

# **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.

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.

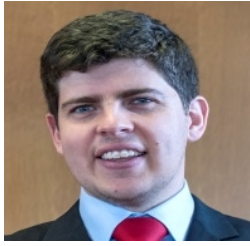
On the economy, we make clear the approach to leading the economic recovery in Wales by continuing a major programme of regeneration and re-asserting Cardiff's position as a leading destination for sport, music and culture. This will be supported by a transformative programme of investment in public 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.



**Cllr Huw Thomas**  
Leader of Cardiff Council

DRAFT

Leader's Foreword Page 2

Delivering a Stronger, Fairer, Greener Cardiff Page 6

## **Well-being Objectives**

1. Cardiff is a great place to grow up Page 9
2. Cardiff is a great place to grow older Page 20
3. Supporting people out of poverty Page 27
4. Safe, confident and empowered communities Page 33
5. A capital city that works for Wales Page 43
6. One Planet Cardiff Page 48
7. Modernising and integrating our public services Page 59

## 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?
<b>Long-term</b>  <i>The importance of balancing short-term needs with the</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:

<p><i>need to safeguard the long-term needs.</i></p>	<ul style="list-style-type: none"> <li>• <a href="#">Cardiff's Local Well-being Assessment</a>: a comprehensive study of the quality of life in Cardiff undertaken in 2022 by the Cardiff Public Services Board (PSB).</li> <li>• <a href="#">Cardiff Future Trends Report</a>: 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.</li> <li>• <a href="#">Cardiff &amp; Vale Population Needs Assessment</a>: an assessment of the care and support needs of the population, undertaken by the Cardiff &amp; Vale Regional Partnership Board (RPB).</li> <li>• 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.</li> <li>• <a href="#">2020 Future Generations Report</a>: 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.</li> <li>• Cardiff's <a href="#">city-wide dashboard</a>: a live resource enabling progress to be monitored. The Cardiff PSB also publishes a full set of outcome indicators annually, most recently in the <a href="#">Cardiff in 2022 analysis</a>, which provides an annual snapshot of how the city is performing.</li> </ul>
<p><b>Prevention</b></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"> <li>• Supporting older people to live independently at home through strengths-based preventative services;</li> <li>• Working to ensure that appropriate young people are in receipt of a prevention service from the Youth Justice Service;</li> <li>• 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.</li> </ul>
<p><b>Collaboration</b></p>	<p>The complex challenges facing public services cannot be met by one organisation, sector or public service alone – a whole-system response from the city's public services is needed. Building on the</p>

<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>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><b>Integration</b></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 &amp; Vale Regional Partnership Board.</p>
<p><b>Involvement</b></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 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
S3.04	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.	Cllr Dan De'Ath	Economic Development

DRAFT

## **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
S4.03	<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 Dan De’Ath	Resources, and Economic Development
S4.04	<p><b>Tackle properties that are long term empty</b> and consider the application of a 300% Council Tax Premium.</p>	Cllr Dan De’Ath	Resources
S4.08	<p><b>Further enhance Bereavement &amp; Registration Services</b> through modernising service delivery, improving access to services for all, making digital improvements, identifying new and additional burial space to meet community need throughout the city and introducing new services for the benefit of our residents.</p>	Cllr Dan De’Ath	Planning, Transport & Environment
S4.09	<p><b>Improve fire safety in homes by:</b></p> <ul style="list-style-type: none"> <li>Continuing to communicate and work with Council tenants to ensure high-rise buildings are safe and suitable for occupants;</li> <li>Continuing to deliver improvement measures including re-cladding and sprinkler installations in Council properties;</li> <li>Ensuring regular fire safety assessments are carried out and acted on in Council properties;</li> <li>Working with partner organisations including South Wales Fire &amp; Rescue Service in regard to training and high-rise familiarisation events;</li> <li>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.</li> </ul>	Cllr Lynda Thorne & Cllr Dan De’Ath	Adult Services, Housing & Communities, and Economic Development

Ref	Key Performance Indicator	Target
New	The number of private rented sector properties where significant hazards (Category 1 and 2) have been removed following intervention by 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

### Creating safe and inclusive communities

Ref	We will:	Lead Member	Lead Directorate
S4.17	Continue to <b>support the delivery of Shared Regulatory Services</b> 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
S4.28	<p><b>Improve our parks and public spaces by:</b></p> <ul style="list-style-type: none"> <li>• Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces, with the inclusion of parks within the southern arc;</li> <li>• 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;</li> <li>• Delivering the actions from the Allotment Strategy 2022-27;</li> <li>• Promoting the benefits and supporting the development of the volunteer movement, through the Friends Forum and community-based platforms;</li> <li>• Implementing a programme of Section 106, Asset Renewal and Capital for Parks to include sport, play and infrastructure improvements;</li> <li>• Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes.</li> </ul>	Cllr Jennifer Burke	Economic Development

S4.29	<b>Support the development of a National Park City for Cardiff</b> through the creation of local networks and the partnership of the National Park City Foundation.	<b>Cllr Jennifer Burke</b>	<b>Economic Development</b>
S4.30	Continue to <b>protect our parks and green spaces</b> through our partnership with Fields In Trust Cymru, and by placing a further tranche of areas in trust.	<b>Cllr Jennifer Burke</b>	<b>Economic Development</b>

<b>Ref</b>	<b>Key Performance Indicator</b>	<b>Target</b>
K4.22	The percentage of food establishments which achieve a food hygiene standard rating of 3 or above	<b>94%</b>
K4.24	The number of Green Flag parks and open spaces	<b>17</b>
K4.25	The number of volunteer hours committed to parks and green spaces	<b>Base target on 2022/23 outturn</b>
New	The number of trees planted per year	<b>25,000</b>

## **Well-Being Objective 6:**

### **One Planet Cardiff**

This Plan sets out commitments to make Cardiff a greener city which, through the One Planet Cardiff programme, takes a lead on responding to the climate emergency; which celebrates and nurtures biodiversity, with high-quality open spaces within easy reach for rest and play; and which is connected by convenient, accessible, safe sustainable transport options.

In response to the Climate Emergency, the Council has set out the One Planet Cardiff Strategy which proposes a wide range of ambitious actions across energy, housing, transport, food and water that form the basis of a delivery plan to achieve carbon neutrality and mitigate against the impact of rising sea levels and more frequent extreme weather events. It aims to do this in a way that supports new green economies and greater social wellbeing in the city.

Transforming how people move about the city remains central to decarbonising the city, requiring a major programme of improvement to the public transport and active travel network. As road traffic is one of the city's biggest contributing factors to air pollution, influencing travel behaviour by accelerating a shift towards sustainable and active travel will also lead to improvements in air quality. More broadly, our city's communities – old and new - must be well-planned and well-connected, with infrastructure and public services that are fit for the future.

Furthermore, both globally and locally, natural resources are being used at an unsustainable level; a focus will therefore continue to be placed on improving the Council's recycling performance. A new Recycling Strategy has been approved, which outlines steps that the Council will take to meet statutory recycling targets and support the development of a circular economy. Allied to this, the Council will continue to prioritise keeping the city's streets clean and to tackle all forms of littering.

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

- **Decarbonising the city and leading a green recovery**
- **Transforming Cardiff's public transport and active travel systems**
- **Putting sustainability and wellbeing at the heart of the city's growth**
- **Enhancing Cardiff's flood defences**
- **Building resilience into our highway network**
- **Making Cardiff a world-leading recycling city**
- **Working as one team to keep our streets clean**

## What we will do to deliver One Planet Cardiff

### Decarbonising the city and leading a green recovery

Ref	We will:	Lead Member	Lead Directorate
S6.01	<p><b>Report on the progress of delivering the One Planet Cardiff strategy by:</b></p> <ul style="list-style-type: none"> <li>Annually setting out the Council's carbon emissions;</li> <li>Establishing clear governance and oversight arrangements</li> </ul>	Cllr Huw Thomas & Cllr Caro Wild	Planning, Transport & Environment
S6.02	<p><b>Take bold leadership on climate change:</b></p> <ul style="list-style-type: none"> <li><b>Across the organisation</b> across the organisation by driving down emissions per directorate and ensuring carbon is fully accounted for in decision-making.</li> <li><b>Across the city</b> by working with Welsh Government on changing citizen behaviour in areas such as waste, energy use and transport.</li> <li><b>Hold the first 'Climate Summit'</b> to bring together organisations and accelerate the partnership approach to moving to net-zero across Cardiff.</li> </ul>	Cllr Huw Thomas & Cllr Caro Wild	Planning, Transport & Environment
S6.03	<p><b>Deliver the Design and Build contract for Phase 1 of the Cardiff Heat Network</b> as per the procured programme, with the first customer connections in 2024.</p>	Cllr Caro Wild	Planning, Transport & Environment
S6.04	<p><b>Take a strategic approach to energy by:</b></p> <ul style="list-style-type: none"> <li>Bringing forward detailed business cases for large-scale renewable energy generation projects on Council land for approval by February 2024;</li> <li>Establishing a forum where directorates can co-ordinate and integrate activities in relation to low-carbon energy;</li> <li>Examining the benefits and options for a regional energy prospectus of large and small renewable energy schemes</li> </ul>	Cllr Caro Wild	Planning, Transport & Environment, and Economic Development
S6.05	<p><b>Increase energy efficiency and reduce carbon emissions through a Housing Energy Efficiency Retrofit programme</b> 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</p>	Cllr Caro Wild, Cllr Lynda Thorne & Cllr Dan De'Ath	Planning, Transport & Environment, Adults, Housing & Communities,



	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.		<b>and Economic Development</b>
S6.06	<p><b>Support the transition to clean vehicles</b> by:</p> <ul style="list-style-type: none"> <li>• Implementing the Fleet Replacement Strategy prioritising interventions that result in the largest carbon reduction by June 2023;</li> <li>• Reviewing the Council's fleet carbon cost per directorate to identify key themes to help reduce the carbon figure.</li> </ul>	<b>Cllr Caro Wild</b>	<b>Resources</b>
S6.07	<b>Set out an electric vehicle infrastructure road map by March 2024</b> to provide a strategy for public and private sector investment.	<b>Cllr Caro Wild</b>	<b>Planning, Transport &amp; Environment</b>
S6.08	<p><b>Promote healthy, local and low-carbon food</b> through delivering the Cardiff Food strategy, and supporting the Food Cardiff partnership bid to become the first Gold Sustainable Food Place in Wales, including:</p> <ul style="list-style-type: none"> <li>• Developing a plan to increase local food production opportunities (commercial and community-based) and integrate into local supply chains including delivery of the Cardiff Capital Region Food Challenge by September 2025;</li> <li>• Working with the Education directorate to develop plans to ensure that school meals are healthy and rely on more sustainable and lower carbon supply chains;</li> <li>• Developing a land use strategy to address inequality of access to healthy fresh food across the city by integrating into the Replacement Local Development Plan process;</li> <li>• Working with partners to review measures to manage access to unhealthy fast-food outlets near schools.</li> </ul>	<b>Cllr Julie Sangani &amp; Cllr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>
S6.09	<b>Lead the debate on the potential for renewable energy</b> in the Severn Estuary through the Western Gateway's Independent Commission.	<b>Cllr Huw Thomas</b>	<b>Planning, Transport &amp; Environment</b>

Ref	Key Performance Indicator	Target
New	The number of private rented sector properties where energy efficiency has been improved through direct action from Shared Regulatory Services	Baseline being set
New	The number of energy efficiency measures installed in Council-owned domestic properties	750
New	The citywide annual PM10 concentrations recorded at all monitoring locations where PM10 data is obtained (PM10 is particulate matter which is less than 0.01mm in diameter.)	<15 µg/m <sup>3</sup>
K6.01	The Citywide Annual Average Nitrogen Dioxide (NO <sub>2</sub> ) concentrations at roadside monitoring locations	<25µg/m <sup>3</sup>
K6.02	Nitrogen Dioxide (NO <sub>2</sub> ) concentrations within Air Quality Management Areas (AQMAs)	<30µg/m <sup>3</sup>
K6.03	Nitrogen Dioxide (NO <sub>2</sub> ) concentrations on Castle Street (The modelled concentration submitted to Welsh Government in the Council's Clean Air Plan.)	<28µg/m <sup>3</sup>
K6.04	The number of Council vehicles which are electric	100

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

Ref	We will:	Lead Member	Lead Directorate
S6.10	Work in partnership with Welsh Government, Transport for Wales and the Burns Transport Commission Delivery Unit to <b>design and deliver a Cardiff and Regional (Metro) Tram network</b> , which will include: <ul style="list-style-type: none"> <li>Phase 1 Cardiff Crossrail City Centre to Cardiff Bay Metro by 2026;</li> <li>Major service frequency improvements to Coryton and Radyr by 2028;</li> <li>New stations at Crwys Road, Butetown, Cardiff Parkway, Ely Mill, Roath Park, Gabalfa, Newport Road and Pierhead Street by 2028;</li> <li>Phase 2 Bay to Newport Road by 2030.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment
S6.11	Continue to <b>progress the phased transport and clean air improvements in the city centre</b> including: <ul style="list-style-type: none"> <li>City Centre East Phase 1 by September 2023;</li> <li>Castle Street by January 2025;</li> <li>Boulevard de Nantes by December 2025.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment
S6.12	<b>Ensure good air quality by:</b>	Cllr Caro Wild & Cllr Dan De'Ath	Planning, Transport & Environment

	<ul style="list-style-type: none"> <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>		
S6.13	<p><b>Support public transport aspirations in the Transport White Paper</b> by:</p> <ul style="list-style-type: none"> <li>Preparing a Bus Strategy for Cardiff by June 2023;</li> <li>Developing the Strategic Bus Corridors Programme by progressing business cases and design work for the delivery of the East-West Sustainable Transport Corridor and the Northern Bus Corridor by 2026;</li> <li>Developing the Localised Bus Network Programme which will deliver city-wide improvement projects to tackle problem areas, improve bus priority and journey times where required over the next five years.</li> </ul>	<b>Cllr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>
S6.14	<p><b>Programme the delivery of the bridge crossing scheme at Llanrumney</b>, subject to planning approval, as part of a wider regeneration scheme, planning permissions anticipated by June 2023 and work on site commencing December 2023.</p>	<b>Cllr Dan De'Ath &amp; Cllr Lynda Thorne</b>	<b>Economic Development, and Planning, Transport &amp; Environment</b>
S6.15	<p>Continue to invest in a <b>segregated cycle network</b> across the city and deliver:</p> <ul style="list-style-type: none"> <li>Improvements to the Taff Trail, and explore design options for a new Blackweir bridge with Cardiff University, by March 2024;</li> <li>Cycleway 5 from city centre to Lawrenny Avenue by August 2025;</li> <li>City centre to Roath Park Cycleway by March 2026;</li> <li>Cycleway 4.2 from A48 to Llandaff by March 2026;</li> <li>A Cardiff to Newport network connection by 2030;</li> <li>A full city-wide network by 2030;</li> </ul>	<b>Cllr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>

	<ul style="list-style-type: none"> <li>A demand-led programme of cycle hangars by 2025.</li> </ul>		
S6.16	Progress a programme of work to <b>fulfil the Council's statutory duty under the Active Travel Act</b> including investigation and assessment of routes for inclusion in the next edition of Cardiff's Active Travel Network Map	<b>Clr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>
S6.17	<p><b>Nurture a strong active travel culture in every Cardiff school by 2027</b> by:</p> <ul style="list-style-type: none"> <li>Engaging with all schools to support the implementation of their Active Travel Plans and enable the proportion of school journeys made by walking, scooting and cycling to be maximised;</li> <li>Delivering infrastructure schemes to facilitate active journeys to schools;</li> <li>Introducing measures to deter car travel to school including School Streets and additional parking restrictions.</li> </ul>	<b>Clr Dan De'Ath &amp; Clr Sarah Merry</b>	<b>Planning, Transport &amp; Environment</b>
S6.18	Prepare an Intelligent Transport System Strategy by June 2023 to <b>establish a programme of Smart City improvements to the transport network and support the modal shift to sustainable travel.</b>	<b>Clr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>
S6.19	<b>Make streets safer and greener</b> by working with partners and communities to improve road safety along with the roll-out of the Wales 20mph default speed limit in Cardiff which will be delivered by September 2023.	<b>Clr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>
S6.20	<b>Consider and review road user charging options</b> to identify opportunities and benefits for Cardiff residents and deliver transport improvements.	<b>Clr Dan De'Ath</b>	<b>Planning, Transport &amp; Environment</b>

<b>Ref</b>	<b>Key Performance Indicator</b>	<b>Target</b>
K6.05	Modal Split for All Journeys: Proportion of people travelling to work by sustainable transport modes (2030 Target 76%)	<b>58%</b>
Proportion of work journeys made by:		
K6.06	<ul style="list-style-type: none"> <li>Walking</li> </ul>	<b>18%</b>
K6.07	<ul style="list-style-type: none"> <li>Cycling</li> </ul>	<b>17%</b>
K6.08	<ul style="list-style-type: none"> <li>Public Transport</li> </ul>	<b>23%</b>
K6.09	The number of schools supported to implement their Active Travel Plan	<b>84 cumulative</b>

## Putting sustainability and wellbeing at the heart of the city's growth

Ref	We will:	Lead Member	Lead Directorate
S6.21	<b>Conduct a full review of the Local Development Plan (LDP) by mid-2025</b> in accordance with the Delivery Agreement timetable and engage in dialogue on regional strategic planning arrangements.	Cllr Dan De'Ath	Planning, Transport & Environment
S6.22	<b>Create better places through the delivery of new, high-quality, well-designed, sustainable and well-connected communities by:</b> <ul style="list-style-type: none"> <li>Applying good place-making principles to the city centre, major new settlements and developments, as well as existing communities;</li> <li>Developing a great destination city centre – defined by the City Centre Recovery Action Plan;</li> <li>Supporting the vitality and viability of district and local centres and delivering the '15-minute city' approach to all major centres;</li> <li>Utilising our powers to protect and celebrate local buildings such as pubs, community spaces and music venues, particularly those rich in the city's working-class history;</li> <li>Maximising developer contributions from new developments to deliver community infrastructure, affordable housing and wider improvements within local areas.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment
S6.23	<b>Deliver the Council's Green Infrastructure Plan, including:</b> <ul style="list-style-type: none"> <li>Updating the Biodiversity and Resilience of Ecosystems Duty (BRED) Forward Plan to respond to the One Planet Cardiff objectives and Action Plan, and the nature emergency by September 2023;</li> <li>Ensuring the upcoming Replacement LDP process fully addresses green infrastructure matters and includes engagement upon potential policy approaches.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment

Ref	Key Performance Indicator	Target
K6.10	The percentage of householder planning applications determined within agreed time periods	>85%
K6.11	The percentage of major planning applications determined within agreed time periods	>85%

K6.12	The percentage of affordable housing at completion stage provided in a development on greenfield sites over the last two years <i>(In line with the Local Development Plan 2006 – 2026)</i>	30%
K6.13	The percentage of affordable housing at completion stage provided in a development on brownfield sites over the last two years <i>(In line with the Local Development Plan 2006 – 2026)</i>	20%
K6.14	Affordable housing units completed per annum as a percentage of all housing	20%

### Enhancing Cardiff's flood defences

Ref	We will:	Lead Member	Lead Directorate
S6.24	<b>Develop a draft sustainable water, flood and drainage strategy for Cardiff by October 2023</b> to be completed and published by March 2024, including completion of stage 2 of the regional strategic flood consequence assessment by 30 <sup>th</sup> November 2023.	Cllr Caro Wild	Planning, Transport & Environment
S6.25	<b>Complete coastal defence improvements in Cardiff East by March 2026</b> , with enabling works commencing by June 2023 and construction work commencing by December 2023.	Cllr Caro Wild	Planning, Transport & Environment
S6.26	Deliver phase 1 of the <b>new Canal Quarter</b> scheme by June 2023, with design for phase 2 to be completed by the end of 2023, and construction, subject to funding, targeted for 2024.	Cllr Dan De'Ath	Planning, Transport & Environment

### Building resilience into our highway network

Ref	We will:	Lead Member	Lead Directorate
S6.27	Continue to deliver the programme to <b>replace all 24,000 residential lighting to low-energy LED lighting</b> by December 2023.	Cllr Caro Wild	Planning, Transport & Environment
S6.28	Continue to deliver an <b>extensive programme of localised improvements to our roads and footways</b> to remove defects such as potholes.	Cllr Dan De'Ath	Planning, Transport & Environment
S6.29	<b>Target the deployment of civil parking enforcement activity through the effective utilisation of data and technology.</b>	Cllr Dan De'Ath	Planning, Transport & Environment

Ref	Key Performance Indicator	Target
K6.15	The percentage of principal (A) roads that are in overall poor condition	<5%
K6.16	The percentage of non-principal/classified (B) roads that are in overall poor condition	<7%

K6.17	The percentage of non-principal/classified (C) roads that are in overall poor condition	<7%
-------	---	-----

### Making Cardiff a world-leading recycling city

Ref	We will:	Lead Member	Lead Directorate
S6.30	<p><b>Deliver the ‘Recycling Strategy for Cardiff 2022-25: Cleaner and Greener’ to achieve 70% recycling performance by 2024/25 by:</b></p> <ul style="list-style-type: none"> <li>Delivering the programme of recycling and re-use improvements detailed within the strategy;</li> <li>Continuing work with Welsh Government Waste &amp; Resources Action Programme (WRAP) and the Welsh Local Government Association (WLGA) to benchmark and model improvements in collecting and processing recycling;</li> <li>Working with citizens to reduce waste and improving opportunities for community recycling.</li> </ul>	Cllr Caro Wild	Economic Development
S6.31	<p><b>Improve the sustainability of how the city manages its waste and materials, driving the circular economy, by:</b></p> <ul style="list-style-type: none"> <li>Reducing the amount of single-use plastics, including those used to collect recycling;</li> <li>Reducing emissions from the fleet of vehicles used to deliver collections and cleansing;</li> <li>Reducing the need to mechanically separate materials;</li> <li>Promoting the amount of green electricity produced from landfill gas, anaerobic digestion of food waste and energy from waste;</li> <li>Working with commercial organisations, and other partners, to reduce overall waste.</li> </ul>	Cllr Caro Wild	Economic Development

Ref	Key Performance Indicator	Target
K6.18	The percentage of planned recycling and waste collections achieved	99.9%
K6.19	The percentage of municipal waste collected and prepared for re-use and/or recycled	>64%
K6.20	The percentage of waste collected at recycling centres that has been prepared for re-use or recycled	85%
K6.21	The number of Environmental Street Scene investigation actions	25,000
K6.22	The number of Environmental Street Scene Legal Enforcement Actions (with enforcement actions including Fixed Penalty	12,500

	Notices, cases which proceed to prosecution, Section 46 or other legal notices)	
--	---	--

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

Ref	We will:	Lead Member	Lead Directorate
S6.32	<b>Deliver a comprehensive programme of reform to the Council's Street Scene cleansing and enforcement services</b> through integration, digitalisation and the use of data to support the efficient and effective use of resources.	<b>Cllr Caro Wild</b>	<b>Economic Development</b>
S6.33	<b>Support volunteer groups through our Love Where You Live programme</b> , and work with these groups and Keep Wales Tidy to co-produce strategies around litter and behaviour change.	<b>Cllr Caro Wild</b>	<b>Economic Development</b>

Ref	Key Performance Indicator	Target
K6.23	The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness	<b>90%</b>
K6.24	The number of wards in Cardiff where 90% of the highways land inspected is of a high or acceptable standard of cleanliness	<b>All</b>
K6.25	The percentage of reported fly-tipping incidents cleared within five working days	<b>95%</b>