

COUNCIL: 27 FEBRUARY 2014

CABINET PROPOSAL

AGENDA ITEM: 7

CORPORATE PLAN 2014-2017

Reason for this Report

1. To enable the Council to consider the Council's draft Corporate Plan for 2014-2017.

Background

2. The Corporate Plan forms part of the strategic policy framework set out within the Council's Constitution and is considered annually by the Council. The document outlines the Authority's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, setting out how the Council plans to achieve its priorities for improvement. The Corporate Plan usually covers a three year period and is subject to an annual refresh.
2. The Council has to develop a new Corporate Plan for 2014-2017 in the context of severe financial challenges facing local government, which has required budget savings of some £52million to be identified in 2014/15, with potential for further £65 million in budget savings required between 2015/16 and 2016/17. This reduction in resources, together with a growing population and greater demand for public services, mean that the Council is facing unprecedented challenges in how it delivers services in the future. As a result, the Council has to focus its limited resources on a smaller number of key priorities and outcomes.
3. In addition, the Wales Audit Office and a Welsh Local Government Association (WLGA) Peer Review team, which was engaged by the Council in 2013 to act as a 'critical friend', have also made a number of recommendations in relation to the Council's current Corporate Plan 2013-2017 and associated improvement and performance framework. These have informed the Council's strengthened approach to business & financial planning and performance management since October 2013.
4. The WLGA Peer Review report, which was noted by the Cabinet on 10 October 2013, recognised that *"the Corporate Plan [2013-17] is an extensive document which would benefit from distillation down to a shorter and crisper set of objectives that would be readily understood and easy to communicate both internally and externally."* The Peer Review report findings identified the need for the development of clear

priorities and that these be supported by improved service and financial planning, performance management and changes in organisational culture.

5. In addition, the Auditor General for Wales' Annual Audit Letter and Wales Audit Office Annual Improvement Report 2011/12, which were also noted by the Cabinet on 10 October 2013, included several proposals for improvement. These included the need for the Corporate Plan to identify more clearly the Council's priorities for improvement and how the Council measures performance targets and outcomes against these objectives. The Council also needed to provide more information about how the development of the objectives contained in the Corporate Plan were linked to citizen consultation and engagement.

Issues

6. The Corporate Plan 2013-2017, which was agreed by the Council in February 2013, has been reviewed and revised in order to provide a concise and focused document that is based on the Administration's clear political vision and three key priorities for Cardiff, as set out below:
 - Economic development as the engine for growth and jobs;
 - Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond; and
 - Supporting vulnerable adults, children and young people in times of austerity.
7. These strategic priorities have been communicated widely both internally and externally and have been endorsed by citizens as part of the Council's budget priorities consultation and engagement process, entitled 'Choices for Cardiff', which was undertaken in December 2013. As a result, they have been integral to the development of the objectives contained in the Corporate Plan 2014-2017, which is attached as **Appendix A** to this report.
8. The Council also recognises the importance of maintaining the 'golden thread' that should exist between:
 - priorities;
 - service and financial planning;
 - timely performance management that integrates financial and service performance; and
 - objectives for and performance of individual members of staff.
9. As part of the integrated, corporate approach required to support the implementation of the Corporate Plan 2014-2017, newly redesigned individual Directorate Delivery Plans will be developed, which will contain more detailed objectives and outcomes and will further integrate financial and service planning. The Directorate Delivery Plans will provide clear lines of responsibility and increased accountability and be subject to effective management challenge and scrutiny.

10. The Directorate Delivery Plans will also ensure that all team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Performance and Development Reviews (PPDRs).
11. It is proposed that an Organisational Development Plan will be developed for future consideration by the Cabinet which will support the implementation of the Corporate Plan 2014-2017 and, in particular, focus on how the organisation will develop to meet the challenges of reduced resources and changing service delivery requirements.

Performance Improvement and Monitoring

12. The Local Government (Wales) Measure 2009 (the '2009 Measure') reformed the statutory basis for service improvement and strategic planning by local authorities in Wales. The 2009 Measure links well-being and community planning with service improvement and redefines basic duties to account for improvement. It requires local partners to cooperate in the delivery of strategic outcomes and to engage with citizens. The 2009 Measure has built upon the previous requirements and has linked the following two basic principles:
 - **Improvement** – this is concerned with the short term delivery (1-5 years) of services to citizens, communities and customers. It is a process which helps to determine our priorities and plan, monitor, manage and report these activities on an annual basis so as to achieve them. This is discharged through the Corporate Planning process.
 - **Community Planning** – this is concerned with delivery over much longer timescales (10-15 years). It is a process that helps local authorities and their partners establish a strategic vision for improving local citizen and community wellbeing. It often deals with much longer-term and often much more complex and intractable problems and priorities than the improvement processes. This is discharged through the single Integrated Partnership Strategy for Cardiff, entitled 'What Matters: 2010:2020 – The 10 Year Strategy'.
13. Despite the differences between 'improvement' and 'community planning', it is important to recognise that neither of them works in isolation from the other. By linking the two principles it means that there is a clear understanding of the needs of our citizens, communities and customers and the changes that will deliver improvements over time.
14. The 2009 Measure and the associated Wales Programme for Improvement Guidance addresses the importance of local authority improvement activity contributing to the strategic effectiveness of an area, but it is pragmatic about not setting an absolute duty to improve. Effectively, this means that the Council is required to understand local needs and priorities and make best use of our resources and capacity to meet them. To support this, the development of the Corporate Plan

2014-2017 has been informed by the seven citizen-focused outcomes which have been developed and agreed previously by the Cardiff Partnership, as set out in the 'What Matters' Strategy. The Authority's contribution to achieving these outcomes will be more fully articulated within the individual Directorate Delivery Plans.

15. The Council's approach will be reviewed by the Wales Audit Office as part of the regulatory framework set out in the 2009 Measure, with particular focus on the Council's ability to plan and deliver improvement. In addition, the Council's statutory Annual Improvement Report, which is published in October, provides a retrospective report on annual performance against the priorities and objectives that are contained in the Corporate Plan.
16. The Corporate Plan 2014-2017 sets out the Council's "Priorities for Improvement", which draw on the improvement objectives for 2013/14 that were approved by the Cabinet on 10 October 2013, together with an additional priority regarding Organisational Development. The Corporate Plan has also been informed by: the recommendations of the WLGA Peer Review report; strategic equality objectives; and specific objectives contained within the Outcome Agreement 2013-2016 agreed with the Welsh Government. A supporting matrix document will be developed for publication alongside the Corporate Plan to demonstrate clearly the linkages between the Corporate Plan and other key strategic documents.

Meeting our Requirements

17. To ensure that all major Council policies and strategies meet relevant statutory requirements they are screened through the Statutory Screening Tool. The Corporate Plan has been the subject of this exercise.
18. Completing the Statutory Screening Tool ensures that all Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. This considers important elements in policy developments such as Equality Impacts Assessments, Strategic Environmental Assessment, having due regard for United Nations Convention on the Rights of the Child amongst other. It also ensures appropriate links are made with the single integrated plan (What Matters).

Publication

19. The Corporate Plan 2014-2017 and relevant supporting documents will be published on the Council's website and provided to partner organisations and other networks such as the Cardiff Youth Council and 50+ forums. In addition, it is proposed that, following approval by the Council on 27 February 2014, an 'easy-to-read' version of the Corporate Plan 2014-2017 will also be developed for dissemination to targeted groups and further public information will be published in the Capital Times at the end of March 2014.

20. In advance of consideration of this report by the Cabinet, a draft version of the Corporate Plan 2014-2017 was provided to the Council's five Scrutiny Committees for consideration alongside the draft budget proposals for 2014/15 during the week ending 14 February 2014. Details of any comments on the draft document which are received following the Council's Scrutiny Committees will be provided to Cabinet Members either at or in advance of the Cabinet meeting on 21 February 2014.

Reasons for Recommendations

21. To enable the draft Corporate Plan 2014-2017 to be considered by the Council on 27 February 2014 and to be published thereafter, subject to any consequential amendments.

Legal Implications

22. The Local Government Wales Measure 2009 Part 1 sets out the obligations on the Authority to make arrangements to secure continuous improvement in the exercise of its functions. The duty includes obligations to consult widely and to have regard to any Welsh Government guidance on how it should fulfil the improvement duty (which includes any guidance on who and how to consult).
23. The guidance was issued in 2010.
24. This report sets out the steps the Authority has taken in identifying and consulting upon the improvement objectives approved in October 2013 and how these are reflected in the draft Corporate Plan for 2014-2017.
25. Being part of the strategic policy framework the decision on whether to adopt the draft Corporate Plan is for the Council.
26. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics
27. Protected characteristics are:
- Age
 - Gender reassignment
 - Sex
 - Race – including ethnic or national origin, colour or nationality
 - Disability
 - Pregnancy and maternity
 - Marriage and civil partnership
 - Sexual orientation
 - Religion or belief – including lack of belief
28. An Equality Impact Assessment is undertaken to ensure that the decision maker has understood the potential impacts of any decision in terms of equality. This assists the decision maker to ensure that it is making

proportionate and rational decisions having due regard to the public sector equality duty

29. An Equality Impact Assessment has been undertaken in respect of the relevant proposals and is comprised in the Statutory Screening Tool (Appendix B).
30. The decision maker must consider and have due regard to the Equality Impact Assessment prior to making the decisions recommended in the report.
31. There are other assessments which need to be considered when deliberating on whether to adopt a policy or strategy including whether a strategic environmental assessment is required and implications of the Welsh Language Measure. These assessments will be carried out in accordance with the Statutory Screening Tool (appendix B) and the decision maker should have due regard to those assessments.

Financial Implications

32. This report sets out the Council's Corporate Plan for the period up until 2017. Implementing the Council's strategic priorities and associated objectives will have financial implications and should be contained within the Council's budget and medium term financial plan as approved by Council. Some of the objectives contained within this report will need to be the subject of further reports so that the detailed financial implications can be determined when further information is known.

Cabinet Consideration

33. On 21 February 2014 the Cabinet authorised the Chief Executive to make any necessary amendments to the draft Corporate Plan and in consultation with the Leader of the Council to take account of the views expressed by the Council's Scrutiny Committees, in order to finalise the report for consideration by Council (a schedule of any proposed amendments will be tabled at the Council Meeting).

CABINET PROPOSAL

Council is recommended to:

1. Approve the Corporate Plan 2014-2017 as set out in **Appendix A**
2. Authorise the Chief Executive to make any consequential amendments to the Corporate Plan in consultation with the Leader of the Council following agreement of the Budget 2014/15 by Council on 27 February 2014.

THE CABINET

21 February 2014

The following Appendices are attached:

Appendix A - Corporate Plan 2014-2017
Appendix B – Statutory Screening Tool



Cardiff Council Corporate Plan

2014-2017

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Leader's Introduction



Our administration has three priorities for Cardiff:

- Economic development as the engine for growth and jobs;
- Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond; and
- Supporting vulnerable adults, children and young people in times of austerity.

We have consulted on these priorities with citizens and there is a strong consensus that they are the issues to be addressed.

However, UK Coalition Government policy has led to all councils in the UK facing significant reductions in funding. Cardiff is faced with a budget shortfall of £52million in 2014-15 and a further £31m in 2015-16 and £34m in 2016-17. These levels of reduction, in the context of a growing population and greater demand for our services, are unprecedented. We will also be working with a budget that significantly reduces year on year.

Plainly put, Cardiff Council does not have enough money to keep doing things in the same way as it has in the past.

We must therefore focus on a smaller number of key issues, resourcing our main priorities well and finding new ways of delivering other services. The next three years will see a clear emphasis on adjusting services to reflect the realities of a significantly reduced budget. This reality means employing less staff directly and adopting new methods of delivering services. It will also involve working in partnership to solve problems at the city, community and individual levels.

This Corporate Plan sets out how we will work together to address these major issues. In doing so it will provide a clear statement on our priorities, approach to service and financial planning, performance management as well as individual and team objectives. In practice it means embedding the right measures to allow staff to deliver effectively.

These are difficult times, but we are determined to meet these challenges in a way that re-establishes Cardiff as a successful European city which delivers for local communities, and Wales as a whole.

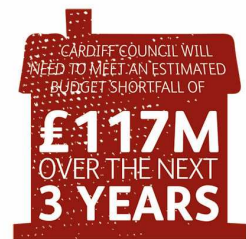
Cllr Heather Joyce
Leader, Cardiff Council

The Issues

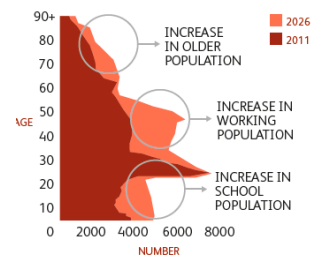


*(Welsh Local Government Association)

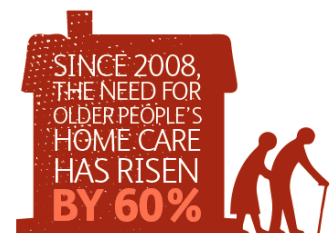
We will have a significant reduction in finance



Cardiff's population will grow



The Council is facing a greater demands on services



Communities and Citizens in Cardiff have clear priorities

Deputy Leader

The Leader has made clear the pressures we face and the priorities we must deliver against. To achieve our aims we will have to make some important changes to the way we work.

The **Corporate Plan** sets out our priorities. Details on the delivery of effective outcomes will be included in **Directorate Delivery Plans** which will continue to provide the clear lines of accountability and responsibility established by this Administration.

Further to this, an **Organisational Development Plan** will be developed. The Council must adjust to a world of severe financial pressures and this plan will provide a detailed route map of the changes required to ensure the long term sustainability of services.

An important element of this will be the way in which we **develop our workforce** and **integrate our financial and service planning**. We know we can improve in these areas and, as an organisation, getting this right means that we can deliver more effectively. This must run through our entire organisation, and we will ensure that all staff and team objectives are aligned with the Corporate Plan and directorate plans.

The Corporate Plan, Directorate Delivery Plans and Organisation Development Plan, taken together, will shape dialogue with external stakeholders. This will be important for a number of reasons, not least in **delivering against our Improvement Plan for the Wales Audit Office** and the **Outcome Agreement** agreed with Welsh Government.

Equally important is the need to engage people with shaping the services they receive. This is an important driver in helping to make council decision making accountable, inclusive and robust. Through our work in reviewing the Constitution we will **promote greater public participation in local democracy**, making best use of our Media and Communications Strategy to engage citizens. This will also form part of an ongoing programme of consultation and engagement with the public.

The Council will look very different in 2017. Despite a programme of change, we will continue to concentrate on our priorities of economic development, education and skills and supporting vulnerable people. We will also continue to place a strong emphasis on the statutory services the council must make available. This will mean becoming more of an enabling organisation than a direct provider of services with a range of alternative delivery approaches put in place.

All of this, of course, will be based on meeting the needs of communities in a way that ensures the long term sustainability of our services.

Cllr Ralph Cook
Deputy Leader



Developing the Organisation

To effectively deliver the Corporate Plan, we will support the development of the organisation and communicate our administration's three priorities effectively to the people of Cardiff.

What we will do:

OP1 – Reduce levels of sickness absence through increased monitoring and support for staff and management

OP2 – Develop a new Communications Strategy

OP3 – Ensure that all Council staff complete a personal performance & development review

Outcomes

Outcome OP A – Continue to reduce levels of sickness absence in order to deliver improved outcomes - target of average 9fte days lost per employee

Outcome OP B – Improved personal performance & development framework within the organisation

Pressures Shaping the Council's Approach

The Corporate Plan sets out what the organisation will do to achieve the administration's priorities in a concise format. The Corporate Plan reflects how the organisation responds to the **views of citizens** determined through an [on-going programme of consultation](#) as well as **budgetary** and **service area pressures**. In addition, the Corporate Plan also references other key corporate considerations, including **strategic equality objectives**, **outcome agreement objectives** and the recommendations of the **Welsh Local Government Association (WLGA) Peer Review**.



Financial

UK Government cuts have resulted in a £1.7 billion cut in Welsh Government funding since 2010. Unfortunately these cuts are now having an impact on local government. Around 78% of Cardiff Council's funding comes from the Welsh Government. This means that Cardiff Council is facing a significant funding reduction year on year and will need to meet a budget shortfall of around £52 million in 2014-15 and a shortfall of over £100 million over the next three years. This will result in the Council having to consider different ways of delivering services in future.



Other Pressures

There are also a number of other pressures on the Council. Both the economic recession and the UK Government's welfare reforms have had a substantial impact on residents and communities in Cardiff and this means that there has been greater demand for the Council's services.

Cardiff is also a growing city. Between 2011 and 2026 Cardiff's population is expected to increase dramatically, with the biggest percentage increase of almost anywhere in the UK. This growth in population will have a significant impact on a number of services such as schools, home care for the elderly and waste management and it will be important to plan for services that are sustainable given this population growth.

Other Influences

In 2013 the Council's Cabinet asked an experienced team from the WLGA to conduct an independent peer review of the Council and recommend ways it could improve. The Peer Review identified a number of recommendations that have informed the Council's approach to issues such as how it manages performance and financial planning.

In order to find out what matters most to people in Cardiff the Council, as part of its budget setting process for 2014-15, undertook the choices for Cardiff consultation programme. The feedback from the online survey and engagement events indicated a broad consensus with the Council's main priorities of economic development, education and skills and supporting those most vulnerable in society. There were also many suggestions about how the Council could provide services differently in future in order to meet its budget shortfall.

Top 3 issues identified through the On-line Consultation	
1.	Children's Services
2.	Health & Social Care
3.	Education & Lifelong Learning

Top 3 issues identified within the City Wide Engagement Event	
1.	Health & Social Care
2.	Education & Lifelong Learning
3.	Children's Services

Wales Programme for Improvement...

For 2013/14, we identified seven improvement objectives as part of the Council’s approach to meeting the requirements of the “*Wales Programme for Improvement*”. These improvement areas remain relevant for 2014/15, but, in recognition of the unprecedented challenges that the Council is now facing, we have included Organisational Development as a new priority for improvement. This addition reflects the need for a major programme of organisational change to deliver a Council that is resilient, sustainable, accountable and which meets the needs of citizens.

Many of the objectives set out in this Corporate Plan will make an important contribution towards addressing these priorities for improvement. The Directorate Delivery Plans, which sit underneath the Corporate Plan, will provide the specific details as to how these priorities will be delivered.

“Wales Programme for Improvement Priorities” 2014/15:

- **Increase the number and quality of jobs in the city economy**
- **Establish Cardiff as a Digital City**
- **Help people to make positive choices about the affordability of their accommodation**
- **Increase independence by providing aids and adaptations to homes**
- **Increase school attendance**
- **Improve Educational Outcomes**
- **Decrease the number of young people not in Education, Employment or Training**
- **Undertake a programme of Organisational Development to ensure the resilience and sustainability of services, structured around the core needs of citizens and communities**

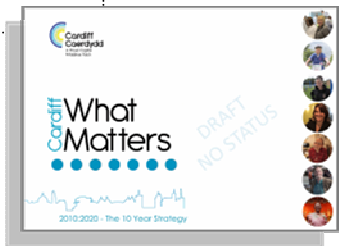
A Joined up City....



**Corporate Plan:
Cardiff Council**



“What Matters” Single Integrated Plan
Through our Corporate Plan we contribute to the overall outcomes for Cardiff captured in “What Matters”



Single Integrated Planning

The Council’s Corporate Plan is a statement of the Council’s priorities. The Council also has a responsibility to work with partners to deliver shared outcomes for the city. The Council will make a significant contribution to achieving these seven outcomes, both through the Corporate Plan and Individual Directorate Plans.

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

Finance & Economic Development

Key Issues

Economic Development

Increasing the number of jobs and growing Cardiff's economy are essential to our aim of improving the quality of life for people in our nation's capital. The Council is committed to helping to create the conditions that will enable businesses to succeed and for more and better jobs to be created.

Despite the continuing economic downturn the Cardiff economy has proven to be relatively resilient, and since May 2012 the number of people in employment in the city has risen by around 7,000, whilst the number of visitors to the city has also increased year on year. Other indicators, such as Cardiff's high skills levels and fast growing young population, suggest that this resilience will be sustained, and that Cardiff can lead the economic recovery for the whole country.

Number of Cardiff residents in employment

Oct 2010-Sep 2011	158,700
Oct 2011-Sep 2012	154,500
Oct 2012-Sep 2013	165,700

Source: Annual Population Survey

Whilst Cardiff's economy has continued to grow in recent years concerns regarding unemployment, and youth unemployment, remain. The unemployment rate in Cardiff is currently just under 4% using claimant rate data, with a significant number being young people in the city. Furthermore, other indicators show that the city slipped in the UK competitiveness rankings during the past ten years, and overall economic output per head fell close to the UK average.

Cardiff Competitiveness 2013 (Core Cities)

City	'10 Index Score	'13 Index Score
Edinburgh	109.8	114.7
Bristol	105.6	109.7
Manchester	99.1	102.7
Glasgow	96.4	99.8
Leeds	97.6	98.4
Nottingham	94.1	96.1
Cardiff	95.0	95.4
Newcastle	94.0	95.0
Birmingham	89.5	92.4
Sheffield	92.2	91.3
Liverpool	87.8	90.7

Source: UK Competitiveness Index

During the past decade, Cardiff has underperformed in attracting new jobs and investment. In addition, the city in comparison with its rivals in England and across the UK has relatively low levels of business density, low levels of business birth, and low numbers of listed businesses. These are fundamental issues that the Council will work with the private sector to try to address.

Finance

The Council, like all UK local authorities is facing the impact of the UK Government's austerity measures. Since 2010 £1.7 billion has been cut from Welsh Government funding, and inevitably these cuts are now having an impact on local government. Subsequently the Council is facing a significant funding reduction and will need to meet a budget shortfall of over £50 million in 2014-15 and an estimated £100 million shortfall over the next three years.

What we have achieved

Over the past year the Council has worked hard to invest in and support the city economy. Rebuilding Momentum, a Green Paper launched in 2013, began the process of establishing a new economic vision for the city. The city's new economic vision will be launched in March 2014, alongside the launch of the Cardiff Business Council, a new public-private body established to represent the interests of businesses and to market and promote the city. Fast wireless internet is now available free of charge throughout the city centre, and many businesses in Cardiff have already benefited from grant support of up to £3,000 towards superfast broadband.

Cardiff Council has also taken a major step towards the next stage of the city centre's regeneration through assembling land around Cardiff Central Station to develop a new gateway to the capital city.



Artist's Impression of Central Square Offices

The Butetown Employment Support and Training project has also meant that people looking for employment in areas of the city currently experiencing high rates of unemployment have been able to access advice, training and support to get a job or get in to education.



The BEST Centre helped 49 people into employment at the newly launched Cedar Tree Farmhouse Inn on Ferry Road.

Our priorities

The vision for Cardiff is to rebuild momentum in the city's economy, and to invest in the city as a place to do business. Through the early part of the millennium Cardiff benefited from investment in the city which saw visitor numbers increase and the city develop a good reputation as a modern, thriving and vibrant place. It is important that we continue to invest in our city as a place to live, work and visit, and in particular convert the economic potential that we have into more jobs, and higher value added activities. Driving this development will be the goal of Cardiff becoming one of Europe's most liveable capital cities, meaning that we can deliver the range of choice of jobs to support our growing population, whilst retaining the quality of life benefits that Europe's megacities simply cannot offer.

Given the current budgetary challenge it is crucial that the organisation keeps a firm grip on its finances. It is therefore vital that responsible officers take ownership of their budgets and that all expenditure is carefully controlled. This will involve meeting all the Council's financial and governance requirements, which will be strictly monitored.

What we will do

The Finance & Economic Development portfolio will continue to provide support for local businesses, work with the Cardiff Business Council to promote and market the city to businesses and tourists, and seek to attract investment to enhance Cardiff's business infrastructure.

Underpinning this work will be the drive to deliver the following projects and initiatives for the city:

- **F&ED1** – Appoint a partner to begin the development of a multi-purpose arena in 2014
- **F&ED2** – Facilitate the start of the development of Central Square in 2014
- **F&ED3** – Deliver with partners 200,000 square feet of Grade A office accommodation in the Cardiff Enterprise Zone by 2016
- **F&ED4** – Agree with partners a plan for the redevelopment of the Coal Exchange by the end of 2014
- **F&ED5** – Deliver the Super Connected City programme by March 2015
- **F&ED6** – Complete the development of the new ice rink and residential development in the International Sports Village by 2016
- **F&ED7** – Attract 1,000 members to the Cardiff Business Council and secure more than £250,000 of private sector funding, per annum, by 2016
- **F&ED8** – Provide professional and technical support for all directorates in introducing new ways of working from 2014 onwards
- **F&ED9** – Improve Council Tax online payment and account management services for people in Cardiff to maximise collection rate by the end of 2014

Resources

Like all portfolio areas in Cardiff Council, Finance & Economic Development is subject to resource constraints, with an ever decreasing budget. This means that to deliver the projects identified above we will need to work hard to determine how we will work, and where we can deliver what we do more efficiently.

In order to deliver these projects therefore we will commit to exploring new ways of working, including looking at:

- **Alternative models**
- **Cardiff Business Council**
- **Other private sector partnerships**
- **New Property Strategy**
- **Advertising Strategy**
- **European Structural Funds**

Outcomes

Ultimately our aim is to deliver a better economy for all in Cardiff. We will measure our performance by the impact on our city's residents, in particular through monitoring the following data:

- **Outcome F&ED A** – Net job growth in Cardiff
- **Outcome F&ED B** – Business start-up rates
- **Outcome F&ED C** – Staying visitors
- **Outcome F&ED D** – GVA per capita
- **Outcome F&ED E** – Unemployment
- **Outcome F&ED F** – Superfast broadband penetration
- **Outcome F&ED G** – Qualifications on Cardiff accounts
- **Outcome F&ED H** – Council Tax collection rates

Education & Lifelong Learning

Key Issues

High quality education is essential for young people to make the best start in life, and to enable everyone in our city to make the most of the opportunities the capital can offer.

We have made good progress on some indicators, but the challenge is to accelerate the rate of improvement, especially in attainment. The Education Development Plan provides a clear focus for activity. This includes close collaboration with schools, the Central South Consortium and other key partners in the city. We will continue to support young people who are not earning or learning, by better coordinating the support we and our partners offer.

We will support Adult and Community Learning with a focus on provision for priority learners. We will focus on Basic Skills and ESOL, Education Employment and Training, over 50 year olds not in employment, older learners (specifically over 65) and Welsh medium provision.

What have we achieved?

We have seen a significant improvement in attendance; with Cardiff's rank position moving between 2011/12 and 2012/13 from 18th to 10th (secondary) and 15th to 11th in the primary phase. Provisional data for those not in education, employment or training for 2013 shows continuing improvement, from 7.7% in 2010/11 to 4.9% in the 2012/13 academic year. Exclusions have been reduced and standards of attainment have improved, particularly by the end of key stage 3 (age 14) and at the higher levels (Grades A* and A) at advanced level GCE where Cardiff's performance is significantly above performance in Wales and indeed England; whilst there has been a year on year improvement in GCSE examination successes, more remains to be done to further improve performance in these examinations.



Cardiff Children's Literature Festival

Support for school improvement has undergone significant change as a result of the development of the Central South Consortium. We have also improved the links between schools and the local business communities to not only establish clearer pathways to employment but also assist with the sound governance of schools.

Our priorities

Our priority is to deliver improved outcomes through high quality provision in Cardiff. To achieve this we will improve performance management and leadership within our education system and across individual schools. Our priorities are:

Delivering Improved Outcomes

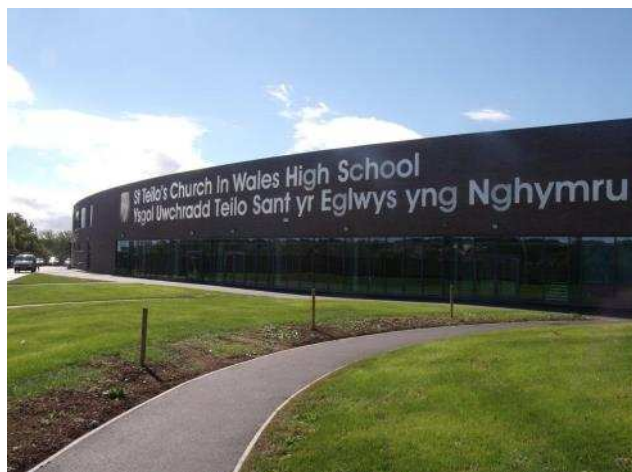
Our aim is for attainment and rates of progress for children and young people in Cardiff schools to be above the Welsh average and consistent with relevant comparator cities across the UK. Attendance in Cardiff schools will also be above the Welsh Government minimum target with all young people accessing appropriate progression routes beyond statutory education.

Improving Provision

Our aim is for every Cardiff school to be a good school. What we deliver as a Local Authority will be of high quality and focused on the essential priorities, consistent with a school-led education system. We will work with the Central South Consortium to ensure delivery of excellent services in a limited set of clearly defined functions. We will work to ensure that parents, carers and the learners themselves will be positive about Cardiff schools.

Improving Leadership and Management

Our aim is for school leaders and governors to be clear about their powers and responsibilities. Relationships between schools and the Local Authority, and associated structures, will need to be clear and appropriate. There will be a shared commitment by key partners to effectively engage in raising attainment in Cardiff. This will involve strong partnerships between Cardiff Council, local business, higher and further education, sports and arts organisations and the third sector.



St. Teilo's Church in Wales High School

What we will do

- **E&LL1** – Establish a schools-led Improvement Strategy by April 2014
- **E&LL2** – Deliver an action plan to increase levels of Employment, Training and Education in Cardiff by September 2014
- **E&LL3** – Strengthen leadership in teaching in all schools throughout the course of the Corporate Plan
- **E&LL4** – Build effective partnerships between schools, business, culture and enterprise in Cardiff from February 2014 onwards
- **E&LL5** – Continue to commission services for schools from the Central South Consortium
- **E&LL6** – Continue to take actions to improve school attendance
- **E&LL7** – Put in place measures to improve schools governance by May 2014
- **E&LL8** – Undertake activities to reduce obesity and improve health of young people in Cardiff from January 2014 onwards
- **E&LL9** – Work in collaboration with partner organisations and other Local Authorities to deliver a sustainable Adult Community Learning delivery Model
- **E&LL10** – Fully integrate Council and partner approaches to ensuring that all in Cardiff have access to education, employment or training, building on the Council's existing Gateway of opportunity
- **E&LL11** – Establish a framework for a commissioned youth service by December 2014
- **E&LL12** – Deliver a Welsh in Education Strategic Plan by March 2014 and implement it going forward
- **E&LL13** – Continue to deliver a Schools Organisation Plan

Resources

Whilst the Council is committed to protecting the budget for schools there remains clear resource pressures as a result of the city's growing school age population. Increases in delegated budgets to schools will give them more choice, but also more responsibility in what they do, and as more funding is given to schools as a proportion of overall education spending, Council services will need to operate on a more cost conscious basis, focussing more on the essential functions to support the development of education and learning in the city. As part of our commitment we have already surpassed the Welsh Government's 85% target of budget delegation, and will look to increase this figure to 95%.

Outcomes

Ultimately our aim is to deliver improved outcomes for all in Cardiff. We will measure our performance by monitoring the following data:

- **Outcome E&LL A** – % of pupils achieving a standardised score of 85 or above at the end of KS2 (Year 6) in literacy and numeracy
- **Outcome E&LL B** – % of pupils with lower reading age than chronological age at end of KS2
- **Outcome E&LL C** – % point gap between FSM and non-FSM pupils achievement of CSI at KS2
- **Outcome E&LL D** – % of pupils with progress of 2 levels or more across KS3 for English, Welsh first language, Mathematics and Science
- **Outcome E&LL E** – % pupils achieving Level 2 threshold at KS4
- **Outcome E&LL F** – % pupils achieving Level 2+ threshold at KS4
- **Outcome E&LL G** – % point gap between FSM and non-FSM pupils achievement of Level 2 threshold including English / Welsh and mathematics at KS4
- **Outcome E&LL H** – % Attendance primary
- **Outcome E&LL I** – % Attendance secondary
- **Outcome E&LL J** – Increase success rate of Adult Community Learning courses in 2013/14 academic year by 10% to 72%, with progression to meet national target of 82% by 2016

Communities, Housing & Neighbourhood Renewal

Key Issues

Housing is at the heart of well-being, which means access to good quality homes will be one of our first priorities. We know that there is a big demand for housing of all tenure, and the number of people applying for social housing is a clear indication of this.

As of December 2013 the Council housing stock consisted of 13,686 properties, which have benefited from work undertaken to meet the Welsh Housing Quality Standard (WHQS). Registered Social Landlord (RSL) housing in Cardiff consisted of 10,331 dwellings. Cardiff relies heavily on the private sector for housing low income households, and the sector has seen a 91% increase in claims over the past 5 years.

The impact of Welfare Reform has led to the development of new support services established with our partners. Working in Neighbourhood Partnerships our services must be accessible and customers' views need to be at the heart of our service delivery. This portfolio will ensure that we get the first point of contact right with customers; whether this is by phone via Connect to Cardiff, through the website or face-to-face at our Community Hubs. The Hub approach represents an effective and sustainable way of bringing together important Council and Partner services such as libraries and advice services that we know are valued by the community.

Improving quality of place is also an important part of delivering community well-being. Our aim is to develop sustainable communities by delivering community-based regeneration projects in the heart of our estates. Access to local shops, facilities and other amenities located in attractive and safe environments are some of the key physical requirements of balanced communities. From a community safety perspective, overall crime is down by 5.2% for April-December 2013, with anti-social behaviour also down by 10%. We will continue to place our emphasis on community well-being.

What have we achieved?

We have:

- Launched a fourth citizens' advice Hub in Marland House, providing a one-stop shop for advice and services.
- Supported over 380 Council and RSL households affected by the under-occupation changes to move to more suitable accommodation.
- Delivered a state-of-the-art Single Assessment Centre on Dumballs Road to deliver high quality support for the homeless.
- Delivered a Neighbourhood Management White Paper to improve local delivery and better respond to local issues.
- Implemented the Families First and Communities First programmes.
- Collaborated with Cardiff & Vale Health Board and South Wales Police on Operation Foxtrot to tackle class A drug dealers, which culminated in 46 arrests.



Our priorities

Our priorities are clear. As well as continuing to offer the important services that are a key part of our day job we will:

- Ensure we support people to address their housing need and maximise the delivery of new affordable housing units.
- Create safe and inclusive communities.
- Address disadvantage and support people.
- Improve the way people access our services.

What we will do

- **CH&NR1** – Develop sustainable communities and identify housing need across the city, which includes appointing the delivery partner for the new Housing Partnering Scheme, improving the Council stock and regenerating local neighbourhoods. (Appoint delivery partner in 2015)
- **CH&NR2** – Implement the Solar Panel Pilot for 100 Council-owned properties and review the business case for expansion (March 2015)
- **CH&NR3** – Implement a ‘One Council’ Approach to customer management, improving customer services and driving down costs. This includes developing the Neighbourhood Librarian Service, implementing the Allocations Policy, introducing new Tenant Participation Policy, developing a Gateway for Independent Living and establishing a new Customer Relationship Management system. Blueprint for the approach to be completed by May 2014
- **CH&NR4** – Develop formal collaboration arrangements with the Vale of Glamorgan Council (Formal agreement of approach - April 2014)
- **CH&NR5** – Implement new Neighbourhood Partnerships to further develop targeted and localised service delivery whilst strengthening the community leadership role of elected members (April 14 onwards)
- **CH&NR6** – Continue the roll out of Community Hubs including the opening of Hubs in Grangetown and Ely, plus the progression of the development of the new Splott Hub (Grangetown Hub - March 2015; Ely Hub - August 2014)
- **CH&NR7** – Expand the Council’s fibre-optic network to integrate and improve service delivery enabling the creation of a Virtual Concierge Service for the Council-owned high-rise accommodation and develop an appropriate commercial operating model by February 2015



Resources

We have undertaken a programme of change with our controllable budget to provide more opportunities for people to use our services in a more cost-effective way. These include:

1. **Co-Delivering** services through Hubs and reinvesting resources in new or retrofitted fit for purpose buildings. This will also include further alignment of strategic programmes such as Families First, Communities First, Flying Start and Adult Community Learning.
2. **Undertaking a ‘One Council’ Approach to customer services** giving everyone easy access to services using the methods they prefer at times that suit them. Creating simpler and more efficient services reduces the cost of delivery and forms the basis of our new **Customer Management Strategy**.
3. We will develop a **gateway for independent living** bringing together housing support, social care and health services to ensure better integration and improved outcomes for those who need support to continue to live independently.

Outcomes

Ultimately, our aim is to deliver improved outcomes for all in Cardiff and we will measure our performance through monitoring the following data:

- **Outcome CH&NR A** – Number of people using and customer satisfaction levels at the community hubs.
- **Outcome CH&NR B** – Number of tenants responding positively in the Tenants’ Satisfaction Survey.
- **Outcome CH&NR C** – Community satisfaction levels with local regeneration schemes.
- **Outcome CH&NR D** – We will also develop appropriate indicators for measuring the effectiveness of the ‘One Council’ Approach.
- **Outcome CH&NR E** – Number of literacy sessions delivered outside of Libraries and Hubs.
- **Outcome CH&NR F** – Increase income opportunities from the development of the Virtual Concierge Service.

Children's Social Services

Key Issues

We are committed to working with our partners to support the most vulnerable children, young people and their families in Cardiff. Through early intervention, prevention and support, we want to provide the pre-conditions for successful outcomes for our children and young people. We are committed to improving health, education and employment outcomes for Looked After Children to ensure that they reach their full potential. We will also engage and work with children and young people in planning and developing our services in order to maximise opportunities. The Council will continue to develop its safeguarding and corporate parenting role and responsibilities. We will also work with partner organisations to improve the quality and coordination of services, including building on the merger of Cardiff and Vale of Glamorgan Local Safeguarding Children Boards and the new Families First arrangements.

What have we achieved?

- Reduced the number of children in the Youth Justice system
- Developed new indicators to evidence the effectiveness of preventative measures
- Established a new management team structure
- Reduced the reliance on agency team managers
- Strengthened Youth Offending Service collaboration with the Vale of Glamorgan Council
- Established a new regional Safeguarding Children Board with the Vale of Glamorgan Council and other statutory partners
- Substantially progressed a redesign of care management services for children to improve effectiveness
- Embedded a Children's Access Point as a first point of contact
- Embedded a performance management approach at the front line
- Social Impact Bond report approved to deliver innovative approaches to look after children



Pupils at Ninian Park primary school at an event to mark Cardiff Council's commitment to the 'Children are Unbeatable' campaign

Our priorities

- Ensuring that children are protected from significant harm and are empowered to protect themselves
- Ensuring children and young people are supported to live safely within their families with the lowest appropriate level of intervention
- Ensuring that looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve their full potential
- providing young people with the necessary skills and support to ensure a smooth transition to independent adult life
- Establishing Cardiff as the destination of choice for committed social work professionals
- Ensuring Children's Services are provided on the basis of the most efficient and effective use of resources

What we will do

Children's Services will continue to deliver and improve our statutory services to children, young people and families in Cardiff. As part of this work, we are committed to:

- **CSS1** – Improving the recruitment and retention of social workers by implementing a new strategy with effect from April 2014
- **CSS2** – Improving outcomes for Looked After Children throughout the duration of the Corporate Plan
- **CSS3** – Reducing the number of Looked After Children by enhancing the effectiveness of early intervention and prevention throughout the duration of the Corporate Plan
- **CSS4** – Improving safeguarding arrangements by amalgamating existing resources and expertise from Adult Services, Children's Services and Education by December 2014
- **CSS5** – Developing a strengthened model for inter-agency assessment, prioritisation and risk management by December 2014
- **CSS6** – Working with partner organisations to support the remodelling of services provided to disabled children and young adults by October 2014

Resources

To deliver the priorities identified we will need to target our resources effectively and identify how we will work and where possible deliver our services more efficiently. We will therefore commit to exploring new ways of working, including:

- Better commissioning of services
- Working with regional partners and other Directorates

Outcomes

Ultimately our aim is to support vulnerable children and young people in Cardiff. We will measure our performance by the impact on our city's residents, in particular through monitoring the following data:

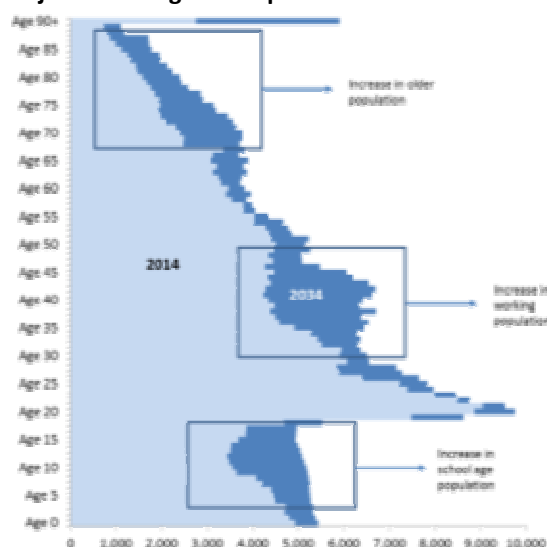
- **Outcome CSS A** – Timeliness of initial assessments
- **Outcome CSS B** – Percentage of children seen by a social worker during an initial assessment
- **Outcome CSS C** – Re-referrals within a year
- **Outcome CSS D** – Timeliness of core assessments
- **Outcome CSS E** – Timeliness of reviews of Looked After Children
- **Outcome CSS F** – Number of Looked After Children allocated to a social worker
- **Outcome CSS G** – Number of children on Child Protection Register allocated to a social worker
- **Outcome CSS H** – Timeliness of initial Child Protection Conferences
- **Outcome CSS I** – Percentage of social worker vacancies

Health & Social Care

Key Issues

The demands on adult social care in Cardiff have increased over recent years, and are expected to continue to rise. Cardiff has experienced a small increase in the numbers of people of retirement age over the past 10 years and, the greatest impact in terms of the demand for services in Cardiff results from the big increases in the number of people aged 85 and over in the city. Those over 85 tend to have a big demand for local services, and it is important that as a local authority Cardiff Council is able to support them to live their lives how they want to, through providing flexible and tailored support to meet the complex needs of older people in the city. In Cardiff we also know that those aged 65 plus who remain in the City to live after retirement age tend to have a greater need for public services compared with the UK average.

Projected Changes in Population



Source: Stats Wales

Cardiff has faced real demand increases, and over recent years, service areas have experienced the pressure. Between November 2011 and November 2012 there was almost a 12% increase in older people's domiciliary care hours delivered, the figure having grown over 60% since 2008. There have also been changes in the type of services that adults need in Cardiff, as well as large increases in support for carers and people with learning disabilities.

There are, however, encouraging trends. The number of older people being assisted to live in their community is increasing whilst the number supported within care homes is falling. This balance of care is important as it ensures a greater number of people enjoy a better quality of life by being assisted to live at home, retaining their independence and choice. This also reduces the amount of more expensive support provided within care homes.

What we have achieved

- Occupational Therapists supported service users to achieve much more independence and dignity by reducing the numbers of joint home care visits, to enable people to be supported safely in a much more personal way with one Care Worker on hand.
- The Council's Reablement service increased the numbers of people achieving full independence following reablement up from 59% to 62% in 2013.
- There was a further reduction in Delayed Transfers of Care from hospitals as a result of effective joint working and collaboration in the community team in Health & Social Care. We introduced an 'In Reach' project to improve hospital discharge arrangements and ensure people could be discharged from hospital in a timely way.
- We implemented the Integrated Management of the 6 Cardiff Community Mental Health Teams to provide person centred assessments to improve outcomes for people with mental health problems.
- We delivered the Mental Health (Wales) Measure 2010 to ensure that all people in need of secondary mental health care services have a named Care Coordinator and a meaningful Care and Treatment Plan.
- We have made significant progress towards the establishment of a joint Area Adult Protection Committee with the Vale of Glamorgan.
- We have made significant progress with reviews on care packages for older people and these are all up to date and carried out annually
- We successfully integrated H&SC Finance staff with Communities to ensure delivery of integrated financial assessment processes as part of the "One Council" approach.

Our priorities

Our vision is to improve outcomes for people in Cardiff rather than simply focussing on meeting output targets. This means investing in support to ensure that people can remain at home for longer. This may involve, making improvements to people's own homes and will involve supporting their reablement and ensuring that we work with our partners to deliver accessible homes adapted to suit people's needs. We want to ensure that citizens access the support that they want, that meets their desired outcomes – rather than the offer of traditionally prescribed services that perpetuate dependence.

What we will do

We will continue to deliver and improve our statutory services. To support the development of customer-focussed services the following projects will be prioritised:

- **H&SC1** – Increasing uptake of direct payments year on year
- **H&SC2** – Developing reablement further in partnership with health colleagues to support more people back home with co-located services from April 2014
- **H&SC3** – Increased investment in supported living reducing dependence on residential care by March 2015
- **H&SC4** – Introduce new commissioning framework enabling more options and capacity to support people at home (in 2014/15)
- **H&SC5** – Deliver improved integrated services with partners in Health and across the Vale of Glamorgan (in 2014/15)

Resources

To deliver the projects identified above we will need to work hard to improve how we commission and organise services in order to deliver what we do more efficiently. We will therefore commit to exploring new ways of working, including looking at:

- Working with our partners in the University Health Board, the Vale of Glamorgan and in the South-East Wales region
- Improved commissioning of services

Outcomes

Ultimately our aim is to improve outcomes for people in Cardiff, and we will measure our support for city residents through monitoring the following indicators:

- **Outcome H&SC A** – Increase in direct payments
- **Outcome H&SC B** – The rate of older people whom the authority supports in care homes per 1,000 population aged 65
- **Outcome H&SC C** – The rate of older people supported in the community per 1,000 population aged 65 or over
- **Outcome H&SC D** – Older People Domiciliary Care – Hours Delivered in Cardiff
- **Outcome H&SC E** – Total number of local authority residents (aged 18+) experiencing a delayed transfer of care during the year for social care reasons

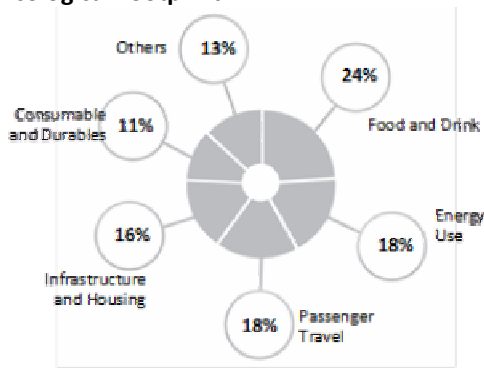
Environment

Key Issues

Ensuring a clean, attractive and sustainable environment is important for a successful city. It is crucial in creating healthy and inclusive communities, and an effective and efficient approach to waste management underpins much of this. A sustainable city is also important in supporting the most vulnerable in society, as it can help reduce the cost of energy by making homes more fuel efficient and providing clean and affordable locally produced energy. A more sustainable approach to waste can also greatly reduce the cost of managing the city.

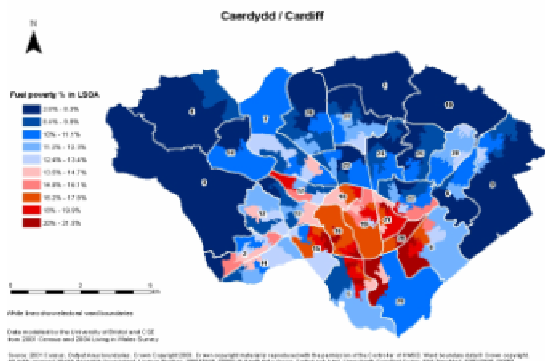
Energy is a big issue for many people in Cardiff, and there are compelling reasons for local authorities - especially cities - to take forward this agenda. From an environmental perspective, it is estimated that approximately 70% of the UK's economy-wide greenhouse gas emissions are under the influence of UK local authorities. Furthermore, recent research on the economics of low carbon cities has shown that cost-neutral investments in reducing energy demand could deliver a 40% reduction in greenhouse gas emissions from cities by 2020.

Cardiff's Ecological Footprint



There are also more immediate and recognisable benefits for individuals, communities and businesses by investing in the transition to a low carbon economy. We know that the continuing rise in energy and commodity prices can have an impact on businesses. However, a low carbon infrastructure will help minimize these cost increases. A sustainable and resilient infrastructure would also mean that businesses in Cardiff would not be at as much risk of any changes to the environment as a result of climate change and face lower operating costs. In this way, the transition to a low carbon economy gives businesses in Cardiff a competitive advantage on their rivals and makes the city a leading place to invest or start a business.

Fuel Map for Cardiff



What have we achieved?

- Delivered the Cymru collective switching scheme saving participants an average of £155 per household, and over £135,000 for all taking part.
- A budget of £1.5m has also been allocated to cladding, windows and health & safety works on High Rise property.
- Reviewed the Council's assets to identify their energy usage and priorities building for energy/cost saving measures.
- We won £100k from Carbon Culture to make better use of our energy data to promote cost saving measures and more sustainable behaviours.
- Delivered 459 Cavity Wall & Loft Insulation measures, 64 External Wall Insulation (Flats), and over 900 G-Rated Boiler Upgrades.
- Successfully achieved over £1m in funding through an Arbed2 bid delivering energy efficiency improvements to 141 mixed tenure properties.
- Launched the Usual Suspects campaign to reduce the cost of cleaning up dog mess, general litter, cigarette butts, chewing gum and fly-tipping, as part of a wider focus on enforcement.



Our priorities

Our vision is to make Cardiff a clean, attractive and sustainable city through improving waste management, supporting the development of local energy production, and investing in our city's local environment. The energy agenda for Cardiff currently has 3 broad components

- **Energy Demand Reduction (Retrofit and Behaviour Change):** Reducing energy use and demand through retrofit. We are working on large scale domestic and heritage retrofit schemes.
- **Increasing local Energy Supply (Investment in Energy Reduction).** A prospectus will be prepared outlining 15-20 projects and providing the key information needed for delivery such as cost, return on investment, jobs created, energy generated etc. This will be an important step in localising energy generation, creating cleaner energy and ensuring Cardiff is more sustainable, resilient and competitive.
- **Becoming a Smart City:** Our approach will integrate the intelligence for various "city systems" such as energy, water, transport, waste and digital network (fibre and wireless) to help us manage the city better.

To improve the **local environment** we will be taking forward the "Cardiff Outdoors" programme. It will provide us with an approach to improving design standards in Cardiff and effectively coordinating shared resources as we focus on the cleanliness of highways, improving the quality of grounds maintenance and maintaining open space across the city.



What we will do

- **ENV1** – Deliver a new Energy Prospectus outlining the business case for investment in localised energy generation in the city by July 2014
- **ENV2** – Deliver new Waste Strategy by July 2014
- **ENV3** – Deliver a national collective energy switch, subject to approved funding by the end of 2014
- **ENV4** – Deliver a more attractive environment for the city through the Cardiff Outdoors scheme from April 2015
- **ENV5** – Deliver phase 1 of the Radyr Weir project by April 2015
- **ENV6** – Submit bids by April 2015 for funding through the Arbed scheme to invest in:
 - 145 properties with External Wall Insulation (Flats)
 - 50 houses with External Wall Insulation
 - 645 properties with Cavity Wall & Loft Insulation
 - 600 properties with G-rated Boiler Upgrades
- **ENV7** – Redesign the street cleaning team to match user needs from April 2014



There are obvious pressures on our budget for delivering key services relating to the environment. We also recognise that there are no readily available sources of finance to invest in our energy ambitions for the city. Finding innovative sources of finance is therefore a priority. This is important because our energy infrastructure and our environmental resilience can both generate income and save money for everyone in the city.

In order to deliver these projects therefore we will commit to exploring new ways of working, including looking at:

- Delivering in partnership with the private sector, and developing new governance arrangements for delivery
- Identify new sources of finance including using borrowing powers to invest to save
- Exploring alternative delivery models to drive down cost, increase productivity and improve service delivery
- Consider Trading Opportunities associated with alternative delivery approaches
- Establishing appropriate multi-partner governance arrangements for new projects.

Outcomes

Our aim is to improve our city's environment, and support the development of a more sustainable Cardiff. We will measure our contribution to this aim by monitoring the following indicators:

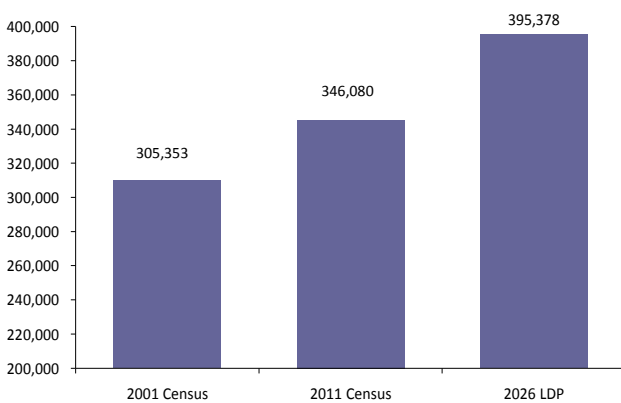
- **Outcome ENV A** – Meet the statutory recycling target
- **Outcome ENV B** – Increase the kilowatts (kW) of local energy generation in Cardiff
- **Outcome ENV C** – Reduce CO2 emissions in households subject to works
- **Outcome ENV D** – Average energy costs for Cardiff households benefitting from Council led activities.
- **Outcome ENV E** – % of Reported Fly Tipping reported cleared in 5 working days
- **Outcome ENV F** – 1250 surveys for Energy Performance Certificates undertaken

Strategic Planning & Transport

Key Issues

As Wales' Capital City, and largest urban area home to almost 350,000 people, Cardiff is a key driver of the Welsh economy, and the heart of a city region of 1.4 million people. Throughout its history the city has gone through massive changes, both in terms of population, economy, and the infrastructure to support the city's development. Cities won't stop changing and Cardiff is no different. Our deposit (draft) LDP therefore highlights that in order to ensure that Cardiff becomes a World Class European Capital City by 2020 it will the need to deliver around 30,000 new homes and 40,000 jobs between 2013 and 2026 as well as a range of major transport infrastructure, such as the Metro.

Population Growth



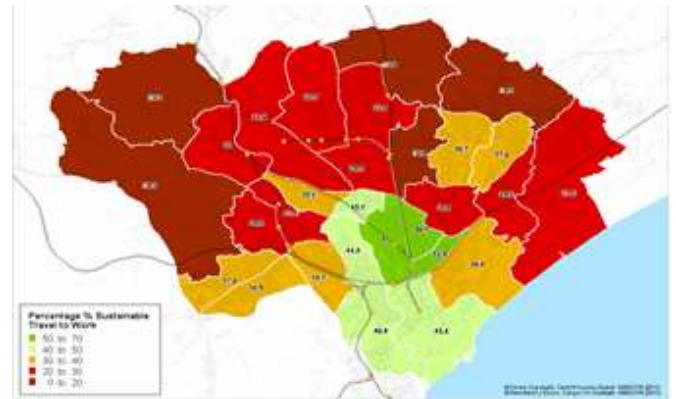
Our plans for accommodating and managing this growth is an important pointer to what Cardiff will look like in future. Our priorities will therefore focus on delivering major new transport projects, shaping world-class, liveable new mixed use settlements and communities whilst delivering the right approach for businesses and our existing communities. The overall aim is to make Cardiff the destination of choice for people and businesses and an important part of this will be making our Planning Service the most 'open for business' service in the UK.

A Transport Vision for Cardiff

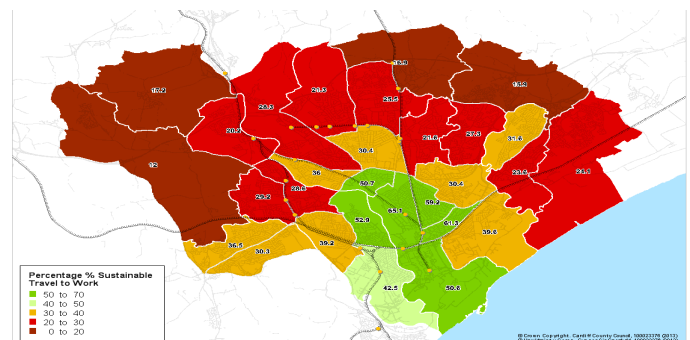
From a transport perspective, Cardiff's transport network currently fails to deliver a world-class capital city profile or performance. With the delivery of new jobs, homes and businesses it will come under increasing pressure. Nearly 77,900 people commute into Cardiff from areas outside the city each day (37% of Cardiff's workforce). Around 80% of this number travel into the city by car and it is estimated that the increase of 40,000 jobs in Cardiff will increase the numbers of people commuting to work in Cardiff by approximately 20%.

Taken together, it is estimated this expansion will result in a 32% net increase in traffic. In order to create the right world class transport network to support the rapidly expanding capital city we must ensure that new developments are properly integrated with our transport infrastructure. This will also support sustainable travel and achieve a 50:50 split between car-based and non-car journeys.

Transport Modal Changes (2001-2011)



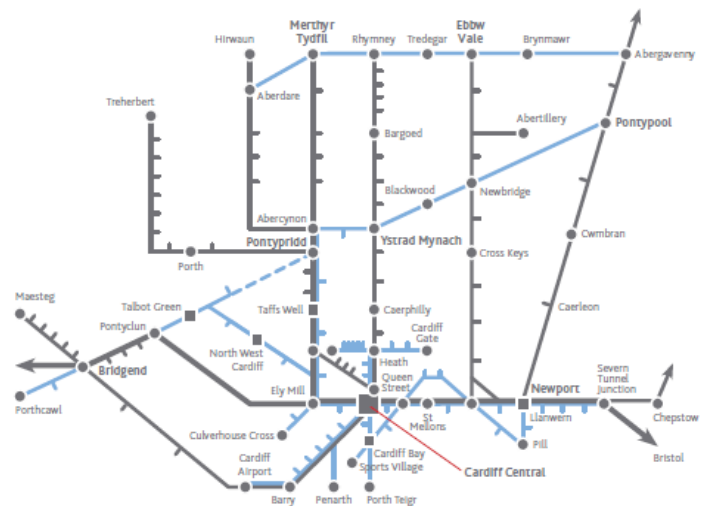
Sustainable Travel to Work in Cardiff (2001 Census)



Sustainable Travel to Work in Cardiff (2011 Census)

The City Region Metro project identifies a range of strategic projects that will be integrated and aligned to the Local Development Plan (LDP). Given the focal point of Cardiff within the South East Wales Transport Network, each of these projects will help to enhance and develop the essential city region partnership.

Cardiff Capital Region Metro Proposals



Our 5 key projects include:

- Provide a new strategic public transport corridor including a Tram Train connection between Cardiff Bay via the City Centre to North West Cardiff into Rhondda Cynon Taff
- New Bus Rapid Transit links and extended bus networks to support major greenfield site development sites in North East Cardiff (in Deposit LDP)
- Investigate the potential for a Rapid Transit route and new interchanges east of Cardiff
- Investigate potential Rapid Transit connections between Cardiff Central and key settlements in the Vale of Glamorgan including Cardiff Airport
- Continue to develop & deliver active travel projects (cycling and walking) across the city



What have we achieved?

- **1: Key Milestones Achieved in Adoption of LDP:** Preparation & approval in September 2013 of Deposit Plan.
- **2: Delivering Metro Transport Project:** Key partnerships have been established with Welsh Government.
- **3: Delivery of New Settlement Infrastructure Plan** Production of a comprehensive breakdown of the community, environmental and transportation infrastructure required to support and sustain the planned level of growth in Cardiff to 2026.
- **4: Delivered the Heritage Enhancement Programme**
- **5: Cardiff East Park and Ride:** The service has been successfully re-rendered allowing substantial savings whilst maintaining services.
- **6: New Bus Priority Measures: Implemented further bus priority measures** on A470 North Road between Gabalfa interchange and Parkfield Place as part of a rolling programme of strategic bus corridor improvements.
- **7: TRO Expansion:** Undertaken extensive public consultation and secured Traffic Regulation Orders for the introduction of a 20mph limit pilot area in Cathays and Roath in March 2014.
- **8: Continued development and expansion of our cycle network**



Improvements to the Cardiff Strategic Cycle Network (Clare Road, Riverside)

Our priorities

To create a world class city within the Local Development Plan timescale (by 2026) through the delivery of appropriate infrastructure and transport.

What we will do

- **SP&T1** – Deliver the Local Development Plan, including submission of Deposit LDP to Welsh Government by August 2014 and adoption by October 2015
- **SP&T2** – Develop plans for new Central Public Transport Hub by April 2015
- **SP&T3** – Deliver a new Parking Strategy to help manage travel demand and improve management of the strategic highway network by September 2014
- **SP&T4** – Work with key partners to develop phased proposals for key transport projects including City Region Metro, phase 1 of North West Cardiff rapid transit corridor and Tram-Train link between the City Centre & Cardiff Bay by December 2014
- **SP&T5** – Work with key partners to develop new city regional planning arrangements by April 2015
- **SP&T6** – Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world by April 2015
- **SP&T7** – Develop master plans for new world class settlements and neighbourhoods on greenfield / brownfield sites connected by rapid transit and accessible by walking and cycling in partnership with key private sector partners by April 2015
- **SP&T8** – Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area by December 2014
- **SP&T9** – Create the most ‘open for business’ planning and development services in the UK by December 2015
- **SP&T10** – Create a coordinated approach to public realm, highways, transport and wider neighbourhood developments by December 2014
- **SP&T11** – Deliver new planning controls in those areas of the city with high numbers of students and HMOs by June 2015
- **SP&T12** – Develop an effective city-wide partnership with hospitals, universities and colleges by December 2014

Resources

In order to support economic development, growth and job creation, we will commit to exploring new ways of working, including looking at:

- **Working with regional partners**
- **Collaborating with the private sector**
- **Identifying appropriate European Structural Funds**

Outcomes

We will measure our contribution to improving outcomes in our city through monitoring the following indicators:

- **Outcome SP&T 1** – 20% increase in planning service efficiency – throughput of applications(2013/14 baseline)
- **Outcome SP&T 2** – 50% of Major Planning Applications to be processed in 13 weeks
- **Outcome SP&T 3** – Deliver new housing and employment sites in line with the LDP monitoring framework
- **Outcome SP&T 4** – Increase modal share for journeys to work by sustainable transport towards 50%

Sport, Leisure & Culture

Key Issues

Sport, Leisure and Culture plays a big role in supporting the city's communities, whether it is supporting the wellbeing of the more vulnerable people through local activities, or whether it is by helping to develop the economy by showcasing Cardiff to the world through our sport and cultural offer. Direct support for training and employment through projects such as the Parks and Gardens Apprenticeship Scheme has also seen the Sport, Leisure & Culture service area play a prominent role in supporting young people into training and employment in Cardiff.

As an internationally recognised capital city, Cardiff offers top-class cultural, sporting and leisure attractions. Given the diversity of opportunities on offer in Cardiff, it is important that we make the best use of what we have to attract visitors and ensure that local people get involved in the sport, culture and leisure activities.

Provision of leisure centres, parks and open spaces, events, outdoor recreation, the arts, cultural venues, sport, the Harbour, registration services and bereavement services are important for the health and well-being of citizens and for the reputation of Cardiff nationally and internationally, generating tourism and significant economic benefit; for educating and skilling residents, and for inspiring and giving confidence to the most vulnerable people in the city.

The biggest challenge for these services is the tough economic climate, and whilst all are 'essential' in terms of their contribution to the quality of life and to making Cardiff special, their status is primarily 'discretionary'.

The city has a great deal to offer but getting the most out of our assets will mean making the right strategic decisions, particularly within a difficult economic climate. This is important if we are to safeguard the long term sustainability of our sports, culture and leisure infrastructure. It will demand a more commercial approach to managing our assets whilst making sure that opportunities to participate are shared as widely as possible. Hosting major events is a key role for the capital as it shares a positive image of Wales with a global audience whilst also capturing real economic benefits for local businesses and communities.

Participation in sport and the arts not only enriches people's lives but also helps keep them fit and active, preventing damaging health issues. There is no underplaying the importance of this in creating a healthy and active city and in alleviating pressure on other services in the future.

Few of the services have statutory backing so we will need to look at productive and innovative partnerships to ensure that the right services are delivered in ways that are sustainable and reflective of genuine community need.

What have we achieved?

Despite the pressures faced by all local authorities through the UK, Cardiff has continued to provide quality services to residents, and held events and activities enjoyed by our local communities and international visitors. Throughout 2013, Cardiff held its usual sporting events, complemented by the addition of Premier League football following Cardiff City's promotion from the Championship. In addition, a number of Council led events attracted hundreds of thousands of visitors to the city with significant overall economic benefit, such as the Harbour Festival, the International Food Festival and Extreme Sailing; with the Council also accommodating global events such as WOMEX 2013. Cardiff's Winter Wonderland also continued to attract the crowds, and for Winter 2013/14 record numbers visited the site, which welcomed more than 300,000 people to the city's festive attraction.



Cardiff Winter Wonderland

2013 also saw the successful delivery of the largest public park project in Wales, the Bute Park Restoration Project; increased the breadth and depth of our Parks and Gardens Apprenticeship Scheme, and provided permanent posts for its graduates.

The city's Urban Beach proved to be an instant hit this summer, and despite some rainy days exceeded all expectations. Last year Cardiff also secured European Capital of Sport status for 2014, as well as seeing increased attendance at venues such as Cardiff Castle. In terms of investment in our infrastructure, 2013 saw planning for the development of Eastern Leisure Centre being sought, as Cardiff seeks to provide a more modern and fit for purpose leisure facility stock.

To support local leisure provision, income has also increased substantially at our leisure centres in 2013, improving the sustainability of the service, and showcasing the benefits of local leisure centres to a wider audience.

Our priorities

The primary aim is to maintain, and grow where we can, the cultural infrastructure of the city in a period of declining financial resource. To do this, we will introduce new ways of operating our facilities and services. We will 'partner for provision' rather than delivering all the services ourselves; and we will operate more commercially and commission more commonly. We will generate increased income to enable services to continue, and we will use this to cross-subsidise activities where there is less chance of generating revenue streams. We will target our resources to achieve the maximum impact, especially in deprived areas and specified neighbourhoods.

We will develop plans for our future leisure facilities, arts and cultural venue requirements and determine how we can best manage our open spaces. All services will introduce programmes of continuous improvement and aim for high quality and world class delivery for citizens, concentrating on what matters to them and the city's reputation. We will build the capacity of the third sector and establish new agreements with commercial partners to enhance provision.

What we will do

Within the context of greatly reduced public sector funding our aim will be to ensure provision of high quality, customer-orientated services able to adapt to rapidly changing leisure needs and trends, focusing on:

- Health, wellbeing and quality of life of residents.
- Providing an offer to enhance the reputation of the city for tourism, economic growth and inward investment.

To do this our work will concern:

- Ensuring sustainability of provision
- Improving quality
- Increasing income
- Impacting on the economy

We will work with partner organisations to achieve the following projects:

- **SL&C1** – Bid for key major events to be hosted in Cardiff from 2014
- **SL&C2** – Deliver plans for the future needs of the city in terms of leisure facilities, cultural venues and parks and open spaces in 2014
- **SL&C3** – Determine future concert hall space for Cardiff by 2017
- **SL&C4** – Develop with other Council directorates a new model for Children's Play throughout the city by 2015
- **SL&C5** – Invest in key leisure facility developments including remodelling Eastern Leisure Centre from 2014 onwards
- **SL&C6** – Generate new and enhanced income streams to fund enhanced services and their development from 2014 onwards
- **SL&C7** – Introduce targeted sport and cultural provision to deprived communities, and build upon European Capital of Sport status to increase sports participation levels from 2014 onwards
- **SL&C8** – Ensure that the participation of Friends Groups and volunteers in the management and development of parks and green spaces is maximised from 2014 onwards
- **SL&C9** – Deliver a parks partnership programme designed to secure external investment to improve parks and open space provision from 2014 to 2017
- **SL&C10** – Partner with public, private and third sectors organisations to safeguard and ensure continued operation of the city's key leisure and cultural venues, facilities and services
- **SL&C11** – Offer a comprehensive and structured programme of opportunities for apprenticeships, trainee schemes and work experience placements in partnership with stakeholder organisations from 2014 onwards

Resources

Greater innovation and creativity, more partnering with other providers, introducing new delivery models for our key venues and facilities, securing external grants and funding, and operating with an emphasis of income generation and commerciality will be the approach that the Sport, Leisure & Culture Directorate will take to address the diminishing level of public sector funding.

This will also include partnering with third sector, public, private and commercial organisations to safeguard and ensure continued operation of the city's key leisure and cultural venues, facilities and services.

Outcomes

The aim is to ensure that Cardiff continues to have a strong offer across sport, the arts, leisure, parks and open spaces for its residents and visitors. The provision will be in conjunction with an increasing number of partner organisations, but the ambition is that the right services are provided to enhance the wide reputation of the city, and to address social objectives through better targeting of activity. There will be a 'mixed economy of provision', but one that will support the continuation of the services over the long term. We will measure our performance through monitoring the following data:

- **Outcome SL&C A** – Numbers of visitors to leisure centres and cultural venues in Cardiff
- **Outcome SL&C B** – The Level of Directorate Cost recovery
- **Outcome SL&C C** – Economic impact of events
- **Outcome SL&C D** – Customer satisfaction levels



Cardiff Council Statutory Screening Tool Guidance

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Screening Tool will identify if there is a need for a full impact assessment, as relevant.

The main statutory requirements that strategies, policies or activities must reflect include:

- **Equality Act 2010 - Equality Impact Assessment**
- **Welsh Government's Sustainable Development Bill**
- **Welsh Government's Statutory Guidance - Shared Purpose Shared Delivery**
- **United Nations Convention on the Rights of the Child**
- **United Nations Principles for Older Persons**
- **Welsh Language Measure 2011**
- **Health Impact Assessment**
- **Habitats Regulations Assessment**
- **Strategic Environmental Assessment**

This Statutory Screening Tool allows us to meet all the requirements of all these pieces of legislation as part of an integrated screening method that usually taken no longer than an hour.

The Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session please contact the Policy, Partnerships and Citizen Focus Team on 02920 72685 e-mail: nwood@cardiff.gov.uk. Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed screening tool will be published on the intranet.**

Statutory Screening Tool

Name of Strategy / Policy / Activity: Cardiff Council Corporate Plan 2014-17	Date of Screening: 17/02/2014
Service Area/Section: Communities	Lead Officer: Andrew Lucas
Attendees: Roger Adams, Nicola Wood, Steve Knowles, Andrew Lucas	

What are the objectives of the Policy/Strategy/Project/Procedure/Service/Function	Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]
<p>The Corporate Plan 2014-2017 provides a clear statement on the Council's priorities, its approach to service and financial planning, performance management as well as individual and team objectives.</p> <p>Further detail on the delivery will be included in forthcoming Directorate Delivery Plans.</p>	<p>The 2014-2017 Corporate Plan has been created to reflect a growing number of pressures, most notably the significant budget shortfall, and in response to an independent Peer Review undertaken by a team from the WLGA.</p> <p>The Corporate Plan is a high level document and, if approved, details of delivery will be included within Directorate Delivery Plans. Detailed considerations of individual actions or objectives will need to be undertaken as appropriate. This exercise considers how some of our key statutory requirements relate to the high level objectives included in the Corporate Plan.</p> <p>The Corporate Plan has been shaped by a range of research and consultation activities.</p> <ul style="list-style-type: none"> • Cardiff Council's Budget Priorities Engagement activity that took place in November and December 2013. This included an online survey that received over 1,300 responses and specific events with the Youth Council, 50+ forum, Cardiff Access Group, representatives of the citizens' panel and city-wide stakeholders. The report on the response to the survey and engagement events can be viewed here. • The Council's ongoing programme of engagement, via our annual omnibus survey Ask Cardiff. • Demographic information including Census 2011 data • Business Intelligence • Directorate based information

Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
+	Positive	Positive contribution to the outcome
-	Negative	Negative contribution to the outcome
ntrl	Neutral	Neutral contribution to the outcome
Uncertain	Not Sure	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.1	<p>People in Cardiff are healthy; <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc,</i> <i>vulnerable citizens and areas of multiple deprivation</i> <i>Addressing instances of inequality in health</i> 	X				<p>The Corporate Plan aims to improve outcomes for people in Cardiff particularly through supporting people to stay at home longer and with access to support that meets their needs. As well as continuing to develop and improve statutory services the following projects will be prioritised:</p> <ul style="list-style-type: none"> Increasing uptake of direct payments year on year Developing re-ablement further in partnership with health colleagues to support more people back home Increased investment in supported living Delivering improved integrated services Introduction of a new commissioning framework enabling more options and capacity to support people at home Development of a gateway for independent living bringing together housing support, social care and health services to ensure better integration and improvement outcomes for those who need support to continue to live independently <p>It is worth noting that this in line with the UN's Principles for Older Persons that states 'Older persons should be able to reside at home for as long as possible.'</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
						In addition, the Council will undertake activities to reduce obesity and improve health of young people in Cardiff from January 2014 onwards. The health, wellbeing and quality of life of residents remains a key priority and we will deliver plans for the future needs of the city in terms of leisure facilities, cultural venues and parks and open spaces. This is in line with the UN Conventions on the Rights of the Child (UNCRC)
1.2	<p>People in Cardiff have a clean, attractive and sustainable environment;</p> <p><i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>the causes and consequences of Climate Change and creating a carbon lite city</i> 				X	<p>A number of initiatives are outlined that will have a positive impact on Cardiff's environment. The Council's priorities in this area are to:</p> <ul style="list-style-type: none"> Reduce energy demand (through retrofitting and behaviour change) Increase the local energy supply by localising energy generation, creating cleaner energy and ensuring Cardiff is more sustainable, resilient and competitive Solar Panel pilot scheme Become a smart city and integrate intelligence from various city systems, such as energy, water and transport, to help us manage the city better. In reference to the consequences of climate change, it would be appropriate to incorporate reference to adapting to climate change and / or the corporate performance indicator on climate change resilience as agreed by Cabinet in 2013 within the appropriate directorate business plan. This would enable robust reporting to WG, in line with the potential reporting requirements of the 2008 Climate Change Act. <p>As some of these priorities demonstrate there is a commitment to sustainable energy and becoming a low carbon city in line with the Welsh Government's forthcoming Future Generations</p>

Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	Un-Crtn	
					Bill.
<ul style="list-style-type: none"> <i>encouraging walking, cycling, and use of public transport and improving access to countryside and open space</i> 				X	<ul style="list-style-type: none"> Working with key partners to develop phased proposals for key transport projects including City Region Metro Development of a 'world class' transport strategy Development of proposals for a central public transport hub While there is reference to active travel in the 'key projects' section on page 18, there is no mention of this in the 'what we will do' section. It is recognised however that details on active travel will feature in the directorate business plan.
<ul style="list-style-type: none"> <i>reducing environmental pollution (land, air, noise and water)</i> 				X	<ul style="list-style-type: none"> Focus on local energy generation and 'cleaner' energy Investment in the transition towards a low carbon economy While cleaner energy production will positively impact air pollution, there is no reference to reducing land, noise or water pollution. It is recognised that the Corporate Plan is a statement of high level priorities, and because objectives are not included in the Plan does not mean that the Council will not be taking forward actions in these areas.
<ul style="list-style-type: none"> <i>reducing consumption and encouraging waste reduction, reuse, recycling and recovery</i> 	X				<ul style="list-style-type: none"> Continued work to meet Welsh Government recycling targets Delivery of new Waste Strategy to help reduce consumption and encourage reuse, recycling and recovery – informed by Waste Consultation
<ul style="list-style-type: none"> <i>encouraging biodiversity</i> 				X	<ul style="list-style-type: none"> Cardiff Outdoors programme – improving design standards and focusing on the cleanliness of highways, improving quality of grounds maintenance and maintaining open spaces across the city. There is no reference to encouraging biodiversity.

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.3	<p>People in Cardiff are safe and feel safe; <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> • <i>reducing crime, fear of crime and increasing safety of individuals</i> • <i>addressing anti-social behaviour</i> • <i>protecting vulnerable adults and children in Cardiff from harm or abuse</i> 	X				<p>Creating safe and inclusive communities is a key priority and will be improved by:</p> <ul style="list-style-type: none"> • Improving housing stock • Regenerating local neighbourhoods • Appointment of a delivery partner for the new Housing Partnering Scheme <p>The Council is also committed to protecting vulnerable adults and children, this is one of the key priorities at the heart of the Corporate Plan, and this will be done in the following ways:</p> <ul style="list-style-type: none"> • Improving outcomes for Looked After Children • Reducing the number of Looked After Children by enhancing the effectiveness of early intervention and prevention • Ensure that children are protected from significant harm and are empowered to protect themselves • Improving safeguarding arrangements by amalgamating existing resources and expertise from Adult Services, Children's Services and Education by December 2014 • Development of a strengthened model for inter-agency assessment, prioritisation and risk management by December 2014
1.4	<p>Cardiff has a thriving and prosperous economy; <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> • <i>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</i> • <i>Assisting those Not in Education, Employment or Training</i> • <i>attracting and retaining workers (new employment and</i> 	X				<p>The Council will undertake a number of key projects to not only improve the city's economic competitiveness, but in order to offer a number of sustainable employment options. These include:</p> <ul style="list-style-type: none"> • Appointment of a partner to begin the development of a

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
	<p><i>training opportunities, increase the value of employment,)</i></p> <ul style="list-style-type: none"> <i>promoting local procurement opportunities or enhancing the capacity of local companies to compete</i> 					<p>multi-purpose arena in 2014</p> <ul style="list-style-type: none"> Facilitate the start of the development of Central Square in 2014 Deliver with partners over 200,000 square foot of Grade A office accommodation in the Cardiff Enterprise Zone by 2016 (attracting new organisations and jobs to the city) Agree with partners a plan for redevelopment of the Coal Exchange by the end of 2014 Deliver the Super Connected City programme by March 2015 Complete development of the new ice rink and residential development in the International Sports Village by 2016 Build effective partnerships between schools, business, culture and enterprise in Cardiff from February 2014 onwards. <p>Moreover, the Council will deliver an action plan to increase levels of employment, education and training in Cardiff by September 2014. It will offer a comprehensive and structured programme of opportunities for apprenticeships, trainee schemes and work experience placements in partnership with stakeholder organisations. A fully integrated Council and partner approach will also ensure that all in Cardiff have access to education, employment or training building on the Council's existing Gateway of opportunity.</p>
1.5	<p>People in Cardiff achieve their full potential; <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>promoting and improving access to life-long learning in Cardiff</i> 				X	<p>The Corporate Plan sets out a number of proposals that will help people in Cardiff achieve their full potential. This includes:</p> <ul style="list-style-type: none"> Working in collaboration with partner organisation and

Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	Un-Crtn	
<ul style="list-style-type: none"> • <i>raising levels of skills and qualifications</i> • <i>giving children the best start</i> • <i>improving the understanding of sustainability</i> • <i>addressing child poverty (financial poverty, access poverty, participation poverty)</i> • <i>the United Nations Convention on the Rights of a Child and Principles for Older persons</i> 					<p>other local authorities to deliver a sustainable Adult Community Learning delivery model</p> <ul style="list-style-type: none"> • Establishment of a schools-led improvement strategy by April 2014 • Strengthen leadership in teaching and governance across schools • Continue to take actions to improve school attendance • Establish a framework for a commissioned youth service by December 2014 • Providing young people with the necessary skills and support to ensure a smooth transition to independent adult life • Ensuring that looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve their full potential. • While there are the main elements of sustainability principles within the Corporate Plan, there is no statement of intent to incorporate sustainability as the central guiding principle and thereby help to improve the understanding of sustainability. The Future Generations Bill, which will commit public sector organisation to adopt sustainability as the central guiding principle, will come into effect during the period of this Corporate Plan. Arrangements to respond to the bill, once enacted, will need to be developed as appropriate. <p>Taken together these will positively impact on a number of people, particularly young people.</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.6	<p>Cardiff is a Great Place to Live, Work and Play <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>promoting the cultural diversity of Cardiff</i> <i>encouraging participation and access for all to physical activity, leisure & culture</i> <i>play opportunities for Children and Young People</i> <i>protecting and enhancing the landscape and historic heritage of Cardiff</i> <i>promoting the City's international links</i> 	X				<ul style="list-style-type: none"> Bid for key major events Deliver plans for the future needs of the city in terms of leisure facilities, cultural venues and parks and open spaces in 2014 Develop with other Council directorates a new model for Children's Play throughout the city by mid-2015 Introduce targeted sport and cultural provision to deprived communities, and build upon European Capital of Sport status to increase sports participation levels from 2014 onwards Partner with public, private and third sector organisations to safeguard and ensure continued operation of the city's key leisure and cultural venues, facilities and services <p>All of these actions will play an important role in making Cardiff a great place to live, work and play.</p>
1.7	<p>Cardiff is a fair, just and inclusive society. <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>the elimination of discrimination, harassment or victimisation for equality groups</i> 	X				<p>The Council will deliver fair just and inclusive communities by working to achieve its three main priorities:</p> <ul style="list-style-type: none"> Economic development as the engine for growth and jobs; Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond; and Supporting vulnerable adults, children and young people in times of austerity.

Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	Un-Crtn	
<ul style="list-style-type: none"> has the community or stakeholders been engaged in developing the strategy/policy/activity? how will citizen participation be encouraged (encouraging actions that consider different forms of consultation, through more in depth engagement to full participation in service development and delivery)? 	X				<p>The Corporate Plan has been developed based on the extensive "Choices for Cardiff" consultation exercise, and the on-going Ask Cardiff survey. The Choices for Cardiff consultation engaged with residents via questionnaires and a series of events, including members of the Cardiff Youth Council, the 50+ forum and the Cardiff Access Group. The input received as part of our Budget Priorities Event reflected consensus with the Council's priorities for the city and have fed into the development of this plan. This consultation was in the context of the many pressures that the organisation is facing and provided extremely useful feedback on what matters most for the city.</p> <p>More than 6,000 people also took part in the last iteration of our Ask Cardiff survey which gave us a wealth of information about people's views on the city, the Council and our services. This has been captured in our Voices for Cardiff document and has been taken into account when developing this plan.</p>
<p>Will this Policy/Strategy/Project have a differential impact on any of the following:</p>					<p>Please give details/consequences of the differential impact (positive and negative), and what action(s) can you take to address any negative implications?</p>
<ul style="list-style-type: none"> Age (including children and young people aged 0-25 and older people over 65 in line with the United Nations Conventions) 	x				<p>The Corporate Plan is focussed on objectives which are relevant and to the benefit of all protected groups.</p> <p>Many of the objectives contained within this Plan directly link to objectives identified and contained within the Authorities Strategic Equality Plan for 2014 onwards.</p> <p>Officers have ensured that quarterly reporting mechanisms from this Corporate Plan inform and contribute to the authorities Strategic Equality Plan Annual Review which we are required to produce by the 31st March each year.</p>

Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	Un-Crtn	
					<p>Contributory reports from this Corporate Plan will enable the authority's Strategic Equality Annual Review to:</p> <ul style="list-style-type: none"> Promote the work undertaken to promote equality and remove discrimination for all protected groups. Outlines further work that is required, or needs to be progressed to further equality <p>Where programmes are developed that relate to a specific protected characteristic groups, such as "The Development of a gateway for independent living ", the authority must work with existing groups such as Cardiff 50+ Forums, Cardiff Access Focus Group to ensure they are engaged and consulted with. This will ensure the best outcomes for that particular group.</p> <p>The Budget Proposals that will inform the Corporate Plan have been made in conjunction with Children and Young People in engagement events throughout December 2013.</p> <p>Cardiff Council's Budget Priorities Engagement activity that took place in November and December 2013. This included an online survey that received over 1,300 responses and specific events with the Youth Council, 50+ forum, Cardiff Access Group, representatives of the citizens' panel and city-wide stakeholders. The report on the response to the survey and engagement events can be viewed here. This has allowed key groups, such as children and young people to feed in to decision making.</p>
<ul style="list-style-type: none"> Disability 	X				As above

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation								
		+	-	Ntrl	Un-Crtn									
	• Gender Reassignment	X				As above								
	• Marriage & Civil Partnership	X				As above								
	• Pregnancy & Maternity	X				As above								
	• Race	X				As above								
	• Religion/Belief	X				As above								
	• Sex	X				As above								
	• Sexual Orientation	X				As above								
	• Welsh Language	x				As above								
	<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Is a Full Equality Impact Assessment Required?</td> <td></td> <td>x</td> </tr> <tr> <td>Is a Full Child Rights Impact Assessment Required</td> <td></td> <td>x</td> </tr> </tbody> </table>					Yes	No	Is a Full Equality Impact Assessment Required?		x	Is a Full Child Rights Impact Assessment Required		x	As the Corporate Plan will have a positive impact upon all protected groups a full equality impact assessment is not required.
	Yes	No												
Is a Full Equality Impact Assessment Required?		x												
Is a Full Child Rights Impact Assessment Required		x												
1.8	<p>The Council delivers positive outcomes for the city and its citizens through strong partnerships</p> <p><i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>strengthening partnerships with business and voluntary sectors</i> <i>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</i> 					<ul style="list-style-type: none"> The city's partnership arrangements and an understanding of the need to work with partners across boundaries is embedded throughout the Corporate Plan. Significant contribution by Council to partnership What Matters outcomes achieved via proposals in Corporate Plan. The links are made explicit in the supporting documents. Strengthening of partnership with business via introduction of Cardiff Business Council and partnership on a number of projects. Continued commissioning of services for schools from Central South Consortium. Development of formal collaboration arrangements with the Vale of Glamorgan. Delivery of improved integrated services with partners in Health and across the Vale of Glamorgan (in 2014/15). Developed of City Region Metro with partners and city 								

Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	Un-Crtn	
					<p>region planning arrangements with regional partners.</p> <ul style="list-style-type: none"> • Partner with public, private and third sector organisations to safeguard and ensure continued operation of the city's key leisure and cultural venues, facilities and services. • Ensure participation of Friends Groups and volunteers in the management and development of parks and green spaces is maximised from 2014 onwards.

SUMMARY OF APPRAISAL (highlight positive and negative effects of the policy / plan / project being assessed, demonstrating how it contributes to the economic, social and environmental sustainability of the city):

There are many aspects of the Corporate Plan that will have a positive impact on the economic, social and environmental sustainability of the city. The plan has been developed following extensive consultation with citizens of Cardiff, including key groups such as young people and the Cardiff Access Group, and reflects the priorities of our citizens in the context of a large scale reduction in our budget for the foreseeable future. It also makes positive contribution to SEP, UNCRC, UN Older Persons Principles and to sustainable development.

WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:

- Identified a need to better publicise the Corporate Plan with key stakeholder groups, suggested actions include drafting an article in the Capital Times to promote the Plan, sharing the document through our existing networks and making copies available in Council buildings.
- The objectives of the Corporate Plan were cross-referenced against the Strategic Equalities Plan and the outcomes within the Single Integrated Plan (What Matters) to understand and demonstrate the Council's contribution to these key agendas. The level of read across these documents reflects the alignment of council and partner priorities.
- The Council's objectives were considered within the context of the Council's medium term financial planning framework to demonstrate as far as possible that the objectives contained within the plan could be resourced.
- Population growth figures were adjusted to reflect latest population estimates more accurately.
- It was recognised that the Corporate Plan is an outline of the Council's priorities and not an exhaustive list of everything the council does. Further detail will be available in Directorate Delivery Plans. Where it is deemed 'uncertain' (e.g. biodiversity, active travel, pollution, understanding sustainability and consequences of climate change) whether the Corporate Plan has a positive impact on one of the citizen focused outcomes, Directorate Delivery Plans would be minded to clearly identify their contribution to that particular outcome.
- Recognised that developing the organisation must include a good understanding of SEP, EQIA as EIA in decision making.

- Some individual objectives, such as “A new model for Children’s Play” and a “commissioned youth service” may need to be subject to a full UNCRC assessment.

Part 2: Strategic Environmental Assessment Screening

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?		X
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?	X	

Specific objectives will need to be subject to an SEA, which service areas are aware of.

Is a Full Strategic Environmental Assessment Screening Needed?	Yes	No
<ul style="list-style-type: none"> ▪ If yes has been ticked to both questions 2.1 and 2.2 then the answer is yes ▪ If a full SEA Screening is required then please contact the Sustainable Development Unit to arrange (details below) 		X

If you have any doubt on your answers to the above questions regarding SEA then please consult with the Sustainable Development Unit on 2087 3228 sustainabledevelopment@cardiff.gov.uk

Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme results in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?		X	
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?		X	
3.3	Is a full HRA needed?		X	

The Corporate Plan would not affect European sites, so a HRA is not needed. However, more detailed plans, projects and programmes which arise from the 'What we will do' actions, may need to be further screened to see if they need HRA.

An example of this is SP&T1 – delivery of the LDP, of which the draft deposit was subject to a comprehensive HRA. This concluded that the draft deposit LDP was not likely to have a significant effect upon any European Sites, subject to mitigation measures included within the draft deposit LDP.

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information please phone 2087 3215 or email biodiversity@cardiff.gov.uk

Appendix 1 – Statutory Requirements

It is possible that the Impact Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment:** *This assessment is required by the Equality Act 2010 and Welsh Government's Equality Regulations 2011.*
- **Sustainable Development Bill:** *The Bill, when it comes into effect, will require sustainable development (SD) to be a central organising principle for the organisation. This means that there is a duty to consider SD in the strategic decision making processes.*
- **Shared Purpose Shared Delivery-** *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. Cardiff Council must therefore demonstrate its contribution towards Cardiff's own integrated plan; "What Matters".*
- **United Nations Convention on the Rights of the Child:** *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons:** *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **The Welsh Language Measure 2011:** *The measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment:** *(HIA) considers policies, programmes or projects for their potential effects on the health of a population*
- **Strategic Environmental Impact Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*