

# Delivering Capital Ambition

## Cardiff Council Corporate Plan 2022-25

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

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

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

5. A capital city that works for Wales

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

6. Cardiff grows in a resilient way

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

7. Modernising and integrating our public services

## Well-being Objective 2:

### Cardiff is a great place to grow older

The population in Cardiff is ageing, as it is across Wales. To help ensure good quality of life as people grow older, the Council and its partners recognise the number of older people with life-limiting conditions, and in particular living with dementia, is also increasing. More immediately, Covid-19 has had a major impact on the city's older people, bringing into sharp focus the challenges facing adult social care – particularly a significant increase in demand for care. The policy decisions and actions that are taken now – in partnership across public services – will be crucial in helping support people to remain in good health and live independently at home as they grow older. A key part of this will be the ongoing focus on joined-up planning and integrated service delivery across all Council directorates. This approach is also instrumental in helping prevent unsustainable demand for services, as well as managing budgetary challenges.

#### **Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:**

- **Supporting older people to stay active and connected in an age-friendly city**
- **Supporting older people to live independently at home through strengths-based preventative services**
- **Working in partnership to deliver high-quality sustainable care and support**
- **Supporting informal carers and valuing their role**
- **Ensuring our services meet the needs of the most vulnerable**
- **Proactively modernising our services**

## **Progress Made**

- **A new Ageing Well Strategy was approved in January 2022**, which sets out the proposed direction of travel for services and support for older people over the next five years.
- **Joint working between the Community Hubs and Day Centres has introduced opportunities** such as exercise classes to support citizens and promote well-being. Hubs and libraries across Cardiff have also implemented a programme of face-to-face events designed to help older people reconnect, such as Meet Up Mondays, craft sessions, as well as sporting activities.
- **The number of people accessing acute, residential or nursing care across the city has reduced.** An established Occupational Therapy team provides both proactive and reactive reviews or care, and a Hospital Review team is in place to enable a speedy discharge from hospital.
- **Independent Living and Ageing Well services have been enhanced**, with a focus placed on greater alignment between the Health Board's Single Point of Access team and with the Council's Community First Point of Contact teams.
- **Activities to promote and raise awareness of services aimed at individuals affected by dementia continue to be undertaken**, including the launch of a pen pal scheme linking care homes with local schools.
- **Over 600 digital Dementia Friendly City events have been held during 2021**, raising awareness and promoting the support available across Cardiff. Cardiff's Dementia Friendly website has also been the focus of extensive promotion.
- **An e-reader loan scheme has been launched, expanding the availability of e-books.** Training has been developed to ensure that any digital exclusion concerns are resolved, and users are comfortable with the technology.
- **The 'Working Towards an Age-Friendly City' action plan has been finalised and approved** by the Regional Partnership Board and the Older People's Commissioner for Wales.

## **Priorities for 2022/23**

### **Supporting older people to stay active and connected in an age-friendly city**

It is crucial that older people in Cardiff have access to the right advice, support, activities, and services to help them stay healthy and independent. The Council's Community Hubs are well placed to assist in tackling many of the issues that affect the health and well-being of older people, particularly social isolation. Moving forward, the Council will strengthen the independent living and well-being advice provided in the Hubs for both older people and their carers, providing virtual activities and events, as well as face-to-face activities through a hybrid model of community engagement.

As part of the ambition for the city to be a great place to grow older, work is ongoing for Cardiff to become a World Health Organisation Age-Friendly City, as well as a Dementia Friendly City, and the Council has recently committed to an Age-Friendly City Action Plan. This cross-cutting community activity is essential to support people to age well and the Plan forms a crucial part of the Council's new Ageing Well Strategy.

### **Supporting older people to live independently at home through strengths-based preventative services**

In order to enhance existing core services, the Council will work to develop and join up services to better support older people to stay independent at home. This includes embedding a strengths-based, outcome-focused and preventative approach across services for older people. As part of this work, the Council will streamline services to make a single route into all our services for older people to support prevention and reablement, as well as a timely and safe hospital discharge.

Greater user of technology is crucial to helping more people stay independent for longer. To encourage the use of technology, the Council will develop a Cardiff Tech Strategy, and introduce proposals for an Independent Living Well-being Centre, which will ensure that residents have easy access to equipment that is appropriate to their needs as they grow older.

Appropriate housing is also widely recognised as a key factor in supporting independence. The Council is committed to ensuring its building programme delivers care-ready, adapted, and adaptable homes, as well as specialist community living schemes for older people that can adjust to meet Cardiff's changing housing need.

### **Working in partnership to deliver high-quality sustainable care and support**

The Council's commissioned care providers deliver the majority of care for older people, providing an essential service to the most vulnerable people in Cardiff. The national issues currently being faced by the sector, particularly the difficulty in the recruitment and retention of staff, and the inability of the sector to grow to meet the surge in demand

following the end of Covid restrictions, has revealed the fragility of the market. It has also revealed systemic issues, such as low pay and a lack of job security, within the sector. The Council is therefore committed to working in partnership with commissioned care providers to better understand the issues that they face.

Valuing and developing the social care workforce is key if good quality care is to be provided. Welsh Government has recently announced additional funding to enable local authorities to implement the Real Living Wage within the care sector. The Council will therefore work with Welsh Government to ensure that this is achieved in the most effective way possible. Additionally, Cardiff Cares Academy will be further developed to ensure that training, mentoring and employer support is available across the sector.

### **Supporting informal carers and valuing their role**

The Council recognises the vital contribution that informal or unpaid carers make to communities and the people they care for, and understands the pressure that caring for a loved one can cause. As a result, the Council is committed to ensuring that carers are recognised, and that every step is taken to ensure the highest quality of life – both for those providing and for those in receipt of care. Looking ahead, support for carers will be reviewed in full consultation with carer representatives.

### **Ensuring our services meet the needs of the most vulnerable**

The Council's ambition is for Cardiff to be a Dementia Friendly City. As part of this ambition, it is crucial to understand how to best support people with dementia to live in the community. As a result, the Council will embed research-based best practice into approaches, ensuring that this influences the way in which services are commissioned in social care. Ensuring that the voices of Cardiff's citizens are heard – particularly when their mental capacity is compromised – is of utmost importance. Social workers will take a strengths-based approach to mental capacity moving forward, and the Council will continue to commission effective advocacy services.

### **Proactively modernising our services**

To ensure that the Council is able to deliver its priorities, it will be necessary to modernise services for older people, embedding a strengths-based and independence-focused approach that is supported by training and quality monitoring. The way that services are provided will also need to change to remove duplication and costly bureaucracy, ensuring that professionals have the time to support the most vulnerable older people effectively, while wider help is available to older people through a range of other Council and partner services. Quality monitoring work will be undertaken through the Quality Assurance Framework which delivers high-quality, strengths-based social work and care. This will ensure that the assessments meet regulatory requirements and identify outcomes for individuals that reflect their voices and needs.

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

Ref	We will:	Lead Member	Lead Directorate
S2.1 (New)	<p><b>Prevent social isolation through supporting older people to stay active and connected by:</b></p> <ul style="list-style-type: none"> <li>Increasing the availability of age-friendly virtual and face-to-face activities through a hybrid model of community engagement, and promoting these widely by June 2022;</li> <li>Offering age-friendly digital inclusion support tailored to individual need by August 2022;</li> <li>Assisting community groups to deliver activities for older people by promoting the help available through our community inclusion team and well-being mentors by June 2022;</li> <li>Encouraging volunteering to support older people and carers through a dedicated volunteer co-ordinator by March 2023;</li> <li>Integrating Community Hub and Older Person Day Centre Services to increase the range of activities provided and further involving partners and volunteers in the centres by September 2022;</li> <li>Developing a 'Hubs for All' approach by March 2023, which will include specialist support on site, to make Hub activities accessible to people with higher care needs;</li> <li>Providing additional respite for carers by opening the Day Centres at weekends and extending opening times in the Hubs;</li> <li>Further enhancing our Hubs by working with Cardiff &amp; Vale University Health Board (UHB) to establish integrated Health and Wellbeing Centres at the: <ul style="list-style-type: none"> <li>Maelfa Health &amp; Wellbeing Hub (completed by October 2022);</li> <li>Ely &amp; Caerau Parkview Wellbeing Hub, subject to funding approval (planning consent by September 2022);</li> </ul> </li> <li>Strengthening the independent living and well-being advice available for older people and their carers, to help them to prepare for</li> </ul>	Cllr Susan Elsmore & Cllr Lynda Thorne	Adult Services, Housing & Communities

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

	<p>the future, by updating the information available via the website, providing training to all Hub staff and co-ordinating information sessions by March 2023;</p> <ul style="list-style-type: none"> <li>Working to become a World Health Organisation Age-Friendly City, developing a city-wide evaluation framework and key performance indicators by June 2022 and producing quarterly monitoring reports by September 2022;</li> <li>Relaunching the Dementia Friendly City campaign, recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly by December 2022.</li> </ul>		
S2.2 (New)	<p><b>Help older people to stay independent at home, embedding strengths-based and preventative services</b> by:</p> <ul style="list-style-type: none"> <li>Building on our First Point of Contact Service to make it the single route into services by November 2022;</li> <li>Increasing the availability of Occupational Therapy through out of hours services by November 2022;</li> <li>Fully embedding outcome-focused, strengths-based social work and empowering social workers and Independent Living teams to prescribe low-level adaptations and equipment by March 2023;</li> <li>Modernising homecare services to provide both a full reablement service and short-term emergency care by November 2022;</li> <li>Working with health partners to bring forward plans for a rapid response 24/7 service to prevent unnecessary hospital admissions by March 2023.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.3 (New)	<p><b>Work with the Regional Partnership Board to develop integrated Local Multi-Disciplinary Teams (MDT)</b> that prevent hospital admission and facilitate hospital discharge by:</p> <ul style="list-style-type: none"> <li>Identifying easily accessible locations within the community and developing an overall working model for the MDT by March 2023;</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities



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	<ul style="list-style-type: none"> <li>Continuing to work with GP clusters to meet the holistic needs of citizens.</li> </ul>		
S2.4 (New)	<p><b>Work to support timely and safe hospital discharge by:</b></p> <ul style="list-style-type: none"> <li>Establishing a single point of contact in the hospital to ensure safe and timely discharge by following 'Home First' principles;</li> <li>Agreeing a location within the hospital and a joint operating model by June 2022;</li> <li>Developing an enhanced triage process to support a prompt return to independence by September 2022;</li> <li>Improving the Discharge to Recover and Assess model to more accurately identify care needs, by undertaking assessments in a person's home and not in the hospital, by December 2022</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.5 (New)	<p><b>Improve the use of technology, aids and adaptations to support independence by:</b></p> <ul style="list-style-type: none"> <li>Developing a cutting-edge Cardiff Tech Strategy and introducing a 'tech finder tool' for staff and citizens alike by March 2023;</li> <li>Developing proposals for an Independent Living Well-being Centre by September 2022;</li> <li>Removing the means test from all eligible disabled adaptations by April 2022 and expanding the recycling of equipment and adaptations by September 2022.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.6 (New)	<p><b>Develop older persons housing that supports independent living, including:</b></p> <ul style="list-style-type: none"> <li>Developing 44 new care-ready apartments at Addison House, Rumney by February 2023;</li> <li>Commencing development of 101 care-ready apartments at the Maelfa and St. Mellons care-ready schemes by April 2022;</li> <li>Commencing development of 35 older person apartments on the site of Canton Community Hall with a contractor appointed by June 2022 and on-site work underway by October 2022;</li> <li>Commencing development of 44 older person care-ready apartments at Bute</li> </ul>	Cllr Susan Elsmore & Cllr Lynda Thorne	Adult Services, Housing & Communities



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	<p>Street, with a contractor appointed by August 2022 and on-site work underway by December 2022;</p> <ul style="list-style-type: none"> <li>Commencing development of older person flats at Moorland Road, with a planning application submitted by May 2022 and on-site work underway by January 2023;</li> <li>Submit the planning application for the Michaelston wellbeing village masterplan by February 2023.</li> </ul>		
S2.7 (New)	<p><b>Support older people to move to more appropriate housing where this will support independence by:</b></p> <ul style="list-style-type: none"> <li>Fully establishing the Rehousing Solutions service that delivers tailored housing support by September 2022;</li> <li>Using extra care and community living housing as an alternative to residential care for both respite and permanent care by reviewing best practice and developing proposals for change by March 2023.</li> </ul>	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.8 (New)	<p><b>Working in partnership with commissioned care providers to deliver flexible person-centred care that meets current and future needs by:</b></p> <ul style="list-style-type: none"> <li>Establishing a Trusted Partnership agreement to allow care to be adapted by care providers to meet individual need by September 2022;</li> <li>Working with care providers to put in place Local Care Co-ordinators who will be part of multi-agency locality teams by September 2022;</li> <li>Working to reshape the care market to meet future care and support requirements based on the Regional Market Sustainability Report and Population Needs Assessment by December 2022;</li> </ul> <p>Assisting the care sector to move away from general residential towards home-based care and promoting the development of additional high-quality dementia residential and dementia nursing care by December 2022.</p>	Cllr Susan Elsmore	Adult Services, Housing & Communities

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S2.9 (New)	<p><b>Increase the voice and control of citizens in our services and in the commissioning of care and support by:</b></p> <ul style="list-style-type: none"> <li>Developing proposals to move away from a “task and finish” approach to care to focus on well-being outcomes by March 2023;</li> <li>Reviewing engagement with older people, and bringing forward proposals for enhancing involvement by September 2022;</li> <li>Working to increase the supply of well-trained personal assistants by reviewing support for direct payments by September 2022;</li> </ul> <p>Exploring the provision of care through local micro-enterprises by March 2023.</p>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.10 (New)	<p><b>Build on the quality of care provided</b> ensuring that effective quality monitoring is in place by:</p> <ul style="list-style-type: none"> <li>Reviewing progress on embedding the Quality Assurance Framework for older persons services by September 2022;</li> <li>Reviewing best practice in dementia residential and nursing homes to inform future commissioning by June 2022;</li> <li>Co-producing a Regional Quality Framework for care homes underpinned by local quality assurance arrangements and reviewing quality ratings for both domiciliary and residential care by September 2022;</li> <li>Re-launching the escalating concerns process by June 2022.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.11 (New)	<p><b>Valuing and developing the social care workforce by:</b></p> <ul style="list-style-type: none"> <li>Working with the Welsh Government to fully implement the Real Living Wage for care workers in Cardiff by June 2022;</li> <li>Further developing Cardiff Cares Academy to provide training, mentoring and employer support;</li> <li>Providing proactive support to help care workers achieve registration;</li> </ul> <p>Working in partnership with providers to grow the care workforce – reviewing the success of the new locality-based Care Development Contracts by September 2022.</p>	Cllr Susan Elsmore	Adult Services, Housing & Communities

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S2.12 (New)	<b>Supporting and valuing the work of unpaid carers by</b> <ul style="list-style-type: none"> <li>Reviewing advice services for carers to ensure they meet current needs by June 2022;</li> <li>Evaluating the current carer's assessment process and exploring how take-up can be improved by September 2022;</li> <li>Reviewing the range of respite provided by September 2022;</li> <li>Ensuring services meet the needs of carers by consulting and co-producing any changes with carers.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S2.13 (New)	<b>Supporting people with dementia to stay at home wherever appropriate by:</b> <ul style="list-style-type: none"> <li>Reviewing best practice in supporting people with dementia to live in the community by September 2022;</li> <li>Reviewing the dementia training required to ensure that staff can tailor the correct care and support to the person and their family in their home by March 2023.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K2.1	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	95%
K2.2	The number of people who accessed the Community Resource Team	2,000
K2.3	The total hours of support provided by the Community Resource Team	50,000
K2.4	The number of people in residential care aged 65 or over per 10,000 population	No target, but year-on-year reduction
K2.5	The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	75%
K2.6	The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	185
K2.7	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	National data collection has been suspended during the Covid-19 pandemic.
K2.8	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	85%

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K2.9	The percentage of Council staff completing Dementia Friends training	<b>85%</b>
K2.10	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	<b>40</b>
K2.11	The number of digital Dementia Friendly City events held	<b>600</b>

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

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

The Covid-19 pandemic has had significant impacts beyond the public health crisis, with a number of existing inequalities deepening over the past two years. The cost-of-living crisis is also having an impact on many households with inflationary pressures making essential day-to-day items more expensive. The Council will therefore continue efforts to tackle poverty and reduce inequality in all its forms, ensuring that everyone who lives and works in Cardiff can contribute to and benefit from the city's success – a theme which runs throughout this Corporate Plan.

**Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:**

- **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**

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

- The Money Advice Team identified **£12.6m of additional weekly benefit for their clients** between April and December 2021. In the same period **984 people secured work following tailored support from the Into Work Service.**
- **A new Housing Support Programme Strategy was approved in January 2022**, which aims to prevent homelessness and accelerate the shift to a rapid re-housing approach.
- **The Council opened Cardiff's first family homelessness centre** in Briardene, Gabalfa, which offers good-quality, family accommodation with staff on site during the day, as well as other provision, including Early Help family services, health visiting and parenting support.
- **The Colum Road development providing single person supported accommodation is due to be completed at the end of February 2022.** This development will deliver specialist and supported housing to help meet the needs of the most vulnerable.

### **Priorities for 2022/23 (relevant to CASSC)**

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

'No Going Back', our vision for homelessness prevention, set out a new pathway for accommodation and support services in Cardiff in 2020. Building on that work, the new Housing Support Programme Strategy will provide a single strategic view of the Council's approach to homelessness prevention and housing support services. Key areas of work going forward will include providing additional emergency accommodation, creating a rapid re-housing plan in line with Welsh Government guidelines, and developing leasing schemes and move-on provision.

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

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

Ref	We will:	Lead Member	Lead Directorate
S3.3	<p><b>Ensure support is available for people impacted by the pandemic and the migration to Universal Credit by:</b></p> <ul style="list-style-type: none"> <li>Ensuring Hub and advice line staff are aware of all schemes available to provide support to residents who have seen a reduction in their income due to Covid;</li> <li>Ensuring all Hub and advice staff are trained to be able to support clients who are being migrated from legacy benefits to Universal Credit from September 2022;</li> <li>Continuing to promote the rent arrears pathway and reviewing how rent arrears cases in all tenures are managed, so that they are dealt with rapidly, whilst using the most appropriate financial support to prevent homelessness as well as providing advice and guidance;</li> <li>Working closely with Cardiff Foodbank to better understand the causes of food poverty and improving pathways to support;</li> <li>Building on the “Together for Cardiff” initiative to improve access to the new fuel poverty scheme – delivered in partnership with local businesses and ACE (Action in Caerau &amp; Ely) and co-ordinated through the Money Advice Team – by October 2022.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K3.7 (New)	The number of customers helped with Covid-related and Universal Credit financial support	3,000
K3.8	Additional weekly benefit identified for clients of the Advice Team	£14,500,000
K3.9	The number of hours given volunteering within the Advice & Benefits Service	5,000



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

Ref	We will:	Lead Member	Lead Directorate
S3.6 (New)	<b>Deliver the strategic priorities within the new Housing Support Programme strategy</b> including developing a detailed Rapid Rehousing Transition Plan by September 2022 to: <ul style="list-style-type: none"> <li>• Greatly improve the offer to private landlords, extending the range of incentives available and promoting the leasing schemes;</li> <li>• Increase move-on options for single homeless people, including the development of managed housing schemes;</li> <li>• Increase Housing First provision and the access to intensive support in the community;</li> <li>• Extensively promote and support mutual exchanges to address housing need among social tenants.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
S3.7 (New)	<b>Encourage early take-up of housing advice and homeless prevention services</b> by: <ul style="list-style-type: none"> <li>• Developing and implementing a communications plan by July 2022 to widely promote the help available to prevent homelessness;</li> <li>• Increasing the accessibility of specialist housing advice, mediation, and prevention services by providing these through the Community Hubs by August 2022;</li> <li>• Reviewing the prisoner and hospital discharge pathway to ensure they are working effectively by December 2022.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
S3.8 (New)	<b>Embed an assessment/ triage approach for all those presenting as homeless</b> by: <ul style="list-style-type: none"> <li>• Ensuring need is properly identified for both individuals and families, and that housing and support plans are tailored to individual need;</li> <li>• Ensuring our family homeless centres offer appropriate support by working with Early Help and other partners;</li> <li>• Reviewing the success of the Single Homeless Assessment Centre and consider future development of the scheme.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

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S3.9 (New)	<p><b>Ensure that the complex needs of homeless people are met by:</b></p> <ul style="list-style-type: none"> <li>• Further developing the Multi-Disciplinary Team (MDT) and ensuring clear pathways are in place for move on to mainstream services when appropriate;</li> <li>• Ensuring that appropriate health and support services are available in hostels and supported accommodation;</li> <li>• Fully training staff and focusing on assertive re-engagement with those that may fall out of services as well as providing meaningful opportunities for residents to train and volunteer;</li> <li>• Continuing to support and assist rough sleepers to access and maintain accommodation by reviewing and developing our assertive outreach approach and further developing and promoting the benefits of Diversionary Activities.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
S3.10 (New)	<p><b>Improve the quality of our supported accommodation by:</b></p> <ul style="list-style-type: none"> <li>• Delivering the planned supported housing scheme for single people at Adams Court, with the first phase completed by April 2022 and final completion by December 2022;</li> <li>• Delivering the new family homelessness centre at the Gasworks by June 2022 and progressing with the construction phase of the scheme at Harrison Drive by March 2023;</li> <li>• Phasing out accommodation that no longer meets the required standards.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
S3.11 (New)	<p><b>Prevent youth homelessness and ensure that young people leaving care are supported by:</b></p> <ul style="list-style-type: none"> <li>• Reviewing and enhancing advice and mediation services, with particular regard to young people;</li> <li>• Considering targeted interventions and support for school-aged children and their families;</li> <li>• Ensuring the young person's gateway accommodation meets current needs, reviewing and increasing capacity within the gateway as needed;</li> <li>• Developing the Citadel supported housing scheme for young people with complex needs.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

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Ref	Key Performance Indicator	Target
K3.12	The percentage of households threatened with homelessness successfully prevented from becoming homeless	<b>80%</b>
K3.13	The total number of rough sleepers in the city	<b>&lt;20</b>
K3.14	The number of rough sleepers supported into accommodation	<b>160</b>
K3.15	The percentage of rough sleepers housed in the previous month who have maintained their accommodation	<b>65%</b>
K3.16	The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	<b>75%</b>
K3.17	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	<b>80%</b>

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

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

Communities are at the heart of well-being. They play a vital role in connecting people with the social networks and the day-to-day services we all depend on – as made evident during the Covid-19 pandemic. The Council will therefore prioritise activities to make sure that communities in Cardiff are safe, that people in Cardiff feel safe and that they have easy access to the services that they need. The Council will also continue to deliver services, at the local level, in a well-planned, connected, and integrated way.

**Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:**

- **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**

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

- The Council has **delivered 591 new Council homes** as part of a £1 billion Council-led programme to build 4,000 homes over a ten-year period.
- **The redevelopment of Maelfa in Llandeyrn has transformed the area** with a new and modern shopping centre, infrastructure and environmental improvements, and affordable new homes.
- The roll-out of the Council's Hubs programme has seen the **opening of the Butetown Creative Hub**, supporting young people into the creative sector, as well as the **opening of refurbished Community Hubs in Whitchurch and Rhydypennau**, introducing additional and enhanced services to serve these communities.
- **A new Hubs website has been launched to improve access to services**, including advice services, Adult Learning and the Into Work Service. The site now has more than 2,000 users.
- **A highly successful Council engagement and digital support programme helped EU nationals who had not yet done so to apply to the EU Settlement Scheme.** By the deadline in June 2021, **23,990 applications** had been made to the scheme, in line with the highest estimate for the number of eligible EU nationals in Cardiff.
- **Cardiff's response to the Afghanistan crisis, in partnership with the Urdd, is to be recognised in 2022** with an item on Channel 4 news and as part of a Welsh-language S4C documentary exploring the experiences of refugees and asylum seekers in Wales.

### **Priorities for 2022/23 (relevant to CASSC)**

#### **Building new Council homes and investing in community facilities**

Delivery of the 'Cardiff Living' and community housing schemes – part of the largest house-building programme in Wales – will be accelerated over the coming year. Developments such as those at Channel View, the Gasworks site in Grangetown and the former Eastern High School site will deliver low-carbon Council and affordable private homes, as well as improved access to green spaces, facilities and sustainable transport networks. To further the provision of essential services within our communities, the roll-out of the Community Hubs programme will continue over the coming year, including the Maelfa Health & Wellbeing Hub and Rhiwbina Hub.

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

Over the coming year, the Council will continue to take forward the new joint Child and Adult Exploitation Strategy, which addresses all identified forms of exploitation, including

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modern slavery. This work will include developing a new approach to safeguarding young people from exploitation, working with partners to strengthen our response to exploitation and enhancing engagement with families and carers to support them in keeping our young people safe.

### **Creating safe and inclusive communities**

Cardiff's Community Safety Partnership will continue to focus on its established priorities, including addressing street-based lifestyles, complex needs and violence in communities, as well as implementing area-based working. As part of this work, a new statutory Violence Prevention Strategy will be developed, focusing on building local intelligence, protecting those who are vulnerable, targeting violent offenders, and progressing a preventative approach whilst raising awareness of the issues.

Building more inclusive communities will remain a key priority over the coming year. The Council will build on the support provided to recently arrived evacuees from the Afghanistan crisis, continue to lead on the co-ordination of the Inclusive Cities Programme and provide legal assistance and other support for migrant communities who face additional risk as a result of the pandemic. Furthermore, the Council will focus on the agreed actions emerging from the Race Equality Taskforce's proposals, continue to monitor the impact of Brexit on community cohesion and progress applications of both Children Looked After and vulnerable adults to the EU Settlement Scheme.

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

### **Building new Council homes and investing in community facilities**

<b>Ref</b>	<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
S4.1	<p><b>Expand the scale, pace and carbon-efficiency of the council house building programme by:</b></p> <ul style="list-style-type: none"> <li>• <b>Building over 4,000 new homes to include;</b> <ul style="list-style-type: none"> <li>– 2,800 affordable homes</li> <li>– and 1,200 homes for sale;</li> </ul> </li> <li>• <b>Implementing an accelerated model of delivery,</b> reducing the time it takes to get from planning approval stage to start on-site</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

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	<ul style="list-style-type: none"> <li>• <b>De-carbonising the programme</b>, moving rapidly towards a net-zero carbon standard.</li> </ul>		
S4.2	<p><b>Drive up standards in the private rented housing sector by:</b></p> <ul style="list-style-type: none"> <li>• Delivering the Welsh Government's Rent Smart Wales scheme – an all-Wales registration and licensing scheme;</li> <li>• Undertaking robust enforcement action to deal with rogue agents and landlords letting and managing properties.</li> </ul>	Cllr Lynda Thorne & Cllr Michael Michael	Resources, and Economic Development
S4.3	<p><b>Invest in the regeneration of local communities by:</b></p> <ul style="list-style-type: none"> <li>• Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme;</li> <li>• Designing a new cohesive development and regeneration programme where it is feasible to join up new build with wider estate regeneration, providing a co-ordinated approach and deliver wider benefits to our local communities;</li> <li>• Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in: <ul style="list-style-type: none"> <li>– The South Riverside Business Corridor and wider district and local centres;</li> <li>– Other schemes including the Roath and Adamsdown business corridor, and improvement schemes on Cowbridge Road East;</li> </ul> </li> <li>• Implementing a further three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members;</li> <li>• Delivering the 'Michaelston College' multi-generational wellbeing village, delivering older person and family housing and bringing together health, housing and community facilities into one sustainable and transformational project.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities



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S4.4	<p><b>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</b></p> <ul style="list-style-type: none"> <li>• Progressing plans for a Youth Hub in the city centre and working with partners to deliver new provision at the Ely Youth Hub;</li> <li>• Working with the University Health Board on the Maelfa Health &amp; Wellbeing Hub, Ely &amp; Caerau Parkview Wellbeing Hub and on developing new joint Hubs on strategic planning sites;</li> <li>• Collaborating with the Health Board to promote wider health benefits and screening information through the Hubs.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
S4.5 (New)	<p><b>Prepare and adopt a new Regeneration Strategy by February 2023 to support district and local centres, and 15-minute city principles</b> including:</p> <ul style="list-style-type: none"> <li>• Aligning with funding sources such as Welsh Government's Transforming Towns Programme;</li> <li>• Joining up schemes and themes across the Council;</li> <li>• Considering housing-led regeneration projects.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
S4.6 (New)	<p>Work in partnership with Registered Social Landlords to <b>maximise the amount of affordable housing</b> that can be delivered through the Social Housing Grant Programme by:</p> <ul style="list-style-type: none"> <li>• Achieving a full spend of allocated Welsh Government funding;</li> <li>• Maximising opportunities to secure additional monies.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
S4.7 (New)	<p>Work in partnership across the directorate and with partner Housing Associations to <b>enable a range of specialist and supported accommodation to be delivered</b> to respond to their associated housing needs.</p>	Cllr Lynda Thorne	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K4.1	Total number of new Council homes completed and provided	1,000 cumulative

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	<i>(Target to be achieved by December 2022. 4,000 homes to be provided by 2030.)</i>	
K4.20 (New)	Total number of new affordable housing units (Council and Housing Association) completed per annum	<b>250</b>
K4.2	The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services	<b>100</b>
K4.21 (New)	The percentage of empty private sector properties brought back into use during the year through direct action by the Local Authority	<b>TBC in April 2022</b>
K4.22 (New)	The number of additional dwellings created as a result of bringing empty properties back into use	<b>TBC in April 2022</b>
K4.3	The percentage of residents satisfied with completed regeneration projects	<b>90%</b>
K4.4	The number of visitors to libraries and Hubs across the city	<b>Monitor KPI, but no target set</b>
K4.6	The number of page views on the Hubs website	<b>80,000</b>
K4.7	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	<b>95%</b>
K4.8	The number of visits (page views) to the volunteer portal	<b>75,000</b>

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

<b>Ref</b>	<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
S4.9 (New)	<p><b>Ensure that all people, however vulnerable, retain a voice in their care by:</b></p> <ul style="list-style-type: none"> <li>Ensuring our social workers take a strengths-based approach to mental capacity and ensure that as far as possible older people retain voice and control;</li> <li>Implementing the new Liberty Protection Safeguards legislation and mainstreaming these within our services;</li> <li>Recommissioning Advocacy Services in line with the commitments set out in the Cardiff and Vale Advocacy Strategy;</li> </ul>	<b>Cllr Susan Elsmore &amp; Cllr Graham Hinchey</b>	<b>Adult Services, Housing &amp; Communities, and Children's Services</b>

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	<ul style="list-style-type: none"> <li>Reviewing and enhancing our Direct Payments Services.</li> </ul>		
S4.10 (New)	Continue to move towards locality working models to <b>bring together multi-disciplinary services based in local communities</b> to promote health and well-being, support independence and prevent unnecessary hospital admissions.	Cllr Susan Elsmore	Adult Services, Housing & Communities
S4.11 (New)	<b>Improve the support available to people with mental health issues</b> by: <ul style="list-style-type: none"> <li>Supporting the Health Board with their Community Transformation project and the review of services to meet the needs of those individuals who may not require formal care and support services;</li> <li>Further develop the Health and Wellbeing service within the Hubs, providing support and advice and finding community solutions for individuals with low-level mental health issues;</li> <li>Identify additional accommodation and support solutions to support people with mental health issues to move from residential services to live independently.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S4.12 (New)	<b>Enhance the support available for people living with learning disabilities</b> by: <ul style="list-style-type: none"> <li>Further developing the Complex Needs Day Service, expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community;</li> <li>Improving and increasing overnight respite by June 2022 and setting out proposals for building development by March 2023;</li> <li>Developing proposals for new supported living accommodation</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities

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	options, producing a planned pipeline of projects by September 2022.		
S4.13 (New)	<b>Ensure that all staff have access to the appropriate level of training to meet the needs of autistic people in line with the new Code of Practice on the Delivery of Autism Services.</b>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S4.15	<b>Ensure children and adults are protected from risk of harm and abuse by:</b> <ul style="list-style-type: none"> <li>• Embedding the <b>Exploitation Strategy</b> to address new and emerging themes of child and adult exploitation by March 2023;</li> <li>• Continuing to work with multi-agency partners to respond the rise in serious youth violence;</li> <li>• Embedding the <b>corporate safeguarding self-evaluations</b> by March 2023;</li> <li>• Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received.</li> </ul>	Cllr Graham Hinchey, Cllr Susan Elsmore & Cllr Chris Weaver	Adult Services, Housing & Communities, Children's Services, and Performance & Partnerships
S4.16 (New)	<b>Work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city, including:</b> <ul style="list-style-type: none"> <li>• Promoting health screenings;</li> <li>• Undertaking activities to prevent falls;</li> <li>• Promoting the take-up of vaccinations.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K4.9	The percentage of Council staff completing safeguarding awareness training	85%
K4.10	The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	85%
K4.24 (New)	The percentage of Council staff completing autism awareness training	85%

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K4.11	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%
K4.12	The number of adult protection enquiries received	Not appropriate to set target
K4.13	The percentage of adult protection enquiries completed within seven days	99%

## Creating safe and inclusive communities

Ref	We will:	Lead Member	Lead Directorate
S4.17	<b>Lead a targeted multi-agency problem-solving group approach to localised complex anti-social behaviour hotspots.</b>	Cllr Lynda Thorne	Performance & Partnerships
S4.18 (New)	<b>Deliver the existing two-year Alley Gating Programme (2021-2023),</b> subject to consultation with local communities, South Wales Police and other stakeholders, and identify priority lanes for the next two-year gating programme (2023-2025) by April 2023.	Cllr Lynda Thorne	Adult Services, Housing & Communities
S4.19 (New)	<b>Publish the Community Safety Partnership's Violence Prevention Strategy by March 2023.</b>	Cllr Lynda Thorne	Performance & Partnerships
S4.20	<b>Review and update the revised regional Violence against Women, Domestic Abuse and Sexual Violence strategy by December 2022.</b>	Cllr Susan Elsmore	Adult Services, Housing & Communities
S4.21 (New)	<b>Ensure all those who experience domestic abuse can access specialist support</b> by undertaking a full review of refuge accommodation in the city and identifying opportunities for improvement by March 2023.	Cllr Susan Elsmore	Adult Services, Housing & Communities
S4.22	<b>Implement the Cardiff Prevent Programme by:</b> <ul style="list-style-type: none"> <li>Further developing the Prevent training programme by September 2022;</li> <li>Developing a Communication and Community Engagement Plan by January 2023.</li> </ul>	Cllr Lynda Thorne	Performance & Partnerships
S4.24	<b>Deliver the Welsh Government's Community Cohesion Delivery Plan for 2022/23.</b>	Cllr Susan Elsmore	Performance & Partnerships

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Ref	Key Performance Indicator	Target
K4.14	The extent to which citizens agree that local public services are successfully dealing with anti-social behaviour and crime in their local area	<b>Monitor KPI, but no target set</b>

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## Well-Being Objective 6:

Cardiff grows in a resilient way

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

Ref	We will:	Lead Member	Lead Directorate
S6.4	<b>Deliver a Housing Energy Efficiency Retrofit programme</b> across all tenures of housing, including 2,000 domestic retrofits per year by 2024 composed in the short term of: <ul style="list-style-type: none"> <li>Up to 700 delivered through Housing Revenue Account funding (Council stock);</li> <li>Up to 700 delivered through Welsh Government funding (mixed tenure stock);</li> <li>Up to 600 delivered by Housing Associations (social housing stock) via our Affordable Warmth Partnership.</li> </ul>	Cllr Michael Michael & Cllr Lynda Thorne	Planning, Transport & Environment
S6.5	<b>Ensure good air quality by:</b> <ul style="list-style-type: none"> <li>Ensuring compliance of EU Limit value for NO<sub>2</sub> is maintained on Castle Street by ongoing monitoring and assessment of solution for a permanent scheme;</li> <li>Updating the Clean Air Strategy and Action Plan and implementing further measures to improve air quality;</li> <li>Reviewing real-time air quality data to assess and identify trends in pollution to assess further interventions that will further reduce air pollution;</li> <li>Continuing to support both bus and taxi sectors to accelerate towards achieving 'Zero Tailpipe' emission fleets in advance of 2028.</li> </ul>	Cllr Caro Wild, Cllr Michael Michael & Cllr Susan Elsmore	Planning, Transport & Environment

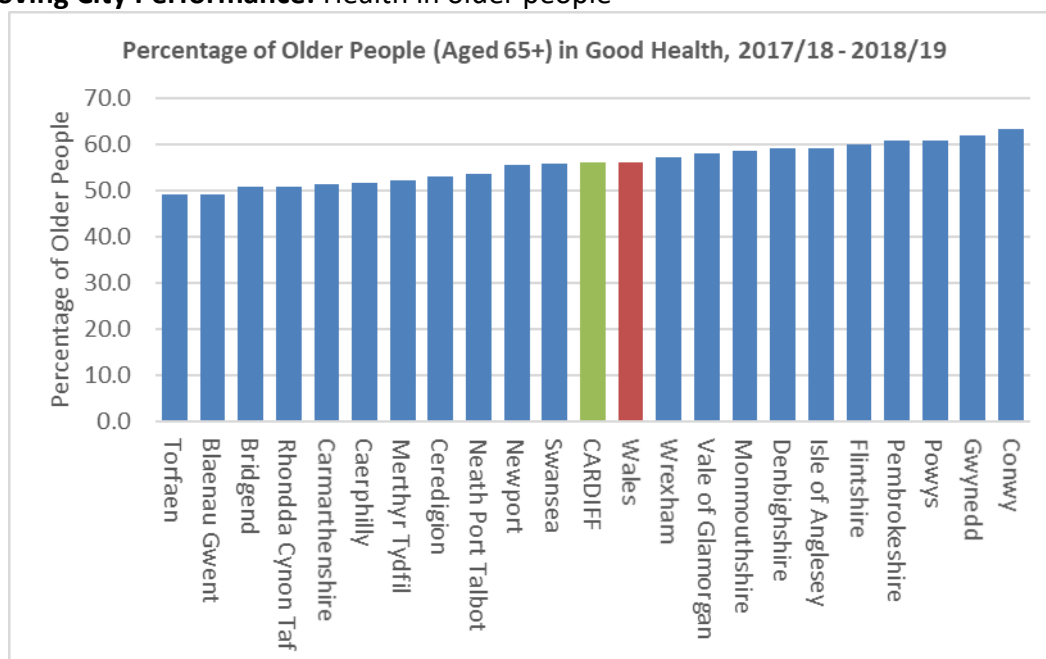


## Well-being Objective 2:

Cardiff is a great place to grow older

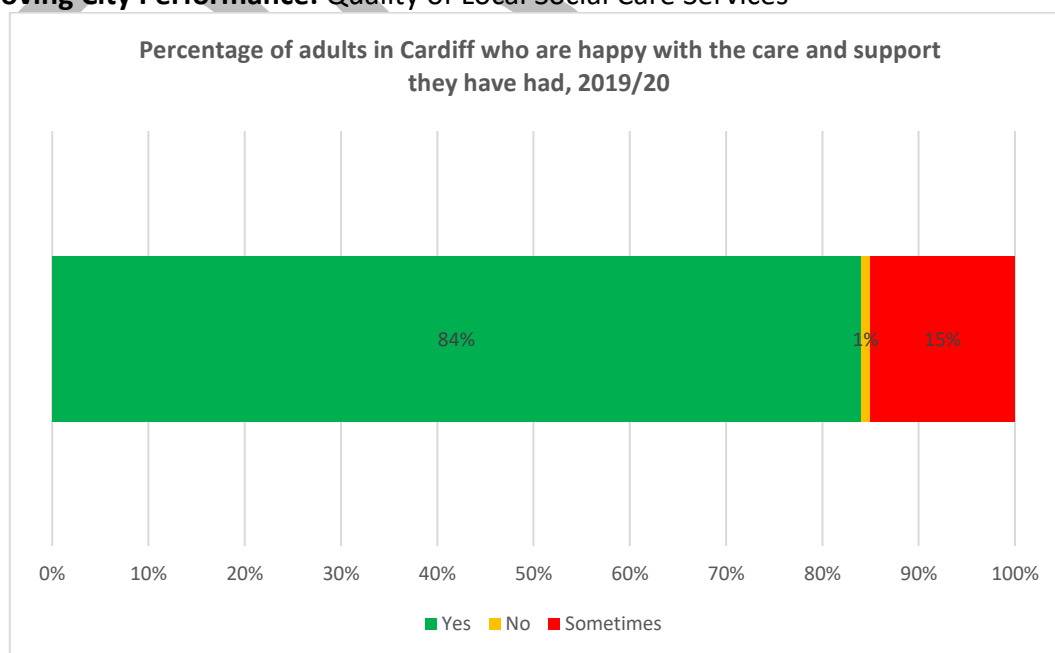
Measuring Progress against the Well-being Objective:  
**Outcome Indicators**

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



Source: Public Health Wales

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



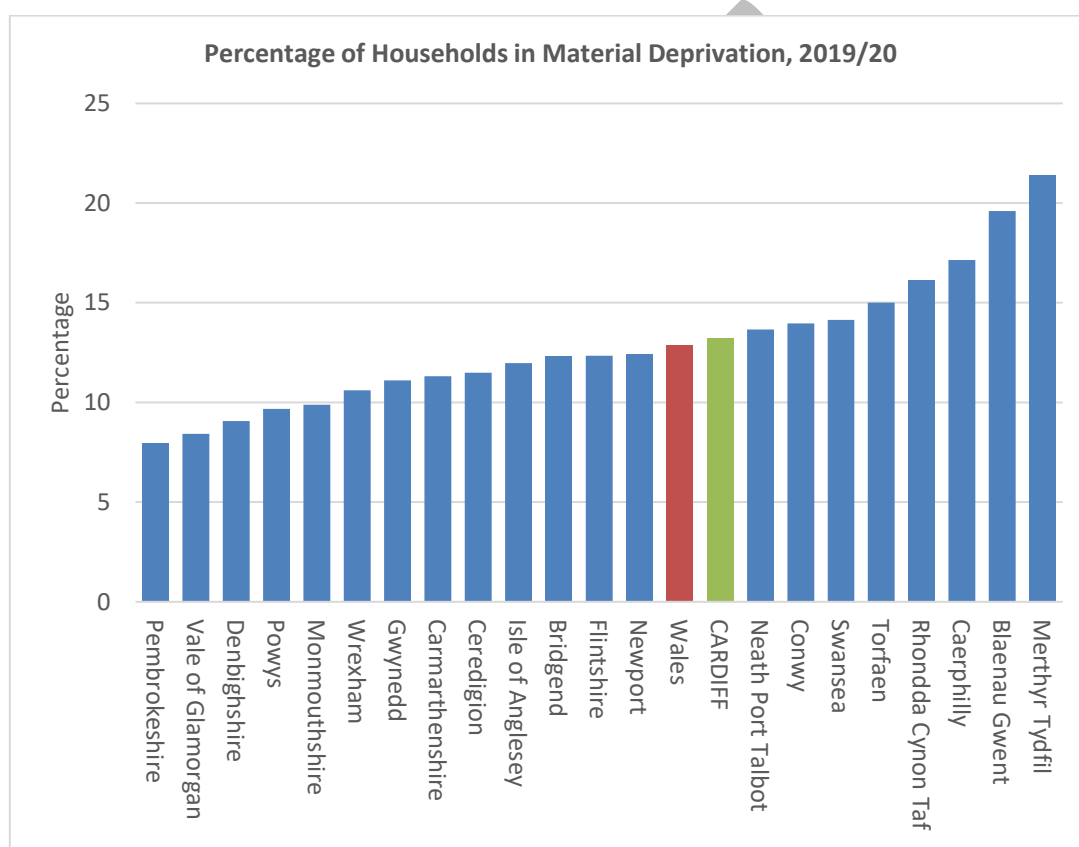
Source: Social Services & Well-being Survey 2019/20, Cardiff Council

## Well-being Objective 3:

Supporting people out of poverty

Measuring Progress against the Well-being Objective:

**Outcome Indicators (Relevant to CASSC)**



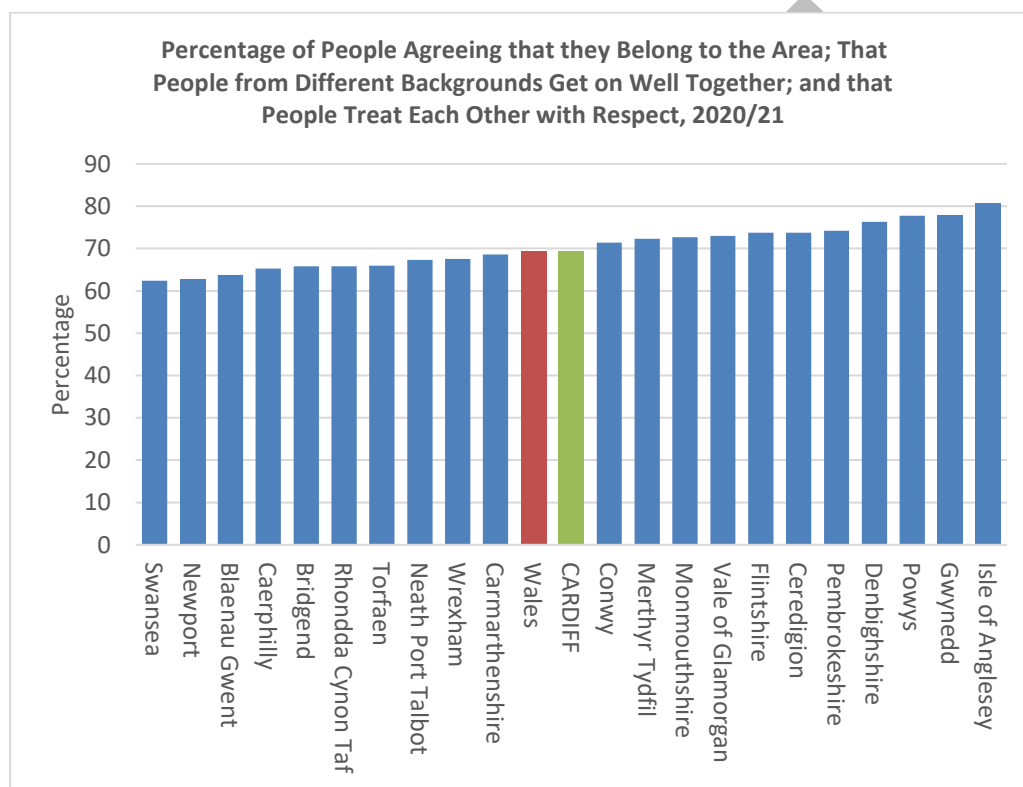
**Source:** National Survey for Wales, Welsh Government

## Well-being Objective 4:

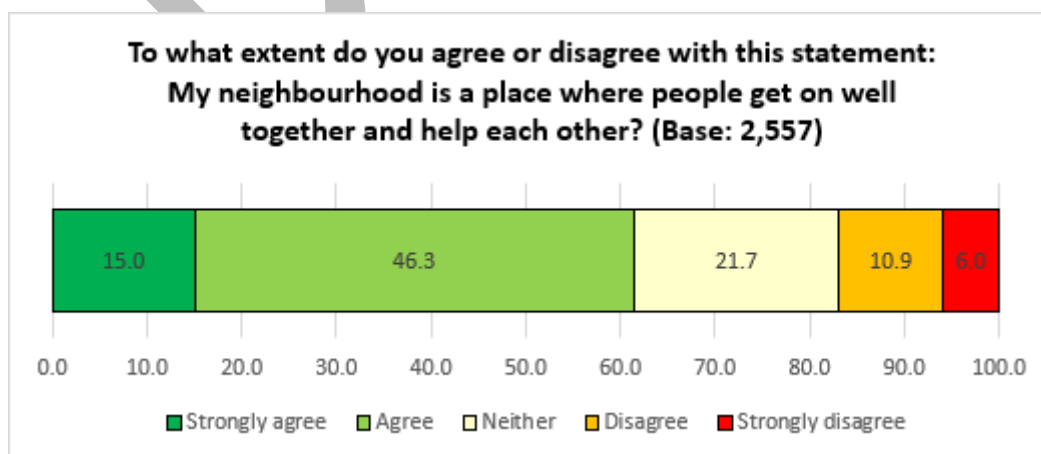
Safe, confident and empowered communities

Measuring Progress against the Well-being Objective:  
**Outcome Indicators (Relevant to CASSC)**

**Improving City Performance: Community Cohesion**

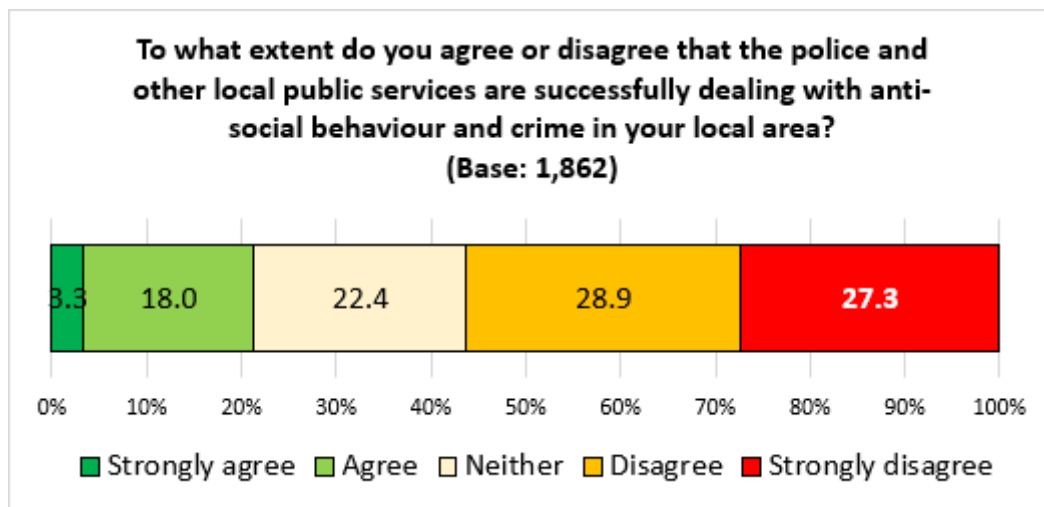


Source: National Survey for Wales, Welsh Government



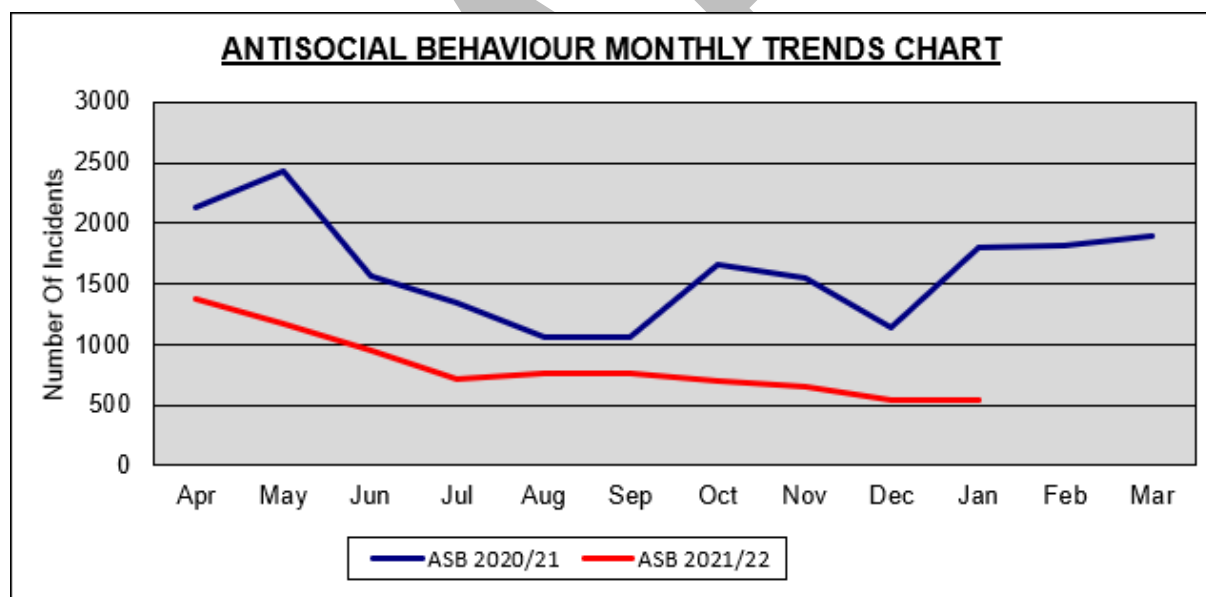
Source: Ask Cardiff 2021

## Improving City Performance: Community Safety



Source: Ask Cardiff 2021

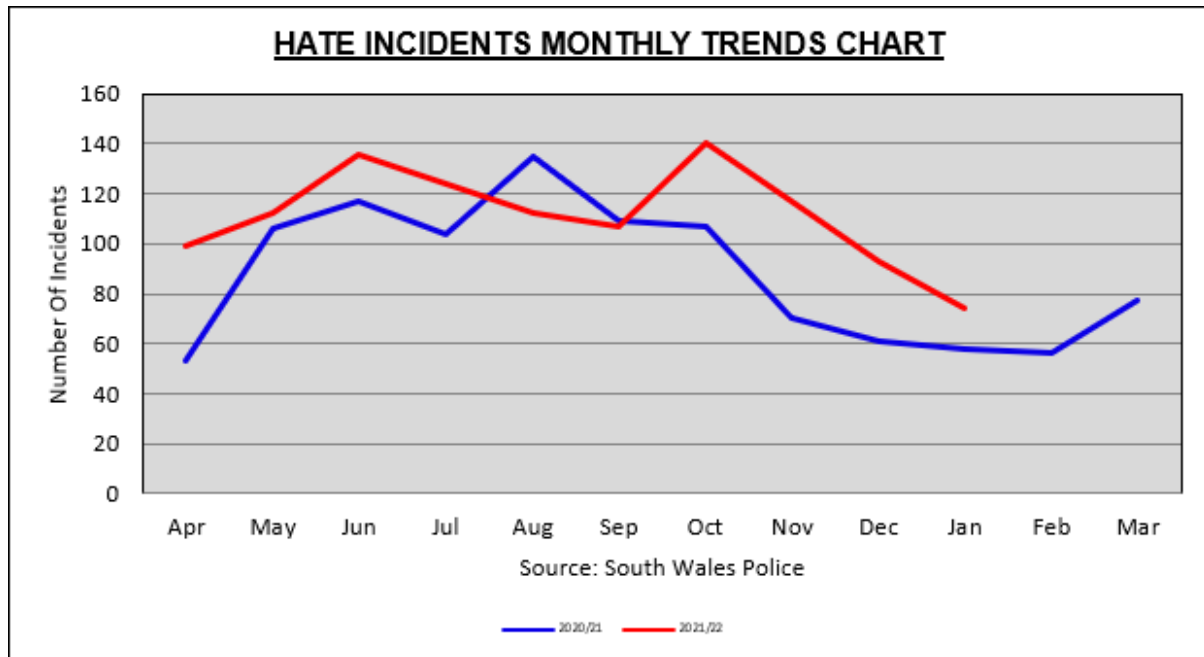
The number of reports of anti-social behaviour to the police



Source: South Wales Police

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**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



**Source:** South Wales Police