

# Delivering Capital Ambition

## Cardiff Council Corporate Plan 2022-25



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

WORKING FOR CARDIFF,  
WORKING FOR YOU



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## Leader's Foreword

When elected in 2017, my administration set out our five-year vision for Cardiff to become a greener, fairer and stronger capital city. To achieve this vision, we focused on promoting inclusive economic growth, addressing inequality, and managing the city's growth in a sustainable way, all whilst retaining an unrelenting focus on the performance of key Council services. Five years on, this Corporate Plan points to the progress made and reasserts our ambition for the city.

Children and young people have been at the heart of our plans as we work toward becoming a UNICEF Child Friendly City. As part of this approach, we have demonstrably prioritised investment in schools and improving outcomes for children and young people. Since 2017, our Education Service has seen significant and sustained improvements – with new schools delivered across the city and performance amongst the highest in Wales. The latest Estyn inspection report recognised the “*bold and ambitious vision for learners*”, the work undertaken to make “*education everyone's business in Cardiff*” and the excellent service being delivered.

Beyond ensuring good educational outcomes, we have made significant progress in supporting young people thrive after leaving school. Through the Cardiff Commitment, over 300 employers now work with the Council to offer young people employment and training opportunities. We have leveraged the size and scale of our own organisation to make a difference, making at least 125 trainee and apprenticeship placements available for young people each year, creating a pipeline of opportunities.

As well as delivering new schools, we have built the first Council houses in Cardiff in a generation as part of one of the UK's most ambitious Council house-building programmes. As we are on track to deliver, we have now raised our aspirations further and pledged to deliver 4,000 new Council homes by 2030, whilst implementing measures to accelerate delivery.

We are continuing to support the delivery of key Transport White Paper projects, including expanding on the Metro plans for new tram-train routes and stations across the city. 15 kilometres of new cycleways have either been delivered or are under construction, almost every school now has an active travel plan and communities across the city are safer for pedestrians and cyclists thanks to the roll-out of 20mph zones.

Our work to support the Cardiff economy has ensured that it continues to deliver opportunities for the people of Cardiff and the wider region. With almost four out of every five net new job in Wales created in Cardiff between 2015 and 2020, this work is of national economic significance. Momentum will be maintained with the development of Central Square providing the city with its first central business district right next to a new regional transport hub.

We have championed the Living Wage across the public and private sectors and are proud that Cardiff has been awarded Living Wage City status. With over 160 employers now accredited Living Wage employers, Cardiff University has calculated that an additional £39m has gone into Cardiff's economy as a result.

We have formally recognised climate change as the greatest challenge facing the city and taken major steps on the road to net zero. Since 2017, we have reduced our total carbon emissions from 23,958 t/CO<sub>2</sub>e (tonnes of carbon dioxide equivalent) to 12,800 t/CO<sub>2</sub>e, a year-on-year reduction of around 17%. As part of this work, we have opened a 9MW solar farm, progressed the first phase of a low-carbon, district heat network serving Cardiff Bay and added 36 new electric buses to the municipal bus fleet. To accelerate progress, we launched a new One Planet Cardiff Strategy to deliver a carbon neutral Council and city by 2030.

We have also led a city-wide response to the pandemic and, whilst the public health crisis has brought with it unprecedented challenges, it has brought out the best in the city, its communities and those who work on their behalf. At the start of the pandemic, tens of thousands of food parcels were delivered to our city's most vulnerable residents and hotels repurposed so that nobody need sleep on our city's streets, leading to our transformative 'No Going Back' homelessness strategy. Joint working with our partners across the public services has been taken to another level as we worked together to deliver the highly effective Test, Trace, Protect Service and a mass vaccination programme, at speed, to save lives.

With Covid-19 increasingly being considered a vaccine-preventable disease, the Council will be turning its attention to leading a city-wide recovery. As well as being a devastating public health crisis, Covid-19 has brought significant economic hardship to bear, particularly on the poorest and most vulnerable. The Recovery and Renewal programme launched last year recognises the need to re-animate the city centre, protect jobs and support the recovery of key sectors. The effort to support the recovery should also, at every opportunity, seek to create lasting employment opportunities and support the transition to net zero. That is why this Corporate Plan contains a number of new commitments on leading a child friendly recovery, supporting the economic recovery, accelerating decarbonisation projects and delivering a programme of organisational development to lock in the benefits of hybrid working for staff and residents.

Clearly, we have made great progress since first launching our vision in 2017, however the journey doesn't stop there. With the talent and dedication of our staff and our partnerships with Trade Union colleagues, public service providers, communities, and organisations across the city, we can raise our sights even higher.

I remain confident that we can emerge even stronger post-Covid-19, and deliver a better future for our citizens, our businesses, for the Capital Region and for Wales.



**Cllr Huw Thomas**  
Leader of Cardiff Council





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# Capital Ambition: Recovery and Renewal

## Leading a city-wide response to the Covid-19 pandemic

Over the last two years, the Council and its public service partners have led the response to the pandemic, preventing the spread of the virus whilst ensuring the continued delivery of key frontline services and the protection of the city's most vulnerable people. From establishing a successful Test, Trace, Protect (TTP) service with its partners to supporting the local NHS roll-out of the vaccination programme, the Council has played an instrumental role in helping to keep staff and citizens safe.

In response to the extraordinary challenges presented by Covid-19, the Council has had to adapt a range of services to meet the latest advice and guidance issued by Public Health Wales and Welsh Government. Whilst this involved suspending the delivery of some services during lockdown, the Council's pandemic management response was centred on stopping the spread of the virus, ensuring the health and safety of staff and residents, and ensuring the delivery of essential services, particularly to the most vulnerable.

Due to the success of the vaccination programme, as well as falling case numbers, the national policy direction is moving towards recognising Covid-19 as a vaccine-preventable disease, where immunisation is the most critical first line of defence. In preparation for the city emerging from the pandemic, the Council has set out its priorities for recovery and renewal, and for creating a greener, fairer and stronger city.

## A Child Friendly Recovery

The pandemic has had a particularly disruptive impact on children and young people's education, rights, well-being, and job prospects. A programme of activity has therefore been put in place to ensure that Cardiff's recovery and renewal post-Covid-19 is 'child friendly', with the voice, rights and interests of children and young people front and centre.

Over the course of 2020/21 the focus has been on the re-engagement and well-being of children and young people, through programmes such as last year's successful 'Summer of Smiles' and 'Winter of Well-being'; supporting schools to continue to provide high-quality learning; as well as supporting young people to thrive after leaving school. This has included enabling our young people to progress into the world of work, through initiatives such as the Cardiff Commitment and UK Kickstart scheme. While acknowledging that all children and young people have been

affected by the disruption of the past year, it is clear that the impact of the pandemic has been greater for the city's most vulnerable children and young people. Support for young people, particularly vulnerable young people, is therefore a key feature of recovery plans.

The Council's child friendly recovery agenda has been recognised by UNICEF UK, who have recommended that Cardiff submits its application for formal Child Friendly City status later this year.

## A Greener, Fairer, Stronger Recovery

The Covid-19 pandemic has had a major impact on every aspect of city life. Due to lockdowns and restrictions, businesses have had to shut for extended periods, with certain sectors such as retail, hospitality, and close contact services, many of which are located in the city centre, particularly affected. Different communities and groups of people will have also had very different experiences; the most impacted sectors tend to employ more young people, women, and people from an ethnic minority background. The cost-of-living crisis, the upcoming National Insurance increases, and rising inflation and energy prices will put further pressure on the incomes of households across the city, and will likely hit vulnerable individuals and families the hardest.

In May 2021, the Council put forward its initial plans for a Greener, Fairer, Stronger city. After several months of consulting with residents, businesses, the cultural sector, and other stakeholders – with several child-friendly events held to gather the opinions of young people – a final strategy was published in December 2021. The strategy details how we can shape and lead the recovery and renewal of the capital city, to not just 'bounce-back' but 'bounce-forward'. This includes placing a key focus on making the city centre attractive to visitors, workers, and businesses in a post-Covid landscape, retaining and building on our status as a major events city for both sports and culture, as well as ensuring the city remains healthy to live in with clean air, high-quality public spaces, parks, and green areas. It acknowledges that the city must continue to transition to net zero, develop the technology and knowledge sectors, attract high-quality investment and deliver jobs. All this will be supported by the development of a leading public transport network that makes business more competitive, connects people with opportunity and supports our One Planet aspirations.

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## One Planet Cardiff: Responding to the Climate Emergency

Notwithstanding the depth of the Covid-19 crisis, the Council has recognised that climate change remains the defining global challenge of our generation.

Cardiff Council officially declared a climate emergency in 2019 and has since developed a One Planet Cardiff Strategy and Action Plan, which set out how we will respond and become carbon neutral as both a Council and a city by 2030. In producing the strategy, the Council has completed a detailed carbon baselining and impact assessment. This has enabled an understanding of the current carbon position, both of Council operations and of the wider city, and what we must do to reduce our overall energy demand and reliance on fossil fuels.

Moving forward, the Council will progress projects that reduce Cardiff's greenhouse gas emissions and sequester any residual emissions, such as the Cardiff Heat Network, Cardiff's urban forest, private and Council housing retrofit, and a major programme of investment to support a shift to active and sustainable travel.

## Organisational Recovery and Renewal

Despite being one of the most challenging periods for Council services and staff, the pandemic has also been a time of significant change, dynamism and innovation, with almost all services having to adapt their operating models, new technologies being applied, partnership working on a depth and scale not seen before, and working from home and agile working becoming the norm.

While the pandemic still presents risks to a number of services, and a focus will need to be placed on their recovery over the year ahead, the Council wishes to build on the momentum and achievements of the past two years to help address complex public service delivery challenges that will come in the pandemic's wake. A major part of this agenda will be the transition to hybrid working, with the majority of non-front-line staff working in a more flexible way, supported by technology, but with a focus maintained on quality of service and outcomes for citizens.



**One  
Planet  
Cardiff**

Our vision for a  
**Carbon Neutral  
City** by 2030

[oneplanetcardiff.co.uk](http://oneplanetcardiff.co.uk)



# Well-being Objective 1:

Cardiff is a great place to grow up

Cardiff is already a good place for many of its children and young people to grow up, with a fast-improving school system alongside the advantages that a capital city can bring such as an extensive range of leisure, sporting, and cultural opportunities.

However, as is the case nationally, there is still a significant gap in educational outcomes for certain groups of learners. Covid-19 has further exacerbated existing inequalities, with the daily lives of all children and young people disrupted by the pandemic – particularly the most vulnerable children.

As the city emerges from the Covid-19 crisis, the Council is committed to a child friendly recovery; understanding the lived experience of children and putting their voice, needs and rights at the heart of the renewal programme. A key part of this agenda is to ensure the well-being of vulnerable children, young people and families whilst securing the best possible outcomes. This is one of the Council's foremost responsibilities and will remain an ongoing priority.

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

- Supporting a child friendly recovery
- Continuing to deliver the Cardiff 2030 vision for education and learning
- Protecting the well-being of vulnerable children, young people and families



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## Progress Made

- **The health and safety of children, teachers and all school staff has been prioritised during the pandemic, with extensive work undertaken to diminish the disruption to learners in Cardiff.** Cardiff's response to the pandemic has been commended, with Estyn citing its *"sustained strategic leadership"*, noting that *"a strength of Cardiff's response to providing support for children and young people... was its collaboration with partners in the public and private sectors"*.
- In the absence of a national school improvement framework, **Cardiff has established robust arrangements for providing challenge and support to schools.**
- **School organisation consultations and proposals have continued**, despite delays in rolling out schemes. Recent proposals show commitment to increasing capacity in Welsh-medium schools and for learners with Additional Learning Needs.
- **A transformative ICT programme has been implemented to address the digital deprivation** experienced by some young people across the city.
- **The 'Summer of Smiles' re-engagement and well-being programme for children and young people, delivered as part of the child friendly recovery**, was attended by over 20,000 participants.
- **There has been a significant increase in the number of Rights Respecting Schools in Cardiff**; 60.6% of schools have received a bronze, silver or gold award as of January 2022. This compares to 51.1% in 2020/21.
- **Welsh-medium primary school provision has continued to grow**, with 764 pupils allocated Reception places at Welsh-medium primary schools in 2020/21, representing a record 18.5% of the total intake across the city. This expansion directly supports the Welsh Government's ambition of one million Welsh speakers in Wales by 2050.
- **Support to improve the educational outcomes of Children Looked After has improved significantly** with the adoption of a new Corporate Parenting Strategy. Information sharing practices, particularly within Children's Services, have been enhanced and additional capacity has been established within the Looked After Children in Education team.
- **The Council has sustained a reduction in learners not progressing to education, employment, or training (EET).** In 2021, 98.5% of learners progressed.
- **The Youth Service has continued to provide enhanced support to learners at risk of disengagement throughout the pandemic**, including the development of a digital youth offer.
- **The Cardiff Commitment team has worked with partners to continue to provide opportunities to support transition into the world of work**, including 'Open Your Eyes' weeks and Business Forums.
- **Cost avoidance savings of £4.5 million have been realised as a result of shifting the balance of care**, with real gains achieved in relation to in-house fostering provision for pre-school and primary age children.
- **There has been a significant reduction in the percentage of children's social worker vacancies**; from 29% in March 2021 to 21% in December 2021.

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## Priorities for 2022/23

### Supporting a child friendly recovery

Supporting a child friendly recovery from the Covid-19 pandemic continues to be a key priority for the Council. Since March 2020, the pandemic has resulted in substantial changes to education, with several extended periods of school closures and a switch to online learning. Moving forward, the Council will do all that it can to ensure that all Cardiff schools can stay open and maintain safe learning environments for pupils and staff whilst ensuring the impact of the pandemic has no lasting effect on attainment and outcomes, particularly for the city's most vulnerable learners.

Child friendly ambitions will continue to be considered throughout the delivery and development of other recovery and renewal plans, ensuring joint efforts and purposeful partnership across Council departments, public services, and partners across the city region. This includes progressing work to become the UK's first Child Friendly City; the UNICEF assessment is due to take place in autumn 2022.

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

The Covid-19 pandemic has disrupted the daily lives of Cardiff's children and young people. Supporting schools to continue to provide high-quality learning, whilst protecting the well-being of learners, remains a key priority for the Council. As a result of the substantial changes to education, the Council is looking to reset the Cardiff 2030 Vision, considering the experiences of the last two years, with a view to publishing a three-year plan in the spring of 2022. The plan will consider the significant work required to progress reforms for Curriculum for Wales 2022 and Additional Learning Needs.

In the absence of a national Accountability & Assessment Framework in Wales, with no clarity on national arrangements for the 2021/22 examination cycle, a programme of work has been developed in Cardiff to support school improvement. This has strengthened collective intelligence around schools to ensure a systematic approach to school development plans and school improvement priorities, which will continue to be embedded. Greater alignment of the work of the Central South Consortium with the priorities of the Education Directorate will be a priority over the next year.

A continued emphasis will be placed on improving outcomes for vulnerable groups, including pupils in receipt of free school meals, Children Looked After, and those educated other than at school, who may have been more adversely affected by the pandemic.

With a significant increase in the number of requests for statutory assessments of Additional Learning Needs/ Special Educational Needs, as well as an anticipated increase in free school meal eligibility, the Council will also be mindful of additional demand challenges and associated delivery pressures whilst resetting the vision.

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

Like every Local Authority across the UK, Cardiff's Children's Services continue to face high and increasing demand and increases in case complexity, compounded by challenges with the recruitment of social workers. Demand pressure is reflected throughout the child's journey, including increasing demand on services to address children's mental health and emotional well-being.

To respond to this demand, work will continue to shift the balance of care, which will help to ensure that children are supported with the lowest safe level of intervention whilst receiving the right help in the right place, at the right time. Key initiatives to deliver this crucial commitment include embedding the Reunification Framework across Children's Services – helping children to remain at home with their families where it is safe for them to do so – and implementing a new Reviewing Hub to ensure that cases are appropriately stepped up or down.

A sharp focus will continue to be placed on working with partners to identify and address any safeguarding concerns, particularly protecting vulnerable young people from criminal exploitation and addressing the recent rise in serious youth violence.

In terms of recruitment challenges, the Council will place a focus on workforce development by maintaining momentum with improvements to practice and working to attract more newly-qualified and experienced social workers to Cardiff.

Furthermore, to support the emotional health and mental well-being of children, a whole-system approach is needed, including specialist services for those who need them. Working with partners, frameworks that focus on preventative measures and building resilience will be implemented moving forward.

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

### Supporting a child friendly recovery

We will:	Lead Member	Lead Directorate
<b>Promote and fulfil children's rights</b> by submitting for recognition as a Child Friendly City by September 2022.	Cllr Sarah Merry	Education & Lifelong Learning
<b>Support the safe operation of schools and learning environments for all pupils and staff in line with Covid guidance during 2022/23.</b>	Cllr Sarah Merry	Education & Lifelong Learning
<b>Support schools to improve pupil attendance</b> following the Covid-19 pandemic, in particular to tackle persistent absenteeism.	Cllr Sarah Merry	Education & Lifelong Learning
<b>Support the business intelligence priorities for supporting children and young people in Cardiff by:</b> <ul style="list-style-type: none"> <li>Developing a children and young people data dashboard;</li> <li>Scoping the resource and requirements for a single integrated view of the child;</li> <li>Working to improve data quality for the Council's identified data priorities.</li> </ul>	Cllr Graham Hinchey & Cllr Sarah Merry	Performance & Partnerships

Key Performance Indicator	Target
The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	75%
The percentage of children and young people between the age of 8 and 18 who are aware of their rights	85%
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	90.9%
Percentage Attendance: Primary	Monitor KPI, but no target set
The percentage of persistent absence (below 50% threshold) in primary schools	Monitor KPI, but no target set
Percentage Attendance: Secondary	Monitor KPI, but no target set
The percentage of persistent absence (below 50% threshold) in secondary schools	Monitor KPI, but no target set
Percentage Attendance: Looked after pupils whilst in care in secondary schools	Attendance to be equivalent to Cardiff average

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

We will:	Lead Member	Lead Directorate
<b>Continue to co-ordinate admissions arrangements for all schools in Cardiff by:</b> <ul style="list-style-type: none"> <li>Integrating all primary faith schools into the Co-ordinated Admission Arrangements by the 2023 admissions round;</li> <li>Working to include all secondary faith schools into the Co-ordinated Admission Arrangements, subject to the agreement of the Governing Bodies.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<b>Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 2026 to:</b> <ul style="list-style-type: none"> <li>Increase the number of school places available;</li> <li>Improve the condition of school buildings;</li> <li>Improve the teaching and learning environment;</li> <li>Reshape and enhance specialist provision for pupils with additional learning needs.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<b>Deliver up to eight new primary schools and two new secondary schools by 2030</b> through the Local Development Plan in line with any Section 106 agreements and statutory approvals.	Cllr Sarah Merry	Education & Lifelong Learning
<b>Deliver enhancements to the school estate</b> through a two-year programme of asset renewal and target investment in schools that require priority action by March 2023.	Cllr Sarah Merry	Education & Lifelong Learning, and Economic Development
<b>Begin to develop a strategic framework for the future prioritisation of 21st Century School and Local Development Plan investment.</b>	Cllr Sarah Merry	Education & Lifelong Learning
<b>Invest in digital infrastructure, equipment and new learning technologies</b> for schools and learners in line with the Schools ICT strategy and Welsh Government digital best practice: <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> </ul>	Cllr Sarah Merry	Education & Lifelong Learning

We will:	Lead Member	Lead Directorate
Deliver the ten-year Welsh Education Strategic Plan (WESP) in line with the Bilingual Cardiff Strategy 2022-27 and agree a three-year delivery plan.	Cllr Sarah Merry	Education & Lifelong Learning
Improve outcomes for children and young people with additional learning needs through successful implementation of the Additional Learning Needs Code by 2024.	Cllr Sarah Merry	Education & Lifelong Learning
Support Cardiff schools to work towards the introduction of the Curriculum for Wales 2022 for roll-out from September 2022 to all year groups in primary school and Year 7 in secondary school, Year 8 rollout from September 2023, and then year-on-year until it is introduced to Year 11 in 2026.	Cllr Sarah Merry	Education & Lifelong Learning
Work with the Central South Consortium to deliver school improvement and measure school performance as the new accountability and assessment framework emerges.	Cllr Sarah Merry	Education & Lifelong Learning
<p>Expand and enhance the Cardiff Commitment with city partners to raise the ambitions, opportunities and skills of children and young people, 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 (including those with additional learning needs and those educated other than at school (EOTAS));</li> <li>Improve the accessibility of post-16 education, training and employment pathways;</li> <li>Open up enhanced social value opportunities through procurement and planning frameworks;</li> <li>Support schools to develop meaningful, authentic learning through a range of experiences and contexts, in line with the ambitions of the Curriculum for Wales 2022.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
Deliver an integrated model of youth support services, built on high-quality youth work, to remove barriers to engagement and participation by March 2023.	Cllr Sarah Merry	Education & Lifelong Learning
Develop and embed an approach for Community-Focused Schools to enhance the relationship between schools and communities, with a focus on supporting the continued learning and well-being of vulnerable children and families.	Cllr Sarah Merry	Education & Lifelong Learning
Continue to deliver the 'Passport to the City' model with the Children's University and Cardiff University to open up extra-curricular activities to all children and young people in Cardiff, including annual evaluation to assess impact and sustainability over the next two years.	Cllr Sarah Merry	Education & Lifelong Learning

Key Performance Indicator	Target
Asset renewal spend	£20m
The percentage of children securing one of their top choices of school placement: Primary (of top three preferences)	97.5%
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.	290
The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%
The percentage of EOTAS learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%



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

We will:	Lead Member	Lead Directorate
<p><b>Support mental health and emotional well-being for children and young people</b> by:</p> <ul style="list-style-type: none"> <li>Engaging with the Starting Well Partnership priority to further embed NEST/ NYTH, a person-centred, multi-agency approach to supporting emotional well-being and mental health, with the 'whole school' approach at its heart;</li> <li>Rolling out THRIVE and Family THRIVE further;</li> <li>Embedding the use of updated guidance on exclusions, managed moves, and Person-Centred Plans.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
<p><b>Deliver an integrated approach to emotional and mental health support for children and young people</b> by:</p> <ul style="list-style-type: none"> <li>Working with the Cardiff and Vale University Health Board (UHB) to: <ul style="list-style-type: none"> <li>Establish, review and revise trusted two-way referral pathways from Early Help Teams to the new NHS Single Point of Access;</li> <li>Implement any recommendations coming out of the Cardiff &amp; Vale Integrated Model for Emotional Health &amp; Wellbeing;</li> <li>Secure the permanent role of the Primary Mental Health Specialists within Early Help and seek to build on this, to support children with neuro-developmental differences;</li> <li>Develop pathways and provision of services for children with serious mental health and emotional well-being issues;</li> </ul> </li> <li>Working with Cardiff &amp; Vale UHB and Platform to ensure parents/carers of children with emotional mental health needs can feel equipped to effectively support their children.</li> </ul>	Cllr Sarah Merry & Cllr Graham Hinchey	Children's Services, and Adult Services, Housing & Communities
<p><b>Ensure that the support requirements of vulnerable young people are identified early and responded to</b> by:</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 Plan;</li> <li>Revisiting the Early Help Pathway into the Violence Prevention Service with the Violence and Prevention Unit to ascertain if the Early Help Pathway is the best route for these referrals, and if so, seek to promote this;</li> <li>Continuing to work with South Wales Police to roll out the Vulnerability Change Programme across the city.</li> </ul>	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, Children's Services and Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p><b>Continue to reduce the impact of adverse childhood experiences on children's well-being</b> by:</p> <ul style="list-style-type: none"> <li>Developing new referral pathways with the NSPCC for families to access the 'Pregnancy In Mind' and 'In Control' services by July 2022;</li> <li>Promoting access to Flying Start Outreach and Early Positive Approaches to Support (EPATS);</li> <li>Enhancing the 'Thinking Together Conversations' approach with partners to embed the model;</li> <li>Working with partners to implement and refine the referral pathways into parenting support, as part of the Removal of Defence of Reasonable Chastisement legislation, by November 2022;</li> <li>Rolling out the use of Video Interaction Guidance across Cardiff Parenting Services, used with parents and care givers to support attunement between infants, children, young people and adults, by January 2023;</li> <li>Promoting case co-formulation and a joined-up offer from Cardiff Parenting Services and Barnardo's Family Wellbeing Service to meet family need.</li> </ul>	Cllr Graham Hinchey & Cllr Sarah Merry	Adult Services, Housing & Communities
<p><b>Complete the implementation of the 'All Our Futures' Youth Justice Strategy</b> and Improvement Plan and prepare a new two-year strategy to reduce offending and improve outcomes for young people.</p>	Cllr Graham Hinchey	Children's Services
<p><b>Improve outcomes for children and families</b> by embedding the Interventions Hub during the year, bringing Children's Services support staff together into one place to streamline and integrate support resources.</p>	Cllr Graham Hinchey	Children's Services
<p><b>Continue to develop and embed a locality approach</b> to service provision across case management teams.</p>	Cllr Graham Hinchey	Children's Services
<p><b>Monitor the progress of the Family Drug and Alcohol Court pilot</b> to determine its success in keeping families together.</p>	Cllr Graham Hinchey	Children's Services
<p>Determine whether <b>an integrated service for young people</b> (using the North Yorkshire Model) should be implemented in Cardiff to improve the accessibility of services.</p>	Cllr Graham Hinchey	Children's Services

We will:	Lead Member	Lead Directorate
<p><b>Ensure that children receive the lowest safe level of intervention</b> by:</p> <ul style="list-style-type: none"> <li>Using the Reviewing Hub to ensure that cases are appropriately stepped up or down;</li> <li>Re-shaping our respite provision by March 2023 to offer greater flexibility in short-break opportunities, including emergency provision for children with disabilities;</li> <li>Supporting children to return safely to their own homes using the Reunification Framework;</li> <li>Reviewing Children Looked After who are placed with parents to appropriately revoke Care Orders.</li> </ul>	Cllr Graham Hinchey	Children's Services
Continue to <b>increase the availability of accommodation with support options</b> in Cardiff during the year – across all age groups – for Children Looked After and young people leaving care.	Cllr Graham Hinchey	Children's Services
<b>Implement the renewed Corporate Parenting Strategy 2021-24 action plan</b> to improve outcomes and well-being for Children Looked After.	Cllr Graham Hinchey & Cllr Sarah Merry	Children's Services, Education & Lifelong Learning, and Adult Services, Housing & Communities
<b>Embed the Quality Assurance framework in Children's Services case management teams</b> to improve quality of practice and outcomes across Children's Services by March 2023.	Cllr Graham Hinchey	Children's Services
<p><b>Continue to develop and support the Children's Services workforce by reducing permanent vacancies and implementing the recruitment and retention strategy during the year</b>, including:</p> <ul style="list-style-type: none"> <li>Ensuring that social workers only do the activities that only social workers can do by bringing in additional non-social work qualified staff to complement the teams to have a whole team approach to managing the demand;</li> <li>Embedding the workforce development strategy, focussed on mentoring and upskilling permanent and newly qualified staff to take on more complex cases and court cases</li> </ul>	Cllr Graham Hinchey	Children's Services
<b>Revise the Delivering Excellence in Children's Services Strategy</b> to set the direction for the service for 2022-25.	Cllr Graham Hinchey	Children's Services

<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](#))

We will:	Lead Member	Lead Directorate
<p><b>Enable all young people who are known to Children's Services to play an active and central role in planning for their transition to adulthood</b> during the year by working closely with Adult Services in relation to:</p> <ul style="list-style-type: none"> <li>Children with disabilities;</li> <li>Care leavers known to the Personal Advisor Service.</li> </ul>	Cllr Graham Hinchey	Children's Services

Key Performance Indicator	Target
The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%
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	68%
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	57%



## Of the total number of Children Looked After:

Key Performance Indicator	Target
The number of Children Looked After placed with parents	No target, but under constant review
The number of Children Looked After in kinship placements	Increase where appropriate
The number of Children Looked After fostered by Local Authority foster carers	150
The number of Children Looked After fostered by external foster carers	No target, but under constant review
The number of Children Looked After placed in residential placements	Reduce whilst increasing provision in Cardiff
The number of Children Looked After supported to live independently	No target
The number of Children Looked After placed for adoption	No target
The number of Children Looked After in other placements, such as prison, secure accommodation, supported lodgings and Home Office unregulated placements	No target

Key Performance Indicator	Target
The percentage of children placed for adoption within 12 months of a Placement Order	65%
The percentage of Children Looked After in regulated placements who are placed in Cardiff	60%
The percentage of children in regulated placements who are placed within a 20-mile radius of Cardiff	80%
The percentage of families referred to Family Help, showing evidence of positive distance travelled	75%
The percentage of permanent Children's Services social work posts filled by agency staff	18%
The number of people supported through the Family Gateway	8,000
The number of people supported by the Family Help Team	1,750
The number of people supported by the Support4Families Team	2,250
The number of first-time entrants into the Youth Justice System	70
The percentage of children re-offending within six months of their previous offence	40%
The number of young people in receipt of a prevention service from the Youth Justice Service.	Baseline

# Well-being Objective 2:

Cardiff is a great place to grow older

The population in Cardiff is ageing, as it is across Wales. To help ensure good quality of life as people grow older, the Council and its partners recognise the number of older people with life-limiting conditions, and in particular living with dementia, is also increasing. More immediately, Covid-19 has had a major impact on the city's older people, bringing into sharp focus the challenges facing adult social care – particularly a significant increase in demand for care.

The policy decisions and actions that are taken now – in partnership across public services – will be crucial in helping support people to remain in good health and live independently at home as they grow older. A key part of this will be the ongoing focus on joined-up planning and integrated service delivery across all Council directorates. This approach is also instrumental in helping prevent unsustainable demand for services, as well as managing budgetary challenges.

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

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

## Progress Made

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

## Priorities for 2022/23

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

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

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

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

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

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

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

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

The Council's commissioned care providers deliver the majority of care for older people, providing an essential service to the most vulnerable people in Cardiff. The national

issues currently being faced by the sector, particularly the difficulty in the recruitment and retention of staff as well as the inability of the sector to grow to meet the surge in demand following the end of Covid restrictions, has revealed the fragility of the market. It has also revealed systemic issues, such as low pay and a lack of job security, within the sector. The Council is therefore committed to working in partnership with commissioned care providers to better understand the issues that they face.

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

### Supporting informal carers and valuing their role

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

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

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

### Proactively modernising our services

To ensure that the Council is able to deliver its priorities, it will be necessary to modernise services for older people, embedding a strengths-based and independence-focused approach that is supported by training and quality monitoring. The way that services are provided will also need to change to remove duplication and costly bureaucracy,

ensuring that professionals have the time to support the most vulnerable older people effectively, while wider help is available to older people through a range of other Council and partner services. Quality monitoring work will be undertaken through

the Quality Assurance Framework which delivers high-quality, strengths-based social work and care. This will ensure that the assessments meet regulatory requirements and identify outcomes for individuals that reflect their voices and needs.

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

We will:	Lead Member	Lead Directorate
<p><b>Prevent social isolation through supporting older people to stay active and connected by:</b></p> <ul style="list-style-type: none"> <li>Increasing the availability of age-friendly virtual and face-to-face activities through a hybrid model of community engagement, and promoting these widely by June 2022;</li> <li>Offering age-friendly digital inclusion support tailored to individual need by August 2022;</li> <li>Assisting community groups to deliver activities for older people by promoting the help available through our community inclusion team and well-being mentors by June 2022;</li> <li>Encouraging volunteering to support older people and carers through a dedicated volunteer co-ordinator by March 2023;</li> <li>Integrating Community Hub and Older Person Day Centre Services to increase the range of activities provided and further involving partners and volunteers in the centres by September 2022;</li> <li>Developing a 'Hubs for All' approach by March 2023, which will include specialist support on site, to make Hub activities accessible to people with higher care needs;</li> <li>Providing additional respite for carers by opening the Day Centres at weekends and extending opening times in the Hubs;</li> <li>Further enhancing our Hubs by working with Cardiff &amp; Vale University Health Board (UHB) to establish integrated Health and Wellbeing Centres at the: <ul style="list-style-type: none"> <li>Maelfa Health &amp; Wellbeing Hub (completed by October 2022);</li> <li>Ely &amp; Caerau Parkview Wellbeing Hub, subject to funding approval (planning consent by September 2022);</li> </ul> </li> <li>Strengthening the independent living and well-being advice available for older people and their carers, to help them to prepare for the future, by updating the information available via the website, providing training to all Hub staff and co-ordinating information sessions by March 2023;</li> <li>Working to become a World Health Organisation Age-Friendly City, developing a city-wide evaluation framework and key performance indicators by June 2022 and producing quarterly monitoring reports by September 2022;</li> <li>Relaunching the Dementia Friendly City campaign, recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly by December 2022.</li> </ul>	<p>Cllr Susan Elsmore &amp; Cllr Lynda Thorne</p>	<p>Adult Services, Housing &amp; Communities</p>

We will:	Lead Member	Lead Directorate
<p><b>Help older people to stay independent at home, embedding strengths-based and preventative services by:</b></p> <ul style="list-style-type: none"> <li>Building on our First Point of Contact Service to make it the single route into services by November 2022;</li> <li>Increasing the availability of Occupational Therapy through out of hours services by November 2022;</li> <li>Fully embedding outcome-focused, strengths-based social work and empowering social workers and Independent Living teams to prescribe low-level adaptations and equipment by March 2023;</li> <li>Modernising homecare services to provide both a full reablement service and short-term emergency care by November 2022;</li> <li>Working with health partners to bring forward plans for a rapid response 24/7 service to prevent unnecessary hospital admissions by March 2023.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p><b>Work with the Regional Partnership Board to develop integrated Local Multi-Disciplinary Teams (MDT) that prevent hospital admission and facilitate hospital discharge by:</b></p> <ul style="list-style-type: none"> <li>Identifying easily accessible locations within the community as touch-down points and collaborative working spaces for MDT staff and developing an overall working model for the MDT by March 2023;</li> <li>Continuing to work with GP clusters to meet the holistic needs of citizens.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p><b>Work to support timely and safe hospital discharge by:</b></p> <ul style="list-style-type: none"> <li>Establishing a single point of contact in the hospital to ensure safe and timely discharge by following 'Home First' principles;</li> <li>Agreeing a location within the hospital and a joint operating model by June 2022;</li> <li>Developing an enhanced triage process to support a prompt return to independence by September 2022;</li> <li>Improving the Discharge to Recover and Assess model to more accurately identify care needs, by undertaking assessments in a person's home and not in the hospital, by December 2022</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p><b>Improve the use of technology, aids and adaptations to support independence by:</b></p> <ul style="list-style-type: none"> <li>Developing a cutting-edge Cardiff Tech Strategy and introducing a 'tech finder tool' for staff and citizens alike by March 2023;</li> <li>Developing proposals for an Independent Living Well-being Centre by September 2022;</li> <li>Removing the means test from all eligible disabled adaptations by April 2022 and expanding the recycling of equipment and adaptations by September 2022.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p><b>Develop older persons housing that supports independent living, including:</b></p> <ul style="list-style-type: none"> <li>Developing 44 new care-ready apartments at Addison House, Rumney by February 2023;</li> <li>Commencing development of 101 care-ready apartments at the Maelfa and St. Mellons care-ready schemes by April 2022;</li> <li>Commencing development of 35 older person apartments on the site of Canton Community Hall with a contractor appointed by June 2022 and on-site work underway by October 2022;</li> <li>Commencing development of 44 older person care-ready apartments at Bute Street, with a contractor appointed by August 2022 and on-site work underway by December 2022;</li> <li>Commencing development of older person flats at Moorland Road, with a planning application submitted by May 2022 and on-site work underway by January 2023;</li> <li>Submitting the planning application for the Michaelston wellbeing village masterplan by February 2023.</li> </ul>	Cllr Susan Elsmore & Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Support older people to move to more appropriate housing where this will support independence by:</b></p> <ul style="list-style-type: none"> <li>Fully establishing the Rehousing Solutions service that delivers tailored housing support by September 2022;</li> <li>Using extra care and community living housing as an alternative to residential care for both respite and permanent care by reviewing best practice and developing proposals for change by March 2023.</li> </ul>	Cllr Lynda Thorne & Cllr Susan Elsmore	Adult Services, Housing & Communities
<p><b>Working in partnership with commissioned care providers to deliver flexible person-centred care that meets current and future needs by:</b></p> <ul style="list-style-type: none"> <li>Establishing a Trusted Partnership agreement to allow care to be adapted by care providers to meet individual need by September 2022;</li> <li>Working with care providers to put in place Local Care Co-ordinators who will be part of multi-agency locality teams by September 2022;</li> <li>Working to reshape the care market to meet future care and support requirements based on the Regional Market Sustainability Report and Population Needs Assessment by December 2022;</li> <li>Assisting the care sector to move away from general residential towards home-based care and promoting the development of additional high-quality dementia residential and dementia nursing care by December 2022.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p><b>Increase the voice and control of citizens in our services and in the commissioning of care and support by:</b></p> <ul style="list-style-type: none"> <li>Developing proposals to move away from a “task and finish” approach to care to focus on well-being outcomes by March 2023;</li> <li>Reviewing engagement with older people, and bringing forward proposals for enhancing involvement by September 2022;</li> <li>Working to increase the supply of well-trained personal assistants by reviewing support for direct payments by September 2022;</li> <li>Exploring the provision of care through local micro-enterprises by March 2023.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p><b>Build on the quality of care provided</b> ensuring that effective quality monitoring is in place by:</p> <ul style="list-style-type: none"> <li>Reviewing progress on embedding the Quality Assurance Framework for older persons services by September 2022;</li> <li>Reviewing best practice in dementia residential and nursing homes to inform future commissioning by June 2022;</li> <li>Co-producing a Regional Quality Framework for care homes underpinned by local quality assurance arrangements and reviewing quality ratings for both domiciliary and residential care by September 2022;</li> <li>Re-launching the escalating concerns process by June 2022.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p><b>Value and develop the social care workforce by:</b></p> <ul style="list-style-type: none"> <li>Working with the Welsh Government to fully implement the Real Living Wage for care workers in Cardiff by June 2022;</li> <li>Further developing Cardiff Cares Academy to provide training, mentoring and employer support;</li> <li>Providing proactive support to help care workers achieve registration;</li> <li>Working in partnership with providers to grow the care workforce – reviewing the success of the new locality-based Care Development Contracts by September 2022.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p><b>Support and value the work of informal carers by:</b></p> <ul style="list-style-type: none"> <li>Reviewing advice services for carers to ensure they meet current needs by June 2022;</li> <li>Evaluating the current carer’s assessment process and exploring how take-up can be improved by September 2022;</li> <li>Reviewing the range of respite provided by September 2022;</li> <li>Ensuring services meet the needs of carers by consulting and co-producing any changes with carers.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities

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 by September 2022;</li> <li>Reviewing the dementia training required to ensure that staff can tailor the correct care and support to the person and their family in their home by March 2023.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities

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 number of people who accessed the Community Resource Team	2,000
The total hours of support provided by the Community Resource Team	50,000
The number of people in residential care aged 65 or over per 10,000 population	No target, but year-on-year reduction
The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	75%
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	185
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	National data collection has been suspended during the Covid-19 pandemic.
The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	85%
The percentage of Council staff completing Dementia Friends training	85%
The number of businesses pledging their commitment to work towards becoming Dementia Friendly	40
The number of digital Dementia Friendly City events held	600

# Well-being Objective 3:

## Supporting people out of poverty

The Covid-19 pandemic has had significant impacts beyond the public health crisis, with a number of existing inequalities deepening over the past two years. The cost-of-living crisis is also having an impact on many households with inflationary pressures making essential day-to-day items more expensive.

The Council will therefore continue efforts to tackle poverty and reduce inequality in all its forms, ensuring that everyone who lives and works in Cardiff can contribute to and benefit from the city's success – a theme which runs throughout this Corporate Plan.

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

- Supporting those most impacted by the economic crisis into work, education or training
- Continuing our Living Wage City ambition
- Embedding our new approach to tackling homelessness and ending rough sleeping

## Progress Made

- **Cardiff's Living Wage City Steering Group achieved all three of its targets ahead of the 2022 deadline** in October 2021, with a record 32 organisations in Cardiff – employing 1,986 people – receiving Living Wage accreditation in 2021. This means that 160 organisations are now accredited in total, and 61,183 employees are working for a Living Wage employer. Furthermore, a total of 7,894 workers in Cardiff have received a pay rise to the Real Living Wage. Cardiff University has calculated that **an additional £39m has gone into the Cardiff economy** as a result of uplifts to employees' salaries following their employer becoming an accredited Living Wage employer. In July 2021, **the new Cardiff University SbarclSpark building became the first Living Wage building in Wales.**
- The Money Advice Team identified **£12.6m of additional weekly benefit for their clients** between April and December 2021. In the same period **984 people secured work following tailored support from the Into Work Service.**
- **A new Housing Support Programme Strategy was approved in January 2022**, which aims to prevent homelessness and accelerate the shift to a rapid re-housing approach.
- The Council **opened Cardiff's first family homelessness centre** in Briardene, Gabalfa, which offers good-quality, family accommodation with staff on site during the day, as well as other provision, including Early Help family services, health visiting and parenting support.
- **The Colum Road development providing single person supported accommodation is due to be completed at the end of February 2022.** This development will deliver specialist and supported housing to help meet the needs of the most vulnerable.

## Priorities for 2022/23

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

The local labour market has been significantly impacted by the pandemic – with many people in the hardest-hit sectors losing their jobs – as well as by the acute shortages of HGV drivers, hospitality staff and social care staff. To address these challenges, our Into Work Service will continue bringing together employers and potential employees with suitable skills. By working with employers to identify in-demand skills, the Service can ensure that relevant training courses are being offered at the right time and in the right areas.

Following the UK’s decision to leave the European Union, there is ongoing uncertainty over the future funding of some programmes undertaken by the Into Work Service. In advance of the full details of the new Shared Prosperity Fund, the ten Local Authorities of the Cardiff Capital Region have sought to create a single, clear, consistent framework for future employability programmes in the region.

### Continuing our Living Wage City ambition

Paying staff the Real Living Wage not only helps each individual employee, but it also helps local businesses by retaining additional income within the city. Cardiff University have calculated that an additional £39m has gone into Cardiff’s economy due to this initiative.

Following the achievement of the three targets ahead of schedule, the Living Wage City Action Plan is being reviewed to set new targets and to develop a list of target organisations for 2022. Over the coming year, the Council will continue to explore how to raise the profile of the Real Living Wage across the Cardiff Capital Region given the wider economic and health benefits.

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

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



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

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

We will:	Lead Member	Lead Directorate
<p><b>Support people into work by:</b></p> <ul style="list-style-type: none"> <li>Continuing to fill current, and deliver new, apprenticeships and trainee opportunities within the Council;</li> <li>Filling over 3,100 Council posts by March 2023 through placements from Cardiff Works;</li> <li>Supporting 1,100 people into work by March 2023 with tailored support by the employment gateway.</li> </ul>	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities
<p><b>Better support people into work by further integrating employment support services and working with partners when new schemes are developed.</b> This will include:</p> <ul style="list-style-type: none"> <li>Reviewing employment support services for our most vulnerable young people including those care-experienced or experiencing homelessness, and ensuring these services are fully meeting the clients’ needs and addressing any gaps by October 2022;</li> <li>Getting the best social value from Council contracts for employment and training opportunities including creating a new social value officer within the Into Work Service to ensure that opportunities offered are realised by July 2022;</li> <li>Working with the Department of Work and Pensions and Careers Wales on new employment support schemes, creating effective referrals to and from the Into Work Team to best meet the needs of the client;</li> <li>Supporting the Council’s Economic Recovery Taskforce, ensuring that into work support is used to mitigate some of the impacts of the economic downturn, especially for the most vulnerable;</li> <li>Monitoring and reviewing the success of the Cardiff Cares Academy and Cardiff Works Ready schemes and using these schemes as a blueprint to meet any new or emerging workforce demands in the city;</li> <li>Bidding for alternative funding in preparation for the end of European Social Fund projects;</li> <li>Rolling out the new Adult Learning service by September 2022 and monitoring the impact of this change, reviewing and amending any elements as required by January 2023.</li> </ul>	Cllr Chris Weaver & Cllr Sarah Merry	Adult Services, Housing & Communities

We will:	Lead Member	Lead Directorate
<p><b>Ensure support is available for people impacted by the pandemic and the migration to Universal Credit</b> by:</p> <ul style="list-style-type: none"> <li>Ensuring Hub and advice line staff are aware of all schemes available to provide support to residents who have seen a reduction in their income due to Covid;</li> <li>Ensuring all Hub and advice staff are trained to be able to support clients who are being migrated from legacy benefits to Universal Credit from September 2022;</li> <li>Continuing to promote the rent arrears pathway and reviewing how rent arrears cases in all tenures are managed, so that they are dealt with rapidly, whilst using the most appropriate financial support to prevent homelessness as well as providing advice and guidance;</li> <li>Working closely with Cardiff Foodbank to better understand the causes of food poverty and improving pathways to support;</li> <li>Building on the “Together for Cardiff” initiative to improve access to the new fuel poverty scheme – delivered in partnership with local businesses and ACE (Action in Caerau &amp; Ely) and co-ordinated through the Money Advice Team – by October 2022.</li> </ul>	<b>Cllr Lynda Thorne</b>	<b>Adult Services, Housing &amp; Communities</b>
<p><b>Support the high demand of job vacancies in the construction industry</b> by:</p> <ul style="list-style-type: none"> <li>Creating a robust pathway from the Onsite Construction Academy (OCA) to the Council’s new Responsive Repairs Academy and creating work experience, new apprenticeships and traineeships which will lead into employment in a trade by December 2022;</li> <li>Creating a Taskforce Group with representation from contactors, recruitment agencies, trade associations and housing associations to promote the OCA and source opportunities for learners;</li> <li>Creating an OCA pledge to encourage buy-in from work experience, employment and apprenticeship providers by November 2022.</li> </ul>	<b>Cllr Chris Weaver</b>	<b>Adult Services, Housing &amp; Communities</b>



Key Performance Indicator	Target
The number of new apprenticeship and trainee placements provided within the Council in year	<b>100</b>
The total number of apprenticeship and trainee placements within the Council in year	<b>150</b>
The number of Council posts filled through placements from Cardiff Works	<b>3,100</b>
The number of interventions which supported people receiving into work advice through the Employment Gateway	<b>51,000</b>
The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	<b>1,100</b>
The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	<b>&lt;14%</b>
The number of employers which have been assisted by the Council’s employment support service	<b>275</b>
The number of customers helped with Covid-related and Universal Credit financial support	<b>3,000</b>
Additional weekly benefit identified for clients of the Advice Team	<b>£14,500,000</b>
The number of hours given volunteering within the Advice & Benefits Service	<b>5,000</b>
The percentage of volunteers aiming to secure future employment who ceased volunteering as a result of finding work	<b>85%</b>

### 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> .	<b>Cllr Chris Weaver</b>	<b>Resources</b>

Key Performance Indicator	Target
The number of Living Wage employers in Cardiff	<b>210</b>

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

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

We will:	Lead Member	Lead Directorate
<p><b>Improve the quality of our supported accommodation</b> by:</p> <ul style="list-style-type: none"> <li>Delivering the planned supported housing scheme for single people at Adams Court, with the first phase completed by April 2022 and final completion by December 2022;</li> <li>Delivering the new family homelessness centre at the Gasworks by June 2022 and progressing with the construction phase of the scheme at Harrison Drive by March 2023;</li> <li>Phasing out accommodation that no longer meets the required standards.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Prevent youth homelessness and ensure that young people leaving care are supported</b> by:</p> <ul style="list-style-type: none"> <li>Reviewing and enhancing our 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 total number of rough sleepers in the city	<20
The number of rough sleepers supported into accommodation	160
The percentage of rough sleepers housed in the previous month who have maintained their accommodation	65%
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	75%
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	80%

# Well-being Objective 4:

## Safe, confident and empowered communities



Communities are at the heart of well-being. They play a vital role in connecting people with the social networks and the day-to-day services we all depend on – as made evident during the Covid-19 pandemic.

The Council will therefore prioritise activities to make sure that communities in Cardiff are safe, that people in Cardiff feel safe and that they have easy access to the services that they need. The Council will also continue to deliver services, at the local level, in a well-planned, connected, and integrated way.

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

- Building new Council homes and investing in community facilities
- Ensuring children and adults are protected from risk of harm and abuse
- Creating safe and inclusive communities
- Promoting the Welsh language
- Working together to support a healthier and more active population

## Progress Made

- The Council has **delivered 591 new Council homes** as part of a £1 billion Council-led programme to build 4,000 homes over a ten-year period.
- **The redevelopment of Maelfa in Llandeyrn has transformed the area** with a new and modern shopping centre, infrastructure and environmental improvements, and affordable new homes.
- The roll-out of the Council's Hubs programme has seen the **opening of the Butetown Creative Hub**, supporting young people into the creative sector, as well as **the opening of refurbished Community Hubs in Whitchurch and Rhydypennau**, introducing additional and enhanced services to serve these communities.
- **A new Hubs website has been launched to improve access to services**, including advice services, Adult Learning and the Into Work Service. The site now has more than 2,000 users.
- Welsh Government funding has been secured to **support investment of over £4 million in Tudor Street, Riverside**, which will deliver improvements to the business environment, transport infrastructure and the regeneration of 30 business premises. **Two phases of shop front improvements have been completed** and work on outdoor spaces is underway.
- **A highly successful Council engagement and digital support programme helped EU nationals who had not yet done so to apply to the EU Settlement Scheme**. By the deadline in June 2021, 23,990 applications had been made to the scheme, in line with the highest estimate for the number of eligible EU nationals in Cardiff.
- **Cardiff's response to the Afghanistan crisis, in partnership with the Urdd, is to be recognised in 2022** with an item on Channel 4 news and as part of a Welsh-language S4C documentary exploring the experiences of refugees and asylum seekers in Wales.
- **The Council's Bilingual Cardiff Strategy 2022-2027 and Welsh in Education Strategic Plan 2022-2032 have been published**, both of which are integral to the city's vision of becoming a truly bilingual capital of Wales and meeting the target of doubling the number of Welsh speakers in Cardiff by 2050.
- **Tafwyl 2021 was held as part of the Welsh Government's pilot test series**, with 500 people welcomed to Cardiff Castle for the first live music event since the beginning of the pandemic. A further 35,000 people attended virtually to enjoy artists from the thriving Welsh music and cultural scene.
- **15 Council parks and green spaces have been awarded Full Green Flag status**, with Waterloo Gardens meeting the international standard for the first time.

## Priorities for 2022/23

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

Delivery of the 'Cardiff Living' and community housing schemes – part of the largest house-building programme in Wales – will be accelerated over the coming year. Developments such as those at Channel View, the Gasworks site in Grangetown and the former Eastern High School site will deliver low-carbon Council and affordable private homes, as well as improved access to green spaces, facilities and sustainable transport networks.

To further the provision of essential services within our communities, the roll-out of the Community Hub programme will continue over the coming year, including the Maelfa Health & Wellbeing Hub and Rhiwbina Hub.

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

Over the coming year, the Council will continue to take forward the new joint Child and Adult Exploitation Strategy, which addresses all identified forms of exploitation, including modern slavery. This work will include developing a new approach to safeguarding young people from exploitation, working with partners to strengthen our response to exploitation and enhancing engagement with families and carers to support them in keeping our young people safe.

### Creating safe and inclusive communities

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

Building more inclusive communities will remain a key priority over the coming year. The Council will build on the support provided to recently arrived evacuees from the Afghanistan crisis, continue to lead on the co-ordination of the Inclusive Cities Programme and provide legal assistance and other support for migrant communities who face additional risk as a result of the pandemic.

Furthermore, the Council will focus on the agreed actions emerging from the Race Equality Taskforce's proposals, continue to monitor the impact of Brexit on community cohesion and progress applications of both Children Looked After and vulnerable adults to the EU Settlement Scheme.

### Promoting the Welsh language

Over the coming year, the Council will take forward the Council's new Bilingual Cardiff Strategy 2022-2027 and Welsh in Education Strategic Plan 2022-2032 to support the vision for making Cardiff a truly bilingual capital of Wales, as well as the national target to double the number of Welsh speakers in Cardiff by 2050.

The Bilingual Cardiff Strategy sets out actions for achieving this ambition across various aspects of city life, including the growth of Welsh-medium education and promotion of Welsh across all schools so that every young person has the opportunity to hear and speak the Welsh language.

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

In light of the Covid-19 pandemic, supporting a healthier and more active population which is more resilient to future health crises will be a key priority. Working with partners, the Council will support the delivery of the 'Move More, Eat Well' plan to promote healthy weight, healthy food, active travel, and physical activity. As part of this approach, the Council will ensure alignment with other major strategies, such as Food Cardiff's 'Good Food Strategy 2021-2024' and the 'Physical Activity and Sport Strategy 2022-2027'. Furthermore, maintaining the quality of our award-winning parks and green spaces will continue to play a key part in the health and mental well-being of our residents.

More broadly the work of Shared Regulatory Services will continue to play a vital role in ensuring public health and public safety. Having played a crucial role in responding to the Covid-19 crisis, the service is now re-focusing on core business provision in the context of rising demand pressures and ongoing pandemic management support. The expertise of the service will be effectively deployed as part of a joined-up partnership approach to public health and public protection.

## 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
<p><b>Expand the scale, pace and carbon-efficiency of the council house building programme</b> by:</p> <ul style="list-style-type: none"> <li>Building over 4,000 new homes to include: <ul style="list-style-type: none"> <li>2,800 affordable homes</li> <li>and 1,200 homes for sale;</li> </ul> </li> <li>Implementing a model of delivery, reducing the time it takes to get from planning approval stage to start on-site ensuring that much-needed new affordable homes are delivered more quickly;</li> <li>Decarbonising the programme, moving rapidly towards a net-zero carbon standard.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities
<p><b>Drive up standards in the private rented housing sector</b> by:</p> <ul style="list-style-type: none"> <li>Delivering the Welsh Government's Rent Smart Wales scheme – an all-Wales registration and licensing scheme;</li> <li>Undertaking robust enforcement action to deal with rogue agents and landlords letting and managing properties.</li> </ul>	Cllr Lynda Thorne & Cllr Michael Michael	Resources, and Economic Development
<p><b>Invest in the regeneration of local communities</b> by:</p> <ul style="list-style-type: none"> <li>Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme;</li> <li>Designing a new cohesive development and regeneration programme where it is feasible to join up new build with wider estate regeneration, providing a co-ordinated approach and delivering wider benefits to our local communities;</li> <li>Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in: <ul style="list-style-type: none"> <li>The South Riverside Business Corridor and wider district and local centres;</li> <li>Other schemes including the Roath and Adamsdown business corridor, and improvement schemes on Cowbridge Road East;</li> </ul> </li> <li>Implementing a further three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members;</li> <li>Delivering the 'Michaelston College' multi-generational wellbeing village, delivering older person and family housing and bringing together health, housing and community facilities into one sustainable and transformational project.</li> </ul>	Cllr Lynda Thorne	Adult Services, Housing & Communities

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

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



## 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</b> by:</p> <ul style="list-style-type: none"> <li>Ensuring our social workers take a strengths-based approach to mental capacity and ensure that, as far as possible, older people retain voice and control;</li> <li>Implementing the new Liberty Protection Safeguards legislation and mainstreaming these within our services;</li> <li>Recommissioning our Advocacy Services in line with the commitments set out in the Cardiff and Vale Advocacy Strategy;</li> <li>Reviewing and enhancing our Direct Payments Services.</li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Adult Services, Housing & Communities, and Children's Services
Continue to move towards locality working models to <b>bring together multi-disciplinary services based in local communities</b> to promote health and well-being, support independence and prevent unnecessary hospital admissions.	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p><b>Improve the support available to people with mental health issues</b> by:</p> <ul style="list-style-type: none"> <li>Supporting the Health Board with their Community Transformation project and their 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.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
<p><b>Enhance the support available for people living with learning disabilities</b> by:</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 by June 2022 and setting out proposals for building development by March 2023;</li> <li>Developing proposals for new supported living accommodation options, producing a planned pipeline of projects by September 2022.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities
<b>Ensure that all staff have access the appropriate level of training to meet the needs of autistic people in line with the new Code of Practice on the Delivery of Autism Services</b>	Cllr Susan Elsmore	Adult Services, Housing & Communities
<b>Undertake a review of commissioned services during the year to ensure that contract monitoring arrangements are in place and re-tendering processes are timetabled based on contract end dates.</b>	Cllr Graham Hinchey	Children's Services

We will:	Lead Member	Lead Directorate
<p><b>Ensure children and adults are protected from risk of harm and abuse</b> by:</p> <ul style="list-style-type: none"> <li>Embedding the <b>Exploitation Strategy</b> to address new and emerging themes of child and adult exploitation by March 2023;</li> <li>Continuing to work with multi-agency partners to respond to the rise in serious youth violence;</li> <li>Embedding the <b>corporate safeguarding self-evaluations</b> by March 2023;</li> <li>Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received.</li> </ul>	Cllr Graham Hinchey, Cllr Susan Elsmore & Cllr Chris Weaver	Adult Services, Housing & Communities, Children's Services, and Performance & Partnerships
<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>Undertaking activities to prevent falls;</li> <li>Promoting the take-up of vaccinations.</li> </ul>	Cllr Susan Elsmore	Adult Services, Housing & Communities

Key Performance Indicator	Target
The percentage of Council staff completing safeguarding awareness training	85%
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%
The percentage of Council staff completing autism awareness training.	85%
The percentage of referrals from South Wales Police regarding high-risk domestic abuse victims, where contact has been attempted by the specialist service within one calendar day of receiving the referral	90%
The number of adult protection enquiries received	Not appropriate to set target
The percentage of adult protection enquiries completed within seven days	99%
The number of children reported during the year where child exploitation was a factor including child sexual exploitation, child criminal exploitation and child trafficking	Not appropriate to set target

## Creating safe and inclusive communities

We will:	Lead Member	Lead Directorate
Lead a targeted multi-agency problem-solving group approach to localised complex anti-social behaviour hotspots.	Cllr Lynda Thorne	Performance & Partnerships
Deliver the existing two-year Alley Gating Programme (2021-2023), subject to consultation with local communities, South Wales Police and other stakeholders, and identify priority lanes for the next two-year gating programme (2023-2025) by April 2023.	Cllr Lynda Thorne	Adult Services, Housing & Communities
Publish the Community Safety Partnership's Violence Prevention Strategy by March 2023.	Cllr Lynda Thorne	Performance & Partnerships
Review and update the revised regional Violence against Women, Domestic Abuse and Sexual Violence strategy by December 2022.	Cllr Susan Elsmore	Adult Services, Housing & Communities
Ensure all those who experience domestic abuse can access specialist support by undertaking a full review of refuge accommodation in the city and identifying opportunities for improvement by March 2023.	Cllr Susan Elsmore	Adult Services, Housing & Communities
Implement the Cardiff Prevent Programme by: <ul style="list-style-type: none"> <li>Further developing the Prevent training programme by September 2022;</li> <li>Developing a Communication and Community Engagement Plan by January 2023.</li> </ul>	Cllr Lynda Thorne	Performance & Partnerships
Respond to the recommendations of the Race Equality Task Force by December 2022.	Cllr Lynda Thorne	Performance & Partnerships
Deliver the Welsh Government's Community Cohesion Delivery Plan for 2022/23.	Cllr Susan Elsmore	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, but no target set

## Promoting the Welsh language

We will:	Lead Member	Lead Directorate
Deliver Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2022-27 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
Increase the number and percentage of Welsh speakers in the workforce in line with the 'Bilingual Cardiff: Bilingual Council' Policy and expand capacity to deliver bilingual services by implementing the Welsh Language Skills Strategy 2021.	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)	993
The number of staff attending Welsh courses (50% increase by 2026/27 in line with the Bilingual Cardiff Strategy 2022-27)	1,684

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

We will:	Lead Member	Lead Directorate
Deliver the Shared Regulatory Services' Business Plan 2022/23.	Cllr Michael Michael	Economic Development
Support grass-roots and community sports by: <ul style="list-style-type: none"> <li>Embedding the new Physical Activity &amp; Sport Strategy 2022-27, and working with partners to develop further plans through 2022/23 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 such as women and girls, ethnic minority communities, Welsh speakers, disabled people, and the LGBT+ community;</li> <li>Ensuring that Sport Wales's Regional Sports Partnerships reflect the priorities of Cardiff.</li> </ul>	Cllr Peter Bradbury & Cllr Sarah Merry	Economic Development, and Education & Lifelong Learning

<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
<p><b>Maintain the long-term future sustainability of our leisure centres</b> by:</p> <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 the planned improvements to Pentwyn Leisure Centre.</li> </ul>	<b>Cllr Peter Bradbury</b>	<b>Economic Development</b>
<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>	<b>Cllr Peter Bradbury</b>	<b>Economic Development</b>
<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>	<b>Cllr Peter Bradbury</b>	<b>Economic Development</b>

<b>Key Performance Indicator</b>	<b>Target</b>
The percentage of food establishments which achieve a food hygiene standard rating of 3 or above	<b>94%</b>
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	<b>Monitor KPI, but no target set</b>
The number of Green Flag parks and open spaces	<b>16</b>
The number of volunteer hours committed to parks and green spaces	<b>Monitor KPI, but no target set</b>

# Well-being Objective 5:

## A capital city that works for Wales

The Cardiff economy is of regional and national significance. To continue to deliver for the people of Wales, respond to the challenges of the pandemic and drive up productivity, the focus on delivering more, and better, jobs will be maintained. The Council's vision for a greener, fairer, stronger economy recognises the need to re-animate the city centre, protect jobs and support the recovery of key sectors following the pandemic.

This will form part of an ongoing commitment to support business growth and create a high-value economy. An ambitious city development agenda remains a key component of this approach, creating major supply chain opportunities and delivering a modern, well-connected capital served by the best business infrastructure.

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

- **Leading the economic recovery in Wales**
- **Leading a recovery programme for the City Centre and Bay**
- **Supporting innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic**
- **Supporting the recovery of the cultural sector and major events programme**



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## Progress Made

- The Council's city recovery and renewal strategy, '**Greener, Fairer, Stronger,**' as well as the **City Centre Recovery Strategy and Action Plan, were approved and published** after being informed by constructive engagement sessions over the summer. Strong progress has already been made, **with city centre footfall back to pre-pandemic levels.**
- **The Canal Quarter Development Framework was approved in May 2021,** setting out the delivery aspirations for the area and representing an important step forward for the Canal Quarter project, which will bring new life to the eastern edge of the city centre.
- **The Capital Quarter and John Street developments have been progressed,** which will expand the city's 'grade-A' office space offer, helping to attract new businesses and create jobs during the recovery period.
- The delivery of the **new 15,000-capacity Indoor Arena in Cardiff Bay has taken a crucial step forward,** with the Council's appointment of the consortium of Live Nation and Oak View Group as operators and Robertson as the developer.
- The successful Cardiff University-led, **Council-supported Strength in Places (SIP) bid** has been awarded, **bringing £50m worth of funding** into the region, which will help develop the city's emerging creative sector and contribute to a strong local recovery.
- **The future of Merchant Place and Cory's buildings – two of Cardiff Bay's finest heritage buildings – has been secured,** with the Council approving the sale of the buildings to Duke Education for redevelopment as a college. This development will allow for the full restoration of the buildings, support the regeneration of the wider local environment and progress the Council's aspirations for the area.
- **The New Theatre's long-term sustainability has been assured** as a result of the Council concluding the property lease with HQ Theatres & Hospitality, which enabled its re-opening in September.
- **The future of the Norwegian Church has been secured,** following the Council's transfer of the lease to a charitable body which will invest in the building, hold music and cultural events, whilst respecting its historical links with Norway.
- The Council **supported the delivery of the first large-scale outdoor music events since the onset of the pandemic,** including the Titan Event at Alexandra Head and four nights of concerts at Cardiff Castle curated by local music venues
- **Good progress has been made on the Council's 'Music City' ambition,** with new planning application monitoring arrangements established to support venues and a **new Busking Strategy** developed to support street music and animate public spaces.
- **St David's Hall, The Museum of Cardiff, Cardiff Castle and City Hall have all re-opened** and are hosting events and activities in line with current guidelines, with encouraging bookings across all venues.
- **Business rates for hospitality and retail businesses were suspended** for the entire year, providing crucial relief to two of the sectors hit hardest by the pandemic and creating the conditions to accelerate recovery.

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## Priorities for 2022/23

### Leading the economic recovery in Wales

As the city emerges from the pandemic, it is essential that the Council considers the steps we need to take to accelerate recovery, whilst at the same time recognising that we need to use the crisis as a catalyst to build back stronger, greener, and fairer. To lead the economic recovery in Wales, the Council will play a key role in establishing the new Corporate Joint Committee (CJC) for South Wales and attracting inward investment into our priority sectors through the Western Gateway partnership, ensuring that we support the creation of a sustainable and dynamic post-Covid economy. Furthermore, the Council will progress improvements to Cardiff Central and the Interchange to ensure that the new jobs created in Central Square and the rest of the city are accessible to the wider city-region, in line with our ambition of inclusive economic growth.

It is recognised that labour shortages in certain key sectors, material shortages and cost inflation represent risks to a successful recovery and will need to be mitigated. The Council will therefore continue to collaborate with impacted sectors to identify the necessary support required, deliver enhanced into work schemes and progress key infrastructure projects.

### Leading a recovery programme for the City Centre and Bay

City centres and high streets must become destination experiences and places of choice. We no longer have to be there, but we must want to be; therefore, our longer-term recovery efforts will be balanced between creating and curating a more dynamic, unique, green and inclusive city centre for residents, businesses and visitors, and developing interconnected, thriving '15-minute neighbourhoods', where residents have easy access to services, green spaces, culture and workspaces by active travel.

Over the coming year, the Council will progress major infrastructure projects that will transform the city, support green, inclusive growth, and create good-quality jobs for all of our communities during the pandemic recovery. For example, the Indoor Arena will lead the regeneration and inclusive development of the wider Atlantic Wharf area, while the Canal Quarter will revive a long-overlooked part of the city centre and the Central Quay development will finally provide Cardiff with a seamless link between Cardiff Bay and the city centre.

### Supporting innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic

As we recover from the pandemic, the Council will need to support the growth of our key high-value sectors – including fintech, cyber and creative – which will create well-paid jobs for our residents, help boost Cardiff's productivity and make our city a globally-attractive place for inward investment. The pandemic has fundamentally changed the way that many of us work, so our initiatives will focus on transforming existing buildings to create flexible and affordable working space for start-ups in our priority sectors.

For example, the Council will work with our partners to develop and bring forward proposals for creating new incubation office space as part of the regeneration scheme for Tudor Street, the extension of Chapter Arts Centre and the repurposing of Landmark Place in Churchill Way. Furthermore, our collaboration with Welsh Government to establish a new fund to support business growth will complement these efforts and help us deliver a strong economic recovery.

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

Culture and events will be placed at the centre of our recovery, embracing the role the sector plays in shaping our city centre. Our cultural and major events sectors have been amongst the most affected by the pandemic, so the Council will continue working with Welsh Government to ensure the delivery of events delayed or cancelled by the pandemic, as well as to explore future opportunities.

Over the coming year, the Council will finalise plans for developing an annual international music festival and we will explore a potential bid to host a major international sporting event. Furthermore, to support the recovery of our cultural venues, the Council will begin delivering the Music Strategy, and developing new strategies for both culture and tourism, all of which will help attract higher numbers of visitors and cement Cardiff's reputation as a thriving cultural capital.

# 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
Work with the Cardiff Capital Region City Deal to progress Cardiff projects, support wider city-region projects and input into any Corporate Joint Committee transition arrangements to support the regional Covid-19 recovery strategy.	Cllr Huw Thomas	Economic Development
Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station.	Cllr Russell Goodway & Cllr Caro Wild	Economic Development
Ensure Cardiff remains an open, competitive and outward-looking international city by: <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>	Cllr Huw Thomas	Economic Development



## Leading a recovery programme for the City Centre and Bay

We will:	Lead Member	Lead Directorate
Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre by working with partners to: <ul style="list-style-type: none"> <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 that respond to the post-Covid demand for workspace;</li> <li>Work with partners to implement the City Centre Recovery Action Plan;</li> <li>Establish new city centre management arrangements;</li> <li>Deliver the Canal Quarter.</li> </ul>	Cllr Russell Goodway	Economic Development
Write the next chapter in Cardiff Bay's regeneration story by: <ul style="list-style-type: none"> <li>Delivering the new Multi-Purpose Indoor Arena by 2024/25;</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

Key Performance Indicator	Target
The amount of 'Grade A' office space committed to in Cardiff (This is a rolling two-year target.)	300,000 sq. ft.

**Supporting innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic**

We will:	Lead Member	Lead Directorate
<p><b>Develop a sustainable city-wide post-Covid economy</b> by:</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 City Deal partners, the private sector and the University Health Board to explore proposals for the creation of a Science Park Campus at Coryton;</li> <li>Working with Cardiff Clwstwr Creadigol 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 in adapting to the requirements of a post-Covid economy;</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
<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 adopting the new Smart City roadmap by December 2022.</p>	Cllr Chris Weaver & Cllr Russell Goodway	Economic Development & Resources
<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>Continuing to work with partners, including FOR Cardiff, to adapt and re-purpose the city for post-Covid recovery;</li> <li>Enhancing the promotion of Cardiff as a visitor destination by establishing a new events strategy and investment in visitor infrastructure;</li> <li>Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery.</li> </ul>	Cllr Russell Goodway	Economic Development, and Planning, Transport & Environment

Key Performance Indicator	Target
The number of new jobs created and safeguarded where the Council has played an active role	1,000
City centre footfall	Monitor KPI, but no target set

**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 the Welsh Government by March 2023;</li> <li>Considering development and investment opportunities for St David's Hall to retain its position as a world-class auditorium;</li> <li>Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2023.</li> </ul>	Cllr Peter Bradbury	Economic Development
<p><b>Work with event promoters and the city's cultural venues to rebuild the capital's event and cultural offer</b>, reflecting the ongoing Covid-19 challenges, by:</p> <ul style="list-style-type: none"> <li>Developing a new post-Covid Events Strategy with Welsh Government 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;</li> <li>Developing an annual international music festival in the city, 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 a new major international sporting event to Cardiff.</li> </ul>	Cllr Peter Bradbury	Economic Development

Key Performance Indicator	Target
The number of staying visitors	Monitor KPI, but no target set
Total visitor numbers	Monitor KPI, but no target set
Total visitor days	Monitor KPI, but no target set
Attendance at Council venues	Monitor KPI, but no target set

# Well-being Objective 6:

## Cardiff grows in a resilient way



The Council recognises that climate change remains the defining global challenge of our generation. In response, the Council has developed and approved a One Planet Cardiff Strategy and Action Plan, which set out a roadmap of projects in key areas such as transport, energy, housing, and food that will lead our journey to net zero carbon by 2030.

The Council's recovery and renewal strategy also recognises the opportunities to emerge from the pandemic as a greener and more resilient city. The transformational work to make Cardiff's public spaces Covid-secure has not only helped to safeguard residents and visitors but has also improved the local environment – including reductions in air pollution and carbon emissions.

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

- Delivering One Planet Cardiff to decarbonise the city and lead 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

Cardiff's Transport White Paper:

## Transport Vision to 2030

### Changing how we move around a growing city



## Progress Made

- **A final One Planet Cardiff Strategy and Action Plan were approved by Cabinet in October 2021**, setting out plans to deliver a carbon neutral Council and city by 2030.
- **A number of key One Planet Cardiff projects have been progressed**, including securing the first phase of a low-carbon district heat network serving Cardiff Bay, continuing the energy-efficiency retrofit of the Council's estate and making a commitment to design all forthcoming new buildings to near zero carbon performance levels from 2024.
- **The Clean Air Plan continues to be delivered in collaboration with Welsh Government.** As part of this work, the Council has completed its Bus Retrofit Scheme; 49 buses have been upgraded to meet the latest Euro 6 emission standard, improving Nitrogen Oxide (NOx) emissions by over 90%.
- **36 new electric buses** started operating across the city during December 2021. These new vehicles were purchased following a successful joint bid by the Council and Cardiff Bus, and make up almost a quarter of Cardiff Bus's fleet.
- **The Council is continuing to expand its safe cycling network with 11km of new high-quality routes added since 2017.** An east-west segregated 'pop-up' route linking Canton and Adamsdown via Castle Street and Newport Road was opened at the end of January 2022. A further 'pop-up' route connecting Splott and Lloyd George Avenue is nearing completion and construction of Cycleway 1.2 connecting Senghenydd Road in Cathays with the University Hospital of Wales is progressing well.
- **122 of Cardiff's 127 schools have either produced or are progressing the development of Active Travel Plans.**
- **Consultation on the Replacement LDP Draft Vision and Objectives is complete**, which has helped to ensure that the economic, social and environmental needs of all our communities are reflected in the future development of the city.
- **Strengthened operational management arrangements are now in place across Waste Services.** Work has been progressed to establish a modern fleet, with digital systems that provide real-time information on delivery. A four-day working week has also been introduced, which has eliminated the bank holiday disruption.



## Priorities for 2022/23

### Delivering One Planet Cardiff to decarbonise the city and lead a green recovery

One Planet Cardiff sets out an ambitious agenda to meet our carbon neutral commitment by reducing greenhouse gas emissions. As part of this work, the Council has completed a detailed carbon baselining and impact assessment to provide a comprehensive understanding of the Council's carbon footprint. Furthermore, a Carbon Impact Evaluation Tool has been developed to appraise proposed projects for both carbon and social benefit.

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

Improving Cardiff's transport system remains a strategic priority, particularly the shift to more sustainable and more active modes of transport. Plans to replace as many single-user, fossil-fuelled trips as possible with sustainable modes of travel are fundamental to the wider decarbonisation of the city. Moving forward, the Council will continue to support the delivery of key Transport White Paper projects, including expanding on the Metro plans for new tram-train routes and stations, creating more space on our streets for walking and cycling, and supporting the transition to electric vehicles.

Beyond the Climate Emergency, the pandemic has made supporting public transport even more urgent. Lockdowns and social distancing restrictions have had a major impact on public transport, particularly municipal bus companies, with passenger numbers falling drastically and services reduced. To address this situation, we will work to manage this impact on mobility and ensure passenger numbers recover over the coming year.

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

Sustainable communities must be well-planned and well-connected, with infrastructure and public services that are fit for the future. The Council is currently preparing a Replacement Local Development Plan (LDP) for Cardiff, which will help shape the city for the next 15 years to 2036, ensuring the right development happens in the right place at the right time, benefitting communities and the economy and setting out which areas need to be protected. A consultation on the preferred strategy will take place in October 2022, which will help ensure that the voices of all our communities inform the inclusive and sustainable development of our city.

### Enhancing Cardiff's flood defences

The frequency and severity of floods is increasing and is expected to further increase as a result of climate change. Recognising the risk flooding presents to the city, as well as the impact that it has on families whose homes and communities experience flooding, the Council has delivered a number of flood risk management schemes across the city. Looking to the year ahead, Cardiff, along with all other Local Authorities in the south-east Wales region, have commissioned a Strategic Flood Consequences Assessment (SFCA), which is due to be completed in the summer of 2022.

This Assessment will inform the Welsh Government's proposed revised guidance on planning for flood and coastal erosion, to recognise the varying degrees of flood risk, now and in the future.

### Building resilience into our highway network

The city's highway network is used daily by those who live and work in the city and is fundamental to the economic, social and environmental well-being of the community. Over the coming year, it will remain crucial that localised resurfacing, patching, reconstruction and treatment works continue, in order to build resilience into the network and ensure that it remains the robust and high-quality asset that our residents, communities and businesses rely on.

### Making Cardiff a world-leading recycling city

Whilst Cardiff is Britain's leading major city for recycling, it is still falling short of the Welsh Government's statutory target of 64%. To improve recycling performance the Council has developed a new Recycling & Waste Strategy which sets out plans to provide more opportunities for communities to recycle, developing targeted, data-based action; reduce single-use plastics; and support the development of a circular economy.

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

Clean streets are a top priority for the city's residents; however, street cleanliness in parts of the city remains a persistent challenge. A number of wards, particularly in the city centre and south of the city, fall under the 90% target for high or acceptable standards of cleanliness. Moving forward, the Council will take an area-based approach to frontline services, focused on tackling all forms of littering.

# What we will do to make sure that Cardiff grows in a resilient way

## Delivering One Planet Cardiff to decarbonise the city and lead a green recovery

We will:	Lead Member	Lead Directorate
<p><b>Achieve the vision of a carbon-neutral Council by 2030</b> by:</p> <ul style="list-style-type: none"> <li>Delivering the short-term actions within the One Planet Cardiff Action Plan including: <ul style="list-style-type: none"> <li>Energy efficiency improvements in the Council estate;</li> <li>Delivery of the Cardiff Heat Network;</li> <li>A programme of tree planting and sustainable biodiversity management;</li> </ul> </li> <li>Developing a set of annual carbon reduction targets, both for the Council's operational activities and the wider city emissions, to monitor progress by December 2022.</li> </ul>	Cllr Huw Thomas	Planning, Transport & Environment
<p><b>Deliver the Design and Build contract for Phase 1 of the Cardiff Heat Network as per the procured programme.</b></p>	Cllr Michael Michael	Planning, Transport & Environment
<p><b>Develop options for potential large-scale renewable energy generation projects</b> on Council land and bring forward detailed business cases for approval by February 2023.</p>	Cllr Michael Michael	Planning, Transport & Environment
<p><b>Deliver a Housing Energy Efficiency Retrofit programme</b> across all tenures of housing, including 2,000 domestic retrofits per year by 2024 composed in the short term of:</p> <ul style="list-style-type: none"> <li>Up to 700 delivered through Housing Revenue Account funding (Council stock);</li> <li>Up to 700 delivered through Welsh Government funding (mixed tenure stock);</li> <li>Up to 600 delivered by Housing Associations (social housing stock) via our Affordable Warmth Partnership.</li> </ul>	Cllr Michael Michael & Cllr Lynda Thorne	Planning, Transport & Environment
<p><b>Ensure good air quality</b> by:</p> <ul style="list-style-type: none"> <li>Ensuring compliance with the EU Limit value for NO<sub>2</sub> is maintained on Castle Street by ongoing monitoring and assessment of a solution for a permanent scheme;</li> <li>Updating the Clean Air Strategy and Action Plan and implementing further measures to improve air quality;</li> <li>Reviewing real-time air quality data to assess and identify trends in pollution to assess further interventions that will further reduce air pollution;</li> <li>Continuing to support both bus and taxi sectors to accelerate towards achieving 'Zero Tailpipe' emission fleets in advance of 2028.</li> </ul>	Cllr Caro Wild, Cllr Michael Michael & Cllr Susan Elsmore	Planning, Transport & Environment

\*PT&E = Planning, Transport and Environment

We will:	Lead Member	Lead Directorate
<p><b>Support the transition to clean vehicles</b> by:</p> <ul style="list-style-type: none"> <li>Completing an audit of the Council's fleet and adopting a Green Fleet Strategy, setting out the Council's transition schedule to a low emission fleet by August 2022;</li> <li>Developing a new electric-by-default procurement policy, with a strict "exceptions by exception" basis;</li> <li>Ensuring that a minimum of 100 Council vehicles are replaced by electric vehicles by March 2023;</li> <li>Assessing the service delivery impact of a transition to an electric vehicle fleet.</li> </ul>	Cllr Michael Michael	Resources
<p><b>Complete a mapping exercise of electric vehicle infrastructure by March 2023</b> to fully assess the future investment and delivery options for the city to transition to zero-emission vehicles by 2030.</p>	Cllr Michael Michael	Planning, Transport & Environment
<p><b>Promote healthy, local and low-carbon food</b> through delivering the Cardiff Food strategy, including:</p> <ul style="list-style-type: none"> <li>Developing a plan to increase local food production opportunities (commercial and community-based) and integrate into local supply chains by March 2023;</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 LDP process.</li> </ul>	Cllr Michael Michael	Planning, Transport & Environment

Key Performance Indicator	Target
The Citywide Annual Average Nitrogen Dioxide (NO <sub>2</sub> ) concentrations at roadside locations	30µg/m <sup>3</sup>
Nitrogen Dioxide (NO <sub>2</sub> ) concentrations within Air Quality Management Areas (AQMA)	35µg/m <sup>3</sup>
Nitrogen Dioxide (NO <sub>2</sub> ) concentrations on Castle Street (The modelled concentration submitted to Welsh Government in the Council's Clean Air Plan.)	28µg/m <sup>3</sup>
The number of Council vehicles which are electric	100

\*PT&E = Planning, Transport and Environment

## 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 Delivery Unit to <b>design and deliver a programme of strategic transport projects, including the Metro, public transport and network improvements by 2030</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>Phase 2 southern section of Crossrail by 2028;</li> <li>Phase 1 of Northwest Corridor by 2025;</li> <li>New stations at Crwys Road, Butetown and Cardiff Parkway in St Mellons by 2024;</li> <li>New stations at Velindre, Ely Mill, Roath Park, Gabalfa, Newport Road and Pierhead Street by 2026;</li> <li>A Bus Strategy for Cardiff by December 2022;</li> <li>A Park and Ride Strategy for Cardiff by December 2022;</li> <li>Phased implementation of sustainable transport improvements to the Eastern Corridor by 2030;</li> <li>High-quality bus and cycling routes between Cardiff and Newport by 2025.</li> </ul>	Cllr Caro Wild	Planning, Transport & Environment
<p><b>Continue to progress transport and clean air improvements in the city centre</b> including:</p> <ul style="list-style-type: none"> <li>Central Square by June 2022;</li> <li>City Centre East Phase 1 by March 2023;</li> <li>Castle Street by March 2023;</li> <li>Boulevard de Nantes by December 2023.</li> </ul>	Cllr Caro Wild	Planning, Transport & Environment
<p><b>Progress the Northern and East-West Bus Corridor WelTAG (Welsh transport appraisal guidance) Studies</b> to support the public transport aspirations contained in the Transport White Paper, future regional bus rapid transit links, and local bus route improvements by September 2023.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p><b>Programme the delivery of the bridge crossing scheme at Llanrumney</b> as part of a wider regeneration scheme, completing design and planning permissions by June 2022 and delivery commencing summer 2022.</p>	Cllr Caro Wild & Cllr Lynda Thorne	Economic Development
<p>Invest in a <b>new segregated cycling network</b> across the city and deliver:</p> <ul style="list-style-type: none"> <li>Cross City Centre and Bay Pop Up cycleways by spring 2022;</li> <li>Cycleway improvements at Tudor Street by August 2022;</li> <li>Cycleway 1 to the University Hospital Wales by August 2022;</li> <li>Improvements to the Taff Trail, and explore design options for a new Blackweir bridge, by March 2023;</li> <li>Cycleway 5 from city centre to Lawrenny Avenue by August 2023;</li> <li>City centre to Roath Park Cycleway by 2024;</li> <li>A Cardiff to Newport network connection by 2024;</li> <li>A full city-wide network by 2027.</li> </ul>	Cllr Caro Wild	Planning, Transport & Environment

\*PT&E = Planning, Transport and Environment

We will:	Lead Member	Lead Directorate
<p>Develop a new <b>Active Travel Network Map</b> by June 2022.</p>	Cllr Caro Wild	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 Caro Wild & Cllr Sarah Merry	Planning, Transport & Environment
<p><b>Inform the wider application of a 'Healthy Streets' approach</b> by implementing two Healthy Streets projects including traffic filtering, speed reduction measures, greening, street furniture and child friendly enhancements linked to other transport and regeneration initiatives by 2025.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p>Prepare an Intelligent Transport System (ITS) Strategy by March 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 Caro Wild	Planning, Transport & Environment

Key Performance Indicator	Target
<p>Modal Split for All Journeys: Proportion of people travelling to work by sustainable transport modes (2030 Target 76%)</p>	57%
<p>Proportion of work journeys made by:</p> <ul style="list-style-type: none"> <li>Walking</li> <li>Cycling</li> <li>Public Transport</li> </ul>	18% 16% 22%
<p>The number of schools supported to implement their Active Travel Plan</p>	42

\*PT&E = Planning, Transport and Environment

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

We will:	Lead Member	Lead Directorate
Conduct a full review of the Local Development Plan (LDP) by late 2024 in accordance with the Delivery Agreement timetable and engage in dialogue on regional strategic planning arrangements.	Cllr Caro Wild	Planning, Transport & Environment
<p>Create better places through the delivery of new, high-quality, well-designed, sustainable and well-connected communities, by:</p> <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 new city centre recovery action plan – by 2027;</li> <li>Supporting the vitality and viability of district and local centres and delivering the '15-minute city' approach to all major centres by 2027;</li> <li>Maximising developer contributions from new developments to deliver community infrastructure, affordable housing and wider improvements within local areas.</li> </ul>	Cllr Caro Wild	Planning, Transport & Environment
<p>Deliver the Council's Green Infrastructure Plan, including:</p> <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;</li> <li>Ensuring the upcoming Replacement LDP process fully addresses green infrastructure matters and includes engagement upon potential policy approaches.</li> </ul>	Cllr Caro Wild & Cllr Peter Bradbury	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%
The percentage of affordable housing at completion stage provided in a development on greenfield sites	30% (LDP)
The percentage of affordable housing at completion stage provided in a development on brownfield sites	20% (LDP)
Affordable housing units completed per annum as a percentage of all housing	20%

\*PT&E = Planning, Transport and Environment

## Enhancing Cardiff's flood defences

We will:	Lead Member	Lead Directorate
Develop a sustainable water, flood and drainage strategy for Cardiff by 2023, including completion of the strategic flood consequence assessment by 30th November 2022.	Cllr Michael Michael	Planning, Transport & Environment
Complete coastal defence improvements in Cardiff East by 2024.	Cllr Michael Michael	Planning, Transport & Environment
Deliver phase 1 of the new Canal Quarter scheme by December 2022, with concept design for phase 2 to be completed by end of 2022, and construction, subject to funding, targeted for 2024.	Cllr Michael Michael	Planning, Transport & Environment

## Building resilience into our highway network

We will:	Lead Member	Lead Directorate
Continue to deliver the programme to replace all 24,000 residential lighting to low-energy LED lighting by December 2023.	Cllr Caro Wild	Planning, Transport & Environment
Continue to deliver an extensive programme of localised improvements to our roads and footways to remove defects such as potholes to March 2023.	Cllr Caro Wild	Planning, Transport & Environment
Continue to deliver extensive programmes of reconstruction, resurfacing and surface treatments to our roads and footways throughout the city to March 2023.	Cllr Caro Wild	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%

\*PT&E = Planning, Transport and Environment

## Making Cardiff a world-leading recycling city

We will:	Lead Member	Lead Directorate
<p><b>Deliver the recycling services strategy to achieve 70% recycling performance by 2024/25</b> by:</p> <ul style="list-style-type: none"> <li>Continuing project work with Welsh Government, Waste &amp; Resources Action Programme (WRAP) and the Welsh Local Government Association (WLGA) to: <ul style="list-style-type: none"> <li>Evaluate and improve trade recycling performance and;</li> <li>Model domestic collections and processing requirements.</li> </ul> </li> <li>Undertaking public consultation on the draft Recycling Strategy and incorporating trial results to produce a final draft for approval by the end of 2022.</li> </ul>	Cllr Michael Michael	Economic Development
<p><b>Reduce the volume of waste, including single-use plastics, across Cardiff</b> by:</p> <ul style="list-style-type: none"> <li>Exploring options to remove 150,000 waste recycling bags from the Council's waste service by December 2022;</li> <li>Working with major venues to consider alternatives to single-use plastic products.</li> </ul>	Cllr Michael Michael	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
<p><b>Deliver a comprehensive programme of improvement to the Council's Street Scene services</b> by September 2022 through integration, digitalisation and the use of data to support the efficient and effective use of resources.</p>	Cllr Michael Michael	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 is committed to a programme of ongoing service improvements, with the need to respond to the demands of the pandemic bringing into sharp focus areas of organisational development.

The Council is therefore progressing a permanent shift to hybrid working to lock in the productivity gains realised during the Covid-19 pandemic by maximising the use of assets, making increased use of technology and further supporting the workforce.

Taken together, this will allow the Council to become a greener, more agile organisation, providing more responsible and adaptable services for citizens, and a more flexible working environment for staff.

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

- **Developing a comprehensive programme of organisational recovery and renewal**
- **Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance**
- **Delivering leaner and greener Council buildings**
- **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**
- **Making sure that the Council better talks to and listens to the city that it serves**

## Progress Made

- **Residents are increasingly connecting with the Council through digital media channels:** the Council now has 46,000 followers on Facebook and over 9,500 followers on Instagram. Additionally, the number of residents accessing the Cardiff App has exceeded 50,000, enabling residents to access services such as reporting potholes and making Council Tax enquiries.
- **Audit Wales have praised the Council's response to organisational recovery,** noting that "the Council is harnessing the positive change in working practice arising from the pandemic to inform its future operating model for its workforce".
- **A comprehensive programme of engagement has been undertaken with staff as part of the work to develop a hybrid working model,** with a survey launched in the summer of 2021 receiving 2,851 responses. 70% described themselves as 'more' or 'a little more' productive since working from home and two-thirds of respondents reported an improved sense of well-being. 44% of line managers reported an increase in productivity, and a quarter reported an increase in improved staff morale and improved well-being amongst the team.
- **All targets within the Corporate Property Strategy 2015-20 were achieved,** with capital receipts amounting to over £35.8m and a reduction of over £20.5m in total running costs secured. A new five-year (2021-26) strategy was approved by Cabinet in December 2021.
- **Work has been undertaken with the Council's Employee Networks to understand the potential barriers and challenges to recruitment.** As part of this, a Joint Employee Network Survey has been created to establish a benchmark of membership and to understand the lived experiences of employees working for the Council.
- **Over the past 12 months the Council has been developing and implementing improved contract management arrangements** which will provide improved oversight of contract performance against six key performance themes.
- **The Council's Scrutiny Committees have played a full role in informing Council policy and service improvement.** A number of steps have been undertaken to strengthen the role of the Scrutiny Committees, including the introduction of a 'tracker' approach to monitoring Scrutiny recommendations.

## Priorities for 2022/23

### **Delivering a comprehensive programme of organisational recovery and renewal**

Capital Ambition set out a programme of modernisation to improve efficiency, better support service delivery, and promote social and environmental change. Covid-19 has rapidly accelerated this agenda, catalysing a shift to hybrid working and the delivery of service innovation at an unprecedented pace and scale.

To retain the opportunities realised during the pandemic, the Council has developed – and is in the process of delivering – a programme of organisational recovery and renewal. As part of this work, the Council is implementing a hybrid working model, which seeks to maintain the benefits of increased home and flexible working arrangements, whilst mitigating risks identified.

The transition to this working model is enabled by the Council's investment in digital infrastructure, services and skills. This will need to be continued post-pandemic, including the allocation of agile working devices and investment in meeting room facilities, 'touch down' points, and desk booking and utilisation technology.

### **Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance**

Technology offers residents greater choice and convenience when accessing services, whilst providing staff with even greater flexibility to deliver. An increasing number of citizens are choosing to access services via digital means, with this trend only becoming more evident during the Covid-19 pandemic. Providing access to an enhanced range of services online will therefore continue to be a priority post-pandemic, as the Council continues to accelerate its digital agenda.

The Council is also continuing work to improve the collection, presentation, and analysis of data across the public service system to inform decision-making. Work to align the Council's Data Strategy with the delivery priorities and improvement challenges identified through the planning and policy framework will help make the best use of Council data.



### **Delivering leaner and greener Council buildings**

The Council uses property to deliver or support the delivery of statutory and community services. As the Council's new Corporate Property Strategy 2021-2026 recognises, it is therefore important that the estate is modernised and configured to align with the wider strategic and financial objectives of the Council.

For instance, the One Planet Cardiff Strategy identifies a clear role for the Council's estate in decarbonising the city by 2030. To meet this target, the Council will progress new physical adaptations and behavioural approaches across the estate. Furthermore, the hybrid working programme will also change the way we work, how we use our properties and will lead to a re-assessment of operational property requirements. The Council will work to align service need to workforce change, ensuring investment in reconfigured working environments.

Moving forward, it is important that the estate is managed in a dynamic way, able to respond to changing service need and enhance service delivery through provision of good-quality environments.

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

The Council's award-winning programme of staff engagement is supported by a package of measures designed to promote welfare, including a range of health and well-being services, such as the 24/7 Employee Assistance Programme and the Employee Counselling Service.

The Council's commitment to staff also includes a range of training opportunities through Cardiff Academy. Work is also being progressed to understand the potential barriers and challenges to recruitment, including developing appropriate interventions.

Sickness absence, however, remains too high. Although a number of service areas are characterised by good performance and discounting Covid-related sickness significantly improves Council performance, there is an ongoing need to reduce sickness absence levels. A targeted approach will continue to be applied to improve performance, including a continued focus on reducing long-term sickness absence through effective case management.

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

The Council spends over £390 million a year procuring a diverse range of goods, services and works from over 8,000 suppliers, service providers and contractors. The Council therefore has a responsibility to manage public money with probity, to ensure that value for money is achieved and to manage it in such a way that wider Council objectives can be supported.

Capital Ambition makes clear that the power of the Council's spending and investment decisions must be fully leveraged to create local employment opportunities whilst promoting social and environmental improvements. The changes to working practices realised during the pandemic, paired with the urgent need to support the city's economic recovery, means that this agenda must be accelerated.

### **Making sure that the Council better talks to and listens to the city that it serves**

The Council has, over a number of years, placed an emphasis on engaging with residents. The Council's annual Ask Cardiff Survey has one of the largest sample sizes in Wales and provides invaluable insight into the needs of our communities.

Following national trends, the latest Ask Cardiff Survey shows that citizen satisfaction with Council services has fallen over the last year. Work will be undertaken to address this moving forward, along with further work to engage with, and involve, hard-to-reach groups in decision-making. This will ensure that the Council is alert to the voice of the community.

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

### Developing a comprehensive programme of organisational recovery and renewal

We will:	Lead Member	Lead Directorate
<p><b>Develop a Hybrid Working Model</b> by:</p> <ul style="list-style-type: none"> <li>Reviewing touchdown spaces and developing a touchdown working space model by May 2022;</li> <li>Completing a programme of engagement with staff and managers by June 2022;</li> <li>Developing a draft Hybrid Working Policy by September 2022;</li> <li>Introducing a Hybrid Working Business Case in line with the Core Office Accommodation Business Case by October 2022.</li> </ul>	Cllr Chris Weaver	Resources, Economic Development and Performance & Partnerships

Key Performance Indicator	Target
The percentage of devices that enable agile and mobile working across the organisation	67%



## Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance

We will:	Lead Member	Lead Directorate
<p><b>Improve the Council's digital offer</b> and expand the breadth of Council services available to citizens on all Council platforms by:</p> <ul style="list-style-type: none"> <li>Allowing users to report graffiti and check digital parking permits with the Chatbot, and receive information on Housing, Planning processes and Homelessness by September 2022;</li> <li>Allowing users to report graffiti, problem parking, lighting faults and request hygiene collection services on the Council website and app by September 2022;</li> <li>Implementing new web form product across the website to enable improved information capture relevant to services;</li> <li>Completing an Alexa skills proof of concept on the Chatbot and investigating new "service location" features for the Council app and website by December 2022;</li> <li>Undertaking a programme of background maintenance and upgrades on the bot, app and website by March 2023.</li> </ul>	Cllr Chris Weaver	Resources
<p><b>Deliver the Council's Data Strategy</b> to support performance reporting and evidence-based decision making by:</p> <ul style="list-style-type: none"> <li>Adopting a new City Performance Dashboard by May 2022;</li> <li>Adopting a new Corporate Performance Dashboard by June 2022;</li> <li>Developing a Community Safety Dashboard by October 2022;</li> <li>Developing a Management Dashboard by March 2023;</li> <li>Delivering a programme of staff training on data management, analysis and presentation by March 2023.</li> </ul>	Cllr Chris Weaver	Resources, and Performance & Partnerships

Key Performance Indicator	Target
The number of customer contacts to the Council using digital channels	10% increase on 2021/22 outturn
The total number of webcast hits (Full Council, Planning Committee, Scrutiny Committees, Audit Committee, Cabinet)	10,000
The number of Facebook followers	50,000
The number of Instagram followers	10% increase on 2021/22 outturn
The number of people registered with the Cardiff Gov App	10% increase on 2021/22 outturn

## Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance

We will:	Lead Member	Lead Directorate
<p><b>Deliver a leaner and greener estate and protect the council's historic buildings</b> by:</p> <ul style="list-style-type: none"> <li>Meeting the targets of the One Planet Cardiff strategy by reducing the carbon footprint in the built environment by 30% by the end of 2025/26;</li> <li>Completing 100% of Priority 1 programmed asset works to maintain Council buildings in a safe compliant condition;</li> <li>Developing a plan to implement the hybrid working model in 2022/23, utilising Council property assets and reducing revenue costs by £6m by the end of 2025/26;</li> <li>Disposing of land and property to achieve the £25m general fund capital receipts target by end of 2025/26.</li> </ul>	Cllr Russell Goodway	Economic Development

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

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

We will:	Lead Member	Lead Directorate
<b>Develop a new five-year Workforce Strategy by March 2023.</b>	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
<b>Implement strategies that are aligned to the Gold Level Corporate Health Standard Award.</b>	Cllr Chris Weaver	Resources
<p><b>Ensure that the Council's workforce is representative of the communities it serves</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 continue 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>Reviewing the new Cardiff Works Ready Scheme by January 2023 to understand the impact it has to increase the Cardiff Works pool – making it more representative of the communities we serve.</li> </ul>	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities
<p><b>Ensure Cardiff Council is a 'Fair Work' employer</b> by:</p> <ul style="list-style-type: none"> <li>Reviewing long-term agency placements and taking appropriate actions in line with the policy of reducing the use of agency workers on long-term assignments;</li> <li>Reviewing agency workers placed with the Council via the Into Work Service.</li> </ul>	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities

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>Increase year-on-year social value/ community benefits</b> delivered through the Council's annual procurement programme utilising the TOMs (Themes, Outcomes, Measures) National "Social Value" Framework.	Cllr Chris Weaver	Resources
Continue to support the Foundational Economy by <b>making our procurement spend more accessible to local small businesses and the third sector.</b>	Cllr Chris Weaver	Resources
<b>Develop a Socially Responsible Procurement Strategy and Delivery Plan</b> to shape the Council's procurement approach for the next four years.	Cllr Chris Weaver	Resources
<b>Ensure the Council's procurement programme fully supports the delivery of the Council's aim of being a Carbon-Neutral City by 2030.</b>	Cllr Chris Weaver	Resources

Key Performance Indicator	Target
The percentage of overall spend with Cardiff-based organisations	52%
The percentage of overall spend with Cardiff Capital Region-based organisations.	66%
The percentage of overall spend with Welsh-based organisations	70%
The percentage of new contracts (above £250,000) which include social value commitments	20%
The financial value of the social value committed to within contracts awarded in the year	Baseline
The financial value of the social value delivered within the year	Baseline

## Making sure that the Council better talks to and listens to the city that it serves

We will:	Lead Member	Lead Directorate
<b>Develop and publish a new citizen engagement strategy by October 2022</b> in line with the Local Government and Elections (Wales) Act 2021.	Cllr Chris Weaver	Performance & Partnerships, and Governance & Legal
<b>Progress and deliver our customer service agenda</b> with a focus on: <ul style="list-style-type: none"> <li>Introducing new customer service standards and working practices which ensure quality of service as part of the transition to hybrid working;</li> <li>Tailored customer service training for all staff relevant to their roles and responsibilities;</li> <li>Delivering an improved complaints process.</li> </ul>	Cllr Chris Weaver	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	3,000

## Managing the Covid-19 pandemic

We will:	Lead Member	Lead Directorate
<b>Support an ongoing partnership approach to pandemic management</b> , as part of a wider programme of comprehensive public protection, including: <ul style="list-style-type: none"> <li>Supporting a surveillance and risk-based response to incidents and outbreaks;</li> <li>Continuing to manage any clusters and outbreaks in high-risk settings.</li> </ul>	Cllr Huw Thomas	Resources, Economic Development and Adults, Housing & Communities

# Appendix



This appendix sets out how the delivery of the Administration's priorities through the Corporate Plan has been informed by and is compliant with statutory requirements.

## Delivering Capital Ambition

Delivering Capital Ambition, the Council's Corporate Plan, sets out how the Administration's priorities for Cardiff will be achieved, 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, Delivering Capital Ambition 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 directorates undertake to help shape Well-being Objectives and identify the steps for inclusion in Delivering Capital Ambition

## Setting Well-being Objectives

The Well-being Objectives were set following a self-assessment process undertaken by each directorate.

This process was designed to ensure that each directorate had due regard to the Sustainable Development Principle by encouraging a consideration of the five ways of working:

- **Long term:** The Well-being Objectives and steps in this plan were informed by the Well-being Assessment 2017, the Population Needs Assessment and work on Future Trends undertaken by the Cardiff Public Services Board (PSB).

- **Prevention:** Drawing on the evidence, the Well-being Objectives and steps are designed to tackle both the immediate demand pressures on public services and the root causes of these pressures, most importantly through tackling poverty and inequality.
- **Collaboration:** The Well-being Objectives in this plan were developed in close collaboration with our public service partners, and the Cardiff PSB has adopted the same seven Well-being Objectives in its Well-being Plan, reflecting our shared aspirations and the common understanding of challenges facing the city.
- **Integration:** 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, and contribute to the seven national Well-being Goals. The Council has also integrated its Strategic Equality Objectives into the Corporate Plan to ensure that the strategic actions for creating a more equal city are embedded in the Council's Planning & Performance Framework.
- **Involvement:** In developing the Well-being Objectives, the Council has drawn on the results of the annual Ask Cardiff citizen survey – which received over 2,700 responses in 2021 – and on focus groups with 'seldom heard' groups. We continue to involve residents in decisions which affect them; consultation has taken place on specific strategies such as the replacement Local Development Plan, the International Sports Village Masterplan and the draft Recycling & Waste Strategy.

## The Council's Policy Framework

Capital Ambition sets out the Administration's policy agenda. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the Administration's priorities into deliverable organisational objectives.

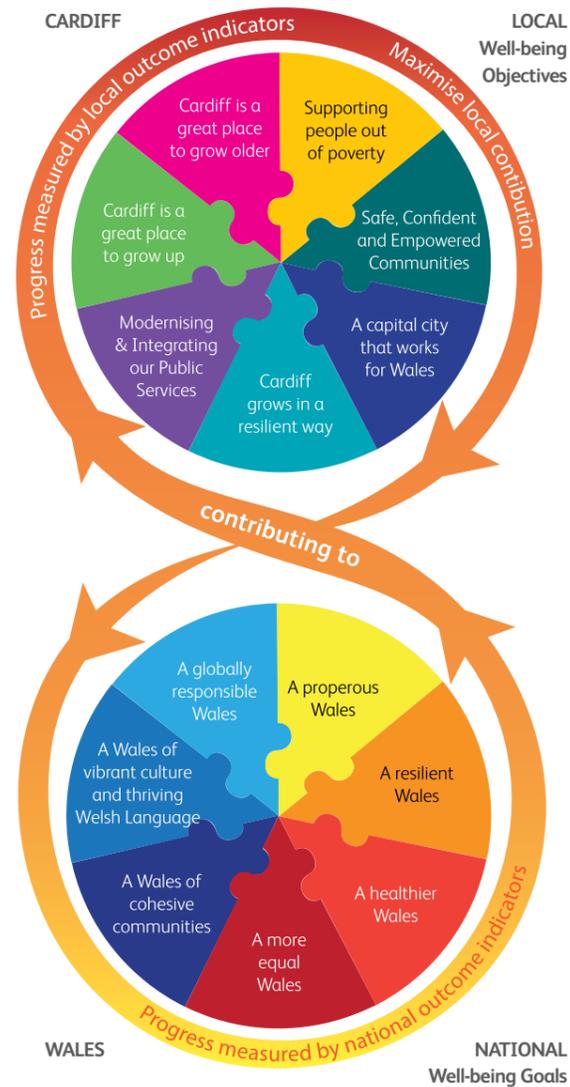
- **Corporate Plan:** focuses on the issues and services which the Council has prioritised.
- **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services. Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. Not only will this enable partners in Cardiff to keep track of how the city is performing, it will also help demonstrate Cardiff's contribution towards achieving the Welsh Government's aim of improving well-being nationally.

### Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals under which Cardiff Council and the Cardiff PSB have agreed complementary local Well-being Objectives. In order to measure Cardiff's progress towards achieving the seven Well-being Objectives, a series of high-level outcome indicators were selected which provide objective measures of the city's performance.

Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city's performance, both over time and relative to other cities and Local Authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them.

A full set of outcome indicators is published annually by the Cardiff Public Services Board, most recently in the [Cardiff in 2021](#) analysis, which provides an annual snapshot of how the city is performing.



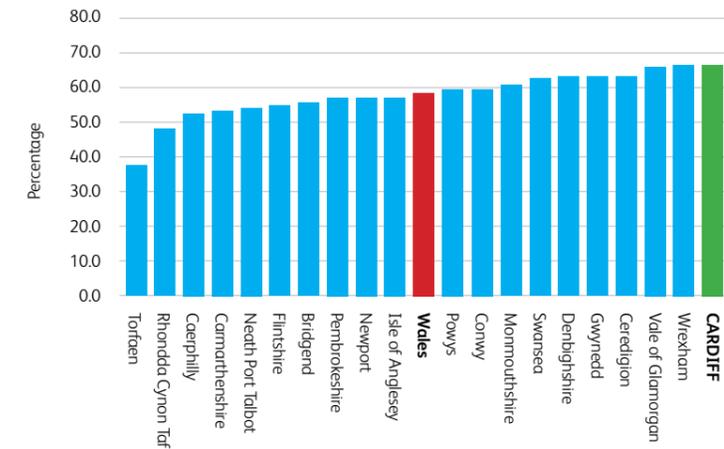
# Well-being Objective 1: Cardiff is a great place to grow up

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



### Improving City Performance: Achievement at A level<sup>2</sup>

Percentage of 17 year old pupils entering at least 2 A levels achieving 3 A\*-C, 2018/19

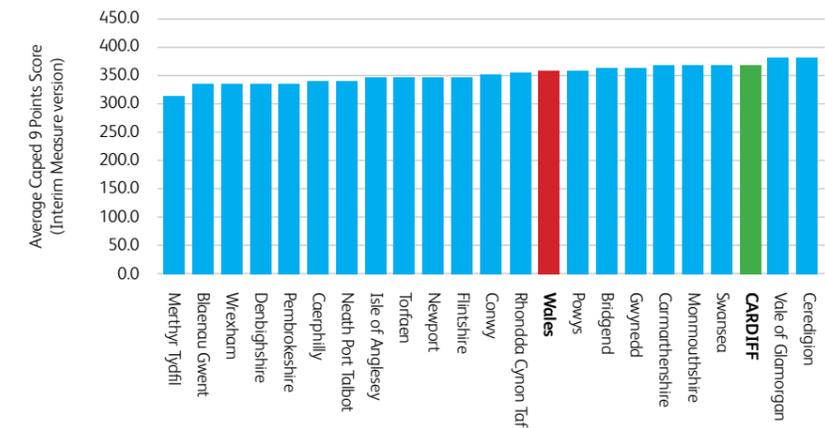


Source: Welsh Government



### Improving City Performance: Achievement in Secondary Schools<sup>2</sup>

Average Capped 9 points Score (Interim Measure Version), 2018/19

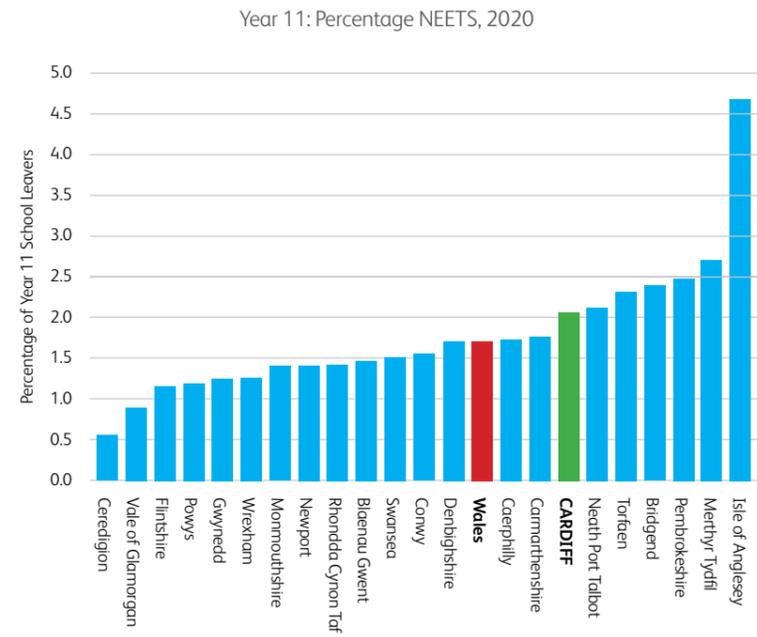


Source: Welsh Government

<sup>2</sup> This is the latest available data. Due to the coronavirus pandemic, Welsh Government cancelled examinations for 2019/20 and 2020/21 in place of a centre determined grade model. Moving forward, a new assessment is being determined.



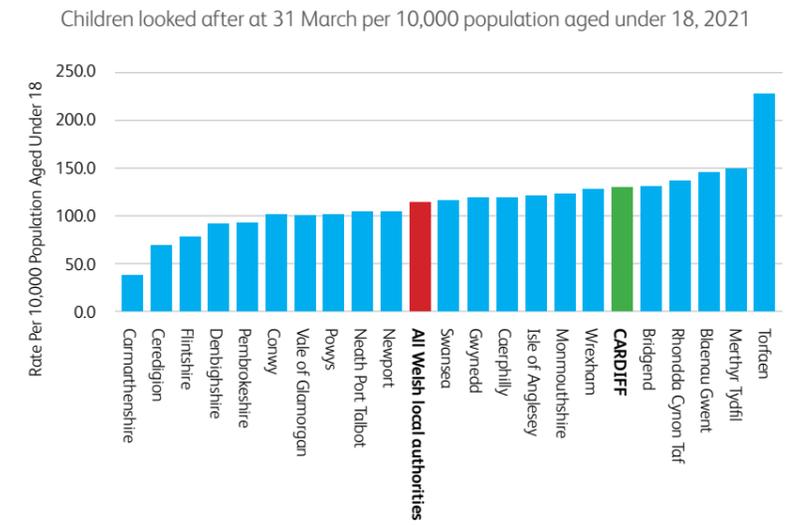
**Closing the Inequality Gap:** 16 year olds not in education, employment or training



Source: Careers Wales



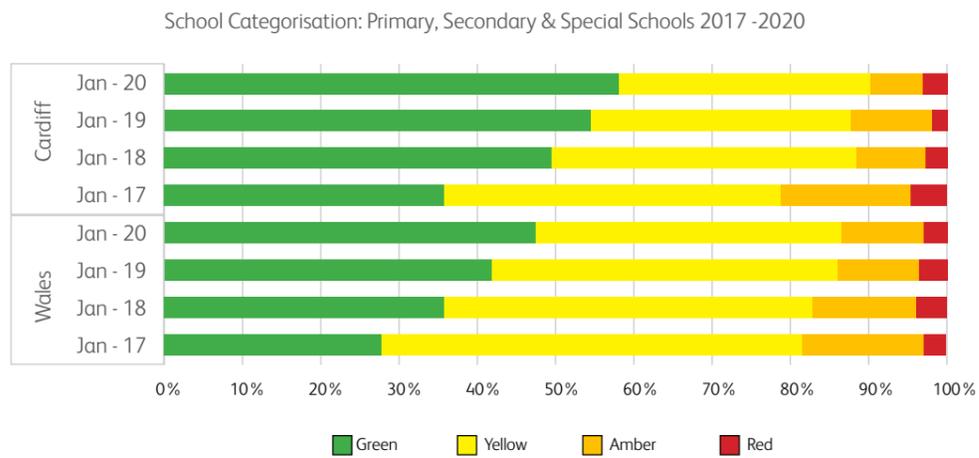
**Improving City Performance:** Number of Children Looked After



Source: Welsh Government



**National School Categorisation:** The National School Categorisation System aims to provide a clear structure to review how well a school is performing.<sup>3</sup>



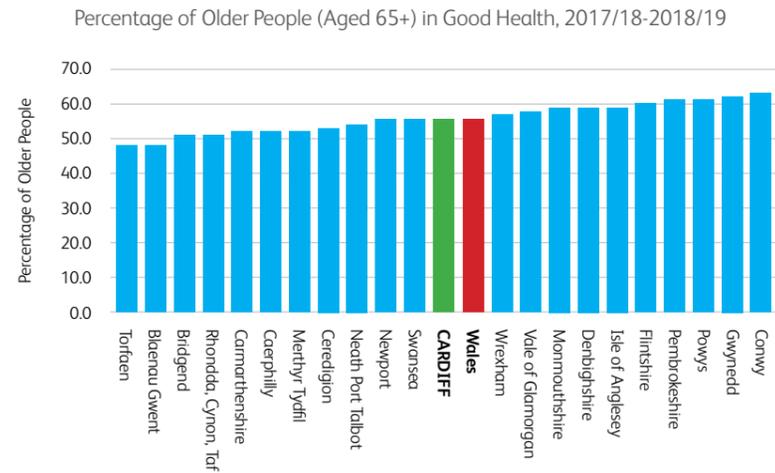
Source: Welsh Government

<sup>3</sup> Estyn inspections have been suspended due to the pandemic

# Well-being Objective 2: Cardiff is a great place to grow older

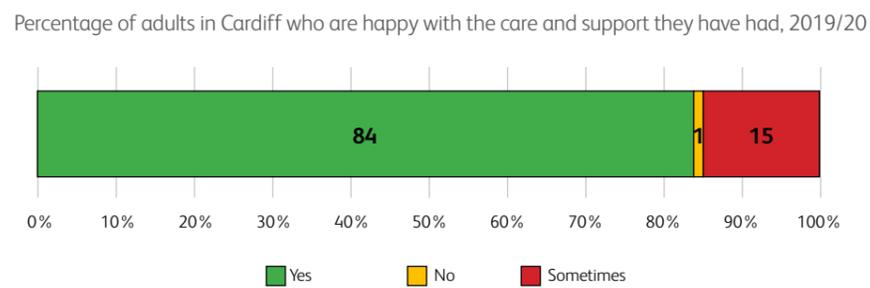
Measuring Progress against the Well-being Objective: **Outcome Indicators**

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



Source: Public Health Wales

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



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

# Well-being Objective 3: Supporting people out of poverty

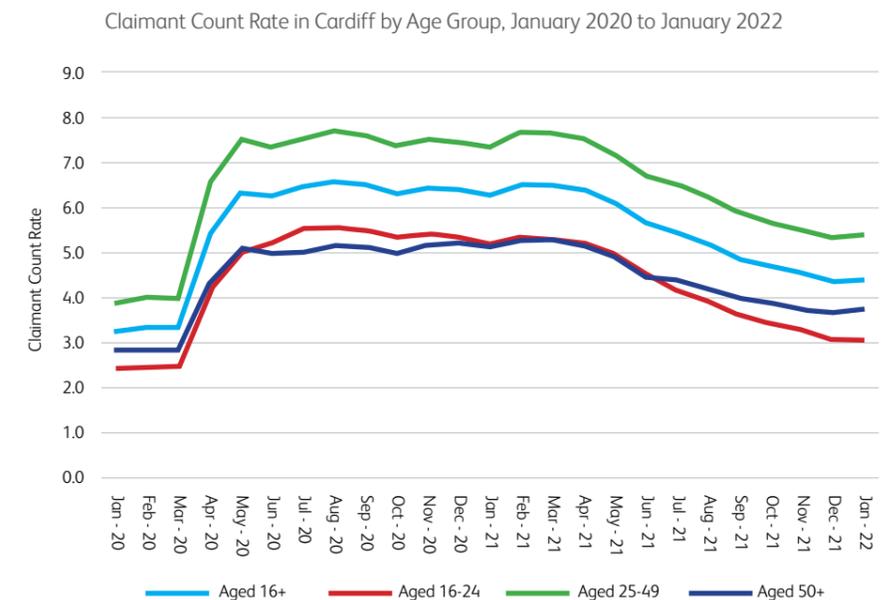
Measuring Progress against the Well-being Objective: **Outcome Indicators**

**Closing the Inequality Gap: Employees Earning Below the Real Living Wage**



Source: Office for National Statistics

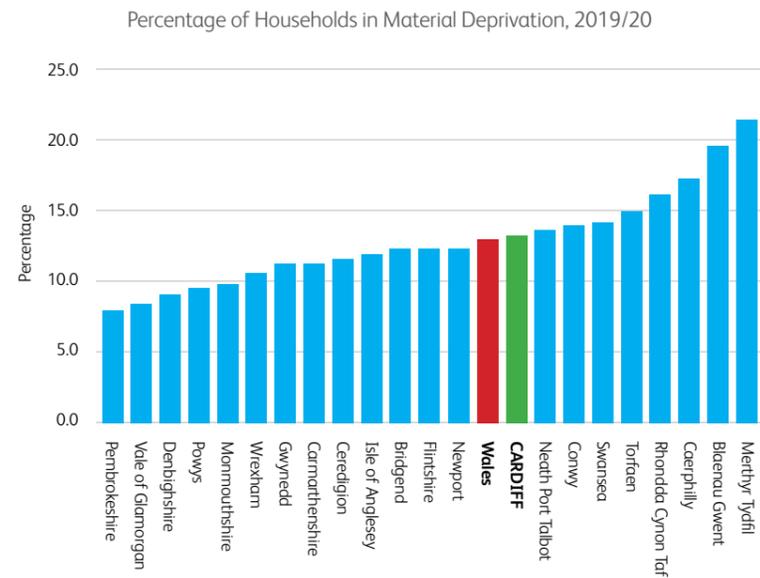
**Closing the Inequality Gap: Levels of unemployment**



Source: Nomis, Office for National Statistics



### Closing the Inequality Gap: Levels of Poverty



Source: National Survey for Wales, Welsh Government

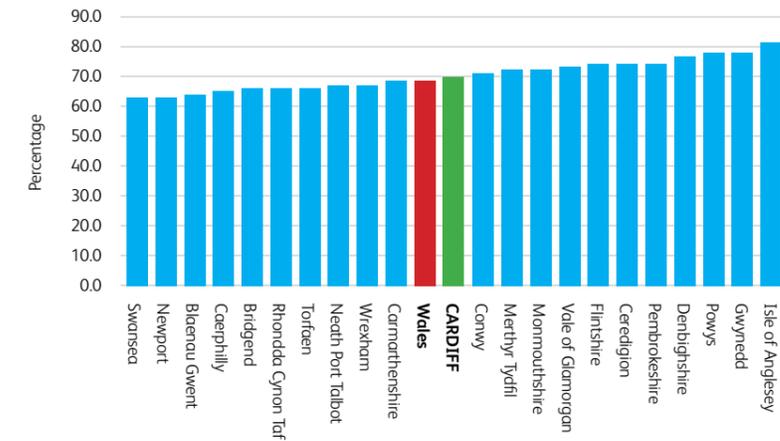
## Well-being Objective 4: Safe, confident and empowered communities

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



### Improving City Performance: Community Cohesion

Percentage of People Agreeing that they Belong to the Area; That People from Different Backgrounds Get on Well Together; and that People Treat Each Other with Respect, 2020/21

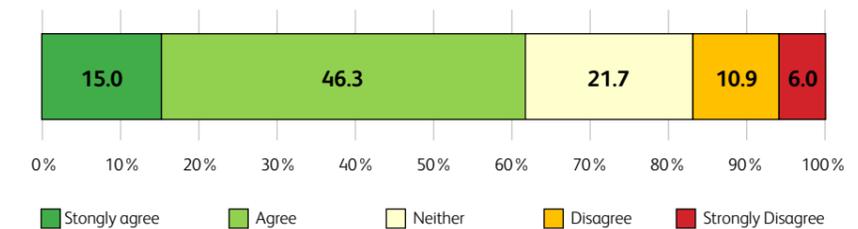


Source: National Survey for Wales, Welsh Government



### Improving City Performance: Community Cohesion

To what extent do you agree or disagree with this statement: My neighbourhood is a place where people get on well together and help each other. (Base: 2,577)

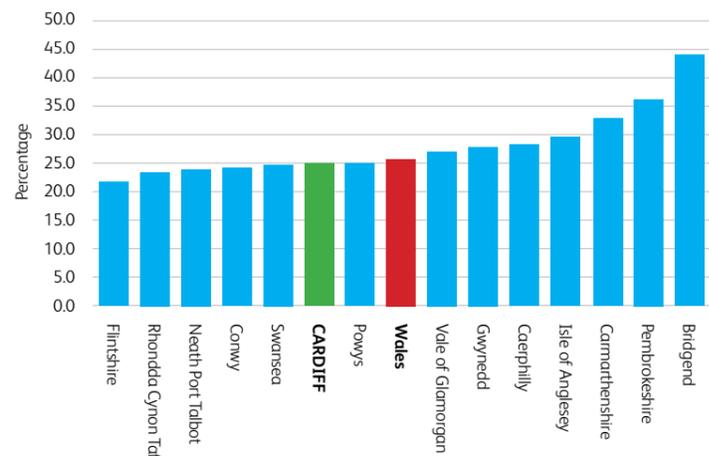


Source: Ask Cardiff 2021



### Improving City Performance: Local Influence <sup>4</sup>

Percentage who feel able to influence decisions affecting their local areas, 2020/21

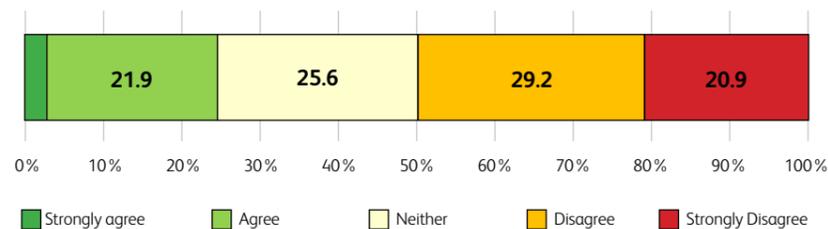


Source: National Survey for Wales, Welsh Government



### Improving City Performance: Local Influence

To what extent do you agree that you are able to have a say on local issues on how Council services are run in your community? (Base: 2,155)

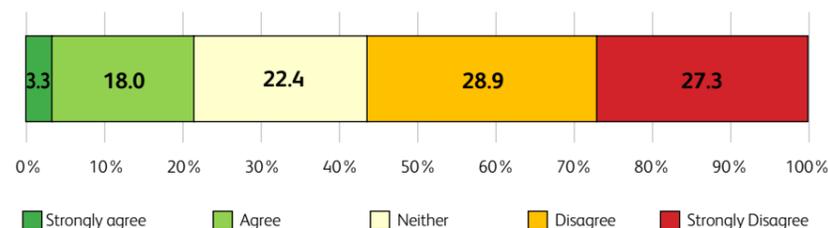


Source: Ask Cardiff 2021



### Improving City Performance: Community Safety

To what extent would you agree or disagree that the police and other public services are successfully dealing with anti-social behaviour and crime in your area? (Base: 1,862)



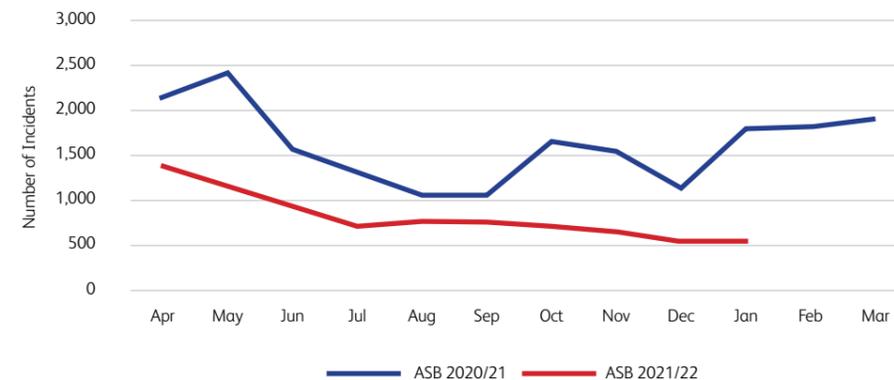
Source: Ask Cardiff 2021

<sup>4</sup> Data is unavailable for eight Welsh Local Authorities.



### Closing the Gap: Community Safety

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



Source: South Wales Police



### Closing the Gap: Increase the confidence of victims to report hate crime – to get a sense of the scale of hate-related discrimination in Cardiff

Hate Incidents Monthly Trends Chart

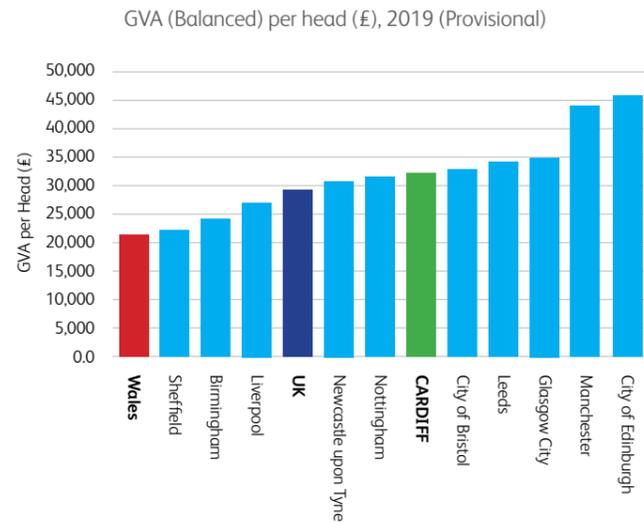


Source: South Wales Police

# Well-being Objective 5: A capital city that works for Wales

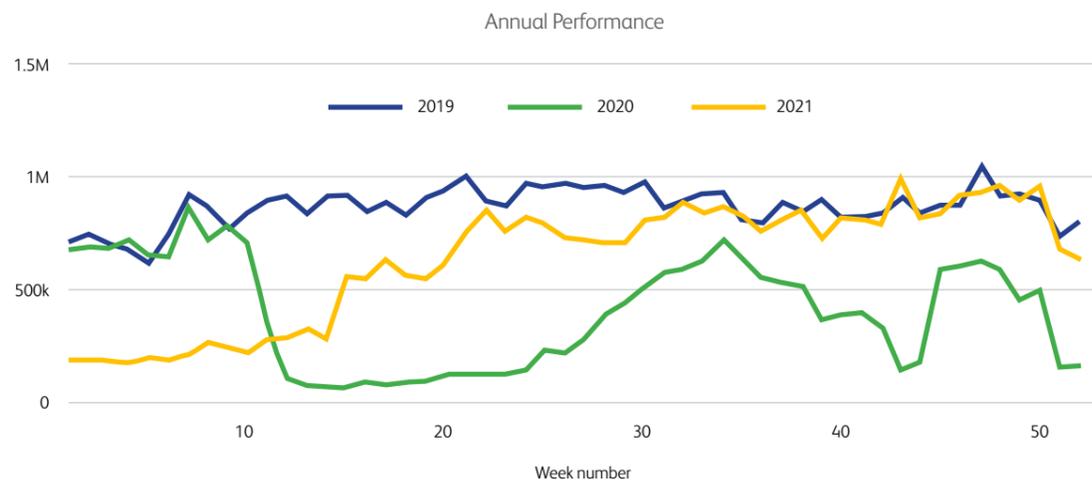
Measuring Progress against the Well-being Objective: **Outcome Indicators**

**Improving City Performance:** Gross Value Added per person



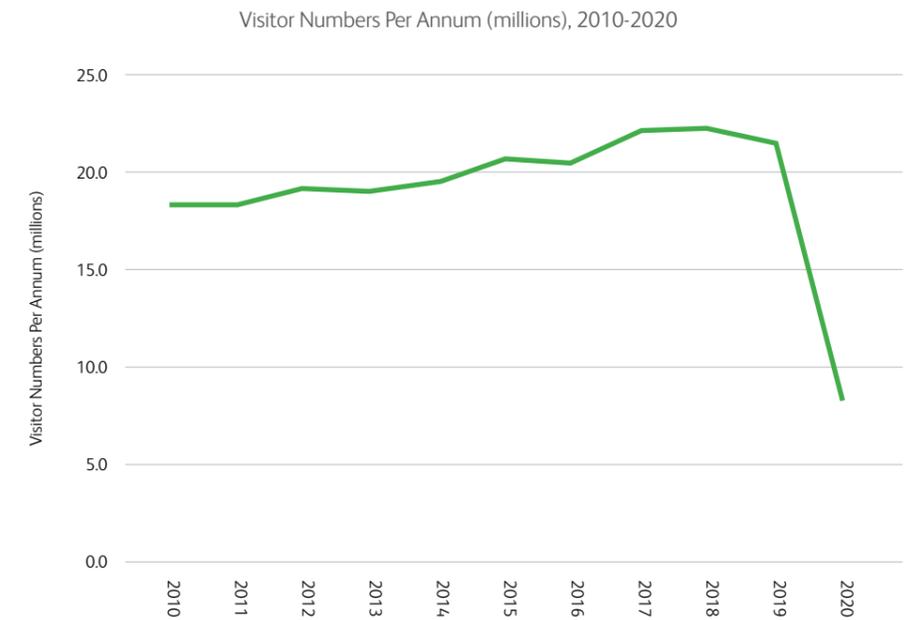
Source: Nomis, Office for National Statistics

**Improving City Performance:** City Centre Footfall



Source: Cardiff Council

**Improving City Performance:** Visitor Numbers



Source: STEAM

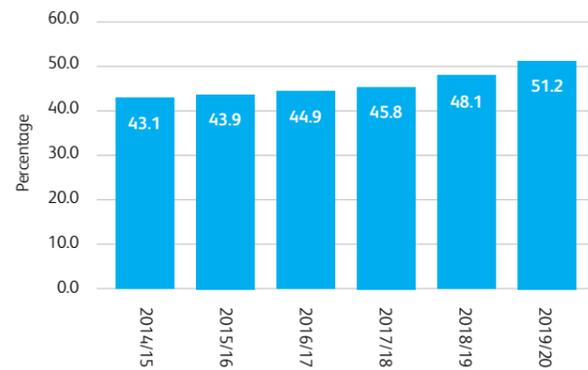
# Well-being Objective 6: Cardiff grows in a resilient way

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



### Improving City Performance: Commuting by Sustainable Transport

Mode of Travel to Work: by Sustainable Transport (%), 2014/15-2019/20

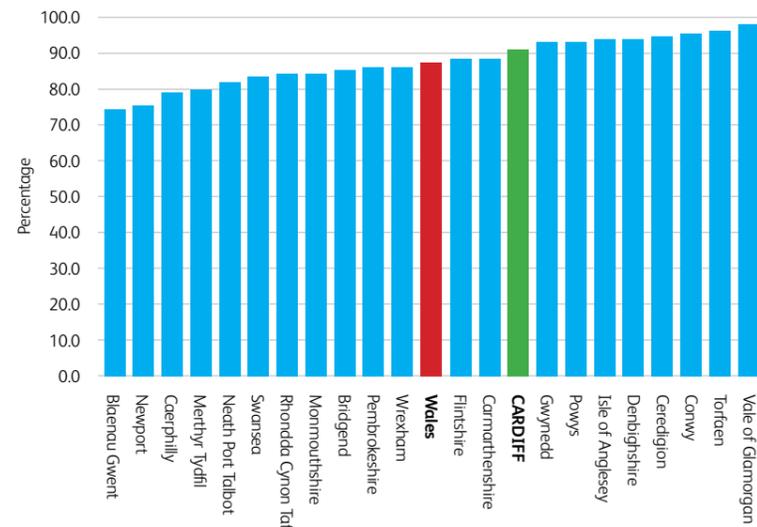


Source: Transport Survey, Cardiff Council



### Improving City Performance: Satisfaction with Local Area

Percentage of People Satisfied with Local Area as a Place to Live, 2020/21

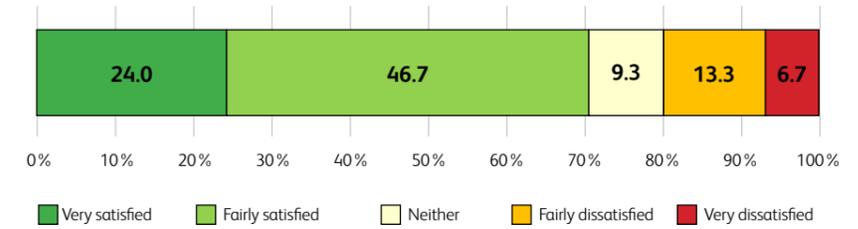


Source: National Survey for Wales, Welsh Government



### Improving City Performance: Satisfaction with local area

How satisfied or dissatisfied are you with your local community as a place to live? (Base: 2,604)

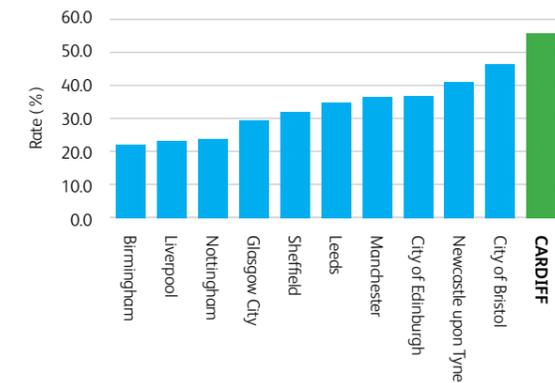


Source: Ask Cardiff 2021



### Improving City Performance: Recycling Figures - Core Cities<sup>5</sup>

Reused/Recycled/Composted Rate (%), 2020 (Scotland) and 2020/21 (England & Wales)

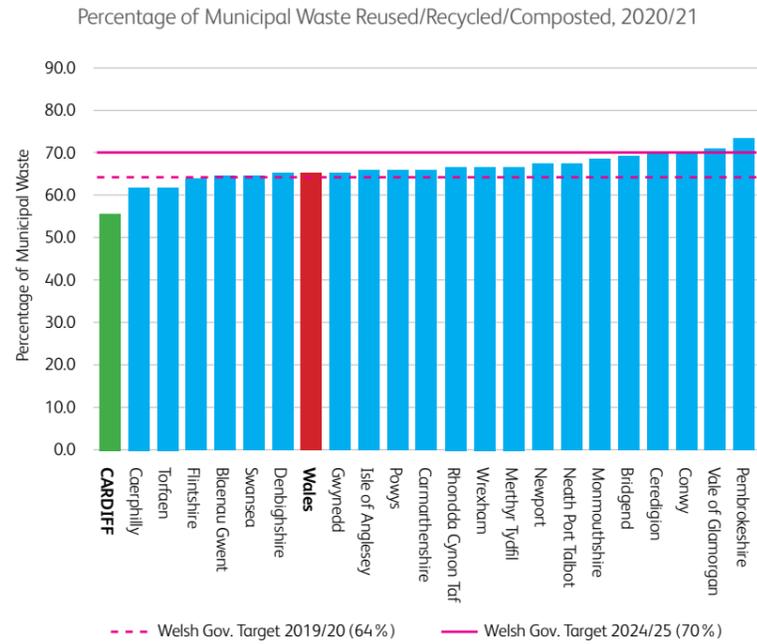


Source: Welsh Government, DEFRA & Scottish Environment Protection Agency

<sup>5</sup> Latest Available Recycling Rates – 2020/21 for Wales and England, 2020 for Scotland. The calculation of the recycled rate differs slightly between the three nations.



Improving City Performance: Recycling figures - Welsh Local Authorities



Source: Welsh Government

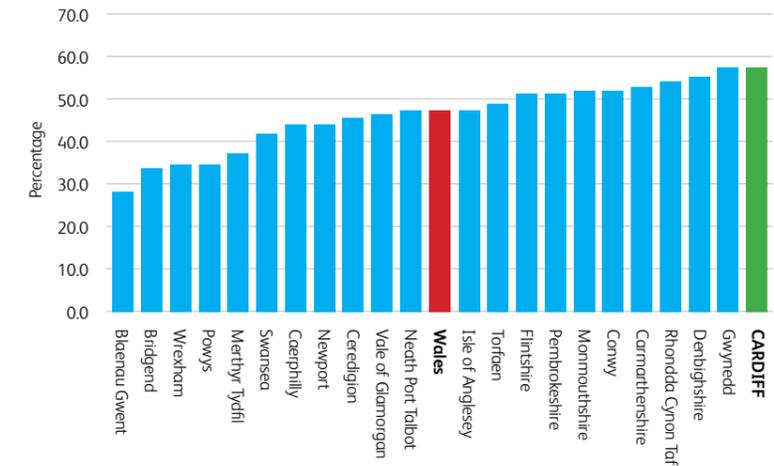
# Well-being Objective 7: Modernising and integrating our public services

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



Improving Council Performance: Satisfaction with services

Percentage of People that Agree the Named Local Authority Provides High Quality Services, 2019/20

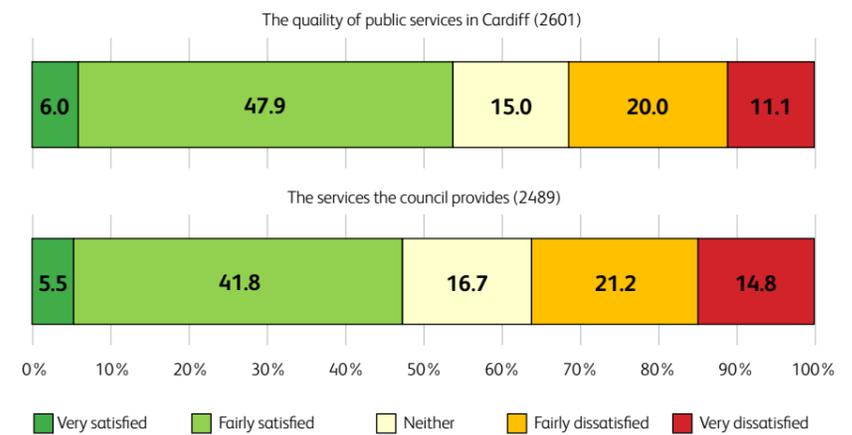


Source: National Survey for Wales, Welsh Government



Improving Council Performance: Satisfaction with services

Overall, how satisfied are you with the following?



Source: Ask Cardiff 2021

