



Cardiff's Well-being Plan

DRAFT

Foreword



Cardiff is now a true economic, cultural and political capital city. It's a city of strong and safe communities, great schools and universities, and creative, talented, welcoming people. No wonder Cardiff is now consistently ranked by our own residents as one of the best cities in which to live in Europe. It's a far cry from the city that was grappling with the challenges of deindustrialisation only a generation ago.

Our ambition is to make sure that for the generations to come Cardiff is an even better place to live and work, where the benefits of growth are felt by all our citizens, our region and our nation.

We recognise that there are serious challenges to overcome. Foremost among these is inequality. The gap between rich and poor in the city is too wide, and it is growing. This poverty casts a long shadow over too many lives, it places pressure on public services and it breaks the bonds that help to create a strong society. Making sure that as many people as possible can benefit from the city's growth will therefore be at the heart of the work of the Cardiff Public Services Board.

So too will making sure that Cardiff grows in a sustainable way. That so many people are choosing to live and work in Cardiff is good news, but growth will strain our city's infrastructures and put new demands on our public services. We will work together to make sure that they are fit for the future. As public service leaders we know that many of the most complex issues we face cannot be dealt with by a single organisation acting alone. Whether it be protecting our most vulnerable children, helping those who are homeless, tackling radicalisation or supporting older people to stay happy and healthy in their own homes, we know that we have neither all the answers, nor all the means to solve the challenges we face. These we must work on, together.

Together we can make Cardiff a great place to live for all our residents. A city in which every citizen, regardless of background, has the chance to fulfil their potential and can contribute to, and benefit from, the city's success.

This plan sets out how we will make this happen.



Huw Thomas

Huw Thomas
Chair, Cardiff Public Services Board
Leader of Cardiff Council



Maria Battle

Maria Battle
Vice Chair, Cardiff Public Services Board
Chair, Cardiff and Vale University Health Board

“ Together we can make Cardiff a great place to live for all our residents ”

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

Context

What is Cardiff's Public Services Board?

Cardiff's Public Services Board (Cardiff PSB) brings together the city's public service leadership and decision-makers, including those from the Local Authority, Health Board, Natural Resources Wales, Welsh Government, the Third Sector and the Fire, Police and Probation services. The purpose of the PSB is to improve the economic, social, environmental and cultural well-being of Cardiff by strengthening joint working across the city's public services.

What is a Well-being Plan?

The Well-being Plan sets out the Cardiff PSB's priorities for action over the next 5 years, and beyond. The plan responds to the evidence set out in its [Well-being Assessment](#) and focusses on the areas of public service delivery which fundamentally require partnership working between the city's public and community services, and with the citizens of Cardiff.

The Plan contains Well-being Objectives, high-level priorities that the Cardiff PSB have identified as being most important. It also contains 'Commitments,' or practical steps that the city's public services, together, will deliver over the next 5 years.

Why do we need a Well-being Plan?

Cardiff is going through a period of rapid change. The city is facing a series of critical challenges, like how to make sure that city's rapid population growth and economic success help all citizens; how the gap between the city's most and least deprived can be reduced; how to make sure the city's public services and infrastructures are resilient to this growth; and how to deliver excellent public services, particularly for the city's most vulnerable people, at a time of austerity.

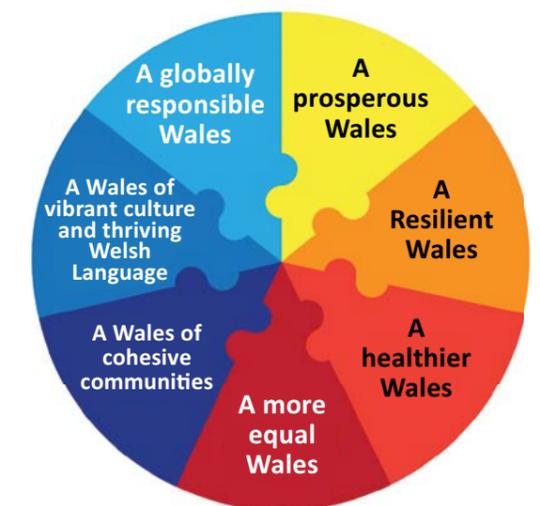
No one public service can respond to these challenges alone. It will require close partnership working between Cardiff PSB members and other organisations in the public, private and third sectors, and most importantly of all, with the citizens of Cardiff.

Well-being of Future Generations Act

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It requires public services to work together through Public Services Boards to improve the well-being of each Local Authority area and contribute to the 7 national well-being goals.

It is designed to help make local communities better and public services more sustainable, and will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach (known as 'the 5 ways of working').

For each well-being objective identified by Cardiff's Public Services Board, the plan illustrates which of the national well-being goals it contributes to.





Cardiff Today and Tomorrow

Cardiff Today

Cardiff has a population of 361,500 and is one of the fastest growing major British cities. It is at the heart of the Cardiff Capital Region of 1.5 million people and makes up nearly a quarter (24%) of this population.

Cardiff today is a relatively wealthy, safe, green and healthy city. The capital city of Wales consistently sits near the top of polls, surveys and reviews of quality of life in cities in the UK and Europe. Cardiff's culture, sport, shopping and its public and green spaces are ranked by its own citizens as amongst the best in Europe and residents are also consistently happy with the quality and efficiency of public services in the city, particularly compared to other European cities.

The city economy is growing. Jobs and businesses are being created, unemployment is at its lowest level this decade, visitor numbers are growing each year and skills levels across all levels of attainment are high. The capital city plays a vital role in creating jobs for the wider city-region, with 2 out of 3 new jobs created in the Capital Region over the last 10 years having been created in Cardiff.

Cardiff has a long history of being an open, welcoming and multi-cultural city. With 15.3% of the city's population coming from a non-white background, and over 100 languages spoken in the city, Cardiff is by far the most ethnically diverse local authority area in Wales. It is also a safe city. Over the last decade, crime has fallen dramatically with fewer burglaries, incidents of criminal damage and antisocial behaviour.

People in Cardiff today could be described as being healthier than ever before. Levels of general health are high with life expectancy for men and women continuing to rise, and women in Cardiff projected to live longer than those in the majority of the 'Core Cities', though more than half the population are underweight, overweight or obese and rates of smoking and drinking remain high.

Yet while Cardiff performs strongly across a number of city-wide indicators of well-being, large inequalities exist within the city. Some of the poorest wards in Wales are to be found within walking distance of some of the most affluent and wards with the highest unemployment rates are within a few miles of Wales' major commercial centre. Almost a third of households and over a quarter of children under the age of 20 are living in poverty.

Large disparities in levels of unemployment, household poverty and workless households exist across the city, and these economic inequalities closely align with health, crime and educational inequalities, with for example a healthy life expectancy gap of 22 to 24 years between the most and least deprived communities. These trends predate the economic crisis and subsequent recession, being evident throughout the period of economic growth the city experienced in the years preceding the 'credit crunch'.



Cardiff Tomorrow: Trends, Opportunities and Challenges

Cardiff's population is projected to grow by over 20% in the next 20 years, faster than any other major British city apart of London. This increase in population (73,000 people) will be greater than all other 21 local authorities in Wales combined (69,000).

This growth will provide major economic, social and cultural opportunities for Cardiff and the wider region. A young and highly skilled population points to a period of strength for the city economy, and can support a shift to a more innovative, productive and low carbon economy that will be needed if the city is to respond to a complex and uncertain economic environment characterised by Brexit and ongoing globalisation, public sector austerity and rapid and disruptive technological change.

Ensuring that the benefits of growth are widely felt will be a major challenge. Too many people in Cardiff are struggling to make ends meet and this poverty casts a long shadow over people's lives. For example, though life expectancy is expected to rise for the poorest men in Cardiff, healthy life-expectancy is projected to decrease. Without a shift towards

a more inclusive economy and society, where all citizens feel able to contribute to and benefit from the city's success and the gap between the richest and poorest being reduced, these trends are unlikely to improve.

Population growth will lead to increasing pressures on the city's public services, physical infrastructure and the environment. 40,000 homes are projected to be built, and whole new communities will exist in 2036 that don't exist today. All the city's communities – new and old – will need to be well-planned and well-connected, with access to employment, great public services and green spaces. Growth will bring increasing pressure on the city's transport, energy and water infrastructures and investment, innovation and changing behaviours will be needed to ensure that it can be managed in a resilient way.

Deprivation and growth will put pressure on the city's public services. Living in poverty leads to poorer health, lower pay, higher crime and greater pressures on public services at a time of reducing budgets. The city's growth will not be evenly spread across ages and demographics, with the number of young people and older people expected to rise significantly, two groups who rely more than others on public services. Responding to these pressures at a time of continued financial austerity has been, and will continue to be, a major challenge for the city's public and community services.





The Public Service Challenge

Over the years ahead, public services will need to adapt and respond to the rapid growth in population, the demands and changing expectations of citizens, the consequences of poverty and significant and ongoing resource constraints. To make sure that the city's public services are fit for the future they will need to be characterised by the following five principles or ways of working:

Delivering today, looking to tomorrow: Public services are already being reformed in response to the long term challenges facing the city and they will need to continue to change over the years ahead, sometimes radically. The Public Services Board will oversee crucial areas of public service reform today, whilst making sure its eyes are on the horizon, leading the changes that will ensure that public services are fit for the future.

Preventing problems before they happen: Across a range of services we will place a focus on intervening early, addressing the root causes and aiming to, wherever possible, prevent problems before they happen. This will mean identifying and working with vulnerable children and families to put in place the support they need at the earliest possible stage, way before crisis point is reached; it will mean working to keep people independent and healthy in their own homes and communities for as long as possible; and it will mean working to tackle poverty and create a more inclusive city, where all citizens feel able to contribute to and benefit from the city's success.

Joining-up our public services: No public service can meet the challenges they face alone. Whether it be through delivering efficiencies through sharing buildings and back-office functions or supporting some of the city's most vulnerable people, public services will need to work in ever closer partnership. This will mean accelerating community based collaboration through Community and Well-being hubs, bringing together public and third sector services under one roof in the communities that are in greatest need, and joining-up our services so that public and third sector employees are working together as one team to ensure the right support is provided in the right way, at the right time.

People Power: Keeping our communities safe, hitting our sustainable transport targets or looking after our most vulnerable people cannot be achieved by the public services alone. We will look to strike a new deal with citizens and communities so that local solutions are developed in partnership with local people involving people and communities in the decisions that affect them.

One Cardiff: PSB members are committed to working towards the common goals and objectives set out in this plan, complemented by our respective strategic plans and our work with Cardiff's communities. In everything that we do, the PSB will work to make Cardiff a more prosperous, resilient, healthy, just and inclusive city. A capital city that works for Wales.





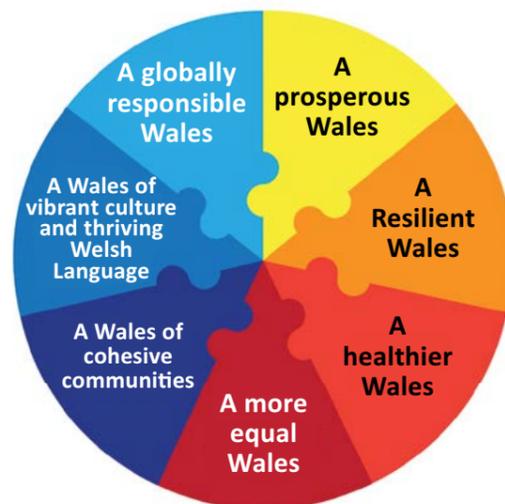
Well-being Objective 1

A Capital City that
Works for Wales

Introduction

Cardiff is the economic, political and cultural capital of Wales. As well as playing a vital role in creating jobs and attracting investment into Wales, it is the home of Welsh sport, politics, music and the arts, hosting major international sporting and cultural events, and provides specialist public services for the people of the wider Capital Region.

A successful Wales needs a successful capital city. Looking to the future we will work together to make sure that Cardiff continues to attract and deliver major sporting and cultural events, tourists, investment, businesses and students in to Wales and to position Cardiff as a capital city of international significance in a post-Brexit global economy.



Measuring Progress:

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

Cardiff Today

Cardiff is the economic powerhouse of Wales, playing a vital role in creating jobs and attracting investment, providing cultural and leisure opportunities and 'national' public services to the people of the Capital Region and Wales.

It has not always been this way. Cardiff has been reinvented over the past quarter of a century. In response to deindustrialisation, a programme of major urban regeneration projects from Cardiff Bay to the redevelopment of Central Square, have helped raise Cardiff's international profile and reposition the city as a great place to visit and an even better place to live and study. The 2017 UEFA Champions League Final underlined the extent to which Cardiff is now positioned as a front ranking European Capital City. The city economy is also demonstrating strong performance across a number of headline indicators, with jobs growth up, unemployment down, visitor numbers up and growth in the number of new companies created.

That said, Cardiff's total economic output (GVA) – what we could think of as the city's 'GDP' – although much higher than other parts of Wales, compares relatively poorly to the top performing major

British cities and is significantly behind European comparators. Furthermore, while jobs are being created in the city economy – over 20,000 in recent years alone - there are not enough 'high value', well paid jobs being created.

Furthermore, after 10 years of continual growth in the years preceding the economic crash of 2008, economic output per capita – GVA per head - is only now returning to pre-crisis levels, and 25 % of the city's workforce currently earn less than the National Living Wage. Together, these figures suggest that Cardiff, like other UK Core Cities, has its own 'productivity puzzle' to solve.

Cardiff is at the heart of the Cardiff Capital Region of 1.5 million people and makes up nearly a quarter (24 %) of the city-region population. The capital city is the economic engine of the city-region, with nearly two out of three net jobs created in South East Wales over the last ten years created in the city. Each day 90,000 people – or over 40 % of the city's 200,000-strong workforce – commute into Cardiff. Across all aspects of life – from work, travel, leisure and public services - Cardiff's impact can be felt way beyond the administrative boundaries of the local authority area.





Cardiff Tomorrow

Global trends indicate that cities will be where the majority of population and economic growth can be expected to take place in the 21st Century, and where new jobs, smart businesses and highly educated and skilled people will be increasingly concentrated. These trends are also evident in Wales, with the majority of the growth in new jobs and businesses in the Cardiff Capital Region taking place in the capital city. Looking to the future, the capital city represents Wales' strongest economic asset and best opportunity to secure economic success. In short, a successful Wales needs a successful capital city.

Cardiff's development has over the last twenty years focused on improving quality of life, attracting talented people to live and work in the city, alongside a series of major investments in sports stadia and cultural venues, and the hosting of major national and international sporting and cultural events. The city must continue to make the most of these economic assets, building on the success of the UEFA Champions League Final 2017 to attract more international events and visitors, while also promoting locally organised events which reflect Cardiff's character and Wales' cultural distinctiveness, and seeking to minimise the negative impact of major events on some local communities, businesses and the environment.

The city economy now needs to move up another gear. In order to increase productivity, and to meet the long-term challenge of technological change and automation, this will mean a shift towards attracting and creating higher value businesses. Given the high skill levels and the presence of three universities in the city, the raw materials for making progress are there. The momentum seen in both the Central Square development and in Cardiff University's Innovation System indicate that this shift is beginning to take place.

Cardiff's role as the economic power of the city-region and its relationship with the surrounding local authorities, partners and populations must also continue to broaden and deepen in order to drive prosperity and tackle poverty in the capital city, the Valleys and Wales. The Cardiff Capital Region City Deal, the associated delivery of the Cardiff Metro and the establishment of effective city-regional governance will be fundamentally important in delivering sustainable, inclusive economic growth, helping to create job opportunities, tackle congestion, reduce the city-region's carbon footprint and address air pollution issues.

For the last 200 years Cardiff has been the connecting point between Wales and the world. Brexit has been projected to hit Cardiff harder than other UK cities and every other part of Wales. In a post-Brexit Britain, Cardiff must continue to be the inclusive outward looking international city it always has been, bringing the best of the world to Wales, and taking the best Welsh industry and culture to the world.

Our Commitments for Cardiff:

We Will:

Strengthen Cardiff's role as the economic, cultural capital city of Wales, supporting the development of the Capital Region and ensuring that the City Deal and the Cardiff Metro deliver for the people of Cardiff and Wales.

Seek to make sure that Cardiff has the funding and fiscal powers it needs to lead the Welsh economy and deliver capital city infrastructure and services on behalf of the people of Cardiff, the Capital Region and Wales.

Understand the impact of Brexit on Cardiff's economy, public services and communities and develop the city's response, including the shape of any successor programmes for European Funding streams in Wales.

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

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

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



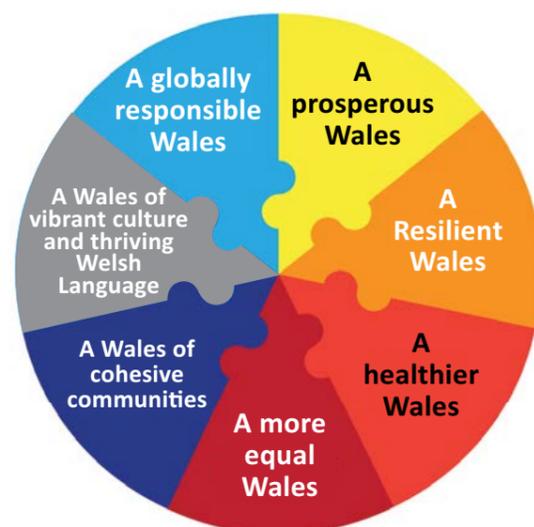


Well-being Objective 2

Cardiff's Population Growth is managed in a Resilient Way

Introduction

Cardiff is one of Britain's fastest growing cities, and is by far the fastest growing local authority area in Wales. Successful cities are those in which people want to live and this growth is welcomed and a sure sign of strength for the city. However, this growth will bring challenges too, putting pressure on both the city's physical infrastructures, community cohesion, its natural environment and public services. Managing the impacts of this population growth and of climate change in a resilient and sustainable fashion will be a major long term challenge for Cardiff.



Measuring Progress:

City level outcome indicators that the PSB will seek to impact
Per capita CO2 emissions (BEIS)
Sustainable transport modal split
Levels of nitrogen dioxide (NO2) (National Indicator 4)
Percentage of people who think Cardiff has good air quality
How satisfied are you with parks and open spaces in Cardiff?
Use of/proximity to accessible natural space (to be defined)
Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea (National Indicator 32)
Levels of recycling

Cardiff Today

Over the last 10 years Cardiff's population grew by 12%, making it one of the fastest growing major British cities. This is set to continue. Over the next 20 years, Cardiff is projected to grow significantly faster than any other Welsh local authority area and faster than all major cities apart from London.

This will put pressures on the city's transport, energy and water infrastructures. Transport in Cardiff is currently dominated by private car journeys, with a relatively small percentage of commuters using public transport and lower levels of cycling and walking compared to a number of other core cities.

Furthermore, over 90,000 people travel in and out of Cardiff every day from neighbouring local authority areas, 80% of whom do so by car.

Travel within the city is one of the most important issues for Cardiff's citizens, with over 60% feeling that travel and transport problems in Cardiff are serious or very serious. The city's reliance on cars also contributes to Cardiff's carbon emissions being high compared to many other British cities, and some city centre wards – notably in some of the city's most deprived communities – are particularly vulnerable to high levels of Nitrogen Dioxide pollution.

Cardiff's green spaces are amongst its most important assets. Cardiff was awarded a record 10 green flags for its parks in 2016 and 80% of people are satisfied with our parks and open spaces, though access to green space varies across the city.

Access to the outdoors is one of the biggest factors which citizens identify as contributing to their well-being. As well as providing a safe space for children to play and be active from an early age with long term benefits for physical and mental health, the natural environment contributes to strong and cohesive communities, providing a space for interaction and engagement and joint community activities such as gardening and growing food.

Cardiff's 'blue space' – its waterways, rivers and drainage, and Cardiff Bay - is also a huge asset to the city, but as a city located on the banks of rivers and on the coast, Cardiff is inherently at future risk from flooding. Although a small percentage of houses in Cardiff are deemed to be at high risk of flooding, some communities are at risk and many of these in the city's more deprived 'Southern Arc.'





Cardiff Tomorrow

Cardiff's growth will create major economic and cultural opportunities. It will also put pressures on city infrastructures and public services. Capitalising on the opportunity of growth and ensuring that its benefits are widely felt, whilst mitigating its effects, will define Cardiff's development over the next 20 years.

Cardiff's Local Development Plan sets out that 41,000 new homes will need to be built and 40,000 new jobs created by 2026. Whole new communities will soon be created that do not currently exist. Making sure that these communities are well-planned and well-connected, with easy access to public services, community facilities and green and blue spaces, will be a strategic priority.

A shift to more sustainable forms of transport will be needed. With growth, a 32% net increase in traffic, a 20% increase in the numbers of people commuting to work is projected and an associated increase in journey times of approximately 41%, will put strain on already congested roads. A '50:50 modal split' will be needed by 2021 (50% of journeys to be by sustainable transport) and an even more challenging 60:40 modal split by 2026. Meeting these ambitious targets will require investment into public transport systems, cycling infrastructure and cleaner vehicles, alongside support for behaviour change, supported by major employers and public services. Getting this right will provide a boost to the city economy, to quality of life overall and can be expected to bring major health benefits through increased levels of cycling and walking and improved air quality.

The consequences of climate change and extreme weather events, such as flooding and heatwaves, will need to be built in to all aspects of managing Cardiff's future growth. The risk of flooding, including both river and surface water flooding, for the city's new communities and some of its

most at risk and most deprived, will need to be mitigated, ensuring that buildings, infrastructure and key transport links are protected. Pressures, including degraded habitat and pressure on water quality from sewage, combined sewer overflows, misconnections and industrial estates, must also be managed as Cardiff grows. With demand on energy infrastructures projected to outstrip all other major British cities, options for increasing localised energy production will need to be explored.

As the city grows it will create more waste. Cardiff has a good track record for recycling and composting, with recycling increasing from 4% in 2001 to 58% in 2017. These improvements will need to be continued if Cardiff is to meet the Welsh Government targets of recycling 64% of waste by 2020, rising to 70% by 2025. Focus will need to be placed on minimising the waste produced in the first place, encouraging increased household and business recycling, and on the procurement of sustainable goods and services.

Growth will also put pressure on the city's social infrastructures, including schools, hospitals and GP practices. For example, the growth in the number of school age children will mean significant additional investment will be needed to build new schools and to refurbish and improve existing schools. Though Cardiff is a relatively young city, perhaps the most significant change will be the 75% growth in the number of people over 75. Adopting an integrated, long term approach to planning and delivery of public services in the city's new communities will therefore be a priority.

Our Commitments for Cardiff:

We Will:
Adopt an integrated approach to the planning and delivery of public services in the city's new communities.
Aim for 50% of all journeys in Cardiff to be by sustainable travel by supporting the development and delivery of the Cardiff Sustainable Transport Strategy.
Take a city-wide response to air pollution through supporting the development and delivery of a Cardiff Clean Air Strategy.
Ensure that the city is prepared for extreme weather events associated with Climate Change by taking an integrated approach to Emergency Management.
Seek to reduce the carbon footprint of the city's public services by working to ensure that all public buildings are energy and waste efficient.
Explore the potential for divesting public investments from fossil fuel companies.



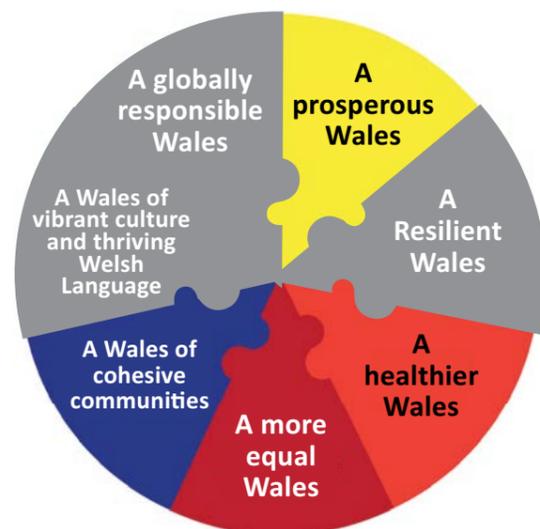


Well-being Objective 3

Safe, Confident
and Empowered
Communities

Introduction

Safe, confident and empowered communities are at the heart of well-being. They have a unique role to play when it comes to much of what we most value – our environment, safety, welfare, health and happiness. Moreover, communities often possess the knowledge, skills, passion, creativity and an understanding of the local area that service providers simply do not have. Ensuring that local communities are safe and empowered is therefore a fundamental component of a successful city.



Measuring Progress:

City level outcome indicators that the PSB will seek to impact
People agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (National Indicator 27)
To what extent do you agree that you are able to have a say on local issues or how public services are run in your community?
To what extent do you agree or disagree that people in Cardiff are safe and feel safe? (Ask Cardiff)
Proportion of offenders who reoffend (adults and juveniles) overall in previous 12 months
Increase in recording rate of hate incidents (to measure improvement in recording of hate related incidents)
Increase percentage of planned case closures, as a percentage of all case closures from substance misuse services (planned closures indicate either completion of treatment and support, or referral on to another agency)
Rates of volunteering (to be defined)

Cardiff Today

Cardiff has a long history of being an open city with strong and diverse communities. With 15% of the city's population from a non-white background and over 100 languages spoken in the city, it is already by far the most diverse local authority area in Wales, and with a third of the city's school population now coming from a non-white British background, will be even more diverse in the future. These changing demographics will add to the city's cultural diversity and vibrancy, but a continued focus on community cohesion - the sense of belonging felt by communities, and the strong and positive relationships within them – will become more and more important as major international issues like Brexit, climate change, global migration and terrorism have a local impact.

Cardiff has a strong foundation to build on in terms of civic engagement with just over a quarter of people in Cardiff participating in some form of volunteering, through charities, youth groups, environmental and faith groups. Volunteering makes communities more resilient, helping people gain confidence, learn skills and give back to those around them, benefiting community cohesion. It also improves people's ability to cope with ill-health and encourages healthy lifestyles.

There are also high levels of interest in influencing key decisions that affect the city as a whole. Although Cardiff saw an average turnout of 43.6% across its wards at the 2017 Welsh Local Elections, there was a 70.4% turnout for the UK General Election a month later and a 69.7% turnout for the EU Referendum

in 2016. In the context of austerity and decisions such as Brexit and local government reform, it is increasingly important that people have their say and at the local level have the opportunities to play a role in their communities.

Cardiff is a safe city. Taking into account population growth, overall crime has fallen by 29% over the last 10 years. Put simply, Cardiff residents are a third less likely to be the victim of crime than a decade ago. There has not, however, been an equivalent fall in fear of crime. Residents do not feel confident that they, their families and their communities are safe. Women are less likely to feel safe in their communities compared to men, and residents in Cardiff East and disabled people are amongst those least likely to believe Cardiff is a safe city. And while Cardiff is safe for the overwhelming majority, a small number of people – particularly children and women – are subject to abuse, violence and exploitation, with, for example, a significantly higher number of domestic related offences recorded in Cardiff South West and Cardiff South East.

Cardiff is home to one of Wales' five prisons and around half of all crime across the UK is committed by people who have already been through the Criminal Justice System. Cardiff's reoffending rate of 32.8% in 2015 stands higher than the Welsh average, and that of most other 'Core Cities'. The cost of this reoffending to the public is estimated to be between £9.5 and £13 billion per year across the UK. The impact of reoffending can be destructive and long-term, affecting not only victims of crime and their families as well as the wider community, but also the offender and their family.

“ Safe, confident and empowered communities are at the heart of well-being ”



Cardiff Tomorrow

Early intervention and prompt, positive action is at the heart of building safe, confident and resilient communities, and is crucial to reducing demand on all our public services. Local communities often possess the knowledge, skills, energy and creativity – alongside an understanding of the local areas – that service providers simply do not have. It is vital therefore that public services listen to, understand, and respond to each community’s story.

Empowering communities and making public services resilient will require a new approach to ‘locality working’. The new approach will be centred on joining-up community services, coordinating spatial development and maximising the impact of public investment. This will mean increasingly joining up public services ‘on the ground’, with the co-location of statutory and third sector teams and the creation of joint systems and cultures. This will need to be backed up by the pooling of available resources, so that all public and third sector employees, from teachers and police officers to, health practitioners, community and youth workers are operating as part of one team to make sure that the right service is delivered at the right time, in the right way, with solutions found well before the point of crisis is reached, or emergency services are needed.

Every community has differing demographics, strengths and weaknesses and so public services will need to be designed so that they reflect and respond to these differences guided by the best evidence. It will mean being more focused about when and where services are delivered, dependent on the specific needs of each area, and pursuing prevention wherever possible, with local solutions developed in partnership with local people and between public, third and private sectors. It will also involve engaging communities on health improvement approaches to address health inequality and working with the Third Sector to provide increased volunteering opportunities and support for social enterprise through community involvement plans. This will not

only support the delivery of community services but will also empower individuals to take steps to play a role in the well-being of their communities.

The foundations for this approach are already in place, with community based collaboration exemplified by the community and well-being hubs. The hubs bring together public and third sector advice and support services so that they are all under one roof in the heart of some of the city’s most deprived communities.

In order to protect the city’s most vulnerable citizens and communities a joined-up approach, across the public and third sectors, and with communities and families, will be needed. Tackling human trafficking, child sexual exploitation, domestic abuse and the illegal trading of drugs will require early intervention and prompt positive action, across public and community services, to give people the support they need, when they need it. Similarly, countering the threat of all forms of radicalisation and extremism can only be achieved by working in close partnership with organisations and communities, building trust and promoting an environment where people have the confidence to report extremist behaviour. Cardiff will nurture community cohesion and understanding, where individuals have the opportunity to connect and become engaged with its diverse communities.

Significant progress has been made in reducing the number of first-time entrants into the criminal justice system. However, the success of the prevention programmes and the reduction in custody rates means that there is a much more complex, but smaller, cohort of young people being managed in the community, who require the most intensive interventions. If their offending and re-offending is to be addressed and their safeguarding is to be achieved, a coordinated and effective response to emerging issues across the city, such as Child Sexual Exploitation, organised crime and exploitation, knife crime and anti-social behaviour will be needed.

Our Commitments for Cardiff:

We Will:
Invest in and involve communities in the delivery of integrated, locally-based public and third sector services in Community and Well-being hubs.
Give people a greater voice in shaping public services through developing and delivering co-created Community Development and Involvement Plan/s.
Promote volunteering and social action, including development of a city volunteering portal.
Protect our most vulnerable citizens, adopting integrated approaches to tackling trafficking, child sexual exploitation and domestic abuse.
Tackle radicalisation in our communities by building cohesion and trust, and promoting an environment where people have the confidence to report extremist behaviour.
Reduce offending and improve life opportunities for the 18-25 age group by developing an integrated, locally-focussed, approach to offender management.
Reduce levels of drug use and substance misuse and levels of reoffending, and improve levels of sustained, long-term recovery, through delivering a jointly commissioned substance misuse and recovery support network of services.
Make sure that newcomers from the UK and overseas are welcomed and can build new lives in Cardiff, including delivering the ‘Inclusive Cities’ project.





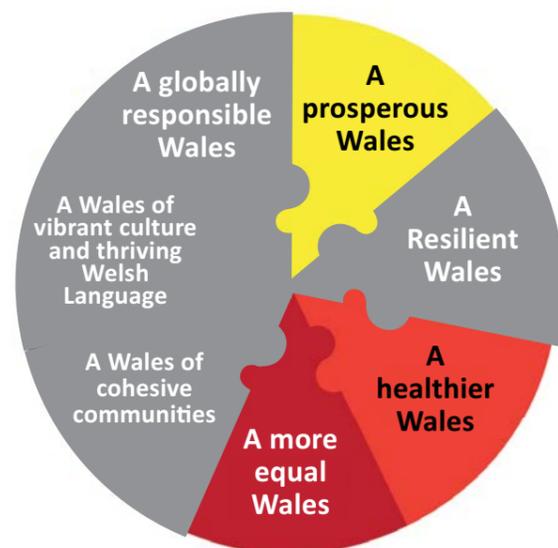
Well-being Objective 4

Cardiff is a great
place to grow up



Introduction

Cardiff is already a good place for many of its children and young people to grow up, with a fast improving school system alongside the advantages that a capital city can bring such as an extensive range of leisure, sporting and cultural opportunities. However, the inequality evident in Cardiff can have a profound effect on the lives of children and young people and their families, and children who are disadvantaged - whether through disability, poverty, family circumstances, illness, neglect or abuse - will require particular help and support from across the public and third sector services and from within their communities.



Measuring Progress:

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

Cardiff Today

Cardiff is already a good place for many of its children and young people to grow up. In particular, young people identify the city's good health services, its low crime, strong inclusive communities and the access to green spaces, sports, leisure and culture as some of the great things about living in the capital city.

Education is consistently ranked as the top priority for the city's young people, and a child's experience of education is one of the most important factors that impacts on their life chances and future well-being. Performance in the city's school system is now improving after years of underperformance. GCSE performance continues to improve with 62.5% of pupils in Cardiff in 2015/16 achieving at least five A* to C grades, including mathematics and English or Welsh, an increase of 12.6 percentage points over the last four academic years.

Although Cardiff in the commercial heart of the Welsh economy and contains many of the nation's most prosperous communities over a quarter of dependent children under the age of 20 in the city are living in poverty, ranging from just 5.2% in Rhiwbina to almost half of those in Ely. Growing up in poverty can have a detrimental impact on a child's future prospects and well-being; and a child's experiences at an early age, prior to entering school, can lead to delayed development in language, emotional and social skills and poor general health.

As is the case nationally, there is a significant gap in educational outcomes between pupils from low-income families and those from more affluent backgrounds in Cardiff. Children living in the most deprived communities are also more likely to suffer poorer health outcomes today and demonstrate symptoms which point towards poor health in the future, such as obesity, low immunisation rates or poor dental health. They are also more likely to have feelings of isolation, be drawn into anti-social behaviour, young offending or suffer the effects of crime. Evidence suggests that children from low-income families are also more likely to be at risk of Adverse Childhood Experiences and the rates of children considered to be at risk, being placed on the child protection register, or taken into care, are significantly higher in the city's most deprived communities.





Cardiff Tomorrow

The number of young people (under 18s) in Cardiff is projected to increase by 25 % over the next 20 years, compared to an all-Wales increase of 0.8 %. It will therefore be increasingly important to make sure that young people feel able to influence decisions about where they live and the services that they receive. That is why Cardiff is committed to becoming a UNICEF Child Friendly City and to embedding a Child Rights approach across all aspects of city life.

Education remains the top priority for young people in Cardiff, the most vital investment into the city's economy and the surest route out of poverty for individuals. That is why the city is committed to building on the progress of recent years to make sure that every school in Cardiff is a good or excellent school, and that the gap in educational outcomes, particularly for vulnerable young people and those from more deprived communities, is reduced.

Projections indicate an increase of 5,700 (18 %) in the number of primary school age pupils, and an increase of over 9,000 (37 %) in the number of secondary school age pupils by 2036. With Cardiff's existing school system operating at or near full capacity, significant investment will be needed to build new schools and to refurbish and improve existing accommodation. Given the scale of the investment and importance of schools in communities, they must be at the heart of the city's approach to community life, with strong links to other public services to local people and community groups. And as the economy changes - 65 % of children entering schools today will end up working in new job types that do not exist yet - links to local businesses will become increasingly important to making sure that young people are equipped with flexible and transferrable skills and the experience they need to find a good job and develop a good career.

Parents have the most significant influence on children and for their future lives. Outcomes for children are best when they are supported to grow and achieve within their own families, as they know them best. In all cases, we will adopt a 'Think Family' approach which looks at the family as a whole and co-ordinates support across the public services, tailored to each families' needs and strengths. Public and Third Sector partners including teachers, health practitioners, Social Workers, Youth Workers, Third Sector practitioners, early years practitioners and play workers will work together to deliver a joined up approaches to enable the right conversations to take place at the right time, between the right people and for solutions to be found at the earliest possible stage, particularly for the most vulnerable children and families.

The identification and protection of vulnerable children needs to be everybody's business. Within our local communities we want individuals to feel empowered to identify where they feel a child is at risk – this may be a shop keeper asked to serve a child cigarettes for their parents, or refuse collectors who identify broken bottles and rubbish next to well used children's toys – raising concerns that may not be picked up through the provision of universal services for families.

Our Commitments for Cardiff:

We Will:
Place the voice and experience of young people at the heart of public services in Cardiff through adopting a Child's Rights approach and becoming a UNICEF 'Child Friendly City.'
Adopt a 'Think Family' approach, making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time, including: <ul style="list-style-type: none"> - Development of an Early Help Single Point of Access - Commissioning a new Families First Programme - Develop a joined up approach to the first 1000 days of a child's life
Develop placed-based approaches to integrating public services for children and families in the city's most deprived communities through a 'Children First' pilot in Ely and Caerau.
Develop innovative approaches to identifying those at risk of Adverse Childhood Experiences (ACEs), putting in place multi-agency response to support children and families before they reach crisis point.
Work with communities and across partners in the public and private sector to tackle Child Sexual Exploitation.
Improve mental health and emotional well-being for young people by deliver an integrated approach to Children and Young People Emotional and Mental Health Support.
Support young disabled people and their families through the delivery of the Disabilities Future programme.
Make sure young people are prepared for and given opportunities to participate in the world of work through delivery of the 'Cardiff Commitment', in partnership with the private and third sector.





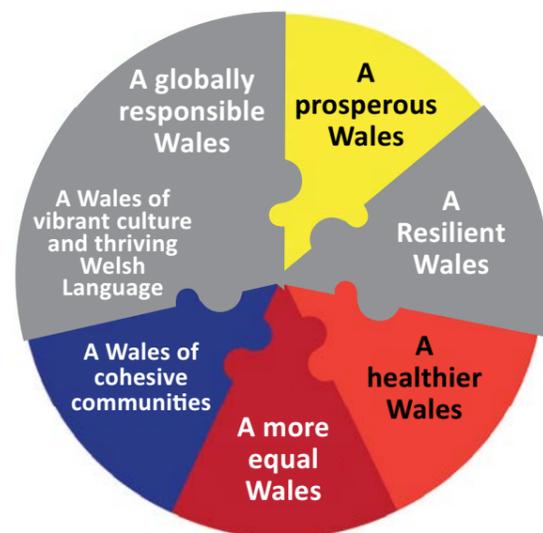
Well-being Objective 5

Supporting people
out of poverty

Introduction

Cardiff's strong performance across a range of well-being indicators, disguises deep and entrenched inequalities across the city. Over 60,000 people in Cardiff live in the 10% most deprived communities in Wales. If the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single local authority area it would be the most deprived in Wales by a considerable margin.

Living in poverty can cast a long shadow over people's lives – life expectancy and other health indicators are lower in the more deprived wards of Cardiff, air quality is poorer, there is less access to green space and crime in the city is concentrated in these areas. How to ensure that all citizens benefit from the capital city's economic growth is one of the most complex and challenging issues facing Cardiff over the years to come.



Measuring Progress:

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

Cardiff Today

Cardiff has been reinvented over the past 20 years. Despite the jobs created and the investment attracted, the proceeds of economic growth have not been felt by all of the city's residents and many of the poorest communities in Wales can be found in its capital city. Almost a third of Cardiff households are living in poverty, with a high proportion of children living in workless and low-income households and concentrations of unemployment and in-work poverty closely aligning with poor health, crime and educational inequalities across the city.

In-work poverty is a growing problem in the city. Around a quarter of people in employment earn less than the National Living Wage, and casual employment, enforced self-employment, zero-hours contracts and other forms of insecure work mean constant stress and worry for an increasing number of people.

Childcare issues (low availability and affordability), lack of skills (especially digital skills) and the inflexibility of the welfare system all create barriers to work, while Welfare Reform can have a disproportionate impact on more vulnerable sectors of the population, with 72% of households affected by the benefit cap in Cardiff being lone parents and an average of 3.3 children in affected households.

Over 50% of respondents to the 2016 Ask Cardiff Survey reported being concerned with being able to afford a decent standard of living. Rising housing, food and fuel prices have increased the cost of living, particularly for people living in the poorer wards in

the city. Fuel poverty is a growing issue as is food poverty, and residents including older people affected by these issues often have to make the choice between 'heat or eat'. The social impacts of this are evident from the Ask Cardiff survey where over 13% of respondents did not feel they were able to invite a friend or a child's friend over for a meal due to money worries. Rising levels of Foodbank usage also highlight the frequency with which individuals and families are falling into financial crisis affecting their ability to maintain a healthy diet for themselves and their families. The school holidays are a particular crunch point for low-income families. Cardiff's School Holiday Enrichment Programme 'Food and Fun', which has been rolled out across Wales, now provides free meals to children from 21 local schools.

Housing, a central component of quality of life, remains relatively unaffordable compared to other major British cities with the average house costing around eight times the average salary. Furthermore, there is a close correlation between wards containing high levels of deprivation and high levels of social housing. Along with the rise in the number of people living in poverty, the rise in those facing destitution and homelessness is one of the most pressing issues in Cardiff, with the number of those recorded sleeping rough having doubled since 2014. Sleeping rough is dangerous and can damage people's lives permanently - the average life expectancy of a rough sleeper is just 47 years of age, which is 30 years younger than the general population. Furthermore, the longer an individual remains on the streets, the more likely that secondary issues such as begging, drugs or alcohol misuse can become an issue.



Cardiff Tomorrow

An economy which creates good jobs, paying at or above the Living Wage, is vital to tackling poverty. Equally, tackling poverty is vital to creating a strong economy. A recent study by Core Cities has shown that while around 60 % of the ‘productivity gap’ between the Core Cities and the UK average is due to ‘in-work’ factors, which can be addressed by investment in transport infrastructure, broadband, research and innovation and business support, around 40 % of this gap is due to deprivation, low skills’ levels, and people being disengaged from the labour market.

A focus on creating good jobs must therefore go hand in hand with effectively removing the barriers to work – whatever they may be and for all citizens. Supporting adults into employment will also help future generations; children who see their parents in employment have an increased chance of working themselves, reducing the likelihood of poverty affecting multiple generations within a family. This will require continuing to support those affected by Welfare Reform as the transition to Universal Credit is rolled out, while joining-up a currently fragmented approach to employability across the city, and ensuring that regeneration schemes, major projects and fast growing sectors are supported by appropriate skills and training programmes.

Tackling entrenched disadvantage, health inequality and narrowing the gap in life chances across the city will mean adopting targeted approaches to tackling poverty, integrating public services at a local level and working closely with residents in the city’s most deprived communities. Cardiff’s emerging locality approach, which joins-up public services at a local level in a way that makes sense for each particular community, building on the success of the Community and Well-being Hub Model, will be

the heart of the city’s approach to tackling poverty. Allied to this, the reform of the Welsh Government’s flagship anti-poverty programmes provides an opportunity to remove unnecessary barriers and reimagine them in a coordinated and cohesive way, with the flexibility to respond to individual families and communities strengths and challenges.

Developing a joined up approach to those who have fallen into destitution will require close partnership working. There is a strong overlap between more extreme forms of homelessness and other support needs, with nearly half of service users reporting experience of institutional care, substance misuse and street activities such as begging. Furthermore, people with complex needs are at serious risk of falling through the cracks in service provision. An integrated response across health, housing and social care will be needed, working with the city’s regional partners towards an approach that intervenes early in response to the needs and challenges faced by each individual.

Public services in Cardiff employ nearly 46,000 people and contribute over £1bn of spend in the local economy. In addition to delivering vital public services, as major employers they also have the potential to make an impact on tackling poverty by creating opportunities for people, particularly young people, from Cardiff’s most deprived communities (for example, via the Cardiff Commitment) or through adapting procurement policies to deliver a greater amount of community benefits and increase spend in the local economy.

Our Commitments for Cardiff:

We Will:

Aim to provide more well-paid jobs in Cardiff through acting as an advocate for the Real Living Wage initiative across the public, private and third sector employers, and including its consideration in commissioning and funding decisions.

Support people who are adversely affected by welfare reform by providing an integrated approach, locally delivered in Community and Well-being Hubs.

Develop an integrated approach to employment services in Cardiff, helping people to find work, stay in work and progress at work, working in partnership with Welsh Government, DWP and training providers.

Ensure that the Welsh Government’s flagship anti-poverty programmes (Communities First Exit Plans, Families First, Flying Start and Supporting People) are designed and delivered in a co-ordinated way.

Seek to end rough sleeping in the city and tackle the causes of homelessness.

Seek to increase the impact of public services as anchor employers on tackling poverty and promoting ‘fair work’ practices by developing cross-public service approaches to ‘Social Responsibility’, ‘Community Benefits’ and ‘Ethical Employment’.

Support a city wide Food Partnership to ensure citizens have access to sustainable, healthy and affordable food, including the continued roll out of the school holiday enrichment programme.

Undertake additional research on how best to tackle health inequalities and reduce the healthy life expectancy gap.

Work to support delivery of Cardiff’s Sport and Physical Activity Strategy to increase participation of current and future generations in sport and physical activities, particularly in our city’s most deprived communities.



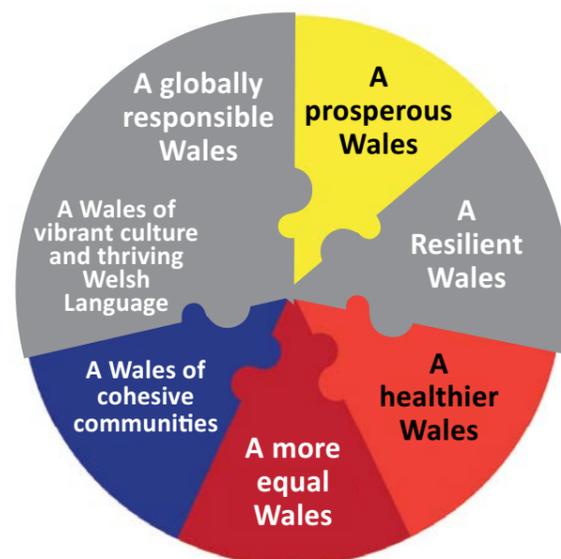


Well-being Objective 6

Cardiff is a great
place to grow older

Introduction

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



Measuring Progress:

City level outcome indicators that the PSB will seek to impact

Percentage of people aged 65+ who reported their general health as being very good or good

Percentage of people aged 65+ reporting they felt involved in any decisions made about their care and support

Percentage of people aged 65+ reporting they received the right information or advice when they needed it

Percentage of people aged 65+ reporting they live in the right home for them

Percentage of people aged 65+ reporting loneliness.

“ Cardiff’s ambition ... where older people are more empowered, healthy and happy ”

Cardiff Today

Although Cardiff is a young city, over 50,000 citizens are over the age of 65 years old and life expectancy and healthy life expectancy has increased steadily over the last 20 years. Looking across Cardiff, a greater number of older people live in the North and West of the city. For example, in Cardiff North, 19 % of the population are over the age of 65 and 3 % over the age of 85, compared to only 6.3 % over 65 and 0.9 % over 85 in Cardiff South East.

The majority of older people in Cardiff (68 %) report being in good, very good or excellent health, higher than the Welsh average. That said, increased life expectancy has meant a greater number of people suffering from ill health in later life and relying ever more on public services. Older people are more likely to require longer and more frequent stays in hospital, with nearly two thirds of people currently admitted to hospital over the age of 65. Frailty is commonly associated with aging. People who are frail, often have complex medical conditions, have a lower ability for independent living and require assistance with everyday tasks. In particular, falls leading to hip fractures place considerable pressures on health and social care services.

Increased life expectancy has also meant that more older people are vulnerable to social isolation and living in poverty in older age. The creation of the Independent Living Service has been crucial in helping older people to access the financial support to which they are entitled (equivalent to an additional £4.9 million in welfare benefits since October 2015) and facilitating preventative interventions to reduce slips, trips and falls. Important support services and advice are also being provided through third sector organisations across Cardiff, such as Age Connects and Care & Repair.

Current demand pressures and costs associated with an aging population are significant, and show no sign of reducing. Finding solutions to these long-term challenges will mean public services working in ever closer partnership to help older people stay safe, as healthy and independent as possible, and to lead lives that have value, meaning and purpose.





Cardiff Tomorrow

As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff is projected to rise significantly, with the number of citizens between 65 and 84 projected to rise by 44 % over the next 20 years, and the number over 85 years old expected to nearly double.

Older people will increasingly become an important asset to the city, making a significant contribution to the economy, the life of the city and its communities. As the city grows, it will also be important that new communities are designed in a way that accommodates the needs of older people. This will need joint planning and provision of a range of future accommodation options to meet the demand for housing and enable people to remain at home.

In order to tackle social isolation and loneliness, local communities need to have accessible, local and strong community networks to support the needs of older people where they live. This will be a prominent feature in Cardiff's approach to 'locality working' and, as the city grows, in designing and delivering new communities. Enabling older people to play a role in their communities, developing intergenerational services and improving access to community activities can dramatically improve physical and mental health, reducing the risk of falls and helping more people enjoy independent lives for longer.

A growing older population will also have increased health and care needs placing pressure on budgets and resources. As well as demands on services due to frailty in older age and long-term medical conditions, an increasing number of older people will suffer from chronic health issues, such as dementia. The number of people with dementia aged over 75 years old is predicted to rise significantly. By 2035 it is predicted that over 6000 people in Cardiff will be living with the condition, up from 3400 today.

To reduce the pressure on public services at a time of reducing budgets, adopting a preventative approach will be of central importance. Accelerating the integration of services for older people, joining up our resources and services at a community level, will make sure that as many people as possible are able to receive care in their communities whilst investment is focused into prevention and promoting independent living. This is not only a more sustainable approach to meeting an individual's needs in later life, reducing pressures and costs on the city's health and care services, it will also deliver better health outcomes.

Being an age-friendly and dementia friendly city will mean adapting its structures and services to be accessible to, and inclusive of older people with varying needs and capacities. This means ensuring that policies and programmes of work that focus on the needs of older citizens, particularly those who are most disadvantaged, are central to the work of service providers. Assessment, diagnosis and care planning practices will require genuine collaboration with older people, their carers and their families, so that their plan reflects what is important to them and achieves the outcomes they value.

Our Commitments for Cardiff:

We Will:

Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live.

Develop and provide a range of future accommodation options to meet demand and enable people to remain at home.

Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.

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

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





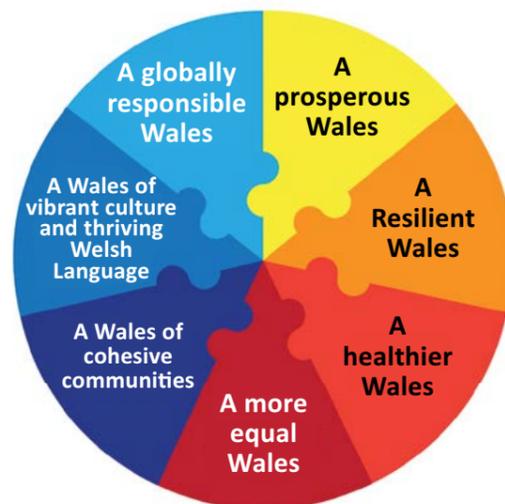
Well-being Objective 7

Modernising and
Integrating Our
Public Services

Introduction

Public services in Cardiff are undergoing a period of rapid change. Over the years ahead they will need to continue to adapt in response to the rapid growth in population, the changing expectations of citizens, the consequences of poverty and significant and ongoing resource constraints.

No single service can meet the challenges they face alone. New, integrated approaches to service delivery will be needed, characterised by a drive to break down and reshape organisational boundaries, systems and cultures around the needs of those receiving the service and the communities in which they live. Service providers in Cardiff have a strong track record of working together, but this now needs to go up a gear to create a culture of one public service with one purpose - to deliver for the people of Cardiff.



Measuring Progress:

City level outcome indicators that the PSB will seek to impact

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

Cardiff Today

Public services in Cardiff are experiencing a period of unprecedented challenge.

The city's public services have faced a period of continued and severe budget reductions. For example, over the past 10 years, Cardiff Council alone has made a quarter of a billion pounds in cumulative savings, reduced the number of non-school staff by 22% and anticipates having to make a further £81m in savings by 2021. This is a situation mirrored across public services, with the health service, police and fire all having made substantial savings and facing ongoing budget reductions. Aligned with this, third sector organisations across the city have dealt with financial cutbacks as the available grant funding has reduced and eligibility criteria tighten.

At the same time, the city's services are facing a period of rapid and sustained increases in demand. In response, public services in the city have been changing. Recent years have seen a shift towards increased collaboration and integration of services at a community level, including the co-location of services within community facilities or Hubs and introducing multi-agency teams to make sure that the right service is provided at the right time, by the most appropriate organisation and in the right way.

Similarly, many of the issues facing Cardiff and its services – from transport to homelessness - reach across geographical boundaries. Increasingly projects and initiatives are undertaken on a cross-boundary basis, for example the Shared Regulatory Service Partnerships between Cardiff, Bridgend and the Vale, the Cardiff Capital Region City Deal which encompasses 10 local authorities or the Project Gwyrdd collaboration on waste services. As public services move to modernise and drive efficiency, the need for regional collaboration will become increasingly important in delivering economies of scale, particularly for 'back office' and shared services.

Citizen expectations, allied to rapid changes in digital technology, are already transforming the delivery models for local public services. People now expect digital public services that are indistinguishable from other services they access, and so this digitalisation will need to accelerate over the years ahead. All public services are already seeking to automate processes, shift customer transactions and services into online channels of communication and use 'smart' technologies to manage services and infrastructure more efficiently, while ensuring that 'digital exclusion' does not occur for residents unable to access services in this way.





Cardiff Tomorrow

Over the years ahead, services will need to adapt and respond to the twin challenges of increasing demand and reducing resources.

Increasingly, service providers will work together to align strategies, pool resources and focus on where collective planning and delivery can produce the best for citizens and communities across the city. This will mean the co-location of different parts of the public services alongside community services, in the same building. In many cases, the formation of single multi-agency teams, with pooled funding, jointly agreed outcomes, common processes, technologies and cultures will become increasingly common. To support this integration, a cross-partner approach to the strategic planning of the public sector estate in the city will be developed.

Services will be designed and delivered at the spatial scale which makes the most sense. Cardiff, as the capital city, will have the capacity to deliver some national services; the Capital Region is seen as the right level for managing spatial development in housing, transport and economic development; health and social care will increasingly be managed across Cardiff and the Vale of Glamorgan; and a 'locality' or 'neighbourhood' level aligning public and third sector assets and services at the local and hyper-local level will also be pursued. As organisational siloes are broken down and cross service teams become the norm, the ability to work

across boundaries and cultures will become more and more valuable. Allied to this, a joint approach to management and development of the city's public sector estate, staff development and improved interconnectivity of information systems across sectors will enable integrated working and will help change the way services are delivered.

Alongside a more integrated public service, an 'asset-based' approach to community engagement which listens to and involves those receiving the service in the design of and the decisions taken about their service will be needed. Allied to a better understanding of the experience of those who use our services, cross partner approaches to data-sharing and analysis will be strengthened so that the Public Service Board members are using the best intelligence when taking decisions on how services should be planned and delivered in the future, with a particular focus on designing and investing in preventative services which seek to get to the root cause of an issue, or intervene early before bigger, more damaging issues can emerge.

Our Commitments for Cardiff:

We Will:

Adopt a cross-public services approach to the management of public property and assets.

Develop and appropriately skill the city's public service workforce to meet changing needs and demands.

Develop a joined up approach to consultation, engagement and research (integrated with the Community Involvement Plans outlined in Objective 3)

Adopt Smart City approaches to managing city infrastructures and services.

Pilot a new City Innovation Hub to develop new solutions to big city challenges, working with all service partners.

Seek to deliver public and third sector services and workforce that are representative of the city and its communities, especially Black, Asian, and Minority Ethnic (BAME) communities.

“ Working together ... to create a culture of one public service with one purpose ”



Measuring Progress

Setting measurements against each well-being objective will assist Cardiff PSB in evaluating the level of success in raising the well-being of the city, and identify areas that require additional focus or revised commitments. These will be reported annually.

The measures chosen below are a combination of national, regional and local indicators, selected to clearly demonstrate progress against each objective. It is recognised that while reporting annually, and the need to demonstrate short term impact, many of the progress measures chosen will require a long-term view in order to achieve the desired target.

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

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

Objective 3 - Safe, Confident and Empowered Communities
People agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (National Indicator 27)
To what extent do you agree that you are able to have a say on local issues or how public services are run in your community?
To what extent do you agree or disagree that people in Cardiff are safe and feel safe? (Ask Cardiff)
Proportion of offenders who reoffend (adults and juveniles) overall in previous 12 months
Increase in recording rate of hate incidents (to measure improvement in recording of hate related incidents)
Increase percentage of planned case closures, as a percentage of all case closures from substance misuse services (planned closures indicate either completion of treatment and support, or referral on to another agency)
Rates of volunteering (to be defined)

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



Objective 5 - Supporting People out of poverty

Percentage of households in poverty (i.e. below 60 % of median income) by MSOA' (after housing costs)

Percentage of people living in households in material deprivation (National Indicator 19)

Long-term (i.e. over 12 months) JSA Claimants

Healthy life expectancy at birth including the gap between the least and most deprived (National Indicator 2)

Low birth weight (National Indicator 1) - Babies with a birth weight below 2500g, Public Health Wales Observatory

Adults eating five or more portions of fruit and vegetables a day the previous day

Percentage of adults active for less than 30 minutes in a week

Percentage of the adult population reporting being a current smoker or using e-cigarettes

Housing Affordability: Ratio of house price to median gross annual salary, ONS

Number of rough sleepers recorded in Cardiff

Recorded use of foodbanks

Objective 6 - Cardiff is a great place to grow older

Percentage of people aged 65+ who reported their general health as being very good or good

Percentage of people aged 65+ reporting they felt involved in any decisions made about their care and support

Percentage of people aged 65+ reporting they received the right information or advice when they needed it

Percentage of people aged 65+ reporting they live in the right home for them

Percentage of people aged 65+ reporting loneliness.

Objective 7 - Modernising and Integrating Our Public Services

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

Appendix

Glossary

BAME - Black, Asian and Minority Ethnic (communities)

Carbon Footprint - the amount of carbon dioxide released into the atmosphere as a result of the activities of a particular individual, organization, or community.

Cardiff Capital Region - The Cardiff Capital Region is made up of an area of South East Wales, consisting of the ten local authorities (Bridgend, Vale of Glamorgan, Rhondda Cynon Taff, Merthyr Tydfil, Caerphilly, Monmouthshire, Blaenau Gwent, Torfaen, Newport and Cardiff)

Economic Growth - an increase in the amount of goods and services produced per head of the population over a period of time

Food Poverty - the inability to afford, or to have access to, food to make up a healthy diet. It is about the quality of food as well as quantity.

Fuel Poverty – the inability to afford to keep one’s home adequately heated. In Wales fuel poverty is defined as a household spending more than 10 % of household income on fuel, and the household is deemed to be in severe fuel poverty if spending more than 20 %.

Fiscal Powers - the ability to adjust spending levels and tax rates to monitor and influence an economy.

Healthy Life Expectancy - an estimate of how many years a person might live in a ‘healthy’ state.

Indicators - Performance indicators are ways of measuring progress towards achieving our objectives. The indicators used in this report have been agreed by the Cardiff Public Services Board.

Living Wage - A theoretical wage level that allows the earner to afford adequate shelter, food and the other necessities of life. Currently this is set at £7.85 per hour (£9.15 in London).

Life Expectancy - the estimated amount of years that a person may expect to live.

Population Growth - the increase in the number of individuals in a population.

Poverty - living below the poverty threshold which is defined as under 60 % of the average household income (before housing costs). *In-work poverty* is living in a household where the household income is below the poverty threshold despite one member of the household working either full or part time.

Public Services Board – Public sector bodies acting jointly to improve the economic, social, environmental and cultural well-being of the Local Authority area. Statutory membership includes the Local Authority, Health Board, Fire and Rescue Service and Natural Resources Wales.

Social Isolation - a state of complete or near-complete lack of contact between an individual and society. It differs from loneliness, which reflects a temporary lack of contact with other humans.

Trafficking - Human trafficking is the trade of humans, most commonly for the purpose of forced labour, sexual slavery, or commercial sexual exploitation for the trafficker or others.

UK Core Cities – The ‘Core Cities’ are a group of 10 major cities, including the eight largest city economies in England (not including London) as well as Cardiff and Glasgow. Comparisons to these cities are included throughout this document.

