



DINAS A SIR CAERDYDD
CITY AND COUNTY OF CARDIFF

COUNCIL SUMMONS

THURSDAY, 22 MARCH 2018

GWYS Y CYNGOR

DYDD IAU, 22 MAWRTH 2018,

You are summoned to attend a meeting of the **COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF** which will be held at Council Chamber - City Hall, Cathays Park, Gorsedd Gardens Road, Cardiff, CF10 3ND on Thursday, 22 March 2018 at 4.30 pm to transact the business set out in the agenda attached.

Davina Fiore
Director of Governance & Legal Services

County Hall
Cardiff
CF10 4UW

Friday, 16 March 2018

Promotion of equality and respect for others | Objectivity and propriety | Selflessness and stewardship
Integrity | Duty to uphold the law | Accountability and openness

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<i>Item</i>		<i>Approx Time</i>	<i>Max Time Allotted</i>
1	Apologies for Absence <i>To receive apologies for absence.</i>	4.30 pm	5 mins
2	Declarations of Interest <i>To receive declarations of interest (such declarations to be made in accordance with the Members Code of Conduct)</i>		
3	Minutes (Pages 9 - 24) <i>To approve as a correct record the minutes of the previous meeting.</i>		
4	Petitions <i>To receive petitions from Elected Members to Council.</i>	4.35 pm	5 mins
5	Lord Mayor's Announcements <i>To receive the Lord Mayor's announcements including Recognitions and Awards.</i>	4.40 pm	5 mins
6	Lord Mayor and Deputy Lord Mayor Elect (Pages 25 - 26) <i>To receive and consider nominations for the positions of The Right Honourable Lord Mayor and Deputy Lord Mayor of the City and County of Cardiff for the 2018/19 Civic Year.</i>	4.45 pm	10 mins
7	Cardiff Capital Region City Deal Joint Working Agreement Business Plan (Pages 27 - 222) <i>Cabinet Proposal</i>	4.55 pm	30 mins
8	Corporate Plan 2018 - 2021 (Pages 223 - 312) <i>Cabinet Proposal</i>	5.25 pm	30 mins
9	Cardiff's Local Wellbeing Plan (Pages 313 - 450) <i>Cabinet Proposal</i>	5.55 pm	30 mins
10	Pay Policy Statement 2018 - 2019 (Pages 451 - 484) <i>Cabinet Proposal</i>	6.25 pm	15 mins

11	<p>Constitution Amendments</p> <p><i>Report of the Director of Governance & Legal Services</i></p>	6.40 pm	10 mins
Break			
12	<p>Leader and Cabinet Member Statements</p> <p><i>To receive statements from the Leader and Cabinet Members</i></p>	7.15 pm	45 mins
Notice of Motion/s			
13	<p>Motion 1</p> <p>Proposed by: Councillor Mike Jones-Pritchard</p> <p>Seconded by: Councillor John Lancaster</p> <p>That this Council recognise the damage that waste plastics cause to the world wide environment, acknowledge that there are measures we can take now to reduce, or cease, our contribution to that contamination and damage and commit to becoming a “Plastic Free” City.</p> <p>This Council resolves to start the process to becoming a Plastic-Free city by;</p> <ul style="list-style-type: none"> • Supporting Plastic Free Coastlines, committing to plastic free alternatives and supporting plastic free initiatives within the City. Setting the example and leading the way by removing single-use plastics from Council premises, encouraging plastic free initiatives and promoting the removal of single-use plastics elsewhere. • Working to encourage local businesses and retailers to stop using, and selling, single-use plastic items, replacing them with sustainable alternatives. • Creating plastic-free community spaces in our parks, libraries, hybs, community and leisure centres. • Working with stakeholders to create plastic-free schools, colleges and organisations. • Promoting or organising community events to remove plastic waste from our coastline and elsewhere. • Seeking to set up, with local businesses and community representatives, a stakeholders group to 	8.00 pm	30 mins

	<p>further this aim.</p> <p>Examples of single use plastics and alternatives are;</p> <ul style="list-style-type: none"> • Paper instead of plastic straws, • Recyclable or reusable cups • Metal, compostable or other material instead of plastic cutlery • No single serve condiment sachets • Compostable or reuseable stirrers • Paper bags or wrapping instead of plastic • Reuseable bottles instead of throwaway plastic • Punched and bound papers instead of polypockets. • Seeking alternatives to laminating paper public notices for a non plastic option. <p>Opportunities;</p> <ul style="list-style-type: none"> • Schools plastic free policy • Planning condition, perhaps with Welsh Government support, for inclusion in management or waste policies • Increase our percentage of recyclable waste, reduce incineration and landfill • Our offices, parks, hubs, schools, libraries, leisure centres, vehicles and thousands of staff • Our purchasing and influencing power with supplies, partners and stakeholders • Future Generations Act – this has to be one of the most compliant decisions that can possibly be made! 		
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<p>14</p>	<p>Motion 2</p> <p>Proposed by: Councillor Ashley Wood</p> <p>Seconded by: Councillor Emma Sandrey</p> <p>Cardiff Council notes that:</p> <ul style="list-style-type: none"> • Single use plastics create unnecessary waste with negative impacts on our communities and environment. • Approximately 400 million tonnes of plastic are produced globally each year of which 40% is intended to be single-use [1]. • Over 8 million tonnes of plastic enter the world's oceans each year, with most originating from the land [2]. • Plastics such as polystyrene cannot be recycled. • Paper coffee cups are often fused with polyethylene which makes them difficult to recycle. • Re-use is always preferable to recycling or disposal, as it requires less energy. • Small businesses across South Wales are taking proactive steps to encourage consumers to use less plastic [3]. • Students from Cardiff University are also leading the way with a 'No Straw campaign' [4]. <p>We call on Cardiff Council to:</p> <ul style="list-style-type: none"> • Phase out all single use plastics, including cups, lids, plastic bottles, plastic-lined cardboard, and any other single use plastics from the entire Cardiff Council Estate by the end of the 2018-19 financial year. • Ensure all organisations in receipt of council funds make a commitment to sustainable practices and be encouraged to phase out all single use plastics. • Urge all businesses with which we work, through procurement avenues and other networks, to promote the phasing out of similar products in their business environments. • Provide re-useable cups and utensils where required and make provisions for cleaning of said items. 	<p>8.30 pm</p>	<p>30 mins</p>
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	<ul style="list-style-type: none"> Support the introduction of public drinking water fountains and re-fill stations. Investigate a deposit return scheme for Cardiff. <p>1. Geyer R, Jambeck JR, Law KL. Production, use, and fate of all plastics ever made. <i>Sci Adv.</i> 2017;3(7). 2. "BBC to ban single-use plastics by 2020 after Blue Planet II". http://www.bbc.co.uk/news/uk-43051153 3. "Momentum builds in small businesses to curb plastic use". http://www.bbc.co.uk/news/uk-wales-42832201 4. "Students spearhead anti-plastic movement in Cardiff". http://www.jomec.co.uk/intercardiff/environment/students-spearhead-anti-plastic-movement-in-cardiff</p>		
15	Oral Questions <i>To receive oral questions to the Leader, Cabinet Members; Chairs of Committee and/or nominated Members of the Fire Authority.</i>	9.00 pm	90 mins
16	Urgent Business	10.30 pm	5 mins
Unopposed Council Business			
17	Local Authority School Governor Appointments <i>(Pages 485 - 490)</i> <i>Report of the Director of Governance & Legal Services</i>	10.35 pm	5 mins
18	Committee Membership <i>(Pages 491 - 492)</i> <i>Report of the Director of Governance & Legal Services.</i>		
19	Written Questions <i>In accordance with the Council Procedure Rules, Rule 17(f) Written Questions received for consideration and response will be included as a record in the minutes of the meeting.</i>		

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THE COUNTY COUNCIL OF THE CITY & COUNTY OF CARDIFF

The County Council of the City & County of Cardiff met at County Hall, Cardiff on 22 February 2018 to transact the business set out in the Council summons dated Friday, 16 February 2018.

Present: Councillor Derbyshire (Lord Mayor)

Councillors Asghar Ali, Dilwar Ali, Bale, Berman, Bowden, Bowen-Thomson, Boyle, Bradbury, Bridgeman, Burke-Davies, Carter, Congreve, Cowan, Cunnah, De'Ath, Driscoll, Ebrahim, Elsmore, Ford, Goddard, Goodway, Gordon, Henshaw, Gavin Hill-John, Philippa Hill-John, Hinchey, Howells, Hudson, Jacobsen, Jenkins, Jones-Pritchard, Keith Jones, Owen Jones, Joyce, Kelloway, Lancaster, Lay, Lent, Lister, Mackie, McEvoy, McGarry, McKerlich, Merry, Michael, Molik, Murphy, Naughton, Owen, Parkhill, Jackie Parry, Keith Parry, Patel, Phillips, Dianne Rees, Robson, Sandrey, Sattar, Simmons, Singh, Stubbs, Taylor, Graham Thomas, Huw Thomas, Lynda Thorne, Weaver, Wild, Williams, Wong and Wood

125 : APOLOGIES FOR ABSENCE

Apologies were received from Councillors Ali Ahmed, Davies, Elsmore, Morgan and Walker.

126 : DECLARATIONS OF INTEREST

The following declarations of interest were received in accordance with the Member Code of Conduct in relation to Item 6 – Budget Proposals 2018 – 2019

Councillor	Type of Interest	Interest
Councillor Phil Bale	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Rodney Berman	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Joseph Boyle	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Jayne Cowan	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Daniel De'Ath	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Sean Driscoll	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Lisa Ford	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Russell Goodway	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Gavin Hill-John	Personal Interest	Member of the Cardiff & Vale Pension Scheme

Councillor	Type of Interest	Interest
Councillor Philippa Hill-John	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Nigel Howells	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Lyn Hudson	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Michael Jones-Pritchard	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Neil McEvoy	Personal Interest	Member of the Cardiff & Vale Pension Scheme Pension account not active.
Councillor Roderick McKerlich	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Sarah Merry	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Michael Michael	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Oliver Owen	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Thomas Parkhill	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Michael Phillips	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Dianne Rees	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Adrian Robson	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Emma Sandrey	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Kanaya Singh	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Rhys Taylor	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Graham Thomas	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Huw Thomas	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor David Walker	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Caro Wild	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Joel Williams	Personal Interest	Member of the Cardiff & Vale Pension Scheme
Councillor Ashley Lister	Personal Interest	As Member of the Cardiff and Vale Pension Scheme as an employee of the Council Pension account not active.

Councillor	Type of Interest	Interest
Councillor Dan Naughton	Personal Interest	Application to become a Member of the Cardiff & Vale Pension Scheme in process
Councillor Dilwar Ali	Personal Interest	LA School Governor for Gabalfa Primary School
Councillor Dilwar Ali	Personal Interest	LA School Governor for Hawthorn Primary School
Councillor Rodney Berman	Personal Interest	LA School Governor for Marlborough Primary School
Councillor Joe Boyle	Personal Interest	LA School Governor for Howardian Primary School
Councillor Joe Boyle	Personal Interest	LA School Governor for Springwood Primary School
Councillor Peter Bradbury	Personal Interest	LA School Governor for Millbank Primary School
Councillor Jennifer Burke-Davies	Personal Interest	LA School Governor for Ysgol Glan Ceubal
Councillor Joseph Carter	Personal Interest	LA School Governor for Llanedeyrn Primary School
Councillor Wendy Congreve	Personal Interest	LA School Governor for Rhydypenau Primary School
Councillor Jayne Cowan	Personal Interest	Greenhill School
Councillor Stephen Cunnah	Personal Interest	LA School Governor for Ysgol Pwll Coch
Councillor Daniel De'Ath	Personal Interest	LA School Governor for Albany Primary School
Councillor Daniel De'Ath	Personal Interest	LA School Governor for Roath Park Primary School
Councillor Robert Derbyshire	Personal Interest	LA School Governor for Rumney Primary School
Councillor Saeed Ebrahim	Personal Interest	LA School Governor for Mount Stuart Primary School
Councillor Susan Elsmore	Personal Interest	LA School Governor for Radnor Primary School
Councillor Susan Elsmore	Personal Interest	LA School Governor for Ysgol Gymraeg Treganna
Councillor Susan Goddard	Personal Interest	LA School Governor for Ely and Caerau Childrens Centre
Councillor Susan Goddard	Personal Interest	LA School Governor for St Francis Primary School
Councillor Russell Goodway	Personal Interest	LA School Governor for Cardiff West Community High School
Councillor Iona Gordon	Personal Interest	LA School Governor for Severn Primary School
Councillor Jane Henshaw	Personal Interest	LA School Governor for Baden Powell Primary School

Councillor	Type of Interest	Interest
Councillor Gavin Hill-John	Personal Interest	LA School Governor for Pentyrch Primary School
Councillor Graham Hinchey	Personal Interest	LA School Governor for Birchgrove Primary School
Councillor Graham Hinchey	Personal Interest	LA School Governor for Ton-Yr-Ywen Primary School
Councillor Nigel Howells	Personal Interest	LA School Governor for Adamsdown Primary School
Councillor Lyn Hudson	Personal Interest	LA School Governor for Ton-Yr-Ywen Primary School
Councillor Michael Jones-Pritchard	Personal Interest	LA School Governor for Coryton Primary School
Councillor Michael Jones-Pritchard	Personal Interest	LA School Governor for Tongwynlais Primary School
Councillor Heather Joyce	Personal Interest	LA School Governor for Glan-Yr-Afon Primary School
Councillor Susan Lent	Personal Interest	LA School Governor for Howardian Primary School
Councillor Susan Lent	Personal Interest	LA School Governor for Roath Park Primary School
Councillor Ashley Lister	Personal Interest	LA School Governor for Grangetown Primary School
Councillor Mary McGarry	Personal Interest	LA School Governor for Albany Primary School
Councillor Mary McGarry	Personal Interest	LA School Governor for St Peter's Primary School
Councillor Roderick McKerlich	Personal Interest	LA School Governor for Radyr Comprehensive School
Councillor Roderick McKerlich	Personal Interest	LA School Governor for Radyr Primary School
Councillor Bablin Molik	Personal Interest	LA School Governor for Willows High School
Councillor James Murphy	Personal Interest	LA School Governor for Hywel Dda Primary School
Councillor James Murphy	Personal Interest	LA School Governor for Windsor Clive Primary School
Councillor Daniel Naughton	Personal Interest	LA School Governor for St David's CW School
Councillor Oliver Owen	Personal Interest	LA School Governor for Ton-Yr-Ywen Primary School
Councillor Jacqueline Parry	Personal Interest	LA School Governor for St Cadoc's Catholic Primary School
Councillor Ramesh Patel	Personal Interest	LA School Governor for Fitzalan High School
Councillor Ramesh Patel	Personal Interest	LA School Governor for Lansdowne Primary School

Councillor	Type of Interest	Interest
Councillor Michael Phillips	Personal Interest	LA School Governor for Whitchurch Primary School
Councillor Dianne Rees	Personal Interest	LA School Governor for Pontprennau Primary School
Councillor Dianne Rees	Personal Interest	LA School Governor for St Mello CiW Primary School
Councillor Emma Sandrey	Personal Interest	LA School Governor for Springwood Primary School
Councillor Elaine Simmons	Personal Interest	LA School Governor for Michaelston/Glyn Derw High School
Councillor Elaine Simmons	Personal Interest	LA School Governor for Trelai Primary School
Councillor Kanaya Singh	Personal Interest	LA School Governor for Kitchener Primary School
Councillor Edward Stubbs	Personal Interest	LA School Governor for Moorland Primary School
Councillor Edward Stubbs	Personal Interest	LA School Governor for Willows High School
Councillor Rhys Taylor	Personal Interest	LA School Governor for Ysgol Gynradd Mynydd Bychan
Councillor Rhys Taylor	Personal Interest	LA School Governor for Ysgol Gyfun Gymraeg Glantaf
Councillor Huw Thomas	Personal Interest	LA School Governor for Ysgol Glan Morfa
Councillor Huw Thomas	Personal Interest	LA School Governor for Willows High School
Councillor Lynda Thorne	Personal Interest	LA School Governor for Grangetown Nursery School
Councillor Lynda Thorne	Personal Interest	LA School Governor for Ninian Park Primary School
Councillor David Walker	Personal Interest	LA School Governor for Llysfaen Primary School
Councillor Christopher Weaver	Personal Interest	LA School Governor for Gladstone Primary School
Councillor Christopher Weaver	Personal Interest	LA School Governor for Cathays High School
Councillor Caro Wild	Personal Interest	LA School Governor for Kitchener Primary School
Councillor Joel Williams	Personal Interest	LA School Governor for The Hollies Special School
Councillor Joel Williams	Personal Interest	LA School Governor for Oakfield Primary School
Councillor Peter Wong	Personal Interest	LA School Governor for Cathays High School
Councillor Cowan (Chair)	Personal Interest	Council's representative on Glamorgan Archives Joint Committee

Councillor	Type of Interest	Interest
Councillor Cunnah	Personal Interest	Council's representative on Glamorgan Archives Joint Committee
Councillor Henshaw	Personal Interest	Council's representative on Glamorgan Archives Joint Committee
Councillor Keith Jones	Personal Interest	Council's representative on Glamorgan Archives Joint Committee
Councillor Robson	Personal Interest	Council's representative on Glamorgan Archives Joint Committee
Councillor Michael	Personal Interest	Council's representative on Cardiff Bay Advisory Committee
Councillor Wild	Personal Interest	Council's representative on Cardiff Bay Advisory Committee
Councillor Huw Thomas	Personal Interest	Council's representative on Cardiff Capital Region Cabinet
Councillor Sarah Merry	Personal Interest	Council's representative on Central South Consortium Joint Education Service Joint Committee
Councillor Huw Thomas	Personal Interest	Council's representative on Public Services Board
Councillor Michael	Personal Interest	Council's representative on Prosiect Gwyrdd
Councillor Weaver	Personal Interest	Council's representative on Prosiect Gwyrdd
Councillor Michael	Personal Interest	Council's representative on Shared Regulatory Services
Councillor Parry	Personal Interest	Council's representative on Shared Regulatory Services
Councillor Hinchey	Personal Interest	Council's representative on Vale, Valleys and Cardiff Regional Adoption Collaborative Joint Committee
Councillor Gavin–Hill John	Personal Interest	Council's representative on Cardiff Bus
Councillor Christopher Lay	Personal Interest	Council's representative on Cardiff Bus
Councillor Ramesh Patel	Personal Interest	Council's representative on Cardiff Bus
Councillor Adrian Robson	Personal Interest	Council's representative on Cardiff Bus
Councillor Emma Sandrey	Personal Interest	Council's representative on Cardiff Bus

Councillor	Type of Interest	Interest
Councillor Elaine Simmons	Personal Interest	Council's representative on Cardiff Bus
Councillor Ed Stubbs (Chair)	Personal Interest	Council's representative on Cardiff Bus
Councillor Sarah Merry	Personal Interest	Council's representative on Cardiff & Vale College & WJEC Board
Councillor Sarah Merry	Personal Interest	Council's representative on LGA – General Assembly
Councillor Joe Boyle	Personal Interest	Council's representative on LGA – General Assembly
Councillor Adrian Robson	Personal Interest	Council's representative on LGA – General Assembly
Councillor Huw Thomas	Personal Interest	Council's representative on LGA – General Assembly
Councillor Dilwar Ali	Personal Interest	Council's representative on South Wales Fire & Rescue Service
Councillor Heather Joyce	Personal Interest	Council's representative on South Wales Fire & Rescue Service
Councillor Dan Naughton	Personal Interest	Council's representative on South Wales Fire & Rescue Service
Councillor Michael Phillips	Personal Interest	Council's representative on South Wales Fire & Rescue Service
Councillor Peter Wong	Personal Interest	Council's representative on South Wales Fire & Rescue Service
Councillor Bernie Bowen-Thomson	Personal Interest	Council's representative on Police and Crime Panel
	Personal Interest	Council's representative on Police and Crime Panel
Councillor Peter Bradbury	Personal Interest	Council's representative on WLGA Council
Councillor Susan Elsmore	Personal Interest	Council's representative on WLGA Council
Councillor Russell Goodway	Personal Interest	Council's representative on WLGA Council
Councillor Sarah Merry	Personal Interest	Council's representative on WLGA Council
Councillor Michael Michael	Personal Interest	Council's representative on WLGA Council
Councillor Huw Thomas	Personal Interest	Council's representative on WLGA Council
Councillor Lynda Thorne	Personal Interest	Council's representative on WLGA Council

Councillor	Type of Interest	Interest
Councillor Chris Weaver	Personal Interest	Council's representative on WLGA Council
Councillor Peter Bradbury	Personal Interest	Member of Caerau Sports Trust and Member of Action in Caerau (ACE)
Councillor Iona Gordon	Personal Interest	Trustee of Grassroots, City Centre Youth Centre
Councillor Hudson	Personal Interest	Relative in receipt of Social Care Services
Councillor Heather Joyce	Personal Interest	Council tenant
Councillor Dianne Rees	Personal Interest	Community Councillor at Old St Mellons Community Council
Councillor Elaine Simmons	Personal Interest	Member of Caerau Sports Trust and Member of Action in Caerau (ACE)
Councillor Ed Stubbs	Personal Interest	Council representative on the MIND Board
Councillor Joel Williams	Personal Interest	Director and Trustee of Diverse Cymru. Member of the Management Board of Cartref Care Homes Community Councillor at Old St Mellons Community Council

127 : MINUTES

The minutes of the meeting 25 January 2018 were approved as a correct record subject to the inclusion in the minutes of the following interest declared at the meeting. : -

Councillor	Item	Interest
Councillor Rod McKerlich	Item1. Motion 1	Personal interest as a Community Councillor.

128 : PETITIONS

The following Petitions were received: -

1. Councillor Patel - 500+ signatures objecting to the proposed development of Place of Worship being a Mosque and Minaret and Call of Prayer on Sanatorium Road Canton.
2. Councillor P Hill-John – 100 + signatures objecting to the demolition and changes to the front wall, gateway and garden of Myrtle Villa a listed landmark in the Llandaff Conservation Area.

3. Councillor Hinchey – 69 residents calling on the Council to introduce 20mph and residents only parking on Pantbach Road, Heath.

129 : LORD MAYOR'S ANNOUNCEMENTS

The Lord Mayor had circulated his [briefing](#) with details of the Civic Events, news of fundraising for his charity and recognition and awards since the last meeting.

The Lord Mayor advised that sadly former South Glamorgan County Councillor Augustine A'Herne (Gus) passed away on the 28th January 2018. Councillor A'Herne (Gus) was a County Councillor for the Llandaff North Ward from 1981 to 1996 and Chair of South Glamorgan County Council in 1994 – 95. A letter of condolences had been sent to his daughter and family.

In addition sincere sympathy was sent to Councillor Stephen Cunnah whose Grandfather had passed away.

Members were reminded that the annual St David's Day Civic Service was on Thursday 1st March at 10.45am at The City Parish Church of St. John the Baptist, St. John Street, Cardiff.

In conclusion, the Lord Mayor on behalf of Councillors wished Councillor Ashley Lister good luck for his Sky Dive in aid of Diabetes UK Cymru and in memory of his grandfather Chris on Sunday 25 February 2018.

130 : BUDGET PROPOSALS 2018 - 2019

(Members declarations of interest under Article 10 of the Members' Code of Conduct as set out in Minute Number 126 were noted)

The Council was requested to consider and approve the Cabinet Budget Proposals for 2018 - 2019.

The Lord Mayor reminded Members of the agreed conduct of debate which was in accordance with the Budget Procedure Rules. Three alternative budget proposals had been received in accordance with the Council Procedure Rules and included necessary Statutory Officer advice and had been circulated as part of the Amendment Sheet.

The Lord Mayor invited the Cabinet Member, Finance, Modernisation and Performance, Councillor Weaver to propose the Cabinet Budget. This was seconded by Councillor Huw Thomas.

The Cabinet Member presented the administration budget which was a balanced and ambitious budget seeking to protect services over the difficult years ahead. The budget would invest in core priorities for the city and the administration investing in schools; roads & cycle routes; council housing; jobs and growth; protection of the most vulnerable children and adults of the city and taking action to tackle homelessness.

The Cabinet Member highlighted the savings made over the last 10 years of £200m the budget gap for this year of £25m and the projected further £91m to be found over the next 3 years.

Cardiff was a fast grow city which was good news but this brought significant pressures on all public services. The Cabinet Member indicated that Council Tax accounted for about a quarter of the Council's budget and that the proposed rise of 5% equated to an additional £1.05 a week on a Band D property, and this rise was below the Welsh Average.

The Cabinet Member detailed how the £25m savings would be achieved through internal changes that will not affect front-line services; best value from contracts; back office savings; digitalisation and through development of entrepreneurial initiatives.

The Cabinet Member identified the investments being made in new school buildings; tackling the maintenance of school buildings; additional support workers for vulnerable children; additional funding £7m for education; additional £8million for Social care; £168m for building new houses; £29m for highways and additional funding for cycling; parking and school transport; green energy and sustainable communities and protecting libraries and maintaining the living wage.

The Cabinet Member welcomed that the amendments broadly supported the principles of the proposed budget however the use of contingency and resilience would put the Council's resources at risk and weaken its resilience for years to come. The Cabinet Member thanked Cabinet colleagues; Group Leaders and spokespersons; Scrutiny Chairs and Members and the Section 151 Officer, Senior Management and all those involved in bringing together the budget proposals, and commended the Cabinet proposal to Council.

The Leader focussed on the key principles of the Cardiff Ambition of equity and social justice, bridging the gap between those in poverty and those that prosper from education, employment and economy growth. Investing in education; schools and young people was a priority as well as providing access to good jobs, sustainable and accessible public transport and a living wage
The Leader commended the budget as ambitious and optimistic, investing in public services within difficult financial pressures. .

The Lord Mayor invited the proposer and seconder of each of the amendments to formally move their proposal and speak.

Councillor Gavin Hill-John proposed the Conservative alternative budget proposal and spoke on the amendment. This was seconded by Councillor Robson who spoke.

Councillor Berman proposed the Liberal Democrat alternative budget proposal and spoke on the amendment. This was seconded by Councillor Boyle who spoke.

Councillor McEvoy proposed the Plaid Cymru alternative budget proposal and spoke on the amendment. This was seconded by Councillor Keith Parry who spoke.

The Lord Mayor invited debate of the Cabinet proposals and the three alternative proposals.

As part of the debate the Members commented and discussed the Budget proposals and amendments and raised a number of matters including the consultation undertaken, depth of responses and the need to reach communities that are most vulnerable and whose voice is not being heard. The importance of supporting and protecting vulnerable children and adults; access to education; employment and training; provision of Council housing; support for rough sleepers and providing safe and accessible accommodation. Members discussed investment in infrastructure – potholes and traffic schemes; the promotion of active travel - walking and cycling; safe routes to schools and school transport; and the development of the Metro. Members commended the work of Park rangers and the importance of these roles within communities.

Members discussed demands in social care; support provided by independent living services and the importance of tackling loneliness. Members welcomed the commitment to maintaining libraries and the provision of community hubs, and the investment in the meals on wheels service.

Matters around the amount of Business rates collected from Cardiff and the distribution of the Revenue Support to local authorities particularly the levels received by Cardiff as the economic hub and the Capital City of Wales.

Significant concerns were raised around the ongoing cost of sickness absence and the actions needed to tackle bring levels down. It was also recognised that there was a cost to democracy and public engagement as a corporate cost.

The Lord Mayor thanked Members for their contribution to the debate and invited the Cabinet Member Finance, Modernisation and Performance, Councillor Weaver to respond to matters raised during the debate.

At the end of the debate the votes were taken on each of the amendments as follows:

The vote on the amendment proposed by Councillor Gavin Hill- John was LOST.

The vote on the amendment proposed by Councillor Berman was LOST.

The vote on the amendment by Councillor McEvoy was LOST.

The vote on the recommendations was CARRIED.

RESOLVED – That the Council

- 1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all proposals and increasing the Council Tax by 5.0% as set out in this report and that the Council resolve the following terms.
- 2.1 Note that at its meeting on 14 December 2017 the Council calculated the following amounts for the year 2018/19 in accordance with the

regulations made under Section 33(5) of the Local Government Finance Act 1992:-

- a) 143,453 being the amount calculated in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended, as its Council Tax base for the year.
- b)
- | | |
|-----------------|-------|
| Lisvane | 2,350 |
| Pentyrch | 3,263 |
| Radyr | 3,709 |
| St. Fagans | 1,311 |
| Old St. Mellons | 1,543 |
| Tongwynlais | 823 |

being the amounts calculated in accordance with Regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items relate.

2.2 Agree that the following amounts be now calculated by the County Council of the City and County of Cardiff for the year 2018/19 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- a) Aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) (including Community Council precepts totalling £366,815). £1,007,699,815
- b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c). £401,119,579
- c) Amount by which the aggregate at 2.1(a) above exceeds the aggregate at 2.1(b) above calculated in accordance with Section 32(4) as the budget requirement for the year. £606,580,236
- d) Aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of Revenue Support Grant, its council tax reduction scheme, redistributed Non- Domestic Rates. £440,946,781
- e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £350,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year. £1,157.06
- f) Aggregate amount of all special items referred to in Section 34(1). £366,815
- g) Amount at 2.1(e) above less the result given by dividing the amount

at 2.1(f) above by the amount at 2.0(a) above, in accordance with Section 34(2) of the Act, as the basic amount of Council Tax for the year for dwellings in those parts of the area to which no special items relate.

£1,154.50

- h) The amounts given by adding to the amount at 2.1(g) above the amounts of special items relating to dwellings in those parts of the Council's area mentioned below, divided in each case by the amount at 2.0(b) above, calculated in accordance with Section 34(3) as the basic amounts of Council Tax for the year for dwellings in those parts of the area to which special items relate.

	£
Lisvane	1,168.97
Pentyrch	1,198.32
Radyr	1,187.37
St. Fagans	1,168.23
Old St. Mellons	1,173.88
Tongwynlais	1,178.80

- i) The amounts given by multiplying the amounts at 2.1(g) and 2.1(h) above by the number which in the proportion set out in the Council Tax (Valuation Bands) (Wales) Order 2003 is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D calculated in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

Area	A £	B £	C £	D £	E £	F £	G £	H £	I £
Lisvane	779.31	909.19	1,039.08	1,168.97	1,428.73	1,688.51	1,948.27	2,337.93	2,727.58
Pentyrch	798.88	932.03	1,065.18	1,198.32	1,464.61	1,730.91	1,997.20	2,396.64	2,796.08
Radyr	791.57	923.51	1,055.44	1,187.37	1,451.22	1,715.09	1,978.94	2,374.73	2,770.52
St. Fagans	778.81	908.62	1,038.42	1,168.23	1,427.83	1,687.44	1,947.04	2,336.45	2,725.86
Old St. Mellons	782.58	913.01	1,043.44	1,173.88	1,434.73	1,695.60	1,956.46	2,347.75	2,739.03
Tongwynlais	785.86	916.84	1,047.82	1,178.80	1,440.75	1,702.71	1,964.66	2,357.59	2,750.52
All other parts of the Council's Area	769.66	897.94	1,026.22	1,154.50	1,411.05	1,667.61	1,924.16	2,308.99	2,693.82

- 2.3 Note that for the year 2018/19, the Police and Crime Commissioner for South Wales has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government

Finance Act 1992 for each of the categories of dwelling shown below:-
VALUATION BANDS

A	B	C	D	E	F	G	H	I
£	£	£	£	£	£	£	£	£
155.68	181.63	207.57	233.52	285.41	337.31	389.20	467.04	544.88

- 2.4 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby sets the following amounts as the amounts of Council Tax for the year 2018/19 for each of the categories of dwellings shown below:-

Part of Council's Area
VALUATION BANDS

A	B	C	D	E	F	G	H	I	
£	£	£	£	£	£	£	£	£	
Area									
Lisvane	934.99	1,090.82	1,246.65	1,402.49	1,714.14	2,025.82	2,337.47	2,804.97	3,272.46
Pentyrch	954.56	1,113.66	1,272.75	1,431.84	1,750.02	2,068.22	2,386.40	2,863.68	3,340.96
Radyr	947.25	1,105.14	1,263.01	1,420.89	1,736.63	2,052.40	2,368.14	2,841.77	3,315.40
St. Fagans	934.49	1,090.25	1,245.99	1,401.75	1,713.24	2,024.75	2,336.24	2,803.49	3,270.74
Old St. Mellons	938.26	1,094.64	1,251.01	1,407.40	1,720.14	2,032.91	2,345.66	2,814.79	3,283.91
Tongwynlais	941.54	1,098.47	1,255.39	1,412.32	1,726.16	2,040.02	2,353.86	2,824.63	3,295.40
All other parts of the Council's Area	925.34	1,079.57	1,233.79	1,388.02	1,696.46	2,004.92	2,313.36	2,776.03	3,238.70

- 2.5 Authorise the Corporate Director Resources to make payments under Section 38 of the Local Government (Wales) Act 1994 from the Council Fund by equal instalments on the last working day of each month from April 2018 to March 2019 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £33,499,401.

- 2.6 Agree that the Common Seal be affixed to the said Council Tax.

- 2.7 Agree that the Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2018 to 31 March 2019 namely

	£
County Council of the City and County of Cardiff	113,773
Vale of Glamorgan County Borough Council	12,827

- 2.8 Agree that notices of the making of the said Council Taxes signed by the Chief Executive be given by advertisement in the local press under Section

38(2) of the Local Government Finance Act 1992.

- 3.0 Approve the Prudential Indicators for 2018/19, 2019/20 & 2020/21 delegating to the Section 151 Officer the authority to effect movement between the limits for borrowing and long term liabilities within the limit for any year.
- 4.0 Approve the Treasury Management Strategy for 2018/19 in accordance with the Local Government Act 2013 and the Local Authority (Capital Finance & Accountancy) (Wales) Regulations 2003 and subsequent amendments.
- 5.0 Approve the Minimum Revenue Provision Policy for 2018/19.
- 6.0 Authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long term borrowing within the limits outlined in the strategy above and to bring forward or delay schemes within the Capital Programme.
- 7.0 Maintain the current Council Tax Reduction Scheme as set out in the report.
- 8.0 Delegate authority to the Director of Education & Lifelong Learning, in consultation with the Cabinet Members for Education, Employment & Skills and Finance, Modernisation & Performance, the Corporate Director Resources and Director of Governance & Legal Services, to determine all aspects of the procurement process, including, for the avoidance of doubt, development of all procurement documentation and selection and award criteria, commencement of procurement through to award of contracts, for specific 21st Century Schools Band B proposals in line with the thresholds set out in this report.

131 : URGENT BUSINESS

There were no notified urgent matters.

(Meeting closed at 19.15pm)

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL:

22 MARCH 2018

REPORT OF THE DIRECTOR OF GOVERNANCE & LEGAL SERVICES

LORD MAYOR AND DEPUTY LORD MAYOR ELECT

Reason for this Report

1. To receive nominations for the positions of Lord Mayor and Deputy Lord Mayor for the 2018/19 Civic Year.

Background

2. The election of the Chair and Vice Chair of Council are determined by a vote of the Council at its Annual Meeting in May and nominations for these positions are sought from Party Groups to enable a recommendation to be made at the March Council meeting.
3. The Members appointed as Chair and Vice Chair are entitled to use the titles The Right Honourable the Lord Mayor and Deputy Lord Mayor respectively.

Issues

4. The purpose of this report is to seek the nomination of Members for election as Lord Mayor and Deputy Lord Mayor for 2018/19 Civic Year.
5. It will be necessary for Council to formally elect the Lord Mayor and Deputy Lord Mayor at the Annual Meeting of Council on 24 May 2018.
6. Party/Group nominations for these positions have been requested.

Legal Implications

7. The Local Government Act 1972 requires that the Chairman of the Council be elected annually and that the Vice Chairman be appointed annually. In neither case may that person be a member of the Executive. The Council has the

benefit of a Royal Charter permitting the Chairman and Vice Chairman to be known by the style and title of The Right Honourable the Lord Mayor and Deputy Lord Mayor respectively.

Financial Implications

8. Payments to civic heads are within the remit of the Independent Remuneration Panel. For 2018/19, the Panel has set three levels of civic salary for each of these roles which can be paid by any authority according to local factors. These range between £19,300 to £24,300 (inclusive of the basic allowance) and £14,300 to £18,300 (inclusive of basic allowance) for the Deputy Lord Mayor. These amounts can be met from within existing budgets.

RECOMMENDATION

It is recommended that the Council receive and consider nominations for the positions of The Right Honourable the Lord Mayor and Deputy Lord Mayor elect for the 2018/19 Civic year.

DAVINA FIORE
Director of Governance and Legal Services
15 March 2018

**CYNGOR CAERDYDD
CARDIFF COUNCIL****COUNCIL:****22 MARCH 2018**

CABINET PROPOSAL

**CARDIFF CAPITAL REGION CITY DEAL JOINT WORKING AGREEMENT
BUSINESS PLAN****Reason for this Report**

1. On 26 January 2017 the Council approved a Joint Working Agreement (JWA), including the establishment of a Cardiff Capital Region (CCR) Joint Committee, to administer the City Deal, which had been agreed with the UK and Welsh governments.
2. The role and responsibilities of the Joint Committee, which comprises leaders of the ten constituent local authorities of the Cardiff Capital Region, relate specifically and exclusively to the City Deal - enabling the joint development and implementation of a programme for investment, linked to the City Deal's Wider Investment Fund. But the Committee's powers were also confined to the first £50 million of funding from HM Treasury (HMT) until a 'reserved matter' - approval of the JWA Business Plan - was discharged by individual councils.
3. This report seeks approval for the Business Plan - enabling the Cardiff Capital Region to unlock the remaining £445 million of the Wider Investment Fund. It includes *inter alia* an in principle commitment to allocate £40 million to the modernisation and redevelopment of Cardiff Central Station, subject, amongst other things, to approval of a detailed business plan, which will result in a strategically critical £160 million project delivered in partnership with the Welsh and UK governments, the private sector and Network Rail.

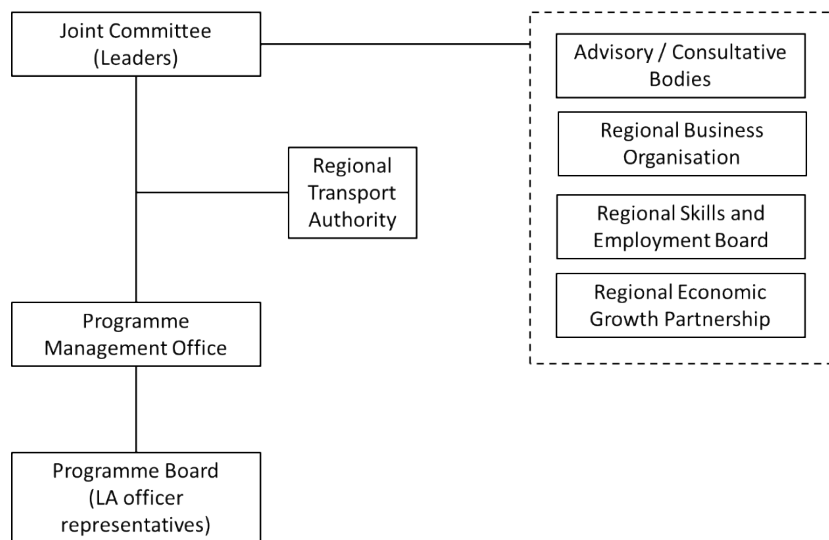
Background

4. As the Council report of 24 March 2016 noted, the City Deal was signed on 15 March 2016 by the ten local authority leaders of the Cardiff Capital Region, the First Minister of Wales, the Welsh Government Minister for Finance, the Secretary of State for Wales and the Chief Secretary to HM Treasury. The resulting 'Heads of Terms' agreement outlined the parameters for the detailed development of the City Deal and set out how the ten local authorities would work in partnership with the Welsh Government and UK Government to support economic growth.

5. As its core proposition the City Deal provides funding to support investment in projects to stimulate economic growth: £734 million is allocated to Metro; £495 million makes up the Wider Investment Fund to support additional economic development activities. The latter provides the focus for the Joint Committee and consists of a local government capital contribution of £120 million with the remaining £375 million provided by the UK Government over a 20 year period. Any expenditure incurred in advance of receipt of the flow of UK Government monies also requires borrowing by local authorities.
6. In effect, councils agreed to work within the framework of a total affordability envelope of £210.8 million, with contributions apportioned to individual local authorities on the basis of 2015 population data. For Cardiff this means responsibility for 23.7% - £50 million - of the total local government cost of the City Deal.
7. Progress is subject to five year 'Gateway Reviews' by an independent panel established by the UK Government, which will include an assessment of the economic impact of investment decisions made by the City Deal Joint Committee.
8. Subsequent work focused on developing appropriate governance arrangements to underpin this partnership. This resulted in the Joint Working Agreement which includes provisions for the following:
 - a Joint Committee representing the ten Cardiff Capital Region local authorities;
 - areas of delegation for the Joint Committee that focus on the management of the City Deal fund and project approval;
 - establishment of Cardiff Council as the Accountable Body;
 - financial principles for the Joint Committee;
 - matters reserved to individual Councils; and
 - the means by which decisions relating to the programme of investment (linked to the Assurance Framework) are agreed.
9. The Joint Committee works on a one member, one vote basis and decisions are made by simple majority reflecting the position in other city-region arrangements. Meetings require a quorum of seven.
10. In approving the Joint Working Agreement the Council delegated responsibility for overseeing the implementation of the City Deal to the Joint Committee, with only the 'reserved matters' being brought back to the Council for approval. The key reserved matters are the approval of the Joint Working Agreement Business Plan - the focus of this report - and any expenditure in excess of the Affordability Envelope. The Wider Investment Fund can only be drawn down once the JWA Business Plan is approved by all ten Councils. Furthermore, the individual councils' contributions to the Wider Investment Fund can only be released once the Business Plan is approved.

11. Finally, in relation to the Joint Working Agreement, councils are committed to participation in the Joint Committee for a minimum of five years or, if later, the completion of the first Gateway Review. This "lock-in" provision also features in other collaborations involving the Council, including the Shared Regulatory Service.
12. As the previous report to the Council made clear - and for the sake of completeness only - if the Council sought to withdraw from the joint working arrangement during the lock-in period it would be in breach of the provisions of the Joint Working Agreement, unless a negotiated arrangement could be reached with the other councils. Entering the agreement created a legitimate expectation that the Council would remain a party to the City Deal arrangements for at least the lock in period.

Assurance Framework, Governance and Resource Structure



13. The Joint Working Agreement also sets out the need for partners to adhere to an agreed Assurance Framework covering the systems, processes and protocols to ensure an evidence-based and independent assessment of the governance, risk management, and control processes of the Wider Investment Fund.
14. The Assurance Framework forms part of the Joint Working Agreement, which sets out the decision making processes of the City Deal. The diagram above outlines the governance and reporting structure of the Assurance Framework with all investment decisions subject to a process of business case development and due diligence.
15. The Joint Working Agreement also stipulated that the Joint Committee would establish sub-committees and groups (advisory/consultative bodies), including the Regional Transport Authority and the Cardiff Capital Region Skills and Employment Board.
16. Further details on the Joint Working Agreement and Assurance Framework are outlined in the Council's report of 26 January 2017.

City Deal Update

17. Since the establishment of the Joint Committee there has been significant progress in the development of the Cardiff Capital Region City Deal. This has included the establishment of a number of sub-committees and advisory groups, approval of an investment proposal relating to the compound semi-conductor sector, as well as in principle support for a number of additional schemes, including Cardiff's Metro Central initiative.

Compound Semiconductor Cluster

18. On 2 May 2017 the Cardiff Capital Region Joint Committee approved by a majority decision a £38.5 million investment to support the purchase and initial fit out of industrial space in Newport to deliver the development of a Compound Semiconductor Cluster for the city-region. The investment has been approved in the form of a loan - as the loan is repaid, it will be recycled back into the investment fund.
19. Work has since begun on the cluster development, which has included the purchase of a building and the agreement of a lease with a tenant. A lease for the building has been signed by a Cardiff-based company, IQE, which is a global player in the compound semi-conductor market. It is expected that in taking up space in the building, IQE will create over 500 new highly skilled jobs, as well as safeguarding over 500 jobs within the sector.
20. The project is also aimed at supporting a wider cluster within the sector for south-east Wales, aiming to address the productivity gap that exists between Wales and the rest of the UK.

Regional Economic Growth Partnership

21. The Cardiff Capital Region Joint Committee meeting of 20 November 2017 approved the establishment of the Regional Economic Growth Partnership and the appointment process for its board. Mr. Frank Holmes was appointed Chair of the Regional Economic Growth Partnership, supported by a board that represents public, educational, voluntary, and private sector organisations.
22. The Regional Economic Growth Partnership is responsible for:
 - reviewing and commenting on the Regional Economic Strategy;
 - providing review and challenge to City Deal investment decisions;
 - providing an advocacy role for the city-region;
 - promoting the uptake of external funding sources;
 - providing advice on proposed interventions; and
 - acting as a named consultee for the Joint Committee.

Regional Business Council

23. A Regional Business Council has also been established to ensure that the city-region has a representative body for businesses in place. The members of the Regional Business Council Board encompass a broad range of business backgrounds and sectors, including representatives from the FSB, IoD, CBI, and South Wales Chamber.

Regional Transport Authority

24. The Joint Committee agreed to establish, as a sub-committee, the Regional Transport Authority (RTA) on 20 November 2017. The report noted that the membership of the RTA would comprise two members of the Joint Committee, who will act as Chair and Vice Chair of the sub-committee, along with Cabinet Members responsible for transport from each local authority of the Cardiff Capital Region.
25. The Regional Transport Authority has been given certain delegated decision-making powers which were expressly granted by the Joint Committee, and fall within the delegated powers of the Joint Committee. Any member of the Authority may request that any matter delegated to the sub-committee is referred to the Joint Committee for decision. Expansion of the role and responsibilities of the Regional Transport Authority to cover non-City Deal matters would require the approval of individual local authorities.
26. The objectives of the RTA, subject to funding, are to facilitate the City Deal by:
 - a) developing and coordinating proposals for an integrated regional transport strategy that supports the strategic economic and spatial aspirations of the City Deal; and
 - b) working in partnership with Welsh Government and Transport for Wales to define and develop the priorities of the South East Wales Metro concept and support its delivery, including the development of a single integrated ticketing platform for public transport across the region.

Metro Central

27. The Metro Central project aims to deliver a new Central Transport Interchange at the heart of Cardiff's city centre Core Employment Zone. The project encompasses a new central bus station, the modernisation of Cardiff Central train station, and delivery of a range of other transport infrastructure such as a new coach station, a cycle hub, and public realm improvements. The aim is to improve the capacity of the Central Interchange to accommodate increased frequency of services delivered through the South East Wales Metro investment and to provide an infrastructure platform for jobs growth in Cardiff's Core Employment Zone.

28. The timing of the Metro Central investment is critical to ensure infrastructure is delivered at the same time as construction works in the surrounding area to minimise disruption, and to align with the investment in the Metro. The regeneration opportunities surrounding the station are primed for delivery but require commitments with regards to transport infrastructure, in order to build the necessary confidence in the private sector to encourage acceleration of investment. It is estimated that Metro Central will help to secure 30,000 additional jobs, £2 billion of investment, and £1 billion of additional GVA.
29. At the Joint Committee meeting of 15 January 2018, it was agreed in principle to allocate £40 million from the Wider Investment Fund towards the Metro Central project to assist with securing match-funding from UK Government, Welsh Government and the private sector, and ultimately to assist with delivery of the project.
30. This allocation is subject to:
 - a) discharge of the JWA Business Plan reserved matter (which this report seeks to address);
 - b) formal approval of the Full Business Case by the Joint Committee in accordance with the Assurance Framework and full consideration by the appropriate advisory bodies and sub-committees;
 - c) completion of necessary GRIP and WeITAG processes; and
 - d) commitment to match-funding from Welsh Government, UK Government and the private sector, as outlined in this report.

Additional Projects

31. The Joint Committee has also agreed in principle to support additional projects covering the establishment of a Regional Housing Investment Fund; the development of a digital strategy to secure a step-change in digital connectivity; and a programme to increase employment and training opportunities across the city-region. This addressed Cardiff Council concerns that the JWA Business Plan needed to include sufficient detail about projects to demonstrate the purpose of City Deal investments across the city-region.

Regional Housing Investment Fund

32. The Regional Housing Investment Fund will seek to support house building, ranging from larger builders and developers on stalled housing sites on former industrial sites, through to small builders, community builders, custom builders, and regeneration specialists, on smaller sites across the region. It will also seek to stimulate the SME building sector across the city-region.
33. It is intended that the Fund will also support the sector through the provision of development finance, including loan funding to support the costs of building homes for sale or rent; and infrastructure finance to support site preparation and the infrastructure needed to enable housing to progress and to prepare land for development. It is also proposed to provide a Custom

Build Scheme releasing smaller plots of public sector land with a full package of support for SMEs to deliver new homes in local communities.

34. The finalisation of work on the development of the Regional Housing Investment Fund proposition will require extensive specialist work to be undertaken. As a result, £100,000 has been allocated to develop a detailed business plan in accordance with Assurance Framework requirements.
35. It needs to be noted that the JWA Business Plan makes clear that the focus of the Housing Investment Fund will be on former industrial areas within the Valleys. This does not preclude Cardiff projects but it is anticipated that funding will tend to be concentrated in areas of housing market failure.

Digital Strategy

36. Work on the development of a digital strategy encompasses a number of interconnected proposals to enhance the digital capability and potential of the Cardiff Capital Region. The proposals include enhancements of the city-region's digital infrastructure, to ensure fast and efficient movement of data through a new "dark fibre" network.
37. Related project proposals seek to strengthen transatlantic digital connectivity; capitalize on the existing Cardiff Internet Exchange, based in BT Stadium House, which was delivered by Cardiff Council in partnership with BT and LINX; and securing better fibre connectivity at a community level with steps to address remaining "not spots" in partnership with the Welsh Government. Emerging technologies feature through work to explore the potential of 5G, and the development of a network of sensors across the city-region to support the Internet of Things. An open data proposal is also being developed with a view to improving public services, as well as assisting regional business development.
38. The Joint Committee has agreed to allocate £100,000 in 2018/19 for the scoping of a digital strategy, as well as an allocation of £30,000 to provide a resource to support the project work of the Open Data Working Group.

Skills for the Future

39. The Skills for the Future project aims to provide region-wide school engagement with pupils and parents to offer careers advice and guidance, support for businesses to address barriers to participation, a skills investment fund, and a commitment to support delivery of over 10,000 additional apprenticeships, graduate internships and upskilling employees in the private sector.
40. The Skills for the Future project will use its initial development funding to work up proposals relating to:

A regional skills brokerage service - a local authority-led and impartial service that works with businesses, projects and investments, in conjunction with economic development and business support services, to secure

appropriate and relevant skills support through education, training and other providers.

School engagement - activities to encourage career choices that align with future demand whilst promoting parity of esteem between different pathways to help young people attain quality and sustained employment.

Access to apprenticeships including shared apprenticeships – employer engagement to increase the number and range of apprenticeships available in the region and schools engagement to increase the number of young people choosing apprenticeship pathways. Delivered in conjunction with work-based learning providers and extending access through shared apprenticeship programmes.

A graduate internship programme – employer engagement to increase the number of graduate opportunities available including placements and internships, delivered in conjunction with our Universities.

Regional SME support – to encourage apprenticeship and graduate take-up by SMEs there will be a financial incentive and provision of a human resource support service. In the immediate term the service will support SMEs to maximise the use of the current Welsh Government apprenticeships subsidy of up to £3,500. Through City Deal, it is intended that a skills investment fund will be created for SMEs to support business development, with a proposed £1,000 subsidy for new graduate employment.

A New Skills Investment Fund – a co-investment fund for SMEs that supports the upskilling of existing employees to meet technical, specialist and higher level skills needs, that can be accessed in the absence of other sources of funding.

41. No specific budget was allocated for the Skills for the Future project, but a further more detailed report is expected to be considered by the Joint Committee in April. Much of this agenda aligns well with the Council's Capital Ambition, in particular the Cardiff Commitment, and the project will potentially provide some additional support to deliver the Cardiff Commitment on a larger scale and in partnership with neighbouring local authorities.

Regional Working

42. The City Deal is primarily an investment-driven programme but it also reinforces a trend towards greater collaboration at the city-region level.
43. Projects such as Skills for the Future will serve to foster further collaboration to ensure that labour market issues are tackled in a way that reflects the cross-boundary realities of the city-region economy. The Regional Transport Authority seeks to create better links between local transport authorities, and initial steps, considering taking forward a Strategic Development Plan for the region, illustrate a generalised move towards stronger regional planning arrangements.

44. Such an approach has been a longstanding aim of this Council and is welcomed by the administration. For example, a city-regional approach to economic development functions such as place promotion and business support is expected to create not just operational efficiencies, but also efficiencies in terms of co-ordination of activities at a wider level.
45. This approach also aligns with the Welsh Government's commitment to join up services at the regional level. The new Economic Action Plan - Prosperity *for All* - states that regional working will be a key principle in the future. The Welsh Government aims to "*deliver a stronger regional voice through a regionally-focussed model of economic development, building upon and enhancing existing cross-government work with the regions*".
46. However, while the Cardiff Capital Region Joint Committee may represent a focal-point for further collaboration across a range of policy areas, the Joint Working Agreement does not provide it with any further powers other than to deal with issues and funding relating to the City Deal. Any further delegation of powers would need to be subject to further approval from all participating local authorities and subject to the appropriate governance proposals.
47. In this context, the Council is keen to explore opportunities for greater collaboration in the delivery of strategic economic development, skills & training, regeneration, transport, planning, and housing functions on a city-regional basis. The Council would, however, need to assess any proposal in the future for extended delegations to any regional decision-making body, particularly in terms of the extent to which it safeguards Cardiff's success as the Capital City of Wales and addresses important issues of democratic accountability.

The Joint Working Agreement Business Plan

48. As noted above, the Joint Working Agreement requires the constituent councils to take a further decision, as a "Matter Reserved to The Councils", on the approval and adoption of the Joint Working Agreement Business Plan prior to unlocking further funding to the Wider Investment Fund.
49. Subsequently the City Deal Programme Management Office has led the development of a Joint Working Agreement Business Plan. The prior in principle agreement of the above projects has also informed the development of the Joint Working Agreement Business Plan.
50. It is important to note that if the reserved matter relating to the Joint Working Agreement Business Plan is not approved, then the Council would still be locked into the Joint Committee for the lock in period. This would serve to constrain the Committee since it would not have an agreed plan against which to deliver the City Deal investment programme. In practice all parties have been actively involved in the preparation of the Joint Working Agreement Business Plan and on this basis it is hoped that it will be agreed by all councils.

51. Clause 7.1.4 of the Joint Working Agreement states that the JWA Business Plan shall, amongst other matters, address the following:
- a) the updated Affordability Envelope; (see section 9 of the JWA Business Plan)
 - b) the methodology for agreeing the nature, scope and prioritisation of projects to be developed for the overall benefit of the Cardiff Capital Region (in accordance with the terms of the Implementation Plan); (see section 3 of the JWA Business Plan)
 - c) the methodology and responsibility for any external audits in relation to this Agreement; (see section 9 of the JWA Business Plan)
 - d) the methodology and responsibility of any performance monitoring along with any performance indicators to enable the Joint Committee to measure progress against the JWA Business Plan (see section 3 of the JWA Business Plan); and
 - e) any revenue and capital monitoring reports to be prepared for the Joint Committee and the frequency of such reports. (See section 9 of the JWA Business Plan)
52. Subsequently a Joint Working Agreement Business Plan document, attached as Appendix B, has been produced that covers:
- The Strategic Context which includes:
 - Our Vision; and Strategic Objectives
 - Our Approach
 - Spatial Priorities
 - Our Strategic Themes (Programme Themes) which include:
 - Skills and Employment;
 - Innovation;
 - Connecting the Region; and
 - Regeneration and Infrastructure.
 - Indicative Five Year Spend Profile
 - Additional Opportunities for Regional Funding
53. The Business Plan also identifies and provides some detail on emerging opportunities which will be considered and developed within the life of the plan, including:
- Skills for the Future;
 - Innovation Portfolio;
 - Metro Plus;
 - Digital Portfolio;
 - Housing Investment Fund; and
 - Strategic Sites.
54. In relation to the 'Metro Plus' proposal the JWA Business Plan outlines the commitment, subject to approval of the Full Business Case, completion of necessary GRIP and WeTAG processes and commitment to match-funding from Welsh Government, UK Government, and the private sector, to support the Metro Central project as a key component of the City Deal.

55. In summary, the JWA Business Plan provides a high level overview of the spending priorities of the Cardiff Capital Region City Deal, subject to necessary approvals. It does not, however, commit all of the Wider Investment Fund and allows flexibility for further project decisions. The Plan (which will take the City Deal past its first Gateway Review, due in December 2020) also indicates that other proposals will emerge, within the life of the plan, all of which will be rigidly assessed in accordance with the Assurance Framework.
56. Final decisions on funding approval will lie with the Cardiff Capital Region Joint Committee. In the case of projects such as Metro Central this means that the Joint Committee must be satisfied that the necessary conditions required by the City Deal Assurance Framework have been met.
57. In approving the Joint Working Agreement Business Plan the Council will enable, should the nine other Councils also approve, the Cardiff Capital Region Joint Committee to have complete control of City Deal spending. All decisions relating to the £495m investment fund will be determined by the Cardiff Capital Region Joint Committee, subject to projects passing the necessary Assurance Framework requirements.
58. Table 1 below outlines the required financial commitment to the Cardiff Capital Region City Deal. Over the lifetime of the project Cardiff's contribution will total £50m, 23.7% of the total local authority contribution. The proportions have been allocated based on 2015 National Statistics population estimates, which will be used as the baseline throughout the lifetime of the City Deal and were agreed by councils in January 2017.

Table 1: Affordability Envelope / Partner Contributions

Constituent Local Authority	%	£m
Blaenau Gwent	4.6%	9.7
Bridgend	9.4%	19.9
Caerphilly	12.0%	25.2
Cardiff	23.7%	50.0
Merthyr Tydfil	3.9%	8.3
Monmouthshire	6.1%	12.9
Newport	9.8%	20.7
Rhondda Cynon Taff	15.8%	33.3
Torfaen	6.1%	12.9
Vale of Glamorgan	8.5%	17.9
Total	100%	210.8

Reason for Recommendations

59. To agree the CCR JWA Business Plan in accordance with the requirements of the JWA and to discharge the necessary reserved matter that will release local authority funding to the City Deal Wider Investment Fund.

Financial Implications

60. The attached report seeks approval of the Joint Working Agreement Business Plan (JWA Business Plan), which is attached at Appendix B. Section 9 of the JWA Business Plan provides details of the Cardiff Capital Region City Deal Wider Investment Fund, which amounts to £495 million. This consists of £375 million HM Treasury grant received over a period of 20 years with the balance (£120 million) met by the ten city deal partnering authorities as 'Council Contributions' on an agreed basis.
61. The JWA Business Plan outlines the current position in respect of approvals to-date, in-principle commitments and sums available for future revenue and capital projects as these are brought forward for consideration and approval. For these reasons, the JWA Business Plan is an evolving document, which will be updated at least annually to reflect updates in respect of new approvals and also to report on the actual performance of approved projects i.e. those projects that are in the implementation or operational phases of their respective lifecycles.
62. Therefore, the JWA Business Plan can only provide an indication of the financial implications arising from the Wider Investment Fund at this time. The actual approvals outlined above have been supplemented by an indicative programme of investment along with a range of other financial and technical assumptions, details of which are set out below in order to arrive at the indicative cost figures.
63. In line with the Assurance Framework, all investment proposals will be subject to business case development and approval. The business case will provide detailed information on matters such as expenditure profile (and whether it is revenue and/or capital in nature), and the proposed funding streams. The business case will also need to be clear on the proposed delivery mechanism and how risks will be allocated and managed.
64. The Joint Working Agreement (JWA) defines the Affordability Envelope as:
- “means the overall costs and investment by each Council pursuant to their proportion of the Councils' Contribution under this Agreement over the evaluation period, which shall not exceed in aggregate £210,800,000 (two hundred and ten million eight hundred thousand pounds) and shall include, without limitation, all interest, inflation and UK Government cost to carry and shall be updated and will be reflected within the terms of the JWA Business Plan (as part of its approval by the Councils) to include, amongst other matters, the annual spend profile for each Council”*
65. The approved affordability envelope has been set at £210.8 million and is based on the indicative modelling that was undertaken in January 2017 and informed the reports approved by each constituent council in January/February 2017. This represented a significant reduction of £63.8 million against the sum (£274.6 million) approved by councils in March 2016, when the Heads of Terms were signed.

66. As outlined above, the Joint Working Agreement acknowledges that the affordability implications arising from the ‘whole-life cost’ of the Wider Investment Fund will change over time, as investment decisions are made. Clause 7.1.4.a requires the inclusion of the ‘Updated Affordability Envelope’ when the JWA Business Plan is submitted to the constituent councils for approval. Agreeing any increase to the affordability envelope is a matter reserved to each council.
67. The affordability model has been updated to reflect the changes made since the Joint Working Agreement was approved by councils in January/February 2017. The updated modelling suggests that the ‘whole-life cost’ of the Wider Investment Fund to the constituent councils remains within the approved affordability envelope of £210.8 million.
68. The changes include the assumption that the ‘Reserved Matter’ is discharged by 31 March 2018, thereby allowing a ‘switch’ of funding for the capital element of the Compound Semi-Conductor project. This is designed to preserve HMT Contribution revenue grant to meet the cost of future revenue-based projects that may come forward.
69. The indicative whole-life affordability implications for each partnering authority are shown in Table 1 above. Cardiff’s updated Affordability Envelope remains at £50.0 million, over the term of the City Deal.
70. At its meeting of 22 February, Council approved its 2018/19 Capital Programme and its Medium Term Financial Plan (MTFP) as part of the budget report. The approved budget includes appropriate amounts in respect of City Deal capital contributions and the resulting annual revenue implications, which are shown in Table 2 below.

Table 2: Approved City Deal Capital Contributions and Revenue Implications

Financial Year	Capital Contributions £m	Revenue Implications £'000
2018/19	4.20	221.8
2019/20	1.20	342.3
2020/21	1.20	429.0
2021/22	1.89	606.3
2022/23	1.89	847.8
Total	10.38	2,447.2

Technical Assumptions

71. As outlined earlier, the updated affordability envelope is based on an indicative programme of investment along with a range of other financial and technical assumptions. Key assumptions include:
- **Indicative investment profile spend:** based on actual approvals to-date plus the typical spend profile of City Deals results in the following

cumulative profile - Years 1-7 = £195 million, Years 1-11 = £479 million, and Years 1-20 = £495 million);

- **Repayment Period:** borrowing is assumed to be repaid over 25yrs, but in-line with the requirements for Minimum Revenue Provision (MRP), the actual repayment period will need to reflect the economic life of the individual assets being funded;
 - **Interest Rate:** an average rate of 3% has been assumed. At the time of writing, the current 25yr PWLB rate is 2.62%, which provides headroom of 14.5% at this time, however, this is a reduction against the 22.0% headroom that existed in January 2017;
 - **Funding Drawdown priority:** all revenue expenditure is funded exclusively from HMT revenue grant. Generally capital expenditure will be first met from HMT capital grant 'in-hand', with the balance being funding in accordance with the 'funding ratio', i.e. 75.8% temporary borrowing in lieu of future capital grant (referred to as the 'Cost of Carry') and 24.2% from Council Contributions (in the form of local authority borrowing);
 - **Inflation:** is excluded, i.e. all figures are stated in nominal terms and therefore inflation will need to be met from within the overall £495 million sum.
72. The validity of these assumptions will be reviewed on a regular basis and updated as appropriate. In particular, it has been suggested that Cardiff Capital Region City Deal may wish to revisit the basis (priority) on which funding is drawn down and applied to annual expenditure.
73. The current assumption used for indicative modelling purposes is based on the overall Wider Investment Fund funding allocations, i.e. once available grant has been applied, 75.8% of the annual expenditure is funded through temporary borrowing (Cost of Carry), with the remaining 24.2% draw down against Council Contributions (£120 million local authority borrowing element).
74. However, from a cost management perspective, fully prioritising Council Contributions ahead of temporary borrowing will reduce the overall Cost of Carry over the life of the fund. Finally, whilst it is assumed that all Council Contributions are borrowed, in practice this will be a matter for each individual local authority to decide.
75. The report also highlights the following requirements of:
- Clause 7.1.4.- *“the methodology and responsibility for any external audits in relation to this Agreement”.*
76. This requirement will be addressed through the Annual Audit Plan agreed with the relevant external auditors and presented to Regional Joint Committee for consideration and approval and;

Clause 7.1.4.e – “any revenue and capital monitoring reports to be prepared for the Joint Committee and the frequency of such reports.”

77. Regional Joint Committee will receive regular revenue and capital monitoring reports throughout the year advising on matters such as: Approved Budget, Actual Position To-Date, Commitments and Projected Out-turn. These reports will be supplemented by the appropriate Project Performance Reports, advising on all aspects of the Wider Investment Fund.
78. HMT grant funding will be paid to the Accountable Body on behalf of the ten Cardiff Capital Region City Deal (CCRC) constituent councils. The funding must be used solely to support the objectives of CCRC through the implementation of projects and schemes agreed by the Regional Joint Committee and in accordance with arrangements set out in its Joint Working Agreement, Wider Investment Fund, Assurance Framework, and the JWA Business Plan.

- 1) Assurance Framework

As projects are presented for approval, it is important that the requirements of the Wider Investment Fund Assurance Framework are complied with as this is a key requirement of HM Treasury funding terms and conditions, as set out by Welsh Government.

- 2) Gateway Reviews

An outcome-based Gateway Review of Cardiff Capital Region City Deal led by HM Treasury will be undertaken in 2020/21. Funding for 2021/22 and beyond is conditional on the region successfully passing this Gateway Review, whilst any unspent funding up to this point may be subject to repayment if the Gateway Review is not passed.

It has been confirmed that in any year, where funds have been committed and/or there is a clear intention to spend, carry forward of funding to future years will be permitted. Carry forward in respect of the final year (2020-21) will also be permitted providing that the Gateway Review is passed.

Draft Legal Implications

79. The body of the report sets out the relevant provisions of the Joint Working Agreement ('JWA') in relation to the JWA Business Plan ('Plan'). They form part of the legal implications, to which regard should be had but to avoid duplication are not repeated in this section.
80. Pointing out the obvious, the JWA Business plan is a key document in relation to the delivery of the Cardiff Capital Region City Deal. The content of the Plan serving to create a legitimate expectation that the matters referred to (proposals, projects and themes) will be progressed as set out in the Plan. Accordingly, it is important that Regional Joint Committee and each constituent council is content with the content of the JWA Business plan. As regards the progression of individual themes and projects, and as stated in the body of the report, matters will need to be considered in accordance with the provisions of the Assurance Framework, at which stage

any legal issues raised by a project can be considered and detailed legal advice provided. The Plan refers, in section 10, to a case being made for a range of powers to be devolved to the local authorities of the Cardiff Capital Region. To the extent that any further powers are sought to be delegated to the Regional Joint Committee, then this will be a matter for each of the Councils comprising the CCRCD to determine.

81. In considering this matter regard should be had, amongst other matters, to:
- (a) the Councils' duties under the Well-being of Future Generations (Wales) Act 2015, (The Plan noting at section 3 that, '... we (CCRCD) will follow the five ways of working and sustainability principles detailed in the Well-being of Future Generations (Wales) Act 2015, and reflect and support the well-being goals); and (b) Public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to a) eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by that Act; b) advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and c) foster good relations between people who share a protected characteristic and those who do not. Protected characteristics are: a. Age; b. Gender reassignment; c. Sex; d. Race – including ethnic or national origin, colour or nationality; e. Disability; f. Pregnancy and maternity; g. Marriage and civil partnership; h. Sexual orientation; i. Religion or belief – including lack of belief. In Wales, public sector bodies listed are required to take certain steps in order to demonstrate that they have due regard to the public sector equality duty. These Welsh specific equality duties include assessing the impact of policies and procedures on equality (often called Equality Impact-Assessment).
82. A Well-being and Equality Assessment has been undertaken and is included in Appendix C. Regards should be had to the same in reaching a decision on this matter.

Well-being and Equalities Assessment

83. A Well-being and Equalities Assessment has been undertaken and is attached as Appendix C.
84. The Assessment demonstrates that the detail contained in the draft JWA Business Plan demonstrates compliance with the well-being 5 ways of working, supports the well-being goals and identifies that the City Deal is expected to have a positive impact on all groups and people with protected characteristics.

CABINET PROPOSAL

The Council is recommended to approve the Cardiff Capital Region Joint Working Agreement Business Plan in the form attached as Appendix B to this report.

THE CABINET

15 March 2018

The following appendices are attached:

Appendix A: Cardiff Capital Region Joint Working Agreement

Appendix B: Cardiff Capital Region Joint Working Agreement Business Plan

Appendix C: Cardiff Capital Region Well-being and Equalities Assessment

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APPENDIX A

Date: 19.01.17

DATED

2017

- (1) BLAENAU GWENT COUNTY BOROUGH COUNCIL
- (2) BRIDGEND COUNTY BOROUGH COUNCIL
- (3) CAERPHILLY COUNTY BOROUGH COUNCIL
- (4) THE COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF
- (5) MERTHYR TYDFIL COUNTY BOROUGH COUNCIL
- (6) MONMOUTHSHIRE COUNTY COUNCIL
- (7) NEWPORT CITY COUNCIL
- (8) RHONDDA CYNON TAFF COUNTY BOROUGH COUNCIL
- (9) TORFAEN COUNTY BOROUGH COUNCIL
- (10) THE VALE OF GLAMORGAN COUNCIL

JOINT WORKING AGREEMENT
in relation to the delivery of the Cardiff Capital Region City Deal



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BETWEEN

- (1) **BLAENAU GWENT COUNTY BOROUGH COUNCIL** of Municipal Offices, Civic Centre, Ebbw Vale, Gwent, NP23 6XB ("**Blaenau Gwent Council**");
- (2) **BRIDGEND COUNTY BOROUGH COUNCIL** of Civic Offices, Angel Street, Bridgend, CF31 4WB ("**Bridgend Council**");
- (3) **CAERPHILLY COUNTY BOROUGH COUNCIL** of Penallta House, Tredomen Park, Ystrad Mynach, Hengoed, CF82 7PG ("**Caerphilly Council**");
- (4) **THE COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF** of County Hall, Atlantic Wharf, Cardiff, CF10 4UW (the "**City of Cardiff Council**");
- (5) **MERTHYR TYDFIL COUNTY BOROUGH COUNCIL** of Civic Centre, Castle Street, Merthyr Tydfil, CF47 8AN ("**Merthyr Tydfil Council**");
- (6) **MONMOUTHSHIRE COUNTY COUNCIL** of County Hall, The Rhadyr, Usk, NP15 1GA ("**Monmouthshire Council**");
- (7) **NEWPORT CITY COUNCIL** of Civic Centre, Newport, NP20 4UR ("**Newport Council**");
- (8) **RHONDDA CYNON TAFF COUNTY BOROUGH COUNCIL** of The Pavilions, Cambrian Park, Clydach Vale, Tonypany, CF40 2XX ("**Rhondda Cynon Taff Council**");
- (9) **TORFAEN COUNTY BOROUGH COUNCIL** of Civic Centre, Pontypool, NP4 6YB ("**Torfaen Council**"); and
- (10) **THE VALE OF GLAMORGAN COUNCIL** of Civic Offices, Holton Road, Barry, CF63 4RU ("**Vale of Glamorgan**"),

(together referred to as "**the Councils**" and individually as a "**Council**")

BACKGROUND

- (A) The Councils have agreed to work together and enter into this Agreement to formalise their respective roles and responsibilities in order to discharge the Councils' obligations in relation to the Cardiff Capital Region City Deal. For the avoidance of doubt, the South East Wales Metro Scheme is being financed and procured directly by the Welsh Government outside of this Agreement and the Councils are not assuming any obligations or liabilities whatsoever in respect of the South East Wales Metro Scheme.
- (B) The Councils have agreed to create a Joint Committee with a robust governance arrangement that will be responsible for overseeing and co-ordinating the discharge of the Councils' obligations in relation to the City Deal. The Joint Committee shall, amongst other matters, be responsible for the establishment of and management of the Cardiff Capital Region Wider Investment Fund(s) and delivery of key projects, in each case, as determined by the Joint Committee from time to time.
- (C) The Councils have agreed to appoint the City of Cardiff Council to act as the Accountable Body for and on behalf of the Councils and to discharge the Councils' obligations in relation to the City Deal pursuant to and in accordance with this Agreement.

- (D) The Councils wish to enter into this Agreement and deliver the City Deal pursuant to the powers conferred on them by Sections 101, 102, 111 and 113 of the Local Government Act 1972, Section 1 of the Local Authority (Goods & Services) Act 1970, Section 25 of the Local Government (Wales) Act 1994, Section 2, 19 and 20 of the Local Government Act 2000, Section 9 of the Local Government Wales Measure 2009 and all other enabling powers now vested in the Councils.

1. DEFINITIONS AND INTERPRETATION

- 1.1 In this Agreement and the Recitals, unless, the context otherwise requires the following terms shall have the meaning given to them below:-

"Accountable Body"	means the Council appointed under Clause 4 (Accountable Body) who shall be responsible for receiving and spending funds for and on behalf of the Councils in relation to the City Deal in accordance with the funding condition relating thereto and whose duties are set out under Clause 5 (Duties of the Accountable Body)
"Accounting Period"	means those periods set out in Schedule 6 (Accounting Periods) as may be amended from time to time in accordance with the terms of this Agreement
"Affordability Envelope"	means the overall costs and investment by each Council pursuant to their proportion of the Councils' Contribution under this Agreement over the 25 (twenty five) year evaluation period, which shall not exceed in aggregate £210,800,000 (two hundred and ten million eight hundred thousand pounds) and shall include, without limitation, all interest, inflation and UK Government cost to carry and shall be updated and will be reflected within the terms of the JWA Business Plan (as part of its approval by the Councils) to include, amongst other matters, the annual spend profile for each Council
"Annual Budget"	means the approved annual budget of the Accountable Body held for and on behalf of the Councils and as set out in Clause 12.4 (Annual Budget) in relation to the payment of any Joint Committee Costs in accordance with this Agreement
"Annual Business Plan"	means each business plan referred to in Clause 7.3 (Annual Business Plans) in relation to the annual spend for approved project(s) to be implemented in that Accounting Period in relation to the City Deal (and the manner and form of such implementation), as the same may be prepared, varied or updated from time to time in accordance with the provisions of this Agreement
"Assurance Framework"	means the Councils' systems, processes and protocols to assess the governance, risk management and control processes of the Councils for the discharge of their obligations in relation to the City Deal attached at 0 (Assurance Framework) of this Agreement

"Business Day"	means any day other than a Saturday or Sunday or a public or bank holiday in England and/or Wales
"Cardiff Capital Region"	comprises of the ten administrative areas of Blaenau Gwent Council, Bridgend Council, Caerphilly Council, the City of Cardiff Council, Merthyr Tydfil Council, Monmouthshire Council, Newport Council, Rhondda Cynon Taff Council, Torfaen Council and the Vale of Glamorgan Council
"Cardiff Capital Region Wider Investment Fund"	means the fund or funds to be established by the Councils from time to time in accordance with the terms of this Agreement in pursuance of the City Deal objectives
"CDEL"	means capital departmental expenditure limits
"CEDR"	means the Centre for Dispute Resolution
"City Deal"	means the agreement between the Welsh Government, the UK Government and the Councils dated 15 March 2016 and appended at Schedule 7 (City Deal) to this Agreement
"Commencement Date"	means the date of this Agreement
"Conditions Longstop Date"	means as defined in Clause 2.3 (Conditions Subsequent)
"Confidential Information"	all know-how and other information whether commercial, financial, technical or otherwise relating to the business, affairs or methods of all or any Council, which is contained in or discernible in any form whatsoever (including without limitation software, data, drawings, films, documents and computer-readable media) whether or not marked or designated as confidential or proprietary or which is disclosed orally or by demonstration and which is described at the time of disclosure as confidential or is clearly so from its content or the context of disclosure
"Council Contribution"	means the funding provided by the Councils as set out in Clause 12.5.1(b) (Council Contribution)
"Decision Period"	means the period of twenty (20) Business Days from the date of the Liability Report or such other time as is unanimously agreed by all the Councils
"DPA"	means the Data Protection Act 1998
"Gateway Review"	means the five (5) yearly examination of programmes and projects by HMT to assess the progress and likelihood of the Councils' successful delivery of the City Deal (excluding the South East Wales Metro Scheme)
"HMT"	means Her Majesty's Treasury, a ministerial department of the UK Government

"HMT Contribution"	means the funding provided by HMT as set out in Clause 12.5.2 (HMT Contribution)
"HMT Funding Conditions"	means as defined in Clause 12.5.2 (HMT Contribution)
"Implementation Plan"	means the agreed implementation plan setting out, amongst other things, the process for agreeing and prioritising projects to be procured pursuant to the City Deal and as attached at 0 (Implementation Plan) to this Agreement
"Intellectual Property"	any and all patents, trade marks, trade names, copyright, moral rights, rights in design, rights in databases, know-how and all or other intellectual property rights whether or not registered or capable of registration and whether subsisting in the United Kingdom or any other part of the world together with all or any goodwill relating to them and the right to apply for registration of them
"Internal Costs"	means as defined in paragraph 1.1 of Schedule 4 (Heads of Expenditure) (and shall, for the avoidance of doubt, not include any revenue costs or capital investment relating to the implementation of any project pursuant to an Annual Business Plan) and excluding Joint Committee Costs
"IP Material"	the Intellectual Property in the Material
"Joint Committee"	means the joint committee set up by the Councils pursuant to Clause 10 (Joint Committee) of this Agreement
"Joint Committee Costs"	means as defined in paragraph 1.2 of Schedule 4 (Heads of Expenditure) (and shall, for the avoidance of doubt, not include any revenue costs or capital investment relating to the implementation of any project pursuant to an Annual Business Plan) and excluding any Internal Costs (save for the Internal Costs of the Accountable Body which shall be accounted for as Joint Committee Costs)
"Joint Committee Meeting"	means a meeting of the Joint Committee duly convened in accordance with Clause 10 (Joint Committee)

"JWA Business Plan"	means the strategy which defines the regional objectives including the high level programme to be agreed as a "Matter Reserved To The Councils" which shall include, amongst other matters, (i) the indicative investment programme for the "Programme Themes" (as such Programme Themes are defined under the Implementation Plan) and any agreed strategic projects together with the indicative spend profile for the wider investment fund (comprising of the HMT Contribution and the Council Contribution in the aggregate sum of £495,000,000 (four hundred and ninety-five million) in relation thereto and (ii) the matters set out in Clause 7.1.4 (JWA Business Plan), in order to discharge the Councils' obligations in relation to the City Deal
"Liability Report"	means a report prepared by the Accountable Body (or such other Council nominated under Clause 15.3 (Withdrawal)) acting reasonably setting out the financial and resource commitments of the relevant Council under Clause 15 (Withdrawal) or 16 (Consequences of Termination) including the items set out in Schedule 6 (Liability Report)
"Local Authority"	a principal council (as defined in Section 270 of the Local Government Act 1972) or any body of government in Wales established as a successor of a principal councils
"Lock In Period"	means the period expiring on the later of: <ul style="list-style-type: none"> (a) five (5) years from the Commencement Date; and (b) the completion of HMT's first five (5) year Gateway Review
"Material"	all data, text, graphics, images and other materials or documents created, used or supplied by a Council in connection with this Agreement unless before the first use or supply, the Council notifies the other Councils that the data, text supplied is not to be covered by this definition
"Personal Data"	means the personal data as defined in the DPA
"Programme Board"	means as defined in Clause 11.1.1 (Programme Board and Regional Programme Director)
"Programme Themes"	shall have the meaning given to it under the Implementation Plan
"Proportionate Basis"	means the relevant proportion for each Council by reference to their respective percentage contribution as set out in Clause 12.5.3 (Councils' Contribution)
"RDEL"	means resource departmental expenditure limits

"Regional Programme Director"	means the person so appointed from time to time by the Joint Committee to represent the interests of all the Councils in respect of their operational requirements for the City Deal and who shall be called the "Regional Programme Director" working under the direction of the Joint Committee and within the scope of delegation set out in Schedule 1 (Delegations Policy) (provided that any interim arrangements for the recruitment and/or employment of such Regional Programme Director agreed prior to the date of this Agreement shall continue until such time as the Accountable Body is able to effect such appointment)
"South East Wales Metro Scheme"	means:- (a) the delivery of the Valley Lines Electrification Programme; and (b) the wider Metro Scheme, both of which are more particularly defined in Section 4 (South East Wales Metro) of the City Deal
"Spending Review"	means the announcement of the Spring Budget 2017 by HMT scheduled to be on Wednesday 8 March 2017
"Translation Costs"	means costs incurred by the Accountable Body in complying with any applicable legislation relating to its obligations under this Agreement

1.2 Interpretation

In this Agreement, except where the context otherwise requires:-

- 1.2.1 the singular includes the plural and vice versa;
- 1.2.2 a reference to any clause, sub-clause, paragraph, Schedule, recital or annex is, except where expressly stated to the contrary, a reference to such clause, sub-clause, paragraph, schedule, recital or annex of and to this Agreement;
- 1.2.3 any reference to this Agreement or to any other document shall include any permitted variation, amendment or supplement to such document;
- 1.2.4 any reference to legislation shall be construed as a reference to any legislation as amended, replaced, consolidated or re-enacted;
- 1.2.5 a reference to a public organisation (to include, for the avoidance of doubt, any Council) shall be deemed to include a reference to any successor to such public organisation or any organisation or entity which has taken over either or both functions and responsibilities of such public organisation;
- 1.2.6 a reference to a person includes firms, partnerships and corporations and their successors and permitted assignees or transferees;
- 1.2.7 the schedule, clause, sub-clause and (where provided) paragraph headings and captions in the body of this Agreement do not form part of this Agreement and shall not be taken into account in its construction or interpretation;

- 1.2.8 words preceding "include", "includes", "including" and "included" shall be construed without limitation by the words which follow those words; and
- 1.2.9 any reference to the title of an officer or any of the Councils shall include any person holding such office from time to time by the same or any title substituted thereafter or such other officer of the relevant Council as that Council may from time to time appoint to carry out the duties of the officer referred to.

1.3 **Schedules**

The Schedules to this Agreement form part of this Agreement.

2. **COMMENCEMENT, DURATION AND TERMINATION**

2.1 **Duration of the Agreement**

This Agreement shall continue in full force and effect from the Commencement Date until the earlier of the following dates:-

- 2.1.1 the condition subsequent set out in Clause 2.3 (Condition Subsequent) are not satisfied or otherwise waived in writing by the Councils as a "Joint Committee Matter" with the prior agreement of the Accountable Body (in consultation with the other Councils) prior to the Conditions Longstop Date;
- 2.1.2 all the Councils agree in writing to its termination; or
- 2.1.3 there is only one (1) remaining Council who has not withdrawn from this Agreement in accordance with Clause 15 (Withdrawal).

2.2 **Termination**

Without prejudice to any other rights or remedies, this Agreement may be terminated in relation to any Council ("**Defaulter**") by the other Councils ("**Non-Defaulting Councils**") acting unanimously in giving written notice to the Defaulter effective on receipt where the Defaulter materially breaches any of the provisions of this Agreement and in the case of a breach capable of remedy fails to remedy the same within thirty (30) Business Days (or such other period as agreed by the Non-Defaulting Councils) of being notified of each breach in writing by the Non-Defaulting Councils and being required to remedy the same.

2.3 **Conditions Subsequent**

The Councils shall approve the terms of any Welsh Government funding conditions relating to the HMT Contribution as a "Joint Committee Matter" within six (6) months of the Commencement Date or by such other date as agreed by the Councils (with any such extension to be approved as a "Joint Committee Matter") with the prior agreement of the Accountable Body (in consultation with the other Councils) ("**Conditions Longstop Date**").

2.4 **Initial Project Investments**

The Parties agree and acknowledge that, notwithstanding Clause 2.3 (Conditions Subsequent) and the requirement for the Councils to agree and adopt the JWA Business Plan, the Joint Committee shall with effect from the date of this Agreement be authorised to commit up to £50,000,000 (fifty million pounds) of the HMT Contribution during the 12 month period following the date of this Agreement (or such additional period as agreed by the Councils as a Joint Committee Matter) for and on behalf of the Councils on projects approved pursuant to the terms of the Assurance Framework and the Annual Business Plan.

3. **PRINCIPLES AND KEY OBJECTIVES**

3.1 The Councils intend this Agreement to be legally binding.

3.2 The Councils agree to work together to discharge the Councils' obligations in relation to the City Deal pursuant to and in accordance with this Agreement.

3.3 Without prejudice to the terms of this Agreement, the Councils agree that they shall conduct their relationship in accordance with the objectives and principles set out below and shall agree the number and scope of projects to be developed in order to provide an **overall regional benefit to the Cardiff Capital Region**.

3.4 **Objectives**

Without prejudice to the terms of this Agreement, the Councils agree that they will conduct their relationship in accordance with the following objectives:-

3.4.1 **Connecting the Cardiff Capital Region**, its communities, businesses, jobs, facilities and services;

3.4.2 **Investing in innovation and the digital network**, creating and nurturing new high growth businesses, increasing investment in research and development, and providing the skills that businesses need now and in the future;

3.4.3 **Developing a skilled workforce and tackling unemployment**, improving the co-ordination of skills and employment support, increasing the number of people moving into work, increasing the number of people undertaking an apprenticeship or other relevant skills provision, and giving people the skills they need;

3.4.4 **Supporting enterprise and business growth**, improving the co-ordination of local and national business support arrangements, identifying barriers to growth, supporting spatial and sectoral priorities and targeting emerging opportunities for driving economic performance;

3.4.5 **Housing development and regeneration**, delivering a strategic approach to housing, regeneration, and economic growth to create an accessible, liveable, 'work-life integrated' and highly connected Cardiff Capital Region; and

3.4.6 **Developing greater city-region governance across the Cardiff Capital Region**, exploring future options for moving to even stronger and effective governance.

3.5 **Principles**

Without prejudice to the terms of this Agreement, the Councils agree that they will conduct their relationship in accordance with the following principles:-

3.5.1 **Openness and Trust**

In relation to this Agreement the Councils will be open and trusting in their dealings with each other, make information and analysis available to each other, discuss and develop ideas openly and contribute fully to all aspects of making the joint working successful. Whilst respecting the mutual need for commercial confidentiality, the Councils will willingly embrace a commitment to transparency in their dealings and in particular a need to comply with statutory access to information requirements including the Environmental Information Regulations 2004 and the Freedom of Information Act 2000 and

supporting codes of practice. The Councils will be aware of the need for and respect matters of commercial confidentiality and potential sensitivity;

3.5.2 Commitment and Drive

The Councils will be fully committed to working jointly, will seek to fully motivate employees and will address the challenges of delivering the City Deal with enthusiasm and a determination to succeed;

3.5.3 Skills and Creativity

The Councils recognise that each brings complimentary skills and knowledge which they will apply creatively to achieving the Councils' objectives, continuity, resolution of difficulties and the development of the joint working relationship and the personnel working within it. It is recognised that this will involve the appreciation and adoption of common values;

3.5.4 Effective Relationships

The roles and responsibilities of each Council will be clear with relationships developed at the appropriate levels within each organisation with direct and easy access to each other's representatives;

3.5.5 Developing and Adaptive

The Councils recognise that they are engaged in what could be a long term business relationship which needs to develop and adapt and will use reasonable endeavours to develop and maintain an effective joint process to ensure that the relationship develops appropriately and in line with these principles and objectives;

3.5.6 Reputation and Standing

The Councils agree that, in relation to this Agreement and the City Deal generally, they shall pay the utmost regard to the standing and reputation of one another, and act with regard to each Council's own employer and member codes of conduct and shall not do or fail to do anything which may bring the standing or reputation of any other Council into disrepute or attract adverse publicity to any other Council;

3.5.7 Reasonableness of Decision Making

The Councils agree that all decisions made in relation to this Agreement and the City Deal generally shall be made by them acting reasonably and in good faith;

3.5.8 Necessary Consents

Each Council hereby represents to the other Councils that it has obtained all necessary consents sufficient to ensure the delegation of functions and responsibilities provided for by this Agreement; and

3.5.9 Members and Officers Commitments

Each Council shall use its reasonable endeavours to procure that their respective members and officers who are involved in the City Deal shall at all times act in the best interests of the City Deal, and act with regard to each Council's own employer and member codes of conduct, devote sufficient

resources to deliver the City Deal and respond in a timely manner to all relevant requests from the other Councils.

4. THE CITY OF CARDIFF COUNCIL AS THE ACCOUNTABLE BODY

- 4.1 The Councils (acting severally) have agreed, with effect from the Commencement Date, the City of Cardiff Council will act as the Accountable Body responsible for discharging the Councils' obligations in relation to the City Deal pursuant to and in accordance with this Agreement for and on behalf of the Councils and the City of Cardiff Council agrees to act in that capacity subject to and in accordance with the terms and conditions of this Agreement.
- 4.2 If the Accountable Body defaults and the Agreement is terminated in respect of it pursuant to Clause 2.2 (Commencement, Duration and Termination) or the Accountable Body withdraws pursuant to Clause 15 (Withdrawal), then the replacement Accountable Body will be appointed by the Joint Committee and the withdrawing or, as applicable, defaulting Accountable Body will not have the right to vote in regard to any such appointment.
- 4.3 Where a replacement Accountable Body is appointed pursuant to Clause 4.2 above, any reference to the City of Cardiff Council (in its capacity as the initial Accountable Body) shall be read with reference to the replacement Accountable Body.
- 4.4 The Accountable Body shall act as the Accountable Body and shall receive any HMT Contribution from the Welsh Government for and on behalf of the Councils and shall hold and manage such HMT Contribution in accordance with the terms of this Agreement.

5. DUTIES OF THE ACCOUNTABLE BODY

- 5.1 For the duration of this Agreement, the Accountable Body shall:
- 5.1.1 act diligently and in good faith in all its dealings with the other Councils and it shall use its reasonable endeavours to discharge the Councils' obligations in relation to the City Deal pursuant to and in accordance with this Agreement and all applicable legislation including but not limited to:-
- (a) the Well-being of Future Generations (Wales) Act 2015;
 - (b) Welsh Language (Wales) Measure 2011; and
 - (c) the Welsh Language Standards;
- 5.1.2 act as the primary interface (on behalf of itself and the other Councils) with the Welsh Government, the UK Government and the European Regional Development Fund and any other body necessary to discharge the Councils' obligations in relation to the City Deal; and
- 5.1.3 act as the Accountable Body to hold any funds received directly from the Welsh Government, the UK Government (if any), the European Regional Development Fund (if any), the Councils and/or any other sources (if any) in relation to the City Deal and only to use and release such funds as agreed in accordance with the terms of such funding and this Agreement.

6. DUTIES OF THE OTHER COUNCILS

- 6.1 For the duration of this Agreement, the other Councils shall act diligently and in good faith in all their dealings with the Accountable Body and shall use their respective reasonable endeavours to assist the Accountable Body to discharge the Councils'

obligations in relation to the City Deal pursuant to and in accordance with this Agreement and all applicable legislation.

- 6.2 It is acknowledged and agreed that the obligations and liabilities of each Council shall bind any successor authority in the event of any local government re-organisation.

7. BUSINESS PLANS AND PROGRESS MONITORING

7.1 JWA Business Plan

- 7.1.1 The Joint Committee shall, no later than twelve (12) months after the Commencement Date, prepare (or procure the preparation of), finalise (acting in the best interests of the Joint Committee) and recommend for agreement and adoption by the Councils the draft JWA Business Plan which shall comply with the provisions of Clause 7.1.4 below. The intention is to create an overarching five (5) year JWA Business Plan that, amongst other matters, shall set out the Councils objectives and priorities for the delivery of the City Deal that is updated annually.
- 7.1.2 The decision to approve and adopt the JWA Business Plan shall be a "Matter Reserved To The Councils".
- 7.1.3 The Councils shall use their respective reasonable endeavours to seek to agree such draft JWA Business Plan (making any amendments they may unanimously agree) and to adopt it as the formal JWA Business Plan within 60 (sixty) Business Days of the date it is first circulated to the Councils or such other date as agreed between the Councils.
- 7.1.4 The JWA Business Plan shall, amongst other matters, address the following:
- (a) the updated Affordability Envelope;
 - (b) the methodology for agreeing the nature, scope and prioritisation of projects to be developed for the overall benefit of the Cardiff Capital Region (in accordance with the terms of the Implementation Plan);
 - (c) the methodology and responsibility for any external audits in relation to this Agreement;
 - (d) the methodology and responsibility of any performance monitoring along with any performance indicators to enable the Joint Committee to measure progress against the JWA Business Plan; and
 - (e) any revenue and capital monitoring reports to be prepared for the Joint Committee and the frequency of such reports.

7.2 Updated JWA Business Plan

- 7.2.1 The Joint Committee shall, no earlier than three (3) months and no later than one (1) month before the end of the relevant Accounting Period, prepare (or procure the preparation of), finalise, agree (acting in the best interests of the Joint Committee) and recommend for adoption to the Joint Committee a draft updated JWA Business Plan for the proceeding five years which shall comply with the provisions of Clause 7.1.4 above.
- 7.2.2 The decision to approve and adopt any updated JWA Business Plan shall be a "Joint Committee Matter" save to the extent that any such update amounts

to a material change to the prevailing JWA Business Plan and, in which case, the decision to approve and adopt such updated JWA Business Plan shall be a "Matter Reserved To The Councils".

- 7.2.3 The Joint Committee or the Councils (as applicable) shall use its reasonable endeavours to seek to agree such draft JWA Business Plan (making any amendments they may agree by majority) and to adopt it as the formal JWA Business Plan within 60 (sixty) Business Days of the date it is first circulated to the Joint Committee or such other date as agreed by the Councils.
- 7.2.4 The updated JWA Business Plan agreed pursuant to Clause 7.2.3 (with such amendments thereto as may be agreed by the Joint Committee or as a "Matter Reserved To The Councils" (as applicable)) shall replace the then current JWA Business Plan as the formal JWA Business Plan upon the later of:
- (a) the expiry of the then current JWA Business Plan; and
 - (b) the date of the Joint Committee' approval to it in accordance with Clause 10 (Joint Committee) or, as applicable, the date the updated JWA Business Plan is approved by the Councils as a "Matter Reserved To The Councils".
- 7.2.5 Subject to Clause 7.5, until such time as it is replaced in accordance with Clause 7.2.3, the JWA Business Plan that has most recently been adopted as the formal JWA Business Plan shall continue to be the formal binding JWA Business Plan.
- 7.2.6 Where the draft JWA Business Plan circulated under Clause 7.2.1 has not been approved by the Joint Committee or the Councils (as applicable) by the date six (6) calendar months following the date it is first circulated to the Joint Committee, the matter shall be deemed to be a JC Unresolved Matter and Clause 10.13 (Joint Committee) shall apply or where such approval is to be granted as a "Matter Reserved To The Councils", the JWA Business Plan shall be deemed not to have been approved following such six (6) calendar month period.

7.3 **Annual Business Plans**

- 7.3.1 The Joint Committee anticipates discharging the obligations of the Councils in relation to the City Deal through a number of projects and in respect of each Accounting Period the Regional Programme Director shall procure the preparation of, and (no later than 90 (ninety) Business Days prior to the envisaged commencement of the relevant Accounting Period) procure the circulation to the Joint Committee of a draft Annual Business Plan in relation to the annual spend for approved project(s) to be implemented in that Accounting Period in relation to the City Deal.
- 7.3.2 Within 30 (thirty) Business Days of the date of circulation of a draft Annual Business Plan in relation to an Accounting Period a Joint Committee Meeting shall be convened in accordance with Clause 10 (Joint Committee) for the consideration of and (if the Joint Committee so agrees) approval of the draft Annual Business Plan.
- 7.3.3 The Regional Programme Director shall convene a Joint Committee Meeting in accordance with Clause 10 (Joint Committee) to discuss the continued suitability of an Annual Business Plan and any required amendments thereto on or around the date 30 (thirty) Business Days prior to the envisaged date of commencement of the relevant Accounting Period. Any such

amendments must be approved by the Joint Committee pursuant to Clause 7.3.2 in order to become effective.

- 7.3.4 Where the draft Annual Business Plan circulated under Clause 7.3.1 has not been approved by the Joint Committee by the date six (6) calendar months following the date it is first circulated to the Joint Committee, the matter shall be deemed to be a JC Unresolved Matter and Clause 10.13 (Joint Committee) shall apply.

7.4 Progress Monitoring

- 7.4.1 Progress against each JWA Business Plan and Annual Business Plan shall be regularly reviewed at the Joint Committee Meetings.
- 7.4.2 If, at any Joint Committee Meeting, any of the elected members or deputy (as applicable) in their reasonable opinion, believe that there has been a material failure of the Councils to comply with a relevant JWA Business Plan and/or Annual Business Plan, the Joint Committee shall discuss appropriate action to immediately rectify the relevant failure and/or mitigate the effects of such failure as far as possible.
- 7.4.3 Subject to Clause 7.4.3, any variations to the JWA Business Plan or an Annual Business Plan shall be effective only if approved by the Joint Committee in accordance with Clause 10 (Joint Committee).

7.5 Incorporation of Annual Business Plans into the JWA Business Plan

Upon a draft Annual Business Plan being approved in accordance with this Clause 7, or an approved Annual Business Plan being validly varied or updated in accordance with this Clause 7, the JWA Business Plan shall be deemed to have been amended on and with effect from the date of the same insofar as such amendments to the JWA Business Plan are necessary in order to ensure that the JWA Business Plan is fully consistent, and does not conflict, with the Annual Business Plan. The contents of the Annual Business Plan shall be deemed to have been consolidated into the JWA Business Plan automatically from time to time in accordance with this Clause 7.4.3.

8. CARDIFF CAPITAL REGION WIDER INVESTMENT FUND(S)

- 8.1 The Councils agree that one of the key initial projects to be developed in relation to the City Deal is the establishment and management of the Cardiff Capital Region Wider Investment Fund(s).
- 8.2 The Regional Programme Director shall procure the preparation of an Annual Business Plan for the development of the Cardiff Capital Region Wider Investment Fund(s), in accordance with Clause 7 (Business Plans and Progress Monitoring), to determine, amongst other matters, the following:-
- 8.2.1 the legal structure of the Cardiff Capital Region Wider Investment Fund and whether it shall comprise of a single or series of funds;
- 8.2.2 the investment criteria and investment policy;
- 8.2.3 the governance structure for the investment board;
- 8.2.4 the approach to performance reporting and the interplay with the Gateway Review; and
- 8.2.5 the procedure for the appointment of a fund manager.

9. DECISION MAKING

- 9.1 In terms of the need for decisions and other actions to be taken and carried out during the term of this Agreement, the Councils have identified the following three categories together with the means by which they will be taken:-
- 9.1.1 **"Regional Programme Director Matter"** - being a matter which it is expected that the Regional Programme Director will be able to make a decision upon and have the power to bind the Joint Committee in doing so;
 - 9.1.2 **"Joint Committee Matter"** – being a matter which it is expected the elected member (or appropriate deputy) of each Council appointed pursuant to Clause 10.4 (Joint Committee) will be able to make a decision upon and have the power to bind the Council it represents in doing so;
 - 9.1.3 **"Matter Reserved To The Councils"** – being a matter which will have to be referred to each Council for and, for the avoidance of doubt, that matter requiring a decision would not be dealt with by the elected members appointed to the Joint Committee until the unanimous decision shall have been agreed by all of the Councils,

and in each case, such matters are identified in Schedule 1 (Delegations Policy).

10. **JOINT COMMITTEE**

- 10.1 The Councils shall form the joint committee ("**Joint Committee**") for the purpose of overseeing and co-ordinating the discharge of the Councils' obligations in relation to the City Deal and to carry out the functions set out in Schedule 2 (Joint Committee Terms of Reference) and the Joint Committee shall be known as the "Cardiff Capital Region Joint Cabinet", "Joint Cabinet" or "Regional Cabinet" (as the context requires).
- 10.2 The Joint Committee may carry out such other functions as the Councils determine from time to time and approve as a "Matter Reserved To The Councils".
- 10.3 The Joint Committee shall not have power to approve any "Matter Reserved To The Councils" pursuant of Clause 9.1.3 ("**Matter Reserved To The Councils**").
- 10.4 Each Council shall appoint one (1) elected member representative to the Joint Committee. The Chairperson of the Joint Committee shall be an elected member representative of a Council appointed to the Joint Committee and shall rotate amongst the Councils on an annual basis.
- 10.5 Each Council shall be entitled from time to time to appoint a deputy for its representative but such deputy (in each case) shall only be entitled to attend meetings of the Joint Committee in the absence of his or her corresponding principal.
- 10.6 Each Council shall be entitled to invite appropriate third parties to observe Joint Committee Meetings and such third parties shall be entitled to take part in such Joint Committee Meetings at the discretion of the Chairperson of the Joint Committee. Such observers shall not have a vote.
- 10.7 The Regional Programme Director shall attend the Joint Committee meetings but shall not have the right to vote on any Joint Committee Matters.
- 10.8 Each Council may, at their discretion, replace their representatives (and their respective deputies) appointed to the Joint Committee, provided that:-
 - 10.8.1 at all times, they have representatives appointed to the Joint Committee in accordance with the roles identified in Schedule 2 (Joint Committee Terms of Reference); and

- 10.8.2 any such replacement shall have no lesser status or authority than that set out in Schedule 2 (Joint Committee Terms of Reference) unless otherwise agreed by the Councils.
- 10.9 The Joint Committee shall meet on at least a quarterly basis during the second Accounting Period and thereafter as and when required in accordance with the timetable for the City Deal and, in any event, at appropriate times and on reasonable notice (to be issued through the Regional Programme Director) to carry out the Joint Committee Matters referred to in Schedule 1 (Delegations Policy) and in carrying out such activities.
- 10.10 The Regional Programme Director shall circulate a meeting agenda and any relevant information wherever possible at least five (5) Business Days prior to the Joint Committee meeting and any representative may add to the meeting agenda (i) prior to the Joint Committee meeting by written request to the Regional Programme Director and/or (ii) by request to the Chairperson at the start of the Joint Committee meeting.
- 10.11 The quorum necessary for a Joint Committee meeting shall be an elected member or appropriate deputy appointed pursuant to Clause 10.5 (Joint Committee) from at least seven (7) of the Councils at the relevant time.
- 10.12 At meetings of the Joint Committee each elected member or appropriate deputy appointed pursuant to Clause 10.5 (Joint Committee) above from each Council shall have one vote. The Chairperson shall be granted a casting vote provided always that the Councils agree and acknowledge that the Chairperson shall not under any circumstances exercise such casting vote. Decisions at meetings of the Joint Committee will be taken by a majority vote of a quorate meeting. The Regional Programme Director shall not have a vote.
- 10.13 If, at a meeting of the Joint Committee, a matter is not determined pursuant to Clause 10.12 above, that matter ("**JC Unresolved Matter**") shall be deferred for consideration at the next Joint Committee meeting which shall be convened within ten (10) Business Days of that meeting. If at the reconvened Joint Committee meeting the JC Unresolved Matter is not determined, the JC Unresolved Matter shall become a "Matter Reserved To The Councils" and shall be deferred for consideration by each Council. Each Council shall each use its reasonable endeavours to convene a full Council meeting of its councillors as soon as reasonably practicable and in any event within three (3) weeks of the Joint Committee Meeting. Where a JC Unresolved Matter is referred to each Council as a "Matter Reserved to each Council" and is not approved unanimously by each Council, the JC Unresolved Matter shall not be agreed and shall not be implemented by the Joint Committee.
- 10.14 Each Council shall provide all information reasonably required upon request by the Joint Committee to the Regional Programme Director and shall comply with any decisions of the Joint Committee to request such information.
- 10.15 Each Council shall consult with the other Councils to ensure the diligent progress of the day to day matters relating to the discharge of the Councils' obligations in relation to the City Deal.
- 10.16 Where a Council wishes to provide any information and/or serve a notice or demand on the Joint Committee, this should be served on the Regional Programme Director in accordance with Clause 23.3 (Notices). The Regional Programme Director shall keep a record of all information, notices and demands received and shall update each representative promptly.
- 10.17 The Councils agree and acknowledge that the Joint Committee shall adopt the Accountable Body's prevailing contract standing orders, financial procedure rules, codes of conduct and such other applicable policies and procedures for and behalf of the Councils in the discharge of its obligations under this Agreement.

10.18 **Joint Committee May Delegate**

10.18.1 The Joint Committee may delegate any of the powers which are conferred on them under this Agreement:

- (a) to such person, sub-committee or group;
- (b) to such an extent;
- (c) in relation to such matters; and
- (d) on such terms and conditions,

as they think fit from time to time.

10.18.2 The Joint Committee may allow that such delegation shall automatically authorise further delegation of the Joint Committee's powers by any person to whom they are delegated provided that the Joint Committee specifically states this within such delegation authority.

10.18.3 The Joint Committee may revoke any delegation in whole or part, or alter its terms and conditions at any time.

10.19 **Sub-Committees**

10.19.1 The Joint Committee shall establish as soon as reasonably practicable the following sub-committees or groups:

- (a) Programme Management Office;
- (b) Programme Board;
- (c) Regional Transport Authority;
- (d) Regional Business Organisation;
- (e) Regional Skills and Employment Board; and
- (f) Regional Economic Growth Partnership.

10.19.2 The Councils shall work together to create and agree terms of reference for, to the extent permissible by law, a Joint Audit Committee and a Joint Scrutiny Committee.

10.19.3 It is acknowledged and agreed by the Councils that the sub-committees or groups referred to in Clauses 10.19.1 and 10.19.2:

- (a) shall undertake a number of functions including but not limited to audit, scrutiny and/or consultation services pursuant to their terms of reference; and
- (b) shall not have any delegated decision making powers (unless otherwise expressly granted by the Joint Committee).

10.19.4 Sub-committees or groups to which the Joint Committee delegates any of its powers must follow procedures which are based as far as they are applicable on those provisions of this Agreement which govern the taking of decisions by the Joint Committee.

10.19.5 The Joint Committee shall establish the membership, rules of procedure or terms of reference for all or any such sub-committees or groups to, amongst other matters, clarify their respective role and scope of delegation which shall be approved by the Joint Committee.

10.19.6 The Joint Committee may create additional sub-committees or sub-groups as it sees fit from time to time.

11. **PROGRAMME BOARD AND REGIONAL PROGRAMME DIRECTOR**

11.1 **Constitution and Authority of the Programme Board**

11.1.1 The Councils shall form the programme board ("**Programme Board**") for the purpose of implementing the City Deal and the day-to-day management of the Councils' obligations in relation to the City Deal and to carry out the functions set out in Schedule 3 (Programme Board Terms of Reference).

11.1.2 The Programme Board shall not have any decision making powers pursuant to this Agreement.

11.1.3 Each Council shall appoint one senior officer representative (which may include the chief executive or equivalent) to the Programme Board and such other representatives as the Joint Committee may determine from time to time. The chairperson shall be the Regional Programme Director or such other representatives as the Joint Committee may determine from time to time.

11.1.4 Each Council shall be entitled from time to time to appoint a deputy for its senior officer and such deputy (in each case) shall be entitled to attend meetings of the Programme Board in place of its senior officer.

11.1.5 The Councils shall, at their discretion, replace their representatives (and their respective deputies) appointed to the Programme Board provided that such replacement shall be on the same basis as the original appointed and provided further that no senior officer of the Programme Board shall be removed or replaced by any Council without that Council giving prior written notice as soon as reasonably practicable and in any event within ten (10) Business Days of its intention to remove or replace that representative.

11.1.6 The Programme Board shall meet as and when required in accordance with the timetable for the City Deal and, in any event, at appropriate times and on reasonable notice (to be issued through the Regional Programme Director).

11.2 **Regional Programme Director**

11.2.1 The Regional Programme Director shall attend the Joint Committee meetings but shall not have the right to vote on any Joint Committee Matters.

11.2.2 The Regional Programme Director shall have decision making powers delegated to them personally (and not the Programme Board) pursuant to Schedule 1 (Delegations Policy).

11.2.3 Where the Regional Programme Director exercises any decision making powers, the Regional Programme Director shall first consult with the Chairperson of the Joint Committee and the relevant Joint Committee portfolio lead.

12. **COMMITMENT OF THE COUNCILS AND CONTRIBUTIONS**

12.1 **General**

Subject to Clause 15.11.3 (Withdrawal), the Councils agree and undertake to commit to the City Deal in accordance with the terms of this Agreement and not to commission and/or undertake any procurement and/or project that seeks or would procure the delivery of all or any part of the City Deal outside the terms of this Agreement.

12.2 **Internal Costs**

12.2.1 Subject to Clauses 12.2.2 and 12.2.3 (Internal Costs), the Internal Costs incurred by each Council shall be borne by the Council providing that internal resource.

12.2.2 The Councils hereby agree that if one of the Councils believes it is likely to incur disproportionate Internal Costs that matter shall be referred to the Joint Committee for a decision as to whether such costs will be disproportionate and whether any contributions should be made to this cost by the other Councils.

12.2.3 The Parties agree and acknowledge that Internal Costs incurred by the Accountable Body in relation to the City Deal shall be accounted for as Joint Committee Costs and shall be allocated amongst the Councils in accordance with Clause 12.3.1 (Joint Committee Costs).

12.3 **Joint Committee Costs**

12.3.1 Any Joint Committee Costs incurred by the Joint Committee shall be shared on a Proportionate Basis between the Councils pursuant to this Agreement.

12.3.2 Each Council shall be required to prepare accounts including details of any Joint Committee Costs incurred pursuant to Schedule 4 (Heads of Expenditure) ("**the Accounts**") in respect of each Accounting Period and for such further and/or other accounting periods as the Joint Committee shall determine and which shall be incorporated into Schedule 5 (Accounting Periods). For the avoidance of doubt, such Accounts shall not include any revenue costs or capital investment requirements in relation to the implementation of any project pursuant to an Annual Business Plan and shall solely relate to the operational and management costs of the Joint Committee.

12.3.3 Each Council shall:-

- (a) in the Accounts make true and complete entries of all relevant payments made by it during the previous Accounting Period;
- (b) within one (1) month of the end of each Accounting Period, each Council shall provide to the Accountable Body unaudited Accounts for such Accounting Period together with certification that such Accounts comply with this Clause 12 (Commitment of the Councils and Contributions);
- (c) nominate an individual to be responsible for ensuring that Council's own compliance with this Clause 12 (Commitment of the Councils and Contributions) and the name, address and telephone number of each individual nominated pursuant to this Clause 12.3.3(c) (Commitment of the Councils and Contributions) shall be notified to the other Councils in accordance with Clause 23 (Notices); and
- (d) if an individual nominated by a Council pursuant to Clause 12.3.3(c) (Commitment of the Councils and Contributions)

changes, that Council shall notify the other Councils forthwith of the replacement nominees.

- 12.3.4 The Accountable Body shall:
- (a) within ten (10) Business Days of receipt of the Accounts submitted by the other Councils in accordance with Clause 12.3.3(b) prepare a reconciliation statement identifying the payments made by each Council and the balance due from or owing to each; and
 - (b) within twenty (20) Business Days of the preparation of the reconciliation statement send out a copy of the reconciliation statement together with either a balancing invoice or, subject to Clause 12.3.4(b), credit payments to each Council.
- 12.3.5 The Accountable Body shall not be obliged to make any payments due under this Agreement until the Accountable Body is in receipt of funds from the Joint Committee pursuant to this Clause 12.3.
- 12.3.6 A Council receiving an invoice for payment shall pay it in full within twenty (20) Business Days. Any error in a balancing invoice must be notified to the Accountable Body within five (5) Business Days of such balancing invoice being sent out. An amended balancing invoice will be issued by the Accountable Body and the Council receiving such an invoice shall pay it in full within twenty (20) Business Days.
- 12.3.7 The Councils hereby agree that if one of the Councils carries out any work or incurs any cost or expenses to carry out any work or to incur any cost or expense that is not within the budget or scope of work set out in the JWA Business Plan, that matter shall be referred by the Regional Programme Director to the Joint Committee for a decision as to whether such work, cost or expense is part of the City Deal or whether such work, cost or expense should be the entire responsibility of the Council so carrying it out or requesting it (as the case may be).

12.4 Annual Budget

- 12.4.1 The Annual Budget shall be:
- (a) in the initial period (2017-2018) prior to receipt of any HMT Contribution by the Accountable Body, £1,000,000 (one million pounds); and
 - (b) in all other cases, the Annual Budget approved by the Joint Committee for that Accounting Period provided that the Annual Budget shall not exceed the previous Annual Budget by more than 5% (five per cent),

and the Councils shall each contribute towards the Annual Budget on a Proportionate Basis and such contribution shall be in addition to the Councils' Contribution.

- 12.4.2 Where the actual aggregate Joint Committee Costs are likely to exceed the Annual Budget by more than 5% (five per cent) such additional costs shall be met through the wider investment fund (comprising of the HMT Contribution and the Councils Contribution).

12.5 Contributions

12.5.1 Total contribution

It is acknowledged and agreed by the Councils that the discharge of the Councils' obligations in relation to the City Deal pursuant to this Agreement shall be funded as follows:

- (a) up to £375,000,000 (three hundred and seventy five million pounds) from HMT ("**HMT Contribution**");
- (b) up to £120,000,000 (one hundred and twenty million pounds) in aggregate from the Councils ("**Councils' Contribution**") and the Councils agree and acknowledge that such Councils' Contributions shall be subject to additional costs up to the Affordability Envelope (as such costs are defined therein); and
- (c) each Council's contribution towards the Annual Budget, on a Proportionate Basis, pursuant to Clause 12.4 (Annual Budget).

12.5.2 HMT Contribution

- (a) Subject to Clause 12.5.2(b), it is acknowledged and agreed by the Councils that HMT's contribution shall be provided to the Welsh Government to transfer to the Accountable Body for and on behalf of the Joint Committee in the following tranches:-
 - (i) years 2016-17 to 2020-21 in the sum of £10,000,000 (ten million pounds) resource (RDEL) funding per year;
 - (ii) years 2021-22 to 2030-31 in the sum of £22,000,000 (twenty two million pounds) capital (CDEL) funding per year;
 - (iii) years 2031-32 to 2035-36 in the sum of £21,000,000 (twenty one million pounds) capital (CDEL) funding per year.
- (b) It is acknowledged and agreed by the Councils that:
 - (i) the South East Wales Metro Scheme is being financed and procured directly by the Welsh Government outside of this Agreement;
 - (ii) the HMT Contribution does not include any contribution towards the South East Wales Metro Scheme;
 - (iii) this Agreement does not include any obligations or liabilities on the Councils in respect of the South East Wales Metro Scheme; and
 - (iv) the Councils shall agree with HMT, as part of the Gateway Reviews, whether it wishes such performance assessment to have regard to wider regional benefit of or disregard the South East Wales Metro Scheme; and
 - (v) the Councils shall agree with HMT before HMT's next Spending Review whether a proportion of the forthcoming HMT Contribution may be provided as resource (RDEL) funding in place of the current capital (CDEL) funding allocation and such agreement shall be

approved by the Councils pursuant to this Agreement as a "Joint Committee Matter".

- (c) It is acknowledged and understood by the Councils that the HMT Contribution is subject to the following funding conditions:-
- (i) approval of the Assurance Framework (which the Councils have approved and attached at Schedule 8 (Assurance Framework) to this Agreement);
 - (ii) approval of and entry into this Agreement;
 - (iii) satisfying the five (5) yearly Gateway Reviews by HMT and it is acknowledged and agreed that the form of the Gateway Reviews including, but not limited to, any sanctions if key targets are not met shall be agreed with HMT and approved by the Councils pursuant to this Agreement as a "Joint Committee Matter";
 - (iv) any Welsh Government funding conditions to be proposed by the Welsh Government and approved pursuant to this Agreement by the Councils as a "Joint Committee Matter" pursuant to Clause 2.3 (Conditions Subsequent); and
 - (v) approval of the Implementation Plan (which the Councils have approved and attached at 0 (Implementation Plan) to this Agreement),

together the "**HMT Funding Conditions**".

- (d) Each Council acknowledges and agrees that:
- (i) it accepts the HMT Funding Conditions and that it shall be bound by those conditions and shall not through any act or omission place any other Council including, but not limited to, the Accountable Body in breach of any of those conditions; and
 - (ii) any Welsh Government funding conditions remain to be agreed and if and when any such conditions are agreed pursuant to Clause 2.3 (Conditions Subsequent), each Council shall be bound by those conditions and shall not through any act or omission place any other Council including, but not limited to the Accountable Body in breach of any of those conditions.

12.5.3 Councils' Contribution

- (a) Subject to Clause 12.5.3(b), each Council shall contribute towards the aggregate Councils' Contribution in the following proportion:

Councils	Proportion of Contribution
Blaenau Gwent	4.6%

Bridgend	9.4%
Caerphilly	12.0%
Cardiff	23.7%
Merthyr Tydfil	3.9%
Monmouthshire	6.1%
Newport	9.8%
Rhondda Cynon Taff	15.8%
Torfaen	6.1%
Vale of Glamorgan	8.5%
Total	100%

(b) It is acknowledged and agreed that the Affordability Envelope for the Councils has been approved by the Councils as at the date of this Agreement and that any decision to increase the Affordability Envelope shall be a "Matter Reserved To The Councils".

12.5.4 **Audit**

Each Council shall permit all records referred to in this Agreement to be examined and copied from time to time by the Accountable Body, or any representatives of the Accountable Body or any other representatives who reasonably require access to the same in order to undertake any audit of the funds received and spent pursuant to this Agreement.

12.5.5 **Retention of Records**

The accounts referred to in this Clause 12 (Commitment of the Councils and Contributions) shall be retained for a period of at least ten (10) years after delivery of the City Deal pursuant to this Agreement.

13. **MITIGATION**

Each Council shall at all time take all reasonable steps to minimise and mitigate any loss for which the relevant Council is entitled to bring a claim against the other Council(s) pursuant to this Agreement.

14. **LIABILITY OF THE COUNCILS**

14.1 The Accountable Body shall indemnify and keep indemnified each of the other Councils to this Agreement against any losses, claims, expenses, actions, demands, costs and liability suffered by that Council to the extent arising from any wilful default or breach by the Accountable Body of its obligations under this Agreement (and wilful in this context shall, for the avoidance of doubt, not include matters which are outside the reasonable control of the Accountable Body or matters arising from any negligent act or omission in relation to such obligations).

14.2 No claim shall be made against the Accountable Body to recover any loss or damage which may be incurred by reason of or arising out of the carrying out by the

Accountable Body of its obligations under this Agreement unless and to the extent such loss or damage arises from a wilful default or breach by the Accountable Body under Clause 14.1 (Liability of Councils).

- 14.3 Each of the other Councils (acting severally) shall indemnify and keep indemnified the Accountable Body against all losses, claims, expenses, actions, demands, costs and liabilities which the Accountable Body may incur by reason of or arising out of the carrying out by the Accountable Body of its obligations under this Agreement for that Council or arising from any wilful default or breach by a Council of its obligations under this Agreement (and wilful in this context shall, for the avoidance of doubt, not include matters which are outside the reasonable control of that Council or matters arising from any negligent act or omission in relation to such obligations) unless and to the extent that the same result from any breach by the Accountable Body of any such obligations.
- 14.4 The Councils agree and acknowledge that the amount to be paid to the Accountable Body by any of the other Councils under Clause 14.3 (Liability of Councils) shall be borne by each of the Councils to the extent of its responsibility, however in the event that the responsibility is a shared one between the Councils (so that it is not reasonably practicable to ascertain the exact responsibility between the Councils) then the amount to be paid shall be divided between the Councils on a Proportionate Basis.
- 14.5 In the event of a claim under this Clause 14 (Liability of Councils) in which it is not reasonably practicable to determine the extent of responsibility as between the Councils (including the Accountable Body), then the amount shall be divided amongst the Councils (including the Accountable Body) on a Proportionate Basis. For the avoidance of doubt, any claim arising otherwise than through the wilful default or breach by the Accountable Body or the other Councils shall be divided amongst the Councils (including the Accountable Body) on a Proportionate Basis.
- 14.6 A Council who receives a claim for losses, expenses, actions, demands, costs and liabilities shall notify and provide details of such claim as soon as is reasonably practicable the other Councils.
- 14.7 No Council shall be indemnified in accordance with this Clause 14 (Liability of Councils) unless it has given notice in accordance with Clause 14.6 (Liability of Councils) to the other Council against whom it will be enforcing its right to an indemnity under this Agreement.
- 14.8 Each Council ("**Indemnifier**") shall not be responsible or be obliged to indemnify the other Councils (including the Accountable Body) ("**Beneficiary**") to the extent that any insurances maintained by the Beneficiary at the relevant time provide an indemnity against the loss giving rise to such claim and to the extent that the Beneficiary recovers under such policy of insurance (save that the Indemnifier shall be responsible for the deductible under any such policy of insurance and any amount over the maximum amount insured under such policy of insurance).

15. **WITHDRAWAL**

- 15.1 Subject to Clause 15.2 (Withdrawal), any Council (including the Accountable Body) may at any time during this Agreement, withdraw from this Agreement in accordance with this Clause 15 (Withdrawal).
- 15.2 No Council may withdraw from this Agreement during the Lock In Period and, following such Lock In Period, the provisions of this Clause 15 shall apply.
- 15.3 Save where Clause 15.6 applies, if an Authority wishes to withdraw from the City Deal and this Agreement, it shall provide at least twelve (12) months written notice of its intention to withdraw to all the other Councils ("**Withdrawal Notice**").

- 15.4 No sooner than nine (9) months after the date of the Withdrawal Notice and no later than ten (10) months after the date of the Withdrawal Notice, the Accountable Body (or such other Council as nominated by the Joint Committee in the event that the Accountable Body issues the Withdrawal Notice) shall provide to all the Councils a Liability Report which shall be discussed by the Joint Committee at its next meeting or a specially convened meeting if the next meeting falls more than two (2) weeks after the issue of the Liability Report.
- 15.5 It is acknowledged and agreed that:
- 15.5.1 the Liability Report shall contain, as a minimum, the withdrawing Councils committed costs and liabilities up to the next Gateway Review and the withdrawing Councils committed costs and liabilities on all current projects which shall include all drawdowns of the Councils Contribution that the withdrawing Council has committed to but not yet withdrawn (whether that drawdown occurs before or after the Council formally withdraws from the City Deal and this Agreement pursuant to this Clause 15 (Withdrawal)); and
- 15.5.2 in relation to row 1 of the Liability Report in Schedule 7 (Liability Report), the withdrawing Council shall be liable to pay the higher of its committed contribution and liabilities;
- (a) up to the next Gateway Review; or
- (b) on all current projects.
- 15.6 Within the Decision Period each Council which has issued a Withdrawal Notice to the Regional Programme Director shall indicate either:-
- 15.6.1 that it withdraws from the City Deal and this Agreement; or
- 15.6.2 that it wishes to continue as a party to the City Deal and this Agreement.
- 15.7 Where further Councils (in addition to the Council issuing the Withdrawal Notice) indicate their wish to withdraw from the City Deal and this Agreement, then the provisions of Clause 15.3 (Withdrawal) shall apply to such Councils and a new Liability Report shall be prepared in respect of each of these Councils that have indicated their intention to withdraw and the provisions of Clause 15.6 (Withdrawal) shall apply.
- 15.8 Where a Council does not indicate its intentions as required by Clause 15.6 (Withdrawal) then it shall at the expiry of the Decision Period be taken to have indicated that they wish to continue as a party to the City Deal and this Agreement.
- 15.9 Any Council serving a Withdrawal Notice pursuant to Clause 15.3 or indicates that it withdraws from the City Deal and this Agreement pursuant to Clause 15.6 shall have the right to retract such Withdrawal Notice or indication that it withdraws at any point prior to the date of its withdrawal.
- 15.10 Where a Council indicates that it wishes to withdraw from the City Deal and this Agreement, then:-
- 15.10.1 the Council who shall have indicated its wish to withdraw shall pay all amounts due to be paid by it in accordance with the Liability Report and comply with its obligations under this Agreement up to the date of its withdrawal including making any payments of any expenditure referred to in Schedule 5 (Heads of Expenditure) as at that date;
- 15.10.2 the Council who shall have indicated its wish to withdraw shall be responsible for a proportion of any third party costs (which have been substantiated by the Joint Committee); and

- 15.10.3 if in the event of such a withdrawal the discharge of the Councils' obligations in relation to the City Deal is delayed then the Council who shall have indicated its wish to withdraw may be responsible for a proportion of the costs of delay to the other Councils or any costs or fines which may directly result. Such proportion will be decided by the Joint Committee and the withdrawing Council shall not be entitled to vote in this decision..
- 15.11 Where a Council withdraws from the City Deal and this Agreement in accordance with this Clause 15 (Withdrawal):
- 15.11.1 any capital asset acquired and/or secured and/or owned and provided by such withdrawing Council for the purposes of the City Deal will remain in the ownership of the withdrawing Council and the withdrawing Council will reimburse the remaining Councils their respective contributions (if any) together with any reasonable costs incurred as a result of the withdrawal or default;
- 15.11.2 the other Councils may elect to continue or discontinue with any procurement and/or project forming part of the City Deal in the administrative area of the withdrawing Council;
- 15.11.3 the withdrawing Council may elect to independently pursue the procurement of any project within its administrative area which was identified as part of the City Deal provided that it does so at its own cost without any access to any of the HMT Contribution or Councils' Contribution pursuant to this Agreement;
- 15.11.4 unless agreed otherwise by the remaining Councils, the Council who shall have indicated its wish to withdraw from the City Deal shall not remove its appointees to the Joint Committee for a period of not less than three (3) months commencing on the date of such Council's withdrawal, provided that the costs associated with those appointees to the Joint Committee shall be borne by the remaining Councils on a Proportionate Basis; and
- 15.11.5 save for the obligations set out in Clause 12 (Commitment of the Councils and Contributions), Clause 14 (Liability of the Councils), this Clause 15 (Withdrawal) and Clause 18 (Confidentiality and Announcements), the withdrawing Council shall be released from its respective obligations described in this Agreement from the date of withdrawal.

16. CONSEQUENCES OF TERMINATION

- 16.1 If the Agreement is terminated in accordance with Clause 2.2 (Termination), save for the obligations set out in Clause 12 (Commitment of the Councils and Contributions), Clause 14 (Liability of the Councils), this Clause 16 (Consequences of Termination) and Clause 18 (Confidentiality and Announcements), the Councils shall be released from their respective obligations described in this Agreement.
- 16.2 Where this Agreement is terminated in respect of that Council in accordance with Clause 2.2 (Termination):
- 16.2.1 any capital asset acquired and/or secured and/or owned and provided by such Defaulter for the purposes of the City Deal will remain in the ownership of the Defaulter and the Defaulter will reimburse the remaining Councils their respective contributions (if any) together with any reasonable costs incurred as a result of the withdrawal or default;
- 16.2.2 the other Councils may elect to continue or discontinue with any procurement and/or project forming part of the City Deal; and

- 16.2.3 the Defaulting Council may elect to independently pursue the procurement of any project within its administrative area which was identified as part of the City Deal provided that it does so at its own cost without any access to any of the HMT Contribution or Councils' Contribution pursuant to this Agreement.
- 16.3 The Councils acknowledge and agree that:-
- 16.3.1 the City Deal has been modelled on the basis of participation by all the Councils and that there are considerable economic benefits to be achieved as a result of such joint working; and
- 16.3.2 accordingly, in the event that this Agreement is terminated in relation to any Council pursuant to Clause 2.2 (Termination) such Defaulter shall be liable to the Non-Defaulting Council or Councils for their reasonable and properly incurred costs in relation to the City Deal as set out in Clause 15.5 (Withdrawal) and Schedule 6 (Liability Report).

17. **INTELLECTUAL PROPERTY**

- 17.1 Each Council will retain all Intellectual Property in its Material.
- 17.2 Each Council will grant all of the other Councils a non exclusive, perpetual, non-transferable and royalty free licence to use, modify, amend and develop its IP Material for the discharge the Councils' obligations in relation to the City Deal and any other purpose resulting from the City Deal whether or not the party granting the licence remains a party to this Agreement.
- 17.3 Without prejudice to Clause 17.1 (Intellectual Property), if more than one Council owns or has a legal or beneficial right or interest in any aspect of the IP Material for any reason (including without limitation that no one Council can demonstrate that it independently supplied or created the relevant IP Material without the help of one or more of the other Councils), each of the Councils who contributed to the relevant IP Material will grant to all other Councils to this Agreement a non-exclusive, perpetual, non-transferable and royalty free licence to use and exploit such IP Material as if all the other Councils were the sole owner under the Copyright Design and Patents Act 1988 or any other relevant statute or rule of law.
- 17.4 For the avoidance of doubt, any entity or person who is at the date of this Agreement a party to this Agreement and who has licensed any Intellectual Property under this Agreement will have a non-exclusive, perpetual right to continue to use the licensed Intellectual Property.
- 17.5 Each Council warrants that it has or will have the necessary rights to grant the licences set out in Clause 17.2 (Intellectual Property) and 17.3 (Intellectual Property) in respect of the IP Material to be licensed.
- 17.6 Each Council agrees to execute such further documents and take such actions or do such things as may be reasonably requested by any other Councils (and at the expense of the Council(s) making the request) to give full effect to the terms of this Agreement.

18. **CONFIDENTIALITY AND ANNOUNCEMENTS**

- 18.1 Each Council ("**Covenanter**") shall, both during the currency of this Agreement and at all times following its termination or expiry, keep private and confidential and shall not use or disclose (whether for its own benefit or that of any third party) any Confidential Information about the business of and/or belonging to any other Council or third party which has come to its attention as a result of or in connection with this Agreement.
- 18.2 The obligation set out in Clause 18.1 (Confidentiality and Announcements) shall not relate to information which:-
- 18.2.1 comes into the public domain or is subsequently disclosed to the public (other than through default on the part of the Covenanter or any other person to whom the Covenanter is permitted to disclose such information under this Agreement); or
 - 18.2.2 is required to be disclosed by law; or
 - 18.2.3 was already in the possession of the Covenanter (without restrictions as to its use) on the date of receipt; or
 - 18.2.4 is required or recommended by the rules of any governmental or regulatory authority including any guidance from time to time as to openness and disclosure of information by public bodies; or
 - 18.2.5 is necessary to be disclosed to provide relevant information to any insurer or insurance broker in connection with obtaining any insurance required by this Agreement.
- 18.3 Where disclosure is permitted under Clause 18.2.3 (Confidentiality and Announcements) or 18.2.4 (Confidentiality and Announcements), the recipient of the information shall be subject to a similar obligation of confidentiality as that contained in this Clause 18 (Confidentiality and Announcements) and the disclosing Council shall make this known to the recipient of the information.
- 18.4 No Council shall make any public statement or issue any press release or publish any other public document relating, connected with or arising out of this Agreement or any other agreement relating to the City Deal without the prior written consent of the other Councils.

19. **CONTRACTS (THIRD PARTY RIGHTS)**

The Councils as parties to this Agreement do not intend that any of its terms will be enforceable by virtue of the Contracts (Rights of Third Parties) Act 1999 by any person not a party to it.

20. **DISPUTE RESOLUTION**

- 20.1 Any dispute arising in relation to any aspect of this Agreement shall be resolved in accordance with this Clause 20 (Dispute Resolution). The Councils undertake and agree to pursue a positive approach towards dispute resolution which seeks (in the context of this partnership) to identify a solution which avoids legal proceedings and maintains a strong working relationship between the Councils.
- 20.2 In the event of any dispute or difference between the Councils relating to this Agreement (whether this may be a matter of contractual interpretation or otherwise) then save in relation to disputes or disagreements relating to a Matter Reserved To The Councils, the matter shall be dealt with as follows by referral in the first instance to the Joint Committee who shall meet within ten (10) Business Days of notification of

the occurrence of such dispute and attempt to resolve the disputed matter in good faith.

- 20.3 In relation to a dispute or disagreement relating to a Matter Reserved To The Councils, or if the Joint Committee fails to resolve a dispute or disagreement within five (5) Business Days of meeting pursuant to Clause 20.2 (Dispute Resolution), or fails to meet in accordance with the timescales set out in Clause 20.2 (Dispute Resolution), then the Councils in dispute or the Joint Committee (as the case may be) may refer the matter for resolution to:-
- 20.3.1 the Chief Executive(a) or Council Leader(s) (as appropriate) of the Councils;
or
 - 20.3.2 mediation by such party as the Councils may agree; or
 - 20.3.3 the exclusive jurisdiction of the Courts of England and Wales otherwise.
- 20.4 Any dispute and/or disagreement to be determined by the Chief Executive(s) or Council Leaders (as appropriate), mediation or the Courts of England and Wales or such other body as agreed by the Councils (as the case may be) under this Agreement shall be promptly referred for determination to them.
- 20.5 The Councils shall on request promptly supply to the Chief Executive(s) or Council Leaders or mediator or the Courts of England and Wales (as the case may be) all such assistance, documents and information as may be required for the purpose of determination and the Councils shall use its reasonable endeavours to procure the prompt determination of such reference.
- 20.6 If a mediator is appointed to determine in dispute pursuant to Clause 20.3 (Dispute Resolution), then the mediator shall be deemed to act as an expert and not as an arbitrator and his determination shall (in the absence of manifest error) be conclusive and binding upon the Councils.
- 20.7 The costs of the resolution of any dispute and/or disagreement between the Councils under this Agreement shall be borne by the Councils on a Proportionate Basis to the dispute in question save as may be otherwise directed by the Chief Executive(s) or Council Leaders (as appropriate), the mediator or the Courts of England and Wales (as the case may be).

21. DATA PROTECTION

- 21.1 In relation to all Personal Data, each Council shall at all times comply with the DPA, (as a data controller if necessary) which includes (but is not limited to) maintaining a valid and up to date registration or notification under the DPA covering the data processing activities to be performed in connection with the City Deal.
- 21.2 Each Council:
- 21.2.1 shall process Personal Data belonging to any other Council only on the instructions of that Council (subject to compliance with applicable law);
 - 21.2.2 shall only undertake processing of Personal Data reasonably required in connection with the City Deal and shall not transfer any Personal Data to any country or territory outside the European Economic Area; and
 - 21.2.3 shall use its reasonable endeavours to procure that all relevant sub-contractors and third parties comply with this Clause 21.2 (Data Protection). For the avoidance of doubt a relevant sub-contractor is one which processes Personal Data belonging to the one or any of the Councils.

- 21.3 The Councils shall not disclose Personal Data to any third parties other than:
- 21.3.1 to employees and sub-contractors and third parties to whom such disclosure is reasonably necessary in order for the Councils to discharge the Councils' obligations in relation to the City Deal; or
 - 21.3.2 to the extent required under a court order or to comply with any applicable laws including (but not limited to) any statute, bye law, European Directive or regulation.

provided that any disclosure to any sub-contractor or any third parties under Clause 21.3.1 (Data Protection) shall be made subject to written terms substantially the same as, and no less stringent than, the terms contained in this Clause 21 (Data Protection) and that the Councils shall give notice in writing to all other Councils of any disclosure of Personal Data belonging to them which they or a sub-contractor or third parties are required to make under Clause 21.3.2 (Data Protection) immediately they are aware of such a requirement.

- 21.3.3 The Councils shall bring into effect and maintain and shall use its reasonable endeavours to ensure that all relevant sub-contractors and any third parties have in effect and maintain all reasonable technical and organisational measures necessary to prevent unauthorised or unlawful processing of Personal Data and accidental loss or destruction of, or damage to, Personal Data including but not limited to taking reasonable steps to ensure the reliability and probity of any employee or agent of a relevant sub contractor or any third parties having access to the Personal Data.
 - 21.3.4 Any Council may, at reasonable intervals, request a written description of the technical and organisational methods employed by any other Council and the relevant sub-contractors referred to in Clause 21.2.3 (Data Protection) Within five (5) Business Days of such a request, the Council requested to do so shall supply written particulars of all such measures as it is maintaining detailed to a reasonable level such that the requesting Council can determine whether or not, in connection with the Personal Data, it is compliant with the DPA. All Councils shall use its reasonable endeavours to ensure that the sub-contractors and any third parties also comply with such request from any other Council.
- 21.4 All Councils shall ensure that any Personal Data they obtain and provide to any other Council has been lawfully obtained and complies with the DPA and that the use thereof in accordance with this Agreement shall not breach any of the provisions of the DPA.
- 21.5 If:-
- 21.5.1 under the DPA any Council is required to provide information to a data subject (as defined in the DPA) in relation to Personal Data when such data is in the possession or under control of any other Council; and
 - 21.5.2 the required Council informs the controlling Council in writing that this is the case,
- then the controlling Council shall guarantee reasonable and prompt co-operation to the required Council in meeting its obligations under the DPA including making copies of the relevant Personal Data to the extent the same are in its possession.
- 21.6 Each Council shall provide the other as soon as reasonably practicable, with such information in relation to Personal Data and their processing as the other Council may reasonably request in writing and the party asked to provide the relevant data may reasonably be able to provide in order for the other Council to:-

- 21.6.1 comply with its obligations under this Clause and the DPA; and
- 21.6.2 assess whether the processing of the relevant Personal Data in connection with this Agreement is breaching or may breach the DPA in a manner which is material and not effectively sanctioned by any guidance statement issued by the Information Commissioner.
- 21.7 The Councils shall each take reasonable precautions (having regard to the nature of their respective obligations under this Agreement) to preserve the integrity of any Personal Data.
- 21.8 The Councils shall continually review any existing information sharing protocols being used in relation to the City Deal to ensure they remain relevant to the City Deal and to identify which Personal Data needs to be processed and on what basis to ensure compliance with this Clause 21 (Data Protection).

22. **FREEDOM OF INFORMATION AND ENVIRONMENT INFORMATION**

- 22.1 Each Council acknowledges that the other Councils are subject to the requirements of the Freedom of Information Act 2000 (“**FOIA**”) and the Environmental Information Regulations 2004 (“**EIR**”) and the Councils shall comply with the Accountable Body's policy on FOIA in respect of these information disclosure obligations to the extent they relate to the City Deal.
- 22.2 Where a Council receives a request for information under either the FOIA or the EIR in relation to information which it is holding on behalf of any of the other Councils in relation to the City Deal, it shall:
 - 22.2.1 transfer the request for information to the Accountable Body as soon as practicable after receipt and in any event within two (2) Business Days of receiving a request for information;
 - 22.2.2 provide the Accountable Body with a copy of all information in its possession or power in the form the Accountable Body reasonably requires within ten (10) Business Days (or such longer period as the Accountable Body may specify) of the Accountable Body requesting that information; and
 - 22.2.3 provide all necessary assistance as reasonably requested by the Accountable Body to enable the Accountable Body to respond to a request for information within the time for compliance set out in the FOIA or the EIR.
- 22.3 The Councils agree and acknowledge that the Accountable Body shall be responsible for co-ordinating any response on behalf of the relevant Councils to the extent they relate to the City Deal and all costs incurred shall be accounted for as Joint Committee Costs.
- 22.4 The Accountable Body shall be responsible for determining in their absolute discretion whether any information requested under the FOIA or the EIR:
 - 22.4.1 is exempt from disclosure under the FOIA or the EIR;
 - 22.4.2 is to be disclosed in response to a request for information.
- 22.5 Each Council acknowledges that the Accountable Body may be obliged under the FOIA or the EIR to disclose information:
 - 22.5.1 without consulting with the other Councils where it has not been practicable to achieve such consultation; or

22.5.2 following consultation with the other Councils and having taken their views into account.

23. **NOTICES**

23.1 Any notice or demand in connection with this Agreement to any Council shall be in writing and may be delivered by hand, prepaid first class post, special delivery post or email, addressed to the recipient at the address as the case may be set out in Schedule 3 (Councils' and Regional Programme Director's Details) or such other recipient address as may be notified in writing from time to time by any of the parties to this Agreement to all the other Councils to this Agreement.

23.2 Any notice or demand in connection with this Agreement to the Joint Committee shall be in writing and may be delivered by hand, prepaid first class post, special delivery post or email, addressed to the Regional Programme Director at the address as the case may be as set out in Schedule 3 (Councils' and Regional Programme Director's Details) or such other recipient address as may be notified in writing from time to time by the Regional Programme Director to all the Councils to this Agreement.

23.3 The notice or demand shall be deemed to have been duly served:-

23.3.1 if delivered by hand, when left at the proper address for service;

23.3.2 if given or made by prepaid first class post or special delivery post, forty-eight (48) hours after being posted (excluding days other than Business Days);

23.3.3 if given or made by email, at the time of transmission,

provided that, where in the case of delivery by hand or email such delivery or transmission occurs either after 4.00pm on a Business Day or on a day other than a Business Day service shall be deemed to occur at 9.00am on the next following Business Day.

23.4 For the avoidance of doubt, where proceedings to which the Civil Procedure Rules apply have been issued, the provisions of the Civil Procedure Rules must be complied with in respect of the service of documents in connection with those proceedings.

24. **GOVERNING LAW**

This Agreement and any non-contractual obligations arising out of or in connection with it shall be governed by and construed in all respects in accordance with the laws of England and Wales. Subject to Clause 20 (Dispute Resolution), the English and Welsh Courts shall have exclusive jurisdiction to settle any disputes which may arise out of or in connection with this Agreement.

25. **ASSIGNMENTS**

25.1 The rights and obligations of the Councils under this Agreement shall not be assigned, novated or otherwise transferred (whether by virtue of any legislation or any scheme pursuant to any legislation or otherwise) to any person other than to any public body (being a single entity) acquiring the whole of the Agreement and having the legal capacity, power and authority to become a party to and to perform the obligations of the relevant Council under this Agreement being:

25.1.1 a Minister of the Crown pursuant to an Order under the Ministers of the Crown Act 1975; or

25.1.2 any Local Authority which has sufficient financial standing or financial resources to perform the obligations of the relevant Council under this Agreement.

26. **WAIVER**

26.1 No failure or delay by any Council to exercise any right, power or remedy will operate as a waiver of it nor will any partial exercise preclude any further exercise of the same or some other right, power or remedy unless a waiver is given in writing by that Council.

26.2 Each Council shall pay their own costs incurred in connection with the preparation, execution, completion and implementation of this Agreement.

27. **ENTIRE AGREEMENT**

This Agreement contains all the terms which the parties have agreed in relation to the subject of this Agreement and supersedes any prior written or oral agreements, representations or understandings between the Councils relating to such subject matter. No Council has been induced to enter into this Agreement or any of these documents by statement or promise which they do not contain, save that this Clause shall not exclude any liability which one Council would otherwise have to the other in respect of any statements made fraudulently by that Council.

28. **COUNTERPARTS**

This Agreement may be executed in any number of counterparts each of which so executed shall be an original but together shall constitute one and the same instrument.

29. **RELATIONSHIP OF COUNCILS**

Each Council is an independent body and nothing contained in this Agreement shall be construed to imply that there is any relationship between the Councils of partnership or (except as expressly provided in this Agreement) of principal/agent or of employer/employee. No Council shall have the right to act on behalf of another nor to bind the other by contract or otherwise except to the extent expressly permitted by the terms of this Agreement. In particular for the avoidance of doubt, none of the provisions relating to the principles of working in partnership shall be taken to establish any partnership as defined by The Partnership Act 1890.

30. **STATUTORY RESPONSIBILITIES**

Notwithstanding anything apparently to the contrary in this Agreement, in carrying out their statutory duties, the discretion of any Council shall not be fettered or otherwise affected by the terms of this Agreement.

AS WITNESSED the duly authorised representatives of the Councils have signed this Agreement as a deed on the date written at the beginning of this Agreement.

Schedule 1

DELEGATIONS POLICY

DECISION	REGIONAL PROGRAMME DIRECTOR MATTER	JOINT COMMITTEE MATTER	MATTER RESERVED TO THE COUNCILS
KEY THEMES			
1. Approval and adoption of the JWA Business Plan			Yes
2. Approval and adoption of any updated JWA Business Plan save to the extent any such update amount to a material change to the prevailing JWA Business Plan (in which case the decision to approve and adopt such updated JWA Business Plan shall be a "Matter Reserved To The Councils")		Yes	
3. Approval and adoption of the Annual Business Plans and any updated Annual Business Plan		Yes	
4. Taking action outside of the parameters of the JWA Business Plan or any Annual Business Plan(s) for specific Programme Themes or approved projects agreed in the JWA Business Plan which shall include the number and scope of projects to be developed in order to provide an overall regional benefit to the Cardiff Capital Region		Yes	
ESTABLISHMENT OF A FUND			
5. Agreeing the legal structure of the Cardiff Capital Region Wider Investment Fund (e.g. a separate corporate entity established as a company or LLP, a Limited Partnership or a Block of Finance / Accountable Body arrangements)		Yes	
6. Agreeing the number of, size of and scope of any investment fund(s) within the scope of the Annual Budget set out in Clause 12.4 (Annual Budget)		Yes	
7. Agreeing any governance documentation		Yes	
8. Agreeing the investment criteria and investment policy to determine when		Yes	

DECISION	REGIONAL PROGRAMME DIRECTOR MATTER	JOINT COMMITTEE MATTER	MATTER RESERVED TO THE COUNCILS
investments should be made and their prioritisation			
9. Procuring and appointing a fund manager		Yes	
FUNDING AND EXPENDITURE			
10. Agreeing any increase to the Affordability Envelope			Yes
11. Approval of any increase to the Council Contribution above the £120,000,000 (one hundred and twenty million pounds) provided for under Clause 12.5.3 (Councils' Contribution)			Yes
12. Agreeing any extension of time beyond the six (6) month timescale set out under Clause 2.3 (Conditions Subsequent) to allow the Councils further time to approve any Welsh Government Funding conditions		Yes	
13. Waiver of any Condition Subsequent pursuant to Clause 2.3 (Conditions Subsequent)		Yes	
14. Approval of any disproportionate Internal Costs pursuant to Clause 12.2.2 (Commitment of the Councils and Contributions)		Yes	
15. Approval of expenditure within the approved Annual Budget of the Accountable Body held on behalf of the Councils set out in Clause 12.4 (Annual Budget)	Yes		
16. Approval of the Annual Budget pursuant to Clause 12.4.1(b) (Annual Budget)		Yes	
17. Approval of additional expenditure up to of 5% (five per cent) of the approved Annual Budget of the Accountable Body held on behalf of the Councils set out in Clause 12.4 (Annual Budget)		Yes	
18. Agreeing the form of the Gateway Reviews		Yes	
19. Agreeing any Welsh Government Funding conditions		Yes	
20. Approval of whether some of the HMT Contribution capital funding can be used as revenue pursuant to Clause 12.5.2(b)(v) (HMT		Yes	

DECISION	REGIONAL PROGRAMME DIRECTOR MATTER	JOINT COMMITTEE MATTER	MATTER RESERVED TO THE COUNCILS
Contribution)			
21. Entering into (or agreeing to enter into) any borrowing arrangement on behalf of the Joint Committee and/or giving any security in respect of any such borrowing		Yes	
22. Accepting terms and conditions in relation to any third party funding for the City Deal		Yes	
GENERAL			
23. Replacement of the Accountable Body pursuant to Clause 4.2		Yes	
24. Establishment of a sub-committee pursuant to this Agreement and determining their terms of reference and scope of delegation.		Yes	
25. Making any variations to or waiving any rights to or terminating any contracts signed by Councils / the Accountable Body (other than this Agreement) which are material to the City Deal.		Yes	
26. Amendments to the terms of this Agreement		Yes	
27. The engagement of (and terms of engagement of) any individual person as a consultant where the value of the appointment does not exceed £50,000 per Accounting Period	Yes		
28. Commencing any claim, proceedings or other litigation brought by or settling or defending any claim, proceedings or other litigation brought against the Joint Committee or individual Council in relation to the City Deal, except in relation to debt collection in the ordinary course of business.		Yes	
29. Making any announcements or releases of whatever nature in relation to the Joint Committee and the City Deal		Yes	
30. Appointment of Regional Programme Director		Yes	
31. Any other matters not covered in this Schedule 1 (Delegations Policy)		Yes	

Schedule 2

TERMS OF REFERENCE

PART 1

JOINT COMMITTEE TERMS OF REFERENCE

Aims/Purpose

1. To oversee the progress the City Deal and to give strategic direction.
2. The Joint Committee will be the key body to oversee the City Deal and to represent the interests of the Councils and its stakeholders. The Joint Committee will also be responsible for monitoring project progress and managing the political dimensions of the City Deal.
3. It is recommended that the Joint Committee will carry out the following functions:
 - Determine the form of and number of fund(s) to deliver the City Deal.
 - Agree key projects to deliver the City Deal excluding the South East Wales Metro Scheme
 - Provide strategic direction to the Regional Programme Director (to include approval of remit for the Regional Programme Director and approval of any resourcing issues)
 - Act as a representative for each of the Councils to ensure consistency with individual objectives and visions
 - Monitor performance, management and working arrangements (to include the necessary audit and assurance checks)
 - Ensure that sufficient resources are committed to the City Deal
 - Arbitrate on any conflicts within the programme or negotiate a solution to any problems between the programme and external bodies
 - Communicate and provide progress on strategic issues within the City Deal
 - Promote partnership working between the Councils
 - Publish annual governance statement and Annual Accounts in accordance with the Assurance Framework
 - Liaise with other City Deal partners across the United Kingdom to share best practice and ensure a co-ordinated strategic approach

Terms

4. At the start of the City Deal, to agree:
 - The project plan to include key themes and funds to be progressed
 - Decision-making process prior to making recommendations to Cabinet
5. During the planning and development stages, to:
 - Review project status against the project plan
 - Monitor the management of project budget, risks and quality
 - Promote and support the project among relevant stakeholders and where appropriate obtain their consent.
 - Seek to resolve disputes where these cannot be resolved satisfactorily through other means
 - Ensure that the proposals are affordable and deliver maximum value for money for the public sector.

Procurement of contracts for goods, works or services

6. Where the Joint Committee is procuring any goods, works or services, at the start of a procurement, the Joint Committee shall agree:
 - Measures against which the benefits realisation should be measured
 - Arrangements for quality assurance and risk management
 - Arrangements for communications
 - Arrangements for procurement launch for specific projects (where appropriate)

7. As the procurements progress, to:
 - Review the project status against the project plan
 - Monitor the management of procurement budget, risks and quality
 - Agree progression through key stages (eg including but not limited to issue of the OJEU, pre-qualification stage and preferred bidder stage) and obtain all associated 'sign-offs'.
 - Agree draft procurement documents
 - Agree the process for evaluating bids and the detailed evaluation criteria and scoring
 - Report to the Cabinet on the progress of the procurement
 - Act as the ambassadors for the procurement and the project it facilitates

8. At the end of the procurement, to:
 - Ensure that the expected products have been delivered satisfactorily
 - Ensure that the pre contract risk review is completed
 - Agree any financial business cases and recommend it to Cabinet
 - Recommend award of contract to Cabinet and obtain all final 'sign-offs'.

PART 2

PROGRAMME BOARD TERMS OF REFERENCE

To be finalised and inserted by agreement of the Councils as a Joint Committee Matter

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Schedule 3

COUNCILS' AND REGIONAL PROGRAMME DIRECTOR'S DETAILS

RECIPIENT'S NAME	ADDRESS	EMAIL
Blaenau Gwent Council: Managing Director	Municipal Offices, Civic Centre, Ebbw Vale, Gwent, NP23 6XB	Stephen.Gillingham@blaenau- gwent.gov.uk
Bridgend Council: Chief Executive	Civic Offices, Angel Street, Bridgend, CF31 4WB	darren.mepham@briegend.gov.uk
Caerphilly Council: Chief Executive	Penallta House, Tredomen Park, Ystrad Mynach, Hengoed, CF82 7PG	chrisburns@carerdphilly.gov.uk
Cardiff Council: Chief Executive	County Hall, Atlantic Wharf, Cardiff, CF10 4UW	paul.orders@cardiff.gov.uk
Merthyr Tydfil Council: Chief Executive	Civic Centre, Castle Street, Merthyr Tydfil, CF47 8AN	chief.executive@merthyr.gov.uk
Monmouthshire Council: Chief Executive	Croesyceilog, Cwmbran, NP4H	PaulMatthews@monmouthshire.gov. uk
Newport Council: Chief Executive	Civic Centre, Newport, NP20 4UR	will.gogfrey@newport.gov.uk
Rhondda Cynon Taf Council: Chief Executive	The Pavilions, Cambrian Park, Clydach Vale, Tonypany, CF40 2X	christopher.d.bradshaw@rctcbc.gov. uk
Torfaen Council: Chief Executive	Civic Centre, Pontypool, NP4 6YB	alison.ward@torfaen.gov.uk
The Vale of Glamorgan County Borough Council: Managing Director	Civic Offices, Holton Road, Barry, CF63 4RU	drthomas@valeofglamorgan.gov.uk
Regional Programme Director	Civic Offices, Angel Street, Bridgend, CF31 4WB	Sheila.Davies@bridgend.gov.uk

Schedule 4

HEADS OF EXPENDITURE

1. The following is a non-exhaustive list of the heads of expenditure that may be incurred by the Councils in the City Deal:-
 - 1.1 **"Internal Costs"** means the costs associated with each Council providing internal Council resources in relation to the City Deal which includes but is not limited to:
 - 1.1.1 Staffing costs and associated overheads
 - 1.1.2 Project management / technical & admin support
 - 1.1.3 Communications
 - 1.1.4 costs incurred in respect of managing FOIA requests pursuant to Clause 22 (Freedom of Information and Environmental Information)
 - 1.2 **"Joint Committee Costs"** means the operational and management costs of the Joint Committee which includes but is not limited to
 - 1.2.1 Staffing costs and associated overheads
 - 1.2.2 Project management / technical & admin support
 - 1.2.3 Communications
 - 1.2.4 Translation Costs
 - 1.3 For the avoidance of doubt, Internal Costs and Joint Committee Costs do not include any revenue costs or capital investment relating to the implementation of any project pursuant to an Annual Business Plan.

Schedule 5

ACCOUNTING PERIODS

The initial Accounting Period shall be the date of this Agreement until 31st March and thereafter shall be as follows:

Start of Accounting Period	End of Accounting Period
1 April	30 June
1 July	30 September
1 October	31 December
1 January	31 March

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Schedule 6

LIABILITY REPORT

The Liability Report shall include (but shall not be limited to) irrecoverable expenditure incurred and committed in relation to the following:

	<u>Amount</u> (all figures in round pounds)
Any committed costs including but not limited to those set out in Clause 15.5 (Withdrawal)	
Procurement Costs	
Costs associated with delays and having to revisit any procurements (including but not limited to the cost of legal, financial and technical advice)	
Land costs – costs associated with identifying and procuring land	
Staff costs (and associated overheads) in progressing the scheme:- a) Consultancy / Advisors fees b) Internal Project Management and monitoring c) Internal Professional advice	
All other reasonable and properly incurred costs and losses (to include the cost of preparing the Liability Report)	
Any costs, claims and damages arising from any third parties in respect of any costs relating to any delay or arising from the termination	

Certified Correct _____
(Signed)

(Date)

Cardiff Capital Region City Deal

Executive Summary

1. Cardiff Capital Region has secured a deal worth £1.2 billion. Over its lifetime, local partners expect the City Deal to deliver up to 25,000 new jobs and leverage an additional £4 billion of private sector investment.

2. This City Deal will provide local partners with the powers and the resources to unlock significant economic growth across the Cardiff Capital Region. It is a deal that builds on the region's sectoral strengths, its high skill base and three successful universities. The City Deal also provides an opportunity to continue tackling the area's barriers to economic growth by: improving transport connectivity; increasing skill levels still further; supporting people into work; and giving businesses the support they need to innovate and grow.

3. This deal will also develop stronger and more effective leadership across the Cardiff Capital Region, enabling ten local authority leaders to join up decision making, pool resources and work more effectively with local businesses.

4. The Cardiff Capital Region City Deal includes:

- **£1.2 billion investment in the Cardiff Capital Region's infrastructure.** A key priority for investment will be the delivery of the South East Wales Metro, including the Valley Lines Electrification programme.
- **Connecting the region.** The Cardiff Capital Region will establish a new non-statutory **Regional Transport Authority** to co-ordinate transport planning and investment, in partnership with the Welsh Government.
- **Support for innovation and improving the digital network.** To develop capabilities in Compound Semiconductor Applications the UK Government will invest £50 million to establish a new Catapult Centre in Wales. The Cardiff Capital region will also prioritise investment in research and development and provide support for high value innovative businesses.
- **Developing a skilled workforce and tackling unemployment.** The Cardiff Capital Region Skills and Employment Board will be created (building on existing arrangements) to ensure skills and employment provision is responsive to the needs of local businesses and communities. The Cardiff Capital Region and the Welsh Government will work with the Department of Work and Pensions to co-design the future employment support from 2017, for people with a health condition or disability and/or long term unemployed.
- **Supporting enterprise and business growth.** A Cardiff Capital Region Business Organisation will be established to ensure that there is a single voice for business to work with local authority leaders.
- **Housing development and regeneration.** The Welsh Government and the Cardiff Capital Region commit to a new partnership approach to strategic planning. This will ensure the delivery of sustainable communities, through the use and re-use of property and sites.

Our signing of this document, subject to relevant council approvals, confirms our joint commitment to ensure full implementation of the Cardiff Capital Region City Deal proposed by: City of Cardiff Council; Blaenau Gwent County Borough Council; Bridgend County Borough Council; Caerphilly County Borough Council; Merthyr Tydfil County Borough Council; Monmouthshire County Council; Newport City Council; Rhondda Cynon Taff County Borough Council; Torfaen County Borough Council; and Vale of Glamorgan Council.



The Rt Hon Stephen Crabb
Secretary of State for Wales



The Rt Hon Carwyn Jones
First Minister of Wales



Cllr. Phil Bale
Leader of City of Cardiff
Council



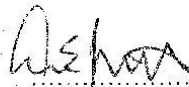
The Rt Hon Greg Hands
Chief Secretary to the
Treasury



Jane Hutt
Minister for Finance and
Government Business
Welsh Government



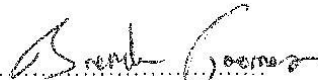
Cllr. Steve Thomas
Leader of Blaenau Gwent
County Borough Council



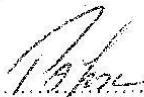
Cllr. M E J Nott OBE
Leader of Bridgend County
Borough Council



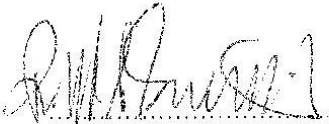
Cllr. Keith Reynolds
Leader of Caerphilly County
Borough Council



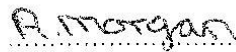
Cllr. Brendan Toomey
Leader of Merthyr Tydfil
County Borough Council



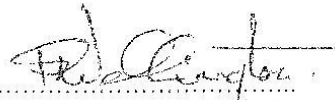
Cllr. Peter Fox
Leader of Monmouthshire
County Council



Cllr Bob Bright
Leader of Newport City
Council



Cllr. Andrew Morgan
Leader of Rhondda Cynon
Taff County Borough
Council



Cllr. Robert Wellington CBE
Leader of Torfaen County
Borough Council



Cllr. Neil Moore
Leader of Vale of
Glamorgan Council

Introduction

5. The Cardiff Capital Region is comprised of ten local authorities: Blaenau Gwent; Bridgend; Caerphilly; Cardiff; Merthyr Tydfil; Monmouthshire; Newport; Rhondda Cynon Taff; Torfaen; and Vale of Glamorgan. It is the largest city-region in Wales and accounts for approximately 50% of the total economic output of the Welsh economy, 49% of total employment and has over 38,000 active businesses.

6. The Cardiff Capital Region is an area where people want to live and work. With two cities (Cardiff and Newport) at its core, the region has seen significant regeneration and investment over recent decades. Cardiff, as the capital city, is now dynamic, fast growing and forecast to have a higher population growth rate over the next 20 years than any other city in the UK.

7. The area is home to a range of competitive business clusters with significant international and indigenous businesses across sectors such as: financial services; creative and digital industries; advanced manufacturing; life sciences; energy; and energy supply. These business clusters are serviced through a wide and supportive ecosystem. This ecosystem contains a thriving higher education sector which includes Cardiff University, Cardiff Metropolitan University and the University of South Wales..

8. However, despite these strengths, numerous challenges remain. Gross Value Added, which is a measure of goods and services produced in an area, is lower than all but one of the English Core City Regions. There are also connectivity issues across the region which makes it more difficult for people in Valley's communities to access economic opportunities.

9. Recognising these opportunities and challenges all the signatories to this deal are working together to realise the vision for the Cardiff Capital Region, which is to: *“work together to improve the lives of people in all our communities. We will maximise opportunity for all and ensure we secure sustainable economic growth for future generations”*. This City Deal provides local partners with further powers and tools to realise this vision.

Key Elements of the Deal

Cardiff Capital Region Investment Fund

10. This City Deal sets out a transformative approach in how the Cardiff Capital Region will deliver the scale and nature of investment needed to support the area's growth plans. Central to this will be the development of a 20 year £1.2 billion Investment Fund, which the Cardiff Capital Region will use to invest in a wide range of projects.

11. Both the UK and Welsh Government are contributing £500 million to this fund respectively. The Welsh Government funding will be provided over the first seven years of the Investment Fund, from 2016/17 to 2022/23. The ten local authorities in the Cardiff Capital Region will contribute a minimum of £120 million over the 20 year period of the Fund. In addition, over £100m from the European Regional Development Fund has been committed to delivering the City Deal.

12. The Cardiff Capital Region believes investments in these areas will deliver up to 25,000 new jobs and bring forward at least £4 billion of additional investment from local partners and the private sector by 2036.

South East Wales Metro

13. A key priority, which the City Deal Investment Fund will support, is the delivery of the South East Wales Metro. The scheme has the potential to provide a significantly improved public transport system that will transform the way people travel around the region.

14. Given the importance of the Metro to the UK Government, Welsh Government and Cardiff Capital Region, a proportion of the Investment Fund will be pre-allocated to the delivery of this scheme. This pre-allocation focuses on both phases of the wider Metro scheme. These are:

- The delivery of the Valley Lines Electrification programme. This City Deal reconfirms the continued shared ambition of both Government's and the Cardiff Capital Region to deliver this element of the wider Metro scheme. £325 million of the £1.2 billion Investment Fund has already been committed to the delivery of this scheme (£125 million from the UK Government, £94 million from the Welsh Government and £106 million from the European Regional Development Fund).
- The delivery of the wider South East Wales Metro scheme. The Welsh Government will pre-allocate over £400m further funding from the Investment Fund to deliver the wider ambitions around the Metro scheme, which is the subject of ongoing design work. As part of this City Deal the Welsh Government commits to involving the Cardiff Capital Region in the co-design of the wider Metro scheme and in the procurement of a delivery organisation.

15. The Department for Transport will agree the arrangements for making the agreed contribution to the Valley Lines Electrification project with the Welsh Government.

The Welsh Government will agree with the local authorities the arrangements for managing the funding of the Metro scheme, and how it interacts with funding for additional Metro investments delivered through this City Deal.

Wider Investment Priorities

16. The remaining element of the Investment Fund will be used to take forward a wide range of projects and schemes that support economic growth across the Cardiff Capital Region. Decisions on the prioritisation of these schemes will be taken by the Cardiff Capital Region Cabinet. Schemes taken forward could include: further transport schemes; investment to unlock housing and employment sites; and development of research and innovation facilities.

Investment Fund Assurance Framework

17. The ten local authorities across the Cardiff Capital Region commit to writing and adopting an assurance framework for this Investment Fund. This will be agreed by the UK and Welsh Government. By adopting the assurance framework prior to the commencement of the Investment Fund, the Cardiff Capital Region will ensure that schemes that are taken forward (outside of the South East Wales Metro which will be subject to a separate assessment against an assurance framework) represent good value for money and are underpinned by a robust business case.

18. This assurance framework will be based on existing best practice from the UK Government and Welsh Government. In addition the framework will also draw upon any local best practice for managing investment decisions across the Capital Region. Key elements that the assurance framework will include are:

- purpose, structure and operating principles of the framework;
- arrangements to ensure value for money and effective delivery through strong project development, project and options appraisal, prioritisation, and business case development;
- a description of the arrangements for supporting the effective delivery and implementation of projects and schemes, including relationships with delivery bodies; and
- arrangements which enable effective and meaningful engagement of local partners and the public in the investment decisions taken and subsequent scrutiny of these decisions.

Investment Fund Gateway Assessments

19. Cardiff Capital Region will be required to evaluate the impact of the Investment Fund in order to unlock funding that has not been pre-allocated to the South East Wales Metro programme. This will be comprised of gateway assessments every five years. To underpin these gateway assessments, an independent review will be commissioned to evaluate the economic benefits and economic impact of the investments made under the scheme, including whether the projects have been delivered on time and to budget. This assessment will be funded by the Cardiff Capital Region, but agreed at the outset with the UK Government. The next five year tranche of funding will be unlocked if the UK and Welsh Governments are satisfied

that the independent assessment shows the investments to have met key objectives and contributed to national growth.

Local Authority Borrowing

20. Throughout the course of the City Deal programme the ten Cardiff Capital Region local authorities will be responsible for financing the capital investment programme. The difference in the profile between the proposed investment and the capital grant funding may require a local authority or authorities to borrow to fund any difference in expenditure and grant. The cost of any external borrowing is the responsibility of the relevant local authority or local authorities and is to be managed in accordance with prudential principles – it must be prudent, affordable and sustainable.

21. In a scenario where a future Investment Fund Gateway is not achieved, leading to any reduction or cessation of City Deal grant, then it will be the responsibility of individual local authorities within the Cardiff Capital Region to manage the financial impact of this within their local authority budget, utilising reserves or surpluses as required.

Additional Flexibilities

22. In order to deliver the Cardiff Capital Region's City Deal commitments and a longer-term economic strategy, the ten local authorities have requested greater financial autonomy and flexibility. As part of this City Deal the Welsh Government will explore with the Cardiff Capital Region:

- the devolution of business rate income above an agreed growth baseline to provide funding for the City Deal programme;
- providing the ability to levy an infrastructure supplement;
- creating the option for the local authorities to use alternative finance sources; and
- removing conditions around some specific Welsh Government grants, to allow funding to be pooled at the regional level in areas such as school support and interventions that seek to address poverty.

Connecting the Cardiff Capital Region

23. Transport has a key role in delivering economic growth and improving outcomes for people by connecting communities, business, jobs, facilities and services. However across the Capital Region there are significant congestion and transport capacity issues that need to be addressed. The City Deal Investment Fund and South East Wales Metro will make a significant contribution to improving transport connectivity.

24. In addition to this investment the Cardiff Capital Region will establish a new non-statutory Regional Transport Authority to co-ordinate transport planning and investment, in partnership with the Welsh Government. The Cardiff Capital Region Transport Authority will be responsible for:

- pooled local transport resources;
- regional planning for the local transport network;

- working with Transport for Wales to ensure objectives for transport investment are aligned;
- exploring the creation of a single integrated ticketing platform for public transport across the Cardiff Capital Region;
- working in partnership with the Welsh Government to define the priorities of the South East Wales Metro concept and to support its delivery; and
- working in partnership with the Welsh Government to promote the development of integrated aviation routes from Cardiff Airport and St Athan Enterprise Zone, to deliver economic benefit.

Investing in Innovation and the Digital Network

25. The Cardiff Capital Region has an aspiration to extend the “arc of innovation” that runs along the M4 corridor into the Cardiff Capital Region. Capitalising on the research strengths of the Region’s three universities, the Cardiff Capital Region will designate an “Innovation District” that helps to: create and nurture new high growth businesses; increases investment in research and development; and provides the skills that businesses need now and in the future.

Developing the Compound Semiconductor Sector

26. To transform the UK’s capability, and help position Cardiff as the European leader in Compound Semiconductor applications, the UK Government will invest £50 million to establish a new Catapult in Wales. This new Catapult will complement the work of other organisations in Wales who are already working in this important area, including the Compound Semiconductor Institute at Cardiff University and the Compound Semiconductor Centre, a joint venture between Cardiff University and IQE.

27. Recognising this opportunity, the Cardiff Capital Region will prioritise interventions that support the development of an internationally-competitive Compound Semi- Conductor cluster. Local partners believe that this will put the UK at the heart of an emerging global growth technology.

Innovation Investment

28. To accelerate the growth of innovation and facilitate investment in research and development, the Cardiff Capital Region will seek to prioritise:

- mechanisms to support high growth sectors;
- the development of new facilities and employments sites;
- new approaches to public service delivery;
- the Software Academy in Newport and related programmes across the Capital Region;
- investment in intellectual property creation and commercialisation;
- adding value and complimenting existing innovation support; and
- developing a cyber-security academy with the University of South Wales.

Innovate UK

29. Innovate UK is now planning to increase its footprint and presence in Wales, in order to: raise the awareness and engagement in Innovate UK programmes and activities; to strengthen its links with business, universities and other key partners; and to work with the Welsh Government to promote and support innovation.

Data

30. Cardiff Capital Region commits to developing proposals for how better and more flexible use of data could be used to drive innovation across the public sector and within the wider economy. The Cardiff Capital Region will present a clear case to the UK Government for how a different approach to the use of specific data would improve service delivery and would benefit particular groups.

The Digital Network

31. Innovation will also be a central theme within the Cardiff Capital Region's ambition to deliver an outstanding digital infrastructure and wider ecosystem to support economic growth. To continue to build on investments in next generation broadband, and the Region's reputation as one of the fastest growing tech hubs in the UK, the Cardiff Capital Region will prioritise:

- exploring the case for direct international connectivity;
- the mobile infrastructure across 4G and 5G technologies that add value to existing provision;
- increasing Wi-Fi services across public transport;
- digital solutions to solve the big problems, such as smart housing, citizen payments and open data challenges; and
- facilitating collaboration between stakeholders to identify and exploit opportunities.

Developing a Skilled Workforce and Tackling Unemployment

32. This City Deal will improve the co-ordination and delivery of skills and employment support across the Capital Region. It will help to increase the number of people moving into work (including those that have been out of work for a long time), increase the number of people undertaking an apprenticeship or other relevant skills provision and give people the skills they need to compete in a global employment market.

The Cardiff Capital Region Skills and Employment Board

33. To ensure skills provision is adapted to local economic and social needs and provides the best value for money, the Cardiff Capital Region will strengthen the existing Learning, Skills and Innovation Partnership. This will be re-launched in 2016 as the Cardiff Capital Region Skills and Employment Board.

34. The Partnership will represent a wide range of stakeholders, including: business bodies; higher and further education; local authorities and the Welsh Government.

It will be responsible for:

- Cardiff Capital Region's skills and worklessness strategy;
- pooled local authority skills resource;
- producing an annual regional plan for employment and skills. This annual plan, led by industry, will set out how both the existing skills needs of businesses and the Capital Region's future skills challenges will be addressed;

- influencing and monitoring the delivery and impact of employment and skills programmes across the Region;
- ensuring an industry led approach to the design and delivery of apprenticeship programmes meets the needs of both business and apprentices;
- supporting the Welsh Government’s “Curriculum for Wales, Curriculum for Life” plan, by encouraging closer alignment between future employer skills needs and education provision across the region; and
- ensuring European Union funding investments in skills and employment add value and align with other programmes.

Work and Health Programme

35. Cardiff Capital Region and the Welsh Government will work with Department for Work and Pensions to co-design future employment support from 2017, for people with a health condition or disability and/or long term unemployed¹, many of whom are currently referred to the Work Programme and Work Choice.

36. The respective roles of the Department for Work and Pensions and Cardiff Capital Region in the co-design include:

- Department for Work and Pensions setting the funding envelope; however Cardiff Capital Region and the Welsh Government can top up this if they wish, but are not required to.
- Cardiff Capital Region and the Welsh Government setting out how they will join up local public services in order to improve outcomes for this group.
- Department for Work and Pensions setting the high level performance framework, ensuring support appropriately reflects labour market issues. The primary aim will be to reduce unemployment and move people into sustained employment.
- Cardiff Capital Region (working with the Welsh Government) will have input into determining specific local outcomes that reflect their labour market priorities, however these outcomes should be complementary to the ultimate employment outcome. In determining any local outcome(s) Cardiff Capital Region and the Welsh Government will work with the Department for Work and Pensions to take account of the labour market evidence base and articulate how these will both fit within the wider strategic and economic context and deliver value for money.

37. Before delivery commences the Department for Work and Pensions, Cardiff Capital Region and the Welsh Government will set out an agreement covering the respective roles of each party in the delivery and monitoring of the support. This will include a mechanism by which each party can raise and resolve any concerns that arise.

38. The Department for Work and Pensions sets the contracting arrangements, including contract package areas, but should consider any proposals from Cardiff Capital Region on contract package area geography.

39. Providers will be solely accountable to the Department for Work and Pensions, although Cardiff Capital Region and the Welsh Government will be involved in the tender evaluation.

40. The Department for Work and Pensions and Cardiff Capital Region will develop a mechanism by which Cardiff Capital Region (working with the Welsh Government) can escalate to the Department for Work and Pensions any concerns about provider performance/reaching local agreements and require the Department for Work and Pensions to take formal contract action where appropriate.

Supporting Enterprise and Business Growth

41. The Cardiff Capital Region is committed to improving the co-ordination of local and national business support arrangements. This includes working in partnership with the Welsh Government to address identified barriers to growth, support spatial and sectoral priorities and to target emerging opportunities for driving economic performance.

The Cardiff Capital Region Business Organisation

42. Local partners recognise that ensuring there is a strong business voice to guide both the design and delivery of business support across the region will be critical.

43. Therefore working with public sector partners, the business community, and representative bodies, Cardiff Capital Region will establish a Cardiff Capital Regional Business Organisation. This organisation will provide a clear business voice that will influence and shape business support programmes. In creating the Board, a mapping and consultation process will be undertaken with existing advisory Boards operating within the Region. This will ensure roles and remits are complimentary and add value. The Board will be responsible for:

- articulating the regional needs of business;
- identifying regional priorities for existing business support services; and
- designing future business support programmes.

44. Membership will be drawn from across a range of sectors and interests, including social enterprises and mutuals. A joint Confederation of British Industry, Federation of Small Business, Institute of Directors and South Wales Chamber of Commerce statement outlined the underlying principles for the Business Organisation. The final structure will be designed by the Cardiff Capital Region business community.

Integration of Local Business Support Services and Resources

45. To ensure that relevant business support and promotional activities are delivered at the Capital Region level, local resources will be aligned to create an Integrated Delivery Unit. This unit will deliver regionally significant aspects of economic development. This includes: business development; marketing; tourism; and inward investment.

46. The Integrated Delivery Unit, working in collaboration with the Welsh Government and the proposed Regional Business Organisation, will ensure that any new business support provision complements existing national initiatives. In addition, through this collaborative approach, the Welsh Government is committed to working with the Cardiff Capital Region to explore where existing business support provision can be built on or expanded, whilst avoiding duplication. A number of existing programmes (for example Business Wales, which offers a one stop shop advice and referral service to SMEs and Entrepreneurs) have already been designed through consultation with industry and have the potential to be aligned with identified regional needs and priorities.

47. Further to this, the Welsh Government is also committed to working in partnership with the Cardiff Capital Region to promote the area at a global level. As part of this, the Welsh Government will ensure greater levels of visibility with the Welsh Government's own overseas offices. In addition the Welsh Government will

continue to work closely with UK Trade and Investment to ensure that its propositions are promoted and co-ordinated across the UK Trade and Investment overseas post network.

Housing Development and Regeneration

48. Delivering an increase in house building across the Cardiff Capital Region will help to address critical housing shortages especially for first time buyers and those unable to join the 'housing ladder'. House building is also a critical element of the economy as it: stimulates demand within the supply chain during construction and through purchases by the eventual occupiers; contributes to a more balanced regional planning framework; and is a major employer in its own right.

49. The City Deal presents a unique opportunity for the ten local authority areas to come together to develop and deliver a strategic approach to housing, regeneration and economic growth which will create an accessible, liveable, 'worklife integrated' and highly connected Capital Region. To support this ambition the Cardiff Capital Region will:

- Commit to the development of a partnership between the Cardiff Capital Region and the Welsh Government to take a strategic and balanced approach to housing and regeneration, focussing development on where it is most needed – in a regional and coordinated way.
- Ensure that new housing is linked to the delivery of sustainable and balanced communities, through the re-use of property and sites. Further, both the Welsh Government and Cardiff Capital Region will ensure that proposals to improve the efficiency and quality of the housing stock are aligned with other regeneration outcomes.
- Establish a collective way of working, for example, through an asset development vehicle to progress speculative opportunities for potential Cardiff Capital Region regeneration ventures.
- Develop an integrated public-private housing offer, with clarity over tenure, mix type, design and affordability with prototyping for 'settlements of the future'.
- Utilise innovation in local procurement to secure supply chain benefits, local labour and other social clauses to maximise value.
- Establish the delivery of renewable energy-led regeneration and housing programmes and ensure the principles of 'clean-tech' are anchored within physical development initiatives. This will contribute to ensuring 'futureproofing' and creation of new supply chain networks.
- Engage the affordable housing sector providers in the region as one network. Working with Cardiff Capital Region this network will develop a regional "Housing Plus" strategy in which added value benefits such as training construction apprenticeships, energy resilience and job creation are clearly set out and adopted. This will provide a framework against which site regeneration schemes can be prioritised for investment.

50. In both the planning and delivery of new housing and regeneration projects, the Cardiff Capital Region will ensure that there is alignment to current Welsh Government programmes including Creating Vibrant and Viable Places – the Welsh Government's regeneration framework and increasing the supply and standards of housing.

Cardiff Capital Region Governance

51. The ten local authority partners of the Cardiff Capital Region City Deal have agreed to establish governance model that:

- complies with the existing statutory framework that exists in Wales to deliver this City Deal;
- strengthens and streamlines the existing governance and partnership arrangements across the Capital Region;
- improves business involvement in local decision making;
- provides confidence and assurance to both the UK and Welsh Government that the local authority leaders are making decisions which will drive economic growth across the Capital Region; and
- enables local authorities to explore with the Welsh Government alternative governance arrangements in the medium term.

Cardiff Capital Region Cabinet

52. Utilising the existing statutory framework, the ten local authorities will establish a Cardiff Capital Region Cabinet. The Cabinet will have the status of a Joint Committee and will be the ultimate decision making body in the governance structure.

53. The establishment of a Capital Region Cabinet will be the first step in the development of greater city-region governance across the Cardiff Capital Region. The Cabinet, which will comprise the ten participating local authorities, will provide the basis for initial decision making regarding the Investment Fund. In addition the Cardiff Capital Region Cabinet will be responsible for:

- management of the Cardiff Capital Region Investment Fund;
- additional devolved funding provided to the Capital Region;
- the Cardiff Capital Region Transport Authority;
- contracting with Transport for Wales on prioritised Metro projects;
- control over devolved business rate income above an agreed growth forecast, subject to Welsh Government agreement;
- strategic planning including housing, transport planning and land use;
- influencing skills and worklessness programmes;
- an Inward investment and marketing strategy; and
- considering the scope for strengthening Capital Region governance further.

54. A comprehensive agreement will be drawn up between the participating authorities which will bind and commit each individual local authority and any successor authority (in the event of local government re-organisation) for such duration as is necessary to deliver the City Deal. The agreement will also allow for the possibility of additional functions and powers to be devolved to the Cabinet in the future.

55. The Cardiff Capital Region commit to reviewing the City Deal governance and exploring the future options for moving to even stronger and effective governance that is legally binding. The review will include consulting the Welsh Government and the UK Government to identify actions needed to take forward future governance options.

Strategic Regional Planning

56. The Cardiff Capital Region, in partnership with the Welsh Government, will commit to the creation of an integrated strategic development plan that incorporates housing and employment land-use with wider transport plans. The strategic plan will provide the underpinning blue-print for development across the city-region.

Cardiff Capital Region Economic Growth Partnership

57. A Cardiff Capital Region Economic Growth Partnership will be established to bring together business, higher education and local government. The partnership would be responsible for setting the overarching city-region economic development strategy, as well as monitoring and making recommendations to the Cabinet with regard to City Deal implementation. The partnership will have a specific role to provide advice on investment decisions. This will ensure the City Deal and other interventions make an impact on economic growth and increase employment.

58. The Partnership's membership and terms of reference will be established using the best international practice such as the Danish Growth Forums, as well as the Local Enterprise Partnership model in England and the Economic Leadership Board established in Glasgow.

Independent Growth and Competitiveness Commission

59. The Cardiff Capital Region will establish an independent Growth and Competitiveness Commission to support the city region's economic and investment strategy. It will review activities related to the City Deal as well as wider economic and growth interventions.

60. The Commission's first task will be to review the evidence about the functional economic area and advise how best to generate Gross Value Added growth and support the ambitions of a dynamic capital region.

61. The Commission will be jointly established by the ten local authorities that comprise the Cardiff Capital Region in consultation with the Welsh and UK Governments.

62. The Commission will examine the challenges and opportunities for economic growth and competitiveness and make recommendations for how the Cardiff Capital Region can achieve its full growth potential.

Delivery, Monitoring and Evaluation

63. Cardiff Capital region will work with the UK Government and the Welsh Government to develop an agreed implementation, monitoring and evaluation plan in advance of implementation, which sets out the proposed approach delivery and evaluating the impact of delivery.

64. The Cardiff Capital Region City Deal will be monitored by the Joint Cabinet. The joint programme management team will provide the Cabinet, the UK Government and the Welsh Government with quarterly performance report that will:

- highlight City Deal successes;
- provide a performance narrative for each element of the City Deal against agreed implementation plan timescales;
- provide information on outputs and outcomes agreed;
- identify mitigating actions for projects and programmes that are not being delivered to agreed timescales.

65. The UK Government and Welsh Government will work with the Cardiff Capital Region to agree a timetable for the production of these reports and will convene regular progress meetings.

66. The Cardiff Capital Region commit to recognising the “City Deal” in promoting and branding investments made as a result of this Deal. This includes acknowledging the UK Government equally alongside other funding partners. The Cardiff Capital Region may wish to explore a single unique brand identity that represents the whole Capital Region area and all the partners involved in delivering the City Deal.

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Cardiff
Capital
Region
City Deal

**Cytundeb
Dinesig**
Prifddinas
Ranbarth
Caerdydd

**Cardiff Capital Region City Deal
Wider Investment Fund
Assurance Framework**

January 2017

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1 Introduction

1.1 What is an Assurance Framework?

An Assurance Framework is a set of systems, processes and protocols designed to provide an evidence-based and independent assessment of the governance, risk management, and control processes of an organisation. The independence inherent to the Assurance Framework is derived from the separation between the sponsorship of projects/programmes and their appraisal and evaluation.

The Assurance Framework demonstrates how organisations will monitor, measure and scrutinise how objectives are being met and risks managed. It also details the processes used to ensure an adequate response to risks or lack of performance.

HM Treasury define Assurance Frameworks as “an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organisation.”

1.2 Why does the CCRCW need Assurance Frameworks?

Adherence to the processes detailed in this Assurance Framework will assist in ensuring that funding and resources utilised for the purposes of the Cardiff Capital Region City Deal Wider Investment Fund (Wider Investment Fund) will be used appropriately to deliver stated outcomes.

1.3 Scope of the CCRCW Wider Investment Fund Assurance Framework?

The Cardiff Capital Region City Deal Investment Fund is a £1.229 billion fund consisting of a pre-allocated sum of £734m to the Metro Project and £495m to the Wider Investment Fund.

This Assurance Framework will apply to the Wider Investment Fund consisting of £375m funding provided by the UK Government and £120m committed by the constituent authorities.

The Assurance Framework will also apply to any:

- additional devolved funding provided to the Cardiff Capital Region;
- additional borrowing by the constituent authorities provided to the Cardiff Capital Region; and
- devolved business rate income above an agreed growth forecast, subject to Welsh Government agreement.

This framework does not extend to the Metro Project funding of £734m (consisting; £125m UK Government; £503m Welsh Government; and £106m ERDF funding) which is covered by a separate Assurance Framework.

1.4 Who is the Assurance Framework for?

The commitment to utilise the processes detailed in this Assurance Framework provides surety to the Welsh Government and UK Government related to funding provided for the CCRCW Wider Investment Fund.

The Assurance Framework is also designed to provide Constituent and non-Constituent Authorities, stakeholders, businesses and the public confidence in the activities associated with the Wider Investment Fund.

1.5 Approval and Monitoring of the Assurance Framework

Both the Welsh Government and UK Government must formally approve this Assurance Framework and any proposed amendments and may, from time to time, monitor its use.

The Accountable Body, for the Wider Investment Fund is responsible for ensuring adherence to the Assurance Framework. The Cardiff Capital Region Joint Assurance Committee will provide an independent scrutiny and audit function.

1.6 What is covered in this Assurance Framework?

This document is split into three further sections:

- **Section 2** details the governance and decision-making systems that underpin the Wider Investment Fund Assurance Framework;
- **Section 3** defines the Regional Economic Strategy and the Regional Impact Assessment tool and outlines how Candidate Schemes will be chosen, assessed and approved; and
- **Section 4** outlines the processes that will be followed to ensure effective management and review of the Framework.

This Assurance Framework document should be read in conjunction with the CCRCW Joint Working Agreement.

2 Governance and Decision Making

2.1 Geography of the Cardiff Capital Region

The Cardiff Capital Region is geographically defined by the area consisting the “Constituent Authorities” of:

- (1) BLAENAU GWENT COUNTY BOROUGH COUNCIL
- (2) BRIDGEND COUNTY BOROUGH COUNCIL
- (3) CAERPHILLY COUNTY BOROUGH COUNCIL
- (4) THE COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF
- (5) MERTHYR TYDFIL COUNTY BOROUGH COUNCIL
- (6) MONMOUTHSHIRE COUNTY COUNCIL
- (7) NEWPORT CITY COUNCIL
- (8) RHONDDA CYNON TAFF COUNTY BOROUGH COUNCIL
- (9) TORFAEN COUNTY BOROUGH COUNCIL
- (10) THE VALE OF GLAMORGAN COUNCIL

2.2 CCR City Deal Wider Investment Fund Governance Structure

The current governance structure associated with the Cardiff Capital Regional Cabinet¹ (Regional Cabinet), including the Wider Investment Fund, is shown in Figure 1. This provides details of the advisory, support and scrutiny arrangements established to underpin the Regional Cabinet and is structured to provide transparency and democratic accountability.

The detail and functioning of the Regional Cabinet and associated governance structure is included in the Joint Working Agreement² and associated terms of reference, however, a general description related to roles and responsibility related to the Wider Investment Fund is provided below.

¹ The Cardiff Capital Region Cabinet has been established as a Joint Committee with delegated powers from the constituent authorities as defined in the Joint Working Agreement. The City of Cardiff Council will act as the Accountable Body for funding flowing through this assurance framework; however the Regional Cabinet will be the ultimate decision-making body.

² The Joint Working Agreement is the comprehensive agreement that binds and commits each individual authority and any successor authority (in the event of local government re-organisation) for such duration as is necessary to deliver the City Deal.

CCRCD Governance and Resource Structure

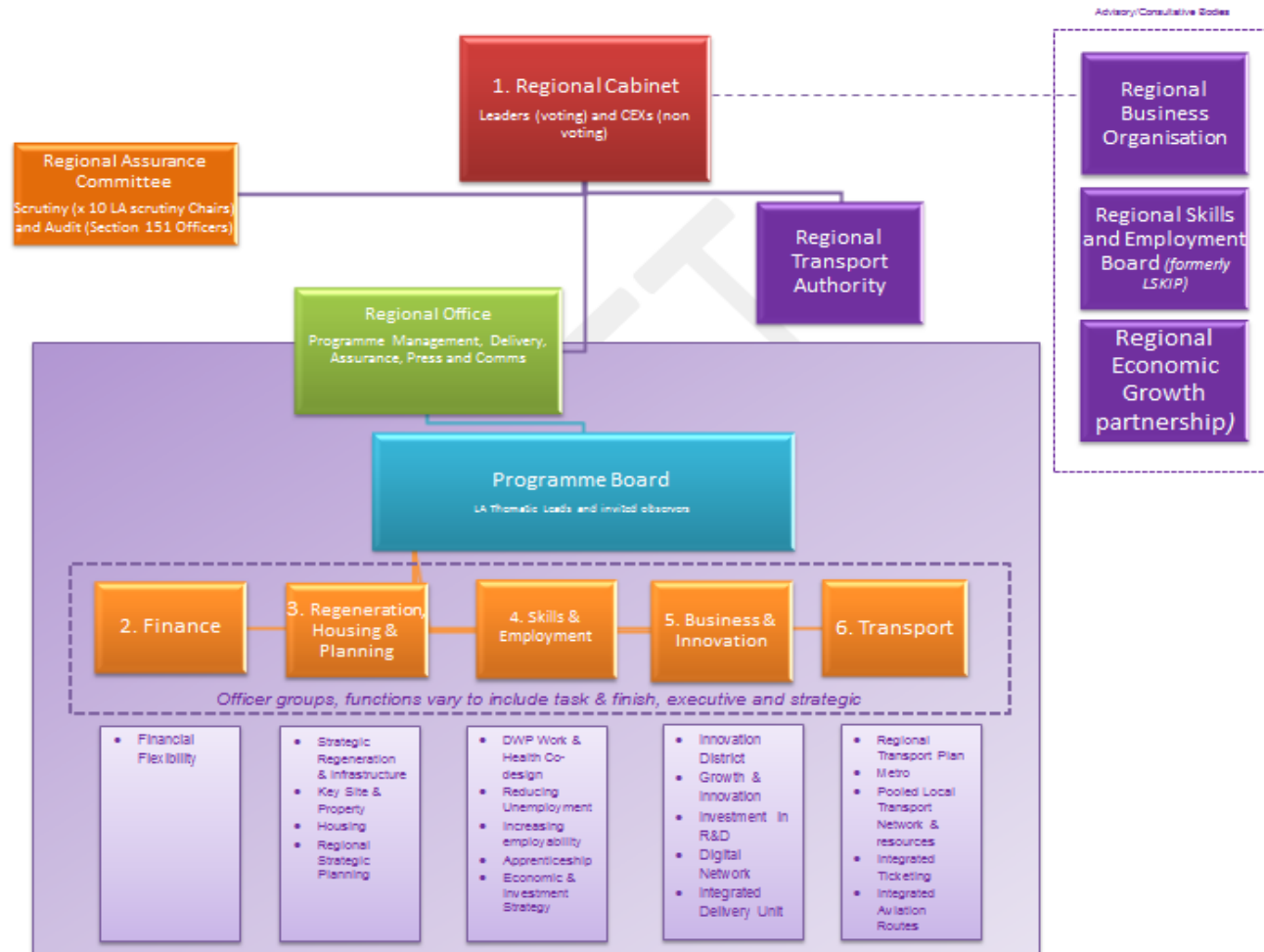


Figure 1: CCRCD Governance Map – [DRAFT]

2.2.1 The Cardiff Capital Regional Cabinet

The Regional Cabinet comprises of the ten participating local authorities and has been established to have responsibility for³:

- management of the Cardiff Capital Region Wider Investment Fund;
- additional devolved funding provided to the Capital Region;
- the Cardiff Capital Region Transport Authority;
- contracting with Transport for Wales on prioritised Metro projects;
- control over devolved business rate income above an agreed growth forecast, subject to Welsh Government agreement;
- strategic planning including housing, transport planning and land use;
- influencing skills and worklessness programmes;
- an Inward investment and marketing strategy; and
- considering the scope for strengthening Capital Region governance further.

The membership of the Regional Cabinet is made up of the Leaders of the Constituent Councils and it will be the ultimate decision making body related to the Wider Investment Fund.

To focus activity and capacity and promote delivery the Regional Cabinet is developing a Regional Economic Strategy and introducing a portfolio arrangement at both political and officer level. Each portfolio is led by two of the Leaders, from the constituent authorities, who are supported by portfolio officers made up of the Chief Executive officers of the local authorities. The portfolios are:

- Regeneration, Housing and Planning
- Work, Skills and Economy
- Business and Innovation
- Transport
- Finance & Governance

In addition, a portfolio of 'Chair of Regional Cabinet' has been established with responsibility for liaison, engagement and promotion.

The key responsibilities of the portfolio holders are:

- providing strategic direction for the portfolio area of responsibility and the development of a portfolio work programme to drive forward delivery;
- communicating a clear understanding of portfolio priorities;
- oversight of performance and delivery of the portfolio including those commitments contained in the Cardiff Capital Region City Deal Heads of Terms (Heads of Terms); and

³ Cardiff Capital Region City Deal Heads of Terms Item 53

- developing effective regional collaboration for the portfolio area of responsibility.

The Regional Cabinet is able to establish sub-committees for any matters which they feel would be better dealt with in this way. These sub-committees may be advisory and report to the Regional Cabinet with recommendation or be provided with delegated powers, from the Regional Cabinet, which will provide them with a defined level of decision making powers. The Regional Cabinet shall be advised by a Lead Head of Paid Service (nominated and agreed by the Heads of Paid Service of the ten constituent councils) who shall meet on an informal basis from time to time.

2.2.2 The CCRCD Regional Assurance Committee

The Regional Cabinet will establish a Regional Assurance Committee to provide an independent scrutiny function to ensure greater public accountability over decisions made by the Regional Cabinet and any of its sub-committees and related entities.

The role of the Assurance Committee is to provide advice, challenge and support to the Regional Cabinet. The detail, functioning and membership of the Assurance Committee will be included in the Joint Working Agreement and will be such that they do not conflict with the role and responsibilities of the Accountable Body.

The Assurance Committee will be required to:

- review and scrutinise the Regional Cabinet's financial affairs;
- receiving the Regional Cabinet's accounts and advising on their approval;
- review and assess the Regional Cabinet's risk management, internal control and corporate governance arrangements;
- review and assess the economy, efficiency and effectiveness with which resources have been used in relation to the Wider Investment Fund; and
- make reports and recommendations to the Regional Cabinet in relation to the above points.

2.2.3 The Regional Transport Authority

The Regional Cabinet will establish a Cardiff Capital Region Transport Authority to co-ordinate regional transport planning and investment, in partnership with the Welsh Government, and will be responsible for:

- Pooled local transport resources;
- Regional planning for the local transport network;
- Working with Transport for Wales to ensure objectives for transport investment are aligned;
- Supporting Welsh Government led work on integrated ticketing across the Cardiff Capital Region;
- Working in partnership with the Welsh Government and Transport for Wales to define the priorities of the South East Wales Metro and to support its delivery;

- Working in partnership with the Welsh Government, airlines and Cardiff International Airport Limited and aerospace partners to promote the development of integrated aviation routes aerospace activity at St Athan Enterprise Zone, to deliver economic benefit.

The detail, functioning and membership of the Regional Transport Authority will be included in the Joint Working Agreement and in relation to the Wider Investment Fund will enable it to:

- develop transport Candidate Schemes for assessment under the Appraisal Framework; and
- provide advice and observations related to transport Candidate Schemes submitted by other bodies.

2.2.4 Advisory/Consultation Body – Regional Business Organisation

The Regional Business Organisation will be responsible for⁴:

- articulating the regional needs of business;
- identifying regional priorities for existing business support services; and
- advising on the design of future business support programmes.

The detail, functioning and membership of the Regional Business Organisation will be included in the Joint Working Agreement and in relation to the Wider Investment Fund will enable it to:

- develop and submit relevant Candidate Schemes for assessment under the Appraisal Framework; and
- provide advice and observations on relevant Candidate Schemes submitted by other bodies.

2.2.5 Advisory/Consultation Body – Regional Skills and Employment Board

The Regional Skills and Employment Board (previously known as the LSKiP Employment and Skills Board) is a partnership which represents a wide range of stakeholders, including: business; education providers; local authorities and the Welsh Government. It will be responsible for⁵:

- Cardiff Capital Region's skills and worklessness strategy;
- Pooled local authority skills resource;
- Producing an annual regional plan for employment and skills. This annual plan, led by industry, will set out how both the existing skills needs of businesses and the Capital Region's future skills challenges will be addressed;
- Influencing and monitoring the delivery and impact of employment and skills programmes across the Region;

⁴ Cardiff Capital Region City Deal Heads of Terms Item 43

⁵ Cardiff Capital Region City Deal Heads of Terms Item 34

- Ensuring an industry led approach to the design and delivery of apprenticeship programmes meets the needs of both business and apprentices;
- Supporting the Welsh Government’s “Curriculum for Wales, Curriculum for Life” plan, by encouraging closer alignment between future employer skills needs and education provision across the region; and
- Ensuring European Union funding investments in skills and employment add value and align with other programmes.

The detail, functioning and membership of the Regional Skills and Employment Board will be included in the Joint Working Agreement and in relation to the Wider Investment Fund will enable it to:

- develop and submit relevant Candidate Schemes for assessment under the Appraisal Framework; and
- provide advice and observations on relevant Candidate Schemes submitted by other bodies.

2.2.6 Advisory/Consultation Body - Regional Economic Growth Partnership

The Regional Economic Growth Partnership will be responsible for:

- Advising on the overarching city-region economic development strategy;
- Monitoring and making recommendations to the Regional Cabinet with regard to City Deal implementation; and
- Providing advice on investment decisions.

The detail, functioning and membership of the Regional Economic Growth Partnership will be included in the Joint Working Agreement and in relation to the Wider Investment Fund will enable it to:

- develop and submit relevant Candidate Schemes for assessment under the Appraisal Framework; and
- provide advice and observations on relevant Candidate Schemes submitted by other bodies.

2.2.7 Advisory/Consultation Body – Welsh Government

The Welsh Government, although not indicated as an advisory/consultation body on the CCRCW Wider Investment Fund governance chart, have statutory responsibilities and investment programmes covering many areas encompassed by the Wider Investment Fund.

It is therefore critical that any proposed investments are additional, complementary and support actions or proposals being implemented or developed by the Welsh Government. This can only be ensured by a close working relationship and effective information sharing.

Related to the Wider Investment Fund the Welsh Government will be:

- invited to actively participate in the work being undertaken in each portfolio area; and
- consulted on all Candidate Schemes.

2.2.8 The Independent Growth and Competitiveness Commission

The Regional Cabinet established a ‘task and finish’ Commission to:

- Review the evidence about the functional economic area and advise how best to generate Gross Value Added growth and support the ambitions of a dynamic capital region in a successful Welsh Economy; and
- Examine the challenges and opportunities for economic growth and competitiveness and make recommendations for how the Cardiff Capital Region can achieve its full growth potential, and contribute most to the Welsh Economy.

The membership of the Commission consisted of Greg Clark, Helen Molyneux, Alexandra Jones, Julie-Ann Haines and Kevin Gardiner and they were supported by Cardiff University.

The Commission was established in August 2016 and completed its task on 16th December 2016 by publishing its recommendations. A number of the Commission’s recommendations are referenced in this Assurance Framework.

2.2.9 The Regional Office

The Regional Office will provide the Regional Cabinet, the UK Government and the Welsh Government with quarterly performance reports⁶ that will⁷:

- Highlight City Deal success;
- Provide a performance narrative for each element of the City Deal against agreed implementation plan timescales;
- Provide information on agreed outputs and outcomes;
- Identify mitigating actions for projects and programmes that are not being delivered to agreed timescales.

The Regional Office will be responsible for ensuring that this Assurance Framework is adhered to by developing, implementing, maintaining and monitoring a comprehensive performance management system and evaluation framework that will operate at both the corporate level and at the scheme level.

The Regional Office will ensure that all submitted schemes are eligible and that details of Candidate Schemes are issued to the appropriate Advisory/Consultation Bodies for their observation and those observations are used as part of the Assessment Framework.

The Regional Office will be responsible for the management of the programme contained in the Regional Economic Strategy, gateway reviews, and the annual Business Plans including performance and financial management of the delivery programme, undertaking due diligence as required.

The Regional Office will provide support to the Regional Cabinet including administration, engagement, and communication including events and press. The Regional Office will act

⁶ The UK Government and Welsh Government will work with the Regional Cabinet to agree a timetable for the production of these reports and will convene regular progress meetings.

⁷ Cardiff Capital Region City Deal Heads of Terms Item 64

as the delivery mechanism to enable the Accountable Body to discharge its duties in respect of the City Deal Wider Investment Fund.

The Regional Office will remain functionally independent of the Accountable Body and will be responsible for discharging those functions set out above; it will not discharge those statutory requirements which are the responsibility of the Accountable Body as the Legal entity.

2.2.10 The Cardiff Capital Region Programme Board

The Cardiff Capital Region Programme Board (Programme Board) membership will consist of the City Deal Programme Director, CEX/Managing Director and/or nominated Director, Programme Manager, Strategic Directors, or equivalent, from each constituent authority, specialist officers, and legal and financial representatives from the Accountable Body.

Related to the Wider Investment Fund the Programme Board will have three distinct roles:

- Providing Portfolio support by:
 - appointing Theme Leads, from their membership, to support the Portfolio Leads and Portfolio Officers established by the Regional Cabinet;
 - under each Theme establish a Strategic Regional Group and, as required, Task & Finish Groups to develop Wider Investment Fund proposals;
 - under each Theme develop a series of Candidate Schemes for assessment under the Candidate Scheme Appraisal Framework;
 - advise on the strategic direction for the portfolio area and assist in the development of a portfolio work programme to drive forward delivery.
- Monitor Portfolio development by:
 - providing support and collective challenge to the Portfolios and Themes including the Strategic Regional Groups and Task & Finish Groups, to ensure their work progresses the development of proposals in line with the Regional Economic Strategy including objectives and targets;
 - oversight of performance and delivery of the portfolios
- Prepare recommendations on individual Candidate Schemes and the overall programme of the Wider Implementation Fund by:
 - ensuring that all Candidate Schemes are assessed in accordance with the Wider Investment Fund Candidate Scheme Appraisal Framework;
 - preparing recommendations on Candidate Schemes whilst ensuring due regard is given to the observations provided by the Advisory/Consultation Bodies and the independent assessment;
 - providing recommendations to the Regional Cabinet on all Candidate Schemes;
 - considering the Wider Investment Fund programme of schemes as a whole to ensure they work effectively together to maximise outcomes by assessing 'total impact' and not just economic considerations;
 - providing recommendations to the Regional Cabinet on Wider Investment Fund delivery programme as a whole.

To allow the Programme Board to undertake all three functions a clear distinction will be drawn between those involved in specific Candidate Scheme development and those preparing recommendations on those schemes to the Regional Cabinet. A robust system of declaration of conflict of interest will be put in place.

2.3 Status and Role of the Accountable Body

One of the constituent authorities will be defined as the Accountable Body for the Regional Cabinet and the Wider Investment Fund and will be responsible for ensuring that funding decisions made by the Regional Cabinet are lawful and appropriate.

As the Accountable Body, overall financial arrangements are managed and accounted for through its financial systems and subject to the Standing Orders and Governance systems of that body. Funding allocated to the Regional Cabinet as part of the Cardiff Capital Region City Deal will be paid to the Accountable Body who shall ensure that those funds remain identifiable from the Accountable Body's own funds.

The Accountable Body shall, subject to the statutory role of each constituent Council's monitoring officer in relation to their Council, provide for the purposes of the Wider Investment Fund the services of its monitoring officer and employ any staff appointed by the Regional Cabinet. Subject to the statutory role of each constituent Council's s151 officer in relation to their Council, the Accountable Body shall provide for the purposes of the Regional Cabinet services of its Chief Financial Officer as Treasurer to the Regional Cabinet.

The Accountable Body shall supply the Regional Office with such support services as may reasonably be required, these may include services such as financial, legal, audit and other professional and/or technical services.

The full details and responsibilities related to the Accountable Body will be included in the Joint Working Agreement and will include; ensuring that the decisions and activities of the Regional Cabinet conform with the legal requirements regarding equalities, environmental, legislation, ensuring that funds are used legally and appropriately; and administrative functions such as payroll, preparing statement of accounts, VAT returns and liaising with external audit etc.

In performing this role, the Accountable Body as the Legal Entity therefore has responsibility to discharge all the statutory requirements in respect of the City Deal Wider Investment Fund, and is ultimately accountable for the actions of the Regional Office. The Accountable Body will ensure that it acts in a manner that is transparent, evidence based, consistent and proportionate.

2.4 Stakeholder Engagement and Transparency

Engagement with and feedback from constituent and neighbouring local authorities, stakeholders and the public has been, and will continue to be, key in shaping and defining the Regional Cabinets' actions.

Monthly newsletters will be distributed to stakeholders throughout the City Region informing them of current and planned activities and how to get involved.

Regular social media updates concerning relevant activity will be provided via the CCRCD Twitter handle @CCRCityDeal.

A calendar of events will be developed and made available on the CCRCD website www.cardiffcapitalregioncitydeal.wales, and on-going PR campaign will inform stakeholders of CCRCD activity.

Stakeholders will be able to contact the CCRCDC via the CCRCDC website's contact form www.cardiffcapitalregioncitydeal.wales or through social media @CCRCityDeal.

The public and stakeholders will be able to provide input via the contact form on the CCRCDC website [<https://cardiffcapitalregioncitydeal.wales>]. Stakeholders will be made aware of how to provide input by being informed via the CCRCDC newsletter which is available online.

Communications, engagement and marketing strategies will be developed and implemented to maximise participation and involvement and will be designed to promote and facilitate the use of the Welsh language and comply with the standards imposed by the regulations approved under the Welsh Language (Wales) Measure 2011.

The Regional Cabinet is committed to transparency in its decision-making and activities, but also recognises that for it to operate effectively there are some circumstances in which it must maintain confidentiality, particularly where commercial sensitivities are involved.

The Regional Cabinet is subject to the same accountability and transparency legislative provisions for decision making as Local Government, including public notice of meetings and the business to be conducted at those meetings, Access to Information Rules and Freedom of Information Act 2000.

The use of resources by the Regional Cabinet is subject to standard local authority checks and balances. In particular, this includes the financial duties and rules which require councils to act prudently in spending, and publish annual accounts. The development of these checks and balances will be overseen and managed by the Accountable Body.

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3 Strategy, Programme and Prospectus

3.1 A Regional Economic Strategy

The Regional Cabinet, using the research and recommendations from the Growth and Competitiveness Commission, are preparing a Regional Economic Strategy that will support a competitive inclusive Cardiff Capital Region, playing to the strengths of the areas within the region to increase overall opportunity, mobility, jobs and investment⁸.

The Regional Economic Strategy will clearly define the regional objectives and include a programme detailing the targets expected from the City Deal during its lifetime and beyond⁹; together with the indicative spend profile for the wider investment fund (comprising of the HMT Contribution and the Council Contribution in the aggregate sum of £586,000,000). Although focussed on the economy the Regional Economic Strategy will also playing a role in improving the social, environment and cultural well-being of the region and may include additional targets to reflect this.

Although the procedures for the use of the Wider Investment Fund are necessarily detailed the principles are straightforward:

- The Regional Economic Strategy will contain a programme which details the expected targets to be achieved from the City Deal;
- Candidate schemes for the Wider Investment Fund will be assessed to measure how they will support the delivery of these targets; and
- A balanced programme of delivery will be managed to ensure that the defined targets are achieved.

The Regional Economic Strategy will be developed in accordance with the 'sustainable development principle' and in setting regional objectives and targets will seek to support and promote the seven well-being goals as detailed in the Well-being of Future Generations (Wales) Act.

3.2 A Regional Impact Assessment Tool

To assist in the process of assessing Candidate Schemes and measure to what extent they will support the delivery of the targets, detailed in the Regional Economic Strategy, a Regional Impact Assessment Tool is being developed.

The tool will select a broad range of indicators and factors, which are known to have a positive impact on the targets detailed in the Regional Economic Strategy, and be used to measure the level by which Candidate Schemes can contribution to those targets and assess their value for money.

The tool will be designed to consider wider sustainable development objectives and be able to assess and highlight the positive impact proposed Candidate Schemes can have on both

⁸ Growth and Competitiveness Commission Report – Recommendation 2 Economic Strategy

⁹ It is likely that the Regional Economic Strategy will include the specific outcomes recommended by the Growth and Competitiveness Commission, for example on productivity, at least 90% of UK average, median earnings to 95% of UK figure, 25,000 new jobs, employment rate of 70.5%.

social and environmental outcomes and other indirect and non-monetised benefits promoted by the City Deal and included in the Regional Economic Strategy.

An important aspect of this assessment tool will be its ability to identify the spread of any potential benefits to ensure geographic balance across the region and the ability of schemes to target need.

3.3 A Prospectus for Growth and Prosperity

For the purposes of the Wider Investment Fund schemes can take several forms including projects, programmes, investments, funds, loans, grants and contributions and may seek support in the form of capital and/or revenue funding.

The variation in potential schemes and funding requirements reflects the multi-strand approach advocated by the Growth and Competitiveness Commission¹⁰ and the wider investment priorities of the Regional Cabinet¹¹ who are committed to invest in those schemes which support regional economic growth and may cover areas as diverse as regeneration & infrastructure, housing, skills, transport, digital, business growth and sector development, research & development and innovation.

Work is being undertaken under each Regional Cabinet portfolio heading to define groupings of schemes. These groupings will be used to produce a prospectus of eligible scheme types. This strategic approach, rather than an open unstructured bidding process, will ensure a comprehensive, balanced programme that is evidence based and targeted to deliver regional economic growth.

Advice and guidance will be sought from the Regional Advisory/Consultative Bodies in the production of this prospectus to ensure that it includes sufficient flexibility to accommodate changing economic priorities, trends and business needs.

The Wider Investment Fund Prospectus (Prospectus) will define the eligible scheme types and detail the full list of Candidate Schemes showing their various stages of development through the Appraisal Framework including those schemes sufficiently developed to be included on the Wider Investment Fund Delivery Programme (Delivery Programme). The Prospectus will therefore be a live document under constant review and update.

To support this strategic approach and ensure a broad range of interventions, based on evidence, the Regional Cabinet may consider introducing initial indicative allocations of funding in relation to each portfolio and theme within the Prospectus. This approach could assist when assessing the affordability of any candidate schemes.

3.4 Candidate Schemes

Having created a prospectus of eligible scheme types, to ensure a strategic approach to investment, a process to allow appropriate schemes to be submitted for consideration will be introduced.

Candidate Schemes can be submitted by the following 'Candidate Scheme Sponsors':

- Portfolio Leads;
- The constituent authorities;

¹⁰ Growth and Competitiveness Report Page 4

¹¹ CCRCD Heads of Terms Item 16

- Welsh Government;
- UK Government;
- Advisory/Consultative Body; and
- Stipulated Stakeholder.

Portfolio Leads are supported by Portfolio Officers, Theme Leads and associated Strategic Regional Groups ensuring that sufficient suitable Candidate Schemes are being identified and developed for appraisal.

Other Candidate Scheme Sponsors can submit proposals directly for appraisal; however, they are encouraged to actively participate in the appropriate Strategic Regional Group. This will ensure the effective development of proposals which can be submitted jointly with the Portfolio Leads.

In addition, the Regional Cabinet may consider issuing a periodic open call for eligible schemes.

3.5 CCR Wider Investment Fund Scheme Appraisal Framework

Regardless of how the candidate schemes have been submitted they will all be required to follow the same appraisal process which has been developed to be transparent and equitable. This will also apply to Candidate Schemes which are only requesting partial support or a contribution and may be subject to other Appraisal Frameworks or assessment processes. Where this is the case, the Wider Investment Fund portion of the investment will be treated in the same way as a standalone scheme.

The Wider Investment Fund Scheme Appraisal Framework is shown in Figure 2 and illustrates the Gateway system to be used including business case requirements, consultation, assessment process, and the recommendation and decision making protocol.

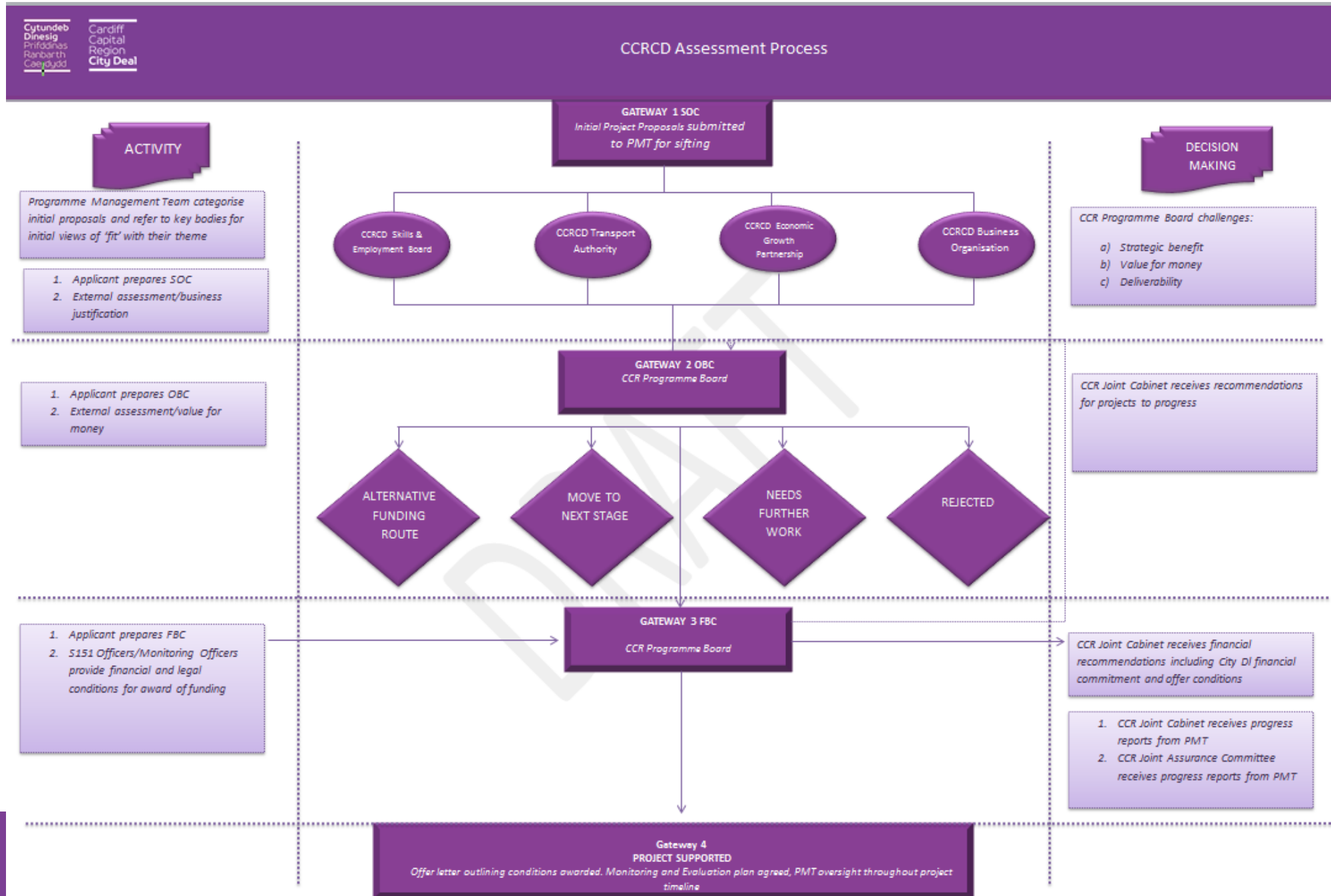
The Assessment Framework will identify those Candidate Schemes in the Prospectus which are eligible to enter the Delivery Programme.

The Regional Office is responsible for co-ordinating and managing the Appraisal Framework including procuring external independent assessments of business cases and for ensuring the separation between the sponsorship of projects/programmes and their appraisal and evaluation.

The Regional Office will produce a set of guidance documentation, including proforma, for Candidate Scheme Sponsors, detailing the various stages of the Appraisal Framework.

The appraisal process is consistent with HM Treasury's Green Book and Business Case Appraisal process and is based on the five cases model; the strategic case; the economic case; the commercial case; the financial case; and the management case.

Figure 2: CCRCW Wider Investment Fund Scheme Assessment Framework



The appraisal process will apply the principle of proportionality, with more detailed information being required for large, complex or contentious schemes. This is important to ensure Candidate Scheme Sponsors are not discouraged from submitting less complex schemes whilst ensuring that large investments are scrutinised and tested appropriately.

3.6 Appraisal Criteria

The main factor in assessing candidate schemes will be the extent to which they contribute to the targets detailed in the Regional Economic Strategy and their value for money, however, to make these assessments detailed information on those proposed schemes is required and will be developed by addressing the criteria detailed below.

The City Deal provides an opportunity to continue tackling the area's barriers to economic growth by: improving transport connectivity; increasing skill levels still further; supporting people into work; and giving businesses the support they need to innovate and grow. The City Deal therefore includes¹²:

- Connecting the region;
- Support for innovation and improving the digital network;
- Developing a skilled workforce and tackling unemployment;
- Supporting enterprise and business growth; and
- Housing development and regeneration.

In addition, the City Deal, over its lifetime, is expected to deliver up to 25,000 new jobs and leverage an additional £4 billion of private sector investment.

All Candidate Schemes are required to demonstrate how they will contribute to one or more of these objectives, and others contained in the Regional Economic Strategy, and why the scheme is needed.

The Growth and Competitiveness Commission have recommended that all Candidate Scheme should also demonstrate¹³:

- ❖ Significant scale;
- ❖ A positive impact on GVA;
- ❖ A positive impact on jobs;
- ❖ An impact beyond the local boundary area of where the investment takes place and does not displace activity within the city-region;
- ❖ Alignment with the proposed Metro investment, including investment that can unlock benefits of the Metro and address access constraints;

In addition, schemes need to demonstrate a quantifiable impact on at least two of the following:

¹² Cardiff Capital Region City Deal Heads of Terms – Executive Summary.

¹³ Growth and Competitiveness Commission Report – Recommendation 3 City Deal Investment Principles.

- Increasing employment rates (by constituency) in areas where employment rates are below the Cardiff Capital Region average;
- Increasing earnings in areas with below average earnings for the Cardiff Capital Region;
- Supporting enterprise growth and productivity gains;
- Supporting people out of employment into employment.

All Candidate Schemes are required to respond to the Growth and Competitiveness Commission investment principles demonstrating how and to what degree they comply with these recommendations.

All Candidate Schemes are required to quantify their economic impact, employment creation, scale-ability and leverage. Candidate Schemes will also have to demonstrate they are deliverable, represent value for money and that they comply with the necessary regulations including legal and state aid requirements.

3.7 Business Case Development

Three stages of business case development are required in the appraisal process:

- the Initial Proposal (Strategic Outline Case);

This is particularly important as it will focus on establishing the case for the proposal and although at this stage the scheme is not necessarily expected to be fully worked up or immediately deliverable the level of information must be sufficient to gain a clear understanding of the scheme, how it addresses the Appraisal Criteria, estimated costs and benefits.
- the Outline Business Case (OBC);

This will be a substantive business case document and will include a thorough options appraisal to justify the preferred option and an assessment of value for money to underpin the economic case.
- the Full Business Case (FBC).

This will build on the information in the OBC and confirm the scheme has the necessary contractual/procurement and delivery arrangements in place to allow the scheme to proceed.

As indicated previously, the appraisal process will apply the principle of proportionality which may result in the OBC and FBC stages being combined depending on the level and quality of information provided and the complexity of the scheme.

3.8 Support for Candidate Scheme Development

The Regional Cabinet may allocate, on request or application, funding to portfolios to support pre-feasibility and feasibility studies, and development of initial proposals and business cases to ensure that high quality Candidate Schemes are available.

3.9 Value for Money

Each Candidate Scheme must demonstrate value for money i.e. the optimal use of resources to achieve the intended outcomes.

The National Audit Office use three criteria to assess value for money:

- economy – minimising the cost of resources used or required – spending less;
- efficiency – the relationship between the outputs from goods or services and the resources to produce them – spending well; and
- effectiveness – the relationship between the intended and actual results of public spending – spending wisely.

In basic terms value for money is the degree to which benefits exceed costs and the use of HM Treasury's Green Book and Business Case Appraisal process in assessed Candidate Schemes is expected to demonstrate the potential value of any scheme.

The Candidate Scheme business case is also expected to refer, where appropriate, to guidance on value for money and other benefits specific to the nature of the proposed scheme, this will include demonstrating social return on investment and local multiplier benefits. The business case may also highlight how the schemes procurement might improve economic, social and environmental well-being of the region and how such improvements might be secured in its implementation.

The Regional Cabinet when deciding on whether to support a Candidate Scheme will take a wide range of evidence into consideration in addition to the level of value for money. There may be occasions when, although the measure of value for money is low, due to the wider regional economic impacts on the Regional Economic Strategy targets, cost effectiveness, environmental and social impact, and leverage of additional funding the Candidate Scheme will be supported.

3.10 Assessment Process

The role of the Assessment Process is to provide the framework through which a judgement can be made about whether each scheme is robust and has been rigorously assessed against a specific set of criteria to ensure that it achieves value for money.

The Candidate Scheme Sponsors will submit a Candidate Scheme Initial Proposal to the Regional Office who will categorise it against the Scheme Prospectus eligibility groupings and refer it to:

- the appropriate Advisory/Consultation Body with a request to provide observation on the proposed scheme; and
- the external business case assessor requesting that they undertake an independent review with reference to the impact assessment tool.

The Initial Proposal, with the observations and review, will be submitted to the Programme Board who are required to assess all available data and determine if:

- The case is sufficiently strong for the Candidate Scheme to move onto the next stage; or
- The scheme is returned to the Candidate Scheme Sponsor with details of where the Initial Proposal is currently not sufficiently strong to allow it to move forward to the next stage.

If the scheme is supported to go to the next stage the Candidate Scheme Sponsor will be requested to submit an Outline Business Case which, when received, will be sent to

the external business case assessor requesting that they undertake a further review of the additional detail provided.

This review will be submitted to the Programme Board who can make the following recommendations to the Regional Cabinet:

- The scheme does not fall within the Wider Investment Fund scope;
- The scheme does not provide sufficient regional benefit and should be rejected;
- The scheme, although not seeking Wider Investment Funding, is supported and should be promoted as it aligns with the overall objectives of the City Deal;
- The scheme's Outline Business Case is currently not sufficiently strong and should be returned to the Candidate Scheme Sponsor for further work; or
- The scheme should move to the next stage.

The Regional Cabinet will consider the recommendations and resolve either to accept them or based on the available data agree an alternative course of action.

If the Regional Cabinet resolve that the scheme go to the next stage the Candidate Scheme Sponsor will be requested to submit a Full Business Case which, when received, will be sent to the external business case assessor requesting that they undertake a further review of the additional detail provided. The Regional Office, in liaison with the Accountable Body, would also be requested to provide both legal and financial assessments of the proposal.

The review and assessments would be provided to the Programme Board who would submit recommendations to the Regional Cabinet.

The Regional Cabinet, as the decision-making body, would have the responsibility of confirming that the Candidate Scheme is eligible for inclusion in the Delivery Programme.

To ensure that the assessment process is equitable the Regional Office are preparing detailed guidance notes and also proforma for use in the process.

3.11 State Aid

Processes are being established to ensure that schemes supported by the Wider Investment Fund are State Aid compliant.

The business case templates will require Project Sponsors to confirm that their scheme complies with State aid Regulations and does not contravene State Aid Legislation. The templates will also require Project Sponsors to outline what advice (e.g. legal advice) they have had in relation to State Aid, and to confirm their acceptance of the following:

“All applicants need to take steps to satisfy themselves that any CCR Wider Investment Fund funding approved does not amount to unlawful State Aid. A declaration of compliance with EU State Aid regulations will be required prior to any funding being provided. If your project is awarded funds it will be subject to a condition requiring the repayment of any funding in the event that the European Commission determines that the funding constitutes unlawful State Aid.”

Where required, the Accountable Body will also conduct legal due diligence to obtain further confidence that State Aid requirements have been met.

3.12 From Prospectus to Delivery Programme

The Wider Investment Fund will be used to invest in a broad range of interventions over its life time to unlock significant economic growth across the region and it can only achieve its objectives through the delivery of an effective Delivery Programme that accounts for and takes advantage of the interdependencies between individual schemes.

Each portfolio will undertake work to develop schemes and produce a potential delivery programme. However, it is recognised that each individual programme will vary related to timescales for development and implementation. In addition, financial profiles and limits, for both the Wider Investment Fund and other funding sources, may dictate when and to what scale proposals can be funded.

The final decision to release Wider Investment Funds rests with the Regional Cabinet and to do this effectively they will be responsible agreeing the Delivery Programme which delivers on their commitments, is affordable, and value for money.

Candidate Schemes which have successfully passed through the Assessment Framework will be eligible to be included on the Delivery Programme.

3.13 The CCR Wider Investment Fund Delivery Programme

The Wider Investment Fund Delivery Programme (Delivery Programme) will be informed by the details on the number, size and timescales of schemes being progressed through the portfolio and ideally once a scheme's Full Business Case has been approved it will move directly to the Delivery Programme via an offer letter/contract.

In some instances, due to existing financial commitments or changes in priority, schemes may not progress immediately to implementation and the Delivery Programme should clearly reflect these changing circumstances and how they will affect the scheme.

The Regional Cabinet will undertake regular reviews of the Delivery Programme to ensure that it is suitable to deliver on the broad range of interventions necessary to achieve the targets detailed in the Regional Economic Strategy by tackling the regions barriers to economic growth and that it reflects the regions current economic needs.

These Delivery Programme Reviews will assess the balance of interventions and ensure those schemes most likely to deliver on the targets detailed in the Regional Economic Strategy, which are affordable and can be delivered within required timescales, are prioritised.

To commence the process of programme development the Regional Cabinet will, in the first instance, agree an Implementation Plan outlining its proposals for the first 5 years.

3.14 Candidate Scheme Offer of Support and Contract Management

Candidate Schemes eligible for inclusion on the Delivery Programme will undergo a due diligence assessment.

Following approval by the Regional Cabinet the Regional Office working in conjunction with the Accountable Body will prepare an offer letter/contract for agreement with the Project Sponsor or other relevant applicant.

The offer letter may vary according to scheme type, size and complexity but is likely to contain the following which will be monitored by the Contract Management Team within the Regional Office:

- A financial profile – including monthly income and expenditure:
- A profile of outputs and outcomes to be achieved – with key milestones for delivery;
- A risk management log – detailing potential risks to the successful delivery of the scheme and how they will be managed;
- A monthly/quarterly schedule for returning monitoring information; and
- Post completion requirements

3.15 Interim Transition Plan

To apply the CCR Appraisal Process in full a number of supporting processes and actions need to be put in place including:

- A Cardiff Capital Region Economic Strategy defining the regional objectives and including a programme detailing the targets expected from the City Deal during its lifetime and beyond, together with the indicative spend profile for the Wider Investment Fund;
- A Cardiff Capital Region Impact Assessment Tool;
- Establishing the Cardiff Capital Region Advisory/Consultative Bodies; and
- Producing detailed guidance notes and proforma

To assist in co-ordinating and programming these events an Interim Transition Plan is being put in place which will set time-lines for development and detail how potential schemes will be dealt with during this interim phase.

4 Management, Evaluation and Review

4.1 Separation between Sponsorship, Assessment and Approval

For this Assurance Framework to be effective it must establish a clear separation between the sponsorship of schemes and their appraisal, evaluation and approval.

All processes and systems will make a clear distinction between those involved in the development of Candidate Schemes and those responsible for their assessment, submitting recommendations related to their suitability and providing approval.

This division of role will apply across the Appraisal and Assessment Frameworks and will mean that those involved in a portfolio will not take part in the appraisal or approval of any Candidate Schemes within that portfolio. This is especially relevant at both the Programme Board, when preparing recommendations, and at the Regional Cabinet when making decisions.

4.2 Performance Management System

The Regional Office, in liaison with the Accountable Body, is developing a comprehensive performance management system and evaluation framework which will encompass the decision-making process and programme and scheme delivery. This system will enable the Regional Cabinet to:

- Assess the effectiveness, efficiency and value for money of schemes and the overall programme;
- Monitor impact and progress towards agreed aims and goals, and to understand whether schemes are on track to deliver projected outputs and outcomes;
- Maintain scrutiny and accountability;
- Inform future investment priorities and resource allocations; and
- Inform future activities and delivery and the sharing of best practice.

Monitoring and evaluation of the Wider Investment Fund will operate at two interconnected levels, at the level of individual scheme, as defined at the FBC stage through the Assurance Framework; and at the level of the overall Delivery Programme. For schemes of significant scale or complexity the Regional Cabinet may resolve to procure external evaluation.

It will be important that monitoring and evaluation exercises are scheduled to ensure a sufficient evidence base for the 5-year Gateway Review; they will therefore cover impact and economic evaluation as well as process evaluation.

When undertaking the evaluation exercise use will be made of the Regional Impact Assessment tool and its broad range of indicators and factors, which are known to have a positive impact on the targets as detailed in the Regional Economic Strategy.

It is essential that all schemes have an effective monitoring and evaluation plan in place to assess the effectiveness of public spending over time, and so that lessons can be learnt. Schemes will monitor against the outcomes described in the economic case.

Responsibility for monitoring at a strategic level will lie with the Regional Office, whilst at the scheme level responsibility will lie with Scheme Sponsors, with the Regional Office setting compliance measures and ensuring they are adhered to and reported as required.

Over time, prioritisation and sequencing will also involve a feedback loop through which the outcomes of the monitoring and evaluation work will be used to shape future investment priorities.

4.3 Risk Management

A key role of the Assurance Framework is to ensure that risk is identified, monitored and managed appropriately, both at a corporate level and at Delivery Programme and scheme level.

To identify, monitor, manage and mitigate risks at the corporate level, a Corporate Risk Register is being developed aligned to the Wider Investment Fund objectives.

The key principle of the Corporate Risk Register is to identify strategic risks, determine where and by whom such risks are borne, to establish controls to prevent the identified risk (such as funding shortfall) from materialising or establish ways to reduce the impact. The Register will not be limited to financial risks.

As part of the business case evaluation process, Candidate Scheme Sponsors are required to develop a Scheme Risk and Issues Log. This will detail all of the schemes specific risks that have been identified during the development phase of the scheme.

Within the business case templates, being developed, the Sponsor will be required, for key risks, to estimate the impact of the risk materialising and probability of the risk occurring, attribute the risk with a Red, Amber, Green (“RAG”) rating, identify the risk owner, and provide a strategy for risk mitigation.

Scheme risks will be aggregated and reviewed at the strategic level by the Regional Office.

4.4 Contract Management

On acceptance of an offer of support the Project Sponsor or other relevant applicant will become responsible for overseeing the successful implementation and delivery of the scheme. The Regional Office, in liaison with the Accountable Body, will establish a system identifying responsibilities for the production and submission of monitoring information.

The Regional Office will be responsible for collating, recording and reporting on the progress of the individual schemes as well as the overall Delivery Programme. Where schemes do not achieve their agreed milestones for delivery the responsible person will be required to provide evidence to demonstrate they are able to get back on programme. Schemes which consistently fail to meet projected performance, both financial and output, may have funding withdrawn.

4.5 Equality, Diversity and Wellbeing

A key requirement for the Wider Investment Fund is to ensure that ‘equality duty’ is considered and programmes contribute to a fairer society and pay due regard to eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations.

The Wider Investment Fund will also support the Well-being of Future Generations (Wales) Act by playing a role in improving the social, economic, environment and cultural well-being of Wales.

During the application for Wider Investment Funds scheme sponsors will be required to provide evidence they are complying with their equality duties and are supporting the 7 Well-being goals. This will be assessed through an evaluation of the business case templates submitted by applicants.

4.6 Annual Assurance Framework Review

The Assurance Framework is a 'live' document and will be subject to an annual review to ensure that material is kept up to date and to provide quality assurance on the Assurance Framework itself.

It is anticipated that the Assurance Framework will continue to evolve and develop overtime and will reflect any changes to governance arrangements, aims and objectives, economic and social priorities and Candidate Schemes criteria.

There will be a need for the Regional Cabinet in response to changes and initiatives¹⁴ which take place in the period between annual reviews. The Regional Cabinet will, having sought advice if appropriate, instruct interim changes or amendments to be made which will then be regularised at the next annual review.

The Regional Assurance Committee will have a crucial role in both assessing and recommending changes to the Assurance Framework.

4.7 Five Year Gateway Review

Through the CCR City Deal Agreement, the UK Government committed to providing the CCR City Deal with £500m over 20 years, £125m for the Metro Project and £375 for the CCR Wider Investment Fund. The £375 million is proportioned as years 1-5 at £50 million revenue, and years 6-20 at £325 million capital. The full allocation of the funding is subject to the CCRCD's successful completion of the Five Year Gateway Review, which will evaluate the impact of the CCRCD's investment of the funding in the five year period up to the Gateway Review.

Five-yearly Gateway Reviews may be used to assess investments' impact and presently the guidance suggests that economic growth will be the primary metric against which impact is assessed. However, more recent reviews recognise the fact that local and national economic impact of the Investment Fund might not be observable after five years. As a result, the national evaluation panel may use appropriate metrics, such as whether investments are being delivered to time and to budget. Although definitive assessment criteria have not been provided it is anticipated that the Regional Cabinet will have the ability to shape the assessment criteria so that it aligns with the objectives set out in its Regional Economic Strategy.

¹⁴ Examples of such changes or initiatives would include the Welsh Government's proposal to introduce a National Infrastructure Commission, the National Development Framework and the setting up of a Valleys Task Force.

Appendix 1 – List of Defined Terms

Accountable Body	<p>The Accountable Body shall, subject to the statutory role of each constituent Council's monitoring officer in relation to their Council, provide for the purposes of the City Deal Wider Investment Fund the services of its monitoring officer and employ any staff appointed by the CCR Regional Cabinet. Subject to the statutory role of each constituent Council's s151 officer in relation to their Council, the Accountable Body shall provide for the purposes of the CCR Regional Cabinet services of its Chief Financial Officer as Treasurer to the CCR Regional Cabinet.</p> <p>The Accountable Body shall supply the Regional Office with such support services as may reasonably be required, these may include services such as financial, legal, audit and other professional and/or technical services; and administrative functions such as payroll, preparing statement of accounts, VAT returns and liaising with external audit etc.</p>
Additionality	The extent to which something happens as a result of an intervention that would not have occurred in the absence of the intervention.
Advisory/Consultative Body	Identified bodies who work in support of the Regional Cabinet and are able to submit Candidate Schemes
Affordability	Affordability refers to both the absolute availability of funding to defray the costs of a project (i.e. is there a funding gap?) and the relative cost of the project in relation to other interventions that could otherwise be funded instead. A project can represent Value for Money, but not be affordable, and vice versa.
Annual Business Plan	The business plan to be agreed by the Regional Cabinet containing key objectives and delivery priorities and programme.
Appraisal Criteria	The principles and standards by which candidate schemes will be assessed and decided.
Appraisal Framework	A supporting structure underlying appraisal.
Assessment Framework	A supporting structure underlying assessment.
Assessment Process	A series of actions or steps taken in order to assess candidate schemes.
Assurance Framework	A set of systems, processes and protocols designed to provide an evidence-based and independent assessment of the governance, risk management, and control processes of an organisation.
Balanced Objectives	A series of objectives designed to ensure that the whole of the City Region (in terms of geography and people) benefits from growth.
Business Case	The justification of an activity (strategic, programme, project, operational) which typically contains costs, benefits, risks and timescales and against which continuing viability is tested.
Capital Expenditure	Expenditure on the acquisition or creation of a tangible fixed asset or expenditure which adds to and not merely maintains the value of an existing tangible fixed asset.
Candidate Scheme	Appropriate schemes submitted by specific bodies for consideration under the Wider Investment Fund.
Cardiff Capital Region	The region encompassing the constituent authorities.
Cardiff Capital Region City Deal	A £1.229 billion fund consisting of a pre-allocated sum of £734m to the Metro Project and £495m to the Wider Investment Fund.
Cardiff Capital Region Programme Board	A group that supports the senior responsible owner to deliver the programme.
Cardiff Capital Region Prospectus	A programme of Candidate Scheme development.

Constituent Authority	The 10 authorities of: Blaenau Gwent County Borough Council Bridgend County Borough Council; Caerphilly County Borough Council; The City of Cardiff Council; Merthyr Tydfil County Borough Council; Monmouthshire County Council; Newport City Council; Rhondda Cynon Taff County Borough Council; Torfaen County Borough Council; and, Vale of Glamorgan County Borough Council.
Delegated Powers	The powers delegated by authorities to their representative (Leader) on the Regional Cabinet.
Delivery Programme	A flexible structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to strategic objectives.
Impact	Impact is the result of a particular threat or opportunity actually occurring.
Implementation Plan	The process of programme development by the Regional Cabinet in the first instance, outlining its proposals for the first 5 years.
Joint Working Agreement	A legal agreement to delegate and discharge functions.
Objective	Agreed goals.
Outcome	The benefits and other impacts resulting from specific outputs (e.g. reduced journey times, jobs created, reduction in pollution, access to employment etc.)
Output	The tangible or intangible product resulting from a planned activity.
Performance Management System	A system to plan, monitor and review performance i.e. the extent to which objectives have been met in relation to quality, time and cost.
Programme Management	The coordinated organisation, direction and implementation of a prospectus of projects and activities that together achieve outcomes and realise benefits that are of strategic importance.
Project	A temporary grouping that is created for the purpose of delivering one or more products according to a specified business case.
Project Management	The planning, monitoring and control of all aspects of the project and the motivation of all those involved to achieve the project objectives on time and to the specified cost, quality and performance.
Project Manager	The person given authority and responsibility to manage the project on a day-to-day basis to deliver the required products within the constraints agreed with the project board.
Portfolio	All the programmes and stand-alone projects being undertaken.
Regional Assurance Committee	Established to provide an independent scrutiny function over decisions made by the Regional Cabinet.
Regional Cabinet	A Joint Committee established by Agreement comprising the Leaders of the constituent Councils
Regional Economic Strategy	A strategy to clearly define the regional economic objectives and include a high level programme detailing the targets expected from the City Deal during its lifetime and beyond.
Regional Impact Assessment Tool	The tool will select a broad range of indicators and factors which are known to have a positive impact on the targets, detailed in the Regional Economic Strategy, and measure a candidate schemes scale of contribution to those defined targets and value for money.
Regional Office	Established to provide services to the Regional Cabinet, including programme management, financial management of the delivery programme, administration, engagement, and communication.
Regional Transport	Established to co-ordinate regional transport planning and investment.

Authority	
Scheme	Projects, programmes, investments, funds, loans, grants and contributions.
Senior Responsible Owner (SRO)	The single individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefit.
Sponsor	The main driving force behind a programme that provide the investment decision and top-level endorsement of the rationale and objectives of the programme.
Stakeholder	Any individual, group or organisation that can affect, be affected by, or perceive itself to be affected by, an initiative (programme, project, activity, risk).
Sub-committee	A committee composed of some members of a larger committee, board, or other body and reporting to it.
Targets	Refers to achieving desired outputs or outcomes at a specific end date, employing a specific amount or resources to achieve a specific objective.
Terms of Reference	The scope and limitations of an activity, group or board.
Transition Plan	A formal, approved document showing major deliverables, activities and resources required in order to transition from implementation to delivery.
Wider Investment Fund	Consisting of £375m of funding provided by the UK Government and £120m of committed borrowing by the constituent authorities.
Value for Money	Value for money assessed using three criteria, economy, efficiency and effectiveness.

Schedule 9
IMPLEMENTATION PLAN

DRAFT

Cardiff Capital Region City Deal Implementation Plan 2016-2020

DRAFT

SRO	<p><i>HMT Implementation Champion(s) for Cardiff Capital Region: Paul Shand</i> <i>Cardiff Capital Region Implementation Champion(s): Sheila Davies/Sian Workman</i> <i>WG Implementation champion for Cardiff Capital Region(s): Tamlyn Rabey/Jo Salway</i></p>
Summary	<ol style="list-style-type: none"> 1. Cardiff Capital Region has secured a deal worth £1.2 billion. Over its lifetime, local partners expect the City Deal to deliver up to 25,000 new jobs and leverage an additional £4 billion of private sector investment. 2. This City Deal will provide local partners with the powers and the resources to unlock significant economic growth across the Cardiff Capital Region. It is a deal that builds on the region's sectoral strengths, its high skill base and three successful universities. The City Deal also provides an opportunity to continue tackling the area's barriers to economic growth by: improving transport connectivity; increasing skill levels still further; supporting people into work; and giving businesses the support they need to innovate and grow. 3. This deal will also develop stronger and more effective leadership across the Cardiff Capital Region, enabling ten local authority leaders to join up decision making, pool resources and work more effectively with local businesses. 4. The Cardiff Capital Region City Deal includes: <ul style="list-style-type: none"> £1.2 billion investment in the Cardiff Capital Region's infrastructure. A key priority for investment will be the delivery of the South East Wales Metro, including the Valley Lines Electrification programme. Connecting the region. The Cardiff Capital Region will establish a new non-statutory Regional Transport Authority to co-ordinate transport planning and investment, in partnership with the Welsh Government. Support for innovation and improving the digital network. To develop capabilities in Compound Semiconductor Applications the UK Government will invest £50 million to establish a new Catapult Centre in Wales. The Cardiff Capital region will also prioritise investment in research and development and provide support for high value innovative businesses. Developing a skilled workforce and tackling unemployment. The Cardiff Capital Region Skills and Employment Board will be created (building on existing arrangements) to ensure skills and employment provision is responsive to the needs of local businesses and communities. The Cardiff Capital Region and the Welsh Government will work with the Department of Work and Pensions to co-design the future employment support from 2017, for people with a health condition or disability and/or long term unemployed. Supporting enterprise and business growth. A Cardiff Capital Region Business Organisation will be established to ensure that there is a single voice for business to work with local authority leaders. Housing development and regeneration. The Welsh Government and the Cardiff Capital Region commit to a new partnership approach to strategic planning. This will ensure the delivery of sustainable communities, through the use and re-use of property and sites.

Portfolio Leads	<u>Deal Elements</u>	<u>CCRC D Portfolio & Lead</u>	<u>Independent Growth & Competitiveness Commission Recommendation</u>	<u>HMT Lead</u> [To be added where appropriate]	<u>WG Lead</u>
	1.South East Wales Metro and Connecting the CCR	T2.6:Cllr Andrew Morgan and Cllr Huw David	1,2,3,6,8,10		Director of Transport and ICT Infrastructure (SJ)
	2.Additional Flexibilities	T2.2:Cllr Andrew Morgan and Will Godfrey	1,2,3,5,6,8,10,11,12		Head of Local Government Finance (DC) Dept.
	3.Investing in Innovation and the Digital Network	T2.3:Cllr Peter Fox and Cllr Anthony Hunt	1,2,3,4,9		Director ICT Infrastructure (RS)
	4.Developing a Skilled Workforce and Tackling Unemployment	T2.4:Cllr Debbie Wilcox	1,2,3,4,5,6,7		Director Skills, HE and Lifelong Working (HM)
	5.Supporting Enterprise and Business Growth	T2.4:Cllr Phil Bale	1,2,3,4,5,6,12,13		Head of Economy, Skills, Transport Strategy Team (TB)
	6.Housing Development and Regeneration	T2.3:Cllr Neil Moore and Cllr Keith Reynolds	11		Director of Housing & Regen (JH)
	7.Cardiff Capital	T2.1:Cllr Andrew Morgan			

	Region Cabinet				Head of Planning (NH)
	8.Strategic Regional Planning	T2.3:Cllr Neil Moore and Cllr Keith Reynolds	13		
	9.Cardiff Capital Region Economic Growth Partnership	T2.4/P2:Cllr Phil Bale	8		
	10.Independent Growth and Competitiveness Commission	T2.4/P3:Cllr Phil Bale	1,2,3,5		
	11.Delivery, Monitoring and Evaluation	Cllr Andrew Morgan and Sheila Davies	13		
Deal Element: Summary:	1. South East Wales Metro				
	<i>Given the importance of the Metro to the UK Government, Welsh Government and Cardiff Capital Region, a proportion of city deal funding is pre-allocated to the delivery of this scheme (which, for the avoidance of doubt, such funding shall not include any Council's Contribution or any obligation under the Joint Working Agreement). This pre-allocation focuses on Metro phase 2, the delivery of the Valley Lines Electrification and Modernisation programme. This City Deal reconfirms the continued shared ambition of both Governments and the Cardiff Capital Region to deliver this Metro scheme. £734 million of the £1.2 billion funding has already been committed to the delivery of this scheme. As part of this City Deal the Welsh Government commits to involving the Cardiff Capital Region in the co-design of the wider Metro scheme and in the procurement of a delivery organisation, subject to an agreed MoU."</i>				
Portfolio Lead:	<ul style="list-style-type: none"> Cllr Huw David & Cllr Andrew Morgan 				

<p>completion of document by 2020</p> <ol style="list-style-type: none"> 2. Determine how regional transport networks can most effectively enable strategic spatial planning aspirations 3. Identify transport aims and objectives that support the delivery of a SDP & CCR/City Deal aspirations 4. Procure external resource in developing statutory supporting studies 5. Establish information baseline and undertake appropriate public and stakeholder engagement 			
T2.6/2 Support and Inform Metro Development			
<ul style="list-style-type: none"> • Work in partnership with Welsh Government to define priorities of the South East Wales Metro concept and support its delivery • LA officer seconded into TfW procurement team to support procurement process and assist definition of Metro to align with and complement other City Region aspirations • Determine emerging mode type, service patterns and standards, scope of Phase 2 • Identify opportunities for a programme of additional investment (Phase 3) to deliver wider regional benefits 	Oct 16 – Mar 22		RTA/TfW
T2.6/3 Pooled Local Transport Network and Resources			
<ul style="list-style-type: none"> • Establish CCRTA Joint Transport Committee (as sub-committee to Cardiff Capital Region City Deal Joint Committee) • Establish senior transport officer group • Establish joint working partnerships with Welsh Government and Transport for Wales with clear roles and responsibilities • Establish the CCRTA as the focal point for regional engagement on all LA based transport issues and to respond/influence to third party proposals/services • Identify and develop joint regional initiatives to provide a strategic regional approach to dealing with transport matters • Develop and implement a phased approach to regionalising the 	<p>Oct 16</p> <p>Jan 16</p> <p>Jan 17 – Mar 20</p>		RTA

Working in partnership with the Welsh Government to promote the development of integrated aviation routes from Cardiff airport and St Athan Enterprise Zone, to deliver economic benefit			
1. Review current levels of accessibility and connectivity between the airport / enterprise zone and the wider region	2017-19		
2. Identify options to enhance current levels of accessibility and connectivity	2017-19		
3. Develop a prioritised programme of enhancements and identify appropriate funding opportunities	2017-19		
4. Develop and implement enhancements	2020-25		
Deal Element:	2. Additional Flexibilities		
Summary:	In order to deliver the Cardiff Capital Region's City Deal commitments and a longer-term economic strategy, the ten local authorities have requested greater financial autonomy and flexibility. As part of this City Deal the Welsh Government will explore greater financial autonomy and flexibility with the Cardiff Capital Region Regional Cabinet.		
Portfolio Lead:	<ul style="list-style-type: none"> Cllr Steve Thomas 		
Supported by:	<ul style="list-style-type: none"> Will Godfrey/WAO/WGT 		
<i>N.B. unless specified, timescales to be read as 2016-2020</i>			
Key milestones/tasks	Timescales	Requirements of Government	Owner
T2.2/4 Financial Flexibility			
<ul style="list-style-type: none"> Regional Cabinet to develop a proposal around specifically what they are seeking to explore Meeting to explore the potential of business rate income above an agreed growth baseline to provide funding for the City Deal programme Meeting to explore the ability to levy an infrastructure supplement 	Jan 17 Jan 17 Dec 17		RO WG/WGT WG/WGT

<ul style="list-style-type: none"> Meeting to explore creating the option for the local authorities to use alternative finance sources Explore removing conditions around some specific Welsh Government grants, to allow funding to be pooled at the regional level in areas such as school support and interventions that seek to address poverty 			WG/WGT/WAO
<i>N.B. unless specified, timescales to be read as 2016-2020</i>			
Deal Element:	3. Investing in Innovation and the Digital Network		
Summary:	<p>The Cardiff Capital Region has an aspiration to extend the “arc of innovation” that runs along the M4 corridor into the Cardiff Capital Region. Capitalising on the research strengths of the Region’s three universities, the Cardiff Capital Region will designate an “Innovation District” that helps to: create and nurture new high growth businesses; increases investment in research and development; and provides the skills that businesses need now and in the future, significantly improving the commercialisation of IP. Within the context of an Innovation District, there are a set of key and connected interventions that would provide a foundation for investment in innovation growth; grow a cluster of international significance around advanced compound semi-conductors; target and try out new ways of working in public services through a regional ‘testbed’ piloting developments in open and big data and unlocking the economic value of public procurement and building an industrial accommodation strategy for co-working innovation hubs.</p>		
Portfolio Lead:	<ul style="list-style-type: none"> Cllr Peter fox and Cllr Anthony Hunt 		
Supported by:	<ul style="list-style-type: none"> Paul Matthews/Kellie Bernie/Alison Ward/Matt Lewis 		
<i>N.B. unless specified, timescales to be read as 2016-2020</i>			
Key milestones/tasks	Timescales	Requirements of Government	Owner
T2.5 /2 Developing an Internationally Competitive Compound Semiconductor Cluster			
<p>Accelerate growth of innovation by:</p> <ul style="list-style-type: none"> Establishing an anchor space in the region for high end production and manufacturing in 2017/18 Link University-supported R&D & IP creation through to production and 	<p>Acquisition of high end factory space March 2017</p>	<p>Co-locate high end production with Catapult Centre</p>	<p>CCRPB/WG</p>

<p>commercialisation – ensuring full TRL presence across 1-3, 3-6 and 6-9</p> <ul style="list-style-type: none"> • Connect Centre for Excellence with Manufacturing and Production and Catapult Centre • Supporting the development of a globally recognised Compound Semi-conductor cluster through an open innovation system, FDI and specialist branding and marketing • Supporting high growth connections through creating ‘collision spaces’ for semi-conductors, defence, automotive and digital sectors 	<p>Catapult location with factory production 2017/18</p> <p>Cluster establishment begins 2019/20</p>	<p>Access to ongoing Innovate UK support and investment</p> <p>UKRI recognises region as honeypot for clustering of CS industries</p>	
T2.5 Innovation District, Innovation Investment and Innovate UK			
<ul style="list-style-type: none"> • Designate an innovation district with a ‘core’ around Cardiff University Innovation System and a ‘corridor’ that links growth poles • Achieve new package of fiscal rewards and incentives through which to target growth and development • Target key emergent and existing growth sectors through enhanced package of measures to invest in growth of IP creation and commercialisation • Develop and match fund an Innovation Investment Fund targeted at the digital growth sector • Improve subscription rate to Innovate UK funds and Investment streams Invest • Inform Innovate UK Industrial Growth Strategy • Site the National Innovation Body for Wales within the Innovation District programmes and activities • Work with WG to support, consolidate and promote innovation through a new National Innovation Body 	<p>2018-33</p> <p>2019/20</p> <p>2020 onwards</p> <p>2019</p> <p>2017/18 onwards</p> <p>January 2017</p> <p>2018</p> <p>2018</p>	<p>Provide powers to designate an Innovation District</p> <p>Agree package of fiscal rewards and incentives</p> <p>Ensure greater engagement in Wales with Innovate’s country Director and direct engagement in the IGS</p> <p>Agreement to</p>	<p>CCRPB/WG</p>

		locate new NIB within the region and designated Innovation District	
T2.5/4 Public Services Testbed, Digital Development and Open Data			
<ul style="list-style-type: none"> • Create testbed to try, test and develop new approaches to public service delivering – inverting notion of a ‘bloated’ and problem public sector into an opportunity. This would focus upon solving the ‘wicked problems’ in public services and will include: <ul style="list-style-type: none"> ○ Development of data science campus for big data analytics ○ Open data standard for the region. Open data programme and strategy that targets useable apps based development; improves accountability and adds civic value ○ Unlock the economic value of public procurement and see councils play a more significant role in market creation ○ Drive forward new solutions to problems in social care, education, customer care, energy and asset optimisation and localism and service devolution • Build upon the success and scale of the Software Academy through creation of a Digital Services Academy – targeting cyber, defence and social media alongside software development • Explore scope for direct international connectivity • Add value to existing 4G and 5G technologies – making the region a zone for uber-fast connectivity and a testbed for new technologies • Increase WIFI capacity across public transport, opening opportunities for data portals and e-citizenship • Implement ‘innovation’ and ‘digital’ as a theme across all areas, impacting the future-proofing of new public transport, smart live-work 	<p>Open data strategy and licence for region 2018</p> <p>Data analytics campus 2020</p> <p>Public services testbed in operation for 2021</p> <p>Digital academy expansion 2019</p> <p>Cyber academy established 2020</p>	<p>Support from all Government agencies in region to sign up to approach – ONS, IPO, and Companies House etc.</p> <p>Innovate UK and H20/20 support for Public Services Testbed</p>	CCRPB/WG

housing, smart region development (urban-rural-valley) and ensuring our young people are equipped and skilled to operate in the economies of the future.				
T2.5/4 Industrial Accommodation Strategy & Entrepreneurship				
<ul style="list-style-type: none"> Re-invigorate and adapt the National Entrepreneurship Strategy for the region Engage in and implement the findings and recommendations of REAP Action Plan Create 'maker/coding/co-working' spaces to enable the development of appropriate business development, scale-up and creative co-working environments. 		2020 2018 onwards for REAP recommendations First co-working space live in 2020	Support for implementation of REAP Development of regional ES supported by WG New arrangements in place for liaison and engagement with UKRI	CCRPB/WG
Deal Element:	4. Developing a Skilled Workforce and Tackling Unemployment			
Summary:	The Cardiff Capital Region Skills and Employment Board will be created (building on existing arrangements) to ensure skills and employment provision is responsive to the needs of local businesses and communities. The Cardiff Capital Region and the Welsh Government will work with the Department of Work and Pensions to co-design the future employment support from 2017, for people with a health condition or disability and/or long term unemployed.			
Portfolio Lead:	<ul style="list-style-type: none"> Cllr Debbie Wilcox 			
Supported	<ul style="list-style-type: none"> Stephen Gillingham/Richard Crook 			

by:			
<i>N.B. unless specified, timescales to be read as 2016-2020</i>			
Key milestones/tasks	Timescales	Requirements of Government	Owner
T2.4/1 DWP Work & Health			
<ul style="list-style-type: none"> Co-design of future employment support Award of framework contracts Agreement of CCRCDC involvement in mini framework awards Agreement of CCRCDC involvement in the CPA governance of the contract performance 	Nov 17	Engagement with DWP	RC/DWP
T2.4/2 Reducing Unemployment			
<ul style="list-style-type: none"> Increase number of people moving into work A regional approach for assessment and support using the 5 step Model The integration of the All Age Employability Strategy into delivery Ensuring the provision of skills for support employability The preparation of a CCRCDC Employability strategy to provide the context to shape existing provision, to direct new provision and measure performance will cover increasing employability and reducing UE. The strategy will be produced for October 2017 with the delivery being ongoing 	Oct 17		LSKIP
T2.4/3 Increasing Employability			
<ul style="list-style-type: none"> Provide people with skills for employability Increase number of people moving into work A regional approach for assessment and support using the 5 step Model The integration of the All Age Employability Strategy into delivery Ensuring the provision of skills for support employability The preparation of a CCRCDC Employability strategy to provide the context to shape existing provision, to direct new provision and 	Oct 17		LSKIP

measure performance will cover increasing employability and reducing UE. The strategy will be produced for October 2017 with the delivery being ongoing			
T2.4/4 Apprenticeship Programme			
<ul style="list-style-type: none"> • Increase the number of people undertaking apprenticeships • The programme will need to include the Programme for Government intention of delivering 100,000 apprenticeships, the current supply and demand, and opportunity to develop a tailored CCRCD response. An initial programme will be developed for March 2017 with full programme finalised for October 2017 in line with the Employability Strategy 	Oct 17		LSKIP
T2.4/P1 Social Clauses Review			
<ul style="list-style-type: none"> • Task and Finish review of best practice to establish a sustainable approach to procurement 	June 17		LSKIP
T2.4/P1 Business Cluster (Skills) Collaboration			
<ul style="list-style-type: none"> • Structural engagement with business clusters to ensure skills needs are met 	June 17		LSKIP
T2.4/P1 Virtual Academies			
<ul style="list-style-type: none"> • Development of the model of how the VA would operate in response to opportunity 	June 17		LSKIP
T2.5/4 Software Academy			
<ul style="list-style-type: none"> • The Digital Network • Support the Software Academy and related programmes • Developing a cyber-security academy • Developing proposals for better use of data • Exploring the case for direct International connectivity • Mobile infrastructure across 4G and 5G technologies that add value to existing provision • Increasing Wi-Fi across public transport 	June 17		LSKIP

<ul style="list-style-type: none"> Digital solutions to big problems 			
Deal Element:	5. Supporting Enterprise and Business Growth		
Summary:	A Cardiff Capital Region Business organisation will be established to ensure that there is a single voice for business to work with local authority leaders.		
Portfolio Lead:	<ul style="list-style-type: none"> Cllr Peter Fox & Cllr Anthony Hunt 		
Supported by:	<ul style="list-style-type: none"> Paul Matthews/Kellie Bernie/Alison Ward/Matt Lewis/Helen Davies/Ann Beynon 		
<i>N.B. unless specified, timescales to be read as 2016-2020</i>			
Key milestones/tasks	Timescales	Requirements of Government	Owner
T2.5/P1 Creating the Regional Business Organisation			
<ul style="list-style-type: none"> Establish the board 			HD/AB
Key milestones/tasks	Timescales	Requirements of Government	Owner
T2.5/5 Integrated Delivery Unit			
<ul style="list-style-type: none"> Create a Regional integrated Delivery unit to provide Business Support Align local resources to create the unit to deliver regionally significant aspects of economic development including business development; marketing; tourism; and inward investment Work with Welsh Government to ensure complementarity Welsh Government to ensure greater levels of visibility with the Welsh Government's own oversees offices 		WG oversees offices/networks	RO RO RO RO

Deal Element:	6. Housing Development and Regeneration		
Summary:	The Welsh Government and the Cardiff Capital Region commit to a new partnership approach to strategic planning. This will ensure the delivery of sustainable communities, through the use and re-use of property and sites.		
Portfolio Lead:	<ul style="list-style-type: none"> • Cllr Moore & Cllr Reynolds 		
Supported by:	<ul style="list-style-type: none"> • Chris Burns/Christina Harry/Rob Thomas/Marcus Goldsworthy/Jane Cook 		
<i>N.B. unless specified, timescales to be read as 2016-2020</i>			
Key milestones/tasks	Timescales	Requirements of Government	Owner
T2.3/3 Development of a CCRC Housing Fund			
<ul style="list-style-type: none"> • Evidence base of reasons why housing sites are stalled in SE Wales • Development of toolkit of interventions to stimulate housing development • Complete decision tree to identify the right tools for particular site circumstances • Establish non-financial mechanisms e.g. facilitating landowners; CPO etc. • Establish fund criteria to ensure sites supported deliver economic benefit • Establish fund administration and management arrangements • Establish evaluation mechanism • Launch fund 	2017-2020		JC
T2.3/3 Work with Welsh Government to ensure that housing programmes and initiatives align			
<ul style="list-style-type: none"> • Scope WG housing activity • Share City Deal Activity • Align work streams 	2017-2020		JC
T2.3/3 Work with public and private housing providers to increase the delivery and quality of housing			

<ul style="list-style-type: none"> Establish regional fora Lead task and finish activity Explore innovative housing delivery partnerships 	2017-2020		JC
T2.3/3 Work with public and private housing providers to increase the delivery and quality of housing			
<ul style="list-style-type: none"> Establish regional fora Lead task and finish activity Explore innovative housing delivery partnerships 	2017-2020		JC
T2.3/3 Strategic Plan for Regional Housing delivery, including Market Assessment			
T2.3/1 Coordinate with transport; skills; planning and other CCRC work streams			
T2.3/1 Strategic approach to regeneration & infrastructure provision			
<ul style="list-style-type: none"> Develop a process to capture review and assess infrastructure and regeneration projects which accord with City Deal principles and ensure all submitted schemes and programmes undergo the assessment process and only those meeting the assessment criteria are progressed. Develop a framework based on supporting information provided by the transport, housing, innovation and business support and skill strand to promote innovative infrastructure, regeneration and economic growth projects in collaboration and/or in partnership in order to maximise leverage from the private and public sectors; Facilitate the development of schemes with partners including Welsh Government which together have the potential to provide region wide benefits; Develop a program of support for the three Enterprise Zones within the region in conjunction with Welsh Government and review the boundaries and roles of the Zones going forward The development of further innovative start-up and co-working space in strategic locations to serve the region along with the follow-on space innovative business need to grow. Targeted investment for town centre regeneration to ensure our 	<p>April 2017</p> <p>April 2017-2020</p> <p>April 2017-2020</p> <p>April 2017-2020</p> <p>April 2017-2020</p> <p>April 2017-2020</p> <p>April 2017-2020</p> <p>April 2017-2020</p>		MG

<p>towns develop and thrive into the 21st century</p> <ul style="list-style-type: none"> • The Development of a regeneration and infrastructure fund to support projects which deliver crosscutting regional benefits. • Use the outcomes of the assessment process and City Deal Regional Cabinet resolutions to prepare a regional programme of implementation based on available funding; • Ensure that the regional programme of implementation is monitored and updated based on revised funding and priorities and ensures that project implementation maximises added value benefits and sustainability principles. • Tourism development/investment – Development of a region wide destination investment plan 	<p>April 2017-2020</p> <p>April 2017-2020</p>		
<p>Deal Element: Summary:</p> <p>Portfolio Lead: Supported by:</p>	<p>7. Cardiff Capital Region Cabinet</p> <p>This City Deal will act as a catalyst to develop stronger and more effective leadership across the Cardiff Capital Region, enabling ten local authority leaders to join up decision making, pool resources and work more effectively with local businesses.</p> <p>Utilising the existing statutory framework, the ten local authorities will establish a Cardiff Capital Region Cabinet. The Cabinet will have the status of a Joint Committee and will be the ultimate decision making body in the governance structure.</p> <p>The establishment of a Capital Region Cabinet will be the first step in the development of greater city-region governance across the Cardiff Capital Region.</p> <ul style="list-style-type: none"> • Cllr Toomey • Gareth Chapman/Liz Weale/Pincent Mason <p><i>N.B. unless specified, timescales to be read as 2016-2020</i></p>		

Key milestones/tasks		Timescales	Requirements of Government	Owner
T2.2/1 Agreement and Governance Structure				
<ul style="list-style-type: none"> A comprehensive agreement will be drawn up between the participating authorities which will a) bind and commit each individual local authority and any successor authority (in the event of local government re-organisation) for such duration as is necessary to deliver the City Deal; and b) allow for the possibility of additional functions and powers to be devolved to the Cabinet in the future 		Jan 17		GC
T2.2/2 Governance Development				
<ul style="list-style-type: none"> The Cardiff Capital Region commit to a) reviewing the City Deal governance and exploring the future options for moving to even stronger and effective governance that is legally binding; and b) consulting the Welsh Government and the UK Government to identify actions needed to take forward future governance options 				GC
Deal Element:	8. Strategic Regional Planning			
Summary:	The Cardiff Capital Region, in partnership with the Welsh Government, will commit to the creation of an integrated strategic development plan that incorporates housing and employment land-use with wider transport plans. The strategic plan will provide the underpinning blue-print for development across the city-region.			
Portfolio Lead:	<ul style="list-style-type: none"> Cllr Moore & Cllr Reynolds 			
Supported by:	<ul style="list-style-type: none"> Chris Burns/Christina Harray/Rob Thomas 			
<i>N.B. unless specified, timescales to be read as 2016-2020</i>				
Key milestones/tasks		Timescales	Requirements of Government	Owner
T2.4/4 Regional Strategic Planning				

	<ul style="list-style-type: none"> Create an Integrated Strategic Development Plan 			RT/CH
Deal Element:	9. Cardiff Capital Region Economic Growth Partnership			
Summary:	<p>The Cardiff Capital Region Economic Growth Partnership will be established as a key advisory body for the development of the Regional Economic Strategy as well as decisions relating to the City Deal Wider Investment Fund. The Partnership will comprise representatives of the key economic actors and agents of the city-region, including business, higher education, local government, the third sector and employee organisations. In addition to being an advisory body for the Regional Economic Strategy, and providing advice on the Wider Investment Fund, the Partnership will also provide an advocacy role in promoting the city-region, which includes supporting the marketing of the city-region and inward investment activities, as well as making representations on behalf of the city-region. In undertaking these activities the Partnership will also monitor and make recommendations to the Regional Cabinet with regard to City Deal implementation; and will provide advice on investment decisions.</p>			
Portfolio Lead:	<ul style="list-style-type: none"> Cllr Bale 			
Supported by:	<ul style="list-style-type: none"> Paul Orders 			
<i>N.B. unless specified, timescales to be read as 2016-2020</i>				
Key milestones/tasks		Timescales	Requirements of Government	Owner
T2.4 Establish the Regional Economic Growth Partnership (REGP)				
<ul style="list-style-type: none"> Develop detailed proposals for the REGP and report back to Joint Cabinet 		2016 Early 2017		PO
<ul style="list-style-type: none"> Finalise proposals to align with legislation and the wider city deal requirements around governance and the wider investment fund assurance framework 		Early 2017 Early 2017		
<ul style="list-style-type: none"> Identify an individual to support the Nolan process in appointing a chair 				
<ul style="list-style-type: none"> Identify representative groups from the business community and 		Spring 2017		

	employee groups, inviting Higher Education institutions to propose a representative and establish interim board			
	<ul style="list-style-type: none"> Establish full REGP 			
Deal Element:	10. Independent Growth and Competitiveness Commission			
Summary:	The Cardiff Capital Region will establish an independent Growth and Competitiveness Commission to support the city region's economic and investment strategy. It will review activities related to the City Deal as well as wider economic and growth interventions.			
Portfolio Lead:	<ul style="list-style-type: none"> Cllr Bale 			
Supported by:	<ul style="list-style-type: none"> Paul Orders 			
<i>N.B. unless specified, timescales to be read as 2016-2020</i>				
Key milestones/tasks		Timescales	Requirements of Government	Owner
T2.4/P3 Review of evidence				
	<ul style="list-style-type: none"> Establish terms of reference and programme June 2016 Launch event June 2016 Commence programme, beginning with a review of evidence about the functional economy area. Deliver a detailed economic analysis of the city-region Findings launched December 2016 	2015/16		GC
Deal Element:	11. Delivery, Monitoring and Evaluation			
Summary:	Cardiff Capital Region will work with the UK Government and the Welsh Government to develop an agreed implementation, monitoring and evaluation plan in advance of implementation, which sets out the proposed approach delivery and evaluating the impact of delivery.			

Portfolio Lead:	• Cllr Morgan		
Supported by:	• Sheila Davies/Sian Workman		
<i>N.B. unless specified, timescales to be read as 2016-2020</i>			
Key milestones/tasks	Timescales	Requirements of Government	Owner
T2.1 Establish the Regional Office (RO)			
<ul style="list-style-type: none"> Establish the joint programme management team Establish the regional delivery team Develop and deploy over-arching programme monitoring tools and processes Introduce individual evaluation arrangements covering each portfolio area referenced Produce the 2017/18 Business Plan 	Jan 17	Support in the development of the framework	SD/SW SW SW SD/SW
T2.1 Establish a Comprehensive Transition Programme			
<ul style="list-style-type: none"> A comprehensive programme of work to ensure a seamless transition to city deal arrangements Ensure that appropriate arrangements are put in place to support the CCRCDD including accommodation, staff resources, HR support, financial systems and audit arrangements and IT systems Effective 'internal' communication will be required 	Jan 17	Support in the development of the framework	SW SW/WGT/UKG SW
T2.1 Agree and Implement a Review and Reporting Timetable			
<ul style="list-style-type: none"> A comprehensive timetable to ensure requisite multilateral review and reporting arrangements are met by all partners Establish a clear mechanism for refreshing the city-region implementation plan (it is quite possible that named individuals may change as the result of elections, and we anticipate that some milestones can only be developed or refined following initial exploratory work) and agreeing clear governance over how revisions 	Jan 17	Support in the development of the timetable Welsh Government City Deal	SW/WGT/UKG SW

are approved

Overview Board

Consider: Key Stakeholder list (who is involved in delivery, who is the accountable officer); Coms (who, when, how); Budget / costs (who is paying); Resource implications (how much effort (FTE and time) to complete each action; Interdependencies (which actions can't commence until others have been completed) and Governance (who will sign off the plan, and who will monitor progress and when).

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The Common Seal of **BLAENAU GWENT**)
COUNTY BOROUGH COUNCIL was)
hereunto affixed in the presence of:-)

The Common Seal of **BRIDGEND COUNTY**)
BOROUGH COUNCIL was)
hereunto affixed in the presence of:-)

The Common Seal of **CAERPHILLY COUNTY**)
BOROUGH COUNCIL was)
hereunto affixed in the presence of:-)

The Common Seal of **THE COUNTY**)
COUNCIL OF THE CITY & COUNTY OF)
CARDIFF was hereunto affixed in the)
presence of:-)

The Common Seal of **MERTHYR TYDFIL**)
COUNTY BOROUGH COUNCIL was)
hereunto affixed in the presence of:-)

The Common Seal of **MONMOUTHSHIRE**)
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The Common Seal of **NEWPORT**)
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hereunto affixed in the presence of:-)

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hereunto affixed in the presence of:-)

The Common Seal of **TORFAEN COUNTY**)
BOROUGH COUNCIL was)
hereunto affixed in the presence of:-)

The Common Seal of **THE VALE OF**)
GLAMORGAN COUNCIL was)
hereunto affixed in the presence of:-)

APPENDIX B



CCR City Deal
Strategic Business Plan
Wider Investment Fund

Our Vision:

A Prosperous Capital City-Region for Wales.





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Chair's Foreword

The Cardiff Capital Region City Deal is a unique programme of collaborative working which will enable economic change, improved digital and physical connectivity, improved skills and educational opportunities, and regeneration across the region.

It is an investment in its people, and aims to bring fairness and opportunities for all, no matter where they live in the region.

It builds on the region's proud heritage, the beauty of our natural landscape, and the vibrancy of our rich cultural and social life.

It will enrich lives in other ways too, reforming our public services, provide new affordable homes, improve family life, and create a workforce which can adapt to the changing needs of the 21st Century.

To do this, the City Deal partners will work together, with a shared vision of a prosperous Capital City-Region for Wales, forging a clear global identity and strong reputation as a City-Region for trade, innovation, and quality of life.

By attracting new investment and growing more successful businesses, by improving our connectivity, by developing our skills and education, we will restore the capital region to its historical role as the “engine room” of the Welsh economy.

Councillor Andrew Morgan
Chair, Cardiff Capital Region City Deal





“It is an investment in its people, and aims to bring fairness and opportunities for all, no matter where they live in the region.”

01.

Executive Summary

In compliance with the Joint Working Agreement this 5 year City Deal Strategic Business Plan:

- sets out our current understanding of what is required to achieve our long-term objectives;
- details required actions and outcomes, only some of which will benefit from Wider Investment funding;
- includes details of how the Wider Investment Fund will be used, over the next 5 years, to act as a catalyst to drive these actions forward;
- forms the basis of a more detailed regional strategic economic growth plan and strategy.

We cannot achieve our regional objectives by means of the City Deal funding alone.

However, used wisely to support, encourage and enable regionally significant schemes it will act as a catalyst to:

- drive economic momentum by leverage of wider investments;
- accelerate the process of change;
- attract interest and generate enthusiasm; and
- take advantage of the entrepreneurial talents that abound in our region.

The City Deal is a long-term programme and no one can, with confidence, predict what changes will occur over the next 20 years.

When considering the current pace of innovation in areas such as artificial intelligence, drones, driverless vehicles, 3-D printing, robotics, and automation, the future infrastructure and skills needs of the region is changing radically.

We must therefore ensure our policies, plans and programmes are flexible and sufficiently dynamic to not only cope with change but to act as a catalyst to drive positive change in the region.

The Regional Cabinet, working with partners, who will advise on changes in technology, investments and future markets, will regularly review both the regional economic growth plan and strategy and the use of the Wider Investment Fund to ensure that they continue to accurately reflect and encourage the economic needs and aspirations of the region.



British Airways Maintenance Cardiff, St Athan



Sony UK Technology Centre, Bridgend

The Next 5 Years

Investment

We have made our first investment, in the Compound Semi-conductor Project, which will generate over £380m of private sector investment and deliver 500 highly skilled jobs, and potentially cultivate an innovation cluster creating a further 2,000 Jobs.

Emerging Opportunities

The Regional Cabinet are proactively pursuing further investment opportunities to assist in meeting our key targets. Those currently identified for development in the next 5 years are:

- **Skills for the Future**
A regional programme of interventions to provide school engagement, support for businesses and a skills investment fund to deliver over 10,000 additional apprenticeships, graduate internships and upskilled employees. See Section 5 for details.
- **Innovation Portfolio**
A regional Innovation Portfolio with the aim of developing industry ‘clusters’, new space for innovative start-ups, and incentives to attracting high-tech firms to the region. The first project of this portfolio is currently being implemented, the Compound Semi-conductor Project,

and further development work is being undertaken to optimise this investment and explore other opportunities. See Section 6 for details.

Metro Plus

Enhancing the potential benefits of the Metro to the region by introducing a programme of complementary transport investments. The initial focus is the development of a Central Transport Interchange ‘Metro Central’ with a key element being the modernisation of Cardiff Central Station. See Section 7 for details.

Digital Portfolio

A portfolio of digital intervention which seeks to create a digital vision, brand and identity for the region as a ‘smart’ city region able to attract private sector partnership. It would also ensure that digital opportunities are built into other regional schemes and projects. See Section 7 for details.

Housing Investment Fund

A proposal to establish a fund to support housing growth across the region with a focus on former industrial sites in the Valleys areas and across all tenures to support both economic and social objectives. See Section 8 for details.



Strategic Sites

A proposed programme to introduce a balanced portfolio of sites with varied characteristics to be a catalyst to attract new and retain existing businesses.

The focus will be to support the regions existing prime market, of Cardiff and the M4 corridor, and expand it to include a mix of opportunity in the Heads of the Valleys corridor, the coastal belt, towns and rural areas.

These 'emerging' opportunities are in varying stages of development and will be rigidly assessed in accordance with the Assurance Framework to establish if they are able to deliver the outputs and outcomes necessary to make them eligible for City Deal funding support.

It is anticipated that further proposals will 'emerge' over the next 5 years and no matter how they are promoted they will comply with the following investment criteria:

All investments will be required to:

- Support our Strategic Objectives
- Comply with the Assurance Framework
- Secure regional economic benefits
- Contribute to the high level aims of 25,000 new jobs and £4bn of private sector investment
- Demonstrate Value for Money



02. The Strategic Context

¹ Growth & Competitiveness Commission Report Review and Recommendations Page 22.

² Cardiff Capital Region “Powering the Welsh Economy”

Our Vision

“A Prosperous Capital City-Region for Wales” - a decision making centre, a global gateway for capital, trade, and visitors, a knowledge hub and a major population centre and business cluster for Wales¹

Our Regional Strategic Objectives

- 1. Prosperity and Opportunity** - Building the capacity of individuals, households, public sector and businesses to meet challenges and grasp opportunity creating a more productive economy
- 2. Inclusion and Equality** - A vibrant and sustainable economy which contributes to the well-being and quality of life of the people and communities in the region now and in the future
- 3. Identity, Culture, Community and Sustainability** - Forging a clear identity and strong reputation as a City-Region for trade, innovation, and quality of life

Strategic Themes



Skills & Employment

Developing a Skilled Workforce and Tackling Unemployment



Connecting the Region

Improving Connectivity Globally, Regionally and Locally



Innovation

Creating an Innovation District and Increasing Entrepreneurial Activity and Innovation



Regeneration & Infrastructure

Providing the right physical place and environment to support growth

Measuring Success

Job Creation, Private Sector Leverage, Employment and Skill levels, Productivity levels, GVA



Top: Redhouse Cymru, Merthyr Tydfil

Bottom: Springboard Innovation Centre, Cwmbran

To achieve our vision, we must be:²

Ambitious

Capitalise on our unique identity and our ability to power the Welsh economy. We are a proud Capital City Region in the United Kingdom which gives us a platform to think big.

Collaborative

To make the most of the opportunities our combined size gives us, we must all work together - public sector, private sector, education establishments and our communities – for the benefit of all.

Well-connected

Realising the potential of our excellent people through world class communications and transport – regionally, nationally and internationally.

To achieve our vision, we must offer:

A confidence and lifestyle

Building on the Cardiff Capital Region's reputation as a great place to live, work and play. We are proud of our quality of life, our culture, and the natural beauty we have on our doorstep.

Sustained success

A Cardiff Capital Region that is successful economically, socially and environmentally and which benefits all our communities.

An international and national stage

Which attracts people and investment from global markets, as well as from other parts of the UK.

“A decision making centre, a global gateway for capital, trade, and visitors, a knowledge hub and a major population centre and business cluster for Wales.”

Our Regional Strategic Objectives:

1. Prosperity and Opportunity

Building the capacity of individuals, households, public sector and businesses to meet challenges and grasp opportunity creating a more productive economy

The quality of the economic environment of the region will play a crucial role in creating jobs by improving business performance, enhancing opportunity and encouraging innovation. We will nurture the economic environment by:

- providing the right infrastructure including connectivity by means of good transport links and high-speed broadband;
- encouraging a culture of innovation and entrepreneurship by providing the right skills, opportunities and support to engender a confidence to be creative;
- assisting the city region’s labour market to be equipped with the skills that businesses need;
- improving public sector efficiency and effectiveness by new ways of working;
- supporting all businesses to become more productive, from small retail to large advanced manufacturers;
- enhancing the business climate for emerging sectors, enterprises and

innovation that can spawn new sources of jobs and incomes into the longer-term future, including creating business clusters where firms can network, share skills and spur each other to higher levels of performance;

- encourage and promote research and development and entrepreneurial enterprise.

2. Inclusion and Equality

A vibrant and sustainable economy which contributes to the well-being and quality of life of people and communities now and in the future

A vibrant and inclusive economy supports a mix of economic activities and promotes economic security and resilience.

We will promote:

- assisting our urban centres to be vibrant;
- access to employment and economic opportunities;
- participation in the labour market for all members of society;
- access to a range of housing, including affordable;
- access to education and training, to develop skills;
- access to social and recreational opportunities.

3. Identity, Culture, Community and Sustainability

Forging a clear identity and strong reputation as a City-Region for trade, innovation, and quality of life.

For our region to gain attention and respect and effectively compete and attract businesses, tourists, investors, students, entrepreneurs, international sporting and cultural events it requires a clear, credible, appealing and distinctive identity. To promote this identity and reputation we will:

- assist our urban centres to be vibrant and vital with unique identities which all of the regions residents can use and be proud of;
- respect, protect and support our rural and natural environment and use it to promote economic and social outcomes;
- develop and promote our world-class cultural and recreational opportunities utilising the regions natural beauty and historic areas;
- provide a quality environment across the whole region including existing and new development that attracts businesses and talented people;
- demonstrate our commitment to a sustainable future and acknowledge our global responsibility; and
- work with political and commercial partners, at a national, regional and local level to coordinate the promotion of the region.



Penderyn Whisky Distillery, Aberdare

03. Our Approach

³Written statement by Ken Skates, Cabinet Secretary for Economy and Transport on 11th December 2017

Our Vision and Regional Strategic Objectives set out our aspirations and with our high-level aims, to create 25,000 new jobs and leverage £4bn private sector investment, establish the economic outcomes we are seeking to achieve when considering use of the Wider Investment Fund.





Our Regional Strategic Objectives also reflect the need to focus on improving the quality of life of people and communities now and in the future and ensure our approach and actions are responsible and meet our current needs without compromising the quality of life of future generations.

To focus our approach, support our Assessment Framework and ensure better decision-making, as stated in the Wider Investment Fund Assurance Framework, we will follow the five ways of working and sustainability principles, detailed in the Well-being of Future Generations (Wales) Act 2015, and reflect and support the well-being goals.

We have identified four Strategic Themes where we feel we can make the biggest difference and a real improvement to the well-being of people in the region and in so doing support our regional objectives, well-being goals and the twin goals, in the Welsh

Government's 'Prosperity for All: economic action plan', of growing the economy and reducing inequality³.

City Deal Strategic Themes

-  **Skills & Employment**
-  **Innovation**
-  **Connecting the Region**
-  **Regeneration and Infrastructure**

Identifying these themes provides a structure and method of developing proposals and schemes. However, the themes are indivisible, and all proposals will be expected to be cross-cutting and contribute, to differing degrees, to our objectives and the well-being goals.



Partnership and Engagement

The City Region will only succeed with all stakeholders working together developing a consensus and shared vision of the way forward.

We are working closely with the Welsh Government and National Government, who are both signatories to the City Deal. We have also been instrumental in establishing stakeholder groups including the Cardiff Capital Region:

- **Skills and Employment Board**
 - representing a wide range of stakeholders, including businesses, higher and further education, local authorities and Welsh Government;
- **Regional Business Council** – providing a strong business voice;
- **Economic Growth Partnership** – bringing together partners to consider and advise on a sustainable economic growth strategy and investment decisions.

We are actively working with the Valleys Taskforce to ensure our aims, objectives and interventions not only align but also complement each other, taking advantage of their engagement processes, to maximise benefits to the region as a whole.

We are developing an effective working relationship with the Office of the Future

Generations Commissioner for Wales to ensure that opportunities to support the well-being goals are highlighted.

The City Region Economic Growth Strategy will go through a comprehensive engagement process and the promoters of all proposed interventions and schemes will be required to demonstrate effective engagement.



Ford Manufacturing, Bridgend

Regional Impact, Scheme Appraisal and Monitoring

The City Deal Wider Investment Fund is intended to deliver sustainable economic development and growth across the region. This will be pursued by optimising the outcomes we can achieve within the constraints of the resources we have available. Prioritisation is therefore essential, and all proposed interventions must therefore clearly demonstrate a regional and collaborative approach and impact to ensure the effective use of resources.

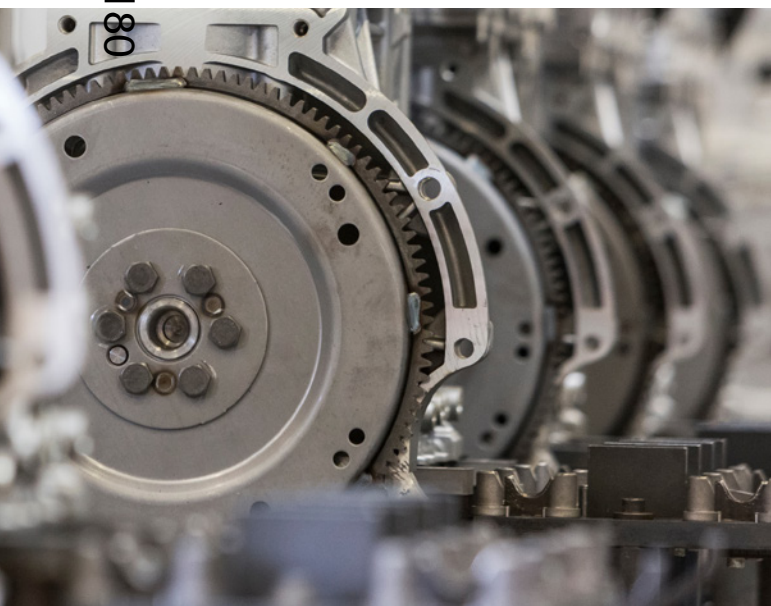
All proposed schemes will be required to follow the same appraisal process as detailed in the Assurance Framework. Schemes will be assessed on their potential to contribute to our high-level aims and strategic objectives; demonstrate value for money, use of the five ways of working and how they contribute to the well-being goals. To be detailed in our Candidate Scheme Assessment Guidance.

We will regularly review our overall delivery programme and, where necessary, revise the Outcomes and Outputs detailed in the Assessment Guidance to ensure a balanced

programme of interventions which will meet all our strategic objectives.

The full allocation of HMT funding to the region is subject to successful completion of five-year gateway reviews, which will assess our ability to deliver regional economic growth and our strategic objectives. The first five-year gateway review final report is due in December 2020 with performance measured against delivery. Further reviews will be carried out at years 10, 15 and 20 and will be more focussed on outcomes.

“The City Region will only succeed with all stakeholders working together developing a consensus and shared vision of the way forward.”



04. Spatial Priorities

⁴ Growth & Competitiveness Commission Report and Recommendations Page 38.

⁵ Growth & Competitiveness Commission Report and Recommendations Page 39 Core Findings and Page 43 Recommendation 8 – Strategic Spatial Development.

⁶ Having seen the work we are undertaking and assessed the benefits the Welsh Government have commissioned the Carnegie UK Trust to undertake a similar exercise for the whole of Wales.

The Growth & Competitiveness Commission (Commission) considered spatial development in the region and concluded⁴:

“the Cardiff Capital Region is not homogeneous; it consists of diverse places each with distinctive histories, strengths, challenges and opportunities.”

The Commission recommended⁵:

“With differences in economic performance and outcomes across the city-region there is a clear need to ensure that the region is organised spatially in a way that maximises the benefits for residents.

The Cardiff Capital Region should develop a spatial perspective to complement its economic strategy... This spatial development perspective should act as a future growth map for the Capital Region and define the key roles and potential of:

- *Cardiff and Newport as established hubs of business, commerce and institutions, each playing to their particular strengths;*
- *Cardiff Airport and the associated Enterprise Zones;*
- *The re-emerging towns such as Bridgend, Barry, Caerphilly and Pontypridd that are in transition to accommodating high value-added activity, renewed resident populations and university expansions; and*

— *The Valleys and rural towns which are becoming increasingly important centres for local services, amenities and the foundational economy, and are developing their roles in tourism and leisure.”*

We are working with the Local Government Data Unit (Wales) on a data platform to understand the role of our two cities and the individual towns within the region. This work will enable us to make more informed decisions on how we can tailor support for specific settlements and areas to allow them to better understand and achieve their potential and maximise the prosperity and well-being of the people who live in them⁶.

Preliminary findings from this work have highlighted that in addition to the two cities, a number of towns, referred to as re-emerging by the Commission, are playing a significant role in the region’s economy. These findings have been combined with the work on Strategic Hubs undertaken by the Valleys Task Force, inclusion of the regions Enterprise Zones, and the regeneration assessments undertaken by individual local authorities, in considering the Welsh Government’s Targeted Regeneration Investment Fund.

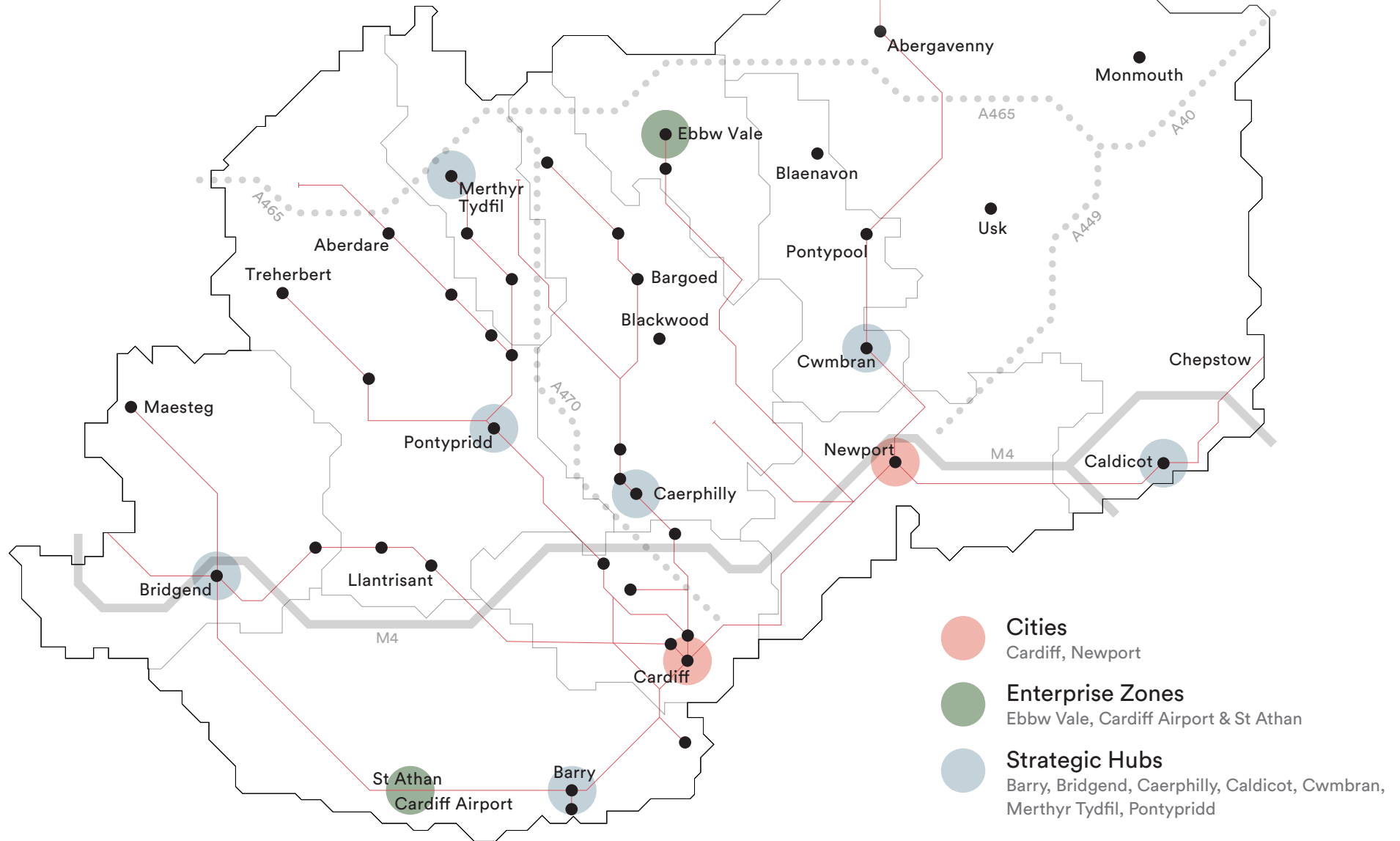
This initial spatial perspective, which will be reviewed and refined as part of the development of the Regional Growth Strategy, is detailed on the plan to the right.

Strategic Hubs and Opportunity Areas

Page 182

35 Miles Deep

55 Miles Wide



- **Cities**
Cardiff, Newport
- **Enterprise Zones**
Ebbw Vale, Cardiff Airport & St Athan
- **Strategic Hubs**
Barry, Bridgend, Caerphilly, Caldicot, Cwmbran, Merthyr Tydfil, Pontypridd

05. Developing a Skilled Workforce and Tackling Unemployment

The Regional Cabinet are working in partnership with the Cardiff Capital Region Skills and Employment Board to develop the social and economic potential of the Cardiff Capital Region, supporting people and businesses to deliver a high performing and prosperous region that stimulates and supports inward investment.

To achieve this the Cardiff Capital Region needs to develop a demand-led skills system that is driven by the needs of industry and which delivers employment and skills support in response to infrastructure and other investments to achieve growth within the regional economy.

Regional Priorities for Employment & Skills

We are developing a regional, evidence based approach, which will focus on:

- Delivering employment and skills support for industry, infrastructure and other investments to enable growth
- Supporting industry through priority sectors to address skills gaps and shortages
- Developing higher level skills to future-proof the workforce
- Increasing the number and range of apprenticeships
- Improving industry engagement with education and marketing of career opportunities and pathways
- Developing a regional employability plan to get more people into work
- The co-design of the DWP Work and Health programme

“...supporting people and businesses to deliver a high performing and prosperous region that stimulates and supports inward investment.”



Top: The Royal Mint, Pontyclun

Bottom: DS Smith, Caerphilly

A programme of interventions is emerging, titled 'Skills for the Future', in response to evidence of regional demand plus examples of successful practice and currently includes:

- **Regional skills brokerage service** – a local authority led and therefore impartial service that works with businesses, projects and investments, in conjunction with economic development and business support services, to secure appropriate and relevant skills solutions through education, training and other providers. Connecting both employees and businesses to regional skills projects and programmes that invest in the upskilling of the existing workforce to support progression and improvements in productivity.
- **Schools engagement** – activities to encourage career choices that align with future demand whilst promoting parity of esteem between different pathways to help young people attain quality and sustained employment.
- **Access to apprenticeships including shared apprenticeships** – employer engagement to increase the number and range of apprenticeships available in the region and schools engagement to increase the number of young people choosing apprenticeship pathways. Delivered in conjunction with work based learning providers and extending access through shared apprenticeship

programmes, such as Y Prentis and Aspire, where appropriate.

- **Graduate internship programme** – employer engagement to increase the number of graduate opportunities available including placements and internships, delivered in conjunction with our Universities. To encourage greater graduate retention within the region and improve the skills utilisation of graduates by businesses to support improvements in innovation and productivity.
- **Regional SME support** – to encourage apprenticeship and graduate take up by SMEs there will be a financial incentive and provision of a human resource support service. In the immediate term the service will support SMEs to maximise use of the current Welsh Government apprenticeships subsidy.
- **Skills Investment Fund** – a co-investment fund for SMEs that supports the upskilling of existing employees to meet technical, specialist and higher level skills needs, that can be accessed in the absence of other sources of funding. A fund of last resort to support co-investment in business led development linked to the achievement of growth, productivity and performance improvements.

Implementation is proposed in phases commencing early stages beginning in **September 2018**.

06. Creating an Innovation District and Increasing Entrepreneurial Activity and Innovation

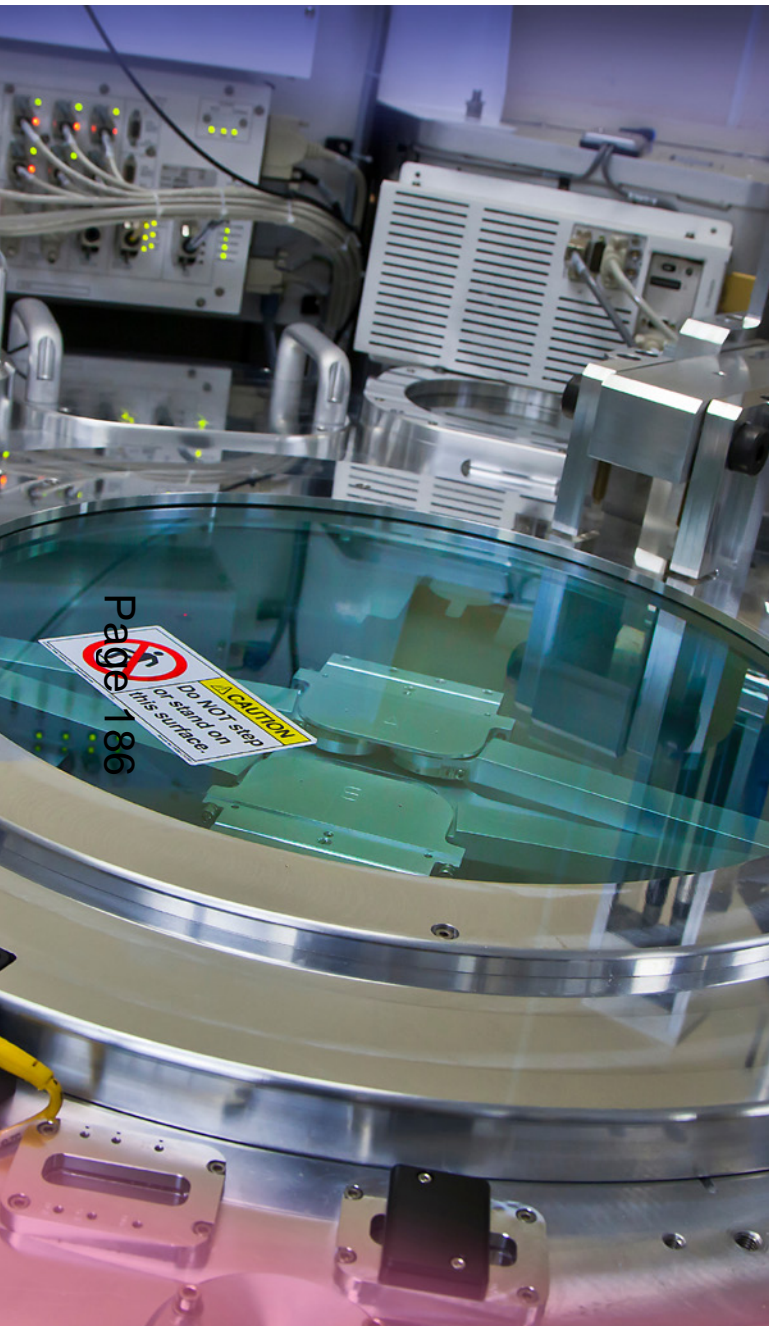
Innovation is a dynamic driver of economic growth. It underpins the development and application of ideas and technologies that yield better or new goods and services for the marketplace. Innovation is directly linked to raising productivity. Relative to other regional and international economies, productivity is unacceptably low in the Cardiff Capital Region.

Unless this changes, our ambitions for our place will not be realised. Indigenous businesses will not grow as quickly as we would like, wages will not grow as quickly as in other places, external investors will not be attracted here. We will continue to oversee an underperforming region and our brightest people will have better opportunities elsewhere.

We are going to change this. We are going to create an environment that fosters entrepreneurial spirit and the creation of new commercial knowledge by bringing entrepreneurs, government, universities, colleges, funders and corporate entities together and adding in new capability. The Joint Cabinet has produced an Innovation Prospectus setting out in headline terms our direction of travel. The Prospectus is open to change and is reliant on every other City Region priority set out in this business plan delivering.



SPTS Technologies, Newport



The Innovation Prospectus includes:

- **Innovation District** – We want the region to be internationally recognised as an Innovation District. We will work with Wales Government and UK Government to develop a competitive fiscal environment to promote sectors set out in our City Deal Agreement; specifically compound semi-conductors, life-sciences, cyber, digital, clean energy, infrastructure and engineering.
- **‘Tech Venture Fund’** – The Cardiff Capital Region, in keeping with the rest of Wales, is not strong in terms of an angel investor / venture capitalist culture. We are focussed on establishing a ‘tech venture fund’ working with commercial investors to Improve access to capital. The Fund will make commercial investments, it will not make grant payments. The Fund will be professionally managed and focussed on sectors indicated above. The Fund will operate across the whole region and will only invest in companies in the region.
- **Public Service Testbed** – The region has a significant reliance on public service employment. We will exploit the opportunity that this presents by developing our place as a ‘public service test-bed’. We aim to re-design our public services to optimise their impact on economic prosperity. This will include, but not be limited to, how public sector organisations procure goods and

services and capitalise on the significant Intellectual property that the sector possesses.

- **Regional Business Support** – Business support services across the region are complex. We intend to integrate and align these and simplify and develop easily accessible whole region support and advice.
- **National Software Academy** – We intend to support and accelerate a National Software Academy and National Cyber Academy to develop digital capacity and capability that is currently lacking in the region.

07. Improving Connectivity Globally, Regionally and Locally

Our ability to connect and communicate in a fast and reliable way is critical in enabling businesses to generate prosperity and employment, empowering people to take a full part in society and benefit from life's opportunities.

Good quality, highly available, cost effective and efficient networks are a fundamental requirement to enable people to participate fully in modern life and to maximise their opportunities in the employment market.

To enable effective connectivity of all types for our future generations, we must therefore focus on the performance of both our digital and transport infrastructure. We must aim to ensure that our residents, households and businesses, have access to those facilities that they need and want as they go about their lives where they live, work and travel.

Transport

The Regional Cabinet, via the newly established Regional Transport Authority, are focussed on understanding the transportation infrastructure issues that restrict economic growth in the Region, identify the opportunities where transportation can open up economic development opportunities and, as equal partners, set joint priorities with Welsh Government for the Region, using our shared resources to deliver the changes.

Over the next 5 years, along with providing advice on transport matters and proposals to the Regional Cabinet, the Regional Transport Authority will focus on:

- **Developing a Regional Transport Strategy for Growth, aligned with Local Transport Plans, aimed at supporting the region's economy.** This Strategy will build on the Economic Growth Strategy and set out the transportation vision and strategic objectives for the region, covering 5 types of travel:
 - **A globally connected city region**
 - developing the potential of our air; rail; road and sea: with a focus on Cardiff Airport, the Great Western Main Line, the M4, the Heads of the Valleys A465, our 3 sea ports at Cardiff, Newport and Barry.

- **City-to City links** – improving access to our major interchanges on the M4 and the Cardiff to London main rail line.
 - **Travel across the wider City Region** – a programme of strategic transport hubs will enable trips to key destinations like town centres, employment areas, hospitals and colleges can be made more easily, and by a choice of mode
 - **Getting into and around the Regional Centre** – supporting sustainable access to Cardiff City Centre.
 - **Connecting neighbourhoods** – more accessible “public realm” including bus stops; better pedestrian and cycle links to public transport stations and stops and road safety measures.
- identifying opportunities and supporting project sponsors to develop transport proposals which, working with other initiatives such as strategic sites, support our strategic objectives.

One significant opportunity has already been identified and defined as Metro Plus.

»»» Metro Plus

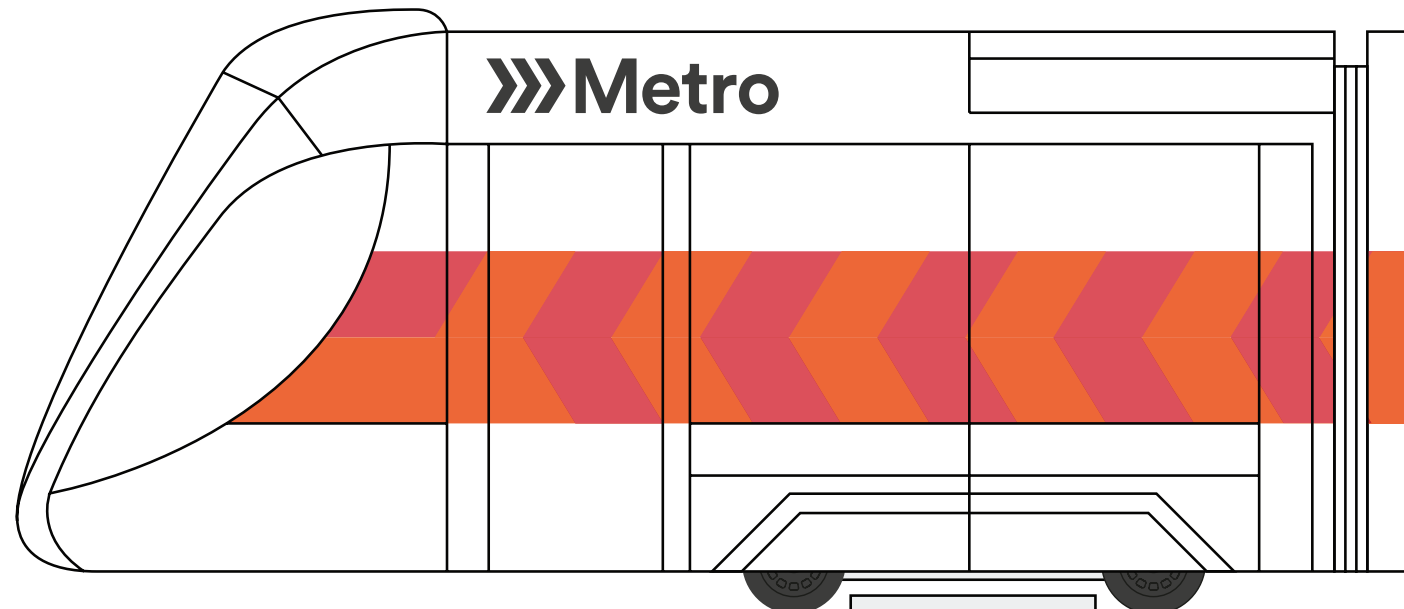
As part of the City Deal there is a pre-allocated sum of £734m committed to the Metro.

The South East Wales Metro is a key priority of the City Deal and will make a significant contribution to improving transport connectivity; unlocking development sites, employment and housing; providing access to training and employment opportunities; access to leisure and tourism and wider cultural development; substantial contribution to carbon reduction targets; and improving quality of life for all residents.

To maximise the potential benefits of the Metro to the region the Regional Cabinet are exploring a programme of complementary transport investment ‘Metro Plus’.

A significant project highlighted as part of this transport programme is the delivery of a Central Transport Interchange, ‘Metro Central’.

This scheme has the potential to significantly increase public transport capacity and attractiveness, and regional connectivity, by allowing increased frequency of services and providing improved facilities.



In addition the proposal has the potential to leverage significant commercial development and create more than 30,000 jobs over the next 10-15 years.

A key element of ‘Metro Central’ is the modernisation of Cardiff Central Train Station increasing capacity for trains and passengers, making it fit for purpose, and releasing the potential of the Metro. A feasibility study on the modernisation of Cardiff Central Station has been undertaken identifying a series of interventions including platform access, platform improvements, concourse improvements, platform extension, improved links and weather protection.

Based on the current feasibility work the total cost of the project is estimated at £160-£180m. The funding proposal would see contributions from the Welsh Government, private sector and City Deal, with any shortfall made up from the Department for Transport. This current proposal would see a call on City Deal funding of £40m subject to final approval of the Full Business Case and commitment to match funding from partners.

Other emerging opportunities being explored are:

- improved access to Cardiff Airport for both passengers and freight. Linked to the promotion of the enterprise zone and opening-up development land opportunities;
- a programme of strategic park and rides to improve access to the rail network and to transfer car users off the most congested highway routes; and
- improve connections to enable people to access motorways and key national rail interchanges.



Potential Metro smartcard

Digital

The Regional Cabinet aspiration is to make the Cardiff Capital Region a “Smart Region”, allowing our future generations to be fully integrated into a global network.

This digital strand is about enabling the future of work to be carried out in all areas of the region by increasing the benefits that digital services bring.

A Tech Nation Report (Tech City 2015), identified this region as home to the fifth fastest growing ‘tech hub’ in the UK and further NESTA research on the growth of technology clusters in the UK demonstrates high start-up rates in and around the capital city region. Coupled with emerging specialisms in data science, open data and cyber security, there is unique potential to connect the entire supply chain of digital services.

Over the next 5 years the Regional Cabinet intend to develop a Digital Portfolio of proposals to support our strategic goals and our aspiration to be a smart region:

- **Organising Delivery** – Creation of a digital vision, brand and identity for CCRCD
- **Global Connectivity** – Implementation of a transatlantic link to enable the fastest possible connection to the global digital network.
- **Welsh Connectivity** – Exploitation of the existing Cardiff Internet Exchange (IX).
- **Regional Fibre Connectivity** – Creation of a strategic site dark fibre network as a public asset. This would support the volume of public, private, research and citizen based traffic into and around CCRCD.
- **Community Fibre Connectivity**
 - A high speed fibre network to connect local communities.

- **Regional/Community WiFi**
 - A ubiquitous public WiFi network as a public utility to be maintained by the private sector on an ongoing basis.
- **Mobile 5G Access** – Implementation of a 5G network.
- **Sensing the CCRCD** – A sensor network across the region through a canopy of connectivity from access points mounted on e.g. street lights.
- **Open Data** – Creation of a fully Open Data environment making all of the vast amount of publicly held data (with the exception of certain data, for example sensitive personal data) available to all, without copyright, patents or other methods of control.

“A Tech Nation Report (Tech City 2015), identified this region as home to the fifth fastest growing ‘tech hub’ in the UK.”

08. Providing the right physical place and environment to support growth

The Regional Cabinet have recognised the unique opportunity for the ten local authority areas to come together and deliver a strategic approach to housing, regeneration and economic growth to create an accessible, liveable, ‘work-life integrated’ and highly connected region.

Promoting and enabling Place-Making and Sustainable Communities will improve quality of life for residents and attract and retain investors, skilled workers and visitors. By harnessing the distinct characteristics and strengths within the region we will contribute to growth by:

- Upgrading and rebalancing our housing offer;
- Identifying and maximising new spaces and places of potential economic opportunity;
- Capitalising on existing spaces of economic opportunity;
- Regenerating our urban and rural built environments and promoting well-being;
- Improving our visitor economy;
- Developing and managing sustainable energy;
- Using the development of the Metro to promote sustainable regeneration of Town centres and support growth around metro hubs and public transport; and
- Having a clear focus on economic growth and investment as a means to counter disadvantage and deprivation, both for individuals and communities, at local and regional level.

Over the next 5 years the Regional Cabinet intend to develop a number of key areas under this Strategic Theme:

Housing

The housing shortfall of the region, linked to the future economic aspirations of the Regional Cabinet, is being full explored and detailed as an expression of ‘need’.

The mechanisms and interventions which could potentially be used across the region to deliver housing are be considered. These options will not necessarily be site specific and there are many projects right across the City Region area that, for different reasons, have stalled but would have a positive impact in terms of City Deal outcomes by increasing GVA. In addition, they would help deliver sustainable communities, increase housing supply, choice, affordability and quality.

Work has been undertaken to identify what mechanisms or interventions can be deployed to increase housing delivery and to support the Housing Objectives detailed in the City Deal Heads of Terms, and by the Growth and Competitiveness Commission. This has resulted in a proposal for:



View from Abergavenny Town Centre

Regional Housing Fund

Work is being undertaken to develop a proposal for establishing a Housing Investment Fund (HIF) to support the housing growth aspiration across the region and across all tenures. Key benefits of a Fund in the Cardiff Capital Region context would include:

- **Fast-track delivery:** Provides a broad set of financial interventions that can be used to unlock developments that have been previously stalled by a wide range of issues;
- **External funding:** Can complement – and should actively encourage through leverage requirements - the use of external sources of funding, both private and public;
- **Flexibility:** Investment strategy could be crafted to allow for different products to be flexibly used in different locations and different extents over time, depending on the challenges faced in each sub-market, and following review
- **Ongoing benefit:** the opportunity to recycle funds through repayable grants, loans etc. offers scope for funds to be used multiple times.

To complement the proposed Housing Fund, work is being undertaken to develop a Custom Build or Plot Shop for the region whose benefits could include:

- **Stimulation of the SME building sector:** Provides a broad range of sites with limited risks which will be attractive to this sector;
- **Investment:** The Plot Shop encourages investment within communities across the region, whilst the economic multipliers are likely to be less than those associated with volume housebuilding, the impact of multiple sites across the region, within a currently dormant market should be recognised;
- **Flexibility:** SME builders could be supported flexibly in different locations and to different extents over time, depending on the challenges faced in each sub-market.
- **Regeneration benefits:** Many sites represent detractors in our communities, but being packaged within a Plot Shop brings them forward for development, bringing new homes and choices to our communities. Having a range of housing choice can stimulate latent housing markets, with long term benefits to communities.
- **Potential for innovation:** As the scheme develops momentum, there is significant scope to develop innovative homes in terms of energy, construction, design and tenure.

Strategic Sites and infrastructure

Research commissioned by the Regional Cabinet and the Welsh Government has illustrated the shortage of good quality sites and premises within the region. With the slowdown of the sort of development undertaken by the WDA during the 1970s – 90s, and the failure of private sector developers to fill that gap in many parts of the region, we now have a very limited 'offer' to put before inward investment or expansion projects and this is a serious constraint on the potential for the region to grow the economy, especially to achieve the sort of 'step change' in the scale of growth envisaged by the Regional Cabinet.

Good quality sites are in short supply and there is now a very limited availability of all sizes and types of speculative, ready to occupy premises ranging from space for small businesses and start-ups right through to large scale manufacturing projects.

Potential sites will be assessed to provide a target list of strategic sites deemed suitable for support and be of the scale and type likely to meet the aims and objectives of the Regional Cabinet.

This assessment of need has resulted in a proposed Strategic Sites Programme:

Strategic Sites Programme

- **Provision of Employment Sites:** A programme to introduce a balanced portfolio of sites with varied characteristics to be a catalyst to attracting new business investment will be developed. These sites should be capable of supporting both indigenous business growth and inward investment. This should aim to create a significant supply of new floorspace across a wide range of property types across the whole region. This programme will aim to support the current prime market areas of Cardiff and the M4 corridor and have a strategic focus on a future expansion of this prime market to include a mix of opportunities in the Heads of the Valleys corridor, the coastal belt, towns and rural areas.
- **Refurbishment of Existing Stock:** There is an issue of increasing obsolescence in existing building stock which can be a catalyst for business disruption and closure. A programme of refurbishment to retain those businesses already in the region will be developed. Exploring a partnership approach with Welsh Government to overcome this problem is proposed.

- **Encouraging Clusters:** Work will be undertaken to explore the potential to support specific infrastructure and location criteria to encourage clusters of like-minded industries to emerge and develop, nurturing them as centres of excellence.

Within this theme some specialist areas of provision are also emerging which include:

- **Enabling infrastructure**

Opening-up strategic sites, housing and employment, this includes possible transportation and road linkages, drainage and other high value enabling works to bring forward large sites;

- **Joint developments with the HE / FE sectors**

Could provide space for spin-out of research and technology emanating from the educational establishments in the region and linking to the prioritised sectors;

- **Work / live space**

Where residential and employment is combined' with the potential for such shared use developments to be concentrated alongside key development 'nodes' of the Metro project.



Top: Ebbw Vale Enterprise Zone / Bottom: OpenGenius, Penarth

Energy related projects

Several energy related projects are emerging around renewable energy generation schemes, energy management and related manufacturing and management technologies. A regional development and delivery approach to these projects could generate significant regional benefit in terms of the economy and environment. There is potential for the region to seek to become recognised as a leader in the energy field including in the manufacturing process for renewable energy machinery, which is an undoubted global growth sector and one with relatively high R&D and a high value-added contribution. In addition the proposal for a tidal lagoon project within the region will play a factor in future proposals.



Ocean Colour Scene at Caerphilly Castle



Urban Renewal / Regeneration

Several projects are emerging which would revitalise existing urban and town centre locations, generating jobs in retail and office sectors; providing residential accommodation and helping to address the inequalities in development experienced in recent decades. It is clear this type of support cannot stand alone and will work if it coordinates its approach with the Welsh Government's Targeted Regeneration Investment programme (TRI) which replaces 'Viable and Vibrant Places'. The Regional Cabinet could in future act for Welsh Government, as the delivery arm of any potential regional funding, streamlining programme and project delivery, and overcoming duplication of resources.

In some parts of the region there is potential to explore the development of new settlements (settlements of the future) which would combine housing, employment, education and leisure elements in a planned, sustainable development of significant scale.

This could include the possible development of an arm's length development company to develop council owned sites for both economic and residential purposes.

Visitor Economy

Wales, and the Cardiff Capital Region, has a growing worldwide recognition and reputation as a tourist destination and includes iconic visitor attractions such as the Capital city of Cardiff, Cardiff and Caerphilly Castle, Barry Island, Porthcawl and Big Pit to name only a few. Several projects are emerging which could add to the regions 'offer' and attract significant numbers of additional UK and international visitors. These can be complemented by investments in accommodation and the hospitality sector.

The region is also blessed with the Brecon Beacons National Park to the north and the Glamorgan Heritage Coast to the south.

The development of the 'South East Wales Destination Investment Plan' is a key part of the process of developing the tourism offer for the region. This Plan has been commissioned by all the regions councils and will be fundamental in developing the regions tourism. Developing priority themes to support a year-round offer are:

- Business tourism to attract higher value;
- The Region's culture and heritage attractions;
- A strong outdoor adventure offer;
- The Region's events offer.

09. Cardiff Capital Region City Deal (CCRCD) Wider Investment Fund

Introduction – ‘The City Deal’

The City Deal outlines the joint commitments made by the ten local authorities of the Cardiff Capital Region, the UK Government and the Welsh Government to unlock £1.2bn of investment to increase the performance of the city-region economy. Over its lifetime of 20 years, partners envisaged that the City Deal would deliver up to 25,000 new jobs and leverage an additional £4bn of private sector investment.

As its core proposition the City Deal provides funding to support investment in projects to stimulate economic growth: £734m is allocated to Metro, with the balance (£495m) being made available as the City Deal ‘Wider Investment Fund’.

Wider Investment Fund (WIF) – Funding Streams

HMT Contribution: UK Government grant of £375m paid over 20 years period and consists of £50m revenue grant (years 1-5) and £325m capital grant from years 6-20. Expenditure incurred in advance of receiving UK Government grant will require ‘temporary borrowing’ and is referred to as the ‘Cost of Carry’.

Council Contribution: CCRCD Local Authority Partnership capital contribution of £120m. This will be drawn down as projects are approved and the Wider Investment Fund’s (WIF’s) overall funding requirements begin to crystallise. Council Contributions represent 24.2% of the WIF’s overall funding stream.

WIF Approvals to-date

Wider Investment Fund ‘Top Slice’: 3% of the fund is set aside to fund the activities of a number of Regional Bodies and to meet the costs of Programme Development and Support. This equates to an annual revenue budget of £742,500.

Compound Semi-Conductor Project: During 2017/18, Regional Cabinet approved the proposal in respect of the Compound Semi-Conductor Project. This involves providing a loan of £38.5m to a Special Purpose Vehicle over 2 years, which will be repaid over a period of up to 11 years. The loan repayments will be ‘recycled’ back through WIF potentially increasing the fund’s gross resources from £495m to £533.5m. This is the only project which has full approval to date.

WIF 'In-Principle' Commitments and Fund Availability

In-Principle Commitments: Regional Cabinet have provided an 'in-principle' commitment to the following projects and initiatives: Metro Central Project, Regional Housing Investment Fund, Digital Strategy and Skills for the Future. In-line with the requirements of the Assurance Framework, these projects are in the process of developing their respective business cases.

Future Revenue Projects: This represents the un-committed resources available to meet the cost of future REVENUE projects (day to day expenditure) as these are approved.

Future Capital Projects: This represents the un-committed resources available to meet the cost of future CAPITAL projects (expenditure resulting in the creation of an asset) as these are approved.



WIF Indicative Expenditure Profile		Annual £m	Cum'. £m
Year 1	2016/17	0.0	0.0
Year 2	2017/18	25.4	25.4
Year 3	2018/19	19.6	45.0
Year 4	2019/20	30.0	75.0
Year 5	2020/21	30.0	105.0
Gateway Review			
Year 6	2021/22	45.0	150.0
Year 7	2022/23	45.0	195.0
Total Yrs 3-7	18/19 - 22/23	169.6	195.0
Years 8-11	23/24 - 26/27	284.3	479.3
Years 12-20	27/28 - 35/36	15.7	495.0

JWA 5 Year Business Plan

WIF Indicative Programme and Updated Affordability Envelope

This is the first JWA Business Plan to be prepared and reflects that a number of projects are in the process of being developed. The Assurance Framework requires detailed business cases to be prepared before projects gain full approval.

An indicative programme of investment has been modelled based on actual approvals to date, supplemented by the typical spend profile of City Deals along with a range of other financial and technical assumptions, such as interest rates etc. The indicative modelling suggests that the ‘wholelife cost’ of the Wider Investment Fund to the CCRC Local Authorities could be in the region of £210.8m.

The Joint Working Agreement defines this wholelife cost as the partnership's 'Updated Affordability Envelope'.

Updated Affordability Envelope

Wider Investment Fund	£m
HMT Contribution (Grant)	375.0
Council Contribution (LA Capital)	120.0
Assumed Repayment Term	25 years
Assumed Interest Rate	3.0%
HMT Grant 'Cost of Carry'*	36.4m
LA £120M 'Cost of Capital'**	174.4m
Affordability Envelope	210.8m

* Cost of Carry refers to the interest costs associated with up-front borrowing of the HMT Contribution (grant) ahead of receipt

** Cost of Capital refers to the Principal and Interest cost associated with borrowing the Council Contribution by the local authorities



Orangebox, Treforest

Council Contributions

The Joint Working Agreement outlines that Council Contributions will be based on 'population' fixed at point in time. The agreed model is based on the 2015 ONS population data and will be used as the baseline for sharing costs moving forward. This baseline position will be applicable throughout the 'wholelife' of the Wider Investment Fund.

Agreed Council Contributions % Rates

Local Authority Partner	%
Blaenau Gwent	4.6
Bridgend	9.4
Caerphilly	12.0
Cardiff	23.7
Merthyr Tydfil	3.9
Monmouthshire	6.1
Newport	9.8
Rhondda Cynon Taff	15.8
Torfaen	6.1
Vale of Glamorgan	8.5
Total	100%

1. Cardiff Capital Region City Deal Wider Investment Fund – Indicative Investment Programme for the Strategic Themes

Indicative Programme Expenditure	Yr 3 2018/19 £m	Yr 4 2019/20 £m
Wider Investment Fund Top Slice	0.74	0.74
Approved Projects	13.84	0.00
Future Revenue Projects	1.00	1.00
Future Capital Projects	4.02	28.26
Total Investment	19.60	30.00
Funded by		
HMT Contribution (Revenue)	-1.89	-3.90
HMT Contribution (Capital)	0.00	0.00
Total HMT Contribution	-1.89	-3.90
Council Contribution	-17.71	-5.06
Temp Borrowing 'Cost of Carry'	0.00	-21.04
Total Funding	-19.60	-30.00

	Yr 5 2020/21 £m	Yr 6 2021/22 £m	Yr 7 2022/23 £m	Total Yrs 3-7 £m	Total Yrs 1-20 £m
	0.74	0.74	0.74	3.71	14.11
	0.00	0.00	0.00	13.84	38.50
	1.00	1.00	1.00	5.00	18.00
	28.26	43.26	43.26	147.05	424.39
	30.00	45.00	45.00	169.60	495.00
	-3.90	-3.90	-3.90	-17.51	-50.00
	0.00	-22.00	-22.00	-44.00	-325.00
	-3.90	-25.90	-25.90	-61.51	-375.00
	-5.06	-7.96	-7.96	-43.74	-120.00
	-21.04	-11.13	-11.13	-64.35	-0.00
	-30.00	-45.00	-45.00	-169.60	-495.00

Gateway Review

2. Annual Spend Profile and Wholelife Revenue Implications for each Council

	Yr 3 2018/19 £m	Yr 4 2019/20 £m
Blaenau Gwent (4.6%)	0.04	0.07
Bridgend (9.4%)	0.09	0.14
Caerphilly (12.0%)	0.11	0.17
Cardiff (23.7%)	0.22	0.34
Merthyr Tydfil (3.9%)	0.04	0.06
Monmouthshire (6.1%)	0.06	0.09
Newport (9.8%)	0.09	0.14
Rhondda Cynon Taf (15.8%)	0.15	0.23
Torfaen (6.1%)	0.06	0.09
Vale of Glamorgan (8.5%)	0.08	0.12
Total (100%)	0.94	1.44

	Yr 5 2020/21 £m	Yr 6 2021/22 £m	Yr 7 2022/23 £m	Total Yrs 3-7 £m	Total Yrs 1-38 £m
	0.08	0.12	0.16	0.48	9.74
	0.17	0.24	0.34	0.97	19.90
	0.22	0.31	0.43	1.23	25.23
	0.43	0.61	0.85	2.45	50.01
	0.07	0.10	0.14	0.41	8.31
	0.11	0.16	0.22	0.63	12.95
	0.18	0.25	0.35	1.01	20.69
	0.29	0.40	0.56	1.63	33.25
	0.11	0.16	0.22	0.63	12.86
	0.15	0.22	0.30	0.87	17.87
	1.81	2.56	3.57	10.31	210.80

WIF External Audit / Monitoring and Reporting

Clause 7.1.4. of the JWA states that “The JWA Business Plan shall, amongst other matters, address the following:

“the methodology and responsibility for any external audits in relation to this Agreement”.

This requirement will be addressed through the Annual Audit Plan agreed with the relevant external auditors and presented to Regional Cabinet for consideration and approval.

“any revenue and capital monitoring reports to be prepared for the Joint Committee and the frequency of such reports.”

Regional Cabinet will receive regular revenue and capital monitoring reports throughout the year advising on matters such as: Approved Budget, Actual Position To-Date, Commitments and Projected Out-turn. These reports will be supplemented by the appropriate Project Performance Reports, advising on all aspects of the Wider Investment Fund.

HMT Contribution - Funding Terms & Conditions

The funding will be paid to the Accountable Body on behalf of the ten CCRCD local authorities. The funding must be used solely to support the objectives of CCRCD through the implementation of projects and schemes agreed by the Regional Cabinet and in accordance with arrangements set out in its Joint Working Agreement, Wider Investment Fund, Assurance Framework, and the JWA Business Plan.

An outcome based Gateway Review of CCRCD led by HM Treasury will be undertaken in 2020/21. Funding for 2021/22 and beyond is conditional on CCRCD successfully passing this Gateway Review.

It has been confirmed that in any year, where funds have been committed and/or there is a clear intention to spend, carry forward of funding to future years will be permitted. Carry forward in respect of the final year (2020-21), will also be permitted providing that the Gateway Review is passed.



Cardiff Airport, Rhoose

10. Additional Opportunities for Regional Funding: Including European Funding & Additional Flexibilities

The Regional Cabinet, in addition to the City Deal Wider Investment Fund, have been delegate responsibility by the ten participating local authorities for “additional devolved funding provided to the Capital Region”.

The Regional Cabinet will seek to align the use of European funding in the region to complement and enhance City Deal investments, aims and objectives.

To maximise the benefits of the City Deal and deliver a longer-term regional economic strategy, greater than that which can be achieved by the City Deal resources alone, the Regional Cabinet will explore with the Welsh Government the options for greater financial autonomy and flexibility.

In addition, the Regional Cabinet will be proactive in seeking out other funding opportunities which align and support the regional objectives.

European Funding

Maximising opportunities from current European Funding Programmes

There are opportunities to access funding from a number of different European Funding Programmes during the current programming period (2014-2020), from the traditional sources of the Structural Fund Programmes (ERDF & ESF) and the Rural Development Plan administered by the Welsh Government to large thematic funding programmes directly managed by the European Commission, such as the HORIZON 2020 programme for Research, Development and Innovation and the ERASMUS+ programme for young people.

The UK Government has guaranteed funding for all projects approved before the UK exits the EU (end of March 2019), enabling projects to deliver until 2023.

Influencing future funding arrangements

The discussions on replacement funding following the UK’s exit from the EU have already started thus it is important that the Region influences these discussions, both with the UK and Welsh Governments. A consultation on a UK Shared Prosperity Fund to replace current EU Structural Funds is expected to be launched by the UK Government later this year.

The timing for the introduction of replacement funding will depend on any agreement reached on transitional arrangements relating to current EU programmes which are due to end in 2020. In the meantime, the Welsh Government has launched a consultation on 'Regional Investment in Wales after Brexit'. This sets out its views on future regional policy in Wales and argues for Wales' share of any new fund to be devolved.

It will also be important to lobby for continued access to key EU thematic funding programmes post Brexit, including the successor programmes to HORIZON 2020, ERASMUS+ and some transnational programmes. These will form part of the negotiations between the UK Government and the European Commission.

“The Regional Cabinet will seek to align the use of European funding in the region to complement and enhance City Deal investments, aims and objectives.”



The Senedd, Cardiff Bay

Additional Flexibilities

A case will be made for a range of powers to be devolved to the local authorities of the Cardiff Capital Region. This case will also argue for flexibility to enable the region to access a range of funding sources to supplement the City Deal.

The proposed powers and flexibilities may include:

- retention of business rate income;
 - explore proposals for the Cardiff Capital Region to control above forecast growth in business rates to support economic development proposals for the Cardiff Capital Region
- the ability to levy an infrastructure supplement;
 - explore proposals for introducing an additional levy for infrastructure, based on a supplement to business rates
- use of alternative finance sources;
 - **explore other potential sources of funding including the following:**
 - private sector funding / market opportunities
 - tax increment financing
 - local authority bonds
 - housing finance
 - private public partnerships
 - pension funds

- online alternative finance sources.
- the removal of conditions around some specific Welsh Government grants;
 - aggregating specific grants to a regional level and removing the conditions that currently apply

Additional Funding Opportunities

The Regional Cabinet is fully aware that the City Deal funding alone is not sufficient to achieve the aims and objectives for the region. The Cabinet will therefore seek to maximise the potential of the City Deal funding by using it as a catalyst to draw in additional resources from the public and private sectors, as well as other possible investors.

Numerous funding opportunities arise, many of which have prohibitive timescales or do not align with the regions strategic priorities.

The Regional Cabinet will use its resources wisely to pursue those opportunities which will enhance its ability to develop the region and, where match funding is required, accord with the assessment processes detailed in the Assurance Framework.



Cardiff, Penarth and Barry, Southern border of the Region

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**CARDIFF CAPITAL REGION CITY DEAL
WELL-BEING & EQUALITIES ASSESSMENT**

Description of Proposal: Cardiff Capital Region City Deal – Strategic Business Plan for the Wider Investment Fund	
Section 1) Complete the table below to assess how well you have applied the 5 ways of working to act in accordance with the sustainable development principle.	
Long-term	How does your proposal balance short-term need with the need to safeguard the ability to meet long term needs by planning for the future?
	<p>The Strategic Business Plan states: <i>“The City Deal is a long-term programme and no one can, with confidence, predict what changes will occur over the next 20 years.</i> <i>When considering the current pace of innovation in areas such as artificial intelligence, drones, driverless vehicles, 3-D printing, robotics, and automation, the future infrastructure and skills needs of the region is changing radically.</i> <i>We must therefore ensure our policies, plans and programmes are flexible and sufficiently dynamic to not only cope with change but to act as a catalyst to drive positive change in the region.”</i></p> <p>The Plan also states: <i>“Our Regional Strategic Objectives also reflect the need to focus on improving the quality of life of people and communities now and in the future and ensure our approach and actions are responsible and meet our current needs without compromising the quality of life of future generations.”</i></p> <p>This demonstrates that the Regional Cabinet are mindful of their responsibilities and that they will regularly undertake reviews to ensure they are achieving the correct balance in the short, medium and long-term.</p>
Integration	How does your proposal demonstrate an integrated approach to considering economic, social, environmental & cultural outcomes together?
	<p>The Strategic Business Plan states: <i>“We have identified four Strategic Themes where we feel we can make the biggest difference and a real improvement to the wellbeing of people in the region and in so doing support our regional objectives, wellbeing goals and the twin goals, in the Welsh Government’s ‘Prosperity for All: economic action plan’, of growing the economy and reducing inequality.</i> <i>City Deal Strategic Themes:</i></p>

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<p>Page 214</p>	<ul style="list-style-type: none"> ❖ Skills & Employment; ❖ Innovation; ❖ Connecting the Region; and ❖ Regeneration and Infrastructure. <p><i>Identifying these themes provides a structure and method of developing proposals and schemes. However, the themes are indivisible, and all proposals will be expected to be cross-cutting and contribute, to differing degrees, to our objectives and the well-being goals.</i></p> <p>In addition, when appraising schemes within the City Deal the Strategic Plan states:</p> <p><i>“All proposed schemes will be required to follow the same appraisal process as detailed in the Assurance Framework. Schemes will be assessed on their potential to contribute to our high-level aims and strategic objectives; demonstrate value for money, use of the five ways of working and how they contribute to the well-being goals.”</i></p> <p>Both these statements demonstrate how the Regional Cabinet are taking an integrated approach when developing and assessing proposals and schemes.</p>
	<p>Engagement</p> <p>How does your proposal involve those stakeholders, who you are seeking to support, and those with an interest in promoting and supporting economic, social, environmental and cultural well-being in the region, whilst ensuring engagement reflects the diversity of the region?</p> <p>The Strategic Business Plan has been prepared using the research and recommendations of the Growth and Competitiveness Commission, as required by the Assurance Framework para 3.1. The Growth and Competitiveness Commission was established as an Independent Commission by the Regional Cabinet specifically to undertake research and extensive consultation on the City Deal, and from this work provide advice and recommendations to the Regional Cabinet.</p> <p>In addition, the Regional Cabinet will be submitting the Strategic Business Plan to each of the regions ten constituent authorities’ councils for approval.</p> <p>This means that up to 536 local councillors, all of whom have been elected by and represent their diverse communities, will determine whether to adopt this Business Plan.</p>
<p>Collaboration</p>	<p>How does your proposal involve working together with partners (internal and external) to deliver well-being objectives?</p> <p>The City Deal is a collaboration of the ten local authorities of south east Wales.</p> <p>In defining the Regional Cabinets ‘Vision’ there is a statement related to collaboration – <i>“To make the most of the opportunities our combined size gives us, we must all work together – public sector, private sector, education</i></p>

establishments and our communities – for the benefit of all.”

In addition, the Strategic Business Plan states:
“We are working closely with the Welsh Government and National Government, who are both signatories to the City Deal. We have also been instrumental in establishing stakeholder groups including the Cardiff Capital Region:

- ❖ Skills and Employment Board - representing a wide range of stakeholders, including businesses, higher and further education, local authorities and Welsh Government;*
- ❖ Regional Business Council – providing a strong business voice;*
- ❖ Economic Growth Partnership – bringing together partners to consider and advise on a sustainable economic growth strategy and investment decisions.*

We are actively working with the Valleys Taskforce to ensure our aims, objectives and interventions not only align but also complement each other, taking advantage of their engagement processes, to maximise benefits to the region as a whole. We are developing an effective working relationship with the Office of the Future Generations Commissioner for Wales to ensure that opportunities to support the well-being goals are highlighted.”

This statement only identifies a few of the organisations we work with and demonstrates that the Regional Cabinet is committed to collaboration and as the City Deal progresses and schemes are developed it is anticipated that more stakeholders will form part of our inclusive collaboration approach.

Prevention	How does your proposal put resources into preventing problems occurring or getting worse?
	<p>The Cardiff Capital Region is widely recognised as a region with major strengths, an attractive environment, a strong heritage, a growing economy and emerging opportunities.</p> <p>However, it is also a region where there are concentrations of poverty and where not all have access to the opportunities available. Improving accessibility to opportunities and increasing labour market participation is critical to support an improved quality of life for all the regions residents.</p> <p>By investing resources in promoting skills; employment opportunity; job quality, security and progression the Regional Cabinet aim to promote more inclusive growth within the region.</p>

Section 2): Assess how well your proposal will result in multiple benefits for our communities and contribute to the national well-being goals.

Description of the Well-being goals	How will your proposal deliver benefits to our communities under the national well-being goals?	Is there anyway to maximise the benefits or minimise any negative
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		<p>impacts to our communities (and contribute to the national well-being goals)?</p>
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>The Regional Cabinets Vision and Regional Strategic Objectives set out their aspirations and with their high-level aims, to create 25,000 new jobs and leverage £4bn private sector investment, establish the economic outcomes they are seeking to achieve when considering use of the City Deal Wider Investment Fund.</p> <p>The Regional Strategic Objectives also reflect the need to focus on improving the quality of life of people and communities now and in the future and ensure the Regional Cabinets approach and actions are responsible and meet the regions current needs without compromising the quality of life of future generations.</p> <p>The Strategic Objectives, as detailed in the Strategic Business, are:</p> <p>1. Prosperity and Opportunity - Building the capacity of individuals, households, public sector and businesses to meet challenges and grasp opportunity creating a more productive economy</p> <p>The quality of the economic environment of the region will play a crucial role in creating jobs by improving business performance, enhancing opportunity and encouraging innovation. We will nurture the economic environment by:</p> <ul style="list-style-type: none"> ➤ providing the right infrastructure including connectivity by means of good transport links and high speed broadband; ➤ encouraging a culture of innovation and entrepreneurship by providing the right skills, opportunities and support to engender a confidence to be creative; ➤ ensuring that the city-regions labour market is equipped 	<p>In accordance with the Assurance Framework all proposed schemes will demonstrate their potential outputs and outcomes via a 5 Case Business Model, in accordance with HM Treasury Green Book, a tool for scoping and planning a proposal and documenting the expected outcomes.</p> <p>In addition, for Cardiff Capital Region schemes, the business case will also have to demonstrate the use of the five well-being ways of working and how it supports the wellbeing goals and the twin goals in the Welsh Government's 'Prosperity for All: economic action plan' of growing the economy and reducing inequality¹.</p> <p>Any report to the Regional Cabinet seeking approval for a proposal will be require to be accompanied by a City Deal Well-being and Equalities Assessment.</p> <p>In this way the Regional Cabinet will ensure that any interventions and/or investments will aim to maximise its positive impact on communities and the well-being goals.</p>

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- with the skills that businesses need;
- improving public sector efficiency and effectiveness by new ways of working;
 - supporting all businesses to become more productive, from small retail to large advanced manufacturers;
 - enhancing the business climate for emerging sectors, enterprises and innovation that can spawn new sources of jobs and incomes into the longer-term future, including creating business clusters where firms can network, share skills and spur each other to higher levels of performance;
 - encourage and promote research and development and entrepreneurial enterprise.

2. Inclusion and Equality - A vibrant and sustainable economy which contributes to the well-being and quality of life of people and communities now and in the future

A vibrant and inclusive economy supports a mix of economic activities and promotes economic security and resilience. We will promote:

- access to employment and economic opportunities;
- participation in the labour market for all members of society;
- access to a range of housing, including affordable;
- access to education and training, to develop skills;
- access to social and recreational opportunities.

3. Identity, Culture, Community and Sustainability - Forging a clear identity and strong reputation as a City-Region for trade, innovation, and quality of life

For our region to gain attention and respect and effectively compete and attract businesses, tourists, investors, students, entrepreneurs, international sporting and cultural events it requires a clear, credible, appealing

¹ Written statement by Ken Skates, Cabinet Secretary for Economy and Transport on 11th December 2017.

	<p>and distinctive identity. To promote this identity and reputation we will:</p> <ul style="list-style-type: none"> ➤ ensure our urban centres are vibrant and vital with unique identities which all of the regions residents can use and be proud of; ➤ respect, protect and support our rural and natural environment and use it to promote economic and social outcomes; ➤ develop and promote our world-class cultural and recreational opportunities utilising the regions natural beauty and historic areas; ➤ provide a quality environment across the whole region including existing and new development that attracts businesses and talented people; ➤ demonstrate our commitment to a sustainable future and acknowledge our global responsibilities; and ➤ work with political and commercial partners, at a national, regional and local level to coordinate the promotion of the region. <p>Using these Strategic Objectives will assist the Regional Cabinet in supporting the well-being goal of ‘a prosperous Wales’.</p>	
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The Regional Cabinet, as decision makers, will need to consider existing and future demands which will include new forms of sustainable energy generation, housing, new infrastructure, and facilities which will generate job opportunities such as strategic sites.</p> <p>In response to these pressures the Regional Cabinet will, seek appropriate advice, and work in a way that ensures efficient and effective solutions that not only maintain the environment but where ever possible enhance it and make it more resilient, supporting economic growth with responsible environmental management.</p>	<p>See the way of working detailed above and how this approach by the Regional Cabinet will seek to support the regions communities and the well-being goals.</p>

	<p>This is referenced in “Strategic Objective 3 – respect, protect and support our rural and natural environment and use it to promote economic and social outcomes”.</p> <p>The City Deal has an economic focus, it is therefore, by using the natural environment to support economic and social outcomes and making the region more attractive to investors, that the Regional Cabinet can justify investing City Deal funds to enhance and maintain the regions environment.</p> <p>Therefore, using the Strategic Objectives, detailed above, will assist the Regional Cabinet in supporting the well-being goal of ‘a resilient Wales’.</p>	
<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choice and behaviours that benefit future health are understood.</p>	<p>There is a clear evidence base that shows that for the majority of people being in good secure work is better for their health than being out of work. Employment has social, psychological, and financial benefits that improve health.</p> <p>The Regional Cabinet’s aims, as detailed in the Strategic Business Plan, and Strategic Objectives, to create additional good quality jobs and support people to up skill to fill those roles will assist in supporting the well-being goal of ‘a healthier Wales’.</p>	<p>See the way of working detailed above and how this approach by the Regional Cabinet will seek to support the regions communities and the well-being goals.</p>
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>	<p>The Strategic Objective ‘Inclusion and Equality’ detailed in the Strategic Business Plan states:</p> <p>Inclusion and Equality - A vibrant and sustainable economy which contributes to the well-being and quality of life of people and communities now and in the future</p> <p>A vibrant and inclusive economy supports a mix of economic activities and promotes economic security and resilience. We will promote:</p>	<p>See the way of working detailed above and how this approach by the Regional Cabinet will seek to support the regions communities and the well-being goals.</p>

	<ul style="list-style-type: none"> ➤ access to employment and economic opportunities; ➤ participation in the labour market for all members of society; ➤ access to a range of housing, including affordable; ➤ access to education and training, to develop skills; ➤ access to social and recreational opportunities. <p>Using this Strategic Objective will assist the Regional Cabinet in supporting the well-being goal of 'a more equal Wales'.</p>	
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected communities</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 29</p>	<p>The details in the Strategic Objectives related to connectivity, transport and digital; vibrant and vital economy and urban centres; and affordable housing will all contribute to support this goal.</p> <p>Therefore, using the Strategic Objectives, detailed above, will assist the Regional Cabinet in supporting the well-being goal of 'a Wales of cohesive communities'.</p>	<p>See the way of working detailed above and how this approach by the Regional Cabinet will seek to support the regions communities and the well-being goals.</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	<p>The Strategic Objective 'Identity, Culture, Community and Sustainability' specifically refers to the development and promotion of the regions world-class cultural and recreational opportunities exploiting the regions natural beauty and historic areas.</p> <p>Therefore, using the Strategic Objectives, detailed above, will assist the Regional Cabinet in supporting the well-being goal of 'a Wales of vibrant culture and thriving Welsh language'.</p> <p>Regard will be had to the Welsh Language Measure 2011 and consultation and communication will have regard to the Welsh Language.</p>	<p>See the way of working detailed above and how this approach by the Regional Cabinet will seek to support the regions communities and the well-being goals.</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of</p>	<p>The Strategic Business Plan states that the City Deal is intended to deliver sustainable economic development and growth. The Plan also refers to our role on the international and national stage forging a clear identity and strong</p>	<p>See the way of working detailed above and how this approach by the Regional Cabinet will seek to support the regions communities and the</p>

<p>Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>reputation.</p> <p>This is referenced in “Strategic Objective 3 – demonstrate our commitment to a sustainable future and acknowledge our global responsibility”.</p> <p>The Regional Cabinet understand that sustainability goes beyond the region and must be considered in a national, international and global context. In making decisions the Regional Cabinets responsibility extends far wider than the region, and to achieve the aim of a positive national and international reputation, they will consider the full range of potential implications and consequences.</p>	<p>well-being goals.</p>
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Section 3) Will your proposal affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts.

Protected Characteristics	Will your proposal have any positive impacts on those with a protected characteristic?	Will your proposal have any negative impact on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
<p>Cardiff 2221</p>	<p>The Regional Cabinet is developing and implementing a City Deal which will benefit the region through the creation of more and better jobs, more housing, improved communication and improved skills. This will provide economic growth and infrastructure improvements that will benefit all including those defined as having protected characteristics.</p>	<p>It is considered that there are no adverse impacts on those with a protected characteristic, indeed the vision and strategic objectives defined in the Strategic Business Plan will assist in supporting these groups as part of the regions communities.</p>	<p>In accordance with the Assurance Framework all proposed schemes will demonstrate their potential outputs and outcomes via a 5 Case Business Model, in accordance with HM Treasury Green Book, a tool for scoping and planning a proposal and documenting the expected outcomes.</p> <p>In addition, for Cardiff Capital Region schemes, the business case will also have to demonstrate the use of the five well-being ways of working and how it supports the wellbeing goals and the twin goals in the Welsh Government’s ‘Prosperity for All: economic action plan’ of growing the economy and reducing inequality.</p> <p>Any report to the Regional Cabinet seeking approval for a proposal will be require to be</p>

APPENDIX C

			<p>accompanied by a City Deal Well-being and Equalities Assessment.</p> <p>In this way the Regional Cabinet will ensure that any interventions and/or investments will aim to provide a positive impact on communities and the well-being goals, this will include those who are defined as having protected characteristics.</p>
Disability	As above	As above	As above
Gender	As above	As above	As above
Gender reassignment	As above	As above	As above
Marriage and civil partnership	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion or Belief	As above	As above	As above
Sexual orientation	As above	As above	As above

Section 4) Identify who is responsible for the proposal and how and when decisions will be made

The Regional Cabinet, is a Joint Committee of the ten south east Wales authorities, having delegated powers related to the City Deal and Wider Investment Fund, subject to all ten Councils having decisions making powers on reserved matters within the Joint Working Agreement (JWA).

Officer responsible for completing this form:

...Sheila Davies – Programme Director

Date form completed:

19 February 2018

**CYNGOR CAERDYDD
CARDIFF COUNCIL****COUNCIL: 22 MARCH 2018**

CABINET PROPOSAL

CORPORATE PLAN 2018-2021**Reason for this Report**

1. To enable the Cabinet to consider the draft Corporate Plan 2018-21 and recommend it to Council for approval.

Background

2. The Corporate Plan forms part of the strategic policy framework set out in the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, which sets out how the Council plans to achieve its priorities for improvement. The Plan also discharges the Council's responsibilities under the Well-being of Future Generations (Wales) Act 2015.
3. In July 2017, the Cabinet approved a new policy programme for the next five years, entitled 'Capital Ambition', which sets out the Administration's principles, priorities and ambitions for the city. This includes the following four priorities, each of which contains a series of 'commitments for Cardiff' covering a wide-range of Council services:
 - **Working for Cardiff** – Making sure that all our citizens can contribute to, and benefit from, the city's success.
 - **Working for Wales** – A successful Wales needs a successful capital city.
 - **Working for the Future** – Managing the city's growth in a sustainable way.
 - **Working for Public Services** – Making sure our public services are delivered efficiently, effectively and sustainably in the face of the rising demand and reducing budgets.
4. On 14 December 2017, the Cabinet approved the establishment of a 4-year Capital Ambition Delivery Programme, with corresponding corporate governance and performance management arrangements, to support the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public

services. This sets out how the Administration's priorities for Cardiff will be achieved, providing clarity on *what* will be delivered, and *by when*. The Corporate Plan usually covers a 3-year period and is subject to an annual refresh.

Issues

Corporate Priorities

5. To ensure that the Council's resources support the delivery of the Administration's new priorities, a new Corporate Plan for 2018-21 has been developed in tandem with the process for developing and setting the Council's budget for 2018/19. A copy of the Corporate Plan 2018-21 is attached as **Appendix A** to this report.
6. This has taken place in the context of sustained and severe financial pressures within public services. The Council has agreed to make £14.3m in budget savings in 2018/19 to help plug a budget gap of £25m. This is in addition to a projected budget gap of £91m over the three years from 2019/20 to 2021/22 and £145m in budget savings which have already been achieved over the past five years.
7. The Corporate Plan 2018-21 will be supported by Directorate Delivery Plans, which will set out in greater detail how well-being objectives will be delivered, as well as how directorate business will be taken forward. These key business planning documents will be supported by a significantly strengthened Performance Management Framework.

Well-being Objectives

8. The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to carry out sustainable development which means that the Authority must set and publish well-being objectives, supported by a well-being statement, which make progress towards meeting the seven national well-being goals that are set out below:
 - 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
9. The Council must also act in accordance with the 'sustainable development principle' by embedding the following five ways of working:
 - Long Term
 - Prevention
 - Integration

- Collaboration
 - Involvement
10. The Corporate Plan 2018-21 has been developed in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015 and the sustainable development principle. It also takes account of the draft Well-being Plan for Cardiff that has been developed by the Cardiff Public Services Board in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015. The two strategic policy documents will also be considered at the same meetings by both the Cabinet and Council during March 2018.
 11. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition and translating the Administration's priorities into deliverable organisational objectives. The Corporate Plan focuses on the issues and services that the Council has prioritised and the Well-being Plan focuses on areas of collaborative advantage in the delivery of public services in the city.
 12. The Council must agree and publish well-being objectives that are designed to maximise the Council's contribution to achieving each of the seven national well-being goals. In accordance with the development of the draft Well-being Plan, Cardiff Council has adopted the same seven well-being objectives as the Cardiff Public Services Board:
 - A Capital City that works for Wales
 - Cardiff grows in a resilient way
 - Safe, confident and empowered communities
 - Cardiff is a great place to grow up
 - Supporting people out of poverty
 - Cardiff is a great place to grow older
 - Modernising and integrating our public services
 13. These well-being objectives demonstrate what public services in Cardiff want to achieve, reflect their shared aspirations and the common understanding of the challenges facing the city.
 14. In defining these draft well-being objectives, an integrated corporate approach has been developed in order to combine the Council's well-being and improvement objectives. This has been based on a comprehensive audit and self-assessment by directorates, which was undertaken to explore the extent to which the directorates contribute to each of the well-being goals, what more could be done and what further action could be taken to make progress towards the goals.
 15. Following on from this exercise, a number of steps or actions have been developed, supported by appropriate performance indicators, in order to measure progress.
 16. Both the Council and the Cardiff Public Services Board will measure progress towards achieving the well-being objectives using the same

indicators of city performance. This will enable partners in Cardiff to keep track of how the city is performing and help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.

17. The Council must publish a 'statement' about its well-being objectives at the same time as the objectives are published. Both requirements should be contained in the Corporate Plan, explaining:
 - Why the Council considers that its well-being objectives will contribute to the achievement of the well-being goals;
 - Why the Council considers that its well-being objectives have been set in accordance with the sustainable development principle, including an explanation of how the Council will involve people with an interest in achieving the well-being goals. Those people must also reflect the diversity of Cardiff's population;
 - The steps to be taken to meet the well-being objectives in accordance with the sustainable development principle;
 - How the Council will govern itself to meet its well-being objectives;
 - How the Council will keep the steps it takes to meet its well-being objectives under review;
 - How the Council will ensure that resources, including financial, are allocated annually for the purpose of taking steps to meet its objectives;
 - When the Council expects to meet its well-being objectives;
 - Any other information about the well-being objectives that is considered to be relevant.

Consultation and Engagement

18. The development of the Corporate Plan 2018-21 has been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2018/19.
19. The Policy Review and Performance Scrutiny Committee has been involved throughout the development of the Corporate Plan 2018-21. On 6 December 2017, the Committee considered the proposed arrangements to deliver the Administration's Capital Ambition policy statement and was briefed on the planned approach and draft structure for developing the Corporate Plan 2018-21. The Committee then considered an early draft of the Corporate Plan on 17 January 2018, which included the proposed objectives and performance measures.

20. The Key Performance Indicators contained in the draft Corporate Plan 2018-21 were also considered by the Policy Review and Performance Scrutiny Committee's Performance Panel on 31 January 2018. This session provided an opportunity for the proposed targets to be challenged and cross-scrutiny committee observations to be fed into the target setting process ahead of formal pre-decision scrutiny of the draft Corporate Plan 2018-21 in February 2018. It was also considered by the Committee's Chair to be '*a significant step forward in facilitating scrutiny impact on the Council's strategic planning processes*' with an "*unprecedented*" level of engagement.
21. A copy of the draft version of the Corporate Plan 2018-21 and/or extracts detailing various steps and performance indicators relevant to each committee were considered formally by the Council's five Scrutiny Committees at meetings held between the 12th and 14th February 2018. This enabled consideration of the draft Corporate Plan 2018-21 alongside the Cabinet's draft budget proposals for 2018/19. Copies of the letters received from each of the Scrutiny Committee Chairs following those meetings are compiled within **Appendix B** to this report.
22. The Corporate Plan 2018-21 includes a basket of performance measures with clear targets, which consist of a mixture of (statutory) National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs), as well as "Local" indicators selected for their particular relevance to directorates. The Council continues to recognise the importance of statutory indicators and respond to the demands of the external performance landscape; however, an emphasis is also placed on selecting measures of success which are relevant for Cardiff.
23. A copy of the Corporate Plan 2018-21 will be published on the Council's website by 1 April 2018 and, as in previous years, an interactive and more accessible version of the Corporate Plan that communicates the Council's priorities and objectives will also be provided.

Directorate Delivery Plans

24. The "business as usual" and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Q1 2018. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan well-being and improvement objectives, as well as details of other important activities not included in the Corporate Plan. A Balanced Scorecard approach is also intended to provide a sharper focus on the key issues.
25. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve

compliance with organisational performance management requirements, including Personal Reviews. In this way, the Council will maintain an overview and manage the key organisational functions of:

- identification and delivery of priorities;
- service and financial planning;
- timely performance management integrating financial and service performance; and
- objective setting for, and performance of, individual members of staff.

Reason for Recommendations

26. To enable the draft Corporate Plan 2018-21 to be considered by the Council on 22 March 2018 and published thereafter by 1 April 2018, subject to any consequential amendments that may be required.

Financial Implications

27. This report sets out the Council's Corporate Plan for the period up until 2021. Implementing these strategic priorities and improvement objectives will need to be in accordance with the amounts set out in the 22 February 2018 Budget Report which included both revenue and capital budgets for 2018/19, the indicative Medium Term Financial Plan for the period up to 2021/22 and the indicative Capital Programme for the period up until 2022/23.

28. Some of the objectives contained in this report will be subject to further detailed reports which will be accompanied by a robust business case. The plan clearly identifies the demand and financial pressures within which the Council is operating in terms of both revenue and capital budgets with associated impact on the level of borrowing. These will include sufficient financial detail in order to set out the full and robust financial implications as well as be fully informed of associated risks. This is particularly the case for proposals, which have yet to be developed to be included in the current budget proposals. These proposals will need to be fully appraised for the financial impact, affordability and considered as part of the Council's Medium Term Financial Plan for future years.

Legal Implications

29. As noted in the body of the report, the Corporate Plan outlines the Council's strategic policy priorities and its plans to achieve its priorities for improvement (in discharge of the statutory improvement duties set out under Part 1 of the Local Government (Wales) Measure 2009). The Plan also fulfils the Council's statutory duties under the Wellbeing of Future Generations (Wales) Act 2015 (WFG Act) with regard to the publication of Well-Being Objectives and a Well-Being Statement, as detailed in the body of the report. Decision makers must be satisfied that the Well-Being Objectives, as set out in the Corporate Plan, will contribute towards achievement of the statutory Well-Being Goals (listed in paragraph 8 of the report); and note that once the Well-Being Objectives have been set,

decision makers must have regard to the same, and must be satisfied that all reasonable steps have been taken to meet those Objectives.

30. The duties imposed on the Council under the WBFG Act include a duty to act in accordance with the 'sustainable development principle', which is defined as meaning that the Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take into account the impact of their decisions on people living their lives in Wales in the future. There are a number of factors which the Council must take into account in this regard, specifically, decision makers must:
 - Look to the long term;
 - Focus on prevention by understanding the root causes of problems;
 - Deliver an integrated approach to achieving the seven well-being goals;
 - Work in collaboration with others to find shared sustainable solutions; and
 - Involve people from all sections of the community in the decisions which affect them.

31. Decision makers must be satisfied that the Council's formulation of the Corporate Plan is compliant with the sustainable development principle, having regard to the factors above. In considering the requirements of the WBFG, due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:
<http://gov.wales/topics/people-and-communities/people/futuregenerations-act/statutory-guidance/?lang>

32. Effective consultation is required for lawful decision making on policy matters, and the Local Government (Wales) Measure 2009 and the WBFG Act impose express consultation requirements. The report sets out the consultation undertaken in fulfilment of the Council's duties in this regard.

33. In considering this matter, the Council must also have regard to its public sector duties under the Equality Act 2010. The Council's decisions must have due regard to the need to: (a) eliminate unlawful discrimination; (b) advance equality of opportunity; and (c) foster good relations on the basis of the protected characteristics defined in the Act. The protected characteristics are:
 - Age
 - Gender reassignment
 - Sex
 - Race – including ethnic or national origin, colour or nationality
 - Disability
 - Pregnancy and maternity
 - Marriage and civil partnership
 - Sexual orientation

- Religion or belief – including lack of belief
34. The Corporate Plan is part of the Policy Framework, which is comprised of the key policies and strategies listed in Article 4.2 of the Constitution. The Cabinet is responsible for recommending any policy, plan or strategy which forms part of the Policy Framework, to full Council. The decision on whether to adopt the draft Corporate Plan is a matter for full Council.

CABINET PROPOSAL

The Council is recommended to

1. approve the Corporate Plan 2018-21; and
2. delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2018-21 following consideration by Council on 22 March 2018 and prior to publication by 1 April 2018.

THE CABINET

Chief Executive
15 March 2018

The following Appendices are attached:

Appendix A: Corporate Plan 2018-21

Appendix B: Letters received from Chair of Policy Review and Planning Committee following consideration of the draft Corporate Plan 2018-21

Delivering Capital Ambition

Cardiff's Corporate Plan 2018-21



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

WORKING FOR CARDIFF,
WORKING FOR YOU
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Leader's Introduction



Cardiff is now a true economic, cultural and political capital city. It's a city of strong and safe communities, great schools and universities, and creative, talented, welcoming people.

The city economy is growing, jobs and businesses are being created and unemployment is at its lowest level this decade. The city's profile has never been higher, and visitor numbers are growing every year. It's a far cry from the city that was grappling with the challenges of deindustrialisation only a generation ago. Undeniably, Cardiff is Wales' strongest economic asset and the nation's best opportunity to secure sustainable economic success.

But there are major challenges too. For too long, the gap between rich and poor has been allowed to grow and many of Cardiff's communities are amongst the poorest in Wales. Indeed, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single local authority, it would be far and away the poorest in Wales. Too many people in Cardiff – many from working families – are struggling to meet their basic needs. Rates of child poverty in Cardiff are the highest in Wales. Almost one in every three children in our city now live in poverty. In some wards, it's higher than one in two.

One city, two worlds. Of prosperity and poverty. Tackling poverty and inequality will therefore be at the heart of everything we do. We will hold a relentless focus on education and jobs, helping people to lift themselves out of poverty and giving all our citizens the chance to fulfil their potential.

This document sets out a programme of action, with commitments and targets, for how we intend to do this, in the face of what remain severe budget challenges faced by all public services. It sets out how we will continue to invest in and improve our schools, our plans for building more affordable housing and tackling homelessness, and how we will protect the city's most vulnerable people. It contains bold plans for tackling congestion and air pollution, improving recycling rates and keeping our streets clean.

In total, it contains a series of commitments which will help change the lives of many, many people in this city for the better. It's a plan that is ambitious for the future of our local public services, for the people and communities we serve and for the people of Wales.



Cllr Huw Thomas
Leader of Cardiff Council

Capital Ambition

Following the local government elections on 4 May 2017, a new Council Administration was formed. To outline its ambitions for the city, the Administration set out a new policy programme for the next five years, entitled ‘Capital Ambition’.

Capital Ambition identifies four priorities:

- **Working for Cardiff:** Making sure that all our citizens can contribute to, and benefit from, the city’s success.
- **Working for Wales:** A successful Wales needs a successful capital city.
- **Working for the Future:** Managing the city’s growth in a sustainable way.
- **Working for Public Services:** Making sure our public services are delivered efficiently, effectively and sustainably in the face of the rising demand and reducing budgets.

Delivering Capital Ambition

Delivering Capital Ambition sets out how the Administration’s priorities for Cardiff will be achieved, providing clarity on *what* will be delivered, and by *when*.

Supporting Future Generations

In accordance with the requirements of the Well-being of Future Generations (Wales) Act, *Delivering Capital Ambition* sets out Cardiff’s **Well-being Objectives**, the **steps** it will take to achieve them and how we **measure progress**.

Glossary of Terms

- **Well-being Objective:** sets out what the Council wants to achieve
- **Outcome Indicator:** a measure of city-wide performance
- **Steps:** what the Council will do, and by when, to help achieve each Well-being Objective
- **Key Performance Measures:** measures of operational performance that indicate if the steps the Council are taking are effective
- **Target:** sets out a numerical value on Key Performance Measures to be achieved
- **Budget Setting Process:** how each public body will ensure that resources are allocated annually for the purpose of taking steps to meet its objectives
- **Self-Assessment:** a process that directorates undertake to help shape Well-being Objectives and identify the commitments for inclusion in *Delivering Capital Ambition*

Setting Well-being Objectives

The Well-being Objectives were set following a **self-assessment** process undertaken by each directorate. This process was designed to ensure that each directorate had due regard to the sustainable development principle by encouraging a consideration of the five ways of working.

Long term: The objectives and steps in this plan were informed by the Well-being Assessment 2017, the Population Needs Assessment and work on Future Trends undertaken by the Cardiff Public Services Board.

Prevention: Drawing on the evidence, our objectives and steps are designed to tackle both the immediate demand pressures on public services and the root causes of these pressures, most importantly through tackling poverty and inequality.

Collaboration: The Well-being Objectives in this plan were developed in close collaboration with our public service partners, and the Public Services Board in Cardiff has adopted the same seven Well-being Objectives, reflecting their shared aspirations and the common understanding of challenges facing the city.

Integration: The Well-being Objectives cut across departmental silos, focussing on what all Council services can do to improve the well-being of the people of Cardiff, and contribute to the seven national Well-being Goals.

Engagement: In developing the Well-being Objectives we have drawn on the results of the Ask Cardiff citizen survey – which received over 5,600 responses – and on focus groups with ‘seldom heard’ groups.

The Council’s Policy Framework

Capital Ambition sets out the Administration’s policy agenda, focused on four priorities.

The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the Administration’s priorities into deliverable organisational objectives.

- **Corporate Plan:** focuses on the issues and services which the Council has prioritised
- **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services

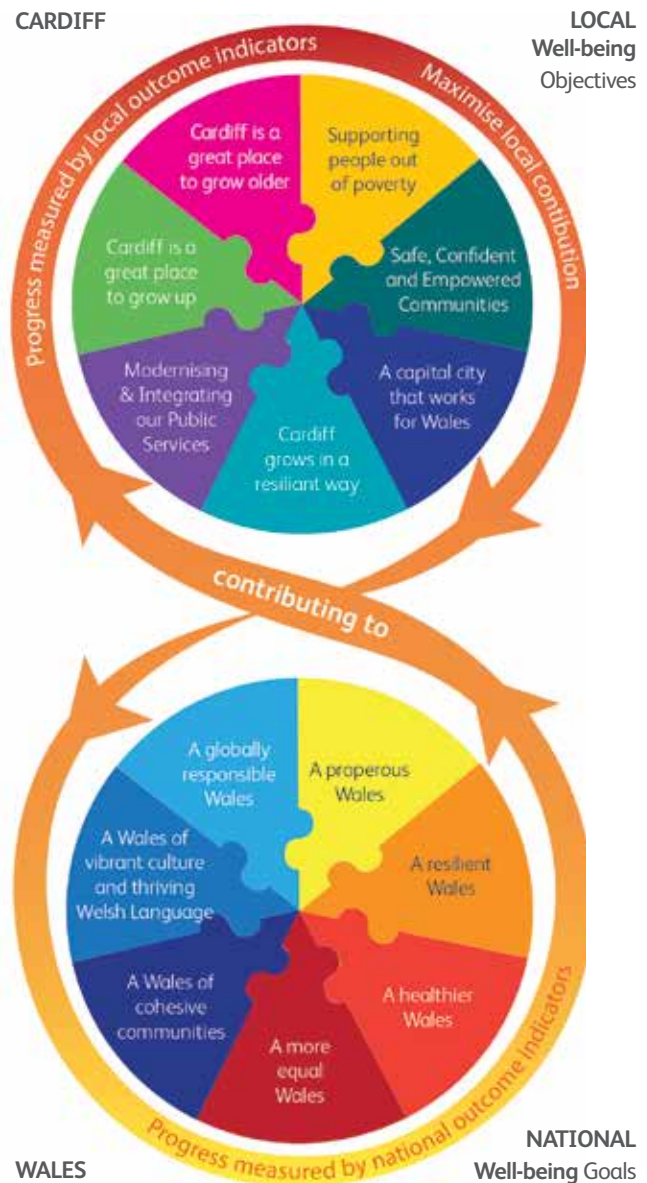
Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. Not only will this enable partners in Cardiff to keep track of how the city is performing, it will also help demonstrate Cardiff’s contribution towards achieving the Welsh Government’s aim to improve well-being nationally.

Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals. Cardiff Council and the Cardiff Public Services Board have agreed local Well-being Objectives, which are complementary with the national Well-Being Goals.

In order to measure Cardiff’s progress towards achieving the seven Well-being Objectives, a series of high-level outcome indicators were selected which provide objective measures of the city’s performance. Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city’s performance, both over time and relative to other cities and local authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them. Because both Cardiff Council and the Cardiff Public Services Board are working towards the same seven Well-being Objectives, it was agreed that the Council and the Public Services Board should adopt a complementary set of indicators when measuring progress against the Well-being Objectives.

Whilst Cardiff Council and the Public Services Board have recognised the same set of outcome indicators for measuring progress, the Council’s Corporate Plan focuses on those most relevant to the Council. A selection of the outcome indicators are included in the Corporate Plan, with most of the data sets allowing Cardiff’s contribution to national performance to be tracked and measured.

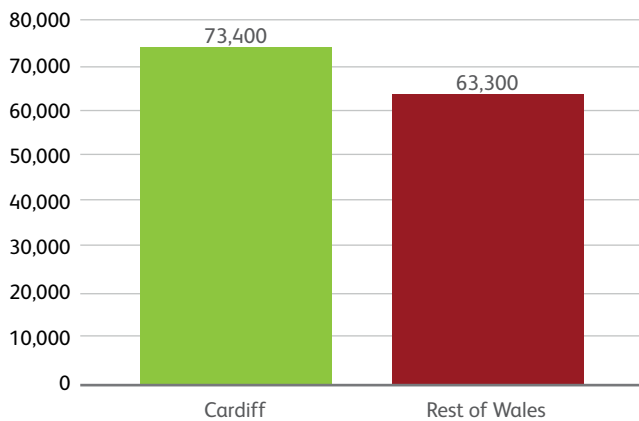


City Context: Cardiff Today

Growth and demographic change

Between 2005 and 2015, Cardiff's population grew by 11%. This growth trend is set to continue with a projected growth of just over 20% between 2017 and 2037 - or an additional 73,000 people - making Cardiff one of the fastest growing UK Core Cities. This also means that, over the next 20 years, population growth in Cardiff is expected to outgrow the combined population growth of every other local authority in Wales.

Population Growth 2017-2037



Strong economy but persistent inequality

Cardiff is one of the fastest-growing and most highly-skilled cities in Britain. The city economy is growing, jobs and businesses are being created and unemployment is at its lowest level this decade. The city's profile has never been higher, and visitor numbers are among the highest they've ever been. Undeniably, Cardiff is Wales' strongest economic asset and the nation's best opportunity to secure sustainable economic success.

That said, Cardiff's total economic output (GVA) - although much higher than other parts of Wales - compares relatively poorly to the top performing major British cities. After 10 years of continual growth the city's economy is not becoming more productive. This has meant that the gap between rich and poor has grown with many of Cardiff's communities amongst the poorest in Wales. Indeed, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single local authority, it would be far and away the poorest in Wales. Too many people in Cardiff - many from working families - are struggling to meet their basic needs. Poverty is damaging for our economy and our society, it places major pressures on public services, and casts a long shadow over too many lives.

Austerity

The Council's priorities must be delivered in the context of a budgetary position that continues to deteriorate rapidly. The Council is approaching a £¼bn in cumulative savings made over the past 10 years, including over £105m from 2014/15 to 2016/17. With funding for schools and social services broadly maintained, this has necessitated a significant reduction in the proportion of Council spending on other services, from 39% of the budget in 2005/06 to 24% in 2017/18. Alongside funding reductions, the Council has lost a number of staff, with a reduction of over 20% in non-school staff numbers since 2012/13.

Looking ahead, the Council anticipates that it will have to make savings of £91m over the next three years, with other public services organisations facing similar pressures. The Council, along with its public service partners, is therefore facing a continued period of severe budget constraints at a time when demand for services is projected to rise significantly and citizen expectations of excellent quality services remains high.

Implications for local public services

The reality is that public services must focus on a smaller number of key priorities, and Capital Ambition makes clear those priorities for the Council. Moving forward, both the Council and all its delivery partners must ensure that our services are as streamlined and as joined up as possible if lasting solutions are to be delivered to complex problems. Removing the barriers that prevent people from getting a job, delivering the best outcomes for children in our care and helping people to live independently all require services to be delivered without boundaries. This will mean a relentless focus on service integration to deliver the outcomes that we want to achieve, whilst re-focusing investment into prevention and early intervention in order to tackle issues before they escalate.

An aerial photograph of Cardiff, Wales, showing a dense urban landscape with a mix of modern high-rise buildings and older residential structures. A large green park area is visible on the left, and a major road or railway line runs through the center. The foreground shows a waterfront area with a large building and a marina.

Capital Ambition Priority: Working for Cardiff

- Cardiff is a great place to grow up pg 9
- Cardiff is a great place to grow older pg 16
- Supporting people out of poverty pg 20
- Safe, Confident and Empowered Communities pg 25

Capital Ambition Priority: Working for Wales

- A Capital City that Works for Wales pg 33

Capital Ambition Priority: Working for the Future

- Cardiff Grows in a Resilient Way pg 39

Capital Ambition Priority: Working for Public Services

- Modernising and Integrating Our Public Services pg 47

Capital Ambition Priority: **Working for Cardiff**



Well-being Objective:

Cardiff is a great place to grow up

For many children and young people in our city, Cardiff is a great place in which to grow up. Education provision and the achievements of learners are both improving. The city offers a wealth of opportunities in sports, leisure and culture. And as the economy develops, there are a widening range of job opportunities within reach. However, currently not all of our young people are benefitting, and we know that we need to do more to address this inequality in achievement, participation and progression in the working world.

Becoming a Child Friendly City

Cardiff is one of the five cities in the UK to be developing, in partnership with UNICEF UK, as a 'Child Friendly City'. This means we place the rights of children and young people at the heart of our policies and strategies; we involve young people in decision making and commit to addressing barriers which limit their lives.

Every School in Cardiff is a Great School

Education remains the top priority for young people in Cardiff, the most vital investment into the city's economy and the surest route out of poverty for individuals. That is why the city is committed to building on the progress of recent years to make sure that every school in Cardiff is a good or excellent school, and that the gap in educational outcomes, particularly for vulnerable young people and those from more deprived communities, is reduced. Projections indicate an increase of 5,700 (18%) in the number of primary school age pupils, and an increase of over 9,000 (37%) in the number of secondary school age pupils by 2036. With Cardiff's existing school system operating at or near full capacity, significant investment will be needed to build new schools and to refurbish and improve existing accommodation. Given the scale of the investment and importance of schools in communities, they must be at the heart of the city's approach to community life, with strong links to other public services to local people and community groups. Our vision is that all children and young people in Cardiff attend a great school and develop the knowledge,

skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens. To make 'every school a great school', we will continue to drive forward the strategic priorities included in Cardiff 2020.

Supporting Vulnerable Children and Families

Parents have the most significant influence on children and on their future lives. Outcomes for children are best when they are supported to grow and achieve within their own families, as they know them best. In all cases, we will adopt a 'Think Family' approach which looks at the family as a whole and co-ordinates support across the public services, tailored to each family's needs and strengths. Public and third sector partners including teachers, health practitioners, social workers, youth workers, third sector practitioners, early years practitioners and play workers will work together to deliver a joined-up approach to enable the right conversations to take place at the right time, between the right people and for solutions to be found at the earliest possible stage, particularly for the most vulnerable children and families.

The identification and protection of vulnerable children needs to be everybody's business. Within our local communities we want individuals to feel empowered to identify where they feel a child is at risk, raising concerns that may not be picked up through the provision of universal services for families. This will be supported by a Children's Services approach which places an emphasis on prevention and early intervention to give children the best possible outcomes and better manage the pressure on public services.

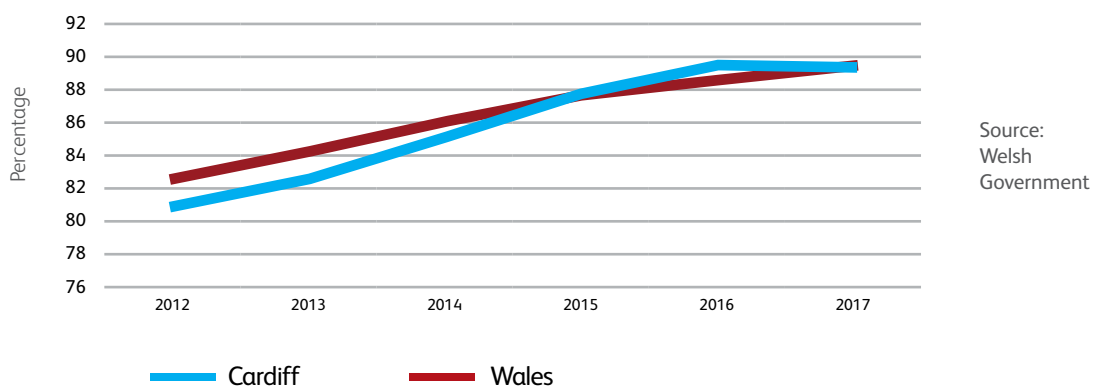


Measuring Progress against the Well-being Objective (Outcome Indicators)



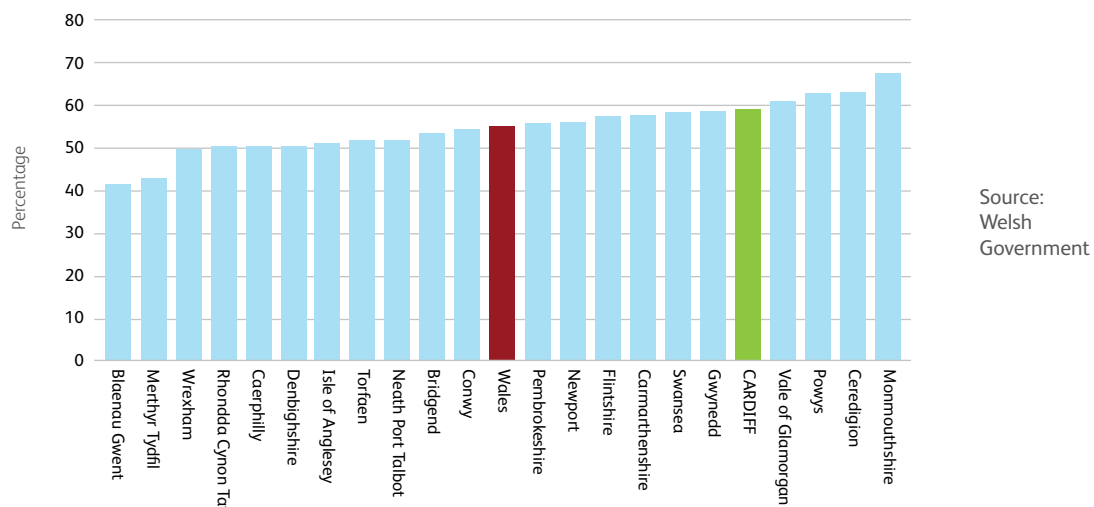
Improving City Performance: Achievement in Primary Schools

Percentage of Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator, 2012-2017



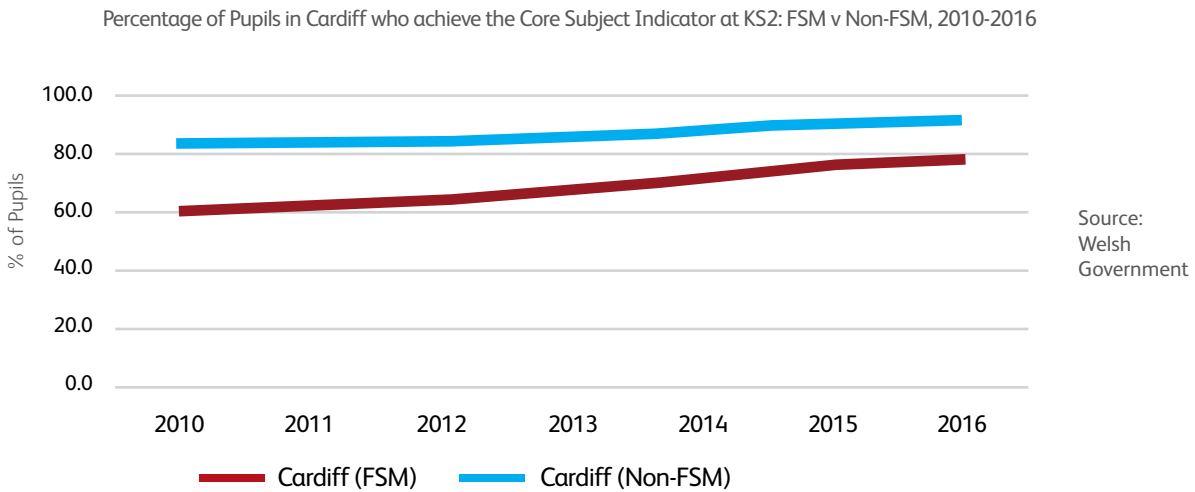
Improving City Performance: Achievement in Secondary Schools

Percentage of Key Stage 4 Pupils Achieving the Level 2+ Threshold (5 GCSEs A* - C, including English/Welsh & Mathematics) 2016/17

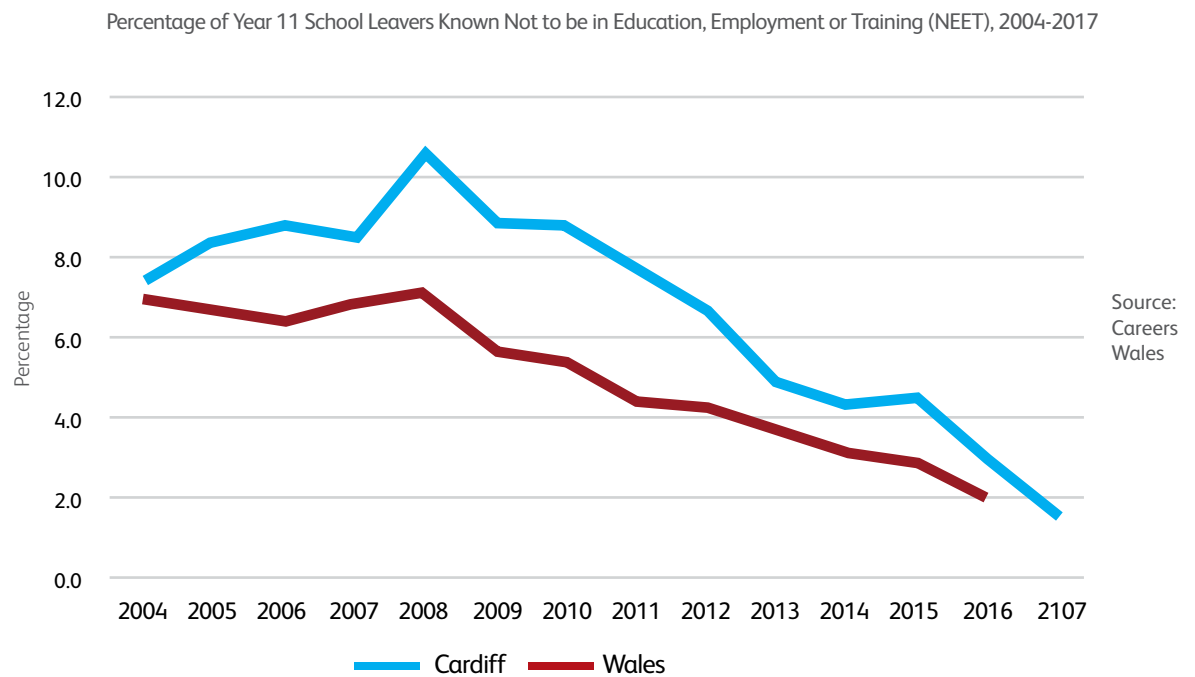




Closing the Inequality Gap: The attainment gap at the end of Primary School for those eligible for Free School Meals (FSM) and those not.



Closing the Inequality Gap: 16 year olds not in education, employment or training. (2017 data for Cardiff is provisional; data for Wales is not yet available.)



What we will do to make Cardiff a great place to grow up

Steps	Lead Member	Lead Directorate
Promote and fulfil Children’s rights by building a Child Friendly City in partnership with UNICEF UK, over the three years to 2021.	Cllr Sarah Merry	Education & Lifelong Learning
Continue to raise standards achieved by learners in Cardiff schools and support schools in developing the ‘Successful Futures’ curriculum to be in operation by September 2022.	Cllr Sarah Merry	Education & Lifelong Learning
Improve the educational attainment of pupils eligible for free school meals by: <ul style="list-style-type: none"> • Highlighting and transferring best practice in schools which are effective in ensuring that economic disadvantage does not limit educational achievement. • Increasing the level of challenge and support to schools where pupils eligible for free school meals are underperforming. 	Cllr Sarah Merry	Education & Lifelong Learning
Deliver a strengthened programme of academic and vocational provision for learners educated outside of mainstream settings , to improve learner outcomes during the academic year 2017/18 and beyond.	Cllr Sarah Merry	Education & Lifelong Learning
Reshape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high quality places are available to meet the current and projected need from 2017 - 2022.	Cllr Sarah Merry	Education & Lifelong Learning
Complete the remaining schemes within the £164m ‘Band A’ programme of investment in schools , which will result in the opening of: <ul style="list-style-type: none"> • Five new primary schools, including two welsh medium schools by Autumn 2018 • One new secondary school by Spring 2019. 	Cllr Sarah Merry	Education & Lifelong Learning
Deliver the new schemes within the £284m ‘Band B’ programme of school investment from April 2019 to 2024 to: <ul style="list-style-type: none"> • Increase the number of school places available. • Improve the condition of school buildings. • Improve the teaching and learning environment. 	Cllr Sarah Merry	Education & Lifelong Learning
Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management , targeting increased investment in schools that require priority action by March 2019.	Cllr Sarah Merry & Cllr Russell Goodway	Education & Lifelong Learning, and Economic Development

Steps	Lead Member	Lead Directorate
<p>Support young people into education, employment or training by delivering the Cardiff Commitment, which will include:</p> <ul style="list-style-type: none"> Engaging city businesses to open up careers and enterprise opportunities to schools; Implementing a digital platform to empower schools, young people and business to connect; Introducing programmes of support to enable vulnerable young people to progress into employment; Transforming information management processes to identify, track and support young people pre and post 16. 	Cllr Sarah Merry	Education & Lifelong Learning
<p>Ensure the best outcomes for children and young people for whom the Council becomes responsible by:</p> <ul style="list-style-type: none"> Embedding the Corporate Parenting Strategy across the Council and partners by March 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children. Improving the Council's capacity to commission and provide high-quality, cost-effective placements within the Cardiff area, reducing the need for Looked After Children to be placed out of area by March 2023. Improving the reach and effectiveness of support to care leavers by strengthening the Bright Starts Traineeship Scheme during 2018/19. 	Cllr Graham Hinchey	Social Services
<p>Embed the Disability Futures Programme by March 2023 to develop and implement remodelled 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 disabled young people and their families.</p>	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services
<p>Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by:</p> <ul style="list-style-type: none"> Agreeing a refreshed Early Help / Preventative Strategy Piloting a 'Children First' approach during 2018/19 to join up multi-agency preventative services and funding in order to improve early help to children and families in Ely and Caerau. Identifying opportunities to deploy grant streams more effectively under new "Funding Flexibilities" arrangements. 	Cllr Graham Hinchey	People & Communities, Social Services and Education & Lifelong Learning
<p>Commission an independent review of the effectiveness of the Multi Agency Safeguarding Hub in consultation with the Regional Safeguarding Board and consider recommendations for change / improvement with a view to implementing changes by March 2020.</p>	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The percentage of schools categorised as 'Green' <ul style="list-style-type: none"> • Primary • Secondary • Special 	58% 44% 71%
The average Capped Nine Points Score achieved by Key Stage 4 pupils (<i>This calculation is based on a pupil's results from nine of the qualifications available in Wales.</i>)	370
The percentage of pupils achieving the Level 2+ threshold at the end of Key Stage 4 (pupils achieving 5 GCSEs A*-C including English or Welsh and Mathematics)	65%
The percentage of pupils achieving the Level 1 threshold at the end of Key Stage 4 (5 GCSEs A*-G)	95.4%
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2	90.2%
The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals (FSM) and those not.	12
The attainment gap in the Level 2+ threshold at the end of Key Stage 4 for those eligible for Free School Meals (FSM) and those not.	30
The percentage of children securing one of their first three choices of school placement <ul style="list-style-type: none"> • Primary • Secondary 	95% 82%
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training	98.5%
The percentage attendance <ul style="list-style-type: none"> • Primary • Secondary 	95.2% 94.5%
The percentage of Children Looked After by Cardiff Council that achieve the Level 2+ threshold at the end of Key Stage 4	25%

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The percentage of Children Looked After by Cardiff Council that achieve the Core Subject Indicator at the end of Key Stage 2	77%
The percentage of children in regulated placements who are placed in Cardiff	63%
The percentage of schools designated as Rights Respecting Schools in Cardiff	22%
The percentage of children receiving support from the Adolescent Resource Centre (edge of care) who are receiving 12 or more hours of education provision	New Indicator, Baseline being set
The percentage attendance of looked after pupils whilst in care in secondary schools	95%
The percentage of all care leavers in education, training or employment 12 months after leaving care	62%
The percentage of referrals to the Multi Agency Safeguarding Hub that meet the intervention threshold.	New Indicator, Baseline being set

Well-being Objective:

Cardiff is a great place to grow older

As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff aged between 65 and 84 is expected to rise significantly; over 44% in the next 20 years. The number of people aged 85 and older is also expected to nearly double by 2030. At the same time, older people will increasingly become an important asset to the city, making a significant contribution to the economy and our local communities.

These demographic changes will place additional and significant pressures on public service delivery in Cardiff, particularly in terms of health and social care provision. The cost of delivering social care is already increasing, with a 50% rise in costs for delivering services for older people between 2011 and 2016 (£21.3m to £31.9m). There is no sign of these pressures relenting.

Joining up Social Care, Health and Housing

There is a need to find working solutions to both immediate social care pressures and longer-term challenges. Working in ever-closer partnership with the Health Service and the third sector, joining up our services at a community level, working closely with partners – including voluntary groups, unpaid carers and volunteers – will be crucial to ensuring that as many people as possible are supported to live fulfilled and independent lives in their communities.

To reduce demand and cost pressures on public services at a time of reducing budgets, there is a need to re-focus investment on prevention and promoting independent living. This is not only a more sustainable approach to meeting an individual's needs in later life, but will also deliver better health outcomes.

The adoption of a preventative approach within social care, health and housing services will be of central importance. This will require the accelerated integration of public services for older people that are delivered in Cardiff, including joining up our resources and services at a community level. It will also underpin the continued development of a full range of preventative services that are geared towards reducing the demand pressures of an ageing population and can empower people to live independently in their home.

Age Friendly and Dementia Friendly City

The city's ageing population, especially those with long-term medical conditions or chronic health issues such as dementia, will place increasing demands on health and social care services. For example, by 2035, it is predicted that over 6,000 people in Cardiff will be living with dementia, up from 3,400 people today.

Cardiff's status as an age-friendly and dementia friendly city will require structures to be adapted and services to be accessible to, and inclusive of, older people with varying needs and capacities. Additional community and primary care services will be required to meet the needs of those older people with specific medical conditions or more complex care needs. This means ensuring that policies and programmes of work that focus on the needs of older citizens, particularly those who are most disadvantaged, are central to the work of service providers. Assessment, diagnosis and care planning practices will require genuine collaboration with older people, their carers and their families, so that their care plan reflects what is important to them and achieves the outcomes they value.

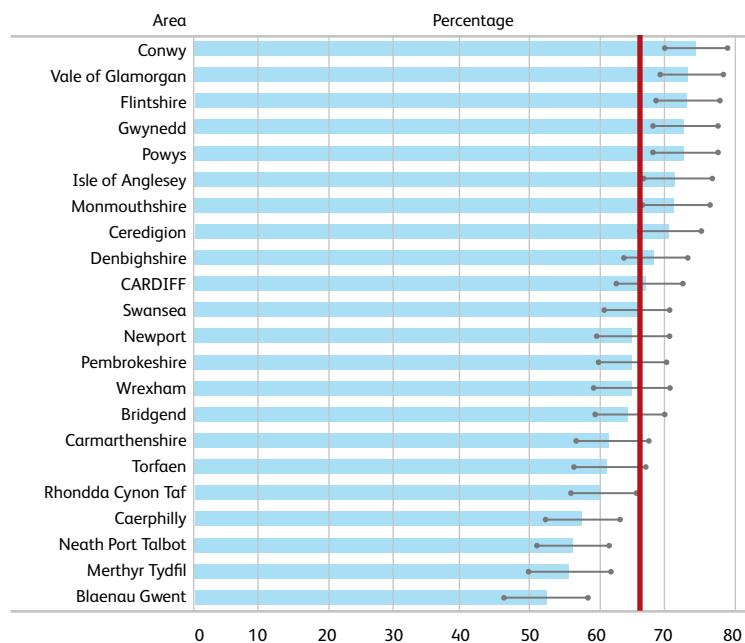
In order to help meet the health and social care needs of an ageing population in Cardiff, it will be important that new communities are designed in a way that accommodates the needs of older people, including the development of new housing that supports extra care provision and promotes independent living. This will need joint planning and provision of a range of future accommodation options to meet the demand for housing and enable people to remain at home. There is also a need to tackle social isolation and loneliness within local communities through the development of accessible, local and strong community networks to support the needs of older people where they live. Enabling older people to play a role in their communities, developing inter-generational services and improving access to community activities can dramatically improve physical and mental health, reducing the risk of falls and helping older people enjoy independent lives for longer.

Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Health in Older People

Percentage of people aged 65+ who reported their general health as being very good or good

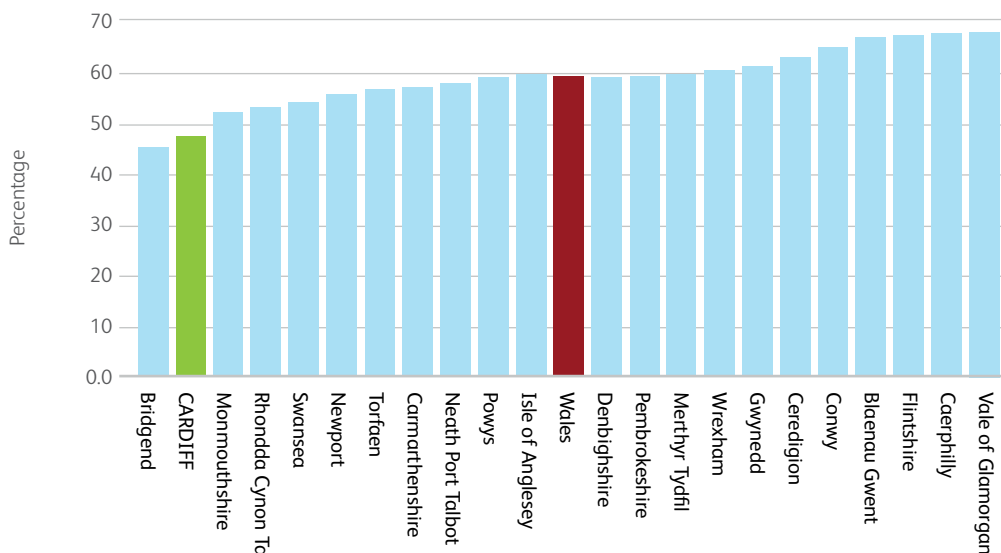


Source: Public Health Wales



Improving City Performance: Quality of Local Social Care Services

Percentage of People that Agree Good Social Care Services are Available in the Area, 2016-17



Source: National Survey for Wales, Welsh Government

What we will do to make Cardiff a great place to grow older

Steps	Lead Member	Lead Directorate
<p>Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include:</p> <ul style="list-style-type: none"> • Promoting the First Point of Contact Service to prevent unnecessary hospital admissions; • Developing a First Point of Contact (hospitals) to integrate more effectively hospital discharge; • Extending the scope of services to the Independent Living Services; • Extending Direct Payments to more people; • Establishing re-ablement as the unifying model for the provision of community based domiciliary care. 	Cllr Susan Elsmore	People & Communities, and Social Services
<p>Deliver the older person’s strategy to support independent living, including fully understanding their housing needs and aligning work between People & Communities, Health and Social Services.</p>	Cllr Lynda Thorne	People & Communities
<p>Consolidate Cardiff’s status as a recognised Dementia Friendly City during 2018/19 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include:</p> <ul style="list-style-type: none"> • Phase 1: Refurbishing existing day centres to provide dementia support; • Phase 2: Establishing a specialist dementia day service in partnership with the University Health Board. 	Cllr Susan Elsmore	Social Services
<p>Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners.</p>	Cllr Susan Elsmore	People & Communities

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
Adults who are satisfied with the care and support they received.	New indicator, baseline being set
Adults reporting that they felt involved in any decisions made about their care and support.	New indicator, baseline being set
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services.	95%
The percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later.	New indicator, baseline being set
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services.	72%
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date).	190
The percentage of Telecare calls resulting in an ambulance being called out.	10%
The percentage of people who feel reconnected into their community through intervention from day opportunities.	70%

Well-being Objective:

Supporting people out of poverty

Despite Cardiff's economic growth and success during the last 30 years, poverty and inequality persist within local communities. Over 60,000 people in Cardiff live in some of the most deprived communities in Wales. In addition, if the 'Southern Arc' of Cardiff from Ely in the West to Trowbridge in the East, which has a population of over 150,000, was considered as a local authority area in its own right, it would be by far the most deprived in Wales.

Socially Responsible Employers

An economy which creates more and better jobs, paying at or above the Living Wage, is vital to tackling poverty. Cardiff Council proudly pays staff the Real Living Wage, providing an honest day's pay for an honest day's work. The Living Wage Foundation also named Cardiff Council its Living Wage for Wales Champion for 2017-18 in recognition of the Council's 'outstanding contribution to the development of the Living Wage in Wales, above and beyond the requirements of accreditation.' The Council will continue to actively encourage other employers in the city to pay the Real Living Wage.

Public services in Cardiff employ nearly 46,000 people and contribute over £1bn of spend to the local economy. In addition to delivering vital public services, public bodies such as the Council are major employers who have the potential to make a real impact on tackling poverty in the city. This includes adapting procurement policies to deliver a greater amount of community benefits and increase spend in the local economy. It also includes promoting the Cardiff Commitment and creating employment opportunities, including apprenticeships and work placements, for local people, particularly young people, from Cardiff's most deprived communities.

Tackling Poverty

Tackling poverty is vital to creating a strong economy. A focus on creating more and better-paid jobs in Cardiff must therefore go hand-in-hand with effectively removing the barriers to work – whatever they may be for all citizens. This will require continued support for those affected by Welfare Reform as the transition to Universal Credit is rolled out, while providing effective, joined-up employment support services across the city. In the same way, the Council must help ensure that regeneration schemes, major projects and fast growing sectors are supported by appropriate skills and training programmes. Cardiff's emerging locality approach, which joins-up public services at a local level in a way that makes sense for each particular community, building on the success of the Community and Well-being Hub Model, will be the heart of the city's approach to tackling poverty. The reform of the Welsh Government's flagship anti-poverty programmes also provides an opportunity to simplify and target funding, with the flexibility to respond to individual families' and communities' strengths and challenges.

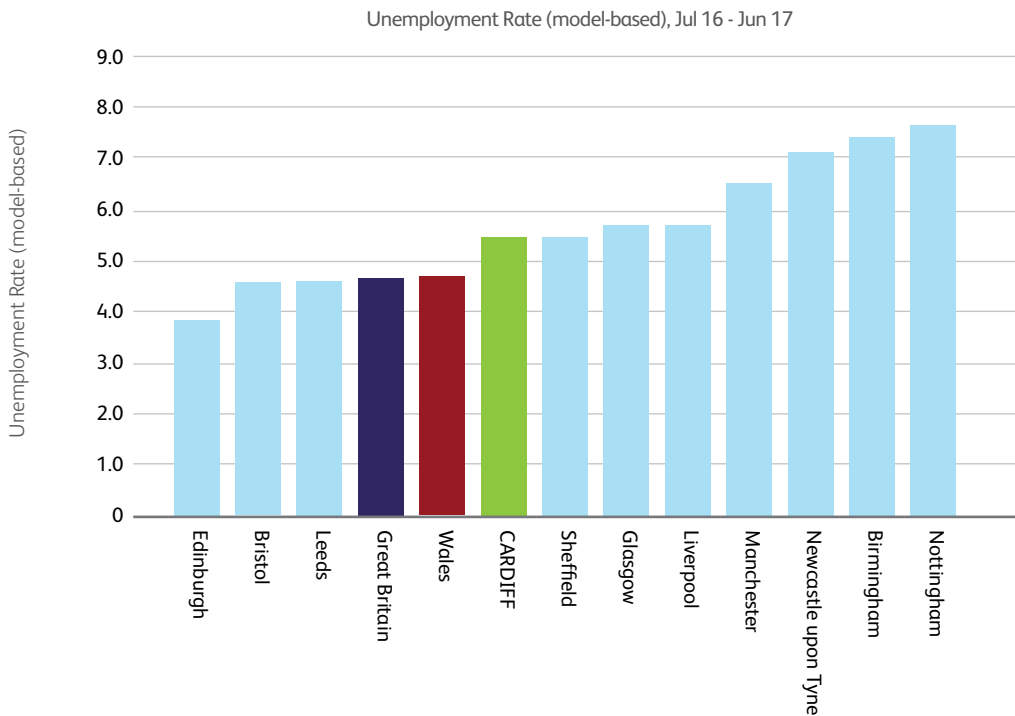
Tackling Homelessness and Rough Sleeping

There is no more striking instance of poverty and inequality than the sight of people sleeping rough on the streets of the nation's capital. What is more, the solution is not as straightforward as offering a roof and a warm bed. With nearly half of service users reporting experience of institutional care, substance misuse and other complex needs, delivering lasting solutions will require intensive collaboration. An integrated response across social care, health and housing will be needed, working with the city's regional partners to intervene early, as well as addressing the complex dependency issues faced by each individual.

Measuring Progress against the Well-being Objective (Outcome Indicators)



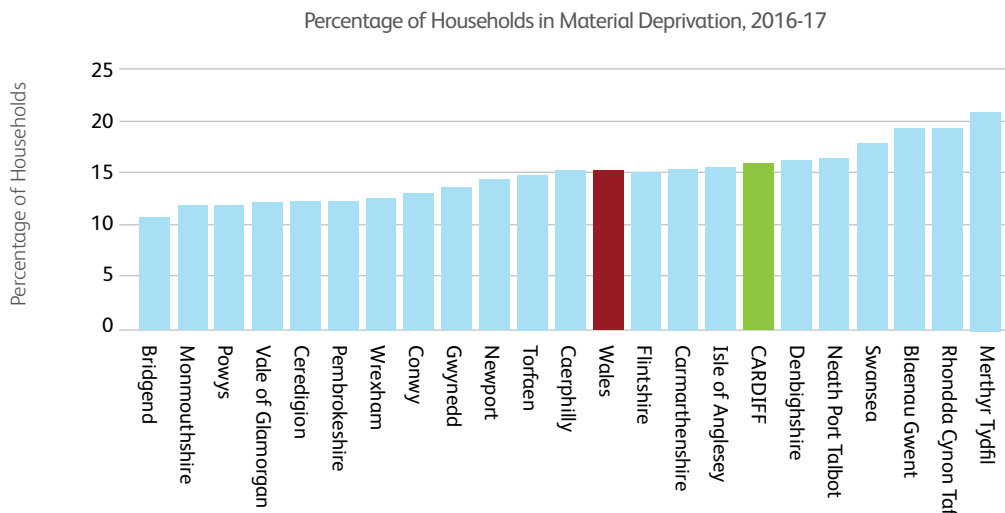
Improving City Performance: Levels of Unemployment



Source: Annual Population Survey, ONS



Closing the Inequality Gap: Levels of Poverty



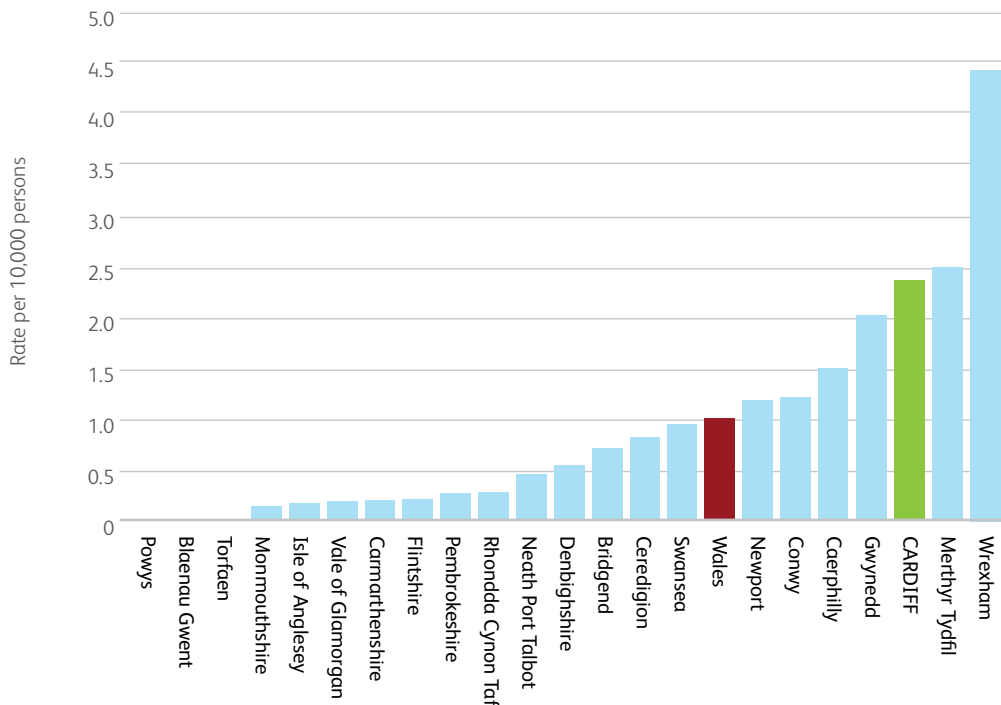
Source: National Survey for Wales, Welsh Government

Measuring Progress against the Well-being Objective (Outcome Indicators)



Closing the Inequality Gap: Levels of Rough Sleeping

Estimated No. People Sleeping Rough over 2 week period (10th-23rd Oct 2016)



Source: Welsh Government

What we will do to support people out of poverty

Steps	Lead Member	Lead Directorate
Act as an advocate for the Real Living Wage initiative and promote its adoption by the city's employers.	Cllr Huw Thomas	Resources
Better support people into work by integrating employment support services. This will include: <ul style="list-style-type: none"> • Developing a new gateway into employment and mentoring services accessible across the city; • Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new employability service; • Providing effective employer engagement and assistance into self-employment; • Promoting and extending volunteering opportunities. 	Cllr Lynda Thorne	People & Communities
Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by <ul style="list-style-type: none"> • Providing digital access and assistance across the city; • Working with private landlords to identify how the Council can help them with the change; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Developing a telephone advice line for customers. 	Cllr Lynda Thorne	People & Communities
Create more paid apprenticeships and trainee opportunities within the Council by March 2019.	Cllr Huw Thomas & Cllr Chris Weaver	Resources
Launch a Social Responsibility policy to ensure that local people and local communities benefit from the money the Council spends on goods and services by March 2019.	Cllr Chris Weaver	Resources
Use the new opportunities provided by Funding Flexibilities to work across directorates and funding streams, reviewing and realigning services.	Cllr Huw Thomas	People & Communities, and Education & Lifelong Learning
Deliver the Rough Sleeper Strategy to address rough sleeping in the city by: <ul style="list-style-type: none"> • Implementing a 'No First Night Out' policy; • Piloting new approaches, including a 'Housing First' model which moves rough sleepers straight from the streets into a home; • Delivering the Give DIFFerently campaign. 	Cllr Lynda Thorne	People & Communities

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The number of people receiving into work advice through the Gateway.	43,000
The number of clients that have been supported into employment having received tailored support through the Gateway.	623
The number of employers that have been assisted by the Council's employment support service.	80
The number of opportunities created for paid apprenticeships and trainees within the Council.	100
The number of customers supported and assisted with their claims for Universal Credit.	1,500
Additional weekly benefit awarded to clients of the City Centre Advice Team.	£13 million
The number of rough sleepers assisted into accommodation.	168
The percentage of households threatened with homelessness successfully prevented from becoming homeless.	60%
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.	70%
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	50%

Well-being Objective:

Safe, Confident and Empowered Communities

Communities are at the heart of well-being. They play a vital role in connecting people with the social networks and the day to day services we all depend on. The Council will therefore prioritise activities to make sure that communities in Cardiff are safe, that people in Cardiff feel safe and that they have easy access to the services that they need. We will also continue to deliver services, at the local level, in a well-planned, connected and integrated way.

Safeguarding and Supporting Vulnerable People

One of the Council's first duties is to safeguard people in Cardiff – particularly vulnerable children and adults – from harm, abuse or other types of exploitation. An important part of this agenda involves supporting individuals in maintaining control over their lives and in making informed choices. Helping those who need care and support will remain a clear priority. The Council will continue to collaborate with partners, playing a lead role in protecting and safeguarding individuals who need care and support from abuse, neglect or any other kinds of harm.

Safe and Inclusive Communities

Cardiff is a safe city. Cardiff citizens are a third less likely to be the victim of crime than a decade ago. However the perception is very different and the fear of crime has not decreased. Citizens do not have the confidence that they, their families and their communities are safe. And while Cardiff is safe for the overwhelming majority, a small number of people – particularly children and women – are subject to abuse, violence and exploitation. The Council will work with partners to develop new and integrated approaches to protect individuals at risk, as well as tackling community safety issues in our local communities.

More broadly, cities must be vigilant against the threat posed by the tiny minority who do not share our values. It is recognised that countering the threat of all forms of radicalisation and extremism can only be achieved by working in close partnership with organisations and communities. The Council will nurture community cohesion – the sense of belonging felt by communities, and the strong and positive relationships within them – and understanding, where individuals have the opportunity to connect and become engaged with their community.

Regenerating Local Communities and Citizen Centred Services

The Council will seek to empower communities by aligning community services, making sure that developments and investments in local communities are well-planned and maximising the impact of public investment through a new approach to 'locality working', building on the success of the Community Hub programme.

Work will be undertaken to promote relationships within communities with a strong focus on civic engagement. Just over a quarter of people in Cardiff are participating in some form of volunteering through charities, youth groups, environmental and faith groups. Volunteering makes communities more resilient, and helps people gain confidence, learn new skills and give back to those around them, benefiting community cohesion.

We know that more people want to volunteer than currently do and the Council has a role to play in helping people support the city they live in. This forms an important part of the New Deal approach, with Cardiff residents and the Council working together to address the issues affecting the city and realise our shared ambitions.

Supporting Sports, Leisure, Culture and Green Spaces

Healthy communities require access to a range of leisure facilities, including parks, green spaces as well as sports and leisure facilities. The Council will work to increase participation in sport and physical activities, unlocking continued support for sporting, play and physical activity facilities, particularly in the city's most deprived communities.

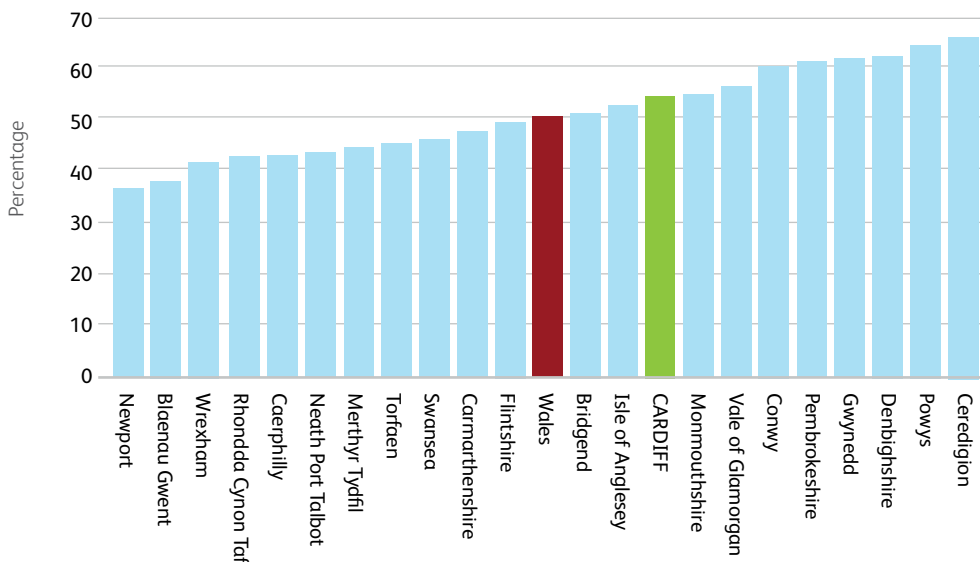
Culture in Cardiff is one of the main reasons why people love living here. Our theatres, music venues, and museums are at the heart of what the city has to offer. Learning about the city's heritage boosts community pride and strengthens a sense of place. By working in partnership with Cardiff's cultural communities we can encourage public engagement with art and culture whilst nurturing and promoting the wealth of artistic talent and activity already present in Cardiff.

Supporting the Welsh language is a key step towards creating a truly bilingual capital city and the Council will continue to deliver on its commitments to making this a reality.

Measuring Progress against the Well-being Objective (Outcome Indicators)

Improving City Performance: Community Cohesion

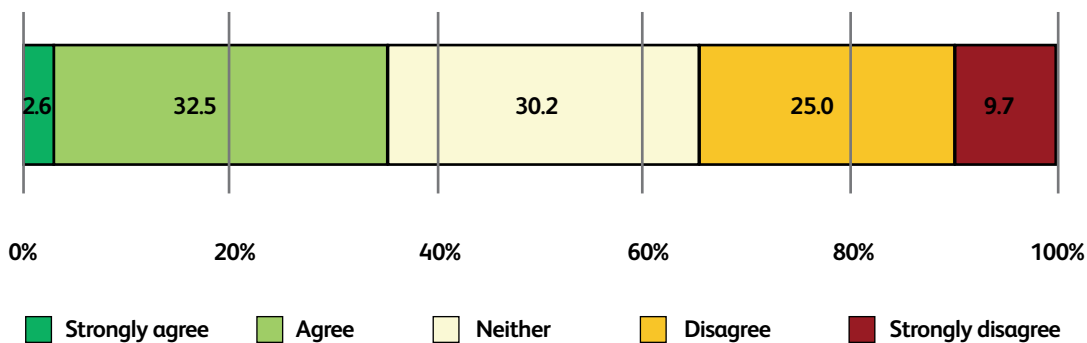
Percentage of People Agreeing that they Belong to the Area; That People from Different Backgrounds Get on Well Together; and that People Treat Each Other with Respect, 2016-17



Source: National Survey for Wales, Welsh Government

Improving City Performance: People who feel they have a voice in shaping Council services

I am able to have a say on local issues or how public services are run in my community

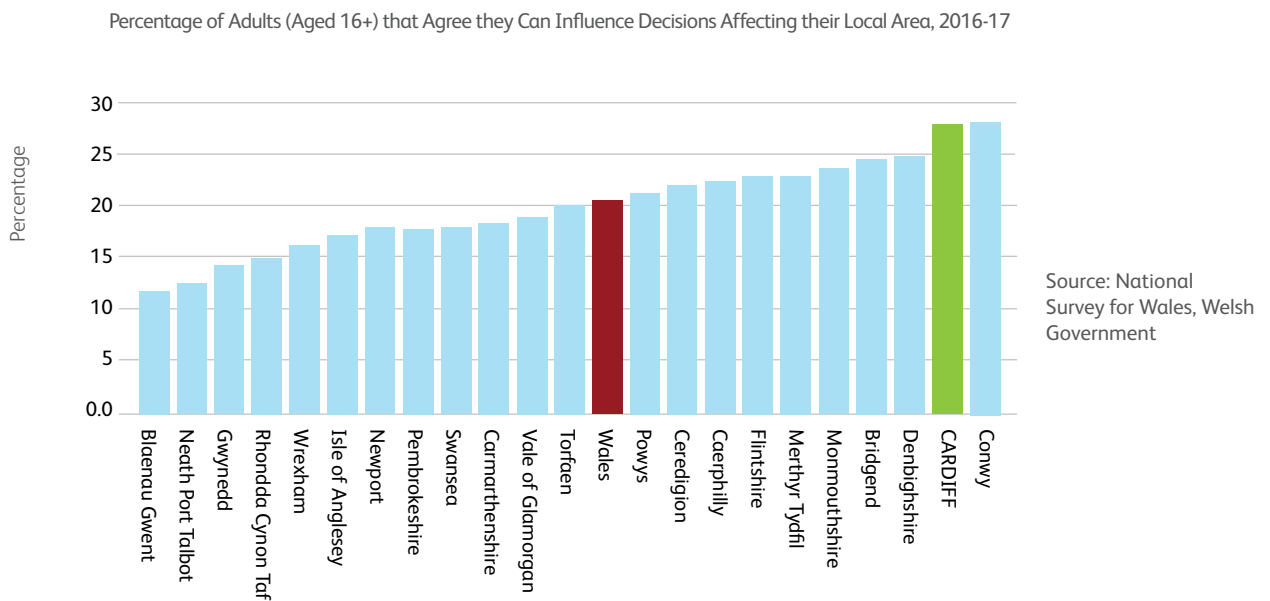


Source: Ask Cardiff 2017

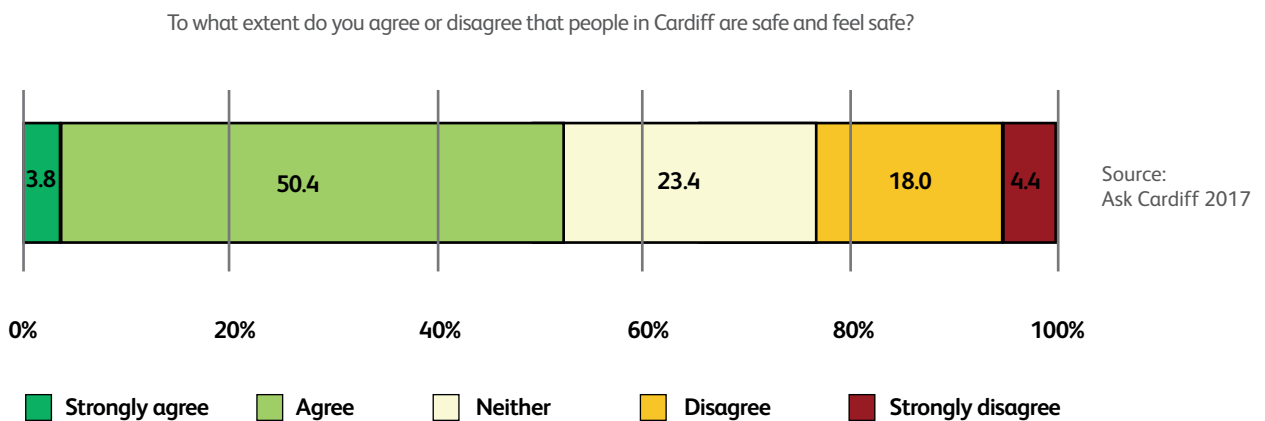
Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Adults Who Feel They Can Influence Local Decisions



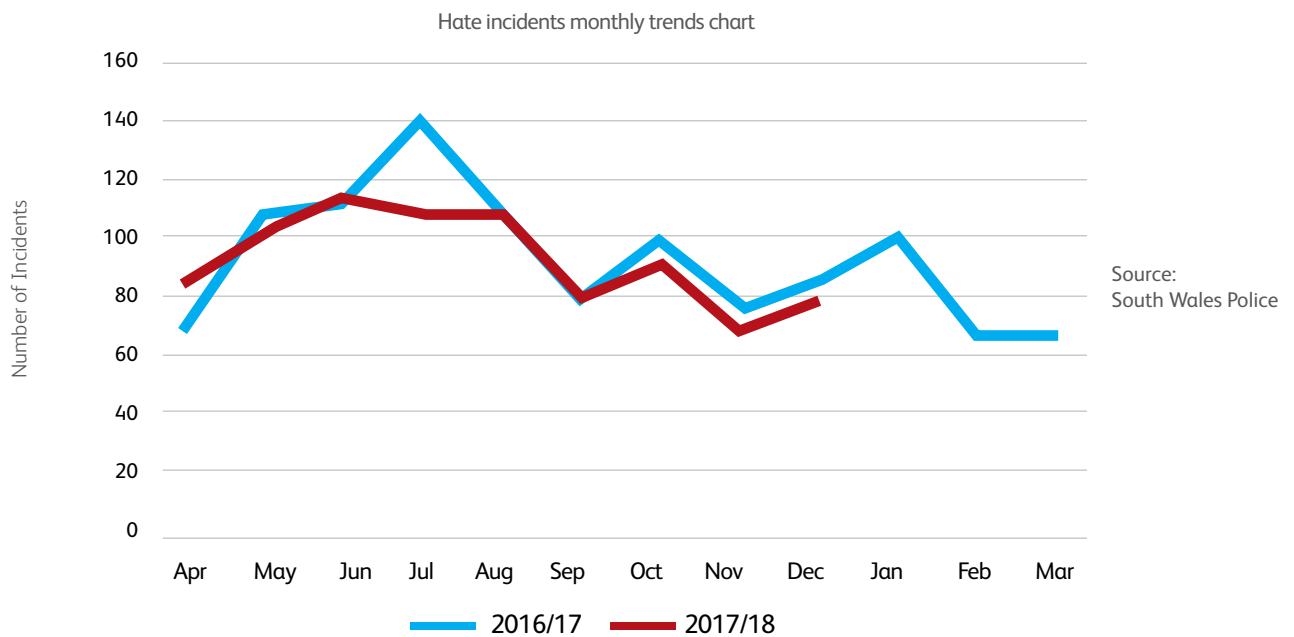
Improving City Performance: Community Safety



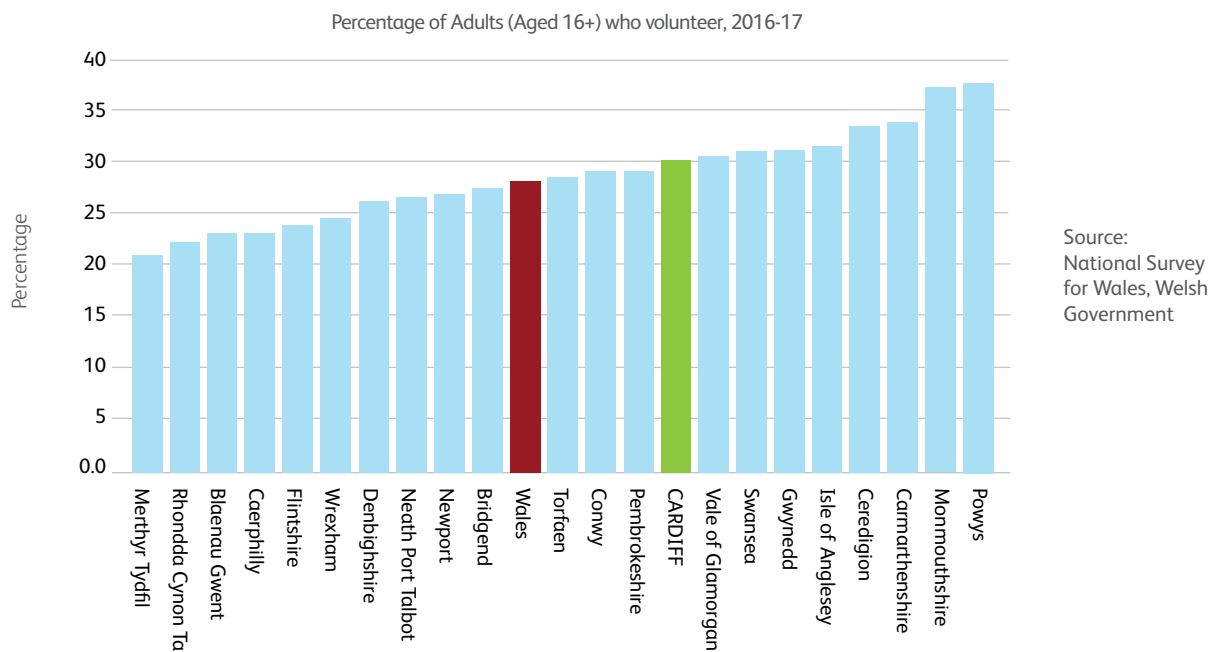
Measuring Progress against the Well-being Objective (Outcome Indicators)



Closing the Inequality Gap: Increase the Confidence of Victims to Report Hate Crime - to Get a Sense of the Scale of Hate-Related Discrimination in Cardiff



Closing the Inequality Gap: Number of Volunteers in Cardiff



What we will do to create safe, confident and empowered communities

Steps	Lead Member	Lead Directorate
<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Revising the Child Sexual Exploitation Strategy by March 2019 to encompass new and emerging themes of child and adult exploitation; Raising awareness among public and professionals safeguarding issues for the duration of the plan; Continuing implementation with key partners of the ‘Signs of Safety’ model, a strength-based, whole-service methodology for working with children and families in need of care and support for completion by 2022; Designing and implement a parallel model in Adult Services by 2022. 	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services
<p>Respond to the Parliamentary Review of Health and Social Care in Wales, which makes the case for reforming Wales’ health and care system, particularly the way care and support is provided.</p>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services, and People & Communities
<p>Ensure that the Council’s Corporate Safeguarding Strategy is implemented.</p>	Cllr Chris Weaver	All
<p>Continue to develop and support the workforce by implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 and ensuring that all relevant professionals are appropriately qualified by 2020.</p>	Cllr Susan Elsmore & Cllr Hinchey	Social Services
<p>Continue to implement a sustainable finance and service delivery strategy across Children’s and Adult Services throughout 2018/19, where the commissioning and delivery of services is evidence-based, outcome-focussed and commercially sound.</p>	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services
<p>Empower people with a learning disability to be more independent by developing a Regional Learning Disabilities Strategy by March 2019.</p>	Cllr Susan Elsmore	Social Services
<p>Help prevent violence against women, domestic abuse and sexual violence by developing a regional strategy, implementing the newly-commissioned services for female victims and exploring a regional service for male victims by summer 2018.</p>	Cllr Susan Elsmore	People & Communities
<p>Prevent children entering the criminal justice system and work with those already in the criminal justice system to reduce their reoffending through the interventions delivered by the Cardiff Youth Offending Service.</p>	Cllr Graham Hinchey	Social Services
<p>Implement the National Community Cohesion Action Plan 2017/2020, and undertake a review of the Local Delivery Plan in April 2018. Activities will include:</p> <ul style="list-style-type: none"> Working collaboratively with the Welsh Government to support engagement with communities experiencing exclusion or prejudice; Supporting the National Hate Crime Report and Support Centre by encouraging victims of hate crime to report incidents to the police or third-party reporting centres. 	Cllr Lynda Thorne	Resources
<p>Review and reform the Community Safety Partnership governance and delivery arrangements to focus on shared priorities by October 2018.</p>	Cllr Lynda Thorne	Resources
<p>Tackle substance misuse in the city by undertaking a review of the risk factors with a focus on supporting young people.</p>	Cllr Lynda Thorne	Resources

Steps	Lead Member	Lead Directorate
<p>Deliver the Night Time Economy Strategy – working with Public Services Board partners.</p>	Cllr Lynda Thorne	Resources
<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> • Completing the further development of the Butetown Pavilion Scheme; • Completing a new retail parade of 9 shop units as part of the Maelfa redevelopment by Spring 2019; • Launching a further round of the Neighbourhood Renewal Schemes programme by Autumn 2018; • Exploring opportunities for further long-term investment through the Targeted Regeneration Investment Programme. 	Cllr Lynda Thorne	People & Communities
<p>Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties.</p>	Cllr Lynda Thorne	Planning, Transport & Environment
<p>Continue to develop the Community Hub and Well-being programme in collaboration with the University Health Board and other partners. Activities include:</p> <ul style="list-style-type: none"> • Completing the extended St Mellons Community Hub by Summer 2018; • Working with partners to investigate other Hub projects such as: <ul style="list-style-type: none"> - Developing additional library-based Hub facilities; - Developing a network of youth service Hubs. 	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities
<p>Deliver Phase 2 of the neighbourhood partnership scheme to:</p> <ul style="list-style-type: none"> • Give people a voice in shaping Council services; • Better connect people with local service providers and activities in their neighbourhoods. 	Cllr Lynda Thorne	People & Communities, and Resources
<p>Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by:</p> <ul style="list-style-type: none"> • Delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022; • Expanding the provision of Welsh medium education and promoting Welsh in English medium education. 	Cllr Huw Thomas & Cllr Sarah Merry	Governance & Legal Services, and Education & Lifelong Learning
<p>Establish a more strategic approach and develop a programme for allocating capital contributions designed to deliver improvements to our parks and green spaces.</p>	Cllr Peter Bradbury	Economic Development
<p>Work with partners to develop a strategic plan for the development of sport in the city that secures an increase in participation and attracts investment in our facilities.</p>	Cllr Peter Bradbury	Economic Development
<p>Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.</p>	Cllr Peter Bradbury	Economic Development
<p>Develop a new major events strategy by 2019 to deliver events in the city for the next 5 years.</p>	Cllr Peter Bradbury	Economic Development
<p>Support the development of the creative sector and help unlock investment opportunities by working with partners from the Universities and the Creative Economy on bids to the Arts, Humanities and Research Council.</p>	Cllr Peter Bradbury	Economic Development

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The percentage of Council Staff completing Safeguarding Awareness Training.	50%
The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff.	100%
The total number of children and adults in need of care and support using the Direct Payments Scheme (local).	910
The percentage of Children's Services Social Work Vacancies.	18%
The percentage of children entering the criminal justice system.	5% reduction
The percentage of customers satisfied with completed regeneration projects.	70%
The number of visitors to libraries and Hubs across the city.	3,300,000
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/I got what I needed'.	95%
The number of visits (hits) to the volunteer portal.	50,000
The number of Council employees who have undertaken Welsh Language Awareness training.	Increase current levels
The number of Council employees who have undertaken Welsh Language training.	Increase current levels
The number of Green Flag Parks and Open Spaces.	12
The number of volunteer hours committed to parks and green spaces.	18,000
The number of individuals participating in parks/ outdoor sport.	170,000
Total number of children aged 7-16 engaged in Sport Cardiff-led activities.	30,000
The number of attendances at our leisure facilities.	1,499,369
Attendance at Commercial Venues.	879,800

Capital Ambition Priority: **Working for Wales**



Well-being Objective: A Capital City that Works for Wales

Cardiff's regeneration story is a significant one. It has been transformed from a city weighed down by de-industrialisation in the 1970s to one of the most competitive in the UK. It is a young and talented city with a growing business base, a start-up culture and a thriving visitor economy. If we are to continue to deliver for the people of Cardiff and Wales however, we cannot stand still. We will therefore have a relentless focus on delivering more, and better, jobs for the people of Cardiff. The momentum seen in both the Central Square development and in Cardiff University's Innovation System demonstrates that we are well placed to respond to the challenge.

We will therefore build a more **Connected Capital**, securing investment in the physical and digital infrastructure that unleashes the potential of our city's people. We need to upgrade our city infrastructure to support the development of more home-grown business and attract more inward investment. Moving beyond City Deal, our role as the driver of the city-region economy must be promoted and exploited. Cardiff must also continue to be an outward looking, international city, acting as the connecting point between Wales and the world.

We will build on our success as a **Business Capital**, with a relentless focus on creating new jobs and opportunities for people in Cardiff and across the city-region, raising productivity for the city and for the nation. We know that whilst Cardiff has been successful in developing and attracting jobs we need to continue to climb the value chain. We also know that if we are to raise income levels we will need to become more productive.

We will develop a more **Inclusive Capital** by providing a range and choice of jobs across the city so that everyone can access an opportunity to reach their full potential. We must ensure big city projects translate into economic prosperity, and the benefits need to be felt in all of the city's communities.

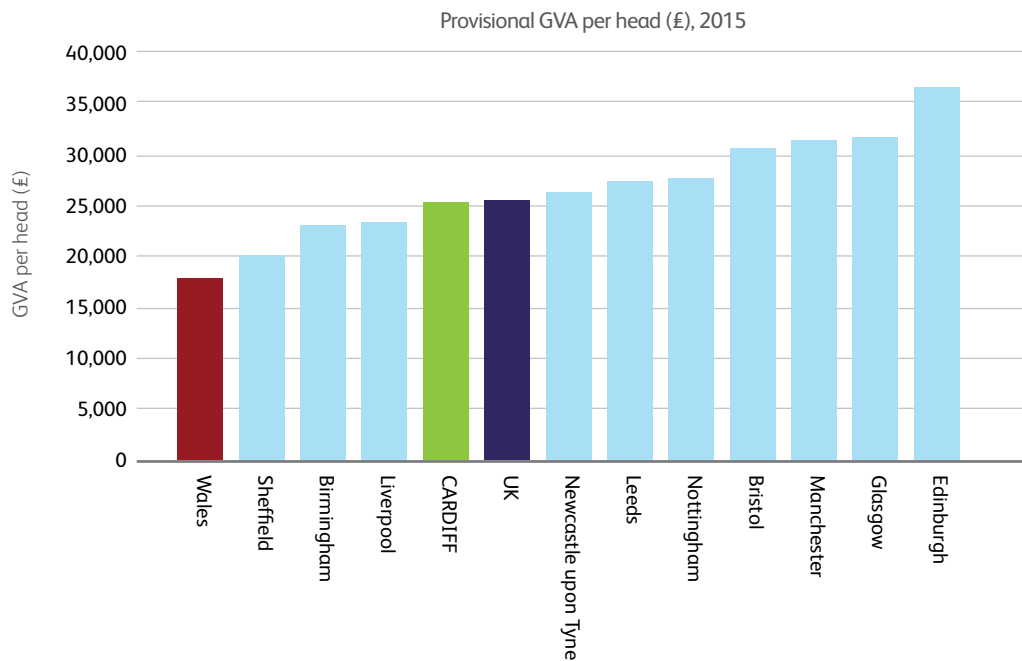
We will build a **Smarter Capital**, working with partners to leverage the investment potential of key high-value sectors: the creative and digital industries, and financial and professional services - sectors in which Cardiff already has companies with international significance. Our universities need to become central to our ambitions in the way that they have not been in the past. The Council also needs to engage more with business and embrace the full potential of public private partnerships which have served the city so well in the past.

Cardiff has developed a deserved reputation as a **sporting and cultural Capital City**. From the Champions League to local park-runs, sport and leisure has an impact on all aspects of city life. Investment in sporting infrastructure has focussed on the west of the city, and opportunities remain to build on this to cement the city's position not only as a place where major sporting events take place, but also one with world class facilities for use by elite athletes through to those in the local community. We will continue to invest in the city's sporting infrastructure and ensure a full programme of international events.

Measuring Progress against the Well-being Objective (Outcome Indicators)



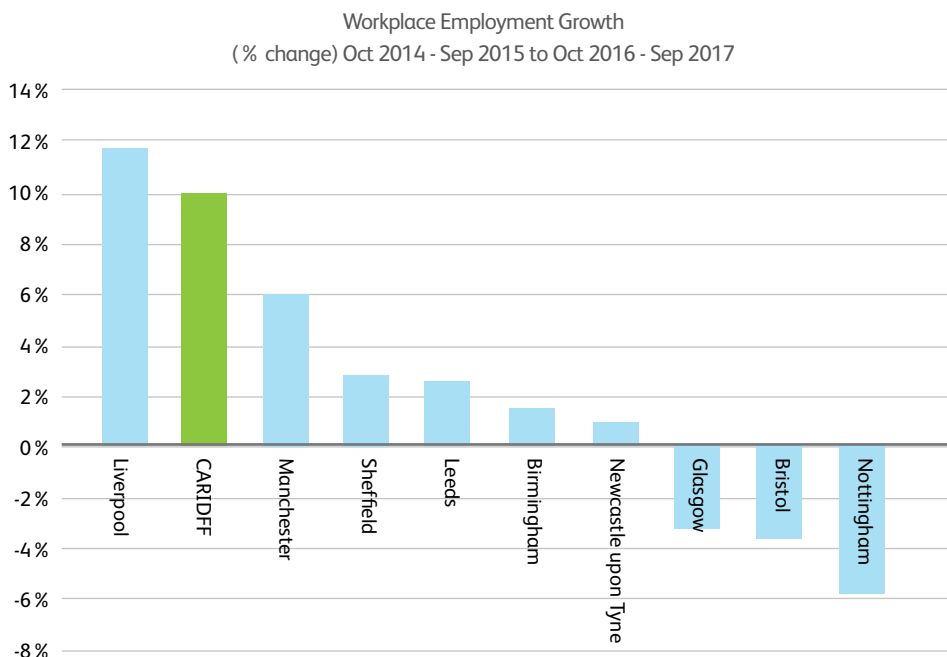
Improving City Performance: Gross Value Added Per Person



Source: Nomis, ONS



Improving City Performance: Employment Growth

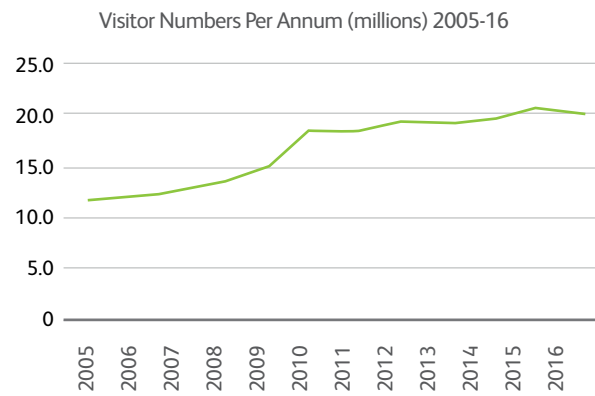
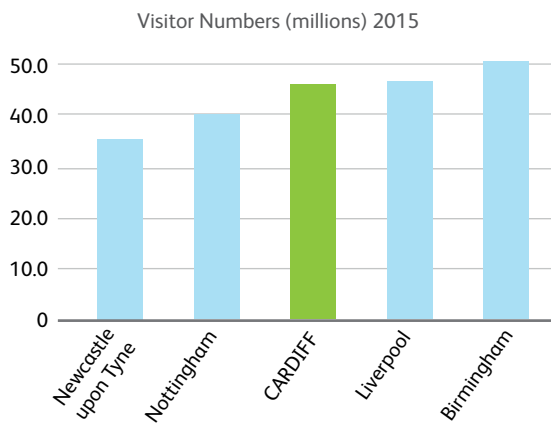


Source: Nomis, ONS

Measuring Progress against the Well-being Objective (Outcome Indicators)



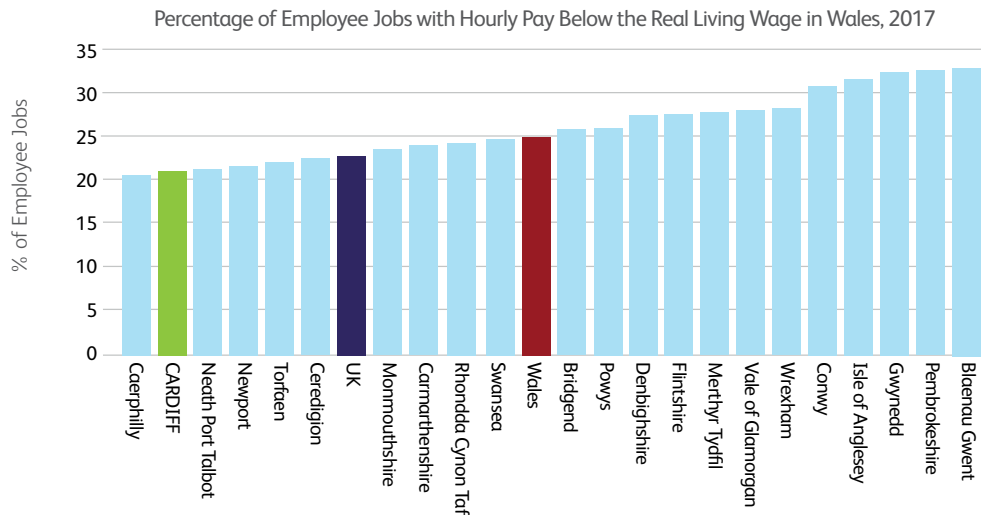
Improving City Performance: Visitor Numbers



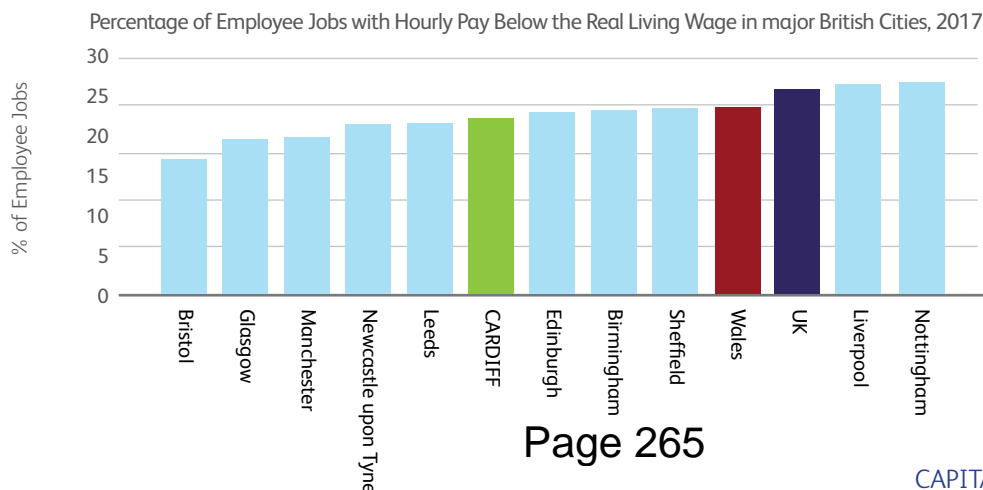
Source: STEAM



Closing the Inequality Gap: Jobs Paid Less than the Real Living Wage



Source: ONS



Source: ONS

What we will do to make Cardiff a capital city that works for Wales

Steps	Lead Member	Lead Directorate
Bring forward a new Economic Vision for the future development of Cardiff by launching a White Paper in 2018.	Cllr Russell Goodway	Economic Development
Begin work on a new Bus Station in 2018 as part of an Integrated Transport Hub.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development
Prioritise the delivery of a new Multi-Purpose Indoor Arena in the best possible location to ensure it can attract premier national and international events.	Cllr Russell Goodway	Economic Development
Grow the city centre as a location for businesses and investment by completing a new business district delivering an additional 300,000ft ² of 'Grade A' office space at Metro Central by 2020.	Cllr Russell Goodway	Economic Development
Agree the business plan for the regeneration of Central Station by 2018 and begin construction by 2019.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development
Develop a plan for a new mixed-use development at Dumballs Road by 2019.	Cllr Russell Goodway	Economic Development
Launch a new Industrial Strategy for East Cardiff by 2019, aligned to the completion of the Eastern Bay Link.	Cllr Russell Goodway	Economic Development
Develop a new vision and masterplan for Cardiff Bay including the next phase of development of the International Sports Village by the end of 2018.	Cllr Russell Goodway & Cllr Peter Bradbury	Economic Development
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development, and Planning, Transport & Environment
Develop a business plan to protect the city's historic assets by the end of 2018.	Cllr Russell Goodway	Economic Development
Develop a Music Strategy to promote the city as a music destination by October 2018.	Cllr Peter Bradbury	Economic Development

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	500
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.)	150,000
Number of staying visitors	2% Increase (Approx. 40,000)
Total visitor numbers	3% Increase (Approx. 630,000)

Capital Ambition Priority: **Working for the Future**



Well-being Objective:

Cardiff Grows in a Resilient Way

Cardiff's growth will create major economic and cultural opportunities. It will also put pressures on city infrastructures and public services. Capitalising on the opportunity of growth and ensuring that its benefits are widely felt, whilst mitigating its effects, will define Cardiff's development over the next 20 years.

Housing

Cardiff's Local Development Plan sets out that 41,000 new homes will need to be built by 2026. Whole new communities will soon be created that do not currently exist and making sure that these communities are well-planned and well-connected, with easy access to public services, community facilities and green and blue spaces, will be a strategic priority.

Transport

A shift to more sustainable forms of transport will be needed. Given the projected increase in population, a shift to more sustainable forms of transport will be needed. With 20% more people expected to commute to work and a 32% net increase in traffic, all this will put a strain on already congested roads. As a consequence, journey times are expected to increase by approximately 41%. The Council has therefore set a target for a '50:50 modal split by 2021 with 50% of journeys to be made by sustainable transport. Meeting these ambitious targets will require investment into public transport systems, cycling infrastructure and cleaner vehicles and promoting behaviour change, all of which must be supported by major employers and public service partners. Getting this right will provide a boost to the city economy, to quality of life overall and can be expected to bring major health benefits through increased levels of cycling and walking, and improved air quality.

Waste and Recycling

As the city grows, it will create more waste. Cardiff has a good track record for recycling and composting, with recycling increasing from 4% in 2001 to 58% in 2016/2017. These improvements will need to be continued if Cardiff is to meet the Welsh Government targets of recycling 64% of waste by 2020, rising to 70% by 2025. Focus will need to be placed on minimising the waste produced in the first place, encouraging increased household and business recycling, and optimising our re-use and household recycling centre performance.

Clean Streets

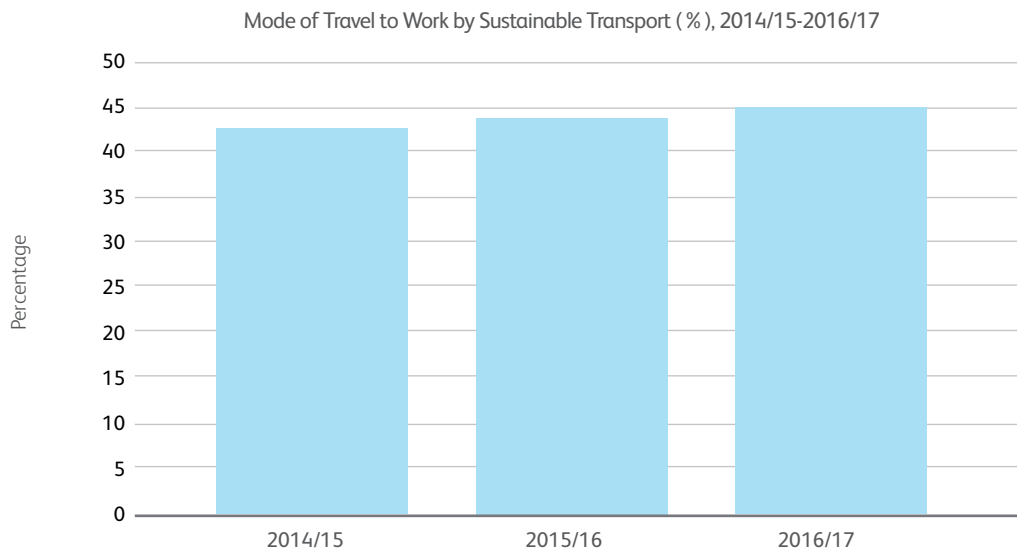
It is recognised that clean streets are a priority for the city's residents. Frontline services will focus on tackling all forms of littering, a zero tolerance approach will be adopted and communities will be empowered to help deliver a city environment that befits the nation's capital and which local people can be proud of.



Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Commuting by Sustainable Transport



Source: Cardiff Council



Improving City Performance: Satisfaction with Local Area



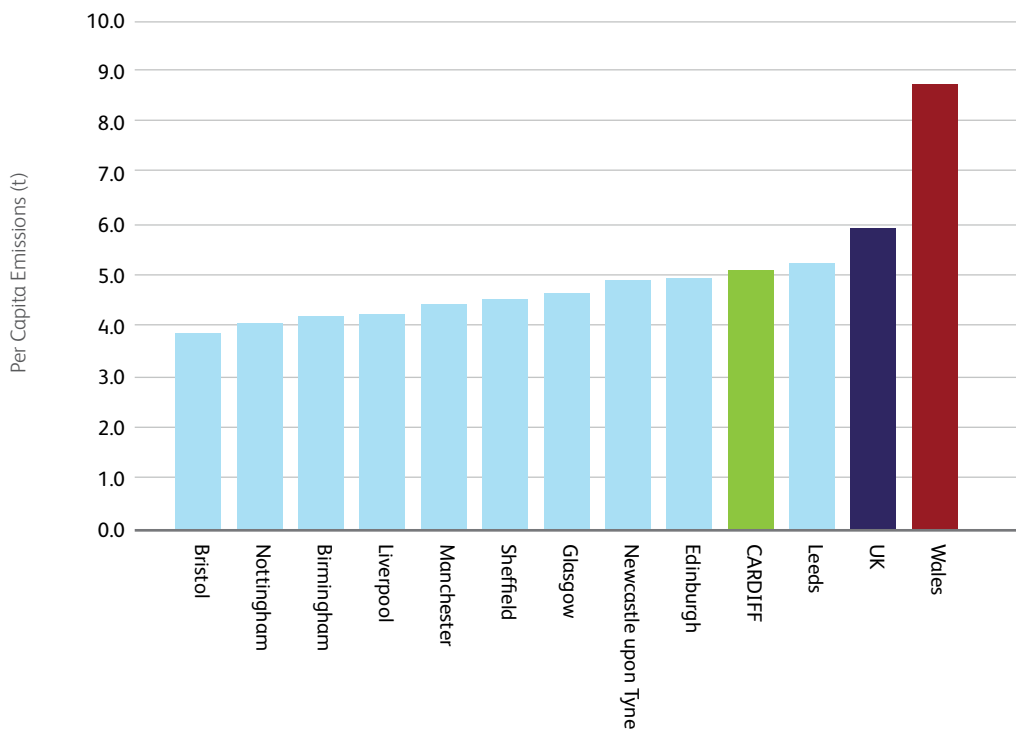
Source: National Survey for Wales. Welsh Government

Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Air Quality

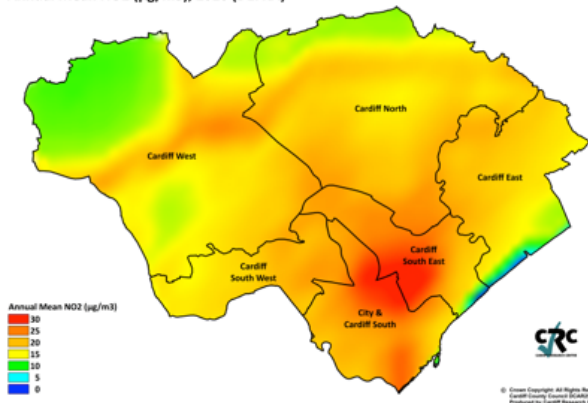
Total Carbon Dioxide (CO²) Emissions Per Capita in Tonnes (t) 2015



Source: Department of Business, Energy and Industrial Strategy

City Wide Nitrogen Dioxide (NO²)

Annual Mean NO₂ (µg/m³), 2016 (DEFRA)



Nitrogen Dioxide (NO²) Hot Spot Measures

Air Quality Management Area	Avg NO ₂ µg/m ³
City Centre	39.6
Stephenson Court	36.7
Llandaff	32.5
Ely Bridge	43.2

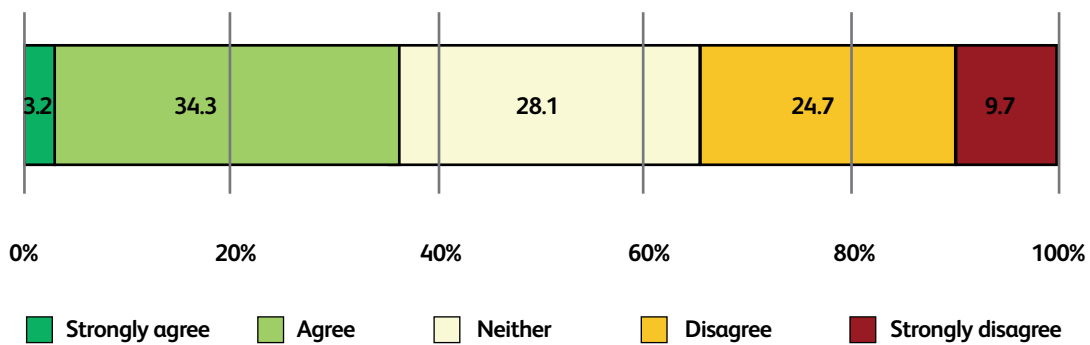
Source: Shared Regulatory Services

Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Air Quality (cont)

To what extent would you agree that the air quality in Cardiff is good?

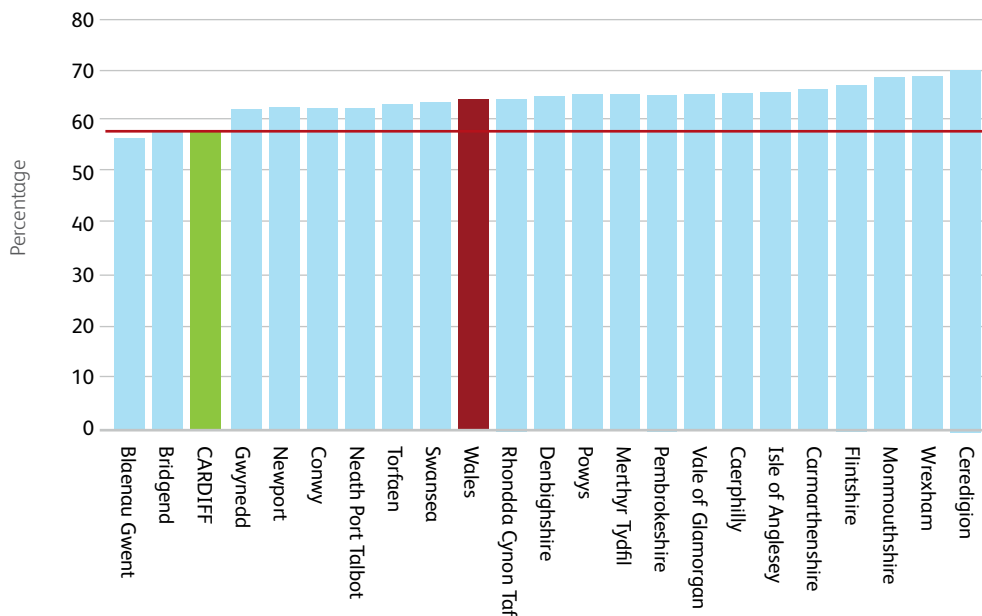


Source: Ask Cardiff 2017



Improving City Performance: Recycling Figures

Percentage of Municipal Waste Reused/Recycled/Composted, 2016-17



Source: Welsh Government

What we will do to make sure that Cardiff grows in a resilient way

Steps	Lead Member	Lead Directorate
Develop options for long-term regional partnership recycling infrastructure arrangements by March 2019.	Cllr Michael Michael	Planning, Transport & Environment
Consult on amendments to Recycling Waste Strategy and collections – including introducing wheelie bins into new areas of the city and asking households to separate glass from their recycling and implementing the new approach in order to meet the new Welsh Government blueprint for increasing recycling.	Cllr Michael Michael	Planning, Transport & Environment
Explore opportunities for a New Household Waste Recycling Centre by reviewing all site options within Local Development Plan-allocated areas as well as established communities.	Cllr Michael Michael	Planning, Transport & Environment
Undertake targeted education campaigns in communities where recycling rates are low.	Cllr Michael Michael	Planning, Transport & Environment
Continue to build on the partnership with British Heart Foundation to support re-use in the city by expanding the usage of re-use centres.	Cllr Michael Michael	Planning, Transport & Environment
Develop a ‘Total Street’ delivery Plan by September 2018 to keep streets and public spaces clean and well-maintained through: <ul style="list-style-type: none"> • Joining-up Council services and aligning resources; • Delivering added value services such as deep cleansing, blitzes, patching and local active travel improvements. 	Cllr Michael Michael	Planning, Transport & Environment
Tackle fly-tipping, littering and highway licensing by: <ul style="list-style-type: none"> • Enhancing the ‘Love Where You Live’ campaign - in partnership with Keep Wales Tidy - to encourage local volunteering; • Undertaking education and citizen engagement campaigns; • Developing and implementing Ward Action Plans; • Using new enforcement powers and adopting new technology (Cabinet Report April 2018). 	Cllr Michael Michael	Planning, Transport & Environment
Improve the productivity and performance of Street Scene Services by reviewing a range of customer-focused APSE benchmark indicators to establish relative performance and identify opportunities for further improvement.	Cllr Michael Michael	Planning, Transport & Environment
Explore and develop a commercial and collaboration strategy for key services by looking at how Cardiff can work in partnership to deliver services providing positive outcomes by December 2018.	Cllr Michael Michael	Planning, Transport & Environment
Develop a City Food Strategy - supporting local food growth, sustainable use and street food - by July 2018.	Cllr Michael Michael	Planning, Transport & Environment
Progress a 5 Megawatt Solar Farm at Lamby Way by submitting a bid for planning consent by July 2018 in order to generate clean renewable energy and help Cardiff Council become Carbon Neutral.	Cllr Michael Michael	Planning, Transport & Environment
Develop and launch a new Transport & Clean Air Vision for the city by September 2018 - following the Green Paper consultation which includes a consideration of Clean Air Strategy & Active Travel Solutions .	Cllr Caro Wild	Planning, Transport & Environment
Undertake a scoping assessment for a Clean Air Zone in Cardiff by December 2019.	Cllr Caro Wild	Planning, Transport & Environment

Steps	Lead Member	Lead Directorate
Improve the condition of the highways and address issues such as potholes by delivering active programmes of work from minor road repairs through to full-scale resurfacing works.	Cllr Caro Wild	Planning, Transport & Environment
Develop an electric vehicles strategy by December 2019.	Cllr Caro Wild	Planning, Transport & Environment
Develop a spatial masterplan to create new high-quality, shared space for pedestrians, cyclists and vehicles throughout the city centre and key neighbourhoods by 2018/19.	Cllr Caro Wild	Planning, Transport & Environment
Support the delivery of the Council's Active Travel agenda by working with the Active Travel Advisory Groups.	Cllr Caro Wild	Planning, Transport & Environment
Make Cardiff roads safer by implementing 20mph speed limits through a phased programme delivery, focusing on Gabalfa, Butetown and Grangetown during 2018/19.	Cllr Caro Wild	Planning, Transport & Environment
Improve the cycling and walking network in Cardiff by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Super Highway by 2021 . • Phase 1: Connecting the Heath Hospital, City Centre (Dumfries Place) and Newport Road/Broadway.	Cllr Caro Wild	Planning, Transport & Environment
Deliver the Annual Parking Report by August 2018 that includes enforcement activity and progress on the parking strategy as well as an Assessment of Pavement Parking by December 2018	Cllr Michael Michael	Planning, Transport & Environment
Launch the On-Street Bike Hire Scheme in May 2018.	Cllr Caro Wild	Planning, Transport & Environment
Ensure every school in Cardiff has developed an Active Travel plan - including training and/or infrastructure improvements - by 2020.	Cllr Caro Wild	Planning, Transport & Environment
Support the delivery of high-quality and well-connected communities - as described by the Council's Master Planning Principles – by using the Planning, Transport & Place-making services to secure Section 106 Agreements on Local Development Plan strategic sites.	Cllr Caro Wild	Planning, Transport & Environment
Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites including 6,500 new affordable homes by 2026.	Cllr Caro Wild	Planning, Transport & Environment
Deliver at least 2,000 new Council homes , of which at least 1,000 will be delivered by May 2022.	Cllr Lynda Thorne	People & Communities
Develop an outline business case for the District Heat Network proposal , subject to National Government Capital Grant award and Capital Budget approval, by Spring 2018.	Cllr Michael Michael	Planning, Transport & Environment
Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning Authority, and publish an annual Design Review Monitoring document by January 2019.	Cllr Caro Wild	Planning, Transport & Environment
Develop a Climate Change Investment Policy for consideration by the Pensions Committee by December 2018, in consultation with the Pension Fund's independent advisers and the other LGPS funds in Wales	Cllr Chris Weaver	Resources

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The percentage of municipal waste collected and prepared for re-use and / or recycled	62%
The maximum permissible tonnage of biodegradable municipal waste sent to landfill	<33,557 tonnes
Number of investigations and enforcement actions per month	250
Number of education and engagement actions per month	250
Modal Split for All Journeys by 2026: Proportion of People Travelling to Work by Sustainable Transport Modes	46.3%
Percentage reduction in carbon dioxide emissions from Council buildings	2%
The level of NO2 across the city	35µg/m3
Percentage of principal (A) roads that are in overall poor condition	5%
Percentage of non-principal/classified (B) roads that are in overall poor condition.	7%
Percentage of non-principal/classified (C) roads that are in overall poor condition	7%
Total number of new Council homes completed and provided	200
Percentage of householder planning applications determined within agreed time periods	80%
The percentage of major planning applications determined within agreed time periods	25%
The percentage of affordable housing at completion stage provided in a development on greenfield sites.	30% (LDP)
The percentage of affordable housing at completion stage provided in a development on brownfield sites.	20% (LDP)
The percentage of highways inspected of a high or acceptable standard of cleanliness	90%
The percentage of reported fly tipping incidents cleared within 5 working days	90%
The percentage of reported fly tipping incidents which lead to enforcement activity	70%

Capital Ambition Priority: **Working for Public Services**

Well-being Objective:

Modernising and Integrating Our Public Services

The Council recognises the need to modernise its systems and processes to support service delivery. This will mean streamlining and simplifying the way the Council does business, making better use of the Council's asset base and finding new and better ways of working to take advantage of new technology. Equally important is the need for the Council to work across the public services in order to deliver lasting solutions to complex problems. Typically this will require change across services, often working in partnership with other organisations, with local communities and with those who receive the service. Traditional organisational and service boundaries will need to be broken down, and services will need to be redesigned, with stakeholders, assets and resources brought together around the particular needs of people and local communities.

Delivering Strategic Change

Delivering the priorities outlined in this Plan will therefore require a significant refocusing of the Council's change management capacity. In particular, a small number of key priorities will require a mobilisation of corporate leadership and resources including dedicated project teams with corresponding governance and performance management arrangements. The Capital Ambition Delivery Programme focuses on two discrete components: Modernisation and Resilient Services. Modernisation will focus on the transformation of corporate systems and processes that support service delivery, whilst Resilient Services will focus on the transformation of front-line services.

Modernising Council services will mean using technology to help the Council better manage increasing demand for services whilst increasingly providing digital access to services indistinguishable from that available to citizens in every other aspect of their lives. Equally, being more inventive and creative with our assets means that running costs can be reduced whilst at the same time better supporting when and where we deliver services. It is also acknowledged that delivering this change will require continued investment in the workforce, with the Cardiff Manager Programme and the work of the Cardiff Academy important pointers to the Council's commitment in this area.

Sustainable Services and Organisational Performance

Despite having to achieve budget savings of over £145m during the last 5 years and losing 22% of non-school Council staff, Cardiff Council has continued its journey of improvement. In 2016/17, Cardiff's performance improved to 13th position out of the 22 Local Authorities in Wales, increasing from 17th in the previous year. Education performance remains significantly better than the all-Wales position and, overall, 60% of Cardiff Council indicators were ranked 1st to 11th out of the 22 Local Authorities.

Cardiff was also ranked third for the level of citizen satisfaction with Council services and emerged as one of the most trusted public service providers in Wales according to one of the Welsh Government's most wide-reaching opinion surveys. The Council's Annual Complaints report also shows a decrease in complaints for the fifth year running whilst noting an increase in compliments received.

In terms of customer service, the Council has areas of consistent good practice, such as our network of Community Hubs, our First Point of Contact providers, park rangers, event stewards and library staff. Service delivery across a number of visible services is also good, despite dealing with a high volume of demand on a regular basis. For example, Waste Management make over 24 million collections with a less than 1% failure rate. Good customer engagement is clearly evident within front line service delivery teams and the Council will continue to work to ensure that customer management is characterised by the same level of excellence throughout the organisation.

Maintaining this journey of improvement will therefore require a focus on the Council's priorities, but also on the successful delivery of the Capital Ambition Delivery Programme, which seeks to improve efficiency and service performance whilst ensuring the long-term sustainability of key frontline services.

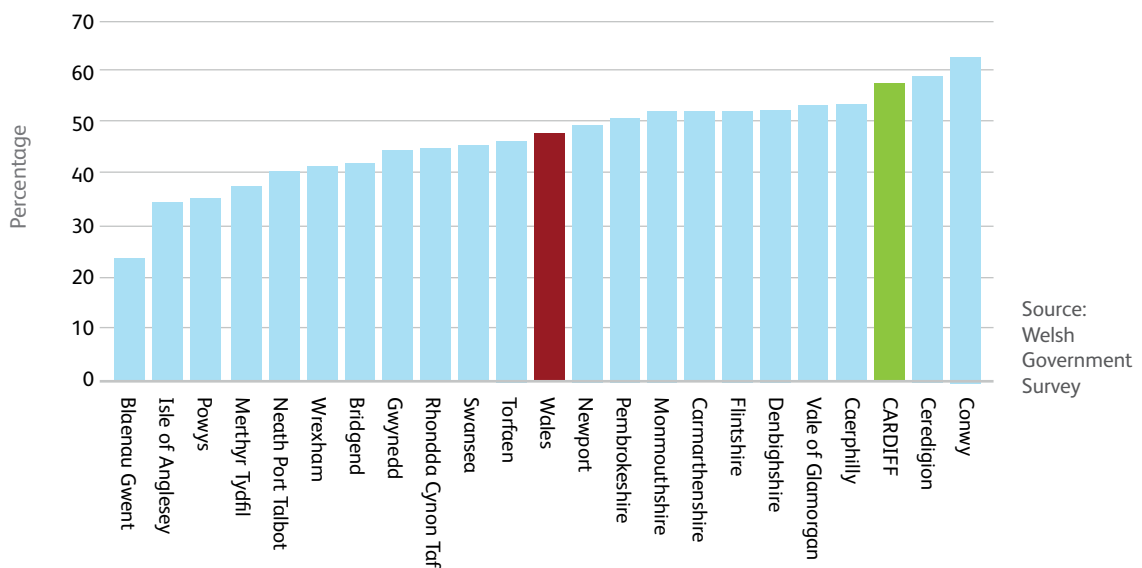


Measuring Progress against the Well-being Objective (Outcome Indicators)



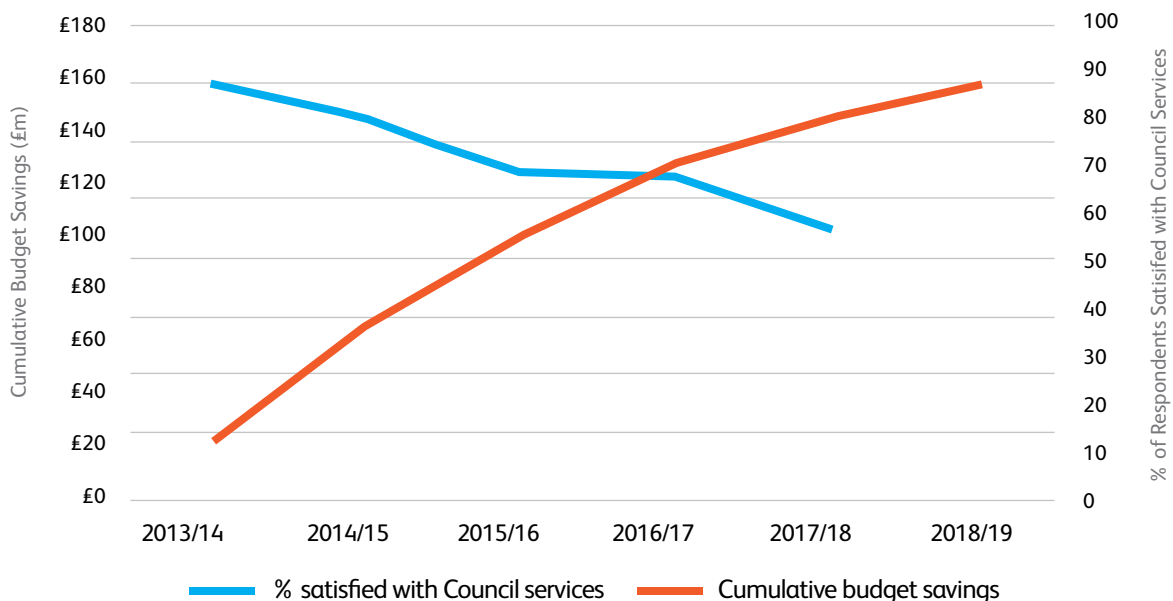
Improving Council Performance: People who agree that 'the Council Provides High Quality Services'

Agree that Council Provides High Quality Services (%), 2016/17



Improving Council Performance: Cumulative Budget Savings v Percentage Satisfied with Council Services

Cumulative Budget Savings (£m) v % Satisfied with Council Services



What we will do to Modernise and Integrate our Public Services

Steps	Lead Member	Lead Directorate
<p>Progress the Council’s Digital First Agenda by undertaking a service review of ICT by December 2018. This will include:</p> <ul style="list-style-type: none"> Assessing the Council’s ICT infrastructure to identify opportunities for Cloud-Based solutions. Mapping business processes to identify opportunities for simplification, integration and automation. 	Cllr Chris Weaver	Resources
<p>Assets and Property: Modernise the management and operation of the Council’s estate to achieve fewer but better buildings by:</p> <ul style="list-style-type: none"> Completing the comprehensive review of the Council’s estate by the end of 2018; Fully establishing the new Corporate Landlord delivery model and ensure all of the Council’s estate is compliant by the end of 2018/19. 	Cllr Russell Goodway	Economic Development
<p>Improve the health and well-being of our employees by reducing sickness absence by March 2019 through continued monitoring, compliance and support for employees and managers.</p>	Cllr Chris Weaver	Resources
<p>Support staff development by further improving the Personal Review scheme by March 2019 so that every employee has the opportunity to have a conversation about their development and performance.</p>	Cllr Chris Weaver	Resources
<p>Get people and communities more involved in decisions.</p>	Cllr Huw Thomas & Cllr Chris Weaver	Governance & Legal Services
<p>Ensure that the Council’s consultation and engagement work is as representative as possible through reviewing and refreshing the Council’s citizen engagement tools, including the Citizen Panel, by June 2018.</p>	Cllr Chris Weaver	Resources
<p>Champion equality and diversity, making sure that citizens’ rights are protected in any changes to our public services, by implementing year three of the Council’s Strategic Equality Plan 2016-2020.</p>	Cllr Chris Weaver	Governance & Legal Services

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
Reduce the gross internal area (GIA) of buildings in operational use	4%
Reduce the total running cost of occupied operational buildings	3.1%
Reduce the maintenance backlog	5.4% reduction
Capital income generated	£15,190,000
The number of customer contacts to the Council using digital channels	10% increase
Percentage of staff that have completed a Personal Review (excluding school staff)	100%
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	9.5
Maintaining customer/citizen satisfaction with Council Services	75%
The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held.	80%
The number of external contributors to Scrutiny Meetings	140
The total number of webcast hits: Full Council	2,500
The total number of webcast hits: Planning Committee	2,000
The total number of webcast hits: Scrutiny	500
The percentage of voter registration	90%

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 11 December 2017

Councillor Huw Thomas,
Leader
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Dear Councillor Thomas,

Policy Review & Performance Scrutiny Committee: 6 December 2017

Thank you for attending the above committee. On behalf of the Members, this letter captures the committee's agreed comments and observations in respect of the Delivering Capital Ambition report and preparations for delivering the Corporate Plan 2018 -19.

Firstly, the Committee wishes to record its appreciation for the Cabinet's inclusive approach to scrutiny engagement with these important strategic plans whilst in their development stages. We look forward to sight of the draft Corporate Plan and an opportunity to scrutinise the structure and content of the Plan, including smart objectives and Key Performance Indicators (KPI's) at our meeting on 17 January 2018. May I remind you that papers for this meeting will be published on 10 January 2018. In respect of the Corporate Plan 2018-19, the Committee's new Performance Panel particularly welcomes your offer of a target setting session later in January and will consider sharing this session with the Chairs of all scrutiny committees.

Members wish to reinforce the importance of a strong alignment between all planning documents that comprise the performance framework. We note you are confident that the mechanisms for achieving this are all in place and that the Corporate Plan will clearly state the objectives, actions, targets and measures to deliver Capital Ambition. As a Committee, we will be looking for strong links between the Well-being Plan, the four-year Capital Ambition programme and the Corporate Plan.

The Committee welcomes the proposal for fundamental reviews and notes there has been in depth analysis of services and external factors, prior to selecting priority

areas for review. We note the creation of a Cabinet Performance and Delivery Group, and would welcome a strong link to this new group, to consolidate governance arrangements going forward. I would welcome a conversation as to what shape this might take and whether it would be full Committee or the Performance Panel that upholds such a link.

Members were looking for reassurance that there had been some tangible action on the City Deal in addition to the setting up of governance arrangements. We note a business plan is required for the City Deal setting out all ten Councils' aspirations, and that £500m over 20 years is perhaps less transformational than all would aspire to, however an example of demonstrable progress to date is the semiconductor project.

We would welcome sight of the workforce development toolkit, and we will programme scrutiny for March 2018, as indicated on the Cabinet Forward Plan

All Members consider it is important that organisational culture embraces digitalisation. We note you agree it is important management and staff work together to ensure the citizen remains central to the design of Council services. We wish to re-iterate that consistency of customer service organisation-wide is key. Similarly, we take on board your view that changing citizen and neighbourhood cultures is also important, and that the 'Total Street' approach (paragraphs 48 and 49) is considered to encourage this rather than burdening citizens with improving their neighbourhoods.

Closely aligned to organisational culture, we consider breaking down directorate silos is critical to delivering a seamless council service. We note managers understand the benefits of joining up frontline services and that you are encouraging a more open span of management control. The example of Total Street where the organisation is taking steps to align all street scene services will be the test of how effectively Capital Ambition is delivered.

The Committee has some concerns as to where the Council sits on Welsh Government's programme for local government reform in the shape of regional collaboration on shared services (paragraph 35). Given that Local Authorities are very different across Wales Members consider Cardiff should benefit from the

regional aspirations of Welsh Government, and agree with you it is important the Council retain control of key services.

Finally, Capital Ambition places communities front and centre. We acknowledge you consider the focus should be on inequalities, particularly of health and opportunity. However all communities have needs and we would therefore urge that Capital Ambition works for the whole City.

To recap, in addition to the above observations, the Committee:

- Will programme scrutiny of the 2018-19 draft Corporate Plan on 17 January 2018, and requests that papers are made available in time for statutory publication on 10 January 2018;
- Welcomes your offer of a Corporate Plan 2018 -19 target setting scrutiny session later in January with the Committee's new Performance Panel, which we will consider sharing with the Chairs of all scrutiny committees;
- Has asked me to discuss with you what shape the Committee's link with the new Cabinet Performance and Delivery Group might take, to consolidate performance governance arrangements going forward;
- Will programme scrutiny of the workforce development toolkit for March 2018, as indicated on the Cabinet Forward Plan.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee for the consideration of Delivering Capital Ambition. We look forward to your response and wish you all the best in drafting the Corporate Plan 2018-19 to deliver your Capital Ambition.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Christine Salter, Corporate Director Resources
Joseph Reay, Head of Performance & Partnerships
Dylan Owen, Head of Cabinet Office
Debi Said, Cabinet Support Officer
Joanne Watkins, Cabinet Office Manager

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Fy Nghyf / My Ref: CM38884
Dyddiad / Date: 17th January 2018

Councillor David Walker
Chair
Policy Review & Performance Scrutiny Committee
Cardiff Council
County Hall
Cardiff

Annwyl / Dear David,

Thank you for your letter dated 11 December 2017.

I have noted the Committee's observations on the Delivering Capital Ambition report and process for delivering the Corporate Plan 2018-19, and I look forward to attending the next meeting on 17 January 2018 to discuss the draft Corporate Plan document. I welcome the committee's engagement in helping to shape the Plan at this early stage and continuing our commitment to early engagement.

The Committee have also previously raised the issue of target setting within the Corporate Plan, which is why I proposed a focused session on target setting with the Committee's new Performance Panel. I appreciate your willingness to engage, and have therefore requested that officers arrange this session. The involvement of other Scrutiny Committee Chairs in this exercise, subject to their availability, is welcomed. I believe this would be an important opportunity to outline and raise awareness of the target setting process ahead of the formal pre-decision scrutiny of the Corporate Plan, alongside the budget, by all the relevant Committees at their February meetings.

In addition, I can confirm that the workforce planning toolkit forms part of the Council's Workforce Strategy, which is due to be considered by the Policy Review and Performance Scrutiny Committee in March 2018.

With reference to the new Cabinet Performance and Delivery Group, I would welcome the opportunity to meet with you – together with my Cabinet colleague, Councillor Weaver, who chairs this group – to discuss how we can work constructively with the Policy Review and Performance Scrutiny Committee in the future. I will ask my office to put in place the necessary arrangements.

Yn gywir,
Yours sincerely,

**CYNGHORYDD / COUNCILLOR HUW THOMAS
ARWEINYDD / LEADER,
CYNGOR CAERDYDD / CARDIFF COUNCIL**



My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 25 January 2018

Councillor Huw Thomas,
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Dear Councillor Thomas,

Policy Review & Performance Scrutiny Committee: 17 January 2018

On behalf of the Members thank you for attending the above Committee, particularly in light of your other diary commitments. We appreciate your ongoing early engagement with us at this drafting stage of the Corporate Plan 2018-21, and the opportunity specifically to comment on the draft objectives.

Firstly, I wish to confirm that this Committee's Performance Panel looks forward to the informal session you have offered on target setting, to take place on Wednesday 31 January at 11.30am in the Scrutiny Chairs Room 263c, County Hall. This session, together with the observations of last week's meeting, marks a significant step forward in facilitating scrutiny impact on the Council's strategic planning processes.

Members welcomed the Corporate Plan 2018-21 as a useful document. We acknowledge that you have sought to embed the Capital Ambition Delivery Programme within the Plan, and sought alignment with the Public Service Board's Well-being Plan. Captured below are the committee's agreed comments and observations in respect of the draft – no status document, as at 17 January 2018.

The Committee considers that the Plan underplays the role Economic Development plays in achieving the objective '*A Capital City that works for Wales*'. We feel there are significant and visible projects and initiatives, such as those linked to the City Deal that should be listed as actions the Council will take to make progress. Similarly, performance measures (KPI's) for this objective are noticeably light compared with KPI's identified to measure other objectives. Members suggest that you consider

KPI's such as the number of new jobs generated, and the number of new businesses launched. We understand it can be difficult for the Council in its enabling role to develop KPI's for Economic Development over which it does not have complete control, but note that the Council's 'ambition' needs some quantification.

During the scrutiny, Members made specific references to the following steps/ actions:

Cardiff is a great place to grow up

- Page 3 - We consider the line '*Strengthen the management of the existing education estate*' would align more effectively under Page 20 – *Assets and Property: modernising & integrating our Public Services*.
- Page 3 - We consider the Council should be involved in activities to prevent young people reoffending. We therefore suggest that one useful performance measure under the support vulnerable young people section would be the percentage of youth re-offenders.

Cardiff is a great place to grow older

- Page 5 - Members consider the actions for this objective focus on remaining and promoting independence; however, the performance measures reflect satisfaction with care and support, rather than adults feeling more able to live independently with the care and support they receive.

Cardiff has safe, confident and empowered communities

- Page 9 -. Members consider this objective focuses on children and adults being protected from risk of harm and abuse, whilst the performance measures generally show outputs regarding training delivery, rather than measuring the desired impact resulting from the training. We would like to see more measures that reflect the steps/actions closely in this section, particularly measures for the action '*effective citizen engagement activity, giving people a voice in shaping Council services*'.

A capital city that works for Wales

- Page 13 - Develop a Live Music Strategy – We would like to know how this would be measured.

- Page 13 - The Committee considers that under this Well-being Objective there should be a reference to the quality of urban architectural design.

Cardiff's population growth is managed in a resilient way

- Page 16 - The Committee is of the view that it would be sensible for the Plan to factor in known and predicted population growth in relation to the delivery of some key services, such as waste management. We are seeking clarity on the future of alternative delivery models in areas such as waste management.
- Page 16 - Develop a City Food Strategy – we consider there needs to be clarification that this line relates to street food events and sustainable food initiatives, as you explained at the meeting.
- Page 18 - In the waste management performance measures there is no reference to improved productivity targets.

Modernising and integrating our public services

- Page 20 - The Committee recommends the inclusion of improving the contribution from income earning streams, and measuring the outcomes from partnership working.
- Page 20 - The Committee considers that under this objective the step to '*Get people and communities more involved in decisions*' needs to be given clear performance measures.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee for the consideration of the draft Corporate Plan. We look forward to your response, to our target setting session on 31 January, and to final pre-decision of the Plan on 14 February 2018 at 2pm, when you will be first on the agenda.

Yours sincerely,



COUNCILLOR DAVID WALKER

CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Christine Salter, Corporate Director Resources
Joseph Reay, Head of Performance & Partnerships
Dylan Owen, Head of Cabinet Office
Debi Said, Cabinet Support Officer
Joanne Watkins, Cabinet Office Manager

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Fy Nghyf / My Ref: CM39158

Eich Cyf / Your Ref:

Dyddiad / Date: 13th February 2018

Councillor David Walker
Chair, Policy Review and Performance Scrutiny Committee
Cardiff Council
County Hall
Atlantic Wharf
Cardiff

Annwyl / Dear David,

Thank you for your letter of 25 January 2018, and for the Committee's consideration of the draft Corporate Plan 2018-21. The views and observations of the Committee are valued, particularly in helping to shape the Corporate Plan at an early stage of development. This letter seeks to respond to the Committee's observations in turn and outline the consequential changes made to the Plan.

The Committee recognised the role of Economic Development as a small enabling service that could not be held accountable for some city wide indicators such as GVA and unemployment. It is accepted however that the Plan would benefit from including measures on employment growth, which have now been included in the draft that will be shared with the Committee ahead of its February meeting. An objective has also been included to recognise the role of the City Deal in supporting Economic Development across the City and wider region, whilst acknowledging the role of the Capital City Region Cabinet.

The Corporate Plan also reflects the Committee's observation that effectively managing assets and property – which support delivery of Council Services in a number of areas – should be included under the well-being objective 'Modernising and Integrating our Public Services'. However the component of this work relating specifically to school buildings is also included under the well-being objective 'Cardiff is a great place to grow up' in recognition of the strategic importance of investing in the condition of school buildings to ensure that every school in Cardiff is a good school.

We agree with the Committee's assertion that preventing youth re-offending is an important area of work, where the Council has a role to play, along with partner organisations. The Corporate Plan, therefore, now includes an objective, and corresponding key performance indicator, focused on preventing young people from reoffending.



The Committee also noted that performance measures relating to independent living reflect satisfaction with the care and support received, rather than adults feeling more able to live independently following the provision of care and support packages. As a consequence a performance measure has been included which reflects the extent to which people believe they are capable of living independently following support from the Independent Living Services.

Whilst Committee Members welcomed steps focused on ensuring that children and adults were protected from risk of harm and abuse, it was noted that performance measures focused on outputs rather than outcomes. Whilst the Corporate Plan must focus on ensuring key outputs are delivered, broader outcome measures are now included. The key performance indicator on the Multi Agency Safeguarding Hub measures both the effectiveness of preventative services and the work that the Council is doing to protect vulnerable children. With regards to adults, there is a basket of performance measures which capture how people feel about Council services and that their voices are heard. These are primarily included under the well-being objective 'Cardiff is a great place to grow older'.

Regarding the development of a Music Strategy, Sound Diplomacy are now working with Cardiff Council and stakeholders across the city. A key part of Sound Diplomacy's methodology will include auditing a number of measures such as the number of music venues, spaces and places within the city as well as the jobs and skills related to the sector. This exercise will help identify relevant and appropriate key performance indicators for inclusion in the Music Strategy.

The Committee also emphasised the importance of ensuring a high quality of urban architectural design. Whilst there are obvious difficulties in developing a measure for what is, in many ways, a subjective matter, the need for high-quality urban design is fully acknowledged. In response to this issue, the Council will convene regular Design Reviews of proposals submitted to the Local Planning Authority and will make recommendations based on the views of the multi-disciplinary panel. Furthermore, it is proposed that an annual Design Review Monitoring document is published, containing case studies and examples of recommendations made.

On the broader point of population growth, the Council and its Public Services Board Partners continue to undertake work to understand the impact of demographic pressures on services.

To provide the clarity sought by the Committee, the objective relating to a food strategy has now been further developed, to make clear what the strategy will seek to achieve.

Furthermore, the importance of improving productivity in relation to waste and street scene services is widely acknowledged. Whilst the value of having key performance measures relating to productivity is fully recognised, as a first step, a step on analysing APSE benchmarking data has been included in the Plan: 'Improve the productivity and performance of Street Scene Services by reviewing a range of customer-focused APSE benchmark indicators to establish relative performance and identify opportunities for further improvement'. This will allow the Council to identify an appropriate basket of customer-focused indicators which can be examined in greater detail to ensure that they are appropriate and relevant.

The Committee also noted the need to more clearly articulate how people and communities could be more involved in decision making. The importance of engaging people and communities in decision making is fully recognised, though the Committee will appreciate that there is no one single measure of involvement. The Corporate Plan therefore includes a step to ensure engagement activity is as representative as possible as well as a basket of indicators relating to engagement with decision making, including promoting voter registration, increasing external contributors to Scrutiny meetings and increasing webcast hits for key meetings.

Finally, concerning the outcomes of partnership working, both the Corporate Plan and the Well-being Plan are key documents in delivering the Administration's aspirations. Whilst many of the steps included in the Corporate Plan will be delivered in partnership, the Well-being Plan focuses specifically on the areas of collaborative advantage that can only be achieved by working with Public Services Board partners. Furthermore, the Council and the Public Services Board have committed to working towards the same seven well-being objectives, measured using the same city-level outcome indicators, reflecting common aspirations for the city and a shared understanding of the challenges.

Once again, I would like to thank all Members of the Committee for their continued engagement and support with the development of the Corporate Plan. The productive and constructive dialogue with the Scrutiny Committee is welcomed and I look forward to building on this positive relationship.

Yn gywir,
Yours sincerely,



CYNGHORYDD / COUNCILLOR HUW THOMAS
ARWEINYDD / LEADER
CYNGOR CAERDYDD / CARDIFF COUNCIL

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My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 31 January 2018

Councillor Huw Thomas,
Leader
Cardiff Council,
County Hall,
Cardiff
CF10 4UW



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

Neuadd y Sir
Caerdydd,
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Dear Councillor Thomas,

PRAP Performance Panel, target setting session: 17 January 2018

On behalf of all Scrutiny Chairs, and Members of the Policy Review and Performance Scrutiny Committee's Performance Panel, a sincere thank you for the valuable session held today to consider in some detail the Corporate Plan target setting process. We particularly appreciate the opportunity to feed cross scrutiny committee observations into Cardiff's final draft *Corporate Plan 2018- 21* before it is presented to formal Cabinet. We look forward to seeing the final draft alongside budget papers, when all Committees will aim to test the budget proposals against the Cabinet's stated Capital Ambition priorities. Captured below are some key issues raised during our discussion that you may wish to explore further.

The performance targets set out in the Corporate Plan for 2018-19 are intrinsically linked to the requirement that the Council successfully sets a balanced budget in February 2018. We are concerned that sometimes targets and budgets are not achieved and we would encourage that targets set are stretching but attainable to avoid a projected overspend as early as Quarter 1. We accept that often budgets such as Children's Services will need to be re-balanced. However, we feel there is an opportunity to ensure budget savings aspirations are firmly reflected in the performance targets set out in the Corporate Plan. We accept the Corporate Plan is what the organisation wants to achieve, however it can fail if we see performance management as separate from budget management. We feel it should be possible to frame financial targets as an integral part of the Corporate Plan, and encourage you to consider this. Members feel they should be able to understand from reading the Plan, which KPI's are indicative of the real pressures on the budget.

Members made specific references to the following lines:

- Lines 46-48. Members consider these lines can deliver many of the aspirations in the Corporate Plan. We would therefore encourage you to raise the profile of the Council's vision for schools, and consider setting a 5-year target to achieve an ambitious improvement in the number of green schools. We recommend that benchmarking against successful areas in England would enable us to understand the City's potential to achieve levels of good-excellent schools within the region of 80%, a level that has been achieved elsewhere.
- Line 59 – We encourage you to consider whether we should be more ambitious in setting a target of 94.5% attendance for secondary schools, given this is not an improvement on the outturn of 2016/17, and is lower than the target set in 2016/17.
- Lines 38 & 39 – Please look further into the maths of these interdependent KPI's. We suggest increasing the total number of visitors (Line 39) to Cardiff will require a larger than 2% increase in the number of staying visitors (Line 38).
- Lines 75, 76 & 77 – We acknowledge these are new statutory performance indicators linked to the Well-being of Future Generations Act and as such are difficult to set, however wish to suggest a target between 60% and 70% based on the benchmarking information listed.
- Line 71 – Members are most concerned about the levels and cost to the Council of sickness absence, particularly in areas such as waste management. We consider the cost of agency staff to cover sickness absence has a direct impact on Council budgets, and the Council consequently has less money to spend on services. We have seen that when the whole organisation addresses an issue such as sickness absence it can make a real difference. We consider it vital to success in reducing sickness absence that a high level of proactive management focus is constantly maintained, emanating from the top.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended the PRAP Performance Panel. We consider this additional informal engagement session you offered to support effective scrutiny of the Corporate Planning process was a productive and worthwhile opportunity.

Yours sincerely,



COUNCILLOR DAVID WALKER

CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the PRAP Performance Panel
Councillor Lee Bridgeman, Chair Children & Young People Scrutiny Committee
Councillor Mary McGarry, Chair, Community & Adult Services Scrutiny Committee
Councillor Ramesh Patel, Chair, Environmental Scrutiny Committee
Councillor Nigel Howells, Chair, Economy & Culture Scrutiny Committee
Paul Orders, Chief Executive
Joseph Reay, Head of Performance & Partnerships
Dylan Owen, Head of Cabinet Office
Andrew Simms, Corporate Performance & Improvement Officer
Principal Scrutiny Officers.
Debi Said, Cabinet Support Officer
Joanne Watkins, Cabinet Office Manager

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OFFICE OF THE LEADER**



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Fy Nghyf / My Ref: CM39139

Eich Cyf / Your Ref: Scrutiny/PRAP/Comm Papers

Dyddiad / Date: 5th March 2018

Councillor David Walker
Chair, Policy Review and Performance Scrutiny Committee
Cardiff Council
County Hall
Atlantic Wharf
Cardiff

Annwyl / Dear David,

Thank you for convening the target-setting session with members of the Performance Panel, and the other Scrutiny Chairs on 31 January 2018. I very much share your view that this additional engagement session was a productive and worthwhile opportunity.

I was also pleased to continue the constructive dialogue with Members from across the Scrutiny Committees as we discussed the target setting process, the performance measures selected as well as the proposed targets for 2018/19. Once again, the Plan has been further strengthened as a result of this engagement, and this letter seeks to outline the response to the issues raised.

I am in full agreement with the Panel's view that financial targets form an integral part of the Corporate Planning and Budget Setting process. That is why, in the same way as the Corporate Plan and the Budget are developed in tandem, the achievement of savings targets and performance reporting will be monitored and reported concurrently. The achievement of savings will be reported on a quarterly basis as part of the published Budget Monitoring Report. Similarly, the Performance Reports will continue to be presented on a quarterly basis. Taken together they provide a regular update on achievements against budget targets, policy objectives and performance measures.

With regards to education, the Council is committed to building on the progress of recent years to make sure that every school in Cardiff is a good or excellent school. In relation to target setting, planned changes to the curriculum and assessment framework in Wales over the next 2-5 years limit the possibilities of accurately predicting future categorisation, as criteria will most likely change.



In the 2016-17 academic year a new set of GCSE qualifications, and new rules for reporting school performance measures, were introduced in Wales. These changes made a significant difference to the results at Key Stage 4, particularly in the Level 2+ threshold, which is the headline measure for secondary school categorisation. Cardiff schools exhibited a higher degree of resilience than elsewhere in Wales, but are still in the process of embedding the changes in 2017/18. In addition, further changes have been introduced in 2017/18 to Welsh Baccalaureate and science GCSE. Looking forward, schools are also unclear of the assessment framework for 2018/19, which is set to be announced by Welsh Government in March 2018.

With regards to the secondary school attendance, the 2017-18 target is 0.3 percentage points higher (94.5%) than the 2016-17 result (94.2%). The target reflects the fact that there was a slight decrease in secondary attendance in 2016-17, to 94.2% compared to 94.5% in 2015-16. This was due to challenges in certain schools. The target set for 2017-18 reflects an ambition to get back to the previous level and then build from there in subsequent years.

In response to the Panel's request to revisit the performance measures relating to increasing the number of day visitors and the overnight visitors to the city, the Council's approach is aligned with the Welsh Government's National Tourism Strategy, 'Partnership for Growth'. This National Strategy sets an annual target of achieving a 2% increase in both day visitors and overnight visitors, or 10% over 5 years. Cardiff's approach to marketing the city is therefore aligned with the activities of the national body, Visit Wales. This means that the Cardiff offer can be projected more broadly through promotional activities at the national level, whilst national campaigns are reflected at the city level allowing for consistency of approach.

With regards to new statutory indicators for social services, I remain eager to set performance targets. I am, however, advised by the service area that there are inherent difficulties in doing so for 2018/19. The way that reablement is categorised by different local authorities in Wales has resulted in skewed performance figures and therefore any baseline set would be based on unreliable data. Regarding the two qualitative measures around adults' perceptions, Welsh Government has acknowledged that the guidance for the collection of this information was overly prescriptive and unhelpful. For example, the survey was only available in paper format in the first instance and the requirement to submit a sample excluded a large number of potential respondents. Also, family members and friends of potential respondents were not allowed to support people to complete the survey, which again restricted the number of responses received. Welsh Government, in recognition of these issues, have issued revised guidance for 2017/18, however this will impact on both responses themselves as well as response rates. It is for these reasons that setting targets requires a reliable baseline in the first instance. Equally, whilst Cardiff continues to monitor the position of English cities where similar information is available, the differences in regulatory regimes mean that it is difficult to benchmark performance based on English indicators alone.

On the issue of sickness absence, the Policy Review and Performance Committee recently considered an item on this issue in some detail at its January meeting. The Council recognises the issue and engaged APSE to conduct a review of sickness absence last Autumn which was shared with Members. The Council welcomed the observations of the Policy Review and Performance Committee arising from this substantive item from the January meeting and will respond to the March meeting.

Once again, I would like to place on record my gratitude for the continued engagement of Scrutiny Committee colleagues. The development of the 2018-21 Corporate Plan has benefited from enhanced engagement with the Committees and I look forward to continuing with this partnership.

Yn gywir,
Yours sincerely,

CYNGHORYDD / COUNCILLOR HUW THOMAS
ARWEINYDD / LEADER
CYNGOR CAERDYDD / CARDIFF COUNCIL

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 15 February 2018



Councillor Huw Thomas
Leader
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Huw,

Policy Review & Performance Scrutiny Committee: 14 February 2018.

On behalf of the Policy Review and Performance Scrutiny Committee sincere thanks for attending Committee yesterday together with Councillors Weaver and Goodway to facilitate consideration of the draft Corporate Plan 2018-21 and the draft Budget Proposals 2018-19. The Committee is grateful for your time, and for the co-operation of all Directors and officers in attendance to answer Members' questions. This letter captures the observations and concerns of the Committee in a structure that reflects the Committee proceedings. Firstly, comments on the Corporate Plan, secondly on the overarching budget position, followed by comments on the budget proposals of the specific service areas that fall within the terms of reference of this Committee.

Draft Corporate Plan 2018-21

Firstly, I wish to commend your responsiveness to Members concerns and observations raised in previous correspondence from the Committee and its Performance Panel. This is unprecedented. We warmly welcome such a step forward in co-production of the Corporate Plan, and we look forward to continuing this level of constructive dialogue with the Cabinet. Our observations are generally positive, the Committee considers that the process of developing the new Administrations Capital Ambition into the Corporate Plan has been worthwhile, and looks forward to the organisations greater focus on a culture of tracking targets to deliver the Corporate Plan. There are however, a few further comments you may wish to address, as follows:

- We are seeking reassurance that you consider there is a strong connection between the objectives of the Well-being of Future Generations Act and the Corporate Plan, particularly around the health aspects of the legislation. We note the Future Generations Commissioner's reassuring response to Cardiff's Well-being Plan, and the ongoing work with partners to secure the right basket of indicators, however we concur there is a task ahead to fully embed the Well-being of Future Generations legislation across the Council. Members feel there is an opportunity to strengthen our commitment to addressing health inequalities.
- In respect of the Well-being objective *A Capital City that works for Wales*, the Performance Panel previously commented on the interdependency of the KPI's for this objective. We suggested that to increase the total number of visitors to Cardiff (by 3%) would require a larger than 2% increase in the number of staying visitors. We wish to re-iterate this point, and stress that we consider this economic development indicator could be more ambitious and aim to increase the proportion of visitors that stay overnight in the City.
- The Committee has some concerns about the reference to the Corporate Landlord Model in the Working for Public Services section of the Plan. As you are aware the Committee is currently undertaking an inquiry on this model of estate management, and evidence gathered to date indicates it requires complete buy-in from the organisation. We are therefore concerned that '*ensure all of the Council's estate is compliant by the end of 2018*' reduces the model to compliance when it is clearly so much more. We would therefore encourage you to reflect on the wording in the Steps section at page 51.
- In respect of the aspiration to deal with the asset maintenance backlog via the Corporate Landlord Model, we are reassured that asset management governance has been strengthened, care will be taken to achieve the best value for Council assets disposed of, and also not to release assets that could weaken the Council's position. We are however concerned as to whether receipts from the disposal of surplus property will be great enough to support a £40m maintenance backlog.

Overarching Budget Proposals 2018-19

- The Committee is concerned that Council Tax is increasing by 5%. This is considerably higher than the 3.7% anticipated, despite the financial settlement being better than expected. We note that the employers pay award at 2% currently on offer is the main reason given for this. However, in our letter of 20th September 2017, following scrutiny of the Budget Strategy, we highlighted concerns on this matter. Since we were assured in September that the 3.7% potential council tax rise had taken into account a pay rise of 2%, we find it difficult to accept this as justification for the council tax increase to 5%. The committee therefore asks you for further clarity on the reasons for this rise.
- Members are interested in how Cardiff compares with other Welsh Councils, and indeed English Councils, in respect of its long-term debt. We are therefore minded to revisit an earlier benchmarking exercise.
- We have some concerns around retaining control of borrowing and revenue commitments. On the matter of borrowing, we are concerned about the risk of debt impacting on the Council's overall budget. We note officers' view that the Council cannot borrow in advance of need and that interest rates are always fixed, but Members are not reassured by this. We consider the Council is not in a position to predict future interest rates, and therefore is at risk of fixing borrowing at a higher rate.
- We note your explanation in respect of the £11m cost of parking enforcement, which generates an income of £12.1m per annum. We understand this includes support for the highways budget and in fact, the actual cost of parking enforcement is £6.2m, and we can reference more detail at Appendix 19 of the full budget report to Council.
- The Committee referenced an additional £8.4m in the budget for Social Services, writing out a previous saving. There are many red risks in adult social care and notably the out of county placement of children. The savings are ambitious. We accept that the new senior management structure will

assist, and we have to accept some risks, but we are seeking reassurance that there will not be an increase in care costs to the service user.

- Members have some concerns that income generation is a repeated theme across Directorate budget savings proposals. We note the actual figures, that only £2.4m of £14.3m is from income generation, and we agree with officers that income generation lines will always be more risky, recognising that easy savings have already been offered.
- The Committee notes the proposal to reduce dependency on agency spend across the recycling and waste services team, by improving attendance at work. We have heard in a previous scrutiny the challenge of sickness absence, particularly in frontline services such as waste, and therefore question how achievable the proposal is.

Resources Proposals

- We acknowledge the Resources Directorate is losing proportionately more staff than other Directorates.
- The Committee observed a different culture in the Resources Directorate compared with some other Council services. Members heard that ICT systems should be fit for purpose, improve efficiency and streamline processes, and this did not necessarily mean they should be developed in house. We note the Directorate's appetite to push boundaries, illustrated in services such as procurement.
- In respect of the Council's Digital First aspiration, the new Chief Digital Officer will clearly take this forward. We would hope that no proposed savings would prevent digital progress. However, we do urge care to ensure that e billing does not exclude those who are not technically resourced. We are therefore reassured that Council Tax customers must opt-in to be billed electronically.

Economic Development Proposals

- The Committee notes you consider savings proposals to expand the market share for Pest Control, and to generate more income from Building Cleaning and Security Services are all achievable.
- We welcome the comprehensive review of the Council's estate and the much clearer picture of the estate it will provide, particularly in respect of Council land, noting that details will be digitalised onto a database.
- In respect of the International Pool subsidy removal, we are concerned about the impact on charges, staffing and services. We are pleased to hear the operator (Parkwood Leisure) considers no diminution of service will be necessary as a result, and that the same pricing terms have been agreed.
- Corporate Landlord – As we highlighted in our scrutiny of the Corporate Plan the Committee is focussed on the importance of the Corporate Landlord Model, and the potential it offers to put in place the controls required for successful management of the estate. We note the resourcing plan is currently under development and are reassured there will be no job losses affecting this team, and in fact, the corporate estate team will grow.
- Corporate Landlord – Members acknowledged it will take time to generate the £40m required to tackle the operational estate maintenance backlog with the release of non-operational estate, and that there will continue to be a budget allocated for maintenance. We note also your view that it will take 5-10 years to eliminate the current backlog of schools maintenance.

Governance & Legal Services Proposals

- The Committee notes the reduction of two posts from the scrutiny function and the consequence that there will be a reduction in the capacity for undertaking task group inquiries. We note that this follows the decision to retain five scrutiny committees in recognition of the importance of the function, and that the saving is risk assessed as red-amber in terms of achievability reflecting its political sensitivity. We understand there will be less opportunity for inquiry

work and that external links with universities and charitable organisations are to be encouraged where appropriate, to continue such member led research.

- In respect of Legal Services, we note that internally delivered services are more cost effective, but that there will always be occasions that the right expertise is not available in-house. We recognise that childcare legal cases are complex and are pleased to hear officers are confident the Council will attract such expertise, and that generally the retention and recruitment of solicitors has not been difficult.

May I thank you once again for the time you and your Cabinet have committed to enable scrutiny consideration of the Corporate Plan 2018-21 and Budget Proposals 2018-19 at all five Scrutiny Committees this week.

Yours sincerely,



COUNCILLOR DAVID WALKER

CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance
Councillor Russell Goodway, Cabinet Member Investment and Development
Paul Orders, Chief Executive
Christine Salter, Corporate Director Resources
Neil Hanratty, Director of Economic Development
Davina Fiore, Director of Governance & Legal Services
Joseph Reay, Head of Performance & Partnerships
Philip Lenz, Chief Human Resources Officer
Ian Allwood, Head of Finance
Tara King, Assistant Director, Commercial and Collaboration
Gareth Newell, Partnership and Community Engagement Manager
Dylan Owen, Head of Cabinet Office
Joanne Watkins, Cabinet Support Office
Debi Said, PA to Leader

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref:

Eich Cyf / Your ref: T: Scrutiny/PRAP/Comm Papers/Correspondence



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Dyddiad / Date: 15 February 2018

Councillor Walker
Chairperson – Policy Review and Performance Scrutiny Committee
Room 271
Atlantic Wharf
County Hall
Cardiff. CF10 4UW

Dear David

Policy Review & Performance Scrutiny Committee – 14 February 2018

Thank you for your letter dated 15 February 2018 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 15 February 2018.

Draft Corporate Plan 2018-21

I want to reassure the Committee that there is a strong connection between the national goals contained within the Well-being of Future Generations Act and the well-being objectives contained within both the Cardiff Well-being Plan and the Council's Corporate Plan. All of the well-being objectives have been designed to maximise the authority's contribution to the goals.

With regards to the Council's commitment to addressing health inequalities in the city through working with public service partners, each of the seven well-being objectives in the Corporate Plan contributes towards the national well-being goal of 'A healthier Wales'. For example, the Council recognises that poverty is one of the greatest contributory factors to poor health and, therefore, the 'Supporting People out of Poverty' objective in its entirety contributes towards this goal. Similarly, 'Safe, Confident and Empowered Communities' confirms that the Council will respond to the recommendations of the Parliamentary Review of Health & Social Care in Wales and includes performance measures about the number of individuals participating in parks/outdoor sport. In addition, 'Cardiff grows in a resilient way' includes both steps and performance measures around improving air quality and increasing active travel in Cardiff.

With regards to visitor numbers to Cardiff, it is important to recognise that a 3% increase in the total number of visitors to the city over the next year is an ambitious figure and, if achieved, would put Cardiff ahead of the five-year target that has been set in 'Partnership for Growth', the Welsh Government's National Tourism Strategy.



Delivering our vision of becoming Europe's most liveable capital city

The Council welcomes correspondence in English and Welsh and we will ensure that we communicate with you in the language of your choice, whether that is English, Welsh or bilingual as long as you let us know which you prefer. Corresponding in Welsh will not lead to any delay.

Cyflawni ein gweledigaeth o ddod y brifddinas orau i fyw ynddi yn Ewrop

Mae'r Cynghor yn croeso awn gohebiaeth yn Gymraeg a Saesneg a byddem yn sicrhau ein bod yn cyfathrebu â chi yn eich dewis iaith bwrdd yn Gymraeg, yn Saesneg neu'n ddwyieithog dim ond i'r ffordd sydd i chi poen sydd well gennych. Ni fydd gohebu yn Gymraeg yn creu unrhyw gedi.

This challenging target needs to be considered in the context of very strong competition in the tourist market from other cities.

The Cabinet wholly support and recognise that the Corporate Landlord Model is much wider than compliance and have made presentations to the PRAP Scrutiny Task and finish group to explain this. The Corporate Landlord Delivery is a five year programme and in year 1 - 2018/19 - these are the first two priorities; to review the estate and to ensure compliance. Further improvements will follow. A minor amendment to wording in the corporate plan has been agreed to clarify this and Cabinet look forward to receiving the task and finish report.

Overarching Budget Proposals 2018-19

I note the concerns of the Committee in respect to the Budget Strategy planning assumptions on pay award and the link to an increase in Council tax from previous Budget strategy assumption. I would like to remind the Committee of my letter dated 10 October 2017 where I state the following;

- *The difference between a 1% and a 2% pay award, taking into account the above position on schools' growth, is £2.8 million. The reflection of pay awards beyond 1% in the MTFP will be considered when the position on the public sector pay cap is afforded greater clarity in the UK budget on 22 November and subsequently in the final Local Government Settlement in December.*

To explain the change between the consultation and final settlement position, I refer you to Appendix 12 of the Cabinet Budget Report which details the movements post consultation.

It would be helpful to bring Members attention to paragraph 437 of the Budget Report which states that whilst approving the Capital Programme for the period up to 2022/23, members should be aware that the later years of the programme will be subject to an on-going review of the Council's financial resilience. Amongst other factors that will be considered will be the interest rate position at that time.

As set out in the Budget Report, the S151 Officer is content that the Programme is affordable both in relation to 2018/19 and over the longer term. There are clearly significant financial challenges in the future though and these are set out in the Medium Term Financial Plan overview within the report. In this regard, any further capital investment over this period and in the future will need to be carefully considered within the overall context of future budgets and the financial resilience of the Council. This is made clear by the S151 Officer within the report.

It was explained to the Committee that in line with the CIPFA Prudential Code for Capital Finance in Local Authorities a number of financial indicators are included within the Budget Report. The Prudential Code was updated in December 2017 and as part of the 2019/20 Budget full Council will receive and be asked to approve a Capital Strategy that sets out the long term context in which both capital expenditure and investment decisions are made. The Budget Strategy Report in July 2018 will consider the main requirements of the Capital Strategy and set out the timescales for approval by Council.

I acknowledge that the savings proposed by Social Services are ambitious but it is important in these challenging times that directorates look at all savings opportunities and set themselves stretching targets in terms of their achievement. The Director is clear as to how these savings can be made and these will be closely monitored as the financial year progresses. Within the Social Services proposals, the only budget saving that impacts on costs to service users is the £350,000 (savings line 40) arising from an increase in the maximum weekly charge for non-residential care which reflects a change to the levels advised by Welsh Government as part of their charging policy for these services

The budget saving proposal in relation to improved attendance in Waste Management was discussed in some detail in the Environment Scrutiny Committee. The Assistant Director was clear that although challenging, measures have been put in place that will enable this saving to be achieved.

On all other points, the Committee's comments are noted.

Directorate Proposals

I note the Committee's comments in respect of these proposals.

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process.

Yn gwyir/Yours sincerely



Y Cyngorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



COUNCIL: 22 MARCH 2018

CABINET PROPOSAL

CARDIFF'S LOCAL WELL-BEING PLAN

Reason for this Report

1. To enable the Cabinet to approve Cardiff's Local Well-being Plan (**attached at Appendix A**) for consideration by Council on 22 March 2018, noting that publication will be subject to approval by all statutory members of the Cardiff Public Services Board.

Background

2. On 6 July 2017, Cabinet approved Capital Ambition as a statement of the new administration's priorities with the document also discussed and noted at the subsequent meeting of the Council. Capital Ambition spells out an urgent need to change public services, with a focus on partnership working and service integration and that the Council must work *"across the public services in order to deliver lasting solutions to complex problems"*.
3. The Delivering Capital Ambition report, approved by Cabinet on 14 December 2017 set out how the Council's Corporate Policy and Performance Framework would be reshaped to ensure the delivery of the administration's priorities, including the development of the Corporate Plan and Departmental Delivery Plans. The report also makes clear that delivering Capital Ambition will require coordinated action by the Council and its partners.

The Cardiff Public Services Board

4. Established in April 2016, the Cardiff Public Services Board (PSB) replaced the existing Cardiff Partnership Board. The PSB is a statutory board, required under the Well-being of Future Generations Act (2015), and is chaired by the Leader of Cardiff Council, with membership drawn from the city's public and third sector leadership. The Cardiff PSB's membership can be found at **Appendix B**. The Cardiff PSB is supported by the PSB Delivery Board, chaired by the Council's Chief Executive. The PSB Delivery Board also functions as Cardiff's statutory Community Safety Partnership (CSP).
5. Under the Well-being of Future Generations Act the Cardiff PSB is statutorily required to:

- i. Undertake a Well-being Assessment, to assess the state of economic, social, environmental and cultural well-being in its area. This must be undertaken every 5 years, and be published in advance of local elections.
 - ii. Set Well-being Objectives that are designed to maximise the PSB's contribution to the national well-being goals, as defined by the Well-being of Future Generations Act.
 - iii. Publish a Local Well-being Plan which sets out the areas of 'collaborative advantage' in which the board members will work in partnership to improve well-being in the city, particularly through greater alignment or integration public and community services.
 - iv. Carry out and publish an annual review of their plan showing progress.
6. The Local Well-being Plan is statutorily required to:
 - i. set out local objectives and the steps proposed to meet them
 - ii. explain why the PSB considers that meeting the local objectives will contribute to achieving the national well-being goals
 - iii. explain how the local objectives and steps have been set in response to the local well-being assessment
 - iv. specify time periods within which the PSB expects to meet the objectives
 - v. explain how steps are taken in accordance with the sustainable development principal.
7. In producing the Local Well-being Plan the PSB is required to consult widely. This includes:
 - i. 14 week consultation with the Well-being of Future Generation's Commissioner on how to take steps to meet the local objectives to be included in the plan. This must take place prior to public consultation on the draft plan.
 - ii. 12 week statutory consultation on the draft Well-being Plan.
8. The Local Well-being Plan must be approved by the decision making body of each of the board's statutory members, and finally by the PSB, no later than one year after the local elections.

Development of Cardiff's Well-being Plan

9. In March 2017, the Cardiff PSB approved the Cardiff Well-being Assessment. The Assessment provided a comprehensive analysis of

Cardiff's social, economic, environmental and cultural well-being, identifying the key opportunities and challenges facing the city. The data used to inform this Assessment included the 46 National Indicators for well-being, Ask Cardiff survey indicators; and additional indicators recommended by Public Services Board partners and other stakeholders. An assessment by Neighbourhood Partnership was also undertaken to highlight the differences in outcomes across the city. The Cardiff Liveable City Report provides a summary of the Well-being Assessment, and the full assessment can be accessed on the Cardiff Public Services Board website (<https://goo.gl/1E9mBU>).

10. In June 2017, the Cardiff PSB recommended that the vision for Cardiff Well-being Plan focus on 'inclusive growth' and on ensuring that the benefits of Cardiff's growth are felt across all the city's communities, and developed seven draft Well-being Objectives that maximised the PSB's contribution to achieving this ambition. On 26 June 2017, Cardiff PSB submitted seven draft well-being objectives to the Future Generations Commissioner for advice on how these objectives could be best delivered, as required by statute. The response from the Commissioner was received on 2 October 2017 – **attached at Appendix C**.
11. On 29 September, the Cardiff PSB approved a draft of the Well-being Plan for public consultation. A 12 week statutory consultation on Cardiff's Draft Well-being Plan ran from 13 October 2017 - 5 January 2018. Engagement activities included an online survey and a series of engagement events and focus groups with seldom heard groups and communities, including:
 - 20 locality and partner events covering each Neighbourhood Area
 - Cardiff Youth Council Grand Council
 - 50 + Forum focus group
 - 2 BAME focus groups
 - Cardiff Deaf Club meeting
 - Cardiff and Vale Action for Mental Health
 - Friends and Neighbours Group (Butetown)
12. Alongside this, the annual Ask Cardiff citizen survey 2017 contained for the first time a series of questions on citizen well-being and citizen satisfaction with life in Cardiff. The findings of these consultation exercises can be found as an appendix to the Well-being Plan (**see Appendix 2 to Appendix A**).
13. Cardiff Policy Review and Performance Scrutiny Committee (PRAP) has the statutory responsibility for scrutiny of Cardiff's PSB. Cardiff's Well-being Plan has been considered by PRAP on 18 July 2017 (to consider the draft Well-being Objectives) and 15 November (to consider the draft Well-being Plan). Responses from PRAP can be found at **Appendix D**.
14. In response to the feedback from the Future Generations Commissioner, the public engagement exercise, formal submissions from stakeholders and the views of Scrutiny, the draft Well-being Plan was revised and approved in principle by Cardiff PSB on 27 February 2018.

15. Prior to the Well-being Plan being approved for publication by the Cardiff PSB it must be approved individually by each statutory member of the Public Services Board; namely Cardiff Council, Cardiff & Vale University Health Board, South Wales Fire & Rescue Service and National Resources Wales. The South Wales Police and Crime Commissioner will also be considering the plan for approval. The timetable of approval meetings is attached as **Appendix E**.

Cardiff's Well-being Plan

16. Cardiff Public Services Board's Well-being Plan (**Appendix A**) contains the following seven Well-being Objectives:
 - 1: A Capital that works for Wales**
 - 2: Cardiff grows in a resilient way**
 - 3: Safe, Confident and Empowered Communities**
 - 4: Cardiff is a great place to grow up**
 - 5: Supporting people out of poverty**
 - 6: Cardiff is a great place to grow older**
 - 7: Modernising and Integrating Our Public Services**
17. These are consistent with the Council's Well-being Objectives, as contained in the Corporate Plan.
18. For each Well-being Objective the plan lists the 'steps' or actions that the city's public services will do, together, to achieve them. The steps therefore focus on areas of 'collaborative advantage', areas of public service delivery which fundamentally require partnership working between the city's public and community services. The partnership governance and delivery arrangements are currently being reviewed to ensure that they are able to deliver the steps identified in the plan.
19. A small number of city-level outcome indicators have been identified to measure progress against each Well-being Objective over the course of the Well-being Plan. The indicators will be reported on annually as part of Cardiff PSB's (statutory) annual report.
20. As noted above, the Well-being Plan has been developed in tandem with the Council's Corporate Plan. The Plan has also been aligned to the Cardiff & Vale Area Plan for Care and Support Needs 2018-2023, required under the Social Services and Wellbeing Act (2014), notably in relation to care and support for Older People (Well-being Objective 6: Cardiff is a Great Place to grow older) and for other vulnerable population groups defined in the Social Services and Wellbeing Act (2014).
21. As required under the Well-being of Future Generations Act, an annual progress report will be published on progress against the city level indicators and steps in the plan.

Reason for Recommendation

22. To enable the Cabinet to approve Cardiff Well-being Plan for consideration by Council on 22 March 2018, noting that publication will be subject to approval by all statutory members of the Cardiff Public Services Board.

Financial Implications

23. The Corporate Plan and Capital Ambition Document set out delivery outcomes that are in alignment with the delivery of the Cardiff Well-being Plan and the Council's 2018/19 Financial Budget. Implementing these strategic priorities and improvement objectives will need to be in accordance with the amounts set out in the 22 February 2018 Budget Report which included both revenue and capital budgets for 2018/19, the indicative Medium Term Financial Plan for the period up to 2021/22 and the indicative Capital Programme for the period up until 2022/23.
24. Where objectives contained in the appendices will be subject to further detailed reports these will be accompanied by a robust business case. These reports will include sufficient financial detail in order to set out the full and robust financial implications as well as be fully informed of associated risks.

Legal Implications

25. The Public Services Board is required to prepare and publish a local well-being plan, which sets out the local well-being objectives and the steps that it proposes to take to meet them. These must be designed to maximise the Board's contribution to delivering the well-being goals within its area. The Plan must be published within one year of the 2017 local government elections, i.e. the first well-being plan must be published by 3 May 2018 and will cover a five-year period. Further detail of the Board's obligations is to be found in paragraphs 5 – 7 of this Report. The Plan must be approved by each of the Board's statutory members, of which the Council is one.

Impact assessments

26. An Equalities Impact Assessment [EIA] is attached at **Appendix F**. Findings from this assessment have informed the proposals set out in this Cabinet report. Further EIAs will be completed for any additional specific areas of risk identified following this Cabinet decision.

HR Implications

27. There are no direct HR implications arising from this report. However, the Council's directorates will all have a key part to play in the achievement of the objectives set out in the Well-being Plan. Workforce planning and employee development will be key requirements to ensure that the Council has in place the right roles and employees with the necessary skills, to deliver. Initiatives such as the Council's Apprenticeship and Trainee Schemes and the support for employees to become Welsh speakers are part of this.

CABINET PROPOSAL

The Council is recommended to approve the Well-being Plan.

THE CABINET

15 March 2018

The following appendices are attached:

Appendix A: Cardiff Well-being Plan

Appendix B: Cardiff Public Services Board Membership

Appendix C: Future Generations Commissioner's Advice

Appendix D: Cardiff PRAP Scrutiny Committee Letters

Appendix E: Well-being Plan Approval Timetable

Appendix F: Equality Impact Assessment



Cardiff Well-Being Plan





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“ No one public service can respond to these challenges alone ”

Foreword



Cardiff is now a true economic, cultural and political capital city. It's a city of strong and safe communities, great schools and universities, and creative, talented, welcoming people. No wonder Cardiff is now consistently ranked by our own residents as one of the best cities in which to live in Europe. It's a far cry from the city that was grappling with the challenges of deindustrialisation only a generation ago.

Our ambition is to make sure that for the generations to come Cardiff is an even better place to live and work, where the benefits of growth are felt by all our citizens, our region and our nation.

We recognise that there are serious challenges to overcome. Foremost among these is inequality. The gap between rich and poor in the city is too wide, and it is growing. This poverty casts a long shadow over too many lives, it places pressure on public services and it breaks the bonds that help to create a strong society. Making sure that as many people as possible can benefit from the city's growth will therefore be at the heart of the work of the Cardiff Public Services Board.



Huw Thomas
Huw Thomas
 Chair, Cardiff Public Services Board
 Leader of Cardiff Council



Maria Battle
Maria Battle
 Vice Chair, Cardiff Public Services Board
 Chair, Cardiff and Vale University Health Board

So too will making sure that Cardiff grows in a sustainable way. That so many people are choosing to live and work in Cardiff is good news, but growth will strain our city's infrastructures and put new demands on our public services. We will work together to make sure that they are fit for the future. As public service leaders we know that many of the most complex issues we face cannot be dealt with by a single organisation acting alone. Whether it be protecting our most vulnerable children, helping those who are homeless, tackling radicalisation or supporting older people to stay happy and healthy in their own homes, we know that we have neither all the answers, nor all the means to solve the challenges we face. These we must work on, together.

Together we can make Cardiff a great place to live for all our residents. A city in which every citizen, regardless of background, has the chance to fulfil their potential and can contribute to, and benefit from, the city's success.

This plan sets out how we will make this happen.

“ Together we can make Cardiff a great place to live for all our residents ”

What is Cardiff's Public Services Board?

Cardiff's Public Services Board (Cardiff PSB) brings together the city's public service leadership and decision-makers, including those from the Local Authority, Health Board, Natural Resources Wales, Welsh Government, the Third Sector and the Fire, Police and Probation services. The purpose of the PSB is to improve the economic, social, environmental and cultural well-being of Cardiff by strengthening joint working across the city's public services.

What is a Well-being Plan?

The Well-being Plan sets out the Cardiff PSB's priorities for action over the next 5 years, and beyond. The plan focusses on the areas of public service delivery which fundamentally require partnership working between the city's public and community services, and with the citizens of Cardiff.

The Plan contains Well-being Objectives, high-level priorities that the Cardiff PSB have identified as being most important. It also contains 'Commitments,' or practical steps that the city's public services, together, will deliver over the next 5 years.

The Well-being Plan should therefore be seen as a complementary document to the strategic plans of each PSB member (see **Appendix 1**), focusing on delivering 'collaborative advantage' in areas of city life and public services which cut across all public and communities services.

The Plan responds to a wide ranging evidence base on the quality of life and public services in Cardiff, and how these might change over the years to come. This includes:

- The Well-being Assessment: a comprehensive study of the quality of life in Cardiff undertaken in 2017

- The views of the people of Cardiff: a programme of engagement on the development of the plan (see **Appendix 2**)
- The Cardiff Future Trends report: a report for the PSB that sets out the long term trends facing Cardiff and the impact these will have on the city's public services.

Well-being of Future Generations Act

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It requires public services to work together through Public Services Boards to improve the well-being of each Local Authority area and contribute to the 7 national well-being goals. The contribution of this Plan and its Commitments against the National well-being goals can be found in **Appendix 3**.

It is designed to help make local communities better and public services more sustainable, and will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach (known as 'the 5 ways of working').

For each well-being objective identified by Cardiff's PSB, the plan illustrates which of the national well-being goals it contributes to. Similarly, the Well-being Objectives contained in the plan should not be viewed in isolation, but as a mutually reinforcing programme of change which, collectively, will help public services in Cardiff respond to the pressures they are under and improve the lives of the people of Cardiff, particularly the city's most vulnerable citizens.

Why do we need a Well-being Plan?

Cardiff is going through a period of rapid change. The city is facing a series of critical challenges, like how to make sure that city's rapid population growth and economic success help all citizens; how the gap between the city's most and least deprived can be reduced; how to make sure the city's public services and infrastructures are resilient to this growth; and how to deliver excellent public services, particularly for the city's most vulnerable people, at a time of austerity.

No one public service can respond to these challenges alone. It will require close partnership working between Cardiff PSB members and other organisations in the public, private and third sectors, and most importantly of all, with the citizens of Cardiff.

How did we develop the Well-being Plan?

By looking at Cardiff today and the Cardiff of tomorrow, the Well-being Assessment identified the key challenges and opportunities facing the city. These findings, consultation feedback and the priorities for its member organisations provided the context for the Cardiff PSB to develop its well-being objectives and 'Commitments'.

A draft Well-Being Plan was produced for consultation, which ran from 13 October 2017 to 5 January 2018. Engagement activities included an online survey and a series of engagement events and focus groups with seldom heard groups and communities, including BAME groups, disability groups and the Youth Council. Additionally, the annual Ask Cardiff citizen survey contained, for the first time, a series of questions on citizen well-being and citizen satisfaction with life in Cardiff, aligned to the questions of the National Survey for Wales.

The draft Well-being plan was reviewed and amended, reflecting on the findings of these engagement activities and the formal consultation responses received from the Future Generations Commissioner, Welsh Government and stakeholder organisations across the city.

Measuring progress

To measure progress in improving the well-being of Cardiff, progress against each well-being objective will be measured against a combination of national, regional and local indicators.

In addition, the Cardiff PSB will also measure the reported well-being of the people of Cardiff in the annual Ask Cardiff survey across the following areas:

- Life satisfaction
- Worthwhile
- Happiness
- Anxiety

These indicators will be reported on annually with updates on progress against individual indicators published as data becomes available.

The technical document at **Appendix 4** provides an indication of whether or not data can be disaggregated according to local area, equality group and other contextual information that will aid analysis.



Cardiff Today and Tomorrow

Cardiff Today

Cardiff has a population of 361,500 and is one of the fastest growing major British cities. It is at the heart of the Cardiff Capital Region of 1.5 million people and makes up nearly a quarter (24%) of this population.

Cardiff today is a relatively wealthy, safe, green and healthy city. 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, shopping and its public and green spaces are ranked by its own citizens as amongst the best in Europe and residents are also consistently happy with the quality and efficiency of public services in the city, particularly compared to other European cities.

The city economy is growing. Jobs and businesses are being created, unemployment is at its lowest level. Over this decade, visitor numbers are growing each year and skills levels across all levels of attainment are high. The capital city plays a vital role in creating jobs for the wider city-region, with 2 out of 3 new jobs created in the Capital Region over the last 10 years having been created in Cardiff.

Cardiff has a long history of being an open, welcoming and multi-cultural city. With 15.3% of the city's population coming from a non-white background, and over 100 languages spoken in the city, Cardiff is by far the most ethnically diverse local authority area in Wales. It is also a safe city. Over the last decade, crime has fallen dramatically with fewer burglaries, incidents of criminal damage and antisocial behaviour.

People in Cardiff today 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', though more than half the population are underweight, overweight or obese and rates of smoking and drinking remain high.

Yet while Cardiff performs strongly across a number of city-wide indicators of well-being, 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. Almost a third of households and over a quarter of children under the age of 20 are living in poverty.

Large disparities in levels of unemployment, household poverty and workless households exist across the city, and these economic inequalities closely align with health, crime and educational inequalities, with for example a healthy life expectancy gap of 22 to 24 years between the most and least deprived communities. These trends predate the economic crisis and subsequent recession, being evident throughout the period of economic growth the city experienced in the years preceding the 'credit crunch'.



Cardiff Tomorrow: Trends, Opportunities and Challenges

Cardiff's population is projected to grow by over 20% in the next 20 years, faster than any other major British city apart of London. This increase in population (73,000 people) will be greater than all other 21 local authorities in Wales combined (69,000).

This growth will provide major economic, social and cultural opportunities for Cardiff and the wider region. A young and highly skilled population points to a period of strength for the city economy, and can support a shift to a more innovative, productive and low carbon economy that will be needed if the city is to respond to a complex and uncertain economic environment characterised by Brexit and ongoing globalisation, public sector austerity and rapid and disruptive technological change.

Ensuring that the benefits of growth are widely felt will be a major challenge. Too many people in Cardiff are struggling to make ends meet and this poverty casts a long shadow over people's lives. For example, though life expectancy is expected to rise for the poorest men in Cardiff, healthy life-expectancy is projected to decrease. Without a shift towards

a more inclusive economy and society, where all citizens feel able to contribute to and benefit from the city's success and the gap between the richest and poorest being reduced, these trends are unlikely to improve.

Population growth will lead to increasing pressures on the city's public services, physical infrastructure and the environment. 40,000 homes are projected to be built, and whole new communities will exist in 2036 that don't exist today. All the city's communities – new and old – will need to be well-planned and well-connected, with access to employment, great public services, retail and green spaces. Growth will bring increasing pressure on the city's transport, energy and water infrastructures and investment, innovation and changing behaviours will be needed to ensure that its impact can be managed in a resilient way.

Deprivation and growth will put pressure on the city's public services. Living in poverty leads to poorer health, lower pay, higher crime and greater pressures on public services at a time of reducing budgets. The city's growth will not be evenly spread across ages and demographics, with the number of young people and older people expected to rise significantly, two groups who rely more than others on public services. Responding to these pressures at a time of continued financial austerity has been, and will continue to be, a major challenge for the city's public and community services.





The Public Service Challenge

Over the years ahead, public services will need to adapt and respond to the rapid growth in population, the demands and changing expectations of citizens, the consequences of poverty and significant and ongoing resource constraints. To make sure that the city's public services are fit for the future they will need to be characterised by the following five principles or ways of working:

Delivering today, looking to tomorrow: Public services are already being reformed in response to the long term challenges facing the city and they will need to continue to change over the years ahead, sometimes radically. Cardiff PSB will oversee special areas of public service reform today, whilst making sure its eyes are on the horizon, leading the changes that will ensure that public services are fit for the future.

Preventing problems before they happen: Across a range of services we will place a focus on intervening early, addressing the root causes and aiming to, wherever possible, prevent problems before they happen. This will mean identifying and working with vulnerable children and families to put in place the support they need at the earliest possible stage, way before crisis point is reached; it will mean working to keep people independent and healthy in their own homes and communities for as long as possible; and it will mean working to tackle poverty and create a more inclusive city, where all citizens feel able to contribute to and benefit from the city's success.

Joining-up our public services: No public service can meet the challenges they face alone. Whether it be through delivering efficiencies through sharing buildings and back-office functions or supporting some of the city's most vulnerable people, public services will need to work in ever closer partnership. This will mean accelerating community based collaboration through Community and Well-being hubs, bringing together public and third sector services under one roof in the communities that are in greatest need, and joining-up our services so that public and third sector employees are working together as one team to ensure the right support is provided in the right way, at the right time.

People Power: Keeping our communities safe, hitting our sustainable transport targets or looking after our most vulnerable people cannot be achieved by the public services alone. We will look to strike a new deal with citizens and communities so that local solutions are developed in partnership with local people involving people and communities in the decisions that affect them.

One Cardiff: PSB members are committed to working towards the common goals and objectives set out in this plan, complemented by our respective strategic plans and our work with Cardiff's communities. In everything that we do, the PSB will work to make Cardiff a more prosperous, resilient, healthy, just and inclusive city. A capital city that works for Wales.





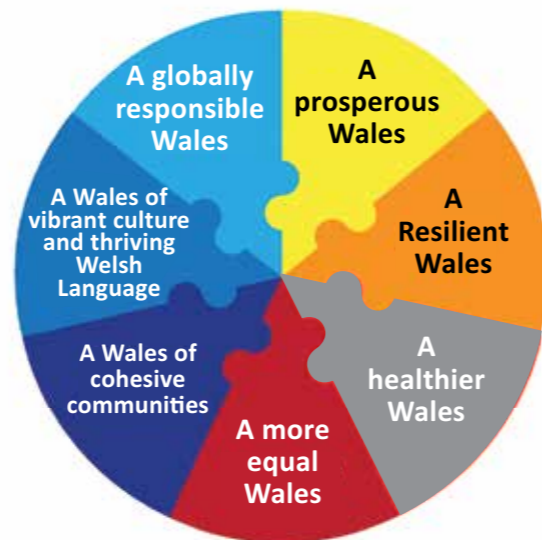
Well-being Objective 1

A Capital City that Works for Wales

Introduction

Cardiff is the economic, political and cultural capital of Wales. As well as playing a vital role in creating jobs and attracting investment into Wales, it is the home of Welsh sport, politics, music and the arts, hosting major international sporting and cultural events, and provides specialist public services for the people of the wider Capital Region.

A successful Wales needs a successful capital city. Looking to the future we will work together to make sure that Cardiff continues to attract and deliver major sporting and cultural events, tourists, investment, businesses and students in to Wales and to position Cardiff as a capital city of international significance in a post-Brexit global economy.



Cardiff Today

Cardiff is the economic powerhouse of Wales, playing a vital role in creating jobs and attracting investment, providing cultural and leisure opportunities and 'national' public services to the people of the Capital Region and Wales.

It has not always been this way. Cardiff has been reinvented over the past quarter of a century. In response to deindustrialisation, a programme of major urban regeneration projects from Cardiff Bay to the redevelopment of Central Square, have helped raise Cardiff's international profile and reposition the city as a great place to visit and an even better place to live and study. The 2017 UEFA Champions League Final underlined the extent to which Cardiff is now positioned as a front ranking European Capital City. The city economy is also demonstrating strong performance across a number of headline indicators, with jobs growth up, unemployment down, visitor numbers up and 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 and is significantly behind European comparators. Furthermore, while jobs are being created in the city economy – over 20,000 in recent years alone - there are not enough 'high value', well paid jobs being created.

Furthermore, after 10 years of continual growth in the years preceding the economic crash of 2008, economic output per capita – GVA per head - is only now returning to pre-crisis levels, and 25 % of the city's workforce currently earn less than the National Living Wage. Together, these figures suggest that Cardiff, like other UK Core Cities, has its own 'productivity puzzle' to solve.

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, with nearly two out of three net jobs created in South East Wales over the last ten years created in the city. Each day 90,000 people – or over 40 % of the city's 200,000-strong workforce – commute into Cardiff. Across all aspects of life – from work, travel, leisure and public services - Cardiff's impact can be felt way beyond the administrative boundaries of the local authority area.

Measuring Progress:

City level outcome indicators that the PSB will seek to impact
Unemployment rate of the economically active population aged 16+ (model-based)
GVA per head
Gross Disposable Household Income per head (National Indicator 10)
Employee jobs with hourly pay below the living wage
Percentage of population aged 16-64 qualified NVQ4+ (degree level or equivalent)
Have you attended an arts event in the last year? Have visited an historic place in the last year? Have you visited a museum in the last year? (National Survey: 3 separate questions)
People who can speak Welsh (National Indicator 37)





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. Looking to the future, the capital city represents Wales' strongest economic asset and best opportunity to secure economic success. In short, a successful Wales needs a successful 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 a series of 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, building on the success of the UEFA Champions League Final 2017 to attract more international events and visitors, while also promoting locally organised events which reflect Cardiff's character and Wales' cultural distinctiveness, and seeking to minimise the negative impact of major events on some local communities, businesses and the environment.

The city economy now needs to move up another gear. In order to increase productivity, and to meet the long-term challenge of technological change and automation, this will mean a 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.

Cardiff's role as the economic power of the city-region and its relationship with the surrounding local authorities, partners and populations must also continue to broaden and deepen in order to drive prosperity and tackle poverty in the capital city, the Valleys and 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, helping to create job opportunities, tackle congestion, reduce the city-region's carbon footprint and address air pollution issues.

For the last 200 years Cardiff has been the connecting point between Wales and the world. Brexit has been projected to hit Cardiff harder than other UK cities and every other part of Wales. In a post-Brexit Britain, Cardiff must continue to be the inclusive outward looking international city it always has been, bringing the best of the world to Wales, and taking the best Welsh industry and culture to the world.

Our Commitments for Cardiff:

We Will:

Strengthen Cardiff's role as the economic, cultural capital city of Wales, supporting the development of the Capital Region and ensuring that the City Deal and the Cardiff Metro deliver for the people of Cardiff and Wales.

Seek to make sure that Cardiff has the funding and fiscal powers it needs to lead the Welsh economy and deliver capital city infrastructure and services on behalf of the people of Cardiff, the Capital Region and Wales.

Understand the impact of Brexit on Cardiff's economy, public services and communities and develop the city's response, including the shape of any successor programmes for European Funding streams in Wales.

Continue to deliver major events in the city, building on the success of the Champions League Final, in partnership with Welsh Government and the private sector.

Aim to double the number of Welsh speakers in Cardiff by 2050 through supporting the delivery of the Bilingual Cardiff Strategy.





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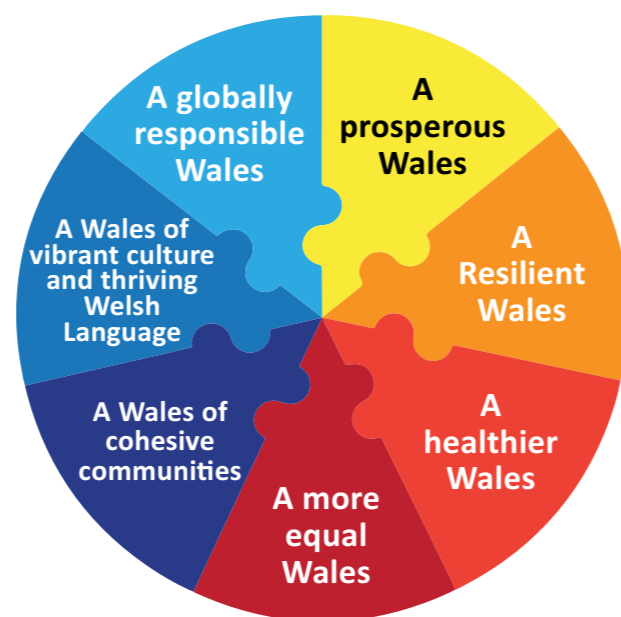
Well-being Objective 2

Cardiff grows in a resilient way



Introduction

Cardiff is one of Britain's fastest growing cities, and is by far the fastest growing local authority area in Wales. Successful cities are those in which people want to live and this growth is welcomed and a sure sign of strength for the city. However, this growth will bring challenges too, putting pressure on both the city's physical infrastructures, community cohesion, its natural environment and public services. Managing the impacts of this population growth and of climate change in a resilient and sustainable fashion will be a major long term challenge for Cardiff.



Cardiff Today

Over the last 10 years Cardiff's population grew by 12%, making it one of the fastest growing major British cities. This is set to continue. Over the next 20 years, Cardiff is projected to grow significantly faster than any other Welsh local authority area and faster than all major cities apart from London.

This will put pressures on the city's transport, energy and water infrastructures. Transport in Cardiff is currently dominated by private car journeys, with a relatively small percentage of commuters using public transport and lower levels of cycling and walking compared to a number of other core cities.

Furthermore, over 90,000 people travel in and out of Cardiff every day from neighbouring local authority areas, 80% of whom do so by car.

Travel within the city is one of the most important issues for Cardiff's citizens, with 74% feeling that travel and transport problems in Cardiff are serious or very serious. The city's reliance on cars also contributes to Cardiff's carbon emissions being high compared to many other British cities, and some city centre wards – notably in some of the city's most deprived communities – are particularly vulnerable to high levels of Nitrogen Dioxide pollution.

Cardiff's green spaces are amongst its most important assets. Cardiff was awarded a record 11 green flags for its parks in 2017 and nearly 80% of people are satisfied with our parks and open spaces, though access to green space varies across the city.

Access to the outdoors is one of the biggest factors which citizens identify as contributing to their well-being. As well as providing a safe space for children to play and be active from an early age with long term benefits for physical and mental health, the natural environment contributes to strong and cohesive communities, providing a space for interaction and engagement and joint community activities such as gardening and growing food.

Cardiff's 'blue space' – its waterways, rivers and drainage, and Cardiff Bay - is also a huge asset to the city, but as a city located on the banks of rivers and on the coast, Cardiff is inherently at future risk from flooding. Although a small percentage of houses in Cardiff are deemed to be at high risk of flooding, some communities are at risk and many of these in the city's more deprived 'Southern Arc.'

Measuring Progress:

City level outcome indicators that the PSB will seek to impact
Per capita CO2 emissions (BEIS)
Sustainable transport modal split
Levels of Nitrogen Dioxide (NO2) and particulate matter (PM10, PM2.5) pollution levels in the air
Use of/proximity to accessible natural space: <ul style="list-style-type: none"> • Quality: Number of sites meeting Green Flag Award and Green Flag Community Award criteria. • Accessibility: Percentage of people who live within walking distance of high quality green space.
No. of properties in Cardiff registered to NRW's Flood Warning Service
Municipal waste reuse/recycling/composting rates





Cardiff Tomorrow

Cardiff's growth will create major economic and cultural opportunities. It will also put pressures on city infrastructures and public services. Capitalising on the opportunity of growth and ensuring that its benefits are widely felt, whilst mitigating its effects, will define Cardiff's development over the next 20 years.

Cardiff's Local Development Plan sets out that 41,000 new homes will need to be built and 40,000 new jobs created by 2026. Whole new communities will soon be created that do not currently exist. Making sure that these communities are well-planned and well-connected, with easy access to public services, community facilities and green and blue spaces, will be a strategic priority.

A shift to more sustainable forms of transport will be needed. With growth, a 32% net increase in traffic, a 20% increase in the numbers of people commuting to work is projected and an associated increase in journey times of approximately 41%, will put strain on already congested roads. A '50:50 modal split' will be needed by 2021 (50% of journeys to be by sustainable transport) and an even more challenging 60:40 modal split by 2026. Meeting these ambitious targets will require investment in public transport systems, cycling infrastructure and cleaner vehicles, alongside support for behaviour change, supported by major employers and public services. Getting this right will provide a boost to the city economy, to quality of life overall and can be expected to bring major health benefits through increased levels of cycling and walking and improved air quality.

The consequences of climate change and extreme weather events, such as flooding and heatwaves, will need to be built in to all aspects of managing Cardiff's future growth. The risk of flooding, including both river and surface water flooding, for the city's new communities and some of its

most at risk and most deprived, will need to be mitigated, ensuring that buildings, infrastructure and key transport links are protected. Pressures, including degraded habitat and pressure on water quality from sewage, combined sewer overflows, misconnections and industrial estates, must also be managed as Cardiff grows. With demand on energy infrastructures projected to outstrip all other major British cities, options for increasing localised energy production will need to be explored.

As the city grows it will create more waste. Cardiff has a good track record for recycling and composting, with recycling increasing from 4% in 2001 to 58% in 2017. These improvements will need to be continued if Cardiff is to meet the Welsh Government targets of recycling 64% of waste by 2020, rising to 70% by 2025. Focus will need to be placed on minimising the waste produced in the first place, encouraging increased household and business recycling, and on the procurement of sustainable goods and services.

Growth will also put pressure on the city's social infrastructures, including schools, hospitals and GP practices. For example, the growth in the number of school age children will mean significant additional investment will be needed to build new schools and to refurbish and improve existing schools. Though Cardiff is a relatively young city, perhaps the most significant change will be the 75% growth in the number of people over 75. Adopting an integrated, long term approach to planning and delivery of public services in the city's new communities will therefore be a priority.

Our Commitments for Cardiff:

We Will:
Adopt an integrated approach to the planning and delivery of public services in the city's new communities.
Aim for 50% of all journeys in Cardiff to be by sustainable travel by supporting the development and delivery of the Cardiff Sustainable Transport Strategy.
Take a city-wide response to air pollution through supporting the development and delivery of a Cardiff Clean Air Strategy.
Ensure that the city is prepared for extreme weather events associated with Climate Change, including raising awareness and encouraging behavioural change amongst residents, businesses and visitors to the city.
Seek to reduce the carbon footprint of the city's public services by working to ensure that all public buildings are energy and waste efficient.
Explore the potential for divesting public investments from fossil fuel companies.





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Well-being Objective 3

Safe, Confident and Empowered Communities

Introduction

Safe, confident and empowered communities are at the heart of well-being. They have a unique role to play when it comes to much of what we most value – our environment, safety, welfare, health and happiness. Moreover, communities often possess the knowledge, skills, passion, creativity and an understanding of the local area that service providers simply do not have. Ensuring that local communities are safe and empowered is therefore a fundamental component of a successful city.



Cardiff Today

Cardiff has a long history of being an open city with strong and diverse communities. With 15% of the city's population from a non-white background and over 100 languages spoken in the city, it is already by far the most diverse local authority area in Wales, and with a third of the city's school population now coming from a non-white British background, it will be even more diverse in the future. These changing demographics will add to the city's cultural diversity and vibrancy, but a continued focus on community cohesion - the sense of belonging felt by communities, and the strong and positive relationships within them – will become more and more important as major international issues like Brexit, climate change, global migration and terrorism have a local impact.

Cardiff has a strong foundation to build on in terms of civic engagement with just over a quarter of people in Cardiff participating in some form of volunteering, through charities, youth groups, environmental and faith groups. Volunteering makes communities more resilient, helping people gain confidence, learn skills and give back to those around them, benefiting community cohesion. It also improves people's ability to cope with ill-health and encourages healthy lifestyles.

There are also high levels of interest in influencing key decisions that affect the city as a whole. Although Cardiff saw an average turnout of 43.6% across its wards at the 2017 Welsh Local Elections, there was a 70.4% turnout for the UK General Election a month later and a 69.7% turnout for the EU Referendum

in 2016. In the context of austerity and decisions such as Brexit and local government reform, it is increasingly important that people have their say and at the local level have the opportunities to play a role in their communities.

Cardiff is a safe city. Taking into account population growth, overall crime has fallen by 29% over the last 10 years. Put simply, Cardiff residents are a third less likely to be the victim of crime than a decade ago. There has not, however, been an equivalent fall in fear of crime. Residents do not feel confident that they, their families and their communities are safe. Women are less likely to feel safe in their communities compared to men, and residents in Cardiff East and disabled people are amongst those least likely to believe Cardiff is a safe city. And while Cardiff is safe for the overwhelming majority, a small number of people – particularly children and women – are subject to abuse, violence and exploitation, with, for example, a significantly higher number of domestic related offences recorded in Cardiff South West and Cardiff South East.

Cardiff is home to one of Wales' five prisons and around half of all crime across the UK is committed by people who have already been through the Criminal Justice System. Cardiff's reoffending rate of 32.8% in 2015 stands higher than the Welsh average, and that of most other 'Core Cities'. The cost of this reoffending to the public is estimated to be between £9.5 and £13 billion per year across the UK. The impact of reoffending can be destructive and long-term, affecting not only victims of crime and their families as well as the wider community, but also the offender and their family.

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Measuring Progress:

City level outcome indicators that the PSB will seek to impact
People agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (National Indicator 27)
Percentage able to influence decisions affecting their local area (National Survey)
People feeling safe (at home, walking in the local area, and travelling) (National Survey)
Proportion of offenders who reoffend (adults and juveniles) overall in previous 12 months
Percentage of clients accessing substance misuse services who reported an improvement in their quality of life
Rates of volunteering

“ Safe, confident and empowered communities are at the heart of well-being ”



Cardiff Tomorrow

Early intervention and prompt, positive action is at the heart of building safe, confident and resilient communities, and is crucial to reducing demand on all our public services. Local communities often possess the knowledge, skills, energy and creativity – alongside an understanding of the local areas – that service providers simply do not have. It is vital therefore that public services listen to, understand, and respond to each community’s story.

Empowering communities and making public services resilient will require a new approach to ‘locality working’. The new approach will be centred on joining-up community services, coordinating spatial development and maximising the impact of public investment. This will mean increasingly joining up public services ‘on the ground’, with the co-location of statutory and third sector teams and the creation of joint systems and cultures. This will need to be backed up by the pooling of available resources, so that all public and third sector employees, from teachers and police officers to health practitioners, community and youth workers are operating as part of one team to make sure that the right service is delivered at the right time, in the right way, with solutions found well before the point of crisis is reached, or emergency services are needed.

Every community has differing demographics, strengths and weaknesses and so public services will need to be designed so that they reflect and respond to these differences guided by the best evidence. It will mean being more focused about when and where services are delivered, dependent on the specific needs of each area, and pursuing prevention wherever possible, with local solutions developed in partnership with local people and between public, third and private sectors. It will also involve engaging communities on health improvement approaches to address health inequality and working with the Third Sector to provide increased volunteering opportunities and support for social enterprise through community involvement plans.

This will not only support the delivery of community services but will also empower individuals to take steps to play a role in the well-being of their communities.

The foundations for this approach are already in place, with community based collaboration exemplified by the community and wellbeing hubs. The hubs bring together public and third sector advice and support services so that they are all under one roof in the heart of some of the city’s most deprived communities.

In order to protect the city’s most vulnerable citizens and communities a joined-up approach, across the public and third sectors, and with communities and families, will be needed. Tackling human trafficking, child sexual exploitation, domestic abuse and the illegal trading of drugs will require early intervention and prompt positive action, across public and community services, to give people the support they need, when they need it. Similarly, countering the threat of all forms of radicalisation and extremism can only be achieved by working in close partnership with organisations and communities, building trust and promoting an environment where people have the confidence to report extremist behaviour. Cardiff will nurture community cohesion and understanding, where individuals have the opportunity to connect and become engaged with its diverse communities.

Significant progress has been made in reducing the number of first-time entrants into the criminal justice system. However, the success of the prevention programmes and the reduction in custody rates means that there is a much more complex, but smaller, cohort of young people being managed in the community, who require the most intensive interventions. If their offending and re-offending is to be addressed and their safeguarding is to be achieved, a coordinated and effective response to emerging issues across the city, such as Child Sexual Exploitation, organised crime and exploitation, knife crime and anti-social behaviour will be needed.

Our Commitments for Cardiff:

We Will:
Invest in and involve communities in the delivery of integrated, locally-based public and third sector services in Community and Wellbeing Hubs.
Give people a greater voice in shaping public services through developing and delivering co-created Community Development and Involvement Plan/s.
Promote volunteering and social action, including development of a city volunteering portal.
Protect our most vulnerable citizens, adopting integrated approaches to tackling trafficking, child sexual exploitation and domestic abuse.
Tackle radicalisation in our communities by building cohesion and trust, and promoting an environment where people have the confidence to report extremist behaviour.
Reduce offending and improve life opportunities for the 18-25 age group by developing an integrated, locally-focussed, approach to offender management.
Reduce levels of drug use and substance misuse and levels of reoffending, and improve levels of sustained, long-term recovery, through delivering a jointly commissioned substance misuse and recovery support network of services.
Make sure that newcomers from the UK and overseas are welcomed and can build new lives in Cardiff, including delivering the ‘Inclusive Cities’ project.
Deliver a safe and vibrant night time economy, working in partnership with the Business Improvement District.





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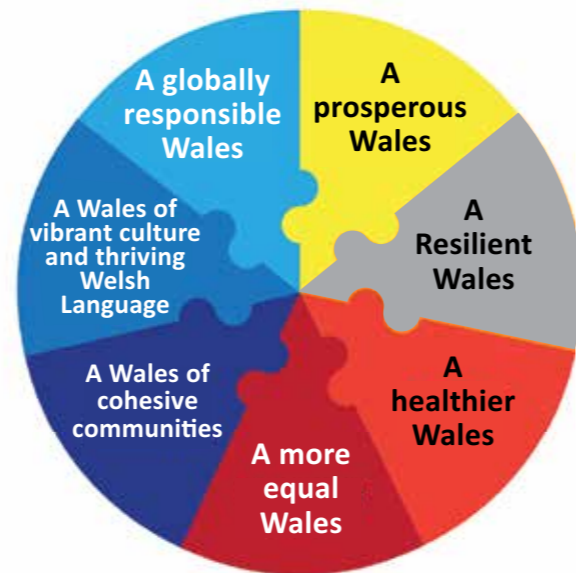
Well-being Objective 4

Cardiff is a great
place to grow up



Introduction

Cardiff is already a good place for many of its children and young people to grow up, with a fast improving school system alongside the advantages that a capital city can bring such as an extensive range of leisure, sporting and cultural opportunities. However, the inequality evident in Cardiff can have a profound effect on the lives of children and young people and their families, and children who are disadvantaged - whether through disability, poverty, family circumstances, illness, neglect or abuse - will require particular help and support from across the public and third sector services and from within their communities.



Cardiff Today

Cardiff is already a good place for many of its children and young people to grow up. In particular, young people identify the city's good health services, its low crime, strong inclusive communities and the access to green spaces, sports, leisure and culture as some of the great things about living in the capital city.

Education is consistently ranked as the top priority for the city's young people, and a child's experience of education is one of the most important factors that impacts on their life chances and future well-being. Performance in the city's school system is now improving after years of underperformance. GCSE performance continues to improve with 62.5% of pupils in Cardiff in 2015/16 achieving at least five A* to C grades, including mathematics and English or Welsh, an increase of 12.6 percentage points over the last four academic years.

Although Cardiff is the commercial heart of the Welsh economy and contains many of the nation's most prosperous communities, over a quarter of dependent children under the age of 20 in the city are living in poverty, ranging from just 5.2% in Rhiwbina to almost half of those in Ely. Growing up in poverty can have a detrimental impact on a child's future prospects and well-being; and a child's experiences at an early age, prior to entering school, can lead to delayed development in language, emotional and social skills and poor general health.

As is the case nationally, there is a significant gap in educational outcomes between pupils from low-income families and those from more affluent backgrounds in Cardiff. Children living in the most deprived communities are also more likely to suffer poorer health outcomes today and demonstrate symptoms which point towards poor health in the future, such as obesity, low immunisation rates or poor dental health. They are also more likely to have feelings of isolation, be drawn into anti-social behaviour, young offending or suffer the effects of crime. Evidence suggests that children from low-income families are also more likely to be at risk of Adverse Childhood Experiences and the rates of children considered to be at risk, being placed on the child protection register, or taken into care, are significantly higher in the city's most deprived communities.

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Measuring Progress:

City level outcome indicators that the PSB will seek to impact
Percentage of children in low-income families
Percentage of children aged 4 to 5 who are a healthy weight
Uptake of MMR2 by age 4 (second dose Mumps, Measles, Rubella vaccine)
Mental well-being: children & young adults and adults (National Indicator 29)
Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator [including FSM v non-FSM attainment gap at LA level]
Key Stage 4 Pupils Achieving the Level 2+ Threshold including English/Welsh & Maths [including FSM v non-FSM attainment gap at LA level]
Year 11 and Year 13 school leavers that are not in education, employment or training (Careers Wales)
Percentage of children cycling/walking to school





Cardiff Tomorrow

The number of young people (under 18s) in Cardiff is projected to increase by 25 % over the next 20 years, compared to an all-Wales increase of 0.8 %. It will therefore be increasingly important to make sure that young people feel able to influence decisions about where they live and the services that they receive. That is why Cardiff is committed to becoming a UNICEF Child Friendly City and to embedding a Child Rights approach across all aspects of city life.

Education remains the top priority for young people in Cardiff, the most vital investment into the city's economy and the surest route out of poverty for individuals. That is why the city is committed to building on the progress of recent years to make sure that every school in Cardiff is a good or excellent school, and that the gap in educational outcomes, particularly for vulnerable young people and those from more deprived communities, is reduced.

Projections indicate an increase of 5,700 (18 %) in the number of primary school age pupils, and an increase of over 9,000 (37 %) in the number of secondary school age pupils by 2036. With Cardiff's existing school system operating at or near full capacity, significant investment will be needed to build new schools and to refurbish and improve existing accommodation. Given the scale of the investment and importance of schools in communities, they must be at the heart of the city's approach to community life, with strong links to other public services to local people and community groups. And as the economy changes - 65 % of children entering schools today will end up working in new job types that do not exist yet - links to local businesses will become increasingly important to making sure that young people are equipped with flexible and transferrable skills and the experience they need to find a good job, develop a good career and succeed in life.

Young people tell us that mental health support is one of their top priorities. The stresses of doing well at school, securing employment and the influence that social media can have on their self-esteem are key concerns. Supporting young people to fulfil their potential and to be resilient to the pressures of modern life will play a central role in maintaining their sense of well-being.

Parents have the most significant influence on children and for their future lives. Outcomes for children are best when they are supported to grow and achieve within their own families, as they know them best. In all cases, we will adopt a 'Think Family' approach which looks at the family as a whole and co-ordinates support across the public services, tailored to each families' needs and strengths. Public and Third Sector partners including teachers, health practitioners, Social Workers, Youth Workers, Third Sector practitioners, early years practitioners and play workers will work together to deliver joined up approaches to enable the right conversations to take place at the right time, between the right people and for solutions to be found at the earliest possible stage, particularly for the most vulnerable children and families.

The identification and protection of vulnerable children needs to be everybody's business. Within our local communities we want individuals to feel empowered to identify where they feel a child is at risk – this may be a shop keeper asked to serve a child cigarettes for their parents, or refuse collectors who identify broken bottles and rubbish next to well used children's toys – raising concerns that may not be picked up through the provision of universal services for families.

Our Commitments for Cardiff:

We Will:

Place the voice and experience of young people at the heart of public services in Cardiff through adopting a Child's Rights approach and becoming a UNICEF 'Child Friendly City.'

Adopt a 'Think Family' approach, making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time in the first 1000 days of a child's life.

Develop placed-based approaches to integrating public services for children and families in the city's most deprived communities through a 'Children First' pilot in Ely and Caerau.

Develop innovative approaches to identifying those at risk of Adverse Childhood Experiences (ACEs), putting in place multi-agency response to support children and families before they reach crisis point.

Work with communities and across partners in the public and private sector to tackle Child Sexual Exploitation.

Improve mental health and emotional well-being for young people by delivering an integrated approach to Children and Young People Emotional and Mental Health Support.

Support young disabled people and their families through the delivery of the Disabilities Future programme.

Make sure young people are prepared for and given opportunities to participate in the world of work through delivery of the 'Cardiff Commitment', in partnership with the private and third sector.





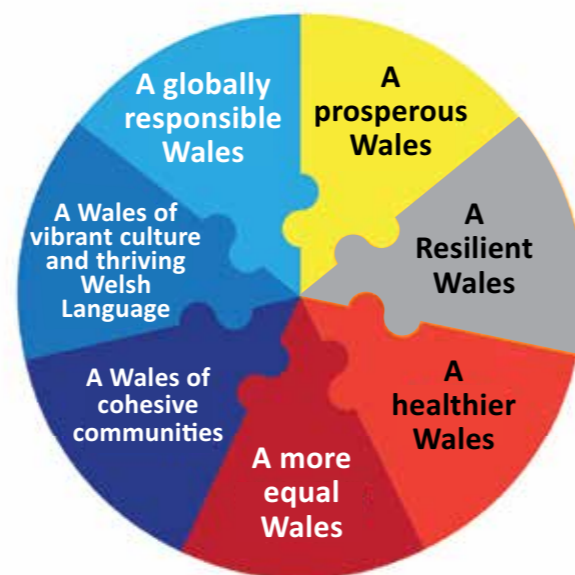
Well-being Objective 5

Supporting people
out of poverty

Introduction

Cardiff's strong performance across a range of well-being indicators, disguises deep and entrenched inequalities across the city. Over 60,000 people in Cardiff live in the 10% most deprived communities in Wales. If the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single local authority area it would be the most deprived in Wales by a considerable margin.

Living in poverty can cast a long shadow over people's lives – life expectancy and other health indicators are lower in the more deprived wards of Cardiff, air quality is poorer, there is less access to green space and crime in the city is concentrated in these areas. How to ensure that all citizens benefit from the capital city's economic growth is one of the most complex and challenging issues facing Cardiff over the years to come.



Cardiff Today

Cardiff has been reinvented over the past 20 years. Despite the jobs created and the investment attracted, the proceeds of economic growth have not been felt by all of the city's residents and many of the poorest communities in Wales can be found in its capital city. Almost a third of Cardiff households are living in poverty, with a high proportion of children living in workless and low-income households and concentrations of unemployment and in-work poverty closely aligning with poor health, crime and educational inequalities across the city.

In-work poverty is a growing problem in the city. Around a quarter of people in employment earn less than the National Living Wage, and casual employment, enforced self-employment, zero-hours contracts and other forms of insecure work mean constant stress and worry for an increasing number of people.

Childcare issues (low availability and affordability), lack of skills (especially digital skills) and the inflexibility of the welfare system all create barriers to work, while Welfare Reform can have a disproportionate impact on more vulnerable sectors of the population, with 72% of households affected by the benefit cap in Cardiff being lone parents and an average of 3.3 children in affected households.

Over 50% of respondents to the 2016 Ask Cardiff Survey reported being concerned with being able to afford a decent standard of living. Rising housing, food and fuel prices have increased the cost of living, particularly for people living in the poorer wards in the city. Fuel poverty is a growing issue as is food poverty, and residents including older people affected by these issues often have to make the choice between 'heat or eat'. The social impacts of this are evident from the Ask Cardiff survey where over 13% of respondents did not feel they were able to invite a friend or a child's friend over for a meal due to money worries. Rising levels of Foodbank usage also highlight the frequency with which individuals and families are falling into

financial crisis affecting their ability to maintain a healthy diet for themselves and their families. The school holidays are a particular crunch point for low-income families. Cardiff's School Holiday Enrichment Programme 'Food and Fun', which has been rolled out across Wales, now provides free meals to children from 21 local schools.

Housing, a central component of quality of life, remains relatively unaffordable compared to other major British cities with the average house costing around eight times the average salary. Furthermore, there is a close correlation between wards containing high levels of deprivation and high levels of social housing. Along with the rise in the number of people living in poverty, the rise in those facing destitution and homelessness is one of the most pressing issues in Cardiff, with the number of those recorded sleeping rough having doubled since 2014. Sleeping rough is dangerous and can damage people's lives permanently - the average life expectancy of a rough sleeper is just 47 years of age, which is 30 years younger than the general population. Furthermore, the longer an individual remains on the streets, the more likely that secondary issues such as begging, drugs or alcohol misuse can become an issue.

The 2017 Ask Cardiff survey revealed disparities between the most and least deprived areas of the city across a range of questions in terms of well-being, including:

- 51.3% of respondents from the most deprived areas reported being satisfied with their local community as a place to live compared with 91.3% of respondents from the least deprived areas.
- Over a quarter of respondents from deprived communities reported they were dissatisfied with their mental and emotional health compared with under a tenth of respondents from the least deprived areas.
- People living in the most deprived areas of the city scored below the Cardiff average against all the personal well-being indicators measured (levels of happiness, satisfaction, anxiety and feeling worthwhile).

Measuring Progress:

City level outcome indicators that the PSB will seek to impact
Percentage of households in poverty (i.e. below 60% of median income) by MSOA (after housing costs)
Long-term (i.e. over 12 months) JSA Claimants
Healthy life expectancy at birth (male & female) including the gap between the least and most deprived (National Indicator 2)
Percentage of low birth weight babies (National Indicator 1)
Percentage of adults eating 5 or more portions of fruit and vegetables a day
Percentage of adults active for less than 30 minutes in a week
Percentage of adults who are current smokers
Housing Affordability: Ratio of house price to median gross annual salary (ONS)
Rough sleepers per 10,000 persons
Food poverty (indicator to be defined)
Fuel poverty (indicator to be defined)



Cardiff Tomorrow

An economy which creates good jobs, paying at or above the Living Wage, is vital to tackling poverty. Equally, tackling poverty is vital to creating a strong economy. A recent study by Core Cities has shown that while around 60 % of the ‘productivity gap’ between the Core Cities and the UK average is due to ‘in-work’ factors, which can be addressed by investment in transport infrastructure, broadband, research and innovation and business support, around 40 % of this gap is due to deprivation, low skills’ levels, and people being disengaged from the labour market.

A focus on creating good jobs must therefore go hand in hand with effectively removing the barriers to work – whatever they may be and for all citizens. Supporting adults into employment will also help future generations; children who see their parents in employment have an increased chance of working themselves, reducing the likelihood of poverty affecting multiple generations within a family. This will require continuing to support those affected by Welfare Reform as the transition to Universal Credit is rolled out, while joining-up a currently fragmented approach to employability across the city, and ensuring that regeneration schemes, major projects and fast growing sectors are supported by appropriate skills and training programmes.

Tackling entrenched disadvantage, physical and mental health inequality and narrowing the gap in life chances across the city will mean adopting targeted approaches to tackling poverty, integrating public services at a local level and working closely with residents in the city’s most deprived communities. Cardiff’s emerging locality approach, which joins-up public services at a local level in a way that makes sense for each particular community, building on the success of the Community and

Wellbeing Hub Model, will be the heart of the city’s approach to tackling poverty. Allied to this, the reform of the Welsh Government’s flagship anti-poverty programmes provides an opportunity to remove unnecessary barriers and reimagine them in a coordinated and cohesive way, with the flexibility to respond to individual families and communities strengths and challenges.

Developing a joined up approach to those who have fallen into destitution will require close partnership working. There is a strong overlap between more extreme forms of homelessness and other support needs, with nearly half of service users reporting experience of institutional care, substance misuse and street activities such as begging. Furthermore, people with complex needs are at serious risk of falling through the cracks in service provision. An integrated response across health, housing and social care will be needed, working with the city’s regional partners towards an approach that intervenes early in response to the needs and challenges faced by each individual.

Public services in Cardiff employ nearly 46,000 people and contribute over £1bn of spend in the local economy. In addition to delivering vital public services, as major employers they also have the potential to make an impact on tackling poverty by creating opportunities for people, particularly young people, from Cardiff’s most deprived communities (for example, via the Cardiff Commitment) or through adapting procurement policies to deliver a greater amount of community benefits and increase spend in the local economy.

Our Commitments for Cardiff:

We Will:

Aim to provide more well-paid jobs in Cardiff through acting as an advocate for the Real Living Wage initiative across the public, private and third sector employers, and including its consideration in commissioning and funding decisions.

Support people who are adversely affected by welfare reform by providing an integrated approach, locally delivered in Community and Well-being Hubs.

Develop an integrated approach to employment services in Cardiff, helping people to find work, stay in work and progress at work, working in partnership with Welsh Government, DWP and training providers.

Ensure that the Welsh Government’s flagship anti-poverty programmes (Communities First Exit Plans, Families First, Flying Start and Supporting People) are designed and delivered in a co-ordinated way.

Seek to end rough sleeping in the city and tackle the causes of homelessness.

Seek to increase the impact of public services as anchor employers on tackling poverty and promoting ‘fair work’ practices by developing cross-public service approaches to ‘Social Responsibility’, ‘Community Benefits’ and ‘Ethical Employment’.

Support a city wide Food Partnership to ensure citizens have access to sustainable, healthy and affordable food, including the continued roll out of the school holiday enrichment programme.

Undertake additional research on how best to tackle health inequalities and reduce the healthy life expectancy gap.

Work to support delivery of Cardiff’s Sport and Physical Activity Strategy to increase participation of current and future generations in sport and physical activities, particularly in our city’s most deprived communities.



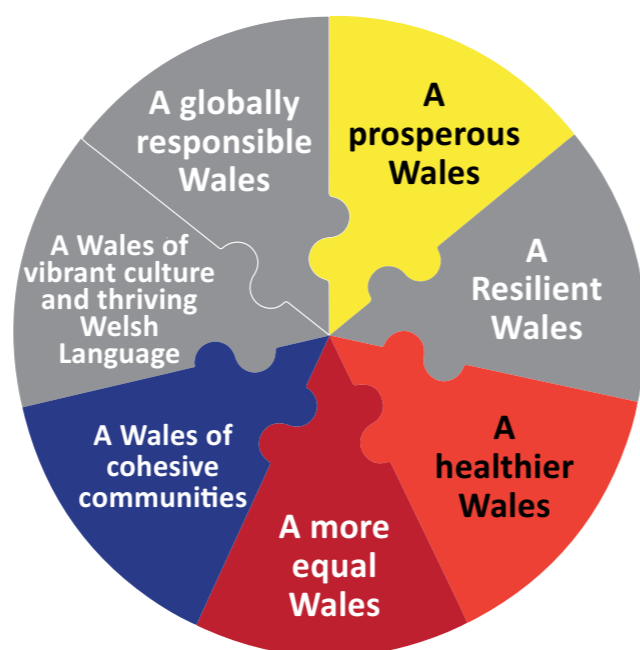


Well-being Objective 6

Cardiff is a great place to grow older

Introduction

How a society treats people as they get older reflects its values and principles, and sends an important message to future generations. Cardiff's ambition is for the city to be a great place to grow older, where older people are more empowered, healthy and happy, supported by excellent public and community services and integrated within all areas of community life.



Measuring Progress:

City level outcome indicators that the PSB will seek to impact

Percentage of people aged 65+ who reported their general health as being very good or good
Percentage of people aged 65+ reporting they felt involved in any decisions made about their care and support
Percentage of people aged 65+ reporting they received the right information or advice when they needed it
Percentage of people aged 65+ reporting they live in the right home for them
Percentage of people aged 65+ reporting loneliness
Life satisfaction among older people

“ Cardiff’s ambition ... where older people are more empowered, healthy and happy ”

Cardiff Today

Although Cardiff is a young city, over 50,000 citizens are over the age of 65 years old and life expectancy and healthy life expectancy has increased steadily over the last 20 years. Looking across Cardiff, a greater number of older people live in the North and West of the city. For example, in Cardiff North, 19% of the population are over the age of 65 and 3% over the age of 85, compared to only 6.3% over 65 and 0.9% over 85 in Cardiff South East.

The majority of older people in Cardiff (68%) report being in good, very good or excellent health, higher than the Welsh average. That said, increased life expectancy has meant a greater number of people suffering from ill health in later life and relying ever more on public services. Older people are more likely to require longer and more frequent stays in hospital, with nearly two thirds of people currently admitted to hospital over the age of 65. Frailty is commonly associated with aging. People who are frail, often have complex medical conditions, have a lower ability for independent living and require assistance with everyday tasks. In particular, falls leading to hip fractures place considerable pressures on health and social care services.

Increased life expectancy has also meant that more older people are vulnerable to social isolation and living in poverty in older age. The creation of the Independent Living Service has been crucial in helping older people to access the financial support to which they are entitled (equivalent to an additional £4.9 million in welfare benefits since October 2015) and facilitating preventative interventions to reduce slips, trips and falls. Important support services and advice are also being provided through third sector organisations across Cardiff, such as Age Connects and Care & Repair.

Current demand pressures and costs associated with an aging population are significant, and show no sign of reducing. Finding solutions to these long-term challenges will mean public services working in ever closer partnership to help older people stay safe, as healthy and independent as possible, and to lead lives that have value, meaning and purpose.





Cardiff Tomorrow

As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff is projected to rise significantly, with the number of citizens between 65 and 84 projected to rise by 44 % over the next 20 years, and the number over 85 years old expected to nearly double.

Older people will increasingly become an important asset to the city, making a significant contribution to the economy, the life of the city and its communities. As the city grows, it will also be important that new communities are designed in a way that accommodates the needs of older people. This will need joint planning and provision of a range of future accommodation options to meet the demand for housing and enable people to remain at home.

In order to tackle social isolation and loneliness, local communities need to have accessible, local and strong community networks to support the needs of older people where they live. This will be a prominent feature in Cardiff's approach to 'locality working' and, as the city grows, in designing and delivering new communities. Enabling older people to play a role in their communities, developing intergenerational services and improving access to community activities can dramatically improve physical and mental health, reducing the risk of falls and helping more people enjoy independent lives for longer.

A growing older population will also have increased health and care needs, placing pressure on budgets and resources. As well as demands on services due to frailty in older age and long-term medical conditions, an increasing number of older people will suffer from chronic health issues, such as dementia. The number of people with dementia aged over 75 years old is predicted to rise significantly. By 2035 it is predicted that over 6000 people in Cardiff will be living with the condition, up from 3400 today.

To reduce the pressure on public services at a time of reducing budgets, adopting a preventative approach will be of central importance. Accelerating the integration of services for older people, joining up our resources and services at a community level, will make sure that as many people as possible are able to receive care in their communities whilst investment is focused into prevention and promoting independent living. This is not only a more sustainable approach to meeting an individual's needs in later life, reducing pressures and costs on the city's health and care services, it will also deliver better health outcomes.

Being an age-friendly and dementia friendly city will mean adapting its structures and services to be accessible to and inclusive of older people with varying needs and capacities. This means ensuring that policies and programmes of work that focus on the needs of older citizens, particularly those who are most disadvantaged, are central to the work of service providers. Assessment, diagnosis and care planning practices will require genuine collaboration with older people, their carers and their families, so that their plan reflects what is important to them and achieves the outcomes they value.

Our Commitments for Cardiff:

We Will:

Building on the First Point of Contact and Single Point of Access services, further develop digital services along with easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.

Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live.

Develop and provide a range of future accommodation options to meet demand and enable people to remain at home for as long as possible.

Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.

Develop Cardiff as a dementia friendly city.





Well-being Objective 7

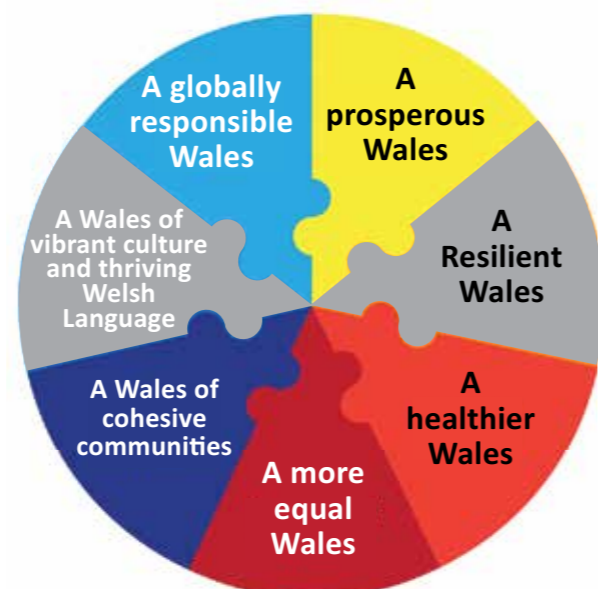
Modernising and Integrating Our Public Services



Introduction

Public services in Cardiff are undergoing a period of rapid change. Over the years ahead they will need to continue to adapt in response to the rapid growth in population, the changing expectations of citizens, the consequences of poverty and significant and ongoing resource constraints.

No single service can meet the challenges they face alone. New, integrated approaches to service delivery will be needed, characterised by a drive to break down and reshape organisational boundaries, systems and cultures around the needs of those receiving the service and the communities in which they live. Service providers in Cardiff have a strong track record of working together, but this now needs to go up a gear to create a culture of one public service with one purpose - to deliver for the people of Cardiff.



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Measuring Progress:

Objective 7 - Modernising and Integrating Our Public Services

To what extent do you agree that the quality of public services in Cardiff is good overall?

Cardiff Today

Public services in Cardiff are experiencing a period of unprecedented challenge.

The city's public services have faced a period of continued and severe budget reductions. For example, over the past 10 years, Cardiff Council alone has made a quarter of a billion pounds in cumulative savings, reduced the number of non-school staff by 22% and anticipates having to make a further £81m in savings by 2021. This is a situation mirrored across public services, with the health service, police and fire all having made substantial savings and facing ongoing budget reductions. Aligned with this, third sector organisations across the city have dealt with financial cutbacks as the available grant funding has reduced and eligibility criteria tighten.

At the same time, the city's services are facing a period of rapid and sustained increases in demand. In response, public services in the city have been changing. Recent years have seen a shift towards increased collaboration and integration of services at a community level, including the co-location of services within community facilities or Hubs and introducing multi-agency teams to make sure that the right service is provided at the right time, by the most appropriate organisation and in the right way.

Similarly, many of the issues facing Cardiff and its services – from transport to homelessness - reach across geographical boundaries. Increasingly projects and initiatives are undertaken on a cross-boundary basis, for example the Shared Regulatory Service Partnerships between Cardiff, Bridgend and the Vale, the Cardiff Capital Region City Deal which encompasses 10 local authorities or the Project Gwyrdd collaboration on waste services. As public services move to modernise and drive efficiency, the need for regional collaboration will become increasingly important in delivering economies of scale, particularly for 'back office' and shared services.

Citizen expectations, allied to rapid changes in digital technology, are already transforming the delivery models for local public services. People now expect digital public services that are indistinguishable from other services they access, and so this digitalisation will need to accelerate over the years ahead. All public services are already seeking to automate processes, shift customer transactions and services into online channels of communication and use 'smart' technologies to manage services and infrastructure more efficiently, while ensuring that 'digital exclusion' does not occur for residents unable to access services in this way.





Cardiff Tomorrow

Over the years ahead, services will need to adapt and respond to the twin challenges of increasing demand and reducing resources.

Increasingly, service providers will work together to align strategies, pool resources and focus on where collective planning and delivery can produce the best for citizens and communities across the city. This will mean the co-location of different parts of the public services alongside community services, in the same building. In many cases, the formation of single multi-agency teams, with pooled funding, jointly agreed outcomes, common processes, technologies and cultures will become increasingly common. To support this integration, a cross-partner approach to the strategic planning of the public sector estate in the city will be developed.

Services will be designed and delivered at the spatial scale which makes the most sense. Cardiff, as the capital city, will have the capacity to deliver some national services; the Capital Region is seen as the right level for managing spatial development in housing, transport and economic development; health and social care will increasingly be managed across Cardiff and the Vale of Glamorgan; and at 'locality' or 'neighbourhood' level, aligning public and third sector assets and services at the local and hyper-local level will also be pursued. As organisational siloes are broken down and cross service teams become the norm, the ability to work

across boundaries and cultures will become more and more valuable. Allied to this, a joint approach to management and development of the city's public sector estate, staff development and improved interconnectivity of information systems across sectors will enable integrated working and will help change the way services are delivered.

Alongside a more integrated public service, an 'asset-based' approach to community engagement which listens to and involves those receiving the service in the design of and the decisions taken about their service will be needed. Allied to a better understanding of the experience of those who use our services, cross partner approaches to data-sharing and analysis will be strengthened so that the Public Services Board members are using the best intelligence when taking decisions on how services should be planned and delivered in the future, with a particular focus on designing and investing in preventative services which seek to get to the root cause of an issue, or intervene early before bigger, more damaging issues can emerge.

Our Commitments for Cardiff:

We Will:

- Adopt a cross-public services approach to the management of public property and assets.
- Develop and appropriately skill the city's public service workforce to meet changing needs and demands.
- Develop a joined up approach to consultation and engagement
- Pilot a new City Innovation Hub to develop new solutions to big city challenges, working with all service partners.
- Seek to deliver public and third sector services and workforce that are representative of the city and its communities, especially Black, Asian, and Minority Ethnic (BAME) communities.

“ Working together ... to create a culture of one public service with one purpose ”



Measuring Progress - Well-being Indicators

Setting measurements against each well-being objective will assist Cardiff PSB in evaluating the level of success in raising the well-being of the city, and identify areas that require additional focus or revised commitments. These will be reported annually.

The measures chosen below are a combination of national, regional and local indicators, selected to clearly demonstrate progress against each objective.

It is recognised that while reporting annually, and the need to demonstrate short term impact, many of the progress measures chosen will require a long-term view in order to achieve the desired target.

Additional indicators have been included to measure the reported well-being of the people of Cardiff, taking a holistic view of well-being rather than being aligned to a particular Objective within the Plan.

Well-being Indicators	
	Life satisfaction
Page 34 of 36	Worthwhile
	Happiness
	Anxiety
	Percentage of people moderately or very satisfied with their jobs

Objective 1 - A Capital City that Works for Wales	
	Unemployment rate of the economically active population aged 16+ (model-based)
	GVA per head
	Gross Disposable Household Income per head (National Indicator 10)
	Employee jobs with hourly pay below the living wage
	Percentage of population aged 16-64 qualified NVQ4+ (degree level or equivalent)
	Have you attended an arts event in the last year? Have visited an historic place in the last year? Have you visited a museum in the last year? (National Survey: 3 separate questions)
	People who can speak Welsh (National Indicator 37)

Objective 2 - Cardiff grows in a resilient way	
	Per capita CO2 emissions (BEIS)
	Sustainable transport modal split
	Levels of Nitrogen Dioxide (NO2) and particulate matter (PM10, PM2.5) pollution levels in the air
	Use of/proximity to accessible natural space: <ul style="list-style-type: none"> • Quality: Number of sites meeting Green Flag Award and Green Flag Community Award criteria. • Accessibility: Percentage of people who live within walking distance of high quality green space.
	No. of properties in Cardiff registered to NRW's Flood Warning Service
	Municipal waste reuse/recycling/composting rates

Objective 3 - Safe, Confident and Empowered Communities	
	People agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (National Indicator 27)
	Percentage able to influence decisions affecting their local area (National Survey)
	People feeling safe (at home, walking in the local area, and travelling) (National Survey)
	Proportion of offenders who reoffend (adults and juveniles) overall in previous 12 months
	Percentage of clients accessing substance misuse services who reported an improvement in their quality of life
	Rates of volunteering

Objective 4 - Cardiff is a great place to grow up	
	Percentage of children in low-income families
	Percentage of children aged 4 to 5 who are a healthy weight
	Uptake of MMR2 by age 4 (second dose Mumps, Measles, Rubella vaccine)
	Mental well-being: children & young adults and adults (National Indicator 29)
	Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator [including FSM v non-FSM attainment gap at LA level]
	Key Stage 4 Pupils Achieving the Level 2+ Threshold including English/Welsh & Maths [including FSM v non-FSM attainment gap at LA level]
	Year 11 and Year 13 school leavers that are not in education, employment or training (Careers Wales)
	Percentage of children cycling/walking to school



Objective 5 - Supporting People out of poverty

Percentage of households in poverty (i.e. below 60 % of median income) by MSOA (after housing costs)
Long-term (i.e. over 12 months) JSA Claimants
Healthy life expectancy at birth (male & female) including the gap between the least and most deprived (National Indicator 2)
Percentage of low birth weight babies (National Indicator 1)
Percentage of adults eating 5 or more portions of fruit and vegetables a day
Percentage of adults active for less than 30 minutes in a week
Percentage of adults who are current smokers
Housing Affordability: Ratio of house price to median gross annual salary (ONS)
Page 347 Rough sleepers per 10,000 persons
Food poverty (indicator to be defined)
Fuel poverty (indicator to be defined)

Objective 6 - Cardiff is a great place to grow older

Percentage of people aged 65+ who reported their general health as being very good or good
Percentage of people aged 65+ reporting they felt involved in any decisions made about their care and support
Percentage of people aged 65+ reporting they received the right information or advice when they needed it
Percentage of people aged 65+ reporting they live in the right home for them
Percentage of people aged 65+ reporting loneliness.
Life satisfaction among older people

Objective 7 - Modernising and Integrating Our Public Services

To what extent do you agree that the quality of public services in Cardiff is good overall?

Glossary

BAME - Black, Asian and Minority Ethnic (communities)

Carbon Footprint - The amount of carbon dioxide released into the atmosphere as a result of the activities of a particular individual, organization, or community.

Cardiff Capital Region - The Cardiff Capital Region is made up of an area of South East Wales, consisting of the ten local authorities (Bridgend, Vale of Glamorgan, Rhondda Cynon Taff, Merthyr Tydfil, Caerphilly, Monmouthshire, Blaenau Gwent, Torfaen, Newport and Cardiff).

Economic Growth - An increase in the amount of goods and services produced per head of the population over a period of time.

Food Poverty - The inability to afford, or to have access to, food to make up a healthy diet. It is about the quality of food as well as quantity.

Fuel Poverty – The inability to afford to keep one’s home adequately heated. In Wales fuel poverty is defined as a household spending more than 10 % of household income on fuel, and the household is deemed to be in severe fuel poverty if spending more than 20 %.

Fiscal Powers - The ability to adjust spending levels and tax rates to monitor and influence an economy.

Healthy Life Expectancy - An estimate of how many years a person might live in a ‘healthy’ state.

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

Living Wage - A theoretical wage level that allows the earner to afford adequate shelter, food and the other necessities of life. Currently this is set at £7.85 per hour (£9.15 in London).

Life Expectancy - The estimated amount of years that a person may expect to live.

Population Growth - The increase in the number of individuals in a population.

Poverty - Living below the poverty threshold which is defined as under 60 % of the average household income (before housing costs). *In-work poverty* is living in a household where the household income is below the poverty threshold despite one member of the household working either full or part time.

Public Services Board – Public sector bodies acting jointly to improve the economic, social, environmental and cultural well-being of the Local Authority area. Statutory membership includes the Local Authority, Health Board, Fire and Rescue Service and Natural Resources Wales.

Social Isolation - A state of complete or near-complete lack of contact between an individual and society. It differs from loneliness, which reflects a temporary lack of contact with other humans.

Trafficking - Human trafficking is the trade of humans, most commonly for the purpose of forced labour, sexual slavery, or commercial sexual exploitation for the trafficker or others.

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.

Well-being - Put simply well-being is about ‘how we are doing’ as individuals, communities and as a nation and how sustainable this is for the future. Well-being can be described as having 10 broad dimensions,” the natural environment, personal well-being, our relationships, health, what we do, where we live, personal finance, the economy, education and skills and governance” (Office of National Statistics, 2013).

Cardiff Public Services Board Members - Strategic Plans

(Cardiff's Local Well-being Plan is a complementary document to the strategic plans of each PSB member)



Cardiff and Vale University Health Board – Shaping Our Future Well-being Strategy, (2015-2025)

For Our Population - we will:

- Reduce health inequalities;
- Deliver outcomes that matter to people; and
- All take responsibility for improving our health and wellbeing.

Our Service Priorities - we will:

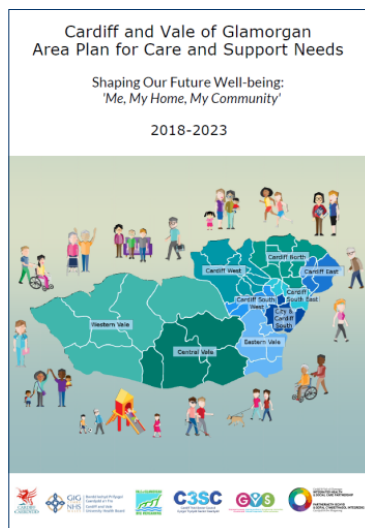
- Offer services that deliver the population health our citizens are entitled to expect.

Sustainability - we will:

- Have an unplanned (emergency) care system that provides the right care, in the right place, first time;
- Have a planned care system where demand and capacity are in balance; and
- Reduce harm, waste and variation sustainably making best use of the resources available to us.

Culture - we will:

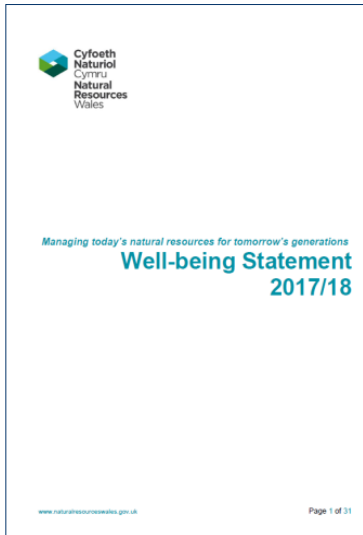
- Be a great place to work and learn;
- Work better together with partners to deliver care and support across care sectors, making best use of our people and technology; and excel at teaching, research, innovation and improvement and provide an environment where innovation thrives



Cardiff and Vale of Glamorgan Area Plan for Care and Support Needs (2018-2023)

13 Key Regional Priorities:

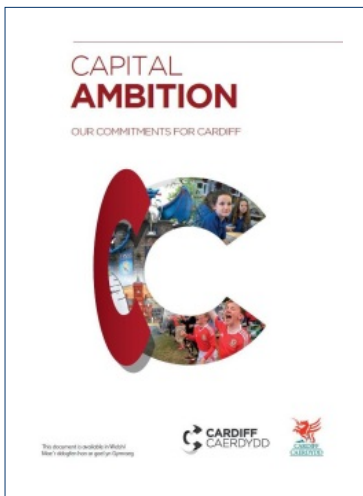
1. Older People, including People with Dementia
2. Children and Young People, including Children with Complex Needs
3. Learning Disability and Autism
4. Integrated Family Support Services
5. Adult and Young Carers
6. Health and Physical Disabilities
7. Adult Mental Health and Cognitive Impairment
8. Sensory Loss and Impairment
9. Violence Against Women, Domestic Abuse and Sexual Violence
10. Asylum Seekers and Refugees
11. Offenders
12. Veterans
13. Substance Misuse



Natural Resources Wales – Well-being Statement 2017/18

Seven Well-being Objectives

- Champion the Welsh environment and the sustainable management of Wales' natural resources
- Ensure land and water in Wales is managed sustainably and in an integrated way
- Improve the resilience and quality of our ecosystems
- Reduce the risk to people and communities from environmental hazards like flooding and pollution
- Help people live healthier and more fulfilled lives
- Promote successful and responsible business, using natural resources without damaging them
- Develop NRW into an excellent organisation, delivering first-class customer service



Delivering 'Capital Ambition' - Cardiff's Corporate Plan 2018-21

'Capital Ambition':

Priority 1: Working for Cardiff - Making sure that all our citizens can contribute to, and benefit from the city's success.

Priority 2: Working for Wales - A successful Wales needs a successful capital city.

Priority 3: Working for the Future - Managing the city's growth in a sustainable way.

Priority 4: Working for Public Services - Making sure our public services are delivered efficiently, effectively and sustainably in the face of the rising demand and reducing budgets

Corporate Plan 2018-21:

Cardiff Council has adopted the same 7 Well-being Objectives as those in Cardiff Public Services Board's Local Well-being Plan.



South Wales Fire and Rescue Service Strategic Plan (2017-2022)

Our vision is "To make South Wales safer by reducing risk" by:

- Serving our communities needs
- Working with others
- Facing challenges through innovation and improvement
- Reducing risk through education, enforcement response, and
- Succeeding in making South Wales safer

We will:

- Reduce risk
- Engage and Communicate
- Nurture Sustainable Resources
- Embrace Technology
- Strengthen Partnerships



South Wales Police & Crime Plan (2018-2021)

Our Service Priorities

- We will reduce the level of crime, disorder and antisocial behaviour
- We will enable our communities to be safe, confident and resilient
- We will better meet the needs of vulnerable people, increasing their confidence to report and reducing repeat offences
- We will improve how effectively our resources are used
- We will ensure that South Wales Police is more representative of the communities it serves
- We will strengthen our partnership work, applying the principles of co-operation to our work locally and through the Criminal Justice System

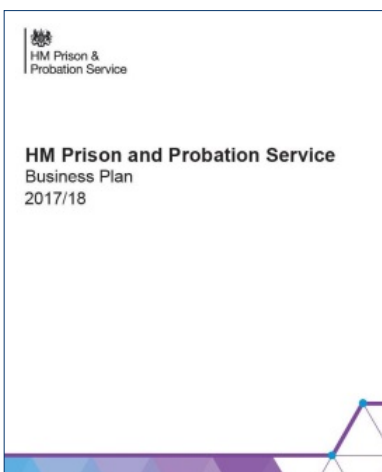


Cardiff Third Sector Council
Cyngru Trydydd Sector Caerdydd

Cardiff Third Sector Council (C3SC)

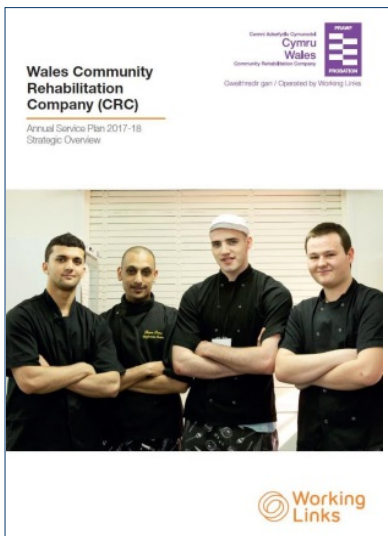
C3SC aims to provide an effective and sustainable third sector which can respond to some of the major challenges facing the city's diverse communities. It is a key partner in the delivery of Cardiff's Corporate Plan, Capital Ambition which includes the following commitments:

- Work with Public Services Board partners to join-up public services, tackle poverty and reduce inequality. This will involve commissioned work to examine the links between place, housing, poverty and barriers to employment.
- Work at the community level to break down barriers between the Council and other public services and to forge stronger links with residents and communities.



Wales National Probation Service (NPS)

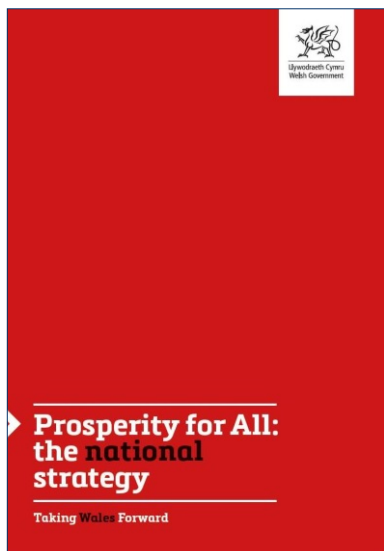
Protecting the public through effective rehabilitation of high risk offenders, tackling the causes of offending and enabling offenders to turn their lives around.



Wales Community Rehabilitation Company (CRC)

Managing low and medium-risk offenders and assisting the National Probation Service with rehabilitation interventions for some high-risk offenders.

For both the NPS and CRC, working in collaboration with partners and stakeholders to reduce reoffending is a core objective.



Welsh Government

Prosperity for All – the national strategy - taking Wales forward by working together to meet the needs of the current population, without compromising the ability of future generations to meet their own needs.

Well-being Objectives (by theme):

Prosperous and Secure

1. Support people and businesses to drive prosperity
2. Tackle regional inequality and promote fair work
3. Drive sustainable growth and combat climate change

Healthy and Active

4. Deliver quality health and care services fit for the future
5. Promote good health and well-being for everyone
6. Build healthier communities and better environments

Ambitious and Learning

7. Support young people to make the most of their potential
8. Build ambition and encourage learning for life
9. Equip everyone with the right skills for a changing world

United and Connected

10. Build resilient communities, culture, and language
11. Deliver modern and connected infrastructure
12. Promote and protect Wales' place in the world



Well-Being In Cardiff

Feedback Report
February 2018



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1. INTRODUCTION

This report has been produced by the Cardiff Research Centre on behalf of the Cardiff Public Services Board.

It summarises the results of a range of consultation and engagement activity with the citizens of Cardiff which took place in Summer/Autumn of 2017, bringing together findings from:

- The Ask Cardiff Residents and Visitor Survey
- Engagement on the Draft Well-being Plan
- Cardiff Annual Transport Survey
- Consultation on the Cardiff and Vale of Glamorgan Area Plan

Considered together these findings will help the PSB to better understand how the people of Cardiff experience the city and our public services, and ensure that the city's Well-being Plan is appropriately addressing the most important issues and concerns of residents.

2. METHODOLOGY

The results contained within this report have been drawn from a range of engagement activities that took place in late 2017. These included online survey work, locality based events and focus groups with ‘seldom heard’ population groups.

2.1 Ask Cardiff

Ask Cardiff is the annual citizen survey undertaken by Cardiff Council on resident satisfaction with life in Cardiff and public services.

Ask Cardiff 2017 included 50 questions on life in Cardiff, the quality of public services, and for the first time a series of Well-being questions. It was an online only survey and ran from 9th August 2017 until 25th September.

Response

Ask Cardiff 2017 received 5598 responses, exceeding the previous record of 4,431 achieved in 2015 by 1,167.

Table 1 - Ask Cardiff Response

	Ask Cardiff 2014	Ask Cardiff 2015	Ask Cardiff 2016	Ask Cardiff 2017
Total responses	2972	4431	4024	5598

Sample size

The significant increase in the overall number of responses across all groups has enabled a far more robust analysis to be undertaken when looking at specific groups in isolation.

Results have been disaggregated by spatial area, using the city’s 6 Neighbourhood Partnership Areas, and by sub-population grouping, including ‘deprivation’ to indicate the results received from those living in the 20% most deprived areas of the city.

Table 2 below indicates that a sample size big enough to give Confidence Intervals less than 5% plus or minus, was achieved in five of the six Neighbourhood Partnership Areas, matching that of the 2016 Ask Cardiff survey.

The response from City & Cardiff South has been traditionally low but was significantly higher for the 2016 and 2017, potentially due to the additional dissemination and promotion carried out by Cardiff Research Centre.

The traditionally low response rate from residents in Cardiff East has continued, although the number of responses shows a marked increase compared to earlier surveys. The Confidence Interval achieved remains above 5%, so whilst analysis within this area remains relevant, the Confidence Interval should be taken into account when considering the results.

Table 2 - Ask Cardiff 2017: Confidence Intervals for a 95% Confidence Level

NMA	Sample Size Achieved	Population 16 Plus (2015 MYE)	Sample Size Required For A CI Less Than 5% +/-	Confidence Interval Achieved +/-
Cardiff East	333	36,700	379	5.35
Cardiff North	1,780	95,100	382	2.30
Cardiff South East	699	68,500	382	3.69
Cardiff South West	789	55,900	381	3.46
Cardiff West	1,219	61,600	381	2.78
Cardiff City & South	459	39,300	380	4.55
Cardiff Total	5,598	357,200	384	1.30

Weighted Data

Weighted Data refers to when the data collected from survey respondents are adjusted to represent the population from which the sample was drawn. In the case of the data collected as part of the Ask Cardiff survey for 2017, the overall data was weighted for some of the questions to ensure its representativeness in terms of age, gender and neighbourhood partnership area.

Within this report reference is made at times to the 'weighted' i.e. adjusted response and the 'observed' data i.e. the actual response received.

The difference within these figures is typically no more than one or two percentage points, something that could be explained by standard deviation and should not be cause for concern. **The strong similarity between the observed and the weighted data indicated a high level of robustness in the data collection.**

2.2 Focus Groups and Community Engagement

To ensure consultation invited views from across the city, the opportunity was taken to engage with residents at a series of community engagement events that had been planned across the city. 20 'locality' events were held during November and December 2017.

Focus group work was also undertaken with the following groups:

- Race Equality First, Black Asian Minority Ethnic (BAME) women's group
- Members of the Deaf community
- 50+ Forum
- Diverse Cymru young person's BAME group
- Cardiff and Vale Action for Mental Health
- Grand Council Event of the Youth Council
- Friends and Neighbours Group (Butetown)

119 people took part in these focus group sessions.

2.3 Cardiff's Well-being Plan Online Survey

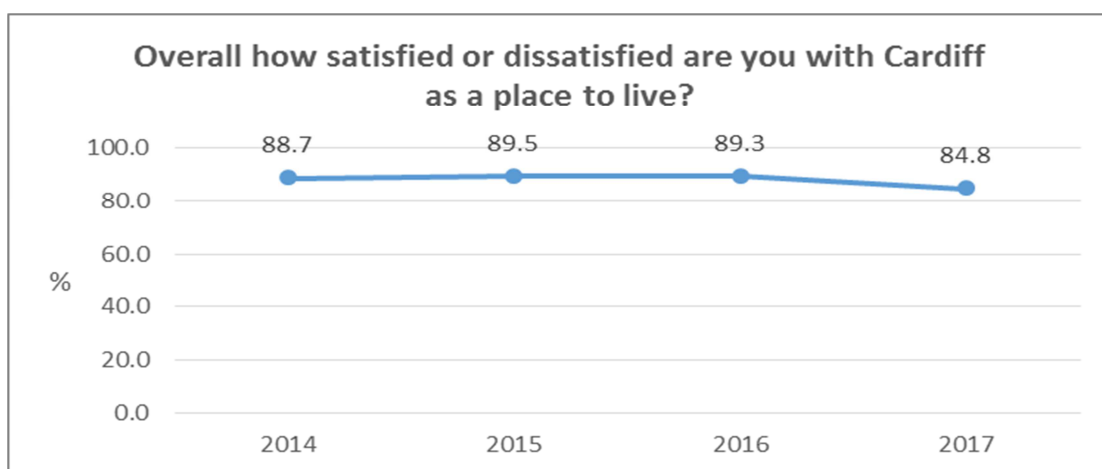
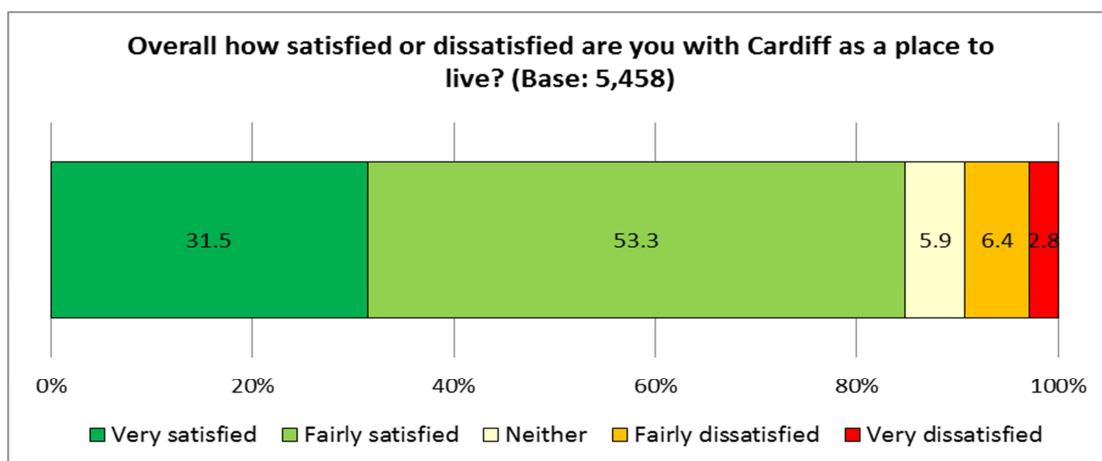
The online survey asked for views on Cardiff PSB's proposed priorities or Well-Being Objectives (WBOs) for addressing the main challenges the city is facing now and in the future (i.e. meeting the needs of a rapidly growing population, making sure the city's public infrastructure and services are resilient to this growth and reducing inequality).

116 survey responses were received.

SECTION 3: CITY LIFE AND PUBLIC SERVICES

3.1 Overall how satisfied or dissatisfied are you with Cardiff as a place to live?

Approximately six out of seven respondents (84.8%) were satisfied with Cardiff as a place to live. This shows a slight decline of 4.9% from data collected in 2016.



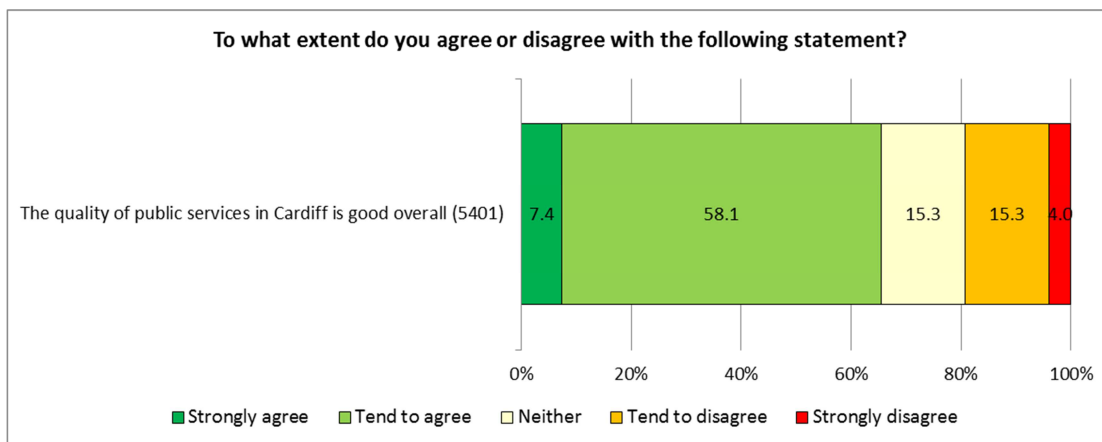
This closely correlates with the National Survey for Wales's results, undertaken in 2016, which reported satisfaction with Cardiff as a place to live at 88%, 8th highest in Wales and the highest urban area in Wales.

Overall satisfaction was lowest amongst respondents identifying as disabled (75.9%) and those living in the most deprived areas of the city (79.4%).

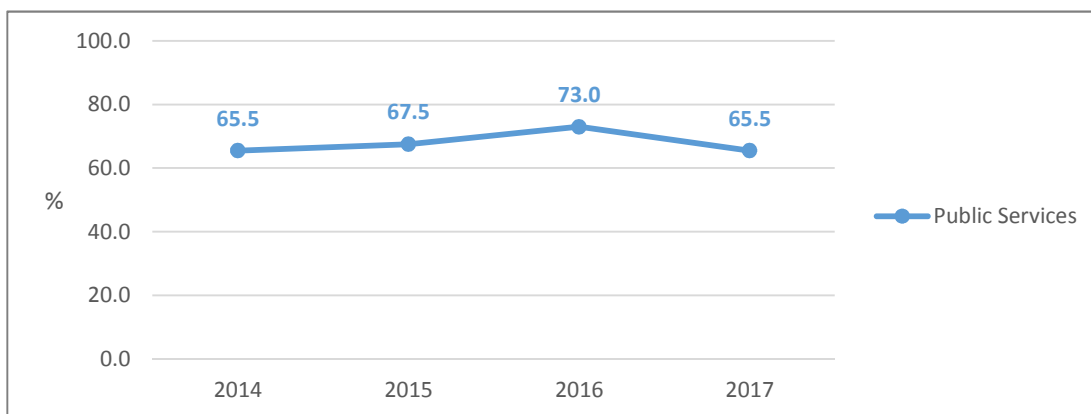
Focus group work typically found the things that people like most about the city are its parks and green spaces, access to culture, leisure and shopping and its size i.e. large enough to provide all of the benefits of a major city but small enough that you do not feel lost amongst it. Recurring themes in what caused the most dissatisfaction to people were transport and litter, particularly in their local neighbourhood.

3.2 The Quality of Public Services

Two-thirds (65.5%) agreed that the quality of public services in Cardiff is good overall. This is a slight reduction compared to 73% in the 2016 survey.



Base sizes shown in brackets. Excludes 'Don't Know' responses.



Respondents identifying as disabled, and those living in the most deprived areas of the city were least likely to rate the quality of public services as good overall (48.2% and 50.9% respectively).

3.3 Priorities for the city

Consultation on Cardiff's Draft Well-being Plan asked residents whether they agreed with its 7 well-being objectives and steps for improving quality of life and addressing the main challenges facing the city's public services.

Respondents were asked to identify their top three priorities for the city and for themselves and their family. The table below shows that the top three objectives identified for the city differ from those which were priorities for people individually:

Well-being Objective	Face to Face		Online		Combined	
	City priority	Personal priority	City priority	Personal priority	City priority	Personal priority
1. A Capital that works for Wales	5	6	4	7	4	7
2. Cardiff's population growth is managed in a resilient way	5	7	3	5	5	6
3. Safe, confident and empowered communities	2	1	1	1	2	1
4. Cardiff is a great place to grow up	4	2	6	3	6	3
5. Supporting people out of poverty	1	4	2	5	1	5
6. Cardiff is a great place to grow older	7	3	7	2	7	2
7. Modernising and Integrating Our Public Services	3	5	5	4	3	4

SECTION 4: WELL-BEING

4.1 How do you feel about yourself?

Respondents were given four statements, and asked to indicate using a 0-10 scale how satisfied they felt with their life, how happy and anxious they felt the day before completing the survey and the extent to which they felt the things they did in their life are worthwhile.

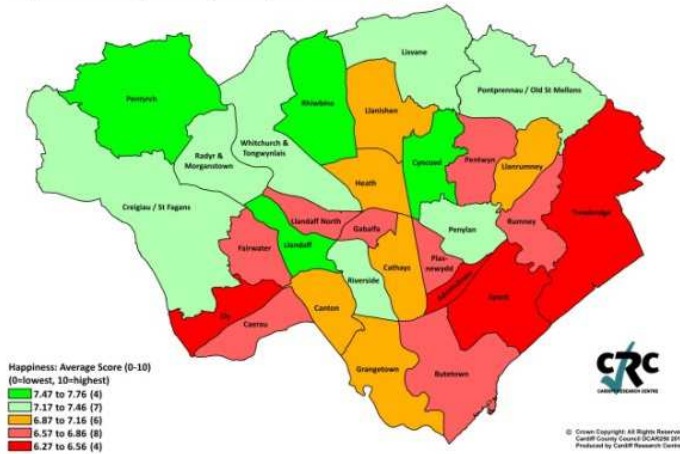
Mean scores were calculated for each of the questions posed. Where scores are better than the mean by more than 0.2 (higher for satisfaction, happiness and feeling worthwhile, and lower for anxiety) cells are highlighted in green; those which are worse by 0.2 or more are in red. Those scoring up to 0.2+/- of the mean are marked as amber.

Respondents aged 55+ and living in Cardiff North scored above average against each of the measures. Under 35s, those from a minority ethnicity, people living in the most deprived areas of the city, and respondents who identify as disabled, all scored below the average against the well-being indicators.

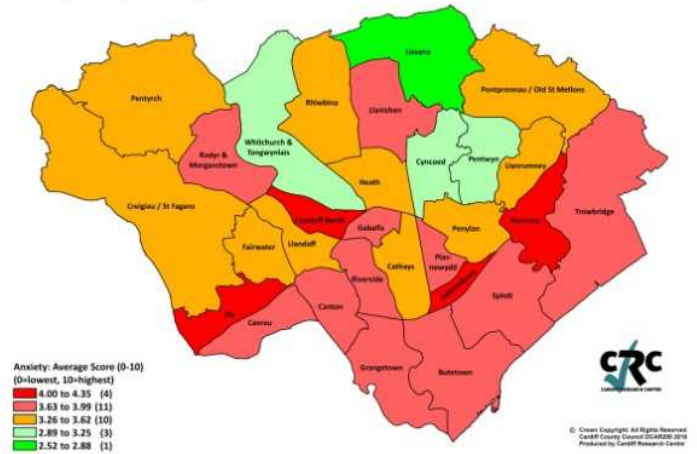
	Satisfied	Happy	Anxious	Worthwhile
All respondents	7.1	7.0	3.6	7.0
Under 35	6.9	6.7	3.9	6.6
55+	7.4	7.4	3.4	7.3
Female	7.1	7.0	3.7	7.1
Male	7.2	7.1	3.5	7.0
Minority ethnicity	6.8	6.8	4.0	6.9
Deprivation	6.5	6.5	3.9	6.5
Identify as disabled	5.8	5.8	4.0	5.7
Welsh speaker	7.3	7.3	3.9	7.3

At ward level, the following maps show a north/south divide with lower levels of happiness, feeling worthwhile and life satisfaction and higher levels of anxiety, more likely to be found in the south of the city.

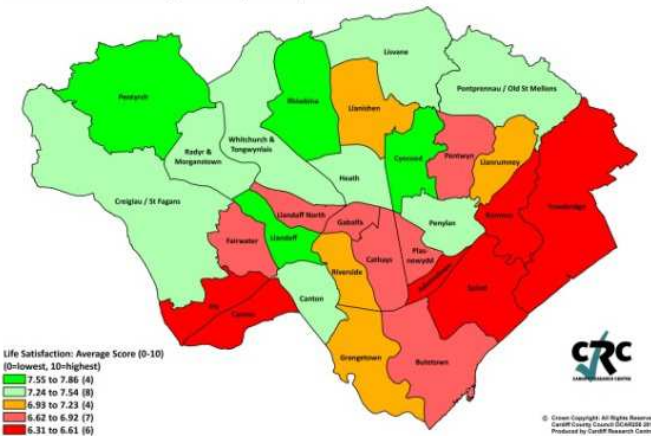
Happiness: Average Score by Ward (Ask Cardiff 2017)



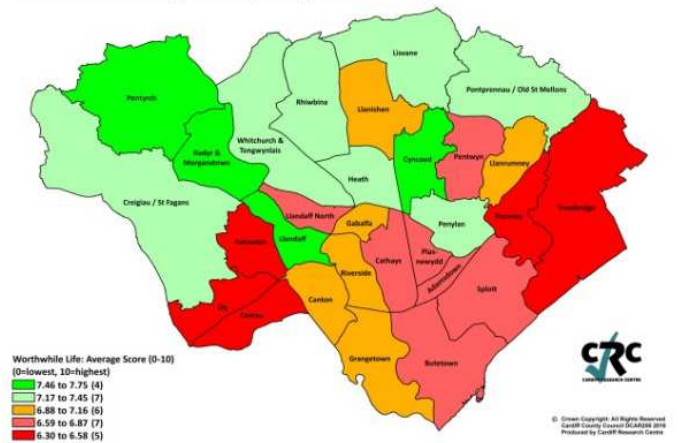
Anxiety: Average Score by Ward (Ask Cardiff 2017)



Life Satisfaction: Average Score by Ward (Ask Cardiff 2017)

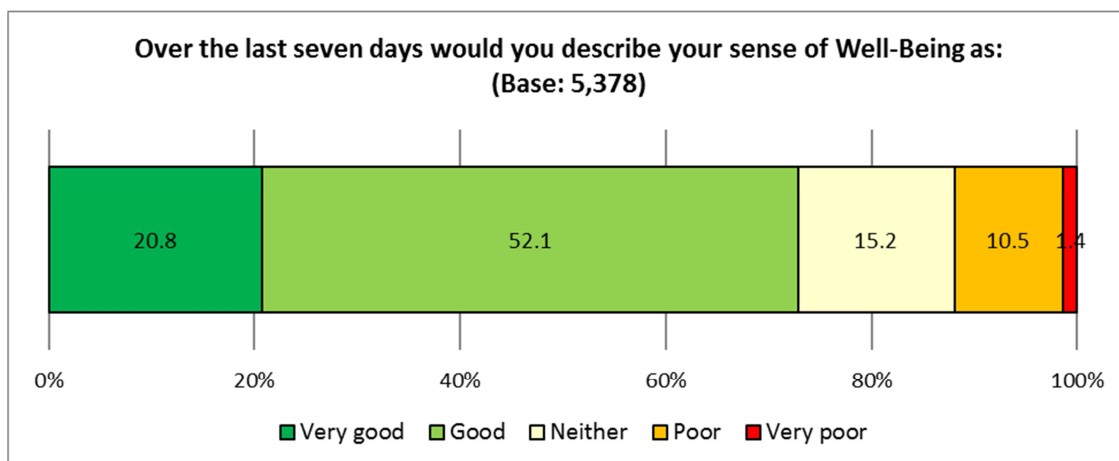


Worthwhile Life: Average Score by Ward (Ask Cardiff 2017)



4.2 Over the last seven days how would you describe your sense of well-being?

Just under three-quarters of respondents (72.9%) felt their sense of well-being had been 'good' or 'very good' over the preceding week.

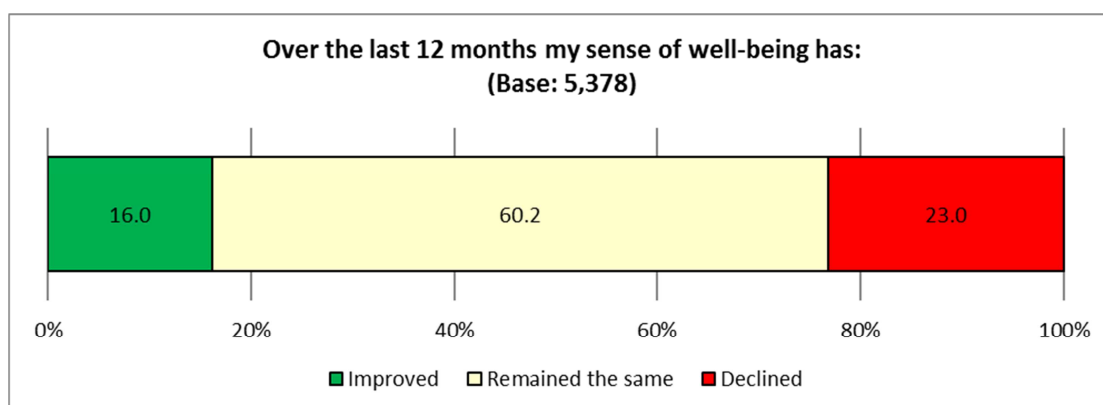


Base size excludes 'Don't Know' responses.

The sense of well-being was lowest amongst respondents who identified as disabled (45.0%) and those living in the most deprived areas of the city (62.4%).

4.3 Over the last 12 months my sense of well-being has:

Three out of five respondents (60.2%) stated that their sense of well-being had remained unchanged over the past year; almost a quarter (23.0%) felt it had declined.

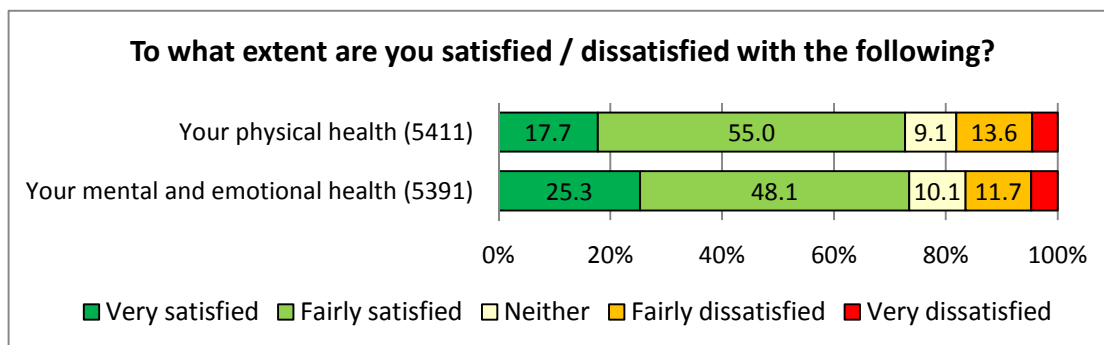


Base sizes shown in brackets excludes 'Don't Know' responses

Almost half (46.7%) of those who identify as disabled and 30.1% of those living in the most deprived areas of the city reported their sense of well-being had declined over the last 12 months.

4.4 To what extent are you satisfied / dissatisfied with your physical and mental health?

Around three quarters of respondents were satisfied with both their physical and their mental and emotional health (72.7% & 73.4% respectively).



Base sizes shown in brackets. Excludes 'Don't Know' responses.

Satisfaction with physical health for those living in deprived communities dips to 63%, and for those who identify as disabled to 37% (with 50% dissatisfied).

Similar patterns are seen with respect to mental health, with 62% of those living in deprived communities expressing satisfaction, and only 48% of those who identify as disabled (against a city average of 73%).

4.5 Access to Mental Health Services

Focus group research with current users of mental health services in the city highlighted the importance of having 'somewhere to go' in the management of mental health.

The 4 Winds open access centre is the only resource of its kind in the city with users calling for similar resources to be provided in other parts of the city and naming it as 'invaluable in offering support' particularly when the process of diagnosis via a GP 'may take several months'.

Social isolation was identified as a significant issue for those battling mental health problems, comments provided included:

"People left on their own trying deal with things end up drinking, taking drugs, self-medicating. These are the people that then end up homeless, on the streets and it may be too late to bring them back."

"I worry that when I'm older I'm going to be isolated."

"For 25 years I lived alone in a bedsit, I had to get physically unwell before I got help for my mental health."

Service users highlighted the benefit of community groups in combating both mental health and social isolation:

“Any time you actually get groups of people together, ideas start to flow, that’s how answers to problems are found.”

“I’ve started going to ‘Eating Well for Life’ – it was nice to meet people with different problems.”

Concern regarding mental health services and adequate provision was a recurring theme in conversations and engagement with younger people.

4.6 Access to GP’s & Health Services

The time taken to access GP appointments was raised as a concern across all focus group discussions with up to four weeks reported as a waiting time. Difficulties were reported even in instances when pre-existing conditions such as diabetes were listed.

A number of knock-on effects were recounted in discussions arising from difficulties in accessing timely GP appointments, these included:

- Incidents of wrongful or ineffectual self-medication;
- Reliance on out of hours service;
- Non-emergency trips to A&E;
- Cases where serious symptoms had not been identified leading to greater health problems.

The current telephone system was not felt to work well with callers experiencing busy lines, too few appointments, a lack of consistency in the doctor seen and gate-keeping from reception staff leaving patients feeling *‘fobbed off’*. Some respondents including younger people suggested an online booking process for GP appointments as a way to free up some time and make the process easier.

Both Black, Asian, Minority Ethnic (BAME) and deaf participants of focus groups expressed concern over the availability and quality of interpretation services both in GP surgeries and hospital settings.

4.7 Access to physical activity

The importance of exercise in relation to improving both physical and mental health was raised across all focus group activities.

However, BAME women highlighted the need for more gender specific exercise sessions with many reporting to feel unable or uncomfortable participating in mixed male/female activities.

Simple exercise was considered to help with a wide range of issues e.g. weight control, diabetes, mental health, social cohesion.

“Everything works hand in hand, if you exercise then you are more likely to eat well, feel well and look better.”

Young people were keen to see a greater emphasis placed on exercise and sport in school. Young BAME males commented that there are lots of opportunities to play sports but they are sometimes inaccessible due to demand and are offered to those who pay first so good times are all taken.

4.8 Food and Diet

Conversations with younger people in particular raised concern with regard to healthy diets. Menu choices in schools and colleges were considered generally poor with options typically consisting of fast food such as burgers, pizza and chips with healthier option more difficult to find.

“School food is good but it isn’t healthy – every day is pizza day, there is salad but it is covered in mayo which kind of defeats the object.”

“Good food can affect your mood and health.”

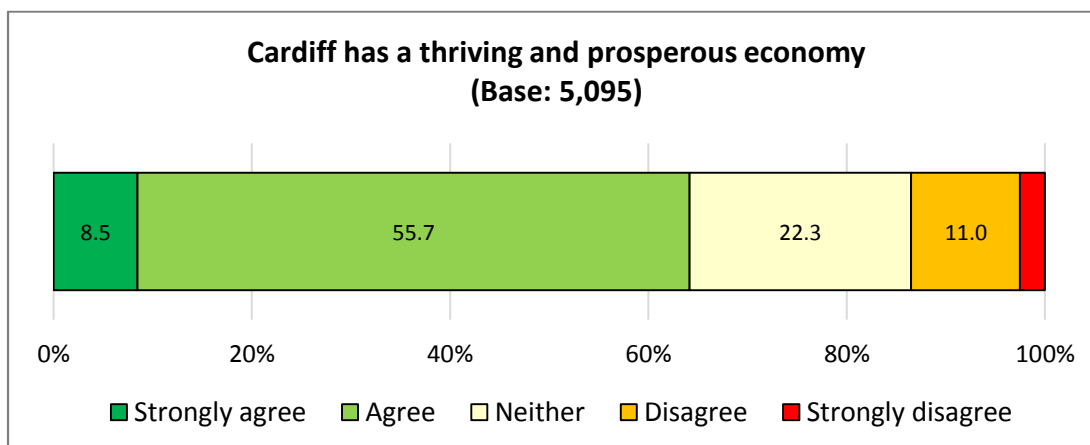
The popularity of caffeine drinks in school and colleges was also highlighted as a concern. Whilst some schools were reported to have banned the sale of such drinks on-site, consumption continues with the effects *“making people hyper”* and *“messing with their brains”*. Many of the young people consulted with felt that stronger restrictions on these types of drinks in school would be appropriate.

Participants considered that the ability to eat healthily might also be influenced by location and income. To eat healthily was widely considered to be more expensive. The disappearance of grocers, butchers etc. from local communities means that those without the ability to travel to superstores are increasingly restricted in the produce they are able to purchase locally. Low-income families, BAME, and the elderly were identified as most likely to be affected in finding it increasingly difficult to shop healthily locally.

SECTION 5: A CAPITAL CITY THAT WORKS FOR WALES

5.1 Cardiff's economy

Almost two-thirds of respondents (64.2%) agreed that “Cardiff has a thriving and prosperous economy”, compared to 13.5% disagreeing with this statement.



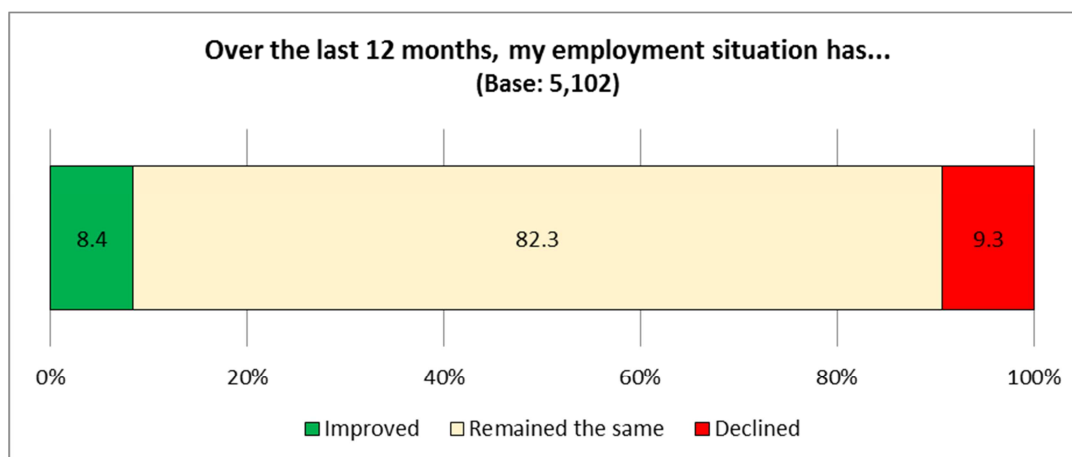
Base: 5,095. Excludes 'Don't Know' responses.

Respondents identifying as disabled (19.3%), those living in the most deprived areas of the city (17.0%) and those from a minority ethnicity (16.7%) were most likely to disagree that “Cardiff has a thriving and prosperous economy”.

Respondents living in Cardiff North were far more likely to agree with this statement (88.2%) with agreement in other areas of the city ranging from 57.5% in Cardiff South East and 66.8% in Cardiff West.

5.2 My employment situation

Most respondents (82.3%) reported that their employment situation had not changed over the past year. Slightly more felt their situation had declined compared to those who felt it had improved (9.3% and 8.4% respectively).



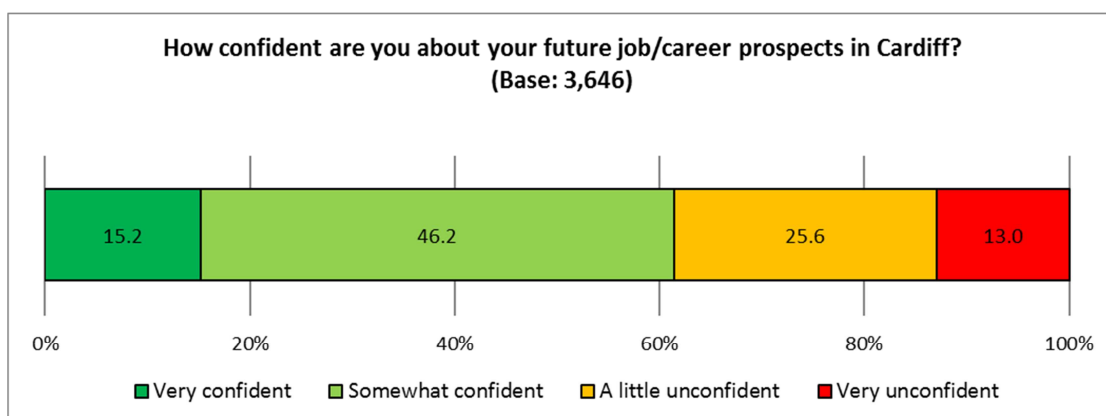
Base: 5,102. Excludes 'Don't Know' responses.

Respondents under the age of 35 were most likely to have seen an improvement in their employment situation (24.1%), followed by those from a minority ethnicity (13.9%) and those living in the most deprived areas of the city (13.6%).

Respondents who identify as disabled (17.4%) and those from a minority ethnicity (16.6%) were most likely to report a decline. Those residents in Cardiff East, Cardiff South West and Cardiff West were more likely to report a decline than an improvement in their employment situation.

5.3 Future job/career prospects in Cardiff

Around three in five respondents (61.4%) described themselves as ‘very’ or ‘somewhat’ confident about their future job/career prospects in Cardiff.



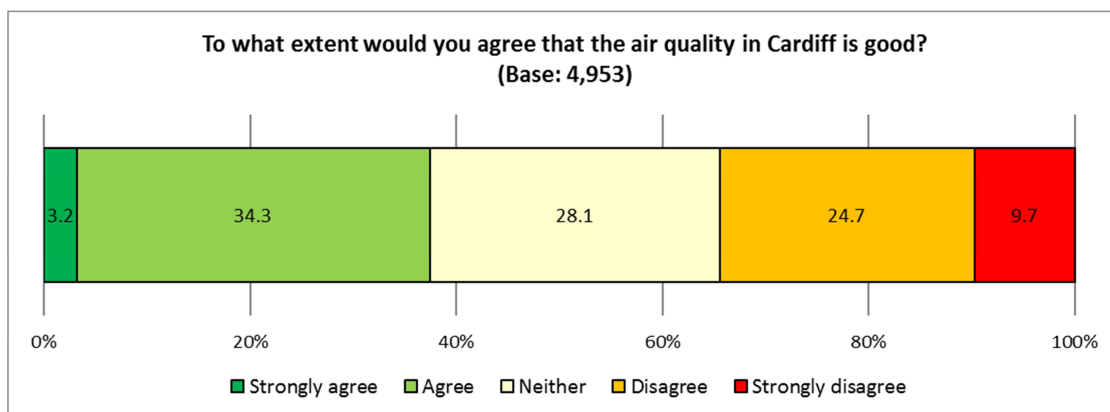
Base: 3646. Excludes ‘Don’t Know’ responses.

People aged under 35 (67.8%), Welsh speakers (65.0%) and women (63.5%) were most confident regarding future job/career prospects. By contrast, those identifying as disabled (37.5%) and people from an ethnic minority background (51.3%) were amongst the least confident.

SECTION 6: CARDIFF GROWS IN A RESILIENT WAY

6.1 Air Quality

Opinion was divided amongst respondents overall, regarding the quality of the air in Cardiff with 37.5% agreeing that the quality is good, compared to 34.4% who disagree.



Base sizes shown in brackets. Excludes 'Don't Know' responses.

Respondents from a minority ethnicity (44.9%) those aged under 35 (41.7%) and residents in Cardiff North (41.7%) or Cardiff West (39.4%) were most likely to agree that the quality of the air in Cardiff is good.

Welsh speakers (41.5%), those living in the most deprived areas of the city (37.7%), respondents identifying as disabled (37.3%) and those resident in Southern areas of the city were most likely to disagree that air quality in the city is good.

Engagement with young BAME citizens revealed some concerns amongst the group with regard to air quality and the fear that this may present a disproportionate impact on communities, particularly in Cardiff City & South which has a high proportion of ethnic minority residents.

6.2 TRANSPORT AND GETTING AROUND

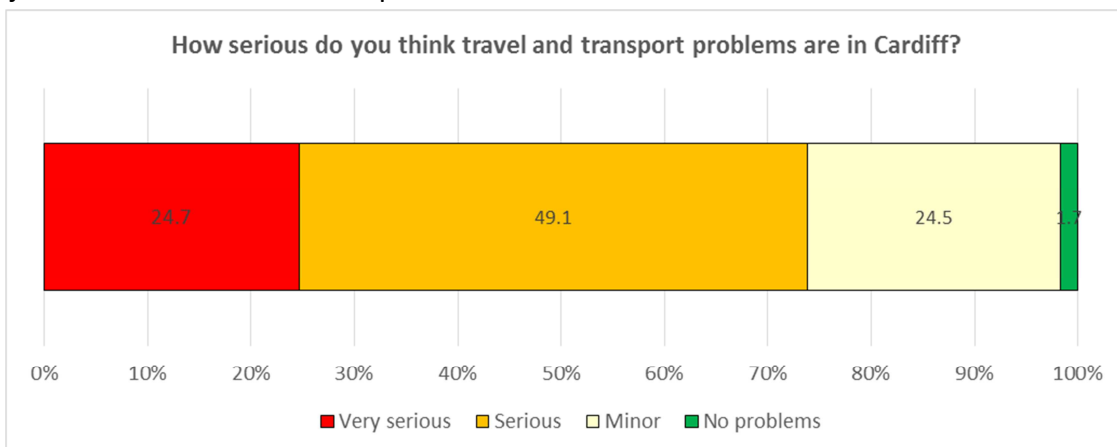
This year, a separate survey to understand usage of and satisfaction with, travel and transport in Cardiff was launched.

A total of 4,802 responses were received – 88.7% were Cardiff residents, 10.2% living elsewhere in Wales, and the remainder either living elsewhere or not specifying their home location.

A full report on this survey will be available on www.cardiff.gov.uk/haveyoursay.

6.3 How serious do you think travel and transport problems are in Cardiff?

Almost three-quarters (73.8%) of respondents deemed travel and transport problems in Cardiff to be either serious (49.1%) or very serious (24.7%). In contrast, just 1.7% felt there were no problems.



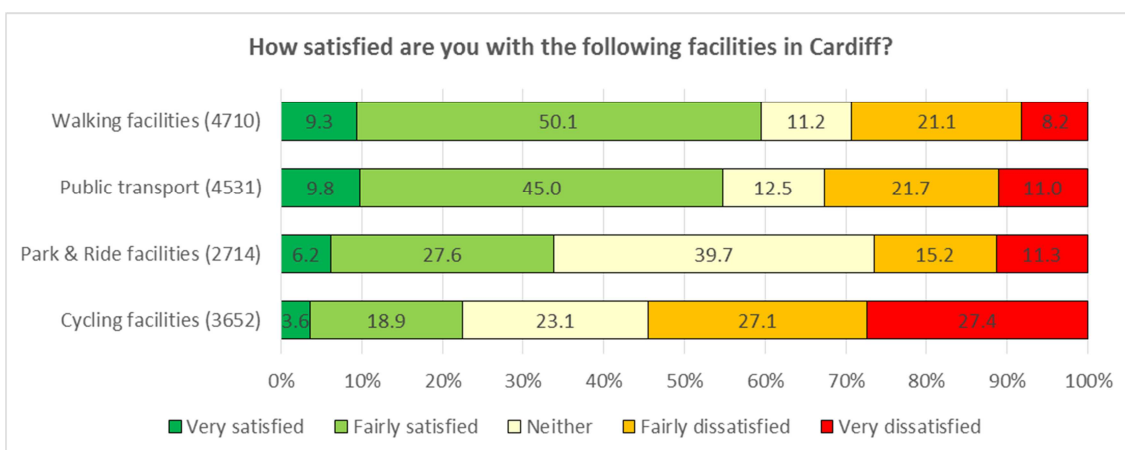
Base sizes shown in brackets. Excludes 'Don't Know' responses.

Two-thirds of respondents in employment reported they travelled to work alone in their car/van at least once a week – this figure fell to 15.8% for a driver with passengers, and 9.8% as a passenger.

Respondents to the well-being plan survey emphasised the need to look at Cardiff's transport infrastructure as a whole (cycling, car, bus and train routes), the cost of public transport, and to invest in the wider region to increase use of sustainable modes of travel and reduce road congestion.

6.4 How satisfied are you with the following facilities in Cardiff?

Three in five respondents (59.4%) were 'satisfied' with walking facilities and around half (54.8%) with public transport in the city. Just one in five (22.5%) were satisfied with cycling facilities in Cardiff.

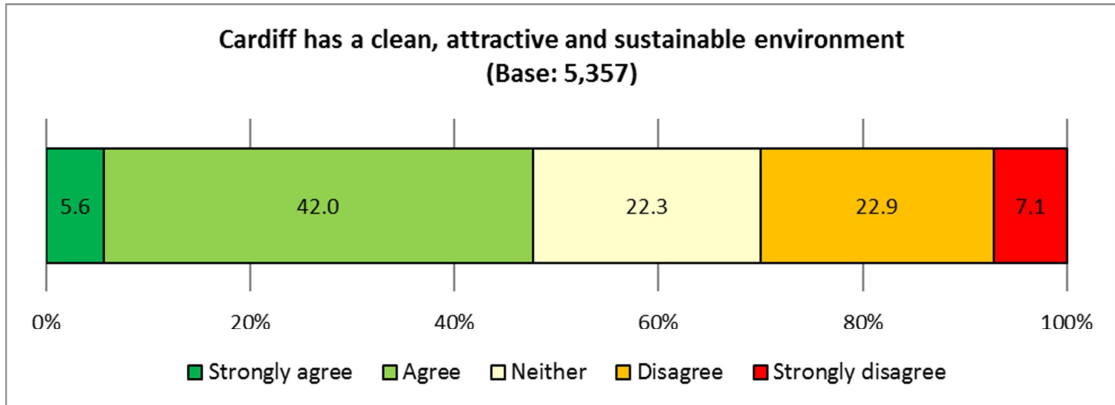


Base sizes shown in brackets. Excludes 'Don't Know' responses.

Cycling provision was thought to be good in the centre but described as 'patchy' the further out you go. Additional complaints were made of existing cycle lanes often coming to an abrupt stop which can make re-joining the flow of traffic dangerous.

6.5 Cardiff has a clean and attractive environment

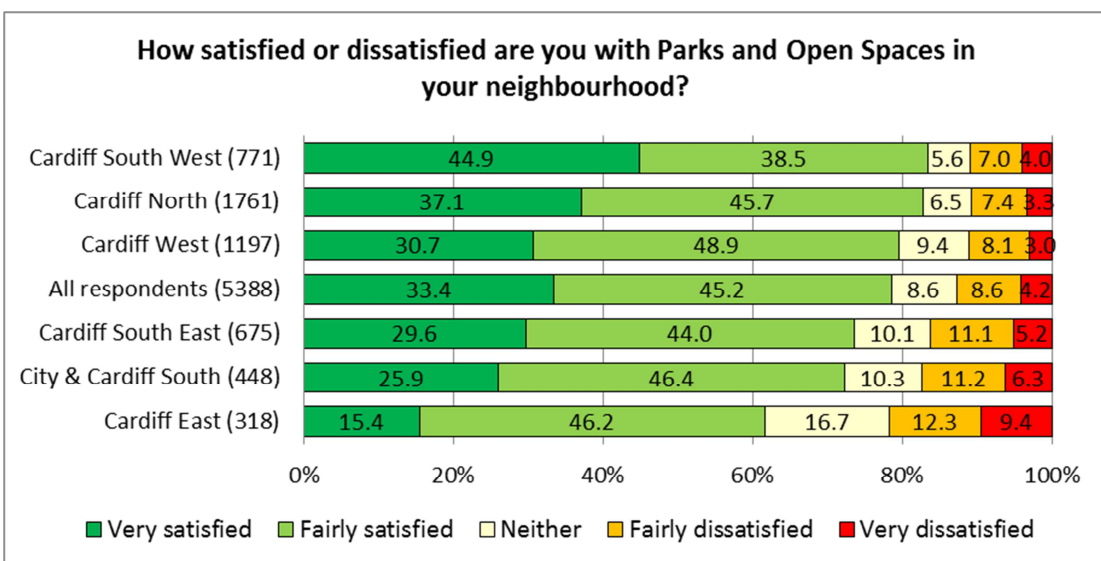
Almost half of those surveyed (47.6%, down from 53.3% in 2016) agreed that Cardiff has a clean, attractive and sustainable environment, while 30.0% disagreed.



Base: 5357. Excludes 'Don't Know' responses.

Respondents living in the most deprived areas of the city and those identifying as disabled were least likely to agree with this statement (38.7% and 39.6% respectively). Geographically, agreement with the statement was lowest amongst residents of Cardiff South East (39.8%).

The parks and green spaces of the city were one of the most highly regarded aspects of the city with Bute Park viewed as the 'jewel in the crown'. However, levels of satisfaction with parks and green spaces varied across the city, with a gap of 22% between Cardiff North and Cardiff East.



Participants were clear that they want to see the city's green spaces preserved.

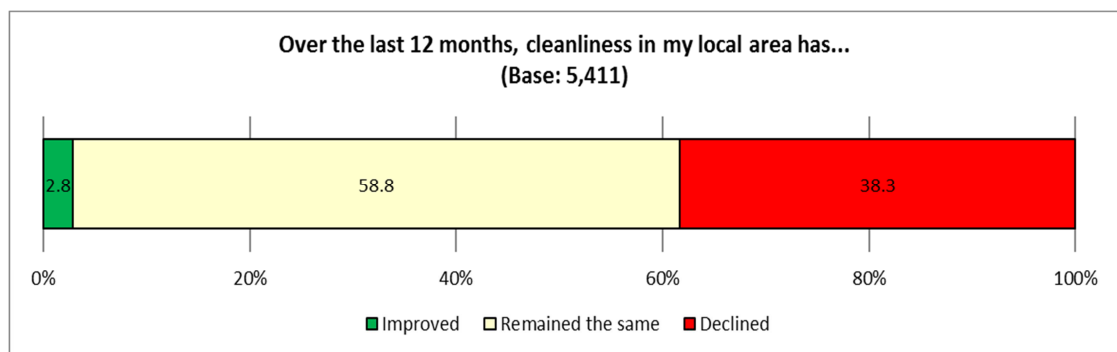
"We don't want to see all of the city's green spaces turned over to buildings"

Some concern was raised over the management of some green spaces with paths and parkland around Colchester Ave and Forest Fawr reported to have become inaccessible due to lack of maintenance - *"there's a difference between managing it for wildlife and letting it become overrun and rotting,"*

Generally Cardiff was described as having many 'lovely walks' although these are not well promoted or sign posted. Rumney wetlands was given as a specific example of an area that could benefit from more people knowing about it.

6.6 Cleanliness in my local area

Almost two out of five respondents (38.3%) felt that cleanliness in their local area had declined over the previous 12 months.



Base size: 5411 Excludes 'Don't Know' responses.

Amongst respondents living in the 20% most deprived areas of Cardiff this figure rose to almost half (47.6%). Similarly, 48.7% of respondents living in City & Cardiff South believed cleanliness in their local area to have declined over the last twelve months.

Waste collection services were generally reported to be good with collections coming regularly and on time. However, respondents believed some residents in their local areas lacked knowledge about how to dispose of waste and separate it correctly leading to problems with cleanliness in the area. Additional support and education was suggested, to include migrants that may be new to the city and vulnerable adults who may have mental health issues.

Private landlords, specifically in the Riverside/Canton areas were identified as contributing to untidiness in the area with participants commenting:

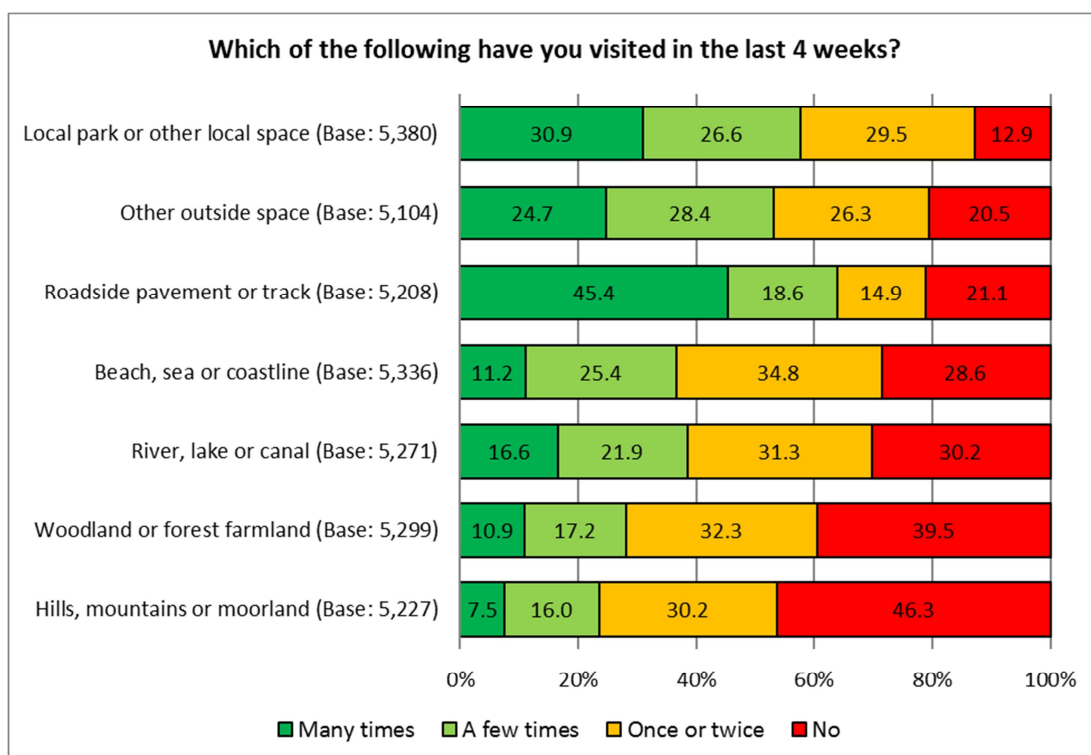
"When the properties are being emptied ready for the next tenant they are really careless throwing things out... there is always broken glass left lying around for weeks.

Leaf mulch was also identified as a problem, blocking drains and resulting in serious falls particularly amongst the elderly with Pontcanna highlighted as a particular problem area.

The introduction of alley gating measures were viewed as a significant success. Garages situated at the back of Home Bargains in Canton were described as once being a frequent target for arson attacks and fly tipping, something that the measures had resolved.

Dog fouling was identified as a problem in several areas with Claude Road in Roath specified as having a serious problem. Respondents were in favour of prosecuting dog owners but recognised that it was difficult to catch a perpetrator.

6.7 Accessing Nature



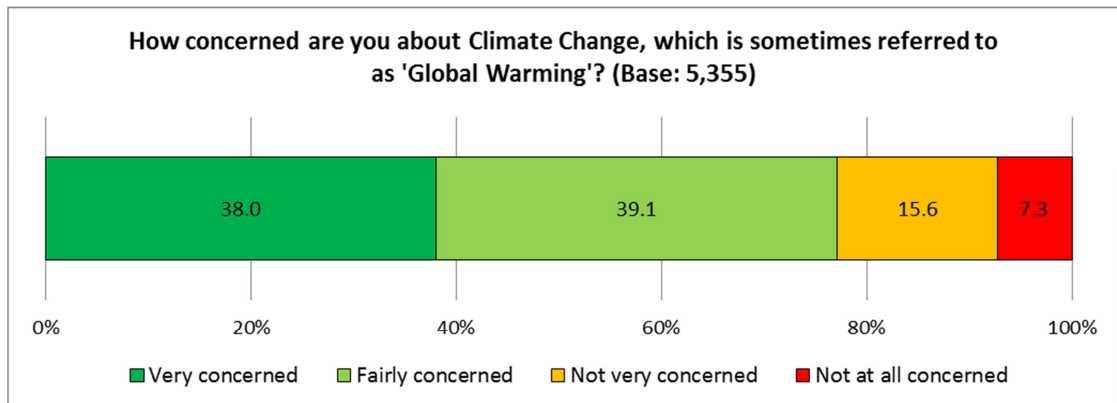
Base sizes shown in brackets. Excludes 'Don't Know' responses.

Analysis by demographic and geographic groups revealed:

- Respondents who identify as disabled and those from the most deprived areas of Cardiff were the least likely to have visited any of the places listed.
- With the exception of 'local parks', those living in Cardiff West were most likely to have visited all of the outside spaces listed. Conversely, respondents in Cardiff East were least likely to have visited all outside spaces with the exception of Woodland/Forest Farmland.
- Almost 9 in 10 (87.0%) of all respondents had visited a park or other local space in the previous four weeks compared to just three quarters (76.9%) of residents in Cardiff East.

6.8 How concerned are you about Climate Change, which is sometimes referred to as 'Global Warming'?

More than three-quarters of those surveyed (77.1%) were either 'fairly' or 'very concerned' about Climate Change.



Base: 5,355 . Excludes 'Don't Know' responses.

Under 35's (82.8%) expressed greater concern for Climate Change than those aged 55+ (73.2%), Females (82.3%) more so than Males (71.7%) and those living in the southern half of the city compared to those living in the north.

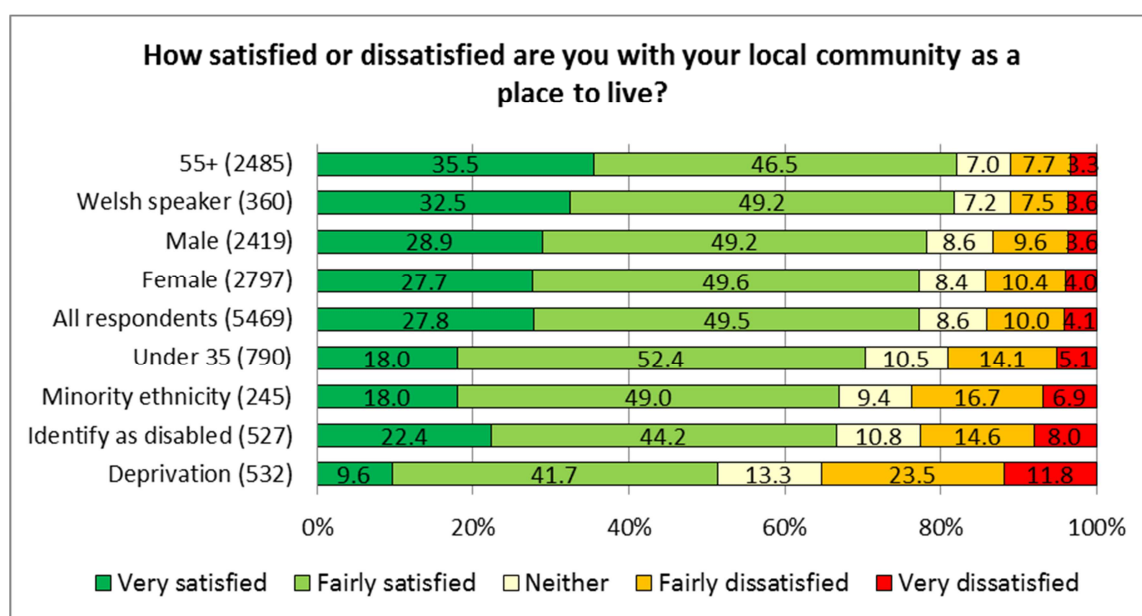
SECTION 7: SAFE, CONFIDENT AND EMPOWERED COMMUNITIES

7.1 How satisfied or dissatisfied are you with your local community as a place to live?

Over three quarters (77.3%) of respondents described themselves as ‘satisfied’ with their local community as a place to live.¹

Respondents living in Cardiff North (86.5%) and Cardiff West (85.2%) were most satisfied with their local community, contrasting with residents of Cardiff South East (60.9%), City & Cardiff South (63.5%) and Cardiff East (65.2%).

Those living in the most deprived areas of Cardiff were notably less satisfied (35.3%) with their local community as a place to live.



Base sizes shown in brackets excludes ‘Don’t Know’ responses.

The things that people liked and disliked about their local community differed significantly across the city. Areas in the north of the city residents liked the attractiveness and peacefulness of the area but bemoaned its isolation and lack of amenities. In comparison, residents in City & Cardiff South enjoyed the access to shops, transport and local amenities but disliked the litter and prevalence of fly tipping.

¹ There is no trend data for this question. Previous surveys asked “Overall, how satisfied or dissatisfied are you with Cardiff as a place to live?” rather than specifically “Your local community”. No significant difference was found between the weighted and the observed data.

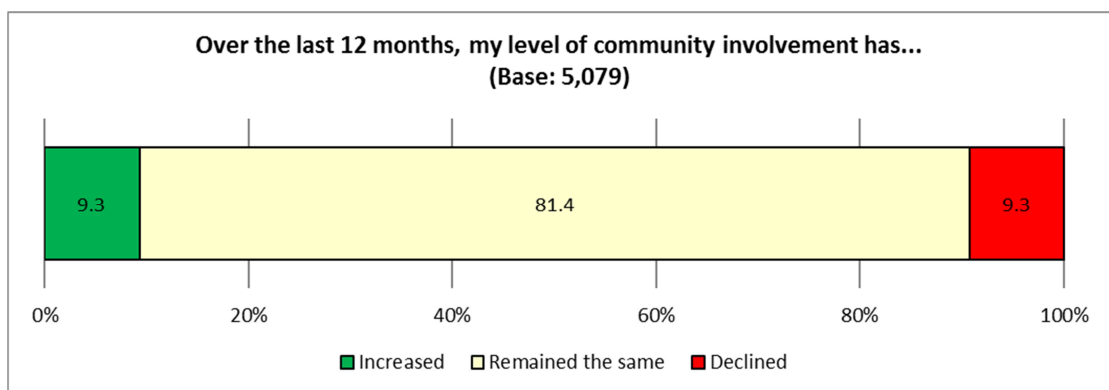
Issues relating to drugs and drug dealing were received from residents in both the east and the south of the city. A resident in Grangetown commented:

“You see them doing their exchanges even on a morning taking the kids to school, they zoom in, in their cars to do their deals and zoom off again, we know what they are doing.”

In the east of the city, numerous comments were made regarding the increased use of laughing gas on the streets of the neighbourhood. Young people were reported to be the primary users of the drug with empty gas canisters often seen littering the streets.

7.2 Over the last 12 months my level of community involvement has:

Approximately four in five respondents (81.4%) stated their level of community involvement had not changed over the last 12 months. Equal proportions reported either an increase or a decline in community involvement over that time.



Base size: 5079. Excludes 'Don't Know' responses.

Respondents from a minority ethnicity were most likely to report a change in the level of their involvement - one in six (16.7%) reported their involvement had increased, whilst around one in seven (14.8%) stated it had declined.

Almost a fifth of respondents identifying as disabled (18.4%) had reportedly reduced their level of community involvement over the last twelve months.

Participants that were also mental health service users were particularly enthusiastic about opportunities for volunteering. It was felt that there are many people in the community who would benefit from getting involved and accepted that the *“traditional image of the relationship between the Council and the public as them and us needs to change”*.

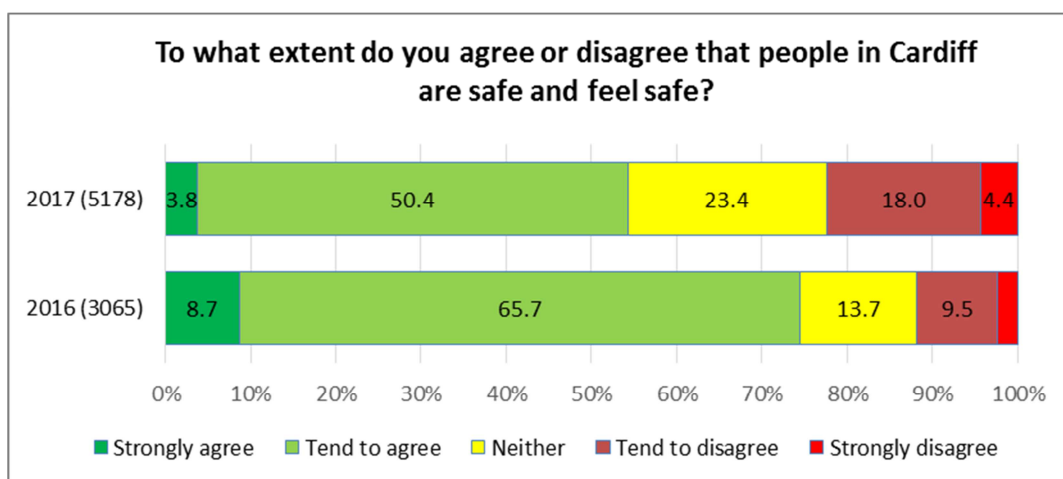
Difficulties however were explained in the way that mental health illness 'fluctuates' meaning that some days volunteers might be able to do something but another day

maybe not. This can lead to problems making long-term commitments to a project whilst more drop in/out projects may work better.

There was also concern raised over the relationship between volunteering and benefit claims. Whilst volunteering is non-paid and therefore should not impact on payments, the group gave examples of where volunteering had impacted on their assessment – i.e. ability to work. The related stress involved in trying to resolve issues had meant that some service users were cautious of volunteering in the future. Participants described a lack of education amongst those in the benefits agency surrounding mental health and volunteering.

7.3 To what extent do you agree or disagree that people in Cardiff are safe and feel safe?

Just over half of all respondents, 54.2%, agreed that People in Cardiff are safe and feel safe - a notable decline from the 74.4% who agreed with this statement in the 2016 Ask Cardiff survey.



Base sizes shown in brackets

Respondents under the age of 35 were most likely to agree that 'People in Cardiff are safe and feel safe' (61.8%).

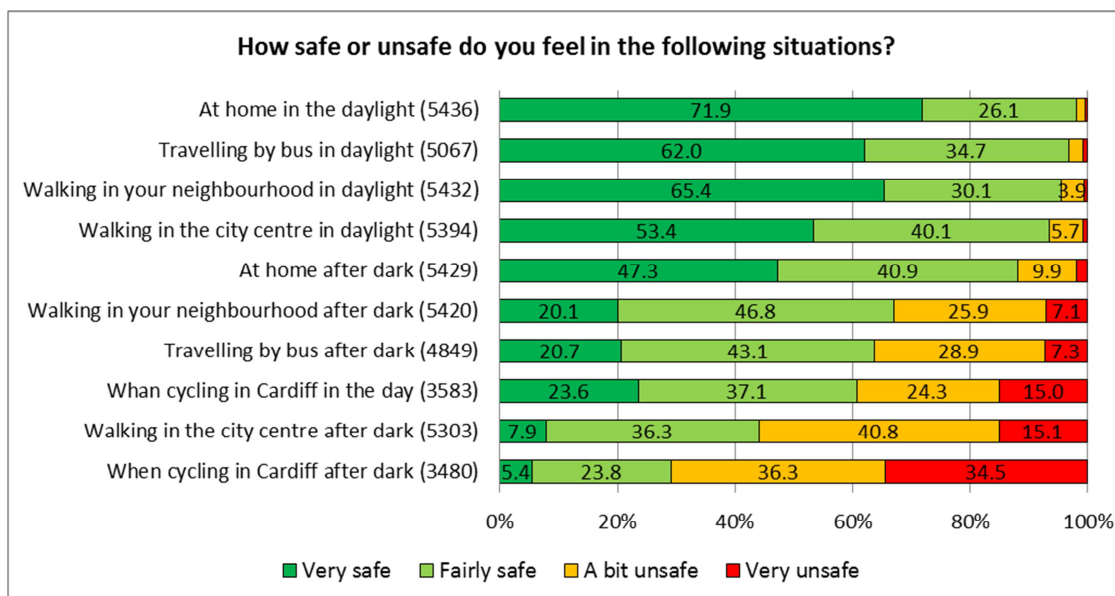
However, there has been a decline in the percentage of respondents agreeing the 'People in Cardiff are safe and feel safe' across each of the comparable demographic groups, and each of the six Neighbourhood Partnership Areas.

Disagreement with the statement was highest amongst residents in Cardiff East (36.5%), those identifying as disabled (38.5%), and those from the 20% most deprived areas of the city (37.7%).

Further research is required to fully understand the story behind the data. Possible influencing factors may go beyond the actual risk of crime and include perceived fears, possibly fuelled by major incidents or reporting within the wider media.

7.4 How safe or unsafe do you feel in the following situations?

Respondents to the latest Ask Cardiff Survey were found to feel less safe in all situations listed than was reported in 2016.



Base sizes shown in brackets.

The most significant declines were found in the following areas:

- Walking in the city centre after dark – A fall of 11.8%
- Cycling in the day – A fall of 13.0%
- Cycling after dark – A fall of 10.6%

Respondent's feelings of safety in their own neighbourhoods after dark also fell by 7.4% from the 2016 figures.

Analysis by local area and demographic group reveals that:

- People in Cardiff East, feel less safe than those in other areas of the city, in a variety of scenarios.
- In Cardiff West 83.9% of respondents reported feeling either 'very' or 'fairly safe' when walking in their neighbourhood after dark compared to just 55.6% of those from Cardiff East. Additionally, just over one in ten respondents (11.1%) in Cardiff East reported that they would feel 'very unsafe' in this circumstance.
- Almost half (45.8%) of those resident in Cardiff East felt unsafe travelling by bus after dark compared to just over a third of respondents from all other areas (between 33.7% and 35.9%), and for the sample overall (36.2%).

-
- Over half (52.6%) of respondents living in Cardiff East reported feeling 'unsafe' when walking in the city centre after dark compared to around a third (34.1%) of respondents from City & Cardiff South.
 - More than half of respondents in each of the Neighbourhood Partnership Areas felt unsafe when cycling after dark (ranging from 52.4% of residents in City & Cardiff South, rising to 63.1% of residents in Cardiff North).
 - Almost all respondents felt safe in their home during the day. After dark, this figure drops slightly ranging from 90.0% in Cardiff South East to 96.6% in Cardiff West.
 - In the scenarios presented, those identifying as disabled typically reported feeling less safe than other demographic groups whilst women generally felt less safe than men.

A third (33.2%) of all respondents believed anti-social behaviour to have increased in their local area in the past twelve months compared to just 4.5% who believed it to have decreased. Amongst respondents living in the 20% most deprived areas in Cardiff the proportion believing anti-social behaviour in their local area had increased over the past year rose to half (50.5%).

Many of the specific problems detailed related to groups of young people 'hanging out' in neighbourhoods, particularly after dark, causing people to feel unsafe.

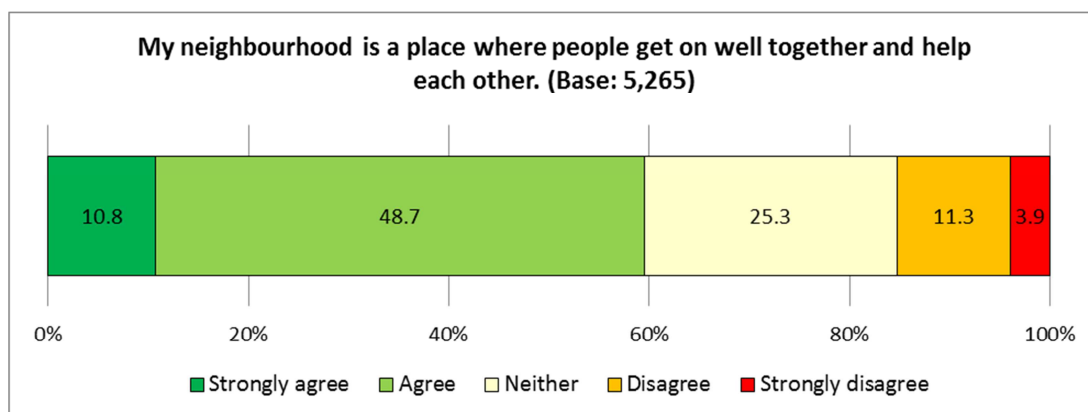
"Where I live (Fairwater) overlooks school playing fields, I love it. It almost feels like the country with the stream and trees. In the night-time it is different, there are a lot of teenagers in gangs of about 10-15. They make the place feel unsafe and eerie so that is not so good at all."

"Sometimes around the area (Gabalfa) there are groups of teenagers who come and smash everything up, garage doors, shops and cars. Nobody stops them, people are afraid of them, I don't think that they are from the area, they come as a group and sometimes smell of drugs."

"In the school holidays especially we have problems with groups of youths on the streets which can be quite intimidating on times." (Tremorfa)

7.5 My neighbourhood is a place where people get on well together and help each other.

In 2017 three in five respondents (59.5%) agreed that their neighbourhood is a place where people get on well together and help each other. This shows a slight decline from 2016 when 64.5% agreed with this statement, no significant difference was found between the observed and the weighted data.



Base sizes shown in brackets.

Welsh speakers (68.4%) and respondents aged 55+ (65.2%) were most likely to agree that their neighbourhoods are places where people get on well together and help one another. Disagreement with this statement was strongest amongst respondents classified as living in the 20% most deprived areas of the city (29.9%) and those identifying as disabled (23.6%).

Geographically, agreement with this statement was shown to be lowest in Southern and Eastern areas of the city.

Interviews and discussions revealed a handful of examples of both very good and very poor relationships with neighbours. Most striking however was the number of people who had no discernible relationship at all with their neighbours. Numerous participants referred to knowing their neighbours “*by face but not by name.*”

“My neighbours don’t really mix, everyone is just living their own lives.”

“I know my neighbours by faces but not names, we just say hi/hello.”

Where neighbour relations were better, people reported sharing chores such as grass cutting, exchanging food (particularly where neighbours were of different ethnicities) and showing general consideration for one another. Communication and education were described as ‘key’ to good neighbourly relationships:

“It all starts with communication and talking, then you realise that you have so much in common. Education in all aspects is the name of the game.”

The importance of education in schools and in families with regard to religion was also stressed to increase understanding and community cohesion.

SECTION 8: CARDIFF IS A GREAT PLACE TO GROW UP

Response rates from young people (under 18) are very low to the online survey work. The priorities below are drawn from the focus group work undertaken, including:

- A day long 'Grand Council' of the Cardiff Youth Council to consider the Well-being Plan
- Focus group with BAME young people

8.1 Routes into employment

Engagement with young people in the city highlighted their concerns with regard to leaving education and joining the workforce. Pupils widely reported feeling insufficiently supported in finding work with the focus in school firmly placed on exam results as opposed to preparation for the world of work.

There was widespread demand from young people for more work experience opportunities. Existing opportunities were said to be poor, with the responsibility of arranging placements lying with pupils and their families rather than through an official schools system. As such, opportunities are biased by a range of factors including family support, personal connections and the school you come from, with some employers unwilling to take pupils from schools with a poorer reputation.

It was felt that an increase in real work opportunities prior to leaving full time education would better prepare young people for the world of work and enable them to better understand the requirements of potential employers when making applications.

Young people considered that at present their time in the education system is primarily driven by academic results rather than preparing them for the next steps in life. Participants in the Youth Grand Council delivered a clear message for an increased focus on Personal, social, health and economic (PSHE) lessons delivered by specifically trained teaching staff. Pupils were keen for these lessons to be utilised to prepare them for life i.e. practical guidance on things like paying bills, looking for work, opening bank accounts and teaching values such as equality and diversity.

Young Black Asian Minority Ethnic (BAME) participants raised concern over the GCSE attainment gap between BAME and white pupils and questioned what was being done to address the divide. Participants reported making use of the 'Into Work' team and receiving help with cover letters, CV's etc. Despite the assistance, it was reportedly still difficult to find a part time job, leading to feelings of possible discrimination.

8.2 Mental Health and Young People

Mental health services for young people were identified as one of the top priorities for change. Poor mental health amongst young people was described as a *“health epidemic that is being ignored”*. Current services were deemed difficult to access, with a crisis needing to be reached before a referral is made. Excessive waiting times, lack of early interventions and support systems were believed to exacerbate problems, including stress in preparing for exams, social pressures including those arising from social media and home life pressures.

As well as providing different routes into the world of work (e.g. non-academic options, apprenticeships and opportunities to work with voluntary organisations), a stronger focus on building the confidence of young people was emphasised. In particular, investment in extra-curricular provision and cultural experiences at weekends and school holidays would help to re-engage children and give them the interpersonal skills needed to lead happy and successful lives.

8.3 Youth Facilities / Services in the Community

The need for more youth facilities was also highlighted. The Ask Cardiff Survey revealed that levels of satisfaction for youth services are relatively low across the city, particularly in the most deprived 20% of communities. Direct engagement with young people (under 18) frequently raised the problem of a lack of places to *“hang out and meet with friends”*.

8.4 Transport

Particularly amongst younger people, the cost of Cardiff Bus services was reported as *‘too expensive’*. Rival local firms were described as cheaper, but less reliable. The cost of travel from the valleys and surrounding areas into Cardiff to access culture and jobs was thought to be prohibitive to many people. To help combat the problems raised young people suggest a scheme that would allow tickets to be used across services.

The cost of journeys by bus, especially when weighed against convenience and comparative costs for taking a car made this an unviable option for many of the people spoken to.

“It only costs £3 to park for 2 hrs in town”.

It was felt that either bus routes need to be faster and more direct to justify costs, or prices reduced considerably as compensation with one participant explaining:

“You don’t mind travelling on Megabus and it taking ages because it’s only £1!” Right now a short journey from Butetown to Canton takes 45mins making it an unattractive option.”

The 'iff' card, available to 16-18 year olds for discounted travel, was used by many of the young people spoken to. Whilst they were in favour of the scheme they also reported significant delays in the application process and difficulties in using the online application system, with several reports made of failed applications.

Over-crowding on services, particularly at peak times was also rated as a significant cause of dissatisfaction. Services were described as 'packed' and 'rammed' with services frequently missed due to a lack of space available. Additional services were suggested on specific routes e.g. school routes at times of known peak demand. Pupils at St. David's relayed how they had successfully campaigned to get a larger capacity bus provided for their school, something that others were keen to replicate.

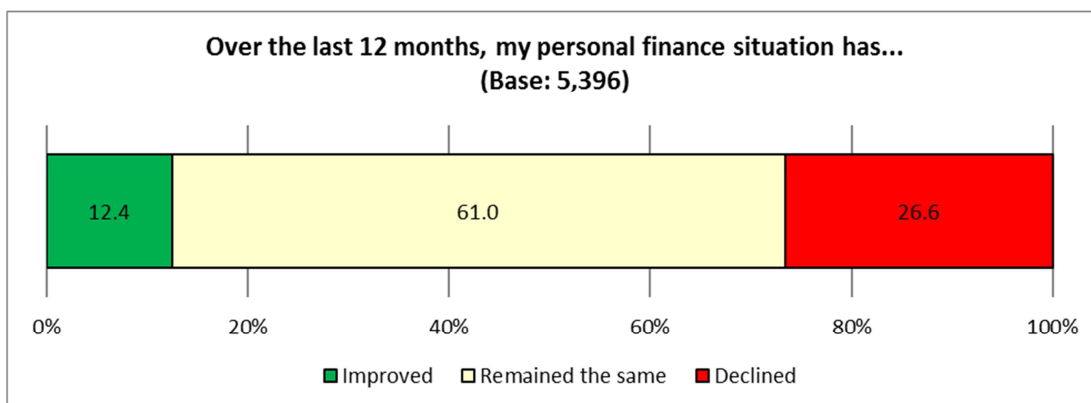
Young people reported that whilst they had received encouragement from teachers to walk and cycle whilst in primary school this backing had dissipated since joining high school. Pupils shared a reluctance to wearing protective headwear, labelling this as 'geeky'. Further deterrents included a lack of suitable storage space available at the school and an unwillingness to use the available bike sheds, an area which tended to be frequented by older male pupils, something younger girls felt intimidated by.

It was generally felt that a more active role could be played by schools in encouraging the take up of cycling. The provision of a free cycle helmet as part of your school uniform was suggested as a step that would send a clear message in support of this as a means of travel to and from school.

SECTION 9: SUPPORTING PEOPLE OUT OF POVERTY

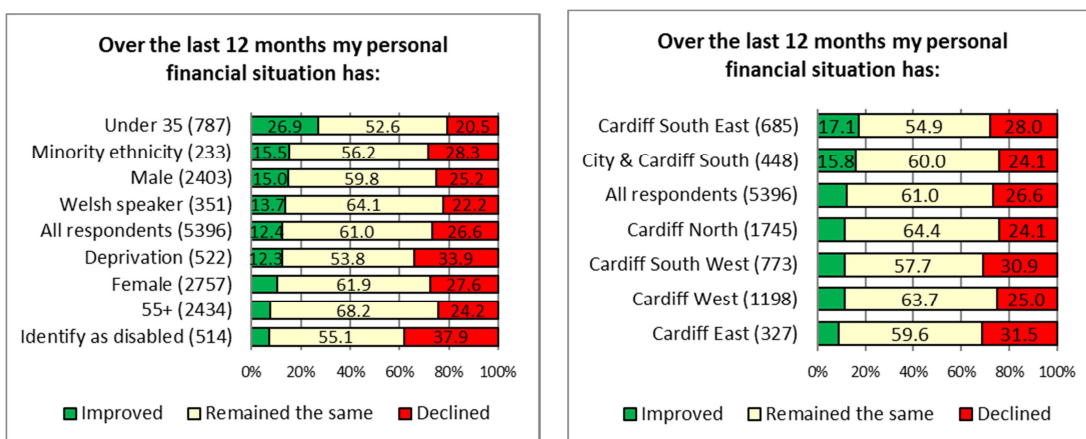
9.1 Over the last 12 months my personal financial situation has...

Approximately one in four (26.6%) reported their personal financial situation has declined over the past year.



Base size: 5396. Excludes 'Don't Know' responses.

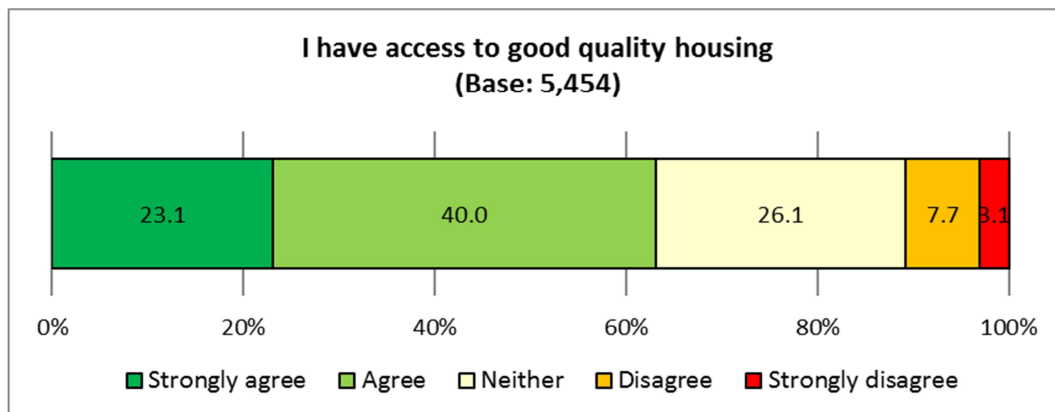
This rose to one in three (33.9%) of those living in Cardiff's 20% most deprived areas and almost two in five (37.9%) of those identifying as disabled.



Base sizes shown in brackets. Excludes 'Don't Know' responses.

9.2 Access to good quality housing

Overall 63.1% of respondents agreed they have access to good quality housing.



Respondents living in the 20% most deprived areas of the city were least likely to agree with the statement (45.1%). Geographically the level of agreement was lowest in the East of the city i.e. Trowbridge, Llanrumney and Rumney (51.5%).

Access to good quality housing was widely regarded as one of the most important criteria in addressing well-being.

All focus groups were conscious of a visible rise of homelessness on the city's streets. There was some frustration that buildings in the city lie empty whilst there are people without a home on the streets. Developers, it was felt, should be prevented from allowing this to happen, furthermore it was suggested that empty buildings could be acquired and changed to hostel accommodation, to look after both the homeless and their dogs.

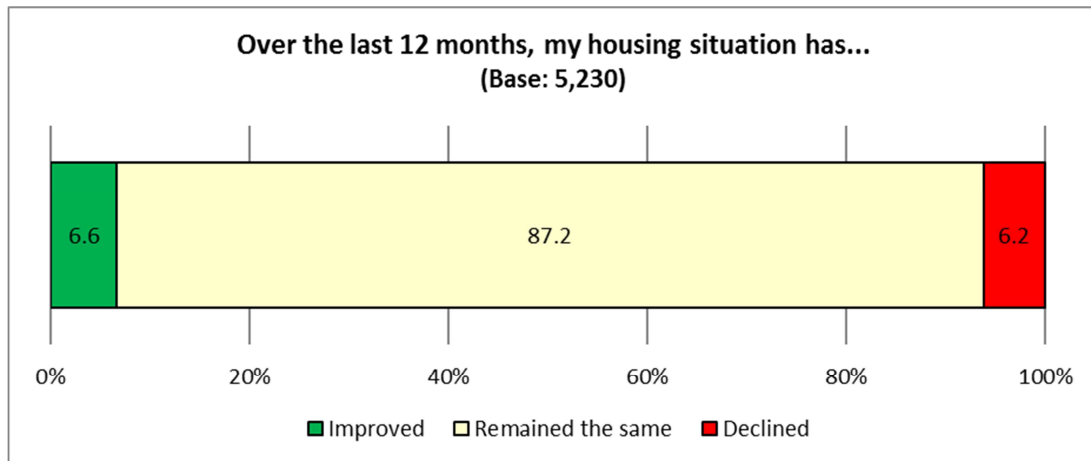
Members of the 50+ Forum suggested that when building new developments the properties within should be 'adaptable' i.e. partitions able to be added and removed to change the purpose of the building depending on need e.g. families, one room accommodation.

More than once focus group participants highlighted instances of makeshift and potentially illegal migrant accommodation springing up in local areas. Participants questioned the safety and legality of this accommodation and probed whether public services were aware of the situation.

As well as providing affordable housing, the need to help people at risk of poverty manage their finances and take the steps to be ready to find work was highlighted. Peer mentoring and participation in cultural, physical and social activities to help raise confidence were also seen as important as well as providing those on benefits more temporary job placement opportunities to gain work experience.

9.3 Over the last 12 months my housing situation has:

Most respondents (87.2%) stated their housing situation was unchanged over the last 12 months, with almost equal proportions reporting it to have improved (6.6%) or declined (6.2%).



Respondents under the age of 35, and those living in City & Cardiff South were most likely to report an improvement in their housing situation (17.7% and 11.5% respectively).

Focus group participants raised concerns about private sector housing standards with comments including:

"I have been in 4 rental properties in 3 years and do not feel that private landlords are adhering to the rules. I don't think that they have even heard of Rent Smart Wales, many of the properties are over-priced and nasty."

"Where flats are being let above commercial properties and houses are being split there seems to be zero implementation of planning permission."

"On what basis is a home allowed to be let. Many are overcrowded, damp, no sound proofing or ventilation, who is checking on this? This all makes me feel very unsafe."

SECTION 10: CARDIFF IS A GREAT PLACE TO GROW OLDER

The majority of older people who responded to the Ask Cardiff survey were satisfied with Cardiff as a place to live (85.6%) and reported their sense of well-being remaining good or very good in the previous 12 months.

The following issues were emphasised throughout the engagement work:

10.1 Living at home, in their community

The need to value and respect the older generation by involving them in the future of their communities was raised, as was the need for improved support and facilities in the home to enable older people to live independently in their own homes for longer.

“You have a better recovery following a hospital stay if you are in your own environment; you also prevent bed blocking and have a speedier turnover.”

On providing appropriate support: “...10 minutes a day, what can someone really do in that time?”

Specific proposals include providing access to befriending services, the arts and physical and social activities to tackle social isolation and ward off chronic illnesses such as dementia; and that plans for all new houses should be required to have a toilet both upstairs and downstairs to help make homes suitable ‘for a lifetime’.

10.2 Accessing Services

Information on the full range of services for older people needs to be embedded into the health care system so that older people can make informed decisions.

It is perceived by some that opportunities for accessing services and improved facilities in the home are a postcode lottery, with perceived lack of equality in the costs that the elderly are expected to cover for services. Many elderly in the city were described as ‘asset rich but financially poor’ and it was felt they were unfairly discriminated against for owning their own home.

“Not fair that some people have to pay but others don’t”.

“Better off being poor – if you have money, you won’t get anything from the Council.”

Frustration was expressed with the apparent lack of communication between services when having to provide the same information to different agencies.

The increasing need to use electronic means of communication to access and interact with services is also of significant concern for older people and their well-being. Reasons for not being able to and not wanting to use technology included lack of knowledge, IT literacy, security concerns and loss of social interaction.

“To have money or a cheque in my hand and visit a post-office – that to me feels safer.”

“Perhaps a weekly trip to the post office or bank is the main outing for an elderly person on their own. A natter in the queue actually has a huge impact on their well-being.”

It was felt that the means in which the public communicate with services needs to remain a matter of choice and the ability to access local community services for face to face interaction should be maintained.

10.3 Getting Around


Although there was general support for the pedestrianisation of the city centre it has made it more difficult for the more elderly or infirm to get around and could present a barrier to some. The reintroduction of the hop on hop off bus that could circle the city centre was suggested.

The importance of safe environments and access to services when walking in the local community and the city centre are also key issues for older people, especially in terms of tackling social isolation. Poor maintenance of pavements and street lighting, blocked drains and speeding cyclists were all mentioned as particular safety hazards. A lack of public toilets was also raised as a potential barrier to older people being able to leave the house to access services, meet up with friends or go shopping.

Safety at night time in the city centre is also a particular concern for older people. It is felt that the night time economy is not ‘for their generation’ and aimed instead at younger age groups, particularly at weekends. The fear of being knocked over or falling was sufficient to deter many elderly from venturing into the city centre at night. It was felt that older people had to make the most of mid-week opportunities to enjoy the city centre i.e. theatre, restaurants etc.

Cardiff Well-being Objectives - Contribution to the National Well-being Goals and Timescales

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7
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

 Primary Contribution to the National Well-being Goals

* Opportunities to contribute

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							2019	2020	2021	2022	2023	2024+
1. A Capital City that works for Wales												
		*				01						
		*			*	02						
	*	*				03						
	*	*	*	*		04						
	*	*				05						

1. A Capital City that works for Wales

01 Strengthen Cardiff's role as the economic and cultural capital city of Wales, supporting the development of the Capital Region and ensuring that the City Deal and the Cardiff Metro deliver for the people of Cardiff and Wales.

02 Seek to make sure that Cardiff has the funding and fiscal powers it needs to lead the Welsh economy and deliver capital city infrastructure and services on behalf of the people of Cardiff, the Capital Region and Wales.

03 Understand the impact of Brexit on Cardiff's economy, public services and communities and develop the city's response, including the shape of any successor programmes for European Funding streams in Wales.

04 Continue to deliver major events in the city, building on the success of the Champions League Final, in partnership with Welsh Government and the private sector.

05 Aim to double the number of Welsh speakers in Cardiff by 2050 through supporting the delivery of the Bilingual Cardiff Strategy.

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
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2019 2020 2021 2022 2023 2024+

2. Cardiff Grows in a Resilient Way

							01	Adopt an integrated approach to the planning and delivery of public services in the city’s new communities.											
					*		02	Aim for 50% of all journeys in Cardiff to be by sustainable travel by supporting the development and delivery of the Cardiff Sustainable Transport Strategy.											
*			*		*		03	Take a city-wide response to air pollution through supporting the development and delivery of a Cardiff Clean Air Strategy.											
*		*	*	*	*		04	Ensure that the city is prepared for extreme weather events associated with Climate Change, including raising awareness and encouraging behavioural change amongst residents, businesses and visitors to the city.											
*			*	*	*		05	Seek to reduce the carbon footprint of the city’s public services by working to ensure that all public buildings are energy and waste efficient.											
*			*	*	*		06	Explore the potential for divesting public investments from fossil fuel companies.											

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
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2019 2020 2021 2022 2023 2024+

3. Safe, Confident and Empowered Communities

*	*	*	*	*	*	01	Invest in and involve communities in the delivery of integrated, locally-based public and third sector services in Community and Wellbeing Hubs.						
*	*	*	*	*	*	02	Give people a greater voice in shaping public services through developing and delivering co-created Community Development and Involvement Plan/s.						
*	*	*	*	*	*	03	Promote volunteering and social action, including development of a city volunteering portal.						
*	*	*	*	*	*	04	Protect our most vulnerable citizens, adopting integrated approaches to tackling trafficking, child sexual exploitation and domestic abuse.						
*	*	*	*	*	*	05	Tackle radicalisation in our communities by building cohesion and trust, and promoting an environment where people have the confidence to report extremist behaviour.						
*	*	*	*	*	*	06	Reduce offending and improve life opportunities for the 18-25 age group by developing an integrated, locally-focussed, approach to offender management.						
*	*	*	*	*	*	07	Reduce levels of drug use and substance misuse, and levels of reoffending, and improve levels of sustained, long-term recovery, through delivering a jointly commissioned substance misuse and recovery support network of services.						
*	*	*	*	*	*	08	Make sure that newcomers from the UK and overseas are welcomed and can build new lives in Cardiff, including delivering the 'Inclusive Cities' project.						
*	*	*	*	*	*	09	Deliver a safe and vibrant night time economy, working in partnership with the Business Improvement District.						

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
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2019 2020 2021 2022 2023 2024+

4. Cardiff is a great place to grow up

*	*	*	*	*	*	01	Place the voice and experience of young people at the heart of public services in Cardiff through adopting a Child’s Rights approach and becoming a UNICEF ‘Child Friendly City.’						
*	*	*	*	*	*	02	Adopt a ‘Think Family’ approach, making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time in the first 1000 days of a child’s life.						
*	*	*	*	*	*	03	Develop placed-based approaches to integrating public services for children and families in the city’s most deprived communities through a ‘Children First’ pilot in Ely and Caerau.						
*	*	*	*	*	*	04	Develop innovative approaches to identifying those at risk of Adverse Childhood Experiences (ACEs), putting in place multi-agency response to support children and families before they reach crisis point.						
*	*	*	*	*	*	05	Work with communities and across partners in the public and private sector to tackle Child Sexual Exploitation.						
*	*	*	*	*	*	06	Improve mental health and emotional well-being for young people by delivering an integrated approach to Children and Young People Emotional and Mental Health Support.						
*	*	*	*	*	*	*	07	Support young disabled people and their families through the delivery of the Disabilities Future programme.					
*	*	*	*	*	*	08	Make sure young people are prepared for and given opportunities to participate in the world of work through delivery of the ‘Cardiff Commitment’, in partnership with the private and third sector.						

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
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2019 2020 2021 2022 2023 2024+

5. Supporting People out of poverty

	*			*	*		01	Aim to provide more well-paid jobs in Cardiff through acting as an advocate for the Real Living Wage initiative across the public, private and third sector employers, and including its consideration in commissioning and funding decisions.						
	*			*	*	*	02	Support people who are adversely affected by welfare reform by providing an integrated approach, locally delivered in Community and Wellbeing Hubs.						
	*			*	*	*	03	Develop an integrated approach to employment services in Cardiff, helping people to find work, stay in work and progress at work, working in partnership with Welsh Government, DWP and training providers.						
	*				*	*	04	Ensure that the Welsh Government’s flagship anti-poverty programmes (Communities First Exit Plans, Families First, Flying Start and Supporting People) are designed and delivered in a co-ordinated way.						
	*				*	*	05	Seek to end rough sleeping in the city and tackle the causes of homelessness.						
	*	*		*	*	*	06	Seek to increase the impact of public services as anchor employers on tackling poverty and promoting ‘fair work’ practices by developing cross-public service approaches to ‘Social Responsibility’, ‘Community Benefits’ and ‘Ethical Employment’.						
*	*			*	*		07	Support a city wide Food Partnership to ensure citizens have access to sustainable, healthy and affordable food, including the continued roll out of the school holiday enrichment programme.						
*	*			*		*	08	Undertake additional research on how best to tackle health inequalities and reduce the healthy life expectancy gap.						
*	*					*	09	Work to support delivery of Cardiff’s Sport and Physical Activity Strategy to increase participation of current and future generations in sport and physical activities, particularly in our city’s most deprived communities.						

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
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2019 2020 2021 2022 2023 2024+

6. Cardiff is a great place to grow older

*	*			*	*	*	01	Building on the First Point of Contact and Single Point of Access services, further develop digital services along with easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.						
	*				*	*	02	Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live.						
	*				*	*	03	Develop and provide a range of future accommodation options to meet demand and enable people to remain at home for as long as possible.						
*	*			*	*	*	04	Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.						
*	*			*	*	*	05	Develop Cardiff as a dementia friendly city.						

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
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2019 2020 2021 2022 2023 2024+

7. Modernising and Integrating Our Public Services

	*	*	*	*	*		01	Adopt a cross-public services approach to the management of public property and assets.						
	*	*		*	*	*	02	Develop and appropriately skill the city's public service workforce to meet changing needs and demands.						
*	*				*	*	03	Develop a joined up approach to consultation, engagement and research.						
	*	*	*	*	*		04	Pilot a new City Innovation Hub to develop new solutions to big city challenges, working with all service partners.						
	*	*			*		05	Seek to deliver public and third sector services and workforce that are representative of the city and its communities, especially Black, Asian, and Minority Ethnic (BAME) communities.						

MEASURING PROGRESS - WELL-BEING INDICATOR TECHNICAL DOCUMENT

Personal Well-being Indicators

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
A.01	Life satisfaction	ONS/Ask Cardiff	Core cities (ONS)	Deprivation Fifth (Ask Cardiff)	-
A.02	Worthwhile	ONS/Ask Cardiff	Core cities (ONS)	Deprivation Fifth (Ask Cardiff)	-
A.03	Happiness	ONS/Ask Cardiff	Core cities (ONS)	Deprivation Fifth (Ask Cardiff)	-
A.04	Anxiety	ONS/Ask Cardiff	Core cities (ONS)	Deprivation Fifth (Ask Cardiff)	-
A.05	Percentage of people moderately or very satisfied with their jobs	National Survey	Welsh LAs	Gender	-

Objective 1 - A Capital City that Works for Wales

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
1.01	Unemployment rate of the economically active population aged 16+ (model-based)	Annual Population Survey (LA)/ Claimant Count (sub-LA)	Core Cities (& Welsh LAs) (APS model-based unemployment)	Deprivation Fifth using claimant count data (feasibility of this to be checked) or MSOA map	Supported by claimant count as a proxy for unemployment for sub-local authority analysis
1.02	GVA per head	ONS/Nomis	Core Cities (& Welsh LAs)	-	-
1.03	Gross Disposable Household Income per head (National Indicator 10)	ONS/Nomis	Core Cities (& Welsh LAs)	-	-
1.04	Employee jobs with hourly pay below the living wage	ONS (User requested data)	Core Cities (& Welsh LAs)	-	-

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
1.05	Percentage of population aged 16-64 qualified NVQ4+ (degree level or equivalent)	Annual Population Survey	Core Cities (& Welsh LAs)	-	-
1.06	Have you attended an arts event in the last year? Have visited an historic place in the last year? Have you visited a museum in the last year? (National Survey: 3 separate questions)	National Survey for Wales/Ask Cardiff Survey	Welsh LAs (National Survey)	Deprivation Fifth (Ask Cardiff) - although the categories may not match those used in the National Survey	Supported by: In the last 12 months have you been to any of the following in Cardiff? Theatre/ Live music or Concert/Museum/Art Gallery/Cinema/Other cultural activity? (Ask Cardiff: 6 separate questions)
1.07	People who can speak Welsh (National Indicator 37)	National Survey for Wales	Welsh LAs	-	-

Objective 2 - Cardiff grows in a resilient way

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
2.01	Per capita CO2 emissions (BEIS)	BEIS	Core cities	Main emission types	-
2.02	Sustainable transport modal split	Cardiff Council (Strategic Planning)	Cardiff	Deprivation Fifth may be possible in the future	-
2.03	Levels of Nitrogen Dioxide (NO2) and particulate matter (PM10, PM2.5) pollution levels in the air	Welsh Govt/ DEFRA	Welsh LAs & map across Cardiff by 1km squares	-	-
2.04	Use of/proximity to accessible natural space: <ul style="list-style-type: none"> • Quality: Number of sites meeting Green Flag Award and Green Flag Community Award criteria. • Accessibility: Percentage of people who live within walking distance of high quality green space. 	NRW	NRW currently working on this.		
2.05	No. of properties in Cardiff registered to NRW's Flood Warning Service	NRW/ Infobasecymru	Cardiff	-	Potential to be superseded by: Number of community flood plans being produced by local communities
2.06	Municipal waste reuse/recycling/composting rates	Welsh Govt	Welsh LAs + disaggregate by area (where possible)	-	-

Objective 3 - Safe, Confident and Empowered Communities

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
3.01	People agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (National Indicator 27)	National Survey for Wales/Ask Cardiff Survey	Welsh LAs (National Survey)	Deprivation Fifth (Ask Cardiff) - although the question is slightly different	Supported by: Community cohesion: to what extent do you agree or disagree that your neighbourhood is a place where people get on well together and help each other? (Ask Cardiff)
3.02	Percentage able to influence decisions affecting their local area (National Survey)	National Survey for Wales	Welsh LAs (National Survey)	None at present. In the future look to analyse by Deprivation Fifth using Ask Cardiff data	-
3.03	People feeling safe (at home, walking in the local area, and travelling) (National Survey)	National Survey for Wales/Ask Cardiff Survey	Welsh LAs (National Survey)	Deprivation Fifth (Ask Cardiff) - although the question is slightly different	Supported by: To what extent do you agree or disagree that people in Cardiff are safe and feel safe? (Ask Cardiff)
3.04	Proportion of offenders who reoffend (adults and juveniles) overall in previous 12 months	Ministry of Justice	Core cities	-	-
3.05	Percentage of clients accessing substance misuse services who reported an improvement in their quality of life	Cardiff & Vale APB	Welsh LAs	-	-
3.06	Rates of volunteering	National Survey for Wales/Ask Cardiff Survey	Welsh LAs (National Survey)	None at present. In the future look to analyse by Deprivation Fifth using Ask Cardiff data (the question was not included in the latest survey)	Put question back into Ask Cardiff (matching National Survey question).

Objective 4 - Cardiff is a great place to grow up

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
4.01	Percentage of children in low-income families	HMRC	Core cities & LSOA map	-	-
4.02	Percentage of children aged 4 to 5 who are a healthy weight	Public Health Wales/NHS (England)	Welsh LAs (but available down to MSOA)	Difference between most & least deprived fifth	-
4.03	Uptake of MMR2 by age 4 (second dose Mumps, Measles, Rubella vaccine)	Public Health Wales	Welsh LAs [Target 95% (herd immunity rate)]	Difference in uptake between highest & lowest clusters	-
4.04	Mental well-being: children & young adults and adults (National Indicator 29)	Public Health Wales	Welsh LAs	-	-
4.05	Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator [including FSM v non-FSM attainment gap at LA level]	Welsh Govt	Welsh LAs	FSM v non-FSM gap	-
4.06	Key Stage 4 Pupils Achieving the Level 2+ Threshold including English/Welsh & Maths [including FSM v non-FSM attainment gap at LA level]	Welsh Govt	Welsh LAs & LSOA map	FSM v non-FSM gap	-
4.07	Year 11 and Year 13 school leavers that are not in education, employment or training	Careers Wales/ Claimant Count	Welsh LAs	Deprivation Fifth (from claimant count aged 18-24) - need to check feasibility but should be possible	Supported by: Claimant count aged 18-24
4.08	Percentage of children cycling/walking to school	Cardiff Council?	Potential additional indicator - to be looked into further.		

Objective 5 - Supporting People out of poverty

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
5.01	Percentage of households in poverty (i.e. below 60% of median income) by MSOA (after housing costs)	ONS/ National Survey	MSOA (ONS)/ Welsh LAs (National Survey)	-	Supported by: Percentage of people living in households in material deprivation (National Indicator 19, National Survey)
5.02	Long-term (i.e. over 12 months) JSA Claimants	Nomis	Core cities (& Cardiff MSOA map if deprivation fifths not feasible)	Deprivation Fifth - need to check feasibility but should be possible	-
5.03	Healthy life expectancy at birth (male & female) including the gap between the least and most deprived (National Indicator 2)	Public Health Wales/ONS	Welsh LAs (male & female). Core cities?	Gap in HLE between those living in least & most deprived fifth: male & female	-
5.04	Percentage of low birth weight babies (National Indicator 1)	Public Health Wales	Welsh LAs (but available down to LSOA)	Difference between most & least deprived fifth	-
5.05	Percentage of adults eating 5 or more portions of fruit and vegetables a day	Public Health Wales/ National Survey for Wales	Welsh LAs	-	-
5.06	Percentage of adults active for less than 30 minutes in a week	Public Health Wales/ National Survey for Wales	Welsh LAs	-	-

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
5.07	Percentage of adults who are current smokers	Public Health Wales/ National Survey for Wales	Welsh LAs	Possibly at cluster level (potential being explored by PHW)	-
5.08	Housing Affordability: Ratio of house price to median gross annual salary (ONS)	ONS	Core Cities & map by MSOA	-	-
5.09	Rough sleepers per 10,000 persons	Welsh Govt	Welsh LAs	-	-
5.10	Food poverty (indicator to be defined)	NHS/ Cardiff Food Bank/ Trussell Trust/ National Survey?	No current agreement on what data will be used. Needs to be looked into further.		
5.11	Fuel poverty (indicator to be defined)	Welsh Govt/Ask Cardiff Survey (when available)	Suggested as a potential additional indicator although data may not currently be available. Welsh Government was looking to produce a fuel poverty indicator although this is not currently available.		

Objective 6 - Cardiff is a great place to grow older

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
6.01	Percentage of people aged 65+ who reported their general health as being very good or good	Public Health Wales	Welsh LAs	-	-
6.02	Percentage of people aged 65+ reporting they felt involved in any decisions made about their care and support	Cardiff Council (Adult Services)	Cardiff	Deprivation Fifth (depending on respondent numbers)	[NB. other potential indicators from the Social Services & Wellbeing Act can be seen at: http://gov.wales/docs/dhss/publications/170331technical-guidanceen.pdf]
6.03	Percentage of people aged 65+ reporting they received the right information or advice when they needed it	Cardiff Council (Adult Services)	Cardiff	Deprivation Fifth (depending on respondent numbers)	[NB. other potential indicators from the Social Services & Wellbeing Act can be seen at: http://gov.wales/docs/dhss/publications/170331technical-guidanceen.pdf]
6.04	Percentage of people aged 65+ reporting they live in the right home for them	Cardiff Council (Adult Services)	Cardiff	Deprivation Fifth (depending on respondent numbers)	[NB. other potential indicators from the Social Services & Wellbeing Act can be seen at: http://gov.wales/docs/dhss/publications/170331technical-guidanceen.pdf]
6.05	Percentage of people aged 65+ reporting loneliness	Cardiff Council (Adult Services)	Cardiff	Deprivation Fifth (depending on respondent numbers - proxy question will need to be used)	[NB. other potential indicators from the Social Services & Wellbeing Act can be seen at: http://gov.wales/docs/dhss/publications/170331technical-guidanceen.pdf]

Ref	Indicator	Source			Supplementary Indicator
6.06	Life satisfaction among older people	Public Health Wales/Ask Cardiff	Welsh LAs	Deprivation fifth (dependent on respondent numbers) or Age (aged 65+ compared with rest of population)	-

Objective 7 - Modernising and Integrating Our Public Services

Ref	Indicator	Source	Geography	Characteristic	Supplementary Indicator
7.01	To what extent do you agree that the quality of public services in Cardiff is good overall?	Ask Cardiff Survey	Cardiff	Deprivation Fifth	-

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Cardiff Public Services Board Membership		
Statutory Members		
Member	Deputy	Organisation
Councillor Huw Thomas, Leader (Chair)	Councillor Sarah Merry, Deputy Leader	Cardiff Council
Paul Orders, Chief Executive	Sarah McGill, Director of Communities, Housing & Customer Services	Cardiff Council
Maria Battle (Vice Chair)	Abigail Harris, Director of Planning	Cardiff & Vale University Health Board
Len Richards, Chief Executive Officer	Fiona Kinghorn, Deputy Director of Public Health	Cardiff & Vale University Health Board
Sharon Hopkins, Deputy Chief Executive		
Huw Jakeway, Chief Fire Officer	David Bents, Group Manager Operations	South Wales Fire & Rescue
Gareth O'Shea, Executive Director for Operations, South Wales	Nadia De Longhi, Operations Manager	Natural Resources Wales
Invited Participants		
Member	Deputy	Organisation
Sheila Hendrickson Brown, Chief Executive Officer	N/A	C3SC
Stephen Jones, Chief Superintendent	N/A	Representing Chief Constable, South Wales Police
Mark Brace, Assistant Police and Crime Commissioner	N/A	Police and Crime Commissioner for South Wales
Jo Salway, Head of Cabinet Office	N/A	Welsh Government
Peter Greenhill, Head of Local Delivery Unit	N/A	Wales National Probation Service
Victoria Harris, Head of Local Delivery Unit for Cardiff and Vale of Glamorgan	N/A	Wales Community Rehabilitation Company

January 2018

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02/10/2017

Advice from the Future Generations Commissioner for Wales: Cardiff PSB

Dear Cardiff Public Services Board and supporting officers,

Thank you for seeking my advice on how you might take steps to meet your draft well-being objectives, which currently are:

- A Capital City that works for Wales.
- Cardiff's population growth is managed in a resilient way.
- Safe, confident and empowered communities.
- Cardiff is a great place to grow up.
- Supporting people out of poverty.
- Cardiff is a great place to grow older.
- Modernising and integrating our public services.

My team have found that talking to you regularly and seeing your work as it progresses has given them a valuable understanding of how you work together. I hope you have also found these regular touch-points helpful in giving you advice along the way. I was keen that my advice would be useful to you and the context within which you work. I am building an understanding of this now across Wales, seeking to share my learning of different approaches and what seems to work well or not.

I would encourage you to read this letter in conjunction with my response to your well-being assessment. My reviews of the assessments should be seen as 'feed-forward', rather than 'feedback', helping you to consider how to approach continuous assessment and well-being planning. As you know, I have also recently published ['Well-being in Wales: Planning today for a better tomorrow'](#), which highlights key findings and recommendations for all PSBs and public bodies on the key areas of change needed to make better decisions for future generations. Both resources are also intended as advice to you.

The purpose of this advice is not to give you my opinion on your well-being objectives or your draft plan. These are determined and owned by you, as a collective PSB. Instead, this advice is intended to help you challenge the way things are done and demonstrate how you are doing so through your well-being plan. Therefore, the first part of my advice is about how you might work together differently, apply the sustainable development principle and use the five ways of working to challenge business as usual in taking steps to meet your objectives. The second part of my advice is based on your draft objectives and provides prompts, resources and contacts to help you demonstrate through your well-being plan that you have used the five ways of working and seven well-being goals to shape your steps.

Adopting different ways of working to take steps to meet your draft objectives:

I have said to every PSB that, in setting their steps and publishing a well-being plan, I would like to understand what this means for their area specifically and how this is different to what has been done before. By this, I mean what services will be affected, what commitments you have made and how things are changing for Cardiff. Achieving the ambitions of this Act is about the 'what' and the 'how' i.e. what are you doing to contribute to our shared vision of the seven national well-being goals? The goals acknowledge that sustainable development connects the environment in which we live, the economy in which we work, the society in which we enjoy and the cultures in which we share, to people and their quality of life, so what are you going to do differently together to meet these? And, how you are applying the sustainable development principle to shape your actions for Cardiff?

As I have said to PSBs, I know you don't have all of the answers yet as you are developing your approach to working together differently and consulting on your draft plans. It is really encouraging to see that you are relating the draft objectives and steps to the context of Cardiff and attempting to explain your contributions to the seven goals. I hope this advice helps you to do this in the best possible way and I would advise that you will need to demonstrate how your PSB has considered the following in relation to each of your objectives:

- **Long-term:** As I said in my response to your well-being assessment, talking about the 'Cardiff Today and Cardiff Tomorrow' is to be commended. I can see you have thought about the long term trends in your draft plan. Your focus is understandably on Cardiff and public services, so I would advise that you build on this from a perspective outside of Cardiff as you think about the steps you could take. What do you understand about what's happening in the rest of Wales and how this is going to impact on Cardiff? What are the global long-term trends, opportunities, risks and likely scenarios for this issue? Have you explored their impact on your steps? Are there current gaps in your data or understanding? What fore-sighting or future trends information do you need to understand this issue better? What capacity, confidence and expertise do you need to fill gaps in knowledge? To inform the action you take, you will need to adequately map and consider the future trends for each of your objectives. My office is working with others to build capacity in this area and, as your support team are aware, Welsh Government have been adding to the 'Future Trends' report resources, which you should make most use of by accessing available through Objective Connect or by contacting David Thomas. [The Oxford Martin 'Now for the long-term'](#) report shows global and national future trends that we all need to react to in carrying out sustainable development.
- **Prevention:** In considering this issue, do you have an understanding of what you are trying to prevent? What are the root causes of the issue and when would be the best point to intervene? Are you clear on whether it is primary prevention i.e. seeking to prevent something before it has even occurred; secondary prevention i.e. preventing something from getting worse; or tertiary prevention i.e. softening the impact of something that has ongoing effects; that is needed?

This is the difference between encouraging someone to wear a bicycle helmet (primary prevention of head-injury); putting someone in the recovery position if they have fallen from their bike (secondary prevention of the injury worsening) and counselling after the accident (tertiary prevention to help ongoing injuries from worsening). Many PSBs haven't used their assessments to fully understand both the current situation and the scale and nature of the response required. At the moment, your high level steps are encouraging but it is not clear how services and resourcing will change in Cardiff to be more preventative. I appreciate you might not know the full picture yet, but I want to see all PSBs exploring how they break cycles and dig deeper into data to see the implicit messages in the data to better understand the causes and effects of key issues and trends to inform your steps.

- **Collaboration:** It is important that the people who sit around the PSB table can bring the best range of insights, constructive challenge, data and solutions to the PSB. Have you got the right people around the table, at the right level to make decisions around this issue? Who else might you need to be collaborating with to better understand this? As recommended in my report on the Well-being Assessments, now is a timely opportunity to review the invited membership of the PSB and consider who are the 'unusual' suspects that you may need to work with to take steps to meet this objective?

In delivering the steps, how might your organisations collaborate? You will need to demonstrate how your PSB is considering the steps that need to be taken together and across organisational boundaries in order to effectively meet your objectives. This could include jointly funding support, co-locating staff, breaking down traditional structures, arranging job-swaps and secondments and, importantly, pooling resources. I will want to see how you have considered these benefits and how the steps you will take move you towards achieving this collaboration.

- **Integration:** For each of your objectives, you must demonstrate that you are seeking to maximise your contribution to each of the statutory definitions of the well-being goals. How are you going to stop just doing something that meets the objective, and instead, demonstrate that you are taking steps which maximise your contribution to each of the goals? Instead of looking at this issue in a traditional and general sense, have you looked at the definition for each of the goals to widen your understanding of well-being for this issue and the opportunities which might exist for meeting these goals through each of your objectives? How well do you understand the contribution your organisation makes at the moment to this objective? And do you understand how different is the contribution you will need to make going forward for this objective?

How can you plot what's going on elsewhere in your organisations, the strategies and plans at a regional or a national level, to connect and lead with others on achieving this objective? Have you yet acknowledged the barriers or tensions that have arisen and what steps can you (or others) take to remove them? Who else is needed around the PSB table to help you interconnect decision-making and improve well-being for this issue?

- **Involvement:** I can see you have started to think about how you meaningfully involve people in shaping and delivering your objectives and steps. I want to see a demonstrated continued focus on this for all PSBs. In fulfilling this, how are you taking steps to understand the lived experiences of people in your area and how is this shaping your actions? How are you actively seeking better ways of involving people in decision-making? How can you collaborate with members of the community in meeting these steps? As with the Social Care Wales Board, what options are there for involving people with lived experience on Boards and partnership groups?

I am reiterating to all PSB members that setting objectives and steps is not business as usual. In the past, we have drawn out themes and priorities and written plans that show what we are doing anyway. Even now, despite the evidence in the assessments showing a range of alarming trends, it seems PSBs are only engaging in safe and non-contentious territory. To adapt your ways of working requires a fundamentally different approach and you need to give yourselves the time and space as a PSB to question whether current approaches to public service delivery are fit for the future. It is time to explore key pressures and tensions in policy and delivery that you are dealing with every day as leaders of your own organisations.

Your approach to holding workshop sessions as part of your PSB meetings and getting out of civic centre meeting rooms to discuss what actions you are going to collectively take is something I am recommending to all PSBs. I have made the recommendation in ['Well-being in Wales: Planning today for a better tomorrow'](#) that we move away from seeing PSBs as a local authority-led committee meeting, with PSBs building a mutual understanding and respect of each other's professions. The PSB should be about a new way of working, not driven by any one organisation's culture. The Chair of the PSB, how and where meetings are held and how the PSB is supported can all shift mindsets and allow for healthier challenge to 'business as usual'.

As leaders in the capital city of Wales, I know you sit in many meetings, partnership structures and have involvement in many initiatives. See the PSB as an opportunity to wear those different hats, to raise challenges and as an opportunity to integrate and collaborate at your influential level. For your draft plan to be delivered, your leadership needs to permeate throughout your organisations. Communicating why the work of the PSB matters to your own senior management teams and using the well-being plan to challenge current practices within your own departments is crucial to creating the culture change your draft plan advocates. How can you empower your staff to attend partnership meetings, be tasked with the work of the PSB and make things happen? Across Wales, I have been hearing that this particularly applies to middle management, who are perhaps struggling to compromise current frameworks with the Act. I have a role to recognise and mitigate barriers, but so do you – as senior leaders, in challenging your managers to work differently and be 'safe to fail'.

You will need to demonstrate how each of the public bodies represented at your PSB are taking all reasonable steps in the exercising of their functions to meet the PSB's objectives. I appreciate that during the first phases of implementation of the Act this may be challenging, as the objectives of individual public bodies have been set. But, whilst I am sympathetic to the needs of PSBs and public bodies to have time to work towards alignment I will

want to see that the work of the PSB is not seen as something separate to the priorities of its member bodies. Over the next few months, I want to see PSBs demonstrating how all members can maximise their contribution to, for example, a low carbon society, healthy functioning ecosystems, safe and well-connected communities or protecting the Welsh language, through the objectives and steps they have set.

I am seeing models of co-ordination and PSB support that differ across the country. Where it is a commitment of more than one PSB member organisation, there is an underlying recognition that people are signed up to this challenge. I would advise all PSBs to at least move to closer working arrangements across your organisations, a multi-agency virtual team with a senior leader or more formal secondments and co-location. There are several resources that may be of use, such as [Designing Multi-Agency Partnerships; Leading Culture Change](#) and [Stepping up: a framework for public sector leadership on sustainability](#). Taking a different approach is challenging and requires you, not your supporting officers but people in positions of leadership, to play your part and be brave in driving the changes needed. I hope you continue to lead an intelligence-based approach to finding different solutions to how things have been previously done.

Advice on how you might take steps to meet your draft objectives:

From the regular conversations you have had with my team, I know your supporting officers have worked hard over the summer to draw on your assessment findings, gather professional knowledge and draft your objectives and steps. In general, as you go about holding workshops to explore each of your objectives, I think seeking to understand the differences across the city will help to inform the steps you decide to take. Consistently using the five ways of working to challenge your usual approach and seeking to maximise your contribution to the seven well-being goals in each of your objectives will give you a framework for planning and delivery.

You should be considering what local services will be impacted if you redirect investment? Are there long-term trends for particular communities that you believe will get worse if you don't take action? Which communities would benefit and how? What can you do things differently that contributes to each of the seven goals? I know you will be continuing to work on this throughout the next year or so and have engaged with Y Lab to run a City Innovation Hub to help you consider new solutions. I will be really interested to see this learning shared and I want to see how you're demonstrating this thinking in your published well-being plan, even if this is stating that you don't have the answers yet and explaining what you're going to do about it!

- ***A capital city that works for Wales.***

Cardiff's growth and reinvention are a good example of how rapidly things can change in a generation. As you have acknowledged, the city is enjoying a raised international profile, positive economic outputs and a thriving cultural scene. Meeting this objective certainly relies on celebrating and building up these positive factors, but in doing so, you must consider how your actions can cause rapid change for the next generation and for future generations to come.

You are clearly thinking about the risks and opportunities facing Cardiff in the medium term, such as Brexit, attracting investment and delivering major events for the city. I would suggest that these are short term steps with long term consequences, and you need to further consider scenarios for Cardiff and take steps to either prevent or encourage these to occur. For instance, understanding the impact of Brexit is something that needs to be undertaken rapidly as part of your continuous well-being assessment of Cardiff. This information can then give you evidence to set out clear longer-term steps on what your, as a PSB, intend to do to manage, mitigate and resolve issues that arise. Seeking to attract more major events to the city is also a medium-term action. How can you do this in a way that maximises your contribution to the seven well-being goals? Could profit from these major events be invested in initiatives that seek to reduce carbon emissions, given that so many will travel to be at events like the Champions League Final?

Cardiff is also experiencing a rise in tourism and, attracting more major events to the city will only increase this in coming years. How can you encourage sustainable tourism; active travel routes; creating small and local business opportunities across the city? Other PSBs are also seeking to increase tourist numbers and grow their economy. Cardiff will be a destination for many, so how can you work together to encourage people to sustainably explore other corners of Wales? Encouraging a focus around the culture and language of the city, the cohesion and attractiveness of communities, and the beautiful natural environment surrounding Cardiff can also help you maximise your contribution to all of the goals. Could this also involve people undertaking apprenticeships or training to support people out of poverty?

The Cardiff Capital Region is an exciting opportunity for South Wales, but I have previously expressed concern that the deal is being progressed with those involved seeing the Well-being of Future Generations Act as something you assess your actions against, rather than shaping how things are planned and agreed. You play a central role in steering these opportunities as the economic centre of the region. I would advise that, as people in positions of leadership, you need to influence the current negotiations with the economic, environmental, social and cultural well-being of people across the region in mind. The Joseph Rowntree Foundation estimates that poverty costs the whole region £2.2 billion per year. Increasing GDP has little impact on reducing inequalities, and in eight out of the ten Local Authority areas in the region, child poverty is above the Welsh average. So, interpreting the value of the City Region as purely economic would be misplaced. Yes, this is a positive economic opportunity but how can we balance our responsibilities to develop a city region that is sustainable and puts people at the centre. My [letter to those involved in December 2016](#) hopefully provides you with some advice on the matter and [I also recently commented](#) in response to Dr Mark Lang and Professor Terry Marsden's recent report "[Re-thinking Growth: Toward the Well-being Economy.](#)"

My team have also been working with Transport for Wales on proposals for the Metro and rail franchise. This has been a positive dialogue to date and I have shared with them our 'Future Generations Framework', developed in partnership with the New Economics Foundation, which has also been shared with your support team. The purpose of this framework (originally intended for projects concerning infrastructure) is to help public bodies use

the Well-being of Future Generations Act as a framework for thinking when developing projects; it can also be used to review progress as the project develops. We are working on ensuring the framework is applicable to a wider range of projects including policy/programme development. In the meantime, I would advise you use it as a PSB in your workshop sessions and we would be interested to hear any feedback on its usefulness to your work.

I am encouraged to see you appreciating the influence and reach you have as a PSB. I would advise that, as public service leaders, you continue to consider what actions you can take or influence to meet this objective. Do your organisational policies currently seek to help sustainable local businesses? How can your procurement procedures maximise what you can do to be a globally responsible city by cutting down on transporting goods, investing in local trade and placing value on long-term usability rather than focussing on cost alone? How can you integrate your support for these businesses and link with policy and service delivery opportunities at a national and regional level? In return, what social responsibilities do businesses have to their communities? Can you better integrate your work so this contributes to a more equal Wales and your objective to support people out of poverty? [Forum for the Future](#) have published reports on this and my office are working with [Value Wales](#) to pilot new approaches to procurement in the context of the Act with Local Authorities and other public bodies.

Your draft plan discusses that the ambition is to attract more high quality and high value businesses. I suggest this will need to be balanced with your duty to improve the social, cultural and environmental well-being of the city also. As you have said, congestion, air pollution issues and the city's carbon emissions are already an issue, which would only be exacerbated by certain kinds of business. In contributing to a prosperous Wales, you must demonstrate you're working to "an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately...". In considering growth, you need to put a low carbon economy at the centre of your objective. This also links to the steps of your second draft objective in improving air quality; as 40% of the workforce currently commute into Cardiff and 80% of inbound commuters are by car. This poses a problem for people commuting to these potential new businesses with your assessment identifying that the road traffic is the major cause for high levels of nitrogen oxide in the city. I would suggest that this needs careful thought and modelling over the long term; and should be central to delivering a sustainable capital city.

As you have recognised, however, the future of work and patterns of employment is changing, which will inevitably have an impact on how we interact with work. The [Future of Work report](#) predicts that 65 percent of the children who are now starting school will find themselves working jobs as adults that don't even exist yet. [And, according to McKinsey](#), technology could automate 45 percent of the tasks people are currently paid to do. Have you modelled how this could impact on the local economy? How can you act for the long-term now and seek to instill skills in young people that are fit for the future? What opportunities are there to take advantage of likely automation? What action can you take now, as public service providers, to encourage learning and jobs in the foundational economy, around local care, retail and food industries, which are jobs less likely to be automated in future and good for the local economy? A [recent report by the Joseph Rowntree Foundation](#) highlights the value of the social economy in creating jobs, strengthening skills and employability. How can you

encourage equality through initiatives? Cardiff is a diverse city and [there are persistent pay gaps](#) across the UK between white males and other groups. How can you encourage people to gain more meaning from their work? In the future, work / life balance will become more important and a recent [World Economic Forum blog](#) asks 'What is the meaning of work?' and quotes: "I believe in a future where the point of education is not to prepare you for another useless job, but for a life well lived." These are the kinds of long-term trends I want to see PSBs exploring in setting their steps.

The further and higher education institutions in Cardiff, across Wales and in England should be engaged in this conversation, given that Cardiff attracts so many young people for work. Is there an equality of opportunity across the city? Children and young people have pointed out that teamwork, communication and confidence are as valuable as good grades when entering the workplace (in the [Prince's Trust recent Results for Life report](#)), so, linked to supporting people out of poverty, how are young people across the capital having the opportunity to gain these skills?

You should be maximising your contribution to a Wales that has a vibrant culture and thriving Welsh language in every draft objective. Given the ambition to double the number of Welsh speakers in Cardiff and the Welsh Government's target of one million Welsh speakers by 2050, as set out in '[Cymraeg 2050](#)', how are you actively growing Welsh in the city? How can you encourage businesses to place value on recruiting Welsh speakers? Alun Davies AM [announced funding for growing bilingual small businesses](#) recently to increase visibility of Welsh in our communities. Can you adopt a business support system based on businesses maximising their contribution to the seven well-being goals? The Welsh Language Commissioner's team have been working with my office, considering how they best help PSBs to consider the role they can play; please let my team know if you would like to discuss this.

Several other PSBs are drafting similar objectives and steps including Powys; Ceredigion; Newport; Pembrokeshire; and Caerphilly.

- *Cardiff's population growth is managed in a resilient way.*

As I have already advised, achievement of this objective is interconnected with a capital city that works for Wales – this is the sustainable development principle in practice, where you will need to balance economic growth and positive inward migration with improving environmental, social and cultural well-being. I am encouraged to see you thinking about the impact of more people in Cardiff over the next ten years and I would encourage you to think even further ahead than this in your planning and delivery. Most of the homes that we live in are around a century old, the street infrastructure a couple of centuries old in some areas and our transport is certainly last century. This is an opportunity to think about new and existing infrastructure that is fit for the future, that will last our children and their children, and even their children's children.

Cardiff's Local Development Plan has set out new communities to be created by 2026. In considering the development of these areas, and those beyond 2026 now, I advise that the seven well-being goals are used as a frame to shape the thinking of planning and development. Housing is the cornerstone of well-being; how it is built, affordability, where it is located and how suitable it is to the needs of its inhabitants now and for the future can have a massive impact on health, equality, community cohesion, the environment. Most of the older housing in Wales fall short of energy efficiency, homes are being built for families and without flexibility of use, and we are consistently seeing large estates being built with little appreciation for active travel, far from walking distance to shops, pubs, green or blue space, or public services.

The [Resolution Foundation](#) finds that across the country, millennials [are spending three times as much as their grandparents on housing](#), with today's 30-year olds half as likely to own a home as their parents - a long term trend now worsening for future generations. As well as developing housing that meets demographic change, Wales also has an opportunity to develop housing that better meets modern conceptions of what it means to live well, adopting technology to allow people to live low-carbon lives. This, of course, links to several of your other objectives on growing older, growing up in Cardiff, supporting people out of poverty and modernising public services. There is no question that if we are to change people's travel habits and reduce our carbon emissions, we need homes in communities that are fit for the future. The [Welsh Government has launched a £20 million innovative housing fund and](#) over the next two years, it will support both the supply of affordable housing and the improvement of the quality of housing that is delivered. PSBs should be seeking to influence how this fund is utilised and understand the impact it has on Wales to inform their long-term steps on housing.

Infrastructure goes beyond housing and how you plan, design and locate future developments, buildings, infrastructure and other public and community spaces as part of your Local Development Plan is critical to creating a prosperous and environmentally resilient city. [The Closing the Circle](#) report on the circular economy and the Welsh Environment is a useful report by Constructing Excellence in Wales, giving practical examples of where the public sector can look to minimise waste and resources in future projects. You can also take inspiration from some of the projects mentioned in the recent [Constructing Excellence Awards](#), such as the Active Classroom. Having a consideration of how 'green' these buildings are, both in terms of energy efficiency and sustainable construction, is a quick win for you as a PSB. The [Wildlife Trust in Wales report into green infrastructure](#) outlines how green infrastructure delivers a wide range of proven, tangible, and cost-effective economic, social and environmental benefits. The [Design Commission for Wales](#) also has case studies and resources on design that focuses on users, maximises energy efficiency and has been shown to significantly improve patient recovery in health.

Clearly, an influx of people and the logistics of getting people from one place to another is a vital consideration. I am encouraged by the targets you are setting yourselves to shift transportation modes over the next ten years. Clearly the Metro and improved rail links will be part of this, but how are you looking longer term to popular ownership of electric vehicles? Some PSBs are already installing electric charging points around their areas and encouraging staff to purchase electric vehicles through use of an electric pool car. Have you modelled what

impact driverless cars could have on the city and of future housing developments? Some predict that car ownership will drop significantly and that there may be an [increase in people moving out of cities](#), due to being able to work and travel. There is an opportunity to create more sustainable transport solutions for the growth of population and economy in Cardiff and I advise you collaborate with some 'unusual suspects' to understand the implications of planning this for the long term.

With population growth comes threat to our natural environment. Cardiff is a celebrated green city with parkland, green spaces, rivers and coastline. Although urban, as your well-being assessment states, it is home to many natural habitats and the connectivity of green space around the city means different species thrive. The people of Cardiff experience enhanced health and well-being because of the natural green and blue space on offer. You have a duty to "maintain and enhance a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change" within the Act and I would advise that you consider the place-based approaches to doing so. You have stated that access to green space is not the same across the city and that different parts of the city face different risks for the environment. Understanding this and integrating it with your other objectives could provide multiple benefits of involving the communities in creating green space, that also serves the purpose of mitigating risks. How can you also contribute to a Wales of vibrant culture and thriving Welsh language? The definition for this goal is "a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation." Getting people outdoors, participating in sport, celebrating their culture and heritage through the green spaces of Cardiff should be encouraged. I am impressed by the '[Greener Grangetown](#)' and [Dwr Cymru Rainscape](#) project in this respect and I would encourage more like this. How can other members of the PSB be collaborating on this? In taking a place-based approach and involving the community, what other benefits can be realised in relation to cohesion, education and health?

Climate change is a huge global challenge, but we all have a responsibility; [Zero Carbon Britain's recent 'Making it Happen'](#) report sets out what we can do for future generations to act on climate change now. I would like to see the PSB considering the specific effects for Cardiff more in their short, medium and long-term actions. In the future, the effects of climate change are likely to cause droughts in the summer, meaning a shortage of water, declining bio-diversity and a knock-on effect for agriculture. Much of Wales is reliant on agriculture for the economy and we all rely on the environment for food, water and recreation. You have recognised that Cardiff is at risk of flooding, so I would suggest you need to look at critical infrastructure at risk. Are current approaches adequate to cope? How can you use scenarios to imagine what preventative action you could take to protect water supplies and transportation in the event of extreme weather?

Your own responsibilities as organisations needs to be clear in the steps you take to meet this objective. How can you, as senior officers, create organisations that are more globally responsible and contributing to a resilient Cardiff? Although the public sector only accounts for a relatively small amount of Wales' emissions, you are uniquely placed to influence emissions far more widely in areas such as transport of goods and people, use and investment in energy, land use and procurement. [The Welsh Government recently published](#) carbon emission

levels subdivided by Local Authority and a [Call for Evidence](#) to explore the most effective mechanisms for achieving a carbon neutral public sector by 2030. I will be hosting an event on the 9th November, in partnership with Welsh Government and Natural Resources Wales to: explore how the public service in Wales can involve people in collaborating and integrating their work, to take greater account of the long-term carbon implications of their activities, and help prevent the effects of climate change becoming even worse.

The [WWF environmental footprint calculator](#) serves a sharp reminder to us all of our potential to impact change and the impact communities can have on carbon emissions. [NESTA has a guide](#) to working with communities to tackle climate change, including the 'Big Green Challenge', where participants changed their lifestyles to reduce their carbon footprint and an extreme example includes the [Isle of Eigg in Scotland](#), where the community are having a positive impact on their environment by introducing renewable community energy schemes, building sustainable businesses and improving biodiversity. We have clear commitments to meet in terms of carbon reduction, the UK has pledged to have zero emissions by 2050 and every Welsh Government has pledged for more green jobs. But despite Wales being a place of great potential in providing natural energy, only 10% of Wales' electricity in 2013 was provided through renewable energy. Last year, the National Assembly for Wales Environment and Sustainability Committee produced '[A Smarter Energy Future for Wales](#)', with 19 recommendations for how Wales could transform its approach to energy. More recently, Smart Energy GB have produced a report on '[A Smart Energy Future for Rural Areas](#)', giving examples and case studies of rural areas across the UK who are making that transition.

Other PSBs seeking to protect their environment and undertake further work to understand the risks for their communities include Blaenau Gwent; the Vale of Glamorgan; Carmarthenshire; Pembrokeshire and Caerphilly.

- ***Safe, confident and empowered communities.***

Cardiff's diversity and inclusivity are to be welcomed and celebrated. As you have recognised, this diversity is growing and it is important that feel welcome, a sense of belonging and ownership over their new communities. This applies to both the large numbers of people arriving in Cardiff and those who already live here. "Attractive, safe, viable and well-connected communities" improves every aspect of well-being. A lack of these things can create tensions, poor well-being and, in extreme cases, criminal behaviour. It is encouraging that you are considering how best to prevent this and encourage involvement of people in the solutions.

Only by understanding the differences across communities in Cardiff through listening to people and spending time there can you begin to see where the PSB can add value. Involving people is central to achieving this objective and I would advise each of your organisations to commit to the National Participation Standards. You may wish to contact [Participation Cymru](#), who can support your officers in gaining the skills vital for effective and meaningful involvement. [Co-production Network Wales](#) could help you consider time banking schemes, provide examples of good coproduction and help you to identify and engage community leaders. I know you already have locality and neighbourhood structures in place; this is a good start but how often are they truly empowered to

take a decision, tweak a service or solve a problem that makes a big difference for that area? This work should also be taking an asset based approach, helping people across Cardiff to recognise their strengths, see the positives about their communities and build upon them. For instance, your assessment states that there is an issue of inequality when it comes to feelings of safety in the city, particularly for women and disabled people, who have a perception that some areas are unsafe. How can breaking down barriers between geographical and demographic communities help to alter preconceptions?

Deepening your understanding of communities is best learnt from the lived experiences of people who live there. Involving your staff, getting out and about to speak to people and collaborating with them to deliver projects is a way of winning the trust of communities and seeing positive results. Similar work is already being done in [Trowbridge and St Mellons](#) through the Big Lottery funded Building Communities Trust. You may not know who the potential community leaders and connectors are in some areas, so if you are committed to this, re-purpose your resources to do more work in communities, to begin to know a place as the people who live there know it. No doubt that doing this will help you in understanding how tackling population change might be approached on a place-basis and give you an understanding of the environment in that locality too. Again, involving 'unusual suspects' in the work of the PSB, schools, colleges, the Community Councils and the third sector play an important role in connecting people.

Bringing people together with their different cultures, cooking, art and performance creates cohesion and a sense of belonging. Many people will only get involved in something if it's fun and of benefit to them. How can you use sport, heritage, language, traditions and natural environment to enable people to participate? There is a real opportunity here for you to think about how you maximise your contribution to the national goals. As we know, sport knows no language limits and can be extremely powerful in bringing people from all walks of life together. Sport Wales are keen to work with PSBs on how they can maximise their contribution to the seven well-being goals. [The Arts Council for Wales' strategy, which](#) outlines some of the benefits involvement in creative activity can have on the health, cohesion and skills of the population could help you recognize how projects can have multiple benefits for your organisations. How can the National Museum and National Library for Wales help to create a new story for the communities of Cardiff? The [Cultural Commissioning Programme, funded by Arts Council England](#) seeks to help commissioners of public services understand how they can improve outcomes by integrating arts and cultural activities into a range of services, including mental health and well-being, older people and place-based commissioning. Truly putting the power in the hands of people who know their area best often has unexpected positive results, shown by the work that ['Nurture Development' do around Asset Based Community Development](#); and the [Centre for Regeneration Excellence Wales' 'Deep Place' study in Tredegar](#) showing how an understanding of place can have multiple benefits on well-being.

Digitilisation means the world is now a different place and this is only set to continue over the long term. This recent report on [Digital Childhoods](#) from Barnados shows the pace at which technology is moving and the way children now consume information. How are your organisations harnessing the power of technology to help you meet this objective? Clearly, there are implications of how safe the web is for the people of Cardiff. How can it be

used in a positive way? What changes might you have to make to your organisational systems and policies to enable people to get more involved in communities and shape local services? How can you use technology to gather community intelligence and involve people? I see public services in Wales stuck in the early 2000s in the way they call residents to a community hall for 'engagement'. Currently, research shows that children aged between five and 16 years spend an average of six and a half hours a day in front of a screen; [28% of young people use social media](#) as their primary news source; and [43% of 'millennials' are driven to make financial donations through social channels](#). There is a real opportunity to engage with people that is most convenient to them and is part of their daily life, not an additional chore. "[Monmouthshire Made Open](#)" is an example of an online platform that has anticipated how people might contribute to improving their area in the future, with opportunities to share ideas, ask the community, start a project and seek volunteers or resources. Matthew Gatehouse, working with Monmouthshire PSB, would be able to share their learning with you on establishing this website.

As leaders of local agencies, you have a key role to play in promoting and supporting community cohesiveness, given your role in community leadership and support, and role in community capacity building through, for example, facilitating networking and coordination, and providing training for community groups and employees. The research documented in '[What Works in Community Cohesion](#)' provides a useful reference for PSBs on the different dimensions of community cohesion. Ask yourselves if current provision is appropriate to manage these issues? Are these issues currently managed adequately and in what areas might they need more collective or preventative action? What is the impact of inaccessibility? What impact does perceptions of safety have on people's ability to access services or play an active role in their communities? How do levels of volunteering differ across the county? How involved are the many volunteers in the work of the PSB?

As public services, we often deal with the symptoms of adversity; crime, substance misuse, housing issues, domestic violence, anti-social behaviour rather than the root causes. Tackling crime is a complex task, but the five ways of working in the Act provide a blueprint for looking at problems and can provide a focus for you, as a PSB. Getting better at prevention by integrating family services, listening to where the family needs support or has concerns and preventing issues from escalating will be crucial, linked to your objective on Cardiff being a great place to grow up. You have already innovated in this area, with the work of [Professor John Shepherd around the night time economy](#). This involved looking at the problem from a number of perspectives, collaborating with different partners and finding quite simple solutions by redesigning services. We are so often dealing with the crisis issue that impacts on our service, we forget to look around us and recognise that there should be another preventative way to the problem. Information sharing and evidence based work is hugely important in preventing criminal and extremist behaviour which, of course, relies on community knowledge, trust and confidence. [Nesta and the Alliance for Useful Evidence have published 'Using Research Evidence'](#) as a guide to public bodies to encourage a confidence in taking new approaches. short, sharp interventions by empowered individuals.

You will not be surprised to note that other Public Services Boards are also considering setting objectives around engagement, developing / sustaining strong social networks, fostering belonging and shaping services. In

particular, you may wish to share ideas with Vale of Glamorgan; Ceredigion; Newport and Powys PSBs, who have supplied me with similar draft objectives.

- *Cardiff is a great place to grow up.*

I have been working closely with the Children's Commissioner for Wales, to produce advice on taking a child's rights approach to maximising contribution to the seven national well-being goals. It is encouraging to see you have identified that involving children and young people in the Cardiff of tomorrow is good for them and good for you as public services. The Well-being of Future Generations Act upholds the spirit of the United Nations Convention on the Rights of the Child (UNCRC) and it is important to recognise children's rights across each of the well-being goals and how they should inform Wales' approach to implementing the five ways of working.

As you have identified, poverty, abuse, discrimination and other forms of disadvantage can have long-lasting effects on children and young people's well-being and can severely impact their prospects of securing a prosperous, healthy, safe and socially active future. Childhood is a key window of opportunity and the positive interventions Wales puts in place now to protect and provide for children will help to secure a more prosperous, healthy and cohesive future for Wales. Consideration should be given to how well public bodies and PSBs factor children's rights into processes for consultation, decision-making and programme-planning. This will include developing in a children's rights policy focus, enabling children to learn about their rights and empowering them to play an active role in their communities. To support this work, a toolkit is being tested and will be available before the end of the year. The Children's Commissioner's office would be happy to advise on engaging with children and young people and taking a child-rights approach to securing well-being for future generations.

I would advise you to be clear about what this means for Cardiff in your well-being planning. What local evidence have you used (or will you use) to understand the specific areas of successful preventative interventions? What local services will be impacted if you redirect investment to the first 1000 days of a child's life? How might putting in place a multi-agency response to adverse childhood experience (ACE) play out in reality for your organisations? As I said above, we often treat the symptoms of things that have happened to people in childhood, rather than taking a preventative approach. The complex socio-economic situations in many communities in Wales would suggest that families are not receiving the right support at the right time, and cycles are continuing to the next generation. This costs public services and individuals greatly – late [intervention services for young people are estimated to cost England and Wales £17bn per year](#) (£6bn on child protection and safeguarding, £5.2bn on crime and anti-social behaviour, £3.7bn on youth economic inactivity, £680m on school absence and exclusion, £610m on child injuries and mental health problems, and £450m on youth substance misuse). Prevention is at the core of this objective and I would advise that your organisations recognise it is part of all of their responsibilities to prevent poor outcomes.

Dealing with ACEs is as much about having an ACE aware public service and identifying where ACEs have happened, as making sure that services families access are integrated. In the steps you take, it is important to not just focus on childhood but to review initiatives that focus on mental health, substance misuse, criminal justice,

housing services and others to ensure they are preventative, joined up and actively seeking to better situations for families and for future parents to stop the cycle continuing to the next generation. I don't doubt that this means fundamentally challenging the way we currently do things, the 'thresholds' we apply to helping people and the relationship we have with citizens. Alyson Francis, Director of the ACE Support Hub, has recently worked with my office to write to you outlining that ACEs are not another thing to do, but an opportunity to reconsider how we deliver services together that make sense for the families receiving them. The ACE Support Hub could also act as a central place for PSBs to share practice, as almost all of the PSBs in Wales have discussed early years, children and ACEs in their draft objectives and steps.

I advise that understanding the lived experiences of people who have been through trauma in their lives also give a fresh perspective on shaping preventative services. Currently, our services are often not set up in a way that would deliver this objective. We deal with people in neat 'service-user' categories, such as 'homeless', 'domestic abuse victim', 'anti-social behaviour perpetrator', 'substance misuser', 'problem tenant', which often create barriers for people to receive the help they most need. This way of working means we fail to join up the dots, to integrate and to spot signs of a worsening situation. Involving people is central to challenging the system because only by understanding the lived experiences of people can we design services that are fit for current and future generations. This example ['Why poor people don't plan long-term'](#) provides an insight into the barriers people face in overcoming inequality and the case studies [contained in this report by Locality](#) demonstrate the financial and social costs of not taking this holistic and preventative approach to people's lives.

Many things impact on the life chances of children and young people and this objective links to your others in involving communities in understanding the barriers for children and young people's ambitions. I said in my feedback to your assessment that truly understanding the root causes of issues was important before we impose our ideas of 'what's right' on to people. For example, Social Finance were commissioned by Newcastle City Council to do some deeper digging for them to help them address the problem with NEETs (those Not in Education, Employment and Training). Whilst traditional focus looks at GCSE attainment, what this analysis shows in reality is that academic achievement is not the most significant factor at all, instead showing that 67% of 17-19 year olds who were NEET had come from the 25% of 17-19 year olds who had multiple contacts with social services during their childhood. The research showed that those who had had as little as six interactions with social services spent almost three times longer out of education or training. This study demonstrates that looking at the issue in a more holistic way clarifies the steps you can take as a PSB to achieve your objectives.

A [2013 review carried out by the London School of Economics for the Joseph Rowntree Foundation](#) found that children in lower-income families have worse cognitive, social-behavioural and health outcomes. Crucially, this study demonstrated that it was in part because they are poorer, not just because low income is correlated with other household and parental characteristics. This is echoed within your draft plan on the attainment gap between pupils from lower and higher income households. How can the PSB collaborate with others to improve the economic well-being of families across the region? This links to your aspirations around the City Region and supporting people out of poverty. How can these communities, in particular, be focused on? If we know that by

the time children in some areas reach reception class in school, the circumstances of where they live already affects their well-being, then we need to be intervening at a much earlier stage in responding to these trends. The [New Economics Foundation work](#) on investing in children might be helpful, which highlights the need to address both material wellbeing and external circumstances – such as housing, poverty, and schooling – as well as psychosocial well-being and inner resources.

As well as income, we know that maternal and familial health has a big impact on a child's life. Between 10% and 20% of women develop mental health problems during pregnancy or within a year of giving birth. These illnesses are one of the leading causes of death for mothers during pregnancy and the year after birth. Despite this, women in around half of the UK have no access to specialist perinatal mental health services and in other geographical areas, services are inadequate. Considering the impact of services like this on young families is important if you are to take a cross-sector approach. The ['Mums and Babies in Mind' project in England](#) has given a focus to local leaders to create a pathway across sectors that provide expectant and new mothers with the right support at the right time. I would also advise you to use the related knowledge gathered by Public Health Wales on the [First 1000 days](#) of a child's life and the benefits that can be realised from investing in the early years to determine what steps you can take now to improve the well-being of our future generations. Public Health Wales have established a national 'Health and Sustainability Hub' to co-ordinate their own work around the Act and, through your PSB representative, you might find it useful to link with the national team for further evidence and knowledge.

Most PSBs have identified draft objectives connected to early years, giving children a good start in life and preventing ACEs including Cwm Taf, Wrexham, Bridgend, Blaenau Gwent, Newport and Conwy / Denbighshire. Alyson Francis and I are also on the panel of the [Good Practice Exchange Wales webinar on understanding ACEs](#) on the 7th November, which may be helpful to you in considering your steps for this objective.

- ***Supporting people out of poverty.***

Your assessment recognises that, as with many cities in the UK, there is a widening gap between wealth and poverty; with a third of people in Cardiff currently living in poverty. Poverty affects every part of well-being and it is stark in Cardiff with a healthy life expectancy gap of 22 years for women and 24 years for men between the least and most deprived areas. Although there will be multiple reasons for the deprivation experienced in some parts of the city and no easy solutions, there are steps you could take as a PSB to strengthen the resilience of these areas and prevent the adverse impacts of poverty. As with all of your draft plan, this is interconnected to your other draft objectives, as supporting people out of poverty is not just about economic well-being, but about seeing the value of people in a different way. I am encouraged that you have started to consider what role you can play as leaders of the public and voluntary sector in Cardiff and you should appreciate the influence you can have other partnership arrangements and organisations in Wales.

This objective demands strong leadership, as I have advised above, that permeates throughout each of your organisations. To take steps to meet this objective, you will need to be brave in pooling resources, changing

policies and taking risks by trying different approaches. You will need to communicate these changes within each of your organisations. The seven areas of change in the Act: corporate planning, financial planning, workforce planning, procurement, assets, performance management and risk are the core organisational activities where applying the five ways of working would ensure the sustainable development principle frames how you work.

As you have stated, public services in Cardiff employ 46,000 people and contribute over £1bn to the economy. I would advise you to look at the economic impact you can have as public sector providers in these areas across the seven national well-being goals. For example, how can a collective commitment to sustainable, local procurement benefit your local economy? What employment opportunities can you offer, such as collaborative apprenticeship schemes, to local people far removed from the job market? How can you encourage jobs in the foundational economy, around local care, retail and food industries? Your surrounding PSBs are rich in farmland and, as farming is the cornerstone of the £6.1billion Welsh food and drink supply chain industry, what can you do to create links and help businesses to thrive in the city?

Your assessment identifies that Cardiff is one of the most skilled cities, with hardly any people with no qualifications at all. Unlike other parts of Wales, the poverty experienced by some in Cardiff is probably not due to lack of aspiration. Here, understanding this issue is so important for you as a PSB before you take action. What are the barriers to reliable and well-paid work? How have people fallen into hard times? What impact does community factors like housing, safety and facilities have on people's outcomes? What is having an impact on people's lives that you, as public services, can seek to prevent? Re-purposing resources to truly listen to and involve the people who live in the more deprived areas of Cardiff is important to gain an understanding of how they perceive the assets and deficits of their community. In many of the well-being assessments, I read that communities branded as 'deprived' or 'in poverty' by statistics rarely define themselves like that and many people took pride in their local natural environment, community buildings and the way people get along together. Identifying the assets of these areas and involving people in how you build upon them will help in coming up with solutions to reduce inequality together.

For such a complex issue, integration across the seven well-being goals is particularly important in how you take steps to meet this draft objective. Taking a different approach and building on some of the advice I have provided above to bring people together around culture, language, heritage could be the engagement you need to make a difference. What opportunities are there around community food growing in the city, for example? I am pleased to see that you have looked beyond the economic aspect of reducing inequality and deprivation, in considering the issue that those living in poverty are also most at risk of environmental impacts, including being away from green spaces. You have identified that air emission scores are higher in deprived areas and, although there will be many reasons, respiratory disease is much more common in deprived areas. What steps can you take to reverse some of these effects or prevent future generations from having to deal with the situation worsening?

Housing quality is consistently an issue that arises out of deprivation, which has an impact on health, social cohesion and personal finances. Homelessness is a particular issue for Cardiff at the moment; I have already stated that integrating services and truly understanding the issue is critical to solving it. As your assessment also

found, older people are more vulnerable to fuel poverty and the health risks associated with cold and damp conditions; and your assessment highlights the high number of older people living alone. Recent statistics from Fuel Poverty Coalition Wales show that 1 in 3 households in Wales live in fuel poverty, with an estimated cost of cold-related admissions amounting to over £100 million and causing 475 deaths per year. Fuel poverty is currently a bigger killer than alcohol related deaths in Wales. Taking steps to ease fuel poverty and generally improving housing quality will have benefits elsewhere in the public sector. So, collaborating with registered social landlords and private landlords to take action on how new and existing homes could become more energy efficient might be a step the PSB wish to explore. The Passivhaus Standard is one such way of building and refitting homes for the future (www.passivhaus.org.uk).

Again, draft objectives around reducing inequality are common across Wales, including Caerphilly, Blaenau Gwent, Monmouthshire, Powys and your neighbouring Vale of Glamorgan.

- *Cardiff is a great place to grow older.*

Your wellbeing assessment identifies that with general population growth, the number of older people in Cardiff is likely to increase significantly too by over 44% in the next twenty years. Your assessment acknowledged that this can create a pressure on health and social services, but with health and life expectancy improving, I advise you recognise how much of an asset the older population are in terms of caring, volunteering and contributing to the economy. The work of the [Older People's Commissioner](#) is particularly helpful in exploring the steps you could take to meet this objective and includes her recent guidance to PSBs.

Now that you have draft objectives and are considering your response, I would advise that you dig deeper into the data. Your first draft step is based on community infrastructure, networks and services. Ask yourselves if current provision is appropriate to manage this growing issue? Are these issues currently managed adequately and in what areas might they need more collective action? How fit for the future is IT provision? What are the limitations on public transport provision? How do levels of volunteering differ across the county? How involved are volunteers in the work of the PSB? Understanding the lived experiences of people could give you an important insight into how different communities are functioning and where your services would be most helpful. For instance, are there ways the PSB could encourage and reward community activism in ways that would help you meet your objectives in particular areas? The Royal Town Planning Institute's report on '[Poverty, Place and Inequality](#)', includes several recommendations around why place-based approaches are key to tackling inequality between and within communities.

Research [by Ageing Well Wales](#) has shown this and suggests that loneliness in older people is both about how connected people are to their communities physically and about feeling purposeful in society, affecting their mental and physical health. Although technology is not going to provide all of the answers to isolation, think about the long-term impact it could have on our population. The older people of tomorrow are the younger people of today, who have far more technological skills at their fingertips. In our sharing economy, could there be

solutions around carpooling or community transport connected to social media? Plus, there are already examples of drones delivering medical supplies, video calling instead of GP appointments and virtual classrooms happening now. The '[Hypervillage](#)' concept developed by FutureScape imagines villages connected by their assets, [encouraging people in rural communities to capitalise on technology](#). How have you thought about the long-term possibilities of employing technological solutions for this issue?

How are you considering your own roles in responding to the challenges of demographic change? I am keen to see PSBs looking at preventative and asset-based approaches to their draft objectives. Currently, social services and health are barely dealing with the current demand and, unfortunately, many are looking at traditional models of resourcing 'crisis' intervention to deal with this. One of your steps is very much around working differently to involve people and their families in their care. This is where the five ways of working should be challenging your thinking and I will be interested in seeing how you influence and task the Social Services and Well-being Regional Partnership Board in delivering your response to your objectives. [This report by the Young Foundation](#) provides inspiration on 'Innovating better ways of living late in life', challenging the traditional siloes we are working in. Creating flexible and age friendly communities and environments can prevent people from needing social care, from becoming isolated, from suffering ill-health or having an accident at home.

You have a role in planning, housing and transportation of creating places that are adaptable and able to change for at least the next two generations. Wales has an opportunity to develop housing that better meets demographic change, adopting technology to allow people to live independently for longer. It is encouraging to see that you want Cardiff to be age and dementia friendly as a city. Programmes like the [World Health Organisation's Age Friendly Cities](#) initiative have encouraged and recognised those cities that have made themselves more age-friendly adapting buildings, transport and planning rules, which enable older people to stay healthy and connected to things that matter to them for longer; [Laguna woods](#), the first city exclusively for older people in the US and the Marjala suburbs in Finland are examples of design suited to multiple abilities. As well as responsibilities around planning and designing infrastructure, there are numerous innovative global projects encouraging co-housing, supported housing and homeshares. [Students are living rent free in nursing homes](#) in exchange for socialising and providing basic care to the older residents; Australia and New Zealand have introduced '[HomeShare](#)' schemes, and, as part of their national government's demography strategy, [Germany](#) has introduced intergenerational housing for older people and young families in need. In Singapore, young people are given a \$50,000 grant if they move within 1km of their aged grandparents. These are all innovations that are proving to have an impact.

This demonstrates the intrinsic link between your community environment and your well-being. As the Ageing Well in Wales research states, isolation is as much about being physically alone as feeling a part of something. Some research suggests that [just 5% of those over 65 years old](#) have any form of structured contact with younger people. [Intergenerational projects are shown to have benefits](#) for young and old, with both older and younger people taking on the role of mentor. How can you collaborate to create more opportunities for people to come together? How can increased involvement improve the health of older people in your area? The recent report

['Health and Wellbeing in Rural Areas'](#) produced by Public Health England and the Local Government Association highlights issues of rurality in England, but also includes several useful case studies, such as the Fish Well Improvement project in Norfolk, that aims to improve health and well-being in these local areas. [Solva Community Council](#) in Pembrokeshire are an interesting example of how volunteers and older residents have benefited from a scheme to reduce isolation and improve well-being. In some parts of Wales, the third sector are acting as community connectors (funded through the Intermediate Care Fund) to help vulnerable people of all ages access things in their community and prevent the need for statutory services. There are many good examples of projects that seek to bring people together to learn new skills, socialise and build their resilience in later life, like [Men's Sheds Cymru](#), happening across Wales that the PSB could encourage and support.

Continuing to learn through life has been proven to have benefits for people's mental and physical well-being, as well as social well-being. There is a real opportunity here for you to consider how you maximise your contribution to the well-being goals. How can you encourage activities that promote art, culture, learning the Welsh language, caring for natural habitats, creating community food growing initiatives, for instance, that help with people's well-being? Looking to the long term, how can these activities prevent some of the preventable ill-health people are suffering that compromises their independence?

In some areas, community organisations have been funded to act as community coordinators for older people through the Social Services and Well-being Act – linking them with local activities and services in their area and helping them to stay active and well. If proved successful, how can similar initiatives be jointly resourced and recognised by the PSB? The third sector have a wealth of knowledge and experience in this respect. [WCVA produced wider information](#) on how the third sector play a role in contributing to the Act including resources on the seven well-being goals.

Other PSBs with similar objectives include Monmouthshire, Conwy / Denbighshire, Neath Port Talbot, Ynys Mon and Gwynedd and Newport.

- *Modernising and integrating our public services.*

The backdrop that public services are working to at the moment is incredibly challenging and I am aware that the Well-being of Future Generations Act is seen as another 'thing' public sector workers have to do. However, I would encourage you to see this Act, and communicate to your colleagues about it, as an enabler. It is a way of challenging the method we have always taken to organising ourselves, making decisions and providing people with services. This draft objective is encouraging that you are taking steps to change how public services operate in the city, to make far more sense to the citizens of Cardiff. The five ways of working and seven national well-being goals are intended to help you to do this by prompting you to think of how things can be more integrated, by collaborating with others, have multiple benefits across quite disparate services but things that matter in people's lives, which you can only understand by better involving 'real people' in the day-to-day work of your organisations.



Comisiynydd
Cenedlaethau'r
Dyfodol
Cymru

**Future
Generations**
Commissioner
for Wales

As public bodies, you have many statutory responsibilities and deliver a multitude of services on a daily basis. The duties of the Act are not intended to be an additional burden, but a way of maximising the benefit of these activities. My team have told me about how this is already being realised in some areas of business in Cardiff like, for example, City Innovation Hub and your collaborations with lots of organisations in the city. I will be interested to see how the Act is being applied in practice by all members of the PSB over the coming year across the seven corporate functions of the Act. How your own objectives reflect the work of the PSB and how you use the PSB as a charge to other departments, partnership groups and organisations for meeting these objectives.

I have given lots of advice in this letter and in my recent 'Well-being in Wales' report on this very theme. I would suggest you now need to be brave in taking steps to lead Wales in doing this; share your mistakes and your successes with my office, and with others; and hope to create a better Cardiff for future generations.

Other PSBs seeking to create organisational change through their objectives include Torfaen, who are looking at organisational development in the context of the Act, Pembrokeshire, Caerphilly and Carmarthenshire. Again, my office is happy to connect you if this is helpful.

I hope you have found this advice helpful in moving forward towards publishing a well-being plan for formal consultation. Please get in touch with my team if you want further contact details for any of the organisations and reports mentioned in this letter.

I am also learning the best ways to advise, support and monitor how public bodies are seeking to apply the five ways of working and maximise their contribution to the seven well-being goals, so I would welcome any feedback from you, supporting officers and the Cardiff PSB Scrutiny Committee on how I have chosen to approach this statutory duty and the advice I have given.

I look forward to receiving your draft well-being plan for consultation and please keep in touch with me and my team.

Kind regards,

Sophie Howe

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My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 25 July 2017

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Dear Councillor Thomas,

Policy Review & Performance Scrutiny Committee: 18 July 2017

Thank you for attending the Policy Review and Performance Scrutiny Committee last week, to share Cardiff Public Services Board (CPSB) progress, and the Board's draft Well-being objectives. Your input will assist the Committee to factor its statutory scrutiny responsibilities under the Well-being of Future Generations (Wales) Act 2015 (WFG) into work programming for 2017/18. Following the scrutiny Members agreed that I pass on the following observations captured during the Way Forward.

The Committee wishes to commend Cardiff's longstanding record of non-statutory partnership working. This has clearly proved an excellent basis for taking forward the statutory requirements of the WFG Act. We acknowledge that core city leaders across the UK consider such statutory requirements on partner organisations to be of huge benefit to a local authority. The Committee therefore welcomes your discretionary offer for myself, as Chair, to attend the CPSB from time to time to ensure the committee's observations are fed into proceedings. We feel this will maintain strong lines of open accountability, and benefit both parties.

Given the benefit of our statutory remit, the Committee considers its role must be greater than simply a statutory process, and, to be more meaningful, we should aim to measure progress. Importantly, the Committee considers that to enable such an approach it will be looking for measurable targets and outcomes in the final Well-being Plan. We were therefore pleased to hear that you too consider the Well-being Plan will require targets in order to ground the work of the Board.

We note that there is likely to be a small number of strategic partnership working groups supporting the work of the CPSB. Members observed that, whilst the Act itself and the seven outcomes for Wales are vague, there is potentially an opportunity for greater input from health.

The new Committee is keen to reassure itself of the soundness of the consultation undertaken at needs assessment stage, on which the draft objectives have been based. I acknowledge that following the Committee's previous scrutiny you kindly provided us with the full list of such consultation activities, to reassure the committee that all hard to reach groups had been encouraged to contribute.

The focus of our meeting was to set a firm context and understanding of work programming opportunities, and we have identified two occasions on which we will plan to consider Cardiff's Well-being Plan. Firstly during the 12 week consultation period (Autumn 2017). Secondly, we would request a pre-decision scrutiny opportunity prior to final approval by the Board. (Spring 2018). We are therefore proposing, subject to final discussion and approval at our meeting on 20 September 2017, that our draft work programme includes two partnership scrutiny items.

To recap, the Committee:

- Welcomes your offer for myself, as Chair, to attend the CPSB from time to time to establish strong lines of open accountability, and benefit both parties.
- Will be looking for measurable targets and outcomes in the final Well-being Plan that enables it to monitor progress over time.
- Proposes that its draft work programme, to be agreed on 20 September 2017 includes scrutiny of Cardiff's Well-being Plan, during the 12-week consultation period (Autumn 2017) and prior to final approval by the Board. (Spring 2018).

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee for consideration of the draft Well-being Objectives. On this occasion, a response is not required. Should a matter come to your attention that would benefit from the Committee's involvement we will aim to co-operate and we look forward to maintaining an ongoing constructive exchange between the Board and Committee.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

**COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Gareth Newell, Partnership & Community Engagement Manager
Joanne Watkins, Cabinet Office Manager
Debbie Said, PA to Leader.

Date: 22 November 2017

Councillor Huw Thomas,
Leader,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW



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

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Councillor Thomas,

Policy Review & Performance Scrutiny Committee: 15 November 2017

On behalf of the Policy Review and Performance Scrutiny Committee thank you for attending Committee to facilitate scrutiny of Cardiff's draft Well-being Plan. Members were delighted to welcome such broad representation from Cardiff's PSB. Please pass on our sincere thanks to Cardiff & Vale Heath Board, Natural Resources Wales, South Wales Fire Service, South Wales Police, and Cardiff Third Sector Council. The Members wish to pass on the following comments and observations as statutory consultees in the Boards consultation.

The Committee recognises that the Well-being of Future Generations Act signals a substantial change in the delivery of public services. We note the Future Generations Commissioner's comment in her letter that it is not intended to be an additional burden on public bodies, given current financial pressures. We are therefore surprised at the length and timing of the Commissioners advisory letter on Cardiff's draft well-being plan, and note this advice would have been useful in informing the consultation. We are heartened that partners consider the requirements of the WBFG Act, although a challenge, an opportunity and a necessity that will assist in the delivery of sustainable services, rather than a burden on the public sector. Clearly, this challenge will benefit from the strong platform of partnership working built up over many years in Cardiff,

As Leader, you are clear that there must be a strong correlation between Cardiff's Well-Being Plan and the Council's Corporate Plan for Delivering Capital Ambition.

We too consider it is essential that all partners' corporate plans align with Cardiff's Well-being Plan, and will be seeking greater assurance of this in future scrutinies. We feel both Natural Resources Wales and Cardiff and Vale Health Board were clear this would be the case, and we would urge that all partners are able to demonstrate clear links.

The Committee's role is to monitor the progress of the PSB and we consider this is made more difficult by an absence of clear targets in the draft Plan. We note you are following a statutory timeline to deliver the final Plan. We understand you are not at the target setting stage and have some work to do on performance indicators. However, we feel it would have been useful if targets had been a part of the consultation exercise and urge you to consult on those targets as they emerge.

Members have some concerns about budget arrangements for partnership working. Specifically, whether all partner bodies are spending proportionately on supporting partnership arrangements and whether the cost of supporting the PSB is factored into the Council's budget setting for 2018/19. We accept there is no centralised budget other than a secretariat to support partnership working, and note there will be more detail in budget proposals. We note the alignment of policy objectives, and directing existing activities to work more effectively, is critical to better collaborative work.

In respect of specific objectives, the Committee observed:

Objective 1 - A Capital City that Works for Wales. We wish to highlight the disparity in wealth across the City and endorse the view that everyone should have an equal chance to benefit from Cardiff's success. In terms of the private sector, Cardiff is a unique asset, with power centralised to drive the South East Wales economy. However, we note Cardiff is one of the lowest funded authorities per capita and generates significant business rates for the whole of Wales. We are therefore pleased that you acknowledge Cardiff has a leading role to play in ensuring major developments assist in reducing inequalities across the City. The committee would encourage you to continue to stress these funding imbalances in your future contacts with Welsh Government

Objective 2 - *Cardiff's Population Growth is managed in a Resilient Way*. The Committee considers the phrasing of this objective suggests managing population growth to ensure resources for current and future populations, and could be more accurately phrased as *The impact of Cardiff's Population Growth is managed in a resilient way*.

Objective 3 - *Safe, Confident and Empowered Communities*. Members note the consultation is online but certain communities require a stronger focus/more encouragement to contribute and therefore a series of focus groups are planned with hard to reach communities that will talk about community issues not simply the Plan. We note the police development work to be more representative and connect with communities via their community cohesion programme, and encourage partners to share knowledge and experience of work with hard to reach communities.

The Committee urges the Board to use partnership knowledge to effectively integrate services. There was clear commitment from partners, and we endorse the approach highlighted by Health to ask what is best for the citizen and work backwards to arrive at the bodies/partners that should work together to deliver improved service. The Multi Agency Support Hub is a particularly good example.

We wish to re-iterate it would be appropriate that the Well-being Plan is Health Impact Assessed at the planning stage, in line with the Public Health Act.

Members are concerned that transformation in service delivery should not be isolated to the public sector. We consider some ambitions will need to be in tandem with the private sector, business, and charities. Therefore, care should be taken to ensure the Plan includes reference to communicating with, and involving, the private sector to seek their ideas and feedback.

Importantly, during the Way Forward Members commented on the look and feel of the Well-being Plan Survey document. They feel statements are generally positive and closed, and have some concerns that in taking this approach the consultation document does not open up debate. Therefore, we respectfully suggest future consultation exercises would have greater credibility if a more open style of questioning were adopted.

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Finally, the Committee is delighted that partners are welcoming of the scrutiny framework, recognising that the joint challenge of partners in holding the Board to account re-enforces the benefits of strong relationships between partners. We note that you have commissioned a review of partnership governance arrangements that will need to be in place in advance of publication of the final Well-being plan in May 2018, and look forward to oversight of governance arrangements, in line with our statutory scrutiny responsibilities.

Once again, on behalf of the Committee, please pass my sincere thanks to all partners who attended the PRAP Scrutiny Committee for consideration of the draft Well-being Plan. We value the ongoing constructive exchange between the Board and the Committee. We are not expecting a response however would ask that you factor our comments and observations into the consultation to inform the final Plan. We will factor consideration of the final Well-being Plan and governance arrangements on our work programme for the New Year.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Gareth Newell, Partnership & Community Engagement Manager
Maria Battle, Chair, Cardiff & Vale Health Board
Gareth O'Shea, Natural Resources Wales
David Bents, South Wales Fire Service
Superintendent Stephen Jones, South Wales Police
Sheila Hendrickson-Brown, Chief Executive
Joanne Watkins, Cabinet Office Manager
Debbie Said, PA to Leader.

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TIMETABLE FOR APPROVING CARDIFF'S LOCAL WELL-BEING PLAN

27 February 2018	PSB assurance of final plan and circulation to partner boards for approval
27 February 2018	Police and Crime Commissioner endorsement
14 March 2018	Cardiff Council Policy Review and Performance Scrutiny
15 March 2018	Natural Resources Wales approval
15 March 2018	Cardiff Council Cabinet
22 March 2018	Cardiff Council Full Council
26 March 2018	South Wales Fire & Rescue Service approval
29 March 2018	Cardiff and Vale UHB approval
18 April 2018	PSB Formal sign off of Well-Being Plan
3 May 2018	Latest date to publish Well-being Plan
8 May 2018	Well-being Plan Launch Event

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CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**



Policy/Strategy/Project/Procedure/Service/Function Title: Cardiff Public Services Board Local Well-Being Plan
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Nathan Swain	Job Title: Principal Policy & Partnerships Officer
Service Team: Policy and Partnerships	Service Area: Resources
Assessment Date: 23/10/17	

1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?

Cardiff's Local Well-being Plan has been developed in accordance with the Well-being of Future Generations (Wales) Act 2015. Having undertaken a local well-being assessment for the area in 2016, this plan responds to the challenges facing the city, setting out 7 areas for action (well-being objectives) and proposing what the city's public services will do, together, to achieve them (our commitments).

2. Please provide background information on the Policy/Strategy /Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

In March 2017, Cardiff PSB published a Well-being Assessment - an analysis of Cardiff's social, economic, environmental and cultural well-being and identifies the key opportunities and challenges facing Cardiff as the city grows.

<https://www.cardiffpartnership.co.uk/well-being-assessment/>

This assessment provided the basis for developing a local well-being plan to manage Cardiff's growth and its impacts in a sustainable and resilient way.

The evidence base used to inform the Cardiff's Well-being Assessment, includes:

- The 46 National Indicators for well-being (Welsh Government);
- Ask Cardiff survey indicators; and
- Indicators recommended by Public Services Board partners and other stakeholders.

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

The following additional data sources and reviews were also taken into account:

- Ask Cardiff Survey 2016
- Climate change risk assessment for Wales
- Natural Resources Wales (NRW) Area statement
- Childcare sufficiency assessment
- Nursery Provision
- Play Sufficiency Assessment
- Social Services and Well-being (Wales) Act 2014 Population Needs Assessment
- Crime and Disorder Act 1998 – Strategic assessments
- Local Development Plan
- Welsh Government Future Trends Report
- 2015 What Matters Strategic Needs Assessment

The Cardiff Public Services Board's Draft Well-being Plan was published for consultation on 13 October 2017. Engagement activities included an online survey and a series of engagement events and focus groups with seldom heard groups and communities, including:

- 20 locality and partner events covering each Neighbourhood Area
- Cardiff Youth Council Grand Council
- 50 + Forum focus group
- 2 BME focus groups
- Cardiff Deaf Club meeting
- Cardiff and Vale Action for Mental Health
- Friends and Neighbours Group (Butetown)

(The results of this consultation can be found in the Well-being Plan's Engagement Feedback Report – Appendix 3 of the Cabinet Report)

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

3. Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** [positive/negative/] on younger/older people?

	Yes	No	N/A
Up to 18 years	x		
18 - 65 years	x		
Over 65 years	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Sections of the draft well-being plan are specifically focussed on improving outcomes from young people, older people, and people of working age.

Cardiff Well-being Plan will drive improvements for children universally (adopting a Child Rights Approach and ‘Cardiff Commitment’) and also specifically target the city’s more disadvantaged children (adopting a ‘Think Family’ approach, a ‘Children First’ pilot, and targeting children at risk of Adverse Childhood Experiences).

For adults within the city, the Well-being Plan will, for example, aim to deliver more well paid jobs, improve employment services, seek to end rough sleeping and support a city wide Food Partnership.

For older people, the Well-being Plan will drive improvements in accommodation options and enable people to remain at home for longer, seek to become a Dementia Friendly City, and improve first point of contact services.

What action(s) can you take to address the differential impact?

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

3.2 Disability

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** [positive/negative] on disabled people?

	Yes	No	N/A
Hearing Impairment	x		
Physical Impairment	x		
Visual Impairment	x		
Learning Disability	x		
Long-Standing Illness or Health Condition	x		
Mental Health	x		
Substance Misuse	x		
Other	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Specific commitments relate to addressing these issues. For example, reducing levels of drug use and substance misuse, the delivery of the disability futures programme, making Cardiff a dementia friendly city.
What action(s) can you take to address the differential impact?
As required by the Well-being of Future Generations (Wales) Act, actions must meet the needs of the present without compromising the ability of future generations to meet their own needs.

3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** [positive/negative] on transgender people?

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Cardiff Well-being Plan aims to make Cardiff a safer and more inclusive city to live in, having a positive impact on individuals with protected characteristics.
What action(s) can you take to address the differential impact?

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**Equality Impact Assessment
Corporate Assessment Template**

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage	x		
Civil Partnership	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Cardiff Well-being Plan aims to make Cardiff a safer and more inclusive city to live in, having a positive impact on individuals with protected characteristics.

What action(s) can you take to address the differential impact?

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy	x		
Maternity	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The well-being plan includes a commitment to adopting a 'Think Family' approach, making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time in the first 1000 days of a child's life. As a consequence of improving services, adopting a Child Rights Approach and commitments to safety and better air quality, the plan is likely to have a positive impact on the health and well-being of expectant parents.

What action(s) can you take to address the differential impact?

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3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White	x		
Mixed / Multiple Ethnic Groups	x		
Asian / Asian British	x		
Black / African / Caribbean / Black British	x		
Other Ethnic Groups	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Cardiff Well-being Plan aims to make Cardiff a safer and more inclusive city to live in, having a positive impact on individuals with protected characteristics.

The Plan contains a specific commitment to deliver public and third sector services and workforce that are representative of the city and its communities, especially Black, Asian, and Minority Ethnic (BAME) communities.

What action(s) can you take to address the differential impact?

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist	x		
Christian	x		
Hindu	x		
Humanist	x		
Jewish	x		
Muslim	x		
Sikh	x		
Other	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Cardiff Well-being Plan aims to make Cardiff a safer and more inclusive city to live in, having a positive impact on individuals with protected characteristics.

What action(s) can you take to address the differential impact?

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** [positive/negative] on men and/or women?

	Yes	No	N/A
Men	x		
Women	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Cardiff Well-being Plan aims to make Cardiff a safer and more inclusive city to live in, having a positive impact on individuals with protected characteristics.

The Plan contains a specific commitment to protect Cardiff's most vulnerable citizens, adopting integrated approaches to tackling trafficking, child sexual exploitation and domestic abuse.

The Plan also contains a commitment to improving the night time economy of Cardiff, providing a safer environment for both males and females.

What action(s) can you take to address the differential impact?

3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** [positive/negative] on the following groups?

	Yes	No	N/A
Bisexual	x		
Gay Men	x		
Gay Women/Lesbians	x		
Heterosexual/Straight	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Cardiff Well-being Plan aims to make Cardiff a safer and more inclusive city to live in, having a positive impact on individuals with protected characteristics.

What action(s) can you take to address the differential impact?

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

3.10 Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** [positive/negative] on Welsh Language?

	Yes	No	N/A
Welsh Language	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The Well-being Plan includes the following commitment:

Aim to double the number of Welsh speakers in Cardiff by 2050 through supporting the delivery of the Bilingual Cardiff Strategy.

What action(s) can you take to address the differential impact?

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

Engagement activities have included an online survey and a series of engagement events and focus groups with seldom heard groups and communities, including:

- 20 locality and partner events covering each Neighbourhood Area
- Cardiff Youth Council Grand Council
- 50 + Forum focus group
- 2 BME focus groups
- Cardiff Deaf Club meeting
- Cardiff and Vale Action for Mental Health
- Friends and Neighbours Group (Butetown)

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**Equality Impact Assessment
Corporate Assessment Template**

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	As required by the Well-being of Future Generations (Wales) Act, actions must meet the needs of the present without compromising the ability of future generations to meet their own needs.
Disability	as above
Gender Reassignment	as above
Marriage & Civil Partnership	as above
Pregnancy & Maternity	as above
Race	as above
Religion/Belief	as above
Sex	as above
Sexual Orientation	as above
Welsh Language	as above
Generic Over-Arching [applicable to all the above groups]	as above

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Nathan Swain	Date: 24.01.18
Designation: Principal Policy & Partnerships Officer	
Approved By: Gareth Newell	
Designation: Policy, Partnerships and Research Manager	
Service Area: Resources	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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**CYNGOR CAERDYDD
CARDIFF COUNCIL****COUNCIL:****22 MARCH 2018**

CABINET PROPOSAL

PAY POLICY STATEMENT 2018/19**Reason for this Report**

1. To ask the Council to agree a Pay Policy Statement for 2018/19, in accordance with the requirements of the Localism Act 2011.

Background

2. The Council understands the importance of having a clear written policy on pay for employees. The Pay Policy Statement (Appendix 1) provides a framework to ensure that employees are rewarded fairly and objectively without discrimination.
3. This Pay Policy Statement complies with the statutory requirement under the Localism Act 2011, which has led to the Council adopting annual pay policy statements since 2012. Agreement to (and subsequent publication) of this seventh annual Pay Policy Statement will ensure continued compliance with this legislation.
4. The focus of the legislation is about transparency of pay for Chief Officers and how their pay compares with lower paid employees in the Council. However, in the interests of transparency and accountability the Council has chosen since 2011 to take a broader approach and produce a Pay Policy Statement covering all employee groups, with the exception of teachers (as the remuneration for this latter group is set by the Secretary of State and therefore not in local authority control). This Pay Policy Statement excludes Members of the Council as they are not employees and are governed by separate legislation via the Independent Remuneration Panel for Wales.
5. The legislation also requires the Council to provide information about redundancy payments that are made to employees who leave the organisation. The current Voluntary Redundancy Policy has been in place since 3rd April 2015, and annual reviews since then have resulted in no further changes.
6. Redundancy payments made under the Policy are calculated with reference to a week's pay up to a maximum of £489.00. It should be noted that due to a ruling by an Employment Appeal Tribunal (EAT) in the case of *University of Sunderland v Drossou*, in June 2017, employers must ensure that a week's pay includes remuneration 'payable by the employer under the contract of employment' and that this value should not be limited by what the

employee directly receives. The rationale offered by the EAT was that employer's pension contributions formed part of the overall package of 'remuneration' offered to an employee in return for their services. The result of this is that retrospective to 13 June 2017, where appropriate, the employer's pension contributions have been included in the calculation of an employee's weekly pay, subject to the £489 maximum stated in the Voluntary Redundancy Policy. There will be no change to the Voluntary Redundancy Policy for 2018/19.

Chief Officer Pay

7. The Standing Orders (Wales) Amendment Regulations 2014 introduced a requirement that: *"The relevant authority [i.e. full Council] must determine the level, and any change in the level, of the remuneration to be paid to a Chief Officer"*.
8. Chief Officers of this Authority are employed under JNC terms and conditions which are incorporated into their contracts of employment. They are therefore contractually entitled to any JNC pay rises and the withholding of such increases, pending agreement by full Council, could result in claims against the Authority of 'unlawful deduction from wages' or 'breach of contract'.
9. Due to the practical implications of this requirement, Welsh Government, agreed that the requirement could be met by full Council voting on a resolution to pay the nationally agreed pay awards, as and when determined by the JNC for Chief Officers. Such a resolution was made by full Council and a clause has been included to this effect in the 2015/16 and subsequent Pay Policy Statements. This clause can only be revoked by full Council, and if such a decision was taken, the Pay Policy Statement would need to be amended accordingly.

NJC Local Government Services Pay Award 2018

10. The National Employers for Local Government Services are currently consulting the trade unions on the pay offer for the period 1st April 2018 to 31st March 2020. The Council's current pay scale is attached in Annex 2, and details of the NJC pay offer are set out in Annex 3.
11. The proposals effective from 1 April 2018 seek to ensure that the gap with the National Living Wage is closed by bottom loading on the lower spine points to Point 19. For all other Spine Points a flat rate increase of 2% is proposed. The National Employers for Local Government Services estimate that the first year of the pay offer would increase the national pay bill by 2.707%.
12. The proposals effective from 1st April 2019 would result in a review of the national range of spine points which would include the merging of spine points at the lower end of the range. The full implications of this will be assessed and reported once the national position is confirmed.

Redundancy Packages

13. Currently, Welsh Government guidance on Pay Policy Statements states that where a Chief Officer will be in receipt of a redundancy package above £100,000 this must be agreed by full Council. In Cardiff, the cap on redundancy payments is £22,005 from 6th April 2017 (current weekly maximum is £489, and the April 2018 increase is yet to be confirmed by the Department for Business, Innovation and Skills). Therefore, a redundancy payment alone will not need to go to full Council. However, as salary paid in lieu and the full cost of early release of pension must be included in the total cost of a redundancy package there may be instances where the agreement of full Council will be required. This is incorporated into the proposed Pay Policy Statement in paragraph 58.

UK Government Changes

14. Alongside the position set out in paragraph 9 above, the UK Government is in the process of introducing a number of changes which impact on public sector exit payments. These changes, which have not progressed further since they were reported to Cabinet in 2017, are as follows:
- (i) Introduction of a £95k Exit Payment Cap
As a result of the Enterprise Act 2016, the UK Government introduced legislation which included provisions to cap the total value of public sector exit payments, (including payment of compensation and pension strain) at £95,000. HM Treasury are yet to finalise the regulations and therefore the cap is not yet in place. Welsh Government will have the power to relax the cap in relation to exit payments made by authorities that wholly or mainly exercise devolved functions, which includes local authority staff. Until the regulations are finalised it is unclear as to how Welsh Government will operate the waiver in practice.
 - (ii) Wider Review of the Public Sector Exit Payment Schemes
Concurrently, the UK Government intend to introduce a framework of changes to the terms of public sector exit payment schemes which will affect local government employees, including teachers. Although it was expected that changes will be made to the relevant schemes by June 2017 the UK Government has not provided details on their proposed approach to date.
 - (iii) Recovery of Exit Payments (Clawback)
The final change will be the ability to recover exit payments made to employees earning over £80,000 who leave the public sector but are then re-engaged in the public sector within a 12 month period.
15. There is a clear link between the changes outlined in (i) and (ii) above. Indications are that the changes to the terms used to calculate exit payments will (most likely) be less beneficial to the employee, and the consequence of this is that the cap of £95,000 is less likely to be breached in future.

Gender Pay Gap

16. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, which relate to public sector employers in England and Wales, requires the publication of gender pay gap data based on a 'snapshot' date of 31st March.
17. Since the publication of the regulations it has been clarified that local authorities in Wales are not covered by the requirement to formally publish a Gender Pay Gap report, but instead must manage gender pay differences. On this basis, there is no requirement on the Council to publish anything other than the data we have published to date.
18. With more public sector employers being required to report on their Gender Pay Gap, and with increasing media and public interest, the Council has been in receipt of requests for information under the Freedom of Information Act. It is anticipated that such requests will further increase, and in line with the Council's commitment to fairness and transparency, it is proposed that the Council voluntarily publishes its Gender Pay gap report as part of the annual Pay Policy Statement, effective from the proposed 2018/19 statement, which will be published by 31st March 2018.

Non-Guaranteed Working Hours

19. In December 2016 the Welsh Government issued principles and guidance on the appropriate use of non-guaranteed hours arrangements in the devolved public services in Wales. These principles and guidance were developed by the Public Services Staff Commission in social partnership with the Welsh Government's Partnership Council and its sector groups. The Council is committed to the principles determined by Welsh Government which apply to those employees who are employed on a relief, casual or sessional basis. These employees are used in services within the Council where there is either a need to bring in an additional workforce in order to cover peaks in workload, such as in the Emergency Duty Team, or where the workload is on a one off basis, such as Events.

Reason for Recommendations

20. To comply with the legal requirement under the Localism Act 2011 to produce a Pay Policy Statement, and at the same time to provide transparency and accountability in the Council's arrangements for rewarding its staff.

Legal Implications

21. Under Section 38 of the Localism Act 2011 the Council must prepare a Pay Policy Statement for each financial year before the commencement of that year. The Pay Policy Statement for 2018/19 must therefore be approved by 31st March 2018.

22. The Act requires that the Pay Policy Statement covers certain specific matters and the Welsh Government has issued statutory Guidance in relation to Pay Policies.
23. The proposed Pay Policy Statement for 2018/19 meets the requirements of the Act and Welsh Government Guidance.
24. The Pay Policy Statement must be published on the Council's website.
25. The Council's pay structures are considered to be compliant with Equalities legislation.

Financial Implications

26. The rates of pay and conditions set out in the Pay Policy Statement are reflected in the Council's budget for 2018/19.

Human Resource Implications

27. The recommendation will not impact on employees across the Council as it merely outlines in one policy, existing and agreed arrangements for pay and remuneration of employees.
28. The implications of the Local Government Services 2018/20 national pay award will be assessed once the position national employers conclude negotiations.

CABINET PROPOSAL

The Council is recommended to approve the attached Pay Policy Statement 2018/19 (Appendix 1) and notes:

- (i) the employer's pension contributions have been included in the calculation of an employee's weekly pay, where appropriate
- (ii) that the Council will need to take steps to implement changes arising from the NJC for Local Government Pay for 2018/20
- (iii) the inclusion of the Gender Pay Gap report
- (iv) the commitment to the principles and guidance on the appropriate use of non-guaranteed hours arrangements in the devolved public services in Wales, as developed by the Public Services Staff Commission in social partnership with the Welsh Government's Partnership Council and its sector groups.

THE CABINET
15 March 2018

The following appendices are attached:

Appendix 1 – Pay Policy Statement 2018/19

Annex 1 – Salary scales documents detailing all Council grades.

Annex 2 – NJC for Local Government Services: Pay Award Proposal
2018/20

CARDIFF COUNCIL

PAY POLICY STATEMENT 2018/19

INTRODUCTION AND PURPOSE

1. Cardiff Council recognises the importance of managing pay fairly and consistently in a way that motivates employees to make a positive contribution to the Council's business. The decisions that are taken regarding pay are crucial to maintaining equality across the Council. The production of a Pay Policy Statement supports this approach and will provide transparency.

SCOPE

2. The Localism Act 2011 requires authorities to develop and make public a pay policy statement on all aspects of Chief Officer remuneration (including on ceasing to hold office), and that pertaining to the 'lowest paid' in the authority, explaining their policy on the relationship between remuneration for Chief Officer and other groups. However, in the interests of transparency and accountability the Council has chosen to take a broader approach and produce a policy statement covering all employee groups with the exception of teachers (as the remuneration for this latter group is set by the Secretary of State and therefore not in local authority control). This policy does not apply to Members of the Council as they are not employees and are governed by separate legislation via the Independent Remuneration Panel for Wales.

LEGISLATION

3. In determining the pay and remuneration of all its employees, the Council will comply with all relevant legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Agency Workers Regulations 2010 and where relevant the Transfer of Undertakings (Protection of Employment) Regulations 2006. With regard to the Equal Pay requirements contained within the Equality Act, the Council will ensure there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.
4. This policy statement incorporates the Cardiff Council's Pay Policy Statement as required by the Localism Act 2011.

RESPONSIBILITY AND SCOPE

5. The Council is directly responsible for a budget of £587 million (2017/18) and for the employment of 13,268 employees (as at December 2017). The Council provides services to a total population of 361,500 (rounded to the nearest 100) according to Nomis, a service within the Office of National Statistics. In the 2016-21 Cardiff

Housing Strategy report, the Council was recorded as having a Council housing stock of 13,657 and in September 2017 there were 53,997 pupils enrolled in our schools.

DEFINITIONS

6. **Chief Officer** – the Localism Act 2011 defines Chief Officer as:
- Head of Paid Service - in Cardiff this is the Chief Executive
 - Monitoring Officer – in Cardiff this is the Director of Governance & Legal Services
 - Statutory Chief Officers – in Cardiff these are -
 - Director for Education and Lifelong Learning,
 - Director of Social Services
 - Corporate Director Resources who undertakes the role of Section 151 Officer
 - Non-statutory Chief Officers – this refers to non-statutory posts that report directly to the Head of Paid Service so in Cardiff this would be –
 - Corporate Director for People and Communities
 - Director for Economic Development
 - Director for Planning, Transport and Environment
 - Deputy Chief Officers – this refers to officers that report directly to statutory or non-statutory Chief Officers. In Cardiff this includes –
 - Assistant Director for Education and Lifelong Learning
 - Assistant Director for Children’s Services
 - Assistant Director for Corporate Landlord
 - Assistant Director for Housing and Communities
 - Assistant Director for Customer Services
 - Assistant Director for Street Scene
 - Head of Service for Finance
 - Head of Performance and Partnerships
 - Head of Democratic Services – statutory role which reports to the Monitoring Officer
 - Chief Officer for HR People Services
 - Chief Digital Officer
- There are also some Operational Managers that report directly to statutory or non-statutory Chief Officers (Corporate Director Resources, Directors of Economic Development; Governance and Legal Services; Social Services) and so for the purposes of this policy these posts are included within this definition. Operational Managers are employed on the same terms and conditions as the Council’s Heads of Service and Chief Officers as indicated in paragraph 19.
7. **Lowest Paid Employees** – the Localism Act 2011 requires the Council to define its ‘lowest paid employee’ within the pay policy statement. Within the Council the lowest paid employees are those appointed on SCP6 of the NJC nationally agreed pay spine. However, with effect from 1st September 2012 the Council adopted the Voluntary Living Wage for its employees. Therefore, the minimum pay is currently £8.45 per hour. This is to rise to £8.75 per hour from 1st April 2018.
8. The Voluntary Living Wage paid by the Council is higher than the Government’s compulsory National Living Wage for over 25 year olds which currently is £7.50 per hour (from April 2017).

9. **Pay** – the Localism Act 2011 defines remuneration as ‘salary, bonuses, charges, fees or allowances payable, any benefits in kind, increase or enhancement of pension entitlement. This definition is adopted for the term **pay** used in this policy.

KEY PRINCIPLES

10. This policy statement aims to ensure that all employees are rewarded fairly and without discrimination for the work that they do. It reflects fairness and equality of opportunity, the need to encourage and enable employees to perform to the best of their ability and the commitment to operate a transparent pay and grading structure.
11. The Council recognises that pay is not the only means of rewarding and supporting employees and offers a wider range of benefits, such as flexible working arrangements, access to learning and development, a Health and Wellbeing Charter and an Employee Assistance Programme, etc.
12. To ensure these principles are embedded the Council will ensure that there are clear and rational processes for setting and reviewing salaries for all employees, and that there is sufficient flexibility to take into account the pay market and recruitment and retention factors.
13. Any policy statement on pay has to be affordable and support the provision of high quality public service.

PAY DETAILS

Pay Ranges – previous ‘NJC Green Book’ and ‘JNC Craft’ Employees

14. All former NJC Green Book and JNC Craft positions within the Council went through a job evaluation (JE) process using the Greater London Provincial Council (GLPC) scheme, and the Council has Collective Agreements in place with UNISON, GMB and Unite.(NJC Green Book) and UNISON, GMB, Unite and UCATT (JNC Craft). The JE process is also used to determine the grades for all new posts in these employee groups and ensures that men and woman receive equal pay for work of equal value.
15. The Council’s pay and grading structure links the scores from the job evaluation process directly to the NJC pay structure. This national pay structure ranges from spinal column point (SCP) 6 to 49 which equates to £15,014 to £43,821 at 1st April 2017. Within Cardiff we have in place 10 grades that span across SCPs 6-46 which equates to £15,014 to £41,025, at 1st April 2017. Each grade has a number of incremental points. More information about the GLPC Scheme and the grades of the Council can be found in the Council’s Single Status Collective Agreement. The agreed grades can be seen at Annex1.
16. As a result of the Single Status Collective Agreement the Council ceased to use the lowest point of SCP4 from 1st April 2012, and SCP5 was deleted from 1st October 2015. This had a positive impact on the lowest paid employees of the Council.

However, it is important to note that as set out in paragraph 7, since September 2012 the Council has paid the Voluntary Living Wage.

17. From 1st April 2018 the National Employers for Local Government Services are proposing a two year pay offer, which is fully set out in Annex 2, and summarised as follows:

Year One – 1st April 2018

Bottom Loading on SCPs 6 to 19 inclusive - resulting in a new bottom rate of £8.50 per hour. It must be noted that the Council will continue to pay the Voluntary Living Wage where applicable.

Increase on SCPs 20 and above – resulting in a flat rate increase of 2.0%

Year Two – 1st April 2019

The ‘pairing off’ of the bottom twelve pay points into six new pay points, starting with a bottom rate (merged SCP 1 and SCP2 of £9.00). In addition, the proposal is to ‘iron out’ the random gaps between pay points and have increments of 2.0% between the new SCP1 and SCP 22.

From SCP 23 onwards, a flat increase of 2.0% is proposed, with the retention of the current random differentials.

18. If agreement is reached on the above proposals there may be a need to realign some of the Council’s pay and grading structure with the new national scale.

Pay Ranges – Chief Officers and Operational Managers

- 19 Posts at Operational Manager and above are employed on JNC Chief Officer terms and conditions, and pay levels for these posts have been evaluated using the Korn Ferry Hay (formerly Hay) Job Evaluation Scheme since 1999.
20. The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of same is determined on this basis. Chief Officers employed under JNC terms and conditions are contractually entitled to any national JNC pay rises. This Council will therefore pay these nationally agreed pay awards as and when determined, unless full Council decides otherwise.
21. The following table shows the pay for the Senior Management structure:

Level	Salary*
Chief Executive	£173,417
Corporate Director for Resources and Corporate Director for People and Communities	£132,613
Directors	£122,412
Chief Digital Officer	£98,270

Chief Officers, Assistant Directors	£83,240
Operational Managers	<u>Level 1</u> 5 points from £54,673 - £66,625 <u>Level 2</u> 5 points from £44,744 - £54,049

* Effective from 1st April 2017 in line with JNC for Chief Officers and JNC Chief Executive national pay agreement.

22. When evaluating Chief Officer posts, Korn Ferry Hay are asked to provide information on salary levels based on their assessment of relative job sizes and benchmarking against market comparisons for posts of similar size and complexity. Any report from Korn Ferry Hay on changes to salary levels would be presented to the Council's Employment Conditions Committee (ECC) which has the following functions delegated to it under the Council's Constitution:

(i) *To consider and determine policy and issues arising from the organisation, terms and conditions of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006), together with any other category of employee specified in Regulation from time to time where this is necessary, subject to the approval of Council in respect of any determination or variation of the remuneration of Chief Officers.*

(ii) *To decide requests for re-grading of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006), together with any other category of employee specified in Regulation from time to time, whether by way of appeal by an employee against a decision to refuse a re-grading application or to decide applications for re-grading which are supported, subject to the approval of Council in respect of any determination or variation of the remuneration of a Chief Officer.*

23. Since 2009/10 the Council has published pay details for Chief Officer posts on its website. Previous to this, the number of officers at each salary band over £60,000 were set out. The information can be found in the 'Statement of Accounts' which is accessed via the tab 'Your Council' and then the link to 'Council Finance'. The Chief Executive pay has been published on the website since 2010.

24. The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee (£16,302) and the Chief Executive (£173,417) as [1:11] and; between the lowest paid employee (£16,302) and median Chief Officer (£83,240) as [1:5].

The multiple between the median full time equivalent earnings (£22,658) and the Chief Executive (£173,417) is [1:7] and; between the median full time equivalent earnings (£22,658) and median Chief Officer (£83,240) is [1:4].

These figures are based on basic salary on 1st April 2017.

25. The Council does not use performance related pay or bonuses for Chief Officers.

Pay Ranges – Employees other than Chief Officer and previous ‘Green Book’ and ‘Craft’ employees

26. The Council also has employees on other national terms and conditions, i.e. JNC Youth and Community, Soulbury and Teacher terms and conditions. Pay for these employees is based on the relevant nationally agreed rates of pay. Pay rates are included in Annex 1 for information.

Incremental Progression – all employees

27. Incremental progression for ‘Green Book’, ‘Craft’ employees and Operational Managers is not automatic but is dependent upon a successful performance review. Following a successful performance review, increments are normally effective from the 1st April each year. For ‘Green Book’ and ‘Craft’ employees, this requirement is detailed in the relevant Single Status Collective Agreement, and for Operational Managers this is contained within their terms and conditions.

Salary on Appointment – all employees

28. Posts are advertised on the agreed grade and the minimum and maximum salary is stated. In practice, most appointments are made at the bottom of the range, but there is discretion to appoint at a higher point on the range. This would usually be to match a candidate’s current level of pay or in particular circumstances.

Pay Review – all employees

29. All pay is reviewed in line with the national pay awards negotiated by the Local Government Employers in conjunction with the recognised Trade Unions at a national level. Please see paragraph 20 in relation to JNC for Chief Officer national pay awards.

Market Supplements – all employees

30. It is recognised that there will be exceptional occasions where the market rate for certain key jobs is higher than that provided for by the new pay and grading structure. In these circumstances, the grading of the post will be reviewed in accordance with the new Market Supplement Scheme agreed as part of the Council’s single status package. The scheme is applicable to all those covered by the green book, Craft employees, JNC for Chief Officers, JNC for Youth & Community Workers and those on Soulbury terms and conditions. Proposals to pay a Market Supplement must be supported by a full evidence based business case, and follow the agreed decision making processes of the Council.

ADDITIONAL PAYMENTS

31. Employees employed under the previous ‘Green Book’ and ‘Craft’ terms and conditions are paid on the same terms and conditions and pay scales through Single Status. However, a tool allowance has been retained for relevant craft posts.

NJC ‘Green Book’ and JNC ‘Craft’ Employees

32. Additional payments are made as detailed in their respective Collective Agreements. The types of additional payments made include: overtime and Saturday and Sunday working at time and a half, recalls to work attract a minimum payment of 2 hours payment, public holiday payments, car allowances, motorcycle and bicycle allowances, stand by and call out payments, night /evening /unsocial hours payments, shift work allowance, sleeping in duty payment, first aid allowance, relocation payment and payment for professional subscriptions. In order to manage an ongoing budgetary pressure, in the financial year 2018/19 payments for interview expenses, relocation expenses and professional subscriptions (which are not legal requirements of a post) will not be made. This has consistently been applied since the 2016/17 financial year.

Chief Officers and Operational Managers

33. Additional payments made include car, motorcycle and bicycle allowances which have been harmonised for all Council employees using the single rate based on the HMRC arrangements paid for business mileage, i.e. currently 45p per mile.
34. Interview Expenses and Relocation Assistance – Consistent with a decision applied since the 2016/17 financial year, these payments will not be made for the 2018/19 financial year.
35. Professional Subscriptions – For the financial year 2018/19 these will continue to only be paid by the Council where it is an essential requirement of the post.
36. Returning Officer Fees - The appointment of Electoral Registration Officer is required by S8 Representation of the People Act 1983, and the appointment of Returning officer by S35 Representation of the People Act, 1983. In Cardiff, whilst the role of Electoral Registration Officer and Returning Officer is part of the job description of the Chief Executive, it continues to be carried out by the Corporate Director Resources. The fee for parliamentary, European Union, Welsh Government, Police and Crime Commissioner elections and all referenda are set by legislation. For these externally sponsored elections the fee is funded through grant awarded by the Welsh Government in respect of its election, and by Central Government in respect of the other elections. Local authorities have the discretion to set the fee for local elections. In the Council the fee for local elections (including ordinary and casual) is set in line with the fee agreed for the Welsh Government elections.

Other Employees

37. The Council is looking to negotiate with trade unions to harmonise the additional payments for JNC Youth and Community and Soulbury employees with those paid to 'Green Book' and 'Craft' employees. The Council's intention is to commence negotiations in the next financial year.

HONORARIA AND ACTING UP SCHEMES

38. The Council has schemes for payment where an employee acts up into a post at a higher level of pay (Acting Up Scheme) or where they undertake additional duties at a

higher level of responsibility (Honoraria Scheme). These schemes are applicable for all Council employees, excluding teachers, however for the financial year 2018/19 use of the Honoraria Scheme will continue to be withdrawn in order to manage an ongoing budgetary pressure.

ANNUAL LEAVE

Green Book and Craft employees, Chief Officers and Operational Managers

39. The annual leave entitlement is 27 days, rising to 32 days after 5 years' service. Plus 8 bank holidays.

Other Employees

40. The annual leave entitlement for JNC Youth & Community is 30 days, rising to 35 days after 5 years' service. The Soulbury entitlement is 25 days rising to 30 days after 5 years' service. Plus 8 bank holidays and 4 extra statutory days for both groups.
41. The entitlements to annual leave are pro rata for part time employees.
42. The Council has in place an Annual Leave Purchase scheme, whereby employees can purchase up to 10 days annual leave, which is then payable by monthly deductions during the leave year. As at January 2018, 192 employees had accessed the scheme in the 2017/18 annual leave year.

GENDER PAY GAP REPORT

43. The Council has published a Gender Pay Gap report as part of its Annual Equalities Monitoring Report. The Council has a Job Evaluation process to determine the grades for all posts which ensures that men and woman receive equal pay for work of equal value. The following Gender Pay Gap information sets out the differences in the average pay between men and women as at 31st March 2017:

	Mean Hourly Rate	Median Hourly Rate
Male	13.40	12.01
Female	12.97	11.27
Pay Gap	3.21%	6.16%

44. The **mean** average involves adding up all of the hourly rates and dividing the result by how many numbers were in the list. The **median** average involved listing all of the hourly rates in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.
45. The quartile table below shows the proportion of male and female full-pay relevant employees in four quartile pay bands, which is calculated by dividing the workforce

into four equal parts. If there are number of employees on the same hourly rate of pay crossing two of the quartiles, males and females are split as evenly as possible across the quartiles.

Quartiles	No of Male	%	No of Female	%	Total
Q1	648	33.4	1295	66.6	1943
Q2	708	42.1	975	57.9	1683
Q3	863	47.9	937	52.1	1800
Q4	805	44.1	1019	55.9	1824
TOTAL	3024	41.7	4226	58.3	7250

PENSIONS AND REDUNDANCY/ SEVERANCE PAYMENTS

46. All Council employees (with the exception of teachers) are entitled to join the local government pension scheme (LGPS) which is offered by the Local Government Employers. If employees are eligible they will automatically become a member of the scheme (to join they must have a contract for at least 3 months duration and be under the age of 75). Employees can decide to opt out of the scheme. The benefits and contributions payable under the Fund are set out in the LGPS regulations.
47. The current level of contribution to the scheme by employees is:

Contribution table since 2017/18			
Band	Actual pensionable pay for an employment	Contribution rate for that employment	
		Main	50/50 section
1	Up to £13,700	5.5%	2.75%
2	£13,701 to £21,400	5.8%	2.9%
3	£21,401 to £34,700	6.5%	3.25%
4	£34,701 to £43,900	6.8%	3.4%
5	£43,901 to £61,300	8.5%	4.25%
6	£61,301 to £86,800	9.9%	4.95%
7	£86,801 to £102,200	10.5%	5.25%
8	£102,201 to £153,300	11.4%	5.7%
9	£153,301 or more	12.5%	6.25%

48. Teachers are entitled to join the Teachers' Pensions scheme. As the Teachers Pensions scheme is operated externally further information can be found on www.teacherspensions.co.uk.
49. The Council's current published statement relating to pensions was agreed by the Cabinet on 12th June 2014 for implementation in 30th June 2014 and the relevant document is available on the Council's website. A change to the way redundancy

payments are calculated was agreed by Cabinet on 26th January 2015 as part of the Voluntary Redundancy Policy, and is detailed below in paragraph 51.

50. The document provides details of the Council's policy on making discretionary payments on early termination of employment under Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. The document also provides details of the Council's policy on increasing an employee's total pension scheme membership and on awarding additional pension under Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008.
51. The arrangements set out in the document referred to in paragraph 49 apply to all employees of the Council irrespective of grade or status. The most relevant sections are detailed below:
 - (i) **The power to pay lump sum compensation of up to 104 weeks** - the Council's policy for utilising this discretion is that the statutory redundancy table is multiplied by a factor of 1.5 subject to a maximum of 45 weeks from 3rd April 2015.
 - (ii) **The power to increase a Statutory Redundancy Payment** – the Council's policy for utilising this discretion is that redundancy payments to be based on actual week's pay up to a maximum of £489 per week (as at 3rd April 2017) or actual pay whichever is the lesser. The maximum figure to be adjusted by the statutory amount for a week's pay, as announced annually by the Department of Business Innovation and Skills.
52. The policy effective since 5 April 2015 has been amended to take account of the decision of an Employment Appeal Tribunal (EAT) in the case of *University of Sunderland v Drossou (13 June 2017)*. The EAT ruled that employer's pension contributions should be included in the calculation of a week's pay for calculations made under the Employment Rights Act 1996 (ERA). Sections 220-229 of the ERA set out the rules regarding the 'week's pay provisions' and the way a week's pay is used, which includes the calculation of redundancy pay.
53. The EAT held that a week's pay should include remuneration 'payable by the employer under the contract of employment' and that this value should not be limited by what the employee directly receives. The rationale offered by the EAT was that employer's pension contributions formed part of the overall package of 'remuneration' offered to an employee in return for their services. The result of this is that retrospective to 13 June 2017, where appropriate, the employer's pension contributions have been included in the calculation, subject to the £489 maximum.

RE-EMPLOYMENT OF STAFF

54. Since 1st April 2015, the Council has had a policy regarding re-employment of employees (at any level) who take voluntary redundancy from the Council which was agreed at Cabinet on 26th January 2015.

55. The Council's agreed policy is that employees requesting voluntary redundancy have to agree to the condition that given the Council's obligation to safeguard public funds, they will be precluded from returning to employment (which includes permanent, temporary, casual and agency) within the Council (including schools) for a period of 12 months from the date of their termination.
53. The Council does not believe that it employs any individual in a manner that seeks to avoid tax.
54. Within the Council, under the pension fund discretionary policies there is generally no abatement of pension following re-employment except under the following circumstances:
- (i) Where a person has been awarded compensatory added years (CAY's) under the LGPS Compensation Regulations the pension may be abated. This is a requirement of the compensation regulations but these will be historical cases as CAY's can no longer be granted.
 - (ii) Where a person has retired under tier 1 ill health provisions and is subsequently re-employed. This is because the certification for tier 1 supposes that the person is permanently unfit for all work. Other tiers of ill health or other retirements would not lead to abatement on re-employment.
55. Abatement, where it applies, would be based on non betterment that is the pension together with the pay in the new employment should not exceed the pay at the point of retirement (adjusted for pension increases). Under (a) the abatement would only apply to the pension from CAY's.

NON GUARANTEED WORKING HOURS

56. In December 2016 the Welsh Government issued principles and guidance on the appropriate use of non-guaranteed hours arrangements in the devolved public services in Wales. These principles and guidance were developed by the Public Services Staff Commission in social partnership with the Welsh Government's Partnership Council and its sector groups. The Council is committed to the principles determined by Welsh Government which apply to those employees who are employed on a relief, casual or sessional basis. These employees are used in services within the Council where there is either a need to bring in an additional workforce in order to cover peaks in workload or where the workload is on a one off basis.

ACCOUNTABILITY AND DECISION MAKING

57. In accordance with the Constitution of the Council the Cabinet are responsible for decision making in terms of pay, terms and conditions and redundancy arrangements in relation to employees of the Council. The exception to this is that the Employment Conditions Committee is responsible for posts at Chief Officer level and above.

58. In accordance with the Localism Act 2011 redundancy packages above £100,000 for Chief Officers must be agreed by full Council. The redundancy package includes any redundancy payment (from 3 April 2015, statutory redundancy pay of 30 weeks plus an additional 15 weeks), contractual notice period and full cost of early release of pension (as required under Regulation 68(2) of the Local Government Pension Scheme).
59. An updated Pay Policy Statement will be agreed by the full Council annually in line with the legislation and full Council will ensure compliance with the Pay Policy Statement.

REVIEW OF THE POLICY

60. This Pay Policy Statement will be kept under review and developments considered in the light of external best practice and legislation. The Pay Policy Statement may also be reviewed as part of the Council's existing Scrutiny arrangements. The Council will ensure the Pay Policy Statement is updated on an annual basis in line with the requirement of the Localism Act 2011. The annual Pay Policy Statement will be submitted to Cabinet, and then full Council by March of each year.

Salary Scales

SCP	Job Evaluation Scores (GLPC scheme)	FTE SALARY	MONTHLY	HOURLY (National Living Wage £7.50 from 1/4/2017)	Living Wage Hourly Rate (as at 1st April 2017)
NJC for Local Government (as at 1st April 2017)					
£16,302					
GRADE 1					
6	1 - 247	15014	1251.17	7.78	8.45
7		15115	1259.58	7.83	8.45
GRADE 2					
8	248 - 286	15246	1270.50	7.90	8.45
9		15375	1281.25	7.97	8.45
10		15613	1301.08	8.09	8.45
11		15807	1317.25	8.19	8.45
GRADE 3					
11	287 - 327	15807	1317.25	8.19	8.45
12		16123	1343.58	8.36	8.45
13		16491	1374.25	8.55	
14		16781	1398.42	8.70	
15		17072	1422.67	8.85	
16		17419	1451.58	9.03	
GRADE 4					
16	328 - 369	17419	1451.58	9.03	
17		17772	1481.00	9.21	
18		18070	1505.83	9.37	
19		18746	1562.17	9.72	
20		19430	1619.17	10.07	
21		20138	1678.17	10.44	
GRADE 5					
21	370 - 409	20138	1678.17	10.44	
22		20661	1721.75	10.71	
23		21268	1772.33	11.02	
24		21962	1830.17	11.38	
25		22658	1888.17	11.74	
26		23398	1949.83	12.13	
GRADE 6					
26	410 - 454	23398	1949.83	12.13	
27		24174	2014.50	12.53	
28		24964	2080.33	12.94	
29		25951	2162.58	13.45	
30		26822	2235.17	13.90	
31		27668	2305.67	14.34	
GRADE 7					
31	455 - 499	27668	2305.67	14.34	
32		28485	2373.75	14.76	
33		29323	2443.58	15.20	
34		30153	2512.75	15.63	
35		30785	2565.42	15.96	
36		31601	2633.42	16.38	
GRADE 8					
36	500 - 544	31601	2633.42	16.38	
37		32486	2707.17	16.84	
38		33437	2786.42	17.33	
39		34538	2878.17	17.90	
40		35444	2953.67	18.37	
GRADE 9					
40	545 - 589	35444	2953.67	18.37	
41		36379	3031.58	18.86	
42		37306	3108.83	19.34	
43		38237	3186.42	19.82	
GRADE 10					
43	590 +	38237	3186.42	19.82	
44		39177	3264.75	20.31	
45		40057	3338.08	20.76	
46		41025	3418.75	21.26	
Other		0	0.00	0.00	

SCP	FTE SALARY	MONTHLY	HOURLY
NJC CHIEF OFFICERS (as at 1st April 2017)			
OM2			
1	44744	3728.67	23.19
2	47097	3924.75	24.41
3	49146	4095.50	25.47
4	51596	4299.67	26.74
5	54049	4504.08	28.02
OM1			
1	54673	4556.08	28.34
2	57710	4809.17	29.91
3	60748	5062.33	31.49
4	63620	5301.67	32.98
5	66626	5552.17	34.53
Chief Officer/Assistant Director			
1	83240	6936.67	43.15
Chief Digital Officer			
1	98270	8189.17	50.94
Director			
1	122412	10201.00	63.45
Corporate Director			
1	132613	11051.08	68.74
NJC CHIEF EXECUTIVE (as at 1st April 2017)			
Chief Executive			
1	173417	14451.42	89.89
NATIONAL MINIMUM WAGE (as at 1st April 2017)			
NMW - Point 1 (16 to 17 years of age)			
1	7814	651.17	4.05
NMW - Point 2 (18 to 20 years of age)			
2	10804	900.33	5.60
NMW - Point 3 (21 years and above)			
3	13601	1133.42	7.05
Apprentice Rate			
1	6752	562.67	3.50

Teacher (Main Pay Range)

			Daily Rate (195ths)
1	22,917	1909.75	117.52
2	24,486	2040.50	125.57
3	26,454	2204.50	135.66
4	28,490	2374.17	146.10
5	30,735	2561.25	157.62
6	33,824	2818.67	173.46

Teacher (Upper Pay Range)

			Daily Rate (195ths)
1	35,927	2993.92	184.24
2	37,258	3104.83	191.07
3	38,633	3219.42	198.12

Unqualified Teacher

			Daily Rate (195ths)
1	16,626	1385.50	85.26
2	18,560	1546.67	95.18
3	20,492	1707.67	105.09
4	22,427	1868.92	115.01
5	24,362	2030.17	124.93
6	26,295	2191.25	134.85

Leadership Group Range

	Min	Max
Group 1	44,544	59,264
Group 2	46,799	63,778
Group 3	50,476	68,642
Group 4	54,250	73,875
Group 5	59,857	81,478
Group 6	64,417	89,874
Group 7	69,330	98,100
Group 8	76,466	109,366

* Scale points to be applied **only** to head teachers at the top of the school group range in the academic year 2015/16, indicating no uplift for 2016/17.

e.g

Headteacher on Grade 12-18 (moves to sp18 on Sept 2016)
Salary Range £51,127 - £58,677 (no uplift on point 18)

Headteacher on Grade 15-21 (moves to sp18 on Sept 2016)
Salary Range £55,049 - £63,779 (sp18 = £59,264)

Leading Practitioner Range

LP01 - LP05		LP02 - LP06		LP03-LP07	
1	39,374	2	40,360	3	41,368
2	40,360	3	41,368	4	42,398
3	41,368	4	42,398	5	43,454
4	42,398	5	43,454	6	44,544
5	43,454	6	44,544	7	45,743
LP04-LP08		LP05-LP09		LP06-LP10	
4	42,398	5	43,454	6	44,544
5	43,454	6	44,544	7	45,743
6	44,544	7	45,743	8	46,799
7	45,743	8	46,799	9	47,967
8	46,799	9	47,967	10	49,199
LP07-LP11		LP08-LP12		LP09-LP13	
7	45,743	8	46,799	9	47,967
8	46,799	9	47,967	10	49,199
9	47,967	10	49,199	11	50,476
10	49,199	11	50,476	12	51,639
11	50,476	12	51,639	13	52,930
LP10-LP14		LP11-LP15		LP12-LP16	
10	49,199	11	50,476	12	51,639
11	50,476	12	51,639	13	52,930
12	51,639	13	52,930	14	54,250
13	52,930	14	54,250	15	55,600
14	54,250	15	55,600	16	57,077
LP13-LP17		LP14-LP18			
13	52,930	14	54,250		
14	54,250	15	55,600		
15	55,600	16	57,077		
16	57,077	17	58,389		
17	58,389	18	59,857		

Leadership Pay Range

1	39,374
2	40,360
3	41,368
4	42,398
5	43,454
6	44,544
7	45,743
8	46,799
9	47,967
10	49,199
11	50,476
12	51,639
13	52,930
14	54,250
15	55,600
16	57,077
17	58,389
18*	59,264
18	59,857
19	61,341
20	62,863
21*	63,778
21	64,417
22	66,017
23	67,652
24*	68,642
24	69,330
25	71,053
26	72,810
27*	73,875
27	74,615
28	76,466
29	78,359
30	80,310
31*	81,478
31	82,293
32	84,339
33	86,435
34	88,571
35*	89,874
35	90,773
36	93,020
37	95,333
38	97,692
39*	98,100
39	100,072
40	102,570
41	105,132
42	107,766
43*	109,366

JNC YOUTH AND COMMUNITY (as at 1st September 2016)

SCP	FTE SALARY	MONTHLY	HOURLY	Living Wage Hourly Rate (as at 1st April 2017)
CE2				£16,302
02	15507	1292.25	8.04	8.45
03	17241	1436.75	8.94	
04	17828	1485.67	9.24	
05	23445	1953.75	12.15	
06	23445	1953.75	12.15	
07	25194	2099.50	13.06	
08	28852	2404.33	14.95	
09	28852	2404.33	14.95	
10	34129	2844.08	17.69	

SCP	FTE SALARY	MONTHLY	HOURLY
T00 1			
11	21467	1788.92	11.13
12	22441	1870.08	11.63
13	23445	1953.75	12.15
14	24485	2040.42	12.69
T00 2			
18	27396	2283.00	14.20
19	28123	2343.58	14.58
20	28852	2404.33	14.95
21	29672	2472.67	15.38
T00 3			
20	28852	2404.33	14.95
21	29672	2472.67	15.38
22	30601	2550.08	15.86
23	31505	2625.42	16.33
T00 4			
22	30601	2550.08	15.86
23	31505	2625.42	16.33
24	32413	2701.08	16.80
25	33329	2777.42	17.28
T00 4A			
24	32413	2701.08	16.80
25	33329	2777.42	17.28
26	34243	2853.58	17.75
27	35159	2929.92	18.22
T00 5			
27	35159	2929.92	18.22
28	36085	3007.08	18.70
29	37005	3083.75	19.18
30	37924	3160.33	19.66

SCP

	FTE SALARY	MONTHLY	HOURLY
02			
03			
04	T00 HRLY		
05	15507	1292.25	8.04
06	16117	1343.08	8.35
07	16681	1390.08	8.65
08	17241	1436.75	8.94
09	17828	1485.67	9.24
10	18450	1537.50	9.56
11	19069	1589.08	9.88
12	19856	1654.67	10.29
13	20472	1706.00	10.61
14	21467	1788.92	11.13
15	22441	1870.08	11.63
16	23445	1953.75	12.15
17	24485	2040.42	12.69
18	25194	2099.50	13.06
19	25935	2161.25	13.44
20	26662	2221.83	13.82
21	27396	2283.00	14.20
22	28123	2343.58	14.58
23	28852	2404.33	14.95
24	29672	2472.67	15.38
	30601	2550.08	15.86
	31505	2625.42	16.33
	32413	2701.08	16.80

SOULBURY (as at 1st September 2017)

SCP	FTE SALARY	MONTHLY	HOURLY
EAI			
01	34067	2838.92	17.66
02	35287	2940.58	18.29
03	36439	3036.58	18.89
04	37606	3133.83	19.49
05	38767	3230.58	20.09
06	39928	3327.33	20.70
07	41148	3429.00	21.33
08	42321	3526.75	21.94
09	43689	3640.75	22.65
10	44908	3742.33	23.28
11	46112	3842.67	23.90
12	47277	3939.75	24.50
13	48597	4049.75	25.19
14	49773	4147.75	25.80
15	51073	4256.08	26.47
16	52248	4354.00	27.08
17	53426	4452.17	27.69
18	54582	4548.50	28.29
19	55775	4647.92	28.91
20	56391	4699.25	29.23
21	57575	4797.92	29.84
22	58607	4883.92	30.38
23	59744	4978.67	30.97
24	60762	5063.50	31.49
25	61851	5154.25	32.06
26	62914	5242.83	32.61
27	64001	5333.42	33.17
28	65102	5425.17	33.74
29	66207	5517.25	34.32
30	67309	5609.08	34.89
31	68402	5700.17	35.45
32	69512	5792.67	36.03
33	70623	5885.25	36.61
34	71761	5980.08	37.20
35	72895	6074.58	37.78
36	74062	6171.83	38.39
37	75210	6267.50	38.98
38	76371	6364.25	39.59
39	77515	6459.58	40.18
40	78659	6554.92	40.77
41	79809	6650.75	41.37
42	80958	6746.50	41.96
43	82106	6842.17	42.56
44	83259	6938.25	43.16
45	84410	7034.17	43.75
46	85562	7130.17	44.35
47	86719	7226.58	44.95
48	87865	7322.08	45.54
49	89016	7418.00	46.14

SCP	FTE SALARY	MONTHLY	HOURLY
EDPSY A			
01	35731	2977.58	18.52
02	37545	3128.75	19.46
03	39359	3279.92	20.40
04	41171	3430.92	21.34
05	42984	3582.00	22.28
06	44797	3733.08	23.22
07	46504	3875.33	24.10
08	48211	4017.58	24.99
09	49810	4150.83	25.82

SCP	FTE SALARY	MONTHLY	HOURLY
EDPSY B			
01	44797	3733.08	23.22
02	46504	3875.33	24.10
03	48211	4017.58	24.99
04	49810	4150.83	25.82
05	51411	4284.25	26.65
06	52903	4408.58	27.42
07	53516	4459.67	27.74
08	54661	4555.08	28.33
09	55795	4649.58	28.92
10	56950	4745.83	29.52
11	58081	4840.08	30.10
12	59235	4936.25	30.70

ALLOWANCES

Single Status Contractual Allowances - NJC 37 Hours

Wage Type	Wage Type Text	£/Hours/Units	Comments			
1253	Travel Allowance	£	Cash Amount. Payments will be not considered			
1306	Protected Allowance	£	SOP Protected Allowance			
1324	Dress Allowance	£	Cash			
1403	Secondment allowance	£	Cash			
1405	Acting Up Allowance	£	Cash			
1421	AMHP Payment	£	£1800 PA pro rata , amount auto populates			
1510	Term Time Only Wks	Units	44 Weeks			
1515	Term Time Leave Ent Days	Units	27 or 32			
1600	Contractual Overtime	Hours	SCP * 1.5			
1605	Night Allowance	Hours	SCP * 1/3			
1610	Shift Allowance 10%	£	10% of			
1615	Standby Duty	Units	£28.96 per			
1620	Weekend Work	Hours	SCP * 1/2			
1625	SEN	£	£466.16 PA,			
1630	First Aid Allowance	£	£174.44 PA,			
1632	Living Wage Supplement	£	Cash amount			

Single Status Contractual Allowances - JNC Craft/Assoc

Wage Type	Wage Type Text	£/Hours/Units	Comments			
1253	Travel Allowance	£	Cash Amount. Payments will be not considered			
1403	Secondment allowance	£	Cash			
1405	Acting Up Allowance	£	Cash			
1510	Term Time Only Wks	Units	44 Weeks			
1515	Term Time Leave Ent Days	Units	27 or 32			
1600	Contractual Overtime	Hours	SCP * 1.5			
1605	Night Allowance	Hours	SCP * 1/3			
1610	Shift Allowance 10%	£	10% of			
1615	Standby Duty	Units	£28.96 per			
1620	Weekend Work	Hours	SCP * 1/2			
1630	First Aid Allowance	£	£174.44 PA,			
1632	Living Wage Supplement	£	Cash amount			
1634	Tool Allowance 1	£	£177.29 PA,			
1636	Tool Allowance 2	£	£377.51 PA,			

Contractual Allowances - Chief Officers

Wage Type	Wage Type Text	£/Hours/Units	Comments			
1253	Travel Allowance	£	Cash Amount. Payments will be not considered			
1403	Secondment allowance	£	Cash			
1405	Acting Up Allowance	£	Cash			
1510	Term Time Only Wks	Units	44 Weeks			
1515	Term Time Leave Ent Days	Units	27 or 32			
1630	First Aid Allowance	£	£174.44 PA,			

Contractual Allowances - JNC Youth & Comm

Wage Type	Wage Type Text	£/Hours/Units	Comments			
1253	Travel Allowance	£	Cash Amount. Payments will be not considered			
1403	Secondment allowance	£	Cash			
1405	Acting Up Allowance	£	Cash			
1510	Term Time Only Wks	Units	44 Weeks			
1515	Term Time Leave Ent Days	Units	34 or 39			
1630	First Aid Allowance	£	£174.44 PA,			
1632	Living Wage Supplement	£	Cash amount			

Contractual Allowances - Soulbury

Wage Type	Wage Type Text	£/Hours/Units	Comments			
1253	Travel Allowance	£	Cash Amount. Payments will be not considered			
1403	Secondment allowance	£	Cash			
1405	Acting Up Allowance	£	Cash			
1510	Term Time Only Wks	Units	44 Weeks			
1515	Term Time Leave Ent Days	Units	29 or 34			
1630	First Aid Allowance	£	£174.44 PA,			

Contractual Allowances - Teachers

Wage Type	Wage Type Text	£/Hours/Units	Comments			
1313	Pay Supplement	£	Cash			
1360	SEN - Teacher	£	Cash			
1375	First Aid - Teachers	£	£174.44 PA,			
1376	TLR1	£	Cash			
1377	TLR2	£	Cash			
1378	Safeguard Payment	£	Fixed term			
1386	TLR3	£	Fixed term			
1388	Discretionary Payment HT	£	Cash			

Start Date	End Date	Allowance	Min	Max
01/09/2013	31/08/2014	SEN - Teacher	£2,022	£3,994
01/09/2014	31/08/2015	SEN - Teacher	£2,043	£4,034
01/09/2015	31/08/2016	SEN - Teacher	£2,064	£4,075
01/09/2016	31/08/2017	SEN - Teacher	£2,085	£4,116
01/09/2017		SEN - Teacher	£2,106	£4,158
01/09/2013	31/08/2014	TLR 1	£7,397	£12,517
01/09/2014	31/08/2015	TLR 1	£7,471	£12,643
01/09/2015	31/08/2016	TLR 1	£7,546	£12,770
01/09/2016	31/08/2017	TLR 1	£7,622	£12,898
01/09/2017		TLR 1	£7,699	£13,027
01/09/2013	31/08/2014	TLR 2	£2,561	£6,259
01/09/2014	31/08/2015	TLR 2	£2,587	£6,322
01/09/2015	31/08/2016	TLR 2	£2,613	£6,386
01/09/2016	31/08/2017	TLR 2	£2,640	£6,450
01/09/2017		TLR 2	£2,667	£6,515
01/09/2013	31/08/2014	TLR 3	£505	£2,525
01/09/2014	31/08/2015	TLR 3	£511	£2,551
01/09/2015	31/08/2016	TLR 3	£517	£2,577
01/09/2016	31/08/2017	TLR 3	£523	£2,603
01/09/2017		TLR 3	£529	£2,630

National Employers for Local Government Services

**To: Chief Executives in England, Wales and N Ireland
(additional copies for HR Director and Finance Director)
Members of the National Employers' Side
Regional Directors**

5 December 2017

Dear Chief Executive,

LOCAL GOVERNMENT PAY 2018

I am writing to update you on the work we have been doing on your behalf on the local government national pay negotiations for 2018.

The National Employers have today made a final pay offer covering the period 1 April 2018 to 31 March 2020. A letter sent to the trade unions setting out the detailed offer is attached at **Annex A** and a copy of the Employers' press release is attached at **Annex B**.

The Pay Offer

1 April 2018 ('Year One'):

Bottom-Loading on SCPs 6-19 incl

The Employers considered it was necessary for higher increases on the lower pay points in order to continue to close the significant gap with the National Living Wage (NLW). Therefore this part of the offer would result in a new bottom rate of £8.50 per hour on SCP6

Increase on SCPs 20 and above

A flat-rate increase of 2.0%

This first year of the pay offer would increase the national paybill by 2.707%

1 April 2019 ('Year Two'):

The Employers agreed that the bottom rate of the new pay spine should not be pegged to the NLW rate but should allow for some 'headroom'. Therefore the offer is for a bottom rate of £9.00 per hour

In order to deal with the compacting of differentials at the lower end of the spine it is proposed that the existing bottom twelve pay points are 'paired off' into six new pay points, ie. current SCPs 6 & 7 become the new SCP1; current SCPs 8 & 9 become the new SCP2 etc until you reach current SCPs 16 & 17 which become the new SCP6

To further dilute the impact of compacting the lower pay points, the offer includes 'ironing out' the current random gaps between pay points and having even increments of 2.0% between new SCPs 1 to 22 incl (equivalent to SCPs 6 to 28 on the current spine). This portion of the pay spine covers approximately 60% of NJC employees

From new SCP23 onwards, a flat-rate increase of 2.0% and retention of the current random differentials

This second year of the pay offer would increase the national paybill by 2.802%

The total increase to the national paybill over the two-year period would be 5.584%

Background

This pay offer is much more complex than any offer since the Single Status agreement in the mid-1990s, so I want to set out in detail the reasons behind it.

The introduction of the National Living Wage (NLW) was announced by George Osborne in his July 2015 Budget. He indicated that its target level was to reach 60% of median hourly earnings by 2020. At the time of the announcement, the forecast for 2020 was £9.35 per hour and in his speech Mr Osborne referred to it being "at least £9.00", although the most recent (November 2017) Office of Budgetary Responsibility forecast was £8.56.

At the time of the Chancellor's statement in 2015 the minimum hourly rate on the 'Green Book' pay spine was £7.00. That meant that it would have to increase by approximately £2.00 in five years if the initial 'target' for the NLW in 2020 of £9.00 was to be reached. By way of context, the increase in the bottom rate from £5.00 to £7.00 had taken thirteen years to achieve (2002-15).

The current two-year pay agreement covering 1 April 2016 to 31 March 2018, made some headway in bridging that gap and introduced minimum hourly rates of £7.52 (1 April 2016) and £7.78 (1 April 2017). This agreement included some further bottom-loading in each of the two years to assist in maintaining differentials and then annual pay awards of 1.0% further up the pay spine. This two-year deal added 2.40% to the national pay bill. The two-year increase for the lowest pay point was 10.28%. These rates provided some headroom in relation the NLW which was £7.20 (1 April 2016) and £7.50 (1 April 2017). The 1 April 2018 rate announced in the Budget is £7.83.

The 2016-18 pay deal included a commitment for the NJC to review its pay spine. To support the development of an employers' position, a sounding board of about a dozen officers from councils across the country was established. This included a balance in terms of: types of council; geography; those paying / not paying the voluntary living wage; and it also included councils that have local pay bargaining and representation from the regional employers' organisations.

The NJC set up a pay spine review working group to look at what could be done from a technical point of view. It was not a negotiating group and on the Employers' Side included three or four members of our sounding board.

The working group initially agreed to concentrate on potential models that covered one, two and three year options. A one-year settlement assimilating on to a new pay spine in 2018 could not realistically be implemented by councils in the time available. It would also be too costly if it were to start at a level that could ensure compliance with the likely levels of the NLW in 2019 and 2020, without further significant changes to its structure. A three-year settlement, whilst potentially attractive to councils from a financial planning aspect, would involve too much second-guessing of the broader economic position in 2020 and would be much more difficult for the unions to sell to their members.

All the work highlighted above was undertaken in the context of the Government's public sector pay policy remaining at 1.0% until 2020.

The unions' claim was lodged in mid-June. It was for one year and sought a 5.0% increase on all NJC pay points, plus the deletion of the bottom four NJC pay points. The unions made clear in private conversations that in the current climate it would not be possible for them to agree any offer that included 1.0% as the headline rate.

Regional pay consultation briefings took place between late June and August. There was widespread recognition that the work on the pay spine was a necessity as a result of the introduction of the NLW. It was also recognised that this could not be delivered within 1.0% increases to the overall pay bill and there was no suggestion that the additional costs be funded through providing for increases of less than 1.0% for better paid employees.

There was broad consensus on the need to have some 'headroom' from the statutory minimum NLW rate and for a two-year agreement. It was recognised that achieving a collective agreement with 1.0% as the headline rate would be nearly impossible. It was acknowledged that any agreement was likely to add between 4.5%-6.0% to the national pay bill over two years. It was also recognised that costs locally could vary significantly from this depending on a council's workforce profile and that it would have a significant impact on schools' budgets.

The political deliberations over the past few months have been difficult and while there was broad political consensus on issues such as the length of any deal, the need for headroom from the NLW and the need to reconfigure the lower end of the pay spine, this was not the case regarding the headline rate within a potential offer, which meant that in the end the only way to make a decision was to hold a vote in a meeting of the Employers' Side of the National Joint Council, which is the body that is ultimately responsible for these decisions. This is only the second vote on a pay offer since 1997 when the Local Government Services NJC was established.

Therefore whilst the decision to make a headline offer of 2.0% was not reached through consensus, it was achieved in line with the clear voting arrangements set out in the Employers' Side Constitution.

For colleagues in London Boroughs, you will be aware that there are separate pay spines for inner and outer London and in normal circumstances the nationally agreed percentage increases would be applied to the London pay points. However, given the proposed significant changes to the national pay spine, discussions are currently taking

place between London employers and trade unions and further updates will be issued by them in due course.

Finally, there has been a huge amount of technical work involving many colleagues from councils and Regional Employer Organisations from across England, Wales and Northern Ireland that has brought us to this point and we would like to thank them for the advice and assistance that they have provided to the national Secretariat.

Yours sincerely,

Simon Pannell

Simon Pannell
Employers' Secretary

Heather Wakefield, Rehana Azam, Jim Kennedy
Trade Union Side Secretaries
NJC for Local Government Services
c/o UNISON Centre
130 Euston Road
London NW1 2AY

5 December 2017

Dear Heather, Rehana and Jim,

LOCAL GOVERNMENT PAY 2018

I am writing on behalf of the Employers' Side of the NJC to respond formally to the Trade Union Side's pay claim.

The National Employers wish to make the following final offer:

From 1 April 2018:

- On SCP 6, £1,380 (equivalent to 9.191%)
- On SCP 7, £1,380 (equivalent to 9.130%)
- On SCP 8, £1,380 (equivalent to 9.052%)
- On SCP 9, £1,380 (equivalent to 8.976%)
- On SCP 10, £1,250 (equivalent to 8.006%)
- On SCP 11, £1,200 (equivalent to 7.592%)
- On SCP 12, £1,050 (equivalent to 6.512%)
- On SCP 13, £900 (equivalent to 5.458%)
- On SCP 14, £900 (equivalent to 5.363%)
- On SCP 15, £900 (equivalent to 5.272%)
- On SCP 16, £900 (equivalent to 5.167%)
- On SCP 17, £900 (equivalent to 5.064%)
- On SCP 18, £800 (equivalent to 4.427%)
- On SCP 19, £700 (equivalent to 3.734%)
- On SCPs 20 and above, 2.0%

The Employers acknowledge the constructive way in which the NJC Pay Spine Review Group has worked together over the past eighteen months and therefore propose that a revised pay spine be introduced with effect from **1 April 2019**. The Employers' detailed offer in regard to this is attached as **Annex 1**.

The proposed 2019 pay spine is based on the following:

- A bottom rate of £9.00 per hour (£17,364) on new SCP1 (equivalent to old SCP6)
- 'Pairing off' old SCPs 6-17 incl to create new SCPs 1-6 incl
- Equal steps of 2.0% between each new SCPs 1 to 21 incl (equivalent to old SCPs 6-28 incl)
- By creating equal steps between these pay points new SCPs 10, 13, 16, 18 and 21 are generated to which no old SCPs would assimilate. This would mean that in some organisations the current number of pay points in a grade would change. The Employers therefore suggest that we work together to consider appropriate advice as such issues arise
- On new SCPs 23 and above (equivalent to old SCPs 29 and above), 2.0%

We hope that you will now put this offer to your members for consultation and understand that you will be considering this over the next few days.

Yours sincerely,

Simon Pannell

Simon Pannell
Employers' Secretary

ANNEX 1

1 April 2018			1 April 2019			
SCP	£ per annum	£ per hour*	New SCP	£ per annum	£ per hour*	Old SCP[s]
6	£16,394	£8.50	1	£17,364	£9.00	6/7
7	£16,495	£8.55				
8	£16,626	£8.62	2	£17,711	£9.18	8/9
9	£16,755	£8.68				
10	£16,863	£8.74	3	£18,065	£9.36	10/11
11	£17,007	£8.82				
12	£17,173	£8.90	4	£18,426	£9.55	12/13
13	£17,391	£9.01				
14	£17,681	£9.16	5	£18,795	£9.74	14/15
15	£17,972	£9.32				
16	£18,319	£9.50	6	£19,171	£9.94	16/17
17	£18,672	£9.68				
18	£18,870	£9.78	7	£19,554	£10.14	18
19	£19,446	£10.08	8	£19,945	£10.34	19
20	£19,819	£10.27	9	£20,344	£10.54	20
			10	£20,751	£10.76	
21	£20,541	£10.65	11	£21,166	£10.97	21
22	£21,074	£10.92	12	£21,589	£11.19	22
			13	£22,021	£11.41	
23	£21,693	£11.24	14	£22,462	£11.64	23
24	£22,401	£11.61	15	£22,911	£11.88	24
			16	£23,369	£12.11	
25	£23,111	£11.98	17	£23,836	£12.35	25
			18	£24,313	£12.60	
26	£23,866	£12.37	19	£24,799	£12.85	26
27	£24,657	£12.78	20	£25,295	£13.11	27
			21	£25,801	£13.37	
28	£25,463	£13.20	22	£26,317	£13.64	28
29	£26,470	£13.72	23	£26,999	£13.99	29
30	£27,358	£14.18	24	£27,905	£14.46	30
31	£28,221	£14.63	25	£28,785	£14.92	31
32	£29,055	£15.06	26	£29,636	£15.36	32
33	£29,909	£15.50	27	£30,507	£15.81	33
34	£30,756	£15.94	28	£31,371	£16.26	34

35	£31,401	£16.28	29	£32,029	£16.60	35
36	£32,233	£16.71	30	£32,878	£17.04	36
37	£33,136	£17.18	31	£33,799	£17.52	37
38	£34,106	£17.68	32	£34,788	£18.03	38
39	£35,229	£18.26	33	£35,934	£18.63	39
40	£36,153	£18.74	34	£36,876	£19.11	40
41	£37,107	£19.23	35	£37,849	£19.62	41
42	£38,052	£19.72	36	£38,813	£20.12	42
43	£39,002	£20.22	37	£39,782	£20.62	43
44	£39,961	£20.71	38	£40,760	£21.13	44
45	£40,858	£21.18	39	£41,675	£21.60	45
46	£41,846	£21.69	40	£42,683	£22.12	46
47	£42,806	£22.19	41	£43,662	£22.63	47
48	£43,757	£22.68	42	£44,632	£23.13	48
49	£44,697	£23.17	43	£45,591	£23.63	49

*hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week in the National Agreement 'Green Book')

PRESS RELEASE: 5 DECEMBER 2017

Council employees' pay offer announced

Council employees have been offered a two-year pay increase from 1 April 2018. The majority of employees - those on salaries starting at £19,430 per annum - would receive an uplift of 2 per cent on 1 April 2018 and a further 2 per cent on 1 April 2019, with those on lower salaries receiving higher increases.

The offer also includes the introduction of a new national pay spine on 1 April 2019.

The National Employers, who negotiate pay on behalf of 350 local authorities in England, Wales and Northern Ireland, made the offer to unions today. It will affect over 1 million employees.

Notes to editors

The total increase to the national paybill resulting from this offer is 5.6% over two years (covering the period 1 April 2018 to 31 March 2020).

This pay offer does not apply to council chief executives, senior officers, teachers or firefighters, who are covered by separate national pay arrangements.

The National Joint Council negotiates the pay, terms and conditions of staff in local authorities. It agrees an annual uplift to the national pay spine, on which each individual council decides where to place its employees. Each council takes into account a number of factors such as job size and local labour market conditions when deciding an employee's salary. There are no nationally determined jobs or pay grades in local government, unlike in other parts of the public sector.

-ENDS-

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL:

22 MARCH 2018

REPORT OF DIRECTOR GOVERNANCE & LEGAL SERVICES

APPOINTMENT OF LOCAL AUTHORITY GOVERNORS TO SCHOOL GOVERNING BODIES

Reason for this Report

1. To appoint Local Authority School Governors.

Background

2. Section 19 of the Education Act 2002 creates the general ability for the Local Authority to appoint governors to the Governing Bodies of maintained schools, with further detail contained in the Government of Maintained Schools (Wales) Regulations 2005. When Local Authority school governor vacancies arise, either by appointees reaching the end of their term of office or resigning, it is the statutory duty of the Council to fill the vacancies as soon as possible.
3. The Local Authority Governors Panel to oversee this process was constituted at the Annual Council in May 2015 and held its first termly meeting in September 2015.

Issues

4. The Local Authority Governors Panel met on 12 March 2018 to consider new applications to current and future vacancies up 30 June 2018. The recommendations of the Panel are contained in Appendix 1 to this report.

Reasons for Recommendations

5. To ensure that the Council fulfils its statutory functions in respect of the appointment of local authority governors for maintained schools.

Legal Implications

6. As noted in paragraph 2 of the report, the Council is required, pursuant to the Education Act 2002, section 19 and regulations made there under, to appoint local authority governors to the Governing Bodies of maintained schools, in accordance with those statutory provisions.

7. Appointments to outside bodies are a local choice function, which is reserved under the Council's Constitution to full Council. Accordingly, the appointment of local authority governors to Governing Bodies, as recommended in this report, requires the approval of full Council.

Financial Implications

8. There are no financial implications arising from this report.

Recommendation

The Council consider the recommendations of the Local Authority Governor Panel of 12 March 2018 and approve the appointments of Local Authority Governors to the School Governing Bodies as set out in Appendix 1.

Davina Fiore
Director Governance & Legal Services
15 March 2018

The following Appendix is attached:

Appendix 1 List of Local Authority School Governor vacancies and recommendations for appointment by the Local Authority Governor Panel for the period 1 March 2018 to 30 June 2018

The following Background Documents have been taken into account: N/A

**LA Governor Vacancies - Recommendations from LA Governor Panel
1 March 2018 to 30 June 2018**

Appendix 1

- i. All appointments in the list are recommended by the LA Governor Appointments Panel and will have satisfied the required application process.
- ii. All terms of office unless otherwise stated are for 4 years.

Existing LA Governor Vacancies

School	Ward	Start of Vacancy	Applications received
Bryn Hafod Primary School	Llanrumney	01/02/2018	John Brown
Cantonian High School	Fairwater	22/11/2017	Barbara Connell
Creigiau Primary School	Creigiau	08/10/2016	
Danescourt Primary School	Llandaff	26/07/2017	
Eastern High School	Trowbridge	13/10/2017	Cllr Lee Bridgeman
Glan Yr Afon Primary School	Llanrumney	13/01/2018	Phillip Smith
Grangetown Nursery School	Grangetown	02/09/2016	
Lansdowne Primary School	Canton	19/09/2017	
Llanishen High School	Llanishen	03/02/2018	Cllr Phil Bale
Llysfaen Primary School	Lisvane	08/12/2017	
Meadowlane Primary School	Trowbridge	01/02/2018	
Ninian Park Primary School	Grangetown	20/01/2018	Riyadh Issa
Pen-Y-Bryn Primary School	Llanrumney	29/09/2017	
Pontprennau Primary School	Pontprennau & Old St Mellons	14/12/2017	Catrin Lewis
Radyr Primary School	Radyr & Morganstown	27/11/2017	
Rhiwbeina Primary School	Rhiwbina	23/05/2017	
Rumney Primary School	Rumney	03/02/2018	
Springwood Primary School	Pentwyn	13/02/2018	
St Alban's RC Primary School	Splott	21/09/2017	
St Patrick's RC Primary School	Grangetown	16/09/2016	
Trelai Primary School	Caerau	09/09/2017	

Tremorfa Nursery School	Splott	06/02/2018	
Trowbridge Primary School	Trowbridge	08/03/2017	
Willowbrook Primary X 2 vacancies	Trowbridge	31/01/2018 20/02/2018	
Windsor Clive Primary School	Ely	10/01/2018	
Ysgol Gyfun Gymraeg Bro Edern	Penylan	22/01/2018	
Ysgol Gymraeg Bro Eirwg X 2 vacancies	Llanrumney	01/02/2017 20/11/2017	
Ysgol Gymraeg Melin Gruffydd X 4 vacancies	Whitchurch & Tongwynlais	04/10/2016 18/02/2017 19/05/2017 27/11/2017	
Ysgol Gymraeg Nant Caerau	Caerau	28/06/2016	Gareth Hall Williams
Ysgol Gymraeg Treganna	Canton	25/10/2017	

School	Ward	Start of Vacancy	Applications Received
St David's Catholic Sixth Form College	Penylan	01/12/2017	

Future LA Governor Vacancies – 1 March 2018 – 30 June 2018

School	Ward	Start of Vacancy	Re-appointment Requested	Applications Received
The Pear Tree Federation (Federation of Coryton Primary School & Tongwynlais Primary School) X 4 vacancies	Whitchurch & Tongwynlais	27/03/2018	N/A	Nick Ashby Sharron Dore Kathy Haggarty Cllr Mike Jones Pritchard
Llanishen High School	Llanishen	27/06/2018	Elisabeth Roth	
Moorland Primary School	Splott	18/06/2018		
Ninian Park Primary School	Grangetown	24/04/2018		
Peter Lea Primary School	Fairwater	27/06/2018		
Severn Primary School	Canton	27/06/2018		
The Hollies School	Gabalfa	27/06/2018	Cllr Joel Williams	
Ton-Yr-Ywen Primary School	Heath	18/04/2018	Charles Martin	
Whitchurch High School	Whitchurch & Tongwynlais	18/04/2018	Michael Newman	
Whitchurch Primary School	Whitchurch & Tongwynlais	17/04/2018	Anita Pilgrim	
Ysgol Bro Eirwg	Llanrumney	23/04/2018	Huw Phillips	
Ysgol Y Berllan Deg	Pentwyn	28/03/2018		Nick Webb
Ysgol Mynydd Bychan	Heath	27/06/2018	Andrew Connell	

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL

22 MARCH 2018

REPORT OF DIRECTOR GOVERNANCE AND LEGAL SERVICES

COMMITTEE MEMBERSHIP

Reason for this Report.

1. To receive and make appointments to fill current vacancies on Committees in accordance with the approved allocation of seats and in accordance with party group wishes.

Background

2. The Council at its Annual Meeting on 25 May 2017 established its committees and allocated seats to party groups in accordance with the relevant provisions of the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 as amended.
3. The legislation requires the Council to allocate committee seats to political groups in proportion, as far as is reasonably practicable, to the size of those groups on the Council. Once the Council has determined the allocation of seats, it is obliged to make appointments so as to give effect to the wishes of the political group to which the seat has been allocated.
4. Appointments to Committees have been made in accordance with the agreed allocations and the wishes of the political groups.

Issues

5. The following Committees currently have vacancies:

Committee	Vacancy	Nomination/s received
Employment Conditions Committee	1 vacancy	
Licensing Committee	2 vacancies	
Public Protection	2 vacancies	
Community & Adult Services Scrutiny	1 vacancy	
Economy & Culture Scrutiny	1 vacancy	

Committee	Vacancy	Nomination/s received
Policy Review & Performance	1 vacancy	Councillor Owen Jones to permanently replace Cllr Jacobsen

6. The vacancies have been discussed with all Party Group Whips at their regular monthly meetings.
7. Nominations received to the vacancies will be reported to Council on the amendment sheet.

Financial Implications

8. There are there are no additional financial implications arising from this report that have not been included within the Council's budget for 2017/18.

Legal Implications

9. The legal implications are set out in the body of this report.

RECOMMENDATION

The Council makes appointments to fill the vacancies on Committees in accordance with the approved allocations and the nominations of the Party Groups, as set out on the Amendment Sheet.

DAVINA FIORE

Director Governance and Legal Services and Monitoring Officer
12 March 2018

Background Papers

Annual Council 25 May 2017 – Item 11 Establishment of Standing Committees
Annual Council 25 May 2017 – Item 13 Allocation of Seats and Nominations of Members to Committee