

Capital Ambition

Our continuing commitments for Cardiff



› Introduction

Our Capital Ambition is to create a greener, fairer and stronger capital city that plays a leading role in creating a better future for Wales.

When I became leader of Cardiff Council I set out my belief that Cardiff was facing a historic opportunity – a chance to turn potential into reality and become a truly great world capital. Over the past three years I have spent each and every day working alongside my colleague Cabinet member and Councillors, with businesses, charities, universities and public sector partners, and most importantly of all with the people of Cardiff, to turn this potential into reality. As this refreshed Capital Ambition shows, across all Cabinet portfolios and all aspects of public services and city life, we are taking our great city forward.

We are investing hundreds of millions in building new schools across the city and have lifted school attainment from being amongst the lowest to the highest in Wales. We have built the first Council houses in Cardiff in a generation as part of one of the UK's most ambitious Council house-building programmes. We have supported the creation of tens of thousands of new jobs through major projects like Central Square and helped people into them through our new employment service. We have launched an innovative new family support service to help and protect our most vulnerable children and families with the right service at the right time, well before a crisis is reached. The progress is reflected in the data – with Cardiff Council's performance amongst the top three most improved in Wales over the past year and the majority of our services now in the top two quartiles on the performance league table. We have done all of this in the face of a decade of unprecedented austerity that has seen nearly a quarter of a billion pounds in cuts and stretched many public services to breaking point.

Looking to the decade ahead I won't deny that we are facing some severe headwinds. We must find local responses to a Brexit that we in Cardiff did not vote for, which will hit our city's industries and poorest communities hard. Where others are failing to act, we must lead – on the response to the climate emergency, and on closing the growing gap between rich and poor. These are not challenges of our creation, but they are challenges that we must meet. Doing so will require bold solutions and big ideas, allied to ambitious and determined leadership, prepared to assemble a coalition of the willing. And so,

despite the challenges, I look to the decade ahead with confidence and optimism because I know that these are qualities that we in Cardiff have in abundance.

In this document we set out our ambitions to continue the transformation of the city centre as a business location by completing Central Square and beginning the regeneration of the area south of the station, all centred on a new bus station – currently under construction – and a £158m investment into Cardiff Central train station. We also set out our commitment to deliver a new arena to initiate a new phase of regeneration in Cardiff Bay as well as a new Industrial Strategy for the east of the city, anchored by a new rail station and business park at Cardiff Parkway. We cannot do this alone – it will require close partnership working. Our city is home to some of the best and brightest minds in Britain, some of the most exciting start-ups and creative companies which work alongside world-class institutions in the public, private and university sectors. All of whom, I know, share our ambitions for the future of Cardiff. Together, we can lead a new economic future for the capital city of Wales.

We are also clear that a strong economy is about much more than simply creating jobs and attracting investment. It is a scandal that many of the poorest communities in Wales – including the one I represent – are less than a stone's throw away from the nation's economic centre. The importance of our work on making Cardiff a true Living Wage City cannot be understated, and we will continue to use every lever at our disposal to drive social equality. This includes taking a harder look at the totality of public funding going into a community and ask "what are the big outcomes that place needs?" to determine how that resource can be best deployed to achieve them. We will also be much smarter about how we use the power of the public purse to tackle poverty and provide opportunities to people – particularly young people – who live in our more disadvantaged and disconnected communities.

I want Cardiff to play a leading role in the Welsh response to the climate emergency, turning the theory of a Green New Deal into practice. In no area of city life will this be more important than in shifting to sustainable transport. We have put forward a £1bn programme of rail, bus and bike projects that will radically change how people move around the city, reduce carbon emissions, tackle congestion and dramatically improve air quality.

That is why we are also looking at different, innovative funding mechanisms, including road user charging. We will also take forward a review of our Local Development Plan, putting sustainable development as the unifying guiding principle for managing Cardiff's rapid growth. Through our One Planet Cardiff strategy, which will also include a range of initiatives in sustainable energy, food, travel, housing and water management so that, over the decade ahead, we in Cardiff will lead the transition to a cleaner, greener Wales.

The next decade promises both opportunities and challenges for our public services. With the rapid growth of the city and entrenched inequalities, the demand for our services will continue to grow. Many services will therefore need to be re-invented and rebuilt to meet the new challenges of the decade ahead. These reforms will be based on the principles of prevention and partnership working, of listening to the voices and building on the strengths of citizens and communities and of applying digital technologies. Above all else I want Cardiff Council and its public sector partners to lead by example in delivering economic, social and climate justice – above and beyond the vital services we deliver. Together, we need to be far more inventive in our procurement, in our employment and recruitment policies and in the use of our assets to drive up workers' rights, improve environmental standards and better the lives of the people in our poorest communities.

These are our continuing Capital Ambitions. Their delivery will rely on the dedication, passion and creativity of thousands of our Council officers, teachers, social workers and street sweepers. But also our police officers, fire fighters, doctors and nurses. They are the bedrock of our public services, and I want to pay tribute on behalf of my Cabinet and the public service leadership of the capital city of Wales to the work that they do on behalf of our city, day in day out.

Every citizen, every business and every community group can make an important contribution to life in our city. Each of us can help play our part in building a city where everyone makes a valuable and valued contribution. My commitment remains, as Leader of the Council, to work together with you all in a common endeavour to make Cardiff a better place to live for all our people.



Cllr Huw Thomas
Leader, Cardiff Council

I 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.

› Working for **Cardiff**

This Administration is committed to delivering a greener, fairer and stronger future for the people and communities of Cardiff. In doing so, we will do everything in our power to reduce the large and growing inequalities between communities, and to making sure that all our citizens are able to contribute to, and benefit from, the city's success.

We will:

- Continue to raise standards achieved by learners by supporting improvement in teaching and leadership in schools.
- Invest £284m in building new schools and refurbishing existing schools, including delivering ten new schools – two secondary and eight primary.
- Enhance the 'Cardiff Commitment', with the ambition that all learners progress into education, employment or training post-16.
- Champion the Real Living Wage across all sectors and employers.
- Complete the second phase of the Maelfa redevelopment scheme and lead a regeneration of the Channel View estate.
- Work in partnership with public sector partners and the third sector to design and deliver a range of integrated community facilities across the city including Community and Wellbeing Hubs.
- Make Cardiff a great place to grow older, where older people are more empowered, healthy and happy, supported by excellent public and community services and integrated within all areas of community life.
- Deliver at least 2,000 new Council homes, of which 1,000 will be completed by 2022 and work with developers and partners to deliver 6,500 affordable homes across the city by 2026.
- Continue to make sure that no one needs to sleep rough on the streets of Cardiff through the development and delivery of a five-year multi-agency city plan.
- Support those affected by Welfare Reform through our enhanced Into Work Services.
- Continue to improve services so that fewer children are in care.



› 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.

We will:

- Complete the regeneration of the city centre, including completing Central Square, beginning a new phase of regeneration south of the station and launching a new vision for the Canal Quarter.
- Write a new chapter in the regeneration story of Cardiff Bay by delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2023 and the next phase of the International Sports Village.
- Support the completion of Cardiff Parkway and the Eastern Bay Link Road as part of our Industrial Strategy for the east of the city.
- Ensure that Cardiff is placed at the centre of Wales' international inward investment and promotion strategies as the UK leaves the European Union.
- Bring world events to Wales and take the best of Wales to the world, including working with industry to deliver a new signature music event for Cardiff.
- Keep the capital as the beating heart of Welsh cultural life, including delivering the Cardiff Music Strategy in partnership with the city's new Music Board and developing a new cultural strategy for Cardiff.
- Play a leading role in the design and delivery of city-regional governance for economic development, planning and transport that reflects the unique role that the capital city plays in the Capital Region.
- Deliver the Western Gateway initiative with UK and Welsh Governments and with partners across South Wales and the West of England.
- Lead a bilingual capital city that embraces the Welsh language and continues its promotion within our schools, our workplaces and our communities.

› Working for the **Future**

Cardiff is one of the fastest growing cities in Britain and is projected to grow by more than the rest of Wales combined over the next 20 years. This growth is a sign of strength, but it will put additional pressure on the city's infrastructure and public services that will need to be planned for and managed effectively and sustainably.

In response to the climate emergency we will take decisive action to de-carbonise the Council and working with residents and partners, bring forward plans to ensure that Cardiff leads a low-carbon transition in Wales.

We will:

- Deliver the 'One Planet Cardiff' Strategy as a response to the climate emergency, making Cardiff a world-leading city for sustainable development.
- Transform Cardiff's sustainable transport infrastructure and public transport services, through a multi-billion pound investment programme into rail, bus, cycling and walking.
- Manage the city's rapid population growth in a sustainable way through taking forward the review of Cardiff's Local Development Plan, underpinned by sustainable development and well-being principles.
- Build on Cardiff's status as the UK's leading recycling city by driving up city recycling rates and promote a circular economy for recycled materials.
- Lead a low-carbon transition in the city's transport system, converting up to ninety Council vehicles to electric power by 2021, working with the city's bus companies to replace older buses with new electric and low carbon buses, and putting in place EV infrastructure across the city.
- Remove single-use plastics from Council venues and work with partners to develop a city-wide response to single-use plastics in all public services.
- Deliver a programme of energy projects, including a new Sustainable Heat Network in the city centre in partnership with the Welsh Government.



› Working for **Public Services**

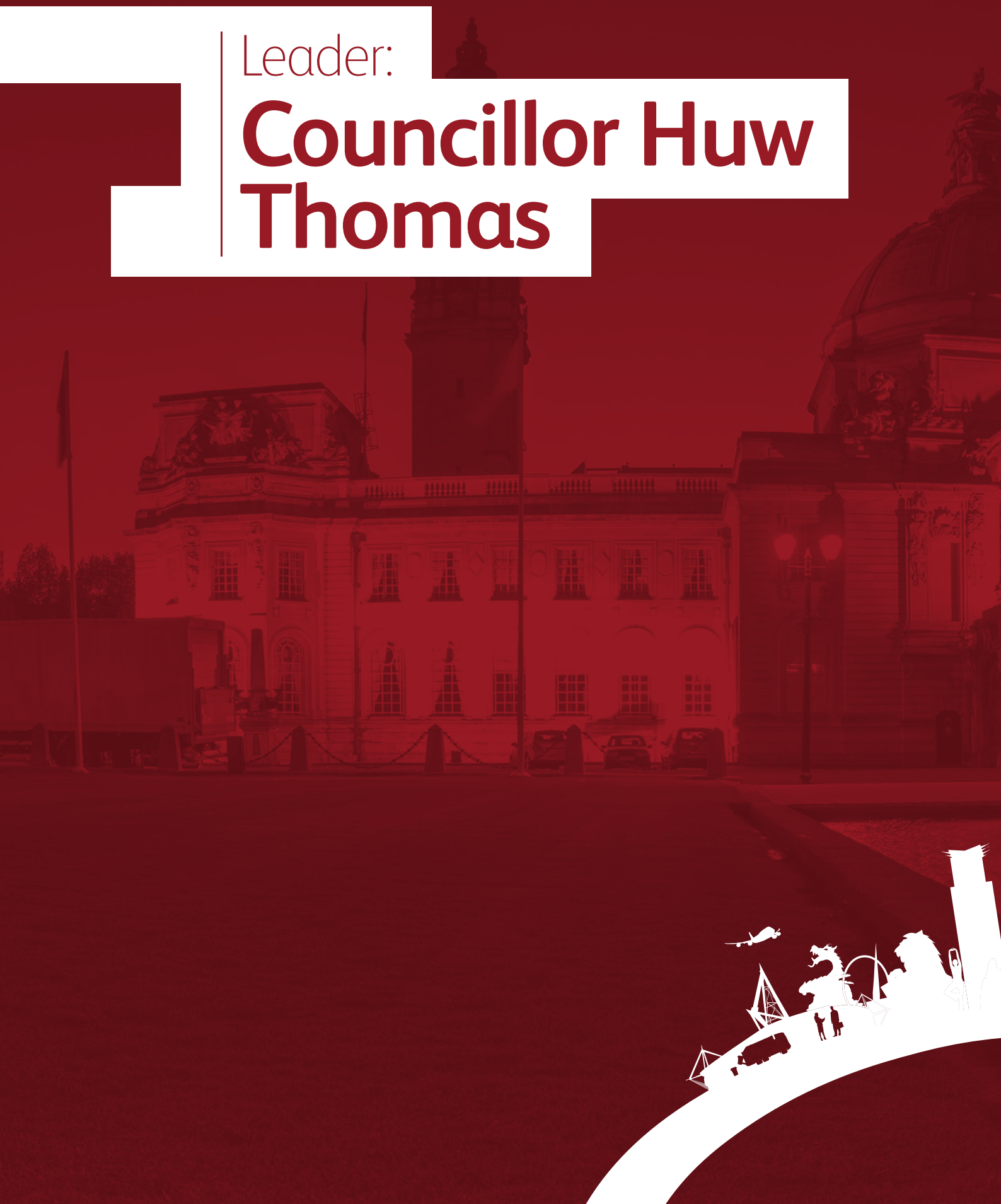
A decade of austerity has seen the Council cut over £220m and stretched many public services beyond breaking point. From 2020 onwards many services will need to be reinvented and rebuilt to meet the new challenges of the decade ahead, based on the principles of prevention and partnership working, of listening to the voices and building on the strengths of citizens and communities, of applying digital technologies.

We will:

- Break down organisational and departmental barriers so that all Council and public services staff are working as one team to deliver for our communities and citizens.
- Protect front-line services through continuing to modernise and drive efficiency from our back-office services, exploring new collaborative models with regional partners.
- Lead by example in the delivery of our One Planet Cardiff strategy, with the ambition of making Cardiff Council one of the greenest public sector organisations in Britain.
- Continue our Digital First approach to customer services and look to apply new technologies to improve all our services.
- Enhance our data analytic skills, capacity and systems to help us to better understand and manage complex public services and develop tailored and targeted responses.
- Develop a partnership with Cardiff University that brings the research power of the University to bear on solving some of the city's public service challenges.
- Adopt agile working across all areas of the Council, providing a more responsive and flexible service for staff and citizens while driving down the Council's assets, energy and transport costs.
- Invest in our staff through making sure that they have the skills and the confidence to lead and deliver excellent services in the 2020s.
- Use the power of the public purse to deliver social and environmental progress by adopting a 'Social Value' framework for assessing contracts and by using our purchasing power to drive up workers' rights and improve environmental standards.
- Make sure that we are a Council that better talks to and listens to the city we serve through increasing our engagement work with our most deprived and disconnected communities.

Leader:

Councillor Huw Thomas





Leader:

Councillor Huw Thomas

› Capital **Achievement**

Three years ago we set our ambitions to create a greener, fairer and stronger capital city for Wales. I am proud of the progress that we have made across countless aspects of Council service delivery, across the public services and ultimately towards improving the lives of the people of Cardiff. Be it the great strides we have made in improving attainment and the quality of our schools, building new Council homes, becoming a Living Wage City, our bold programme of city and community regeneration projects or our radical plans for improving how people move around the city, this Administration is delivering its Capital Ambitions.

Many of the greatest opportunities and challenges before us cannot be dealt with by a single Cabinet Member or indeed even by the Council acting alone. Reducing the gaps in outcomes between the poorest and richest communities, playing our role in tackling the climate emergency, managing the challenges of an ageing society and delivering our commitments to young people through becoming a Child Friendly City requires a joint effort and purposeful partnerships across Cabinet portfolios, Council departments, public services, partners in the city region and beyond.

Within Cardiff, we have worked with our public service partners to develop one of the strongest Public Services Boards in Wales, through which the collective strength of the city's public services are brought together. As a Public Service Board we led new agendas like the Child Friendly City and Living Wage City programmes, responded to strategic issues such as those arising from Brexit, and addressed some of the most intractable problems facing our city's public services such as the homelessness and rough sleeping crisis. We have also led on preventative work for children and families who are approaching crisis point, and developed new innovations in practice, which include the Healthy Travel Charter, that is being rolled out across Wales. In short, the Public Services Board has shown its worth time and again.

At the city-regional level, we have worked with our Local Authority partners within the Capital Cardiff Region to progress projects of regional significance, most notably in relation to the City Deal and to developing a strategic approach to transport and planning. Over the course of the coming years we have a once-in-a-generation opportunity to establish a proper, grown-up city-regionalism where honest discussions and strategic decisions about housing, transport and investment are taken for the equitable long-term benefit of the whole of the Capital Region, and ultimately, Wales. It is an opportunity that I am determined we take.

Through the Western Gateway initiative, we have begun to assemble a coalition to secure similar levels of infrastructure investment to that of London and the 'powerhouse' areas of the Midlands and the North. The year ahead will be a pivotal one in establishing this new entity to complement existing regional structures, and start unlocking the investment Cardiff and South Wales needs to succeed.

The Council has also led on work to champion the Welsh language. A new Bilingual Cardiff policy has been launched with significant provision to support Welsh in the workplace and ensure that services are easily accessible in both English and Welsh. Bold new policies have been adopted, such as the decision to provide a Welsh name for every new street in the Cardiff so that our communities better reflect their Welsh Language heritage. Through our role as a capital city we have capitalised on opportunities to speak Welsh with the world, with major events such as the Champions' League Final seeing UEFA tweet in Welsh to a global audience of billions or the first ever free to access Eisteddfod allowing tens of thousands of residents and visitors to experience the Eisteddfod for the first time.

› Capital **Ambition**

We will:

Lead a capital city that works for Wales

- Lead a capital city that plays its full role as the economic, cultural and political centre of Wales.
- Make sure that the Council, the city's public services and the city economy are as prepared as possible for managing the impact of the UK leaving the European Union.
- Ensure that Cardiff is placed at the centre of Wales' international inward investment and promotion strategies post-Brexit.
- Play a leading role in the design and delivery of city-regional governance for economic development, planning and transport that reflects the unique role that the capital city plays in the Capital Region.
- Further develop the Western Gateway initiative with partners in South Wales and the West of England, and the UK and Welsh Governments.
- Work with UK and Welsh Governments and city-region partners to ensure that the new Shared Prosperity Fund delivers for Cardiff and for Wales.
- Lead a bilingual capital city that embraces the Welsh language and continues its promotion within our schools, our workplaces and our communities.

Ensure that the benefits of growth are felt in every community

- Deliver our ambitious Living Wage City programme across all sectors of the city economy.
- Lead a programme of investment into building new schools, affordable housing and community hubs in our city's poorest communities.
- Work with the Cardiff Public Services Board to tackle the most complex and challenging issues facing our city, with a particular focus on reducing the unacceptable wide and growing health inequalities between the city's richest and poorest communities.

Lead a city-wide response to the Climate Emergency

- Deliver the 'One Planet Cardiff' as a response to the climate emergency.
- Make Cardiff Council one of the greenest public sector organisations in Britain by putting sustainable development at the heart of everything we do.
- Work with the Cardiff Public Services Board to lead a city-wide decarbonisation of our public services and infrastructures.

Continue to modernise and join up our public services

- Break down organisational barriers so that all Council staff are working as one team to deliver for our communities and citizens.
- Lead a partnership with Cardiff University that brings the academic and research power of the University to bear on helping to deliver our Capital Ambition.
- Make Cardiff a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people living in, working in or visiting the city.

Education,
Employment & Skills:

**Councillor
Sarah Merry**





› Capital **Achievement**

This Administration believes that a good education provides the best start in life and remains the surest route out of poverty. In *Cardiff 2030*, our vision for education and learning in Cardiff, we have set out how we will continue to transform our education system and deliver our commitment that every child in Cardiff goes to a good or excellent school.

In doing so we are building on a period of consistent improvement, with education attainment rising every year since 2012 and Cardiff schools now ranking amongst the top performers in Wales. We have also continued to narrow the attainment gap between those eligible for Free School Meals and those not, ensuring that everyone benefits from a good education regardless of background.

Our £450m investment programme into building new schools and upgrading existing ones is continuing to transform the learning environment for young people, particularly in our most deprived communities. We have opened new high schools in the east and west of the city – Eastern High and Cardiff West Community High Schools – and opened six new primary schools since 2017. As we build new schools, we have emphasised the importance of local communities, providing learning environments that reflect a variety of places, ideas, and people.

Supporting young people into employment, further education or training is a key priority for our Administration. Through the *Cardiff Commitment* we are building strong relationships between Cardiff's schools, employers, higher and further education partners to support young people to access good jobs and careers. Over 200 employers in Cardiff are working with us to offer young people employment and training opportunities, work experience and curriculum enrichment activities and the number of young people in Cardiff leaving school at 16 without a secure place in further education, training or employment is now just above the Welsh average, down from being the highest in Wales in 2012.

Further to this, our Administration is committed to providing youth services in communities across the city, making sure that young people are provided the support, activities and opportunities they need to fulfill their potential.

We are committed to making Cardiff a great city for all our children to grow up in, a city where everyone has an equal chance of reaching their potential by leading safe, happy, healthy lives. More than ever before, schools are working with partners to offer help and support to young learners to improve their well-being and help them deal with the pressures of everyday life well before a point of crisis is reached. Through our commitment to becoming a Child Friendly City, Cardiff is leading the way in ensuring that every child and young person has their voice heard and their needs taken into account, with a child's rights approach embedded not just into our schools system, but across all aspects of public services and city life.



› Capital **Ambition**

We will:

Ensure every school in Cardiff is a good school

- Continue to raise standards achieved by learners by supporting improvement in teaching and leadership in schools.
- Continue to close the attainment gap in schools so that no one is disadvantaged because of their background.
- Ensure appropriate and high-quality learning pathways and support are in place for all children and young people with additional learning needs.
- Enhance the *Cardiff Commitment*, with the ambition that all learners progress into education, employment or training post-16.

Focus on young people's health and well-being

- Ensure that all Cardiff schools are designated as Rights Respecting Schools.
- Develop a Cardiff model of integrated early years provision which links early learning, childcare, health and family support.
- Support youth services across the city and develop an integrated approach which encourages engagement and participation.
- Deliver a single point of contact for emotional well-being and mental health, making sure that the right support is available at the right time for all our young people.
- Improve the range of opportunities for children and young people to be active and healthy through the Healthy Schools offer and city-wide partnerships with sports, leisure, and health and recreation providers.

Realise the Curriculum for Wales in Cardiff

- Draw on the resources of the city to bring the 'Cardiff Curriculum' to life for learners through inspiring and authentic learning experiences and city challenges which have currency in the world today.
- Develop a 'Passport to the City of Cardiff' which will guarantee that every child can access a broad range of extra-curricular experiences across the city.

Build a world-class educational workforce

- Develop and implement an offer of enhanced continuous professional development for teachers and support staff in Cardiff schools.
- Strengthen school governance by enhancing governor training, encouraging shared learning between governing bodies, and putting in place a campaign to attract new governors into Cardiff schools.

Create high-quality learning environments

- Deliver the commitments set out in the £284m Band B 21st Century Schools Programme, including ten new schools – two secondary and eight primary – to serve new communities being built in Cardiff.
- Deliver a Community-Focused Schools Policy that recognises and builds on the role of the school at the heart of the community.
- Invest over £5m in digital infrastructure, equipment and new learning technologies and work with industry to improve the technology skills of teachers and learners so that they are able to respond to an increasingly digital world.
- Investigate sustainable and environmentally-friendly approaches to the existing estate and new builds, including the exploration of carbon neutral schools, full integration of high-quality on-site and off-site Active Travel Plans, infrastructure and energy-saving measures.
- Develop safe, healthy and sustainable transport routes to schools.

Finance, Modernisation
& Performance:

**Councillor
Chris Weaver**





› Capital **Achievement**

We made a commitment that over the course of this Administration Cardiff would become one of the best-run Councils in the UK. We are well on the way to delivering this as we continue to drive down costs and improve our services.

We have significantly strengthened corporate governance and performance across a number of statutory services, with Cardiff the third most improved Council in Wales in 2018/19 and a top quartile performer across many key service areas. Citizen satisfaction with Council services is also amongst the highest in Wales. This has been achieved in the face of year-on-year budget reductions, significant reductions in core staff head count and rapidly increasing service demand.

Delivering improvement while reducing resources has relied on a bold and ambitious approach to leading change. We have introduced new technologies, being one of the first Councils in Wales to appoint a Chief Digital Officer, adopt a Digital Strategy and launch a Smart City Roadmap. This means that new technology will be rolled out to support the residents of Cardiff in their personal lives, as well as the Council's workforce in their professional lives. Nowhere is this change more evident than in how citizens can access services and interact with the Council, with more and more services now available online, the new Cardiff App topping 20,000 downloads and our Twitter followers at 90,000 – doubling since 2017. We now need to push harder at applying digital thinking way past the front door, using this to reconfigure and automate countless processes and services, delivering savings and improving the services for citizens in the process.

We have sought to use the power of the public purse to lead social and environmental change and to invest in local communities and in local businesses. We have championed the Living Wage across the public and private sectors, and are proud that Cardiff was awarded Living Wage City status – the second area in the UK and the first capital city to be awarded this accolade. We have created over 200 apprenticeships in the Council over the last two years alone and, through our new Socially Responsible Procurement Policy, we are making sure we get the best value out of the £410 million a year the Council spends by ensuring that all contracts over £1m create employment and training opportunities for local communities, and that our 8,000 suppliers work to a high standard of ethical employment practices. Added to this, in response to the climate emergency, we are working with the Council's Pension's Committee to put in place measures to make sure that Council investments are divested from fossil fuel companies.



› Capital Ambition

We will:

Rebuild and reform our public services so that they can meet the challenges of the 2020s

- Protect front-line services in the face of rapidly rising demand, while continuing to modernise and drive efficiency in our back-office services.
- Raise citizen satisfaction and improve the performance of Council services compared to other Welsh authorities and major British cities.
- Adopt agile working across all areas of the Council by 2022, providing a more responsive and flexible service for staff and citizens while driving down the Council's assets, energy and transport costs.
- Support staff well-being, placing a particular focus on supporting mental health.
- Explore collaboration with other local authorities to deliver back-office services more efficiently and effectively.

Tackle inequality and deliver our ambitions as a Living Wage City

- Champion the Real Living Wage across all sectors and employers.
- Embed social and economic justice in our policy making and service delivery through the implementation and monitoring of our Strategic Equality Objectives.

Help people into work

- Continue to support those affected by Welfare Reform through our Into Work Services.
- Deliver a new skills hub in the city that will support young people to develop on-site construction skills and access related apprenticeships and employment.

Use the power of the public purse to deliver social and environmental progress

- Get the best social and community value out of the £410m we spend annually on goods and services through adopting a 'Social Value' framework for assessing contracts.

- Use our purchasing power to drive up workers' rights and improve environmental standards.
- Strengthen how we recruit to make sure that the Council's workforce better reflects the communities we serve.
- Deliver a further 250 paid corporate apprenticeships by 2022.

Deliver our ambitious Digital Strategy

- Continue our Digital First approach to customer services, including launching a new 'chat bot' and investigating the feasibility of digital citizen accounts so that everybody has easy and quick access to a range of Council services online.
- Significantly reduce the use of paper through the application of digital technologies to all Council back-office processes.

Make sure that we are a Council that better talks to and listens to the city we serve

- Make sure the voices of citizens from all our city's many diverse communities are heard and listened to in our decision making, with a particular focus on increasing engagement from our most deprived and disconnected communities and from black and minority ethnic communities.
- Develop an ambitious participation strategy to increase public participation in local democracy and decision making, making it easier for our residents to understand how the council functions, how it makes decisions, and how to follow council proceedings, input their views, and have them taken into account.
- As a Child Friendly City, ensure that the voices of children and young people are heard in all aspects of policy development and decision making.

Housing & Communities:

Councillor Lynda Thorne





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› Capital **Achievement**

We are committed to tackling the city's housing crisis. We will do so by building new Council houses for the first time in a generation and reducing the number of people on the waiting list for Council housing, through radically improving the offer in the private rented sector and making sure that the support is in place so that nobody has to spend a night out on the streets.

Our new housing strategy represents the largest Council housing building programme in Wales and a £280m investment into building affordable, high-quality, sustainable and energy-efficient homes across the city. We have pledged to build 1,000 new Council homes by 2022 and we are on track to meet this ambitious target. We have already built and handed over more than 185 new Council homes to local people who need them most, with over 200 more currently being built on site and around 360 in the planning stages. We have also increased the number of affordable properties available to rent by purchasing almost 50 homes from the open market.

Cardiff, like all major cities in Britain, has experienced a dramatic rise in the number of people homeless or rough sleeping. Working with partners we have made sure no one needs to spend a single night sleeping on the streets, with the number of rough sleepers in Cardiff now at their lowest levels for 3 years. We have expanded and improved the accommodation available to homeless people, including the launch of a new Council night shelter, a new 40-unit supported housing complex and increased individual and shared accommodation. The 'Housing First' model, which offers permanent, affordable housing for individuals who have experienced chronic rough sleeping, has also been successfully piloted within the city.

We have invested in our local communities by delivering the first phase of the multi-million pound transformation of the Maelfa shopping centre and our Community Hubs programme has gone from strength to strength with new Hubs delivered in both Llanedeyrn and Llanishen, as well as extending St Mellons Hub in a £3million project.

Furthermore, in the face of continued spending cuts, we have maintained a network of high-quality libraries, with over 3.4m visits made to our libraries and Hubs and 98 % customers satisfied during the last financial year. Funding has been secured from the Welsh Government's Museum,

Archives and Libraries Division and the Integrated Care Fund to continue this transformation at Whitchurch and Rhydypennau Libraries.

The Council led the reform of all the city's into work and employment services, bringing together over 40 different services together into one single, easy-to-access Gateway. We have continued to support those affected by all aspects of Welfare Reform including Universal Credit. Support is available in 23 locations across Cardiff, including all of the city's foodbanks. We have identified over £16million in additional weekly benefits for Cardiff residents.

In addition, we launched 'Volunteer Cardiff', a new portal set up to encourage people to volunteer in the city and to allow community groups, partners and Council services to share the vast range of volunteering opportunities they have available. The website has received over 100,000 hits since its launch.

We have worked to make Cardiff one of the safest cities in Britain. Taking into account population growth, overall crime has fallen by 29 % over the last 10 years. Put simply, Cardiff residents are a third less likely to be the victim of crime than a decade ago. The Cardiff Community Safety Partnership is made up of representatives from the Council, Police, Health Service, and Probation as well as the private and third sectors. The Partnership has developed a locality approach in areas with particularly pronounced community safety issues and is working with communities to not only tackle crime, but to also provide opportunities for people to make their areas better places to live.

In recognition of the quality, safety, and diversity of its night-time economy, Cardiff was awarded Purple Flag status in January 2019.



› Capital Ambition

We will:

Work to end the city's housing crisis

- Deliver at least 2,000 new Council homes, of which 1,000 will be completed by 2022 and work with developers and partners to deliver 6,500 affordable homes across the city by 2026.
- Raise the standards of new homes in the city by updating the Cardiff Design standards implementing this across Council developments and working with partners to adopt these.
- Directly address the housing need of people across the city by delivering more:
 - accessible homes;
 - homes suitable for downsizing;
 - larger family homes; and
 - 'care-ready' and specialist properties.
- Continue to deliver innovative housing solutions, including the use of Modern Methods of Construction (factory build) and the low-carbon housing development through the Cardiff Living Scheme.
- Make sure that housing in the private rented sector and in the city's high-rise buildings are safe and of high quality by ensuring private landlords comply with their legal obligations.
- Work with Welsh and UK Governments to retrofit the city's existing housing stock, particularly in the private rented sector, in order to tackle fuel poverty and as a core part of our response to the climate emergency.
- Work with Rent Smart Wales to place a greater focus on the quality of privately rented properties, building on the good work to identify and regulate private landlords.

End rough sleeping

- Continue to make sure that no one needs to sleep rough on the streets of Cardiff through the development and delivery of a five-year multi-agency city plan that will:
 - Develop proposals for a homeless assessment centre with clear pathways for clients based on their individual needs.
 - Improve emergency accommodation services, setting clear standards and including women only provision.

- Pilot innovative schemes to help clients who have more complex needs to access and sustain accommodation and extend the Housing First Scheme.
- Develop a training and activities centre for single homeless people to divert them from street culture by providing a range of meaningful activities.

Invest in local communities

- Complete the second phase of the Maelfa redevelopment scheme, including a new integrated Health and Wellbeing Hub and 41 new 'care-ready' properties.
- Lead a regeneration of the Channel View estate and the South Riverside Business Corridor.
- Work with public sector partners and the third sector to design and deliver a range of integrated community facilities across the city including Community and Wellbeing Hubs in Whitchurch, Rhydypennau, Cardiff Royal Infirmary Chapel, Ely and Maelfa.
- Deliver new Youth Hubs in the city centre and in Butetown which will house integrated services for young people, helping them get the skills and experience they need to succeed.
- Establish a Domestic Abuse one-stop shop in the new Cardiff Royal Infirmary Wellbeing Hub, building on the success of our integrated Domestic Violence service.

Create safe communities

- Work in partnership with communities and public sector partners to develop targeted approaches to tackling crime and anti-social behaviour in communities with the greatest need.
- Work in partnership with South Wales Police and local communities to tackle knife crime, County Lines and serious organised crime.
- Deliver our Community Cohesion action plan, including working with our partners to actively monitor community tensions, building resilience to hateful extremism and providing support to witnesses and victims of hate crime.

Clean Streets, Recycling
& Environment:

**Councillor Michael
Michael**





› Capital **Achievement**

Keeping our streets and public spaces clean is one of our top priorities. Overall Cardiff is a clean city, but we know that in a small number of wards the cleanliness of the streets falls short of the high standards we have set ourselves. In order to tackle this we have developed a new locality approach, which will use data from services and from citizens to provide a targeted and responsive approach to waste and street cleansing.

We have also undertaken a number of campaigns to demonstrate the negative impact littering and fly-tipping has on the city. And this Administration has taken decisive action against those individuals who demonstrate a lack of respect for their neighbours by adopting a zero tolerance policy approach to fly-tipping and street littering. We have also placed an emphasis on education so that everyone understands their responsibility when it comes to dealing with waste and how to deal with it responsibly. As well as delivering high-quality waste services we have continued to work with residents to keep streets clean, supporting new Keep Tidy volunteer groups, increasing volunteer litter picking hours, rolling-out community planters and establishing a partnership with Keep Wales Tidy.

We have worked with other partners to improve recycling and keep the city clean, for example our partnership with the British Heart Foundation around the Reuse centre.

Thanks also to the hard work of the majority of our residents, Cardiff is Britain's leading major city for recycling with household recycling having 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. Making sure this waste is managed in a sustainable way will be central to how we meet the climate emergency and will be one of the major commitments in our One Planet Cardiff strategy. Work is being taken forward with Welsh Government and other partners to ensure we continue to increase our recycling.

Rising sea levels and more extreme weather events pose a real threat to many communities. In response the Council is investing in improving flood defences along the coast and the Rhymney River. We have also built prevention into how we design communities, with the Greener Grangetown project now a national exemplar of good practice in urban sustainable drainage, winning multiple awards. This good practice needs to be utilised on new urban regeneration projects across the city to limit impacts of surface water from intense weather systems.

We have continued to de-carbonise the city and increase localised energy production. Work has commenced on a 9MW solar farm in Lamby Way, which will generate enough clean energy to power the equivalent of 2,700 homes and we have set bold targets for transitioning our own vehicles, taxis and buses to electric. Allied to this we have launched a new Food Strategy for Cardiff which will lead us towards a more sustainable food city.



› Capital Ambition

We will:

Work as one team, keeping our streets clean

- Deliver a 'one team' approach to recycling, street cleansing and environmental enforcement.
- Work with residents to ensure that each waste bag contains the correct content so that no bag is left behind.
- Rapidly improve the street cleanliness in communities by adopting targeted, data-led approaches to recycling and street cleaning services.
- Extend the successful 'Love Where You Live' campaign to encourage greater community and volunteer action in relation to social responsibility for alleyways, woodland, public open spaces, recycling, smoking litter and single-use plastics.
- Remove single-use plastics from Council venues and work with partners to develop a city-wide response to single-use plastics in all public services.

Make Cardiff a world-leading recycling city as a core part of our response to the climate emergency

- Work with partners to drive up city recycling rates and promote a circular economy for recycled materials.
- Develop and promote recycling of difficult materials, such as hygiene products, to support improving recycling performance across the city.
- Lead on the reform of how recycling services are delivered and explore new models for the management of garden waste.
- Explore options for new Household Waste Recycling Centres to meet predicted growth in the north of the city.

Lead Cardiff's low-carbon transition

- Support the implementation of the Council's new Low-Carbon Fuels Strategy and promote the roll-out of electric vehicles, which includes converting ninety Council vehicles to electric power by 2021.
- Deliver a Sustainable Heat Network in partnership with the Welsh Government.
- Put in place new taxi regulations to tackle the most polluting vehicles alongside financial support to allow taxis to transition to electric vehicles.

- Lead a low-carbon transition in our city's buses by supporting the roll-out of new electric vehicles or the upgrade of older buses so they meet Euro 6 engine emission standards.
- Work with the taxi industry to achieve overall improved standards, services and fleet, with an ambitious approach to allow drivers to convert to more sustainable vehicles.

Promote and instigate sustainable flood risk management

- Develop a Sustainable Drainage Strategy for the city, identifying opportunities to improve environmental quality and building on Greener Grangetown best practice.
- Deliver an effective coastal flood protection scheme at Cardiff foreshore.
- Open the first phase of the Churchill Way Canal Dock Feeder to restore the historic Cardiff city centre waterway as part of a masterplan for the redevelopment of the Canal Quarter.

Promote healthy, local and low-carbon food

- Assess the opportunity to establish a Food Park, which would include food-growing space, a community pantry, local skills training and employment opportunities and would act as a centralised hub for Cardiff's key food advocates (farms, chefs, business leaders).
- Build community-level partnerships with foodbanks and the third sector to tackle food poverty as part of the Council's Food Strategy.
- Revamp Cardiff Market as a sustainable and local food market.
- Develop a city centre food strategy and work with schools to develop a food strategy.
- Increase urban food growth and local consumption, through both commercial and small-scale community growing initiatives and provide space for local produce at pop-ups in Council facilities and throughout the city.

Children & Families:

Councillor Graham Hinchey





› Capital **Achievement**

Cardiff should be a great city for all our children to grow up in. Investing in aspiration and life chances from an early age, particularly for those children from our city's most deprived communities or troubled families, is at the heart of our commitment to becoming a Child Friendly City and our Administration's Capital Ambition agenda.

Like every local authority across the UK, Cardiff has experienced acute pressures within Children's Services that have been driven by a range of factors, not least the impact of austerity and the increasingly complex issues facing families, particularly in an urban environment.

In Cardiff we are radically transforming the way services are delivered, with a focus on prevention and service integration. The innovative new Family Advice and Support service brings together a range of information, advice and services for children, young people and their families through a single point of entry; the Family Gateway. It also integrated a number of previously separate budgets and unlocked further investment of half a million pounds in the service. Not only does this save money but it improves outcomes for children in the long run. Fundamental to this has been adopting a Think Family approach which looks at the family as a whole and co-ordinates support across the public services, tailored to each family's needs and strengths. Public and third sector partners – including teachers, health practitioners, social workers, youth workers, early years practitioners and play workers – are now working much more closely together, making sure that the right conversations are taking place at the right time, between the right people, allowing solutions to be found at the earliest possible stage, particularly for the most vulnerable children and families.

The approach focuses on reducing the number of children who experience poor outcomes through their childhood because they have experienced abuse, trauma, neglect or exploitation – what are known as Adverse Childhood Experiences. It also places an emphasis on raising educational attainment and aspirations of children, young people, and their parents, giving them the skills and confidence to take opportunities and succeed throughout their life. We have also continued to focus on the strengths of the children and families we work with through 'Signs of Safety', a strengths-based approach to child protection casework. This approach puts children, young people and families at the heart of their own well-being, helping them

to maintain control over their lives and make informed decisions. To continue to deliver excellence in Children's Services we have adopted an ambitious three-year plan setting out exactly how this approach will be taken forward. It includes bold plans to integrate services at the local level, with children's social workers based within local communities to ensure they are at the heart of place-based working.

Whilst bringing children into Cardiff care is a last resort, safeguarding children remains a foremost priority. Where children cannot remain with their parents for a period of time, we aim to support them to remain with family or friends wherever possible. Where this is not possible, our intention is to support children within substitute families (i.e. foster placements) using residential care only for children and young people who require it and only for as long as they require it. Children will be accommodated in residential care within Cardiff and the surrounding area, where appropriate, with a progression plan in place to step down as soon as it is within their best interests to do so. Work has continued to enhance the experiences of children in Council care with a particular focus on reducing the number living away from Cardiff. To achieve this we have worked with our partners to increase residential care capacity in the city, expanding the council's own provision – bringing Ty Storrie back in-house for example – and commissioning additional places.

We have also undertaken a campaign to recruit more in-house foster carers, with a targeted recruitment campaign launched involving increased media, social media and advertising activity.

Every good parent knows that children require a safe and secure environment in which to grow and thrive. That is why every child who is cared for by the Council has the right to expect everything from a corporate parent that would be expected from a good parent and it is why we are updating the Corporate Parenting Strategy, working with the children and young people themselves. Work is also being taken forward with the National Youth Advocacy Service so that the needs and views of young people shape the development of children's homes provision in the city. We have also continued to support young carers, working with them to co-produce a service specification for a new young carers' service which will be implemented in 2020.



› Capital Ambition

We will:

Continue to improve services so that fewer children are in care:

- Deliver flexible and responsive support services for families – available as and when required – through the Cardiff Family Advice and Support service.
- Continue the implementation of ‘Signs of Safety’ to put the well-being of children and families at the centre of everything we do, focusing on the strengths of the family.
- Where it is safe to do so, reunify families and bring Cardiff children and young people back closer to home.
- Develop a parent’s participation charter and ensure that it is co-produced by parents for parents.

Improve outcomes whilst addressing cost and demand pressures:

- Deliver the Social Care Commissioning Strategy – The Right Home and the Right Support for our Looked After Children.
- Work with our partners to reduce the effects of Adverse Childhood Experiences on mental health.
- Re-shape our respite provision to offer flexible short-break opportunities including emergency provision for children with disabilities, and other children young people and families.
- Re-design our local fostering service and improve our offer to foster carers in order to increase our numbers of Cardiff foster carers’ homes for children.
- Ensure sufficiency of accommodation for vulnerable young people and those leaving care.
- Support young carers by launching a new service providing dedicated support.
- Through the Child Friendly City programme, ensure the voices of vulnerable children are heard in designing and delivering our services.
- Develop opportunities for children in care, building on those made available through the Cardiff Commitment.
- Ensure the Youth Offending Service continues to work with partners to reduce youth crime and anti-social behaviour.

Child Protection and Safeguarding:

- Improve the timeliness of Child Protection Conferences and Reviews and evaluate the effectiveness of child protection plans.
- Further develop our Corporate Parenting strategy – with Members, staff and our partners – to provide a child looked after with everything they would expect from a good parent.
- Work with the National Youth Advocacy Service so that young people have a voice in shaping our services.

Make a career in Cardiff the destination of choice for children’s social workers:

- Continue our work to attract, recruit and retain more children’s social workers by implementing a new strategy and refreshed workforce plan.
- Develop a ‘grow your own’ Social Worker Strategy, including working with our schools, colleges and universities to encourage young people to choose social work as a profession.
- Ensure that social worker pay in Cardiff reflects the level of responsibility that the role carries and is competitive with other local authorities.
- Introducing a coaching and mentoring scheme for social workers and managers.



Social Care, Health &
Well-being:

**Councillor Susan
Elsmore**





› Capital **Achievement**

This Administration believes that how a society treats people as they get older reflects its values and principles, and sends an important message to future generations. Our ambition is for Cardiff to be a great place to grow older, where older people are more empowered, healthy and happy, supported by excellent public and community services and integrated within all areas of community life.

With an ageing population and the numbers of people living with dementia increasing, we promised to make Cardiff a Dementia and Age Friendly City. Launched in May 2018 we have made great progress with Dementia Friendly Cardiff to encourage and support organisations, local businesses and community groups in the city to become more dementia friendly. The Dementia Day Service in Grand Avenue, which is integrated with health services, was opened in March 2019 to provide a supportive environment for people living with dementia. Two other day centres, in Llanrumney and Fairwater, have also been refurbished with dementia friendly design. As the city grows, we have recognised the importance of new communities being designed in a way that accommodates the needs of older people, with housing options developed that enable people to live in their own homes and communities for as long as possible.

We also promised to give people a better quality of life by helping them to live independently, and through working in close partnership with the health service, that is exactly what we are doing. The number of people receiving domiciliary care is at its lowest since December 2015 demonstrating the positive impact of our joined-up, preventative work. We have also empowered more people to stay independent at home by developing a full range of preventative support measures available through the Independent Living Services. The feedback has been overwhelmingly positive with 99% of clients stating that they felt able to live independently in their homes following the support they received.

A first falls clinic to support people to remain independent at home was also opened in October 2018, delivered in partnership with Cardiff & Vale University

Health Board and, through the 'Get Me Home Project.' We are working with residents admitted to hospital to make sure they can get back home quickly and safely as soon as they are fit and healthy.

We committed to do everything in our power to keep the city's most vulnerable people safe. To support our citizens with learning disabilities we have launched 'Promoting Independence and Improving Lives', a joint commissioning strategy for Adults with Learning Disabilities. We have continued to support carers, and our commitments to ex-servicemen and women and their families under the Armed Forces Community Covenant have been – and will continue to be – a priority. In addition, a new regional service to tackle Violence against Women, Domestic Abuse and Sexual Violence has been launched, creating a one-stop shop for vulnerable women, giving access to a range of refuge accommodation and support.

We have placed a particular focus on improving air quality in Cardiff, which we know has a significant impact on public health. Working with Public Health Wales, we have developed a Clean Air Strategy for Cardiff which represents a fully joined-up approach to improving air quality in the city. Over the years ahead we will continue our partnership with the Public Health team, focussing on encouraging people to live more active lives and on tackling, through coordinated action across the Cardiff Public Services Board, the large and growing health inequalities that exist between communities.

Cardiff has a long tradition of being an open and inclusive city. We have worked and will continue to work with partners and local communities to manage the impact of the UK leaving the European Union, with a focus on supporting the city's most vulnerable citizens. Over the years ahead we will continue to provide leadership on the inclusion of migrants and newcomers to Cardiff, including refugees and those seeking asylum, welcoming them to our great city, advocating their rights and valuing the contribution that they can make to the future of Cardiff and Wales.



› Capital Ambition

We will:

Work with people with care and support needs, helping them to live the lives they want to lead

- Continue to integrate health and social care at pace and scale, strengthening our partnerships with the University Health Board and the Vale of Glamorgan Council.
- Increase the provision of extra care housing, and use this as a direct alternative to the use of general residential care beds.
- Increase the supply of 'care-ready' housing for older people which allows domiciliary care to be easily provided.
- Work in partnership with Health and Registered Social Landlord partners to develop an evidence-based city-wide plan for the future development of affordable housing for older people across the city, including those living with dementia and other care needs.
- Implement strengths-based social work practice across all social services.
- Move to locality working for all adult social services, aligning with primary, community and third sector services.
- Ensure our social care services meet the needs of our city's diverse communities.
- Help keep people independent at home by using assistive technology to support the mobile response team, the University Health Board and the Welsh Ambulance Service to assist vulnerable citizens back on their feet after a fall.
- Continue the work on complex discharge with the Ambulance Service, enabling those who have experienced failed discharge or delayed discharge due to complex needs to be discharged from hospital.
- Fulfil our commitments as signatories of the Armed Forces Community Covenant to encourage support for the Armed Forces Community working and living in Cardiff.
- Enable all young people with additional learning needs who are known to Social Services to play an active and central role in planning for their transition to adulthood.

Become a Dementia Friendly and an Age Friendly City

- Continue to work in partnership with employers, providers and groups across the city to increase awareness.
- Develop a dementia-focused website to support those living with dementia, carers and families as well as businesses who want to better support them.

Ensure children and adults are protected from risk of harm and abuse

- Help bring to an end all forms of violence against women.
- Tackle modern day slavery by continuing to deliver effective partnerships to support victims of trafficking and exploitation, and ensure compliance in our supply chains with the Modern Slavery Act.
- Develop a Wales Safeguarding Procedures Improvement Plan to ensure an effective approach is embedded across Adult and Children's Services.
- Implement the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation by March 2021.

Continue to lead an inclusive and open city to migrants, refugees and asylum seekers

- As a founder city of the Inclusive Cities programme, continue to provide leadership on the inclusion of newcomers in Cardiff, including EU citizens and refugees and asylum seekers, and advocate for their rights.

Strategic Planning
& Transport:

**Councillor
Caro Wild**





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Cardiff Bus

CRE V. GWIR IN THESE STONES
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› Capital **Achievement**

This Administration is committed to making sure that Cardiff grows in a resilient way, that its communities are well-planned and well-connected, and that its infrastructures and public services are fit for the future.

In order to do this we said we would prioritise our transport system and travel around the city, tackling congestion, increasing active travel and improving air quality. Work has already begun on a new bus station which will be completed by 2022 and we have also rolled out the highly successful Nextbike on-street bike-hire scheme, securing initial sponsorship from Cardiff University. Additional external funding has now been secured to expand the scheme, building on its success to deliver 1,000 bikes at 130 locations across the city.

Cardiff has achieved outstanding performance in relation to active travel, with a 6 % increase in commuting to work by bike. To further support active travel in the city, we have created Cardiff's first cycleway along Senghennydd Road to St Andrew's Crescent. This cycleway represents the first stage of a major transformation of Cardiff's cycling infrastructure that will see the development of five new cycleways connecting the city centre and Cardiff Bay with residential areas as part of a city-wide strategic cycle network. We are also working with schools across Cardiff to develop their Active Travel Plans and providing support and training to enable more children to travel to school on foot and by bicycle.

With poor air quality recognised as a major contributor to poor health outcomes in Cardiff, we said we would take steps to ensure the air we breathe in Cardiff is improved. We have already taken decisive steps by agreeing a Clean Air Strategy for the city, securing nearly £20m to deliver targeted improvements in the city centre and some of the worst polluted areas across Cardiff. This has formed part of wider transport vision to transform the way we move around the city.

We also committed to working with the Welsh Government to deliver the first phase of the Cardiff Metro, supporting a step change in how people commute into, and travel around, the city. We have supported the delivery of significant investment in Metro Central, including £40m funding from the Cardiff Capital Region City Deal to support the re-development of Cardiff's main transport hub. The project encompasses a new central bus station, the modernisation of Cardiff Central train station, and delivery of a range of other transport infrastructure such as a new coach station, a cycle hub and public realm improvements.

We have proactively worked with major housing building developers to take forward truly sustainable mixed-use housing settlements at Plasdŵr, St Edeyrn, Llanilltern and others. These areas will be exemplars of high-quality design; incorporating green, blue and urban place-making with high levels of transport and active travel accessibility.

The Administration committed to implementing more sustainable and environmentally-friendly technologies across the city. We have deployed new technology to support intelligent management of networks across the city, including the conversion of 14,000 street lights to LED bulbs, allowing for central remote control and monitoring and reducing carbon dioxide emissions, and have delivered 3,300 Smart Parking sensors to help drivers in Cardiff find a space and park as quickly as possible.

We have begun to address the historic under-investment in Cardiff's roads and footways which has left many areas with poor-quality surfaces for vehicles, bikes and pedestrians. We have delivered Phase 1 of the Preventative Carriageway programme, which has seen a number of roads with structural failure and significant issues reconstructed to the highest standard.



› Capital Ambition

We will:

Put sustainability at the heart of our plans for Cardiff's future development

- Take forward the review of Cardiff's Local Development Plan, underpinned by sustainable development and well-being principles.
- Deliver major new high-quality sustainable housing and new mixed-use communities on green- and brownfield sites.
- Work with partners across the Capital Region to put in place strategic planning arrangements that recognise the unique role and pressures facing the capital city.
- Deliver the Council's Green Infrastructure Plan.

Ensure all new communities and developments meet the highest design standards

- Ensure all new developments meet the highest design quality, including master-planning, architectural design and landscaping drawing on UK best practice.
- Deliver an enhanced highway maintenance programme to improve upon the quality of city roads.

Lead a transformation of Cardiff's public transport system

- Commence work on the Cardiff Crossrail and Cardiff Circle tram lines.
- Support Welsh Government, Transport for Wales and other partners in the development of the Metro which will include:
 - Delivering phase 1 of Crossrail – a new tram-train service from Radyr to Cardiff Bay, via the City Line and a new link south of Central and across Callaghan Square, by 2024;
 - Delivering new stations at Loudoun Square, in the heart of Cardiff Bay, Crwys Road and Roath Park by 2024;
 - Delivering new stations at Gabalfa by 2028 as well as Victoria Park, Velindre, Roath Dock and Splott thereafter;
 - Establishing a new mainline train station at Cardiff Parkway in St Mellons;
 - Launching a fully integrated ticketing system for all public transport in Cardiff - including the Metro, bus and Nextbike allowing one ticket to be used across the whole transport system.

- Deliver with partners a £158m regeneration of Cardiff Central train station, including bus and tram interchange.
- Deliver a new cross-city bus interchange at Waungron Road, providing connections to the University Hospital of Wales and linking to the east of the city.
- Deliver new park and ride facilities at Llanilltern (Junction 33 of the M4).
- Progress the development of a systematic network of bus priority smart corridors linking major new park and ride facilities and new bus/transit hubs with the city centre.

Promote cycling, walking and active travel

- Invest £20m in a new fully segregated, safe cycling network across the city which will include the phased implementation of the five new cycleways and the Taff Trail.
- Place active travel at the heart of planning, transport and highway policy by:
 - Developing a new Active Travel Network Map for the city indicating future walking and cycling routes by 2021.
 - Fully integrating the Active Travel Network of safe, attractive, green, and convenient cycle and pedestrian routes with key metro stations, schools and other primary destinations.
 - Delivering a 'Streets for Health' programme through local schemes which give walking and cycling greater priority over cars.
 - Ensuring that all schools have developed and are implementing Active Travel Plans.
 - Delivering infrastructure improvements within the vicinity of schools where required to facilitate walking and cycling to school.
 - Using Traffic Regulation Orders and camera enforcement to restrict vehicular access on streets outside schools during morning drop-off and afternoon pick-up times in order to tackle congestion and problem parking.
- Roll out 20mph speed limits across the city and create more child-friendly streets where children can play.

Investment & Development:

Councillor Russell Goodway





Investment & Development: Councillor Russell Goodway

› Capital **Achievement**

‘Building More and Better Jobs’, the Administration’s ambitious agenda for growing the city’s economy, sets out how the Council and its partners will deliver a series of exciting projects and programmes that will benefit all Cardiff residents as well as those that live beyond the city limits.

The regeneration of Cardiff’s Central Square, which recently moved into its final phase, has helped establish a new focus for commercial development in the heart of the city centre. This has supported Cardiff’s extraordinary jobs growth performance. Over the past two years, the number of people working in the city has risen sharply, whilst unemployment has continued to fall. This has resulted in a net increase in the number of jobs in the city of some 25,000. Cardiff has continued to attract major inward investment with financial companies such as Monzo Bank, Metro Bank and Allium Lending Group choosing to locate their operations in the city. The new UK Government hub development in Central Square will also provide a major boost to the city centre through the relocation of 4,000 jobs in 2020.

This programme of economic development and regeneration activity is important, not just regionally, but nationally. Over the recent period, Cardiff has created 80 % of all new jobs created in Wales. This underlines the role that Cardiff plays as Wales’ economic dynamo.

The Administration’s commitment to re-energising the regeneration of Cardiff Bay, with an emphasis on establishing the area as a leading UK destination for leisure, culture and tourism, is beginning to pay dividends as increases in tourist numbers generate more jobs for local people. A key part of this strategy is the delivery of a new 15,000 capacity Indoor Arena located at Atlantic Wharf, which has now reached the procurement stage. In addition, the Administration remains committed to delivering a new mixed-use development at the International Sports Village site that will include an urban village, as well as a series of new adventure themed visitor attractions.

The Administration has now published its Industrial Strategy, with its focus on the east of Cardiff, designed to re-invigorate areas of the city that has suffered from under-investment for some time. The strategy will be anchored by the new Cardiff Parkway station, which will provide not only a new mainline railway station in the east of the city, but also a significant employment-led mixed-use scheme that will complement the city’s commercial property offer.

The Administration also continues to support the city’s growing business clusters through working in partnership with business and higher education institutions such as Cardiff University, which has invested £1m in businesses within the creative industries sector.

Major work has been undertaken on the long-term commitment to modernise the Council’s estate. Capital receipts amounting to some £40m have already been generated and are being reinvested in delivering the Council’s priorities. A new Corporate Landlord function has been established to ensure the management and maintenance of Council buildings meets all related responsibilities that fall to the Council as a property owner. In particular, significant progress has been made right across the estate, especially in the city’s schools, to ensure the Council’s buildings meet Health and Safety compliance standards and to ensure this continues to be monitored and managed effectively.

The Administration has worked hard to enable the transfer of assets to dedicated community groups. Third sector partner organisations now manage some 80 Council property assets ensuring that facilities continue to be available to local communities, as well as a range of local services that are delivered from these locations. The Administration will continue to review its approach to supporting community delivery of services. It will ensure that Council buildings proposed for use by community groups are suitable for occupation and, on the basis that the Council retains responsibility for all of its assets, will be diligent in ensuring that any proposed occupier has the capacity and capability to fulfil their obligations as a tenant.

The Administration has also worked to improve and protect the city’s historic buildings. This has included regenerating some of the city’s most important and iconic assets, such as the former Coal Exchange in Cardiff Bay, the Tramshed and most recently the former Bute Street Railway Station building - which has now re-opened as a modern business incubator space. A number of important historic buildings, in both public and private ownership, remain in need of investment and, going forward, the Administration is committed to work with a range of public and private sector partners to secure the required level of investment.



› Capital **Ambition**

We will:

Continue the development of the city centre as a business location

- Complete the regeneration of Central Square, including the redevelopment of Cardiff Central Station.
- Begin the Central Quay development extending the central business district south of Cardiff Central Station.
- Support the completion of Capital Quarter and the next phase of regeneration of Callaghan Square.
- Launch the new vision for the city's Canal Quarter.

Write a new chapter in Cardiff Bay's regeneration story

- Deliver the new 15,000-capacity Multi-Purpose Indoor Arena by 2023.
- Deliver the next phase of the International Sports Village, including new urban adventure focussed attractions.
- Support the regeneration of Cardiff Bay's historic buildings.
- Work with developers to transform Dumballs Road through a mixed-use development, and improve cycling and walking routes between the city centre and Cardiff Bay.

Support innovation and business development

- Support the completion of Cardiff Parkway and the Eastern Bay Link Road as part of our Industrial Strategy for Cardiff East.
- Generate new jobs and employment sites in the east of the city.
- Work with the city's universities to support the development of a corridor of research and development-focused activity including the new Innovation Campus at Maindy Park and a new life sciences park at Junction 32 of the M4.
- Work with partners to attract investment and support the development of networks in the creative industries and fin-tech sectors.

Support businesses and the city economy as the UK leaves the EU

- Support local businesses in responding to the post-Brexit business environment.
- Ensure that Cardiff businesses play a leading role in the promotion of Wales as a leading trade and investment location.

Deliver fewer and better Council buildings and protect the city's historical buildings

- Develop a new property strategy to rationalise and de-carbonise Council buildings, ensuring Council staff are located in buildings that have the highest environmental standards.
- Regenerate Council business estates across the city.
- Deliver ongoing support for the Council's historical and heritage buildings.
- As a Child Friendly City, deliver dedicated youth zones in the east and the west of the city.

Culture & Leisure:

**Councillor Peter
Bradbury**





› Capital **Achievement**

Cardiff's reputation as a capital city that can bring major international events to Wales has continued to grow. Building on the success of the Champions League Final in 2017 a series of international and national events have been delivered, including the Volvo Ocean Race, which stopped in Cardiff for the first time in its history and in the UK for the first time in twelve years; the homecoming celebration for Geraint Thomas following his Tour de France victory; the Speedway Grand Prix; the Pride Cymru Big Weekend; the 2018 Extreme Sailing Series; and the National Eisteddfod.

Recognising that culture and creativity in Cardiff is one of the main reasons why people love living in the city and is a vital part of the city's economic success, a full programme of cultural development has been taken forward. With the music sector alone worth £104m a year to Cardiff's economy, work has continued to unlock Cardiff's full potential and create the UK's first Music City. The new Music Strategy was launched following a comprehensive assessment of the music ecology completed with key stakeholders including musicians, promoters and venues. The Council also bought land on Womanby Street to safeguard the street as the go-to destination for live music in the city.

Cardiff is well known as a city of international sport, but at the grass-roots level, excellent work has also been undertaken to increase the provision and improve the quality of community sports facilities and to encourage local participation. In the face of austerity we have established a partnership approach that has kept all our leisure centres open and, working in partnership with our schools, Sport Cardiff have helped to develop new sports facilities at Cardiff West Community High School and Eastern Community Campus, with a programme ensuring community access to the sites' 3G pitches and sports halls. Further to this, £1.9m will be invested in the development of new sports facilities in Canal Park, Butetown to include a floodlit 3G pitch, changing facilities and associated infrastructure in a partnership project involving the Council and Cardiff & Vale College.

As a Child Friendly City, we have also placed a strong emphasis on involving children and young people in play and leisure activities. The Children's Play Service, for example, has developed a play programme for children in Cardiff, aged 5 years to 15 years, for the six-week school summer holiday period. The service also delivers a range of play schemes that include 'Pop-Up Play' in parks, community hubs and church halls. The Children's Play team have also collaborated with a number of organisations to deliver schemes across Cardiff, including YMCA Young Carers, the School Holiday Enrichment Programme and local schools.

Residents tell us that they love Cardiff's parks and green spaces and all the evidence says they play a vital role in health and well-being. That's why we have worked in partnership with local communities and volunteers to protect and enhance our parks. We are proud that we now have twelve parks that have been awarded the prestigious Green Flag Award and we have exciting plans for improvements at Parc Cefn Onn – our Grade 2-listed historic country park – and for Flat Holm.



› Capital **Ambition**

We will:

Bring world events to Wales and take the best of Wales to the world

- Work with industry to deliver a new signature music event for Cardiff.
- Host the 2020 Guinness PRO14 Final at the Cardiff City Stadium.
- Work with the Welsh and UK Governments to compete for the 2030 FIFA Football World Cup.
- Develop and deliver a signature music event for the city in partnership with the sector.

Keep our cultural scene as the beating heart of city life

- Embed the city's Music Board and work with the sector to deliver the Cardiff Music Strategy.
- Keep all major arts and cultural venues open, including the New Theatre and St David's Hall.
- Launch a new cultural strategy for Cardiff.

Support grass-roots and community sports

- Develop a new vision for sport and physical activity by working with partners including Sports Wales.
- Continue to offer high-quality sports facilities and grow the number of multi-use sports facilities which are open to the community.
- Get the maximum social value out of our leisure centres through working with our partners GLL.

Improve our parks and public spaces

- Grow the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces.
- Work with partners in order to bring forward proposals for increasing Cardiff's tree canopy as part of the One Planet Cardiff strategy.
- Develop an initiative to encourage a more proactive public approach to street and front garden planting, pocket parks and informal green spaces.
- Continue to grow and support the network of 'Friends of' and volunteer groups for the city's parks and green spaces.
- Put in place a renewal programme for improving playgrounds.
- Work in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes.