

CAPITAL AMBITION

OUR COMMITMENTS FOR CARDIFF



This document is also available in Welsh



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.

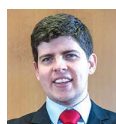
We must do during a time of unprecedented austerity. The Council alone has made savings of more than a quarter of a billion pounds over the past decade. The health service, police, fire – all our city's public services – are facing similar challenges. Yet the next period is likely to be characterised 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

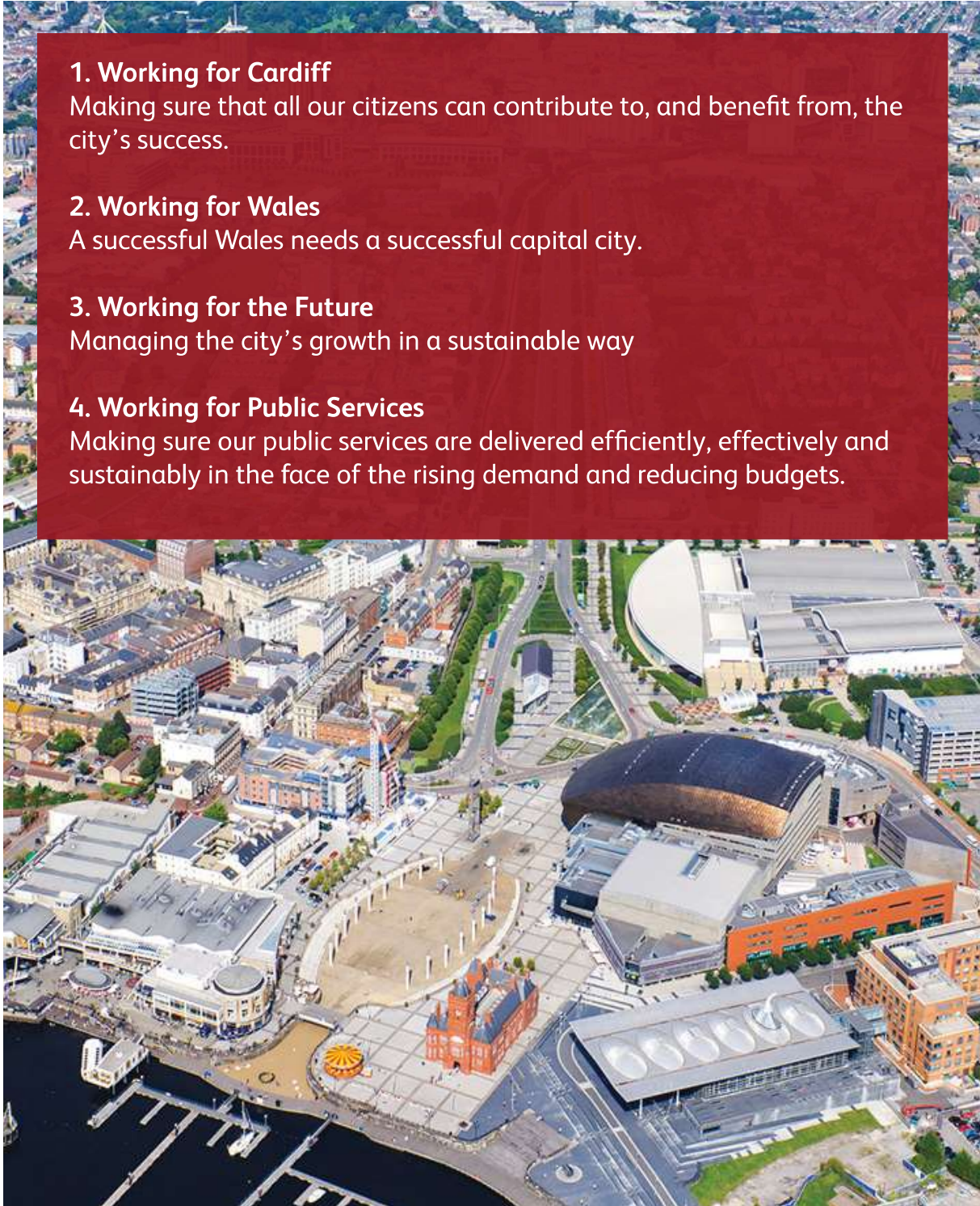
A successful Wales needs a successful capital city.

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.

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.

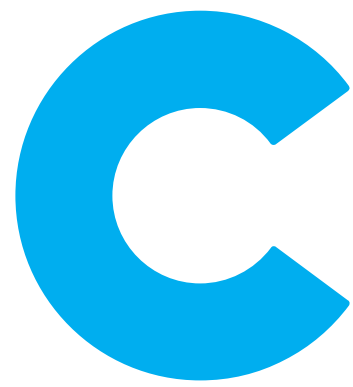
Education doesn't end at the school gate. If everyone in the city is to benefit from the jobs and opportunities being created in our growing economy, every school leaver must be able to move into further education, employment or training. We know too that education is one of the main drivers of economic 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.

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**.