

APPENDIX 1 - Cardiff's Corporate Plan 2023-26 as relevant to CASSC . Blue – Falls to Cllr Sangani, Pink falls to Cllr Mackie, Orange falls to Cllr Bradbury, Green falls to Cllr Thorne, and Yellow is shared between Cabinet Members.

Delivering a Stronger, Fairer, Greener Cardiff

Cardiff Council Corporate Plan 2023-26

DRAFT

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

Leader's Foreword

Last May, the people of Cardiff elected a Labour administration to deliver on our manifesto commitments and placed their faith in us to make Cardiff a Stronger, Fairer, Greener city.

This Corporate Plan is an important document for my administration as it translates our Stronger, Fairer, Greener policy commitments into deliverable organisational objectives. In effect, it outlines the practical steps that we will take to turn our ambitions into reality.

A stronger city, a fairer city, and a greener city – these are the themes that have defined the work of the Council over the past decade, and they will be at the heart of everything we do over the next five years.

And we will be building on the excellent progress we have made over the last 10 years.

We have already delivered sustained improvement in the quality and effectiveness of Cardiff's education system and invested millions in delivering a high-quality learning environment.

We have transformed the approach to tackling homelessness in the city, massively reducing the number of people sleeping rough on the streets and delivered one of the biggest council house building programmes in the country.

We have helped establish Cardiff as a real Living Wage city, putting more money into the pockets of hard-working people and established Cardiff's first central business district right in the heart of the city.

These achievements – and many more – were made possible by ambition, principle and the hard work and dedication of a great many people.

The world, however, has changed significantly over the last two years, with the legacy of the Covid-19 pandemic deepening existing inequalities and creating new challenges. Some services have experienced ongoing loss of income whilst others are facing greater challenges and more complex issues as they support recovery. The lasting impact of the pandemic also remains keenly felt in schools, with attendance rates falling for a number of learners and a clear increase in the number of young people reporting poor mental health. These are challenges we must respond to.

The cost-of-living crisis is also placing real pressure on households across the city, hitting vulnerable individuals and families the hardest. Those in most need will look to the Council for support, and we will not let them down.

And across the country, local authorities are facing significant delivery challenges. With high inflation and soaring energy prices, the costs of delivering public services and investing in our buildings and infrastructure are all going up.

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We have, however, faced challenges in the past and met them with renewed ambition and an unrelenting commitment to delivery. We will do so again.

This Plan sets out the steps we will take to deliver our agenda for the city, respond to emerging challenges and ensure the ongoing delivery of high-quality public services.

On education, it sets out our ongoing commitments to making every school in Cardiff a good school, to invest significant amounts in our schools closing the attainment gap. The Plan makes clear the action we will take to deliver the best outcomes for some of the city's most vulnerable children whilst delivering the reforms needed to ensure that service provision is resilient, sustainable and focused on prevention.

As well as becoming a Child Friendly City, we will continue to make Cardiff an Age Friendly City, delivering the support and investing in the services that people need as they grow older. Make no mistake, this will involve tackling complex systems problems with our partners to get people out of hospital as swiftly and safely as possible whilst also working to keep them living independently at home for as long as possible.

Having handed over the keys to almost a thousand new Council homes, we set out plans for delivering 4,000 new homes whilst ensuring that everyone in the city has access to a high-quality home.

On the economy, we make clear the approach to leading the economic recovery in Wales by continuing a major programme of regeneration and re-asserting Cardiff's position as a leading destination for sport, music and culture. This will be supported by a transformative programme of investment in public transport which will help drive business productivity, connect people across the city with employment opportunities and help drive down carbon emissions.

All this will form part of a wider programme of decarbonisation as we embed the ambitions of our One Planet Cardiff programme across everything we do. Whether it be driving up our recycling rates, developing proposals for clean energy generation projects, retrofitting homes or critically examining the carbon impact of our spend, achieving net zero will be a binding mission.

As an organisation, we will continue to enact the shift to hybrid working and locking in the productivity, efficiency and wellbeing gains new ways of working can offer. This will involve a critical review of our core office accommodation, the technology we use and the policies we have in place to support managers and staff.

More broadly, we will build on the good work that we have done to make the Council an organisation that reflects the communities it serves. By enacting the recommendations of the Race Equality Taskforce, building on our position as the highest-ranking local authority in the Stonewall Employer's index and strengthening engagement with seldom heard communities, we will be best placed to deliver for all our communities.

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This is a plan for a stronger, fairer and greener capital city.



Cllr Huw Thomas
Leader of Cardiff Council

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Delivering a Stronger, Fairer, Greener Cardiff

To outline its ambitions for the city, the Council's Administration have set out a five-year policy programme, entitled '[Stronger, Fairer, Greener](#)'.

The Corporate Plan, *Delivering a Stronger, Fairer, Greener Cardiff*, translates the Administration's priorities into the Council's Planning and Performance Framework, 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, the Corporate Plan sets out Cardiff's Well-being Objectives, the steps we will take to achieve them and how we will measure progress.

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
- **Self-Assessment:** a process that the Council undertakes to help shape Well-being Objectives and identify the steps for inclusion in the Corporate Plan

Setting Well-being Objectives

All public bodies in Wales must act in accordance with the Sustainable Development Principle and must demonstrate that the five ways of working have shaped and inform decision making.

The Well-being Objectives were set following a process of self-assessment and policy development as part of the Council's planning and performance cycle. The table below sets out how the five ways of working have been applied in the setting of our Well-being Objectives:

Way of Working	How has it been applied?
Long-term <i>The importance of balancing short-</i>	The Well-being Objectives and steps in this plan were informed by a wide-ranging evidence base which considers immediate issues and longer-term trends. This includes:

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<p><i>term needs with the need to safeguard the long-term needs.</i></p>	<ul style="list-style-type: none"> • Cardiff's Local Well-being Assessment: a comprehensive study of the quality of life in Cardiff undertaken in 2022 by the Cardiff Public Services Board (PSB). • Cardiff Future Trends Report: a report for the Cardiff PSB which sets out the long-term trends facing Cardiff and the impact these will have on the city's public services. • Cardiff & Vale Population Needs Assessment: an assessment of the care and support needs of the population, undertaken by the Cardiff & Vale Regional Partnership Board (RPB). • Medium Term Financial Plan (MTFP): this Corporate Plan was created in tandem with the Council's MTFP 2023/24 – 2027/28. The MTFP forecasts the Council's future financial position. • 2020 Future Generations Report: a report by the Future Generations Commissioner, which provides an assessment of the improvements public bodies should make in relation to their well-being objectives. • Cardiff's city-wide dashboard: a live resource enabling progress to be monitored. The Cardiff PSB also publishes a full set of outcome indicators annually, most recently in the Cardiff in 2022 analysis, which provides an annual snapshot of how the city is performing.
<p>Prevention</p> <p><i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i></p>	<p>In everything that the Council sets out to achieve, a focus is placed on intervening early, addressing the root causes and aiming to, wherever possible, prevent problems before they happen. Each Well-being Objective contains steps that are characterised by early intervention of this nature. Examples of this include:</p> <ul style="list-style-type: none"> • Supporting older people to live independently at home through strengths-based preventative services; • Working to ensure that appropriate young people are in receipt of a prevention service from the Youth Justice Service; • Promoting 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.
<p>Collaboration</p>	<p>The complex challenges facing public services cannot be met by one organisation, sector or public service alone – a whole-system</p>

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<p><i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i></p>	<p>response from the city’s public services is needed. Building on the progress made in this area during the pandemic, strengthened partnership arrangements are in place to respond to increased demand and new, complex issues that are arising.</p> <p>The Council’s Well-being Objectives were developed in close collaboration with public service partners with the Cardiff PSB seeking to adopt the same seven Well-being Objectives in its Local Well-being Plan 2023-28. This reflects the shared aspirations and common understanding of challenges facing the city and a clear view on the areas of work that require partnership working between the city’s public services.</p>
<p>Integration</p> <p><i>Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i></p>	<p>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.</p> <p>The development of the Well-being Objectives involves close cross-departmental and cross-portfolio working and involves the wider political governance of the Council, including Scrutiny Committees and the Performance Panel. This process ensures that interdependencies, opportunities and risks between Well-being Objectives can be identified and acted upon.</p> <p>As noted above, the development of the Well-being Objectives has been undertaken in close collaboration with public service partners, with clear alignment on policy and delivery through the Cardiff PSB and the Cardiff & Vale Regional Partnership Board.</p>
<p>Involvement</p> <p><i>The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.</i></p>	<p>The Council is committed to ensuring that the voice of the citizen is at the heart of decision making through an ongoing programme of consultation and engagement work. This includes the annual Ask Cardiff Survey, the Child Friendly City Survey, the Budget Consultation and other public engagement undertaken over the course of the year. A Consultation Overview Report has been created to summarise the key findings of consultation exercises undertaken throughout the year, broken down by Well-being Objective.</p>

Well-being Objective 2:

Cardiff is a great place to grow older

The population in Cardiff is ageing, as it is across Wales. As people live longer, their needs become more complex, and so does the help and support they require.

The Council is committed to ensuring people in the city can live and age well, and that Cardiff is somewhere individuals continue to live full and active lives as they grow older. Ensuring that older people and their carers feel valued, and have access to the right care and support to enhance their health and wellbeing, represents an important part of this agenda.

In Cardiff, as is the case across the UK, the social care sector is facing severe pressures through rising demand and increasingly complex care needs of our citizens. While the supply of care has improved significantly over the past year, the care market remains fragile due to an ongoing shortage of care workers. Recruitment and retention of social workers and occupational therapists is a significant issue, and this is placing severe pressure on an already stretched social care system. These challenges are, in turn, part of wider pressures on the health and social care system.

This Plan sets out our commitments, working in close partnership with Cardiff & Vale University Health Board, the care sector and with our older people, to support older people to live independently at home for as long as possible, to ensure that people are discharged from hospital as soon as it is safe to do so, and to make Cardiff a great place to grow older.

Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:

- **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 unpaid carers and valuing their role**
- **Ensuring our services meet the needs of those living with dementia**

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

Supporting older people to stay active and connected in an Age-Friendly City

Ref	We will:	Lead Member	Lead Directorate
S2.01	<p>Work with a wide range of partners to deliver our commitment to be an Age-Friendly and Dementia Friendly City by:</p> <ul style="list-style-type: none"> • Playing a full part in the World Health Organisation’s Network of Age-Friendly Cities; • Measuring our success through a city-wide evaluation framework and key performance indicators; • Recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly. 	Cllr Norma Mackie	Adult Services, Housing & Communities
S2.02	<p>Encourage employment and prevent discrimination against older people in the job market by:</p> <ul style="list-style-type: none"> • Recruiting a designated employment mentor to support older people to access employment opportunities; • Working in partnership with the Department of Work and Pensions to deliver Adult Learning’s 50+ Employable Me course and engage employers to offer guaranteed interviews to participants completing training; • Increasing digital sessions across the city supporting older people with digital deprivation, continuing with the digital tablet gifting scheme; • Encouraging employers to sign up to the “Age Friendly Employer Pledge” scheme operated by the Centre for Ageing Better and developing Cardiff specific reporting to track progress. 	Cllr Norma Mackie	Adult Services, Housing & Communities
S2.03	<p>Provide opportunities for all people to get involved in their community, and in particular to support older people to stay active and connected, including:</p>	Cllr Norma Mackie & Cllr Lynda Thorne	Adult Services, Housing & Communities

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	<ul style="list-style-type: none"> Working with community groups and volunteers to offer a wide range of activities, events and opportunities to get involved; Improving access to activities through a “Hubs for All” approach; Working with the University Health Board to establish Wellbeing Hubs and to fully integrate health initiatives into all Hubs; Strengthening the advice and support available in Hubs for older people and carers; Developing further monitoring to demonstrate the effectiveness of the actions taken to prevent loneliness and isolation 		
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Ref	Key Performance Indicator	Target
K2.11	The number of digital Dementia Friendly City events held	2,300
K2.08	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	85%
New	The number of events held to support people to keep active and stay mobile	500
New	The number of participants at the events held to support people to keep active and stay mobile	8,000
New	The number of events held to support people to remain connected and stay social	1,400
New	The number of participants at the events held to support people to remain connected and stay social	15,000

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

Ref	We will:	Lead Member	Lead Directorate
S2.04	<p>Provide the right help at the right time to help people stay independent at home by:</p> <ul style="list-style-type: none"> Building on our First Point of Contact Service to develop a multi-disciplinary team approach focused on supporting independence, and extend this to the hospital and to the community on a locality basis; 	Cllr Norma Mackie	Adult Services, Housing & Communities

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	<ul style="list-style-type: none"> Fully embedding empowering and strengths-based social work through improved training and support; Working with partners and across services to develop a trusted assessor approach; Modernising our homecare service to provide both a full reablement service and short-term emergency care; Embedding the use of new technology and equipment to support independence and developing proposals for an Independent Living Wellbeing Centre; Improving the support available to help older people move to more appropriate housing. 		
S2.05	Deliver new older persons housing which supports independent living, including: <ul style="list-style-type: none"> Commencing the community living schemes in the Maelfa, St Mellons, Bute Street and Canton; Completing Addison House in Rumney by August 2023; Submitting a planning application for the Michaelston Wellbeing Village by September 2023. 	Cllr Norma Mackie & Cllr Lynda Thorne	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K2.01	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	95%
New	The percentage of new cases assisted by First Point of Contact where a more comprehensive assessment is not required	65%
K2.06	The average number of calendar days taken to deliver a disabled adaptation (from initial contact to the works certified completed date)	150
New	The number of service user sessions delivered within Care Hub day services	6,500
New	The number of care hours delivered by Care Hub day services	40,000
New	The percentage of people satisfied with services provided by Adult Social Care	70%
New	The percentage of service users of the Community Resource Team – Homecare Service who were satisfied with the service received from the carers who supported them	95%

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

Ref	We will:	Lead Member	Lead Directorate
S2.06 (New)	<p>Work to support timely and safe hospital discharge by:</p> <ul style="list-style-type: none"> Improving and strengthening management arrangements in the Integrated Discharge Hub; Developing a suite of performance indicators by September 2023 to measure the success of pathways out of hospitals and to clearly demonstrate the impact of the Council's activity; Reviewing the success of the hospital discharge pathways for Discharge to Assess (D2A) and Discharge to Recover and Assess (D2RA) and reporting on the findings. 	Cllr Norma Mackie	Adult Services, Housing & Communities
S2.07	<p>Work with care providers to deliver good-quality care that meets current and future needs, to include:</p> <ul style="list-style-type: none"> Further developing locality working through recruitment of local care co-ordinators; Embedding a Quality Assurance Framework and developing a set of performance indicators to measure the quality of commissioned care provision; Refocusing care provision away from general residential care towards home-based care; Promoting the development of high-quality nursing and dementia care. 	Cllr Norma Mackie	Adult Services, Housing & Communities
S2.08	<p>Listen to the voices of our citizens and increase their choice in care provision by:</p> <ul style="list-style-type: none"> Improving our engagement with older people, seeking meaningful input and feedback; Increasing choice through direct payments, including the development of micro-enterprises; 	Cllr Norma Mackie	Adult Services, Housing & Communities

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	<ul style="list-style-type: none"> • Piloting a trusted partnership approach with care providers to increase flexibility of care; • Reviewing current usage of our services, and taking steps to ensure all Cardiff communities are aware of, and have access to, our services. 		
S2.09	Support the social care workforce by: <ul style="list-style-type: none"> • Working with Welsh Government to maintain the Real Living Wage for care workers; • Further developing the Cardiff Cares Academy to provide training, mentoring and employer support; • Providing proactive support to help care workers achieve registration; • Further developing carer skills to support hospital discharge and reablement. 	Cllr Norma Mackie	Adult Services, Housing & Communities
S2.10 (New)	Improve recruitment and retention of social workers and occupational therapists by putting in place a comprehensive Workforce Development Plan and by taking a “grow our own” approach to increase qualified staff.	Cllr Norma Mackie	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
New	The percentage of permanent social worker vacancies in Adult Services	12%
New	The total number of domiciliary care workers in Cardiff registered with Social Care Wales	210
New	The number of domiciliary care workers registered with Social Care Wales in Cardiff as a percentage of the total number of domiciliary care workers registered in Wales	7.5%
New	The average time from referral to the Brokerage Team to the start of domiciliary care	14 days
New	The average number of people waiting for domiciliary care at month end	<30

Supporting unpaid carers and valuing their role

Ref	We will:	Lead Member	Lead Directorate
S2.11	Listen to unpaid carers and families to ensure we provide the help they need by:	Cllr Norma Mackie	Adult Services, Housing & Communities

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<ul style="list-style-type: none"> • Consulting and co-producing services with carers; • Reviewing the range of respite provided; • Improving advice services and support for carers; • Reviewing the carer's assessment process to improve take-up. 		
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Ref	Key Performance Indicator	Target
New	The percentage of eligible carers who were offered a carer's assessment	60%

Ensuring our services meet the needs of those living with dementia

Ref	We will:	Lead Member	Lead Directorate
S2.12	<p>Support people with dementia to stay at home wherever possible by:</p> <ul style="list-style-type: none"> • Reviewing best practice in supporting people with dementia to live in the community and using this to inform future commissioning; • 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. 	Cllr Norma Mackie	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K2.09	The percentage of Council staff completing Dementia Friends training	85%
New	The number of over 75s new to residential care	No target, but year-on-year reduction

Well-being Objective 3:

Supporting people out of poverty – as relevant to CASSC

Making Cardiff a fairer city is at the heart of this Plan. A city where the opportunities of living in Cardiff can be enjoyed by everyone – whatever their background – and where those suffering the effects of poverty are protected and supported, and where a fair day's work receives a fair day's pay.

The cost-of-living crisis in particular is having an impact on many households with inflationary pressures making essential day-to-day items more expensive. Coming so soon after the Covid-19 pandemic, this has intensified the pressures that many people face and deepened existing inequalities.

The Plan sets out an enhanced programme of advice and support for citizens impacted by the cost-of-living crisis, helping people with advice on their finances and supporting them into work, making sure that the benefits of growth and investment in the city economy is felt in households and communities across Cardiff. We will therefore work with jobseekers and employers to identify barriers and provide support to find the best way to resolve them, with a focus on offering opportunities with the Council wherever possible.

Rough sleeping numbers remains at record low levels with the successful preventative approach adopted by the Council and partners, which was accelerated by the pandemic, continuing to prove successful. However, the number of people and families presenting as homeless continues to increase and the demand for temporary housing – as well as for the Single Persons' and Family Gateways – has increased significantly over the last 12 months. A lack of available housing, particularly in the private rented sector, is contributing to this demand pressure. This Well-being Objective sets out a programme of action to prevent someone from becoming homeless in the first place and support for those who do become homeless as part of a wider programme of action, across multiple Well-being Objectives, to address the city's growing housing crisis.

Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:

- **Supporting those most impacted by the cost-of-living crisis**
- **Continuing our Living Wage City ambition**
- **Tackling homelessness and ending rough sleeping**

What we will do to support people out of poverty

Supporting those most impacted by the cost-of-living crisis

Ref	We will:	Lead Member	Lead Directorate
S3.01 (New)	<p>Respond to the impact that the cost-of-living crisis is having on residents by:</p> <ul style="list-style-type: none"> Ensuring that ongoing support is available which can be accessed in person, through the Adviceline or webchat, or by email; Promoting 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. Continuing the legacy of Together For Cardiff, working with third sector organisations, including Cardiff Foodbank, and businesses to support those in poverty. 	Cllr Peter Bradbury	Adult Services, Housing & Communities
S3.04 (New)	<p>Raise awareness of illegal money lending and support individuals to access responsible lenders and debt advice, rebuild their finances and make a sustainable transition to legal credit.</p>	Cllr Dan De'Ath	Economic Development

Ref	Key Performance Indicator	Target
New	The number of customers helped with Universal Credit financial support	3,000
K3.09	Additional weekly benefit identified for clients of the Advice Team	£17,000,000

Embedding our new approach to tackling homelessness and ending rough sleeping

Ref	We will:	Lead Member	Lead Directorate
S3.06	<p>Continue to promote the help available to prevent homelessness, and improve and expand prevention services in the community by March 2024, including:</p>	Cllr Lynda Thorne	Adult Services, Housing & Communities

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	<ul style="list-style-type: none"> • Making prevention support accessible online, by telephone, regularly available in community locations and in a home setting via home visits, to increase the number of people seeking help at an early stage; • Providing a dedicated caseworker to all but the most straightforward cases; • Ensuring prevention support is available immediately and for as long as is required to resolve the threat of homelessness. 		
S3.07 (New)	Work with Welsh Government to understand the resource requirements needed to deliver a rapid re-housing approach to homelessness.	Cllr Lynda Thorne	Adult Services, Housing & Communities
S3.08 (New)	Increase Temporary Accommodation capacity to address homelessness pressures by: <ul style="list-style-type: none"> • Delivering phase 2 of the Gasworks site by August 2023; • Increasing the number of buy-backs; • Working with Registered Social Landlord partners to identify difficult-to-let properties and finding suitable occupants; • Increasing the number of managed schemes to improve move-on into permanent accommodation; • Exploring other meanwhile use of development land. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
S3.09 (New)	Improve access to the private rented sector and promote this to address housing need , through the Landlord Enquiry and Tenancy Service (LETS) and expansion of the Welsh Government Leasing Scheme.	Cllr Lynda Thorne	Adult Services, Housing & Communities
S3.10 (New)	Develop innovative housing solutions to address issues such as overcrowding, under-occupation, lack of family accommodation and lack of adapted properties by: <ul style="list-style-type: none"> • Promoting mutual exchanges; • Providing tailored support to those who wish to downsize; • Expanding the use of modular extensions; • Reviewing the co-ordination and use of adapted and older persons accommodation. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
S3.11 (New)	Improve the quality of our Supported and Temporary Accommodation by:	Cllr Lynda Thorne	Adult Services, Housing & Communities

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	<ul style="list-style-type: none"> • Completing the phasing out of accommodation that no longer meets the required standards; • Reducing the use of hotel accommodation for families. 		
S3.12	<p>Ensure that the complex needs of homeless people are met by:</p> <ul style="list-style-type: none"> • Further developing the Multi-Disciplinary Team (MDT) and ensuring clear pathways are in place for move on to mainstream services when appropriate; • Ensuring that appropriate health and support services are available in hostels and supported accommodation; • 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; • 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. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
S3.13	<p>Prevent youth homelessness and ensure that young people leaving care are supported by:</p> <ul style="list-style-type: none"> • Reviewing and enhancing advice and mediation services, with particular regard to young people; • Considering targeted interventions and support for school-aged children and their families; • Ensuring the young person's gateway accommodation meets current needs, reviewing and increasing capacity within the gateway as needed; • Developing the Citadel supported housing scheme for young people with complex needs. 	Cllr Lynda Thorne	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K3.13	The percentage of households threatened with homelessness successfully prevented from becoming homeless	80%

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New	The percentage of people presenting to the homelessness service who are homeless on the day, without previously seeking prevention help	<40%
New	The average waiting time for a homelessness prevention appointment	<7 days
New	The number of additional properties on the Leasing Scheme Wales	40
K3.14	The total number of rough sleepers in the city (quarterly average)	<20
K3.18	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	85%

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Well-being Objective 4:

Safe, confident and empowered communities

Communities are at the heart of wellbeing. They play a vital role in connecting people with the social networks and the day-to-day services we all depend on.

The Council's house-building programme, already the largest in Wales, will expand to provide at least 4,000 new homes, focusing on zero-carbon homes. The Council will also invest in our parks and green spaces, with a focus on improving those in our most deprived communities, and with our partners, support a healthier and more active population through increased opportunities to take part in sport and physical activity.

We will continue to deliver services at the local level, in a well-planned, connected, and integrated way. We will ensure that communities in Cardiff have easy access to the services they need. We will invest in our communities through our expanding network of Community and Wellbeing Hubs and through an enhanced programme of community and district centre regeneration schemes.

The Council will prioritise work to make sure that not only are communities in Cardiff safe, but that our residents feel safe. We will work with our partners to expand the problem-solving approach to anti-social behaviour hotspots and, together, do all we can to prevent people, particularly young people, from falling into crime or being exploited by criminals.

We will continue to celebrate the diversity of our city's communities. Our city's many languages, cultures, and faiths are a source of great strength and what makes Cardiff such a welcoming place to live and, as a City of Sanctuary, we will continue to welcome people who wish to make their homes here and build new lives in our city.

Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:

- **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**

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

Building new Council homes and investing in community facilities

Ref	We will:	Lead Member	Lead Directorate
S4.01	Ensure the current Council house building programme delivers at least 1,000 new council homes through the Cardiff Living programme and additional schemes currently on site by the end of 2023.	Cllr Lynda Thorne	Adult Services, Housing & Communities
New	Expand the scale and pace of the programme by implementing a new council-led commercial housing development partnership and ensure that sufficient sites are identified to build at least 4,000 new homes overall , including the delivery of properties for rent or sale to keyworkers.	Cllr Lynda Thorne	Adult Services, Housing & Communities
S4.02	Drive up standards in the private rented housing sector by: <ul style="list-style-type: none"> Delivering the Welsh Government’s Rent Smart Wales scheme – an all-Wales registration and licensing scheme; Undertaking robust enforcement action to deal with rogue agents and landlords letting and managing properties. 	Cllr Lynda Thorne & Cllr Dan De’Ath	Resources, and Economic Development
New	Tackle properties that are long term empty and consider the application of a 300% Council Tax Premium.	Cllr Dan De’Ath	Resources
S4.03	Invest in our local communities by: <ul style="list-style-type: none"> Preparing and adopting a new Regeneration Strategy to support district and local centres, and 15-minute city principles; Developing regeneration opportunities for the South Riverside Business Corridor including Cowbridge Road East and the Roath/Adamsdown Business Corridor including Clifton Street and Broadway; Continuing to implement the current estate improvement programme with a focus on better integrating new housing development with local community investment wherever possible; 	Cllr Lynda Thorne	Adult Services, Housing & Communities

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	<ul style="list-style-type: none"> • Securing Welsh Government Targeted Regeneration Investment programme (TRIP) funding for projects; • Implementing a further three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members. 		
S4.04	<p>Investigate and deliver future Community, Youth and Wellbeing Hubs with partners, including:</p> <ul style="list-style-type: none"> • Progressing a Youth Hub in the city centre by Summer 2023; • Securing planning permission for a new Health and Wellbeing Hub at Ely & Caerau by December 2023; • Exploring options for new Hubs on strategic planning sites and larger housing and regeneration projects. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
New	<p>Work in partnership with Registered Social Landlords to maximise the amount of affordable housing that can be delivered through the Social Housing Grant Programme, including:</p> <ul style="list-style-type: none"> • Implementing a five-year plan to build the specialist and supported accommodation required; • Achieving a full spend of allocated Welsh Government funding; • Maximising opportunities to secure additional monies. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
S4.07 (New)	<p>Improve fire safety in homes by:</p> <ul style="list-style-type: none"> • Continuing to communicate and work with Council tenants to ensure high-rise buildings are safe and suitable for occupants; • Continuing to deliver improvement measures including re-cladding and sprinkler installations in Council properties; • Ensuring regular fire safety assessments are carried out and acted on in Council properties; • Working with partner organisations including South Wales Fire & Rescue Service in regard to training and high-rise familiarisation events; 	Cllr Lynda Thorne & Cllr Dan De'Ath	Adult Services, Housing & Communities, and Economic Development

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	<ul style="list-style-type: none"> Continuing to work with Welsh Government and stakeholder organisations in the development of their Building Safety Programme for medium and high-rise buildings in the private sector. 		
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Ref	Key Performance Indicator	Target
New	The number of homes capable of being delivered on approved sites in the housing development programme <i>(Target to be achieved by September 2023. Sites for 3,368 homes already approved)</i>	632
K4.01	Total number of new Council homes completed through the current housing delivery programme <i>(Target to be achieved by 2025.)</i>	1,200 cumulative
New	Total number of new homes completed and provided through all housing delivery programmes <i>(Target to be achieved by 2035.)</i>	4,000 cumulative
K4.02	Total number of new affordable housing units (Council and Housing Association) completed per annum	300
New	The number of hazards removed from private sector properties following intervention from Shared Regulatory Services	100
K4.04	The percentage of empty private sector properties brought back into use during the year through direct action by the Local Authority	3.9%
K4.05	The number of additional dwellings created as a result of bringing empty properties back into use	33
New	The amount of external funding secured to deliver regeneration initiatives in communities (including Section 106 monies for community facilities, Welsh Government grants, and health & social care grants)	£1m per year
New	The number of in-person visits to libraries and Hubs across the city	1.5 million
K4.09	The number of page views on the Hubs website	300,000
K4.10	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	95%
New	The number of hours given volunteering within Housing & Communities	18,000

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

Ref	We will:	Lead Member	Lead Directorate
S4.08	<p>Ensure that all people, however vulnerable, retain a voice in their care by:</p> <ul style="list-style-type: none"> • 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; • Preparing for the implementation of the new Liberty Protection Safeguards legislation and mainstreaming these within our services; • Recommissioning Advocacy Services in line with the commitments set out in the Cardiff & Vale Advocacy Strategy by March 2024; • Reviewing and enhancing our Direct Payments Services to adults, reviewing policies and procedures to ensure safety of service users and encouraging the development of micro-enterprises to increase accessibility to direct payments. 	Cllr Norma Mackie	Adult Services, Housing & Communities
S4.09	<p>Improve the support available to people with mental health issues by:</p> <ul style="list-style-type: none"> • 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; • Further developing the Health and Wellbeing service within the Hubs, providing support and advice and finding community solutions for individuals with low-level mental health issues; • Identifying additional accommodation and support solutions to support people with mental health issues to move from 	Cllr Norma Mackie	Adult Services, Housing & Communities

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	<p>residential services to live independently;</p> <ul style="list-style-type: none"> Developing proposals for improving the environment for Ty Canna day services for mental health, continuing to build on volunteer support and completing early-stage design in partnership with Ty Canna service user representatives/ volunteers and cost feasibility work by September 2023. 		
S4.10	<p>Enhance the support available for people living with learning disabilities by:</p> <ul style="list-style-type: none"> 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; Improving and increasing overnight respite, setting out proposals for building development; Developing proposals for new accommodation and support options to promote independence and facilitate step-down from residential care. 	Cllr Norma Mackie	Adult Services, Housing & Communities
S4.11	<p>Improve services for people with autism by:</p> <ul style="list-style-type: none"> Ensuring all staff have access to the appropriate level of training to meet the needs of autistic people; Developing a specialist approach to neurodiversity within Adult Services. 	Cllr Norma Mackie	Adult Services, Housing & Communities
S4.12	<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Implementing the Regional Safeguarding Board's Annual Plan; Continuing to develop and implement the Safeguarding 	Cllr Ash Lister & Cllr Norma Mackie	Adult Services, Housing & Communities, Children's Services, and Performance & Partnerships

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	<p>Adolescents From Exploitation (SAFE) Model during the year;</p> <ul style="list-style-type: none"> Monitoring the adult safeguarding referrals received and develop a pro-active multi-agency response to re-occurring issues. 		
S4.14	<p>Work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city, including:</p> <ul style="list-style-type: none"> Promoting health screenings; Promoting the take-up of vaccinations; Combatting childhood obesity. 	Cllr Julie Sangani	Adult Services, Housing & Communities
New	<p>Work with Cardiff & Vale University Health Board (UHB) and Public Health Wales to improve access to services by:</p> <ul style="list-style-type: none"> Contributing to a partnership approach to improve community-based services to prevent hospital admissions; Supporting work by Cardiff & Vale UHB to improve health support available to marginalised groups including refugees, asylum seekers, prison leavers and the homeless population including rough sleepers. 	Cllr Julie Sangani & Cllr Norma Mackie	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
New	The number of individuals with mental health issues/ learning disabilities who have been supported to step down to greater independence	Monitor but no target set
K4.16	The number of adult protection enquiries received	Not appropriate to set target
K4.17	The percentage of adult protection enquiries completed within seven days	99%
K4.12	The percentage of Council staff completing safeguarding awareness training	85%

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Creating safe and inclusive communities

Ref	We will:	Lead Member	Lead Directorate
S4.14	Continue to support the delivery of Shared Regulatory Services in collaboration with Bridgend and Vale of Glamorgan Councils in respect of the environmental health, trading standards and licensing functions of the Council.	Cllr Dan De'Ath	Economic Development
S4.15	Lead a targeted multi-agency problem-solving approach to localised complex anti-social behaviour hotspots.	Cllr Lynda Thorne	Performance & Partnerships
S4.16	Develop with partners a violence prevention delivery plan in Cardiff by March 2024 , with a focus on night-time economy vulnerability, organised criminality, and violence against women, in response to the Serious Violence Duty.	Cllr Lynda Thorne	Performance & Partnerships
S4.17	Tackle all forms of violence against women and girls and take action to strengthen the support available by approving and delivering a refreshed regional Violence against Women, Domestic Abuse and Sexual Violence Strategy 2023-26.	Cllr Lynda Thorne	Adult Services, Housing & Communities
S4.18	Ensure all those who experience domestic abuse can access specialist support by completing the review of refuge accommodation in the city by March 2024 and developing full proposals for change.	Cllr Lynda Thorne	Adult Services, Housing & Communities
S4.20	Work with public and private sector partners to deliver the four areas of the national CONTEST Strategy (Prevent, Protect, Prepare, Pursue) in order to keep Cardiff safe from the threat of terrorism.	Cllr Lynda Thorne	Performance & Partnerships
S4.21	Continue to lead a city-wide response to support refugees and asylum seekers , including: <ul style="list-style-type: none"> • Welcoming Ukrainian nationals under the Sponsorship Scheme; • Delivering the Afghan Resettlement Scheme; • Supporting refugees and asylum seekers into accommodation, education, employment and health services; • Working with Welsh and UK Governments to ensure equity of funding and deliver a Wales-wide approach. 	Cllr Julie Sangani	Performance & Partnerships

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Ref	Key Performance Indicator	Target
K4.19	The extent to which citizens agree that local public services are successfully dealing with anti-social behaviour and crime in their local area	Monitor KPI, no target set
K4.13	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%

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Well-Being Objective 6:

One Planet Cardiff

(Introductory blurb to this WBO removed – as it did not fall into CASSC terms of ref).

What we will do to deliver One Planet Cardiff

Decarbonising the city and leading a green recovery

Ref	We will:	Lead Member	Lead Directorate
S6.05	Increase energy efficiency and reduce carbon emissions through a Housing Energy Efficiency Retrofit programme across all tenures of housing, reaching 2,000 domestic retrofit measures per year by 2024 and including measures delivered through Housing Revenue Account funding, Government and energy company funding, facilitated via our Affordable Warmth Partnership, and via engagement with landlords and letting agents to ensure compliance with Minimum Energy Efficiency Standard (MEES) Regulations.	Cllr Caro Wild, Cllr Lynda Thorne & Cllr Dan De'Ath	Planning, Transport & Environment, Adults, Housing & Communities, and Economic Development

Ref	Key Performance Indicator	Target
New	The number of private rented properties where energy efficiency has been improved through direct action from Shared Regulatory Services	Baseline being set
New	The number of energy efficiency retrofit measures installed in Council-owned domestic properties where energy efficiency has been improved through direct action	750