

# **Delivering Capital Ambition**

## **Cardiff Council Corporate Plan 2021-24**

### **Draft- No Status**

#### *Cardiff's Corporate Plan 2021-24*

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

1. Cardiff is a great place to grow up
2. Cardiff is a great place to grow older
3. Supporting people out of poverty
4. Safe, confident and empowered communities

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

5. A capital city that works for Wales

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

6. Cardiff grows in a resilient way

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

7. Modernising and integrating our public services

##### **Capital Ambition Priority: Managing the Pandemic**

8. Ensure the Pandemic is Managed Effectively.

## **Well-being Objective 2:**

### **Cardiff is a great place to grow older**

The Covid-19 pandemic has presented the greatest risk to and had greatest impact on our city's older people. It has also highlighted the importance of Council and partners services for many older people in the city, particularly those who are most vulnerable.

To meet the challenge the pandemic has presented, and to make sure that the city's older people can continue to access support safely, Council services have been reshaped and additional care and support measures have been put in place, with partnership working and integration between the city's health and social care services taken to a new level.

As Cardiff recovers from the pandemic, the Council will prioritise supporting our city's older people, particularly those who are most vulnerable.

This will include accelerating the work, with partners, to provide the support necessary to ensure that people can live full and independent lives as they grow older. When it is needed, care and support will be joined up and delivered at home, by default. Support will be anticipatory, preventive but also able to respond to a crisis, around the clock. Digital solutions will help put people in control and when specialist care and support is needed- such as hospital care, specialist children's services- much more of this will be delivered in communities. We will provide older people with greater choice and control over their lives, particularly in relation to how they are supported. Where hospital admission is necessary, the Council will accelerate its partnership with local Health colleagues to ensure that people can leave hospital quickly and safely, with the support and interventions necessary to do so.

The city's carers have been on the front line of the pandemic, and their work has been rightly celebrated locally and nationally. As we look to the future, we will ensure that our city's carers who support older people have the support and training to deliver this model of care.

In addition to the greater level of direct risk from Covid-19, older people have often suffered greater levels of loneliness and social isolation as a result of lockdown, with this separation from loved ones being acutely felt by those suffering from diseases like Dementia and their families. As part of our recovery planning, the Council will place a renewed emphasis on tackling loneliness and social isolation, progress will regain lost momentum in establishing Cardiff as both an Age Friendly and a Dementia Friendly City.

#### **Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:**

- **Support older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative services**

**APPENDIX 1 - Cardiff's Corporate Plan 2021-24 relevant to CASSC . Pink – Falls to Cllr Elsmore: Social Services, Peach falls to Cllr Elsmore: Housing & Communities, Green falls to Cllr Thorne, Housing & Communities and Blue is shared between Cabinet Members.**

- **Support older people suffering from social isolation and loneliness and deliver our Age Friendly and Dementia Friendly City ambitions**

### **Progress Made**

- **Services have been adapted to support individuals required to shield**, with activities including the provision of food parcels, co-ordinating volunteers to collect prescription medicine and providing support to access online shopping delivery slots.
- Working with the University Health Board, we will work to ensure that all the people over the age of 70, care home residents and our city's care workforce **received the first dose of the vaccine** by February 2021.
- **Hospital social workers have worked with community teams and care providers to progress the "home first" approach**, by working through complex cases to discharge individuals from hospitals to their homes, or to secure isolation beds away from hospital settings.
- **93% of clients feel able to live independently in their own homes** following support from Independent Living Services.
- **79% of new cases are dealt with directly at First Point of Contact (FPoC), resulting in no requirement for onward referral to Adult Services.**
- **Planning consent has been achieved** for the Maelfa and St. Mellons independent living schemes, and plans for Broadlands Court have been finalised with the residents.
- **A number of virtual groups have been set up to help keep individuals and communities in contact.** The Hubs offer online events including Keep on Moving, Goldies singing group, Coffee and Book Talk; and Adult Learning run a group across Cardiff & Vale offering activities such as creative writing, macro photography, arts and crafts, and cookery.
- A new **Dementia Friendly Cardiff website has been launched**, providing a 'one-stop shop' of valuable information about services and support in the city, to assist people living with dementia to live well in the capital.
- **Over 350 dementia friendly awareness events** have been held throughout the city since April 2020. Digital event options have been developed in response to Covid-19 restrictions, enhancing the ongoing offer for awareness events.

## **Priorities for 2021/22**

### **Support older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative services**

We will build on the success of Cardiff's Independent Living Services, providing joined-up, preventative support that empowers older people to age well and to lead their own lives, in their own homes. We will develop Local Community Well-being services to reduce and prevent the need for care and hospital admissions and to facilitate timely hospital discharge.

We will continue to work with the Cardiff & Vale University Health Board and the Regional Partnership Board to integrate services, ensuring that all individuals receive tailored care and support to meet their needs.

More fundamentally, we recognise the importance of communities being designed in a way that accommodates the needs of older people, with housing options developed that enable people to live in their own homes and communities for as long as possible. We will therefore increase the provision of extra care housing, using this type of housing as an alternative to general residential care beds, alongside the supply of community living housing, which allows domiciliary care to be easily provided.

### **Support older people suffering from social isolation and loneliness and deliver our Age Friendly and Dementia Friendly City ambitions**

Cardiff must be a city where older people are empowered, healthy and happy, supported by excellent public and community services, and play an active part in all aspects of community life. We will therefore continue to move forward towards Cardiff being an Age Friendly City, improving the provision and co-ordination of services in our communities to tackle social isolation, enhancing inter-generational working with schools, Hubs, community groups and private sector partners.

By 2030, there are projected to be approximately 7,600 people living with dementia across Cardiff and the Vale of Glamorgan. In line with the Regional Partnership Board's priorities, Cardiff's Public Services Board has committed to making Cardiff a Dementia Friendly City.

The Council will support its workforce to become accredited Dementia Friends. We will build on the launch of the Dementia Friendly Cardiff website in 2020 to enhance access to the information, advice and links to community support on offer for those with dementia, their carers and their families. We will also work to encourage businesses and community groups to become more dementia friendly, creating communities across Cardiff that are supportive and inclusive of people with dementia. Given that our ability to host dementia-focused events across the city was impacted by the Covid-19 pandemic, we will work to re-establish regular 'dementia cafés' held in community centres and look to increase the number of dementia events, which will build upon the virtual solutions developed during the past year.

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

Support older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative services

Ref	We will:	Lead Member	Lead Directorate
S2.1	<p><b>Further develop our Independent living and aging well services by:</b></p> <ul style="list-style-type: none"> <li>• Training all frontline staff to fully embed the What Matters conversation within social work and support practice by March 2022;</li> <li>• Developing Local Community Well-being teams by bringing together Independent Living and Homecare services and delivering these on a locality basis by March 2022;</li> <li>• Continuing to develop the multi-disciplinary approach to hospital discharge and community support, working with the Cardiff &amp; Vale University Health Board to develop clear proposals for further service integration by September 2021;</li> <li>• Empowering people to commission their own care and support through greater promotion of direct payments by September 2021;</li> <li>• Developing outcome-based indicators to support understanding of the human impact of the services being offered by June 2021.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.2	<p>Implement the first phase of the <b>new way of delivering domiciliary care by November 2021</b> that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy</p>	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.3	<p><b>Deliver the Older Persons Housing Strategy to support independent living</b>, fully understanding older people's housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> <li>• Working to build and refurbish community living schemes for older people including: <ul style="list-style-type: none"> <li>- Completing design work on the Michaelston college site for our first proposed 'well-being' village, focused on older people but</li> </ul> </li> </ul>	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities

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	<p>taking an intergenerational approach to place-making, by December 2021;</p> <ul style="list-style-type: none"> <li>- Achieving planning permission for the new Community Living schemes at Bute Street and Canton Community Centre by June 2021;</li> <li>- Commencing the new community living schemes on site at the Maelfa and in St. Mellons by November 2021;</li> <li>- Fully establishing the Rehousing Solutions Team to provide tailored advice and support for older people and those with physical disabilities by June 2021.</li> </ul> <ul style="list-style-type: none"> <li>• Improving the current use of existing Community Living and Extra Care schemes including: <ul style="list-style-type: none"> <li>- Reviewing the current allocation criteria for Community Living and Extra Care and developing a single waiting list by September 2021;</li> <li>- Promoting Extra Care housing as an alternative to residential care and a step down from hospital by September 2021.</li> </ul> </li> </ul>		
S2.4	<p><b>Work with partners to prevent hospital admissions and reduce the need for care by:</b></p> <ul style="list-style-type: none"> <li>• Developing a clear approach to the use of innovative technological solutions which can help enable independent living, and;</li> <li>• Ensuring that all care and support planning considers the possible use of supportive technology by March 2022.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.5	<p><b>Reduce the number of people accessing acute, residential or nursing care across Cardiff by</b> reviewing the approach to re-ablement services by March 2022, ensuring that a full range of support is available to ensure that all older people are able to live the best lives they can and stay safe in their own homes.</p>	Cllr Susan Elsmore	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K2.1	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	95%
K2.2	The number of people who accessed the Community Resource Team	2,000

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K2.3	The total hours of support provided by the Community Resource Team	<b>50,000</b>
K2.4	The number of people in residential care aged 65 or over per 10,000 population	<b>No target, but reduce</b>
K2.5	The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	<b>70-80%</b>
K2.6	The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	<b>185</b>
K2.7	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	<b>National data collection has been suspended during the Covid-19 pandemic.</b>

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**Work to ensure older people are empowered and included, healthy and happy, and supported by excellent services**

Ref	We will:	Lead Member	Lead Directorate
S2.6	<p><b>Support older people to age well</b> by reducing social isolation, addressing access to local communities, identifying new ways to promote engagement in local communities and working together to prevent abuse. This will be achieved by:</p> <ul style="list-style-type: none"> <li>• Developing relationships between community groups, third sector organisations and businesses to enhance opportunities for older people to remain involved in their local communities, by providing both voluntary and employment opportunities;</li> <li>• Utilising technology to promote inclusion and reduce social isolation, especially whilst social distancing is in place, including access to support services remotely to promote health and independence;</li> <li>• Promoting opportunities for older people to engage directly with younger people to develop skills, share experiences and build friendships.</li> </ul>	<p><b>Cllr Susan Elsmore, Cllr Lynda Thorne &amp; Cllr Sarah Merry</b></p>	<p><b>Adult Services, Housing &amp; Communities, and Education &amp; Lifelong Learning</b></p>
S2.7	<p><b>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community</b> by:</p> <ul style="list-style-type: none"> <li>• Undertaking Dementia Friends training across the Authority with the aim of full compliance amongst Council staff by March 2022;</li> <li>• Developing a school engagement programme to encourage more inter-generational activities and events;</li> <li>• Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme;</li> <li>• Delivering dementia friendly events – both digital and face-to-face – when restrictions allow;</li> <li>• Supporting the Dementia Friendly Cardiff Community to continue to deliver positive outcomes for people living with dementia within Cardiff.</li> </ul>	<p><b>Cllr Susan Elsmore &amp; Cllr Sarah Merry</b></p>	<p><b>Adult Services, Housing &amp; Communities, and Education &amp; Lifelong Learning</b></p>



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S2.8	<p><b>Work to become an Age-Friendly City by identifying opportunities for people to be integrated in their local communities by:</b></p> <ul style="list-style-type: none"> <li>• Supporting older people to live independently and be connected to their home and community, with the aim of reducing the possibility of loneliness and isolation;</li> <li>• Engaging with communities to develop volunteer and income-generating opportunities and appropriate educational and training programmes;</li> <li>• Providing housing that is safe and adaptable to personal preferences and changing capacities;</li> <li>• Engaging with older people to provide opportunities for their active participation in the formulation and implementation of policies that directly affect their well-being;</li> <li>• Developing opportunities with local partnerships for older people to share their knowledge and skills with younger generations.</li> </ul>	<p><b>Cllr Susan Elsmore &amp; Cllr Lynda Thorne</b></p>	<p><b>Adult Services, Housing &amp; Communities</b></p>
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Ref	Key Performance Indicator	Target
K2.8	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	<b>85%</b>
K2.9	The percentage of Council staff completing Dementia Friends training	<b>85%</b>
K2.10	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	<b>40</b>
K2.11	The number of digital Dementia Friendly City events held	<b>600</b>

## **Well-being Objective 3:**

### **Supporting people out of poverty**

Despite Cardiff's economic renewal over recent decade, it remains home to the greatest number of people living in the most deprived communities in Wales. The Coronavirus pandemic has hit the poorest, most deprived and disconnected communities hardest, further exposing these long-standing economic and social inequalities.

The economic impact of the pandemic has led to a doubling of unemployment, over a 100% increase in Universal Credit applications and, ultimately, to a great many more families falling into poverty. Looking to the year ahead, economic recovery will be uneven, with some sectors continuing to be impacted by the pandemic, particularly those sectors – such as hospitality and retail – that typically employ young people, women and those from a BAME background.

Responding to this will require a programme of concerted action across all the well-being objectives contained within this plan. This section of the plan focuses on supporting people into work, promoting the Living Wage and tackling homelessness, recognising their importance in tackling poverty.

A Council-wide Economic Recovery Task Force has been established to bring together a co-ordinated approach to into-work support, employment support and economic development services, with a particular focus on supporting young people and those most impacted by the pandemic back into work, training and education.

As a greater number of people fall into poverty, so the risk of those suffering extreme poverty and destitution – including homelessness – is likely to rise. Responding to the pandemic has accelerated reforms already being undertaken by homelessness services. During the first three weeks of the initial lockdown in March 2020, 140 people, including some of the most entrenched rough sleepers, were provided with appropriate accommodation where they could safely shield or self-isolate. The goal now is to embed the achievements made into a long-term, preventative approach, with the backing of all public service partners, so that we can permanently reduce the number of people sleeping rough and experiencing homelessness in our city.

#### **Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:**

- **Support those most impacted by the economic crisis into work, education or training**
- **Continue our Living Wage City ambition**
- **Embed our new approach to tackling homelessness and end rough sleeping**

### **Progress Made (relevant to CASSC)**

- **A new vision for homelessness, 'No Going Back', was approved in July 2020**, which sets out a new pathway for accommodation and support services in Cardiff. Building on the unprecedented engagement with services from rough sleepers during the pandemic, individuals will be provided with support to tackle the underlying causes of their situation, particularly support with mental health issues and substance misuse.
- **Housing First, which enables homeless people to move straight into permanent accommodation, has been expanded from 40 to 55 units.** Of those supported by this scheme, 70% have successfully broken the cycle of homelessness.
- **The Council has agreed to be a pilot for a Welsh Government scheme to lease properties directly from the private rented sector.** This scheme will provide 66 families with a property on a five-year lease, giving them more stability over the medium-term.

### **Priorities for 2021/22 (relevant to CASSC)**

#### **Embed our new approach to tackling homelessness and end rough sleeping**

The Council will continue to build on the progress made during the pandemic. The new vision for homelessness services aims to prevent homelessness wherever possible, and where it is not possible, for the experience of homelessness to be rare, brief and not repeated. The service also aims to deliver an assessment and triage approach to all those who present as homeless, providing a comprehensive, multi-agency approach to ensure that the accommodation and support solution provided is appropriate to the individual.

Where appropriate, clients will be supported to move rapidly to independent housing, rather than the traditional 'staircase' approach, where clients move from supported accommodation to independence in stages. For those with the most complex needs, it is recognised that longer-term specialist accommodation will be required, but this will be good-quality, self-contained accommodation that can provide a home environment in a supported setting.

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

Support those most impacted by the economic crisis into work, education or training

Ref	We will:	Lead Member	Lead Directorate
S3.3	<p>Ensure support is available to <b>mitigate potentially negative consequences associated with the roll-out of Universal Credit</b> by:</p> <ul style="list-style-type: none"> <li>• Ensuring all Hub and advice line staff are able to provide support with claims for Universal Credit, including further roll-out of tablets, either by gifting or loaning, to ensure that support can be provided remotely during Covid restrictions;</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 utilising and promoting the Discretionary Housing Payment fund. This will ensure that those in receipt of Universal Credit are aware of and able to apply to the fund;</li> <li>• Working closely with Cardiff Foodbank to understand the impacts of more clients claiming Universal Credit on food support, escalating any issues identified;</li> <li>• Identifying additional funding for the Money Advice team to expand the service and meet demand as Universal Credit claimants continue to rise as a result of the pandemic.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K3.7	The number of customers supported and assisted with their claims for Universal Credit	2,000
K3.8	Additional weekly benefit identified for clients of the City Centre Advice Team	£14,000,000
K3.9	The number of hours given volunteering within the Advice & Benefits Service	6,500

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**Embed our new approach to tackling homelessness and end rough sleeping**

Ref	We will:	Lead Member	Lead Directorate
S3.6	<p><b>Review and revise the Rough Sleeper Strategy and the Homelessness Strategy</b> in line with Welsh Government Phase 2 Guidance by:</p> <ul style="list-style-type: none"> <li>• Implementing the new family accommodation model and delivery of the Family Homelessness Centres for completion by January 2022 including:               <ul style="list-style-type: none"> <li>– Briardene by May 2021;</li> <li>– The Gasworks by Winter 2021/22;</li> <li>– Harrison Drive by Winter 2021/22;</li> </ul> </li> <li>• Developing a rapid rehousing approach to homelessness, ensuring that homelessness is prevented wherever possible and that clients are rehoused as quickly as possible following a proper assessment of need by June 2021;</li> <li>• Taking forward the strategic review of services for single homeless people, including:               <ul style="list-style-type: none"> <li>– Implementing full assessment of needs for single homeless people via the new Assessment Centre by May 2021;</li> <li>– Delivering the new homeless accommodation schemes for single people and reviewing and improving emergency accommodation with the aim of ensuring that minimum standards of accommodation are delivered with separated, secure and individual spaces and that no one has to sleep out in Cardiff by Winter 2021/22;</li> <li>– Continuing and extending the Housing First Scheme, using both social and private rented sector homes, and increasing the range of options for move on from hostel with appropriate level of support by March 2022;</li> <li>– Fully developing the low-needs pathway, ensuring that homeless clients can access the right accommodation for themselves, with a focus on moving on into the private rented sector by commencing the pathway</li> </ul> </li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

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	<p>by April 2021 and reviewing its effectiveness by September 2021;</p> <ul style="list-style-type: none"> <li>Continuing to develop the multi-agency team around rough sleepers and single homeless people with complex needs, improving the support available for those with substance misuse issues, as well as for those with co-occurring mental health and substance misuse issues, and extending this support to those moving on into the community. Additionally, further developing the health input into the team by September 2021 and developing the full operational policy and reporting framework for the team by October 2021;</li> <li>Reviewing the 'Real Change' and 'Give Differently' campaigns to further investigate the reporting of sightings of potential rough sleepers and positive intervention with people who are involved in street-based activities, including anti-social behaviour and begging within the city centre, by March 2022.</li> </ul>		
S3.7	<p><b>Develop a training and activities service for single homeless people</b> to divert them from street culture by providing a range of meaningful training and activities.</p>	<p><b>Cllr Lynda Thorne</b></p>	<p><b>Adult Services, Housing &amp; Communities</b></p>

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Ref	Key Performance Indicator	Target
K3.12	The percentage of households threatened with homelessness successfully prevented from becoming homeless	80%
K3.13	The total number of rough sleepers in the city	<20
K3.14	The number of rough sleepers supported into accommodation	104
K3.15	The percentage of rough sleepers housed in the previous month who have maintained their accommodation	70%
K3.16	The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	80%
K3.17	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	75%

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## **Well-being Objective 4:**

### **Safe, confident and empowered communities**

Safe, confident and empowered communities are at the heart of any successful city. They play a vital role in connecting people with the social networks and day-to-day services we all depend on.

We will continue to build new Council homes and to develop and lead community regeneration projects that will transform community centres for years to come as a core part of our city's recovery programme. Our hubs and libraries will be re-opened and adapted so that they can operate safely, and we will put in place recovery plans for those community services, including leisure centres, whose business models have been most impacted by the pandemic.

We will work with community leaders, citizens and partners to build greater community cohesion and focus, and through the recently-established Race Equality Taskforce, we will work with partners to identify opportunities for implementing meaningful and practical changes that address racial inequality in the city.

Although Cardiff is a safe city, crime and anti-social behaviour remains a problem in some of our most deprived communities, and a small number of people are subject to abuse, violence and exploitation. Working with partners, we will deliver a local and targeted approach to crime prevention and safeguarding, protecting vulnerable people – particularly vulnerable young people – from being drawn into knife crime, County Lines and serious organised crime.

As a city that champions the Welsh language, delivery of our new bilingual policy will support Welsh in the workplace and will ensure that services are easily accessible in both English and Welsh. Investment in Welsh-medium education across the city will continue, with plans approved to expand Ysgol Y Wern and establish new Cylch Meithrin provision, provide dual-stream provision to serve the Plasdŵr development and increase provision in Central Cardiff.

#### **Our priorities for delivering Capital Ambition and leading the recovery in 2021/22:**

- **Build new Council homes and invest in community facilities**
- **Ensure children and adults are protected from risk of harm and abuse**
- **Create safe and inclusive communities**
- **Work together to support a healthier and more active population**
- **Promote the Welsh language**

### **Progress Made (relevant to CASSC)**

- **396 new Council homes have been delivered, including 80 this financial year, as part of the Council's commitment to delivering 1,000 new Council Homes by 2022.** It is expected that over 500 homes will be completed by March 2021.
- **The Council's Hub programme continues to be rolled out, with a new Butetown Creative Hub and refurbished Whitchurch and Rhydpennau Hubs.** Options are being explored for a Youth Hub in the city centre, whilst the Maelfa Health and Well-being Hub, as well as the new domestic abuse one-stop shop in the Cardiff Royal Infirmary, are close to being ready.
- **A joint Child and Adult Exploitation Strategy has been launched,** reflecting new and emerging themes of child and adult exploitation, such as modern slavery.
- **The Council has continued to help EU citizens apply to the EU Settlement Scheme,** providing digital support to access the scheme online. Between 28 August 2018 and 30 September 2020, 16,710 applications were made to the scheme by EU nationals living in Cardiff.
- **Following the launch of the 'Together for Cardiff' initiative,** which saw over 1,000 people volunteer to help the most vulnerable access food and medical supplies at the beginning of lockdown in March 2020, high levels of volunteering have continued – as much as ten times higher than the same period last year. Between March and December 2020, 6,212 food parcels were delivered to vulnerable people.

### **Priorities for 2021/22 (relevant to CASSC)**

Covid-19 continues to have significant implications for the well-being and safety of our communities. The closure of Hubs and libraries has meant limited access to community services that play a vital role in the health and well-being of residents. Lockdown has further isolated some of the most vulnerable in society, likely resulting in under-reporting of incidents of domestic violence and abuse. There is also the risk that tensions between communities could increase as the crisis continues to have an impact on lives and livelihoods.

In response, our priorities will be to continue to invest in our communities and improve access to services, to safeguard and support the most vulnerable that will be most impacted by the pandemic and to work together with our partners to deliver healthy communities.

#### **Build new Council homes and invest in community facilities**

As part of the largest house building programme in Wales, we will continue the progress made on our 'Cardiff Living' and community housing schemes, including the delivery of

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1,000 new Council homes by 2022. By delivering new energy-efficient homes and community facilities, better connectivity to green spaces and improved sustainable transport networks, these developments will transform whole neighbourhoods. The Maelfa scheme, including the Health and Well-being Hub, is near completion and construction has started on 200 high-energy performing, low-carbon homes on the former site of Eastern High school, the first of four schemes designed to meet the needs of the older generation. Planning permission for Phase 1 of the Channel View scheme – which will deliver up to 400 new Council homes in Grangetown – is due to be submitted by April 2021.

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

Building on our collaborative efforts in response to the emergence of Covid-19, we will take forward our new joint child and adult exploitation strategy and address new and emerging themes of exploitation, such as modern slavery. In particular, we will work with partners to develop contextual safeguarding, recognising that outside of the family unit, the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse.

**Create safe and inclusive communities**

Through the city's Community Safety Partnership, the Council and its public and private sector partners will continue to work together to tackle crime and anti-social behaviour and to keep our communities safe, which will involve developing a preventative approach to tackling the emerging threats of knife crime, County Lines and serious organised crime.

We will continue supporting EU nationals in applying to the EU Settlement Scheme, as well as monitoring the impact of Brexit on cohesion through our Community Cohesion Action Plan. As a founding city of the Inclusive Cities Programme, we will also lead on the co-ordination of support for migrant communities, supporting access to legal advice for those whose immigration status is uncertain and which could place them at additional risk of the pandemic's economic and health impacts.

**Work together to support a healthier and more active population**

The emergence of Covid-19 has further emphasised the importance of physical and mental well-being and the need to tackle health inequalities. We will continue to invest in our parks and green spaces – which have acted as havens for many communities during the pandemic – with an aim to once again increase the number of Green Flag parks in Cardiff.

Working with partners, we will support the delivery of the Cardiff and Vale 'Move More, Eat Well Plan', improving access to healthy environments in which to be active and make active travel choices, improving access to healthy food and encouraging healthy lifestyle choices. We will also develop Cardiff's Sport, Health and Physical Activity Strategy to maximise the use of the city's parks, green spaces and leisure centres and increase participation in physical activity, particularly in our most deprived communities.

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

### Build new Council homes and invest in community facilities

Ref	We will:	Lead Member	Lead Directorate
S4.1	<b>Deliver a programme to build over 2,000 new Council homes</b> , targeting delivery of the first 1,000 by December 2022.	Cllr Lynda Thorne	People & Communities
S4.2	Deliver the Shared Regulatory Services' Business Plan to drive up standards in the private rented sector through: <ul style="list-style-type: none"> <li>• Enforcement action against rogue agents and landlords letting and managing properties;</li> <li>• Intelligence-led enforcement actions for unsafe properties and rogue landlords;</li> <li>• Work with Rent Smart Wales to address problem landlords.</li> </ul>	Cllr Lynda Thorne & Cllr Michael Michael	Resources, and Economic Development
S4.3	<b>Invest in the regeneration of local communities by:</b> <ul style="list-style-type: none"> <li>• Completing Phase 2 of the Maelfa redevelopment scheme by November 2021;</li> <li>• Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities;</li> <li>• Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor;</li> <li>• Submitting an outline planning application for the subsequent Channel View Regeneration of pre-existing homes by the end of 2021/22;</li> <li>• Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members.</li> </ul>	Cllr Lynda Thorne	People & Communities

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S4.4	<p><b>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</b></p> <ul style="list-style-type: none"> <li>• Progressing plans for Youth Hubs in the city centre and Butetown;</li> <li>• Working with partners to deliver a Community Hub in south Riverside;</li> <li>• Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District;</li> <li>• Ensuring people are connected with local service providers and activities in their neighbourhood through the work of Community Inclusion Officers, extending the range of online activities and restarting face-to-face events when restrictions allow.</li> </ul>	Cllr Lynda Thorne	<b>Adult Services, Housing &amp; Communities, and People &amp; Communities</b>
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Ref	Key Performance Indicator	Target
K4.1	Total number of new Council homes completed and provided <i>(Target to be achieved by December 2022.)</i>	<b>1,000 cumulative</b>
K4.2	The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services	<b>100</b>
K4.3	The percentage of residents satisfied with completed regeneration projects	<b>90%</b>
K4.4	The number of visitors to libraries and Hubs across the city	<b>Monitor KPI, but no target set</b>
K4.6	The number of page views on the Hubs website	<b>Monitor KPI, but no target set</b>
K4.7	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	<b>Monitor KPI, but no target set</b>
K4.8	The number of visits (page views) to the volunteer portal	<b>70,000</b>

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

Ref	We will:	Lead Member	Lead Directorate
S4.7	<p><b>Deliver excellent outcomes for individuals, families and communities through the continued embedding of strengths-based practice and Signs of Safety in our frontline social work and preventative teams by:</b></p> <ul style="list-style-type: none"> <li>• Developing and implementing a new structure for the Social Care Training Unit that best meets the needs of the service area and that meets its staff training and development requirements;</li> <li>• Reviewing the arrangements for delivering outcome-focussed/strengths-based training to maximise participation and strengthen impact on practice;</li> <li>• Embedding the Quality Assurance framework in Children's Services case management teams;</li> <li>• Embedding peer audit review processes throughout Adult Services, supported by Quality Assurance panels and champions within the service.</li> </ul>	<p><b>Cllr Susan Elsmore &amp; Cllr Graham Hinchey</b></p>	<p><b>Adult Services, Housing &amp; Communities</b></p>
S4.8	<p>Complete the move to <b>locality working</b> for all adult social services by 2023, aligning with primary, community and third sector services, with Phase 1 completed by September 2021, to include:</p> <ul style="list-style-type: none"> <li>• Providing easily accessible locations for partners to meet throughout the city;</li> <li>• Expanding and diversifying expertise, sharing best practice across the community and hospitals by transitioning adult older people's social care into locality practice;</li> <li>• Developing closer relationships with domiciliary care providers, starting with recommissioning;</li> <li>• Developing working relationships and practices with the six health clusters.</li> </ul>	<p><b>Cllr Susan Elsmore</b></p>	<p><b>Adult Services, Housing &amp; Communities</b></p>
S4.9	<p><b>Develop a new Adult Services Strategy by autumn 2021</b> with the aims for delivery identified as:</p>	<p><b>Cllr Susan Elsmore</b></p>	<p><b>Adult Services, Housing &amp; Communities</b></p>

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	<ul style="list-style-type: none"> <li>Developing a whole-system approach for improving and monitoring performance;</li> <li>Embedding a rights-based approach into everything we do;</li> <li>Ensuring that the systems in place are suitable to meet the outcomes identified and provide a platform for change where they are not.</li> </ul>		
S4.10	Implement the Cardiff and Vale Regional Partnership Board's transformational proposals for ' <b>A Healthier Wales</b> ' to promote productive partnerships and to further develop preventative services and resilient communities, so that people remain independent and connected for as long as possible.	<b>Cllr Susan Elsmore</b>	<b>Adult Services, Housing &amp; Communities</b>
S4.11	<b>Assist people with disabilities and mental health issues to be more independent by:</b> <ul style="list-style-type: none"> <li>Embedding an all-age disability approach by October 2021;</li> <li>Working with partners to deliver the refreshed crisis care concordat, meeting the needs of those who may not require secondary services and reviewing services to ensure that they are fit for purpose to meet a range of needs of the population moving forward;</li> <li>Reducing the number of people in crisis and acute admissions by using preventative measures.</li> </ul>	<b>Cllr Susan Elsmore</b>	<b>Adult Services, Housing &amp; Communities</b>
S4.12	<b>Undertake a review of commissioned services,</b> including a full review of commissioned activities, throughout 2021 to include: <ul style="list-style-type: none"> <li>All commissioned services in Children's Services, including Young Carers Contract, Independent Foster Panel Chair, Assessment and Therapies, Young Families, Family Group Conferencing, Support with Leisure and Overnight Respite;</li> <li>Direct Payments (Adults and Children's);</li> <li>Domiciliary Care Contract.</li> </ul>	<b>Cllr Graham Hinchey &amp; Cllr Susan Elsmore</b>	<b>Adult Services, Housing &amp; Communities</b>
S4.13	<b>Ensure children and adults are protected from risk of harm and abuse by:</b> <ul style="list-style-type: none"> <li>Implementing the <b>Exploitation Strategy</b> to encompass new and emerging themes of child and adult exploitation by March 2022;</li> </ul>	<b>Cllr Graham Hinchey &amp; Cllr Susan Elsmore</b>	<b>Adult Services, Housing &amp; Communities</b>



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	<ul style="list-style-type: none"> <li>• Completing the <b>corporate safeguarding self-evaluations</b> by March 2022;</li> <li>• Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received.</li> </ul>		
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Ref	Key Performance Indicator	Target
K4.9	The percentage of Council staff completing Safeguarding Awareness Training	<b>85%</b>
K4.10	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	<b>85%</b>
K4.11	The percentage of high-risk domestic abuse victims referred by South Wales Police attempted contact by the specialist service within one calendar day of receiving the referral	<b>90%</b>
K4.12	The percentage of adult protection enquiries completed within seven days	<b>99%</b>
K4.13	The number of adult protection enquiries received	<b>Not appropriate to set target</b>

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**Create safe and inclusive communities**

Ref	We will:	Lead Member	Lead Directorate
4.14	Implement with partners a targeted approach to tackling crime and anti-social behaviour in Butetown and Splott as identified priority areas in 2021.	Cllr Lynda Thorne	People & Communities
4.15	Work in partnership with the Violence Prevention Unit at South Wales Police to develop an enhanced preventative approach to tackling violence and organised crime by December 2021.	Cllr Lynda Thorne	People & Communities
4.16	Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023, including the launch of a regional service for male victims by July 2021.	Cllr Susan Elsmore	Adult Services, Housing & Communities
4.17	Implement the Cardiff PREVENT Strategy by September 2021.	Cllr Lynda Thorne	People & Communities
4.18	<p><b>Continue to lead an inclusive and open city to migrants, refugees and asylum seekers by:</b></p> <ul style="list-style-type: none"> <li>• Co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by 30th June 2021;</li> <li>• Continuing to deliver the Inclusive Cities project.</li> </ul>	Cllr Susan Elsmore	People & Communities
4.20	Implement the Welsh Government's Community Cohesion Delivery Plan.	Cllr Susan Elsmore	People & Communities

## Well-Being Objective 6:

### Cardiff Grows in a Resilient Way

#### What we will do to make sure that Cardiff grows in a resilient way (relevant to CASSC)

S6.5	<b>Deliver a Housing Energy Efficiency Retrofit programme</b> across all tenures of housing, including 2,000 domestic retrofits per year by 2024.	Cllr Michael Michael & Cllr Lynda Thorne	PT & E
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## Well-being Objective 8:

### Managing the Pandemic

The Council and its public service partners have led the response to the pandemic, preventing the spread of the virus whilst ensuring the continued delivery of key frontline services and the protection of the city's most vulnerable people. With the roll-out of the vaccine programme now proceeding at pace and levels of infection in the city falling as a result of lockdown, the Council looks towards 2021 as a year of recovery. Nevertheless, the pandemic will continue, and measures will still need to be taken to control the spread of the virus and protect our citizens.

Having established a successful Test, Trace, Protect (TTP) service with its partners, the Council has played an instrumental role in safeguarding public health. This work will continue, as the TTP will be embedded as an ongoing service for as long as it remains necessary, with the Council also providing surge capacity for the rest of Wales.

The Council will also play a full role in supporting the local NHS roll-out of the vaccination programme over the spring and summer. Logistical support will continue to be provided as the Council makes full use of its assets, services and networks to support the immunisation of all residents.

The safety and well-being of the workforce remains a foremost consideration for the Council, particularly during this time, which is why all staff have been provided with the necessary PPE to ensure that they can deliver services safely and effectively. Moving forward, the Council's procurement team have secured a resilient pipeline of PPE supply through its partnership with Welsh Government, the NHS and its own contractual arrangements. An accelerated testing service is also in place for Council staff. All of these

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measures will be supported by the adoption and implementation of a robust Covid-19 Health and Safety Policy, in line with Central and Welsh Government legislation and Public Health Wales Guidance.

To ensure compliance with the regulations issued to keep people safe, protect the NHS and prevent the spread of the virus, Shared Regulatory Services will work with Public Health and South Wales Police to effectively target enforcement activity.

**Our priorities for leading the recovery in 2021/22 will be:**

- Support the delivery of a mass vaccination programme
- Continue to deliver an effective Test, Trace, Protect Service
- Embed robust health and safety practices across all Council buildings and in service delivery
- Ensure the availability of appropriate PPE to protect staff, service users and residents
- Effectively enforce compliance through the shared regulatory services

**What we will do to ensure the pandemic is effectively managed (relevant to CASSC)**

We will:	Lead Member	Lead Directorate
Support the delivery of the Mass Vaccination Programme by: <ul style="list-style-type: none"> <li>• Repurposing Council Buildings as vaccination centres;</li> <li>• Providing assistance with the logistical management of attendance at vaccination centres;</li> <li>• Supporting the delivery of the appointment booking system;</li> <li>• Supporting the identification of priority cohorts and the targeting of harder-to-reach groups.</li> </ul>	<b>Cllr Huw Thomas</b>	<b>Economic Development, Resources, and People &amp; Communities</b>
Ensure continued support for high-risk settings, including care homes, home care, support living and hostels by: <ul style="list-style-type: none"> <li>• Working with partners to implement the latest guidance.</li> <li>• Initiating outbreak management responses as required.</li> </ul>	<b>Cllr Susan Elsmore &amp; Cllr Lynda Thorne</b>	<b>People &amp; Communities, and Economic Development</b>

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Continue to ensure the availability of all necessary PPE to support the safe delivery of Council and partner services for staff and residents.	Cllr Chris Weaver & Cllr Susan Elsmore	People & Communities
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Key Performance Indicator	Target
The number of items of PPE issued	Monitor KPI, but no target set

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