. Housing, a central component of quality of life, remains relatively unaffordable in Cardiff compared to other major British cities and recent years have seen a substantial increase in the number of people who are homeless or sleeping rough.</p>	<p>Making Cardiff the most liveable capital city in Europe will require maintaining high levels of citizen satisfaction with life in the city and – fundamentally – ensuring excellent public services at a time of rapidly increasing demand and increasing pressure on budgets. This will mean adopting new ways of delivering public services, with an enhanced focus on working in partnership, involving citizens and communities and working to prevent problems before they occur.</p> <p>Closing the gap in well-being between communities in the city will be vital if this vision is to be achieved, as will addressing long-term challenges such as persistent poverty, poor health and improving the life chances for everyone, particularly the most disadvantaged.</p>

<p><b>Cardiff has a Thriving and Prosperous Economy</b></p>	<p>Cardiff is the economic powerhouse of Wales, playing a vital role in creating jobs and wealth for the people of the city and the wider city region. The city’s economy demonstrates strong performance across a number of headline indicators, with jobs growth up, unemployment down, visitor numbers up and strong growth in the number of new companies being created.</p> <p>That said, Cardiff’s total economic output (GVA), though much higher than other parts of Wales, compares relatively poorly to the top performing major British cities. After 10 years of year on year growth in the years preceding the economic crash, economic output per capita is only now returning to pre-crisis levels.</p> <p>The proceeds of economic growth have not been felt by all of the city’s residents. Despite the jobs created and the investment in the city centre, many of the poorest communities in Wales can be found in its capital city. Large disparities in levels of unemployment, household poverty and workless households across the city, and these economic inequalities closely align with health, crime and educational inequalities.</p>	<p>Global trends indicate that cities are where the majority of population and economic growth can be expected to take place in the 21<sup>st</sup> Century, and that new jobs, smart businesses and highly educated and skilled people will be increasingly concentrated in cities. These trends are also evident in Wales, with the majority of the growth in new jobs and businesses in the Cardiff Capital Region taking place in the capital city.</p> <p>In order to increase productivity, the city economy needs to shift towards attracting and creating higher value businesses. Given the high skill levels and the presence of three universities in the city the raw materials for this shift are there.</p> <p>The city’s economic growth has not been felt by all residents and communities. Unemployment remains too high and levels of household income remains low in many parts of the city. Given the role income plays in all forms of deprivation, there needs to be inclusive growth across Cardiff and the city region. Education and skills for all will be a priority, as will ensuring that job creation strategies, skills programmes and regeneration projects are developed and implemented cohesively.</p> <p>Connecting the jobs created in the city to residents of the wider city region will be a priority for Cardiff and for Wales. The Cardiff Capital Region City Deal, the associated delivery of the Cardiff Metro and the establishment of effective city-regional governance will be fundamentally important in delivering sustainable, inclusive economic growth.</p>
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<p><b>People in Cardiff are Safe and Feel Safe</b></p>	<p>Cardiff is a comparatively safe city. Over the last 10 years crime has fallen dramatically with fewer burglaries, incidents of criminal damage and antisocial behaviour. However, there has not been an equivalent fall in fear of crime. Residents do not feel confident that they, their families and their communities are safe. Furthermore, the city’s most deprived communities are more likely to suffer the effects of crime.</p> <p>While Cardiff is a safe city for the overwhelming majority, a small number of people – particularly children and women – are subject to abuse, violence and exploitation. Becoming Europe’s most liveable capital city must mean a great quality of life, safety and security for all citizens, particularly those who are most vulnerable.</p>	<p>Although trends to date have shown a decrease in overall levels of recorded crime, the significant disparities between crime levels in our neighbourhoods are likely continue unless work is undertaken to reduce them. Addressing crime hotspots will therefore make Cardiff safer and help reduce the fear of crime. It will also help to combat generational issues across our neighbourhoods, breaking harmful patterns of behaviour. Further developing joined-up approaches to protecting the city’s most vulnerable residents will remain crucial.</p> <p>Cardiff is a diverse city and it is likely that the 100 languages spoken in the city today will increase in future. Community cohesion – the sense of belonging felt by communities, and the strong and positive relationships within them – will become more and more important as Brexit, conflicts, climate change and economic pressures have an impact on the global movement of people. As the population grows and becomes more diverse it is important that we continue to build on Cardiff’s long history of being an open and inclusive city and support a strong sense of belonging within our communities.</p>
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<p><b>People in Cardiff are Healthy</b></p>	<p>Levels of general health are high in the city, with life expectancy for men and women continuing to rise, and women in Cardiff projected to live longer than those in the majority of the Core Cities. However, these headlines hide substantial variability across the city with different age groups and communities facing wide ranging health problems.</p> <p>There is a significant and growing gap in healthy life expectancy between those living in the least and most deprived areas of the city, which now stands at over 20 years. Similarly, mortality rates from a number of diseases are appreciably higher in more deprived wards.</p> <p>In terms of healthy lifestyles, more than half of the population in Cardiff are overweight, obese or underweight, comparatively few people undertake physical activity, and – despite recent falls – there is a high number of people smoking and drinking to excess. Lifestyle significantly contributes to the likelihood of living with chronic conditions later in life.</p> <p>Health and wellbeing in the early years of childhood particularly impacts on long-term outcomes. 1 in 4 five year olds in Cardiff has an unhealthy weight.</p>	<p>Trends indicate that without a change in approach the gap between the economic outcomes of different communities seems unlikely to reduce, and given the close correlation between economic and health outcomes, the gap in life expectancy, and healthy life expectancy, of the people who live in the richest and poorest part of the city seems likely to increase.</p> <p>Efforts will need to be directed at encouraging healthy lifestyles, given the long-term impact on individuals and demand for health services. While the prevalence of smoking is likely to continue to decline and the percentage of babies born with low birth weight is expected to improve, projections suggest levels of obesity will continue to increase, a key factor in terms of health outcomes.</p> <p>Meeting the health and care needs of a growing population within ongoing financial constraints will be a major long-term challenge for Cardiff. The number of children aged under four is expected to increase, an age group that has a greater need for health and care services. Developing joined-up, preventative responses from the public services will be important in supporting the most vulnerable children and families.</p> <p>The city’s older population is projected to grow substantially, placing greater demands on care services with increases in health problems, particularly chronic conditions such as dementia. Older people are also more likely to require longer and more frequent stays in hospital.</p>
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<p><b>People in Cardiff have a Clean, Attractive and Sustainable Environment</b></p>	<p>Cardiff is a green city. It is well served by parks and open green spaces, and residents have easy access to a national park and coastlines in the wider city-region.</p> <p>Cardiff's recycling rates perform strongly compared to other British cities. The household waste recycling rate has risen from 4% to 58% since the recycling and composting targets were put in place. Street cleanliness, however, is consistently seen as a priority for residents.</p> <p>Levels of car use are amongst the highest of the core cities and use of public transport in the city is comparatively low, although levels of walking and cycling compare well and are growing. Over 60% of residents now think that transport in the city is a serious or very serious problem. The city's reliance on cars also contributes to Cardiff's carbon emissions being high compared to many other British cities, with some city centre wards particularly vulnerable to high levels of air pollution.</p> <p>Parts of Cardiff are currently considered to be at high risk of flooding, from both coastal inundation and surface water flooding.</p>	<p>Cardiff's population growth will put pressures on city infrastructures and services. More people will mean more houses will need to be built, more journeys made, more energy used and more waste created. Managing the environmental impacts of this growth and of climate change in a resilient and sustainable fashion will be a major long term challenge for the city.</p> <p>The latest UK assessment on climate change highlights flooding and extreme heat events as posing the greatest risk to infrastructure, the natural environment and our health and wellbeing. Though a small percentage of houses in Cardiff are deemed to be at high risk of flooding, some communities are at risk and, as the city grows, the risks for new communities will need to be mitigated.</p> <p>As the city grows it will create more waste, and so the substantial improvements in the city's recycling rates will need to be continued if Cardiff is to meet the next target of recycling 64% of waste by 2020.</p> <p>Growth will also put pressures on the city's transport system. The aim is to have a '50:50 modal split' by 2021 - meaning that 50% of journeys will be by sustainable transport - and an even more challenging 60:40 modal split by 2026. Meeting these ambitious targets will provide a boost to the city economy, to quality of life as well and can be expected to bring major health benefits through increased levels of cycling and walking and improved air quality.</p> <p>The environment is key to health. Providing access to parks and open spaces will also be increasingly important. As well</p>
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as being important for the wildlife, they contribute to our physical and mental wellbeing and provide a focal point for communities.

<p><b>People in Cardiff Achieve their Full Potential</b></p>	<p>Cardiff is one of the UK's most highly skilled cities. The capital has a high number of graduates per head of population, high levels of residents with a good number of GCSEs and very few people with no qualifications at all.</p> <p>Performance in the city's school system is now improving after years of underperformance, with a 10% increase in the number of pupils achieving 5 or more A* to C grade GCSEs, including Maths and English or Welsh over the last two academic years. Cardiff is now above the Wales average, but it has some way to go to be amongst the best. Too many schools are still underperforming, particularly in the city's most deprived areas, and despite significant progress in recent years, too many young people are failing to make the transition to education, employment or training. Tackling this challenge, and improving the education system for all young people, will be crucial in helping to break the link between disadvantage and success in life for a great number of young people.</p>	<p>Cardiff's high skill levels are one of its greatest strengths. In the future industries that will create sustainable and well-paid jobs are projected to be concentrated in 'knowledge sectors,' or in professions that rely on creative skills that are more resistant to automation. Similarly, the low number of people with very few qualifications is significant as educational attainment is one of the key drivers of social mobility, economic success (at the individual and city level) and the ability of citizens to fulfil their potential.</p> <p>Looking to the future, the city's growth will put particular pressure on the education system. Future demand for school places is predicted to increase significantly in Cardiff by 2035. Already the equivalent of two new primary schools is being built each year. Over the next 3 years Cardiff is investing £170m in building new schools, refurbishing and improving existing schools. Given the scale of the investment and importance of schools in communities, this programme must be put at the heart of new approaches to community regeneration, public service delivery and citizen engagement.</p> <p>It will also become increasingly important that young people have the right skills to succeed in the workplace. The structure of the UK economy is changing, influenced by technology, automation and global competitiveness. To support the future economy and meet the needs of a growing population, equipping young people with flexible and transferrable skills, and supporting them in to work, education or training will be a priority.</p>
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<p><b>Cardiff is a Fair, Just and Inclusive society</b></p>	<p>Cardiff is performing well in comparison with Core Cities and other parts of Wales across a range of factors. However, as with other cities in the UK, significant and entrenched inequalities exist. Over 60,000 people in Cardiff live in the 10% most deprived communities in Wales and almost a third of households are classified as living in poverty, with a high percentage of children living in workless and low income households. In addition, ethnic minorities and those with a work-limiting disability are more vulnerable to long term unemployment.</p> <p>Marked differences in prosperity exist, with unemployment rates in Ely nearly ten times higher than those in Creigiau. Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of 22 to 24 years between the richest and poorest communities. Furthermore, the majority of school leavers who do not make a successful transition to further education, training or employment, live in the more deprived areas of the city. Although school performance across the city has improved significantly over recent years, too many schools are underperforming, particularly in the city’s most deprived communities. The gap between those pupils who receive free school meals and those that do not remains substantial, indicating that too many children living in financial poverty are not achieving their potential in school. Not only will this affect their chances in life but evidence shows that it will also put long term pressure on public services and result in lost economic output.</p>	<p>In the short to medium term, future trends indicate that the UK economy will grow slowly, with low productivity growth and stagnating wages. Taken together with projected rising inflation, the rising cost of housing and reform to the welfare system, these forces can be expected to hit the poorest communities hardest. In the longer term, automation can be expected to place a further premium on skills and knowledge-based employment, disproportionately impacting those with fewer qualifications.</p> <p>As well as increasing the skills of adults and young people, there is a need to create pathways into work and further education, particularly for those in the city’s most disadvantaged communities.</p> <p>Living in poverty has a particularly serious impact on children’s lives, affecting their educational attainment, health, and happiness as well as having an impact which can last into adulthood. Concentrating on early preventative action can have a positive effect on their lives and on society as a whole.</p> <p>Tackling these issues will require a shift towards ‘inclusive economic growth’ and ensuring that the benefits of growth, job creation and investment reaches all citizens and communities. It will also require changes to public services. For example, cross-public sector approaches will become the norm, with emerging thinking in the health and local government sectors pointing towards a new approach to delivering services at a ‘locality’ or ‘neighbourhood’ level.</p>
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## Next steps

The Cardiff Public Services Board must prepare and publish its Well-being Assessment by the end of March 2017, and then develop a Well-being Plan and objectives for the city by May 2018. Ultimately, the Cardiff Well-being Assessment and the Local Well-being Plan are about the critical opportunities and challenges facing the city and its people, so it is essential that partners, stakeholders and residents are part of this process.

## Programme of engagement

The draft Well-being Assessment will be launched at the first 'Liveable City Forum' on 12 January 2017. The Forum meeting will ensure that the Public Services Board can engage directly with stakeholders to discuss their view of the city's well-being and help to develop a shared vision of the Cardiff we want for our future generations. The Forum will bring together Cardiff's public and third sector leaders with key stakeholders to consider what are the most important challenges and opportunities facing the city. This will be a crucial opportunity for stakeholders to inform the priorities of the Public Services Board and will help to develop Cardiff's Well-being objectives and Plan.

Following the Liveable City Forum, the full draft Liveable City Report 2017 and Well-being Assessment will be available for public consultation on the Cardiff partnership website [www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk) from 12 January 2017 to 26 February 2017.

Stakeholders and partners will be contacted directly for their feedback, including:

- The Future Generations Commissioner
- The Board's invited participants and partners
- The City of Cardiff Council's Policy Review and Performance Scrutiny Committee
- Voluntary organisations
- Representatives of residents, including the Cardiff Access Focus Group, the Youth Council and the 50+ Forum
- Representatives of the business community
- Trade Unions
- Those with an interest in natural resources
- Cultural bodies
- Neighbouring local authorities.

Workshops with specific stakeholders are also planned to take place during the consultation period to ensure that those who know the city best have the opportunity to comment directly on the analysis included in the draft Well-being Assessment.

Following this consultation, the draft Well-being Assessment will be revised before a final version is approved and published by the Public Services Board in late March 2017. Responses to the consultation will be collated and published alongside the Assessment, and this report will be sent to those who responded to the consultation to show how their views have been taken into account.

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## Developing Cardiff's Local Well-being Plan

The Public Services Board must prepare and publish a plan setting out its well-being objectives and the steps it will take to meet them by May 2018. We must set out:

- Why we feel these objectives will contribute within their local area to achieving the well-being goals
- How we have taken the Well-being Assessment into account in setting its objectives and the steps it will take to meet them.

The timetable for finalising the Cardiff Well-being Assessment and developing the Well-being Plan is set out below.

Date	Activity
12 January 2017 – 26 February 2017	Assessment of Local Well-being consultation
17 January 2017	Policy Review and Performance Scrutiny Committee considers draft Assessment
21 March 2017	Public Services Board agrees final Assessment of Local Well-being
30 March 2017	Cardiff Assessment of Local Well-being published
Summer 2017	Drafting Cardiff Local Well-being Plan and Objectives
Summer/Autumn 2017	Draft Cardiff Well-being Plan to Future Generations Commissioner for advice
Autumn/Winter 2017	Draft Well-being Plan Statutory Consultation (12 weeks)
April 2018	Approval and launch of Local Well-being Plan by the Public Services Board

## How you can get involved

We want to hear what you think about the draft Cardiff Well-being Assessment. Please go to [www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk) to respond to our consultation or contact us using the details below:

For any further information, please contact:

Policy and Partnership Team, Room 512,

County Hall, Cardiff, CF10 4UW

Telephone: 029 2087 3854

Email: [consultation@cardiff.gov.uk](mailto:consultation@cardiff.gov.uk)

[www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk)

# Cardiff

## Liveable City Report





## Foreword

This report tells a story about Cardiff in 2017. It sets out our city's strengths and opportunities – and there are many - and is honest about the weaknesses and the threats we face in the future.

There's a good story to tell. Jobs are being created, unemployment is down and visitor numbers are up - with the Champions League Final coming in June we can expect these figures to be higher again this year. Cardiff has three great universities, skill levels across the board compare well to other cities and our schools are getting better and better each year. It's clear to me that, despite the uncertainty in the world economy, there are solid foundations in place for a period of success for Cardiff's own economy.

A strong economy does not exist in isolation from other aspects of city life. It is built on a bedrock of investment in education, transport, housing, green spaces, culture and care services. No one chapter in this report should therefore be seen as being more important than the others. They all contribute to and support each other in the ultimate goal of making our residents' lives better and our communities stronger.

That is why when I took the role as City Leader I set out a vision to make **Cardiff Europe's most liveable capital city**. I believed that we needed to take a broad

approach to thinking about and developing the city, not simply a narrow focus on GVA and economic growth at all costs. A strong economy and a fairer society have for too long been presented as being in conflict with one another. In truth, you cannot have one without the other.

And so, first and foremost, economic growth is only good if the benefits are felt by all our citizens. It's fair to say that this hasn't always been the case, leading to the entrenched and growing inequalities across all aspects of life that, for me, are the most powerful findings of this report. This needs to change.

Cardiff is Britain's fastest growing 'core city.' Successful cities of the 21st Century will be those that can attract and keep people but this growth must be managed in a sustainable and inclusive way. The consequence of the decisions taken today will be felt for generations. We need to get them right. Raising our eyes to the future it's clear that our natural resources and environment will move to the front and centre of political debates, at both the local and global levels. Approaches to energy, water, clean air, food – the fundamentals of city-living where failure often hits the poorest hardest – will require fresh thinking and innovative solutions. I want Cardiff to be at the forefront of this agenda. To do so, we will need to continue to connect with and learn from the most progressive, forward thinking cities in Britain, Europe and the world.

I always set our great capital city against all the great capital cities of Europe because I believe in Cardiff and in its story. A story of a one of the world's greatest sea ports known across the globe for its industry and inclusivity.

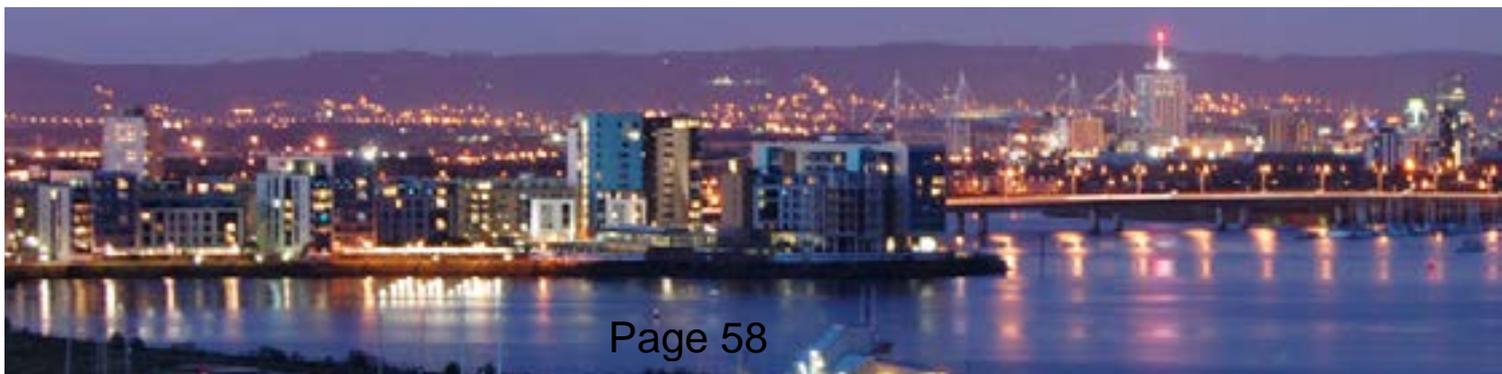
Today, the capital of Wales is one of the best cities to live in Europe. We're up there ahead of Stockholm and Copenhagen, and only 2 percentage points behind Oslo, the top European capital for resident satisfaction with city-life.

And Cardiff's future is bright. Over the years ahead our story must be one which tells of giving all our citizens a standard of living and a way of life equal to any European capital. A capital city with an open mind and an open heart, connected to Wales and to the wider world. A city which embraces creativity, technology and new ways of thinking and doing, values equality and fairness, the natural environment and, most importantly, a city which values its people.

A city we can all be proud to call home.



**Cllr Phil Bale**  
**Chair, Cardiff Public Services Board**  
**Leader, City of Cardiff Council**





## Introduction

### Allison Dutoit, Liveable City Advisor

Cities are places of complex relations, where we can come together in times of celebration, protest, sorrow, and joy. Great cities give invitations to a diverse mix of people, who can share what is universal. Yet the past year has shown us that we cannot take community for granted. Now more than ever, we recognize that there are political, social, and ideological divides across our country. And yet what is also clear is that people fundamentally want the same things for themselves, their families and their community: safe, healthy lives, opportunities for education, training and employment, and quality options in leisure, culture, and recreation.

This report celebrates these commonalities even as we recognise the great differences that make up Cardiff.

The 2017 Liveable City Report updates data to indicate how Cardiff is addressing the common needs we share, as well as the aspirations of its people and the City. We see a great deal of satisfaction even as there remain divides across primary issues of health, safety and opportunity. There remain major challenges with the disparity between the most deprived and those who are well off. The report notes the need to focus on more inclusive growth that raises standards and wages. This disparity

looms large against other gaps in Cardiff's achievement: low public transport use, gaps in achievement, safety and health numbers that all too directly relate to the poverty indices. Yet close reading of the report points to opportunities to rethink the approach to these hurdles.

As urban populations grow, and as pressures on the environment, resources, and funding increase, we recognize the need to reconsider how we design cities: places for people. It is not enough to provide employment and education opportunities, and to meet retail and housing needs. The most desirable places offer residents and visitors the most basic need and most luxurious option: choice.

Great cities are places with choice. As Enrique Penalosa, former mayor of Bogota, likes to point out, 'An advanced city is not one where even the poor use cars, but rather one where even the rich use public transport'. We know that these investments help everyone, making our cities more desirable for residents, employers, visitors, and business. Choice is accessing opportunities -- for a job, a better job, a change in career, choice in education options, to go back and study, to find that course that is right for you .... choice in leisure - fun days out for families, accessing nature, entertainment, shopping etc.

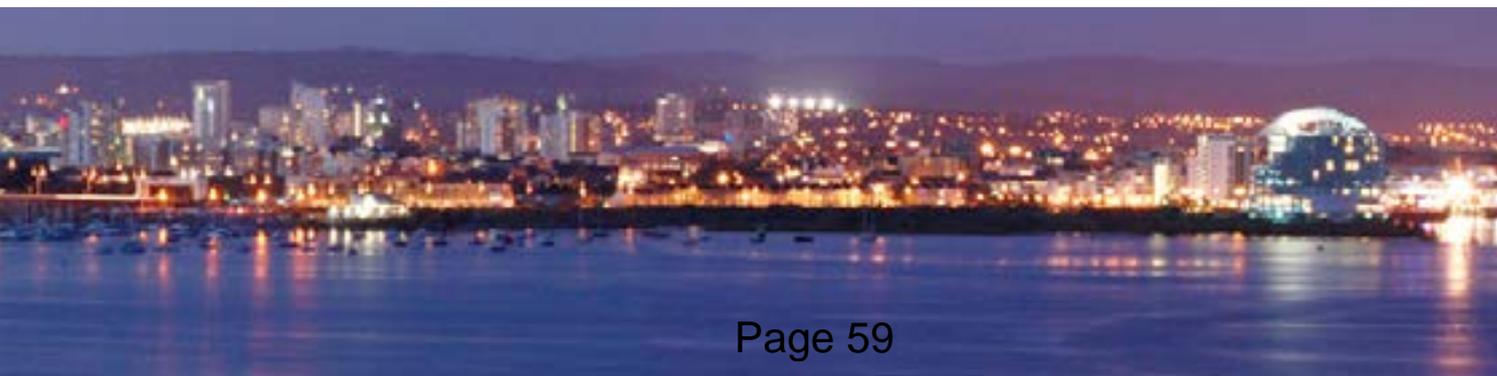
The next stage is to listen to the whole of the voices represented in this data, and to conceive and implement new ways of collaborating and integrating.

We need more ways to listen, and deeper understanding of the united nature of the challenges. The focus in the Liveable City Report on data that counts people and life quality first will affect the decision making process, and ways of collaborating. At Gehl, we often say 'you measure what you care about'. With this data, Cardiff shows how we care about how we are performing. By visualizing and understanding where we excel we recognise what Cardiff does well and conversely, recognise where more attention, resources and collaboration are needed. This status document will feed into the development of a strong strategy with robust criteria, with markers for success.

Our common bond is what makes us human: we share the same essential physiology, the same senses, the same speed of movement, the same basic needs as social beings. It is with evidence from these types of qualitative studies that cities like Copenhagen have been able to develop itself into a more healthy, more equitable, more responsive city. With this report the Cardiff Public Services Board has a strong basis on which to build.



**Allison Dutoit M.Arch**  
Associate, Gehl Architects





## Why the Liveable City Report?

To make Cardiff an even better place to live, work and visit we need to understand the city's strengths and challenges.

By comparing Cardiff with the core cities in the UK and other Welsh Local Authorities, this report shows where the city is performing well and where Cardiff needs to be improved.

The report has been developed by public service partners to help identify collective objectives for improving the well-being of Cardiff.

It also acts as a summary of the city's Well-being Assessment as required under the Well-being of Future Generations Act. For the full assessment providing more detailed data, please visit [www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk)

## Key terms

**Well-being of Future Generations Act** - This Act is about improving the social, economic, environmental and cultural well-being of Wales. It places a duty on public sector bodies to work together through Public Services Boards to improve the well-being of each Local Authority area.

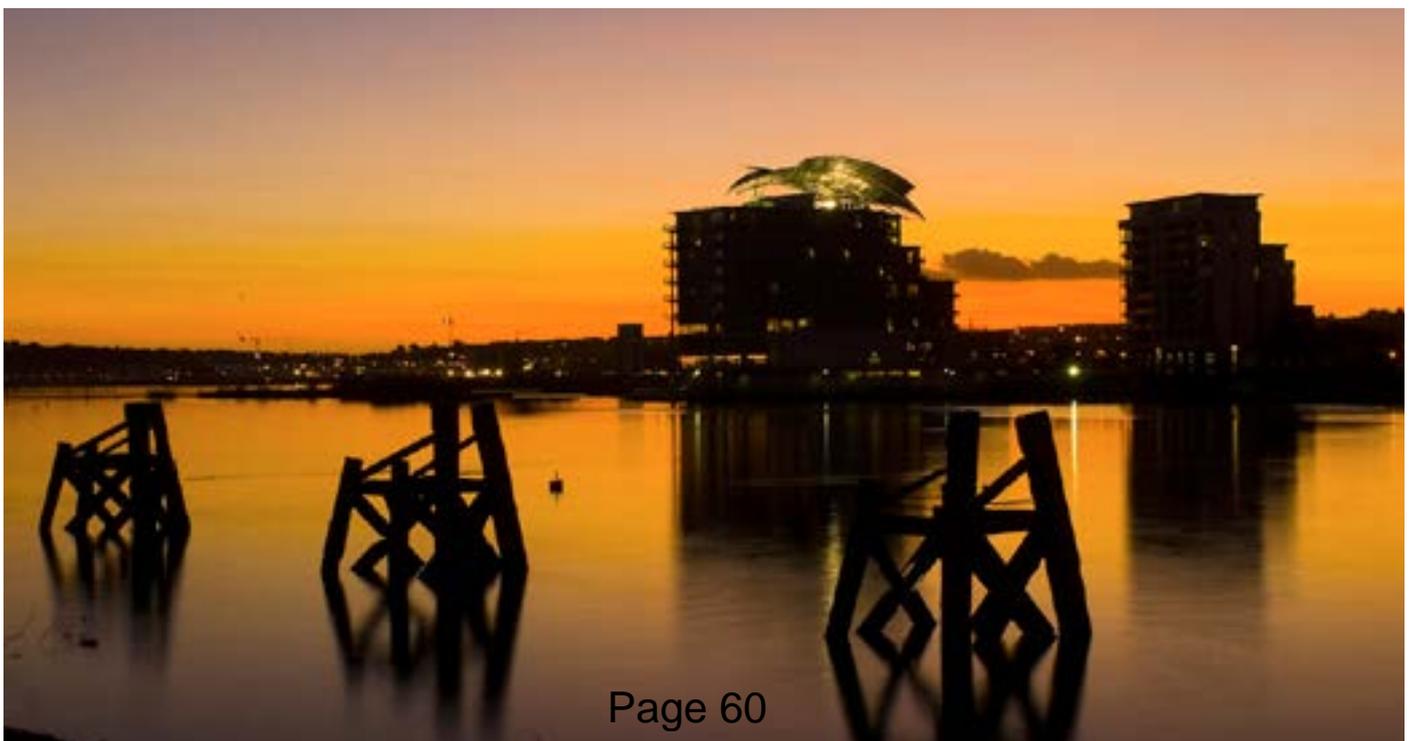
**Well-being assessment and plan** - Under the Future Generations Act, Public Services Boards have a duty to assess the economic, social, environmental and cultural well-being of the local area and to produce a local well-being plan setting out well-being objectives that will contribute to achieving the Welsh Government's 7 well-being goals.

**Public Services Board** – The Cardiff Public Services Board includes representatives from the City Council, South Wales Police, South Wales Fire and Rescue, Cardiff and Vale University Health Board, National Probation Services Wales, the Community Rehabilitation Company, Natural Resources Wales, South Wales Police and Crime Commissioner, Cardiff Third Sector Council and Welsh Government.

**Outcomes** – An outcome is a future condition we want to achieve. Seven high level outcomes have been agreed by the Cardiff Public Services Board partners.

**Indicators** – Performance indicators are ways of measuring progress towards achieving our outcomes. The indicators used in this report have been agreed by the Cardiff Public Services Board.

**UK Core Cities** – The core cities are a group of 10 major cities, including the eight largest city economies in England, not including London, as well as Cardiff and Glasgow. Comparisons to these cities are included throughout this document.





## Delivering Our Vision

The Public Services Board members have agreed to work together towards a series of outcomes that matter most to the people of Cardiff.

CARDIFF IS A GREAT PLACE TO LIVE, WORK AND PLAY

The most popular and successful cities offer a range of leisure and cultural opportunities. They provide opportunities for their residents to get involved in their local areas and good, affordable homes to live in.

PAGE 16

CARDIFF HAS A THRIVING AND PROSPEROUS ECONOMY

This means that people in Cardiff should have access to a good quality job, or an opportunity that matches their ambitions.

PAGE 24

PEOPLE IN CARDIFF ARE SAFE AND FEEL SAFE

Safety is a top priority for residents, businesses and visitors.

PAGE 30

PEOPLE IN CARDIFF ARE HEALTHY

A liveable city will be somewhere that promotes good health at every opportunity, whilst making sure that those who do experience poor health receive the care they need.

PAGE 35

PEOPLE IN CARDIFF ACHIEVE THEIR FULL POTENTIAL

A liveable city will offer school children the very best education and will provide the support all citizens need to fulfil their potential.

PAGE 46

PEOPLE IN CARDIFF HAVE A CLEAN, ATTRACTIVE AND SUSTAINABLE ENVIRONMENT

Cities that offer easy access to high quality parks and open spaces not only attract people, but also help promote a good quality of life. Liveable cities also need to look to the future: reducing waste, increasing sustainable transport and low carbon energy solutions.

PAGE 52

CARDIFF IS A FAIR, JUST AND INCLUSIVE SOCIETY

Great cities are defined by how they treat the most vulnerable in society, offering everyone an equal opportunity to get the most out of life in the city, regardless of background.

PAGE 60

# Cardiff Today

This chapter gives an overview of Cardiff's population and demographics, including:

- Population of the city and capital region
- Population growth
- Demographic breakdown by age and ethnicity
- Use of the Welsh language
- An overview of social and economic deprivation



Cardiff today is relatively wealthy, safe, green and healthy. Over the next 20 years Cardiff is projected to grow faster than all major British cities apart from London. This is good news for Cardiff. Successful cities are those that attract and keep people. It is in particular a young city and over the decade ahead there will be a large growth in the working age population, a signal of strength for the city's economy.

This growth will bring challenges too. It will put pressure on the city's physical and social infrastructure and public services. New sustainable ways of getting around the city will be needed, new homes – indeed, whole new communities – will need to be built, underpinned by investment in low carbon energy and water infrastructures. More young people will mean more schools and more teachers.

There will be a need for more health services including GP surgeries. The growth in the city's older population will also mean greater demand on health and care services. These challenges will need to be managed at a time of public sector austerity.

While Cardiff performs well across a number of city-wide indicators of liveability compared to other core cities, large inequalities exist within the city. Some of the poorest wards in Wales are to be found within walking distance of some of the most affluent and wards with the highest unemployment rates are within a few miles of Wales' major commercial centre.

# Cardiff Today

## A rapidly growing city

Cardiff has a population of 357,200 people.

Local Authority	Total
Birmingham	1,111,300
Leeds	774,100
Glasgow City	606,300
Sheffield	569,700
Manchester	530,300
Edinburgh, City of	498,800
Liverpool	478,600
Bristol, City of	449,300
<b>CARDIFF</b>	<b>357,200</b>
Nottingham	318,900
Newcastle upon Tyne	292,900

Between 2005 and 2015, Cardiff's population grew by 11%. This is a bigger percentage increase in population than any of the core cities apart from Manchester and Nottingham.

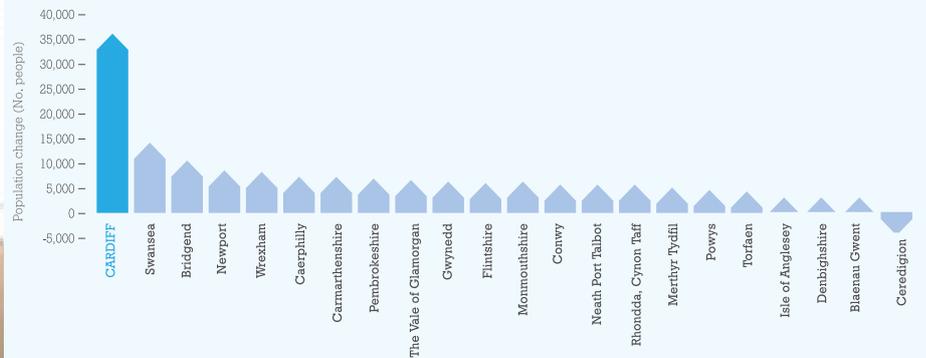
This growth trend is set to continue with a projected growth of just over 20% between 2015 and 2035 (an additional 72,000 people), making Cardiff the fastest growing core city in percentage terms.

Cardiff is not only the largest local authority in Wales, it has also experienced the largest population growth in Wales over the last decade and is projected to grow far faster than any other Welsh local authority.

Source: Office for National Statistics

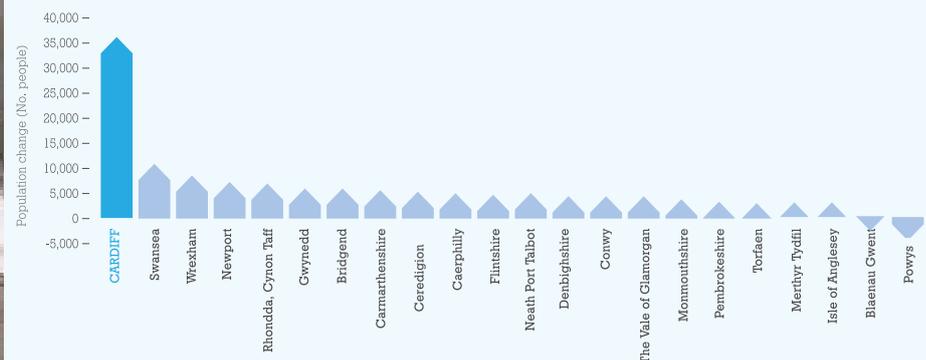


Numerical Change in Total Population, Mid-2005 to Mid-2015

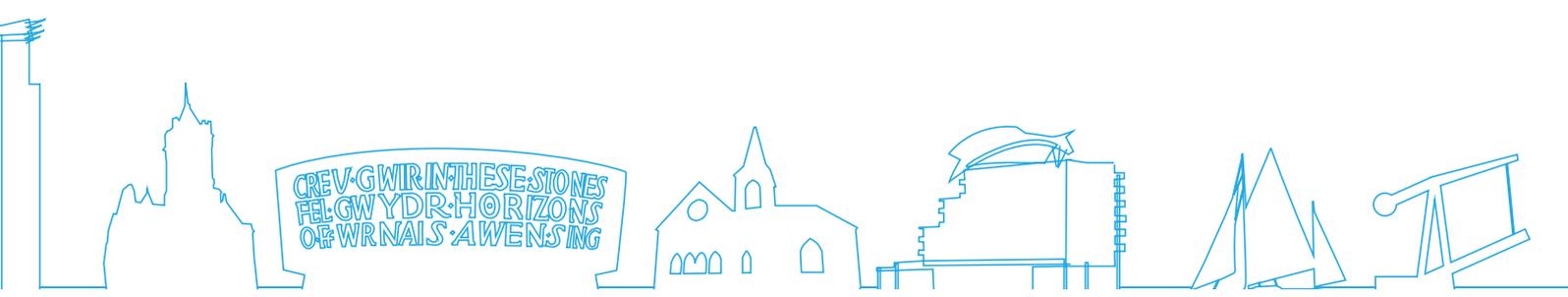


Source: Office for National Statistics

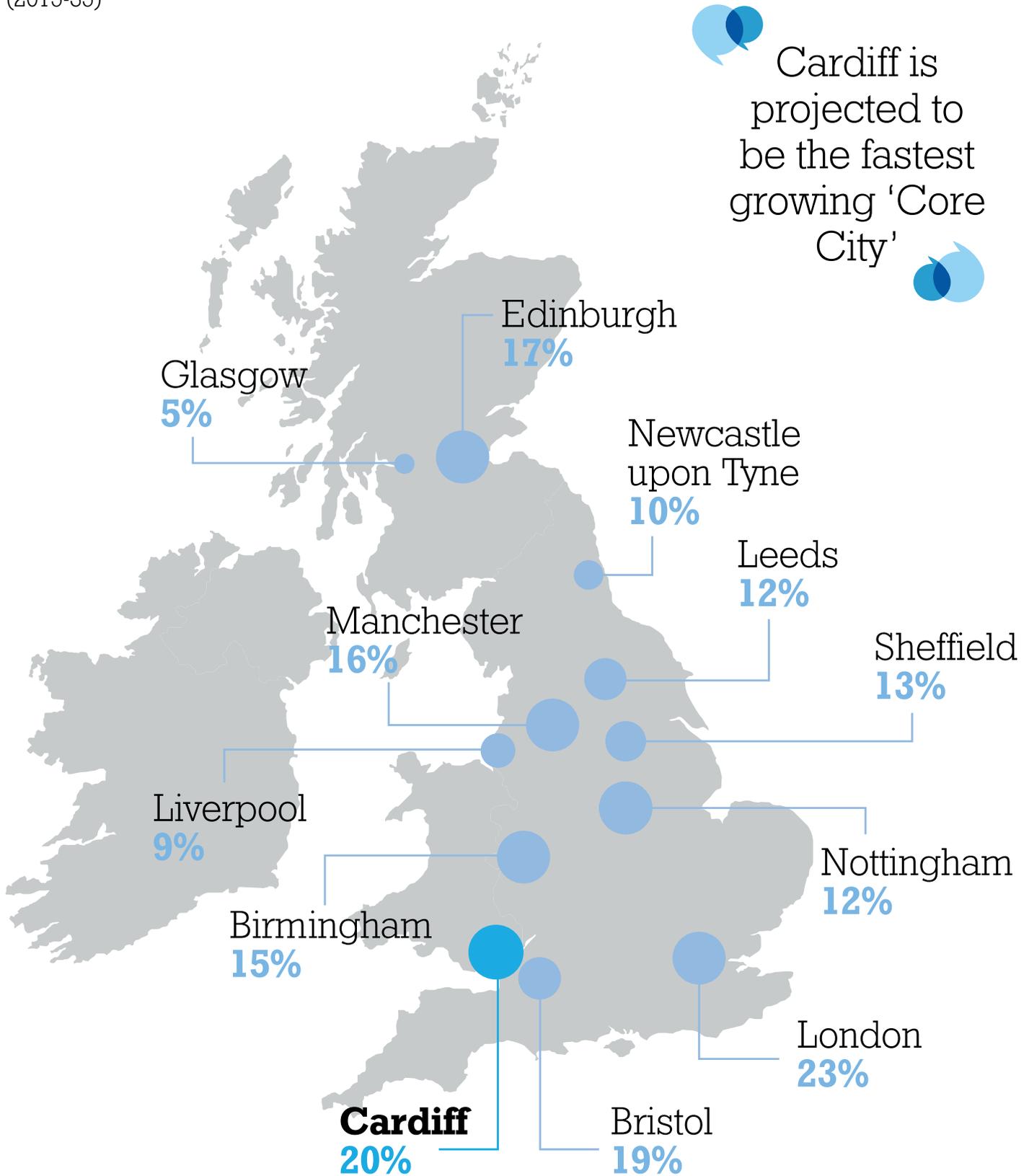
Projected Numerical Change in Total Population, 2015 to 2025



Source: Welsh Government, ONS/NRS 2014-based population projections



## Population Growth within the UK's major cities (2015-35)



## A Closer Look at our Growing Population

Cardiff's rapid growth will not be evenly spread across age-groups. While there will be significantly more people of a working age there will also be more school children and more people over 65 years old – two groups who will need more support from public services.

## Meeting the Challenge of Growth

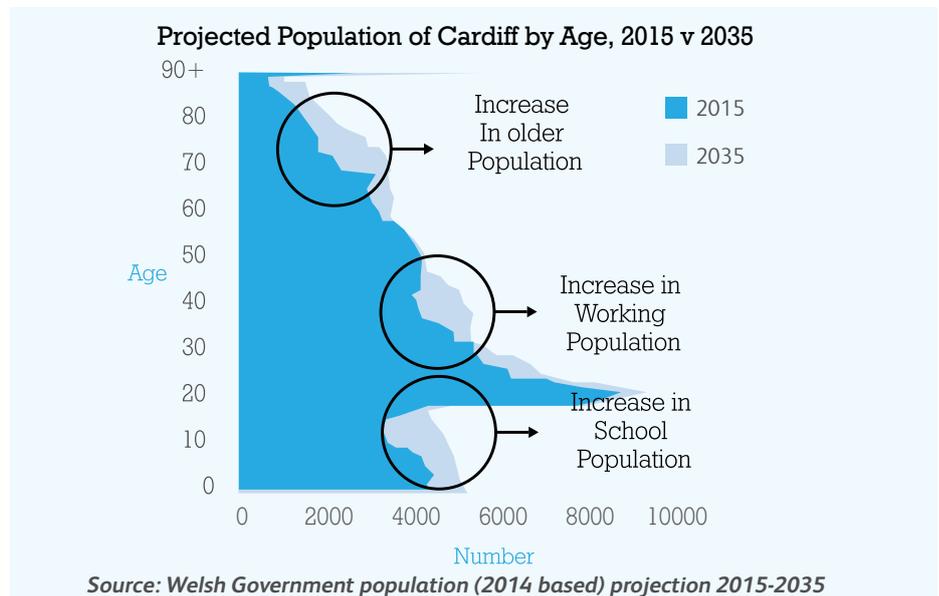
Cardiff is projected to be the fastest growing 'Core City'. Accommodating this growth will mean 41,100 new homes will need to be built and 40,000 new jobs created over the next 10 years.

Keeping Cardiff moving is a top priority. The city has set itself a new challenging target of a 50:50 modal split between sustainable (cycling, walking, public transport) and non-sustainable (car) forms of transport by 2021, and an even more challenging 60:40 split by 2026.

Investment will also be needed in energy infrastructures, with Cardiff projecting the largest increase in demand on gas (44%) and electricity (28%) of all Core Cities.

A significant increase in the number of school age children will mean that we will need more schools and more teachers.

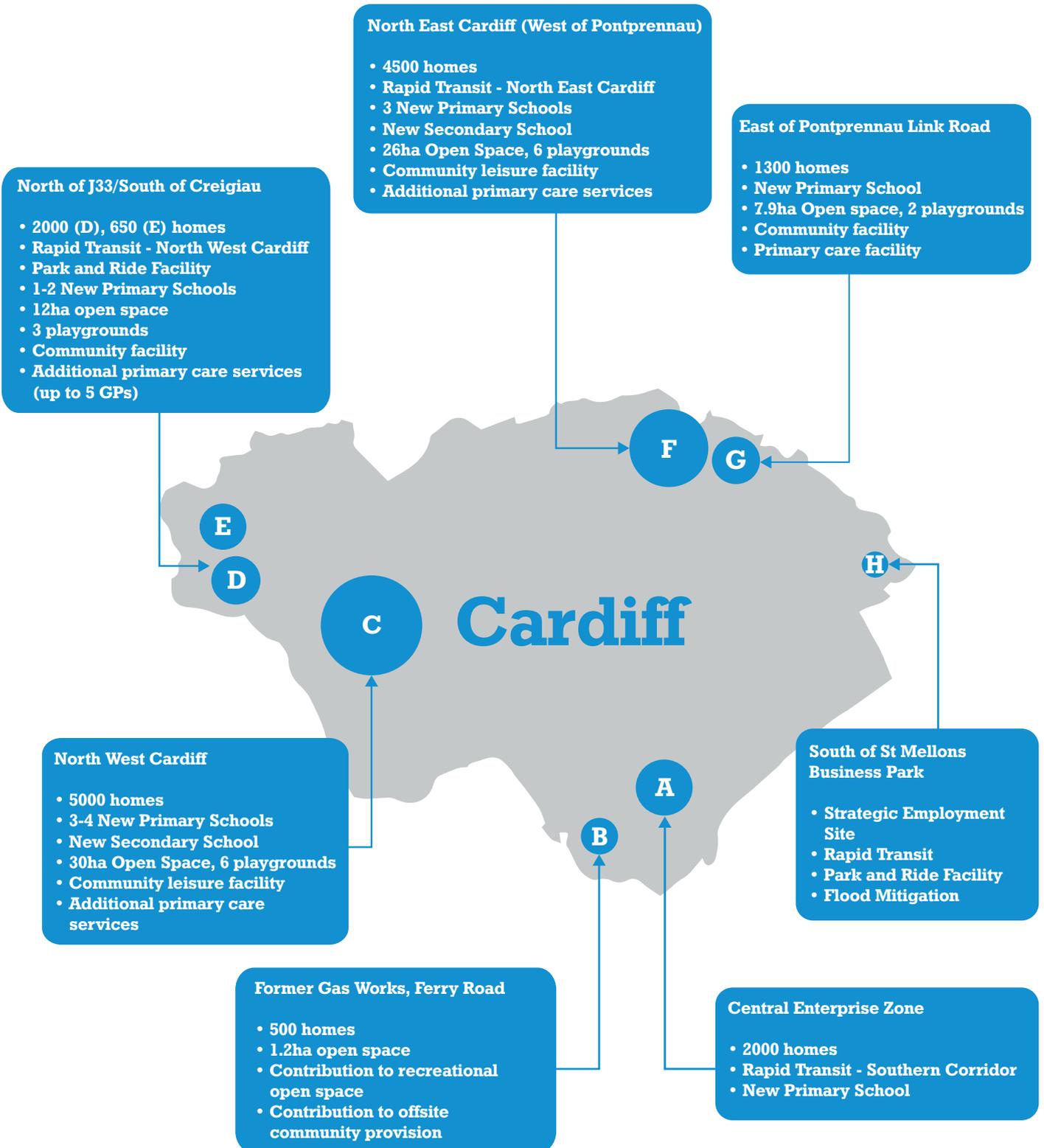
Cardiff will also need to provide access to a range of local healthcare services from shared use facilities. In each of the city's new communities there will be a need for additional primary care services to be provided to support the growing demand. With the number of citizens over 85 years old expected to nearly double by 2030 there will be additional pressures on the city's health services because older people are more likely to have long term conditions and complex care needs, and have longer, more frequent stays in hospital.





## Cardiff's Local Development Plan (summary of strategic growth areas)

Cardiff's Local Development Plan covers the planning period to 2026 and identifies the infrastructure required to facilitate and sustain the city's projected level of growth. The diagram below provides a summary of development proposals contained in the plan.



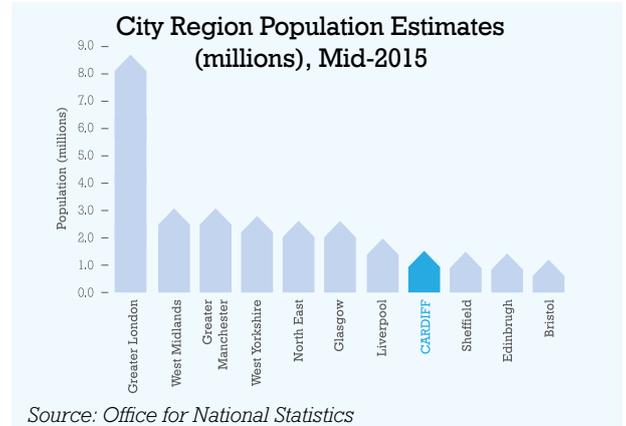
# Cardiff Today

## Cardiff Capital Region

Cardiff is at the heart of the Cardiff Capital Region of 1.5 million people and makes up nearly a quarter (24%) of the city-region population.

The capital city is the economic engine of the city-region which includes the local authorities of Vale of Glamorgan, Bridgend, Rhondda Cynon Taf, Merthyr Tydfil, Caerphilly, Blaenau Gwent, Torfaen, Monmouthshire and Newport. Nearly two out of three net jobs created in South East Wales over the last ten years have been created in Cardiff.

Each day over 80,000 people – or over a third of the city's 200,000-strong workforce – commute into Cardiff from elsewhere in the Cardiff Capital region.



## Commuters into Cardiff



•••➔➔➔ **82,200** Flow of Cardiff's Daily In-Commuters Total Workplace Population in brackets, for example Cardiff (214,700)

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 OF WRNAIS·AWENING

## Ethnicity in Cardiff

Cardiff has a long history of being open and inclusive and is by far the most ethnically diverse local authority in Wales.

CARDIFF			
Ethnic Group (Nomis Categories)	No.	%	Cardiff % of Wales Total
White	293,114	<b>84.7</b>	10.0
Non-white:	52,976	<b>15.3</b>	39.2
Mixed/multiple ethnic groups	10,031	<b>2.9</b>	31.8
Asian/Asian British	27,885	<b>8.1</b>	39.8
Black/African/Caribbean/Black British	8,201	<b>2.4</b>	44.9
Other ethnic group	6,859	<b>2.0</b>	44.9

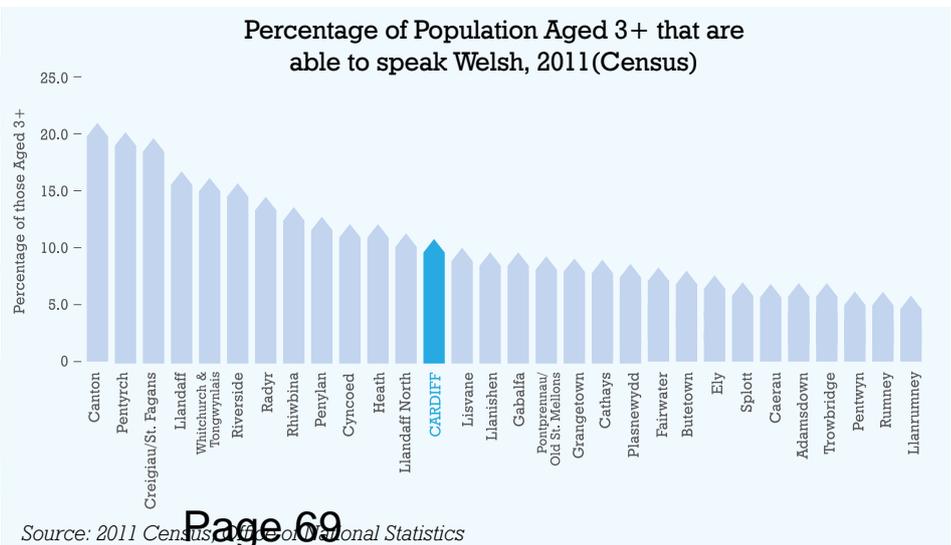
Source: 2011 Census, Office of National Statistics



## Welsh Language

As a capital city, Cardiff also has an important role in promoting Wales as a fully bilingual country. The 2011 census indicated that 16.2% of people in Cardiff identified themselves as having one or more skills in the Welsh Language (53,680) with 11.1% of the population aged 3+ being able to speak Welsh (36,735). The number of people who can speak Welsh varies significantly across the city. For example, more than three times as many people are able to speak Welsh in Canton, Penytrch and Creigiau/St Fagans compared to those living in Pentwyn, Rumney and Llanrumney.

The number of students enrolled in Welsh-medium education has been steadily increasing with 4,624 pupils in attendance at primary level and over 2,625 at secondary level in 2016.



Source: 2011 Census, Office of National Statistics

## Deprivation in Cardiff- An Overview

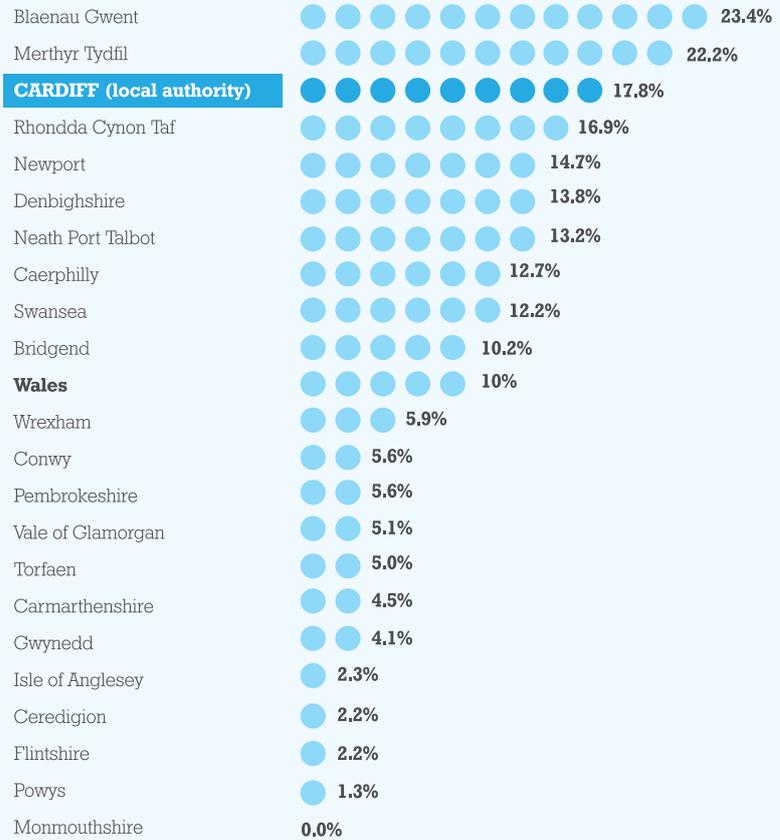
Cardiff faces some major challenges which are too often hidden by strong performance at a city level. For example, over a quarter of households in Cardiff – that’s over 41,000 homes - are deemed to be living in poverty.

The Welsh Index of Multiple Deprivation is the official measure of relative deprivation<sup>1</sup> for small areas in Wales. It is designed to identify those small areas containing 1,000 to 3,000 people, known as lower super output areas, where there are the highest concentrations of different types of deprivation.

In terms of overall performance, only two other local authorities in Wales have a higher percentage of people who are amongst the 10% most deprived in Wales. The map below shows the concentration of deprivation across the city.

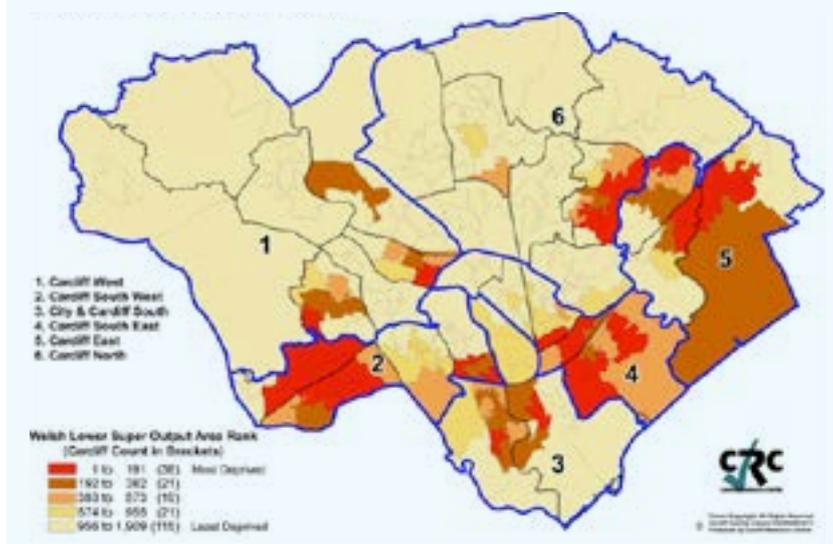
These issues are explored in more depth in Chapter 7.

### Percentage of population in 10% Most Deprived Areas<sup>2</sup> of Wales



Source: Welsh Index of Multiple Deprivation (2014)

### The 2014 WIMD Overall Ranks in Cardiff



Over **60,000** people in Cardiff live in the 10% most deprived areas in Wales

<sup>1</sup> The Welsh Index of Multiple Deprivation is the official measure of relative deprivation for small areas in Wales. It is designed to identify those small areas containing 1,000 to 3,000 people, known as local super output areas, where there are the highest concentrations of different types of deprivation.



## Cardiff Tomorrow

Cardiff is projected to be the fastest growing UK Core City over the next 20 years, which is a sign of its strength and its unique position in Wales. This projected growth presents the city with major economic and cultural opportunities but also with distinct challenges. New sustainable communities designed to provide the best quality of life possible can be developed. Cardiff can have an even more positive economic impact on the city region.

However, planning for and managing the city's growth will be difficult. Pressures on service provision will have to be addressed by all partners, whether in terms of adapting existing services to be more flexible, or by delivering increased and better infrastructure and facilities, more schools and more health services.

Fundamental to the city's future will be addressing the inequalities which are evident across the city. These are apparent in the economic and health outcomes of our citizens, their satisfaction with Cardiff as a place to live, as well as their attainment and overall well-being. These inequalities are damaging the lives of too many citizens, are putting pressure on public services and lead to long-term effects for the city's economy.



# Outcome 1

## Cardiff Is A Great Place to Live, Work and Play

This chapter considers quality of life in Cardiff:

- Resident perception of quality of life
- Resident perception of the quality of public services
- Citizen engagement and volunteering
- Housing affordability and homelessness



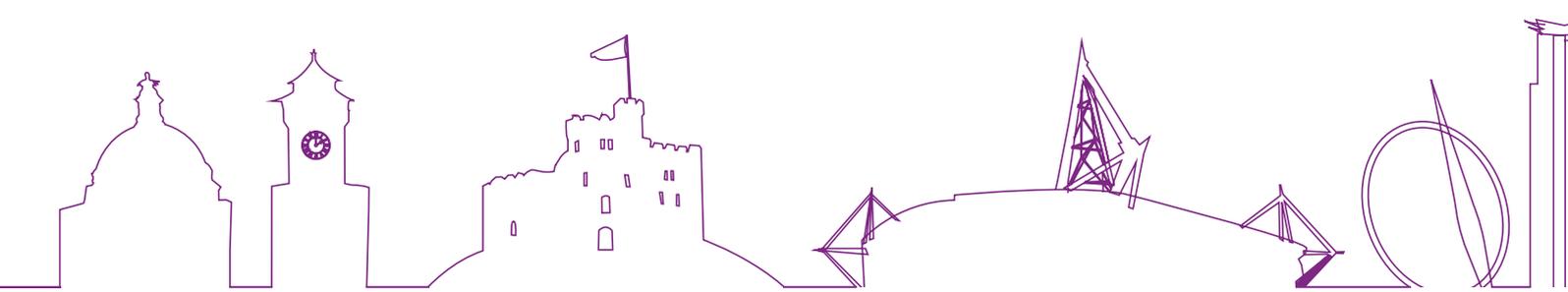


## Cardiff Today

People love living in Cardiff. The capital city of Wales consistently sits near the top of polls, surveys and reviews of quality of life in cities in the UK and Europe.

Cardiff's culture, sport and shopping and its public and green spaces are ranked by its own citizens as amongst the best in Europe helping to attract visitors from around the world. Residents are also consistently happy with the quality and efficiency of public services in the city, particularly compared to other European cities.

While indicators of well-being at the city level paint a positive picture, levels of well-being vary significantly across the city (see chapter 7 for more details), with stark differences in how prosperous, safe, healthy, skilled, clean and green Cardiff is in the most affluent and more deprived communities. Furthermore, over 50% of residents reported being concerned with being able to afford a decent standard of living. Housing, a central component of quality of life, remains relatively unaffordable in Cardiff compared to other major British cities and recent years have seen a substantial increase in the number of people who are homeless or sleeping rough.



## Europe's Most Liveable Capital Cities

The latest European Urban Audit, a survey of quality of life in 83 major European cities conducted by the European Commission, ranked Cardiff as joint third most liveable European capital city (up from joint 6<sup>th</sup> in 2012) and joint 6<sup>th</sup> across all cities (up from 22<sup>nd</sup> in 2012).

Cardiff compares particularly well in terms of healthcare, retail and sports facilities, public spaces and the quality of the natural environment. However, the city scores lower on the percentage of people using public transport every day, the availability of good employment and the cleanliness of streets.

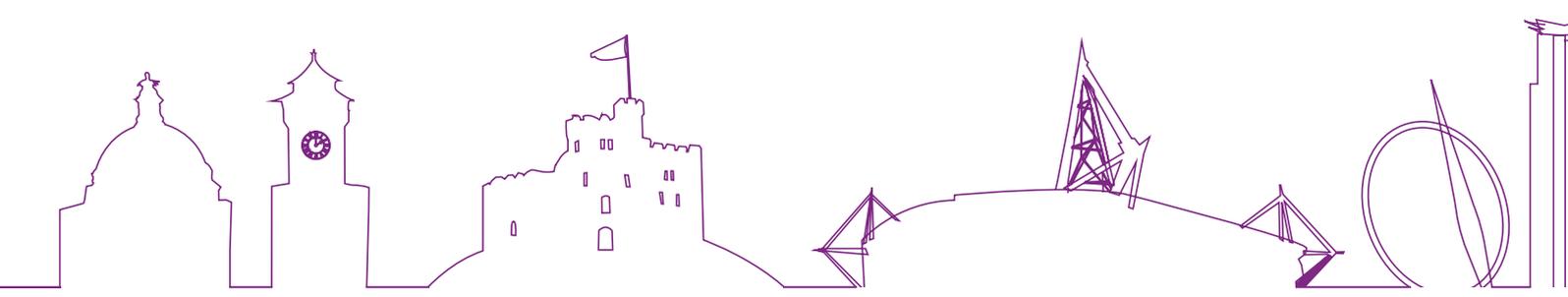
I'm satisfied to live in...	Position in terms of European Capital Cities (30)	% satisfaction
Oslo	1	99%
Vilnius	2	98%
<b>CARDIFF</b>	<b>=3</b>	<b>97%</b>
Copenhagen	=3	97%
Stockholm	=3	97%
Luxembourg	=6	96%
Vienna	=6	96%
Zagreb	=8	94%
Amsterdam	=8	94%
Dublin	=10	93%
Warsaw	=10	93%
Tallinn	=12	92%
Ljubljana	=12	92%
Valletta	=14	91%
Prague	=14	91%
Helsinki	=14	91%
Berlin	=14	91%
Budapest	=18	90%
Bratislava	=18	90%
London	=18	90%
Riga	21	89%
Nicosia	=22	88%
Lisbon	=22	88%
Brussels	=24	87%
Madrid	=24	87%
Paris	=24	87%
Sofia	27	86%
Bucharest	28	83%
Rome	29	80%
Athens	30	67%



## Cardiff's performance in the European Commission Urban Audit (2015)

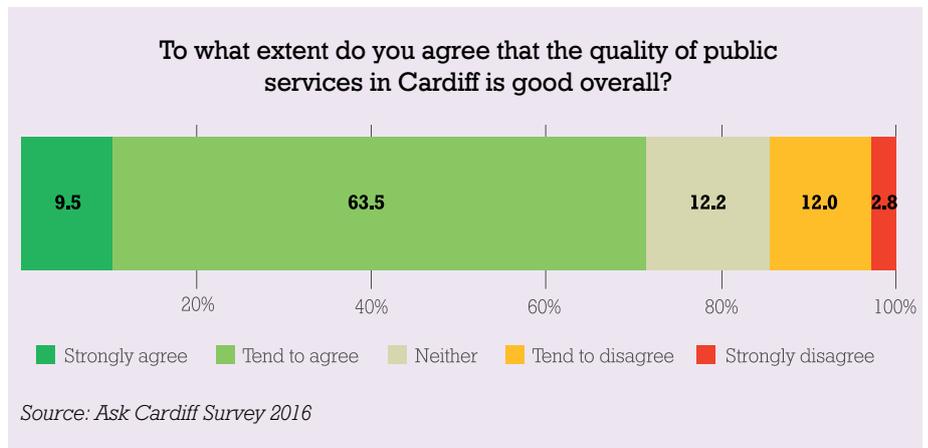
LEVEL OF SATISFACTION / AGREEMENT WITH...	% SATISFIED / IN AGREEMENT WITH	POSITION AGAINST CAPITAL CITIES	POSITION IN EUROPE
	2015	2015 (30 CITIES)	2015 (83 CITIES / GREATER CITIES)
I am satisfied to live in my City	97	Joint 3rd	Joint 6th
Availability of retail shops	94	Joint 2nd	Joint 5th
The place where I live	94	Joint 9th	Joint 26th
The life I lead	93	Joint 8th	Joint 19th
Cultural facilities such as concert halls, theatres, museums & libraries	91	3rd	Joint 10th
Green spaces such as parks and gardens	90	Joint 6th	Joint 15th
I feel safe in my neighbourhood	89	Joint 12th	Joint 31st
Public spaces such as markets, squares, pedestrian areas	88	Joint 1st	Joint 10th
The quality of the air	86	Joint 4th	Joint 11th
I feel safe in my City	85	11th	Joint 30th
The noise level	84	2nd	7th
Health care services, doctors & hospitals	84	Joint 5th	Joint 26th
Generally speaking, most people in my neighbourhood can be trusted	84	9th	Joint 27th
The financial situation of my household	83	7th	Joint 18th
Generally speaking, most people in my City can be trusted	79	Joint 4th	Joint 17th
Sports facilities such as sports fields & indoor sports halls	75	Joint 4th	Joint 18th
Public transport	73	Joint 16th	Joint 42nd
Schools and other educational facilities	73	9th	Joint 30th
The presence of foreigners is good for my City	73	20th	Joint 47th
Cleanliness	72	Joint 10th	Joint 27th
Generally speaking, the public administration of my City can be trusted	71	6th	Joint 17th
My personal job situation	68	Joint 14th	Joint 37th
The state of streets and buildings in my neighbourhood	68	Joint 14th	Joint 36th
Foreigners who live in my City are well integrated	68	Joint 4th	Joint 10th
The administrative services of my City help people efficiently	67	Joint 3rd	Joint 7th
My City is committed to fight against climate change	64	5th	Joint 21st
It is easy to find good housing at a reasonable price in my City	47	4th	Joint 23rd
It is easy to find a job in my City	43	16th	Joint 29th
On a typical day, I use urban public transport most often	28	28th	Joint 69th





## The Quality of Public Services in Cardiff is Good Overall

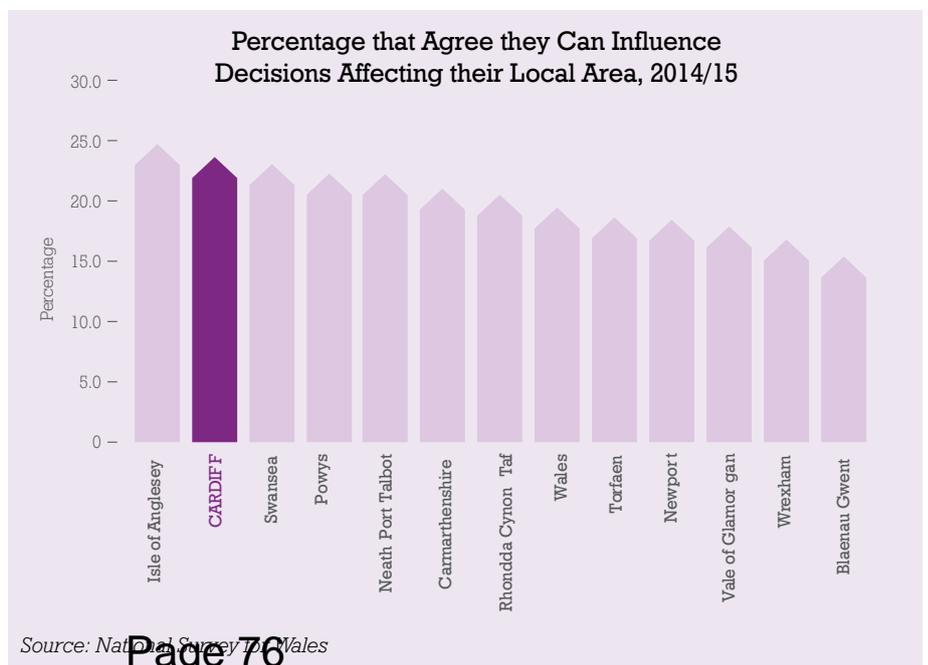
In the 2016 Ask Cardiff Survey, 73% of respondents felt that the quality of public services in Cardiff is good overall, an improvement on 65.6% in the 2015 survey. However, a higher percentage of people in Cardiff South East tended to disagree or strongly disagreed with this statement. Nearly 20% of those who identified themselves as disabled also tended to disagree or strongly disagreed.



## Involvement

Cardiff compares well in terms of the percentage of people who feel that they can influence decisions affecting their local area, coming second across Wales. However, nationally there has been a gentle decline in the last three years in how much influence people feel they have.

Given the growth of the city and the pressures on public services, now more than ever it is imperative that communities and residents are involved in shaping the services that they receive.



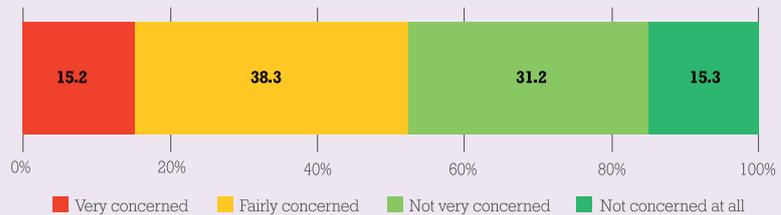
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## Standard of Living

Over half of Cardiff citizens say that they are very or fairly concerned with being able to afford a decent standard of living.

People in Cardiff East and South West were much more concerned than those living in Cardiff North, as were disabled people and those from minority ethnic backgrounds.

Please rate your current level of concern with being able to afford a decent standard of living (Ask Cardiff 2016)



Source: Ask Cardiff Survey 2016



## Housing Affordability

Housing is central to liveability. Good homes are associated with all of the outcomes covered in this report.

Housing in Cardiff is relatively unaffordable compared to other cities. The average house costs around eight times the average salary, while in Liverpool it is around six times the average salary. Only in Bristol is housing less affordable.

Housing Affordability: Ratio of House Price to Median Gross Annual Salary, 2015



Source: Office for National Statistics



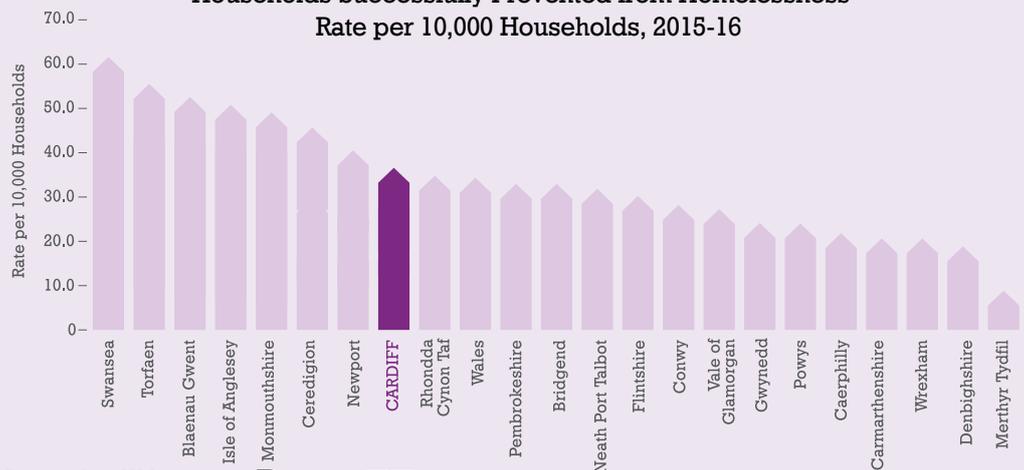
## Homelessness

Being without a home affects every aspect of a person's life, from their ability to hold down or find a job, to their health and their relationships.

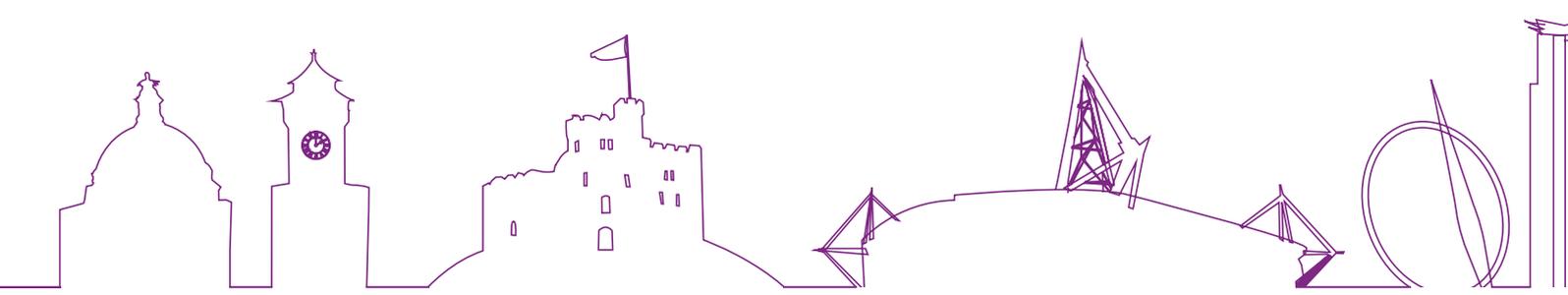
The immediate and long-term effects of homelessness on individuals have a high impact on public services, putting additional pressures on health, support services, the police and judicial system.

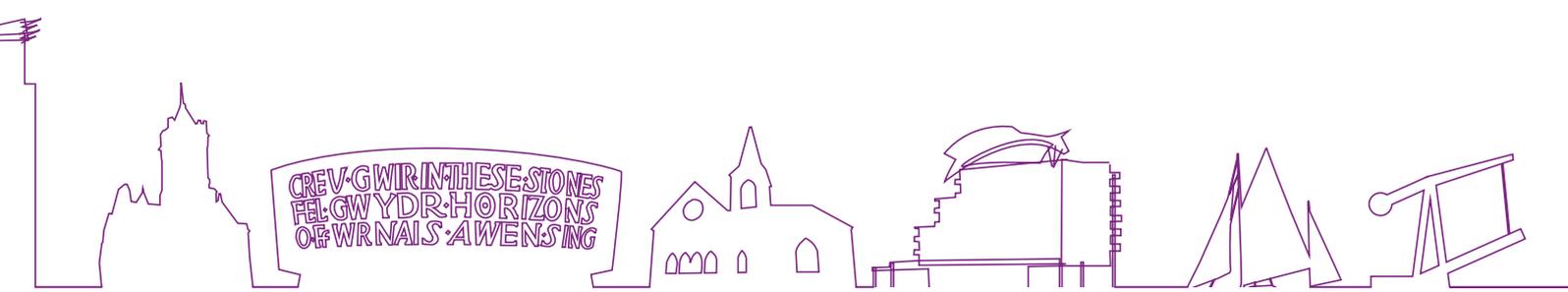
In 2015/16, Cardiff was above the Wales average for the number of households prevented from becoming homeless. However, more needs to be done to match the success of local authorities such as Torfaen and Swansea.

Households Successfully Prevented from Homelessness - Rate per 10,000 Households, 2015-16



Source: StatsWales





## Cardiff Tomorrow

The most recent Europe-wide poll put Cardiff as the continent's joint third most liveable capital city. Cardiff aspires to be number one.

This will require maintaining high levels of citizen satisfaction with life in the city and – fundamentally – ensuring excellent public services at a time of rapidly increasing demand and public sector austerity. This will mean adopting new ways of delivering public services, with an enhanced focus on working in partnership, involving citizens and communities and working to prevent problems before they occur.

Closing the gap in well-being between communities in the city will be vital if this vision is to be achieved, as will addressing long-term challenges such as persistent poverty, poor health and improving the life chances for everyone, particularly the most disadvantaged.

## Outcome 2

# Cardiff has a Thriving and Prosperous Economy

This chapter focuses on the economic health of the city:

- Residents' perceptions of Cardiff's economy
- Economic Output
- Levels of employment and unemployment
- Average wage
- Business start-ups
- Visitor numbers and tourist spend



## Cardiff Today

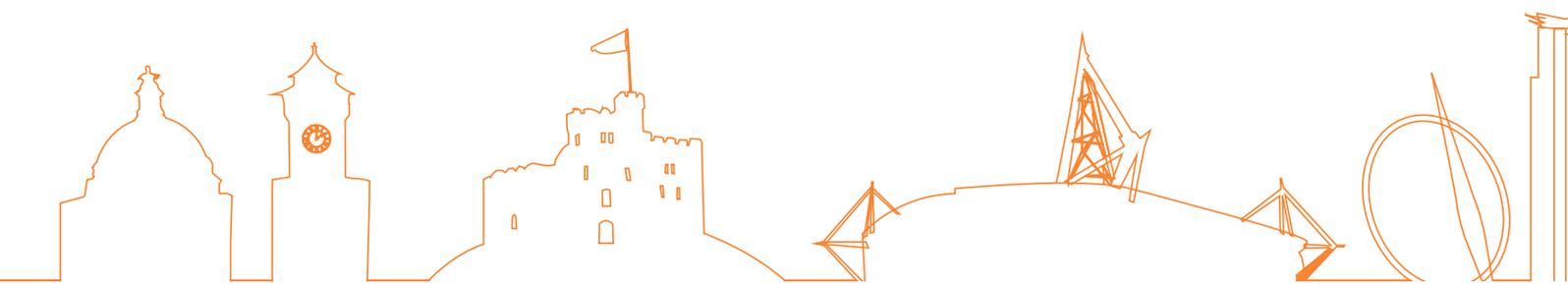
Cardiff is the economic powerhouse of Wales, playing a vital role in creating jobs and wealth for the people of the city and the wider city region.

The city economy is demonstrating strong performance across a number of headline indicators, with jobs growth up, unemployment down, visitor numbers up and strong growth in the number of new companies created.

That said, Cardiff's total economic output (GVA) – what we could think of as the city's 'GDP' – although much higher than other parts of Wales, compares relatively poorly to the top performing major British cities. After 10 years of continual growth in the years preceding the economic crash, economic output per capita is only now returning to pre-crisis levels.

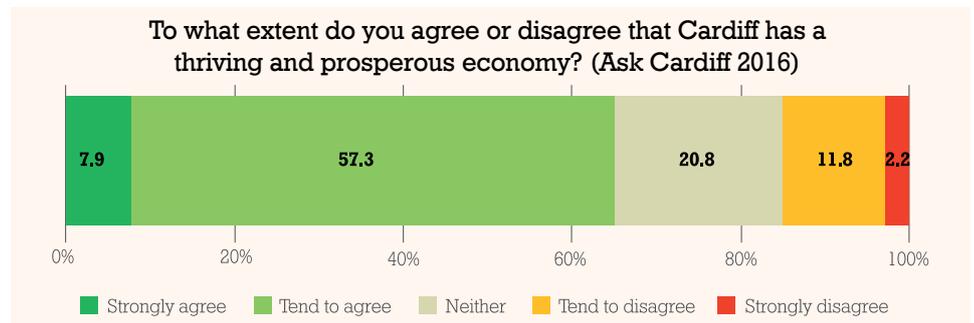
Together, these figures suggest that while jobs are being created, the city's economy is not becoming more productive. To meet the demands of growth it will be important that Cardiff's economy not only keeps on creating and attracting new companies and new jobs, but that these companies are more productive and the jobs better paid.

The proceeds of economic growth have not been felt by all of the city's residents. Despite the jobs created and the investment in the city centre, many of the poorest communities in Wales can be found in its capital city. The large disparities in levels of unemployment, household poverty and workless households closely align with health, crime and educational inequalities across the city.



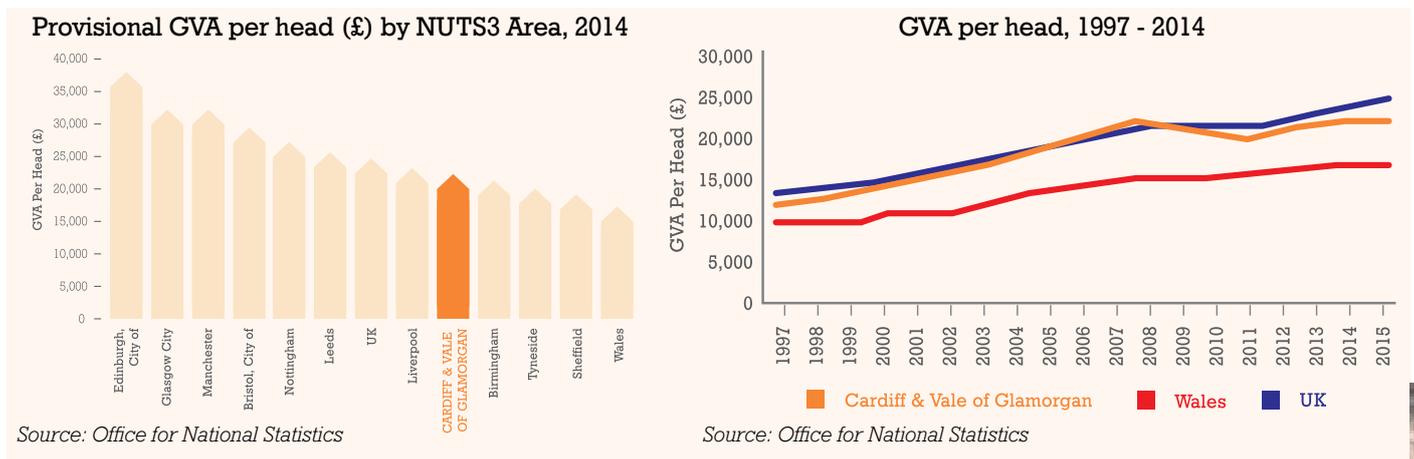
## What Do Our Residents Think?

Nearly two-thirds of residents think that Cardiff has a thriving and prosperous economy. However, fewer respondents living in the South East and South West, and fewer disabled people and people from minority ethnic backgrounds, thought that this was the case.



## Economic Output (Gross Value Added)

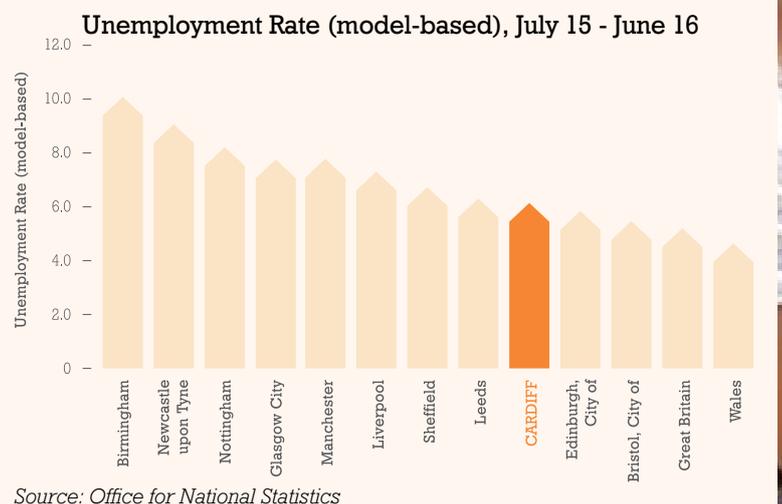
Gross Value Added (GVA) measures the value of goods and services produced in an area, giving an indication of how well an economy is performing. In 2014, GVA per head in Cardiff and the Vale was £22,107 which remains higher than the Welsh average, but lags behind many of the UK's major cities. Cardiff's performance has also not been improving as quickly as the UK average in recent years and is only now returning to pre-economic crisis levels.



## Unemployment

After a peak in 2013, Cardiff's unemployment rate<sup>2</sup> has dropped and is currently 6%. Although Cardiff's unemployment rate is higher than both the Welsh and British rates, it is third amongst the core cities and has returned to pre-downturn levels.

There is more still to be done. Levels of unemployment vary across the city (see page 62) and can have wide impacts on issues such as levels of crime and mental health, and the overall attractiveness of the city as a place to live and do business.



<sup>2</sup>There are several different ways of measuring unemployment. The unemployment rate shown here is based on the economically active population aged 16+ that are out of work and actively seeking work.

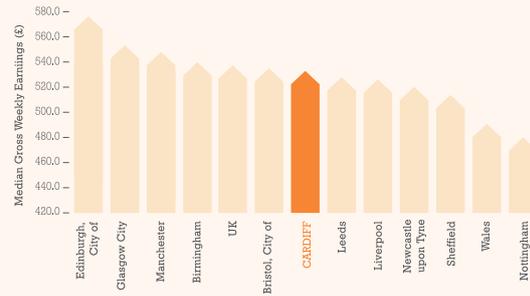
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## Average Wage

In simple terms this means the average weekly wage of those currently working full-time in the city. Cardiff's average weekly wage is higher than in the rest of Wales, but, despite an upwards trend, remains lower than in other UK cities.

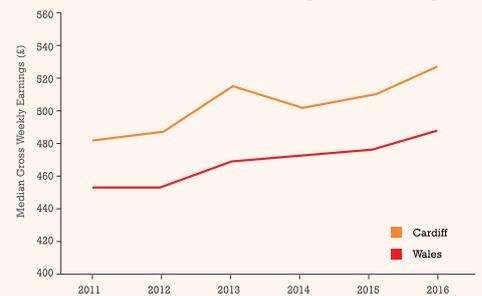


Median Gross Weekly Earnings of Full-Time Workers, 2016



Source: ASHE, ONS

Median Gross Weekly Earnings of Full-Time Workers, 2011-16 (Workplace Analysis)



Source: ASHE, ONS

## Business Start-Ups

The number of businesses starting-up in Cardiff has increased over recent years as has the total number of businesses located in the city. This makes the capital city the strongest performer in the Welsh economy and a mid-ranking city in comparison to other British cities.



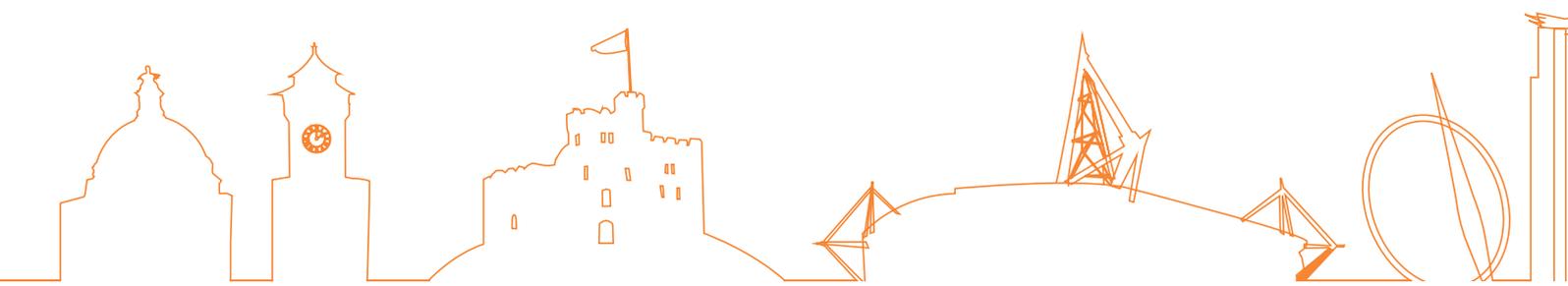
Births of New Enterprises per 10,000 Population, 2014



Active Enterprises per 10,000 Population, 2014



Source: Office for National Statistics



## Tourism

The tourism sector has been vital to Cardiff's regeneration. Visitor numbers have increased considerably in the last ten years, reaching 20.5m in 2015 and contributing £1.204bn to the city economy.

Despite the growth, Cardiff still lags behind top performers like Liverpool and Birmingham.

No. Visitors to Cardiff and Expenditure for Cardiff, 2005 – 2015



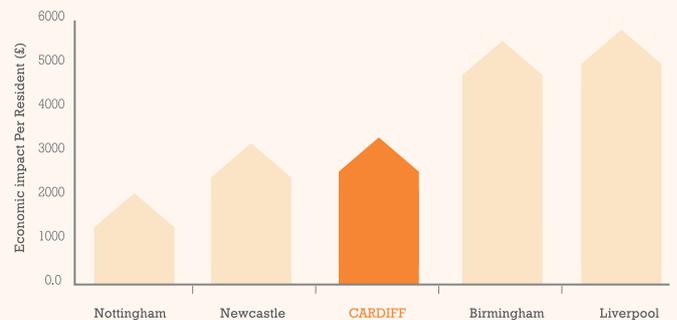
Source: STEAM

Visitors Per Resident, 2015



Source: STEAM

Economic impact Per Resident (£), 2015



Source: STEAM



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## Cardiff Tomorrow

Global trends indicate that cities will be where the majority of population and economic growth can be expected to take place in the 21st Century, and where new jobs, smart businesses and highly educated and skilled people will be increasingly concentrated. These trends are also evident in Wales, with the majority of the growth in new jobs and businesses in the Cardiff Capital Region taking place in the capital city.

Cardiff's development has over the last twenty years focused on improving quality of life, attracting talented people to live and work in the city, alongside attracting businesses and increasing tourism. Underpinning this have been major investments in sports stadia and cultural venues, and the hosting of major national and international sporting and cultural events. The city must continue to make the most of these economic assets. The Champions League Final will be coming to Cardiff in 2017 and the Volvo Round the World Yacht Race in 2019.

In order to increase productivity, the city economy needs to shift towards attracting and creating higher value businesses. Given the high skill levels and the presence of three universities in the city the raw materials for making progress are there. The momentum seen in both the Central Square development and in Cardiff University's Innovation System indicate that this shift is beginning to take place.

The city's economic growth has not been felt by all residents and communities. Unemployment remains too high and levels of household income remains low in many parts of the city (see chapter 7). Given the role income plays in all forms of deprivation, there needs to be inclusive growth across Cardiff and the city region. Education and skills for all will be a priority, as will ensuring that job creation strategies, skills programmes and regeneration projects are developed and implemented cohesively.

Connecting the jobs created in the city to residents of the wider city region will be a priority for Cardiff and for Wales. The Cardiff Capital Region City Deal, the associated delivery of the Cardiff Metro and the establishment of effective city-regional governance will be fundamentally important in delivering sustainable, inclusive economic growth.

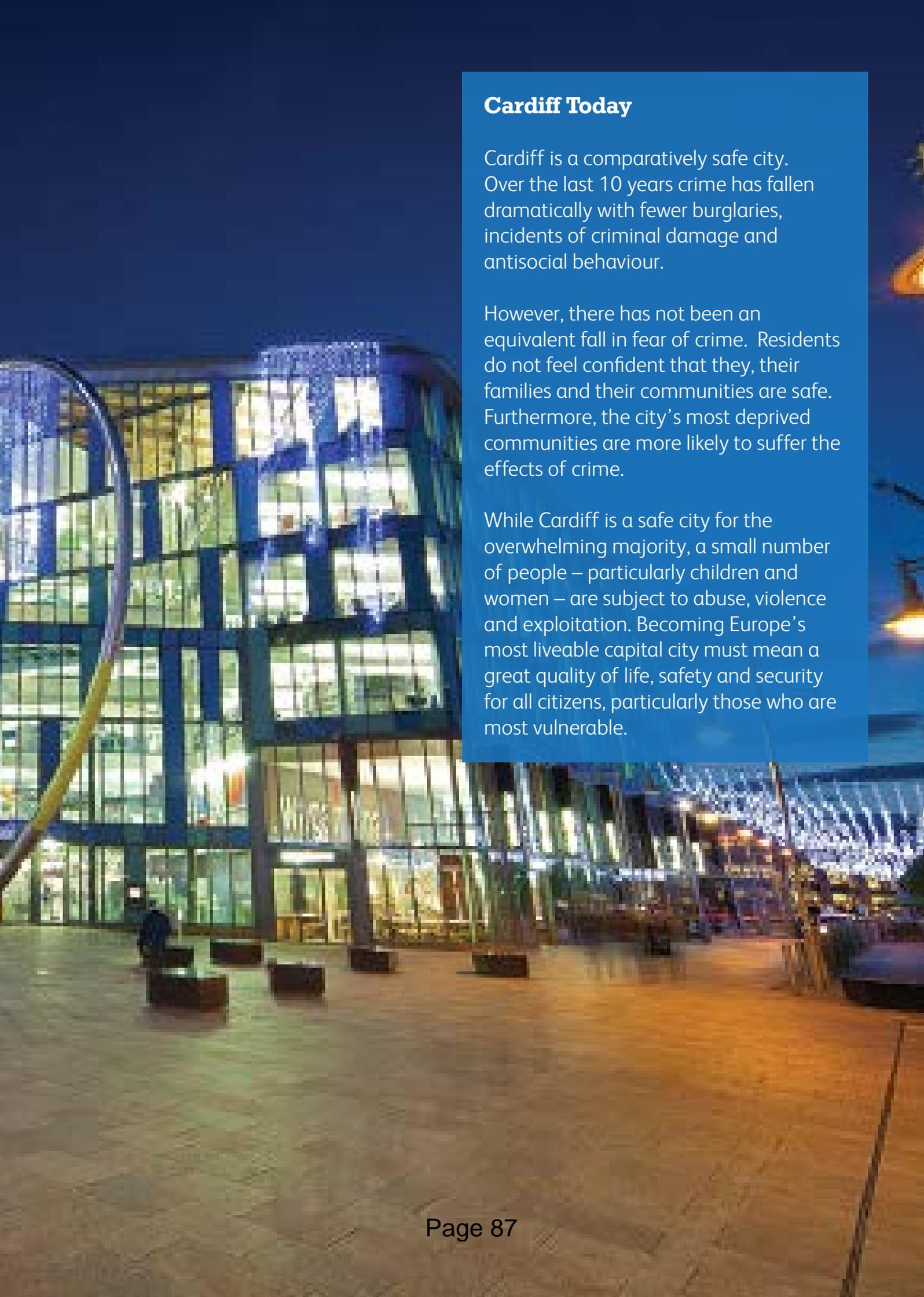


## Outcome 3

# People in Cardiff Are Safe and Feel Safe

This chapter gives an overview of crime trends in Cardiff:

- Perceptions of Crime
- Total recorded crime
- Violent crime
- Anti-social behaviour
- Criminal damage
- Other thefts
- Hate crime
- Safeguarding vulnerable people

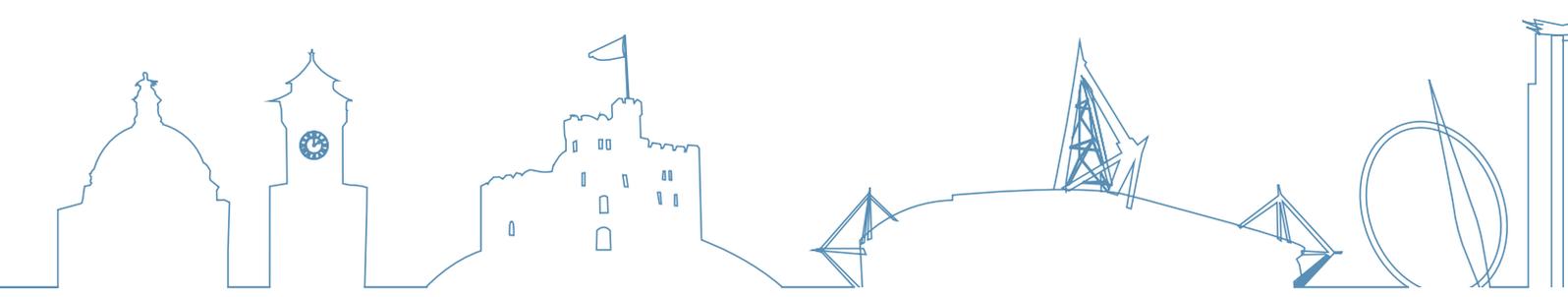


## Cardiff Today

Cardiff is a comparatively safe city. Over the last 10 years crime has fallen dramatically with fewer burglaries, incidents of criminal damage and antisocial behaviour.

However, there has not been an equivalent fall in fear of crime. Residents do not feel confident that they, their families and their communities are safe. Furthermore, the city's most deprived communities are more likely to suffer the effects of crime.

While Cardiff is a safe city for the overwhelming majority, a small number of people – particularly children and women – are subject to abuse, violence and exploitation. Becoming Europe's most liveable capital city must mean a great quality of life, safety and security for all citizens, particularly those who are most vulnerable.

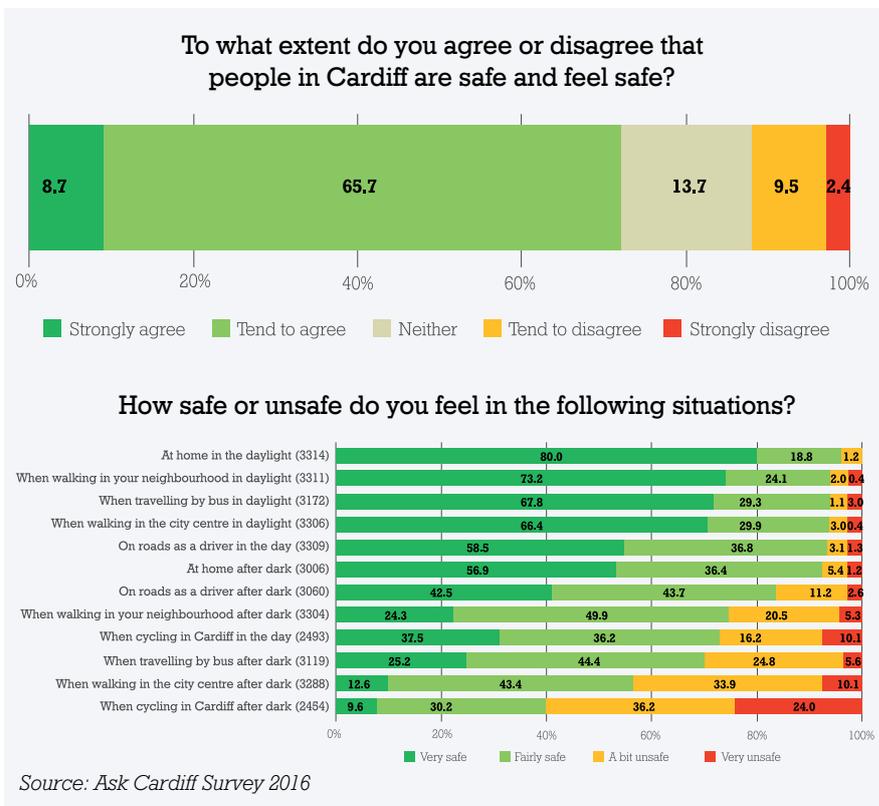


## What Do Our Residents Think?

How safe people feel is important because it often affects their quality of life. 75 % of respondents to the 2016 Ask Cardiff survey felt that Cardiff was a safe city.

Respondents were most likely to feel unsafe when cycling (60.2 %), walking in the city centre (44 %) or when travelling by bus (30.4 %) after dark.

Perceptions of safety also vary significantly across the six neighbourhood areas, ranging from 77.8 % in Cardiff West to 65 % in Cardiff East.

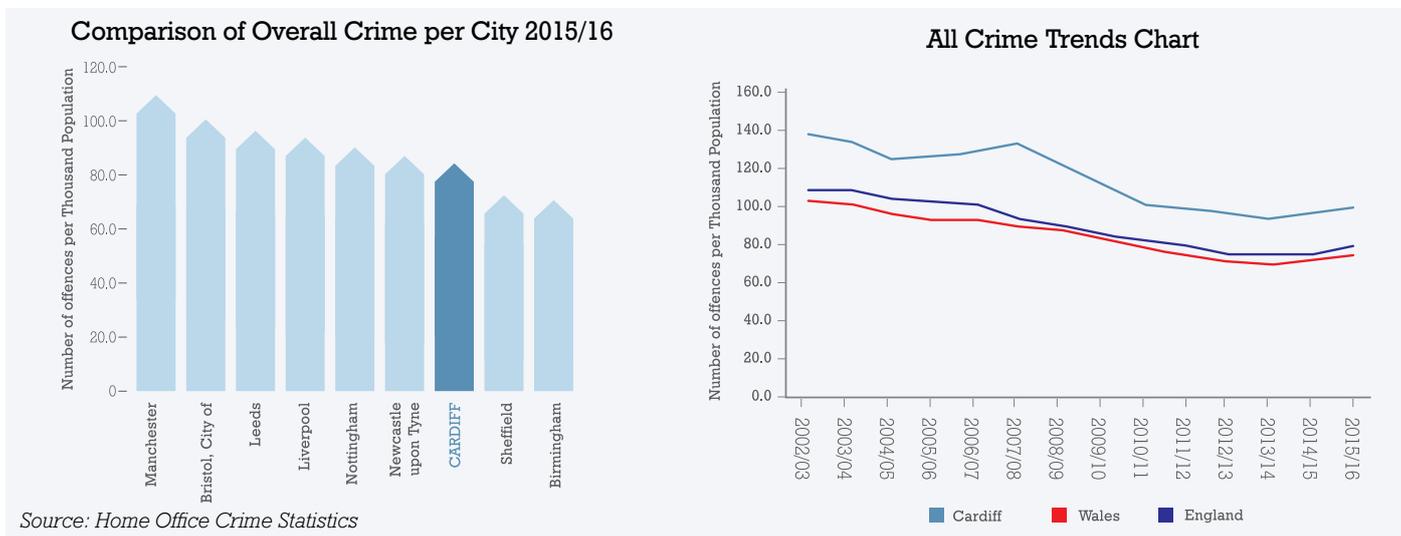


## Total Recorded Crime

Total crime in Cardiff has reduced significantly in the last 10 years. Although the city's population has grown by 11 %, recorded crime has fallen by 26 %. This equates to over 11,500 fewer recorded crimes in 2015/16 compared to 2005/06.

Taking into account population growth, overall crime has fallen by 34 %. Put simply, Cardiff residents are a third less likely to be the victim of crime than a decade ago. Cardiff is not alone in becoming much safer with similar reductions across England and Wales.

Whilst crime has decreased in Cardiff at a significant rate, there has been an inconsistent picture across the various crime categories which make up overall crime levels<sup>3</sup>. Whereas "Dwelling Burglaries" have reduced by 40 % and "Criminal damage" has decreased by 57 %, there have been increases in "Violence against the person".



<sup>3</sup>It is important to take into account the changes made by the Home Office to the recording of crime within England and Wales during this period. Whilst these guidelines are published by the Home Office it is up to each individual police force how they implement these guidelines.

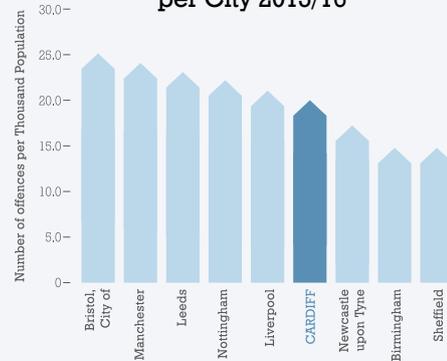
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## Violence against the Person

The number of acts of Violence Against The Person is relatively low compared to other UK Cities. That said, this is a number that has been increasing over recent years.

The main increases in Violence Against The Person are not in serious assaults but within the minor assaults/public order categories such as assault without injury, harassment and public fear, alarm or distress.

### Comparison of Violence against the Person per City 2015/16



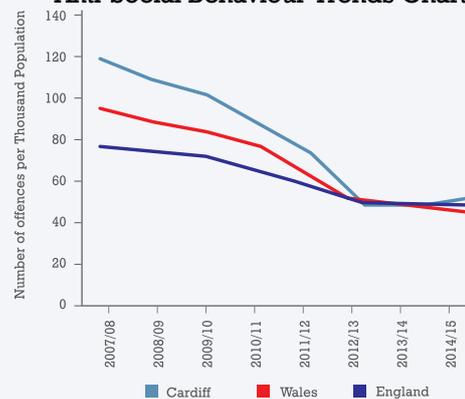
Source: Home Office Crime Statistics

## Anti-Social Behaviour

Anti-Social Behaviour (ASB) covers a wide range of unacceptable activities that impact on quality of life for both residents and visitors to the city. It tends to be behaviour which causes or is likely to cause harassment, alarm or distress. This can include anything from drinking in the street, being loud and inconsiderate, to trespassing.

The city has seen a 70% decrease in levels of ASB<sup>4</sup> since 2007/08 and over the last few years the decrease has been in line with England and Wales.

### Anti-Social Behaviour Trends Chart

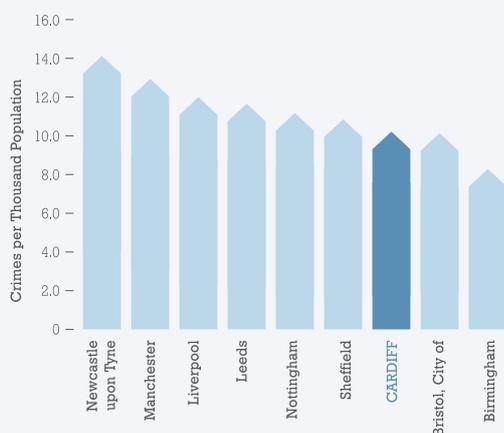


Source: South Wales Police Performance Statistics

## Criminal Damage

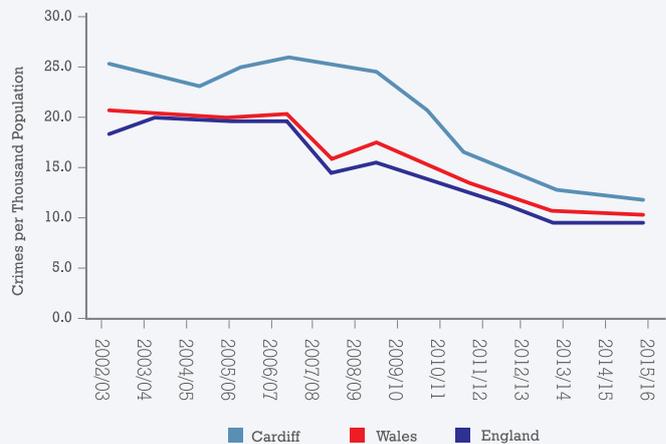
In line with the reduction in Anti-Social Behaviour incidents, there has also been a decrease of 57% in the number of offences of criminal damage. Cardiff is now ranked third out of the core cities, having been mid-table in the previous year. An analysis over time suggests a link between the level of anti-social behaviour and criminal damage offences.

### Comparison of Criminal Damage per City 2015/16



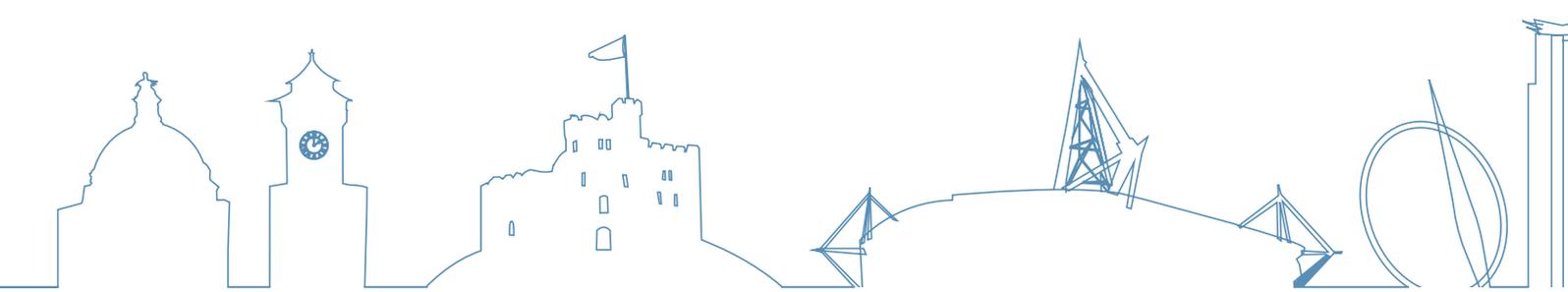
Source: Home Office Crime Statistics

### Criminal Damage Crime Trends



Source: South Wales Police Performance Statistics

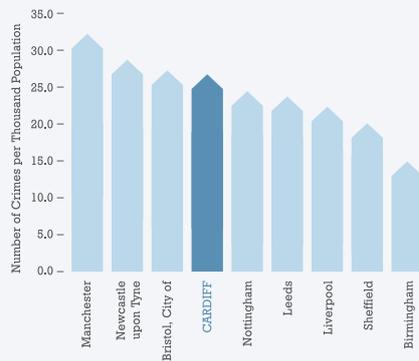
<sup>4</sup>It would appear that some types of ASB are now being categorised as Public Order Offences and recorded as 'Violence Against the Person'.



## Other Thefts

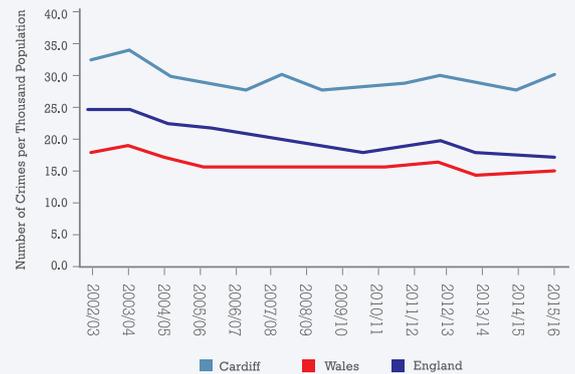
Other Thefts includes various classifications of theft but does not include offences relating to motor vehicles. The number of offences has remained at similar levels over the last few years and compared to the core cities, Cardiff continues to be mid-table for this crime category.

Comparison of Other Thefts per City 2015/16



Source: Home Office Crime Statistics

Other Thefts Crime Trends



## Hate Crime

In Cardiff, the number of hate incidents reported has increased over the last few years and in 2015/16 there was an 11% rise in the number of recorded Hate Crimes compared to the previous year. However, this could include the effects of increased reporting.

Hate incidents monthly trends chart



Hate crime monthly trends chart



Source: South Wales Police Performance Statistics

A comparison of the total number of hate crimes shows that South Wales is a mid-performing police force area. Whilst there are areas with higher levels of hate crime, there are also areas with significantly lower levels, such as the Northumbria Police Force area which includes Newcastle Upon Tyne.

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## Cardiff Tomorrow

Being safe and feeling safe consistently rank as top priorities for both residents and visitors and are fundamental components of any top liveable city. There has been a rapid and significant reduction in crime in Cardiff over the past 10 years, in line with that experienced in other major UK cities. However, fear of crime remains higher than levels of actual crime suggest it should be. Levels of crime also vary significantly across the city, following patterns of income and health inequality (see Chapter 7, page 66).

Although trends to date have shown a decrease in overall levels of recorded crime, the significant disparities between crime levels in our neighbourhoods are likely to continue unless work is undertaken to reduce them. Addressing crime hotspots will therefore make Cardiff safer and help reduce the fear of crime. It will also help to combat generational issues across our neighbourhoods, breaking harmful patterns of behaviour. Similarly, a small minority of children and adults are vulnerable to abuse, violence and exploitation which can have an impact on the rest of their lives. Further developing joined-up approaches to protecting the city's most vulnerable residents will remain crucial.

Cardiff is a diverse city with over 100 languages spoken and this diversity is likely to increase in the future. Community cohesion – the sense of belonging felt by communities, and the strong and positive relationships within them – will become more and more important as Brexit, conflicts, climate change and economic pressures have an impact on the global movement of people. As the population grows and becomes more diverse it is important that we continue to build on Cardiff's long history of being an open and inclusive city.

# Outcome 4

## People in Cardiff Are Healthy

This chapter looks at the health of the population:

- Life expectancy
- Healthy lifestyles
- Mental health
- Health in the early years
- Health in older age





## Cardiff Today

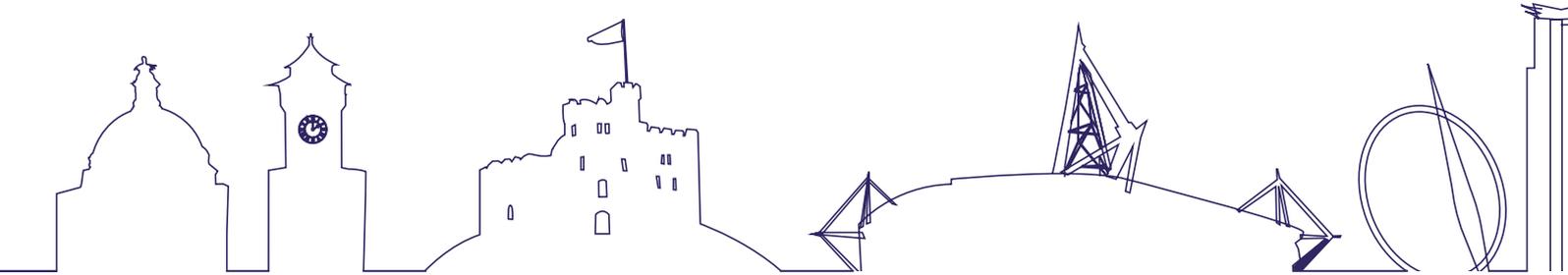
People in Cardiff could be described as being healthier than ever before. Levels of general health are high with life expectancy for men and women continuing to rise, and women in Cardiff projected to live longer than those in the majority of the Core Cities. However, these headlines hide substantial variability across the city with different age groups and communities facing wide ranging health problems.

There is a significant and growing gap in healthy life expectancy between those living in the least and most deprived areas of the city, which now stands at over 20 years. Similarly, mortality rates from a number of diseases are appreciably higher in more deprived wards.

In terms of healthy lifestyles, more than half of the population in Cardiff are overweight, obese or underweight, comparatively few people undertake physical activity, and – despite recent falls – there is a high number of people smoking and drinking to excess. Lifestyle significantly contributes to the likelihood of living with chronic conditions later in life.

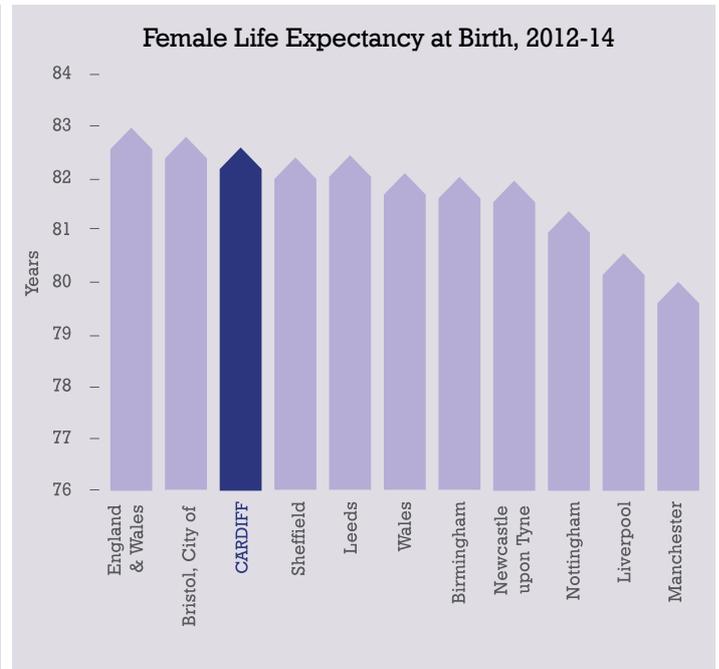
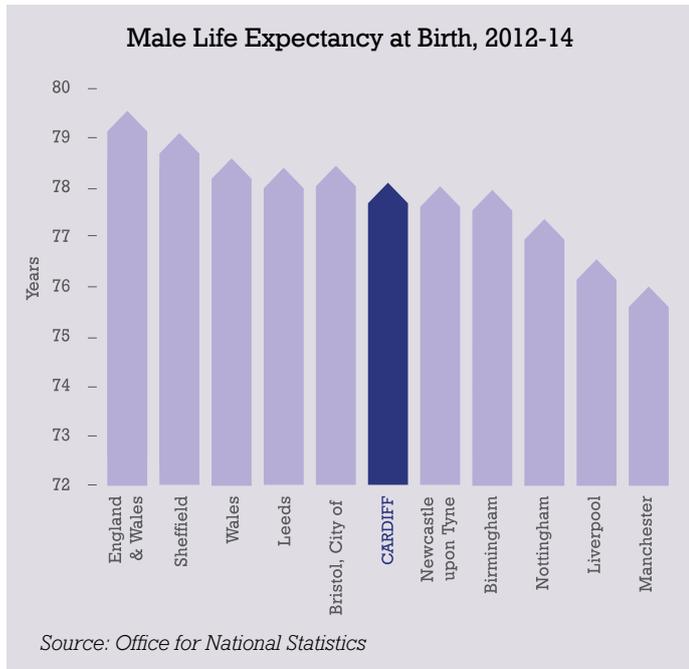
Health and wellbeing in the early years of childhood particularly impacts on long-term outcomes. 1 in 4 five year olds in Cardiff has an unhealthy weight. The impact of harmful experiences on children can also affect the rest of their lives.

Furthermore, Cardiff's rapid population growth will be characterised by increases in the number of very young people and an ageing population, both leading to substantial pressures on the city's health and care services.



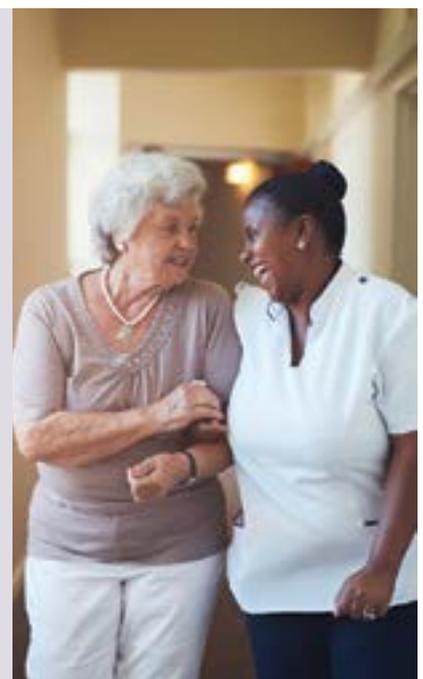
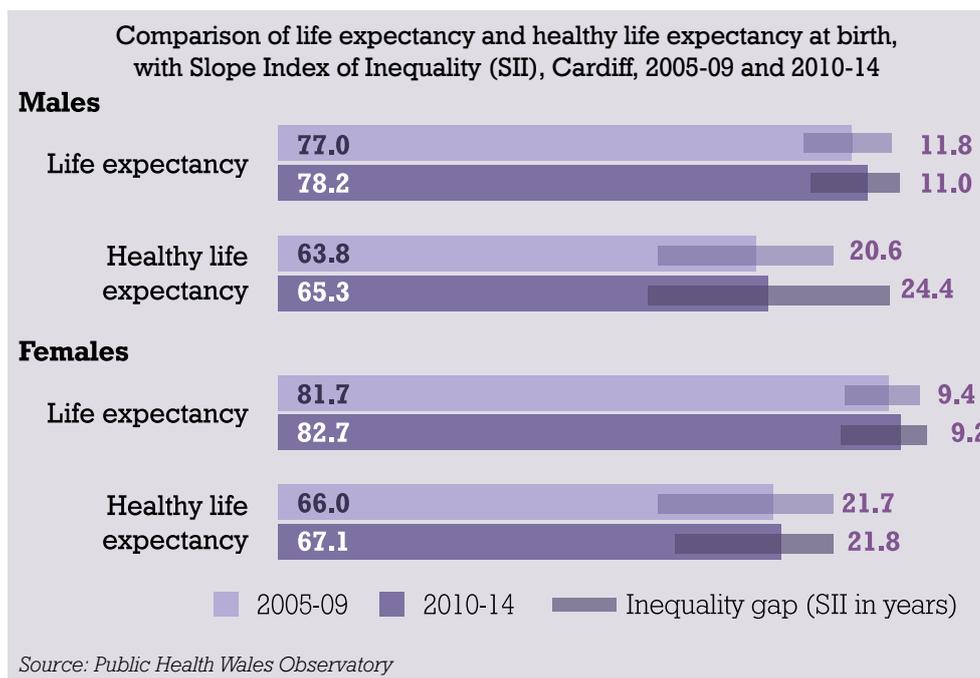
## Life Expectancy

Life expectancy has steadily increased over the last twenty years. Women in Cardiff are living longer on average than those in most major British cities, although male life expectancy does not compare quite as well.

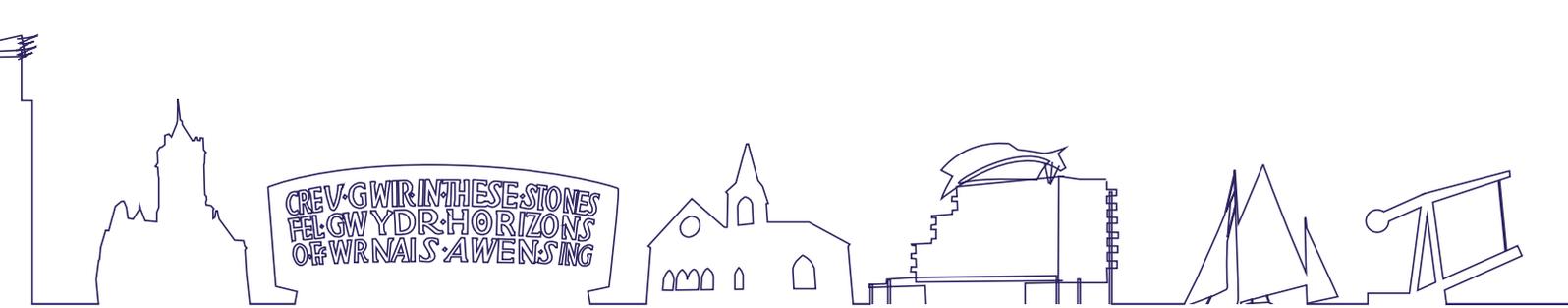


Increasing life expectancy at the city level hides a growing gap between both the life expectancy and healthy life expectancy<sup>5</sup> of the most and least deprived people in the city.

Men living in the least deprived communities can expect to live on average 11 years longer than those who live in the most deprived areas, while the gap is 9 years for women. However, when looking at healthy life expectancy, the difference more than doubles to 24 years for men and 22 years for women. This is the greatest gap of all local authorities in Wales.



<sup>5</sup> Healthy Life Expectancy: Average number of years that a person can expect to live in "full health" by taking into account years lived in less than full health due to disease and/or injury (WHO)



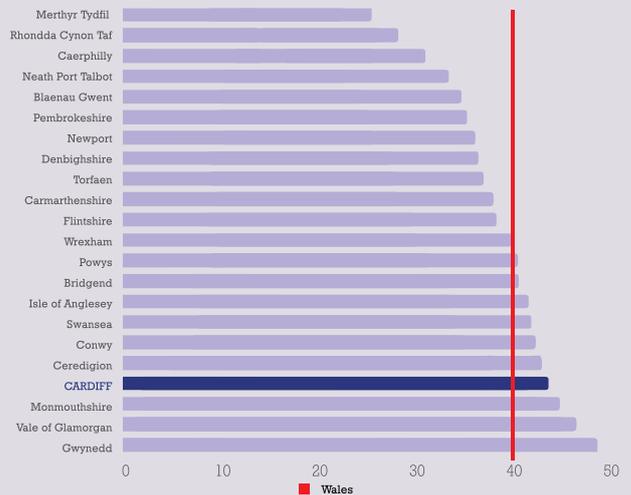
## Healthy Lifestyles

### Healthy weight

Nearly 44% of adults in Cardiff aged 16-64 have a healthy weight, above the Wales average. Although Cardiff is doing relatively well in this area this leaves the majority of people overweight, obese or underweight.

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, high blood pressure and stroke. Being underweight can compromise your immune system and cause fragile bones in later life.

% working age adults of healthy weight, age-standardised percentage, persons aged 16-64, Wales and local authorities, 2014-2015

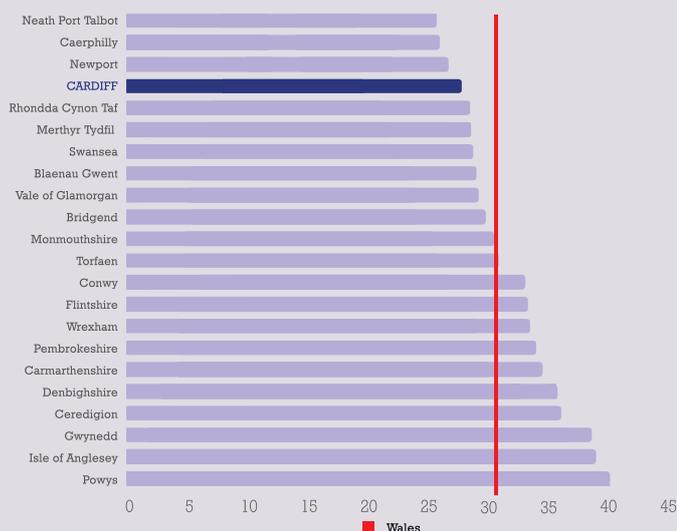


Source: Public Health Wales Observatory

## Physical Activity

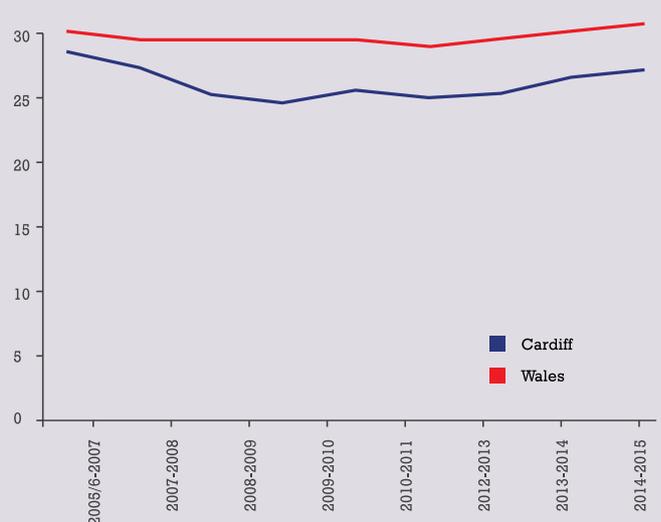
Cardiff is significantly behind the Welsh average in the rates of adults who meet physical activity guidelines (for example by exercising for 30 minutes five times a week). Although there has been a slight upward trend in the last few years, Cardiff does not compare well to other Welsh local authorities.

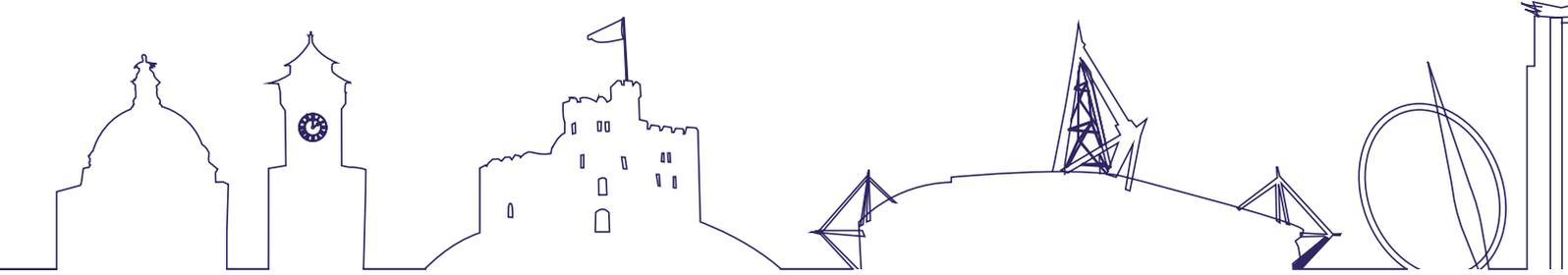
% adults meeting physical activity guidelines, age-standardised percentage, persons aged 16+, Wales and local authorities, 2014-2015



Source: Public Health Wales Observatory

% adults meeting physical activity guidelines, age-standardised rate (EASR) per 100,000, persons aged 16+, Wales and local authorities, 2008-2015

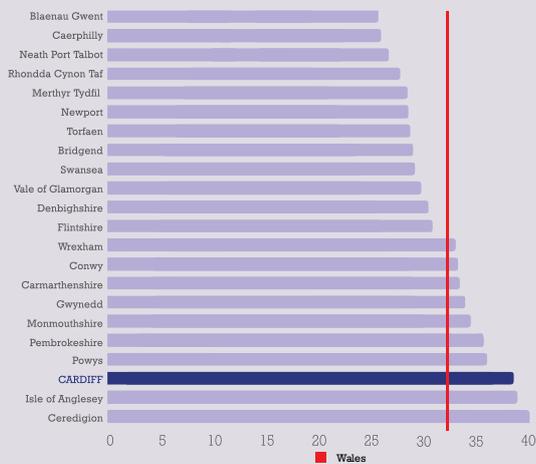




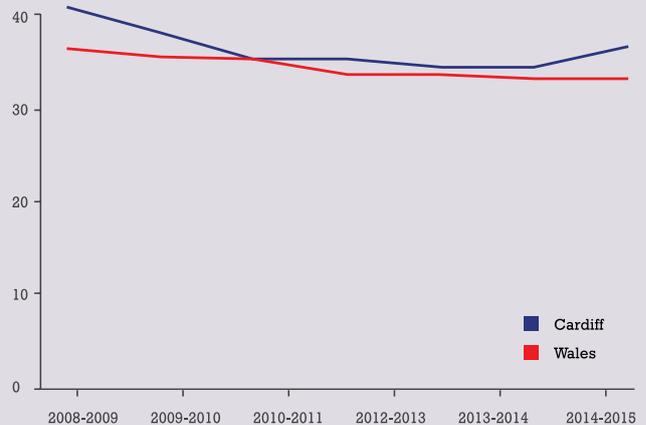
## Healthy eating

Compared to the rest of Wales, Cardiff does relatively well in the percentage of people who eat five portions of fruit and vegetables a day, which lowers the risk of serious health problems, such as heart disease, stroke and some cancers. The rate had decreased to a low point in 2013-14, but is starting to improve again. Nevertheless it remains an issue which is of concern, given the other health indicators discussed in this chapter.

**% adults who report eating five or more portions of fruit or vegetables within the previous day, age-standardised percentage, persons aged 16+, Wales and local authorities, 2014-2015**



**% adults who report eating five or more portions of fruit or vegetables within the previous day, age-standardised percentage, persons aged 16+, Wales and local authorities, 2008-2015**



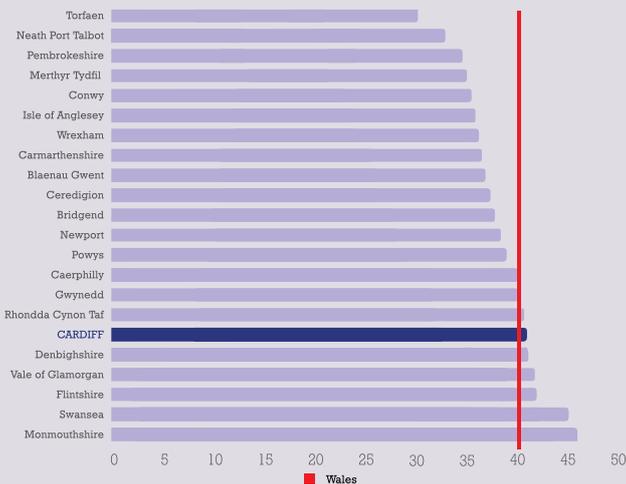
Source: Public Health Wales Observatory



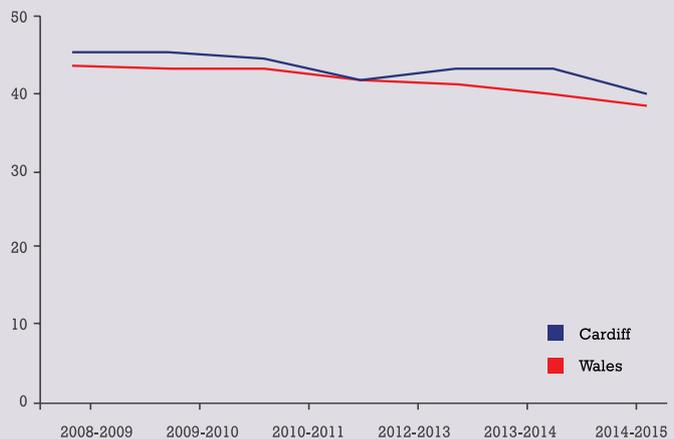
## Drinking above guidelines

The level of reported unhealthy drinking is higher in Cardiff than the Welsh average, at 41.2%. Although the general trend has been downward in the last seven years, this figure has remained relatively consistent. High levels of drinking could lead to significant pressure on health services both in the short and long term – increasing individuals' chances of heart disease and liver or kidney failure.

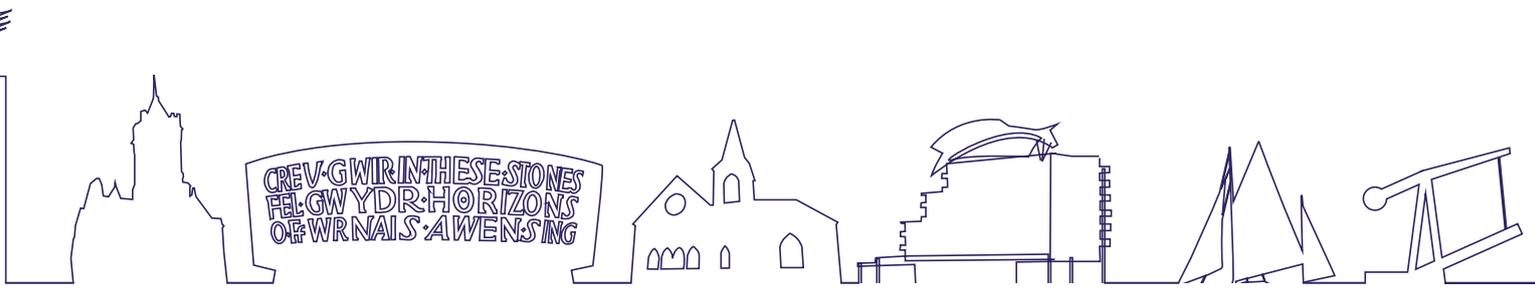
**% adults drinking above guidelines, age-standardised percentage, persons aged 16+, Wales and local authorities, 2014-2015**



**% adults drinking above guidelines, age-standardised percentage, persons aged 16+, Wales and local authorities, 2008-2015**



Source: Public Health Wales Observatory

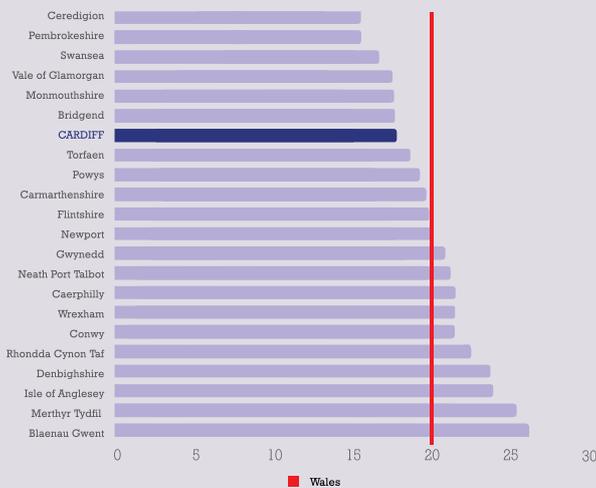


## Smoking

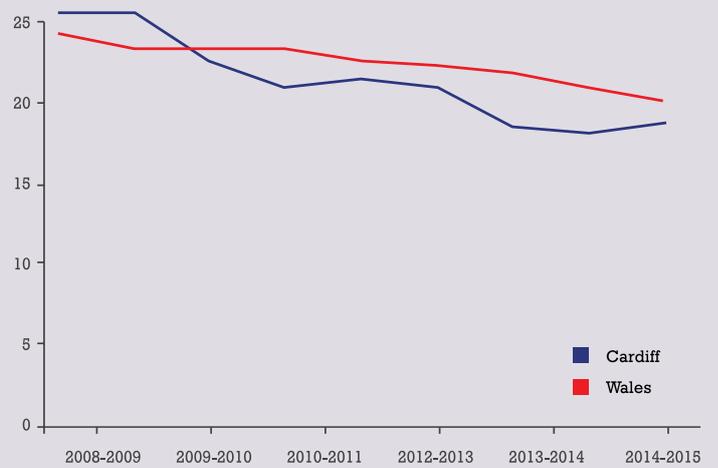
The percentage of people in Cardiff who smoke has fallen to its lowest level over recent years, at 18.4%, and is below the Welsh average.

However, given that smoking causes 90% of lung cancers, and increases your chances of getting coronary heart disease, heart attack and stroke, this is still an issue for the city to address.

Adults reporting a smoking status of 'daily smoker' or 'occasional smoker', age-standardised percentage, persons aged 16+, Wales and local authorities, 2008-2015



Adults reporting a smoking status of 'daily smoker' or 'occasional smoker', age-standardised percentage, persons aged 16+, Wales and local authorities, 2008-2015



Source: Public Health Wales Observatory

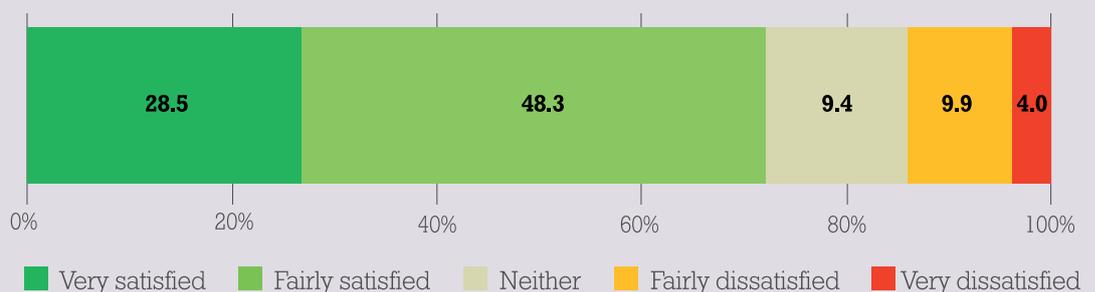
## Mental health

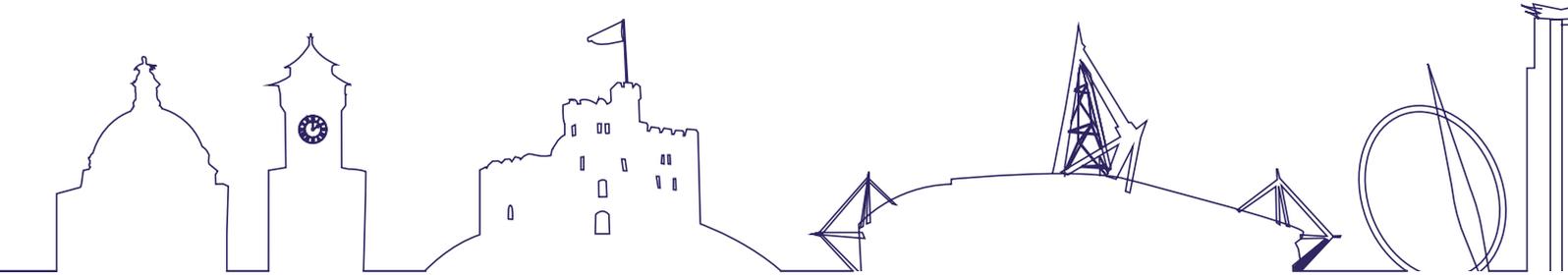
One in four of us will have problems with our mental health at some point in our lives. Mental health problems account for the majority of all health problems. They can have a significant impact on individuals, society and the economy overall and can start early in life.

In Wales, 1 in 10 children between the ages of 5 and 16 has a mental health problem and many more have behavioural problems. Approximately 50% of people with enduring mental health problems have symptoms by the time they are 14.

14% of people responding to the Ask Cardiff Survey reported that they were fairly or very dissatisfied with their mental health. There were also notable differences between groups in society. 35% of disabled people were fairly or very dissatisfied with their mental health, and nearly 21% of under 35s. There were also differences, although less stark, between the neighbourhood areas, with people in the City and South and South East less content than those living in the North and West.

To what extent are you satisfied or dissatisfied with your mental health? (Ask Cardiff 2016)





## Health in Children and Young People

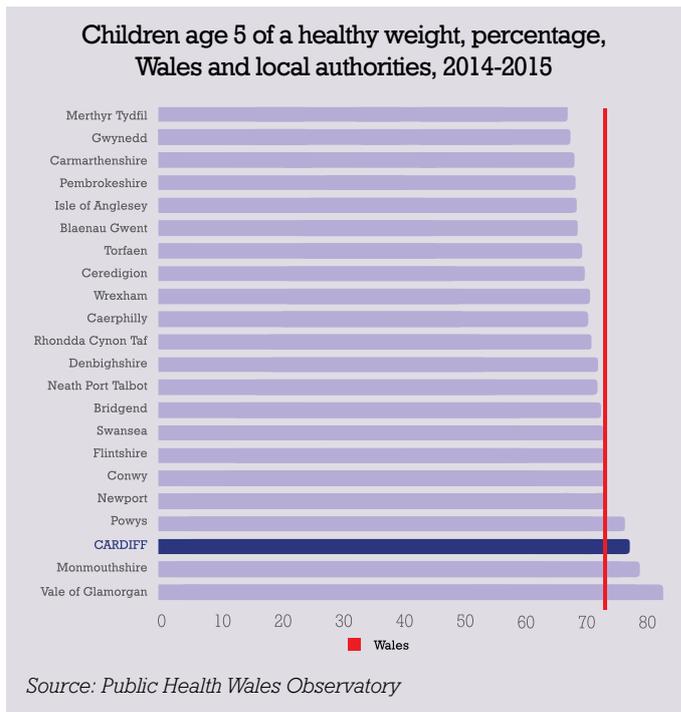
It is recognised that the early years are vital in terms of laying down the foundations for health, achievement and well-being in later years. A child's experiences and relationships in their formative years, as well as what they eat and their general health, can have enormous long-term effects.



### Healthy lifestyles in children

Three quarters of 5 year olds in Cardiff have a healthy weight. Only Monmouthshire and the Vale of Glamorgan have more children of healthy weight.

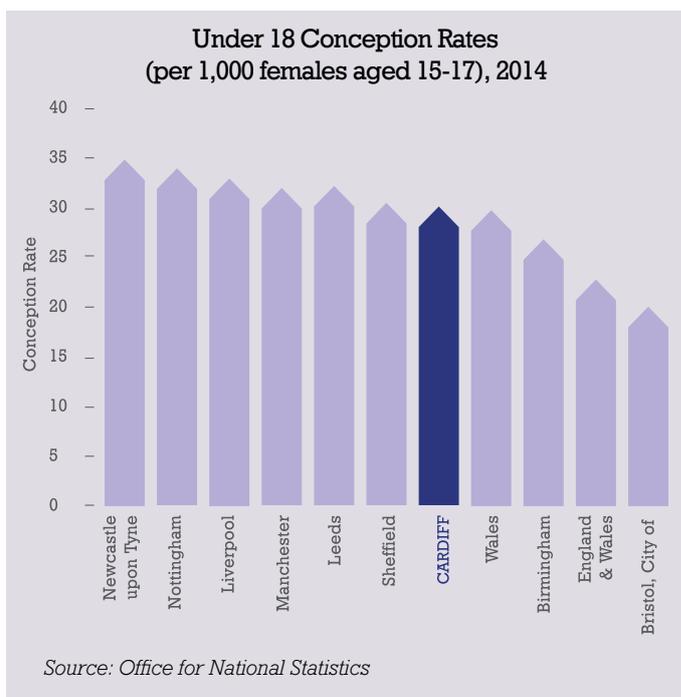
However, this still means 1 in 4 do not have a healthy weight. Overweight children tend to become overweight adults, which can lead to short and long-term health problems such as type 2 diabetes, heart disease, high blood pressure and some cancers.

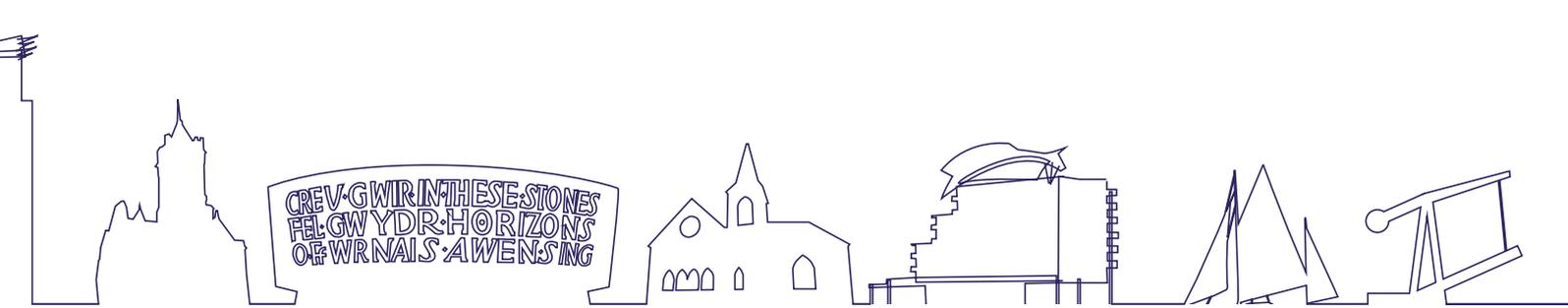


### Teenage pregnancy

Rates of teenage pregnancy among under 18s in Cardiff are higher than the Wales average, and the UK has among the highest rates of teenage pregnancy in the European Union. However, Cardiff has followed the UK trend and seen significant decreases in recent years; the UK rate has halved since 1998.

Teenage pregnancy can often be linked to other indicators of disadvantage and an increased level of females not in education, employment or training. It is also linked to lower birth weights, poor antenatal health and poor maternal mental health. Rates of teenage pregnancy tend to be higher in more deprived areas. The challenges involved in parenting at a young age can have long-term effects on not just that generation but on the prospects of future ones as well.



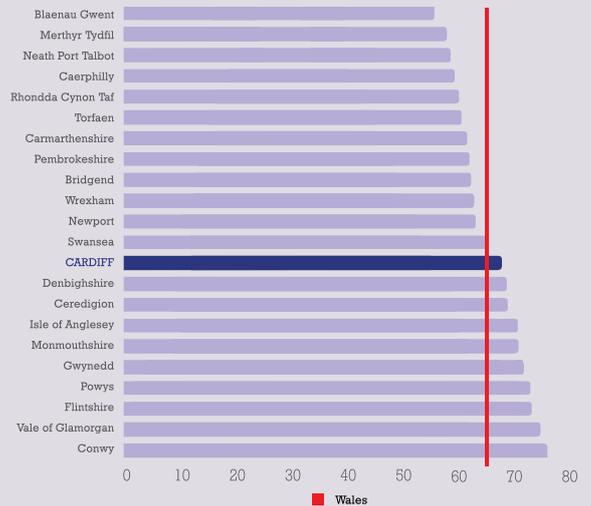


## Health in Older Age

Older people are more likely to have long term conditions and complex care needs, and have longer, more frequent stays in hospital. The majority of older people in Cardiff (68%) report being in good or excellent health, higher than the Welsh average.

Nearly two thirds of people admitted to hospital are over 65. Demand from increased frailty for people over 65 is predicted to increase by 50% by 2026, with associated increased care costs of £6m in the next three years alone.

Older people who reported being in good, very good or excellent health, age-standardised percentage, persons aged 65+, Wales and local authorities, 2014-2015



Source: Public Health Wales Observatory

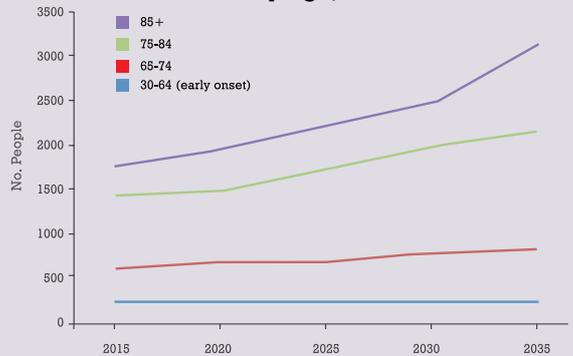


## Dementia

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. It's estimated that 25% of women and nearly 20% of men over 85 in Wales currently have a form of dementia and by 2035, it's predicted that over 6000 people in Cardiff will be living with dementia.

The rate of dementia is predicted to remain relatively stable among those 74 and under, while among those over 75, and over 85 in particular, it is predicted to rise significantly.

No. People in Cardiff Predicted to Have Dementia by Age, 2015-2035



Source: Daffodil



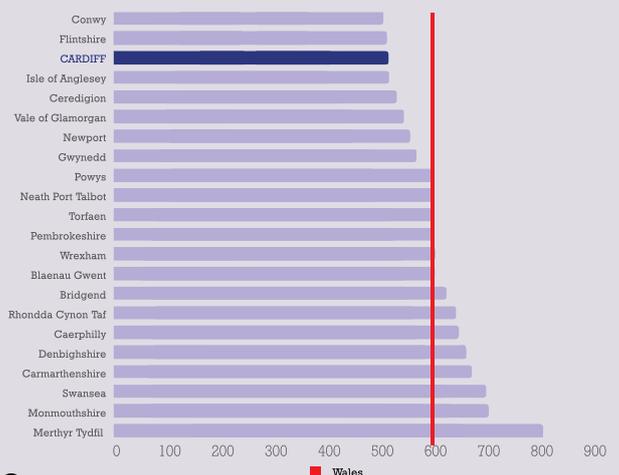
## Hip fractures

Across Wales only Conwy and Flintshire have lower rates of hip fractures among older people than Cardiff.

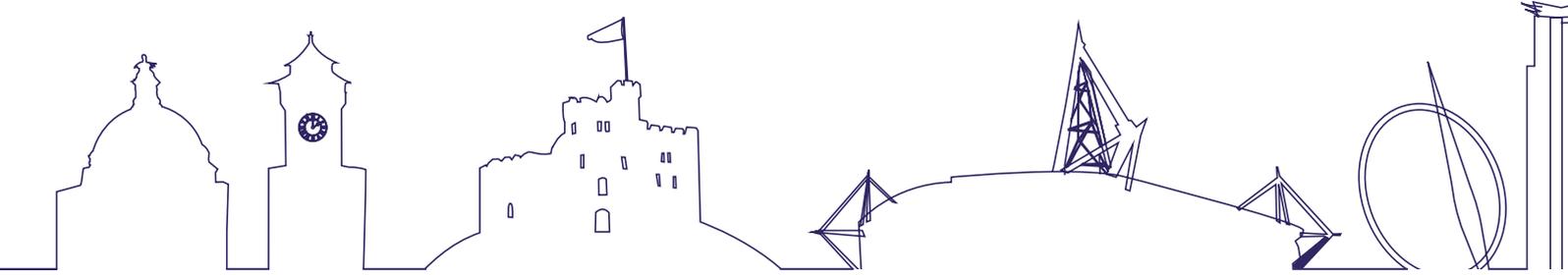
Hip fractures present a serious pressure on public services, with 70,000-75,000 occurring in the UK each year costing (in terms of medical and social care) around £2 billion annually.

They also present a serious issue for individuals, limiting independence and affecting older people's ability to stay in their own homes.

Hip fractures among older people, European age-standardised rate (EASR) per 100,000, persons aged 65+, Wales and local authorities, 2014-2015



Source: Public Health Wales Observatory



## Cardiff Tomorrow

This chapter sets out some of the health challenges facing Cardiff today, notably the gap in life expectancy and healthy life expectancy between the richest and poorest parts of the city and the need to encourage healthy lifestyles to tackle a growing obesity problem.

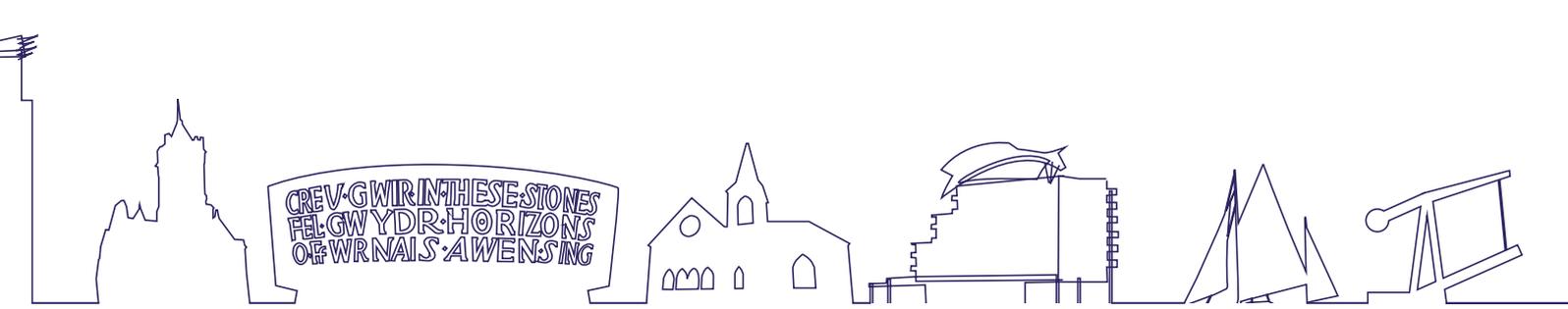
Looking to the future, the gap between the economic outcomes of different communities seems unlikely to reduce, and given the close correlation between economic and health outcomes, the gap in life expectancy and healthy life expectancy of the people who live in the richest and poorest part of the city seems likely to increase.

Efforts will need to be directed at encouraging healthy lifestyles, given the long-term impact on individuals and demand for health services. While the prevalence of smoking is likely to continue to decline and the percentage of babies born with low birth weight is expected to improve, projections suggest levels of obesity will continue to increase, a key factor in terms of health outcomes. Increasing access to healthy food and opportunities for physical activity will therefore be important in improving the future health of the population.

Meeting the health and care needs of a growing population within ongoing financial constraints will be a major long-term challenge for Cardiff. The number of children aged under four is expected to increase, an age group that has a greater need for health and care services. Work is ongoing nationally and internationally to study the impact of so-called 'adverse childhood experiences' – stressful experiences occurring during childhood that directly harm a child (such as mental, physical or sexual abuse) or affect the environment in which they live (such as growing up in a house with domestic violence or where there are harmful behaviours). Indications are that these experiences can make individuals more likely to adopt harmful behaviours, perform less well in school, and can lead to mental and physical ill health in later life. Developing joined-up, preventative responses from public services will be important in supporting the most vulnerable children and families.

The city's older population is projected to grow substantially, placing greater demands on care services with increases in health problems, particularly chronic conditions such as dementia. Older people are also more likely to require longer and more frequent stays in hospital - nearly two thirds of people currently admitted to hospital are over the age of 65. Addressing increasing levels of social isolation, improving mental and physical well-being in older age and providing more support to people in their communities, will enable people to live independently in their own homes for longer.





## Outcome 5

# People in Cardiff Achieve Their Full Potential

This chapter is about how well the city is equipping every child and young person with skills for life:

- The number of people with a degree-level education
- The number of people with no qualifications
- Performance at primary and secondary school levels
- Those not in education, employment or training (NEETs)



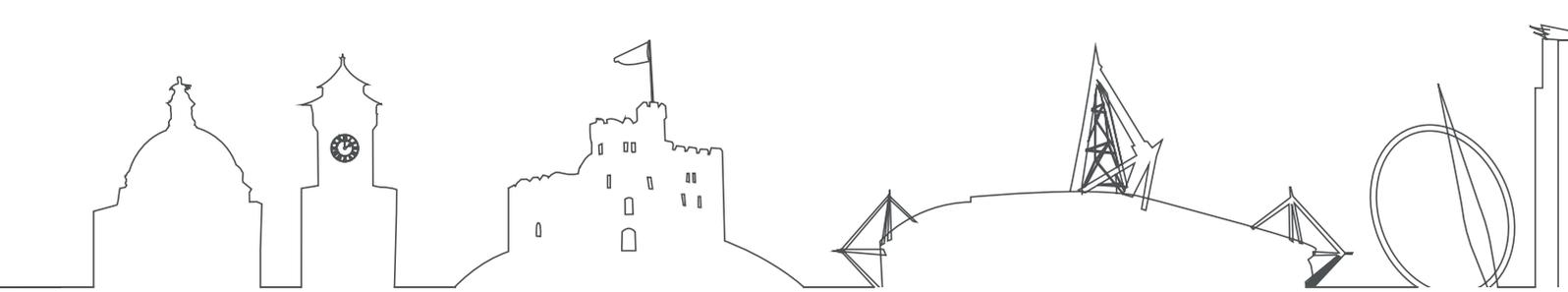
## Cardiff Today

Cardiff is one of the UK's most highly skilled cities. The capital of Wales has a high number of graduates per head of population, high levels of residents with a good number of GCSEs and very few people with no qualifications at all.

This is good news for Cardiff. Education levels are one of the most important measures of future success, for residents and for the city economy. With three universities and 60,000 students, who make up nearly 15% of the city's population, the city and region's universities act as a conveyor belt of talent into the city economy and cultural life.

Performance in the city's school system is now improving after years of underperformance, with a 10% increase in the number of pupils achieving 5 or more A\* to C grade GCSEs, including Maths and English or Welsh over the last two academic years. Cardiff is now above the Wales average, but it has some way to go to be amongst the best. Too many schools are still underperforming, particularly in the city's most deprived areas, and despite significant progress in recent years, too many young people are failing to make the transition to education, employment or training.

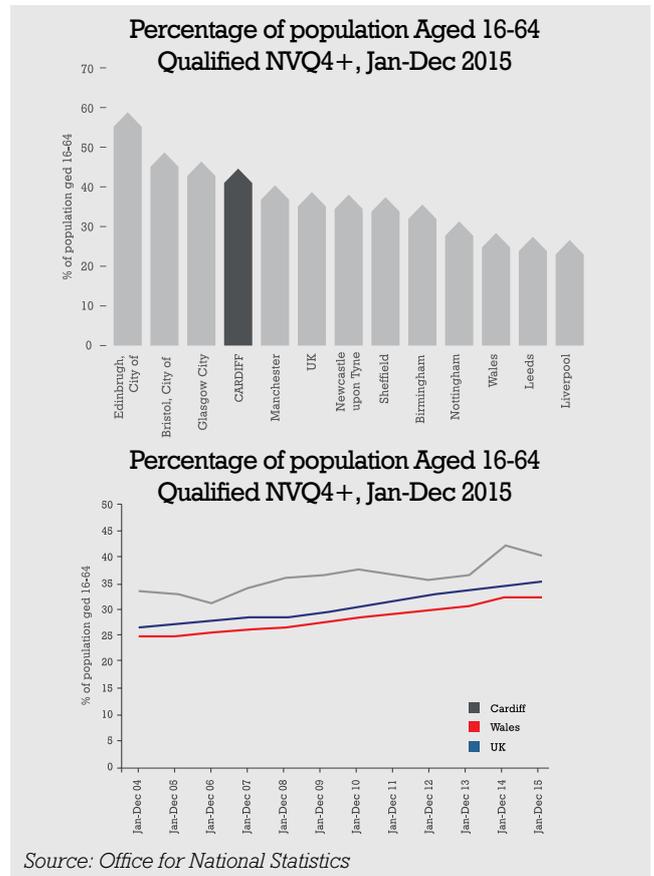
Tackling this challenge, and improving the education system for all young people, will be crucial in helping to break the link between disadvantage and success in life for a great number of young people.



## Degree-level or equivalent

Cardiff is placed 4<sup>th</sup> out of the UK's major cities in relation to the number of people qualified to a degree level or equivalent (NVQ Level 4). Despite a fall this year, it is above the UK average and well above the Wales average.

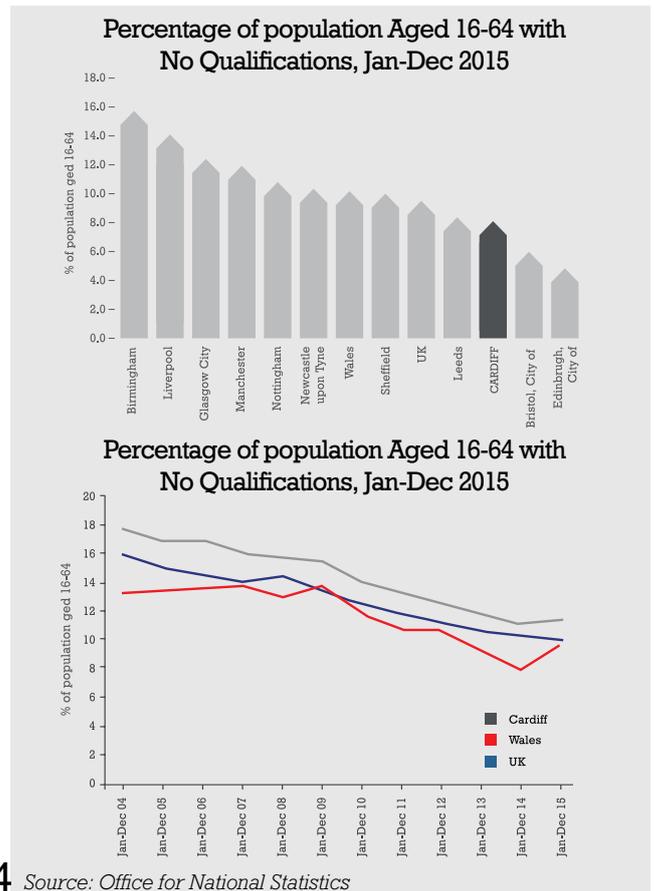
This means that people in Cardiff are well-educated and have a good chance of fulfilling their potential. Having a highly skilled population is recognised as a driver for economic success with liveable cities placing a strong emphasis on keeping highly skilled people in the city.

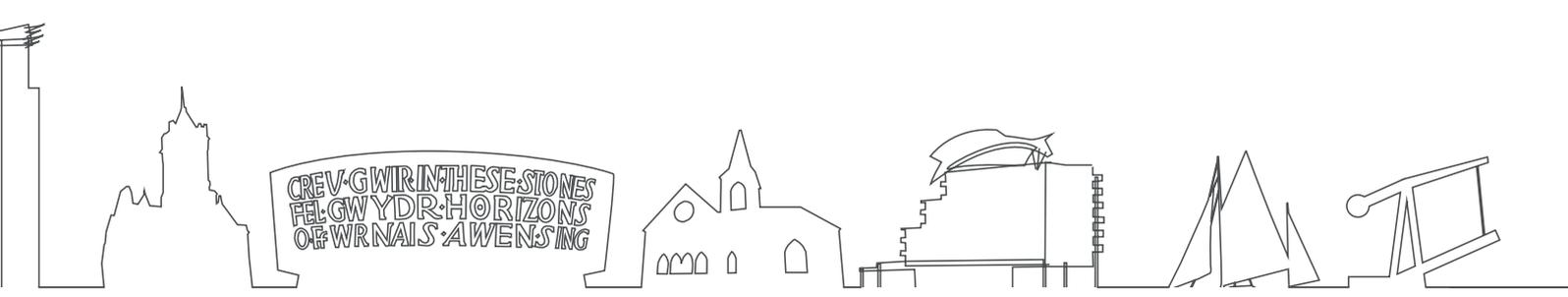


## The number of people with no qualifications

Only Edinburgh and Bristol have fewer people with no qualifications than Cardiff. However, in the last year these cities have continued to make progress, whereas Cardiff has seen an increase in the percentage of its population with no qualifications.

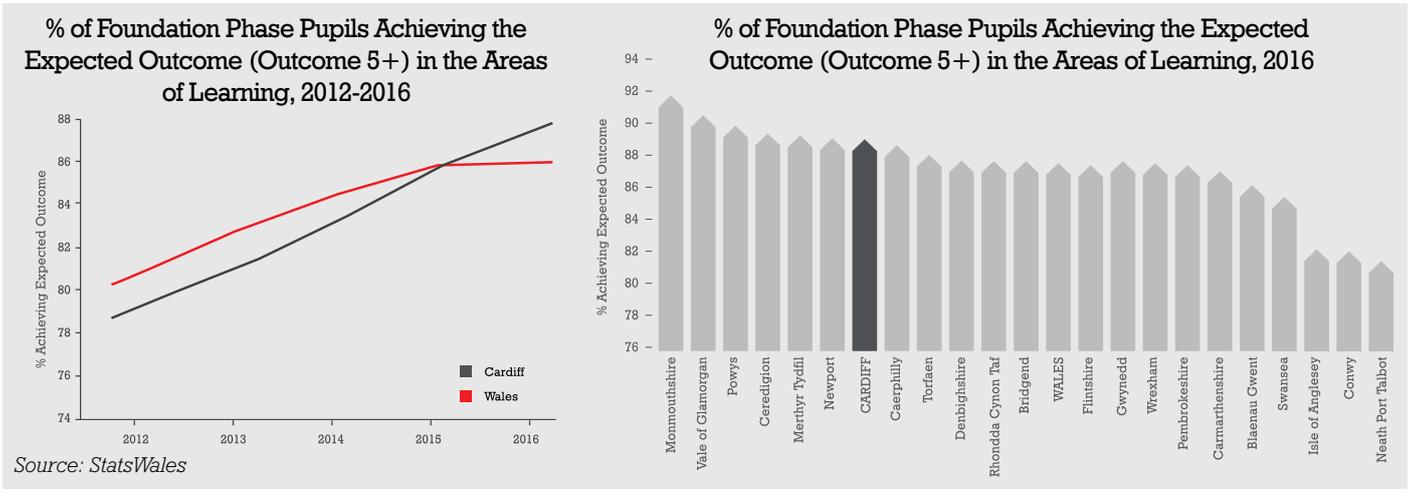
Ensuring as many citizens have the qualifications and support they need to fulfill their potential is a crucial issue as education is both a major driver of social mobility and of the city's long term economic competitiveness.





## Performance in Primary School

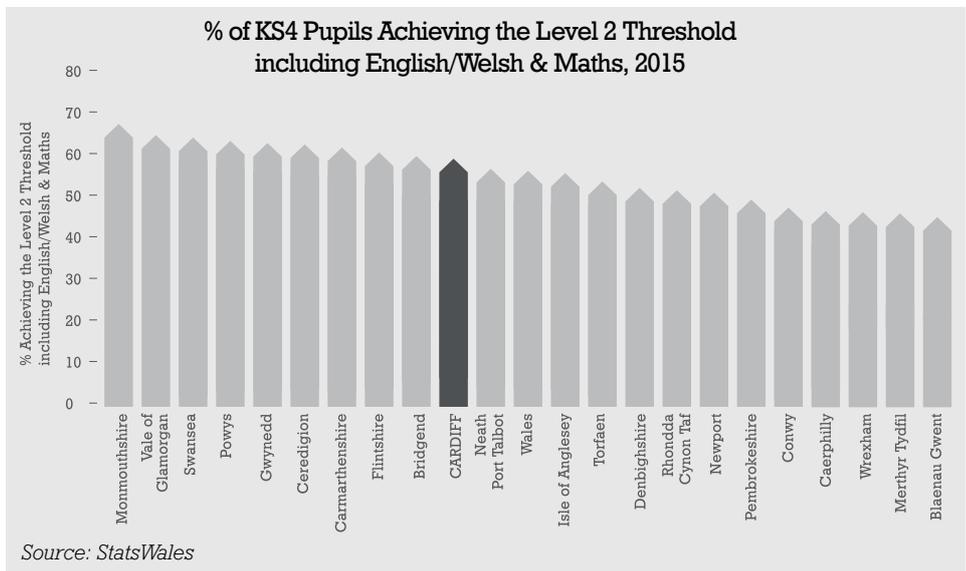
Primary school performance at Foundation Phase has significantly improved over the last few years and the percentage of pupils aged 7 to 11 (Key Stage 2) achieving expected outcomes is now above the Wales average.



## Performance in Secondary School

### GCSE Results

GCSE performance continues to improve with 59.3% of pupils in Cardiff in 2014/15 achieving at least five A\* to C grades, including mathematics and English or Welsh, an increase of 10% over the last three years. However, in our schools the gap in achievement between those receiving Free School Meals (FSM) and non-FSM pupils remains.



### A-Level Results

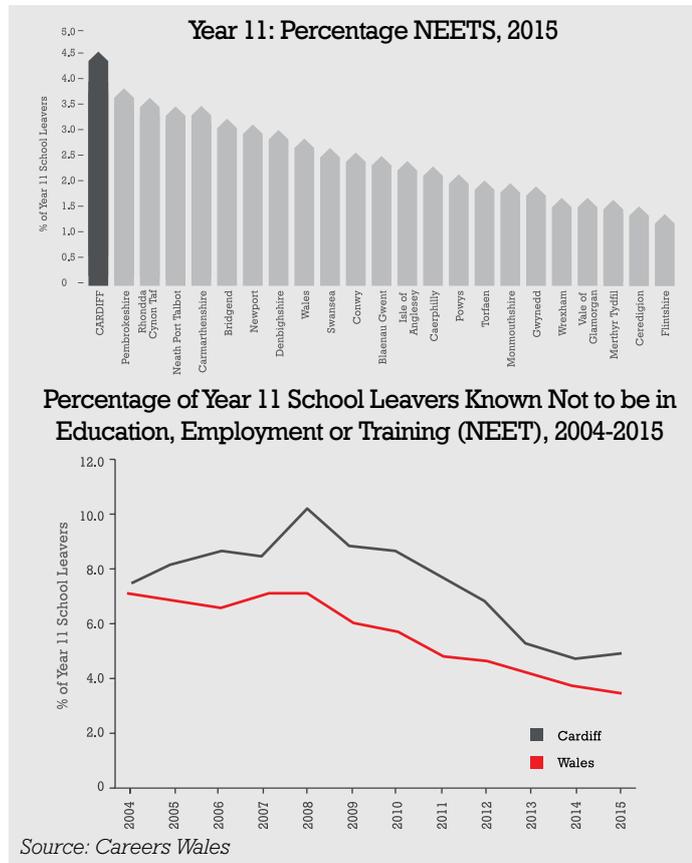
The overall pass rate in Cardiff now stands at 98.2%, compared with the Welsh average of 97.3%. The city has broken through the 80% mark (80.3%) for grades A\*-C, which is up from the 78.4% of last year, while the proportion of A\*-A grades is slightly down on last year at 28.1%.



## Number of young people not in Education Employment or Training (NEET)

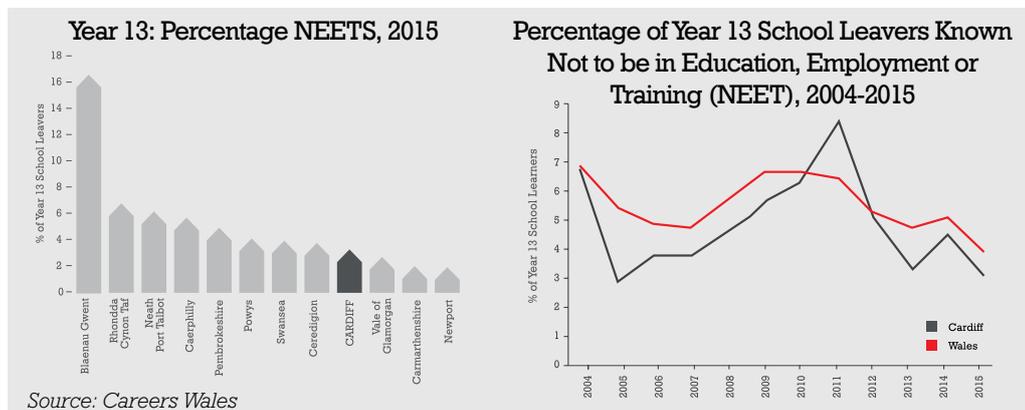
Cardiff has the highest percentage of young people (Year 11 leavers) not in Education, Employment or Training of any local authority in Wales. The cost of not addressing this issue is not just economic, but there are also effects on levels of unemployment, crime, health and well-being.

Progress has been made in recent years with a reduction of over 6 percentage points between 2008 and 2014. However, with a focus on preparing our young people for the world of work, action needs to be taken to significantly improve outcomes for those disengaged or at risk of becoming disengaged from education.



## Year 13 NEET

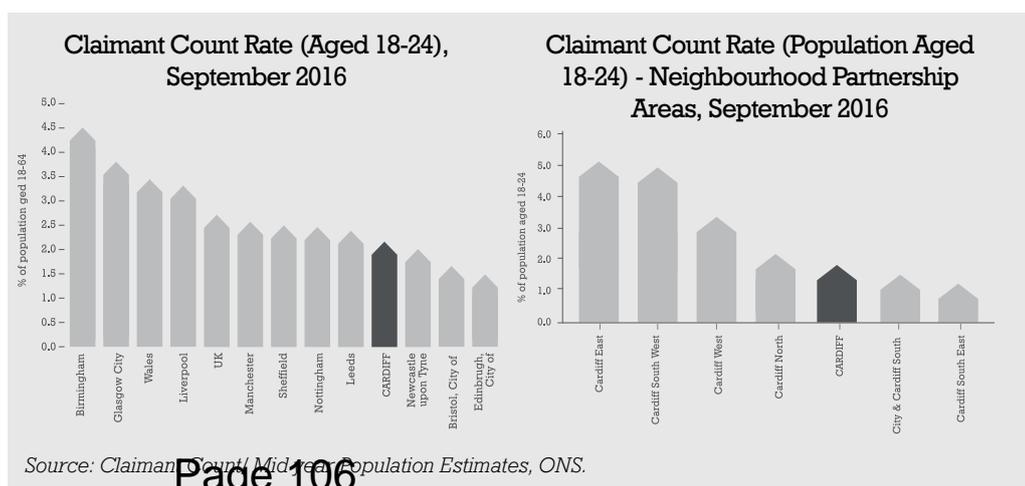
Destination of School Leavers data for Year 13 shows that, in 2015, the number of young people identified as being not in education, employment or training fell to almost a 10 year low and was significantly below the Welsh average.

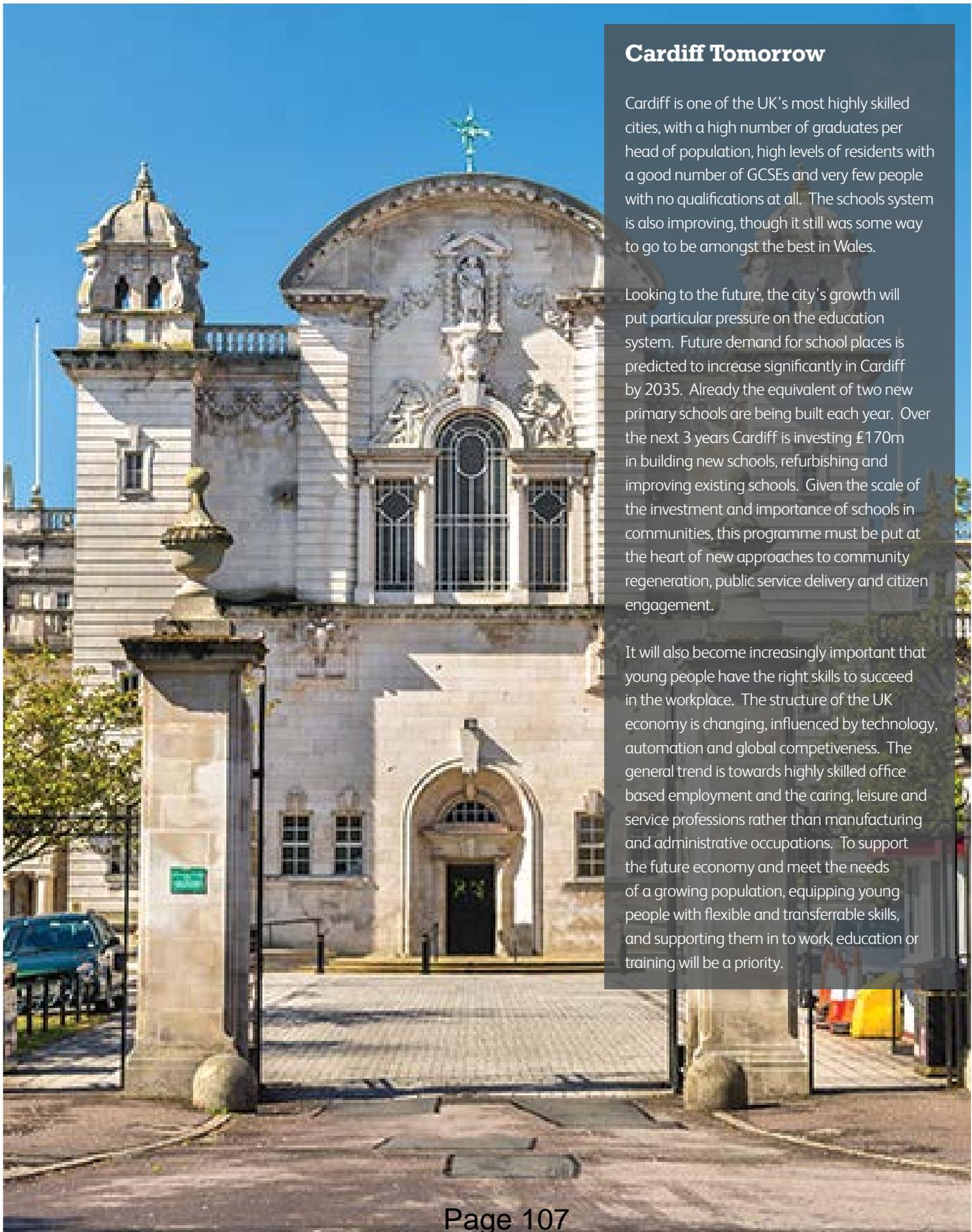
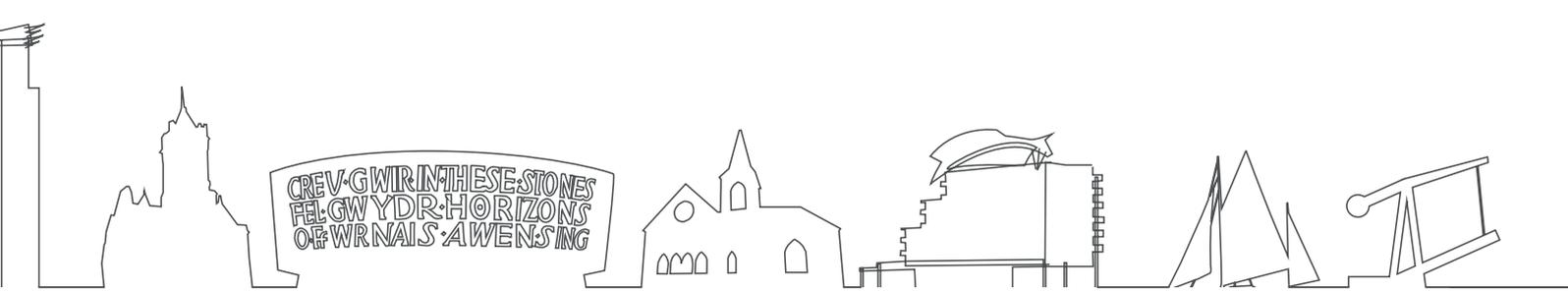


## 18-24 year olds claiming Job Seekers Allowance

Comparing the claimant count rate for 18-24 year olds, Cardiff is performing fairly well, and is following the national trend with a reduction in this number since 2009.

However, there are significant differences in the claimant rates across the six Neighbourhood Partnership Areas with the rate being over double the Cardiff average in Cardiff East and Cardiff South West.





## Cardiff Tomorrow

Cardiff is one of the UK's most highly skilled cities, with a high number of graduates per head of population, high levels of residents with a good number of GCSEs and very few people with no qualifications at all. The schools system is also improving, though it still was some way to go to be amongst the best in Wales.

Looking to the future, the city's growth will put particular pressure on the education system. Future demand for school places is predicted to increase significantly in Cardiff by 2035. Already the equivalent of two new primary schools are being built each year. Over the next 3 years Cardiff is investing £170m in building new schools, refurbishing and improving existing schools. Given the scale of the investment and importance of schools in communities, this programme must be put at the heart of new approaches to community regeneration, public service delivery and citizen engagement.

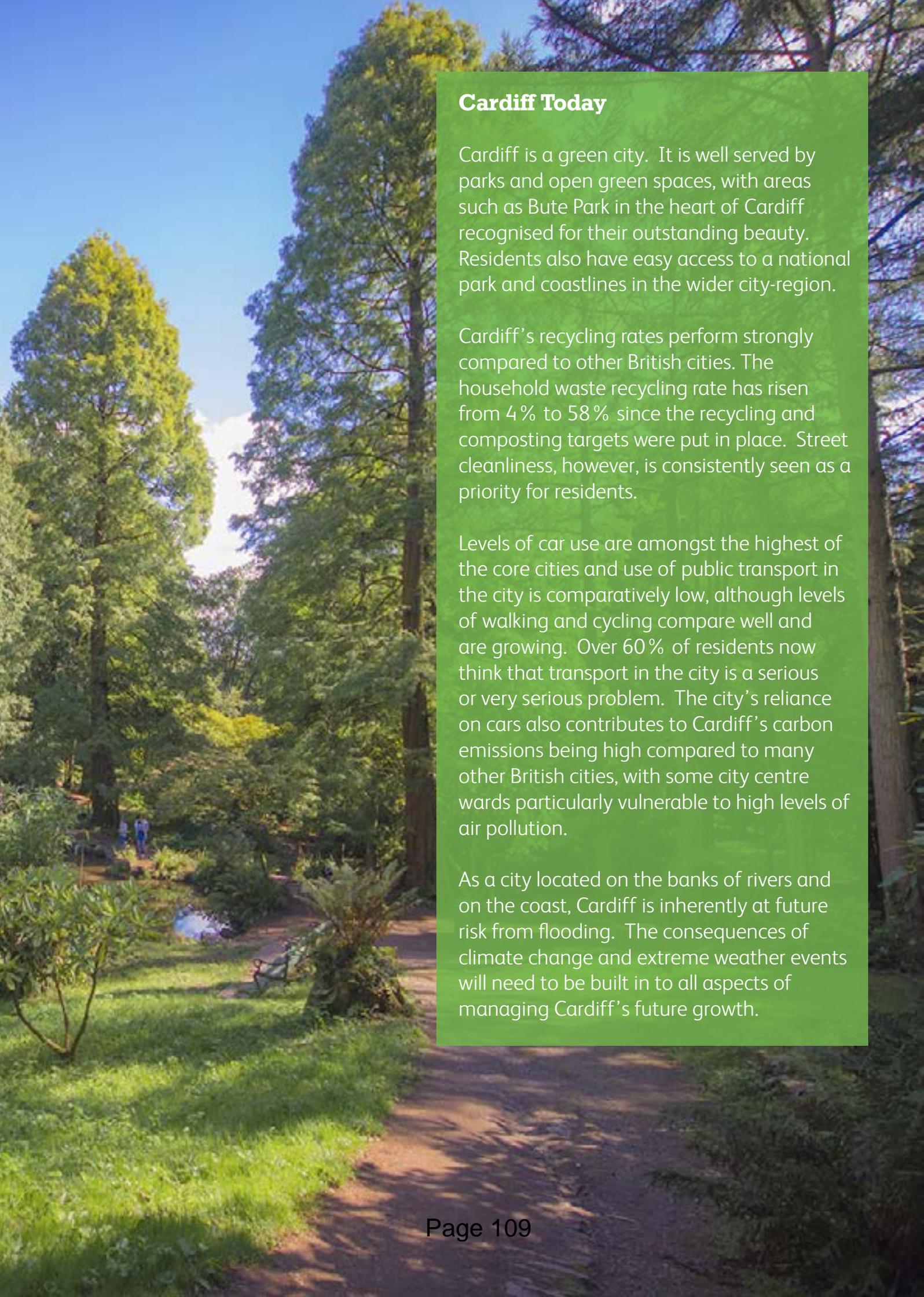
It will also become increasingly important that young people have the right skills to succeed in the workplace. The structure of the UK economy is changing, influenced by technology, automation and global competitiveness. The general trend is towards highly skilled office based employment and the caring, leisure and service professions rather than manufacturing and administrative occupations. To support the future economy and meet the needs of a growing population, equipping young people with flexible and transferrable skills, and supporting them in to work, education or training will be a priority.

# Outcome 6

## Cardiff is Clean and Sustainable

This chapter focuses on the environment:

- Parks and open spaces
- Waste and recycling
- Cleanliness
- Emissions
- Renewable energy
- Sustainable Transport
- Flooding
- Resilient Ecosystem

A scenic view of a park with tall trees and a path. The image shows a dirt path winding through a lush green park. Tall, slender trees line the path, and their shadows are cast on the ground. In the background, more trees and a clear blue sky are visible. The overall atmosphere is peaceful and natural.

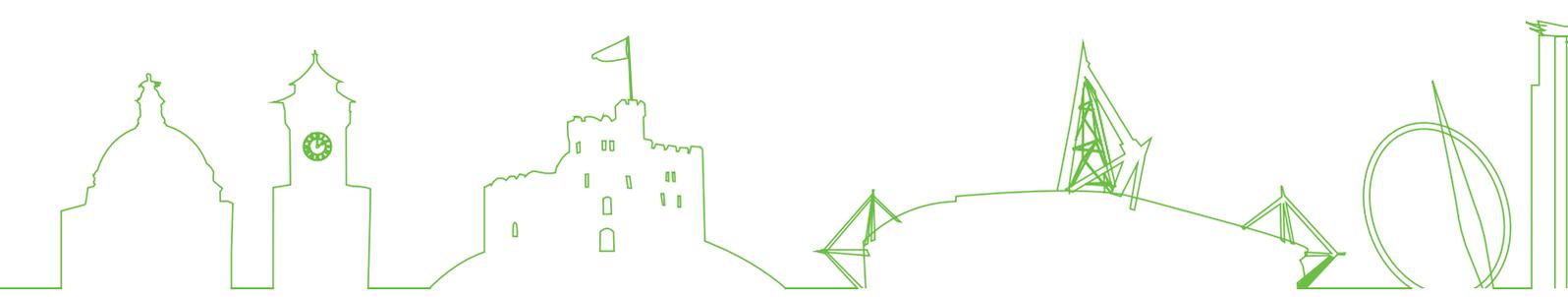
## Cardiff Today

Cardiff is a green city. It is well served by parks and open green spaces, with areas such as Bute Park in the heart of Cardiff recognised for their outstanding beauty. Residents also have easy access to a national park and coastlines in the wider city-region.

Cardiff's recycling rates perform strongly compared to other British cities. The household waste recycling rate has risen from 4% to 58% since the recycling and composting targets were put in place. Street cleanliness, however, is consistently seen as a priority for residents.

Levels of car use are amongst the highest of the core cities and use of public transport in the city is comparatively low, although levels of walking and cycling compare well and are growing. Over 60% of residents now think that transport in the city is a serious or very serious problem. The city's reliance on cars also contributes to Cardiff's carbon emissions being high compared to many other British cities, with some city centre wards particularly vulnerable to high levels of air pollution.

As a city located on the banks of rivers and on the coast, Cardiff is inherently at future risk from flooding. The consequences of climate change and extreme weather events will need to be built in to all aspects of managing Cardiff's future growth.

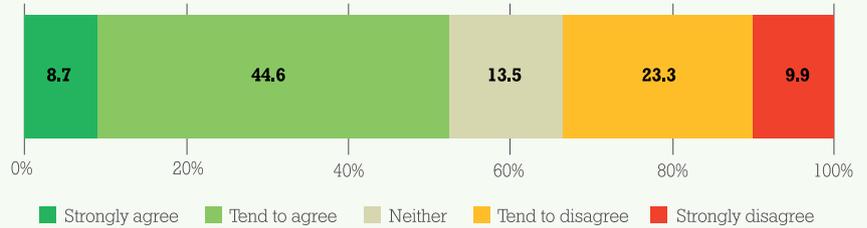


## What Do Our Residents Think?

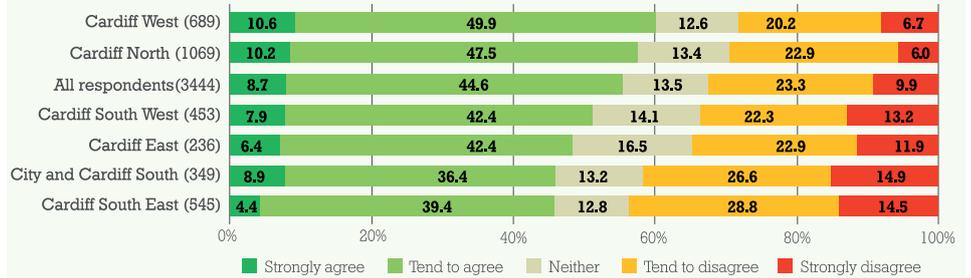
Just over half of our residents agreed that it is a clean place to live. The response varied across the city's neighbourhood areas with a 17% difference between Cardiff West and Cardiff South East.



To what extent do you agree or disagree that people in Cardiff have a clean, attractive and sustainable environment? (Ask Cardiff 2016)



To what extent do you agree or disagree that people in Cardiff have a clean, attractive and sustainable environment? (Ask Cardiff 2016)



## Parks and Open Spaces

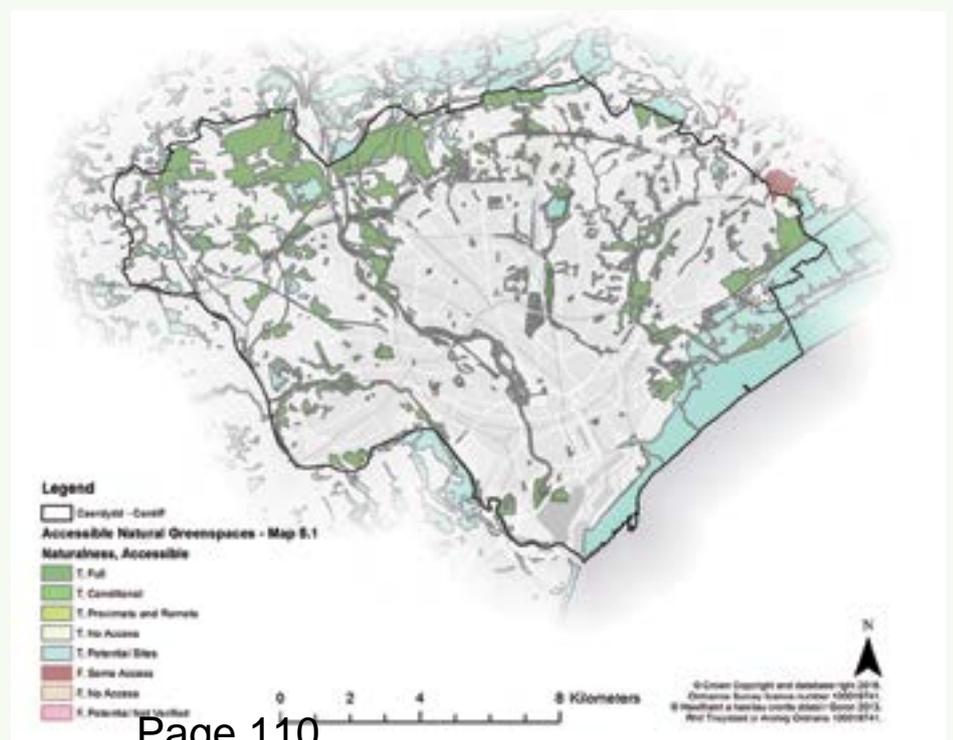
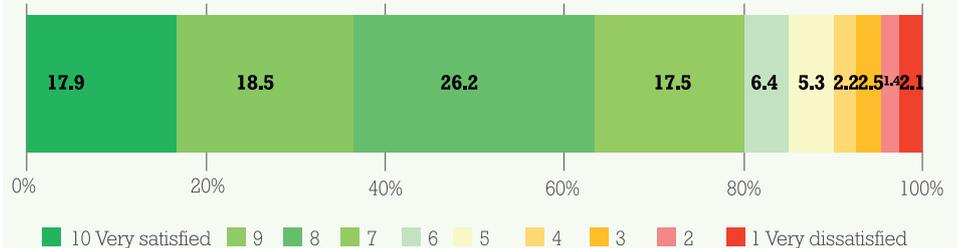
Cardiff was awarded a record 10 green flags for its parks in 2016. 80% of respondents to the 2016 Ask Cardiff survey were satisfied with our parks and open spaces.

Access to parks and greenspaces significantly contribute to physical and mental health and wellbeing. However, greenspaces are not always located near to the people that would benefit from them most.

Increased levels of physical activity help to increase peoples' healthy lifespans and reduce incidents of chronic disease. Use of the natural environment also contributes to strong and cohesive communities by providing a space for interaction and engagement.



How satisfied are you with parks and open spaces in Cardiff? (Ask Cardiff 2016)



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 FEL·GWYDR·HORIZONS  
 O·F·WRNAIS·AWENING

## Waste and Recycling

The latest city comparison data (2014/15) indicates that Cardiff's recycling rates compare well to other core cities. Although this year's target of 58% was met, Cardiff's recycling and composting levels continue to be lower than the Wales average as shown below.

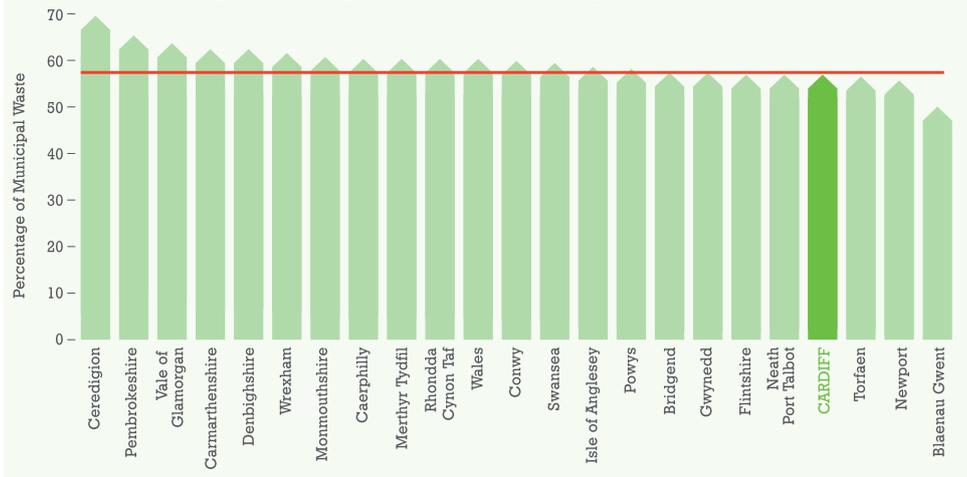
The Welsh Government has set increasingly challenging targets for the next few years. The improvement of the last decade will need to be maintained if substantial fines for the city are to be avoided, particularly given the pressures that will arise from a rapidly growing population.

*It should be noted that although Cardiff has the highest recycling rates of all major British cities it is not easy to compare levels of recycling across cities and their local authorities. Local authorities operate a range of kerbside collection methods and the materials each authority collects can vary. Data sources: DEFRA, StatsWales, SEPA, DOENI, ONS (accessed by <http://www.sita.co.uk/waste-as-a-resource/recycling-in-the-uk>)*

### % of household waste sent for reuse, recycling or composting 2014/15

<b>CARDIFF</b>	<b>53.4</b>
Bristol	43.5
Leeds	42.9
Newcastle	40.8
Edinburgh	37.2
Nottingham	32.9
Manchester	32.8
Sheffield	30.0
Liverpool	29.6
Birmingham	26.6
Glasgow	25.8

### Percentage of Municipal Waste Reused/Recycled/Composed, 2015-16

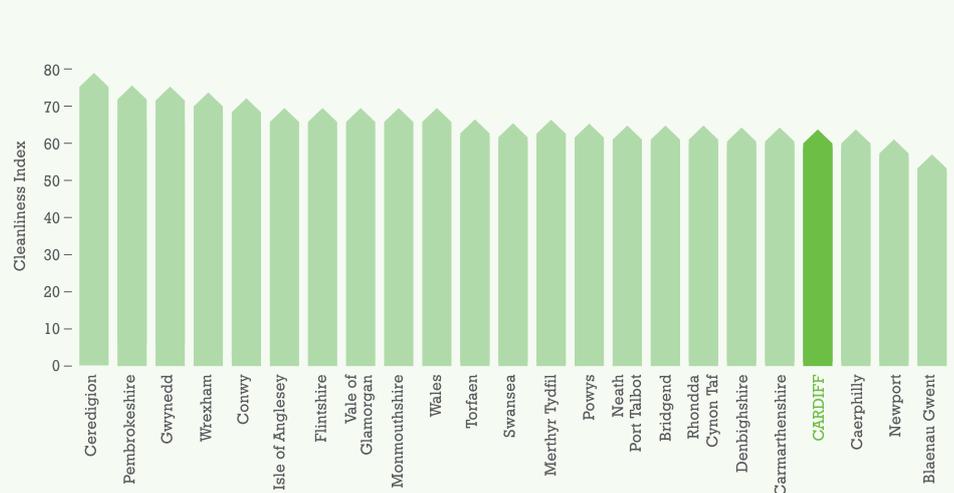


## Cleanliness

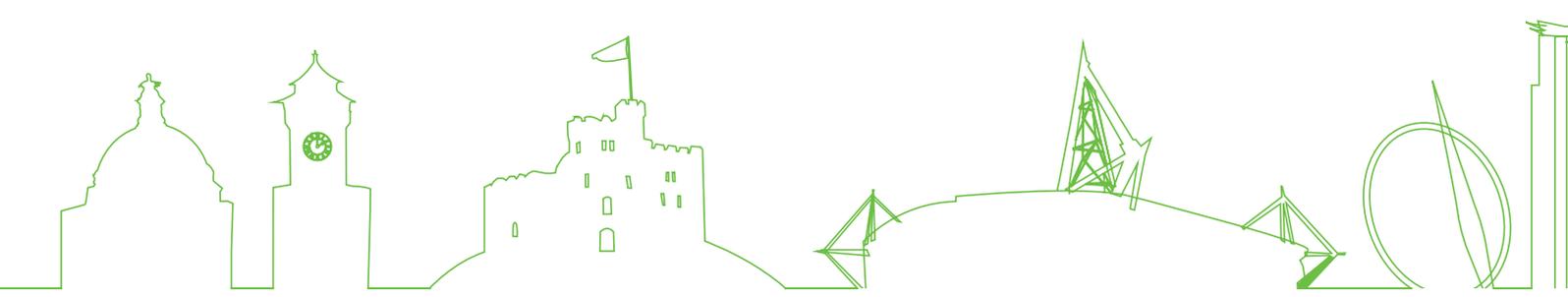
The quality and cleanliness of the environment is an important factor in determining how people feel about the place they live. It also assists with attracting people and investment to the city.

According to the Keep Wales Tidy, Local Environmental Audit and Management System (LEAMS) Report, the Cleanliness Index for Cardiff was 66.4 in 2015-16, below the Wales average and placed Cardiff fourth lowest amongst Welsh local authorities. The Index ranged from 62.1 in Blaenau Gwent to Ceredigion being the top performer with 75.8. The EU Urban Audit shows Cardiff residents are relatively less satisfied with the city's cleanliness compared to other aspects of city life.

### Cleanliness Index, 2015-16



Source: Keep Wales Tidy - LEAMS report



## Emissions

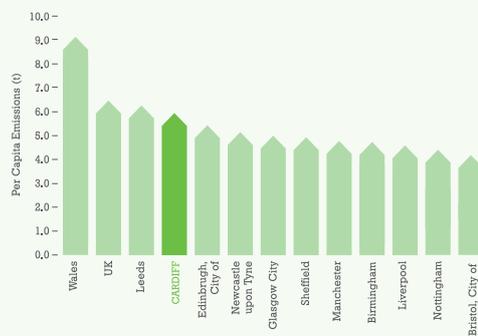
Air Quality is the leading cause of the environmental burden of disease in Europe. 40,000 additional deaths a year in Europe are attributable to poor air quality.

Carbon emissions per person in Cardiff have fallen in the last decade and are lower than both the UK and Wales averages. However, there is work to do if Cardiff is to meet the performance of similar local authorities; our emissions per capita are amongst the highest. Road transport continues to be a major source and its percentage share of emissions has increased since 2005.

Nitrogen dioxide (NO<sup>2</sup>) in the air is mostly caused by road traffic and to an extent by energy production. Too much NO<sup>2</sup> in the air can increase the numbers of respiratory illnesses, especially among children.

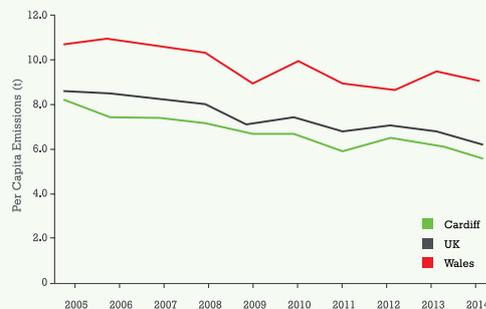
Levels of NO<sub>2</sub> found in the city centre are the highest in Welsh local authorities and exceed EU pollution limits.

Total Per Capita CO<sub>2</sub> Emissions (t), 2014

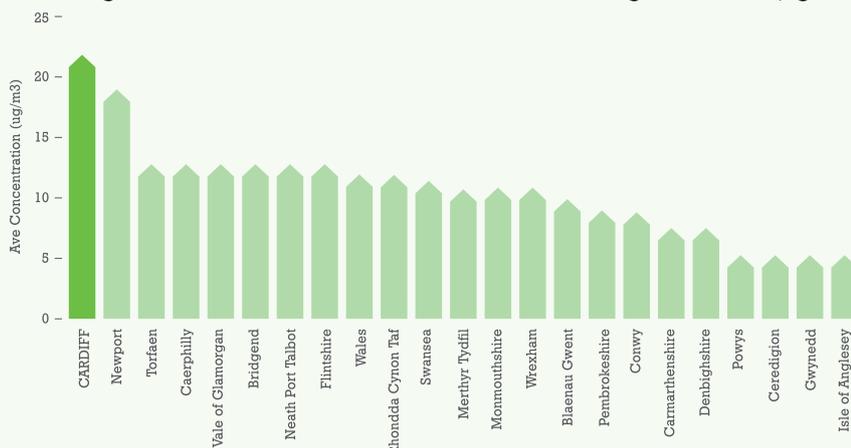


Source: DECC

Total Per Capita CO<sub>2</sub> Emissions (t), 2005-2014



Average NO<sub>2</sub> Concentration at Residential Dwelling Locations (ug/m<sup>3</sup>), 2014

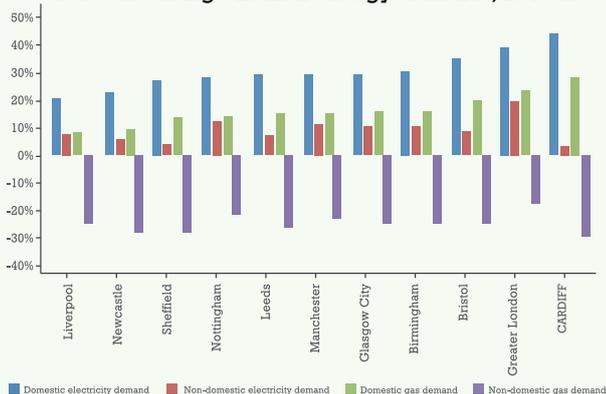


Source: StatsWales

## Energy Infrastructures

Cardiff's growth will require investment into energy infrastructures. Cardiff is projected to have the largest increase in demand on electricity (44%) and gas (28%) of all Core Cities.

Percent change in final energy demand, 2015-2035

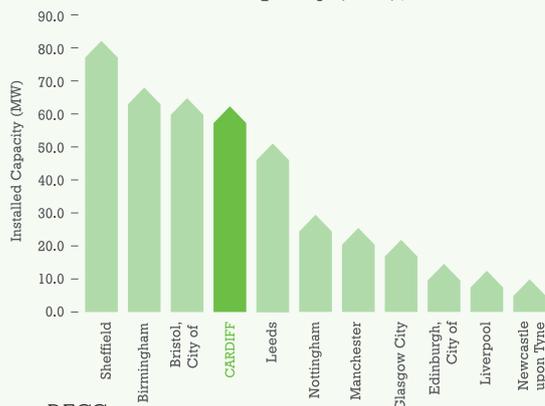


Source: Powering Future Cities Report, 2016

## Renewable Energy

Compared to other major UK cities, Cardiff is ranked 4<sup>th</sup> for installed renewable energy capacity. However, in terms of the number of small scale applications by homes and businesses, Leeds and Manchester have consistently been the top performers, achieving levels 2 to 4 times that of Cardiff.

Installed Capacity (MW), 2015



Source: DECC

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## Sustainable Transport

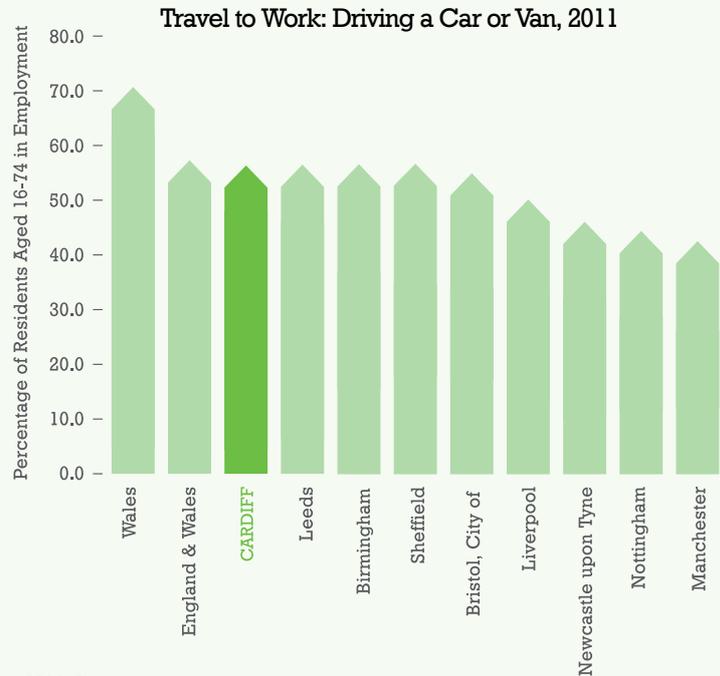
People make approximately 1.5 million trips every day travelling within and to and from Cardiff (over 25 % of trips in the South East Wales Region), with large numbers of journeys coming from the neighbouring local authorities such as the Vale of Glamorgan, Rhondda Cynon Taf and Caerphilly. 80 % of inbound commuter movements are by car.

Travel within the city is one of the most important issues to our citizens. Over 60 % of Cardiff citizens feel that travel and transport problems in Cardiff are serious or very serious.

Transport in Cardiff is currently dominated by private car journeys. The 2011 census showed that more people travelled to work by car or van than in any other Core City. A relatively small percentage of commuters used buses or trains for their journey to work. We compared better to the other Core Cities in terms of the percentage of people cycling and working.

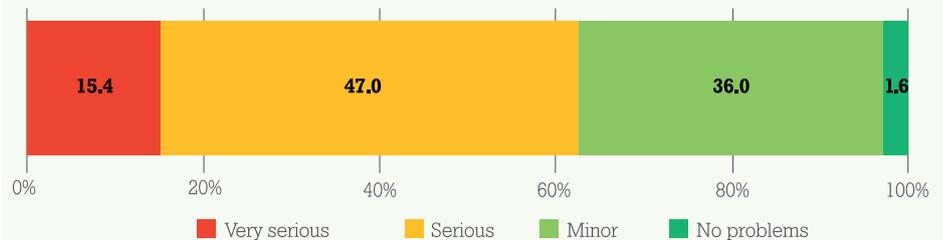
As 57 % of Cardiff residents travel less than 5km, there is a realistic opportunity for more journeys to be undertaken by active modes.

There is also an increasingly positive picture from more recent data collected by the City of Cardiff Council. In 2016, 11.5 % of people reported using the train to get to work on 5 days a week, 12 % use a bus five times a week and nearly one in five walk to work every day.

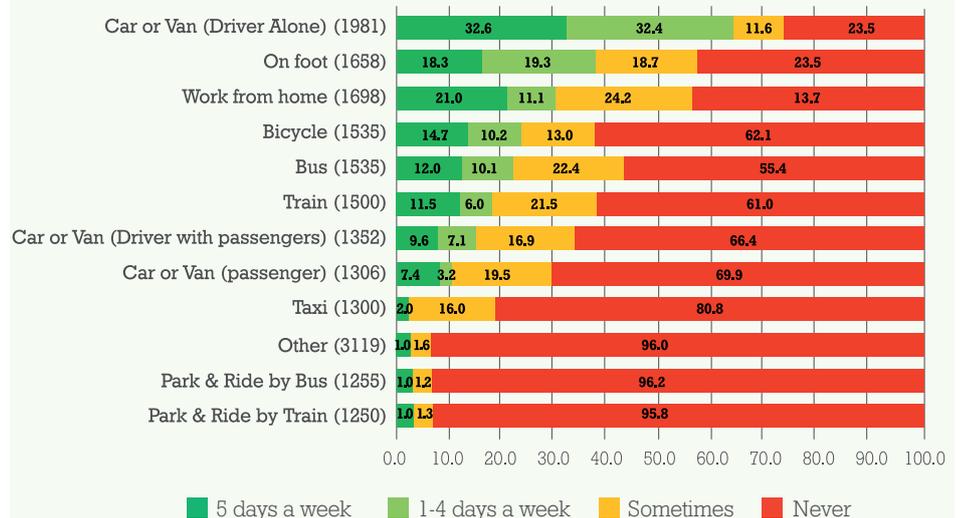


Source: 2011 Census

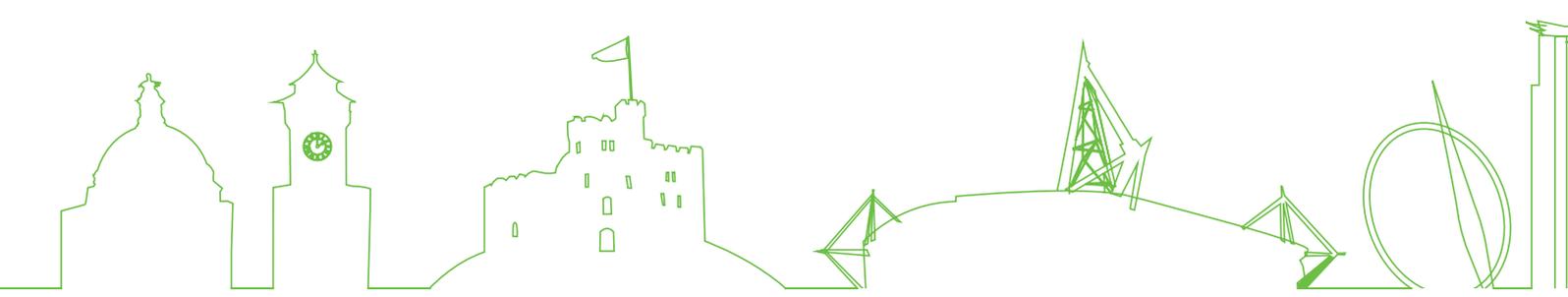
### How serious do you think travel and transport problems are in Cardiff? (Ask Cardiff 2016)



### If currently in employment, how often do you travel by the following types of transport when commuting to or from work? (Ask Cardiff 2016)



5 days a week 1-4 days a week Sometimes Never



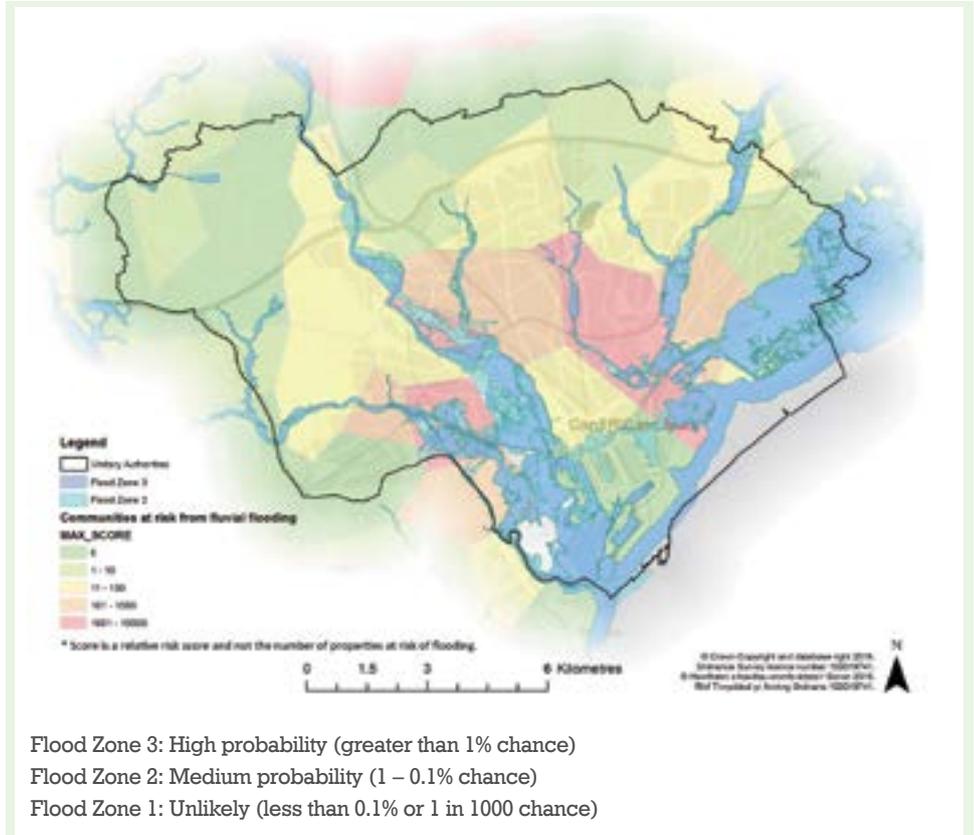
## Flooding

As the risk of flooding tends to be largest in towns and cities located near the mouth of rivers, or in areas with tidal influence, Cardiff is inherently at future risk from flooding.

Cardiff is currently heavily defended but the implications of climate change are identified as a risk to the city. Winter rainfall in Wales is projected to increase approximately on average 14% by the 2050s.

In terms of surface water, Cardiff is one of only 8 authorities in Wales defined as a flood risk area under the Flood Risk Regulations 2009. 12,000 people could be at risk during more extreme flooding events.

As Cardiff grows, we need to make sure that new developments take account of potential flood risk and consider mitigating measures and defences. The consequences of flooding are not just financial. Even modest events can significantly impact on physical and mental wellbeing of individuals for many years. Quite often the worst affected are the more vulnerable in society.



- Flood Zone 3: High probability (greater than 1% chance)
- Flood Zone 2: Medium probability (1 – 0.1% chance)
- Flood Zone 1: Unlikely (less than 0.1% or 1 in 1000 chance)

*This map shows the different flood risk level if there were not flood defences. The coloured shading shows the likely severity of flooding should it occur. Severity is based on the number of properties likely to be affected.*

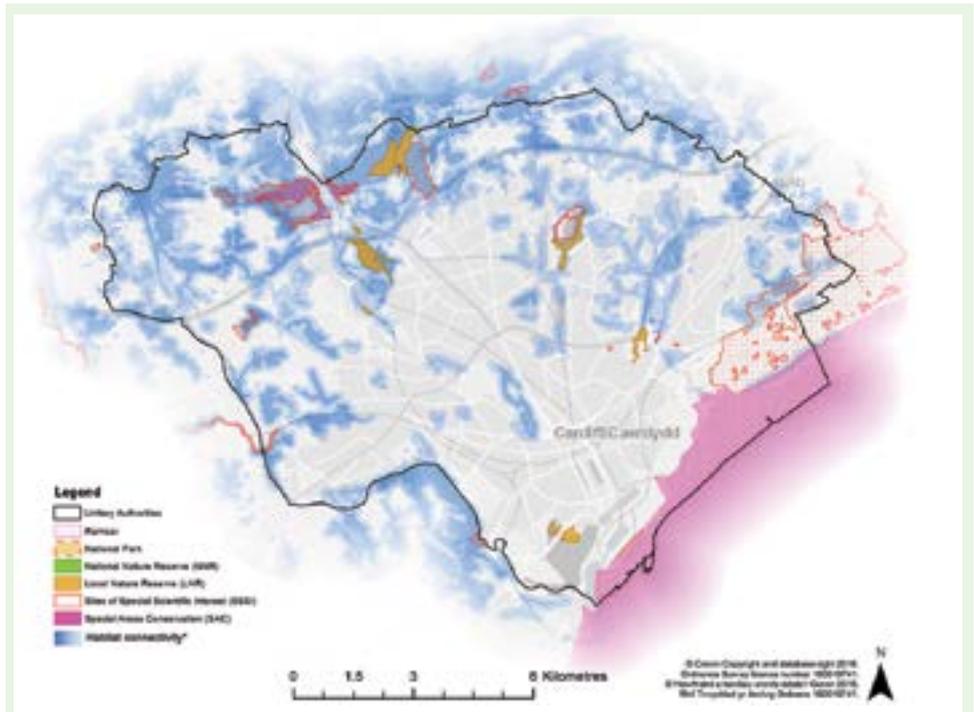
## Resilient Ecosystem

Although Cardiff is highly urbanised it boasts an important network of habitats, parks and greenspaces with a high level of connectivity. The Rivers Ely, Taf and Rhymney provide important habitat corridors.

Connectivity allows wildlife to move in the landscape and adapt to change. The resilience of an ecosystem is measured on how well it can deal with disturbances such as pollution, changes in land use, either by resisting or adapting to them.

As well as supporting a diversity of wildlife, an ecosystem provides access to recreational opportunities that contribute to our physical and mental wellbeing.

Improving the resilience of our greenspaces is not just about protecting wildlife but providing important community assets that contribute to the wellbeing of the city's residents.



*This map shows where the connectivity is likely to be relatively high for a wide range of wildlife and reflects the extent and diversity of wildlife habitats in the landscape.*



## Cardiff Tomorrow

Cardiff's population growth will put pressures on city infrastructures and services. More people will mean more houses will need to be built, more journeys made, more energy used and more waste created. Managing the environmental impacts of this growth and of climate change in a resilient and sustainable fashion will be a major long term challenge for the city.

The latest UK assessment on climate change highlights flooding and extreme heat events as posing the greatest risk to infrastructure, the natural environment and our health and wellbeing. Although a small percentage of houses in Cardiff are deemed to be at high risk of flooding, some communities are at risk and, as the city grows, the risks for new communities will need to be mitigated.

As the city grows it will create more waste, and so the substantial improvements in the city's recycling rates will need to be continued if Cardiff is to meet the next target of recycling 64% of waste by 2020.

Growth will also put pressures on the city's transport system. The aim is to have a '50:50 modal split' by 2021 - meaning that 50% of journeys will be by sustainable transport - and an even more challenging 60:40 modal split by 2026. Meeting these ambitious targets will provide a boost to the city economy, to quality of life as well and can be expected to bring major health benefits through increased levels of cycling and walking and improved air quality.

The environment is key to health. Providing access to parks and open spaces will be increasingly important. As well as being important for the wildlife, they contribute to our physical and mental wellbeing and provide a focal point for communities. There will also be a need to improve the attractiveness and cleanliness of the urban environment to bring in more visitors and business to the city.



# Outcome 7

## Cardiff is a Fair, Just and Inclusive Society

This section focuses on levels of inequality within Cardiff in the following areas:

- Economic inequality
- Health
- Education
- Crime





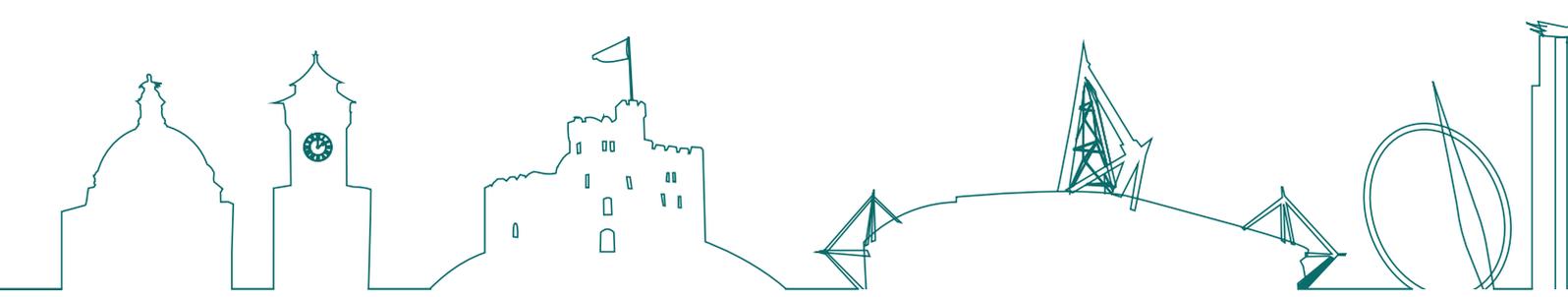
## Cardiff Today

A simple overview of city performance across the outcomes in this report would suggest that Cardiff is performing well in comparison with Core Cities and other parts of Wales across a range of factors which can affect a resident's wellbeing. However, as with other cities in the UK, significant and entrenched inequalities exist in Cardiff.

Despite being the nation's commercial engine, over 60,000 people in Cardiff live in the 10% most deprived communities in Wales. Only two other local authorities in Wales – Merthyr and Blaenau Gwent – have a higher percentage of their population living in the poorest communities in Wales. Almost a third of Cardiff households are living in poverty with a high percentage of children living in workless and low income households. In addition, ethnic minorities and those with a work-limiting disability are more vulnerable to long term unemployment.

Marked differences exist in prosperity between the north and south of the city, with unemployment rates in Ely nearly ten times higher than those in Creigiau. Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of 22 to 24 years between the richest and poorest communities and mortality from, for example, heart disease seven times higher in Riverside than it is in Thornhill. For men in these poorest communities healthy life expectancy is projected to decrease.

Furthermore, the majority of school leavers who do not make a successful transition to further education, training or employment, live in the more deprived areas of the city. Although school performance across the city has improved significantly over recent years, too many schools are underperforming, particularly in the city's most deprived communities. Similarly, the gap between those pupils who receive free school meals (FSM) and those that do not remains substantial, indicating that too many children living in financial poverty are not achieving their potential in school. Not only will this affect their chances in life but evidence shows that it will also put long term pressure on public services and result in lost economic output.

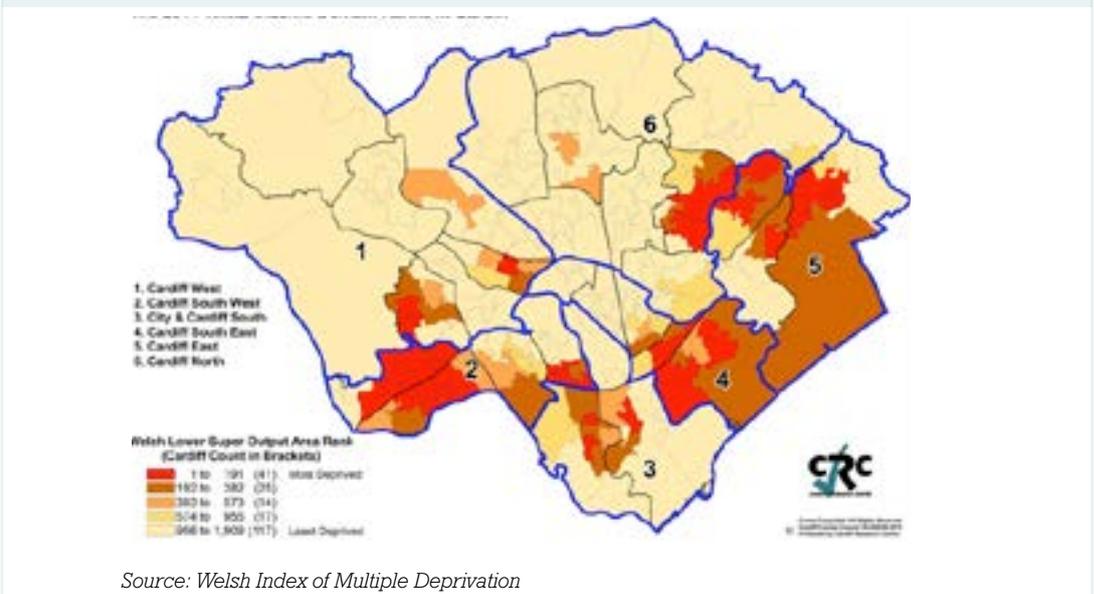


## City Inequality: Economy

### Income Deprivation

In Cardiff some of Wales' most and least deprived communities can be found within miles of each other. Almost one fifth (19.2%) of the areas<sup>5</sup> in Cardiff are within the 10% most deprived areas in Wales. Nearly two fifths (38.9%) of all areas in the southern half of the city are some of the most deprived areas in Wales, compared to 4.8% of areas in the rest of Cardiff.

The 2014 WIMD Income Domain Ranks in Cardiff

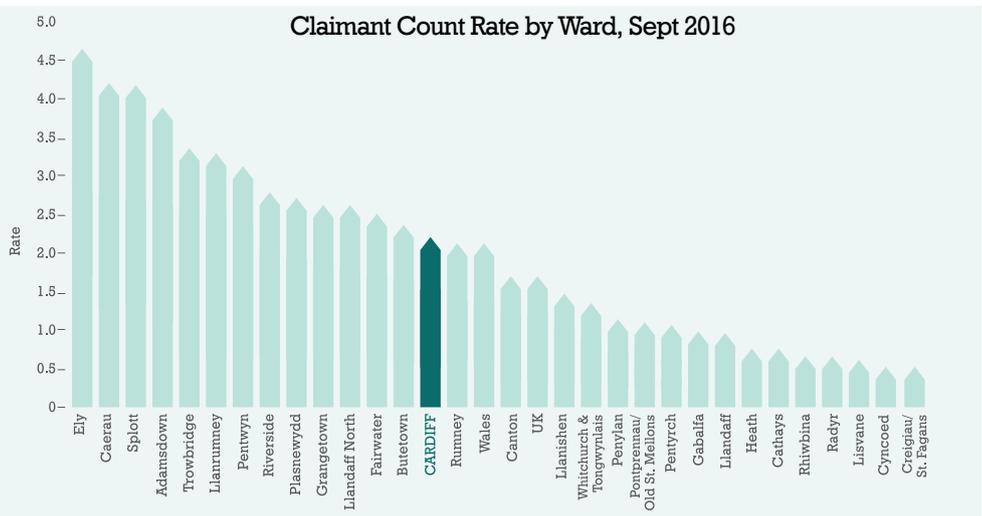


Source: Welsh Index of Multiple Deprivation

### Unemployment

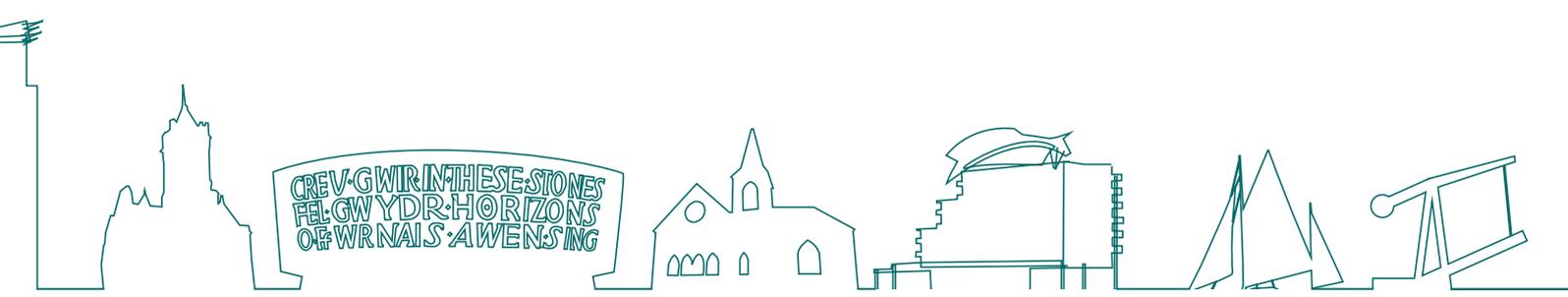
While the unemployment rate in Cardiff is similar to other core cities, there is significant difference across the city in terms of the claimant count rate (i.e. the number of people claiming benefits principally for the reasons of being unemployed) with Ely, Caerau and Splott experiencing the highest rates and Creigiau / St Fagans, Cyncoed and Lisvane experiencing the lowest.

There are also significant disparities in unemployment rates when comparing different groups in society. In terms of the difference in unemployment rates between those with or with no work-limiting disability (Annual Population Survey), Cardiff has the joint-fourth highest disparity across the core cities. The same is true for unemployment rates between the white and ethnic minority populations in the city (2011 Census).



Source: NOMIS

<sup>5</sup> Lower Super Output Areas (LSOA) - a geographic area containing 1,000 to 3,000 people used to report on small area statistics.

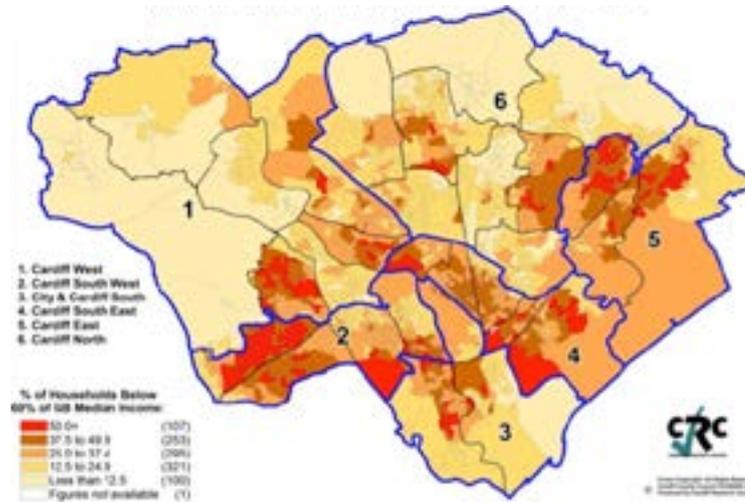


## Poverty

Over a quarter of households in Cardiff are living in poverty. The distribution of households living in poverty - defined as the percentage of households whose income is below 60% of the annual median income - is shown below. In Lisvane only 9% of households are living in poverty, compared to nearly half of all households (47.9%) in Ely.

The map also shows that poverty can be found in parts of the city that are generally considered to be more affluent.

**% of Households Below 60% of Great Britain Median Income by Output Area, 2015**



Source: CACI Paycheck 2015

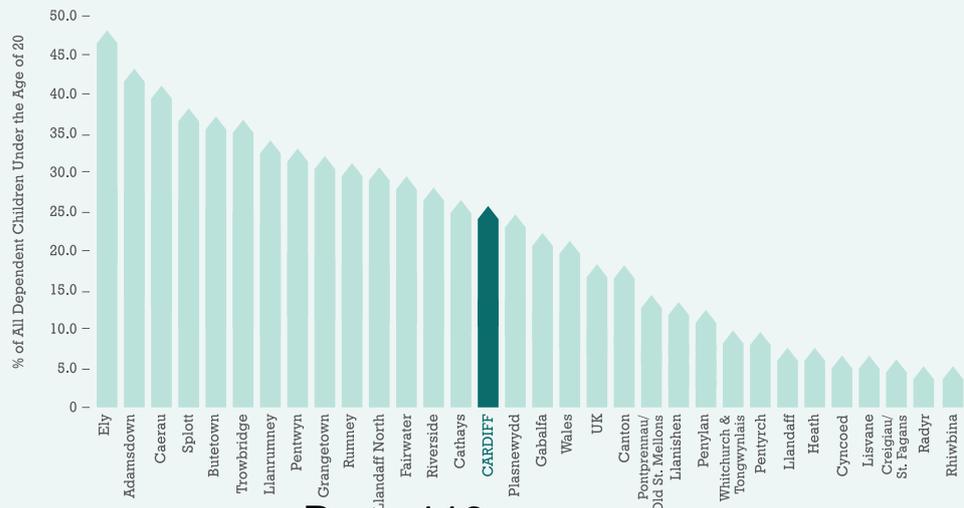


## Workless households and low income families

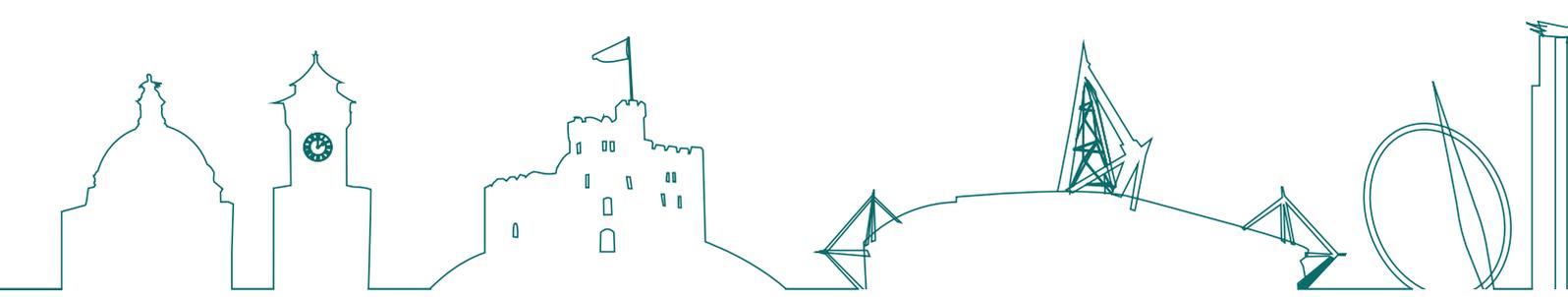
Cardiff is just below the Wales average in terms of number of workless households. However, 16% of dependent children aged 15 and under are living in households that rely on benefits. In-work poverty is also a growing issue. Over a quarter of children under the age of 20 in the city are living in low-income families.

Relative to other major UK cities, Cardiff is a mid-table performer. The percentage of children living in low income households is significantly higher in some of England's larger cities, such as Birmingham and Manchester. The distribution of children in low-income families across Cardiff at the end of August 2014 can be seen below. It ranges from just 5.2% in Rhiwbina to 47.5% in Ely.

**% of All Dependent Children Under the Age of 20 Living in Low-Income Families, 31st Aug 2014**



Source: HMRC

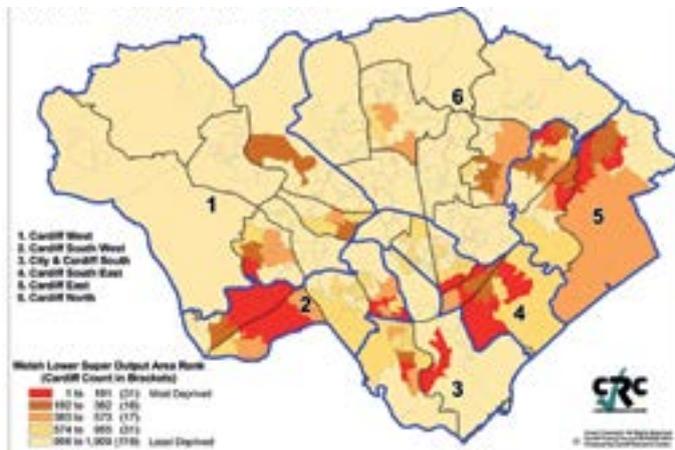


## Health Inequality

People in Cardiff are living longer. However, there are significant differences in life expectancy across the city with a 10-13 year gap between the wards of Lisvane and Butetown. The map below shows that health inequality follows the same geographical pattern as many other forms of deprivation. Mortality rates due to poor health are higher in the south of the city:

- Mortality, from all causes, is **three** times higher in Plasnewydd than in Thornhill
- 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 coronary heart disease is **three** times higher in Cardiff Bay than in Lakeside

### The 2014 WIMD Health Domain Ranks in Cardiff



Source: Welsh Index of Multiple Deprivation



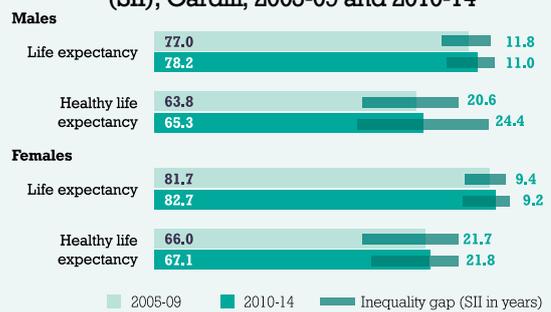
## Healthy life expectancy

Differences in healthy life expectancy<sup>6</sup> across the city are even more pronounced. There is a healthy life expectancy gap of 22 years for women and 24 years for men between the least and most deprived areas of Cardiff.

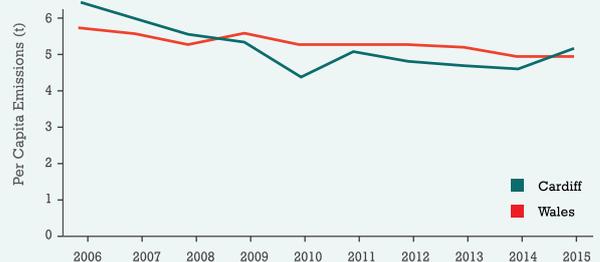
When considered within the city, it can be seen that life expectancy and healthy life expectancy is increasing faster in the least deprived parts of the city. For men in the least deprived parts of Cardiff healthy life expectancy is projected to decrease.

A key determinant of long term health and life chances is birth weight. Overall the number of low birth weight babies (rate per 1,000) has fallen over the last ten years. However, there was an increase in 2015.

### Comparison of life expectancy and healthy life expectancy at birth, with Slope Index of Inequality (SII), Cardiff, 2005-09 and 2010-14



### Babies with a birth weight below 2500g, percentage, Wales, Cardiff and Vale UHB and local authorities, 2006-2015



Source: Public Health Observatory

<sup>6</sup> Healthy Life Expectancy: Average number of years that a person can expect to live in "full health" taking into account years lived in less than full health due to disease and/or injury (WHO)

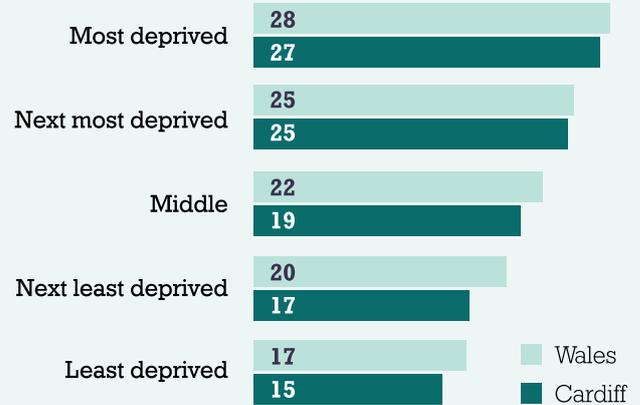
CREV·GWIR·IN·THESE·STONES  
 FEL·GWYDR·HORIZONS  
 O·F·WR·NAIS·AWEN·SING

## Obesity

Nearly twice as many adults living in the more deprived areas of the city are reported as being overweight or obese.



Percentage of adults reporting to be obese, by deprivation fifth, all persons, Wales and Cardiff, 2009-2012



Source: Public Health Observatory

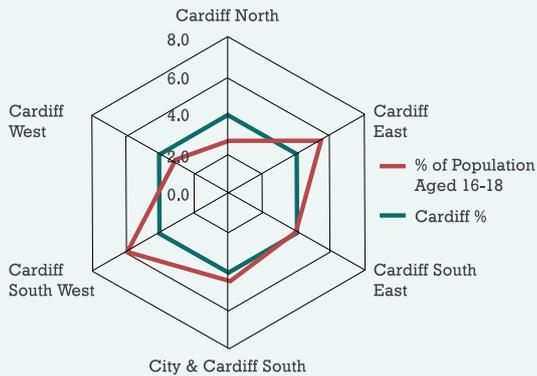
## Inequality: Educational Outcomes

Educational outcomes across the city varies significantly. For example, more than half (56.5%) of the areas in Cardiff East are ranked in the 10% most deprived in Wales, while this is only true for 3.4% of the areas in Cardiff North.

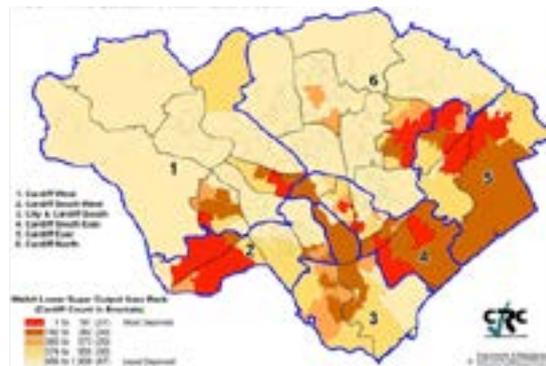
Although GCSE results have been improving, there still remains a marked variability in performance between schools.

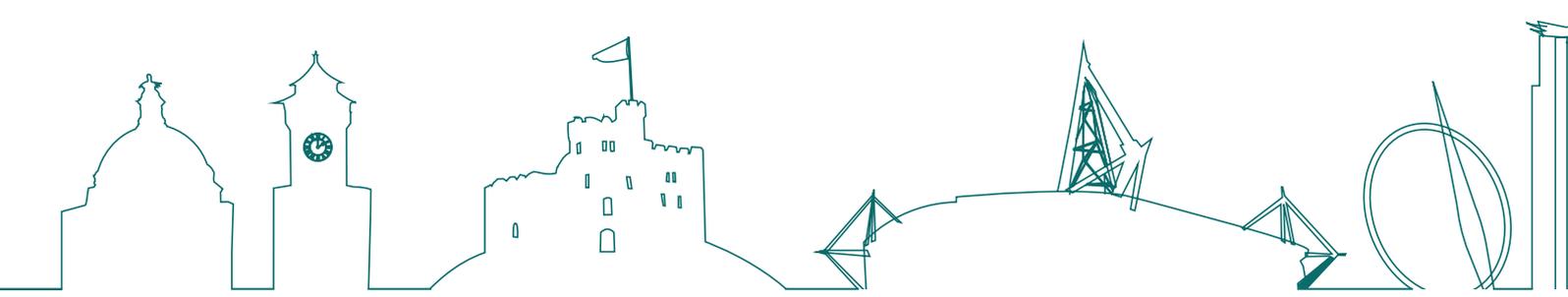
At the end of August 2015, the proportion of young people aged 16-18 who were not engaged in training ranged from 2.6% in Cardiff North to 5.9% in Cardiff South West.

% of Population Aged 16-18 in Tier 1-2 (Careers Wales), Aug 2015



WIMD 2014 Education Domain Ranks in Cardiff





## Inequality: Crime

As is the case with a number of other indicators, crime is concentrated in the south and east of Cardiff. However, there are pockets within the rest of Cardiff with hotspots for certain types of crime.

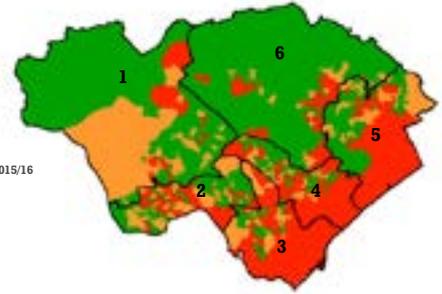


### Violence Against the person

1. Cardiff West
2. Cardiff South West
3. City & Cardiff South
4. Cardiff South East
5. Cardiff East
6. Cardiff North

Violence against the person 2015/16

- Over 15
- 10 to 15
- 0 to 10

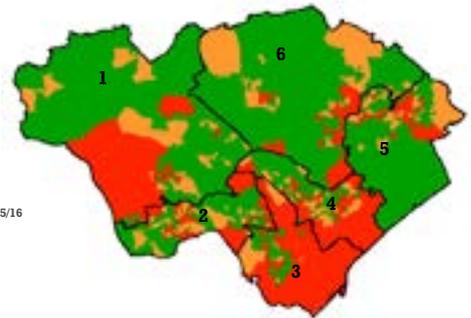


### Anti-Social Behaviour

1. Cardiff West
2. Cardiff South West
3. City & Cardiff South
4. Cardiff South East
5. Cardiff East
6. Cardiff North

Anti-Social Behaviour 2015/16

- Over 25
- 15 to 25
- 0 to 15

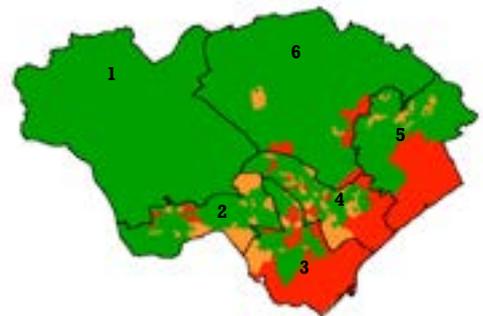


### Criminal Damage

1. Cardiff West
2. Cardiff South West
3. City & Cardiff South
4. Cardiff South East
5. Cardiff East
6. Cardiff North

Criminal Damage 2015/16

- Over 15
- 10 to 15
- 0 to 10

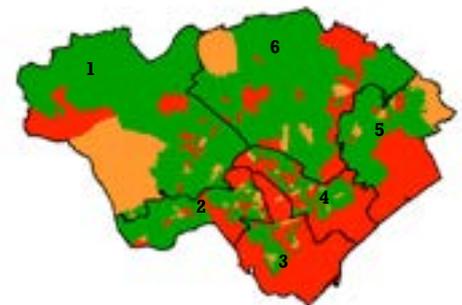


### Other Thefts

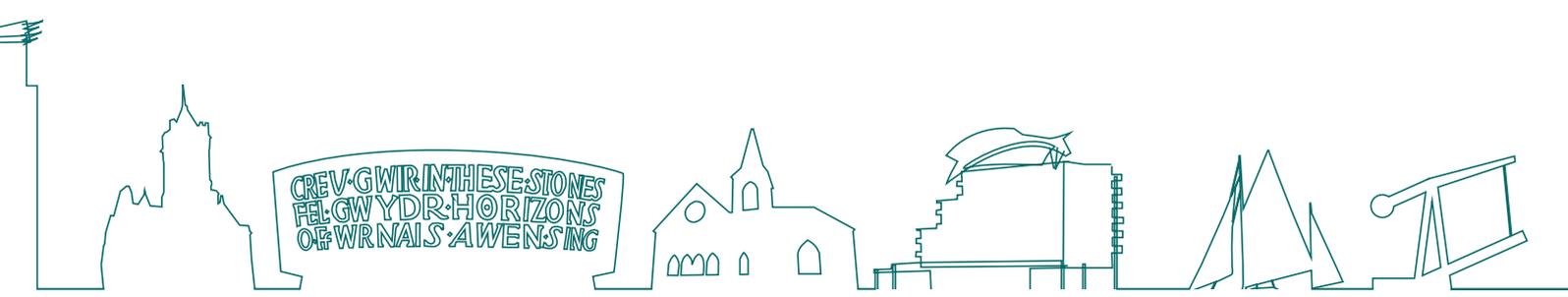
1. Cardiff West
2. Cardiff South West
3. City & Cardiff South
4. Cardiff South East
5. Cardiff East
6. Cardiff North

Other Thefts 2015/16

- Over 15
- 10 to 15
- 0 to 10



Source: South Wales Police Performance Statistics



## Cardiff Tomorrow

Cardiff has been reinvented over the past 20 years. However, even though the city has attracted investment and a large number of new jobs have been created, this has not translated in to better lives for all citizens and communities. Headline indicators mask deep and persistent levels of economic deprivation, poor health, crime and lower levels of educational attainment.

In the short to medium term, future trends indicate that the UK economy will grow slowly, with low productivity growth and stagnating wages. Taken together with projected rising inflation, the rising cost of housing and reform to the welfare system, these forces can be expected to hit the poorest communities hardest. In the longer term, automation can be expected to place a further premium on skills and knowledge-based employment. As well as increasing the skills of adults and young people, there is a need to create pathways into work and further education, particularly for those in the city’s most disadvantaged communities.

Living in poverty has a particularly serious impact on children’s lives, affecting their educational attainment, health, and happiness as well as having an impact which can last into adulthood. Concentrating on early preventative action can have a positive effect on their lives and on society as a whole.

Tackling these issues will require a cross-public and third sector approach, with emerging thinking in the health, third and local government sectors pointing towards a new approach to delivering services at a ‘locality’ or ‘neighbourhood’ level. These approaches focus on aligning public and third sector assets and services at the local level and an ‘asset-based’ approach to community engagement which listens to and involves those receiving the service and other community actors in the delivery of services. To be effective this will require a joint approach to mapping and future planning of public services.

To achieve its vision, Cardiff must be a city which is a great place to live and work for all its citizens, regardless of background or the community in which they live. With a rapidly growing population and public sector austerity, the way in which public services are designed and delivered must change in order to ensure that the city’s most vulnerable citizens and communities are supported, and that the substantial and rising gaps in the prosperity, skill levels, housing, crime-levels and health – in short, the quality of life – between communities in the city is reduced.

### **Photo credits**

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

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**17 January 2017**

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**DRAFT CORPORATE PLAN 2017-19**

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**Reason for the Report**

1. To provide Members with an opportunity for policy development consideration of the draft *Corporate Plan 2017-19*, attached at **Appendix 1**. The Corporate Plan will be presented to Cabinet for approval on 16 February 2017.

**Background**

2. This early consideration of the draft Corporate Plan offers Members an opportunity to help inform the development of the Plan. Committee will have another opportunity to consider the final draft for presentation to Cabinet at the Committee's on 15 February 2017 meeting, alongside the 2017/18 budget proposals.
3. The Committee has two roles 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 the Cardiff Liveable City Report - PSB Well-being Assessment, 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.

4. At this policy-development stage, officers have clarified that, in sharing an early version of the draft Corporate Plan 2017-19 with the Committee, the Plan is by definition incomplete. The Well-being objectives, commitments and measures are set out for consideration at this stage, but are subject to ongoing work and approval by the Cabinet. Members are also advised that targets, to be appended to the Plan, will be set when Performance Quarter 3 2016/17 results become available. The final version of the Plan for consideration alongside the budget will also focus on the changes within the legislative environment which are impacting on this refresh of the Corporate Plan.

## **Issues**

5. 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 within the PSB Well-being Assessment. The Corporate Plan 2017-19 sets out Cardiff's contribution to delivering those seven outcomes by setting out the aspirations for the Council for the next three years, identifying four Priorities:
  - Better education and skills for all;
  - Supporting vulnerable people;
  - An economy that benefits all our citizens;
  - Working together to transform services.
6. Members will recall from previous briefings that the Well-being of Future Generations (Wales) Act 2015 identifies national well-being goals for Wales and requires the PSB to produce a Well-being Plan for Cardiff, based on a Well-being Assessment. The Well-being Assessment will be considered at item 4 on the Committee's agenda, in the form of the Cardiff Liveable City Report, which is currently out to consultation.

7. The *'Improvement Objectives'* of previous Corporate Plans have become *'Well-being Objectives'*, and there has been a refresh of Priority 3, *'Creating more and better paid jobs'*, which now becomes *'An economy that works for everyone'*. Each of the Council's four priorities listed above has three or four Well-being Objectives attached to them, and each Objective is determined by a set of Commitments assigned to the lead Cabinet Member and Directorate, and a set of targets by which progress will be measured. These targets will be appended to the Plan, and will be available for Members to scrutinise at their February 2017 meeting.
8. The most notable changes to Commitments in order to achieve the four priorities are:
- the addition of *'Ensure high quality and sustainable provision of culture, leisure and public spaces in the City'* to Priority 3;
  - the removal of *'Cardiff Council makes use of fewer but better buildings'* from Priority 4; which is now included within *'Transform our services to make them more accessible, more flexible and more efficient'*.

## **Previous Scrutiny**

9. Following scrutiny of the *2016-18 draft Corporate Plan* in 2016, the Committee made the following comments and recommendations that may be worthy of reflection in scrutinising current draft proposals for 2017-19:
- The Committee expressed concern that the draft report did not contain benchmarks that would enable it to monitor whether 2015/16 targets had been achieved. Members considered a significant improvement to the Plan would be the inclusion of targets and outcomes of the previous, current, and forthcoming years, culminating in a three-year trend. The final published Plan included the outcomes of 2013/14 and 2014/15 and targets for 2015/16, 2016/17 and 2017/18.

- Taking into account the hierarchy of business planning documents, Members considered that adopting a more focussed Corporate Plan could potentially blot out some aspirations and were pleased to note any gaps would be captured in the Core Business section of the Corporate Plan
- The Committee's request for an explanatory note that explained and clarified the links between the national 'Well-Being Goals' of the Well-being of Future Generations Act (2015) , the 7 'Cardiff Outcomes', the 4 'Council Priorities' and the Improvement objectives be included in the Plan was agreed. The Plan was subsequently amended to demonstrate these links.

### **Scope of the Scrutiny**

10. This item will give the Committee the opportunity to make recommendations and observations that contribute to the final draft *Corporate Plan 2017- 19* before it is presented to Cabinet. Members are invited to scrutinise the overall structure and direction set out in the Corporate Plan, as the Council's key strategic document linking the series of outcomes set out in the Cardiff Liveable City Report, Directorate Delivery Plans and individual officers' objectives.
11. It will also allow the Committee to familiarise itself with the contents of the Corporate Plan in good time for budget scrutiny on 15 February 2017, when the Committee will use the final draft to test the Budget Proposals against the Cabinet's stated priorities.

### **Way Forward**

12. The Leader of the Council, Councillor Phil Bale; the Chief Executive, Paul Orders; Head of Performance & Partnerships, Joseph Reay; and the Head of Cabinet Office, Dylan Owen, will be in attendance to present the Plan and answer Members' questions.

## **Legal 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 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**

14. 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 2017-19 and agree any recommendations or comments for early consideration to inform the final draft, which will return to Committee alongside the budget proposals in February 2017, prior to Cabinet's consideration.

**DAVINA FIORE**

Director of Governance and Legal Services

11 January 2017

## Draft Corporate Plan 2017 – 19



Better Education and  
skills for all

### Priority 1

- 1.1 Every Cardiff school is a great school
- 1.2 Looked after children in Cardiff achieve their potential
- 1.3 People are supported into work and education



Supporting vulnerable  
people

### Priority 2

- 2.1 People at risk in Cardiff are safeguarded
- 2.2 People in Cardiff have access to good quality housing
- 2.3 People in Cardiff are supported to live independently



An economy  
that benefits all  
our citizens

### Priority 3

- 3.1 Cardiff has more and better paid jobs
- 3.2 Cardiff has a high quality city environment where population growth and transport needs are managed sustainably
- 3.3 All young people in Cardiff make a successful transition into employment, education or training
- 3.4 Ensure high quality and sustainable provision of culture, leisure and public



Working together to  
transform services

### Priority 4

- 4.1 Communities and partners are involved in the redesign, development and delivery of local public services.
- 4.2 Cardiff Council will have good governance arrangements and improved performance in key areas
- 4.3 Transform our services to make them more accessible, more flexible and more efficient

spaces in the city

**Priority 1: Better education and skills for all**

<b>Well-being objective 1.1: Every Cardiff school is a great school</b>		
<b>Commitment</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
Improve educational outcomes for all children and young people, particularly at Key Stage 4, through improved school leadership, teaching and learning and curriculum development	Cllr Sarah Merry	Education
Close the attainment gap for pupils from low income families, looked after pupils, pupils educated other than at school and pupils entering Cardiff schools with English as an additional language	Cllr Sarah Merry	Education
Improve provision for children and young people with additional learning needs, through the implementation of the new Statutory Framework for Additional Learning Needs	Cllr Sarah Merry	Education
Ensure there are sufficient and high quality school places to meet the population growth in the city, through planned expansion and the upgrade of the existing school estate via the School Organisation Programme	Cllr Sarah Merry	Education
Recruit, retain and develop the best people to lead and work in our schools and education settings to secure a high quality workforce at all levels	Cllr Sarah Merry	Education
Work with the Central South Consortium to further develop the capacity of the school system to be self – improving	Cllr Sarah Merry	Education
Build effective partnerships between schools, business, the voluntary sector and wider public services and communities to enrich the school curriculum and strengthen school governance	Cllr Sarah Merry	Education
<b>Measures</b>	<b>Target</b>	

<p>The proportion of schools where Standards are judged by Estyn to be good or excellent on a 3 year rolling basis.</p> <ul style="list-style-type: none"> <li>- Primary Schools</li> <li>- Secondary Schools</li> <li>- Special Schools</li> </ul>	
<p>The proportion of schools where Capacity to Improve is judged by Estyn to be good or excellent on a 3 year rolling basis.</p> <ul style="list-style-type: none"> <li>- Primary Schools</li> <li>- Secondary Schools</li> <li>- Special Schools</li> </ul>	
<p>The percentage of Cardiff schools categorised as 'Green' in the annual Welsh Government School Categorisation process.</p> <ul style="list-style-type: none"> <li>- Primary Schools</li> <li>- Secondary Schools</li> <li>- Special Schools</li> </ul>	
<p>The number of schools subject to follow up action, post inspection, by Her Majesty's Inspectorate of Education and Training in Wales (Estyn).</p> <ul style="list-style-type: none"> <li>- Number of schools in Estyn monitoring</li> <li>- Number of schools requiring Significant improvement</li> <li>- Number of schools in Special measures</li> </ul>	
<p>The percentage of pupils achieving the Core Subject Indicator (expected levels in English or Welsh First language, Science and Mathematics) at the end of Key Stage 2.</p> <ul style="list-style-type: none"> <li>- All pupils</li> <li>- Pupils eligible for free school meals</li> <li>- Pupils not eligible for free school meals</li> </ul>	
<p>The percentage of pupils in Year 11, achieving the Level 2 + threshold (5 GCSEs grade A*-C including English or Welsh first language and Mathematics) at the end of Key Stage 4.</p> <ul style="list-style-type: none"> <li>- All pupils</li> <li>- Pupils eligible for free school meals</li> <li>- Pupils not eligible for free school meals</li> </ul>	
<p>The percentage of pupils in Year 11, achieving the Level 2 threshold (5 GCSEs at A*- C) at the end of Key Stage 4</p>	
<p>The percentage of pupils in Year 11, achieving Level 1 threshold (5 GCSEs at Grade A- G) at the end of Key Stage 4</p>	
<p>The new Capped Points Score (Capped 9) - Year 11 pupil results from nine of the qualifications available in Wales.</p>	
<p>The percentage of children securing their first choice of school placement:</p> <ul style="list-style-type: none"> <li>-Primary school</li> <li>-Secondary school</li> </ul>	

The percentage of children securing one of their three choices of school placement: -Primary school -Secondary school	
Percentage Attendance at secondary school	
Percentage Attendance at primary school	

### Well-being objective 1.2: Looked after children achieve their potential.

Commitment	Lead Member	Lead Directorate
Deliver the corporate parenting strategy by 2019 to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children	Cllr Sue Lent	Social Services

Measures	Target
Percentage of looked after children returned home from care during the year	
Percentage attendance of looked after pupils whilst in care in primary schools	
Percentage attendance of looked after pupils whilst in care in secondary schools	
The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	
The percentage of children looked after on 31 March who have had three or more placements during the year	
The percentage of children Looked After by Cardiff Council, as at the annual pupil census date, achieving: <ul style="list-style-type: none"> <li>The Core Subject Indicator (expected levels in English or Welsh First language, Science and Mathematics) at the end of Key Stage 2.</li> <li>The Level 1 threshold (5 GCSEs at grade A - G) at the end of Key Stage 4.</li> <li>The Level 2 threshold (5 GCSEs at grade A*- C) at the end of Key Stage 4.</li> </ul>	
The Level 2 + threshold (5 GCSEs at grade A*- C including English or Welsh	

first language and Mathematics) at the end of Key Stage 4.	
Percentage of all care leavers in education, training or employment at 12 months after leaving care	
Percentage of all care leavers in education, training or employment at 24 months after leaving care	
Percentage attendance of looked after pupils whilst in care in primary schools	

**Well-being objective 1.3: Supporting people into work and education**

<b>Commitment</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
Further develop Adult Community Learning and the Into Work Advice Service to support vulnerable people to maximise their employment opportunities	Cllr Dan De'Ath	Communities, Housing & Customer Services

<b>Measures</b>	<b>Target</b>
The number of people receiving into work advice	
The number of people successfully engaging with the Into Work Advice Service & completing accredited training	
The number of people who have been affected by The Benefit Cap and are engaging with The Into Work Advice Service	
The number of Universal Credit claimants receiving Digital Support	
Maintain the success rate at or above the Adult Community Learning National Comparator (Cardiff specific return)	
The number of priority learners aged between 16 and 25 involved with Adult Community Learning	

## Priority 2: Supporting Vulnerable People

Well-being objective 2.1: People at risk in Cardiff are safeguarded		
Commitment	Lead Member	Lead Directorate
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 2018	Cllr Sue Lent	Social Services
Ensure that Domestic Violence Support Services meet the requirements of new legislation, including the recommissioning of the service	Cllr Dan De'Ath	Communities, Housing & Customer Services
Work to make Cardiff a recognised Dementia Friendly City by March 2018	Cllr Susan Elsmore	Social Services
Renew the safeguarding vision and strategy across Social Services by March 2018 in order to take account of new national policy and practice guidance currently under development	Cllr Sue Lent Cllr Susan Elsmore	Social Services
Develop and implement a mechanism to improve engagement with communities at large and faith communities in particular by March 2018 to improve the safeguarding of children across the various communities in Cardiff	Cllr Sue Lent	Social Services

Measures	Target
The number of Council staff completing Level 1 of the National Training Framework on violence against women, domestic abuse and sexual violence	
The percentage of Children's Services social work vacancies across the service	
Percentage of re-registrations on the Child Protection Register during the year	
Percentage of children supported to remain living within their family	
% of adult protection enquiries completed within 7 working days	

## Well-being objective 2.2: People in Cardiff have access to good quality housing

Commitment	Lead Member	Lead Directorate
<p>Implement the Cardiff Housing Strategy 2016-2021 to ensure those in need have access to appropriate, high quality services</p> <ul style="list-style-type: none"> <li>• 1,500 new homes (of which 40% affordable) through the 'Cardiff Living' programme.</li> <li>• In addition to the Housing Partnership Programme, deliver 100 additional council properties through a range of capital funding by 2022</li> <li>• Delivering Independent Living Solutions for Older and Disabled People.</li> <li>• A new Homelessness Strategy based on a full needs assessment and review of services</li> <li>• A range of support to address rough sleeping in the city.</li> <li>• Continue to develop joint working to mitigate the issues caused by Welfare Reform.</li> </ul>	Cllr Susan Elsmore	Community, Housing & Customer Services

Measures	Target
The percentage of affordable housing provided in a development on greenfield sites	
The percentage of affordable housing provided in a development on brownfield sites	
The number of homes delivered through Cardiff Living in year: <ul style="list-style-type: none"> <li>- Total units delivered</li> <li>- Affordable Housing units delivered</li> </ul>	
The number of people who experienced successful outcomes through the homelessness Reconnection Service	
The number of rough sleepers in Cardiff	

<b>Well-being objective 2.3: People in Cardiff are supported to live independently</b>		
<b>Commitment</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
Implement the “Disability Futures” Programme by December 2018 to remodel services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for young people and their families	Cllr Susan Elsmore Cllr Sue Lent	Social Services
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 act as a Gateway to accessing advice and assistance	Cllr Susan Elsmore	Communities, Housing & Customer Services
Work with partners to maintain improvements to the reduction in Delayed Transfers of Care for social care reasons during 2017-18 to support more timely discharge to a more appropriate care setting	Cllr Susan Elsmore	Social Services
Offer a Carers Assessment to all eligible adult carers who are caring for adults during the 2017-18 financial year to ensure that they receive the help and support they need, in the ways they need it	Cllr Susan Elsmore	Social Services
Undertake campaign by March 2018 to raise young carers’ awareness of their entitlement to a young carers assessment	Cllr Sue Lent	Social Services
Implement a new model of Day Opportunities by March 2018 (subject to the completion of major building works which should be substantially completed by this date) to maximise independence for adults with care and support needs	Cllr Susan Elsmore	Social Services
Conclude the implementation of Signs of Safety in Children’s Services by March 2020 in order to ensure that all staff within the Directorate are able to engage with families using the Signs of Safety Risk Assessment Framework	Cllr Sue Lent	Social Services
Further develop the Alarm Receiving Centre including partnership work with the Welsh Ambulance Trust and University Health Board as well as the use of new technology to assist people	Cllr Susan Elsmore	Communities, Housing & Customer Services

to live independently		
Develop Locality Based Working building on the learning of the older person's pilot project to improving citizen engagement and increase opportunities for citizens to have their say and identifying opportunities to be more efficient by operating in an integrated, joined-up manner	Cllr Susan Elsmore	Communities, Housing & Customer Services

Measures	Target
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	
The total number of alternative solution outcomes provided by First point of Contact and Independent Living Visiting Officers that help people remain independent at home.	
The percentage of service users within the older persons locality working pilot project who feel supported in achieving their desired outcomes	
The number of Welsh Ambulance referral fallers responded to by Telecare Cardiff	
The response time for residents in the Cardiff & Vale area	
The percentage of Telecare calls resulting in an ambulance being called out	
The response time for residents as part of the Welsh Ambulance Service Trust trial	
Customer satisfaction of those taking part in the Assistive Living technology trial.	
The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	
The number of adults in need of care and support using the Direct Payments scheme	
% of eligible adults who are caring for adults that are offered a carers assessment during the year	
% care leavers aged 16-24 experiencing homelessness during the year	

### Priority 3: An economy that benefits all our citizens

<b>Well-being objective 3.1: Cardiff has more and better paid jobs</b>		
<b>Commitment</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
Facilitate jobs growth by working with partners to deliver 300,000 square feet of Grade A office accommodation within Central Square	Cllr Phil Bale	Economic Development
Work with partners to deliver the Cardiff Capital Region City Deal	Cllr Phil Bale	Economic Development
Progress delivery of an Indoor Arena to attract visitors, overnight stays and increase visitor spend	Cllr Phil Bale	Economic Development
Commence delivery of International Sports Village phase 2 by 2018	Cllr Phil Bale	Economic Development
Support growth in creative industries sector through the development of creative hubs	Cllr Phil Bale	Economic Development
Develop an integrated approach to the management of the city centre with the business community through the Business Improvement District	Cllr Phil Bale	Economic Development
Implement the Tourism Strategy with a view to attracting more visitors to the city who stay longer and spend more by March 2018	Cllr Phil Bale	Economic Development
Undertake a detailed feasibility study as the basis for securing investment to enable the maintenance and refurbishment of City Hall	Cllr Phil Bale	Economic Development
Work with major contractors and providers to deliver increased social value delivered through Council contracts by creating opportunities for apprenticeships, work placements and employment, with a focus on long term economic inactivity	Cllr Phil Bale / Cllr Graham Hinchey	Economic Development / Resources
Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to pay their staff the Living Wage	Cllr Phil Bale / Cllr Graham Hinchey	Economic Development / CEX/ Resources

Measures	Target
Number of Jobs Created / Safeguarded	
Grade A Office Accommodation	
Overnight Stays	
Visitor Numbers	
Visitor Spend	
Gross Value Added per capita (compared to UK average) <i>Note: city indicator that relates to wellbeing objective</i>	
Unemployment (compared to Welsh average) <i>Note: city indicator that relates to wellbeing objective</i>	

<b>Well-being objective 3.2: Cardiff has a high quality city environment where population growth and transport needs are managed sustainably</b>		
<b>Commitment</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
Develop a world leading clean air strategy for the city		City Operations
Develop zero emission Transport Strategy	Cllr Ramesh Patel	City Operations
Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square	Cllr Ramesh Patel	City Operations
Develop a programme of phased improvements to strategic bus routes	Cllr Ramesh Patel	City Operations
Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal	Cllr Ramesh Patel	City Operations
Adopt and deliver the Active Travel Integrated Network Map and the Cardiff Cycling Strategy and develop a prioritised programme of walking and cycling infrastructure schemes	Cllr Ramesh Patel	City Operations
Launch a public, on street, cycle hire scheme with hire stations at key locations throughout the city in conjunction with partners	Cllr Ramesh Patel	City Operations
Prepare aligned spatial masterplan and transport proposal Masterplans for Cardiff Bay and City Centre	Cllr Ramesh Patel	City Operations
Actively deliver high quality developments and major housing applications through the Local Development Plan	Cllr Ramesh Patel	City Operations
Deliver a phased energy retrofit programme for the Council's operational estate and residential schemes across the city and schools solar projects	Cllr Ramesh Patel	City Operations
Achieve the statutory recycling / landfill diversion targets	Cllr Bob Derbyshire	Economic Development

Measures	Target
Achieve the target of a 50:50 modal split between journeys by car and journeys by walking, cycling and public transport: <ul style="list-style-type: none"> <li>• Mode of Travel to Work by: Sustainable Transport;</li> <li>• Mode of Travel to Work by: Cycling</li> </ul>	
% of major applications determined within time periods required.	
% of householder planning applications determined within time periods.	
Increased reuse and recycling performance	
landfill target	
% of municipal waste collected and prepared for reuse and / or recycled	
Maximum permissible biodegradable waste to Landfill	
Capacity (in MW) of renewable energy equipment installed on the Council's land and assets	

### Well-being objective 3.3: All young people in Cardiff make a successful transition into employment, education or training

Commitment	Lead Member	Lead Directorate
Deliver the 'Cardiff Commitment' to youth engagement and progression by: <ul style="list-style-type: none"> <li>Ensuring early identification of young people most at risk of disengagement</li> <li>Delivering stronger tracking systems both pre and post 16 to keep in touch with and support young people.</li> <li>Strengthening curriculum and skills pathways.</li> <li>Improving the range of employment, education and training opportunities that are available to young people across the City.</li> <li>Enabling better brokerage of support and opportunities for young people.</li> </ul>	Cllr Phil Bale / Cllr Sarah Merry	Education
Increase provision of apprenticeships, traineeships and work placements for young people and work based training enabling them to develop appropriate skills, knowledge and experience	Cllr Graham Hinchey	Resources

Measures	Target
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training	
The percentage of Year 13 leavers making a successful transition from compulsory schooling to education, employment or training	
The percentage of young people in Cardiff, aged 16 -18 years old, known <u>not</u> to be in education, employment or training ( <i>Careers Wales Tier 3</i> )	
The percentage of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11	
No. of apprenticeships, traineeships and work placements opportunities created by the Council in 2017/18	

**Well-being objective 3.4: Ensure high quality and sustainable provision of culture, leisure and public spaces in the city**

<b>Commitment</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
Work in partnership with Cardiff University to deliver the Creative Cardiff initiative	Cllr Phil Bale	Economic Development
Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions	Cllr Bob Derbyshire	City Operations
Deliver phased programme of well-maintained highway asset and public realm	Cllr Ramesh Patel	City Operations
Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement delivered within Neighbourhood Services within existing budgets to provide enhanced services for the Citizens of Cardiff	Cllr Bob Derbyshire	City Operations
Deliver benchmarked improved engagement with Citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services	Cllr Peter Bradbury	City Operations
Deliver high quality and well maintained bay and water ways at Harbour Authority	Cllr Bob Derbyshire	City Operations
Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing Green Flag status at parks	Cllr Bob Derbyshire	City Operations
Ensure Leisure Centres deliver high quality service according to contract	Cllr Peter Bradbury	City Operations

<b>Measures</b>	<b>Target</b>
Number of Green Flag Park and Open Spaces	
The percentage of highways inspected of a high or acceptable standard of cleanliness	
The percentage of reported fly tipping incidents cleared within 5 working days	
The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	
The percentage of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	

## Priority 4: Working together to transform services

### Well-being objective 4.1: Communities and partners are involved in the redesign, development and delivery of local public services

Commitment	Lead Member	Lead Directorate
Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018	Cllr Peter Bradbury	Communities, Housing & Customer Services
Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities	Cllr Peter Bradbury	Communities, Housing & Customer Services
Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018	Cllr Peter Bradbury	Communities, Housing & Customer Services
Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources	Cllr Dan De'Ath	Social Services
Implement the Child Rights Partners programme over the three years to March 2020, to work towards Cardiff's ambition to be a Child Friendly City	Cllr Sue Lent / Cllr Dan De'Ath	Education

Measures	Target
The number of visitors to Libraries and Hubs across the City	
The percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	
Customer contacts to the Council using new digital channels	
The percentage of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow.	

### Well-being objective 4.2: Ensure effective governance arrangements and improved performance in key areas

Commitment	Lead Member	Lead Directorate
Implement the new Performance Management Strategy across the organisation to support the Council's continued improvement	Cllr Graham Hinchey	Resources
Further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers	Cllr Graham Hinchey	Resources
Implement refreshed personal performance and development review (PPDR) scheme by March 2018 to improve staff performance	Cllr Graham Hinchey	Resources
Ensure the Council's decision making process is timely, inclusive, open, honest and accountable	Cllr Dan De'Ath	Governance & Legal

Measures	Target
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	
Percentage of personal performance & development reviews completed for permanent staff	
The number of 'Live' webcast hits	
The number of scrutiny meetings held	
The percentage of final committee minutes published on the website within 10 working days of the meeting being held	

### Well-being objective 4.3: Transform our services to make them more accessible, more flexible and more efficient

Commitment	Lead Member	Lead Directorate
Deliver the Council's property strategy for fewer but better buildings	Cllr Graham Hinchey	Economic Development
Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods and to enable the Council to adopt more efficient working practices	Cllr Graham Hinchey	Communities, Housing & Customer Services
The Council fleet to provide 5% alternative fuelled vehicles by April 2018 and continue to increase alternative fuel usage by 10% per annum thereafter.	Cllr Graham Hinchey	Economic Development
Commercialise key Council service to increase net income	Cllr Graham Hinchey	Economic Development
Further develop the Medium Term Financial Plan to inform the Annual Budget Setting Process, ensure robust decision making which is sustainable in the longer term	Cllr Graham Hinchey	Resources
Implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority	Cllr Graham Hinchey	Resources
Achieve the Silver Level of the Corporate Health Standard by March 2018 to promote and support the health and wellbeing of employees	Cllr Graham Hinchey	Resources

Measures	Target
Reduce the gross internal area of buildings in operational use	
Reduce the total running cost of occupied operational	
Reduce the maintenance backlog	
Portfolio Income	
Capital Income generated	
Income Generated	
Maintain customer / citizen satisfaction with Council services	

**CITY & COUNTY OF CARDIFF**

**DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE**

**SCRUTINY COMMITTEE**

**17 January 2017**

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**ORGANISATIONAL DEVELOPMENT PROGRAMME – Progress Report**

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**Reason for this Report**

1. To provide the Committee with an opportunity to consider progress in the delivery of the Council's Organisational Development Programme (ODP). This will enable the Committee to assure itself of the Council's continued progress in addressing the findings of the Wales Audit Office (WAO) Corporate Assessment Follow On report to Council in February 2016.

**Background**

2. Within its Terms of Reference this Committee is empowered to scrutinise the way the Council manages its performance and improvement.
3. The Council established the Organisational Development Programme in 2014, in response to a Peer Review by the Welsh Local Government Association, and the publication of the WAO Corporate Assessment of Cardiff Council report in September 2014, to address a range of issues identified by the Assessment.
4. In February 2016 the Council received a positive WAO Corporate Follow-on judgement that there had been a transformation of leadership and senior management within the Council. The regulator also commented, however, that the Council has more work to do to ensure improved arrangements are embedded, particularly around some corporate enablers, such as Performance, Human Resources, and the Council's

use of its Assets; that the scrutiny of cross cutting issues can be further developed; and that vacancies on scrutiny committees should be filled quickly.

5. This Committee considered progress of the Programme in June 2016, following which Members agreed to monitor explicit links between the ODP, Corporate Plan, What Matters Strategy, and Cardiff's Wellbeing Plan; and seek detailed progress reports that would enable it to measure how projects are delivering improvement over time, to achieve an improvement in its level of challenge and monitoring.

### **Issues – ODP Progress Update**

6. The presentation attached at **Appendix 1** highlights progress to date (slides 6-9), and the Council's plan for the next steps to continue improving performance in the medium term.
7. The Portfolio Structure Chart attached at **Appendix 2** illustrates all projects that sit within the nine work streams of the ODP. They continue to be allocated to two principal portfolios of work, the **Enabling and Commissioning Portfolio** led by the Corporate Director Resources, and the **Reshaping Services Portfolio** led by the Director of Communities, Housing & Customer Services. Since June an additional work stream called 'Disability Futures' has been introduced.
8. The **Enabling and Commissioning Services Portfolio** ensures there are Council-wide measures to support effective delivery and cost reduction across all Directorates. It includes the following five work streams:
  - **Assets & Property** – This programme co-ordinates six inter-connected work streams that are all designed to ensure that the key objective of the Council's approved Property Strategy – of fewer but better buildings – is delivered in a timely and structured manner.
  - **Commercialisation** – There will be a 'One Council' approach to commercialisation with the establishment of a Commercial Programme. This programme will be overseen by a Commercial Board and will look at intensive

high impact service improvement interventions as well as developing a corporate brand and marketing.

- **Performance & Governance** – This programme has six projects that will address many of the key issues identified in the Wales Audit Office (WAO) Corporate Assessment follow on report published in February 2016.
- **Strategic Commissioning** – The Strategic Commissioning programme will ensure that the Council has a consistent and evidence-based approach to how it designs, secures and then evaluates the impact of the delivered services in meeting the Council's priority outcomes. The focus of this wide-ranging programme will be to drive down the costs of delivering services and to improve the quality of the services provided to customers.
- **Workforce Strategy** – The Workforce Strategy programme will strengthen links between business, financial and workforce planning during this period of financial challenge and rapid organisational change.

9. The **Reshaping Services Portfolio** will explore enabling technologies and develop working practices to facilitate the reshaping of key services across the Council. The aim is to better understand and manage customer demand, re-align services and functions that are currently delivered across a number of service silos, and deliver services at a reduced cost so that they are sustainable within the tough financial climate. It comprises the following programmes of work:

- **Customer Focus & Enabling Technology** – comprises two key elements:
  - **Community Hubs:** Developing and delivering Community Hubs that enable citizens to access the services they need in the way they want to, through joined up services and closer working between the Council and our partners.

- **Enabling Technology:** Establishing and exploiting standardised technology across the Council to improve efficiencies and maximise the capture and use of customer data. The aim is to drive down the cost of delivering services, improve quality and consistency of customer service and eliminate unnecessary duplication of effort through a rigorous integration of “back office” processes.
- **Social Services Development** – is seen to be creating real and meaningful improvements in customer outcomes and supporting positive demand management through enhanced preventative services. This programme is seen to have delivered some significant changes, required by the Social Services and Well-being (Wales) Act, and to complement business as usual services and activities.
- **Disability Futures** - this new programme has 10 projects, 9 of which are regional. It will help deliver the vision for the population of disabled children, young people, adults and their families and carers to have coordinated services that are integrated and work seamlessly in supporting those most in need across Cardiff and the Vale Of Glamorgan.
- **Vulnerable Children & Families** – is working with multi-agency partners to develop and deliver key partnership projects that achieve improved outcomes for children and young adults. These projects aim to support delivery of the Early Help Strategy. The desired outcome is to better enable partners to work together, share information, and put the child and their family at the centre to ensure they receive the support they need at the right time and in the right way.

10. In June 2016 the Cabinet noted progress with the Council’s Organisational Development Programme and agreed to take forward a refresh of the programme, designed to ensure that the WAO proposals for improvement were addressed and that organisational change across the Council was delivered consistently and with an increasing pace of delivery.

11. The changing landscape in which the Council and its public sector partners operate, uncertainty around Local Government Reform in Wales, the demographic change forecast for Cardiff, and the continued digitalisation of society are considered to present new challenges that will require innovative approaches.
12. Members are aware from earlier agenda items that the Well-being of Future Generations (Wales) Act 2015 set out the broad approach public sector partners should employ in the future in order to best serve their locality. The new legislation recognises the significance of the Council as the local leader of public sector provision, and its central position in meeting the challenges of the future. It has therefore been recommended that Cabinet receive a report in the near future that will provide an analysis of how the public sector as a whole is changing and how the Council may need to recalibrate its operational approach to meet the challenges ahead.
13. Work is underway to highlight the links between the ODP and budget savings to ensure the Programme continues to be an enabler in improving the Council's financial resilience and releasing budget savings.

### **Previous Scrutiny**

14. Recognising the central role the ODP plays in the improvement of all Council services, the Committee continues to allocate a significant portion of its work programme to scrutinising the various Organisational Development work-streams, as well as progress in the overall delivery of the ODP.
15. Following its scrutiny in June the Committee agreed:
  - To monitor explicit links between the ODP, Corporate Plan, What Matters Strategy, and Cardiff's Wellbeing Plan.
  - It would be seeking progress reports that would enable it to measure how projects are delivering improvement over time, to achieve an improvement in its own level of challenge and monitoring.

- To programme specific ODP projects for more in-depth progress reports, containing greater detail.
- Suggested a reporting format be developed that enables the Committee to effectively monitor the ODP, and to assess which services would benefit from Scrutiny drilling down further.
- Requested that as a key stakeholder it is involved in the three-year review process proposed for 2017.

16. In response the Cabinet confirmed the ODP is the primary vehicle through which the Council will deliver the changes needed to ensure it meets the financial challenges ahead while continuing to deliver outcomes for residents and service users. As such, there are clear links between the aims of the Programme and the ambition of the Council as an organisation and as a partner working across the City region. It was proposed work be undertaken to make these links clearer, both for the Policy Review and Performance Scrutiny Committee and wider audiences.

17. In addition, it was suggested an approach be developed to ensure the Committee has clear visibility of the progress being made in delivering each of the programmes within the ODP. There is already a dashboard system in use for the ODP Board, which will provide a starting point, and consideration given to how more detail can be provided to the Committee without developing a burdensome reporting framework.

18. The Committee's involvement in the independent three-year review process as a key stakeholder was welcomed; and Members were promised an opportunity to participate in the review process when the approach is being developed.

## **Way Forward**

19. Councillor Graham Hinchey (Cabinet Member for Corporate Services and Performance) has been invited to attend for this item and may wish to make a statement. Paul Orders (Chief Executive), Christine Salter, (Corporate Director

Resources), Joseph Reay (Head of Performance & Partnerships) and Dean Thomas (Programme Manager) will be in attendance to give a presentation and to answer Members' questions.

20. Members may wish to consider the Council's progress to date in delivering the ODP, how effectively the ODP supports the Corporate Plan priorities and the PSB Well-being outcomes, whilst addressing proposals for improvement contained within the WAO Follow On report, and offer comments and observations as to how the Council could maximise progress.

### **Legal Implications**

21. 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**

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 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:

- i. Consider the information presented in this report and at the meeting, particularly the links between the ODP, the Corporate Plan, and Cardiff's Wellbeing Assessment;
- ii. Agree whether it wishes to make any comments or observations to the Cabinet.

### **DAVINA FIORE**

Director of Governance & Legal Services

11 January 2017



Organisational Development  
Programme Update  
Policy Review & Performance  
Scrutiny Committee  
January 2017

# Organisational Development Programme Update



Presentation will cover:

- Background of the Organisational Development Programme (ODP)
- Update on progress
- Links with budget savings
- Key next steps

# Background



- The Organisational Development Programme (ODP) was established in May 2014, and the programme continues to make a positive contribution to the Council’s improvement journey.
- The ODP has two principal portfolios of work – Enabling & Commissioning Services and Reshaping Services.
- The Council’s Senior Management Team oversees the delivery of the ODP and tracks the progress of each project.
- Members of the Policy Review & Performance Scrutiny Committee received an update of the ODP in June 2016 and requested a further update early in 2017.

## Background (cont'd)

- In May 2016 the programme was reviewed – this resulted in renewed focus on Commercialisation and Performance & Governance
- This reflects the ODP's role as one of the Council's key mechanisms in addressing the findings of the Wales Audit Office in their Corporate Assessment (2014) and Follow On Report (2016), particularly the finding that *“The Council is now at a critical point in ensuring that improved arrangements are embedded and implemented consistently and constructively across the organisation in order to achieve a step change in delivering improved outcomes”*
- Much of the work of the ODP is therefore featured in the Council's Statement of Action, which explains how the Council will address the Recommendation and Proposals for Improvement featured in the Follow On Report

# OD Programmes



**Assets & Property**

**Workforce Strategy**

**Disability Futures**

**Commercialisation**

**Strategic  
Commissioning**

**Social Services  
Development**

**Performance  
& Governance**

**Customer Focus &  
Enabling Technology**

**Vulnerable Children  
& Families**

Page 161

## Update on progress

Since June 2016 some of the Programmes within the ODP have changed:

- The Neighbourhood Services Programme closed in the May 2016. A new Neighbourhood Services project is now part of the Commercialisation Programme.
- The Social Services Improvement Programme has been renamed the Social Services Development Programme.
- A new Programme has been established called Disability Futures.

## Update on progress (cont'd)

- One of the key successes of the Office Rationalisation Project has been the vacation of Global Link in July 2016. The Council has saved £2.8m over the next four years by sub-leasing this property.
- The Agile Mobile Working Project was a key enabler to allow us to move Social Services staff from Global Link into County Hall. Approximately 550 Social Services staff now work 'agile', with another 200 staff to become 'agile' by April 2017. A review is currently ongoing to look at both the tangible and non-tangible benefits to the service area.

## Update on progress (cont'd)

- The Multi-Agency Safeguarding Hub (MASH) went live in July 2016.
- The Remodelling Services for Disabled Children & Young Adults Project has recently been rebranded to Disability Futures Programme. The Programme has expanded its remit to oversee the ICF Complex Needs and Adult Learning Disability resource and the new National Integrated Autism Service. Out of the 10 projects within the Programme, 9 are regional.
- There is currently a review ongoing for both the Social Services Improvement Programme and the Vulnerable Children & Families Programme.

## Update on progress (cont'd)

- A Direct Payments Project within Social Services commenced in October 2016. Following consultation with social workers and clients a detailed options appraisal was produced. Updates have been provided to the Communities & Adults Services Scrutiny Committee and the Children Services Scrutiny Committee.

Page 165

There are ongoing performance issues with our CRM system, affecting both roll out of Phase 1 and development of future phases. There is ongoing intensive improvement work with our supplier's Global Escalation Team.

## Links between the ODP & Budget Savings

- The ODP is an essential enabler for improving the Council's financial resilience and releasing budget savings.
- In respect of the 2016/17 budget savings the ODP can directly link to around £8.4m of the total savings of £26m. Directorates are responsible for delivering these savings but are supported by the Organisational Development Team, who provide project support. For 2017/18, although savings have not yet been approved, early engagement is taking place with Directorates to identify what proposals will require ODP governance and support.

## Key next steps

- Ensure that all projects contained within the ODP have appropriate financial and performance management plans and measures in place.
  - Ensure that when 2017/18 saving plans are approved there are clear links with these and the ODP.
- Conduct an independent review of the ODP in 2017 to help inform future prioritisation.

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# Portfolio Structure Chart

07 January 2017

EC - Assets & Property		EC - Commercialisation		EC - Performance and Governance		EC - Strategic Commissioning		EC - Workforce Strategy		RS - Customer Focus & Enabling Technology		RS - Disability Futures		RS - Social Services Development Programme		RS - Vulnerable Children & Families	
Programme RAG		Programme RAG		Programme RAG		Programme RAG		Programme RAG		Programme RAG		Programme RAG		Programme RAG		Programme RAG	
PFD	Christine Salter	PFD	Christine Salter	PFD	Christine Salter	PFD	Christine Salter	PFD	Christine Salter	PFD	Sarah McGill	PFD	Sarah McGill	PFD	Sarah McGill	PFD	Sarah McGill
SRO	Neil Hanratty	SRO	Tara King	SRO	Joseph Reay	SRO	Steve Robinson	SRO	Philip Lenz	SRO	Isabelle Bignall	SRO	Tony Young	SRO	Tony Young	SRO	Tony Young
PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas	PGM	Michael Walsh	PGM	Michael Walsh	PGM	Michael Walsh	PGM	Michael Walsh
<b>Total Projects</b>	<b>6</b>	<b>Total Projects</b>	<b>7</b>	<b>Total Projects</b>	<b>6</b>	<b>Total Projects</b>	<b>7</b>	<b>Total Projects</b>	<b>5</b>	<b>Total Projects</b>	<b>8</b>	<b>Total Projects</b>	<b>10</b>	<b>Total Projects</b>	<b>8</b>	<b>Total Projects</b>	<b>2</b>

Strategic Property Management - Operational Estate PEX: Helen Jones PM: Matthew Seymour EAP01	Corporate Landlord PEX: David Lowe PM: Nicola John ECD012	Review of Scrutiny PEX: Paul Keeping PM: Jo-Anne Phillips EC005	Culture ADM PEX: Neil Hanratty PM: Roger Hopwood ESC03	Health and Wellbeing PEX: Vivienne Pearson PM: Sian Coleman EC05	Online Services (CRM & Web) PEX: PM: Alison Evans RCC01	Integrated Respite for Children PEX: Angela Bourge PM: Eve Williams RS0601	First Point of Contact - Adults PEX: Jane Thomas PM: RS0303	Adolescent Resource Centre PEX: Angela Bourge PM: Sally Westwell RS02002
Schools Organisation Plan PEX: Janine Nightingale PM: Rachel Smith EAP02	FM ICT Architecture PEX: David Lowe PM: Nicola John ECD013	Member Support and Induction PEX: Gill Nurton PM: Jo-Anne Phillips EC006	Enabling Commissioning PEX: Steve Robinson PM: John Paxton ESC05	Learning and Development PEX: Graham Craven PM: Ashlee Kendall EC06	SharePoint (Doc Management) PEX: PM: Lisa Meredith RCC02	Integrated Respite for Adults with LD PEX: Angela Bourge PM: Eve Williams RS0602	Accommodation & Support Strategic Review PEX: Jane Thomas PM: Rebecca Donovan RS0305	Multi-Agency Safeguarding Hub (MASH) PEX: Irfan Alam PM: Nicola Lewis RS02003
Investment Estate PEX: Helen Jones PM: EAP03	Waste Improvements PEX: Jane Cherrington PM: Rebecca Duggan ECD05	Business Planning PEX: PM: Kendal Yarr Jo-Anne Phillips EC01	SAP Asset Management (Accounting) PEX: Anil Hirani PM: ESC06	Workforce Planning PEX: Tracey Thomas PM: Norah O'Leary EC07	Income Management PEX: Gary Watkins PM: David Butler RCC03	Complex Needs Service PEX: Angela Bourge PM: Eve Williams RS0603	MW&S Health & Social Care - Reablement PEX: Susan Schelewa PM: Rebecca Duggan RS0306	
Real Estate PEX: Matthew Seymour PM: Sam Foster EAP04	Digitalisation PEX: PM: Richard Lewis ECD06	Reporting PEX: PM: Steve Parker Jo-Anne Phillips EC02	Adult Social Care Strategic Commissioning PEX: Amanda Phillips PM: Jo-Anne Phillips ESC08	Review of PPDR Scheme PEX: Rachel Bishop PM: Nicola Stephens EC08	Hub Delivery PEX: Jane Thomas PM: Rashmi Wilson RCC05	Neurodevelopment Ph2 PEX: Angela Bourge PM: Eve Williams RS0604	Agile Mobile Working (Adults & Childrens Services) PEX: Susan Schelewa PM: Claire Hackett RS0307	
Office Rationalisation PEX: Helen Jones PM: Andrew Phillips EAP05	Central Transport Services FM IT System PEX: David Lowe PM: Rebecca Duggan ECD07	Performance Support & Improvement PEX: PM: Jo-Anne Phillips Sarah Northam EC03	Direct Payments PEX: Amanda Phillips PM: Thomas Narbrough Denise Moriarty ESC09	Employee Voice PEX: Timothy Gordon PM: Norah O'Leary Helen Witham EC09	Debt Management PEX: Gary Watkins PM: Keith Thomas RCC07	Integrated Autism Service PEX: Angela Bourge PM: Eve Williams RS0605	Remodelling Children's Services PEX: PM: Jo-Anne Phillips RS0310	
Depot Rationalisation PEX: Helen Jones PM: Nicola John EAP06	Non-Domestic Building Services Frameworks PEX: David Lowe PM: Nicola John ECD09	Open Data PEX: PM: EC04	Mental Health Supported Living PEX: Amanda Phillips PM: Myfanwy Moran ESC19		Net Help Desk PEX: PM: Jason Young RCC11	Regional Joint Commissioning for Disabled Children PEX: Angela Bourge PM: Eve Williams RS0606	Dewis Cymru PEX: Tony Young PM: RS0311	
	Neighbourhood Services PEX: Matthew Wakelam PM: Mark Davies ECD11		Learning Disabilities PEX: Amanda Phillips PM: Linda Woodley ESC20		WITS PEX: PM: RCC12	Parents with LD - Pilot PEX: Angela Bourge PM: Eve Williams RS0607	Locality Based Working PEX: Carolyne Palmer PM: Hazel Duke RS0312	
					Schools Admissions PEX: Michele Duddridge-Hossain PM: Jason Young RCC13	Front Door Delivery PEX: Angela Bourge PM: Eve Williams RS0608	WCCIS PEX: Angela Bourge PM: RS0313	
						Transition PEX: Angela Bourge PM: Eve Williams RS0609		
						Disability Index PEX: Angela Bourge PM: Eve Williams		

**Project Stage Key:** Closing (Green), Delivery (Blue), On Hold (White), Planning/Initiation (Yellow), Pre Start Up (Dark Blue), Start Up (Pink), RAG Status Key: Green (Green), Amber/Green (Yellow), Red/Amber (Orange), Red (Red)



RS0610