

# **Cardiff Council Corporate Plan 2019-22**

## ***Delivering Capital Ambition***

# *Cardiff's Corporate Plan 2019-22*

## **Capital Ambition Priority 1: Working for Cardiff**

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities

## **Capital Ambition Priority 2: Working for Wales**

- A capital city that works for Wales

## **Capital Ambition Priority 3: Working for the Future**

- Cardiff's population growth is managed in a resilient way

## **Capital Ambition Priority 4: Working for Public Services**

- Modernising and integrating our public services

## Well-being Objective 1.1:

### Cardiff is a great place to grow up

#### What we will do to make Cardiff a great place to grow up

Steps	Lead Member	Lead Directorate
Promote and fulfil Children's rights by <b>building a Child Friendly City</b> in partnership with UNICEF UK between 2018 and 2021.	Cllr Sarah Merry	Education & Lifelong Learning
<b>Deliver the new schemes within the £284m 'Band B' programme of school investment</b> from April 2019 to 2024 to: <ul style="list-style-type: none"> <li>• Increase the number of school places available;</li> <li>• Improve the condition of school buildings;</li> <li>• Improve the teaching and learning environment.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
Deliver a <b>strengthened programme of academic and vocational provision for learners educated outside of mainstream settings</b> to improve learner outcomes during the academic year 2018/19 and beyond.	Cllr Sarah Merry	Education & Lifelong Learning
<b>Reshape and enhance specialist provision and services for pupils with additional learning needs</b> to ensure sufficient, high-quality provision is available to meet the current and projected need from 2018 – 2022.	Cllr Sarah Merry	Education & Lifelong Learning
<b>Support Cardiff schools to move towards a new curriculum, and to respond to new qualification and assessment frameworks</b> , with effect from Autumn 2019 until 2022.	Cllr Sarah Merry	Education & Lifelong Learning
<b>Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management</b> , targeting increased investment in schools that require priority action by March 2020.	Cllr Sarah Merry & Cllr Goodway	Education & Lifelong Learning, and Economic Development
<b>Support young people into education, employment or training by delivering the Cardiff Commitment</b> , with a focus during the academic years 2018/19 and 2019/20 upon: <ul style="list-style-type: none"> <li>• Creating school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region.</li> <li>• Introducing targeted programmes of support and mentoring for young people.</li> <li>• Rolling out the 'Open Your Eyes' careers week to seven secondary school clusters.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning, and Economic Development

<p><b>Launch the 'Cardiff 2030 strategy for Education' by December 2019.</b></p>	<p>Cllr Sarah Merry</p>	<p>Education &amp; Lifelong Learning, and Economic Development</p>
<p>Develop a new delivery model for an integrated early help and prevention service for families, children and young people by March 2020, with the aim of reducing the impact of adverse childhood experiences on their well-being:</p> <ul style="list-style-type: none"> <li>• Launching the new delivery model by June 2019 that will bring together a variety of multi-agency provision across three distinct services; family gateway, family help and family support;</li> <li>• Reviewing the current arrangements within the Multi Agency Safeguarding Hub (MASH) to take account of the new Early Help Service.</li> </ul>	<p>Cllr Graham Hinchey</p>	<p>People &amp; Communities, and Social Services</p>
<p><b>Enable more children to be placed nearer to home by:</b></p> <ul style="list-style-type: none"> <li>• Developing a comprehensive placement commissioning strategy to map need against resources and influence the local market to provide a range of provision to meet the needs of Children Looked After by March 2020;</li> <li>• Increasing the number of Local Authority Foster Carers by March 2020;</li> <li>• Increasing the range of local residential provision by commissioning 20 new placements by March 2020;</li> <li>• Working with the regional adoption service to increase the number of adoptive placements by March 2020</li> </ul>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>
<p><b>Develop a place based approach to enhancing well-being and protection for vulnerable children and families, trialling new ways of working in an area of the city by March 2020</b></p>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>
<p><b>Ensure the best outcomes for children and young people for whom the council has a responsibility by:</b></p> <ul style="list-style-type: none"> <li>• Increasing the accommodation and support for care leavers by March 2020;</li> <li>• Improving the care planning arrangements for Children Looked After by reducing the time taken to progress cases through the court process;</li> <li>• Improving transition and progression into education, employment or training for care leavers by March 2020;</li> <li>• Improving educational outcomes for looked after children.</li> </ul>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>
<p><b>Work with young carers and care leavers to trial implementation of subsidised transport to support their well-being by March 2020</b></p>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>

<b>Review the Disability Futures Programme</b> by March 2023 to develop and implement remodelled services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families.	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services
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## Key Performance Measures

*Measures which tell us if the Council is delivering effectively*

### Becoming a Child Friendly City

Measure	Target
The number of schools active within the Rights Respecting Schools programme in Cardiff	TBC
<ul style="list-style-type: none"> <li>Registered</li> </ul>	
<ul style="list-style-type: none"> <li>Bronze award</li> </ul>	TBC
<ul style="list-style-type: none"> <li>Silver award</li> </ul>	TBC
<ul style="list-style-type: none"> <li>Gold award</li> </ul>	TBC

### Every School in Cardiff is a Great School

Measure	Target
The average Capped Nine Points Score achieved by Key Stage 4 pupils. <i>(This calculation is based on a pupil's results from nine of the qualifications available in Wales.)</i>	TBC
The attainment gap in the Capped Nine Points Score at the end of Key Stage 4 for those eligible for Free School Meals (FSM) and those not.	TBC
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2.	TBC
The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals (FSM) and those not.	TBC
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training:	TBC
<ul style="list-style-type: none"> <li>All pupils</li> </ul>	
<ul style="list-style-type: none"> <li>Pupils educated other than at school</li> </ul>	TBC
<ul style="list-style-type: none"> <li>Children looked after by Cardiff Council</li> </ul>	TBC
The percentage attendance:	TBC
<ul style="list-style-type: none"> <li>Primary</li> </ul>	
<ul style="list-style-type: none"> <li>Secondary</li> </ul>	TBC
The percentage of children securing one of their first three choices of school placement:	TBC
<ul style="list-style-type: none"> <li>Primary</li> </ul>	
<ul style="list-style-type: none"> <li>Secondary</li> </ul>	TBC

**Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children**

<b>Measure</b>	<b>Target</b>
<i>[Note: Key Stage 4 Children Looked After Achievement Measure TBC]</i>	TBC
The percentage of children looked after by Cardiff Council that achieve the Core Subject Indicator at the end of Key Stage 2.	TBC
The percentage of children looked after in regulated placements who are placed in Cardiff.	TBC
The percentage attendance of looked after pupils whilst in care in secondary schools.	TBC
The percentage of all care leavers in education, training or employment 12 months after leaving care.	TBC
The percentage of children supported to remain living within their family.	TBC

## Well-being Objective 1.2:

### Cardiff is a great place to grow older

#### What we will do to make Cardiff a great place to grow older

Steps	Lead Member	Lead Directorate
<p><b>Empower people to remain independent at home and reduce reliance on intensive interventions</b> by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include:</p> <ul style="list-style-type: none"> <li>• <b>Implement the new model for Community Re-ablement by March 2020</b> to improve and expand the provision to enable people to remain independent at home</li> <li>• <b>Developing a new way of delivering domiciliary care by March 2021</b> that fully reflects local and community provision and the priorities of the Older Persons accommodation strategy</li> <li>• <b>Implement the 'Discharge to Assess' model</b> by March 2021, building on the success of the First Point of Contact (FPOC), enabling more people to be discharged safely through the development of night care services.</li> </ul>	Cllr Susan Elsmore	Social Services
<p><b>Deliver the older person's strategy to support independent living</b>, fully understanding their housing needs and aligning work between People &amp; Communities, Health and Social Services including:</p> <ul style="list-style-type: none"> <li>• <b>Working to build and refurbish care-ready schemes for older people;</b></li> <li>• <b>Completing the refurbishment of Fairwater Day Centre by Spring 2019.</b></li> </ul>	Cllr Lynda Thorne	People & Communities
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> <li>• Undertaking dementia friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021;</li> <li>• Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020;</li> <li>• Encouraging businesses to become Dementia Friendly by March 2020;</li> <li>• Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia.</li> </ul>	Cllr Susan Elsmore	Social Services



<b>Address social isolation and enhance quality of life of older people</b> by developing inter-generational working within schools, community groups, leisure centres and private sector partners.	Cllr Susan Elsmore	People & Communities
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## Key Performance Measures

*Measures which tell us if the Council is delivering effectively*

### Managing Demand: Joining up Social Care, Health and Housing

Measure	Target
Adults who are satisfied with the care and support they received.	TBC
Adults reporting that they felt involved in any decisions made about their care and support.	TBC
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services.	TBC
The percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later.	TBC
The number of people who benefit from Community Resource Team interventions.	TBC
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services.	TBC
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date).	TBC
The percentage of Telecare calls resulting in an ambulance being called out.	TBC
The percentage of people who feel reconnected into their community through intervention from day opportunities.	TBC
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	TBC

### Supporting People: Age Friendly and Dementia Friendly City

Measure	Target
The number of staff completing dementia friends training.	TBC

## Well-being Objective 1.3: Supporting people out of poverty

### What we will do to support people out of poverty

Steps	Lead Member	Lead Directorate
Act as an <b>advocate for the Real Living Wage initiative</b> and promote its adoption by the city's employers.	Cllr Huw Thomas	Resources
<b>Better support people into work by integrating employment support services.</b> This will include: <ul style="list-style-type: none"> <li>• Ensure the Gateway into employment is accessible across the city;</li> <li>• Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new Gateway by September 2019;</li> <li>• Providing effective employer engagement and assistance into self-employment;</li> <li>• Promoting and extending volunteering opportunities by October 2019.</li> </ul>	Cllr Lynda Thorne	People & Communities
Ensure support is available to <b>mitigate potentially negative consequences associated with the roll-out of Universal Credit</b> by: <ul style="list-style-type: none"> <li>• Providing digital access and assistance across the city;</li> <li>• Working with private landlords to identify how the Council can help them with the change by March 2020;</li> <li>• Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need;</li> <li>• Further developing the telephone advice line for customers.</li> </ul>	Cllr Lynda Thorne	People & Communities
<b>Create more paid apprenticeships and trainee opportunities</b> within the Council by March 2020.	Cllr Huw Thomas & Cllr Chris Weaver	Resources
Implement the Social Responsibility policy to ensure that local people and local communities benefit from the money the Council spends on goods and services.	Cllr Chris Weaver	Resources

<p><b>Use the new opportunities provided by Funding Flexibilities</b> to work across directorates and funding streams, reviewing and realigning services.</p>	<p>Cllr Huw Thomas</p>	<p>People &amp; Communities, and Education &amp; Lifelong Learning</p>
<p>Deliver the Rough Sleeper Strategy to <b>address rough sleeping in the city</b> by:</p> <ul style="list-style-type: none"> <li>• Implementing a 'No First Night Out' policy;</li> <li>• Extending the Housing First scheme;</li> <li>• Developing a multi-agency team around rough sleepers;</li> <li>• Further developing the Give DIFFerently campaign.</li> </ul>	<p>Cllr Lynda Thorne</p>	<p>People &amp; Communities</p>

## Key Performance Measures

*Measures which tell us if the Council is delivering effectively*

### Socially Responsible Employers

Measure	Target
The number of opportunities created for paid apprenticeships and trainees within the Council.	TBC

### Tackling Poverty

Measure	Target
The number of people receiving into work advice through the Gateway.	TBC
The number of clients that have been supported into employment having received tailored support through the Gateway.	TBC
The number of employers that have been assisted by the Council's employment support service.	TBC
The number of customers supported and assisted with their claims for Universal Credit.	TBC
Additional weekly benefit identified for clients of the City Centre Advice Team.	TBC

### Tackling Homelessness and Rough Sleeping

Measure	Target
The number of rough sleepers assisted into accommodation.	TBC
The percentage of households threatened with homelessness successfully prevented from becoming homeless.	TBC
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.	TBC
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	TBC

## Well-being Objective 1.4:

### Safe, confident and empowered communities

#### What we will do to create safe, confident and empowered communities

Steps	Lead Member	Lead Directorate
<p>Ensure children and adults are <b>protected from risk of harm and abuse</b> by:</p> <ul style="list-style-type: none"> <li>Developing a <b>Child and Adult Exploitation Strategy</b> by March 2020, to encompass new and emerging themes of child and adult exploitation;</li> <li>Initiating <b>regional discussions</b> with the Vale of Glamorgan Council by March 2020 to develop a joint regional Child and Adult Exploitation Strategy;</li> <li>Implementing the new <b>'All Wales' Adult Safeguarding Procedures</b> by March 2020 – in consultation with staff and partners – to ensure that adults at risk are protected from harm.</li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services
<p>Continue the implementation of a <b>strengths-based approach to social work practice</b> to put individuals, families and communities at the centre of their own well-being by:</p> <ul style="list-style-type: none"> <li>Refresh the Signs of Safety Implementation Plan to <b>embed strength based practice in partnership with families to support for children to remain with families</b>, supported by a safety plan by March 2020.</li> <li>Establishing and embedding <b>strengths-based practice in Adult Services</b> by March 2022.</li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services
<p>Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a <b>'Healthier Wales'</b> by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible.</p>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services
<p><b>Review the Council's Corporate Safeguarding Policy</b> by March 2020 to ensure an effective approach to implementation is embedded across the Council.</p>	Cllr Chris Weaver	Social Services
<p>Continue to develop and support the workforce by:</p> <ul style="list-style-type: none"> <li><b>Implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016</b> and ensuring that all relevant professionals</li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services

<p>are appropriately qualified and registered by March 2020;</p> <ul style="list-style-type: none"> <li>• <b>Deliver a reduction in agency workforce and vacancies in the children's social workers</b> by implementing a recruitment and retention strategy and refreshed workforce plan by March 2020</li> </ul>		
<p>Continue to implement a sustainable finance and service delivery strategy across Children's and Adult Services throughout 2019/20, where the <b>commissioning and delivery of services is evidence-based, outcome-focussed and commercially sound.</b></p>	<p>Cllr Graham Hinchey &amp; Cllr Susan Elsmore</p>	<p>Social Services</p>
<p><b>Supporting people with learning disabilities and mental health issues to be more independent by:</b></p> <ul style="list-style-type: none"> <li>• Implementing a Regional Learning Disabilities Strategy by March 2020;</li> <li>• Implementing the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services, in order to effectively support and deliver community-based mental health services by March 2020.</li> </ul>	<p>Cllr Susan Elsmore</p>	<p>Social Services</p>
<p><b>Modernise the Youth Offending Service</b> by March 2020 to prevent those already in the Youth Justice System from re-offending.</p>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Deliver the actions identified in the Cardiff &amp; Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the commissioning of a regional service for male victims.</p>	<p>Cllr Susan Elsmore</p>	<p>People &amp; Communities</p>
<p>To implement the Welsh Government Cohesion Action Plan and review local delivery from 2019/20.</p>	<p>Cllr Lynda Thorne</p>	<p>Resources</p>
<p>To implement the Home Office Counter Extremism Strategy and review local delivery from 2019/20.</p>	<p>Cllr Lynda Thorne</p>	<p>Resources</p>
<p>To develop an action plan to deliver the outcomes of the Young People and Drugs Joint Scrutiny Committee Report within six months of the Scrutiny report being approved.</p>	<p>Cllr Lynda Thorne</p>	<p>Resources</p>
<p><b>Invest in the regeneration of local communities by:</b></p> <ul style="list-style-type: none"> <li>• Delivering a new 3-year programme of Neighbourhood Renewal Schemes;</li> <li>• Completing Phase 2 of the Maelfa redevelopment scheme by Summer 2020;</li> <li>• Implementing priority schemes identified in the Estate Regeneration Programme;</li> <li>• Progressing opportunities for funding through the Targeted Regeneration Investment Programme.</li> </ul>	<p>Cllr Lynda Thorne</p>	<p>People &amp; Communities</p>

<b>Drive up standards in the private rented housing sector</b> by taking enforcement action against rogue agents and landlords letting and managing properties.	Cllr Lynda Thorne	Resources
<b>Continue to deliver the Community and Well-being Hubs programme</b> , in collaboration with partners, including: <ul style="list-style-type: none"> <li>• Progressing plans for Youth Hubs in the City Centre, Butetown and Ely;</li> <li>• Working with the Health Board on the Cardiff Royal Infirmary and other Well-being Centres;</li> <li>• Exploring opportunities for investment in Community Well-being Hubs;</li> <li>• Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers.</li> </ul>	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities
<b>Promote and support the growth of the Welsh Language</b> to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by: <ul style="list-style-type: none"> <li>• Delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022;</li> <li>• Expanding the provision of Welsh medium education and promoting Welsh in English medium education.</li> </ul>	Cllr Huw Thomas & Cllr Sarah Merry	Resources, and Education & Lifelong Learning
Work with partners to develop strategic plans for the development of <b>sport and physical activity by March 2020 that secure increases in participation, attract investment and ensure sustainability of provision.</b>	Cllr Peter Bradbury	Economic Development
Work with our network of 'Friends of' and volunteer groups to <b>engender a sense of ownership within local communities</b> in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.	Cllr Peter Bradbury	Economic Development
Work in partnership with Welsh Water in the medium term to re-open the Lisvane and Llanishen Reservoir sites for recreational purposes and reintroduce sailing to the Llanishen reservoir.	Cllr Peter Bradbury	Economic Development
Develop a sustainable event portfolio which builds on Cardiff's event hosting credentials. This will include the	Cllr Peter Bradbury	Economic Development



development of a 'signature event' and establishing Cardiff as a Music City over the next 5 years.		
Support the development of the creative sector and help unlock investment opportunities by working with partners across the sector to support the growth of creative enterprises through the establishment of a Creative Accelerator programme.	Cllr Peter Bradbury	Economic Development

## Key Performance Measures

*Measures which tell us if the Council is delivering effectively*

### Safeguarding and Supporting Vulnerable People

Measure	Target
The percentage of Council Staff completing Safeguarding Awareness Training.	TBC
The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff.	TBC
The percentage of adult protection enquiries completed within 7 days.	TBC
The percentage of adults offered a Direct Payment of those eligible for care and support.	TBC
The percentage of relevant professionals who are appropriately qualified and registered (or working towards qualification/registration) by March 2020.	TBC
The percentage of Children's Services Social Work Vacancies.	TBC
The number of children entering the criminal justice system.	TBC

### Regenerating Local Communities and Citizen-Centred Services

Measure	Target
The percentage of customers satisfied with completed regeneration projects.	TBC
The number of visitors to libraries and Hubs across the city.	TBC
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/I got what I needed'.	TBC
The number of visits (hits) to the volunteer portal.	TBC

### Supporting Sports, Leisure, Culture and Green Spaces

Measure	Target
The number of Green Flag Parks and Open Spaces.	TBC
The number of volunteer hours committed to parks and green spaces.	TBC
The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	TBC
Attendance at Commercial Venues.	TBC
The number of Council employees who have undertaken Welsh Language Awareness training.	TBC
The number of Council employees who have undertaken Welsh Language training.	TBC

## Well-being Objective 2.1: A capital city that works for Wales

### What we will do to make Cardiff a capital city that works for Wales

Steps	Lead Member	Lead Directorate
Progress delivery of a new Indoor Arena to attract premier national and international events.	Cllr Russell Goodway	Economic Development
Grow the city centre as a location for businesses and investment by completing a new business district delivering an additional 300,000ft <sup>2</sup> of 'Grade A' office space around Metro Central by 2021.	Cllr Russell Goodway	Economic Development
Agree the business plan for the full completion of the Integrated Transport Hub including the new Metro Central development by 2019 and begin construction by 2020.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development
Bring forward a new mixed use development at Dumballs Road through the delivery of 2,000 homes by 2022	Cllr Russell Goodway	Economic Development
Develop a new vision and masterplan for Cardiff Bay by 2020.	Cllr Russell Goodway & Cllr Peter Bradbury	Economic Development
Take forward delivery of the next phase development of the International Sports Village by the end of 2019.	Cllr Peter Bradbury	Economic Development
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development, and Planning, Transport & Environment

## Key Performance Measures

*Measures which tell us if the Council is delivering effectively*

### Supporting the City's Economy

Measure	Target
New and safeguarded jobs in businesses supported by the Council, financially or otherwise.	TBC
The amount of 'Grade A' office space committed to in Cardiff.	TBC
The number of staying visitors.	TBC
Total visitor numbers.	TBC

## Well-Being Objective 3.1: Cardiff Grows in a Resilient Way

### What we will do to make sure that Cardiff grows in a resilient way

Steps	Lead Member	Lead Directorate
Work with Welsh Government and local authorities to jointly develop a new programme of regional infrastructure over the next three years, focused on delivering facilities to improve and extend the capability and capacity for the sustainable treatment of “difficult to recycle” materials.	Cllr Michael Michael	Planning, Transport & Environment
Meet our recycling targets by working with Welsh Government and WRAP to: <ul style="list-style-type: none"> <li>Develop and deliver short-term recycling objectives by June 2019;</li> <li>Develop a long-term sustainable approach to the collection of residual wastes, recyclables and food wastes by March 2020.</li> </ul>	Cllr Michael Michael	Planning, Transport & Environment
Develop a citizen-based strategic plan for new and existing recycling centres and promote improved recycling to 80% in centres by 31 <sup>st</sup> March 2020.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver targeted interventions to promote recycling in communities to support achieving 64% recycling target for 2019/20.	Cllr Michael Michael	Planning, Transport & Environment
Develop and work in partnership(s) to support re-use in Cardiff by 31 <sup>st</sup> March 2020.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver an area-based model for cleansing and enforcement to support efficient and effective service delivery by 30 <sup>th</sup> June 2019.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver an <b>extended campaign for ‘Love Where You Live’</b> to encourage local volunteering, and engage with citizens and businesses on concerns in their communities by 30 <sup>th</sup> September 2019.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver productivity and performance data relating to Street Scene Services by 30 <sup>th</sup> September 2019 to identify opportunities for improvement.	Cllr Michael Michael	Planning, Transport & Environment
Review resources relating to key frontline services and how savings in the medium term financial plan will impact standards/ benchmarking performance.	Cllr Michael Michael	Planning, Transport & Environment

<b>Develop a Council Food Strategy</b> for approval by May 2019 and implement the approved action plan.	Cllr Michael Michael	Planning, Transport & Environment
<b>Deliver a 7.5 Megawatt Solar Farm at Lamby Way</b> by September 2019 – generating renewable energy and supporting carbon-neutral aspirations – subject to the approval of a final business case in April 2019.	Cllr Michael Michael	Planning, Transport & Environment
Continue to <b>take forward Resilient Growth Programme</b> Board meetings four times a year to bring together decision makers from across the public and community services to ensure that the impacts of population growth and climate change are managed in a resilient and sustainable manner with the aim of managing new and emerging issues.	Cllr Michael Michael & Cllr Caro Wild	Planning, Transport & Environment
Undertake a feasibility study to identify a preferred measure(s) which will <b>ensure the Council can achieve compliance with the EU Limit Value for Nitrogen Dioxide (NO<sub>2</sub>) in the shortest possible time</b> – Final Plan, setting out a full business case for the preferred option, to be submitted to Welsh Government by 30 <sup>th</sup> June 2019.	Cllr Caro Wild	Planning, Transport & Environment
Launch a <b>new Transport &amp; Clean Air Vision</b> for the city and develop a Clean Air Strategy, including Active Travel solutions, by 30 <sup>th</sup> September 2019	Cllr Caro Wild	Planning, Transport & Environment
Develop and deliver a prioritised programme of minor road repairs through to full-scale resurfacing to address concerns, such as potholes and deteriorating roads & pavements.	Cllr Caro Wild	Planning, Transport & Environment
Develop an <b>electric vehicles strategy</b> by December 2019.	Cllr Caro Wild	Planning, Transport & Environment
<b>Progress the City Centre Masterplan</b> through achievable and deliverable transport projects from 2019 through to 2021. Projects will focus on delivering the sustainable transport infrastructure improvements and transport deliverables outlined in the Masterplan, Transport Strategy, Transport White Paper and Local Development Plan.	Cllr Caro Wild	Planning, Transport & Environment
<b>Support the delivery of the Council's Active Travel agenda</b> by working with the Active Travel Advisory Groups.	Cllr Caro Wild	Planning, Transport & Environment
<b>Make Cardiff roads safer by implementing 20mph speed limits</b> through a phased programme delivery; completing Grangetown and developing plans for identified areas of Splott, Butetown, Canton and Penylan (subject to funding) during 2019/20.	Cllr Caro Wild	Planning, Transport & Environment

<p><b>Improve the cycling and walking network in Cardiff</b> by delivering prioritised routes within the Active Travel Integrated Network Map, including <b>phase 1 of the Cycle Super Highway by 2021.</b></p> <p><b>Phase 1:</b> Connecting the Heath Hospital, City Centre (Dumfries Place) and Newport Road/Broadway and Lloyd George Avenue.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p><b>Expand the on-street cycle hire scheme</b> to 1,000 bikes by March 2019.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p><b>Ensure every school in Cardiff has developed an Active Travel plan</b> – including training and/or infrastructure improvements – by 2022.</p>	Cllr Caro Wild & Cllr Sarah Merry	Planning, Transport & Environment, and Education & Lifelong Learning
<p><b>Support the delivery of high-quality and well-connected communities</b> – as described by the Council’s Master Planning Principles – by using the Planning, Transport &amp; Place-making services to secure Section 106 Agreements on Local Development Plan strategic sites.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p><b>Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites</b> including 6,500 new affordable homes by 2026.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p><b>Deliver at least 2,000 new Council homes</b>, of which at least 1,000 will be delivered by May 2022.</p>	Cllr Lynda Thorne	People & Communities
<p><b>Secure a contract for the delivery of a heat network</b> to serve areas of the bay and city centre, subject to successful national government capital grant award and cabinet approval of a final business case by October 2019.</p>	Cllr Michael Michael	Planning, Transport & Environment
<p>Convene regular Design Review Meetings to consider and <b>make recommendations to development proposals</b> submitted to the Local Planning Authority, and publish an annual Design Review Monitoring document during January 2020.</p>	Cllr Caro Wild	Planning, Transport & Environment

## Key Performance Measures

*Measures which tell us if the Council is delivering effectively*

### Housing

Measure	Target
Total number of new Council homes completed and provided.	TBC
The percentage of householder planning applications determined within agreed time periods.	TBC
The percentage of major planning applications determined within agreed time periods.	TBC
The percentage of affordable housing at completion stage provided in a development on greenfield sites.	TBC
The percentage of affordable housing at completion stage provided in a development on brownfield sites.	TBC

### Transport and Clean Air

Measure	Target
Modal Split for All Journeys by 2026: Proportion of People Travelling to Work by Sustainable Transport Modes.	TBC
The percentage reduction in carbon dioxide emissions from Council buildings.	TBC
The level of NO <sub>2</sub> across the city.	TBC

### Waste and Recycling

Measure	Target
The percentage of municipal waste collected and prepared for re-use and/ or recycled.	TBC
The maximum permissible tonnage of biodegradable municipal waste sent to landfill.	TBC
The number of investigations and enforcement actions per month.	TBC
The number of education and engagement actions per month.	TBC

### Clean Streets

Measure	Target
The percentage of principal (A) roads that are in overall poor condition.	TBC
The percentage of non-principal/classified (B) roads that are in overall poor condition.	TBC
The percentage of non-principal/classified (C) roads that are in overall poor condition.	TBC
The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness.	TBC



The percentage of reported fly tipping incidents cleared within 5 working days.	TBC
The percentage of reported fly tipping incidents which lead to enforcement activity.	TBC

## Well-being Objective 4.1: Modernising and Integrating Our Public Services

### What we will do to modernise and integrate our public services

Steps	Lead Member	Lead Directorate
<b>Progress the Council's Digital First Agenda</b> by identifying priorities for the connected citizen strategy and mapping business processes to identify opportunities for simplification, integration and automation	Cllr Chris Weaver	Resources
<b>Modernise the Council's estate and reduce the footprint</b> through rationalisation and investment in maintenance.	Cllr Russell Goodway	Economic Development
Take forward delivery of the <b>Core Office Strategy</b> .	Cllr Russell Goodway	Economic Development
<b>Improve the health and well-being of our employees</b> by reducing sickness absence by March 2020 through continued monitoring, compliance and support for employees and managers.	Cllr Chris Weaver	Resources
Get people <b>and communities more involved in decisions</b> .	Cllr Huw Thomas & Cllr Chris Weaver	Governance & Legal Services
<b>Champion equality and diversity, making sure that citizens' rights are protected in any changes to our public services</b> , by implementing year four of the Council's Strategic Equality Plan 2016-2020.	Cllr Chris Weaver	Resources

## Key Performance Measures

*Measures which tell us if the Council is delivering effectively*

### Modernisation, Resilience and Organisational Development

Measure	Target
Reduce the gross internal area (GIA) of buildings in operational use	TBC
Reduce the total running cost of occupied operational buildings	TBC
Reduce the maintenance backlog	TBC
Capital income generated	TBC
The number of customer contacts to the Council using digital channels	TBC
The percentage of staff that have completed a Personal Review (excluding school staff)	TBC
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	TBC
Maintaining customer/citizen satisfaction with Council Services	TBC
The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held.	TBC
The number of external contributors to Scrutiny Meetings	TBC
The total number of webcast hits: Full Council	TBC
The total number of webcast hits: Planning Committee	TBC
The total number of webcast hits: Scrutiny	TBC
The percentage of voter registration	TBC