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SUPPLEMENTARY PAPERS

Committee	POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
Date and Time of Meeting	WEDNESDAY, 15 NOVEMBER 2017, 4.30 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillor Walker (Chair) Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Jacobsen, Mackie, McKerlich and Murphy

The following papers were marked 'to follow' on the agenda circulated previously

5 Delivering Capital Ambition

(Cover Report and Appendix 1) (Pages 1 – 32)

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 9 November 2017

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

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

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

15 November 2017

Delivering Capital Ambition

Purpose of the Report

1. To update the Committee on the proposed next steps for delivering the Administration's Capital Ambition policy statement.

Background

2. In July 2017 the Council's new Administration set out a policy programme and associated delivery commitments entitled 'Capital Ambition' attached as **Appendix A**. It focussed on four main areas:
 - **Working for Cardiff** – Making sure that all citizens can contribute to, and benefit from, the city's success.
 - **Working for Wales** – A successful Wales needs a successful capital city.
 - **Working for the Future** – Managing the city's growth in a sustainable way.
 - **Working for Public Services** – Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.

Delivering Capital Ambition

3. Capital Ambition makes clear the financial and demand pressures facing the Council as well as Welsh Government's emphasis on collaboration to deliver its programme of local government reform.

4. The Council's response must therefore identify more efficient ways of working, more extensive use of technology, and new partnerships with public, private and community organisations. Successful delivery will also require a reorientation of the Council's change programme to focus resource on the transformation of corporate systems and processes to support service delivery.
5. The re-shaping of the Council's corporate and budgetary planning frameworks, necessary to deliver the priorities of Capital Ambition, will also be considered by the Committee as part of its work programme.

Scope of the Scrutiny

6. The Leader of the Council, Councillor Huw Thomas, Chief Executive, Paul Orders, and Corporate Director Resources, Christine Salter, will attend to outline the arrangements that will support the delivery of Capital Ambition as well as the projects and initiatives that will serve to accelerate the modernisation of council services, which will be considered by Cabinet in December 2017.
7. Members will have an opportunity for questions and can agree during the Way Forward whether they wish the Chair to convey any concerns, comments or observations on this progress report to the Leader.
8. The Committee will also have an opportunity for pre-decision scrutiny on the proposals in December 2017.

Legal Implications

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

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

Financial Implications

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

RECOMMENDATION

The Committee is recommended to:

- a. Note the Delivering Capital Ambition report and the proposed next steps.
- b. Agree whether it wishes to relay comments and observations to the Leader for consideration by the Cabinet.

DAVINA FIORE

Director, Governance & Legal Services

9 November 2017

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CAPITAL AMBITION

OUR COMMITMENTS FOR CARDIFF



Leader's Foreword



Cardiff is facing a historic opportunity.

Over recent decades, the city has succeeded in transforming itself from a provincial British city, grappling with the stresses of deindustrialisation, into a true economic, cultural and political capital city.

Nothing underlines the scale of this transformation better than hosting the Champions League Final, when, under the closest of scrutiny, the city showed it could hold its own with some of the world's greatest capitals, putting on a mesmerizing show for a global audience of over 1 billion.

Today, Cardiff is one of the fastest growing and most highly-skilled cities in Britain. The city economy is growing, jobs and businesses are being created and unemployment is at its lowest level this decade. The city's profile has never been higher, and visitor numbers are growing every year. Our capital city is home to world-class universities, cultural institutions and creative start-ups; major companies, entrepreneurs and innovators; sportsmen and women who are up there with the best in the world. Undeniably, Cardiff is Wales' strongest economic asset and the nation's best opportunity to secure sustainable economic success.

Hence my belief that we face a historic opportunity – a chance to capitalize on our potential and become a truly great world capital, where the benefits of growth are felt by all our citizens, our region and our nation.

For too long, the gap between rich and poor has been allowed to grow and many of Cardiff's communities are amongst the poorest in Wales. Indeed, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East was considered a single local authority, it would be far and away the poorest in Wales. Too many people in Cardiff – many from working families – are struggling to meet their basic needs. Poverty is damaging for our economy and our society, it places major pressures on public services, and casts a long shadow over too many lives.

Tackling poverty and inequality will therefore be at the heart of this Administration. We will hold a relentless focus on education and jobs, resolute in our belief that securing an equality of opportunity can help people lift themselves out of poverty. And we will also ensure we get the basics right in how we care for the vulnerable and elderly in our city.

Ultimately, I want every citizen of Cardiff, regardless of their creed, race, or inherited wealth, to have the chance to fulfil their potential, and play a full and active part in the life of our city.

But our ambitions cannot stop at the boundaries of the city. Cardiff's role as the economic power of the city-region and its relationship with the surrounding local authorities must continue to broaden and deepen. This Administration is committed to working closely with the Welsh Government and city-region partners, with local organisations and communities, to help create prosperity and tackle poverty in both the capital city and the Valleys.

We must also recognise that growth must be sustainable and resilient. That is why I am determined that we prioritize sustainable transport modes, maintain the drive to increase recycling rates, and take bold steps to ensure we play our part in combating climate change.

These challenges – of growth, inequality and sustainability – must be met with bold solutions and big ideas.

We must do during a time of unprecedented austerity. The Council alone has made savings of more than a quarter of a billion pounds over the past decade. The health service, police, fire – all our city's public services – are facing similar challenges. Yet the next period is likely to be characterised by further reductions in public expenditure. There are tough times ahead, public services will need to adapt and reform, and sometimes difficult decisions will need to be taken.

To succeed, this endeavour will require the hard work and the dedication of Council officers, of our Trade Unions, of our teachers, our social workers, our road sweepers, our librarians. Our police officers, fire fighters, doctors and nurses. They are the bedrock of our public services, and are vital in helping change happen, and helping to deliver a cleaner, healthier, fairer city.

Every citizen can also make an important contribution to life in our city. Each of us, as community activists, as parents, as volunteers, as business owners, can help play our part in building a city where everyone makes a valuable and valued contribution.

My commitment, as Leader of the Council, is to work together with partners, staff and citizens in a common endeavour to make Cardiff a better place to live for all our people, rooted in the values of fairness and social justice.

By doing so we will create a capital city that is not only ambitious for the people we serve, but ambitious for the people of Wales.



Cllr Huw Thomas

CAPITAL AMBITION



In delivering our Capital Ambition we will focus on four main areas:

1. Working for Cardiff

Making sure that all our citizens can contribute to, and benefit from, the city's success.

2. Working for Wales

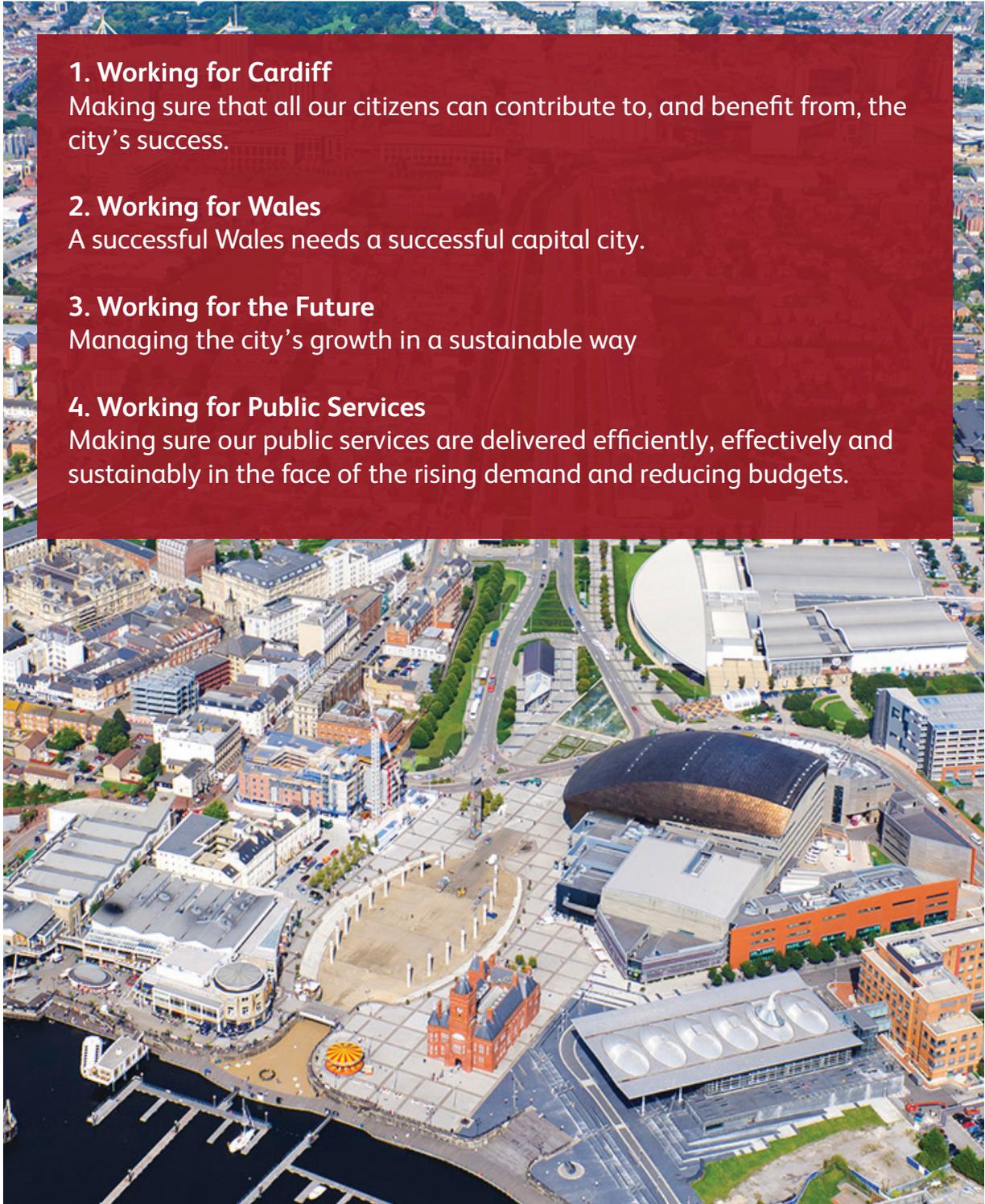
A successful Wales needs a successful capital city.

3. Working for the Future

Managing the city's growth in a sustainable way

4. Working for Public Services

Making sure our public services are delivered efficiently, effectively and sustainably in the face of the rising demand and reducing budgets.



1. Working for Cardiff



This Administration is committed to continuing to drive forward Cardiff's economy and to making the city a great place in which to live, work, study and visit. In doing so, we will place a strategic focus on tackling the inequalities that exist across the city, and to making sure that all our citizens are able to contribute to, and benefit from, the city's success. This will require:

- **A Continued Focus on Education:** A good education provides the best start in life and remains the surest route out of poverty. We will continue to improve and invest in our schools and to make sure that every child has the best possible start in life.
- **Delivering the 'Cardiff Commitment':** Helping young people, particularly those from disadvantaged and deprived communities, into employment, education or training will be a priority.
- **Targeted Approaches to Tackling Poverty:** The Council is committed to tackling entrenched disadvantage and narrowing the gap in life chances across the city through taking targeted approaches to tackling poverty, integrating public services at a local level and working closely with residents in our city's most deprived communities.
- **Supporting People into Work:** Too many people face too many barriers to finding and keeping a good job. A strategic focus on job creation must therefore go hand in hand with effectively removing the barriers to work – whatever they may be - and helping people access and keep good jobs.
- **Being a Living Wage City:** Rises in housing, food and fuel prices have increased the cost of living, particularly for people in poverty. The Council has committed to paying the Real Living Wage, and will work with partners to secure more jobs which pay a Real Living Wage.
- **Delivering Affordable Housing:** Increasing the supply of genuinely affordable housing will be at the heart of the Administration's approach to reducing costs for those in poverty, tackling homelessness and destitution, and to creating 'inclusive growth'.
- **Early Years and Families:** The key to the long-term success and prosperity of a city lies in how it chooses to invest in aspiration and life chances from an early age. Not only is this important in improving positive outcomes for individuals and communities it is vital in managing rapid escalation in public spending.
- **Older People:** The way we look after our older people is a message to future generations. Though Cardiff is a young city the number of older people is predicted to rise significantly. This administration is committed to finding working solutions to emerging social care pressures and support people to live fulfilled and independent lives in their communities.

2. Working for Wales



Cardiff plays a vital role in creating jobs and prosperity for the people of the city and the wider city-region. Looking to the future, the capital city represents Wales' strongest economic asset and best opportunity to secure economic success. In short, a successful Wales needs a successful capital city. Delivering a capital city that works for Wales will require:

- **Building on our Capital City Status:** We must continue to attract major sporting and cultural events, tourists, investment and students into Wales and to position Cardiff as a front-ranking capital city in a post-Brexit global economy.
- **Moving the City Economy up Another Gear:** We will place a strategic focus on driving the city's economy forward and on creating more and better jobs. This will be central to Cardiff and Wales' success over the coming decade. Though much progress has been made over recent decades, the city economy must now go up another gear.
- **Making the Most out of our Cultural Capital:** Cardiff's distinct cultural offer is an area of competitive advantage and its cultural and leisure infrastructure is recognised by its citizens as amongst the best in Europe. We will continue to make the most of these assets, attracting major events to Wales while supporting the best Welsh talent to emerge onto the world stage.
- **Moving beyond City Deal:** Cardiff's role as the economic power of the city-region and its relationship with the surrounding local authorities must continue to broaden and deepen in order to drive prosperity and tackle poverty in both the capital city and the Valleys.

3. Working for the Future



Cardiff is projected to be the fastest-growing UK city outside London. While this growth is a signal of strength and of a period of opportunity for the city’s economy, it will bring challenges too. It will put pressure on both the city’s physical infrastructure- like our roads and public transport system- and our public services. Managing this growth effectively will require:

- **Sustainable Communities:** New communities will be planned and built to the highest quality, they will be connected to jobs and community facilities, and they will be served by good transport links and excellent public services.
- **Sustainable Transport:** Enacting a shift to sustainable modes of transport will be vital to securing resilient growth, supporting the economy, improving quality of life and achieving improved health outcomes.
- **Waste and Recycling:** As the city grows more waste will be created, and statutory recycling targets will need to be met. Cardiff is Britain’s leading major city for recycling. This administration is committed to continuing the improvements in recycling rates of the past 15 years, and to making Cardiff a world-leading city in this vital area of environmental sustainability.
- **Clean Streets and Communities:** The Administration recognises that clean streets are a priority for the city’s residents. Frontline services will focus on tackling all forms of littering and communities will be empowered to help deliver a city environment that we can all be proud of.

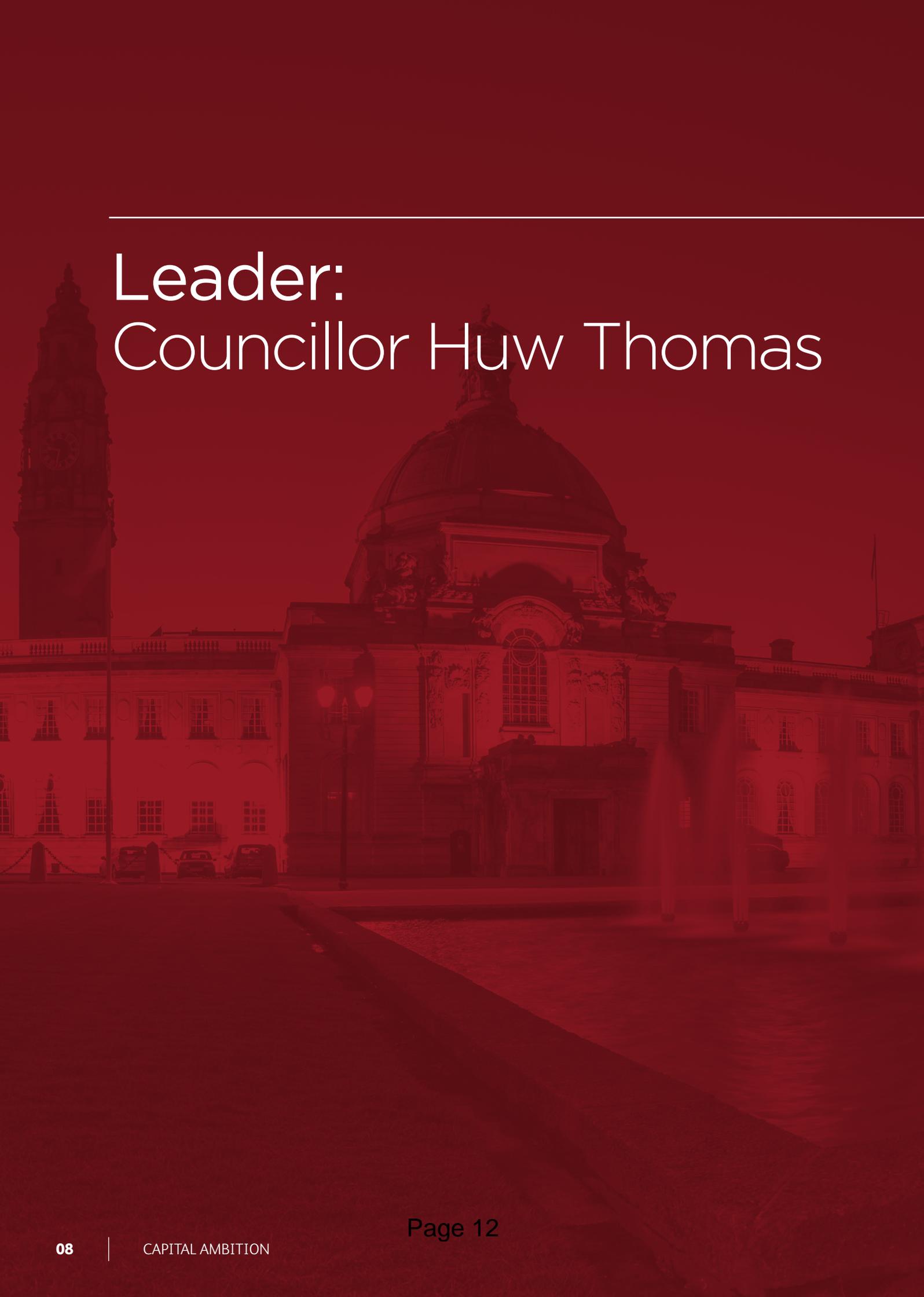


4. Working for Public Services

During the past 10 years the Council has made a quarter of a billion pound in cumulative savings, reduced the number of non-school staff by 22% and anticipates having to make a further £81m in savings over the next 3 years. While we oppose the UK Government's austerity agenda, the pressures facing public services will not relent any time soon. Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced that it will deliver better services for the people of Cardiff. This will mean:

- **Getting the Basics Right:** Maintaining a relentless focus on the performance of key statutory services.
- **Digital First:** Making the best use of new technologies to deliver our services, and providing digital access indistinguishable from that available to citizens in every other aspect of their lives.
- **Putting Communities Front and Centre:** The administration will seek to align community services, make sure that developments and investments in local communities are well-planned and maximise the impact of public investment through a new approach to 'locality working', building on the success of the Community Hub programme.
- **Joining-up of Frontline Services:** Staff from across the Council, and across our public services, will work increasingly across departmental and organisational silos, with a focus on delivering the best for citizens, communities and the city.
- **Purposeful Partnerships:** We will build strong partnerships, at the local, city, regional and national level to deliver for Cardiff.
- **A New Deal with Citizens:** Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We need a new deal with citizens through which we can work together to tackle problems and realise our shared ambitions for Cardiff.

Leader: Councillor Huw Thomas



CAPITAL AMBITION



Tackling inequality, managing growth and addressing the financial challenge can only be achieved by working with people, communities and organisations who want the city to succeed.

As an organisation we must move away from dealing with problems in isolation and begin to integrate frontline teams that are empowered to address the day-to-day issues we know need solving. Cabinet Members will adopt collective responsibility across their portfolios, driving through our policies for change. In the same way, individual directorates can no longer operate as silos: the Council must act as one seamless team to drive improvement across the city. "It's not my job" is not good enough. Whether it be reporting a pot-hole to dealing with a dirty street, Council staff will be supported to proactively deal with the issue.

More broadly, the Council must work across the public services to deliver lasting solutions to complex problems. Removing the barriers that prevent people from getting a job, delivering the best outcomes for children in our care and helping people to live independently all require services to be delivered without boundaries. This will require a relentless focus on service integration to deliver the outcomes that we want to achieve.

This Administration will make sure that our city's growth not only continues but that it is harnessed for the benefit of the city-region as a whole, and that we develop a mutually beneficial, win-win relationship between city and region. The City Deal is a good start, but no more than that. It now needs to act as a catalyst for the creation of a grown-up city-regionalism where honest discussions - and strategic decisions - about housing, transport and investment are taken for the longer-term benefit of the whole of the Capital Region, and ultimately, Wales.

A successful capital city is also a national, not just a regional, asset. We will be an outward-looking city, working with all our partners to make sure that Cardiff's success is shared with local people, regional partners and the country as a whole. Cardiff will be a capital city that works for Wales.

We will:

- **Build on the role that Cardiff can play in delivering for the Welsh and UK economies** by working with other Welsh cities and UK Core Cities.
- Work at the Wales level with organisations such as the Welsh Local Government Association to **help shape how public services are funded and delivered**.
- **Move beyond City Deal**, creating a framework for city-regionalism where strategic decisions can be taken about housing, transport and investment for the long-term benefit of the whole of the Capital Region, and ultimately, Wales.
- Work with Public Services Board partners to **join-up public service, tackle poverty and reduce inequality**. This will involve commissioned work to examine the links between place, housing, poverty and barriers to employment.
- **Work at the community level** to break down barriers between Council departments, between the Council and other public services and to forge stronger links with residents and communities.
- Collaborate with other local authorities to **harness the combined investment in public services** and the associated purchasing power to influence the economic development agenda across the Cardiff city-region.
- Work with others to **make sure any European funding lost to Cardiff from leaving the European Union is replaced by the UK Government**, advocating strongly for unfettered access to the Single Market, and guarantees for international students and workers.
- **Join-up Council services** so we work as one team to deliver on the issues that matter. Key areas of focus will include:
 - Close working between health and social services which includes improving the housing offer for older people and promote independent living.
 - Supporting looked after children.
 - Keeping our communities, parks and streets clean.
- Pilot a new **City Innovation Hub** to develop new solutions to big city challenges, working with public service partners.
- Adopt **Smart City** approaches to managing city infrastructures, beginning by using new technology and predictive software to support **intelligent management** of networks across the city.
- **Support the Welsh language** to create a truly bilingual city, and meet the demand for Welsh language education in the capital.

Education, Employment & Skills: Councillor Sarah Merry

CAPITAL AMBITION



We know that a great education will help everyone in Cardiff to achieve their full potential. This Administration will continue to invest in and improve our schools and to make sure that every child has the best possible start in life.

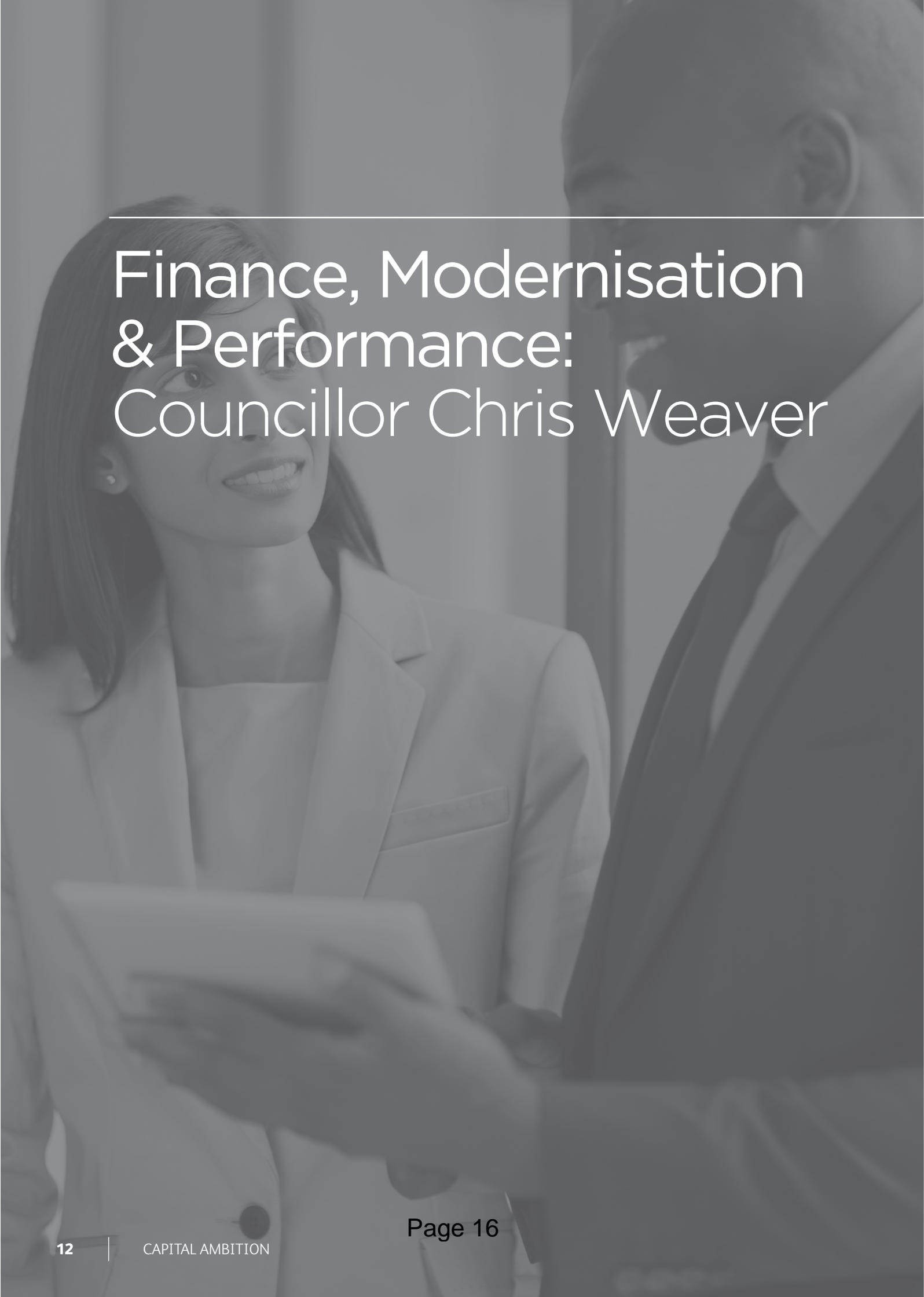
Education is one of the surest routes out of poverty, and so we will double our efforts to make sure that no child is left behind. We will focus on closing the gap in attainment of pupils from low-income families, looked after children, pupils educated other than at school and pupils with English as an additional language.

As Cardiff grows over the next 20 years, we will ensure that we meet the demand for more places in both English and Welsh medium schools by providing more schools and doing all that we can to attract, retain and develop the best teaching talent. In doing so, we will open our schools up for more community use, strengthening the important role that every school plays at the heart of their community.

Education doesn't end at the school gate. If everyone in the city is to benefit from the jobs and opportunities being created in our growing economy, every school leaver must be able to move into further education, employment or training. We know too that education is one of the main drivers of economic success, and so we are committed to working with Cardiff's business community to make sure that the city's skills system for both children and adults meets the needs of business, now and in the future.

We will:

- Make sure **every child in Cardiff goes to a good or excellent schools**
- **Close the attainment gap in schools so that no child is left behind.**
- **Invest in improving and expanding our schools** to meet the needs of a rapidly-growing population and take clear steps to address the historic maintenance backlog in school buildings.
- **Support the development of the new curriculum** for Wales, with a focus on key skills such as **digital literacy**.
- **Ensure that the support services** we offer schools are of high quality and good value.
- **Deliver the 'Cardiff Commitment' and promote junior apprenticeships**, ensuring that every child has access to training, employment, or further education opportunities when leaving school.
- **Put schools at the heart of our communities**, strengthening links between schools and their local areas.
- **Work towards becoming a UNICEF 'Child Friendly City'** as part of a partnership programme focussed on child rights.
- Ensure that **education is everyone's business** by working with all partners across the city- including businesses, parents, school governors- to get the best for Cardiff schools.
- Support the Credit Union to deliver "savers projects" within Cardiff schools that encourage saving and promote financial literacy.



Finance, Modernisation & Performance: Councillor Chris Weaver

CAPITAL AMBITION



We want Cardiff to be known as one of the best-run Councils in the UK. Recent years have seen corporate governance strengthened and performance steadily improve with indicators in our most important statutory services moving in the right direction. This Administration will maintain a relentless focus on making sure that these improvements are maintained.

We know that it won't be easy. The Council faces a budget shortfall of £81m over the next three years. This is in addition to the £250m reduction in the budget over the past decade. The scope and scale of the budget challenge, alongside the rising demands created by the city's rapid growth, means that there is no escaping the fact that every Council service will need to plan for a period of radical adjustment. In short, many of our public services are going to need to change if they are to survive.

This will mean increasingly adopting a 'Digital First' approach, making the best use of new technologies to run our services, particularly our more transactional services, as efficiently and effectively as possible, and providing digital access which is indistinguishable from that available to citizens in every other aspect of their lives. It will mean commercialising services where appropriate and where the opportunity exists, and using the best evidence and data to target resources where they will have the greatest impact. It will also mean developing purposeful partnerships with other public services, with the third sector, with our neighbouring authorities and, where appropriate, with the private and independent sectors.

Most importantly, it will rely on our staff. We know that our staff are driven by a strong public service ethos and a dedication to making a difference to the lives of the people and communities of their city. This is the bedrock upon which our public services are built and it is one of the reasons why we committed to being an accredited Living Wage Employer. We will continue to work alongside our staff during this period of renewed austerity. We will support all our public servants in the vital work they do, and in taking active roles in designing and leading the changes that will need to be made so that, despite the challenges we face, we are delivering the best public services we can for the people of Cardiff.

We will:

- **Get the basics right** by ensuring our performance in statutory services- like education and social services- continues to improve.
- Adopt a **Digital First approach** to Council services.
- Develop a **new 3-year organisational development** programme for the Council.
- **Get people and communities more involved in the decisions we take** by having an open conversation with citizens about how we deal with the budget deficit, how we run our services and through increased broadcasting of Council meetings.
- **Launch a new Social Responsibility policy** to make sure that local people and local communities benefit when the Council spends money on goods and services.
- **Champion equality and diversity**, making sure that citizens' rights are protected in any changes to our public services.
- **Support staff to be entrepreneurial**, encouraging them to develop new ideas and, where appropriate, increase revenue from Council services.
- **Develop and appropriately skill the workforce** to meet the changing needs and demands of the Council.
- **Promote the health and well-being of Council employees** by working with the Employee Network and Trade Union partners.
- Work with the Pensions Committee to consider **divesting Council investments from fossil fuel companies**.
- Seek support from Trade Unions to provide opportunities for Agency Workers to be made permanent, along with other Council employees, through the normal recruitment processes.

Housing & Communities: Councillor Lynda Thorne

CAPITAL AMBITION



We understand that having a good-quality home, in a community where people feel safe and connected, is important to each and every one of our citizens. We know that, for many people, finding and securing the right home is a real cause of concern. House prices are high, renting may not offer the long-term security needed and the housing waiting list is too long. We know too that the rise in those facing destitution and homelessness is not acceptable. We intend to tackle these issues.

Cardiff Council is one of only a handful of local authorities who have committed to building new Council homes. This is a great start, but we want to go further. Across the city the Local Development Plan provides for the construction of over 41,000 new homes by 2026. We will use the opportunity this rapid growth provides to deliver a greater number of secure, affordable and decent homes across Cardiff. We also want to make sure that our housing waiting list is fair, that people understand why we have to prioritise some people over others, and that we act quickly to help the homeless.

A strong economy is vital to tackling poverty, but a focus on creating jobs alone is not enough. A strategic focus on job creation must go hand in hand with effectively removing the barriers to work – whatever they may be - helping people into good jobs and good careers. This Administration will work with partners to help remove barriers people face to getting and keeping a job, joining up our into-work services, whilst also supporting every person and family affected by Welfare Reform and the roll-out of Universal Credit.

We will:

- Start by **building 1,000 new Council homes** through the Cardiff Living Scheme and taking forward other innovative housing initiatives.
- Work with developers to deliver over **6,500 affordable homes by 2026 through the Local Development Plan** and strengthen our approach to housing development, considering strategic investment that addresses all types of demand for housing, such as social housing, affordable housing and housing that supports extra care and independent living.
- Reduce the number of problem and vacant houses through the **Empty Homes Policy**.
- **Drive up standards in the private rented housing sector** by:
 - Ensuring private landlords comply with their legal obligations under the Housing (Wales) Act 2014.
 - Hosting the Welsh Government's Rent Smart Wales scheme- an all-Wales registration and licensing scheme- which works to prevent rogue agents and landlords letting and managing properties.
- **Address rough sleeping in the city** through delivering, with partners, the Rough Sleeper Strategy, including:
 - Adopting a 'No First Night Out' policy.
 - Piloting new approaches, including a 'Housing First' model which moves rough sleepers straight from the streets into a home.
- **Support those affected by Welfare Reform and help more people find jobs that give them dignity and pride** by working with partners to further develop into-work services and by providing a network of volunteering opportunities.
- **Invest in local communities** by completing the Maelfa Shopping Centre regeneration and delivering new Community Hubs in Llanedeyrn and Llanishen, extending the St Mellons Hub and further developing the Ely and Caerau Hub with our partners.
- Help **make Cardiff communities a safe place to live** by addressing anti-social behaviour and working with partners to promote inclusion across the city.
- Maintain a **network of accessible library services**.
- Put local communities at the heart of our approach by launching a new **Community Engagement Strategy** and developing **Community Involvement Plans**, giving people a voice in shaping Council services, helping connect people and councillors with local service providers and with activities taking place in their neighbourhoods.



Clean Streets, Recycling & Environment: Councillor Michael Michael

CAPITAL AMBITION



Keeping our streets and neighbourhoods clean and well-maintained is one of this Administration's top priorities. Survey after survey of Cardiff residents puts clean streets as one of their most important issues. We agree. Clean streets are a vital part of strong and resilient communities, where people are proud of their local area and look out for one another. We are committed to continue with our neighbourhood blitz and 'deep clean' efforts and we will review our street cleansing service to make sure that we're delivering the best we possibly can for Cardiff.

But keeping Cardiff clean can't be just the Council's responsibility. It has to be the responsibility of each and every one of us. Everyone who lives, works, learns, or plays here has a responsibility to each other, and to the city, to help keep our streets clean. We want as many people as possible to contribute, by getting involved in our 'Love Where You Live' campaign, by not throwing litter in the first place, or reporting those who do. We will commit to operating a zero tolerance policy, increasing our enforcement activities and fines for the litter-throwers and fly-tippers who demonstrate a complete lack of respect for their neighbours and communities.

Cardiff is Britain's leading major city for recycling. Recycling of waste from households has already increased from 4% to 58% since 2001. As the city grows, more people will live in the city, more businesses will locate here and more people will visit. This will mean more waste. Furthermore, we have to meet the challenging recycling targets – set in law by the Welsh Government - of 64% by 2020 and 70% by 2025 if we are to avoid substantial fines. That's why we are committed to continuing the radical improvements in recycling that we've seen over the past 15 years, and to making Cardiff a world-leading city in this vital area of environmental sustainability.

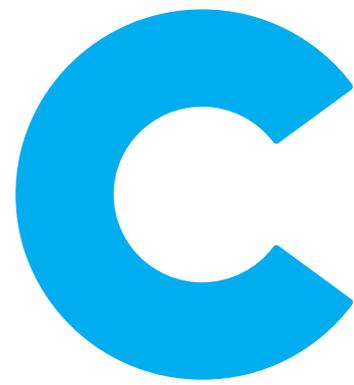
Protecting our city's environment and improving our sustainability at a time of unrelenting public sector austerity will not be easy. It will mean challenging old ways of doing things, and challenging ourselves – and our citizens - to embrace change, if that means we can deliver a better service for the people of Cardiff, better working conditions for our staff, and a more resilient and sustainable capital city for Wales.

We will:

- Develop a '**Total Street**' approach to keeping streets and public spaces clean that join up Council services.
- Continue the successful '**Love Where You Live**' campaign to support residents and community groups in taking greater responsibility for the cleanliness of their local communities.
- Apply a **zero tolerance** policy on fly-tipping and street littering.
- Develop a systematic proactive approach to street and public space **enforcement** including:
 - Implementing Public Space Protection Orders to remove anti-social behaviours.
 - Improving education and enforcement relating to litter, dog fouling and fly-tipping.
- Support the **implementation of the Clean Air Strategy** by promoting low-emission vehicles with a focus on the Council's fleet.
- Explore a programme to retrofit schools with renewable energy and develop **Sustainable Heat Network** proposals for the city.
- Deliver a **Food and Street Food Strategy** for Cardiff.
- **Boost city recycling rates** by placing a focus on education in schools, community engagement, behaviour change and through complementing recycling services.
- Improve recycling performance and tackle street litter by exploring with partners, including Welsh Government, opportunities to **introduce more sustainable food wrapping in take-away eateries**.
- **Explore options for new Household Waste Recycling Centres** to meet predicted growth in the north of the city and **deliver new ReUse Centre facilities in partnership with the third sector**.
- Explore the opportunity for greater collaboration with neighbouring local authorities on the delivery of recycling services including shared infrastructure services.
- Deliver a long-term solution to **ensure adequate burial space is provided** for the future that will meet the needs of an increased city population.
- Develop a **sustainable and enhanced service for the kennelling and re-homing of stray dogs**
- Ensure taxi users and visitors to the city experience a consistently high-quality and safe service and that **Cardiff taxi drivers are provided with a level playing field** by using our regulatory powers to support customers and providers.
- **Help protect the public and ensure businesses act responsibly** through the provision of the collaborative Regulatory Service.

Children & Families: Councillor Graham Hinchey

CAPITAL AMBITION



Cardiff should be a great city for all our children to grow up in. That's why this Administration is committed to investing in aspiration and life chances from an early age, particularly for those children from our city's most deprived communities or troubled families.

In the face of austerity we have invested in recruiting new social workers, and some big strides have been made in improving statutory children's services. This Administration is determined that this continues. We will focus on the most vulnerable children, particularly on making sure that children in our care system are healthy and safe, and are given every opportunity to succeed in life.

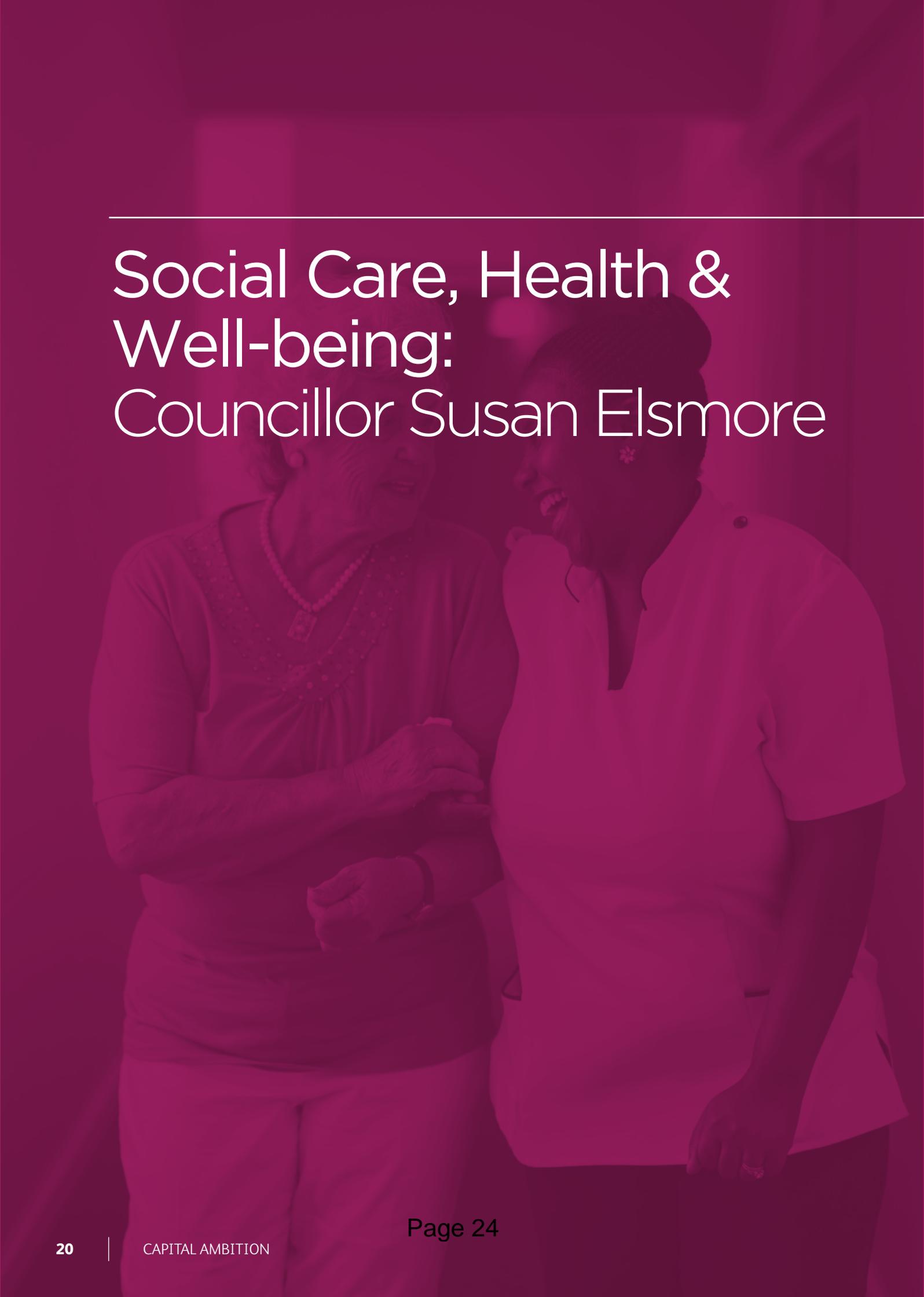
We will work to align services and funding – from across the public and third sectors – around what each individual child and family needs. In doing so, we want to see a step-change in partnership working at a community level between our social services, our schools and other public services like health and police.

Families do best when they're healthy and empowered, and are able to play an active role in community life. We will do all we can to make sure that this happens. Early intervention will be critical, making a difference in the early stages to tackle an issue before it develops and addressing Adverse Childhood Experiences. Again, this will rely on partnership working across the public sector and with our staff, citizens and communities, and building on partnerships like the Multi-Agency Safeguarding Hub.

We will:

- Continue to improve Children's Services and our work to attract, recruit and retain more **children's social workers**.
- Further develop effective **early help for families, so that fewer children need to be looked after by the Council**.
- Continue to **improve outcomes for looked after children and further enhance their experience of care**, with a particular focus on reducing the number placed out of area.
- **Enhance the support for young people when they leave local authority care**, making sure that they're given the opportunities to succeed, including continuing the Council's Corporate Traineeship Programme for Looked After Children.
- Pilot a 'Children First' approach to joining-up services and funding in support of children and families in a specific locality in the city.
- Improve engagement with communities at large - and faith communities in particular - to improve the safeguarding of children and adults across the various communities in Cardiff.
- Implement the '**Disability Futures**' Programme, remodelling services and improving outcomes for disabled children and young adults.
- Take forward '**Signs of Safety**', a strengths-based, safety-organised approach to child protection casework.
- Explore the potential of a new or **discounted bus travel scheme for young carers**.

Social Care, Health & Well-being: Councillor Susan Elsmore





How we treat people in most need of support is a real test of the values of our city. As Cardiff grows, it is more important than ever that no-one is left behind because of their circumstances and that we value and support our most vulnerable citizens. This Administration is committed to working with partners in the public and third sectors to continue to improve our services and support for our most vulnerable citizens, including older people, individuals with learning or physical disabilities, those living with mental ill-health, or substance misuse.

The way we look after older people is a message to future generations; therefore our services for older people will be a priority. Though Cardiff is a young city, as the city grows, the number of older people is also projected to rise significantly, with the numbers of over-85s expected to nearly double by 2030. Some older people will have long-term conditions and complex care needs, meaning that additional community and primary care services will be required to meet the needs. The costs of delivering social care is already bringing added pressure on public services, with a 50% rise in costs for delivering services for older people, from £21.3m to £31.9m, between 2011 and 2016. There is no sign of these pressures relenting.

This Administration is committed to finding working solutions both to the immediate crisis and the longer-term challenges. For too long social care has been a challenge that has been placed in the 'too difficult' box. Finding solutions will mean working in ever-closer partnership with the Health Service and the third sector, joining-up our services at a community level, working closely with partners- including voluntary groups, unpaid carers and volunteers- to make sure that as many people as possible are able to receive care in their communities. This approach will also include an emphasis on re-focusing investment into prevention and promoting independent living.

We will:

- Provide the **highest quality of social care possible**, in practice and delivery.
- **Integrate health and social care at pace and scale**, strengthening our partnerships with the University Health Board and the Vale of Glamorgan Council.
- **Break down barriers and join-up services at the community level** by placing social care at the heart of the Council's emerging 'localities' approach.
- Deliver **state-of-the-art centres** to provide specialist dementia services and day opportunities for older people.
- Make sure that **those in vulnerable circumstances are protected from significant harm** by strengthening Adult Safeguarding arrangements.
- **Support those suffering from mental ill-health** by implementing and embedding the 'Time to Change' pledge.
- **Support those citizens and families who live with dementia**, including making Cardiff a recognised Dementia Friendly City.
- Work with our partners on a local basis to support the global movement **to end all forms of violence against women**, putting in place comprehensive services for those affected by Domestic Abuse.
- Work closely with partners to support the Identification and Referral to Improve Safety (IRIS) project.
- Work with partners to promote Public Health and **reduce health inequality**.
- **Empower people to stay independent at home** by further developing a full range of Preventative Services, geared towards reducing the demand pressures of an ageing population.

Strategic Planning & Transport: Councillor Caro Wild





As one of the UK's fastest-growing cities it is crucial that growth is well-planned, sustainable, and that its benefits are felt by everyone in the city.

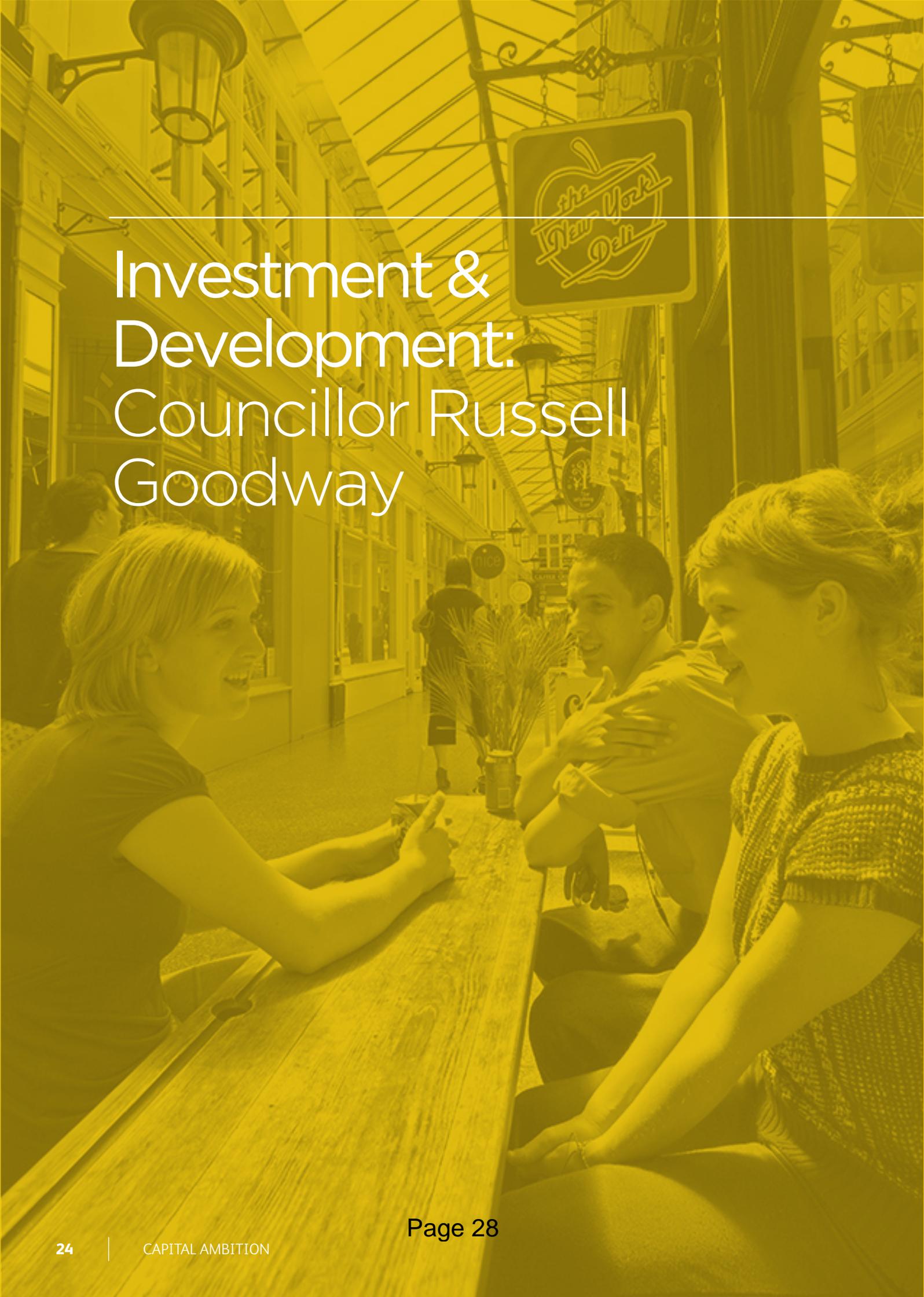
Growth is a big opportunity for Cardiff – a successful city is a place where people want to live – but it will bring challenges too. This Administration is committed to making sure that Cardiff grows in a resilient way, that its communities – new and old – are well-planned and well-connected, and that its infrastructures and public services are fit for the future.

Getting our transport system right is one of this Administration's top priorities. Tackling congestion will reduce carbon emissions and improve the quality of the air we breathe, improve people's health and support the city's economy. Transport within Cardiff is currently dominated by private car journeys. This is changing, with more and more people cycling or walking to work, catching the bus or taking the train. But it's not changing fast enough. It's time for Cardiff to go up another gear.

Each day over 90,000 people – well over a third of the city's workforce – come in and out of Cardiff from elsewhere in the Cardiff Capital region. Four out of every five come by car. This Administration wants Cardiff to be a capital city that works for Wales. Investing in a quick, reliable and sustainable transport system linking the city and the region has to be a project of national significance. We will work with our city-region partners and with Welsh Government to make sure that it happens.

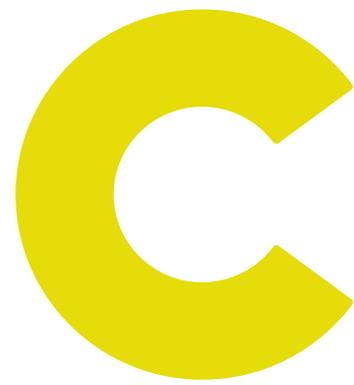
We will:

- Work with Welsh Government and city-region partners to **deliver the first phase of the Cardiff Metro**, supporting a step-change in how people commute into, and travel around the city.
- **Ensure that land use in the city is well-planned and well-managed** through the continued implementation of the Local Development Plan, delivering **new high-quality communities and housing** through a detailed master planning approach.
- Retain Cardiff Bus in public ownership and enhance the public bus transport infrastructure:
 - Delivering bus priority measures on key corridors and development of strategic park and ride sites.
 - Developing integrated strategic transport hubs at Cardiff Central and Cardiff West, whilst exploring with partners the potential for a hub at University Hospital Wales.
 - Explore smart ticketing options, integrated with the Metro.
- Start delivering a Cardiff Cycling Strategy, which will include:
 - Phased implementation of new **Cycle Super Highways**.
 - An upgrade of popular routes including the **Taff Trail, Bay Loop and Castle Street**.
 - A review of the most appropriate **Cycle Hire** model for Cardiff, considering technology-led proposals.
- Place active travel at the heart of planning, transport and highway policy by:
 - Designing **safer routes to our schools and around our communities**, ensuring every school has an active travel plan for cycling and walking.
 - Rolling out more **20mph and pedestrian-friendly zones** across the city to make our streets safer and calmer.
 - Shifting car-culture through initiatives such as Car Free Day, Car Sharing and Car Clubs.
- Deliver a best-practice **Clean Air Strategy**, working across Cabinet Portfolios and Council Directorates.
- Begin to **address historic under-investment in our roads and footways** by increasing capital investment.
- **Extend enforcement of moving traffic and parking offences and deploy new technology** to manage the road network, in order to improve driver behaviour and enhance the safety of our roads.
- Bring forward a Green Paper on **Sustainable Transport in Cardiff**.



Investment & Development: Councillor Russell Goodway

CAPITAL AMBITION



Cardiff has become a great place to visit and an even better place to live. It is a young and talented city, primed for economic growth. The potential is here, it just needs to be unlocked.

With an economic climate which is already hitting the most vulnerable areas hardest, in a post-Brexit Britain there should be no doubt that the capital city represents Wales' best economic opportunity. We need to make sure that opportunity is grasped.

We need to upgrade our city infrastructure - particularly its digital infrastructure – attract more inward investment, create more and better home-grown companies, and ensure a radically-improved local education system becomes the driving force behind long-term economic gain.

We need to identify the projects and initiatives that will deliver the city's ambition and ensure they translate into jobs and opportunities for the people that need them and benefit every community across the city and beyond.

We will also need to leverage the investment potential of key high-value sectors: the creative and digital industries, and financial and professional services - sectors in which Cardiff already has companies with international profile.

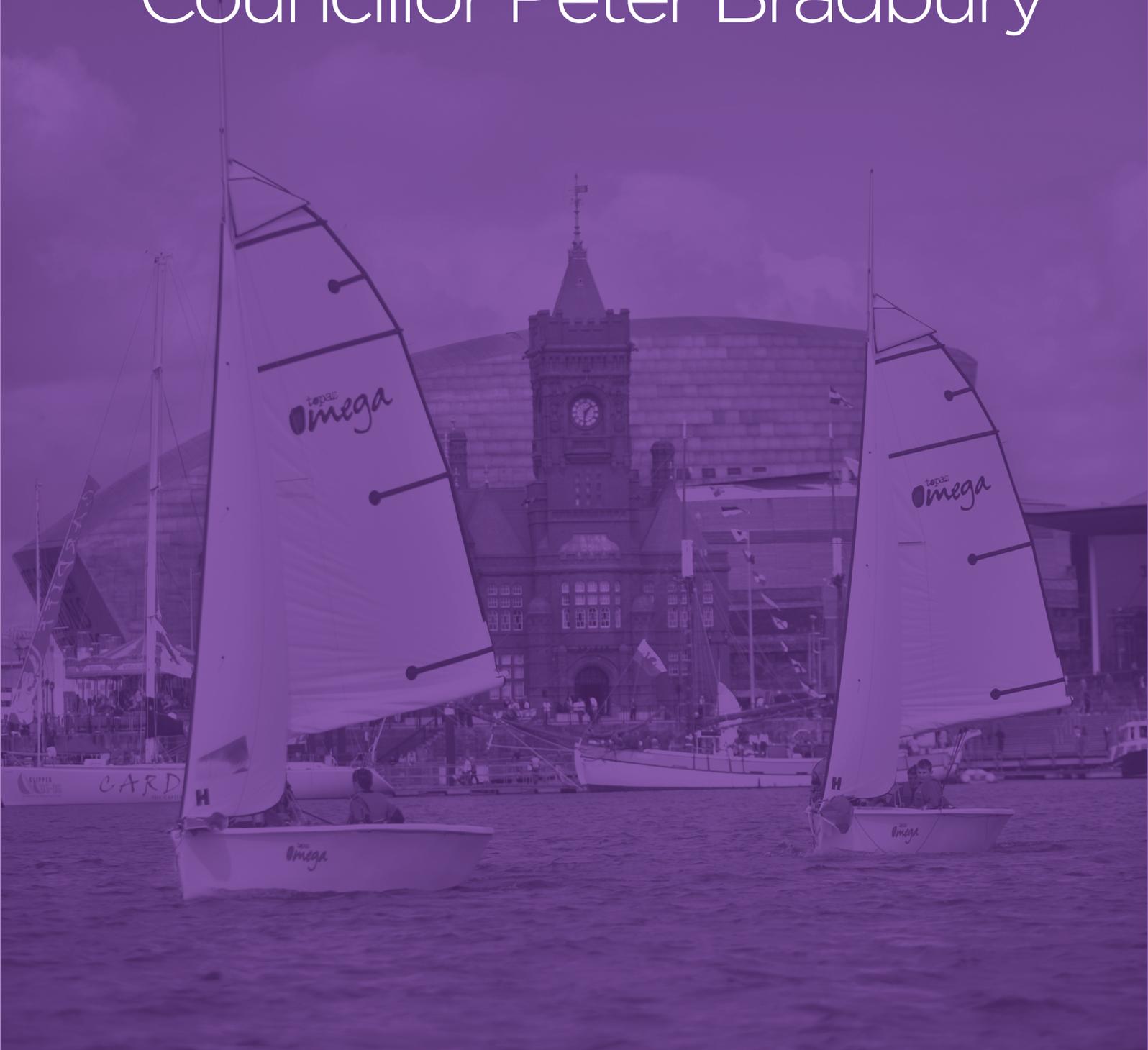
Our universities need to become central to our ambitions in the way that they haven't been in the past. Cardiff's vision will need to be smarter, more sophisticated, and more enterprising and will need to be underpinned by a set of fundamental principles:

- Cardiff needs to be ambitious for its people but that aspiration needs to be translated into firm and deliverable plans.
- The Council needs to ensure big city projects translate into economic prosperity, and the benefits need to be felt in all of the city's communities.
- Cardiff needs to be seen as being 'open for business'. The Council needs to actively engage with business and embrace the full potential of public private partnership which has served the city so well in the past.
- Cardiff's role as the driver of the city-region economy must be promoted and exploited - for the benefit of Cardiff and its surrounding areas.
- Cardiff must continue to be that outward looking, international city it has always been, acting as the connecting point between Wales and the world.
- Cardiff's high skills base needs to be translated into higher value jobs and higher wages.

We will:

- Prioritise the delivery of a new **Multi-Purpose Indoor Arena** in the best possible location to ensure it can attract the premier national and international events.
- **Set a refreshed vision for Cardiff Bay as a leisure destination**, by securing a new visitor attraction, with the possible creation of a permanent "beach style" facility and revitalising the strategy for the International Sports Village.
- **Grow the city centre as a location for businesses and investment**, including:
 - Completing a new business district and gateway to Wales to the north and south of Cardiff Central Station.
 - Delivering a new transport interchange which will be at the heart of the Cardiff Metro.
 - Creating new shared spaces for pedestrians, cyclists and vehicles throughout the city centre.
- Work with developers to bring forward plans for the **regeneration of Dumballs Road**.
- **Launch a new Industrial Strategy for East Cardiff**, aligned to the completion of the **Eastern Bay Link**.
- **Expand Cardiff's 'Knowledge Corridor'** by working with partners to secure further investment into the Maindy Park campus, Heath Hospital, the proposed new Velindre Hospital and the GE Innovation Park at Coryton.
- **Act as an advocate for the Real Living Wage initiative**, with the objective of securing its adoption by the city's employers.
- Explore with partner organisations the **establishment of community-based social enterprises** to support the Council's estate management and other support services.
- **Establish a City Business Forum** to help influence the development and implementation of the Council's investment and development agenda.
- **Create more opportunities for apprenticeships, work placements and jobs** by working with the business community, schools and young people.
- Bring forward a business-led strategy designed to address the backlog in maintenance of the city's most **historic buildings** and equipping them with the technology required to enable us to find new uses which will contribute to the delivery of the Council's economic development agenda.
- Work with the private sector and third sector partners to **expand and improve the start-up and incubator space available for new small and medium-sized enterprises** in Cardiff.
- Work with national institutions to create an **economic strategy that recognises the economic development potential of sport and culture**.

Culture & Leisure: Councillor Peter Bradbury



CAPITAL AMBITION



People love living in Cardiff. One of the main reasons is the excellent culture, shopping and sport that our city has on offer. Cardiff was ranked by its own citizens as being in the top 3 cities in Europe for cultural venues, shopping and public spaces and amongst the best for sports facilities, parks and green spaces. Despite the big budget challenges we face, this Administration is determined to make sure this doesn't change. This will mean doing things differently, working more closely with partners and community groups, and crucially, being more inventive and creative with our assets.

Cardiff is one of the greenest capital cities anywhere in Europe. We're lucky to have Bute Park right in the heart of the city centre and we're proud that for the first time 10 of our city's parks were awarded green flag status last year. This Administration knows how much our residents value our city's parks, and we will do all we can to keep them great in the face of budget cuts. Our blue spaces are something to be proud of too; and we will bring forward exciting plans for the future of Cardiff Bay.

Hosting the Champions League Final – 2017's biggest global sporting event - was brilliant for Cardiff, and for Wales. We've shown, yet again, that our capital city can deliver on the biggest stage. It was a great team effort. Next year the Volvo Round the World Yacht Race will stop in Cardiff for the first time in its history; returning to Britain for the first time in 12 years. We need more events like these. They are vital to our economy and to what makes Cardiff a great place to live, work and study.

We will:

- **Attract more major events to the city**, building on the success of the Champions League Final.
- Bring forward significant improvements in the visitor experience of Cardiff Bay, Alexandra Head and Mermaid Quay, building on Cardiff's unique industrial heritage.
- **Drive up attendances across the Council's venues and attractions**, competing with and beating our commercial competitors.
- Work with partners to explore a bid for **European Capital of Culture**.
- Deliver the **Creative Cardiff** partnership with Cardiff University.
- **Continue the Cardiff Contemporary** initiative with the city's arts community.
- **Secure the future of live music** in Womanby Street by working with the city's business and arts communities.
- Work with partners to develop an ambitious Cardiff Sport and Physical Activity Strategy, focussing front-line services on **increasing participation in sport and physical activities and unlocking continued support for sporting, play and physical activity facilities**, particularly in our city's most deprived communities.
- Develop an initiative to encourage a more **proactive public approach to street and front garden planting, pocket parks** and informal green spaces.
- Protect and enhance Cardiff's parks, green space and usable open space by creating a more **commercial and self-sustaining approach**. Major new improvement plans will focus on Roath Park, Forest Farm as well as other locations.
- Further develop an ambitious network of "Friends of" and volunteer groups through a range of partnerships and programmes to maximise the social value of citizen participation.
- Work in partnership to **return sailing to Llanishen Reservoir**.

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