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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 15 NOVEMBER 2017, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor Walker (Chair)
Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Jacobsen,
Mackie, McKerlich and Murphy

*Time
approx.*

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

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

3 Minutes (Pages 1 - 16)

To approve as a correct record the minutes of the meetings held on:

- 20 September 2017
- 4 October 2017

4 Public Services Board - Cardiff's Draft Well-being Plan (Pages 17 - 96) 4.30 pm

(a) Partners of Cardiff's Public Services Board will present their organisation's part in delivering the Well-being Plan, contribute to discussion, and answer Members questions.

In attendance will be:

- **Cardiff Council**, Huw Thomas, Leader and Chair of Cardiff's PSB, and Paul Orders, Chief Executive;
- **Cardiff & Vale Health Board**, Maria Battle, Chair, and Fiona Kinghorn, Deputy Director of Public Health;

- **Natural Resources Wales**, Gareth O'Shea, Executive Director of South Wales Operations;
- **South Wales Fire Service**, Dai Bents, Group Manager.
- **South Wales Police**, Superintendent Stephen Jones;
- **Cardiff Third Sector Council (C3SC)**, Sheila Hendrickson-Brown, Chief Executive.

(b) Questions by members of the Committee.

5 Delivering Capital Ambition (to follow) 5.45 pm

- (a) Councillor Huw Thomas, Leader, will be in attendance and may wish to make a statement.
- (b) Paul Orders, Chief Executive; Christine Salter, Corporate Director Resources & Joseph Reay, Head of Performance & Partnerships and, will be in attendance for this item;
- (c) Questions by members of the Committee

6 Committee Business (Pages 97 - 100) 6.30 pm

(a) Task & Finish group work - progress update:

- Managing the Estate – Cllr Boyle (Chair)
- Customer Leadership – Cllr Walker (Chair)
- Performance Panel – Cllr Walker (Chair)

7 Way Forward 6.45 pm

- PSB - Cardiff's Draft Well-being Plan
- Delivering Capital Ambition

8 Any Other Business and Date of next meeting 7.15 pm

The next scheduled meeting of the Policy Review and Performance Scrutiny Committee is Wednesday 6 December 2017 at 4.30 pm

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 9 November 2017

Contact: Kate Rees, 029 2087 2427, kate.rees@cardiff.gov.uk

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POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

20 SEPTEMBER 2017

Present: County Councillor Walker(Chairperson)
County Councillors Berman, Bowen-Thomson, Boyle, Cunnah,
Mackie, McKerlich and Murphy

78 : APOLOGIES FOR ABSENCE

None

79 : DECLARATIONS OF INTEREST

To advise Members that they had a responsibility under Article 16 of the Members' Code of Conduct to declare any interest and complete Personal Interest Forms at the commencement of the agenda item in question.

80 : MINUTES

The minutes of the 18 July 2017 meeting were approved as a correct record.

81 : BUDGET STRATEGY 2018/19 AND THE MEDIUM TERM

The Chairperson welcomed Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance to his first meeting of the Committee, alongside Christine Salter, Corporate Director Resources and Ian Allwood, Head of Financial Services.

The Chairperson advised the Committee that this item would give Members an opportunity to consider the Council's strategy for developing the 2018/19 budget proposals and medium term planning. It would also give Members a chance to consider the timetable for developing the proposals and how the Committee wishes to be involved throughout the year.

The Chairperson invited Councillor Weaver to give a statement.

Councillor Weaver gave an update on the current position with regard to the budget gap. The assumptions and draw down contribute £21.5million and will require the Council to make a £15million saving in 2018/19.

The Committee received a presentation which outlined the following:

- Budget Reduction Requirement
 - *Schools Growth*
 - *Pay and Price Inflation*
 - *Capital Financing, Commitments & Realignments*
 - *Non Schools Demographic Growth*
 - *Emerging Financial Pressures*
 - *Fall out of 2017/18 Reserve Funding*
 - *Estimated 1% funding reduction from Welsh Government*
- Budget Strategy

- *Budget Strategy was framed around four overarching assumptions*
 - *Assumption 1: Council Tax @ 3.7% p.a*
 - *Assumption 2: Earmarked Reserves*
 - *Assumption 3: Schools Growth*
- Budget Strategy Overview
 - *Directorate Savings - £52million*
 - Consultation and Engagement
 - The Medium Term Financial Plan - worst case scenario outlined
 - Capital Programme – Strategy
 - *Approach to developing investment priorities*

The Committee was advised that pupil numbers, and pay awards were growing and whilst making provision for demographic growth the cap on pressures was set at 70% and schools were expected to make efficiency savings of 30%.

The Committee asked for information on public sector pay level adjustments.

The Committee was advised that the provisional settlement from Welsh Government would be made on the 10/10/17. Contingency arrangements to deal with late changes would be put in place in advance of the final settlement. A pay award of 1% may lead to difficulties for funding but the annual spinal award would not impact on the budget.

Members of the Committee were concerned that a proposed 2% pay award for staff may have a detrimental impact on the budget and sought further clarity on the impact of finding an additional £4million for non-teaching staff.

The Committee was advised that the budget strategy had been developed based on a best case budget scenario of £73.5 million, with more technical work to be applied by the finance team, and paying attention to inflation and head count change. It was essential to firm up the head count to monitor changes to pensions, which could result in possible savings. A change in policy of the budget calculation had had an impact. Increment payments for pay grades were rest as part of the Single Status agreement and savings were realised.

Members of the Committee were concerned with the amount of business rates collected by Cardiff Council and re-distributed across Wales. The Digitalisation agenda was also going to take time to review. Third Party spend of £4million should be £12million in the first year to speed the process up.

Officers advised the Committee that third party spend contract renewal over 3 years was in place for practical reasons and allowed for early savings.

The Committee drew attention to the fact that if the 1% funding reduction didn't materialise were plans in place to support this, along with the capital financing projects in place.

Officers explained the assumption for the AEF was not known as Welsh Government had not provided the information. Previous Capital Programme projects would be

looked at in order to direct additional funding, but there was no guarantee. The WLGA had provided work on IOS modelling from Central Government, with the WLGA providing analysis on possible scenarios. Cardiff had taken a prudent view, maintaining its position, with assumptions being made in Social Services with projected overspends. Capital Financing was addressed along with the Capital Programme.

The Committee discussed the Schools Asset renewal project and how schools were going to deal with the demand issues. In response the Committee was advised that the Local Development Plan included the development of new communities, with assumptions in place that funding for new schools would come from Section 106 funding. The School's maintenance backlog of £80m was a concern, and highest priority schools would be looked at. In relation to Band B, to date it was not clear what Welsh Government would support. The gap would be made clearer nearer the time.

The Committee asked about quantifying in capital terms. Revenue/Capital growth pressures and how this was being approached in an appropriate way.

Members of the Committee discussed the School's position in detail and the challenges faced by School's in relation to the funding position.

The Committee drew attention to the Capital Ambition document, discussed at July's committee meeting, and asked what impact the budget planning process had had on delivery of the Ambitions, including extra costs, and if the Capital Ambition was on track to be realised in 5 years.

The Committee was assured that Capital Ambition was included as a part of the budget funding. This was a priority of the Administration and would be included in the budget.

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

82 : SOCIALLY RESPONSIBLE PROCUREMENT POLICY

The Chairperson welcomed Steve Robinson, Operational Manager, Commissioning and Procurement.

The Chairperson advised Members that this Committee had responsibility for scrutiny of procurement arrangements. The Council had developed a new Socially Responsible Procurement Policy. This is a therefore a pre-decision scrutiny opportunity to feed our comments and observations into Cabinet decision-making.

Councillor Weaver explained that the Council had set a 3 year Procurement Strategy this included the creation of a Community Benefits Board, overseeing the development of a wider Social Responsibility Policy and a Charter, with 6 priority areas.

The Committee received a presentation which outlined the following:

- Welsh Context
- Cardiff Council Policies and Initiatives
- Socially Responsible Procurement Priorities
- Process in place to support delivery
- Community Benefits/Ethical Employment

The Committee was advised of the six priorities:

- Local Training and Employment
- Think Cardiff First
- Partners in Communities
- Green and Sustainable
- Ethical Employment
- Promoting the Wellbeing of Young People and Vulnerable Adults.

The Committee drew attention to examples provided at Birmingham and asked how Cardiff could learn from this, including the operating costs.

Members of the Committee were advised that following analysis of the feedback the view was that Wales was advanced in this area with evidence of good practice and community benefits. The Core City aspect was also used to measure performance and develop challenges alongside smaller business against the larger companies. On-going support and development was in place to maximise returns in this area.

The process in place for dealing with different size organisations was addressed. An open door charter was established to support this with small companies being encouraged to bid for work and develop the supply chain. Community benefits were also being realised, especially in construction maintenance where local projects were being supported at a local level.

The Committee was informed of the costs incurred last year to support small and medium enterprises in Cardiff, and how to develop supply chains. Larger contracts were also being developed and encouraged as part of the process. This was being driven by Welsh Government as a part of the National Procurement Service – to buy for Wales. These policies and procedures would also be shared with third sector organisations.

Members enquired as to the extra demands on staff in applying the policy and were advised it was sometimes a challenge, but having one overarching policy brings staff together. Contract management across the Council was being monitored, and improvement was required in some areas.

The Committee asked for evidence of contracts granted for ethical approaches rather than pricing costs. The Committee was assured that not all contracts were awarded on price alone and the quality of tenders were always analysed. There had been a change in the procurement process, with a stronger focus on ethical employment. Social value was also considered as part of the selection phase and award phase. Organisations were required to meet a substantial amount of checks, including the Living Wage.

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

83 : MENTAL HEALTH POLICY & MANAGERS GUIDANCE

The Chairperson welcomed Philip Lenz, Chief Human Resources Officer, and Anita Batten, HR People Partner. In addition Trade Union, UNISON had sent along Helen Jones, member representative with frontline experience of how the Council dealt with Mental Health.

The Chairperson advised Members that this was a pre-decision scrutiny opportunity, examining the Council's new draft Mental Health Policy and the Manager's Guide prior to consideration by the Cabinet and adoption by the Council.

Councillor Weaver advised that the Council as part of its Employee Health and Wellbeing Strategy was committed to promoting and maintaining the mental health and wellbeing of all employees through workplace practices.

The Committee received a presentation which outlined the following:

- Context
- Stress Related Absences 2016/17
- Aim of the Policy
- Related Policies
- Supporting Initiatives and Training

The Committee emphasised the importance of employers identifying on early signs of stress, and having the necessary skills in place to deal with matters in a sensitive way.

Members of the Committee were advised that HR People Services provided an Occupational Health service, along with a Stress Management Programme to support employees. The cause of stress would be identified and that would depend on the respective manager.

The training in place for managers provided by the Cardiff Academy was discussed, and the Trade Unions asking for enhanced training.

The Committee welcomed Helen Jones, Unison member to provide a statement.

Helen Jones emphasised the importance of the improvement in mental health support in the Council. More people were being encouraged to speak out about their issues and this was allowing for more clear and concise support and advice being made available.

Helen Jones provided the Committee with an example of the issues she had experienced when facing certain aspects in the workplace.

The Committee drew attention to current mental health training issues as the process did not seem consistent. A formal training programme should be developed and

should be made mandatory for managers. The current Council support network for employees experiencing stress issues was inadequate and members enquired what was the current waiting time for an employee to access the counselling service.

Members were advised that the CareFirst Programme was in place which employees could be fast tracked to and was a 24/7 Employee Support system. The Council's own Employee Counselling service was effective and supported staff, however there was a problem with waiting times. A partnership with the NHS was in place to fast track employees into the system with support of 10 sessions. It was acknowledged that further support could be provided to employees and additional programmes were being developed.

Members were concerned there was no mention of preventative work. Risk assessments should be in place supporting the Health & Safety Executive procedures 2005 Stress Standards. There was little evidence to suggest that preventative work was in place to support employees and additional work in this area was vital.

The Committee was assured there was a Stress Management Policy in place which was used as a tool for Risk Assessments.

Members of the Committee welcomed the comments and the policies in place to support employees. However, it was essential to create a culture to identify early intervention as soon as possible. A management culture to support employees should be developed and stress should also be identified when monitoring personal performance.

The Committee was advised that the Employee Health & Wellbeing Strategy was the overarching policy to develop the culture of the organisation. Its main focus was directed at staff health and wellbeing with employees being provided with regular communications on what the Council had to offer in relation to support. The Council had achieved the Bronze Health Standard and was now aiming to complete Silver. Personal Performance Development Reviews would be less formal and issues could be identified and raised during these sessions.

Members drew attention to the Mental Health Foundation Podcasts available online with 10 minute breathing techniques. These podcasts were easily accessible and were free.

The Committee stressed the importance of the Drug and Alcohol Substance misuse policy and how this was monitored in the organisation especially in areas where members of staff operated equipment. In response the Members were advised that plans were in place to identify and recognise signs where staff could be affected and procedures were in place for support.

The Committee suggested that balance was required between support and performance. Coaching skills should be considered and looked at throughout the Council.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and

Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members.

84 : WORK PROGRAMME

The Committee received the planned programme of work for 2017/18.

The Committee discussed items for the programme which included:

- Budget
- Corporate Strategy
- Digitalisation
- Wales Audit Office
- Change Programme
- International Strategy – Third Sector
- Performance Management
- Budget Monitoring

Task and Finish was addressed the following was agreed:

Task and Finish Customer Leadership Membership:
Councillors Walker (Chairperson), Bowen-Thompson, Berman and Cunnah.

Task and Finish Operational Estate Membership:
Councillors Boyle (Chairperson), Mackie, McKerlich and Murphy.

Performance Panel:
Councillors Mackie, Bowen-Thompson, Murphy and Boyle

85 : ANY OTHER BUSINESS AND DATE OF NEXT MEETING

4 October 2017

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POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

4 OCTOBER 2017

Present: County Councillor Walker(Chairperson)
County Councillors Berman, Bowen-Thomson, Boyle, Cunnah,
Mackie, McKerlich and Murphy

87 : APOLOGIES FOR ABSENCE

None

88 : DECLARATIONS OF INTEREST

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

89 : SENIOR MANAGEMENT ARRANGEMENTS - CONSULTATION

The Chairperson welcomed Councillor Huw Thomas, Leader of the Council, Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance alongside Paul Orders, Chief Executive.

The Chairperson advised the Committee that in line with this Committee's responsibility for scrutiny of the Council's use of human resources this report would give Members an opportunity to consider new proposals for senior management arrangements. The Chief Executive had invited the Committee's comments and observations as an integral part of the consultation process. Final proposals to Cabinet in November 2017 would take account of all consultation responses, including this Committee's.

The Chairperson invited Councillor Huw Thomas to make a statement.

Councillor Thomas explained the report proposals would support and deliver the Administrations priorities. This gave the Chief Executive permission to remodel the Senior Management team subject to the outcome of the agreed consultation. This proposal would also support the Capital Ambition and principles for delivery.

The Committee was advised the report was in the consultation process and the decision would be taken to Cabinet in November 2017.

The Chief Executive told the Committee there was an overall review of the current Senior Management team in place and part of the decision would affect individuals currently in post. The Capital Ambition aspect was central to proposed changes and the proposed structure would support the Social Services dimension. Benchmarking had taken place against Senior Management posts in Core Cities. This was a critical move to establish a Corporate Director People and Communities driven by factors emerging from Social Services, Preventative Care and Independent Living Services. The current working methodology allowed for duplication in these areas when supporting the vulnerable and should be covered under one umbrella. Budget issues were also a pressing factor with increase in demand and supply. This

proposed robust Senior Management Model would strengthen Corporate Management capacity and ensure sound safeguarding practices were in place.

The post of Chief Digital Officer was proposed, to support and drive forward the Council's Digital Agenda. The Assistant Director Street Scene was required to accelerate Cleansing issues being experienced and Assistant Director Corporate Landlord was created to manage the large and aging estate with high levels of maintenance backlog.

The establishment of a Head of Democratic Services was a statutory requirement and an opportunity to strengthen the support for elected members and the services provided through the Members Services Team.

The Committee noted the proposed senior management team model was cost-neutral and reduced the current senior management structure from 17 to 16.

The Chairperson invited the Committee to ask questions.

The Committee was keen to know why the previous management structure was not working and how this restructure had come about.

Members were advised that following assessment it was decided that this proposal would strengthen the current management of the organisation.

The Committee drew attention to the quality of applicants the Council was trying to attract into posts, The market availability of good quality candidates, and the potential for finding suitable candidates to recruit.

The Chief Executive explained that discussions had taken place with HR consultants, HayGroup who were asked to benchmark the proposed senior management arrangements, comparing the authority with others in the UK including Core Cities. Further work was required from HayGroup when developing suitable job descriptions to suit the market.

The Committee was assured that the position of Director of Social Services was not being downgraded, with changes being made to the reporting structure. Performance in Social Services had improved along with its reputation . The Council hoped to attract professionals with a social work background with added senior management experience. The Corporate Director would be dealing with the service whilst managing demand with the ability to focus on interrelated departmental issues.

Cardiff was set to deliver on its priorities, and the role of Corporate Director People and Communities was a platform to support Social Services and Housing concurrently.

The Committee was keen to establish why the posts were being advertised externally. In response, it was clarified that there was a requirement that all posts of £100k and above be advertised externally.

Some members of the Committee felt that another senior management restructure would have a negative public reaction, taking into consideration the financial implications and possible redundancies.

The Committee was advised the decision was made by analysing the current senior management capacity, which had been reduced a number of years ago. The new structure would provide stability overall and drive forward the change agenda. This was a balanced approach that would provide value for money in the public sector.

The Committee asked about the job specification for the post of Chief Digital Officer, the technical requirements and leadership qualities. Further, the requirements of the Head of Democratic Services and the potential for having political officer support.

The Committee was advised the Head of Democratic Services was a Senior Management Appointment to work impartially with Members. The Council had taken a decision not to adopt the model of political assistants. The Chief Digital Officer would have a sound technical knowledge with the ability to lead and support on a large scale to deliver the technical based change agenda. To address the existing ways of working within CMS/maintenance to improve the digital aspect and provide a clearer line of sight for the Council on a more superior technical level that fits in with current working practices.

The Committee was assured the process would be delivered on a cost neutral basis. It was difficult to anticipate displacement and post deletions but cost neutral was expected.

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

90 : WALES AUDIT OFFICE ANNUAL IMPROVEMENT REPORT 2016-17

The Chairperson welcomed :

Representing the Wales Audit Office:

Sara-Jane Byrne

Steve Barry

Representing Cardiff Council:

Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance.

Paul Orders, Chief Executive

Ian Allwood, Corporate Director Resources and

Joseph Reay, Head of Performance and Partnerships

The Chairperson advised Members that they had an opportunity to consider the Annual Improvement Report for 2016-17. This is an annual report issued by the Wales Audit Office in September 2017 having audited the Council's improvement planning and reporting arrangements to assess whether the Council will meet its statutory improvement duties.

The Chairperson invited Steve Barry and Sara-Jayne Byrne of WAO to give a verbal report of the Auditor General's key messages.

Steve Barry referred to the Audit Report, the programme of work that had taken place in all local authorities in Wales.

- Outlined in the report was the description of “Good governance when determining service changes”

The conclusion stated:

The Council had a clear framework for significant service change supported by improving governance but arrangements could be more consistently applied
The Council’s governance arrangements could be strengthened by:

- - P1 – Ensuring information supporting service change proposals consistently includes options and clearly sets out the method of appraising the options and clearly sets out the method of appraising the options.
- - P2 – Explicitly setting out the arrangements for monitoring the impact of each service change

The Committee was advised that P2 was a common issue for most local authorities.

The Members were made aware of the Annual audit letter 2015-16 which summarised the key messages arising from the Auditor General’s Statutory responsibilities.

Some of the savings proposals had not come to fruition and the Committee was advised of the following content of the report.

- Savings Planning
- Proposals for Improvement
 - Strengthen financial planning arrangements by:
 - 1 – Ensuring that all savings proposals are fully developed prior to the start of the year with realistic timescales when the annual budget is set.
 - 2 - Developing an Income Generation/Charging Policy; and
 - 3- Continuing to develop links between the Organisational Development Plan and annual savings

It was explained to Members that follow up work was in place for the Council’s Corporate Arrangements to improve the Organisational Development Programme. The Committee noted the conclusion from the report:

- The Council can demonstrate sufficient progress in implementing the 2016 proposals for improvement and is in the process of embedding new performance management and reporting arrangements, but a decline in the proportion of staff completing mandatory training in information confidentiality and data protection needs to be resolved.

The Committee was advised the report had taken an All Wales approach. The Performance Audit Programme was under development and delivery was with officers. This was an opportunity for the Scrutiny Committee to look at the proposals and address the issues.

The Chairperson drew attention to the comments from the previous Committee in relation to benchmarking and the lack of evidence to support successful benchmarking in local authorities in Wales.

The Committee was advised that Benchmarking clubs were in place, however there was an issue with the collation of data. It was recognised there was a lack of benchmarking in this area and the establishment of a benchmarking good practice unit would be useful. It was essential for local authorities to develop a clearer picture of processes and good practice events should be put in place to support this, along with looking at research into how major cities reported performance.

The Committee asked about governance during service change review and how the Audit Office had arrived at its conclusions. Was the appraisal process being consistently applied?. Members were advised that further research was required to address service change governance, and the impact of alternative delivery models on the development planning framework, as currently there were some inconsistencies.

The Committee was advised that, in relation to the Future Generations Act, during 2018/19 WAO would take an exploratory approach and not an audit. The Council had provided evidence that was complete, and meetings would be held with the Chief Executive and Leader. There would be no audit and no formal reporting.

The Committee drew attention to savings planning, creating funds in revenue for overspends and how to take a more prudent approach to savings. Savings planning in relation to issues in Social Services provided an insight into the planning process. Savings planning was essential and there were areas in Social Services where this was not evident. Improvement could be seen in demand management to speed up the process with contractual providers.

Members of the Committee were informed of the need for improvement and the effects of a slush fund. Planned savings could be deliverable and should be realised.

The Committee was advised that the slush fund was introduced a few years ago to reduce the £4m to a £3m overspend last year. Overspends were apparent in Children Services and Adult Services and were difficult to predict and prevent.

The Committee was informed of the process in place to look at risk and the balances in place to develop savings. Continued pressure to develop discipline and achieve these savings was being articulated to service areas.

The Committee recommended mandatory data protection training for staff as the current programme was not sufficient and there had been a decline in staff training.

The Committee discussed the involvement of the Third Sector and it was recognised that Councils no longer delivered services traditionally and additional information about different approaches would be shared with Members.

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

The Chairperson welcomed Chris Weaver, Cabinet Member Finance, Modernisation and Performance, Paul Orders, Chief Executive, Ian Allwood, Head of Finance and Joseph Reay, Head of Partnerships and Performance.

The Chairperson advised the Committee this was a pre-decision scrutiny opportunity to examine the Council's Statutory Improvement Report prior to its submission to Cabinet on 12 October 2017. The Council was a statutorily required under the Local Government Measure to publish its Improvement Objectives and how it planned to achieve them. The document provided a retrospective summary evaluation of performance for 2016-17.

Councillor Weaver advised the Committee that both the Cabinet and Council welcomed the Committee's views and looked forward to taking the recommendations forward.

The Committee received a presentation which drew attention to the following:

- A report of the Council's performance during 2016-17 against the Improvement Objectives within the 2016-18 Corporate Plan
- Report designed to fulfil the Council's statutory obligations under the Local Government (Wales) Measure 2009
- 4 Council Priorities
- 121 Improvement Objectives
- Assessment of Good, Satisfactory or Unsatisfactory progress against each Improvement Objective
- Progress against the Council's 12 Improvement Objectives
- Key Messages
- Areas for further Improvement

The Well-being objectives linked into the Council's priorities set out in its 2017-19 Corporate Plan:

- Better education and skills for all;
- Supporting vulnerable people;
- An economy that benefits all our citizens; and
- Working together to transform services.

The Committee discussed the improvement objectives and where unsatisfactory outcomes had occurred. The Officers explained the improvement objectives were outlined in each section of the report and recorded how the Council had self-assessed.

The Committee referred to some of the improvement objectives and how all targets had been made to sound positive.

The Committee was advised that the Council didn't have unsatisfactory outcomes and this was as a result of the process put in place by the Wales Audit Office. Focus was directed towards improvement objectives, in some cases the performance indicators had not been met but improvement was evident.

The Committee drew attention to the Improvement Objective – People in Cardiff have access to good quality housing and asked about the performance measures. Officers advised that these were new indicators that reflected new ways of working.

Members of the Committee referred to target setting and the number of objectives that had been achieved. The report did not provide accurate information relating to the objectives and achievements.

The Committee was advised of the target setting process, which had been challenged by Cabinet to come forward with better targets related to performance specific targets. Work was on-going to make the targets as robust as possible. National indicators also affected some of the settings as highways infrastructure had specific indicators. The next annual improvement report will look slightly different as changes to the process were reflected in line with the legal framework.

Members of the Committee were concerned that the target for “looked after children” had not been met and asked if the issues were located in Social Services or Education. When targets were set were there overall differences in the indicators that affected the outcomes. In response Members were advised that differences could be found in Children’s Services with year on year fluctuations.

The Committee drew attention to the Improvement Objective - Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure, and the previous debate at Council on the LDP. The information in the report was not detailed and you could not identify the improvement achieved.

The Committee was advised that the nature of the reporting mechanism allowed for the activity aspect to be slightly dated. Detailed Action Plans were in place to take this forward and address retrospective reporting. A review of the indicators would take place to make it clearer what was being reported.

The Committee was keen to see the new model and asked about a Performance Panel forum to address and examine the process.

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

92 : CUSTOMER LEADERSHIP TASK & FINISH INQUIRY

RESOLVED: The Committee considered the Scope, the proposed approach and agreed the Terms of Reference for the Customer Leadership task group inquiry.

93 : ANY OTHER BUSINESS AND DATE OF NEXT MEETING

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

15 November 2017

Public Services Board – Cardiff’s Draft Well-being Plan

Purpose of the Report

1. To provide the Committee with an opportunity to consider the draft Well-Being Plan for Cardiff, currently out for consultation.

Background

2. The Committee has overarching responsibility for scrutiny of the Council’s partnership work, and a statutory responsibility for scrutiny of Cardiff’s Public Services Board (CPSB). Therefore, in line with the Council’s Constitution, this Committee will perform a strategic overview role of the CPSB’s performance going forward. In addition, each of the Council’s five scrutiny Committees has authority to scrutinise partnership activity relevant to their own terms of reference, complementing this Committee’s strategic overview of partnership activity.
3. In July 2017 the newly formed Policy Review and Performance Scrutiny Committee received a report introducing the Committee to the Well-being of Future Generations (Wales) Act 2015 and its statutory scrutiny role required under the Act. Following the meeting, Members agreed to programme scrutiny of the CPSB’s draft Well-being Plan during the 12-week consultation period, ending 5th January 2018.

Well-being of Future Generations (Wales) Act 2015

4. In April 2016, all public bodies became subject to new duties under the Well-being of Future Generations (Wales) Act (WFG). The purpose of the WFG Act is to

ensure that the governance arrangements in public bodies for improving the well-being of Wales take into account the needs of future generations. The aim is for public bodies to pursue a common aim to improve the economic, social and environmental well-being of Wales in accordance with detailed sustainable development principles and seven national well-being goals prescribed by the Act.

- 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

5. The new legislation recognises that each public body has a role to play in improving well-being and sharing responsibility for contributing to well-being goals, and public bodies must take into account the following 5 ways of working:

- the importance of balancing short term needs with the ability to meet long term needs;
- the benefits of a more integrated approach;
- the importance of involving those with an interest in the objectives;
- collaborative working to meet objectives; and
- the use of preventative measures to contribute towards meeting objectives.

6. The new legislation provides for the appointment of a Future Generations Commissioner for Wales and places a duty on the Commissioner to promote the sustainable development principles, act as a guardian of the ability of future generations to meet their needs, and to monitor and assess the extent to which well-being objectives set by public bodies are met.

Public Services Boards (PSB)

7. The Act prescribed the establishment of statutory PSB's for each local authority area in Wales with a duty to improve the economic, social, environmental and cultural well-being of its area by contributing to the achievement of the well-being goals. These boards replaced existing local partnership boards.
8. The local authority represented at the Board must make administrative support available to the PSB, which is responsible for convening the PSB facilitating its work and publishing plans and reports online.

Local Well-being Plans

9. The PSB is required to prepare and publish a local well-being plan, which sets out the local well-being objectives and the steps it proposes to take to meet them. These must be designed to maximise the Board's contribution to delivering the well-being goals within its area; and take all reasonable steps to meet those objectives. 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.

Annual Progress Report

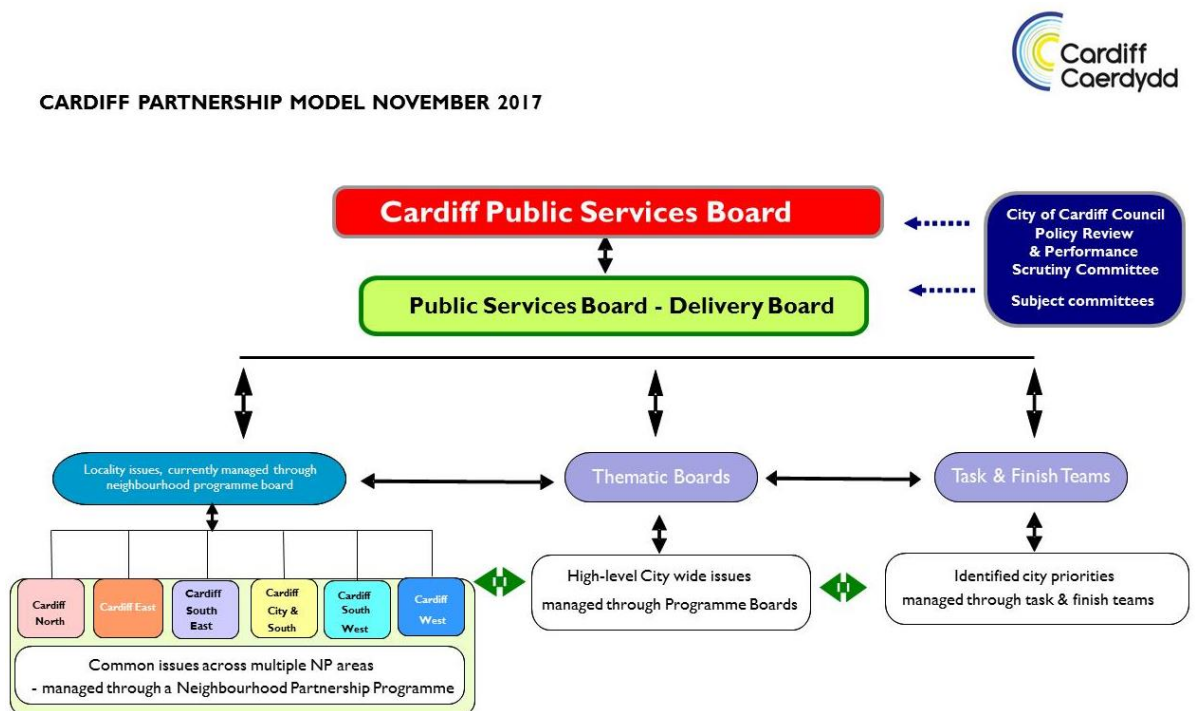
10. The PSB is required to prepare and publish an annual progress report that must be sent to the Welsh Ministers; the Commissioner; the Auditor General for Wales; and this Committee as the nominated overview and scrutiny committee.
11. PSBs will establish their own performance management system. Where, however, progress in establishing performance management systems is poor or inconsistent, Welsh Ministers have the power to set performance measures so that the local authority overview and scrutiny committee can function more effectively as an improvement mechanism.

12. Welsh Ministers will not approve PSB well-being plans. The Act makes it clear that they are locally owned and subject to local scrutiny. Welsh Ministers, however, will have a power to refer a plan to the relevant local government scrutiny committee if it is not considered sufficient; for example, due to an adverse report by the Future Generations Commissioner.

Cardiff's Public Services Board Arrangements

13. In May 2016, the Cardiff Partnership Board became the Cardiff Public Services Board (CPSB).

14. Members are reminded of the structural arrangements in place for CPSB illustrated below, noting that its delivery Board, 'Cardiff Executive PSB' has been renamed Cardiff's PSB Delivery Board:



Timetable and Consultation for Cardiff's Well-being Plan

15. The draft Well-being Plan attached at **Appendix 1** is currently subject to a 12 week mandatory statutory consultation, which commenced on 13 October and closes on 5th January 2017, the timetable to publication will be as follows:

- Jan 2018– Feb 2018 Prepare final draft Plan
- February 2018 - PSB Full Meeting to consider final draft Well-being Plan
- March 2018 - Incorporate PSB recommendations into Plan
- March 2018 - Present Well-being Plan to Full Council and statutory member organisations for final approval
- April 2018 Well-being Plan launched

16. Throughout the 12-week mandatory consultation, a programme of Neighbourhood Locality events will be held across the City where citizens can have their say. The series of Neighbourhood Locality events can be found by following the link below.

<https://www.cardiffpartnership.co.uk/wp-content/uploads/Locality-Event-Flyer-v4.pdf>

17. The events have been arranged to enable people to discuss what matters to them and their local community, rather than focussing specifically on the well-being plan. This will include opportunities to comment on Council budget proposals, Cardiff PSB's Well-being Plan, and, at some events, information on the Cardiff & Vale UHB Area Plan.

18. In terms of the Well-Being Plan, at these events the online survey (attached at **Appendix 2**) will be available for completion on handheld tablets. There will also be paper copies available that can either be taken away with a FREEPOST envelope, or completed on site and left in the ballot/drop box. A priority chart will ask people to prioritise which three of the seven Well Being goals are a) most important to the city and b) most important to their community. Staff will be on hand to talk through the activity and the Well-being Plan.

19. The CPSB are planning to deliver a citywide consultation closing event in December 2017.

Cardiff's Local Well-Being Plan

20. The CPSB produced its statutory Well-being assessment in March 2017, and in June 2017 approved the draft Well-being objectives. In July 2017, the Committee had an opportunity to consider the draft Well-being Objectives prior to their submission to the Future Generations Commissioner for advice.
21. The Board's first draft Well-being Plan (**Appendix 1**) sets the context by examining Cardiff Today and Cardiff Tomorrow and the Public Service Challenge. It then takes each of the seven well-being objectives, introduces and explains the Objective, applies the Cardiff Today analysis and Cardiff Tomorrow vision, and clearly tables the Boards Commitments for Cardiff in respect of the Objective. Importantly, the Plan illustrates how it will measure progress in a table listing the city level outcome indicators that the PSB will seek to impact for each objective.

The Future Generations Commissioner

22. The Well-being of Future Generations Act introduced the role of Future Generations Commissioner, from whom the CPSB is required to seek advice on how to take steps to meet the local draft well-being objectives to be included in the plan. Her advice must be given in writing; be provided no later than 14 weeks after it is sought and must be published at the same time as the plan.
23. The Commissioner will provide advice and challenge, but it is the Scrutiny Committee that must provide oversight and scrutiny of the PSB and of the Well-being Plan.
24. Previous feedback from the Future Generations Commissioner and her office is that a smaller number of well-being objectives (4 to 7) is preferable to a larger number of well-being objectives. Members will recall that the Committee scrutinised the draft well-being objectives in July 2017. These were agreed by the CPSB and 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

25. Well-being objectives should be targeted based on the issues arising from the well-being assessment. They should not be generic outcome statements, should focus specifically on areas of collective action that address challenges identified in the Well-being Assessment.

26. The Future Generations Commissioner has published a draft strategic plan which sets out 4 'emerging priorities':

- a. Climate change - focusing on reducing emissions and tackling impacts.
- b. Economic change - shifting to an economy that is fit for the future
- c. Population change - tackling the challenges and opportunities of an ageing population, the changing composition of our communities and the importance of early years and adverse childhood experiences.
- d. Citizen disengagement - championing public participation and involvement in decision-making.

27. The Commissioner's letter in respect of Cardiff's Well-being Plan, dated 2.10.2017, is attached at **Appendix 3**. Her advice is in two parts and is intended to help the PSB challenge the way things are done and demonstrate how it is doing so through the Well-being Plan. Firstly, it is about how the CPSB might work together differently, applying the sustainable development principle and using the five ways of working to challenge business as usual in taking steps to meet its objectives. The second part takes each of Cardiff's seven draft objectives and provides prompts, resources and contacts to help demonstrate through the Well-being Plan that the five ways of working and seven well-being goals have been used to shape its steps.

28. Importantly the Future Generations Commissioner makes it clear in her letter that she would welcome feedback from this Committee on the advice presented, as Cardiff's designated PSB Scrutiny Committee.

Previous Scrutiny

29. This Committee has previously scrutinised the work of the CPSB on three occasions. In 2016/17, the Committee performed its statutory role by considering progress in the establishment of the Public Services Board in November 2016; and by considering the draft Well-being of Needs Assessment as it was launched for consultation in January 2017.

30. Following the PSB progress briefing in November 2016 the Committee wrote to the Leader as Chair of the PSB indicating:

- It was keen to ensure that appropriate governance arrangements were in place for the Board and that the work of the previous Cardiff Partnership Board, particularly around needs assessment, would be preserved, and the PSB would capitalise on the achievements of the CPB and a long history of non-statutory partnership achievement;
- It considered, to date, some partners had been much more visible than others in their offer to support partnership working;
- It considered the appointment of an Independent Challenge Advisor to the Board a useful approach;
- It required clarification that the Council had appointed the Independent Challenge Advisor, requesting sight of the Terms of Reference for the position; and indicating it would like an opportunity to consider the view of the Independent Challenge Advisor at an appropriate point in the future to enrich future scrutiny of the PSB.

31. In response, the PSB reassured the Committee that the good work and strong relationships with partners which characterised the work of the Cardiff Partnership Board had been preserved. The Leader indicated the PSB looked forward to engaging with a variety of stakeholders and experts as it develops the well-being

objectives. He advised that governance arrangements have been reviewed by the PSB Delivery Board (formerly called the Executive Public Services Board), and procedures agreed to continue to monitor the former Cardiff Partnership Board work streams, as the Public Services Board develops its well-being plan and objectives. There is also to be a review of locality working in the city.

The Committee was provided with the terms of reference for the PSB's Liveable City Challenge Advisor, anticipated to be a valuable source of advice and challenge to the Board, and offered an opportunity to consider her views and advice in the future. Additionally, all Scrutiny Chairs were invited to the 'Liveable City Forum' on 5 January 2017 to consider the draft Local Well-being Assessment, and to start to identify priorities for the Board's work programme.

32. Following scrutiny of the Well-being of Needs Assessment in January 2017 the Committee advised the Leader that Members:

- Commended the PSB for the volume of work involved in compiling the Needs Assessment;
- Considered there was a lack of clarity about exactly what documents comprise the Well-being of Needs Assessment consultation, and, given that the solutions lie with the people of Cardiff, the document could make it clearer to citizens how they participated in the consultation;
- Considered that this Assessment would be the bedrock of future planning for Cardiff's services, and stressed the importance of the consultation engaging with hard to reach groups and the most deprived;
- Requested more detail of how hard to reach groups would be targeted, and sight of the full list of consultation activities;
- Stated it considered deprivation and life expectancy a priority, both for the Board and the Council, and it would like to see the outcomes from the PSB reflect that.

33. In response, the PSB provided additional information on young people not in education, employment or training, indicating a confidence that the long-term downward trend would continue. The Board indicated it would consult for six

weeks on the Well-being of Needs Assessment, despite there being no requirement to do so under the Well-being of Future Generations Act. The Committee was provided with detailed information on the PSB's plans for direct engagement with hard to reach groups, and advised that the 12 week consultation on the Well-being Plan would take place in autumn 2017.

34. Most recently, as a part of the new Committee's induction and work-programming activity in July 2017, members were introduced to the Committee's PSB scrutiny role with a progress report and early consideration of the draft well-being objectives under development. Following the scrutiny the new Committee wrote to the Cabinet Member for Finance, Modernisation and Commercialisation. The letter is attached at **Appendix 4**.

Way Forward

35. In attendance to answer Members questions will be the Leader, Councillor Huw Thomas, in his capacity as Chair of the CPSB; the Chief Executive, Paul Orders, in his capacity as Chair of the PSB Delivery Board ; and Gareth Newell, Operational Manager Policy, Partnerships and Research , with responsibility for supporting the work of the CPSB.

36. Also attending, statutory partners Maria Battle, Chair of Cardiff & Vale Health Board, Fiona Kinghorn, Deputy Director of Public Health, Dai Bents Group Manager, South Wales Fire Service, and Gareth O'Shea, Executive Director South Wales Operations Natural Resources Wales.

37. Additionally non-statutory partners Superintendent Stephen Jones South Wales Police and Sheila Hendrickson-Brown, Chief Executive Cardiff Third Sector Council.

38. All partners will be invited to outline the key challenges their organisation faces in delivering its contribution to the Well-being Plan, and how collective action will help them to overcome the challenges.

39. Members will then have an opportunity for questions to the panel representing Cardiff's Public Services Board.

Legal Implications

40. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

41. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

42. The Committee is recommended to:

- a. Consider the information and discussion, and whether it wishes to feed comments, observations, or concerns about Cardiff's draft Well-being Plan into the Public Services Board consultation.

DAVINA FIORE

Director, Governance & Legal Services

9 November 2017



Cardiff's Well-being Plan

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“ No one public service can respond to these challenges alone ”

Context

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 responds to the evidence set out in its [Well-being Assessment](#) and 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.

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.

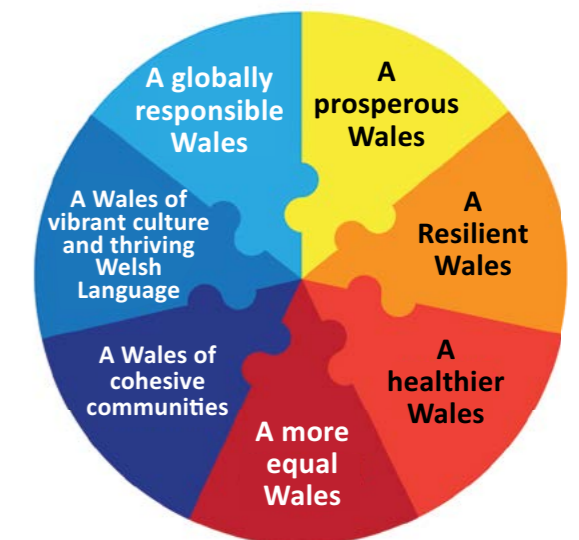
No one public service can respond to these challenges alone. It will require close partnership working between Cardiff PSB members and other organisations in the public, private and third sectors, and most importantly of all, with the citizens of Cardiff.

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.

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 Public Services Board, the plan illustrates which of the national well-being goals it contributes to.





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 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 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 it 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. The Public Services Board will oversee crucial 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

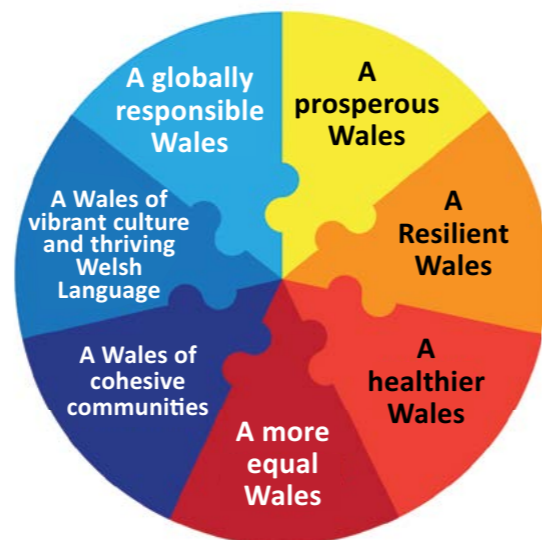
A Capital City that Works for Wales



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.

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Measuring Progress:

City level outcome indicators that the PSB will seek to impact
Employment rate of the economically active population aged 16+
GVA per head
Gross Disposable Household Income per head (National Indicator 10) - NUTS3
Living wage/job quality indicator (to be defined)
Percentage of population aged 16-64 qualified NVQ+ (degree level or equivalent)
Visitor numbers
In the last 12 months have you been to any of the following in Cardiff? Theatre/Concert/Cinema/Art Gallery/Other cultural activity?
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.

Attract and deliver major events in the city, building on the success of the Champions League Final, in partnership with Welsh Government and the private sector.

Deliver a safe and vibrant night time economy, working in partnership with the Business Improvement District.

Aim to double the number of Welsh speakers in Cardiff by 2050 through supporting the delivery of the Bilingual Cardiff Strategy.





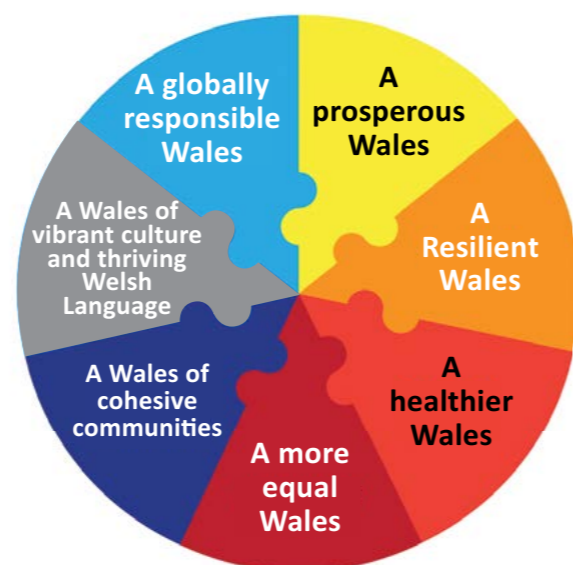
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Well-being Objective 2

Cardiff's Population Growth is managed 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 over 60% 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 10 green flags for its parks in 2016 and 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) (National Indicator 4)
Percentage of people who think Cardiff has good air quality
How satisfied are you with parks and open spaces in Cardiff?
Use of/proximity to accessible natural space (to be defined)
Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea (National Indicator 32)
Levels of recycling





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 into 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 by taking an integrated approach to Emergency Management.
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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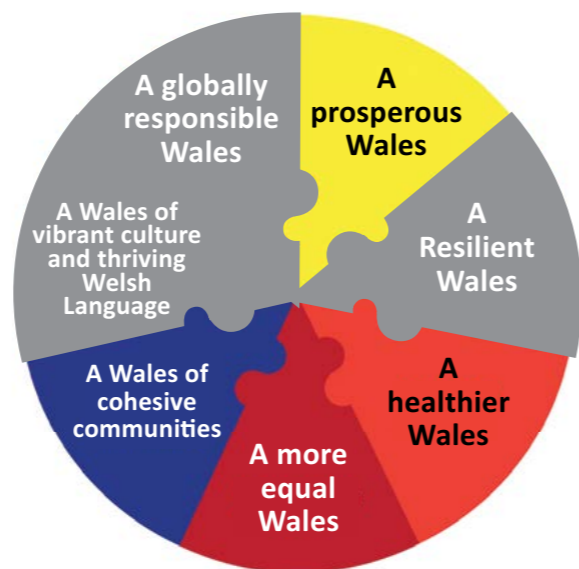
Well-being Objective 3

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.



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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)
To what extent do you agree that you are able to have a say on local issues or how public services are run in your community?
To what extent do you agree or disagree that people in Cardiff are safe and feel safe? (Ask Cardiff)
Proportion of offenders who reoffend (adults and juveniles) overall in previous 12 months
Increase in recording rate of hate incidents (to measure improvement in recording of hate related incidents)
Increase percentage of planned case closures, as a percentage of all case closures from substance misuse services (planned closures indicate either completion of treatment and support, or referral on to another agency)
Rates of volunteering (to be defined)

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, 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.

“ 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 well-being 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 Well-being 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.





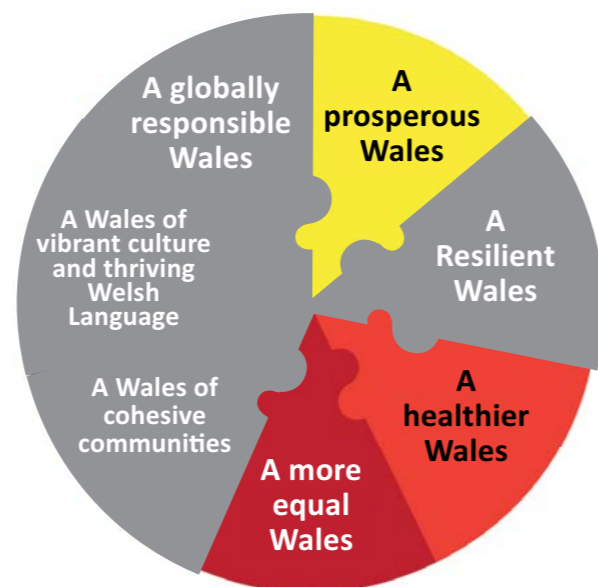
Well-being Objective 4

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 in 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
Number of children living in poverty
Percentage of reception year children who are overweight or obese
Immunisation rates for children and young people
Mental well-being: children & young adults and adults (National Indicator 29) - under development
Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator
Key Stage 4 Pupils Achieving the Level 2 Threshold including English/Welsh & Maths (National Indicator)
Attainment FSM v non-FSM (KS2, KS4)
Year 11 and Year 13 school leavers that are not in education, employment or training





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 and develop a good career.

Child Rights

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 a 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, including: <ul style="list-style-type: none"> - Development of an Early Help Single Point of Access - Commissioning a new Families First Programme - Develop a joined up approach to 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 deliver 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

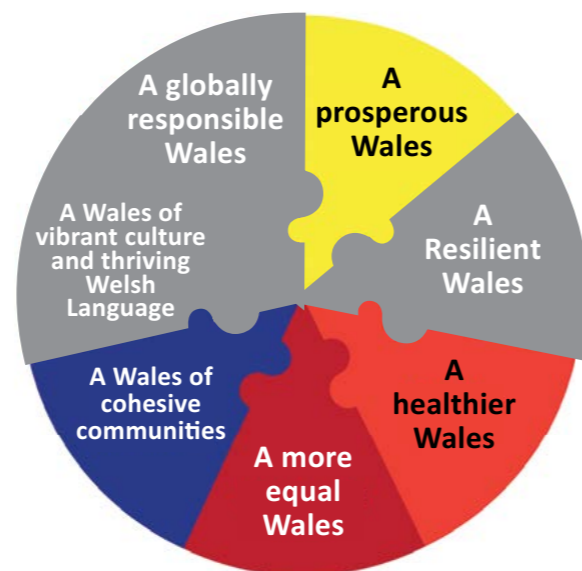
Supporting people
out of poverty



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.



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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)
Percentage of people living in households in material deprivation (National Indicator 19)
Long-term (i.e. over 12 months) JSA Claimants
Healthy life expectancy at birth including the gap between the least and most deprived (National Indicator 2)
Low birth weight (National Indicator 1) - Babies with a birth weight below 2500g, Public Health Wales Observatory
Adults eating five or more portions of fruit and vegetables a day the previous day
Percentage of adults active for less than 30 minutes in a week
Percentage of the adult population reporting being a current smoker or using e-cigarettes
Housing Affordability: Ratio of house price to median gross annual salary, ONS
Number of rough sleepers recorded in Cardiff
Recorded use of foodbanks

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.





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 secure 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, 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 Well-being 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.





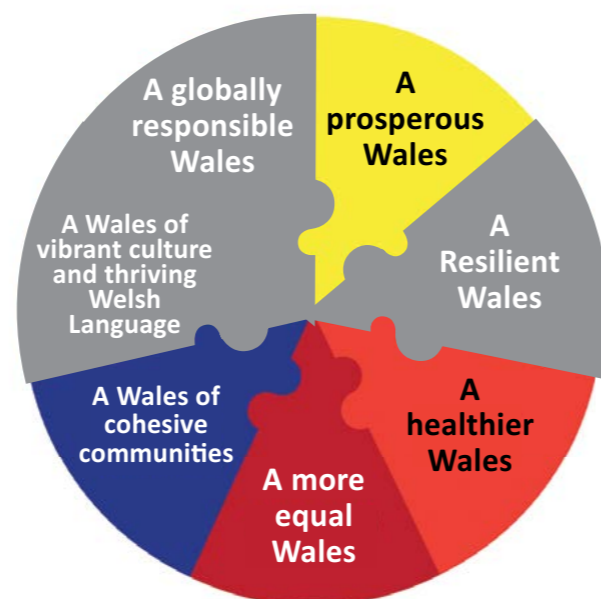
Well-being Objective 6

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:

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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.

“ 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:

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.

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.

Support those citizens and families who live with dementia, including making Cardiff a recognised Dementia Friendly City.

Building on the First Point of Contact and Single Point of Access services, further develop easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.





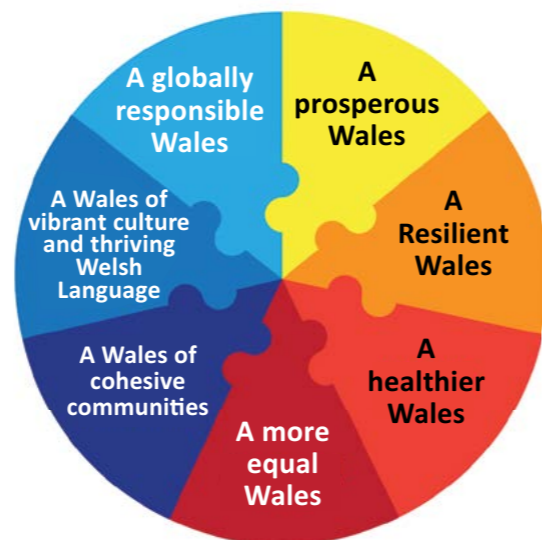
Well-being Objective 7

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.



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.

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Measuring Progress:

City level outcome indicators that the PSB will seek to impact

To what extent do you agree that the quality of public services in Cardiff is good overall?





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 a '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 Service 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, engagement and research (integrated with the Community Involvement Plans outlined in Objective 3)
Adopt Smart City approaches to managing city infrastructures and services.
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

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.

Objective 1 - A Capital City that Works for Wales
Employment rate of the economically active population aged 16+
GVA per head
Gross Disposable Household Income per head (National Indicator 10) - NUTS3
Living wage/job quality indicator (to be defined)
Percentage of population aged 16-64 qualified NVQ+ (degree level or equivalent)
Visitor numbers
In the last 12 months have you been to any of the following in Cardiff? Theatre/ Concert/Cinema/Art Gallery/Other cultural activity?
People who can speak Welsh (National Indicator 37)

Objective 2 - Cardiff's Population Growth is managed in a Resilient Way
Per capita CO2 emissions (BEIS)
Sustainable transport modal split
Levels of nitrogen dioxide (NO2) (National Indicator 4)
Percentage of people who think Cardiff has good air quality
How satisfied are you with parks and open spaces in Cardiff?
Use of/proximity to accessible natural space (to be defined)
Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea (National Indicator 32)
Levels of recycling

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)
To what extent do you agree that you are able to have a say on local issues or how public services are run in your community?
To what extent do you agree or disagree that people in Cardiff are safe and feel safe? (Ask Cardiff)
Proportion of offenders who reoffend (adults and juveniles) overall in previous 12 months
Increase in recording rate of hate incidents (to measure improvement in recording of hate related incidents)
Increase percentage of planned case closures, as a percentage of all case closures from substance misuse services (planned closures indicate either completion of treatment and support, or referral on to another agency)
Rates of volunteering (to be defined)

Objective 4 - Cardiff is a great place to grow up
Number of children living in poverty
Percentage of reception year children who are overweight or obese
Immunisation rates for children and young people
Mental well-being: children & young adults and adults (National Indicator 29) - under development
Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator
Key Stage 4 Pupils Achieving the Level 2 Threshold including English/Welsh & Maths (National Indicator)
Attainment FSM v non-FSM (KS2, KS4)
Year 11 and Year 13 school leavers that are not in education, employment or training



Objective 5 - Supporting People out of poverty

Percentage of households in poverty (i.e. below 60 % of median income) by MSOA' (after housing costs)
Percentage of people living in households in material deprivation (National Indicator 19)
Long-term (i.e. over 12 months) JSA Claimants
Healthy life expectancy at birth including the gap between the least and most deprived (National Indicator 2)
Low birth weight (National Indicator 1) - Babies with a birth weight below 2500g, Public Health Wales Observatory
Adults eating five or more portions of fruit and vegetables a day the previous day
Percentage of adults active for less than 30 minutes in a week
Percentage of the adult population reporting being a current smoker or using e-cigarettes
Housing Affordability: Ratio of house price to median gross annual salary, ONS
Number of rough sleepers recorded in Cardiff
Recorded use of foodbanks

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.

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?

Appendix

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.

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Cardiff's Well-being Plan Survey

DRAFT



What is a Well-being plan?

Cardiff is changing. The number of people living here is going up fast but the money we have available to spend is reducing. The city right now has some of the richest areas in Wales but it also has many of the poorest. Cardiff is also very diverse with over 100 languages spoken here! We need to make sure that the city can cope with everyone's needs and reduce the inequality that currently exists.

No one public service can do all of this alone. We need to work together and with local people to help meet the challenges and to help stop problems before they arise. The Well-being Plan sets out the priorities for where public services in Cardiff need to work together through the work of the Cardiff Public Services Board (Cardiff PSB), over the next 5 years and beyond.

What is the Cardiff PSB?

Cardiff's 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 quality of life in Cardiff through strengthening joint working across the city's public services.

What does the Well-being Plan say?

The Well-being plan is currently a DRAFT. The final version will be completed following everyone's opportunity to comment.

The plan sets out **seven 'objectives'** or things that we want our city to have or be e.g. a great place to grow up. Alongside each of the seven 'objectives', the plan gives information on what Cardiff looks like today and what we hope it to look like in the future. It also gives **a set of commitments** from public services in the city about what they will do together to make this happen and a list of things that they will measure to make sure that they are achieving this.

The information provided with each question in this survey provides a summary of what the plan says. However, a full copy of the DRAFT Well-being plan can be found online along with an electronic version of this survey at www.cardiffpartnership.co.uk. Paper copies of the survey will be made available at libraries and Hubs or can be requested by emailing consultation@cardiff.gov.uk

Please send completed paper copies by **5th January 2018** to our freepost address:
Cardiff Research Centre, Cardiff Council, FREEPOST CF3474, Atlantic Wharf, Cardiff, CF10 5GZ

Engagement events

There are a number of engagement events planned across the city. Details will be made available online at www.cardiffpartnership.co.uk

These will give you an opportunity to meet officers from across public services face to face, ask questions and share your views on the Draft Well-Being Plan. The events also aim to raise awareness of various local initiatives and provide information on local volunteering opportunities.

1. A Capital City that Works for Wales

A successful Wales needs a successful capital city. Cardiff is the home of Welsh sport, politics, music and the arts, hosting major international sporting and cultural events. The city plays a vital role in creating jobs and attracting investment into all of Wales.

In the future we will work together to make sure that Cardiff continues to attract major sporting and cultural events, tourists, investment, businesses and students in to Wales and position Cardiff as a capital city of international significance.

To achieve this we will:

- Deliver the Cardiff Metro, working with the Welsh Government and the city region
- Make sure that Cardiff has the money it needs to deliver services
- Understand the impact of Brexit and respond in the best way possible
- Attract major events to the city
- Provide a safe and vibrant nightlife which appeals to lots of different people
- Aim to double the number of Welsh speakers in Cardiff by 2050

Yes No Don't know

Do you agree with this as an objective for the city?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Do you agree with the steps suggested to help achieve this?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Is there anything you feel is missing?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If 'No', please tell us why you don't agree with this as an objective.

If 'No', please tell us why you don't agree with the steps suggested.

If 'Yes', please tell us what you feel is missing.



2. Cardiff's Population Growth is well managed

Cardiff is one of Britain's fastest growing cities. This is a sign of a successful city but this growth also brings challenges, putting pressure on many things including transport, education and health services, energy, waste management, green spaces and relationships within communities.

Whole new communities will need to be built. Managing this population growth well will be a major long term challenge for Cardiff.

To achieve this we will:

- Work together when planning services in the city's new communities
- Aim for half of all journeys in Cardiff to be by foot, bicycle or public transport instead of by car
- Reduce air pollution
- Be prepared for extreme weather
- Reduce our carbon footprint
- Review our investments in fossil fuel industries

Yes No Don't know

Do you agree with this as an objective for the city?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Do you agree with the steps suggested to help achieve this?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Is there anything you feel is missing?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

If 'No', please tell us why you don't agree with this as an objective.

If 'No', please tell us why you don't agree with the steps suggested.

If 'Yes', please tell us what you feel is missing.

3. Safe, Confident and Empowered Communities

Safe, confident and empowered communities are at the heart of well-being. Local people and communities often have the knowledge, passion, creativity and an understanding of the local area that service providers simply do not have. Ensuring that local communities are safe and that local people are empowered to make change is an important part of a successful city.

The increasingly diverse makeup of the Cardiff means building relationships within communities is more important than ever.

To achieve this we will:

- Get people involved in the design and delivery of services
- Promote opportunities for volunteering
- Protect our most vulnerable
- Tackle radicalisation
- Reduce offending amongst young people
- Reduce drug use and substance misuse
- Make sure that newcomers from the UK and overseas are welcomed and can build new lives in Cardiff

Yes No Don't know

Do you agree with this as an objective for the city?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Do you agree with the steps suggested to help achieve this?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Is there anything you feel is missing?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If 'No', please tell us why you don't agree with this as an objective.

If 'No', please tell us why you don't agree with the steps suggested.

If 'Yes', please tell us what you feel is missing.

4. Cardiff is a great place to grow up

Cardiff is already a good place for many to grow up in, 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, not all children and young people have a good start in life, something which can negatively impact the rest of their lives. Those who are deprived - whether through disability, poverty, family circumstances, illness, neglect or abuse - will require particular help and support from across the public services and from within their communities.

To achieve this we will:

- Make sure that young people are listened to
- Have different services work together to help the family
- Make sure that services work together in the city's most deprived areas
- Put measures in place to help families before they reach crisis
- Tackle child sexual exploitation
- Improve mental health and emotional well-being for young people
- Support young disabled people and their families
- Make sure young people are well prepared for the world of work

	Yes	No	Don't know
Do you agree with this as an objective for the city?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you agree with the steps suggested to help achieve this?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there anything you feel is missing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If 'No', please tell us why you don't agree with this as an objective.

If 'No', please tell us why you don't agree with the steps suggested.

If 'Yes', please tell us what you feel is missing.

5. Help people out of poverty

Economic success at a city level disguises deep-rooted inequalities across the city. With the average cost of a house more than eight times the average salary, home ownership remains out of reach for many whilst the use of foodbanks and homelessness are also on the rise. 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 by far the most deprived in Wales.

Living in poverty impacts strongly on many parts of a person’s life – life expectancy is much lower in the poorer parts of Cardiff, air quality is worse, there is less green space and there is also more crime in these areas. How to ensure that everyone, not only those people in the wealthier areas, benefit from Cardiff’s successes is a difficult challenge for the years ahead.

To achieve this we will:

- Pay the Real Living Wage to our workers
- Support people who are affected by welfare reform
- Do more to help people to find work, stay in work and do well at work
- Combat poverty in a co-ordinated way
- Look to end rough sleeping in the city and tackle the causes of homelessness
- Tackle poverty as employers by adapting our employment policies
- Ensure people are able to have healthy and affordable food
- Look closer at how to make sure that good health is spread across the city equally

	Yes	No	Don't know
Do you agree with this as an objective for the city?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you agree with the steps suggested to help achieve this?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there anything you feel is missing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If ‘No’, please tell us why you don’t agree with this as an objective.

If ‘No’, please tell us why you don’t agree with the steps suggested.

If ‘Yes’, please tell us what you feel is missing.



6. Cardiff is a great place to grow older

How we treat people as they get older sends an important message to future generations. We want the city to be a place where older people are more empowered, healthy and happy, supported by excellent public and community services and able to take part in all parts of community life.

As the city grows, and people continue to live longer, the number of older people living in Cardiff is expected to go up greatly. An older population will have increased health and care needs, placing pressure on budgets and resources. New solutions will need to be found to help people live happy independent lives for longer.

To achieve this we will:

- Make easy telephone, online and face-to-face ways for people to access services
- Help build strong community networks where older people live
- Provide a range of future accommodation options and also help people to remain at home longer
- Work with older people, their carers and families in developing care packages that best meet their individual needs
- Make Cardiff a dementia friendly city

	Yes	No	Don't know
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Do you agree with this as an objective for the city?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Do you agree with the steps suggested to help achieve this?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Is there anything you feel is missing?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If 'No', please tell us why you don't agree with this as an objective.

If 'No', please tell us why you don't agree with the steps suggested.

If 'Yes', please tell us what you feel is missing.

7. Modern and Integrated Public Services

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 needs of people, the consequences of poverty and ongoing reductions in the money available to deliver services.

No single organisation can meet the challenges they face alone. New ways of working will need to be found with a much greater level of working together to meet the needs of our communities.

To achieve this we will:

- Work together in managing public property and assets
- Ensure our workers are supported and able to meet changing needs and demands
- Coordinate consultation, engagement and research
- Adopt Smart City approaches to managing city infrastructures and services
- Dedicate a team to exploring solutions to big city challenges
- Have a workforce that reflects the city and its communities, especially black, Asian and minority ethnic communities

	Yes	No	Don't know
Do you agree with this as an objective for the city?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you agree with the steps suggested to help achieve this?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there anything you feel is missing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If 'No', please tell us why you don't agree with this as an objective.

If 'No', please tell us why you don't agree with the steps suggested.

If 'Yes', please tell us what you feel is missing.



Please tick the **three objectives** that you think are the most important, firstly for the city overall and secondly for yourself and your family.

	<i>Top three priorities for the city.</i>	<i>Top three priorities for you and your family.</i>
1. A Capital City that Works for Wales	<input type="checkbox"/>	<input type="checkbox"/>
2. Cardiff's Population Growth is well managed	<input type="checkbox"/>	<input type="checkbox"/>
3. Safe, Confident and Empowered Communities	<input type="checkbox"/>	<input type="checkbox"/>
4. Cardiff is a great place to grow up	<input type="checkbox"/>	<input type="checkbox"/>
5. Help people out of poverty	<input type="checkbox"/>	<input type="checkbox"/>
6. Cardiff is a great place to grow older	<input type="checkbox"/>	<input type="checkbox"/>
7. Modern and Integrated Public Services	<input type="checkbox"/>	<input type="checkbox"/>

Building strong communities is at the heart of the Draft Well-being Plan. Responses from this survey will help us to create more opportunities for local people to be involved in their local community and have a say in the things that matter most to them.

Listed below are a number of ways that you could contribute to the well-being of your community?	<i>I am already involved in this way.</i>	<i>I would like to be involved in the future.</i>
Community Volunteering e.g. litter picking/community gardening	<input type="checkbox"/>	<input type="checkbox"/>
Act as a school governor	<input type="checkbox"/>	<input type="checkbox"/>
Helping others in my neighbourhood e.g. shopping or visiting elderly or vulnerable people	<input type="checkbox"/>	<input type="checkbox"/>
Increasing use of sustainable travel i.e. public transport/cycling/walking	<input type="checkbox"/>	<input type="checkbox"/>
Learning more about how to reduce your carbon footprint	<input type="checkbox"/>	<input type="checkbox"/>
Supporting vulnerable young people by becoming a foster carer	<input type="checkbox"/>	<input type="checkbox"/>
Formal volunteering for an organisation or public services such as in a Hub or in a Hospital	<input type="checkbox"/>	<input type="checkbox"/>
Become a member of a group delivering a project or activity in my community by sharing skills such as sewing, woodwork or baking.	<input type="checkbox"/>	<input type="checkbox"/>
Member of a social support group with similar interests e.g. lunch club, reading group or mother and toddler meetings	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising for local causes	<input type="checkbox"/>	<input type="checkbox"/>
Offering apprenticeships or work experience opportunities as a business owner	<input type="checkbox"/>	<input type="checkbox"/>
Improving community safety as part of a Neighbourhood Watch	<input type="checkbox"/>	<input type="checkbox"/>
If there is something else, please tell us		
<div style="border: 1px solid black; height: 40px; width: 100%;"></div>		

If you would like to be contacted regarding opportunities or activities in your local area, please provide contact details:

Name:

Email:

Tel:

About You

Postcode

Are you: Female Male Other (please specify) Prefer not to say

What was your age on your last birthday? Please tick one box only.

Under 16 16-24 25-34 35-44 45-54 55-64 65-74 75+

Do you identify as a disabled person? Please tick one box only.

Yes No Prefer not to say

Please tick any of the following that apply to you:

Deaf/ Deafened/ Hard of hearing Mental health difficulties Learning impairment/ difficulties

Visual impairment Wheelchair user Mobility impairment

Long-standing illness or health condition (e.g. cancer, HIV, diabetes, or asthma) Prefer not to say

Other

What is your ethnic group? Please tick one box only.

<p>White</p> <p><input type="checkbox"/> Welsh / English / Scottish / Northern Irish / British</p> <p><input type="checkbox"/> Irish</p> <p><input type="checkbox"/> Gypsy or Irish Traveller</p> <p><input type="checkbox"/> Any other White background, please describe</p> <p><input type="text"/></p>	<p>Mixed / multiple ethnic groups</p> <p><input type="checkbox"/> White and Black Caribbean</p> <p><input type="checkbox"/> White and Black African</p> <p><input type="checkbox"/> White and Asian</p> <p><input type="checkbox"/> Any other Mixed / multiple ethnic background, please describe</p>	<p>Asian / Asian British</p> <p><input type="checkbox"/> Indian</p> <p><input type="checkbox"/> Pakistani</p> <p><input type="checkbox"/> Bangladeshi</p> <p><input type="checkbox"/> Chinese</p> <p><input type="checkbox"/> Any other Asian background, please describe</p>
<p>Black / African / Caribbean / Black British</p> <p><input type="checkbox"/> African</p> <p><input type="checkbox"/> Caribbean</p> <p><input type="checkbox"/> Any other Black / African / Caribbean background, please describe</p> <p><input type="text"/></p>	<p>Other ethnic group</p> <p><input type="checkbox"/> Arab</p> <p><input type="checkbox"/> Any other ethnic group, please describe</p> <p><input type="text"/></p> <p><input type="checkbox"/> Prefer not to say</p>	



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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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.

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

15 November 2017

COMMITTEE BUSINESS – Task & Finish progress update.

Background

1. The Committee's work programme for 2017/18 includes two task and finish inquiries, Customer Leadership and Operational Estate-Corporate Landlord Model. The Committee also agreed to create a Performance Panel to monitor Corporate Performance and services that fall under its Terms of Reference. This report will update members of progress in respect of all three working groups of the Committee.

Customer Leadership

2. The Terms of Reference for this Task Group are:
 - To explore opportunities for embedding customer culture and leadership across the Council
 - To examine Council policy (guidelines) for supporting the digitally disadvantaged (Digital inclusivity)
 - To make recommendations for improvement in Customer Leadership.
3. Councillors Bowen-Thompson, Berman and Cunnah sit on the task group, which is chaired by Councillor Walker.
4. The inquiry is underway, and an update will be provided at the meeting.

Managing the Estate under a Corporate Landlord Model.

5. The Terms of Reference for this Task Group are:

- To examine Cardiff Council's proposal to adopt a Corporate Landlord model and ascertain the benefits for residents, community groups, and the organisation
 - To identify the key challenges overcome by other Local Authorities who have adopted the Corporate Landlord model.
 - To report the task group findings to the Cabinet and stakeholders.
6. Councillors MacKie, Murphy and McKerlich sit on the task group, chaired by Councillor Boyle.
 7. Preparations for the inquiry are underway, evidence gathering will commence shortly, and an update will be provided at the meeting.

Performance Panel

8. At its September meeting the Committee agreed to establish a Performance Panel for 2017/18, to meet quarterly and undertake close monitoring of Corporate Performance with the option of escalating areas of concern to the formal committee meeting.
9. Councillors Boyle, Bowen-Thompson, Murphy and Mackie volunteered for the Panel, to be chaired by Councillor Walker.
10. An update will be provided at the meeting.

Legal Implications

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions

taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendation

13. The Committee is recommended to note the content of this report and the updates presented at Committee, and feed any comments or observations to the Chair during consideration of the report at Committee.

DAVINA FIORE
Director of Governance and Legal Services
9 November 2017

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