

Delivering a Stronger, Fairer, Greener Cardiff

Cardiff Council Corporate Plan 2023-26

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

Appendix 1 – Extracts relevant to Economy & Culture Scrutiny Committee

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.

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

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Cllr Huw Thomas
Leader of Cardiff Council

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Well-being Objective 1:

Cardiff is a great place to grow up

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

Continuing to deliver the Cardiff 2030 vision for education and learning

S1.15	<p>Enhance the Cardiff Commitment through collaboration with city partners to raise the ambitions, opportunities and skills of children and young people, supporting their post-education journey, and in particular to:</p> <ul style="list-style-type: none"> • Improve the offer available to the city’s most vulnerable children and young people, especially Children Looked After; • Improve the accessibility of post-16 education, training, and employment pathways; • Open up enhanced social value opportunities. 	<p>Cllr Sarah Merry & Cllr Peter Bradbury</p>	<p>Education & Lifelong Learning</p>
S1.16	<p>Strengthen the Cardiff Commitment Curriculum Team offer, to support schools to bring the curriculum to life through authentic learning experiences and city challenges, and in particular, through enhancing learning linked to:</p> <ul style="list-style-type: none"> • The expressive arts and creative industries; • One Planet Cardiff; • Science, Technology, Engineering & Mathematics (STEM). 	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>
S1.17	<p>Roll out the ‘Passport to the City’/ Cardiff’s Children’s University with Cardiff University and partners to provide the children and young people who need it the most with access to the wide range of resources the city has to offer, ensuring the prioritisation of Children Looked After.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>

Ref	Key Performance Indicator	Target
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K1.13	The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%
K1.14	The percentage of EOTAS learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%
K1.15	The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%

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Well-being Objective 3:

Supporting people out of poverty

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 Council will continue to promote the real Living Wage to our partners and employers across the city. The cost-of-living crisis means that it is more important than ever that we make sure that good jobs continue to be available in Cardiff – good jobs, paying a fair wage, with security and the offer of career progression. Paying the real Living Wage benefits not only the employee who receives it, but local businesses too as the additional income is retained within the city.

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
S3.03	<p>Support more people into work:</p> <ul style="list-style-type: none"> Through the newly expanded Into Work Service, creating new bespoke employment and training packages to meet any new or emerging workforce demands in the city; Working alongside major regeneration projects, including the new Indoor Arena, to support local people into the new jobs the projects create; Supporting people who are in work to secure higher paid and more sustained employment, through intensive in-work mentoring and upskilling. 	Cllr Peter Bradbury	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
K3.03	The number of Council posts filled through placements from Cardiff Works	2,800
K3.04	The number of interventions which supported people receiving into work advice through the Employment Gateway	55,000
K3.05	The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	1,200
K3.06	The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	<12%
New	The percentage of Into Work clients who identify as being from a Black, Asian or Minority Ethnic background	Monitor KPI, no target set
K3.07	The number of employers which have been assisted by the Council's employment support service	300

Continuing our Living Wage City ambition

Ref	We will:	Lead Member	Lead Directorate
S3.05	Play a leadership role in creating a Living Wage City by encouraging and supporting	Cllr Chris Weaver	Resources

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	organisations to become accredited Living Wage employers.		
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Ref	Key Performance Indicator	Target
K3.12	The number of accredited real Living Wage employers in Cardiff	260
New	The number of workers receiving a pay rise onto at least the real Living Wage	12,800

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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
S4.05	<p>Invest in our local communities by:</p> <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; • 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. 	Cllr Lynda Thorne	Adult Services, Housing & Communities
S4.06	<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

Ref	Key Performance Indicator	Target
New	The amount of external funding secured to deliver regeneration initiatives in communities (<i>including Section 106 monies for community facilities, Welsh Government grants, and health & social care grants</i>)	£1m per annum

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New	The number of funding bids submitted per year	4
New	The number of in-person visits to libraries and Hubs across the city	1.5 million
New	The number of virtual visits to our 24-hour digital library	Baseline being set
New	The number of physical books borrowed from libraries and Hubs across the city	1.4 million
New	The number of digital books downloaded from our 24-hour digital library	1 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%
K4.11	The number of visits (page views) to the volunteer portal	75,000
New	The number of hours given volunteering within Housing & Communities	18,000

Creating safe and inclusive communities

Ref	We will:	Lead Member	Lead Directorate
S4.17	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

Working together to support a healthier and more active population

Ref	We will:	Lead Member	Lead Directorate
S4.26	Support grass-roots and community sports by: <ul style="list-style-type: none"> Embedding the Physical Activity & Sport Strategy 2022-27, and working with partners to develop further plans through 2023/24 that increase participation, attract investment, improve health, tackle inequality, and ensure sustainability of provision; Supporting access to local community sports clubs and organisations, increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach; Supporting community sports clubs with a particular emphasis on under-represented groups; 	Cllr Jennifer Burke & Cllr Sarah Merry	Economic Development, and Education & Lifelong Learning

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	<ul style="list-style-type: none"> • Ensuring that Sport Wales’s Regional Sports Partnerships reflect the priorities of Cardiff; • Working with major sports clubs to deliver benefits for the residents of Cardiff, with a focus on identified priorities. 		
S4.27	<p>Maintain the long-term sustainability of our leisure centres by:</p> <ul style="list-style-type: none"> • Implementing the recommendations that are agreed in response to the review of the Leisure Services contract with GLL; • Implementing planned improvements to Pentwyn Leisure Centre. 	Cllr Jennifer Burke	Economic Development
S4.28	<p>Improve our parks and public spaces by:</p> <ul style="list-style-type: none"> • Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces, with the inclusion of parks within the southern arc; • Working with partners to implement a plan to increase Cardiff’s tree canopy from 18.9% to 25% by 2030 and to report annual progress against this target; • Delivering the actions from the Allotment Strategy 2022-27; • Promoting the benefits and supporting the development of the volunteer movement, through the Friends Forum and community-based platforms; • Implementing a programme of Section 106, Asset Renewal and Capital for Parks to include sport, play and infrastructure improvements; • Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes. 	Cllr Jennifer Burke	Economic Development
S4.29	<p>Support the development of a National Park City for Cardiff through the creation of local networks and the partnership of the National Park City Foundation.</p>	Cllr Jennifer Burke	Economic Development
S4.30	<p>Continue to protect our parks and green spaces through our partnership with Fields In Trust Cymru, and by placing a further tranche of areas in trust.</p>	Cllr Jennifer Burke	Economic Development

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Ref	Key Performance Indicator	Target
K4.23	The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	Base target on 2022/23 outturn
K4.24	The number of Green Flag parks and open spaces	17
K4.25	The number of volunteer hours committed to parks and green spaces	Base target on 2022/23 outturn
New	The number of trees planted per year	25,000

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Well-being Objective 5:

A capital city that works for Wales

Cardiff's economy is central to creating jobs and attracting investment into Wales and as a host for major sporting and cultural events that put Wales on the world stage. Cardiff must, therefore, continue to play a leading role in the Welsh economy, delivering economic prosperity – not just for the residents of Cardiff, but for the people of Wales.

In order to respond to the global economic challenges, the Council is committed to work with partners to deliver a stronger, fairer and greener economy. To do so, the Council will continue to deliver its ambitious urban regeneration agenda, business support programme, with a focus on delivering more – and better – jobs.

The Council will continue to progress its programme of major projects, including Central Square, Central Quay, the Canal Quarter and the Indoor Arena. More broadly, the Council will play an active role in city centre management, working with partners to meet the challenges and opportunities of the post-Covid economy, and support the prosperity and economic activity across all district centres. This Plan also sets out new ambitions for Cardiff's sport, music and cultural events programme, maximising the impact of the city's creative and cultural assets and making sure that culture and sport remain at the heart of Cardiff's economic recovery.

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

- **Leading the economic recovery in Wales**
- **Leading a recovery programme in Cardiff**
- **Supporting the recovery of the cultural sector and major events programme**

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

Leading the economic recovery in Wales

Ref	We will:	Lead Member	Lead Directorate
S5.01	Work with the Cardiff Capital Region City Deal to progress Cardiff projects, support wider city-region projects and input into any Corporate Joint Committee transition arrangements.	Cllr Huw Thomas	Economic Development
S5.02	Work with the UK Government and Welsh Government to implement a programme of investments to deliver investment and capacity improvements to support the delivery of the Council's Transport White Paper.	Cllr Russell Goodway & Cllr Dan De'Ath	Economic Development
S5.03	Ensure Cardiff remains an open, competitive and outward-looking international city by: <ul style="list-style-type: none"> Continuing to work with the Cardiff Capital Region, the Welsh Government, the Western Gateway and the UK Government to promote the city as a place to invest; Ensuring the city benefits from Welsh and UK Government funding schemes such as the Shared Prosperity Fund. 	Cllr Huw Thomas	Economic Development

Leading a recovery programme in Cardiff

Ref	We will:	Lead Member	Lead Directorate
S5.04	Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre by working with partners to: <ul style="list-style-type: none"> Progress the development of Metro Central; Progress the Central Quay development, extending the business district south of the station; Support the development of new commercial premises; Implement the City Centre Recovery Action Plan; Establish new city centre management arrangements; 	Cllr Russell Goodway	Economic Development

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	<ul style="list-style-type: none"> • Work with landowners to attract investment and development in the retail, commercial and hospitality sector; • Deliver the Canal Quarter. 		
S5.05	<p>Write the next chapter in Cardiff Bay's regeneration story by:</p> <ul style="list-style-type: none"> • Bringing forward a business case for the Red Dragon Centre as part of the Atlantic Wharf redevelopment; • Working with partners to develop the Graving Docks area; • Delivering the new Multi-Purpose Indoor Arena by 2025/26; • Working with partners to establish a new Metro route linking Cardiff Central to the Bay, and bring forward new stations to connect communities and regeneration opportunities; • Progressing a development strategy for the next phase of the International Sports Village; • Bringing forward proposals to protect and revitalise historic buildings in the Bay. 	Cllr Russell Goodway	Economic Development
S5.06	<p>Develop a sustainable city-wide economy by:</p> <ul style="list-style-type: none"> • Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the East of the city; • Working with Media.Cymru to support the growth of creative enterprises in the city; • Working with partners to attract investment into innovation and start-up space across the city and support the sector; • Establishing a '15-minute city toolkit' to accelerate district centre regeneration, including housing- and transport-led improvements. 	Cllr Russell Goodway	Economic Development, and Planning, Transport & Environment
S5.08	<p>Work with partners to support the retail and hospitality sectors in successfully re-emerging from lockdown by:</p> <ul style="list-style-type: none"> • Enhancing the promotion of Cardiff as a visitor destination by supporting investment in visitor infrastructure; • Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery; 	Cllr Russell Goodway	Economic Development

Appendix 1 – Extracts relevant to Economy & Culture Scrutiny Committee

	<ul style="list-style-type: none"> Progress proposals for investment in Cardiff Market. 		
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Ref	Indicator	Target
K5.01	The amount of 'Grade A' office space committed to in Cardiff <i>(This is a rolling two-year target.)</i>	200,000 sq. ft.
K5.02	The number of new jobs created and safeguarded where the Council has played an active role	750
K5.03	City centre footfall	Base target on 2022/23 outturn

Supporting the recovery of the cultural sector and major events programme

Ref	We will:	Lead Member	Lead Directorate
S5.09	<p>Grow Cardiff as a centre of creativity and culture by:</p> <ul style="list-style-type: none"> Supporting the Cardiff Music Board to implement the agreed recommendations of the Sound Diplomacy report, in partnership with the Welsh Government by March 2024; Agreeing a way forward to bring investment into St David's Hall by 2023; Developing a new Cultural Strategy for Cardiff by March 2024. 	<p>Clr Jennifer Burke</p>	<p>Economic Development</p>
S5.10	<p>Work with event promoters and the city's cultural venues to rebuild the capital's event and cultural offer by:</p> <ul style="list-style-type: none"> Developing a new Events Strategy to champion and reinvigorate the event sector, including establishing a home-grown focused events sector that delivers a sustainable programme of events, supporting our own businesses in developing our visitor economy by the end of 2023; Developing an annual international music festival in the city by 2024, with the view to becoming a fixture on the city's events calendar that supports the local cultural sector; Working in partnership with the Welsh and UK Governments to attract new major 	<p>Clr Jennifer Burke</p>	<p>Economic Development</p>

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	international sporting events, including the Euro 2028 football championships to Cardiff.		
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Ref	Indicator	Target
K5.04	The number of staying visitors	Base target on 2022/23 outturn
K5.05	Total visitor numbers	Base target on 2022/23 outturn
K5.06	Total visitor days	Base target on 2022/23 outturn
New	Total visitor spend	Base target on 2022/23 outturn
K5.07	Attendance at Council venues	Base target on 2022/23 outturn

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