

# Delivering Capital Ambition

## Cardiff Council Corporate Plan 2021-24



Mae'r ddogfen hon ar gael yn Gymraeg hefyd /  
This document is also available in Welsh

WORKING FOR CARDIFF,  
WORKING FOR YOU



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# Leader's Introduction

In January 2020, Capital Ambition, my Administration's five-year policy programme for the city, was refreshed, with a number of bold political priorities reaffirmed, continuing the ambition of creating a greener, fairer and stronger capital city that plays a leading role in creating a better future for Wales.

Delivering new schools, continuing one of the UK's most ambitious Council house-building programmes, leading a low-carbon transition across the city, as well as supporting the creation of new jobs and prosperity through major projects, are just some of the commitments identified in Capital Ambition. Each supports the Council's ambition to reduce the large and growing inequalities between communities, and ensures all citizens are able to contribute to, and benefit from, the city's success.

Whilst the Council is accustomed to delivering in the face of adversity – having faced over a decade of UK Government austerity measures – the challenge of responding to a global pandemic has been unrivalled. Our ability to come together – working with common purpose and shared values – has seen Cardiff at its best during what has been an incredibly challenging time. Amazing things have been achieved. A stadium was transformed into a hospital, tens of thousands of food parcels were delivered to school children and our city's most vulnerable residents, and hotels have been repurposed so that nobody need sleep on our city's streets. Approximately £100 million in grant support has been allocated to roughly 10,000 local businesses over the course of the pandemic and the Council has been instrumental in establishing and supporting the Test, Trace, Protect (TTP) service, which helps to trace and control the spread of the virus.

This was made possible thanks to the extraordinary response of Council staff – and other public service colleagues – in responding to the crisis. This period has demonstrated the commitment, resilience and adaptability of our staff who have rapidly adjusted to new ways of working, taken on new roles via short-term redeployment and regularly gone over and above the call of duty. The unwavering support of fellow Councillors, trade union partners and those in the third sector has also been crucial to the city's success in managing the pandemic.

The Council will continue work to prevent the further spread of the virus, building on the firm foundations laid with the TTP service. The Council is working closely with our health service colleagues to deliver a mass vaccination programme for Cardiff; the more effectively that this can be done, the more lives can be saved, and the quicker that Cardiff can begin to recover fully from the impact of Covid-19.

Whilst we are still very much in the midst of a public health crisis, we recognise also that there are long-term challenges which will need to be addressed, and the Council is already planning for recovery. We know that Covid-19 has brought significant economic hardship to bear on people and communities, particularly the poorest and most vulnerable in society. The disruption to children's education, the impact of social isolation on mental health and the reduction in physical activity as a result of lockdown will have adversely impacted many lives. This Corporate Plan sets out how we will respond to all of these issues.

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In planning for recovery, we have already established an Economic Recovery Taskforce to ensure that Cardiff will not just ‘bounce-back’ but ‘bounce-forward’, as an exemplary post-Covid-19 model for a city, attractive to new investment and talent. This includes continuing to actively support residents who are seeking work or looking to upskill. We are also progressing work within Education to mitigate the impact of the Covid-19 crisis on pupils. This includes supporting schools to adjust to new pupil assessments, as well as ensuring that all children and young people are presented with the same opportunities to engage with remote learning. So far over 20,000 digital devices have been delivered to schools to assist those pupils who are digitally disadvantaged.

We are currently at an extraordinary moment of challenge but also opportunity, to deliver on our long-standing ambitions but to also re-think Cardiff’s future as a resilient, inclusive and innovative city. With the right agenda, partners and commitment, I am confident that we can emerge even stronger post-Covid-19, and deliver a better future for our citizens, our businesses, for the Capital Region and for Wales.



**Cllr Huw Thomas**

Leader of Cardiff Council



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# Capital Ambition: Recovery and Renewal

The 'Restart, Recover, Renew'<sup>1</sup> framework, approved by Cabinet in June 2020, sets out the Council's approach for the safe restart of services alongside the medium- and longer-term priorities for recovery and renewal.

The Restart component of the Council's Covid Response Framework established planning principles to inform the safe resumption of 'business as usual' activities in the event of a Council service being adapted or suspended to contain the spread of the virus. This disciplined and co-ordinated corporate process for reopening services, consistent with legislation and the latest Public Health Wales advice, applied in the release from earlier lockdowns, will once again be adopted by the Council as social distancing restrictions are gradually lifted over the coming months.

Recovery priorities for the year ahead are established within this Corporate Plan. These recovery priorities have been identified through a cross-Cabinet portfolio and department exercise on recovery planning, setting clearly how Covid-19 has changed the operating environment for services, and what needs to be done, by when and by whom over the course of 2021-22 in order to restart and recover Council and partners services.

A programme of 'city renewal' which sets out a Cardiff response to the significant longer-term shifts in the way in which people live, work and travel as a consequence of the pandemic will be published in May 2021.

This Corporate Plan sets out the medium-term response to the following recovery priorities:

- 1) **Leading the city's economic recovery**, doing all we can to support businesses and workers and delivering our ambitious capital investment programme, including major regeneration projects in Cardiff Bay and the city centre; our school investment programme; and our commitment to build 2,000 new Council homes.
- 2) **Supporting the people who have been hit hardest by the pandemic** – particularly those in our most deprived communities – and the services upon which they rely, including care for vulnerable children and older people; people suffering poor mental health; those who are homeless and rough sleeping.
- 3) **Rebuilding the services that have been closed or severely restricted by the pandemic**, including our major events programme, cultural and tourist venues, leisure centres, and public transport.
- 4) **Continuing to modernise our services**, building on the transformational use of technology throughout the pandemic.
- 5) **Delivering our One Planet Cardiff** programme, delivering a green recovery for Cardiff, including investments in cycling, walking and public transport; a new heat network in Cardiff Bay; increased renewables on Council assets and a programme of increased tree planting.

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<sup>1</sup>Cabinet June 2020 -

[www.cardiff.moderngov.co.uk/documents/s38698/Cabinet%2011%20June%202020%20Restart%20recovery%20renew.pdf](http://www.cardiff.moderngov.co.uk/documents/s38698/Cabinet%2011%20June%202020%20Restart%20recovery%20renew.pdf)

# Cardiff in 2021

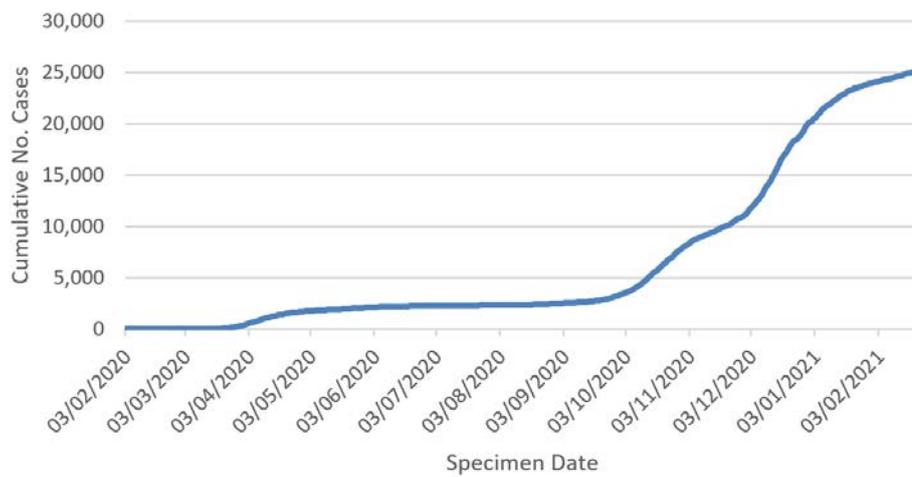
## An ongoing health crisis

The Covid-19 pandemic has had a major impact on every aspect of city life and public services. The scale of this health crisis is unprecedented in our times, placing demands on the city’s health and social care staff and key workers, and tragically the loss of life has affected many families across the city. In response to the pandemic, the Council has undergone a significant period of change and innovation, with new

technologies introduced, new service models developed and new ways of working implemented, including the distribution of almost 1,500 devices to enable staff to work agilely.

On 22 February 2021, the cumulative number of Covid-19 cases in Cardiff reached 25,007.

Cumulative Number of Covid-19 Cases in Cardiff (as of 9am 22nd February 2021)

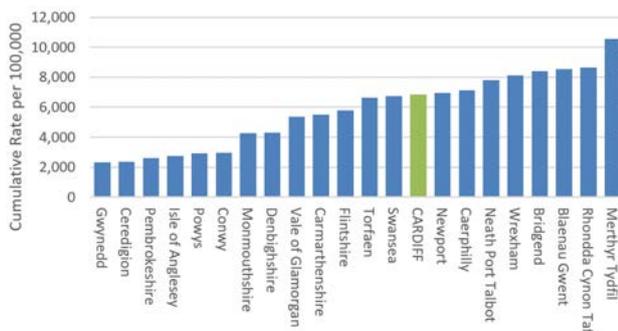


Source: Public Health Wales

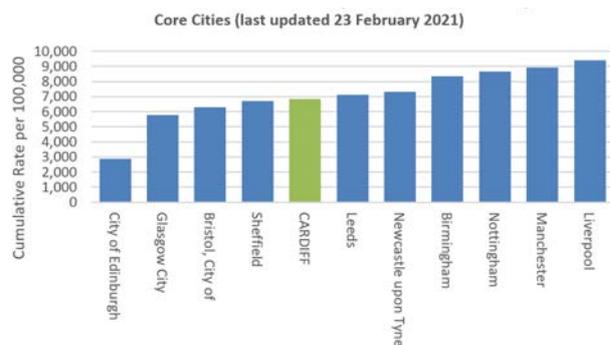
Compared with other Welsh Local Authorities, Cardiff’s relatively high position in the cumulative number of cases per 100,000 population can be attributed, at least in part, to Cardiff’s position as an urban local authority and its

population density. When compared to Core Cities across the UK, Cardiff’s cumulative number of Covid-19 cases per 100,000 population is mid-ranging.

Cumulative Number of Covid-19 Cases per 100,000 Population by Welsh Local Authority (as reported at 9am on 22 February 2021)



Cumulative Number of Covid-19 Cases per 100,000 Population by UK Core Cities (as reported at 9am on 23 February 2021)



In response to both the initial lockdown in March 2020 and the ‘fire-break’ lockdown in October 2020, alongside the ‘alert level 4’ restrictions from December 2020, the Council transitioned to an essential services model; this meant that a range of services were either adapted, suspended, or, in some instances, established for the first time. Where and when necessary, the Council has worked to restart or repurpose Council services to function effectively, sustainably and safely, aligning with UK/ Welsh Government and public health guidance.

Moving forward, the Council will continue work to prevent the further spread of the virus, building on the firm foundations laid with the Test, Trace, Protect service, to support the most vulnerable, and to drive forward economic recovery. The Council will also work closely with our health service colleagues to deliver a mass vaccination programme for Cardiff.

### A deepening economic crisis

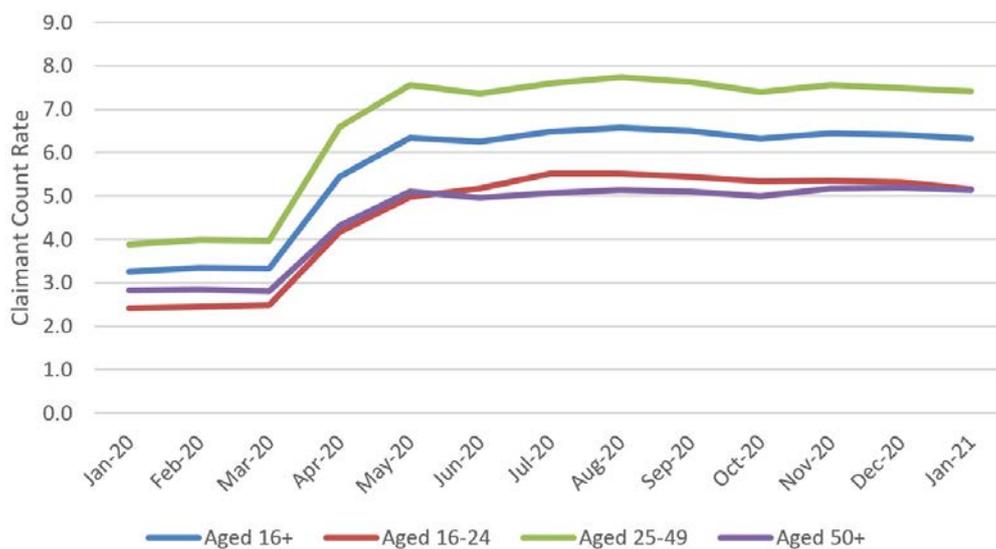
In parallel with the Covid-19 public health crisis, the UK is now facing an unprecedented economic crisis. The UK economy is facing the biggest contraction in three centuries, with the Office for Budget Responsibility projecting that unemployment will be over 50% higher in Cardiff for at least two years.

The economic impact of lockdown has led to young people and those in insecure work being at the greatest risk of unemployment, since the most affected sectors – hospitality,

What is also clear is that managing the spread of the virus is anticipated to bring further challenges. The disruption to children’s education, the impact of social isolation on mental health and the reduction in physical activity as a result of lockdown will have adversely impacted many lives. Additionally, delays in planned operations and appointments, and therefore diagnosis and treatments, will bring its own unique issues, with subsequent demand pressures on local authority services. These are just some of the implications of Covid-19. Many of the Council’s services will come under increasing pressure over the coming months, and with others there will be new and emerging challenges which will require a Council response.

leisure and retail – are those that employ large proportions of young people. The economic crisis can also be anticipated to hit the poorest areas of Cardiff hardest, entrenching deprivation and increasing the gap in outcomes between communities in the city. Data from the Office for National Statistics reveals a clear rise in people claiming unemployment benefits across all age groups since March 2020 and the onset of the pandemic.

Claimant Count Rate in Cardiff by Age Group, January 2020 to January 2021



The Council has done all it can to support local businesses, and this will continue to form a key part of the recovery strategy as we move forward. The Council will continue to strike the important balance of protecting public health while preventing

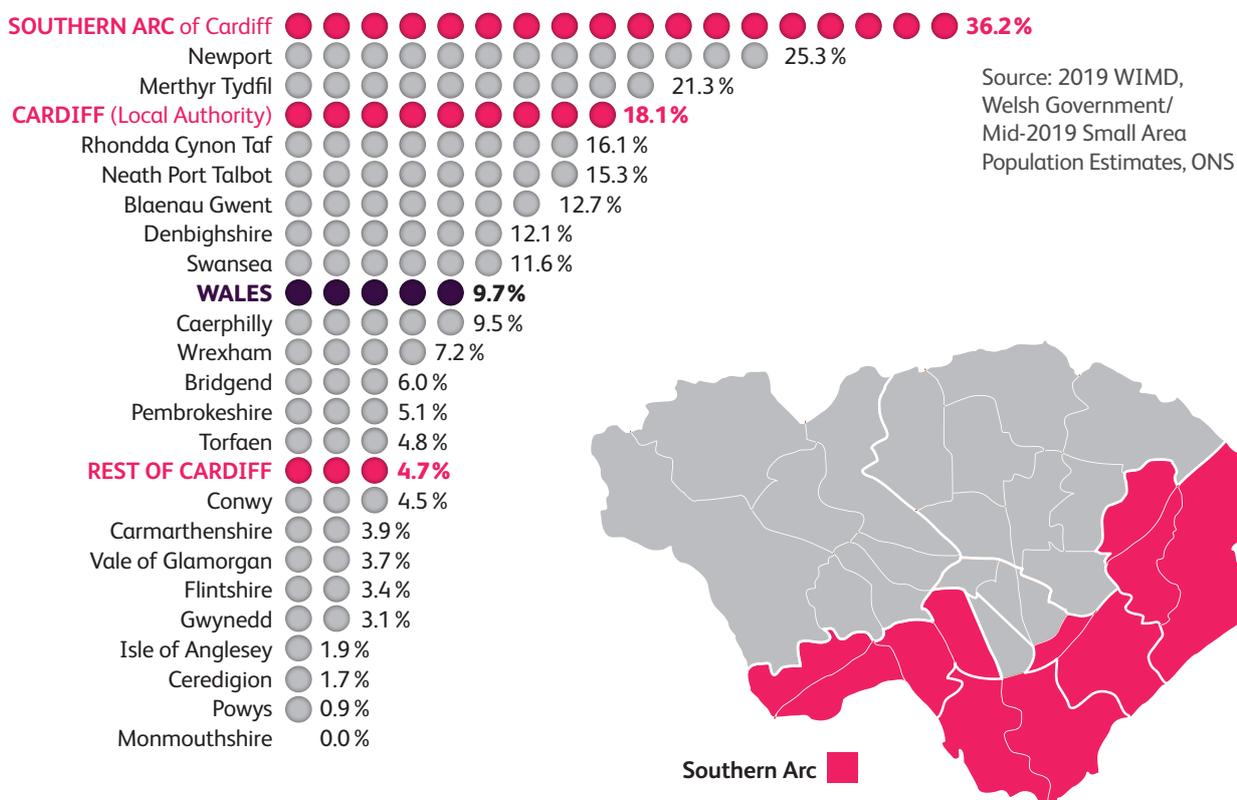
a protracted economic decline. This includes mobilising a council-wide Economic Recovery Taskforce, to create opportunities and provide a tailored package of interventions for impacted businesses and employees.

## Widening inequalities

The gap between rich and the poor in the city is too wide. For example, unemployment rates in Ely and Adamsdown are around five times higher than those in Lisvane. Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities, and premature death rates from key non-communicable diseases in Splott being around six times higher than in Thornhill.

Across Wales, Covid-19 has hit more deprived communities hard, in terms of direct health outcomes and through bringing further economic hardship to bear, particularly on the poorest and most vulnerable in society. From September 2019 to September 2020, Universal Credit applications increased by 113% in Cardiff, unemployment doubled and food bank usage increased by 47%. These trends are projected to get worse before they get better.

Percentage of population living in 10% Most Deprived Areas of Wales, 2014



Tackling inequalities is central to Capital Ambition, and will be at the heart of the Council's recovery and renewal strategies. It will involve a programme of major policy initiatives designed to close the gap, which include building new schools, driving up attainment standards for all learners and supporting young people into work. It will involve a radical new approach to tackling homelessness whilst taking forward our ambitious house building programme. It will also include a low-carbon transition programme across the city that seeks to maximise the creation of new jobs and deliver social value.

All of this will be supported by the Council's commitment to using its size and scale to deliver maximum social value, whilst taking forward broader initiatives such as encouraging employers across the city to pay the real Living Wage.

Narrowing the inequality gap and creating more prosperous communities remains the central aim of Capital Ambition, and this Corporate Plan sets out how that will be achieved.

## Climate emergency

Notwithstanding the depth of the Covid-19 crisis, climate change remains the most significant long-term challenge facing the world, with impacts including rising sea levels, flood risk, extreme weather events, unsustainable energy supplies and ultimately, widespread economic instability.

Recognising the scale of this challenge, the Council declared a Climate Emergency in March 2019, with a One Planet Cardiff Strategy published in October 2020 as a strategic response to this declaration. The strategy analyses the scope and scale of the challenge facing the Council and the city, and highlights the opportunities that could arise from positive action to

address this challenge, proposing a wide range of immediate and potential actions that will form the basis of our longer-term response.

Whilst the development of the strategy coincided with the Covid-19 emergency, it is clear that the Council's response to both emergencies cannot be mutually exclusive. The One Planet Cardiff Strategy therefore highlights projects and opportunities that can further stimulate a "Green Recovery", with the Council leading a capital city that will be at the forefront of a green and inclusive economy, supporting both environmental and economic recovery in Wales.

## Recovery and renewal in our public services

The Covid-19 pandemic has resulted in a radical transformation to the way in which Council services are delivered; over the course of the past year, a range of services have been adapted, suspended or, in some instances, established for the first time. The Council's response has been characterised by speed and innovation, through the use of digital technologies, cross-Council integration and cross-city partnership working.

As we look towards recovery and renewal, the Council will work to maintain this momentum in public service innovation, by building on the changes made over the past year. Many services will need to be permanently adapted to ensure effective operation in a post-pandemic world, whilst others may have their business models fundamentally challenged.

What is clear is that technology now offers residents greater choice and convenience when accessing services, whilst providing staff with even greater flexibility to deliver. The Council will therefore need to embed new working and delivery practices into its core operating model.

This is within the context of major risks to the Council's budget position having emerged, not least the impact of an anticipated recession and the ongoing costs and lost income associated with responding to Covid-19. These financial challenges follow a decade of austerity over which time the Council has closed a budget gap of almost a quarter of a billion pounds and seen the number of its non-school staff reduce by 22%. Many of the underlying budgetary challenges facing the Council remain and are set out in the Council's Budget Report 2021/22.



**One  
Planet  
Cardiff**

Our vision for a  
**Carbon Neutral  
City by 2030**

[oneplanetcardiff.co.uk](http://oneplanetcardiff.co.uk)



# Well-being Objective 1:

Cardiff is a great place to grow up



The impact of the Covid-19 pandemic on the lives and well-being of children and young people has been significant. Since March 2020, children and young people have encountered major change, with the restrictions adopted to prevent the spread of the virus leading to lost learning, isolation and mental health challenges for many. Children and young people will have encountered play deprivation and separation from their friends, and many will be experiencing increased poverty as a result of the impact of the virus on family income and jobs. Young people in examination years have seen examinations cancelled and fear what this may mean for their futures, as they contemplate progressing into further education, university or the world of work.

Throughout the course of the pandemic, the Council has worked with schools and partners to make sure that as much support as possible has been available to all children and young people to keep them safe and to ensure that learning can continue. School leaders adopted new blended learning approaches to support children and young people to continue their education at home, and positively, many children have responded extremely well, embracing new technology and demonstrating extraordinary resilience. Schools, colleges, youth services and post-16 providers continue to work hard to ensure that ongoing education, training and employment options are available for young people leaving statutory education, drawing upon the excellent partnership networks formed through the Cardiff Commitment.

It is clear that the pandemic is having a disproportionate impact upon vulnerable children and those from more deprived communities. In response, a significant amount of additional support has been put in place, including the provision of face-to-face education at hub schools, the extension of free school meals over holiday periods and the transformation of the Family Gateway service to ensure continued early help to families in a Covid-secure manner. Cardiff's response to supporting schools and learners during the pandemic has been highlighted as good practice by Estyn.

Whilst we continue to respond to these immediate challenges, we must also focus on our medium to longer term ambitions as set out in the Cardiff 2030 vision for education and learning. We will drive forward our commitments to making rights a reality for all and to ensuring that all children and young people in Cardiff experience high quality education and are able to grow as happy, safe and resilient individuals. We will maintain a clear focus on improving outcomes for our most vulnerable groups, working in partnership with parents and carers to strengthen families and to build upon the progress made in family learning during lockdown periods. Where necessary, we will place an emphasis on preventative approaches to ensure that fewer children enter the care system, because outcomes for children are best when they are supported to grow and achieve within their own families. This work will be particularly important given the evidence pointing to a national increase in demand.

The voices of children and young people will be central to decision-making in the longer term and in recovery planning. As many of the steps across this Corporate Plan are progressed, they will be done so with the full involvement of children and young people, with each Council Directorate committed to the priorities and values of the Child Friendly City strategy and to making sure that we deliver a Child Friendly Recovery from Covid-19 in Cardiff.

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

- **Supporting a Child Friendly Recovery**
- **Safely Reopening Schools and Regaining Momentum**
- **Continuing to deliver the Cardiff 2030 Vision for Education & Learning**
- **Protecting the well-being of vulnerable children, young people and families**



## Progress Made

- **The Council has ensured continuity of learning for children and young people whilst schools have been closed as a result of the pandemic, with Cardiff's support for children and young people identified as an area of strength by Estyn.**
- In support of the blended learning approach, the Council ensured that learners were provided with the digital devices needed to continue their learning. This work involved the rapid distribution of over 20,000 digital devices, alongside 2,000 new 4G broadband devices, provided to schools since March 2020.
- **Provision for vulnerable learners and the children of key workers has been maintained throughout the pandemic, with schools quickly adapting into Covid-safe spaces for learners and staff.** This has included the development of hub schools, continued free school meal provision and summer holiday support programmes.
- **The local authority worked collaboratively with Cardiff and Vale University Health Board to establish a multi-agency group with professionals from Health, Education and Children's Services during the pandemic.**
- **Support was provided to schools and learners following the cancellation of exams in the 2019/20 academic year,** including developing and implementing new processes for Centre Assessment and changes to qualification arrangements.
- **Good progress has been achieved in the implementation of Additional Learning Needs (ALN) reform,** with 97% of schools rated Very Good or Strong in relation to strategic preparedness for ALN Reform, compared with a regional average of 85%.
- **Extensive work has been undertaken by the Council's Youth Service to assist school leavers with their transition from statutory education.** Despite the extraordinary challenges of the year, the Youth Service has maintained progress in supporting learners into education, employment or training, and provisional data indicates that numbers have remained stable.
- A review of the **referral pathway for the Barnardo's Well-being Service via the Family Gateway** has revealed the success of the approach, with only 2 out of the 223 referrals made so far this year through the Gateway being deemed inappropriate.
- In the past year, the Council's new scheme, **Bright Futures,** has supported **142 care-experienced young people** by facilitating their entry into employment, education, training, volunteering or a Bright Start work placement.



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# Priorities for 2021/22

## Supporting a Child Friendly Recovery

Our commitment to becoming a Child Friendly City is now more important than ever. Adopting a child's rights approach, not just into our schools system, but across all aspects of public services and everyday life, will help ensure a recovery focused on the needs of children and young people.

Throughout the year we will continue to work closely with children and families to ensure that their voices are heard and that they are involved in the development and delivery of services. We will develop a participation charter and framework that clearly sets out the actions we will take, which will include implementing an app to better support children and young people in communicating with us. We will also draw on learning from a survey of children, families and carers that we undertook during the pandemic, which has helped us identify their most pressing needs.

## Safely Reopening Schools and Regaining Momentum

As restrictions on school attendance have been lifted, the Council has ensured that schools have been able to reopen safely. In doing so, the Council has made sure that school buildings were Covid-secure, that the right health and safety procedures were in place to safeguard wellbeing spaces and that children, teachers and all school staff were safe and healthy in the learning environment.

Over the year ahead there is an urgent need to support learners to recover lost learning, to support those suffering with poor personal mental health and well-being, to build confidence in the ability of our children and young people. Ensuring that learning routines are re-established, attendance numbers are restored and that any emerging learning issues are quickly identified will be prioritised. A sharp focus will be placed on vulnerable learners to ensure enhanced support is available and that any safeguarding issues emerging as a consequence of the lockdown are immediately identified and addressed.

We will also continue to work with schools and partners to develop robust blended learning approaches, enabling children and young people to grow in confidence as 'independent learners'. Continuing to tackle digital deprivation will be central to this effort, alongside upskilling opportunities for the school workforce and learners and enabling enhanced teaching and productive, meaningful learner engagement. Work with families will also be essential for developing parental capacity to support their children's education.

## Continuing to deliver the Cardiff 2030 Vision for Education & Learning

The Cardiff 2030 Vision will continue to be at the heart of everything we do. Our vision is to ensure that all children and young people in Cardiff experience high-quality education and develop the knowledge, skills and attributes that enable them to become personally successful, economically productive and globally-engaged citizens.

The Council will work closely with schools, Welsh Government and the Consortium to prepare a new assessment method, which will be of heightened importance given the impact of the pandemic on learning. The timelines for Curriculum for Wales 2022 are currently unchanged, with the aim for children and young people to benefit from an inspiring, relevant, real-world curriculum that meets their needs and equips them for their future lives.

Progress in working towards Additional Learning Needs (ALN) reform to transform expectations, experiences and outcomes for learners with ALN has been maintained and will continue in 2021/22, closely linked with blended learning and wider curriculum reform. However, as a result of the pandemic, we anticipate greater pressures on the system as we support children and young people who have been disproportionately affected.

We will continue rolling out our programme of investment in school buildings to transform educational environments in the city. This effort includes the need to reflect a flexibility of space, time, people and technology that works for today and in the future. They will be safe, inspiring environments for learning, which are strongly connected to their communities and meet the needs of Cardiff's population. We are also committed to setting our strategic direction for the planning and delivery of Welsh-medium and Welsh-language education in the city within the context of the Welsh Government's wider strategy for the Welsh language.

If young people are to emerge successfully from the lockdown period, it is more important than ever for schools, education providers and businesses to work together to deliver the essential skills that they need for work whilst still at school. Work will focus on creating opportunities for young people to access volunteering and accredited training opportunities to help prepare them for a transition to employment where prior learning pathways and transition choices may no longer be viable due to the pandemic. We will also prioritise establishing partnerships with employers, schools and the further and higher education sectors to create and promote the uptake of options available to young people due to leave the education system. This initiative will include the provision of support to apply for college places, guidance on access to university places and information on labour market demand and available jobs.

# Priorities for 2021/22

## Protecting the well-being of vulnerable children, young people and families

The Council is adamant that the life chances of our city's most vulnerable children and young people will not be damaged by the pandemic.

Our recovery plans will ensure focus is placed on supporting those children and young people who have been most affected by the pandemic, including those who will need enhanced support with catching up on their learning, dealing with mental health challenges, preparing for transitions between school phases, preparing for future assessments and examinations, or leaving school post-16.

We will continue to improve partnership arrangements to support the well-being of key groups of learners, including our Looked After Children and learners educated other than at school (EOTAS).

In supporting children and families during the Covid-19 crisis, the Council made innovative use of technology to ensure that social worker assessments and visits could be done safely, reserving face-to-face interventions for situations involving serious safeguarding concerns. This new hybrid approach has increased children's and parents' access to support services and allowed frontline staff to efficiently, effectively and safely respond to high demand in a time of crisis. Over the coming

year, the Council will deliver a child friendly Covid-19 recovery, focusing on reinstating face-to-face services as much as possible and engaging with children and families to ensure that our services are designed to meet their complex needs. We will continue working with our partners to deliver timely and tailored services to our residents, with prevention remaining a priority.

To better protect and safeguard our most vulnerable children and young people, we will progress the development and implementation of our Corporate Parenting Strategy and continue work to shift the balance of care, which will help to ensure that children in foster care are in the right place, at the right time, staying as close to home as possible. Delivering on this crucial commitment will entail implementing a Reunification Framework to help children remain living at home with their families where it is safe for them to do so, as well as working with providers to offer a sufficient supply of the types of placements needed to meet demand. Through our Bright Futures and Bright Start schemes, we will also support our care experienced young people – many of whom have had their paths into training or employment disrupted by the pandemic – to successfully transition into the next phase of their lives. The non-formal and informal education provided by youth services plays a key role in engaging young people, and the development of the street-based youth team will continue to support young people at risk of disengagement.

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

### Supporting a Child Friendly Recovery

We will:	Lead Member	Lead Directorate
Promote and fulfil children's rights by: <ul style="list-style-type: none"> <li>Achieving recognition as a Unicef Child Friendly City - which will include the development of a participation charter and framework - by December 2021;</li> <li>Increasing the number of Cardiff schools that are designated as Rights Respecting Schools</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning

Key Performance Indicator	Target
The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	60%
The percentage of children and young people between the age of 8 and 18 who are aware of their rights	85%
The percentage of children and young people between the age of 8 and 18 who state they are able to do their best to learn and progress at school all or most of the time	90.9%

## Safely Reopening Schools and Regaining Momentum

We will:	Lead Member	Lead Directorate
Ensure that all Cardiff schools are able to re-open safely and maintain safe learning environments for all pupils and staff, in line with the gradual lifting of Covid restrictions during 2021/22.	Cllr Sarah Merry	Education & Lifelong Learning
<p>Produce a Cardiff Schools Recovery Plan by May 2021, including focused action to:</p> <ul style="list-style-type: none"> <li>Support pupils to re-engage with school life, including a summer programme of city-wide activities;</li> <li>Address any safeguarding, emotional or mental health concerns;</li> <li>Deliver catch-up strategies, for example accelerated learning programmes and extra-curricular activities, with a focus on vulnerable children and young people.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
Develop and deliver a sustainable, quality approach to blended learning, that enables all children and young people to access education and learning, both within and outside of school, and grow as confident 'independent learners', building on the lessons learnt from the pandemic.	Cllr Sarah Merry	Education & Lifelong Learning
Support the health and well-being of the education workforce as schools re-open and work towards the implementation of a new Workforce Development Strategy by March 2022, to take forward the goals set out in the Cardiff 2030 vision.	Cllr Sarah Merry	Education & Lifelong Learning
<p>Increase the level of support available to young people to help secure and maintain a positive destination in education, employment or training post-16, whilst also helping to mitigate the impact of the emerging economic crisis and the negative effects of disrupted education in examination years, by utilising the Cardiff Commitment partnership to:</p> <ul style="list-style-type: none"> <li>Improve the accessibility and range of post-16 learning pathways;</li> <li>Increase the levels of youth work support and mentoring available to the most vulnerable young people;</li> <li>Co-ordinate a Cardiff approach to the UK Kickstart traineeship programme.</li> </ul>	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, and Economic Development
Introduce pre-16 mentoring capacity for Children Looked After to support education recovery and progression and continue to forge links with the Bright Start programme for care leavers.	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning & Adult Services, Housing & Communities

Key Performance Indicator	Target
Percentage Attendance: Primary	Monitor KPI, but no target set
Percentage Attendance: Secondary	Monitor KPI, but no target set
Percentage Attendance: Looked after pupils whilst in care in secondary schools	Monitor KPI, but no target set
The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%
The percentage of EOTAS Learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%

## Continuing to deliver the Cardiff 2030 Vision for Education & Learning

We will:	Lead Member	Lead Directorate
<p><b>Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 2026 to:</b></p> <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> <li>• Reshape and enhance specialist provision for pupils with additional learning needs.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Begin to develop a strategic framework for the future prioritisation of 21st Century School and Local Development Plan investment.</b></p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Develop a ten-year Welsh Education Strategic Plan (WESP) in line with Cymraeg 2050: Welsh Language Strategy.</b></p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Deliver up to eight new primary schools and two new secondary schools by 2030</b> through the Local Development Plan in line with any Section 106 agreements and statutory approvals.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Deliver enhancements to the school estate</b> through a two-year programme of asset renewal and target investment in schools that require priority action by March 2022.</p>	Cllr Sarah Merry	Education & Lifelong Learning and Economic Development
<p><b>Invest in digital infrastructure, equipment and new learning technologies</b> for schools and learners in line with the Schools ICT strategy and Welsh Government digital best practice:</p> <ul style="list-style-type: none"> <li>• Complete the refresh of the Wi-Fi infrastructure in every school in the city by September 2021;</li> <li>• Continue to improve the pupil-to-ICT device ratio in all schools to achieve the long term aspiration of one device for every pupil in every Cardiff school;</li> <li>• Complete a refresh of all Audio-Visual equipment in all school classrooms by September 2024;</li> <li>• Ensure that every pupil has access to appropriate Wi-Fi connectivity away from school by working with Welsh Government and the telecommunications companies to continue to provide mobile Wi-Fi solutions to those pupils requiring support.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Improve outcomes for children and young people with additional learning needs</b> through successful implementation of the Additional Learning Needs Transformation Programme by 2024.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Support Cardiff schools to work towards the introduction of the Curriculum For Wales 2022, with implementation for nursery through to Year 7 by September 2022</b> and for all remaining year groups in the period up to 2026.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Develop an interim Performance and Evaluation Framework for education in Cardiff that takes account of the national changes to school accountability and assessment arrangements, by September 2021.</b></p>	Cllr Sarah Merry	Education & Lifelong Learning

<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
<b>Deliver an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation by March 2022.</b>	Cllr Sarah Merry	Education & Lifelong Learning
<b>Continue to deliver the ambitions of the Cardiff Commitment to support children and young people to access careers and work-related experience, with a focus in 2021/22 upon:</b> <ul style="list-style-type: none"> <li>• Delivering the Experiences of Work programme in three secondary school clusters, with a focus on regional economic growth sectors;</li> <li>• Opening up increased Social Value opportunities;</li> <li>• Delivering industry and higher education projects linked to the curriculum with schools.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<b>Develop and embed an approach for Community-Focused Schools</b> to enhance the relationship between schools and communities, with a focus on supporting the continued learning and well-being of vulnerable children and families.	Cllr Sarah Merry	Education & Lifelong Learning
<b>Deliver the ‘Passport to the City’</b> model with the Children’s University and Cardiff University to open up extra-curricular activities to all children and young people in Cardiff by September 2022.	Cllr Sarah Merry	Education & Lifelong Learning

<b>Key Performance Indicator</b>	<b>Target</b>
Asset renewal spend in the financial year 2021/22	£10.5m
The percentage of Statements of Special Educational Needs replaced by Individual Learning Plans	25%
The percentage of children securing one of their top choices of school placement: Primary (of top three preferences)	96.0%
The percentage of children securing one of their top choices of school placement: Secondary (of top five preferences)	91.5%
The percentage of learners with their own digital device	70%

## Protecting the well-being of vulnerable children, young people and families

We will:	Lead Member	Lead Directorate
<p><b>Enable all young people</b> – who are known to social services – <b>to play an active and central role in planning for their transition to adulthood during the year.</b></p>	Cllr Graham Hinchey	Children's Services
<p><b>Support mental health and emotional well-being for children and young people</b> by working in partnership to deliver an integrated approach to emotional and mental health support by:</p> <ul style="list-style-type: none"> <li>• Working with the Cardiff and Vale University Health Board (UHB) to continue to develop trusted referral pathways from Early Help teams into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2022;</li> <li>• Working with the Cardiff and Vale UHB to refine the role of the Primary Mental Health Specialists to ensure that children and young people access the right specialist emotional and mental support when these needs are first identified;</li> <li>• Promoting consistent whole school approaches to well-being through Thrive and Nurture approaches;</li> <li>• Delivering emotional and mental health support for young people through Youth Worker intervention.</li> </ul>	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, and Adult Services, Housing & Communities
<p><b>Ensure that the support requirements of vulnerable young people are identified early</b> and responded to by:</p> <ul style="list-style-type: none"> <li>• Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads;</li> <li>• Adopting the Joint Education/Children's Services Adolescent Strategy;</li> <li>• Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Improvement and Ensuring Access Plans;</li> <li>• Implementing the Early Help referral pathway into the Violence Prevention Service and assess its effectiveness in preventing children and young people's involvement in violence through early intervention and prevention;</li> <li>• Participating in the mapping, design and implementation of the Early Help element of the Vulnerability Change Project led by South Wales Police;</li> <li>• Strengthening the relationship between the Early Help teams and the Youth Justice Service, through developing a clear referral pathway and identifying opportunities for joint working.</li> </ul>	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, Children's Services and Adult Services, Housing & Communities
<p><b>Continue to reduce the impact of adverse childhood experiences on children's well-being</b> by developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Cardiff Parenting teams by March 2022.</p>	Cllr Sarah Merry & Cllr Graham Hinchey	Children's Services and Adult Services, Housing & Communities
<p><b>Enable more children to be placed closer to home by:</b></p> <ul style="list-style-type: none"> <li>• <b>Implementing the action plans arising from the Social Care Commissioning Strategy</b> by December 2022, including: <ul style="list-style-type: none"> <li>- Supporting children to return safely to their own homes during the year using a Reunification Framework;</li> <li>- Re-shaping respite provision to offer flexible short-break opportunities, including emergency provision for children with disabilities;</li> <li>- Developing accommodation sufficiency for vulnerable young people and those leaving care;</li> </ul> </li> <li>• Improving the timeliness of the adoption process during 2021/22 by improving linking and matching processes, developing adoption support planning and improving delivery of adoption services.</li> </ul>	Cllr Graham Hinchey	Children's Services

<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
<p><b>Continue to develop and support the Children's Services workforce by implementing a recruitment and retention strategy and workforce plan by March 2022, including:</b></p> <ul style="list-style-type: none"> <li>• Increasing the tailored recruitment campaigns setting out the Cardiff offer;</li> <li>• Ensuring Social Workers are fully supported by using a multi-disciplinary workforce to support them in discharging their duties;</li> <li>• Building on the progress made in stabilising the workforce, through the market supplement, by progressing new permanent contractual arrangements.</li> </ul>	Cllr Graham Hinchey	Children's Services
Make use of community resources and work with partners to <b>support families</b> and better understand the impact of poverty on child protection.	Cllr Graham Hinchey	Children's Services
<b>Implement the renewed Corporate Parenting Strategy 2021-24 action plan</b> to improve outcomes and well-being for Children Looked After.	Cllr Graham Hinchey & Cllr Sarah Merry	Education & Lifelong Learning, Children's Services and Adult Services, Housing & Communities
Implement the 'All Our Futures' Youth Justice Strategy and Improvement Plan to strengthen governance, performance management and practice.	Cllr Graham Hinchey	Children's Services

<b>Key Performance Indicator</b>	<b>Target</b>
The percentage of care leavers in categories 2,3 and 4* who have completed at least three consecutive months of employment, education or training in the 12 months since leaving care	<b>65%</b>
The percentage of care leavers in categories 2,3 and 4* who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	<b>57%</b>
The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	<b>92%</b>

\*Categories 2, 3 and 4 KPIs - 'Care Leavers in categories 2, 3 and 4 are those aged 16 or 17, those aged 18 or over and those young people who reconnect to care for education or training purposes. (Section 104, Social Services and Well-being Act (Wales) 2014)

## Of the total number of Children Looked After:

The number of Children Looked After placed with parents	No target, but under constant review
The number of Children Looked After in kinship placements	Increase where appropriate
The number of Children Looked After fostered by Local Authority foster carers	150
The number of Children Looked After fostered by external foster carers	No target, but under constant review
The number of Children Looked After placed in residential placements	Reduce whilst increasing provision in Cardiff
The number of Children Looked After supported to live independently	No target
The number of Children Looked After placed for adoption	No target
The number of Children Looked After in other placements, such as prison, secure accommodation, supported lodgings and Home Office unregulated placements	No target
The percentage of children with a Placement Order not placed for adoption within 12 months of the order	35%
The percentage of Children Looked After in regulated placements who are placed in Cardiff	60%
The percentage of children in regulated placements who are placed within a 20-mile radius of Cardiff	78%
The percentage of families referred to Family Help, showing evidence of positive distance travelled	75%
The percentage of Children's Services social work posts filled by agency staff	24%

## Early Help:

The number of people supported through the Family Gateway	7,500
The number of people supported by the Family Help Team	1,500
The number of people supported by the Support4Families Team	2,000
The number of first time entrants into the Youth Justice System	114
The percentage of children re-offending within six months of their previous offence	40%

# Well-being Objective 2:

Cardiff is a great place to grow older



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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 partner 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, preventative 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 and 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:**

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



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## 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 have helped to ensure that everyone over the age of 70, all care home residents and our city's care workforce **were offered the first dose of the vaccine** by 15th 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 were 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.
- **Virtual platforms have been developed to help address social isolation** and enhance quality of life for older people within the constraints created by Covid-19.
- 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

## Priorities for 2021/22

### **Supporting 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.

### **Supporting older people suffering from social isolation and loneliness and delivering 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 and 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

## Supporting 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:	Lead Member	Lead Directorate
<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 work with the Cardiff &amp; Vale University Health Board to further integrate the multi-disciplinary approach to hospital discharge and community support 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
<p>Implement the first phase of the new way of delivering domiciliary care by November 2021 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
<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 taking an intergenerational approach to place-making, by December 2021;</li> <li>- Achieving planning permission for the new schemes at Bute Street and Canton Community Centre by June 2021;</li> <li>- Commencing the new 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> </li> <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>	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<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
<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

Key Performance Indicator	Target
The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	95%
The number of people who accessed the Community Resource Team	2,000
The total hours of support provided by the Community Resource Team	50,000
The number of people in residential care aged 65 or over per 10,000 population	No target, but reduce
The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	70-80%
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	185
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	National data collection suspended

## Supporting older people suffering from social isolation and loneliness and delivering our Age Friendly and Dementia Friendly City ambitions

We will:	Lead Member	Lead Directorate
<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 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>	Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry	Adult Services, Housing & Communities, and Education & Lifelong Learning
<p><b>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community by:</b></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>	Cllr Susan Elsmore & Cllr Sarah Merry	Adult Services, Housing & Communities, and Education & Lifelong Learning
<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> </ul>	Cllr Susan Elsmore & Cllr Lynda Thorne	Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	85%
The percentage of Council staff completing Dementia Friends training	85%
The number of businesses pledging their commitment to work towards becoming Dementia Friendly	40
The number of digital Dementia Friendly City events held	600

# Well-being Objective 3:

Supporting people out of poverty



Despite Cardiff's economic renewal over recent decades, 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:**

- Supporting those most impacted by the economic crisis into work, education or training
- Continuing our Living Wage City ambition
- Embedding our new approach to tackling homelessness and ending rough sleeping



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## Progress Made

- **Into Work Services have supported large-scale Council recruitment activities in response to the Covid-19 pandemic.** At the end of 2020, 155 people were in post, with 136 recruited to Test, Trace, Protect; 14 as home carers; and five as additional cleaners.
- **124 employers in the city are now accredited Living Wage employers,** with 19 becoming accredited during 2020/21, including Cardiff & Vale University Health Board.
- **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

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

To support the Council’s response to the pandemic and the impact of significant business failures and unemployment, a Council-wide Economic Recovery Task Force has been mobilised. Work streams include:

- **Developing a co-ordinated response between the Council’s Into Work Services and the Economic Development team to provide a tailored package of interventions for impacted businesses and employees that:**
  - seeks to keep workers in jobs;
  - links displaced workers with new opportunities;
  - helps businesses in responding to potential new ways of working, and;
  - provides support to reskill staff to respond to changes in working practices and the changing needs of the job market.
- **Delivering a range of support packages for individuals, including:**
  - digital job clubs;
  - online and telephone-based into-work training;
  - advice and mentoring, and;
  - financial support to overcome barriers to entering the job market.

### Continuing our Living Wage City ambition

A strong economy is vital to tackling poverty, but a focus on job creation alone is not enough. Work to create jobs must go hand-in-hand with concerted efforts to ensure that the jobs created are good jobs that pay the real Living Wage, as well as initiatives aimed at removing the barriers that many people face in getting, and keeping, a good job. Since 2017, the Council’s advocacy work has helped ensure that 124 companies are paying the Real Living Wage, putting more money into people’s pockets to spend in the local economy.

### Embedding our new approach to tackling homelessness and ending 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.

# What we will do to support people out of poverty

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

We will:	Lead Member	Lead Directorate
<p><b>Support people into work by:</b></p> <ul style="list-style-type: none"> <li>• Creating 125 paid apprenticeships and trainee opportunities within the Council by March 2022;</li> <li>• Filling over 3,000 Council posts through placements from Cardiff Works;</li> <li>• Supporting 850 people into work with tailored support by the employment gateway.</li> </ul>	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities
<p><b>Better support people into work by further integrating employment support services and working with partners when new schemes are developed. This will include:</b></p> <ul style="list-style-type: none"> <li>• Providing robust, remote into-work support when face-to-face provision cannot be provided, including reducing digital barriers by accessing external funding for kit and internet access;</li> <li>• Reviewing into-work support for care-experienced young people to ensure it is meeting their needs by October 2021;</li> <li>• Fully aligning the Into Work Pathway team with Cardiff Works, ensuring that there is a flow from training to volunteering and then into work by December 2021;</li> <li>• Working with the Department of Work and Pensions and Careers Wales on new flagship schemes post-pandemic, creating effective referrals to and from the Into Work Team to best meet the needs of the job seeker;</li> <li>• Supporting the Council’s Economic Recovery Taskforce, ensuring that into-work support is used to mitigate some of the impacts of the economic downturn, especially for the most vulnerable.</li> </ul>	Cllr Chris Weaver	Adult Services, Housing & Communities
<p>Ensure support is available to <b>mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</b></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
<p><b>Deliver a new skills hub in the city</b> by June 2021 to provide on-site construction skills, apprenticeships and employment within the sector.</p>	Cllr Chris Weaver	Adult Services, Housing & Communities

Key Performance Indicator	Target
The number of opportunities created for paid apprenticeships and trainees within the Council	125
The number of Council posts filled through placements from Cardiff Works	3,000
The number of interventions which supported people receiving into work advice through the Employment Gateway	50,000
The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	1,000
The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	<15%
The number of employers which have been assisted by the Council's employment support service	250
The number of customers supported and assisted with their claims for Universal Credit	2,000
Additional weekly benefit identified for clients of the Advice Team	£14,000,000
The number of hours given volunteering within the Advice & Benefits Service	6,500
The percentage of volunteers aiming to secure future employment who ceased volunteering as a result of finding work	80%

### Continuing our Living Wage City ambition

We will:	Lead Member	Lead Directorate
Play our role in creating a Living Wage City by encouraging and supporting organisations to become <b>accredited Living Wage employers</b> .	Cllr Chris Weaver	Resources

Key Performance Indicator	Target
The number of Living Wage employers in Cardiff (Target to be achieved by May 2022.)	150

## Embedding our new approach to tackling homelessness and ending rough sleeping

We will:	Lead Member	Lead Directorate
<p><b>Review and revise the Rough Sleeper Strategy and the Homelessness Strategy in line with Welsh Government Phase 2 Guidance by:</b></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 an 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>- Ensuring that no one has to sleep out in Cardiff by winter 2021/22 by 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;</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>- 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 low-needs pathway by April 2021 and reviewing its effectiveness by September 2021;</li> </ul> </li> <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>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Develop a training and activities service for single homeless people</b> to support them to make lasting changes as part of a Covid-exit strategy prepared by April 2021 and introduced as soon as restrictions allow.</p>	Cllr Lynda Thorne	Adult Services, Housing & Communities

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

# 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.

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.

Cardiff has a rich history of diversity and multi-culturalism with over 100 languages spoken in the city. It is also a safe and inclusive city and we know from our engagement work that this is a big part of Cardiff's appeal. We also know that community safety is important for our residents and the Council has strong partnership arrangements in place to address community safety issues.

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.

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

- **Building new Council homes and investing in community facilities**
- **Ensuring children and adults are protected from risk of harm and abuse**
- **Creating safe and inclusive communities**
- **Promoting the Welsh language**
- **Working together to support a healthier and more active population**



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## Progress Made

- **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 Rhydypennau Community Hubs.** Options are being explored for a Youth Hub in the city centre, whilst work has recently begun on the Maelfa Health and Well-being Hub with an expected completion date of late 2022. The new Rhiwbina Hub is also due for completion during 2021/22.
- Work on the new "one-stop shop" to **support victims of domestic abuse** in the Cardiff Royal Infirmary was completed in September 2020 and the service began operating in January 2021. Refurbishment work has also been completed to transform the former Chapel at the Infirmary into a vibrant health and well-being facility for the residents in the south and east of Cardiff. The facility is expected to open in summer 2021.
- **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.
- **A Race Equality Taskforce has been established** to address racial discrimination and promote race equality in the city, in collaboration with public sector partners and major employers in the city.
- **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.
- **The number of the city's parks and green spaces achieving the Keep Wales Tidy international mark of quality continues to rise.** We have achieved the Full Green Flag standard for 14 of our parks and green spaces, with Forest Farm Country Park and Hailey Park both receiving the award for the first time.
- **Construction work has been completed on the restoration of Lisvane and Llanishen Reservoirs,** which will become a destination for walking and water sports, as well as a space for improving residents' mental and physical well-being.
- **Welsh-medium education plans have been 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.

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# Priorities for 2021/22

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.

## **Building new Council homes and investing 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 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. A planning application 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.

## **Ensuring 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.

## **Creating 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.

## **Promoting the Welsh language**

As a bilingual capital, we will continue to champion the Welsh language, taking forward the new Bilingual Cardiff policy to support Welsh in the workplace and ensure that services are easily accessible in both English and Welsh. We will also continue to explore innovative ways to support the Welsh language across the city, building on the Street Naming policy and the success of Tafwyl.

## **Working 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.

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

## Building new Council homes and investing in community facilities

We will:	Lead Member	Lead Directorate
<p><b>Deliver a programme to build over 2,000 new Council homes</b>, targeting delivery of the first 1,000 by December 2022.</p>	Cllr Lynda Thorne	People & Communities
<p><b>Deliver the Shared Regulatory Services' Business Plan to drive up standards in the private rented sector through:</b></p> <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
<p><b>Invest in the regeneration of local communities by:</b></p> <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
<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	Adult Services, Housing & Communities, and People & Communities
<p><b>Further enhance the Bereavement Services Strategy</b> by delivering schemes, including investigating future burial space, digital improvements, carbon reduction, equalities and modernising service delivery.</p>	Cllr Michael Michael	*PT & E
<p><b>Deliver the Northern Cemetery by October 2021.</b></p>	Cllr Michael Michael	*PT & E

\*PT & E - Planning, Transport and Environment

Key Performance Indicator	Target
Total number of new Council homes completed and provided (Target to be achieved by December 2022.)	1,000 cumulative
The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services	100
The percentage of residents satisfied with completed regeneration projects	90%
The number of visitors to libraries and Hubs across the city	Monitor KPI, but no target set
The number of click and collect requests for library books	Monitor KPI, but no target set
The number of page views on the Hubs website	Monitor KPI, but no target set
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	Monitor KPI, but no target set
The number of visits (page views) to the volunteer portal	70,000

## Ensuring children and adults are protected from risk of harm and abuse

We will:	Lead Member	Lead Directorate
<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>Cllr Susan Elsmore &amp; Cllr Graham Hinchey</p>	<p>Adult Services, Housing &amp; Communities</p>
<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>Cllr Susan Elsmore</p>	<p>Adult Services, Housing &amp; Communities</p>
<p><b>Develop a new Adult Services Strategy by autumn 2021</b> with the aims for delivery identified as:</p> <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>	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing &amp; Communities</p>
<p>Implement the Cardiff and Vale Regional Partnership Board’s transformational proposals for ‘A Healthier Wales’ 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.</p>	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing &amp; Communities</p>
<p><b>Assist people with disabilities and mental health issues to be more independent by:</b></p> <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>	<p>Cllr Susan Elsmore</p>	<p>Adult Services, Housing &amp; Communities</p>

We will:	Lead Member	Lead Directorate
<p><b>Undertake a review of commissioned services</b>, including a full review of commissioned activities, throughout 2021 to include:</p> <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>	<p>Cllr Susan Elsmore &amp; Cllr Graham Hinchey</p>	<p>Adult Services, Housing &amp; Communities</p>
<p><b>Ensure children and adults are protected from risk of harm and abuse by:</b></p> <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> <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>	<p>Cllr Susan Elsmore, Cllr Graham Hinchey &amp; Cllr Chris Weaver</p>	<p>Adult Services, Housing &amp; Communities</p>

Key Performance Indicator	Target
The percentage of Council staff completing Safeguarding Awareness Training	85%
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	85%
The percentage of referrals from South Wales Police regarding high-risk domestic abuse victims, where contact has been attempted by the specialist service within one calendar day of receiving the referral	90%
The number of adult protection enquiries received	Not appropriate to set target
The percentage of adult protection enquiries completed within seven days	99%

## Creating safe and inclusive communities

We will:	Lead Member	Lead Directorate
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
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
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
Implement the Cardiff PREVENT Strategy by September 2021.	Cllr Lynda Thorne	People & Communities
Continue to deliver the Inclusive Cities Project.	Cllr Susan Elsmore	People & Communities
Progress the Race Equality taskforce and report on progress to Council and Cabinet.	Cllr Lynda Thorne	People & Communities
Implement the Welsh Government's Community Cohesion Delivery Plan.	Cllr Susan Elsmore	People & Communities

Key Performance Indicator	Target
The extent to which citizens agree that local public services are successfully dealing with anti-social behaviour and crime in their local area	TBC

## Promoting the Welsh language

We will:	Lead Member	Lead Directorate
<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 delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy.	Cllr Huw Thomas	People & Communities
<b>Increase the number and percentage of Welsh speakers in the workforce</b> in line with the 'Bilingual Cardiff: Bilingual Council' Policy and expand capacity to deliver bilingual services by implementing the Welsh Language Skills Strategy 2021.	Cllr Huw Thomas	People & Communities

Key Performance Indicator	Target
The number of staff with Welsh language skills	20% increase by 2021/22
The number of staff attending Welsh courses	10% increase by 2021/22

## Working together to support a healthier and more active population

We will:	Lead Member	Lead Directorate
<p><b>Support grass-roots and community sports by:</b></p> <ul style="list-style-type: none"> <li>Working with partners and stakeholders through the joint venture with Cardiff Metropolitan University and Sport Cardiff to identify clubs at most risk and in need of support and to develop post-Covid recovery plans that ensure both short-term and long-term sustainability;</li> <li>Working with partners to develop strategic plans for the development of sport and physical activity through until 2021/22 that secure increases in participation, attract investment, improve health and inequality, and ensure sustainability of provision;</li> <li>Developing and embedding an approach for Community-Focused Schools to ensure access for local community sports clubs and organisations and increase participation whilst improving opportunities in extra-curricular time.</li> </ul>	Cllr Peter Bradbury	Economic Development
<p><b>Improve our parks and public spaces by:</b></p> <ul style="list-style-type: none"> <li>Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces;</li> <li>Working with partners in order to bring forward overarching proposals for increasing Cardiff’s tree canopy, as part of the One Planet Cardiff strategy, by July 2021;</li> <li>Undertaking a fundamental review of the allotment strategy in conjunction with stakeholders of the service to ensure fitness for purpose and to respond to emerging issues;</li> <li>Promoting the benefits and supporting the development of the volunteer movement, through the Friends Forum and community based platforms;</li> <li>Implementing a renewal programme for improving playgrounds through until 2021/22;</li> <li>Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes.</li> </ul>	Cllr Peter Bradbury	Economic Development
<p><b>Maintain the long-term future of our leisure centres by:</b></p> <ul style="list-style-type: none"> <li>Reviewing the Leisure Services contract with GLL by December 2021 to ensure the sustainable delivery of the contract over the full term;</li> <li>Developing a plan for Pentwyn Leisure Centre to remove the operational deficit by 2022.</li> </ul>	Cllr Peter Bradbury	Economic Development

Key Performance Indicator	Target
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	Monitor KPI, but no target set
The number of Green Flag parks and open spaces	15
The number of volunteer hours committed to parks and green spaces	Monitor KPI, but no target set

# Well-being Objective 5:

A capital city that works for Wales



Over the past year, the pandemic has had a significant impact on the city economy, putting many jobs and businesses at risk, particularly in the hospitality, retail and cultural sectors. It has resulted in the doubling of people claiming unemployment benefits and the closure of a number of businesses within the city. Given the scale of the challenge, the Council has moved at an unprecedented pace to support businesses and workers over the course of the pandemic, ensuring that jobs and industries viable before the pandemic will continue to thrive in the future, whilst working to repurpose the city centre as a Covid-secure environment for residents and visitors.

The Council remains committed to delivering the major Capital Ambition projects, including the new Indoor Arena, the ongoing development of Central Square, the next phase of Cardiff Bay's regeneration and the Canal Quarter, all of which will contribute significantly to the protection of jobs and creation of new opportunities in the future.

Over the coming year, we will work to regain any momentum lost due to the pandemic, bringing forward delivery where

we can to support the recovery. A new Economic Recovery Taskforce has been launched to respond to the economic challenges facing workers and businesses, which will involve cross-Council working to develop an enhanced support offer to those who have lost their jobs, as well as helping those looking to enter the labour market.

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

- **Leading the economic recovery in Wales**
- **Leading a recovery programme for the City Centre and Bay**
- **Supporting innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic**
- **Supporting the recovery of the Cultural Sector and major events programme**



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## Progress Made

- Approximately **£100 million in grant support** has been allocated to roughly 10,000 local businesses over the course of the pandemic.
- **The Council's innovative public space and outdoor seating area, the Castle Quarter**, allowed the hospitality industry in the city centre to continue trading within the confines of social distancing regulations over the summer and autumn of 2020. This initiative generated approximately half a million pounds for the local economy and drove a rise in city centre footfall that benefitted the retail sector.
- **A Recovery Taskforce has been established** to support those who have lost their job due to Covid-19 into new employment, help employers recruit and train, and more broadly, to lead the post-Covid economic recovery in Cardiff.
- The Cabinet appointed Live Nation as its preferred bidder for the construction and operation of the **new Indoor Arena in Cardiff Bay**, marking a significant step forward in the delivery of the last major missing piece of infrastructure in the city's culturally-focused economic regeneration programme of the last two decades.
- **A masterplan for the future vision of Atlantic Wharf** was approved by Cabinet in December 2020. The future tramline and heating network linking the city centre and Cardiff Bay will ensure that new developments included in the masterplan have a low or neutral carbon impact, in line with our ambition for inclusive and green growth.
- **The planning application for Cardiff Parkway, a key component of the Industrial Strategy for the East, has been progressed**, which will deliver a new train station, a new business park and real economic opportunity for this long-overlooked area of the city.
- **The Council supported a Cardiff University-led Strength in Places (SIP) bid to UK Research and Innovation (UKRI)** to increase research and development in the city-region's screen and creative industries. This sector – one of Cardiff's key growth industries for the future – has been significantly affected by the pandemic, and ensuring its recovery will be critical to the future success of the local economy.
- Work to expand the city's business infrastructure has continued, with **support from the Town Centre Loan Fund** secured to develop new facilities for fin-tech businesses.

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# Priorities for 2021/22

## **Leading the economic recovery in Wales**

As Cardiff's economy reopens and recovers from the winter lockdown, we will maintain our focus on creating high-quality sustainable jobs, working closely with partners in the city-region and beyond. We will position the city to compete in the post-Covid world, supporting activity in key sectors and supporting the foundational economy in our communities. We will also prepare for the establishment of the Corporate Joint Committee (CJC) for the Cardiff Capital Region, through which we will collaborate with our city-regional partners to maximise the impact of post-Brexit public investment, ensuring that it supports the creation of a sustainable and inclusive post-Covid economy.

## **Leading a recovery programme for the City Centre and Bay**

The impact of the pandemic on city centres across the UK cannot be understated. A number of large retail chains have been forced to close, whilst the emphasis on home working and the adoption of other lockdown restrictions have had a dramatic impact on footfall. What is clear is that a successful city centre is the cornerstone of recovery and will remain a key component of a successful economy. Cardiff's city centre must continue to represent a regionally significant employment footprint, provide a national and international draw to Cardiff and unlock the economic benefit of agglomeration.

Over the coming year, work to transform Cardiff Bay will continue. With the preferred bidder for the new Indoor Arena now appointed and the masterplan for the future vision of Atlantic Wharf approved, we will progress to the consultation and planning phases for both developments. We will also finalise the masterplan for the Canal Quarter to transform the eastern edge of the city centre with a new public square surrounded by the uncovered dock feeder canals of Cardiff's industrial past.

The Dumballs Road regeneration project and the next phase of development for the International Sports Village will also be brought forward, with a planning application for the former recently submitted to the Council. All of these developments will be supported by investment in public transport to connect people with opportunities, as work on Cardiff Central Station and the Bus Station is progressed.

## **Supporting innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic**

Given the impact of Covid-19 on inward investment, the Council will need to play an enhanced role in supporting the development of its key growth industries, namely the fin-tech, digital and creative sectors. We will also make sure that the benefits of growth in these sectors can be felt across all communities, whether through projects such as Cardiff Parkway in the east of the city or supporting the development of a creative cluster in Butetown.

## **Supporting the recovery of the Cultural Sector and major events programme**

Cardiff's sports offer and cultural scene are two of its major draws for residents and visitors alike, and both play a vital role in the city's economic success. Clearly, these sectors have been hit hard by the pandemic, with our cultural venues closed since the end of March 2020, the new Signature Music Event delayed until autumn 2021 at the earliest and the Guinness Pro 14 Final 2020 cancelled last summer. However, the Council is taking a leading role in recovery efforts and we remain optimistic for the future.

We will continue working with Welsh Government to identify and develop future opportunities in the events sector, which will be crucial in maintaining Cardiff's outward-facing approach in the post-Brexit era. Equally important will be continuing our support for our internationally-renowned live music and theatre offer and positioning this sector to thrive once again in the future. To do so, we will implement our Covid-delayed Music Strategy, Cultural City Compact and Tourism Strategy, ensuring that we maximise the potential of Cardiff's cultural assets and attract the necessary levels of attendance to sustain our venues over the long term.

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

## Leading the economic recovery in Wales

We will:	Lead Member	Lead Directorate
Work with the Cardiff Capital Region City Deal to progress Cardiff projects, support wider city-region projects and input into any Corporate Joint Committee transition arrangements to support the regional Covid-19 recovery strategy.	Cllr Huw Thomas	Economic Development
Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station.	Cllr Russell Goodway & Cllr Caro Wild	Economic Development
<p>Ensure Cardiff remains an open, competitive and outward looking city post-Brexit by:</p> <ul style="list-style-type: none"> <li>Continuing to lead an inclusive and open city to migrants, refugees and asylum seekers by co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by 30th June 2021;</li> <li>Continuing to promote Welsh Government and UK Government Brexit Transition support for businesses.</li> </ul>	Cllr Huw Thomas & Cllr Susan Elsmore	People & Communities and Economic Development

## Leading a recovery programme for the City Centre and Bay

We will:	Lead Member	Lead Directorate
<p>Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre by working with partners to:</p> <ul style="list-style-type: none"> <li>Progress the development of Metro Central;</li> <li>Begin the Central Quay development extending the business district south of the station;</li> <li>Support the completion of Capital Quarter and the next phase of regeneration for Callaghan Square;</li> </ul>	Cllr Russell Goodway	Economic Development
<ul style="list-style-type: none"> <li>Support the development of new commercial premises that respond to the post-Covid demand for workspace;</li> <li>Establish arrangements to ensure the recovery of the city centre post-Covid;</li> <li>Develop a new masterplan for the Canal Quarter area.</li> </ul> <p>Write the next chapter in Cardiff Bay's regeneration story by:</p> <ul style="list-style-type: none"> <li>Delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2024;</li> <li>Progress a development strategy for the next phase of the International Sports Village by October 2021;</li> <li>Bringing forward proposals to protect and revitalise historic buildings in the Bay.</li> </ul>	Cllr Russell Goodway	Economic Development

Key Performance Indicator	Target
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (This is a rolling two-year target.)	300,000 sq. ft.

**Supporting innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic**

We will:	Lead Member	Lead Directorate
<p><b>Develop a sustainable post-Covid economy by:</b></p> <ul style="list-style-type: none"> <li>• Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the east of the city;</li> <li>• Working with City Deal partners, the private sector and the University Health Board to explore proposals for the creation of a Science Park Campus at Coryton;</li> <li>• Working with Cardiff Clwstwr Creadigol to support the growth of creative enterprises in the city;</li> <li>• Working with partners to attract investment into innovation and start-up space across the city and support the sector in adapting to the requirements of a post-Covid economy.</li> </ul>	Cllr Russell Goodway	Economic Development, and Planning, Transport & Environment
<p><b>Work with partners to support the retail and hospitality sector in successfully re-emerging from lockdown by:</b></p> <ul style="list-style-type: none"> <li>• Continuing to adapt and re-purpose the city to create a Covid-Safe Space;</li> <li>• Enhancing the promotion of Cardiff as a visitor destination;</li> <li>• Developing a new pipeline of major events to drive up footfall and visitor numbers;</li> <li>• Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery.</li> </ul>	Cllr Russell Goodway	Economic Development, and Planning, Transport & Environment

Key Performance Indicator	Target
The number of new jobs created and safeguarded where the Council has played an active role	1,000

## Supporting the recovery of the Cultural Sector and major events programme

We will:	Lead Member	Lead Directorate
<p><b>Re-establish Cardiff as a centre of creativity and culture by:</b></p> <ul style="list-style-type: none"> <li>Supporting the Cardiff Music Board to implement the agreed recommendations of the Sound Diplomacy report, in partnership with the Welsh Government by March 2022;</li> <li>Consider development and investment opportunities for St David’s Hall by March 2022;</li> <li>Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2022.</li> </ul>	Cllr Peter Bradbury	Economic Development
<p><b>Work with event promoters and the city’s cultural venues to rebuild the capital’s event and cultural offer,</b> reflecting the ongoing Covid-19 challenges, by:</p> <ul style="list-style-type: none"> <li>Developing a new post-Covid Events Strategy with Welsh Government to champion and reinvigorate the event sector;</li> <li>Developing a ‘signature music event’;</li> <li>Working in partnership with the Welsh and UK Governments to inform the feasibility of a 2030 FIFA Football World Cup bid.</li> </ul>	Cllr Peter Bradbury	Economic Development

Key Performance Indicator	Target
The number of staying visitors	Monitor KPI, but no target set
Total visitor numbers	Monitor KPI, but no target set
Total visitor days	Monitor KPI, but no target set
Attendance at Council venues	Monitor KPI, but no target set

# Well-being Objective 6:

Cardiff Grows in a Resilient Way



The Council's One Planet Cardiff strategy sets out our response to the Climate Emergency, which includes our ambition to make Cardiff a Carbon Neutral City by 2030. Over the coming decade, the Council will lead a city-wide programme of action to decarbonise the city's transport, built environment and food systems, while preparing for more extreme weather events. This work will also include a cross-organisation programme to achieve a carbon-neutral Council by 2030.

The delivery of the Council's Transport and Clean Air White Paper will be central to the One Planet ambitions for delivering economic recovery and for Cardiff to grow in a sustainable and resilient way. The Council will continue to invest in the city's active and sustainable travel infrastructure, aiming for achieving the ambitious target of 60% of commuters travelling by these modes by 2026.

Over the past year, the emergence of Covid-19 demanded urgent work to establish Cardiff city centre and a number of district centres as Covid-secure spaces. This effort has not only helped to safeguard residents and visitors, but has also supported local businesses, delivered public realm improvements and improved the local environment. As the city economy reopens and recovers, the Council will continue to work with local communities and businesses to rapidly transform public spaces into safe, socially distanced environments.

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

- **Delivering One Planet Cardiff to decarbonise the city and lead a green recovery**
- **Transforming Cardiff's public transport and active travel systems**
- **Putting sustainability and well-being at the heart of the city's growth**
- **Enhancing Cardiff's flood defences**
- **Building resilience into our Highway Network**
- **Making Cardiff a world-leading recycling city**
- **Working as one team to keep our streets clean**

## Cardiff's Transport White Paper:

# Transport Vision to 2030

# Changing how we move around a growing city



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## Progress Made

- **The One Planet Cardiff Strategy, our vision for a Carbon Neutral City by 2030, was launched in October 2020.** The Strategy identifies a very broad ranging programme which could position Cardiff as a UK leader in a climate responsive economy, shaping environmental solutions to deliver benefits for businesses and the wider city, as well as the new skills and jobs that will be crucial to create this change.
- **The Council has started delivering the Clean Air Plan, with overall air quality in the city improving significantly** during 2020/21, in accordance with Welsh Government timescales.
- **The Council has delivered four new segregated cycle routes,** including pop-up cycleways, to promote safe and active travel. Routes include North Road, Cycleway 1 (Senghennydd Road), Cycleway 4 (Sophia Gardens) and the Cross-City Pop-Up Route.
- **Through the new Schools Bike Scheme, the Council provided 660 bicycles to over 30 schools in October 2020.** The scheme aims to increase the number of children taking part in cycling by embedding it into school curriculums. Schools are also continuing to receive support in creating bespoke Active Travel Plans; so far, approximately 60 schools have a plan completed or in development.
- **The Council has introduced a School Streets Scheme in order to ensure that children can attend school as safely as possible, as well as to encourage active travel.** During term time, motor vehicles are not permitted to drive in specified streets on weekdays during peak drop-off and pick-up times. To date, 14 School Street Schemes have been implemented.
- **The Council has delivered a 9 Megawatt Solar Farm at Lamby Way,** and has also developed and agreed a business case for an innovative heat network to serve Cardiff Bay and the City Centre.
- The Council has delivered an improvement programme which **resurfaced 135 roads, equating to an approximate total area of 175,000m<sup>2</sup>.** In addition, 32,000 m<sup>2</sup> of localised resurfacing work, commonly referred to as patching, was carried out to our highway network, achieving a reduction of highway condition complaints, such as potholes.
- **The Council has implemented a new service model for waste and recycling collections in the city in order to provide a better service that is both more efficient and cost effective in the long-term and that will help keep streets cleaner.** This new approach involves re-modelled collection rounds, with an aim to collect all waste from residents' homes by 3.30pm.

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# Priorities for 2021/22

## **Delivering One Planet Cardiff to decarbonise the city and lead a green recovery**

The One Planet Cardiff Strategy sets out how Cardiff will become a Carbon Neutral Council and a Carbon Neutral City by 2030. It outlines a wide range of activity to reduce carbon, whilst creating economic opportunities and promoting social well-being. The economic impact of Covid-19 has heightened the importance of this approach, and the Council will work to accelerate those carbon reduction projects that will create jobs and reduce living costs for the people of Cardiff and the region. The Council will therefore prioritise a green recovery that delivers on economic, environmental and social goals through a ten-year pipeline of projects to mitigate the impacts of climate change and underpin sustainable and inclusive economic growth.

## **Transforming Cardiff's public transport and active travel systems**

Improving the transport system remains a strategic priority and will form a crucial part of the city's economic recovery. Getting this work right can help tackle congestion, increase active travel and improve air quality. This goal will be more important than ever given the impact that lockdown and travel restrictions will have had on public and municipal transport, meaning that a fast, efficient and safe transport network will be a key component of the city's recovery.

As well as redeveloping the city's main transport hub, including a new central bus station and the modernisation of Cardiff Central train station, we will commence work on the Cardiff Crossrail and Cardiff Circle tramlines. To enhance active travel in Cardiff, we will deliver a fully segregated, safe cycling network across the city. This will be supported by a new Active Travel Network Map, which will indicate future walking and cycling routes. We are also committed to ensuring that all schools develop Active Travel Plans, and we will deliver infrastructure improvements and other initiatives, such as School Streets, where necessary to enable safe walking and cycling to and from school.

## **Putting sustainability and well-being at the heart of the city's growth**

Sustainable communities must be well-planned and well-connected, with infrastructure and public services that are fit for the future. The Council has begun a full review of the current Local Development Plan (LDP) 2006-2026, which will draw on UK best practice to ensure that all new developments meet the highest design quality and are underpinned by sustainable development and well-being principles.

## **Enhancing Cardiff's flood defences**

Our weather is changing, and with it, our environment. Media headlines relating to flooding in Wales and across the UK are becoming more common, with local flooding events becoming more common each year in Cardiff. Recognising the risk flooding presents to the city, as well as the impact that it has on families whose homes and communities experience flooding, the Council has delivered a number of improvement schemes throughout the city. We will continue to deliver flood defences schemes in East Cardiff, and to ensure we're planning for the long term, we will develop a sustainable water, flood and drainage strategy.

## **Building resilience into our highway network**

The city's highway network is the largest and most visible community asset for which the Council is responsible. It is used daily by the majority of people who live and work in the city and is fundamental to the economic, social and environmental well-being of the community. Over 80% of journeys to work are made using the highway network, alongside a growing diversity of commercial traffic. The highway network also helps to shape the character and quality of the local areas that it serves and makes an important contribution to wider local authority priorities, including regeneration, social inclusion, community safety, education and health.

## **Making Cardiff a world-leading recycling city**

Cardiff is Britain's leading major city for recycling, with rates having increased from 4% to 58% since 2001. However, we still have some work to do to meet the Welsh Government's statutory targets of 64% by 2020 and 70% by 2025. Working with partners, we will implement improvements to drive up recycling rates in the city and promote a circular economy for recycled materials. This includes continuing to explore options for new Household Waste Recycling Centres in the north of the city and working with residents to maximise what we recycle.

## **Working as one team to keep our streets clean**

Clean streets are a top priority for the city's residents. We will take forward an area-based approach to frontline services, focused on tackling all forms of littering and allied to a zero-tolerance approach to those who litter or fly-tip. We will also expand community action on this important issue by extending the successful 'Love Where You Live' campaign. All of this work will be supported by a programme of workforce reforms to improve collections during bank holidays, support permanent staff recruitment and deliver improvements in workplace Health and Safety arrangements.

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

## Delivering One Planet Cardiff to decarbonise the city and lead a green recovery

We will:	Lead Member	Lead Directorate
<b>Approve the final One Planet Cardiff Strategy</b> and associated action plan by June 2021.	Cllr Huw Thomas	*PT & E
<b>Finalise the delivery contract for the Cardiff Heat Network</b> by April 2021 and begin construction by December 2021.	Cllr Michael Michael	*PT & E
<b>Develop a pipeline of potential renewable energy generation projects</b> for subsequent approval and implementation from 2022.	Cllr Michael Michael	*PT & E
<b>Establish a private wire connection for the Solar Farm at Lamby Way</b> by summer 2021.	Cllr Michael Michael	*PT & E
<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
<b>Ensure good air quality by:</b> <ul style="list-style-type: none"> <li>Implementing the Clean Air Plan as approved by Welsh Government to ensure compliance with the EU Limit Value for Nitrogen Dioxide (NO2) in the shortest possible time by the end of 2021;</li> <li>Implementing the wider Clean Air Strategy and action plan to reduce Nitrogen Dioxide (NO2) concentrations across the city and establish a city-wide, real-time monitoring network.</li> <li>Working with the sector to support buses and taxis to achieve the Welsh Government's target of "Zero Tailpipe" by 2028.</li> </ul>	Cllr Caro Wild, Cllr Michael Michael and Cllr Susan Elsmore	*PT & E
<b>Support the transition to clean vehicles by:</b> <ul style="list-style-type: none"> <li>Completing an audit of the Council's fleet and adopting a Green Fleet Strategy, setting out the Council's transition schedule to a low emission fleet by December 2021;</li> <li>Developing a new electric by default procurement policy, with a strict "exceptions by exception" basis;</li> <li>Ensuring that a minimum of 90 Council vehicles are replaced by electric vehicles by 2022.</li> </ul>	Cllr Michael Michael	*PT & E
<b>Promote healthy, local and low-carbon food</b> through delivering the Cardiff Food strategy, including: <ul style="list-style-type: none"> <li>Developing a plan to increase local food production opportunities (commercial and community-based) and integrate into local supply chains by December 2021;</li> <li>Working with the Education directorate to develop plans to ensure that school meals are healthy and rely on more sustainable and lower carbon supply chains;</li> <li>Developing a land use strategy to address inequality of access to healthy fresh food across the city by December 2021.</li> </ul>	Cllr Michael Michael	*PT & E

Key Performance Indicator	Target
The Citywide Annual Average Nitrogen Dioxide (NO2) concentrations at roadside locations	30µg/m3
Nitrogen Dioxide (NO2) concentrations within Air Quality Management Areas (AQMA)	35µg/m3
Legal compliance with EU Limit Value for Nitrogen Dioxide (NO2) on Castle Street (Target for December 2021)	32 µg/m3
The number of Council vehicles which are electric	90 by December 2022
The percentage increase in on-street public electric charging points in the city	66%

## Transforming Cardiff's public transport and active travel systems

We will:	Lead Member	Lead Directorate
<p>Work in partnership with Welsh Government and Transport for Wales <b>to design and deliver a programme of strategic transport projects, including the Metro, public transport and network improvements by 2024</b>. It will include key stages of:</p> <ul style="list-style-type: none"> <li>• North West Corridor;</li> <li>• Phase 1 City Centre to Cardiff Bay Metro;</li> <li>• Crossrail;</li> <li>• New stations;</li> <li>• Strategic Park and Ride;</li> <li>• Eastern Corridor Study; and</li> <li>• A Bus Strategy</li> </ul>	Cllr Caro Wild	*PT & E
<p>Continue to progress the <b>City Centre (Loop) Network Improvements Upgrade</b> projects, including:</p> <ul style="list-style-type: none"> <li>• The Central Square Transport Project by April 2022;</li> <li>• City Centre East Phase 1 by summer 2022;</li> <li>• Castle Street by summer 2022;</li> <li>• Boulevard de Nantes by late 2022.</li> </ul>	Cllr Caro Wild	*PT & E
<p>Programme the delivery of the <b>bridge crossing scheme at Llanrumney</b> as part of a wider regeneration scheme, completing design and planning permissions by the end of 2021 and delivery by 2023.</p>	Cllr Caro Wild Cllr Lynda Thorne	Economic Development
<p>Invest £20m in a <b>new fully segregated, safe cycling network</b> across the city, completing the:</p> <ul style="list-style-type: none"> <li>• Cross City and Bay Pop-ups by summer 2021;</li> <li>• Hailey Park Cycleway by winter 2021;</li> <li>• Cycleway 5 (Lawrenny Avenue) and Tudor Street by spring 2022;</li> <li>• Cycleway 1 (Cathays Terrace) by summer 2022.</li> </ul>	Cllr Caro Wild	*PT & E
<p>Develop a new <b>Active Travel Network Map</b> by December 2021.</p>	Cllr Caro Wild	*PT & E
<p>Roll out <b>20mph speed limits</b> in the areas of Cardiff relating to Welsh Government 20mph Pilot, including Whitchurch &amp; Tongwynlais, Llandaff North, Rhiwbina and Heath, by December 2021.</p>	Cllr Caro Wild	*PT & E
<p><b>Complete the rollout of the Ebike fleet</b> by September 2021, delivering a new fleet of 125 bikes in up to 15 rental stations.</p>	Cllr Caro Wild	*PT & E

\*PT&E = Planning, Transport and Environment

We will:	Lead Member	Lead Directorate
<p><b>Support Schools with Active Travel</b> by:</p> <ul style="list-style-type: none"> <li>Delivering an Active Travel Plan for every local authority-maintained school by March 2022;</li> <li>Ensuring all new schools adopt Active Travel principles;</li> <li>Integrating activities to support walking, scooting and cycling to school through the development and delivery of a Schools Active Travel Infrastructure Programme, including School Streets, by 2024.</li> </ul>	Cllr Caro Wild	*PT & E
<p><b>Build on the “Healthy Streets” pilot</b> by:</p> <ul style="list-style-type: none"> <li>Adopting a healthy streets initiative to guide all transport and highway programmes;</li> <li>Supporting a number of healthy streets initiatives, including effective traffic filtering, active travel improvements, greening, street furniture &amp; child friendly enhancements, through Section 106 contributions and other funding by 2022;</li> <li>Developing a plan for two Low Traffic Neighbourhood schemes by 2022.</li> </ul>	Cllr Caro Wild	*PT & E
<p>Prepare an Intelligent Transport System (ITS) Strategy by October 2021 to <b>establish a programme of Smart City improvements to the transport network and support the modal shift to sustainable travel.</b></p>	Cllr Caro Wild	*PT & E

Key Performance Indicator	Target
Modal Split for All Journeys: Proportion of people travelling to work by sustainable transport modes	<b>52% (2030 target 76%)</b>
Proportion of work journeys made by:	
• Walking	<b>18%</b>
• Cycling	<b>15%</b>
• Public Transport	<b>21%</b>
The number of schools supported to develop an Active Travel Plan	<b>47</b>

\*PT&E = Planning, Transport and Environment

## Putting sustainability and well-being at the heart of the city's growth

We will:	Lead Member	Lead Directorate
Conduct a full review of the Local Development Plan (LDP) by late 2024 in accordance with the Delivery Agreement timetable and engage in dialogue on regional strategic planning arrangements	Cllr Caro Wild	*PT & E
<p>Create better places through the delivery of new, high-quality, well-designed, sustainable and well-connected communities, as described by the Council's Master Planning Principle, by:</p> <ul style="list-style-type: none"> <li>Applying place-making principles to major new settlements and developments, as well as existing communities, to support local centres and support the '15-minute city' principle;</li> <li>Utilising Section 106 contributions to help facilitate these improvements.</li> </ul>	Cllr Caro Wild	*PT & E
<p>Deliver the Council's Green Infrastructure Plan, including:</p> <ul style="list-style-type: none"> <li>Updating the Biodiversity and Resilience of Ecosystems Duty (BRED) Forward Plan to respond to the One Planet objectives and Action Plan;</li> <li>Ensuring the upcoming Replacement LDP process fully addresses green infrastructure matters and includes engagement upon potential policy approaches.</li> </ul>	Cllr Caro Wild	*PT & E

Key Performance Indicator	Target
The percentage of householder planning applications determined within agreed time periods	>85%
The percentage of major planning applications determined within agreed time periods	>70%
The percentage of affordable housing at completion stage provided in a development on greenfield sites	30% (LDP)
The percentage of affordable housing at completion stage provided in a development on brownfield sites	20% (LDP)

## Enhancing Cardiff's flood defences

We will:	Lead Member	Lead Directorate
Develop a sustainable water, flood and drainage strategy for Cardiff by 2022.	Cllr Michael Michael	*PT & E
Complete coastal defence improvements in Cardiff East by 2024.	Cllr Michael Michael	*PT & E
Deliver phase 1 of the new Canal Quarter scheme by 2022.	Cllr Michael Michael	*PT & E

\*PT&E = Planning, Transport and Environment

## Building resilience into our highway network

We will:	Lead Member	Lead Directorate
Commence the delivery to replace all 24,000 residential lighting to low-energy LED lighting by December 2023.	Cllr Caro Wild	*PT & E
Deliver a programme of over 30,000m <sup>2</sup> patching improvements to our roads to reduce potholes by March 2022.	Cllr Caro Wild	*PT & E
Deliver a programme of over 150,000m <sup>2</sup> of surfacing and surface treatments to our roads by March 2022.	Cllr Caro Wild	*PT & E

## Making Cardiff a world-leading recycling city

We will:	Lead Member	Lead Directorate
<p><b>Deliver the recycling services strategy to achieve 70% recycling performance by 2024/25 by:</b></p> <ul style="list-style-type: none"> <li>Continuing project work with Welsh Government, Waste &amp; Resources Action Programme (WRAP) and Welsh Local Government Association (WLGA);</li> <li>Rolling out city-wide separate glass collection in 2021;</li> <li>Preparing a draft waste/recycling strategy for consultation in 2021.</li> </ul>	Cllr Michael Michael	Economic Development
<b>Launch an education and enforcement campaign to promote changes in resident behaviour</b> and monitor improvements throughout 2021/22.	Cllr Michael Michael	Economic Development
<b>Develop a citizen-based strategic plan for recycling centres</b> to achieve a re-use/recycling rate of above 85% every year.	Cllr Michael Michael	Economic Development
<b>Remove single-use plastics from Council venues</b> and work with partners to develop a city-wide response to single-use plastics in all public services.	Cllr Michael Michael	Economic Development

Key Performance Indicator	Target
The percentage of planned recycling and waste collections achieved	99.9%
The percentage of municipal waste collected and prepared for re-use and/or recycled	64%
The percentage of waste collected at recycling centres that has been prepared for re-use or recycled	85%
The number of education and enforcement actions per month relating to improving recycling behaviour by citizens	3,000

\*PT&E = Planning, Transport and Environment

## Working as one team to keep our streets clean

We will:	Lead Member	Lead Directorate
<b>Deliver a comprehensive programme of improvement to the Council's Street Scene services by September 2021</b> through integration, digitalisation and the use of data to support the efficient and effective use of resources.	Cllr Michael Michael	Economic Development
<b>Engage with citizens and businesses on concerns in their communities through 'Love Where You Live'</b> to encourage volunteering and working in collaboration.	Cllr Michael Michael	Economic Development

Key Performance Indicator	Target
The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness	90%
The number of wards in Cardiff where 90% of the highways land inspected is of a high or acceptable standard of cleanliness	All
The percentage of reported fly-tipping incidents cleared within five working days	95%
The percentage of reported fly-tipping incidents which lead to enforcement activity	90%

\*PT&E = Planning, Transport and Environment

# Well-being Objective 7:

Modernising and Integrating Our Public Services



In the face of rising demand and reducing budgets, Capital Ambition set out a programme of modernisation that would improve efficiency, better support service delivery and promote social and environmental change. The challenge of responding to Covid-19, however, radically accelerated this agenda and necessitated the delivery of service innovation at an unprecedented pace and scale.

The Council wishes to build on this platform, developing a new approach that brings together assets, technology and the workforce to unlock further efficiency saving, achieve productivity gains and deliver an enhanced service offer. It will allow the Council to become a more agile organisation, providing a more responsive and adaptable service for citizens, a more flexible working environment for staff while driving down the Council's assets, energy and transport costs.

The pandemic and the social distancing restrictions in place to control the spread of the virus have also challenged the delivery models of almost every service the Council and its partners provides. Responding to these challenges has seen service innovation applied at a speed and scale not seen before, with greater levels of service integration both within the Council and with partners, and the use of digital technologies and data analysis in service delivery. The Council will seek to embed this culture of service innovation in its approach as each service area continues to adapt its delivery models to the ongoing challenges of the pandemic and to the post-pandemic world.

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

- **Developing a comprehensive programme of organisational recovery and renewal**
- **Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance**
- **Delivering fewer and better Council buildings**
- **Supporting a highly skilled and productive workforce with the well-being of staff at its core**
- **Using the power of the public purse to support the city's recovery**
- **Making sure that we are a Council that better talks to and listens to the city that we serve**



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## Progress Made

- **The Council has seen a significant rise in the level of citizen satisfaction with Council services.** The Ask Cardiff Survey shows an increase of almost 11%, to 67.4%, in satisfaction in 2020. Cardiff was also ranked first for citizen satisfaction with service delivery in the all-Wales Survey, maintaining a consistently high position.
- Responding to Covid-19 has demanded a radical transformation to the way in which council services are delivered, and **the Council has successfully transitioned to a safe and sustainable model of working during the pandemic.**
- **In order to protect staff, the Council rapidly deployed digital devices to support agile and homeworking,** strengthening the Council's position as a modern and resilient digital organisation:
  - Over 850 new laptops and tablets were distributed in the first four months of the pandemic and over 500 existing devices were rebuilt or reconfigured for home use; and

- 5,200 staff migrated to Office 365 in just three weeks to enable access to council systems from remote and mobile devices.

- **The work of Health and Safety has been crucial to managing the safety of staff and service users, with new practices quickly adopted in line with legislation and Public Health Wales Advice.** The need for personal protection equipment (PPE) and hygiene supplies was instantly recognised as a key priority and, to date, the Council has distributed over 29 million items across the city.
- **The Council has significantly improved its online offer, with an increase in the number of people accessing Council services through digital channels.** The number of citizens downloading the Cardiff App has increased by 54%, with residents able to access services, such as Council Tax and waste collection, online, 24/7.

## Priorities for 2021/22

### Developing a comprehensive programme of organisational recovery and renewal

Capital Ambition set out a programme of modernisation to improve efficiency, better support service delivery and promote social and environmental change. Covid-19 has radically accelerated this agenda, catalysing a shift to home and agile working and the delivery of service innovation at an unprecedented pace and scale.

The Council wishes to build on this, developing a new organisational recovery and renewal programme that:

- Brings together assets, technology and our workforce to become a more agile organisation, providing a more responsive and flexible service for staff and citizens while driving down the Council's assets, energy and transport costs.
- Enhances the Council's existing digital agenda and shifts made during the pandemic, further applying digital technologies in customer service and in back office functions and the use of real-time data in decision making.
- Delivers recovery plans for the services whose business models have been most impacted by the pandemic.
- Embeds new locality delivery models in key community services, working with partners to deliver integrated services in local areas that make the best use of local assets whilst responding to the specific needs of local communities.
- Continues to drive efficiencies across the Council.

### Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance

The Council had already established a comprehensive digital agenda prior to lockdown, with the digital strategy setting out a clear direction of travel. Without the progress made in delivering this strategy, namely in enhancing the Council's network capacity and agile working capabilities, the Council would not have been able to support the scale of homeworking that ensured the delivery of services during the pandemic. Equally, the Council has now enabled every member of staff who needs to work in an agile way to do so through a comprehensive upgrade and adaption programme for our ICT devices.

What is clear is that technology now offers residents greater choice and convenience when accessing services, whilst providing staff with even greater flexibility to deliver. An increasing number of citizens are choosing to access services via digital means, and this trend has become more evident during the Covid-19 pandemic, where face-to-face contacts have been minimised. The Council will need to move away from a narrow desk-based delivery model and embed new working and delivery practices into its core operating model.

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### **Delivering fewer and better Council buildings**

Following the successful delivery of the Corporate Property Strategy 2015-20, capital receipts amounting to some £35m have already been generated and are being re-invested in delivering the Council's priorities. Major work has also been continued on the long-term commitment to modernise the Council's estate and significant progress has been made across the estate, especially in schools, to ensure our buildings are meeting health and safety compliance standards and that they are managed effectively.

In response to Covid-19, considerable work has been undertaken to ensure our buildings and schools are 'Covid Safe,' and this will remain a priority into 2021 in order to allow children to remain in school and Council services to be provided safely. As working practices have changed during the pandemic, large parts of the organisation have successfully worked from home. Whilst retaining core office accommodation will form an important part of the Council's service delivery model going forward, particularly in supporting economic recovery and footfall in key parts of the city, there are clear opportunities for innovation. The Council's office accommodation must therefore be considered in the context of a highly agile workforce, a diminished requirement for office space and the opportunity to flexibly deploy activity across the city. This provides opportunities to better target service delivery and use allocation of Council accommodation to support economic recovery.

### **Supporting a highly skilled and productive workforce with the well-being of staff at its core**

Council officers have played a crucial role in managing the local response to the pandemic, ensuring the continued delivery of key frontline services and supporting the vulnerable, often in difficult circumstances. Their efforts are testament to the commitment, resilience and adaptability of the Council workforce, and the Council remains committed to investing in its workforce. Our award-winning programme of staff engagement is supported by a package of measures designed to promote their welfare, which includes a range of health and well-being services, such as the 24/7 Employee Assistance Programme and the Employee Counselling Service. Our commitment to staff also includes a range of training opportunities through the Cardiff Academy, though more needs to be done to reduce the number of sickness absences, which remains too high across the Council. The Council is also taking decisive action to ensure that it is representative of the communities it serves, not least by creating more opportunities for young people and increasing Welsh language skills within the workplace.

### **Using the power of the public purse to support the city's recovery**

Capital Ambition makes clear that the power of the Council's spending and investment decisions must be fully leveraged to create local employment opportunities whilst promoting social and environmental improvements. The changes to working practices realised during the emergency response to the pandemic, paired with the urgent need to support the city's economic recovery, means that this agenda must be accelerated.

### **Making sure that we are a Council that better talks to and listens to the city that we serve**

The Council has, over a number of years, placed an emphasis on engaging with residents. The Council's Ask Cardiff Survey has one of the largest sample sizes in Wales and provides invaluable insight into the needs of our communities. Moving forward, further work will be done to engage with, and involve, hard-to-reach groups in decision making and ensure that the Council is alert to the voice of the community.

### **Overall Organisational Performance**

Over the course of recent years, the Council has continued to evidence a broad pattern of high-quality service delivery. Cardiff was ranked as the top local authority in Wales for the "Number of residents who agree that their local authority delivers high quality services" according to a wide-ranging Welsh Government Survey (National Survey for Wales, 2019/20). This level of satisfaction is consistent with the results of the Council's own "Ask Cardiff Survey", with 67.4% of residents stating that they were satisfied or very satisfied with Council services, and citizen satisfaction with Council services increased by almost 11% over the last year. The survey results are of heightened importance as an indicator of relative performance, given that the National Accountability Measures, which normally benchmark local authority performance in Wales, have been suspended for 2020/21.

The Annual Statutory Well-being Report published by the Council in October 2020 draws on a broad body of evidence to inform its assessment of performance, including reports of external regulators. The areas of corporate improvement are identified in the Well-being Report, with the Corporate Plan focusing on delivering rapid improvement in these areas.

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

## Developing a comprehensive programme of organisational recovery and renewal to adapt Council services for the post-pandemic world

We will:	Lead Member	Lead Directorate
<p><b>Develop a comprehensive programme of organisational recovery and renewal focused on:</b></p> <ul style="list-style-type: none"> <li>• Adopting agile working across the Council;</li> <li>• Promoting service innovation in response to the new operating environment;</li> <li>• Enhancing digital technologies in customer service and in back office functions;</li> <li>• Delivering recovery plans for the services whose business models most impacted by the pandemic;</li> <li>• Embedding new locality delivery models in key community services;</li> <li>• Continuing to drive efficiencies across the Council.</li> </ul>	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of devices that enable agile and mobile working across the organisation	67%

## Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance

We will:	Lead Member	Lead Directorate
<p><b>Improve the Council's digital offer by:</b></p> <ul style="list-style-type: none"> <li>• Increasing the number of citizens accessing Council services via digital channels each year;</li> <li>• Developing a new Data Strategy by September 2021.</li> </ul>	Cllr Chris Weaver	Resources
<p><b>Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people and support recovery,</b> by adopting the new Smart City roadmap by September 2021.</p>	Cllr Chris Weaver	Resources

Key Performance Indicator	Target
The number of customer contacts to the Council using digital channels	10% increase on 2020/21 outturn
The total number of webcast hits (Full Council, Planning Committees, Scrutiny Committees, Audit Committee, Cabinet)	7,500
The number of Facebook followers	5% increase on the 2020/21 outturn
The number of Instagram followers	10% increase on the 2020/21 outturn
The number of people registered with the Cardiff Gov App	10% increase on 2020/21 outturn

## Delivering fewer and better Council buildings

We will:	Lead Member	Lead Directorate
<p><b>Deliver fewer and better Council buildings and protect the Council's historic buildings by:</b></p> <ul style="list-style-type: none"> <li>Developing a plan to secure investment into the Council's historic assets, including City Hall, by December 2021;</li> <li>Reviewing the Council's existing corporate estate to identify potential disposals to generate capital receipts.</li> </ul>	Cllr Russell Goodway	Economic Development

Key Performance Indicator	Target
The percentage reduction in the carbon footprint	6%
Reduce the total running cost of occupied operational buildings	To be set in the Property Strategy 2021-26
Reduce the maintenance backlog	To be set in the Property Strategy 2021-26
Capital income generated	To be set in the Property Strategy 2021-26

## Supporting a highly skilled, productive and committed workforce

We will:	Lead Member	Lead Directorate
<p><b>Reduce sickness absence rates by:</b></p> <ul style="list-style-type: none"> <li>Continuing to support staff well-being, particularly through providing additional support for staff suffering with poor mental health;</li> <li>Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates.</li> </ul>	Cllr Chris Weaver	Resources
<p><b>Work towards achieving the Gold Level Corporate Health Standard Award by March 2024</b> by progressing the initiatives that are set out in the standard.</p>	Cllr Chris Weaver	Resources
<p><b>Ensure that the Council's workforce is representative of the communities it serves by:</b></p> <ul style="list-style-type: none"> <li>Ensuring that our recruitment processes are not biased;</li> <li>Supporting careers events in our least represented communities;</li> <li>Reviewing current arrangements for Cardiff Works staff.</li> </ul>	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities
<p><b>Build on the Agency Workers Charter by:</b></p> <ul style="list-style-type: none"> <li>Continuing the process of transferring long-term agency staff into permanent contracts;</li> <li>Reviewing agency workers placed with the Council via the Into Work Service.</li> </ul>	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of staff that have completed a Personal Review (excluding school staff)	100%
The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence	9.5

## Using the power of the public purse to support the city's recovery

We will:	Lead Member	Lead Directorate
<b>Get the best social and community value from the Council's £430m annual spend on goods, services and works</b> by fully implementing the TOMs National 'Social Value' Framework on all contracts above £75,000 by December 2021.	Cllr Chris Weaver	Resources
Continue to support the foundational economy through the delivery of our <b>Socially Responsible Procurement Policy</b> by working with partners to further promote opportunities for social enterprises in Cardiff and to promote ethical employment.	Cllr Chris Weaver	Resources
<b>Strengthen our social partnership approach by updating our Procurement Strategy</b> to promote fair work, the Foundational Economy and One Planet Cardiff objectives by July 2021.	Cllr Chris Weaver	Resources

Key Performance Indicator	Target
The percentage of overall spend with Cardiff-based organisations	52%
The percentage of overall spend with Cardiff Capital Region-based organisations.	66%
The percentage of overall spend with Welsh-based organisations	70%
The percentage of new contracts which include social value commitments	Baseline

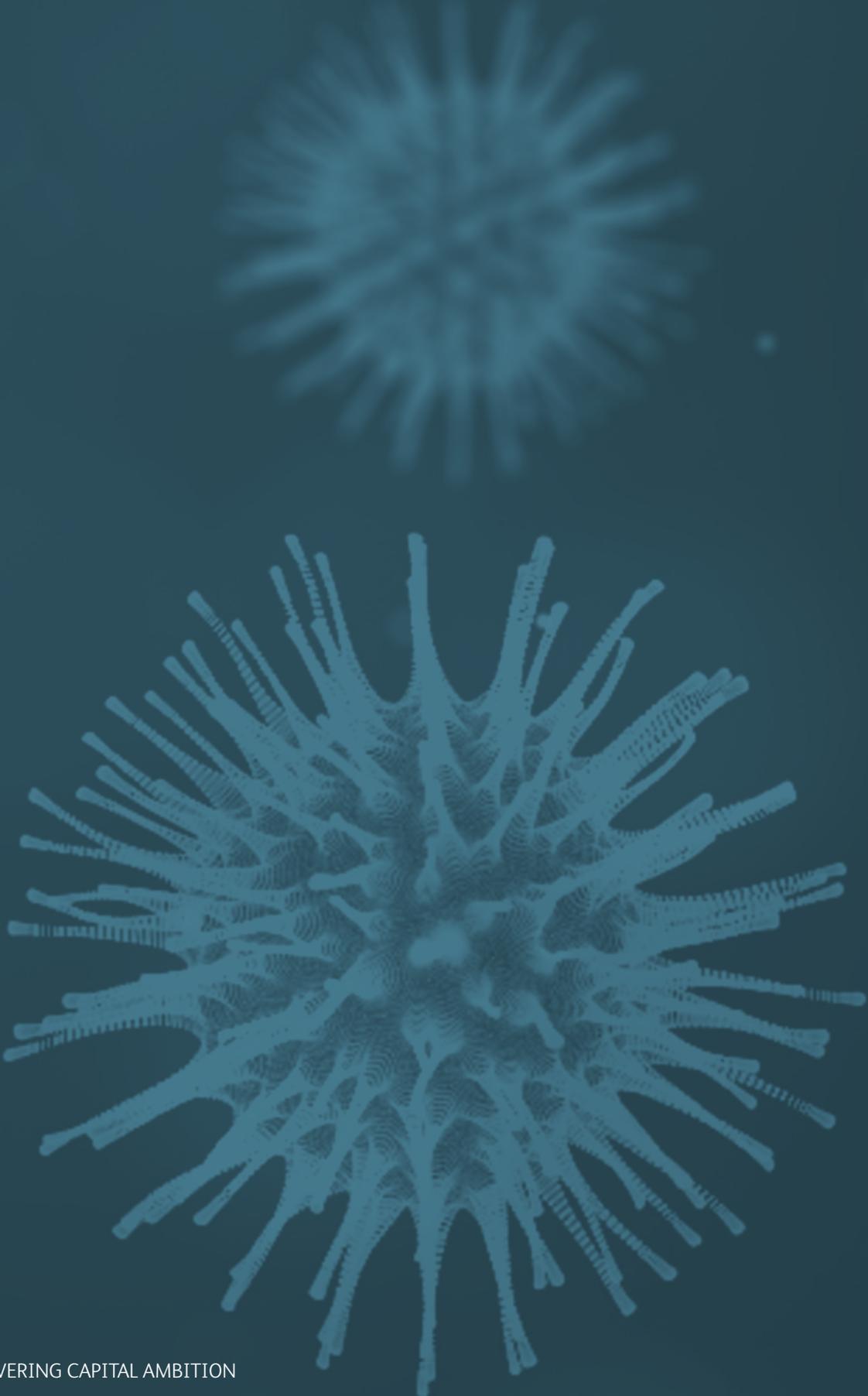
## Making sure that we are a Council that better talks to and listens to the city that we serve

We will:	Lead Member	Lead Directorate
<b>Develop a new citizen engagement strategy by December 2021.</b>	Cllr Chris Weaver	People & Communities
<b>Progress and deliver our customer service agenda with a focus on:</b> <ul style="list-style-type: none"> <li>Delivering a programme of online-based customer service training;</li> <li>Progressing the customer and digital champions group across the organisation;</li> <li>Reviewing customer services satisfaction through biannual benchmarking surveys.</li> </ul>	Cllr Chris Weaver	Resources

Key Performance Indicator	Target
Citizen satisfaction with Council services	70%
The percentage of canvass response (either via automatic verification or direct response)	90%
The number of wards where the canvass response rate (either via automatic verification or direct response) percentage is over 90%	All

# Well-being Objective 8:

Managing the Covid-19 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 vaccination 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 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:**

- **Supporting the delivery of a mass vaccination programme**
- **Continuing to deliver an effective Test, Trace, Protect Service**
- **Embedding robust health and safety practices across all Council buildings and in service delivery**
- **Ensuring the availability of appropriate PPE to protect staff, service users and residents**
- **Enforcing compliance effectively through the Shared Regulatory Services**



# What we will do to ensure the Covid-19 pandemic is effectively managed

## Developing a comprehensive programme of organisational recovery and renewal to adapt Council services for the post-pandemic world

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>	Cllr Huw Thomas	Economic Development, Resources, and People & Communities
Continue to deliver the Cardiff and Vale Test, Trace, Protect service to ensure effective contact tracing capacity.	Cllr Huw Thomas	Resources
Provide a national Test, Trace, Protect surge capacity service.	Cllr Huw Thomas	Resources
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>	Cllr Susan Elsmore & Cllr Lynda Thorne	People & Communities, and Economic Development
Ensure the Council has a robust Covid-19 Secure Policy, which remains in line with Central and Welsh Government legislation and Public Health Wales Guidance.	Cllr Chris Weaver	Economic Development
Ensure all services that are located in a Council building or delivering contact services complete the risk assessments identified in the Council's Risk Assessment Guidelines.	Cllr Chris Weaver	Economic Development
Ensure the continued timely access to key worker testing (PCR) for Council and partner staff, and the roll-out of additional asymptomatic Lateral Flow Testing for the Council and partners.	Cllr Huw Thomas	People & Communities
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
Enforce compliance with all Covid-19 regulations which fall under the authority of Shared Regulatory Services.	Cllr Chris Weaver	Economic Development

Key Performance Indicator	Target
The number of symptomatic tests undertaken for Council and partner staff	Monitor KPI, but no target set
The number of asymptomatic tests undertaken for Council and partner staff	Monitor KPI, but no target set
The number of items of PPE issued	Monitor KPI, but no target set
The number of Enforcement Notices served <ul style="list-style-type: none"> <li>• Improvement Notices</li> <li>• Closure Notices</li> <li>• Compliance Notices</li> <li>• Fixed Penalty Notices</li> </ul>	Monitor KPI, but no target set

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# Appendix

## Delivering Capital Ambition

Delivering Capital Ambition, the Council's Corporate Plan, sets out how the Administration's priorities for Cardiff will be achieved, providing clarity on what will be delivered, and by when.

In accordance with the requirements of the Well-being of Future Generations (Wales) Act 2015, Delivering Capital Ambition sets out Cardiff's Well-being Objectives, the steps we will take to achieve them and how we will measure progress.

## Setting Well-being Objectives

The Well-being Objectives were set following a self-assessment process undertaken by each directorate. As a result of this exercise a new Well-being Objective – Managing the Covid-19 Pandemic – was adopted for 2021/22.

This process was designed to ensure that each directorate had due regard to the Sustainable Development Principle by encouraging a consideration of the five ways of working:

- **Long term:** The Well-being Objectives and steps in this plan were informed by the Well-being Assessment 2017, the Population Needs Assessment and work on Future Trends undertaken by the Cardiff Public Services Board (PSB).
- **Prevention:** Drawing on the evidence, our Well-being Objectives and steps are designed to tackle both the immediate demand pressures on public services and the root causes of these pressures, most importantly through tackling poverty and inequality.
- **Collaboration:** The Well-being Objectives in this plan were developed in close collaboration with our public service partners, and the Cardiff PSB has adopted the same seven Well-being Objectives in its Well-being Plan, reflecting our shared aspirations and the common understanding of challenges facing the city.

- **Integration:** The Well-being Objectives cut across departmental silos, focussing on what all Council services can do to improve the well-being of the people of Cardiff, and contribute to the seven national Well-being Goals. The Council has also integrated its Strategic Equality Objectives into the Corporate Plan to ensure that the strategic actions for creating a more equal city are embedded in the Council's Planning and Delivery Framework.
- **Involvement:** In developing the Well-being Objectives we have drawn on the results of the annual Ask Cardiff citizen survey – which received over 4,700 responses in 2020 – and on focus groups with 'seldom heard' groups. We continue to involve residents in decisions which affect them; a 'child-friendly' version of the City Centre Recovery Strategy was developed in eight different languages and consultation has taken place on specific strategies such as One Planet Cardiff.

## The Council's Policy Framework

Capital Ambition sets out the Administration's policy agenda. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the Administration's priorities into deliverable organisational objectives.

- **Corporate Plan:** focuses on the issues and services which the Council has prioritised.

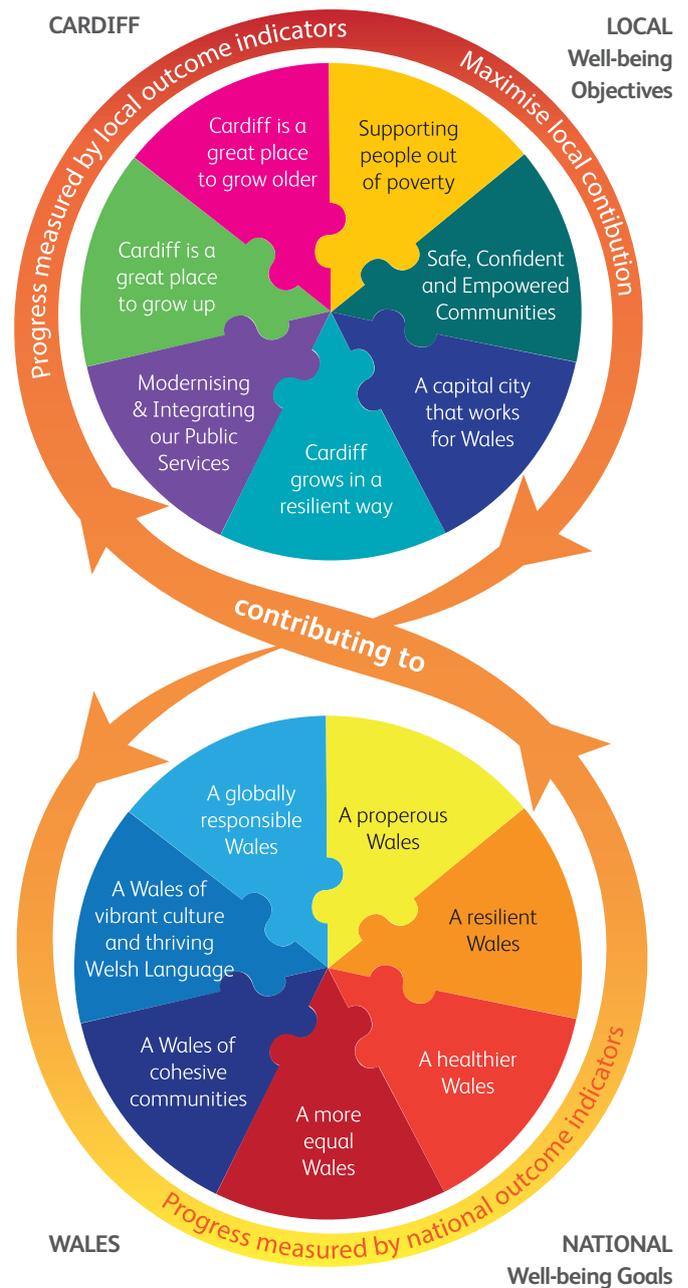
- **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services. Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. Not only will this enable partners in Cardiff to keep track of how the city is performing, it will also help demonstrate Cardiff's contribution towards achieving the Welsh Government's aim of improving well-being nationally.

## Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals under which Cardiff Council and the Cardiff PSB have agreed complementary local Well-being Objectives. In order to measure Cardiff's progress towards achieving the eight Well-being Objectives, a series of high-level outcome indicators were selected which provide objective measures of the city's performance. Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city's performance, both over time and relative to other cities and Local Authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them. A full set of outcome indicators is published annually by the Cardiff Public Services Board, most recently in the Cardiff in 2019 analysis, which provides an annual snapshot of how the city is performing.

## Glossary of Terms

- **Well-being Objective:** sets out what the Council wants to achieve
- **Outcome Indicator:** a measure of city-wide performance
- **Step:** what the Council will do, and by when, to help achieve each Well-being Objective
- **Key Performance Indicator:** an indicator of operational performance that shows if the steps the Council are taking are effective
- **Target:** sets out a numerical value on Key Performance Indicators to be achieved
- **Budget Setting Process:** how the Council will ensure that resources are allocated annually for the purpose of taking steps to meet its Objectives
- **Self-Assessment:** a process that directorates undertake to help shape Well-being Objectives and identify the steps for inclusion in Delivering Capital Ambition



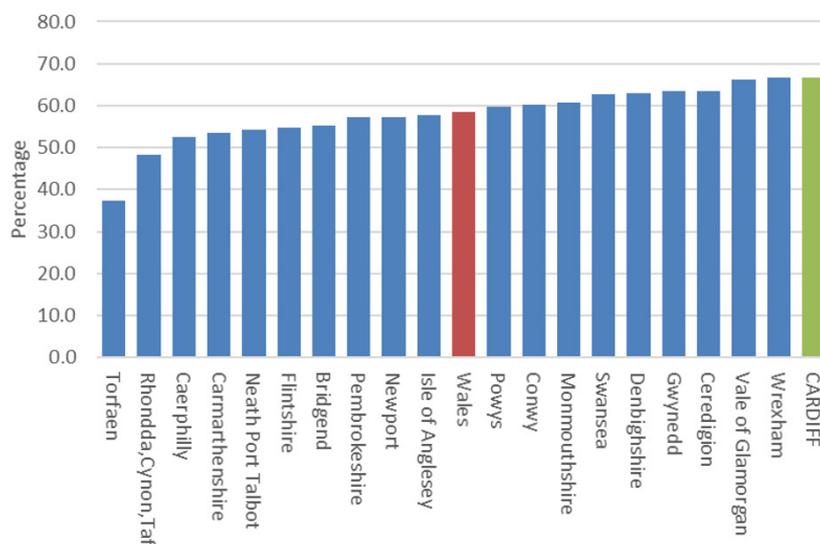
# Well-being Objective 1: Cardiff is a great place to grow up

## Measuring Progress against the Well-being Objective: Outcome Indicators



**Improving City Performance:** Achievement at A level<sup>3</sup>

Percentage of 17 year old pupils entering at least achieving 3 A\*-C, 2018/19

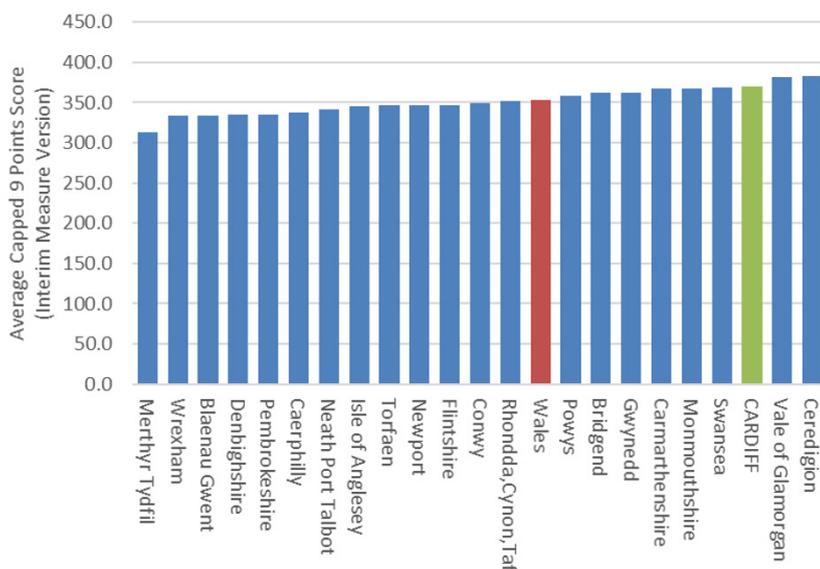


Source: Welsh Government



**Improving City Performance:** Achievement in Secondary Schools<sup>3</sup>

Average Capped 9 points Score (Interim Measure Version), 2018/19



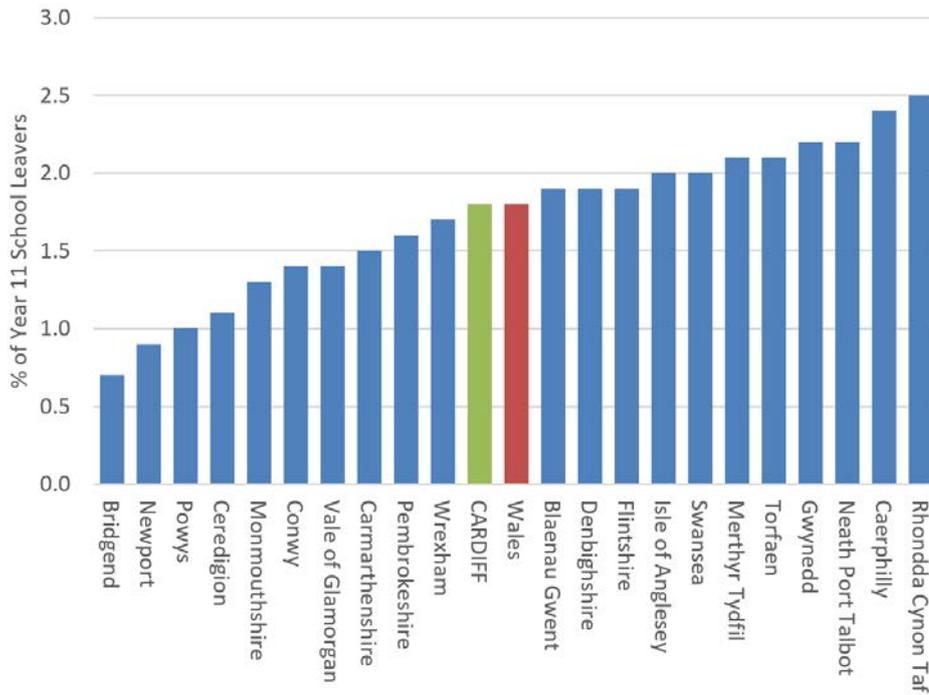
<sup>3</sup>This is the latest available data. Due to the coronavirus pandemic, Welsh Government cancelled examinations for 2019/20 and 2020/21 in place of a centre determined grade model. Moving forward, a new assessment is being determined.

Source: Welsh Government



**Closing the Inequality Gap: 16 year olds not in education, employment or training**

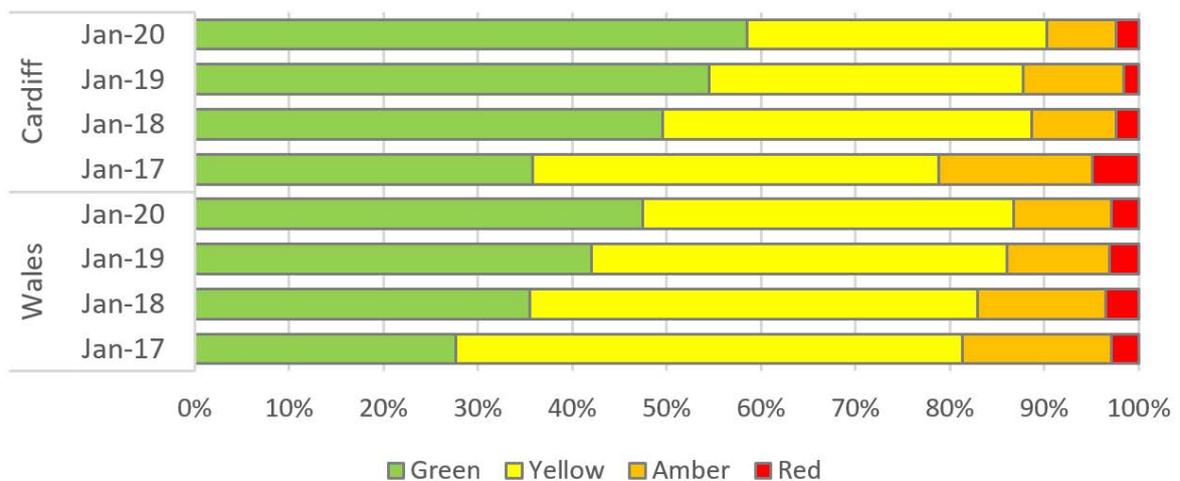
Percentage of Year 11 School Leavers Known Not to be in Education, Employment or Training (NEET), 2019



Source: Welsh Government

**National School Categorisation:** The National School Categorisation System aims to provide a clear structure to review how well a school is performing<sup>4</sup>.

School Categorisation: Primary, Secondary & Special Schools 2017 -2020



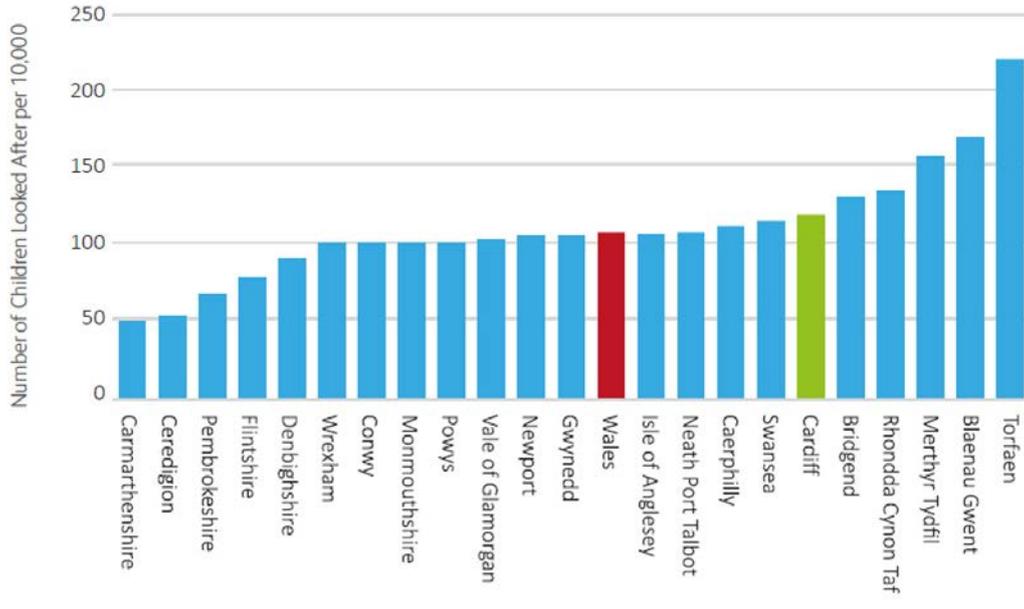
<sup>4</sup>Estyn inspections have been suspended due to the pandemic

Source: Welsh Government



## Closing the Inequality Gap: Number of Children Looked After

Children Looked After per 10,000 Population 2019



Source: Welsh Government

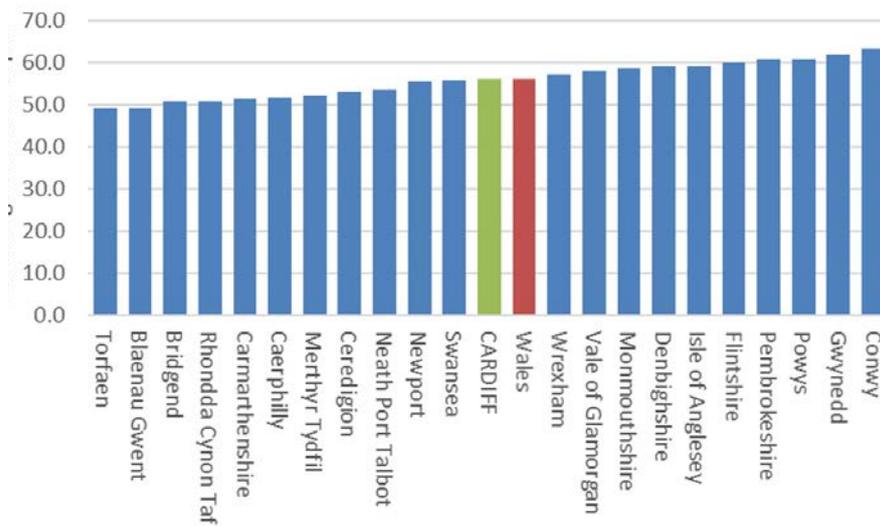
# Well-being Objective 2: Cardiff is a great place to grow older

## Measuring Progress against the Well-being Objective: Outcome Indicators



**Improving City Performance:** Health in older people

Percentage of Older People (Aged 65+) in Good Health, 2017/18-2018/19

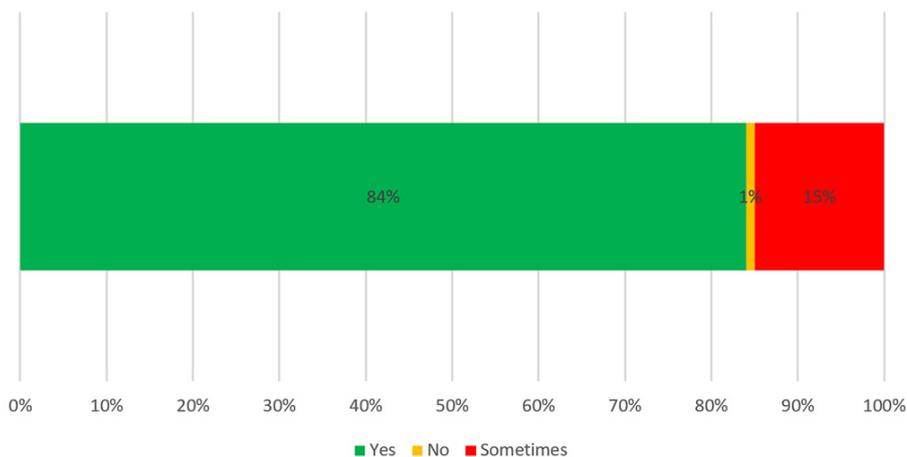


Source: Public Health Wales



**Improving City Performance:** Quality of Local Social Care Services

Percentage of adults in Cardiff who are happy with the care and support they have had, 2019/20



Source: Social Services & Well-being Survey 2019/20, Cardiff Council

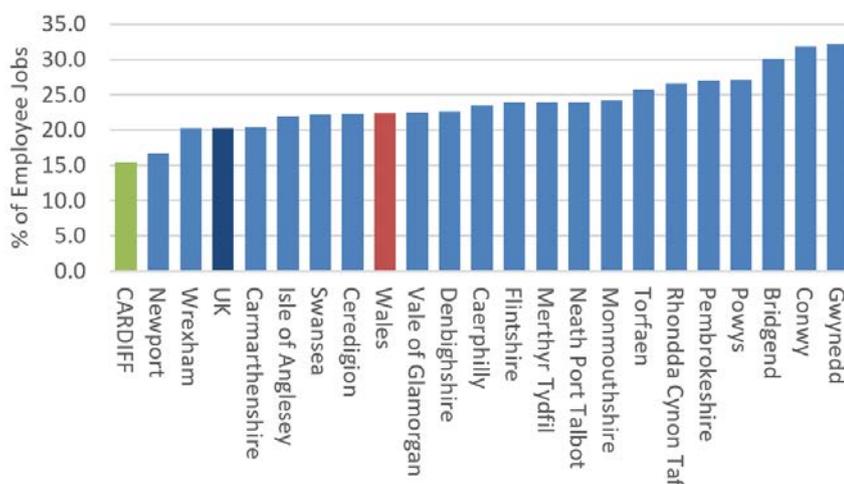
# Well-being Objective 3: Supporting people out of poverty

## Measuring Progress against the Well-being Objective: Outcome Indicators



**Closing the Inequality Gap: Employees Earning Below the Real Living Wage**

Percentage of Employee Jobs Earning Below Living Wage  
Foundation's Living Wage (Wales), 2020

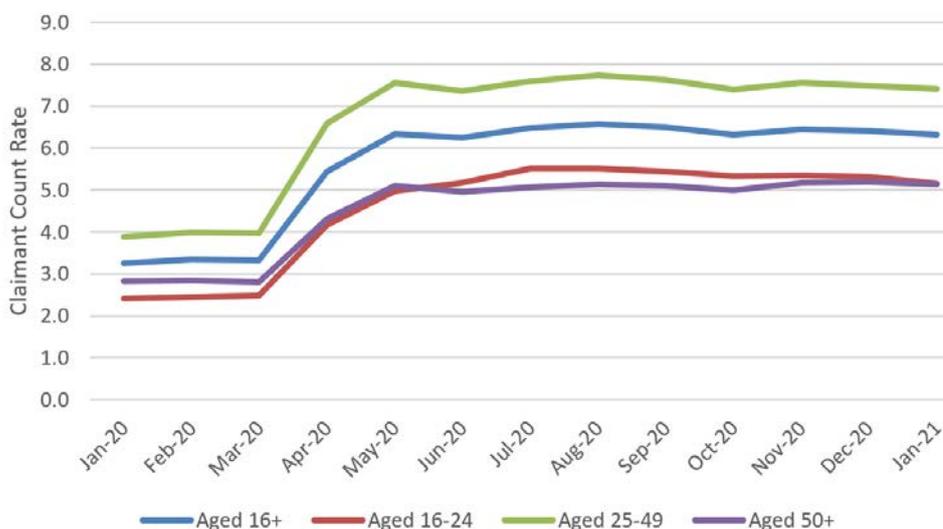


Source: Office for National Statistics



**Closing the Inequality Gap: Levels of unemployment**

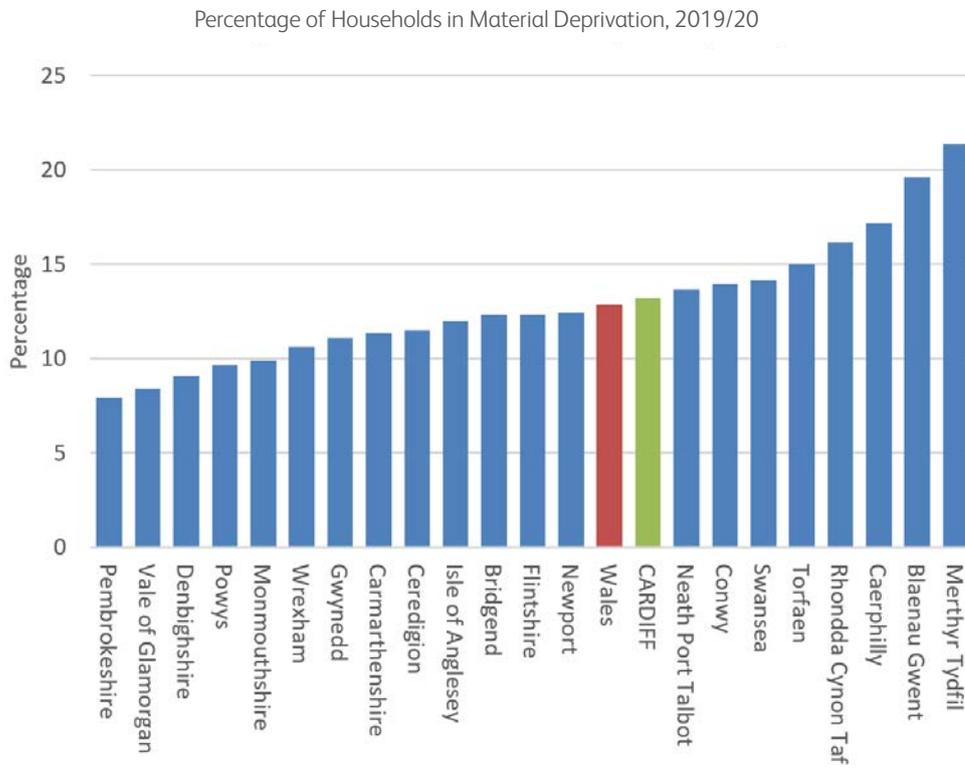
Claimant Count Rate in Cardiff by Age Group, January 2020 to January 2021



Source: Nomis, Office for National Statistics



## Closing the Inequality Gap: Levels of Poverty



Source: National Survey for Wales, Welsh Government

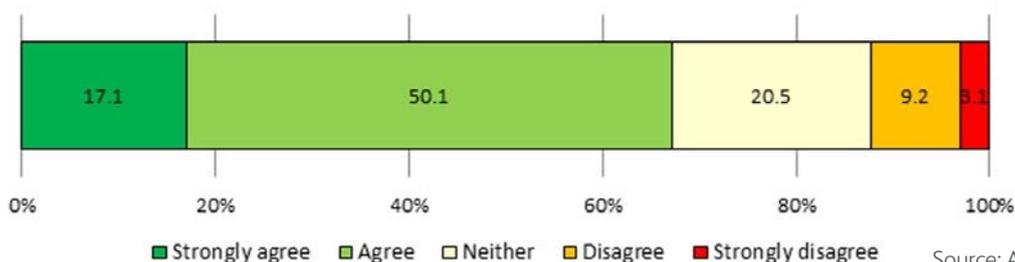
# Well-being Objective 4: Safe, confident and empowered communities

## Measuring Progress against the Well-being Objective: Outcome Indicators



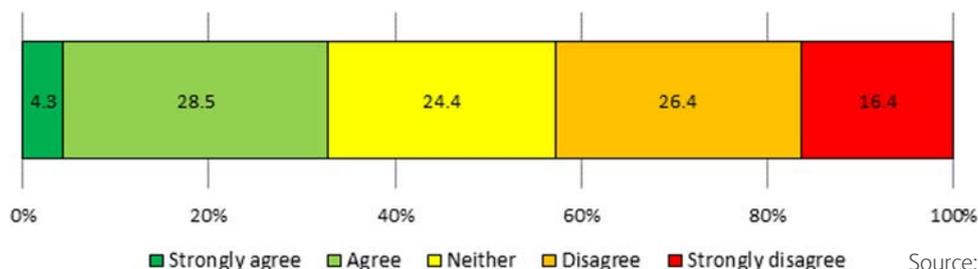
### Improving City Performance: Community Cohesion

My neighbourhood is a place where people get on well together and help each other. (Base 3326)



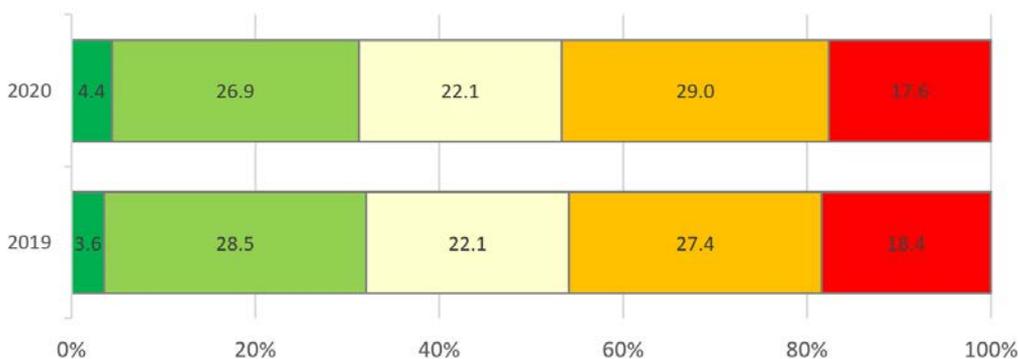
### Improving City Performance: Adults who Feel They Can Influence Local Decisions

To what extent do you agree that you are able to have a say on local issues or how Council services are run in your community? (Base: 3507)



### Improving City Performance: Community Safety

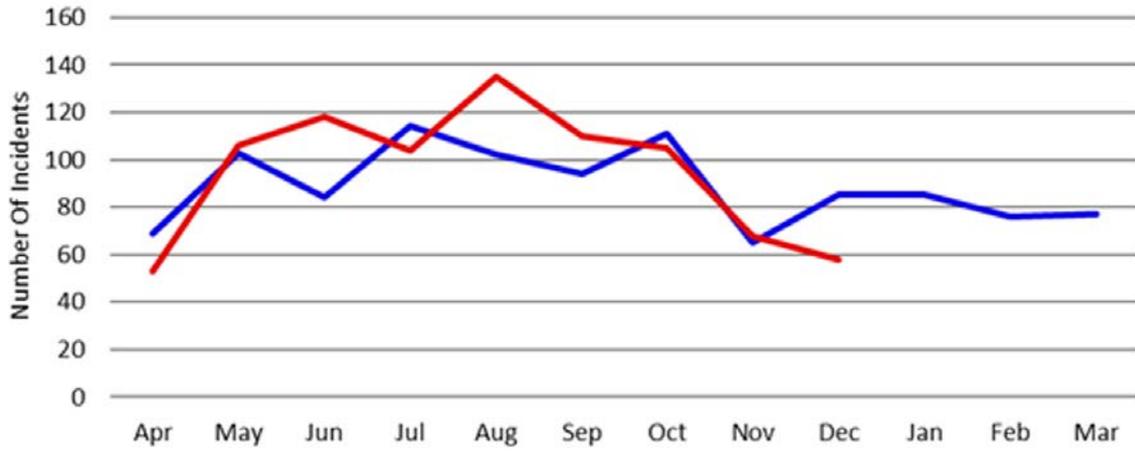
To what extent do you agree or disagree that the police and other public services are successfully dealing with anti-social behaviour and crime in your area? 2019-2020





**Closing the Gap:** Increase the confidence of victims to report hate crime – to get a sense of the scale of hate-related discrimination in Cardiff

Hate Incidents Monthly Trends Chart



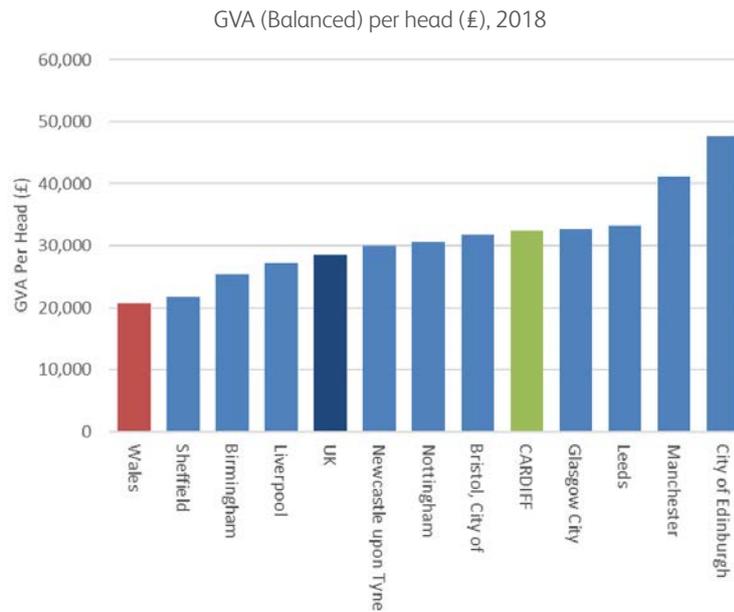
Source: South Wales Police

# Well-being Objective 5: A capital city that works for Wales

## Measuring Progress against the Well-being Objective: Outcome Indicators



**Improving City Performance:** Gross Value Added per person



Source: Nomis, Office for National Statistics



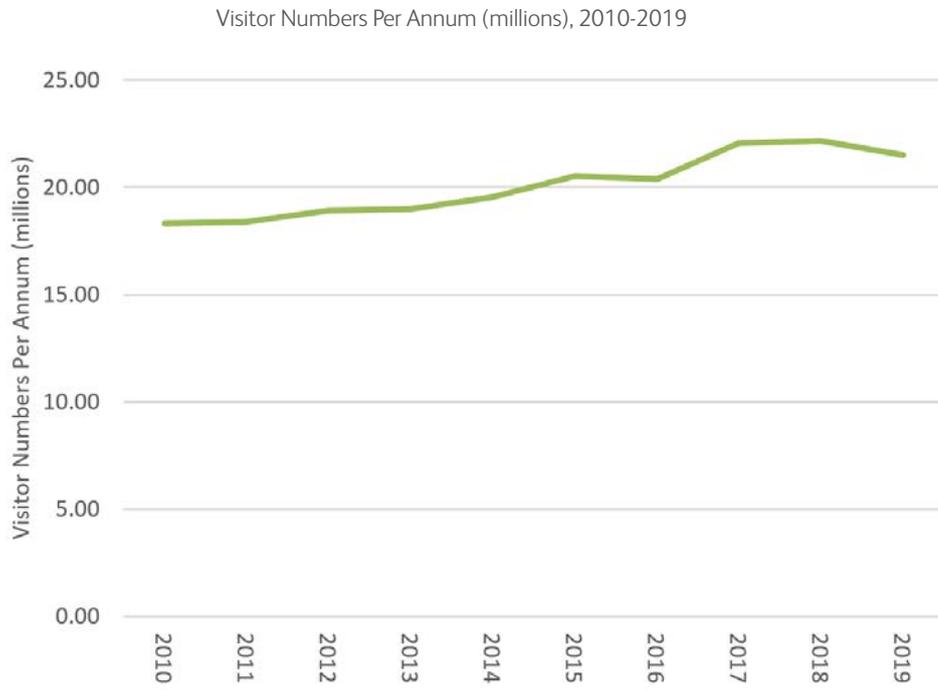
**Improving City Performance:** City Centre Footfall



Source: Cardiff Council



## Improving City Performance: Visitor Numbers



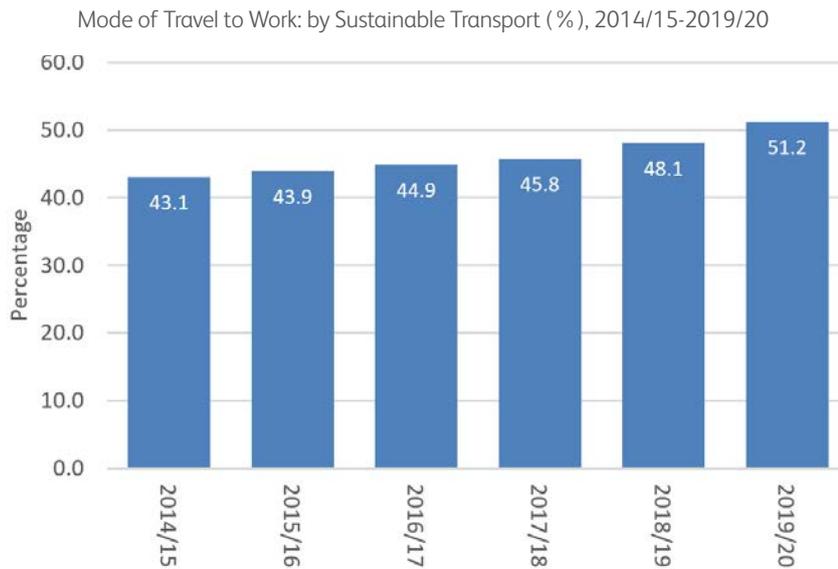
Source: STEAM

# Well-being Objective 6: Cardiff Grows in a Resilient Way

## Measuring Progress against the Well-being Objective: Outcome Indicators



**Improving City Performance:** Commuting by Sustainable Transport

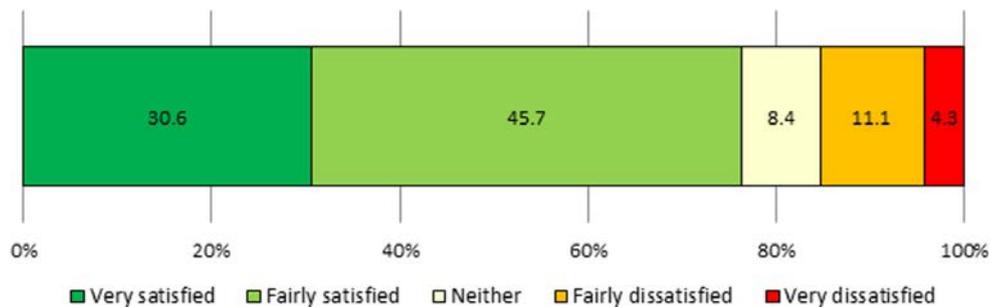


Source: Ask Cardiff



**Improving City Performance:** Satisfaction with Local Area

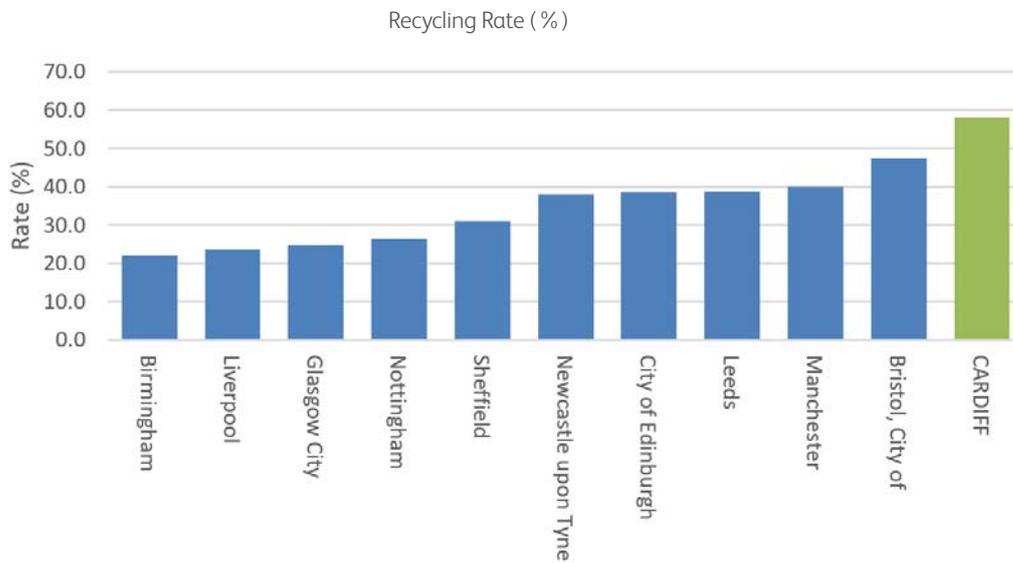
How satisfied or dissatisfied are you with your local community as a place to live? (Base:4155)



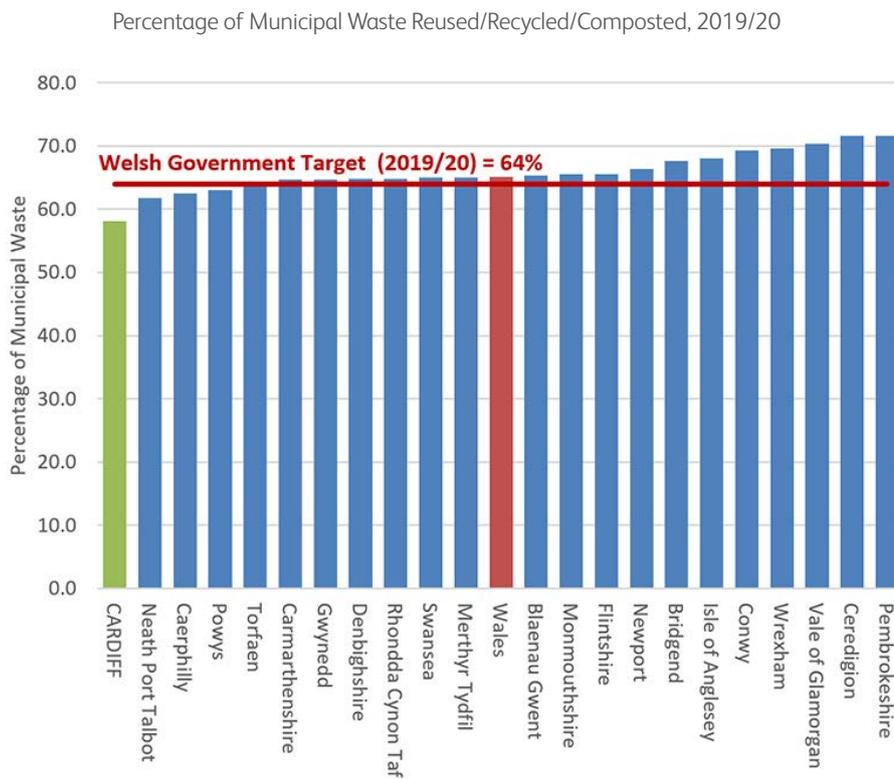
Source: Ask Cardiff 2020



## Improving City Performance: Recycling Figures<sup>5</sup>



Source: Welsh Government, DEFRA & Scottish Environment Protection Agency



Source: Welsh Government

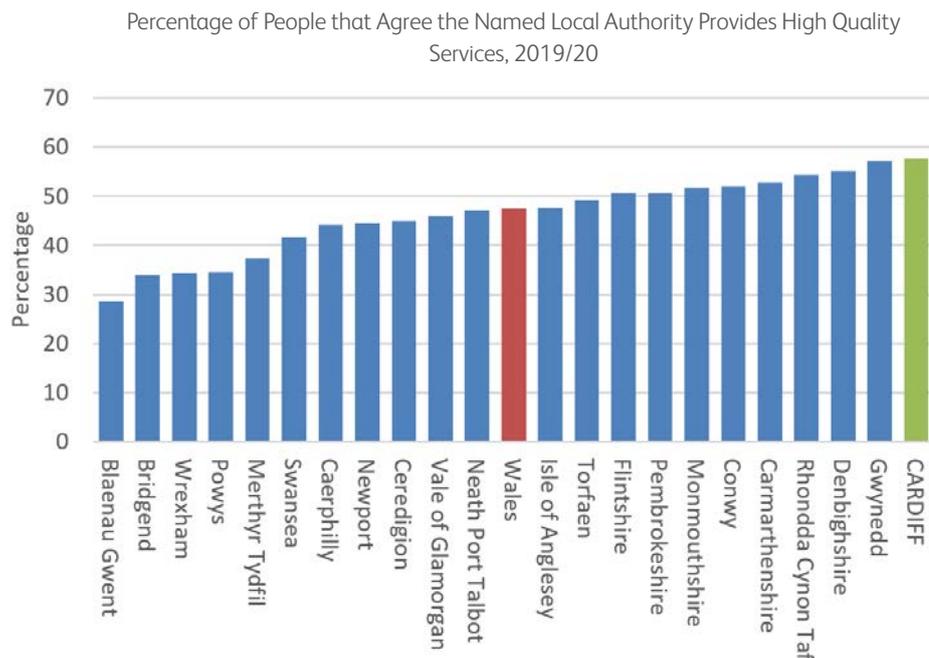
<sup>5</sup>Latest Available Recycling Rates – 2018/19 for England, 2019 for Scotland, 2019/20 for Wales. The calculation of the recycled rate differs slightly between the three nations.

# Well-being Objective 7: Modernising and Integrating Our Public Services

## Measuring Progress against the Well-being Objective: Outcome Indicators



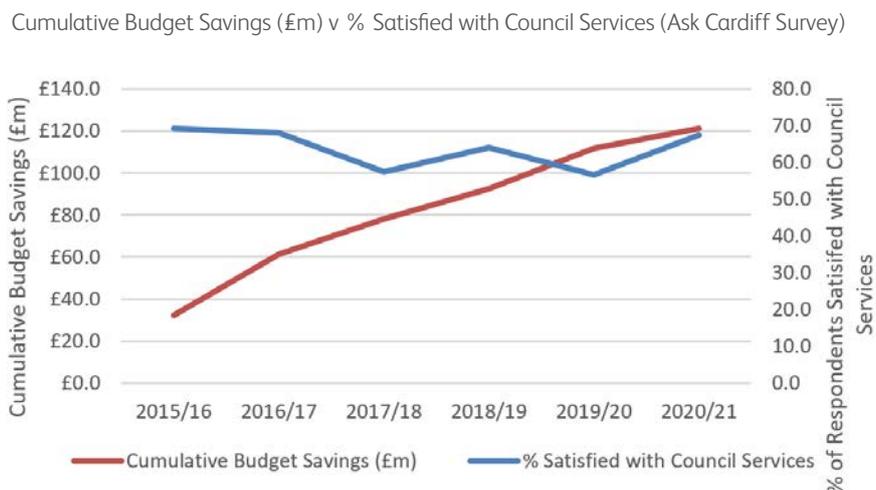
**Improving Council Performance:** Satisfaction with services in the local area



Source: National Survey for Wales, Welsh Government



**Improving Council Performance:** Cumulative Budget Savings (£m) v % Satisfied with Council Services



Source: Ask Cardiff/ Cardiff Council Budget Report