

# Delivering a Stronger, Fairer, Greener Cardiff

Cardiff Council Corporate Plan 2023-26



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

**WORKING FOR CARDIFF,  
WORKING FOR YOU**





---

# 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 actions 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





Leader's Foreword Page 1

Delivering a Stronger, Fairer, Greener Cardiff Page 4

## Well-being Objectives

1. Cardiff is a great place to grow up Page 6

2. Cardiff is a great place to grow older Page 17

3. Supporting people out of poverty Page 24

4. Safe, confident and empowered communities Page 30

5. A capital city that works for Wales Page 40

6. One Planet Cardiff Page 46

7. Modernising and integrating our public services Page 56



# Delivering a Stronger, Fairer, Greener Cardiff

To outline its ambitions for the city, the Council's Administration has 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 delivering 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> The importance of balancing short-term needs with the need to safeguard the long-term needs.	<p>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> <ul style="list-style-type: none"><li>• <b>Cardiff's Local Well-being Assessment:</b> a comprehensive study of the quality of life in Cardiff undertaken in 2022 by the Cardiff Public Services Board (PSB).</li><li>• <b>Cardiff Future Trends Report:</b> 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>• <b>Cardiff &amp; Vale Population Needs Assessment:</b> an assessment of the care and support needs of the population, undertaken by the Cardiff &amp; Vale Regional Partnership Board (RPB).</li><li>• <b>Medium Term Financial Plan (MTFP):</b> 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>• <b>2020 Future Generations Report:</b> 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>• <b>Cardiff's city-wide dashboard:</b> a live resource enabling progress to be monitored. The Cardiff PSB also publishes a full set of outcome indicators annually, most recently in the <b>Cardiff in 2022 analysis</b>, which provides a snapshot of how the city is performing.</li></ul>



Way of Working	How has it been applied?
<p><b>Prevention</b></p> <p>How acting to prevent problems occurring or getting worse may help public bodies meet their Objectives.</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>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.</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 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>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.</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>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.</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 1:

Cardiff is a great place to grow up





---

Making sure that Cardiff is a great place to grow up for all children and young people is a long-standing priority for the Council.

Over the past decade the Council has worked with schools and partners to deliver sustained improvement in the quality and effectiveness of Cardiff's education system. Cardiff is also closer than ever before to making every school a good school, with strong inspection outcomes, education attainment above the national average and the roll-out of the Sustainable Communities for Living Programme (formerly known as the 21st Century Schools Programme) investing millions in delivering a high-quality learning environment. More broadly, the Council is working with partners across Cardiff to make sure that children and young people are benefiting from the advantages that only growing up in a capital city can bring, such as an extensive range of leisure, sporting, and cultural opportunities.

The Council also remains committed to becoming a Child Friendly City, where the rights and voices of children and young people are at the heart of everything the Council does. More and more schools are now Child Rights Respecting Schools, and more children understand their rights. Over the course of the year ahead the Council is aiming to become the first UNICEF accredited Child Friendly City in the UK.

However, the legacy of the pandemic and the impact of the cost-of-living crisis on our children and young people is becoming ever more apparent. Existing inequalities have been exacerbated, with attainment and attendance being particularly affected and a growing demand to meet additional needs, particularly those relating to mental health, placing real pressure on schools.

The Council remains committed to doing all it can to support the city's most vulnerable children and young people. Children's Services continue to face high and rising demand and increases in case complexity. At the same time, the service is facing challenges in the supply of residential placements for children and young people, and in the recruitment of social workers. This Plan, and the new Children's Services Strategy 2023-26, sets out a programme of cross-Council and partnership interventions that will make sure the increasingly complex needs of children and families in Cardiff can be met.

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

- **Becoming a Child Friendly City**
- **Supporting education recovery post-pandemic**
- **Continuing to deliver the Cardiff 2030 vision for education and learning**
- **Shifting the balance of care: place**
- **Shifting the balance of care: people**
- **Shifting the balance of care: practice**
- **Protecting the well-being of vulnerable children, young people and families**





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

## Becoming a Child Friendly City

We will:	Lead Member	Lead Directorate
Achieve UNICEF Child Friendly City Status by Summer 2023.	Cllr Sarah Merry	Education & Lifelong Learning
Embed a Child Rights Based Approach in the Council's policy development framework and continue to improve the mandatory Child Rights training compliance rates across the Council.	Cllr Sarah Merry	Education & Lifelong Learning

Key Performance Indicator	Target
The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	75%
Of the Rights Respecting Schools, the percentage which are silver or gold	55%
The percentage of children and young people between the age of 8 and 18 who are aware of their rights	90%
The percentage of children and young people between the age of 8 and 18 who state they are able to do their best to learn and progress at school all or most of the time	93%
The percentage of Council staff completing Child Rights training	85%

## Supporting education recovery post-pandemic

We will:	Lead Member	Lead Directorate
Commence a phased roll-out of the multi-agency 'Team Around the School' model by September 2023, supporting schools to improve pupil attendance, emotional health and well-being, achievement and progression in partnership with their local communities.	Cllr Sarah Merry, Cllr Peter Bradbury & Cllr Ash Lister	Education & Lifelong Learning
Ensure access to appropriate education for the increased number of pupils with emotional health and well-being and additional learning needs by delivering additional school places to meet presenting demand.	Cllr Sarah Merry	Education & Lifelong Learning



We will:	Lead Member	Lead Directorate
Deliver an ongoing programme of school attendance campaigns and engagement activities with schools and youth support services, to encourage and support pupils to fully re-engage in their learning and to improve pupil well-being.	Cllr Sarah Merry & Cllr Peter Bradbury	Education & Lifelong Learning

Key Performance Indicator	Target
Percentage Attendance: Primary	92.5%
The percentage of persistent absence (below 50% threshold) in primary schools	<2.5%
Percentage Attendance: Secondary	92%
The percentage of persistent absence (below 50% threshold) in secondary schools	<2.5%

## Continuing to deliver the Cardiff 2030 vision for education and learning

We will:	Lead Member	Lead Directorate
Refresh and relaunch the Cardiff 2030 Vision for Education and Learning and develop a supporting three-year strategic plan by September 2023.	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Develop and implement a series of workforce development programmes:</b></p> <ul style="list-style-type: none"> <li>A new 'Cardiff Guarantee' to offer enhanced continuous professional development for new teachers in Cardiff schools which provides practical experience in a range of education and industry settings by September 2024;</li> <li>A talent management strategy to identify and develop aspiring and emerging school leaders of the future to ensure sustainable school leadership in Cardiff by September 2023;</li> <li>Recruitment and progression pathways for Teaching Assistants with the Into Work Service, the Education Workforce Council and Higher Education partners;</li> <li>A recruitment and retention programme to increase the diversity of the school workforce, including within school governance.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
Review the roles and responsibilities of the Local Authority, Governing Bodies, Schools and the Regional Consortium in <b>delivering an effective School Improvement Framework in Cardiff</b> , including the development of an Information and Evidence Policy which enables all parties to support the progression of learners.	Cllr Sarah Merry	Education & Lifelong Learning

We will:	Lead Member	Lead Directorate
<p><b>Close the achievement gap</b> for our most vulnerable learners, with a particular focus on children in care, those educated other than at school and children from the most disadvantaged communities.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Improve outcomes for children and young people with additional learning needs</b> through successful implementation of the Additional Learning Needs Code by 2024.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Deliver a continued programme of investment in new and existing school buildings between April 2019 and 2026 to:</b></p> <ul style="list-style-type: none"> <li>• Ensure that there are sufficient schools to provide appropriate education for all learners in the local authority area;</li> <li>• Address the condition of school buildings including asset renewal to existing and new school buildings;</li> <li>• Improve the teaching and learning environment;</li> <li>• Reshape and enhance specialist provision for pupils with additional learning needs;</li> <li>• Begin to develop a strategic framework for prioritisation of future investment.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Develop and embed an approach for Community-Focused Schools</b> to enhance the relationship between schools and communities, with a focus on supporting the continued learning and well-being of vulnerable children and families.</p>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Invest in digital infrastructure, equipment and new learning technologies</b> for schools in line with the Schools ICT strategy and Welsh Government digital best practice to:</p> <ul style="list-style-type: none"> <li>• Continue to improve the pupil-to-ICT device ratio in all schools to achieve the long-term aspiration of one device for every pupil in every Cardiff school;</li> <li>• Complete a refresh of all audio-visual equipment in all school classrooms by March 2026;</li> <li>• Ensure that every pupil has access to appropriate Wi-Fi connectivity away from school by working with the telecommunications companies to continue to provide mobile Wi-Fi solutions to those pupils requiring support;</li> <li>• Continue to explore how digital technology can improve the quality of education and the efficiency of the school system in Cardiff.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Deliver the ten-year Welsh in Education Strategic Plan (WESP)</b> in line with the Bilingual Cardiff Strategy 2022-27 including the development and implementation of action plans for the next five years consistent with the approved strategy.</p>	Cllr Sarah Merry	Education & Lifelong Learning



We will:	Lead Member	Lead Directorate
<p><b>Enhance the Cardiff Commitment</b> 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"> <li>• Improve the offer available to the city’s most vulnerable children and young people, especially Children Looked After;</li> <li>• Improve the accessibility of post-16 education, training, and employment pathways;</li> <li>• Open up enhanced social value opportunities.</li> </ul>	Cllr Sarah Merry & Cllr Peter Bradbury	Education & Lifelong Learning
<p><b>Strengthen the Cardiff Commitment Curriculum Team offer</b> 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"> <li>• The expressive arts and creative industries;</li> <li>• One Planet Cardiff;</li> <li>• Science, Technology, Engineering &amp; Mathematics (STEM).</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Roll out the ‘Passport to the City’/ Cardiff’s Children’s University</b> 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>	Cllr Sarah Merry	Education & Lifelong Learning
<p>Ensure that all primary schools are prepared and able to provide <b>Free School Meals</b> to all children, in accordance with the Welsh Government Universal Free School Meals Offer.</p>	Cllr Sarah Merry	Education & Lifelong Learning

Key Performance Indicator	Target
The percentage of schools in an Estyn follow-up category	<5%
Asset renewal spend	£22m
The percentage of children securing one of their top choices of school placement: Primary (of top three preferences)	98%
The percentage of children securing one of their top choices of school placement: Secondary (of top five preferences)	92.5%
The number of added formal Additional Learning Needs places delivered across the city (Target to be achieved by September 2023)	141
The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%

Key Performance Indicator	Target
The percentage of EOTAS learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%
The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%

### Shifting the balance of care: place

We will:	Lead Member	Lead Directorate
<b>Continue to implement the Right Place Model</b> to improve services, support and accommodation options for children in, and on the edge of, care.	Cllr Ash Lister	Children's Services
<b>Develop the in-house Fostering Service</b> to meet demand for placements and ensure that foster carers have the necessary skills to care for children and young people with complex needs.	Cllr Ash Lister	Children's Services
<b>Support children to return safely to their own homes during the year using the Reunification Framework.</b>	Cllr Ash Lister	Children's Services
<b>Implement the Accommodation Strategy for 2023-26</b> to address placement sufficiency issues and support the implementation of the Right Place Model.	Cllr Ash Lister	Children's Services

### Of the total number of Children Looked After:

Key Performance Indicator	Target
The number fostered by Local Authority foster carers	130
The number fostered by external foster carers as a percentage of regulated placements (excluding kinship)	60%
The number placed in in-house residential placements	15
The number placed in external residential placements as a percentage of regulated placements (excluding kinship)	17%



Key Performance Indicator	Target
The number of children returned home from care during the year	60
The percentage of Children Looked After in regulated placements who are placed in Cardiff	60%
The percentage of Children Looked After in regulated placements who are placed in Cardiff or a neighbouring authority	80%

### Shifting the balance of care: people

We will:	Lead Member	Lead Directorate
<b>Build on the progress made implementing a locality approach to service provision</b> to further develop links with Education and maximise use of community resources.	Cllr Ash Lister	Children's Services
<b>Implement the Children's Services Workforce Action Plan</b> to secure a primarily permanent workforce.	Cllr Ash Lister	Children's Services

Key Performance Indicator	Target
The percentage of permanent social worker vacancies in Children's Services	24%

### Shifting the balance of care: practice

We will:	Lead Member	Lead Directorate
<b>Continue working with partners to develop and implement pathways and a joint model of service provision for children with serious mental health and emotional well-being issues.</b>	Cllr Ash Lister & Cllr Sarah Merry	Children's Services, and Education & Lifelong Learning
<b>Continue the implementation of the new Youth Justice Strategy 'Building Safer Futures Together'</b> and Improvement Plan to reduce offending and improve outcomes for young people.	Cllr Ash Lister	Children's Services

<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
<b>Conclude the renewed Corporate Parenting Strategy 2021-24 action plan</b> to improve outcomes and well-being for Children Looked After.	<b>Cllr Ash Lister &amp; Cllr Sarah Merry</b>	<b>Children's Services, Education &amp; Lifelong Learning, and Adult Services, Housing &amp; Communities</b>

## Youth Justice

<b>Key Performance Indicator</b>	<b>Target</b>
The number of first-time entrants into the Youth Justice System	<b>60</b>
The percentage of children re-offending within six months of their previous offence	<b>40%</b>
The number of young people in receipt of a prevention service from the Youth Justice Service	<b>130</b>
The percentage of children with an order ending during the period who were living in suitable accommodation	<b>Baseline being set</b>
The percentage of children with an order ending during the period who were in suitable education, training or employment	<b>Baseline being set</b>
The percentage of children with an order ending during the period who had an identified Special Education Need and Disability (SEND) / Additional Learning Need (ALN)	<b>Baseline being set</b>

<b>Key Performance Indicator</b>	<b>Target</b>
The percentage of care leavers in categories 2,3 and 4 <sup>1</sup> who have completed at least three consecutive months of employment, education or training in the 12 months since leaving care	<b>65%</b>
The percentage of care leavers in categories 2,3 and 4 <sup>1</sup> who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	<b>65%</b>

<sup>1</sup>Care Leavers in categories 2, 3 and 4 are those aged 16 or 17, those aged 18 or over and those young people who reconnect to care for education or training purposes. **(Section 104, Social Services and Well-being Act (Wales) 2014)**



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

We will:	Lead Member	Lead Directorate
<p><b>Expand the offer of Flying Start funded childcare into new parts of the city</b> through a phased approach following Welsh Government guidance to:</p> <ul style="list-style-type: none"> <li>• Maximise child development outcomes to support the best start in life, particularly for our most disadvantaged children;</li> <li>• Address inequality and alleviate some of the impacts of deprivation;</li> <li>• Support and strengthen Welsh-medium provision;</li> <li>• Address gaps in the availability of provision.</li> </ul>	Cllr Ash Lister	Adult Services, Housing & Communities
<p><b>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</b></p> <ul style="list-style-type: none"> <li>• Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads;</li> <li>• Adopting the Voice of Young People on Safeguarding Plan;</li> <li>• Ensuring equitable and inclusive access to education for all through the delivery of the EOTAS (Educated Other Than At School) Plan.</li> </ul>	Cllr Sarah Merry, Cllr Ash Lister & Cllr Peter Bradbury	Education & Lifelong Learning, and Children's Services
<p><b>Complete a full review of Young Person's Services</b> and implement recommendations to:</p> <ul style="list-style-type: none"> <li>• Offer a clear route into joined-up services for young people that can be accessed by young people, families and professionals;</li> <li>• Expand the current universal offer, offering more services and activities from more locations;</li> <li>• Ensure the right balance of youth work is available to meet the needs of young people;</li> <li>• Optimise access to school sites and facilities outside of the school day for youth work provision.</li> </ul>	Cllr Ash Lister, Cllr Sarah Merry & Cllr Peter Bradbury	Adult Services, Housing & Communities, Education & Lifelong Learning, and Children's Services
<p><b>Enhance the use of Council data to support decision-making and service delivery for young people</b>, including joining up education, youth services, social care and safeguarding data as part of the Single View of the Child Approach.</p>	Cllr Ash Lister, Cllr Peter Bradbury & Cllr Sarah Merry	Performance & Partnerships, Education & Lifelong Learning and Children's Services

---

Key Performance Indicator	Target
The number of people supported through the Family Gateway	9,000
The number of people supported by the Family Help Team and Family Help Disability Team	2,500
The percentage of families referred to Family Help, showing evidence of positive distance travelled	85%





# 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

We will:	Lead Member	Lead Directorate
<p><b>Work with a wide range of partners to deliver our commitment to be an Age-Friendly and Dementia Friendly City by:</b></p> <ul style="list-style-type: none"> <li>• Playing a full part in the World Health Organisation’s Network of Age-Friendly Cities;</li> <li>• Measuring our success through a city-wide evaluation framework and key performance indicators;</li> <li>• Recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Encourage employment and prevent discrimination against older people in the job market by:</b></p> <ul style="list-style-type: none"> <li>• Recruiting a designated employment mentor to support older people to access employment opportunities;</li> <li>• 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;</li> <li>• Increasing digital sessions across the city supporting older people with digital deprivation, continuing with the digital tablet gifting scheme;</li> <li>• 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.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Provide opportunities for all people to get involved in their community, and in particular to support older people to stay active and connected, including:</b></p> <ul style="list-style-type: none"> <li>• Working with community groups and volunteers to offer a wide range of activities, events and opportunities to get involved;</li> <li>• Improving access to activities through a “Hubs for All” approach;</li> <li>• Working with the University Health Board to establish Wellbeing Hubs and to fully integrate health initiatives into all Hubs;</li> <li>• Strengthening the advice and support available in Hubs for older people and carers;</li> <li>• Developing further monitoring to demonstrate the effectiveness of the actions taken to prevent loneliness and isolation.</li> </ul>	Cllr Norma Mackie & Cllr Lynda Thorne	Adult Services, Housing & Communities

Key Performance Indicator	Target
The number of digital Dementia Friendly City events held	2,300
The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	85%
The number of events held to support people to keep active and stay mobile	500
The number of participants at the events held to support people to keep active and stay mobile	8,000
The number of events held to support people to remain connected and stay social	1,400
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

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

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

We will:	Lead Member	Lead Directorate
<p><b>Work to support timely and safe hospital discharge</b> by:</p> <ul style="list-style-type: none"> <li>Improving and strengthening management arrangements in the Integrated Discharge Hub;</li> <li>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;</li> <li>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.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p>Work with care providers to <b>deliver good-quality care that meets current and future needs</b>, to include:</p> <ul style="list-style-type: none"> <li>Further developing locality working through recruitment of local care co-ordinators;</li> <li>Embedding a Quality Assurance Framework and developing a set of performance indicators to measure the quality of commissioned care provision;</li> <li>Refocusing care provision away from general residential care towards home-based care;</li> <li>Promoting the development of high-quality nursing and dementia care.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities



We will:	Lead Member	Lead Directorate
<p><b>Listen to the voices of our citizens</b> and increase their choice in care provision by:</p> <ul style="list-style-type: none"> <li>Improving our engagement with older people, seeking meaningful input and feedback;</li> <li>Increasing choice through direct payments, including the development of micro-enterprises;</li> <li>Piloting a trusted partnership approach with care providers to increase flexibility of care;</li> <li>Reviewing current usage of our services, and taking steps to ensure all Cardiff communities are aware of, and have access to, our services.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Support the social care workforce by:</b></p> <ul style="list-style-type: none"> <li>Working with Welsh Government to maintain the Real Living Wage for care workers;</li> <li>Further developing the Cardiff Cares Academy to provide training, mentoring and employer support;</li> <li>Providing proactive support to help care workers achieve registration;</li> <li>Further developing carer skills to support hospital discharge and reablement.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p>Improve recruitment and retention of social workers and occupational therapists by putting in place a comprehensive Workforce Development Plan and <b>by taking a “grow our own” approach to increase qualified staff.</b></p>	Cllr Norma Mackie	Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of permanent social worker vacancies in Adult Services	12%
The total number of domiciliary care workers in Cardiff registered with Social Care Wales	210
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%
The average time from referral to the Brokerage Team to the start of domiciliary care	14 days

Key Performance Indicator	Target
The average number of people waiting for domiciliary care at month end	<30

### Supporting unpaid carers and valuing their role

We will:	Lead Member	Lead Directorate
<p><b>Listen to unpaid carers and families to ensure we provide the help they need by:</b></p> <ul style="list-style-type: none"> <li>• Consulting and co-producing services with carers;</li> <li>• Reviewing the range of respite provided;</li> <li>• Improving advice services and support for carers;</li> <li>• Reviewing the carer’s assessment process to improve take-up.</li> </ul>	<p>ClIr Norma Mackie</p>	<p>Adult Services, Housing &amp; Communities</p>

Key Performance Indicator	Target
The percentage of eligible carers who were offered a carer’s assessment	60%

### Ensuring our services meet the needs of those living with dementia

We will:	Lead Member	Lead Directorate
<p><b>Support people with dementia to stay at home wherever possible by:</b></p> <ul style="list-style-type: none"> <li>• Reviewing best practice in supporting people with dementia to live in the community and using this to inform future commissioning;</li> <li>• Reviewing the dementia training required to ensure that staff can tailor the correct care and support to the person and their family in their home.</li> </ul>	<p>ClIr Norma Mackie</p>	<p>Adult Services, Housing &amp; Communities</p>

Key Performance Indicator	Target
The percentage of Council staff completing Dementia Friends training	85%
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



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.

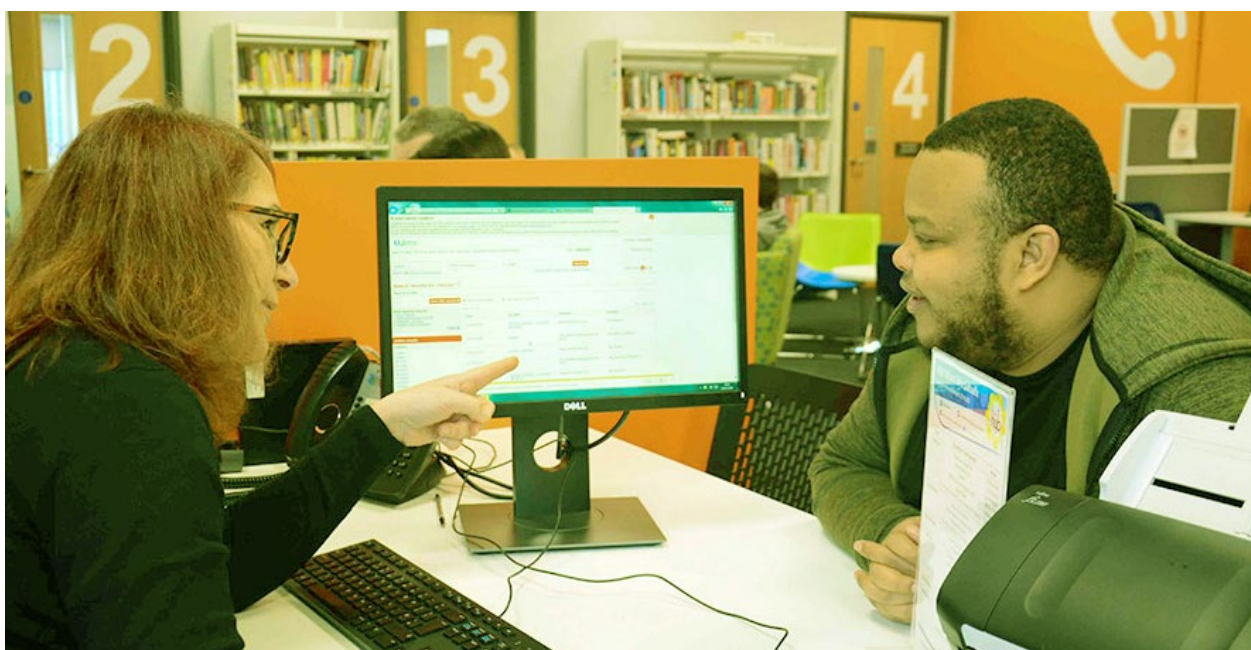
The Council will continue to promote the real Living Wage to our partners and employers across the city. The cost-of-living crisis means that it is more important than ever that we make sure that good jobs continue to be available in Cardiff – good jobs, paying a fair wage, with security and the offer 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 are 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

We will:	Lead Member	Lead Directorate
<p><b>Respond to the impact that the cost-of-living crisis is having on residents by:</b></p> <ul style="list-style-type: none"> <li>Ensuring that ongoing support is available which can be accessed in person, through the Adviceline or webchat, or by email;</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> <li>Continuing the legacy of Together For Cardiff, working with third sector organisations, including Cardiff Foodbank, and businesses to support those in poverty.</li> </ul>	Cllr Peter Bradbury	Adult Services, Housing & Communities
<p><b>Support people into work</b> by continuing to fill current, and deliver new, apprenticeships and trainee opportunities within the Council.</p>	Cllr Chris Weaver	Resources
<p><b>Support more people into work:</b></p> <ul style="list-style-type: none"> <li>Through the newly expanded Into Work Service, <b>creating new bespoke employment and training packages</b> to meet any new or emerging workforce demands in the city;</li> <li>Working alongside <b>major regeneration projects</b>, including the new Indoor Arena, to support local people into the new jobs the projects create;</li> <li>Supporting people who are in work to secure higher paid and more sustained employment, through intensive in-work mentoring and upskilling.</li> </ul>	Cllr Peter Bradbury	Adult Services, Housing & Communities
<p>Raise awareness of illegal money lending and <b>support individuals to access responsible lenders and debt advice, rebuild their finances and make a sustainable transition to legal credit.</b></p>	Cllr Dan De'Ath	Economic Development

Key Performance Indicator	Target
The number of new apprenticeship and trainee placements provided within the Council in year	100
The total number of apprenticeship and trainee placements within the Council in year	150
The number of Council posts filled through placements from Cardiff Works	2,800
The number of interventions which supported people receiving into work advice through the Employment Gateway	55,000

Key Performance Indicator	Target
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
The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	<12%
The percentage of Into Work clients who identify as being from a Black, Asian or Minority Ethnic background	Monitor KPI, no target set
The number of employers which have been assisted by the Council's employment support service	300
The number of customers helped with Universal Credit financial support	3,000
Additional weekly benefit identified for clients of the Advice Team	£17,000,000

### Continuing our Living Wage City ambition

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

Key Performance Indicator	Target
The number of accredited real Living Wage employers in Cardiff	260
The number of workers receiving a pay rise onto at least the real Living Wage	12,800



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

We will:	Lead Member	Lead Directorate
<p>Continue to promote the help available to <b>prevent homelessness, and improve and expand prevention services</b> in the community by March 2024, including:</p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• Providing a dedicated caseworker to all but the most straightforward cases;</li> <li>• Ensuring prevention support is available immediately and for as long as is required to resolve the threat of homelessness.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Work with Welsh Government to <b>understand the resource requirements needed to deliver a rapid re-housing approach to homelessness.</b></p>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Increase Temporary Accommodation capacity to address homelessness pressures by:</b></p> <ul style="list-style-type: none"> <li>• Delivering phase 2 of the Gasworks site by August 2023;</li> <li>• Increasing the number of buy-backs;</li> <li>• Working with Registered Social Landlord partners to identify difficult-to-let properties and finding suitable occupants;</li> <li>• Increasing the number of managed schemes to improve move-on into permanent accommodation;</li> <li>• Exploring other meanwhile use of development land.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Improve access to the private rented sector and promote this to <b>address housing need</b>, through the Landlord Enquiry and Tenancy Service (LETS) and expansion of the Welsh Government Leasing Scheme.</p>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Develop innovative housing solutions</b> to address issues such as overcrowding, under-occupation, lack of family accommodation and lack of adapted properties by:</p> <ul style="list-style-type: none"> <li>• Promoting mutual exchanges;</li> <li>• Providing tailored support to those who wish to downsize;</li> <li>• Expanding the use of modular extensions;</li> <li>• Reviewing the co-ordination and use of adapted and older persons accommodation.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Improve the quality of our Supported and Temporary Accommodation</b> by:</p> <ul style="list-style-type: none"> <li>• Completing the phasing out of accommodation that no longer meets the required standards;</li> <li>• Reducing the use of hotel accommodation for families.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p><b>Ensure that the complex needs of homeless people are met by:</b></p> <ul style="list-style-type: none"> <li>Further developing the Multi-Disciplinary Team (MDT) and ensuring clear pathways are in place for move-on to mainstream services when appropriate;</li> <li>Ensuring that appropriate health and support services are available in hostels and supported accommodation;</li> <li>Fully training staff and focusing on assertive re-engagement with those that may fall out of services as well as providing meaningful opportunities for residents to train and volunteer;</li> <li>Continuing to support and assist rough sleepers to access and maintain accommodation by reviewing and developing our assertive outreach approach and further developing and promoting the benefits of Diversionary Activities.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Prevent youth homelessness and ensure that young people leaving care are supported by:</b></p> <ul style="list-style-type: none"> <li>Reviewing and enhancing advice and mediation services, with particular regard to young people;</li> <li>Considering targeted interventions and support for school-aged children and their families;</li> <li>Ensuring the young person's gateway accommodation meets current needs, reviewing and increasing capacity within the gateway as needed;</li> <li>Developing the Citadel supported housing scheme for young people with complex needs.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of households threatened with homelessness successfully prevented from becoming homeless	80%
The percentage of people presenting to the homelessness service who are homeless on the day, without previously seeking prevention help	<40%
The average waiting time for a homelessness prevention appointment	<7 days
The number of additional properties on the Leasing Scheme Wales	40
The total number of rough sleepers in the city	<20
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	85%

# 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

We will:	Lead Member	Lead Directorate
Ensure the current Council house building programme <b>delivers at least 1,000 new council homes</b> through the Cardiff Living programme and additional schemes currently on site by the end of 2023.	Cllr Lynda Thorne	Adult Services, Housing & Communities
Expand the scale and pace of the programme by implementing a new council-led commercial housing development partnership and <b>ensure that sufficient sites are identified to build at least 4,000 new homes overall</b> , including the delivery of properties for rent or sale to keyworkers.	Cllr Lynda Thorne	Adult Services, Housing & Communities
<b>Drive up standards in the private rented housing sector</b> by: <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
<b>Tackle properties that are long term empty</b> including considering the application of a 300% Council Tax Premium.	Cllr Lynda Thorne & Cllr Chris Weaver.	Economic Development and Resources
<b>Invest in our local communities</b> by: <ul style="list-style-type: none"> <li>Preparing and adopting a new Regeneration Strategy to <b>support district and local centres, and 15-minute city principles</b>;</li> <li>Developing regeneration opportunities for the South Riverside Business Corridor including Cowbridge Road East and the Roath/Adamsdown Business Corridor including Clifton Street and Broadway;</li> <li>Continuing to implement the current estate improvement programme with a focus on better integrating new housing development with local community investment wherever possible;</li> <li>Securing Welsh Government Targeted Regeneration Investment Programme (TRIP) funding for projects;</li> <li>Implementing a further three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p>Investigate and <b>deliver future Community, Youth and Wellbeing Hubs</b> with partners, including:</p> <ul style="list-style-type: none"> <li>Progressing a Youth Hub in the city centre by Summer 2023;</li> <li>Securing planning permission for a new Health and Wellbeing Hub at Ely &amp; Caerau by December 2023;</li> <li>Exploring options for new Hubs on strategic planning sites and larger housing and regeneration projects.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p>Work in partnership with Registered Social Landlords to <b>maximise the amount of affordable housing</b> that can be delivered through the Social Housing Grant Programme, including:</p> <ul style="list-style-type: none"> <li>Implementing a five-year plan to build the specialist and supported accommodation required;</li> <li>Achieving a full spend of allocated Welsh Government funding;</li> <li>Maximising opportunities to secure additional monies.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<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
<p><b>Improve fire safety in homes</b> by:</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 and Cllr Dan De’Ath	Adult Services, Housing & Communities, and Economic Development

Key Performance Indicator	Target
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>	<b>632</b>
Total number of new Council homes completed through the current housing delivery programme <i>(Target to be achieved by December 2023.)</i>	<b>1,000 cumulative</b>
Total number of new homes completed and provided through all housing delivery programmes <i>(Target to be achieved by 2035.)</i>	<b>4,000 cumulative</b>
Total number of new affordable housing units (Council and Housing Association) completed per annum	<b>300</b>
The number of private rented sector properties where significant hazards (Category 1 and 2) have been removed following intervention by Shared Regulatory Services	<b>100</b>
The percentage of empty private sector properties brought back into use during the year through direct action by the Local Authority	<b>TBC in April 2023</b>
The number of additional dwellings created as a result of bringing empty properties back into use	<b>TBC in April 2023</b>
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)	<b>£1m per annum</b>
The number of funding bids submitted per year	<b>4</b>
The number of in-person visitors to libraries and Hubs across the city	<b>1.5 million</b>
The number of virtual visits to our 24-hour digital library	<b>Baseline being set</b>
The number of physical books borrowed from libraries and Hubs across the city	<b>1.4 million</b>
The number of digital books downloaded from our 24-hour digital library	<b>1 million</b>
The number of page views on the Hubs website	<b>300,000</b>
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	<b>95%</b>
The number of visits (page views) to the volunteer portal	<b>75,000</b>
The number of hours given volunteering within Housing & Communities	<b>18,000</b>

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

We will:	Lead Member	Lead Directorate
<p><b>Ensure that all people, however vulnerable, retain a voice in their care by:</b></p> <ul style="list-style-type: none"> <li>Ensuring our social workers take a strengths-based approach to mental capacity and ensure that, as far as possible, older people retain voice and control;</li> <li>Preparing for the implementation of the new Liberty Protection Safeguards legislation and mainstreaming these within our services;</li> <li>Recommissioning Advocacy Services in line with the commitments set out in the Cardiff &amp; Vale Advocacy Strategy by March 2024;</li> <li>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.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Improve the support available to people with mental health issues by:</b></p> <ul style="list-style-type: none"> <li>Supporting the Health Board with their Community Transformation project and the review of services to meet the needs of those individuals who may not require formal care and support services;</li> <li>Further 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;</li> <li>Identifying additional accommodation and support solutions to support people with mental health issues to move from residential services to live independently, taking all necessary steps to ensure alternative solutions are safe and appropriate;</li> <li>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.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Enhance the support available for people living with learning disabilities by:</b></p> <ul style="list-style-type: none"> <li>Further developing the Complex Needs Day Service, expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community;</li> <li>Improving and increasing overnight respite, setting out proposals for building development;</li> <li>Developing proposals for new accommodation and support options to promote independence and facilitate step-down from residential care.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities
<p><b>Improve services for people with autism by:</b></p> <ul style="list-style-type: none"> <li>Ensuring all staff have access to the appropriate level of training to meet the needs of autistic people;</li> <li>Developing a specialist approach to neurodiversity within Adult Services.</li> </ul>	Cllr Norma Mackie	Adult Services, Housing & Communities



<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
<p><b>Ensure children and adults are protected from risk of harm and abuse by:</b></p> <ul style="list-style-type: none"> <li>• Implementing the Regional Safeguarding Board’s Annual Plan;</li> <li>• Continuing to develop and implement the Safeguarding Adolescents From Exploitation (SAFE) Model during the year;</li> <li>• Monitoring the adult safeguarding referrals received and develop a pro-active multi-agency response to re-occurring issues.</li> </ul>	Cllr Ash Lister & Cllr Norma Mackie	Adult Services, Housing & Communities, Children’s Services, and Performance & Partnerships
<p><b>Work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city, including:</b></p> <ul style="list-style-type: none"> <li>• Promoting health screenings;</li> <li>• Promoting the take-up of vaccinations.</li> <li>• Combatting childhood obesity.</li> </ul>	Cllr Julie Sangani	Adult Services, Housing & Communities
<p><b>Work with Cardiff &amp; Vale University Health Board (UHB) and Public Health Wales to improve access to services by:</b></p> <ul style="list-style-type: none"> <li>• Contributing to a partnership approach to improve community-based services to prevent hospital admissions;</li> <li>• Supporting work by Cardiff &amp; Vale UHB to improve health support available to marginalised groups including refugees, asylum seekers, prison leavers and the homeless population including rough sleepers.</li> </ul>	Cllr Julie Sangani & Cllr Norma Mackie	Adult Services, Housing & Communities

<b>Key Performance Indicator</b>	<b>Target</b>
The number of individuals with mental health issues/ learning disabilities who have been supported to step down to greater independence	Monitor KPI, no target set
The number of adult protection enquiries received	Not appropriate to set target
The percentage of adult protection enquiries completed within seven days	99%
The percentage of Council staff completing safeguarding awareness training	85%

## Creating safe and inclusive communities

We will:	Lead Member	Lead Directorate
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
<b>Lead a targeted multi-agency problem-solving approach to localised complex anti-social behaviour hotspots.</b>	Cllr Lynda Thorne	Performance & Partnerships
<b>Develop with partners a violence prevention delivery plan in Cardiff by March 2024</b> , 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
<b>Tackle all forms of violence against women and girls</b> 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
<b>Ensure all those who experience domestic abuse can access specialist support</b> 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
Work with public and private sector partners to <b>deliver the four areas of the national CONTEST Strategy</b> (Prevent, Protect, Prepare, Pursue) in order to keep Cardiff safe from the threat of terrorism.	Cllr Lynda Thorne	Performance & Partnerships
<b>Continue to lead a city-wide response to support refugees and asylum seekers</b> , including: <ul style="list-style-type: none"> <li>• Welcoming Ukrainian nationals under the Sponsorship Scheme;</li> <li>• Delivering the Afghan Resettlement Scheme;</li> <li>• Supporting refugees and asylum seekers into accommodation, education, employment and health services;</li> <li>• Working with Welsh and UK Governments to ensure equity of funding and deliver a Wales-wide approach.</li> </ul>	Cllr Julie Sangani	Performance & Partnerships

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

## Promoting the Welsh language

We will:	Lead Member	Lead Directorate
<b>Deliver Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2022-27</b> and promote and support the growth of the Welsh language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy.	Cllr Huw Thomas	Performance & Partnerships
<b>Increase the number and percentage of Welsh speakers in the workforce</b> in line with the 'Bilingual Cardiff: Bilingual Council' Policy and expand capacity to deliver bilingual services by implementing the Welsh Language Skills Strategy.	Cllr Huw Thomas	Performance & Partnerships

Key Performance Indicator	Target
The number of staff with Welsh language skills (20% increase by 2026/27 in line with the Bilingual Cardiff Strategy 2022-27)	1,072
The number of staff attending Welsh courses (50% increase by 2026/27 in line with the Bilingual Cardiff Strategy 2022-27)	2,082

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

We will:	Lead Member	Lead Directorate
<b>Support grass-roots and community sports</b> by: <ul style="list-style-type: none"> <li>Embedding the Physical Activity &amp; 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;</li> <li>Supporting access to local community sports clubs and organisations, increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach;</li> <li>Supporting community sports clubs with a particular emphasis on under-represented groups;</li> <li>Ensuring that Sport Wales's Regional Sports Partnerships reflect the priorities of Cardiff.</li> <li>Working with major sports clubs to deliver benefits for the residents of Cardiff, with a focus on identified priorities.</li> </ul>	Cllr Jennifer Burke & Cllr Sarah Merry	Economic Development, and Education & Lifelong Learning
<b>Maintain the long-term sustainability of our leisure centres</b> by: <ul style="list-style-type: none"> <li>Implementing the recommendations that are agreed in response to the review of the Leisure Services contract with GLL;</li> <li>Implementing planned improvements to Pentwyn Leisure Centre.</li> </ul>	Cllr Jennifer Burke	Economic Development

We will:	Lead Member	Lead Directorate
<p><b>Improve our parks and public spaces</b> by:</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
<p><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.</p>	Cllr Jennifer Burke	Economic Development
<p>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.</p>	Cllr Jennifer Burke	Economic Development

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



# 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

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



## Leading a recovery programme in Cardiff

We will:	Lead Member	Lead Directorate
<p><b>Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre</b> by working with partners to:</p> <ul style="list-style-type: none"> <li>• Progress the development of Metro Central;</li> <li>• Progress the Central Quay development, extending the business district south of the station;</li> <li>• Support the development of new commercial premises;</li> <li>• Implement the City Centre Recovery Action Plan;</li> <li>• Establish new city centre management arrangements;</li> <li>• Work with landowners to attract investment and development in the retail, commercial and hospitality sector;</li> <li>• Deliver the Canal Quarter.</li> </ul>	Cllr Russell Goodway	Economic Development
<p><b>Write the next chapter in Cardiff Bay’s regeneration story</b> by:</p> <ul style="list-style-type: none"> <li>• Bringing forward a business case for the Red Dragon Centre as part of the Atlantic Wharf redevelopment;</li> <li>• Working with partners to develop the Graving Docks area;</li> <li>• Delivering the new Multi-Purpose Indoor Arena by 2025/26;</li> <li>• 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;</li> <li>• Progressing a development strategy for the next phase of the International Sports Village;</li> <li>• Bringing forward proposals to protect and revitalise historic buildings in the Bay.</li> </ul>	Cllr Russell Goodway	Economic Development
<p><b>Develop a sustainable city-wide economy by:</b></p> <ul style="list-style-type: none"> <li>• Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the East of the city;</li> <li>• Working with Media.Cymru to support the growth of creative enterprises in the city;</li> <li>• Working with partners to attract investment into innovation and start-up space across the city and support the sector;</li> <li>• Establishing a ‘15-minute city toolkit’ to accelerate district centre regeneration, including housing- and transport-led improvements.</li> </ul>	Cllr Russell Goodway	Economic Development, and Planning, Transport & Environment



We will:	Lead Member	Lead Directorate
<p><b>Establish Cardiff as a Smart City</b>, where digital technologies and data are seamlessly used to enhance the lives of people and support recovery, by:</p> <ul style="list-style-type: none"> <li>Adopting the new Smart City roadmap by March 2024;</li> <li>Exploring opportunities to better share and take advantage of Council sources of open data.</li> </ul>	Cllr Dan De'Ath & Cllr Chris Weaver	Economic Development
<p><b>Work with partners to support the retail and hospitality sectors in successfully re-emerging from lockdown</b> by:</p> <ul style="list-style-type: none"> <li>Enhancing the promotion of Cardiff as a visitor destination by supporting investment in visitor infrastructure;</li> <li>Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery;</li> <li>Progressing proposals for investment in Cardiff Market.</li> </ul>	Cllr Russell Goodway	Economic Development

Key Performance Indicator	Target
The amount of 'Grade A' office space committed to in Cardiff <i>(This is a rolling two-year target.)</i>	200,000 sq. ft.
The number of new jobs created and safeguarded where the Council has played an active role	750
City centre footfall	Base target on 2022/23 outturn

## Supporting the recovery of the cultural sector and major events programme

We will:	Lead Member	Lead Directorate
<p><b>Grow Cardiff as a centre of creativity and culture</b> by:</p> <ul style="list-style-type: none"> <li>Supporting the Cardiff Music Board to implement the agreed recommendations of the Sound Diplomacy report, in partnership with Welsh Government, by March 2024;</li> <li>Agreeing a way forward to bring investment into St David's Hall by 2023;</li> <li>Developing a new Cultural Strategy for Cardiff by March 2024.</li> </ul>	Cllr Jennifer Burke	Economic Development

We will:	Lead Member	Lead Directorate
<p><b>Work with event promoters and the city’s cultural venues to rebuild the capital’s event and cultural offer by:</b></p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• 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;</li> <li>• Working in partnership with the Welsh and UK Governments to attract new major international sporting events, including the Euro 2028 football championships to Cardiff.</li> </ul>	<p>Cllr Jennifer Burke</p>	<p>Economic Development</p>

Key Performance Indicator	Target
The number of staying visitors	Base target on 2022/23 outturn
Total visitor numbers	Base target on 2022/23 outturn
Total visitor days	Base target on 2022/23 outturn
Total visitor spend	Base target on 2022/23 outturn
Attendance at Council venues	Base target on 2022/23 outturn





# Well-being Objective 6:

## One Planet Cardiff



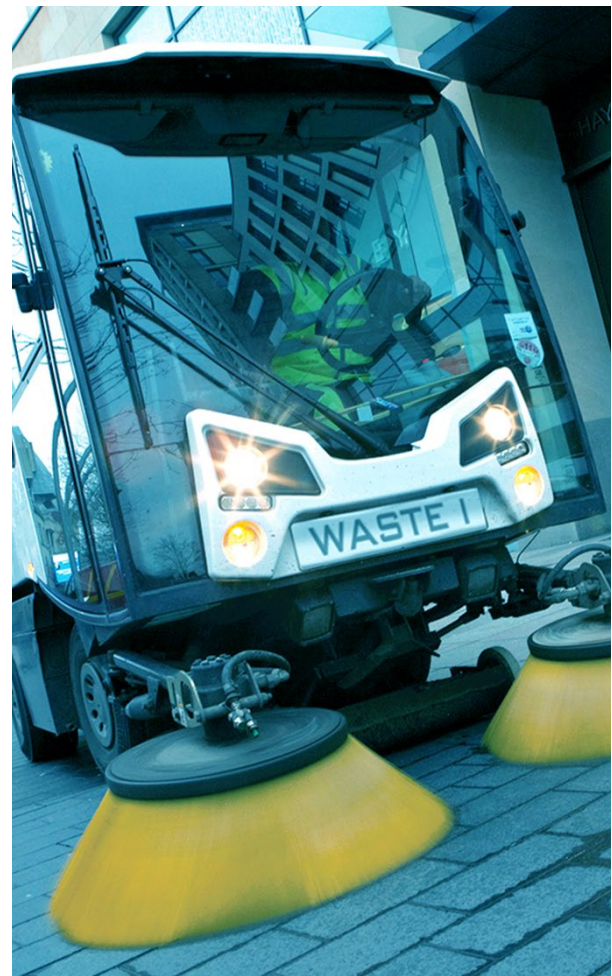


This Plan sets out commitments to make Cardiff a greener city which, through the One Planet Cardiff programme, takes a lead on responding to the climate emergency; which celebrates and nurtures biodiversity, with high-quality open spaces within easy reach for rest and play; and which is connected by 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 well-being at the heart of the city's growth**
- **Enhancing Cardiff's flood defences**
- **Building resilience into our highway network**
- **Making Cardiff a world-leading recycling city**
- **Working as one team to keep our streets clean**



# What we will do to deliver One Planet Cardiff

## Decarbonising the city and leading a green recovery

We will:	Lead Member	Lead Directorate
<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
<p><b>Take bold leadership on climate change:</b></p> <ul style="list-style-type: none"> <li><b>Across the organisation</b> 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
<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
<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
<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 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.</p>	Cllr Caro Wild, Cllr Lynda Thorne & Cllr Dan De'Ath	Planning, Transport & Environment, Adults, Housing & Communities, and Economic Development
<p><b>Support the transition to clean vehicles by:</b></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>	Cllr Caro Wild	Resources

We will:	Lead Member	Lead Directorate
<b>Set out an electric vehicle infrastructure road map by March 2024</b> to provide a strategy for public and private sector investment.	Cllr Caro Wild	Planning, Transport & Environment
<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: <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 and working with partners to review measures to manage access to unhealthy fast-food outlets near schools.</li> </ul>	Cllr Julie Sangani & Cllr Dan De'Ath	Planning, Transport & Environment
<b>Lead the debate on the potential for renewable energy</b> in the Severn Estuary through the Western Gateway's Independent Commission.	Cllr Huw Thomas	Planning, Transport & Environment

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

Key Performance Indicator	Target
The number of Council vehicles which are electric	100

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

We will:	Lead Member	Lead Directorate
<p>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:</p> <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
<p>Continue to <b>progress transport and clean air improvements in the city centre</b> including:</p> <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
<p><b>Ensure good air quality by:</b></p> <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>	Cllr Caro Wild & Cllr Dan De'Ath	Planning, Transport & Environment
<p><b>Support public transport aspirations in the Transport White Paper by:</b></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>	Cllr Dan De'Ath	Planning, Transport & Environment
<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>	Cllr Dan De'Ath & Cllr Lynda Thorne	Economic Development, and Planning, Transport & Environment

We will:	Lead Member	Lead Directorate
<p>Continue to invest in a <b>segregated cycling 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> <li>A demand-led programme of cycle hangars by 2025.</li> </ul>	Cllr Dan De'Ath	Planning, Transport & Environment
<p>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.</p>	Cllr Dan De'Ath	Planning, Transport & Environment
<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>	Cllr Dan De'Ath & Cllr Sarah Merry	Planning, Transport & Environment
<p>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></p>	Cllr Dan De'Ath	Planning, Transport & Environment
<p><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.</p>	Cllr Dan De'Ath	Planning, Transport & Environment
<p><b>Consider and review road user charging options</b> to identify opportunities and benefits for Cardiff residents and deliver transport improvements.</p>	Cllr Dan De'Ath	Planning, Transport & Environment

Key Performance Indicator	Target
Modal Split for All Journeys: Proportion of people travelling to work by sustainable transport modes (2030 Target 76%)	58%
Proportion of work journeys made by:	
<ul style="list-style-type: none"> <li>Walking</li> <li>Cycling</li> <li>Public Transport</li> </ul>	18% 17% 23%



Key Performance Indicator	Target
The number of schools supported to implement their Active Travel Plan	84 cumulative

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

We will:	Lead Member	Lead Directorate
<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
<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
<b>Deliver the Council's Green Infrastructure Plan</b> , including: <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

Key Performance Indicator	Target
The percentage of householder planning applications determined within agreed time periods	>85%
The percentage of major planning applications determined within agreed time periods	>85%

Key Performance Indicator	Target
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%
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%
Affordable housing units completed per annum as a percentage of all housing	20%

### Enhancing Cardiff's flood defences

We will:	Lead Member	Lead Directorate
<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 30th November 2023.	Cllr Caro Wild	Planning, Transport & Environment
<b>Complete coastal defence improvements in Cardiff East by 2026</b> , with enabling works commencing by June 2023 and construction work commencing by December 2023.	Cllr Caro Wild	Planning, Transport & Environment
Deliver phase 1 of the <b>new Canal Quarter</b> scheme by June 2023, with concept 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

We will:	Lead Member	Lead Directorate
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
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
<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

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

## Making Cardiff a world-leading recycling city

We will:	Lead Member	Lead Directorate
<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
<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

Key Performance Indicator	Target
The percentage of planned recycling and waste collections achieved	99.9%
The percentage of municipal waste collected and prepared for re-use and/or recycled	>64%
The percentage of waste collected at recycling centres that has been prepared for re-use or recycled	85%
The number of Environmental Street Scene investigation actions	25,000
The number of Environmental Street Scene Legal Enforcement Actions (with enforcement actions including Fixed Penalty Notices, cases which proceed to prosecution, Section 46 or other legal notices)	12,500

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

We will:	Lead Member	Lead Directorate
<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.	Cllr Caro Wild	Economic Development
<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.	Cllr Caro Wild	Economic Development

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



# Well-being Objective 7:

Modernising and integrating our public services



---

The Council will continue to focus on getting the basics right and on the delivery of good performance that we have seen over the past five years, ensuring that despite the challenging financial picture facing public services, when residents use our services, they receive the best possible customer experience.

The local government workforce remains crucial for local wellbeing; committed, talented and compassionate. As is the case nationally, the Council faces a number of workforce challenges, particularly in recruiting and retaining staff. A new workforce strategy will be crucial in developing the workforce, supporting the wellbeing of staff. And, as Cardiff becomes ever more diverse, this Council is committed to ensuring its workforce reflects this and its services respond to the great diversity of the city.

The Covid-19 pandemic was a period of great challenge and great innovation in our public services. The complexity of the issues and the solutions developed reached across service and organisational boundaries and this Plan seeks to take the culture of partnership working and of innovation and making it business as usual, with digital technologies, skills and leadership to the fore. Responding to the shift to hybrid working, the impact of the energy crisis and the Council's One Planet commitments, the Plan also sets out new ambitions for the use of the Council's property and assets.

This Plan also sets out how we will use the full size and scale of the Council as a force for social and environmental good, accelerating the move to net zero and leading the way as a 'Fair Work' employer, setting the standard for all other organisations in our city to follow.



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

- **Delivering leaner and greener Council buildings, and protecting the Council's historic buildings**
- **Improving the Council's digital offer and enhancing the use of data**
- **Supporting a highly-skilled and productive workforce with the well-being of staff at its core**
- **Using the power of the public purse to support the city's recovery**
- **Ensuring the Council represents and responds to the diversity of Cardiff's communities**

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

## Delivering leaner and greener Council buildings and protecting the Council's historic buildings

We will:	Lead Member	Lead Directorate
Deliver the targets of the One Planet Cardiff strategy <b>by reducing the carbon footprint in the built environment</b> by 30% by the end of 2025/26.	Cllr Russell Goodway	Economic Development
<b>Implement the Hybrid Working Model</b> , utilising Council property assets and reducing revenue costs in line with the Corporate Property Strategy 2021-26.	Cllr Russell Goodway	Economic Development
Complete 100% of Priority 1 programmed asset works to <b>maintain Council buildings in a safe compliant condition</b> .	Cllr Russell Goodway	Economic Development
<b>Dispose of land and property in line with the Corporate Property Strategy 2021-26</b> .	Cllr Russell Goodway	Economic Development

Key Performance Indicator	Target
Reduce the carbon footprint in the built environment <i>(Target to be achieved by 2026)</i>	30%
Reduce the annual running cost of the operational property estate <i>(Target to be achieved by 2026)</i>	£6,000,000
The percentage completion of all Priority 1 works	100%
General fund capital receipts <i>(Target to be achieved by 2026)</i>	£25,000,000

## Improving the Council's digital offer and enhancing the use of data

We will:	Lead Member	Lead Directorate
<b>Support citizens to make the switch to digital services.</b>	Cllr Chris Weaver	Resources
<b>Use automation to streamline administrative tasks</b> and create a more efficient and joined-up Council.	Cllr Chris Weaver	Resources
<b>Prioritise the development or re-development of digital services</b> which deliver the greatest budget efficiencies.	Cllr Chris Weaver	Resources

We will:	Lead Member	Lead Directorate
<p><b>Enhance the use of data to support service improvement and evidence-based decision making</b> by:</p> <ul style="list-style-type: none"> <li>Adopting a new Corporate Performance Dashboard in quarterly performance reporting by April 2023;</li> <li>Including new data sets in the Management Dashboard by March 2024;</li> <li>Expanding the programme of staff training on data management, analysis and presentation.</li> </ul>	Cllr Chris Weaver	Resources, and Performance & Partnerships

Key Performance Indicator	Target
The number of customer contacts to the Council using digital channels	5% increase on the 2022/23 outturn
The total number of webcast hits (Full Council, Cabinet, Planning Committee, Scrutiny Committees, Governance & Audit Committee, Standards & Ethics Committee)	12,500
The number of Facebook followers	10% increase on the 2022/23 outturn
The number of Instagram followers	10% increase on the 2022/23 outturn
The number of people registered with the Cardiff Gov App	5% increase on the 2022/23 outturn

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

We will:	Lead Member	Lead Directorate
<b>Implement the workforce strategy 2023-27</b> to support the wellbeing of the workforce, meet the needs of the organisation, improve diversity and inclusion, and reinforce the social partnership approach with staff and trade unions.	Cllr Chris Weaver	Resources
<b>Progress the transition to hybrid working</b> – supporting service delivery and promoting the wellbeing of staff – by implementing the Hybrid Working HR policy.	Cllr Chris Weaver	Resources
<p><b>Reduce sickness absence rates</b> by:</p> <ul style="list-style-type: none"> <li>Continuing to support staff well-being, particularly through providing additional support for staff suffering with poor mental health;</li> <li>Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates.</li> </ul>	Cllr Chris Weaver	Resources



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

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

We will:	Lead Member	Lead Directorate
<b>Deliver the Socially Responsible Procurement Strategy and Delivery Plan</b> to drive carbon reduction, increase social value commitments, embed fair work across our supply chain and improve access to opportunities for local businesses.	Cllr Chris Weaver	Resources

Key Performance Indicator	Target
The percentage of overall spend with Cardiff-based organisations	54%
The percentage of overall spend with Cardiff Capital Region-based organisations.	68%
The percentage of overall spend with Welsh-based organisations	72%
The value of the social value committed to within contracts awarded in the year	£6,000,000

### Ensuring the Council represents and responds to the diversity of Cardiff's communities

We will:	Lead Member	Lead Directorate
<b>Deliver against the Council's commitments in response to the Race Equality Taskforce recommendations</b> , including reconvening the Taskforce in 2023 to consider and report back on progress made by the Council and its partners.	Cllr Huw Thomas	Performance & Partnerships
<b>Establish a city-wide 'Equality and Diversity' network</b> with Public Services Board partners to encourage good practice and collaboration, particularly to support action in the workplace.	Cllr Julie Sangani	Performance & Partnerships
<b>Review and refresh the Council's Equality and Inclusion Strategy by March 2024</b> and ensure all issues relating to equality and diversity are kept under constant review.	Cllr Julie Sangani	Performance & Partnerships

We will:	Lead Member	Lead Directorate
<b>Establish a new Cohesion Fund</b> in support of community events promoting inclusion and cohesion.	Cllr Julie Sangani	Performance & Partnerships
<b>Adopt the principles of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)</b> by October 2023.	Cllr Julie Sangani	Performance & Partnerships
Develop a draft of the Participation Strategy for public consultation by June 2023 with a focus on <b>improving engagement with seldom heard voices</b> and amplifying the voices of people who are currently less likely to get involved in the decision-making process.	Cllr Julie Sangani	Performance & Partnerships
<p><b>Ensure that the Council’s workforce is representative and inclusive of the communities we serve</b> by:</p> <ul style="list-style-type: none"> <li>Ensuring that any development of new policies and processes, or changes to current policies and processes, continues to promote a diverse and representative workforce;</li> <li>Promoting the work of our employee networks;</li> <li>Supporting careers events in our least represented communities;</li> <li>Developing equality and diversity training for all staff with bespoke training for frontline staff;</li> <li>Supporting the Black, Asian &amp; Minority Ethnic Employee Network to develop a programme of cultural awareness resources and engagement opportunities for all staff;</li> <li>Supporting career progression routes for ethnic minority employees.</li> </ul>	Cllr Chris Weaver & Cllr Julie Sangani	Resources

Key Performance Indicator	Target
Citizen satisfaction with Council services	70%
The percentage of canvass response (either via automatic verification or direct response)	90%
The number of new potential electors identified by using local data sources and sending an invitation to register	10,000