

Cardiff Council

# Improvement Report 2016-2017



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# WELCOME TO THE CARDIFF COUNCIL 2016-17 STATUTORY IMPROVEMENT REPORT



This Improvement Report gives details of the Council's performance during 2016-17. There are several legal frameworks that provide guidelines as to how the Council must operate. These include the Local Government (Wales) Measure 2009 and more recently the Well-Being of Future Generations (Wales) Act 2015. These provide guidance on how the Council should deliver effective public services to the citizens of Cardiff while showing commitment to improving social, economic, environmental and cultural well-being. We hope that you find this Improvement Report useful and meaningful and we invite you to provide us with your views.

This Improvement Report is designed to fulfil the Council's statutory obligation for the 2016-17 financial year. It is a review of the Council's performance, using evidence that demonstrates the delivery of the Improvement Objectives and the impact that the work of services has made. This is balanced by providing an assessment of any areas that have shown slow progress and not resulted in the levels of performance that the Council set out to achieve.

**Please send your comments to the Head of Performance and Partnerships, Cardiff Council, County Hall, Atlantic Wharf, Cardiff, CF10 4UW or email [improvementandinformation@cardiff.gov.uk](mailto:improvementandinformation@cardiff.gov.uk)**

This Improvement Report is available in English and Welsh online at [www.cardiff.gov.uk](http://www.cardiff.gov.uk) and copies are available in braille on request.

Further detailed information about the current and future plans for the Council's contribution to public services in Cardiff is contained within a number of key documents including:

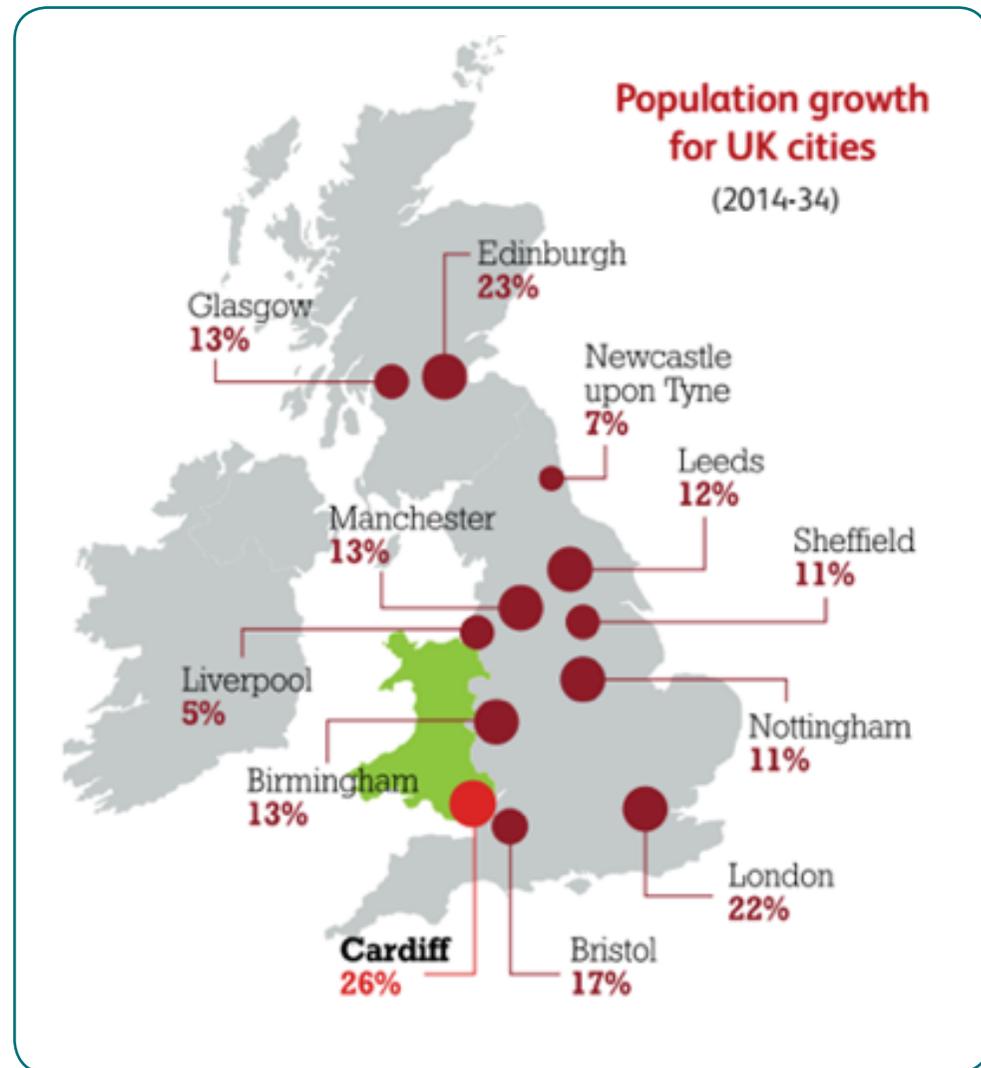
- Corporate Plan
- Directorate Delivery Plans
- Wales Audit Office Assessments under the Local Government (Wales) Measure 2009

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

# ABOUT THE COUNCIL

Each year the Council delivers around **700 services to over 357,000 residents in 151,000 households**, helping to **support local communities** and improve the lives of local people. The Council is responsible for **collecting bins, cutting grass and cleaning streets**, as well as providing **services for older people and people with disabilities**. The Council **runs schools and manages high quality housing stock** as well as **looking after children who are in care**.

The Council has continued to deliver services against a backdrop of pronounced financial pressures and increasing demand for public services. By the year 2034 Cardiff's population is expected to increase dramatically, with the city set to experience the biggest increase in population of any major UK city. This growth is a sign of success and indicates that people want to live in Cardiff; however, it will also place more demand pressures on the services the Council delivers. This means the Council will have to plan effectively for both the short and long-term, making effective use of partnership and collaboration opportunities and making full and effective use of its workforce. Over the next 3 years the Council will have to bridge a budget gap of £81m and we will need to continue to modernise the way that we work to ensure we deliver the best possible services for the citizens of Cardiff.



## How we plan – The Golden Thread



The diagram to the left shows how all of our plans fit together and the contribution employees, teams, services, and Directorates make in helping the Council to achieve its Priorities and Objectives. The Priorities and Objectives of the Council ultimately contribute to the Well-Being Objectives as set out in the Local Well-Being Plan, which support overall progress towards the National Well-Being Goals of Wales. Our employees are our most valuable asset and are responsible for delivering services across Cardiff; through the Personal Review process, they are able to understand how their individual contributions help the Services, Directorates and the Council to achieve its Objectives and Priorities, through a clear line of sight. The Well-Being of Future Generations Act shapes how we plan by setting out the key objectives for Wales through the National Well-Being Goals:

- A Prosperous Wales
- A Resilient Wales
- A More Equal Wales
- A Healthier Wales
- A Wales of Cohesive Communities
- A Wales of Vibrant Culture and Thriving Welsh Language
- A Globally Responsible Wales

The Act also sets out for us how we should work through the Five Ways of Working:

- **Involvement** – We need to involve our citizens in the decisions that affect them.
- **Prevention** – We need to understand the root causes of issues and prevent them.
- **Long-Term** – We need to plan for the long-term so that we do not compromise the well-being of our future generations.
- **Collaboration** – We need to work with others to find shared solutions
- **Integration** – We need to consider all 7 of the National Well-being Goals when deciding on what our own Council Well-Being Objectives will be.

# OUR IMPROVEMENT OBJECTIVES



The Council's Corporate Plan satisfies the duty under the Local Government (Wales) Measure 2009 to publish a plan for improvement and to set Objectives. The table below shows the contribution to the Council's Objectives make to achieving the National Well-Being Goals and the Well-Being Objectives in the Local Well-Being Plan.

National Well-Being Goal	Well-Being Objective in Well-Being Plan	Cardiff Council Priority	Cardiff Council Corporate Plan Objective
A Prosperous Wales	Cardiff has a thriving and prosperous economy	Creating more and better paid jobs	Cardiff has more employment opportunities and higher value jobs All young people in Cardiff make a successful transition into employment, education or training
A Prosperous Wales	People in Cardiff achieve their full potential	Better education and skills for all	Every Cardiff school is a good school Looked after children achieve their potential Adult learners achieve their potential
A Resilient Wales	Cardiff is clean, sustainable and attractive	Creating more and better paid jobs	Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure
A Resilient Wales		Working together to transform services	Communities and partners are actively involved in the design, delivery and improvement of highly valued services The City of Cardiff Council makes use of fewer but better buildings
A Healthier Wales	People in Cardiff are healthy	Supporting vulnerable people	People at risk in Cardiff are safeguarded People in Cardiff have access to good quality housing
A more equal Wales & A Globally Responsible Wales		Working together to transform services	Communities and partners are actively involved in the design, delivery and improvement of highly valued services The City of Cardiff Council has effective governance arrangements and improves performance in key areas

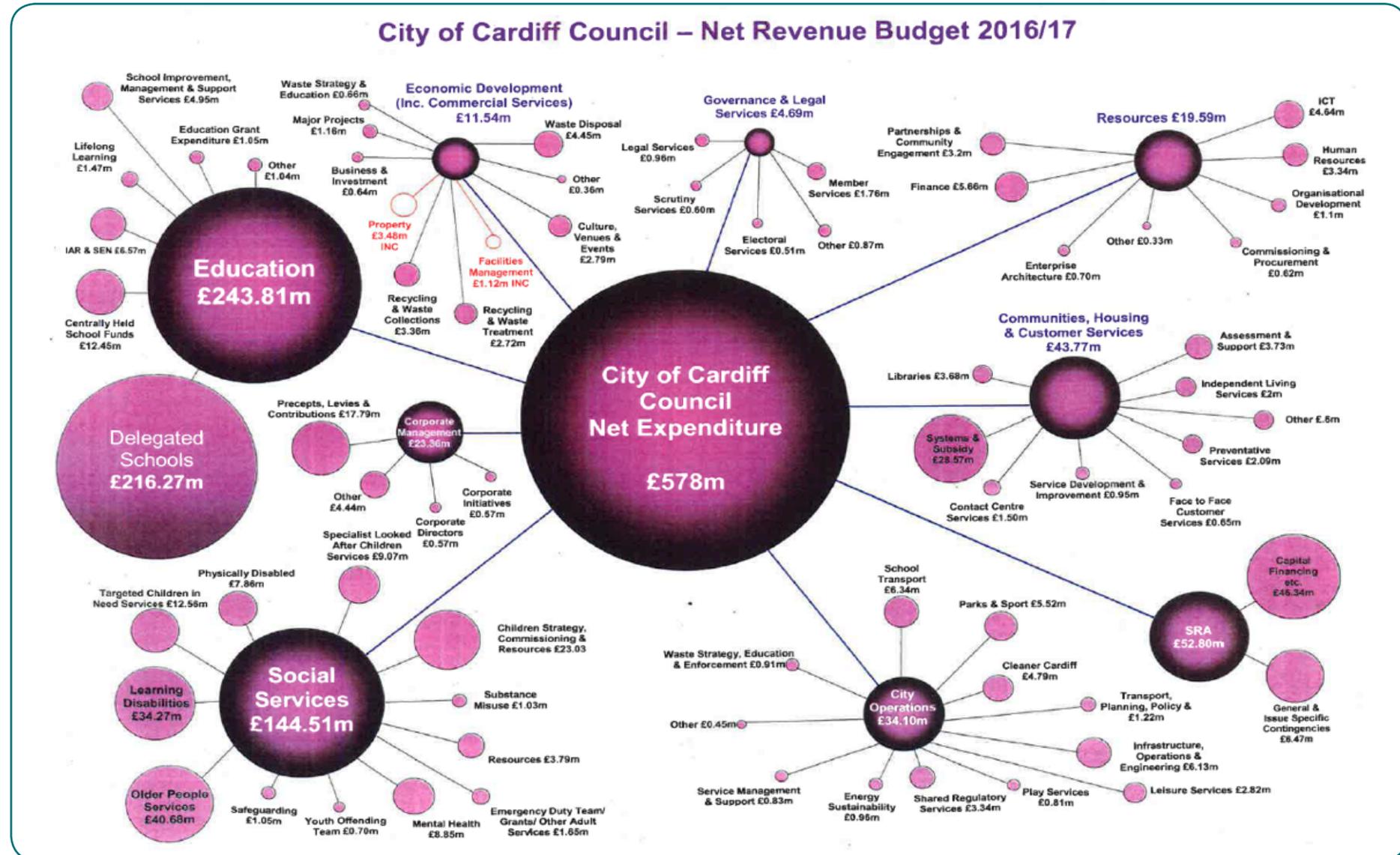
A more equal Wales & A Globally Responsible Wales	Cardiff is fair, just and inclusive	Supporting vulnerable people	People in Cardiff are supported to live independently
A Wales of Cohesive Communities	People in Cardiff are safe and feel safe	Supporting vulnerable people	People at risk in Cardiff are safeguarded People in Cardiff are supported to live independently
A Wales of vibrant culture and thriving Welsh language	Cardiff is a great place to live, work and play	Creating more and better paid jobs	Cardiff has more employment opportunities and higher value jobs All young people in Cardiff make a successful transition into employment, education or training

When the Council's Improvement Objectives were set, an exercise was undertaken to ensure that they contributed to the seven improvement aspects of Strategic Effectiveness (SE), Service Quality (SQ), Service Availability (SA), Fairness (F), Sustainability (S), Efficiency (E) and Innovation (I), and to assess the collaborative (C) nature of the work needed to deliver each one, as set out in the Local Government (Wales) Measure 2009. The result of this exercise is contained in the following matrix:

Improvement Objective	SE	SQ	SA	F	S	E	I	C
Every Cardiff School is a good school								
Looked After Children achieve their potential								
Adult learners achieve their potential								
People at risk in Cardiff are safeguarded								
People in Cardiff have access to good quality housing								
People in Cardiff are supported to live independently								
Cardiff has more employment opportunities and higher value jobs								
Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure								
All young people in Cardiff make a successful transition into employment, education or training								
Communities and partners are actively involved in the design, delivery and improvement of highly valued services								
The City of Cardiff Council has effective governance arrangements and improves performance in key areas								
The City of Cardiff Council makes use of fewer but better buildings								

# THE COST OF OUR SERVICES

City of Cardiff Council – Net Revenue Budget 2016/17



# CONTINUOUS IMPROVEMENT IN CARDIFF

In accordance with the Local Government (Wales) Measure 2009, the Council has a duty to improve the services that it delivers. Building upon the Corporate Assessment of 2014, the Council received a Corporate Assessment Follow On inspection by the Wales Audit Office (WAO) in October 2015. The WAO concluded that the Council has **'better arrangements in place to support improvement'**. As part of this Follow On inspection, the Council received one statutory recommendation from the WAO: **'The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months'**. In response to this, the Council prepared a Statement of Action, to address each of the proposals for improvement identified by WAO, and put in place a performance management programme.

The Council's Organisational Development Programme (ODP) has been instrumental in raising the profile, visibility and awareness of transformational change needs and opportunities across the Council. In the spring of 2017 an independent review of the ODP was commissioned to coincide with the 3 year anniversary of the commencement of the programme. The aim of this review was to assess the overall effectiveness of the ODP and to ensure that subsequent changes to the programme fully meet the requirements of future challenges. The independent review of the ODP found that it has provided an important mechanism and been successful in establishing good recognition across the Council that managing change can be achieved through a model of this type. The ODP has been able to harness resources, skills, and capacity, to support the delivery of change projects and programmes.

# THE WELL-BEING OF FUTURE GENERATIONS

In April 2016, all public bodies became subject to new duties under the Well-Being of Future Generations (Wales) Act. Cardiff has a well-developed history of partnership working that has stood it in good stead to embrace the requirements of the Act. In May 2016 the Cardiff Partnership Board transitioned into the Cardiff Public Services Board (PSB). In March 2017 the Cardiff PSB produced its statutory well-being assessment and in June 2017 approved its draft well-being objectives, which will be submitted to the Future Generations Commissioner. Cardiff's Well-Being Plan will set out how the city's Well-Being Objectives contribute to the National Well-Being Goals of Wales, and specify timescales for meeting these Well-being Objectives and the steps to be taken in delivering these Well-being Objectives.

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# BILINGUAL CARDIFF

From 30th March 2016 all local authorities in Wales have a statutory duty to comply with regulation Welsh language standards, which explain how they as organisations should use the Welsh language in different situations. The Welsh Language (Wales) Measure 2011 established a legal framework to impose duties on certain organisations to comply with standards in relation to the Welsh language by way of sub-legislation (Welsh Language Regulation Standards). The standards issued to the Cardiff Council are listed in 'The City of Cardiff Council Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011'. A copy of the standards referred to in this report is also available from [www.cardiff.gov.uk/bilingualcardiff](http://www.cardiff.gov.uk/bilingualcardiff)



The Welsh language standards have been drafted with the aim of:

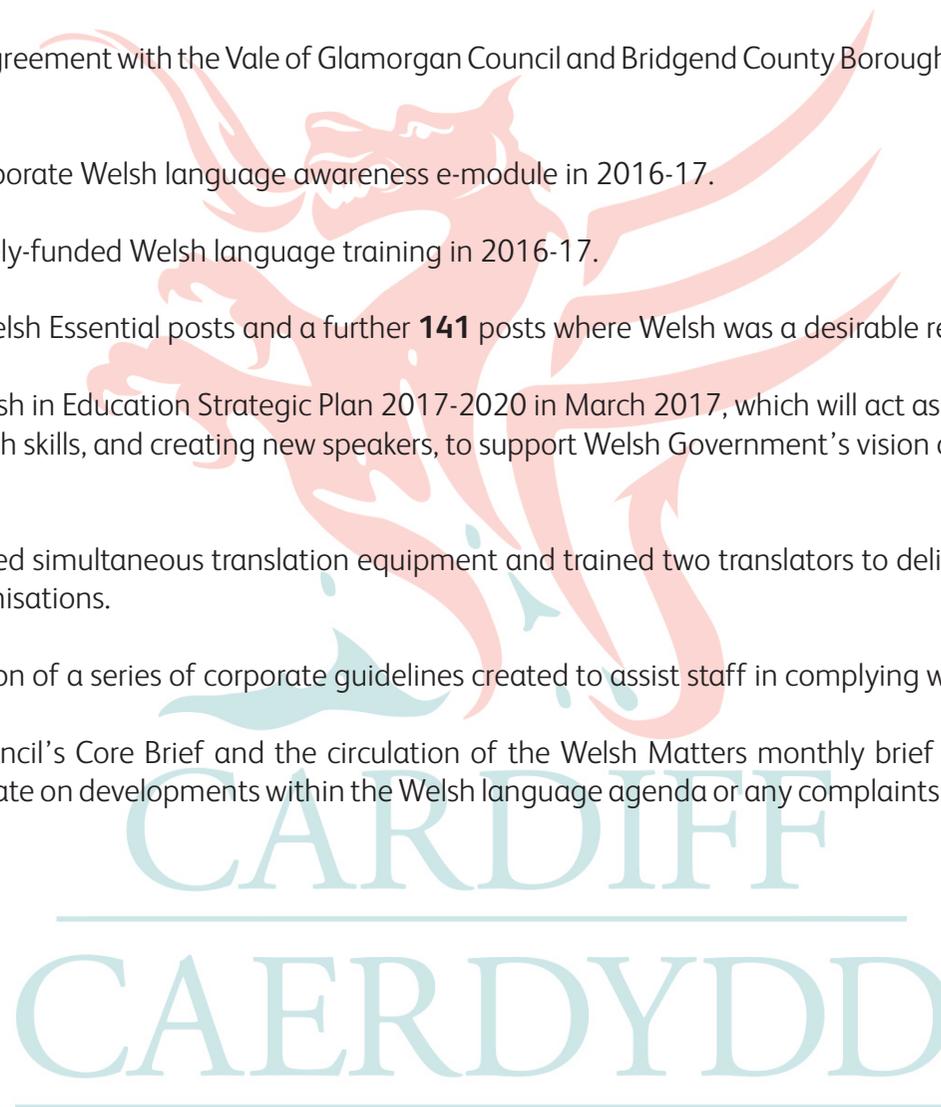
- Improving the services Welsh speakers can expect to receive from organisations in Welsh
- Increasing the use people make of Welsh language services
- Making it clear to organisations what they need to do in terms of the Welsh language
- Ensuring that there is an appropriate degree of consistency in terms of the duties placed on organisations in the same sectors

Each local authority has been issued with a compliance notice from the Welsh Language Commissioner which lists the standards and compliance date which the organisation is expected to comply with. Cardiff Council has been issued with 171 standards, of which 155 had a compliance date of 30th March 2016 and 15 had a compliance date of 30th September 2016.

## Welsh Language Achievements 2016-17:

- The Bilingual Cardiff 5 Year Welsh Language Strategy was published in March 2017 following Cabinet and full Council consideration. It sets out our priorities for facilitating and promoting the Welsh language in Cardiff with our partners, starting our journey to becoming a truly bilingual capital for Wales.
- Bilingual Cardiff returned **97.1%** of translation requests by the agreed deadlines (**8,352,966** words). The team translated more words than in any previous year, a **64.7%** increase in the number of words translated compared to 2015-16.

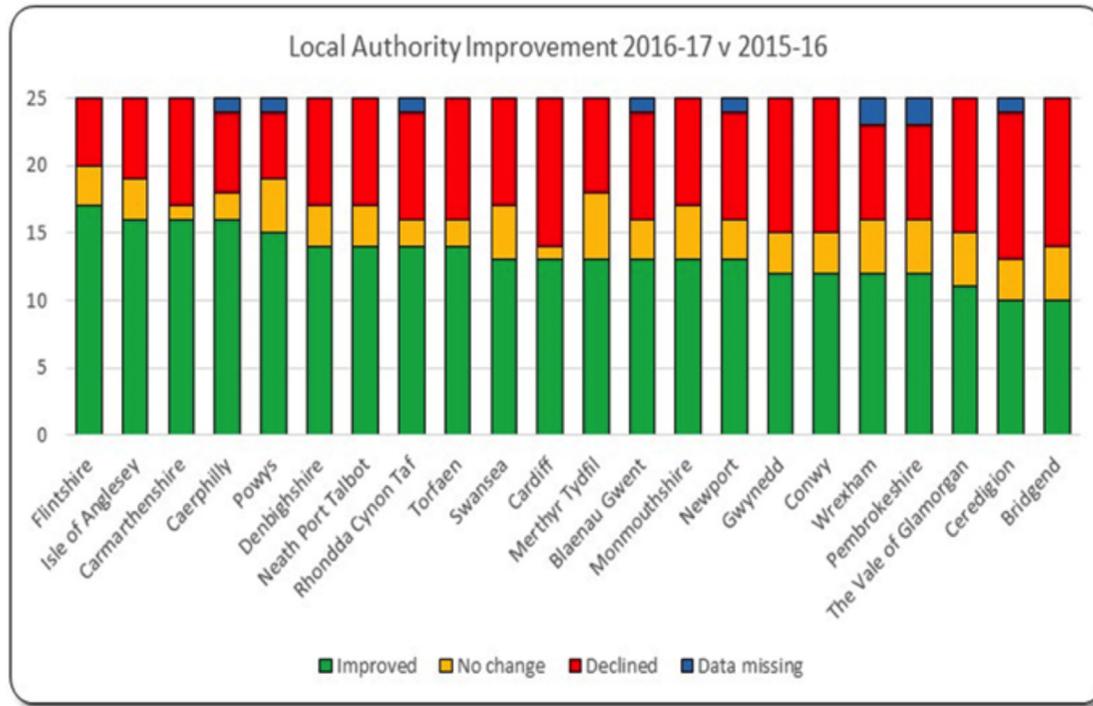
- Entered into a Service Level Agreement with the Vale of Glamorgan Council and Bridgend County Borough Council to provide Welsh Translation Services.
- **800** staff completed the Corporate Welsh language awareness e-module in 2016-17.
- **184** staff attended corporately-funded Welsh language training in 2016-17.
- The Council advertised **54** Welsh Essential posts and a further **141** posts where Welsh was a desirable requirement.
- The Council published its Welsh in Education Strategic Plan 2017-2020 in March 2017, which will act as a key driver to ensuring that children are able to develop their Welsh skills, and creating new speakers, to support Welsh Government's vision of having a million Welsh speakers by 2050.
- Bilingual Cardiff has purchased simultaneous translation equipment and trained two translators to deliver this service in-house to all service areas as well as partner organisations.
- Promotion and communication of a series of corporate guidelines created to assist staff in complying with the Welsh language standards.
- A standing article in the Council's Core Brief and the circulation of the Welsh Matters monthly brief (distributed via the Welsh language coordinators network) to update on developments within the Welsh language agenda or any complaints received against the Welsh language scheme/standards.



CARDIFF  
CAERDYDD

# OUR NATIONAL PERFORMANCE INDICATORS

The Council is required under the Local Government (Wales) Measure 2009 to assess its performance against Wales' National Performance Indicators. These are set by the Welsh Government. Where these indicators and measures are relevant to the progress made against the Improvement Objectives they are included in this Improvement Report. The Council's performance against the full range of National Performance Indicators is included in the 'How We Measure Up' section.



In 2016-17, Cardiff's performance improved to 13th position out of the 22 local authorities in Wales, with performance in Education significantly better than all-Wales performance. 60% of Cardiff's performance indicator results were better than the Wales Average, compared to 48% in 2015-16. Furthermore, 60% of performance indicators were in the top 2 quarters compared to 52% in 2015-16, and 60% were ranked 1st to 11th out of the 22 local authorities, compared to 52% in 2015-16.



# EQUALITIES IN CARDIFF



## Open

We are open and honest about the difficult choices we face, and allow people to have their say on what's important to them and their communities

## Fair

We champion fairness, recognising that with less resource we need to prioritise services for those who need them most

## Together

We work with our communities and partners across the city to deliver the best outcomes for the people of Cardiff

In March 2016 the Council adopted a new Strategic Equality Plan to set out the Council's equality priorities for the next four years. Seven new Equality Objectives were agreed in conjunction with local citizens and third sector organisations. These new Equality Objectives are shaping the Council's policy, service delivery, and support to employees – eliminating discrimination, advancing equality of opportunity, and fostering good relations between different groups. The Council has made steps to reduce inequalities, and concerted effort will continue to ensure equal outcomes for all protected groups. It is clear that these actions will require greater involvement, co-production and partnership working. Some of our key achievements included:

- Undertaking self-assessments across each Directorate in relation to the National Well-Being Goal 'A More Equal Wales' to identify what needs to be done to progress equality
- Producing an Ageing Well in Wales Local Delivery Plan
- Agreeing a Corporate Plan that focusses on inclusive growth to reduce socio-economic inequality and promote equal opportunities
- 75 officers completed training to undertake Equality Impact Assessments
- Enabling all Council employees can now access equality and diversity training via e-learning platform
- Working to ensure that the Council's communications team is easier to engage with and the signing up to the British Sign Language Charter
- Updating the Living Wage payable by the Council to £8.45 from April 2017
- Delivering a wide range of campaigns throughout the year to celebrate diversity with a range of partners

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# HOW WE SELF-ASSESS OUR OBJECTIVES

The Council uses a number of sources of information to assess progress against Improvement Objectives, including:

- **Inspection Reports** – The Council is subject to a number of inspections from regulatory bodies including the Wales Audit Office, Estyn (Education) and the Care and Social Services Inspectorate Wales (CSSIW). Their findings help the Council to assess areas of strong performance, as well as identifying areas that require improvement.
- **Surveys** – The annual Ask Cardiff survey provides Cardiff’s citizens the opportunity to share their views on a wide range of the Council’s services. From this, areas of strong performance can be identified, along with those areas where Cardiff’s citizens feel the Council needs to improve.
- **Feedback & Case Studies** – Where available, evidence from case studies or qualitative feedback from service users help to assess performance. This gives us an insight into what the Council’s service users feel and think about the services they receive.
- **Progress against the commitments we made** – The Council made a number of commitments in the Corporate Plan to help to deliver against the Improvement Objectives. Monitoring the progress of these commitments gives an understanding of what has been achieved and where further work is required.
- **Progress against our performance measures** – A number of performance measures are identified within the Council’s Corporate Plan which help show the progress made in delivering the Improvement Objectives. Where applicable, targets are set against these performance measures to demonstrate the desired level of achievement. However, as the Council is on an improvement journey, the priority is to understand where improvement is being made and, where the Council is not improving, what more can be done.

Using this information gives a balanced picture of the Council’s improvement journey over the year. By utilising this information, the Council can identify areas of improvement and celebrate success, and also identify areas where performance may not have been as good, and therefore the areas that may require further attention.

The Local Government (Wales) Measure 2009 requires the Council to ‘make arrangements to secure continuous improvement’. Whilst the Improvement Objectives are assessed on an annual basis, they cannot be completed within one year. Therefore, in most cases, the Council’s Improvement Objectives remain within the Corporate Plan through several iterations, and progress against planned activities is monitored, reviewed and revised on an annual basis to support the Council’s improvement journey.

**Good progress:** The evidence suggests good progress has been made in achieving the Improvement Objective, with improvement observed across all key performance areas.

**Satisfactory progress:** The evidence suggests satisfactory progress has been made in achieving the Improvement Objective, with improvement observed across most of the key performance areas. However, there may be areas where performance is not as strong as it should be, and this helps to identify where more focus is needed

**Unsatisfactory progress:** The evidence suggests unsatisfactory progress has been made against the Improvement Objective, with no improvement observed across key performance areas.

Progress against the Council's Improvement Objectives	Good Progress	Satisfactory progress	Unsatisfactory Progress
Every Cardiff School is a good school		✓	
Looked After Children achieve their potential		✓	
Adult learners achieve their potential	✓		
People at risk in Cardiff are safeguarded	✓		
People in Cardiff have access to good quality housing		✓	
People in Cardiff are supported to live independently	✓		
Cardiff has more employment opportunities and higher value jobs		✓	
Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure		✓	
All young people in Cardiff make a successful transition into employment, education or training		✓	
Communities and partners are actively involved in the design, delivery and improvement of highly valued services		✓	
The City of Cardiff Council has effective governance arrangements and improves performance in key areas		✓	
The City of Cardiff Council makes use of fewer but better buildings		✓	

## Improvement Objective:

# Every Cardiff School is a good School



What do we want to achieve?	How have we performed in 2016-17 (Academic year 2015-16)					
	Performance Indicator	Result AY 2014-15	Result AY 2015-16	Target AY 2015-16	Have we improved?	
<p>Our vision is that all children and young people in Cardiff attend a good school and develop the knowledge, skills and characteristics to become personally successful, economically productive and actively engaged citizens.</p> <p><b>In 2015-16, the Council worked with schools and key partners to develop “Cardiff 2020 – A renewed vision for education and learning”, which was launched in June 2016. The strategy outlines ambitious goals, detailed below, for further improvements:</b></p> <ul style="list-style-type: none"> <li>• Deliver consistently excellent outcomes for learners</li> <li>• Secure the best people to lead, teach, support and govern our schools</li> <li>• Offer inspiring, sustainable, learning environments fit for the 21st Century</li> <li>• Deliver a self-improving school system, forming strong and dynamic partnerships between schools in the region</li> <li>• Ensure that schools are connected with the communities they serve and with business enterprise in the city region</li> </ul>	% of pupils who achieved the CSI at the end of KS2	87.8%	89.5%	89.6%	Yes	
	% of pupils who achieved the Level 2+ threshold at the end of KS4	59%	63%	65%	Yes	
	% of eFSM pupils who achieved the Level 2+ threshold at the end of KS4	32%	39%	45.4%	Yes	
	Primary Attendance	95%	95%	95%	Maintained	
	Secondary Attendance	94%	95%	95.4%	Yes	
	% Schools categorised as ‘Green’ in the Welsh Government School Categorisation Process	<i>January 2016</i>	<i>January 2017</i>	<i>January 2016</i>	Yes	
	Primary	34%	36%	30%		
	Secondary	26%	26%	22%		Maintained
	Special	57%	57%	71%		Maintained

## What are our key achievements during 2016-17?

Over the course of the year, Cardiff has made significant progress in this improvement objective. There has been an increase in the number of schools categorised as 'Green' and 'Yellow', from 94 in January 2016 to 102 in January 2017. Across the primary phase, there has been an increase in the number of schools in the highest benchmarking quarter based on the proportion of free school meals pupils. The number of secondary schools with less than 50% of pupils achieving the level 2+ threshold decreased from 8 in 2014-15, to 4 in 2015-2016. Inspection outcomes have improved, with 52.38% of schools inspected in 2014-15 judged to be 'good' or 'excellent' in terms of standards, rising to 72.22% in 2015-16.

### **School Performance**

Cardiff has seen an acceleration in the performance of its schools across all phases of education. In 2015-16, Cardiff is now performing above the national averages in a wide range of national performance indicators.

#### **Attainment at Key Stage 4**

- Level 2+ Threshold (5 GCSEs at A\* – C grade including English or Welsh and Mathematics) – in the 2015-16 academic year, 62.5% of pupils achieved this threshold. This is higher than the result for the 2014-15 academic year (59.3%), but lower than the target for the 2015-16 academic year (65%). The result is above the Wales average of 60%.
- Level 2+ Threshold (Free school meals) – in 2015-16, 39.3% of pupils eligible for free school meals (eFSM) achieved this threshold. This is higher than the result for 2014-15 (32.23%), but lower than the target for 2015-16 (45.45%). The result is above the Wales average of 35.6%.
- Level 2 Threshold (5 GCSEs at A\* – C grade) – in 2015-16, 84.3% of pupils achieved this threshold. This is higher than the result for 2014-15 (81.06%), but lower than the target for 2015-16 (87.08%). The result is in line with the Wales average of 84%.
- Level 1 Threshold (5 GCSEs at A – G grade) – in 2015-16, 94.4% of pupils achieved this threshold. This is higher than the result for 2014-15 (92.15%), but lower than the target for 2015-16 (97.81%). The result is below the Wales average of 95%.

#### **Attainment at Key Stage 3**

- Core Subject Indicator (the expected level of attainment in each of the core subjects in combination (English or Welsh, mathematics and science) – in 2015-16, 86.6% of pupils achieved this threshold. This is higher than the result for 2014-15 (83.4%) and higher than the target for 2015-16 (85%). The result is above the Wales average of 85.9%.

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### **Attainment at Foundation Phase**

- Foundation Phase Outcome Indicator (the expected outcomes in language, literacy and communication (LCE or LCW), mathematical development (MDT) and personal, social, cultural diversity and well-being development (PSD) – in 2015-16, 88.9% of pupils achieved this threshold. This is higher than the result for 2014-15 (86.73%) and higher than the target for 2015-16 (86%). The result is above the Wales average of 87%.

### **Welsh language**

- Welsh first language continues to improve in the primary phase. At the end of the Foundation Phase in 2015-16, 93.1% of pupils achieved the expected level in WFL compared to 90.7% in Wales. At the end of Key Stage 2, 96.1% achieved the expected level, compared to 90.8% in Wales.

### **Attendance**

- Primary School – Attendance in the primary phase decreased by 0.02ppt to 95% in 2015-16. This is in line with the Wales average and places Cardiff 9th out of the 22 local authorities in Wales for primary school attendance compared with 6th in 2014-15.
- Secondary School – Attendance in the secondary phase improved by 0.6ppt to 94.4% in 2015-16. This is in line with the Wales average of 94.2% and places Cardiff 9th out of the 22 local authorities in Wales for secondary school attendance compared with 11th in 2014-2015.

### **Leadership**

The Leadership of Cardiff's schools is strengthening. New leadership in some schools has resulted in a better quality of learning and teaching, raised expectations and improvements in standards. The number of schools requiring red level of support decreased from 10 in January 2016 to 6 in January 2017. There has been a decrease in the number of Governor vacancies, from 8.78% in 2014-15 to 8.13% in 2015-16.

### **School buildings and places**

A co-ordinated admissions process for secondary schools will be piloted in September 2017, with 4 of the 7 schools who act as separate admission authorities. The remaining 3 will reassess their position next year.

New primary buildings have been opened at Adamsdown, Ysgol Y Wern and Coed Glas Primary schools. The new Eastern High School is set to open in 2018 and Cardiff West Community High School will open in the following year. The planning of the future investment programme for schools is underway to address condition and sufficiency of places.

### **Self-Improving Schools**

In partnership with the Central South Consortium, Cardiff has given high priority to developing collaboration between schools to lead and support their own improvement. As part of the Central South Wales Challenge, School Improvement Groups have been established and pathfinder partnerships are brokered to support schools in difficulty.

### **Partnerships**

One of the key messages of the Cardiff 2020 launch was that ‘Education is everybody’s business’. In the course of this academic year, partnerships supporting education in Cardiff have been broadened and strengthened in many different respects. The Junior Apprenticeships scheme, in partnership with schools, the Council, and Cardiff and the Vale College was established. The Cardiff Creative Education Partnership launched, capitalising on the strengths of the “creative economy” in the city and making wider and deeper connections with schools. Much progress has also been made in the delivery of ‘The Cardiff Commitment’, which is connecting schools and business to improve the progression of young people into employment.

## **What is our self-assessment of our performance?**

Progress against the majority of indicators is good. However, The Annual Performance Report of Schools (January 2017) and the Council’s own self-evaluation highlighted some key areas where further improvement is needed:

- The variation in standards achieved by schools with comparable pupil populations in both the primary and secondary sectors;
- The ongoing relatively low performance across a range of indicators in three secondary schools;
- The gap in the performance of pupils eligible for free school meals and their peers;
- The underachievement of some groups of learners, in particular a few Minority Ethnic groups, pupils with English as an additional language (EAL), pupils educated other than at school (EOTAS), White UK pupils in schools in deprived areas of the city and children who are looked after (CLA);
- The number of pupils who leave school aged 16 who do not have the necessary qualifications and skills to make a successful progression into education, employment or training.

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While there has been good progress in delivering the remaining Band A new build schemes, many school buildings suffer from a longstanding lack of investment. This was highlighted by significant problems in the autumn and spring terms at three secondary schools. Systematic changes to the framework for maintaining school buildings are required.

The growing population and demand for school places in the city has had an impact on the number of pupils securing their first choice of school. In September 2016 this was 86% in Primary and 76% in Secondary, compared to 88% and 87% in 2015. There has also been a significant increase in the number of young people with Additional Learning Needs (ALN) and Cardiff does not currently have enough specialist provision. As a result, too many young people are being placed out of area or are not able to access appropriate full time education within the city.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

## **What is our plan for the future?**

The Council will continue to work towards the goals of Cardiff 2020 and in areas of challenge, as follows:

- Preparing for the introduction of a radically new curriculum from 2018, starting with the introduction of the Digital Competence Framework;
- Developing and implementing the Educated Other Than At School (EOTAS) improvement plan, to increase provision and improve outcomes for these learners;
- Continuing to invest in the sufficiency and condition of school places;
- Turning around the performance of a minority of secondary schools that continue to cause concern
- The development of the new Eastern High Learning Campus, in partnership with Cardiff and Vale College, the new Cardiff West Community High School, and new primary schools for Howardian, Hamadryad and Glan Morfa;
- Ensuring that high quality teachers are secured, particularly in subjects such as English and Maths, including through the re-commissioning of Teach First;
- Driving forward 'The Cardiff Commitment' to youth engagement and progression.



## Improvement Objective: Looked after children in Cardiff achieve their potential

<b>What do we want to achieve?</b>	<b>How have we performed in 2016-17</b>				
<p>There are 73,500 children and young people in Cardiff and of these 2,473 are in receipt of children's social services (721 of whom are being looked after). The Council wants to provide high quality care and support for looked after children to help them achieve their potential.</p> <p>Closer working across Council Directorates, Cardiff Schools and partner organisations is crucial to the successful delivery of our Corporate Parenting Strategy, which sets out the shared vision of Cardiff Council and the Cardiff &amp; Vale University Health Board to work together to ensure the best possible outcomes for children who are looked after or who have left care so that they can be happy and lead fulfilling lives.</p>	<b>Performance Indicator</b>	<b>Result 2014-15 Academic Year</b>	<b>Result 2015-16 Academic Year</b>	<b>Target for 2015-16 Academic Year</b>	<b>Have we improved?</b>
	% attendance of looked after pupils in primary school	96.7%	96.9%	98%	Maintained
	% attendance of looked after pupils in secondary school	91.8	94.5%	96%	Yes
		<b>Result 2015-16</b>	<b>Result 2016-17</b>	<b>Target 2016-17</b>	<b>Have we improved?</b>
	% of looked after children returned home from care during the year	New Indicator	11.6%	Baseline year	N/A
	% of children looked after who have experienced once or more transitional changes of school in the 12 months to 31st March	9.1%	13.3%	16%	No
	% of children looked after on 31 March who have had 3 or more placements during the year	9.9%	11.0%	12%	No

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## What are our key achievements during 2016-17?

The Council's **Corporate Parenting Strategy** was agreed; this represents the responsibility of the Council to ensure the best possible services and support for Looked After Children. Targeted work commenced in conjunction between the Council's Social Services and Education Directorates to return Looked After Children in out of area placements to Cardiff. During the year, 26 referrals were made to Safe Families for Children and admission to the looked after system / inclusion on the Child Protection Register was avoided for all 26 children. 23 children received services from the preventative Family Group Conferences initiative. Accommodation as a result of family breakdown or addition to the Child Protection Register was avoided for 12 of these children. In addition to this, 33 children were adopted which will lead to significantly better outcomes for infants over time.

Opportunities for Looked After Children and care leavers were improved via the Looked After Children traineeship scheme. **31 young people started a traineeship placement** during the year and **7 young people accepted apprenticeships**. A Listening Event held by the National Youth Advocacy Service revealed that young people talked positively about the traineeship scheme and their ability to gain work experience. One young person stated "this scheme changed my life".

The Council **improved the education planning** for Looked After Children by increasing the timeliness of completing Personal Education Plans within 20 school days of entering care or joining a new school, from 27.6% to 35.7% in 2016-17.

**58.5%** of care leavers were still in Education, Training or Employment 12 months after leaving care and **38.2%** were still in Education, Training or Employment 24 months after leaving care. A 'Virtual School' tracker was put in place to monitor the attainment, attendance and exclusion data for Looked After Children in schools both within and out of area. This has meant children who need additional support can be identified.

The Council initiated the development of options for piloting a model for early intervention for children and families in a discrete location and have engaged with Welsh Government about the scope for using grant funding more flexibly in a potential locality area.

An annual Bright Sparks Awards event was held where young care leavers and Looked After Children celebrated the achievements they made in 2016. The event was planned by 6 young people who formed the Team Bright Sparks and presented awards to winners aged between 5 and 23.

In line with the new Social Services & Well-Being (Wales) Act 2014 the Council introduced qualitative surveys for the first time to gain valuable soft intelligence about service users' views of the service they receive. Results from this survey show that **65.7% of children** and **70.4% of care leavers** reported that they can **do what matters to them** and **84.3% of children** and **63% of care leavers** reported that they **feel satisfied with their social networks**.

## What is our self-assessment of our performance?

The overall picture of performance during the year is generally improving or on target. Improvements have resulted from focused work over several years to improve outcomes for looked after children, including an increased focus on joint working between the Council's Children's and Education services. Further work is required to build upon these improvements and joint work across Children's Services and Education is ongoing. In addition there are early indications that the balance of the Looked After population is shifting in favour of more Looked After Children being placed with relatives, rather than in 'public care' settings (fostering or residential care). The number of children placed with relatives or being looked after under Placement with Parents regulations rose from 88 (of 611 = 14%) at 31 March 2014 to 134 (of 721 = 19%) at 31 March 2017. This suggests that the Council's strategies to engage wider families more effectively in supporting children are making a positive impact, improving our ability to enable children to maintain closer links to parents and siblings and increasing the likelihood of return home and of better individual outcomes.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

## What is our plan for the future?

The Corporate Parenting Strategy should be delivered by 2019 to ensure that the Council and its Partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking the same positive outcomes that every good parent would want for their own children. The Support Services to Care Leavers will also be reviewed and revised by March 2018 in order to improve service effectiveness and outcomes for young people.

## Improvement Objective: Adult learners achieve their potential



What do we want to achieve?	How have we performed in 2016-17				
	Performance Indicator	Result 2015-16 (Academic Year 2014-15)	Result 2016-17 (Academic Year 2015-16)	Target for 2016-17 (Academic Year 2015-16)	Have we improved?
<p>The Council aims to offer a broad range of adult education courses that help support the citizens of Cardiff to meet their learning aspirations. To do this the Council aims to increase the number of accredited courses delivered to priority learners and improve levels of enrolment. Through the Into Work Advice Service people will be upskilled to improve their chances of employment including providing work preparation courses and hosting job clubs. The Council also aims to widen digital inclusion within communities to help people 'get online' through learning basic computer skills and using the internet to complete online applications for jobs and benefits and paying bills. This digital inclusion agenda will also help us to prepare for the roll-out of Universal Credit.</p> <p><b>Follow us on Twitter:</b></p> <p> @LearningCardiff     @intoWorkCardiff</p> <p><b>Like us on Facebook:</b></p> <p> Learning Cardiff</p> <p> Into Work Advice Services Cardiff Council</p>	The success rate of Adult Community learners	87%	94%	83%	Yes
	% of Into Work service users who feel more 'job ready' as a result of completing a work preparation course	Result 2015-16 98%	Result 2016-17 100%	Target for 2016-17 90%	Have we improved? Yes

## What are our key achievements during 2016-17?

Adult Community Learning received **6408** enrolments in 2016-17 compared to 5825 in the previous year and, through excellent partnership working with Job Centre Plus and Communities First, there were more priority learners in the Learning for Work Programme, from 1866 in 2015-16 to 1910 in 2016-17. There has been year on year improvement in the success rate of adult learners from just **47% in 2010-11 to 94% in 2015-16**.

The Council's Into Work Service worked with more than 100 employers to secure **guaranteed interviews** and almost 1500 Into Work Service users achieved an accredited qualification, **a pass rate of 94%**, and were supported into work. This service also **supported 3,001 people** who attended work preparation workshops and 1,441 people who attended digital inclusion workshops, giving them the skills they need to get online and into work. As a result of the work and services provided by the Into Work Service over the year, **100% of service users reported they felt more able to enter employment** as a result of completing a work preparation course.

The Into Work Advice Team created some ongoing employment offers, with the introduction of a new employment programme called Introduction to Childcare, developed in conjunction with Flying Start. This was a five-day programme designed to provide an insight to the different roles involved to those interested in finding employment in the childcare sector. The team also assisted Dickens of Charles Street with their recruitment needs, including providing them with work-ready jobseekers and helping with job application completion.

The Council coordinated a **Jobs Fair** held in September 2016 that was attended by more than 2000 jobseekers and 35 employers from a variety of sectors offering more than 10,000 job vacancies on the day. At least 10 jobseekers were offered positions on the day.

More than half of respondents (55.9%) in the annual Ask Cardiff survey agreed that **people in Cardiff have access to opportunities to help them achieve their potential**.

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## What is our self-assessment of our performance?

The continued improvement in performance for the grant funded Adult Community Learning Service – Learning for Work – has been impressive. Cardiff Council, along with Cardiff and the Vale College, the Vale of Glamorgan Council and Adult Learning Wales form the Cardiff and the Vale Community Learning Partnership with performance monitored at both a partnership and individual provider level by Estyn. The partnership has seen continuous improvement year on year since 2012/13 with the biggest improvement being made by Cardiff Council.

Provider	Success 2012/13	Success 2013/14	Success 2014/15	Success 2015/16
Cardiff Council	60%	72%	87%	94%
Cardiff and Vale College	77%	80%	88%	88%
Vale of Glamorgan Council	81%	85%	86%	96%
WEA Cymru	81%	88%	99%	86%
YMCA Wales Community College	97%	99%	97%	
<b>Partnership success rate</b>	<b>80%</b>	<b>88%</b>	<b>91%</b>	<b>90%</b>

The Into Work service has seen impressive results this year and, in addition to the evidenced improved pass rates and increasing numbers accessing the service, it is recognised that there is a need to collect more qualitative data based on individual stories. The information gathered so far has been instructive in terms of understanding the range of very practical interventions that make a difference in supporting an individual to achieve their goals. The ability to integrate mentoring support with the more universal services provided by Into Work has proved to be hugely beneficial and the greater understanding of what really makes a difference – location ; accessibility; reliability of individual attention; and innovation of approach – has helped to inform proposals for the next steps for the development of our learning and employment support services.

We have assessed ourselves as making good progress in this Improvement Objective.

## What is our plan for the future?

The new approach to tackling poverty announced by the Welsh Government in February 2017 presents an opportunity to integrate employment support services across the city. A consultation process in Autumn 2017 will inform the development of a new model of service provision making the best use of existing provision and new funding opportunities. Into Work and ACL services will form part of this new integrated approach with a focus on service user progression and achievement that can be evidenced over time. Current provision has been mapped and in excess of 40 different employment support services currently exist across the city. Progression for individuals is difficult or impossible to track currently and the complicated eligibility criteria for many services makes access inconsistent even for those with similar support needs.

The proposed future model recommends the establishment of a comprehensive gateway to access services, through a range of channels including face to face at the network of Community hubs and libraries across the city. Initial assessments will check eligibility and address the need to help people into the right service from the start. The links to supply and meeting employer requirements will be easier to forge and should ensure a clearer pathway into education, training and work making the best use of the employer “Cardiff Commitment”.



## Improvement Objective: People at risk in Cardiff are safeguarded



What do we want to achieve?	How have we performed in 2016-17				
<p>The Council wants to support children, young people and adults who may be unable to take care of themselves, and empower individuals to protect themselves from significant harm or exploitation. The Council aims to develop a range of more effective services to prevent issues escalating which may result in vulnerable children or adults being separated or cared for away from their families.</p>	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
	% of Children's services social work vacancies across the service	22.2%	23.5%	18%	No
	% of re-registrations on the Child Protection Register during the year	New Indicator	3.9%	New Indicator	New Indicator
	% of adult protection enquiries completed within 7 working days	New Indicator	98%	New Indicator	New Indicator
	% of children supported to remain living within their family	New Indicator	55.5%	New Indicator	New Indicator
	Number of children participating in the challenging extremism module	New Indicator	894	1000	New Indicator

## What are our key achievements during 2016-17?

“Not in our City, Not to our Children” – Cardiff’s Child Sexual Exploitation (CSE) Strategy has enabled significant progress to be achieved in ensuring that children and young people are protected from CSE. The strategy has enabled the Council to:

- Draw all key partners together to work to common objectives and a shared action plan
- Establish processes within Children’s Services and with external organisations to identify children at risk at the earliest opportunity
- Draw more effectively on the voices of children and families
- Secure funds for the provision of a specialist service for those children most at risk
- Enable the provision of preventative services at the earliest opportunity
- Support children to break away from sexual exploitation and recover from their experiences

The results of the Council’s qualitative survey show that **86.2% of children** reported that they **feel safe**.

As part of the Council’s 2017-18 budget, additional funding was agreed to establish the temporary Multi-Agency CSE Prevention Team on a permanent basis. This means that the team will continue to implement the CSE strategy, and fulfil the expectations set out by Welsh Government to ensure that performance and progress remain positive. The team will also work with children and families to raise awareness of the risks to children, to reduce the risks and keep them safe.

The percentage of social worker vacancies increased slightly over 2016-17 to 23.5%; in response, the Council has implemented a number of recruitment initiatives to address this. A new recruitment programme was launched, and while vacancy rates have not reduced directly, this is as a result of internal promotions and transfer of staff, thereby promoting staff development. As a result, a more stable workforce across the service has emerged and the Council is relying less on agency workers.

During 2016-17 the **Multi-Agency Safeguarding Hub** was established with the aim of improving the system for protecting children from significant harm by implementing new arrangements for managing referrals. Early indications show that the response to safeguarding children and adults is improving, with multi-agency discussions taking place immediately, thereby improving the timeliness of response to cases.

To support the care for unaccompanied children who arrive in the UK and claim asylum, the **National Transfer Scheme** was launched in July 2016. The scheme represents a voluntary transfer arrangement between local authorities to support unaccompanied asylum-seeking children so there is a

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more even distribution of caring responsibilities across the UK. During 2016-17, 11 children were received under the Dublin Scheme and of these 11, ten were placed with their families, and one remains in long term care. Furthermore, the Council was commended for its efforts in engaging with the Dublin Scheme.

The **Cardiff and Vale Dementia 3 year plan** was developed in 2014 to address the needs of people with dementia and their carers, as well as serving future population growth. Headline areas where good progress has been made during 2016-17 include:

- Promoting healthy living initiatives in dementia and increasing public awareness and understanding of dementia
- Ensuring timely diagnosis of dementia
- In-patient dementia care

**Dementia Champions** working within the Council delivered two Dementia Friend sessions which were open to all employees who wanted to learn more about becoming a Dementia Friend. There are currently over 7,000 Dementia Friends in Cardiff and the Vale of Glamorgan. The Neighbourhood Partnership areas of Cardiff North, Cardiff South West, Cardiff City and South, and Cardiff East are in the process of establishing local Dementia Friendly steering groups. During the year a Cardiff city-wide plan was finalised and submitted to the Alzheimer's Society for the city to receive 'Working Towards Becoming Dementia Friendly' status. The Alzheimer's Society has now confirmed Cardiff is '**Working Towards Becoming Dementia Friendly**'.

During 2016-17 the Council also made a successful application to be part of the **Child Rights Programme** and Cardiff was designated as a Child Rights Partner by the United Nations International Children's Emergency Fund (UNICEF). UNICEF noted that Cardiff has demonstrated a commitment to children's rights, high aspirations for children and young people in the local authority, and a coherent vision for change. We are continuing to work towards our ambition to attain Child Friendly City status.

## What is our self-assessment of our performance?

The Council is able to evidence growing strength and depth in the quality of safeguarding practice and the range and reach of safeguarding activity. Significant new strategic initiatives that provide clear examples of an effective overall strategic direction include:

- Child Sexual Exploitation Strategy.
- Introduction of a Multi Agency Safeguarding Hub.

- Training in the Signs of Safety approach in Children's Services.
- Strengthening of arrangements for safeguarding adults consistent with the requirements of the Social Services and Well-being (Wales) Act 2014.
- Refresh of the statutory boards for safeguarding children and adults respectively.

We have assessed ourselves as making good progress in this Improvement Objective.

## What is our plan for the future?

The Council continues to be committed to protecting children, young people, and adults, and empowering them to protect themselves from significant harm or exploitation. The Council will continue to collaborate with its partners and play a lead role in protecting and safeguarding individuals who need care and support from abuse and neglect or any other kinds of harm. The Council aims to:

- Renew its safeguarding vision and strategy by March 2018 in order to take account of new national policy and practice guidance currently under development.
- Develop and implement a mechanism to improve engagement with communities at large and faith communities in particular by March 2018 to improve the safeguarding of children across the various communities in Cardiff.
- Strengthen the capacity of children's social services to address increasingly complex needs of children including trafficked children, children subject to Deprivation of Liberty considerations and children struggling with mental health conditions.
- Strengthen Adult Protection procedures in consultation with staff and partners by March 2018 to ensure that adults are protected from harm.
- Work to make Cardiff a recognised Dementia Friendly City by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society.

## Improvement Objective:

# People in Cardiff have access to good quality housing



What do we want to achieve?	How have we performed in 2016-17				
	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
<p>The Council wants to deliver high quality, sustainable and affordable homes, particularly to those most in need. To do this the Council will prioritise work to increase the level of housing available for Council tenants as well as maximising the delivery of affordable housing.</p> <p>The Council wants to ensure that landlords and agents comply with their legal obligations under the Housing (Wales) Act 2014, and ensure that effective measures are in place to support those who are homeless in Cardiff.</p>	The number of additional affordable housing units provided as a % of all additional housing units	64.32% (256 units)	52.06% (329 units)	20%	Yes (more affordable housing units have been delivered)
	% of commercial landlords registered with Rent Smart Wales	New Indicator	55%	20%	New Indicator
	Number of Landlords in Wales registered with Rent Smart Wales	New Indicator	74,168	26,000	New Indicator
	% of interventions provided by the outreach service within 3 days of a report of rough sleeping	New Indicator	100%	90%	New Indicator
	Number of Customers supported with their claim for Universal Credit	New Indicator	681	400	New Indicator
	Additional weekly benefit awarded to clients	New Indicator	£11,995,475	£6m	New Indicator

## What are our key achievements during 2016-17?

Through the **Housing Partnering scheme**, work commenced on both the Braunton & Clevedon and Willowbrook West sites and five Phase 1 sites were granted planning permission. Through partnership working with Wates Residential, 192 homes are expected for completion in 2020. During 2016-17, **329 additional affordable housing units** were delivered in Cardiff to provide access to more affordable housing in the city.

The Council is committed to working with its partners to mitigate the impact of Welfare Reform changes to ensure that those affected still have access to good quality housing, and during 2016-17, **681 claimants were helped** to make or maintain their claim for Universal Credit, along with approximately **3,500 job seekers per month supported** by the Into Work Advice Team. In relation to the **'Back to work' scheme**, the Into Work Advice team supported 310 Cardiff residents affected by the benefit cap and enabled them to participate in the scheme; 75 of these residents returned to work. The Money Advice team continued to provide personal budgeting support and the Into Work advice team provided support to make and maintain claims for Universal Credit. **£11,995,475 in additional weekly benefit was awarded** to help claimants identify the benefits that they were entitled to but not already claiming.

A benefit cap working group was established with partners and information in relation to the families affected by the benefit cap was proactively shared with Registered Social Landlords to enable them to provide advice and assistance appropriately.

The Council continued to act as the licensing authority for **Rent Smart Wales**, to process landlord registrations and grant licenses to landlords and agents who need to comply with the Housing Wales Act (2014). Landlords must be registered and have received training in their responsibilities when renting out properties to tenants. At the end of 2016-17 there were **74,168 landlords registered**, exceeding the set target of 26,000. Furthermore, 55% of commercial landlords were registered, again exceeding the set target of 20%.

Over the last two years, the number of people sleeping rough in Cardiff has steadily increased and single night counts recorded 53 rough sleepers, which represents 38% of the Welsh total of 141. Cardiff's 2016 single night count figure of 53 rough sleepers compares with areas such as Birmingham (55) and Bedford (59) but is not as high as Bristol (74) or Manchester (78). To respond to our commitment of reducing rough sleeping in Cardiff, the Council developed and agreed **The Cardiff Rough Sleeper Strategy 2017-2020**, which outlines how rough sleepers will receive appropriate advice, support and assistance with homelessness. Along with partners, we continued engagement work with rough sleepers to reduce rough sleeping in Cardiff and **100% of interventions were provided by the outreach service within 3 days** of a report of rough sleeping.

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## **What is our self-assessment of our performance?**

Housing stress in Cardiff is significant across all sectors and the most visible indicator of increasing housing need has been the dramatic increase in rough sleeping in the city over the past 18 months. Whilst performance in service provision aimed at tackling rough sleeping has been on target and partnership working to develop and deliver against the rough sleeper strategy has been outstanding, the increase in demand, particularly from those without a connection to the city has increased at a rate never experienced before.

Work to deliver against the Welsh Government approved HRA business plan has been good with Welsh Housing Quality Standards maintained and the first phase of the Cardiff Living Partnership now on site. The numbers registered on the joint housing waiting list and the range of supported housing needs show the on-going requirement for large scale new social housing development, and increased affordable housing delivery was achieved during 2016-17.

As a landlord, the annual Tenants Satisfaction Survey provides the Council feedback across a wide range of service standards. In overall terms, the level of satisfaction with Cardiff Council as a landlord in 2016 was 77.9% up from 75.1% in 2015. 81.6% of tenants were satisfied with the condition of their property and 85% were satisfied with the neighbourhood in which they lived.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

## **What is our plan for the future?**

The Council is committed to delivering high quality, sustainable and affordable homes, particularly for those most in need. The Council will prioritise work to increase the level of housing available for Council tenants as well as maximising the delivery of affordable housing. The Council will work to ensure landlords and agents comply with their legal obligations under the Housing (Wales) Act 2014, also acting as the host licensing authority for the Welsh Government's Rent Smart Wales Scheme. The Council recognises that acting on homelessness is an immediate concern and will ensure that measures

are in place to support those who are homeless and help prevent people from becoming homeless.

- Start by building 1,000 new Council homes through the Cardiff Living Scheme and taking forward other innovative housing initiatives.
- Work with developers to deliver over 6,500 affordable homes by 2026 through the Local Development Plan and strengthen our approach to housing development, considering strategic investment that addresses all types of demand for housing, such as social housing, affordable housing and housing that supports extra care and independent living.
- Drive up standards in the private rented housing sector by ensuring private landlords comply with their legal obligations under the Housing (Wales) Act 2014.
- Address rough sleeping in the city through delivering, with partners, the Rough Sleeper Strategy,
- Support those affected by Welfare Reform and help more people find jobs that give them dignity and pride by working with partners to further develop Into Work services and by providing a network of volunteering opportunities.



## Improvement Objective:

# People in Cardiff are supported to live independently



What do we want to achieve?	How have we performed in 2016-17				
	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
<p>The Council wants to help people to live independently as their needs change and develop by providing the appropriate support they need to live on their own, providing reasonable adaptations to their homes and more preventative services.</p> <p>To do this the Council must change the way that it delivers services and look at important issues such as preventing hospital admissions, facilitating quick and safe discharge from hospital and allowing people to remain at home and regain their independence.</p>	The rate of delayed transfers of care	11.18	5.22	10.79	Yes
	Number of adults using the Direct Payments scheme	740	746	750	New Indicator
	% of new service requests managed within the Independent Living Service	New Indicator	62%	40%	New Indicator
	% of cases where alternative solutions were found by an Independent Living Visiting officer	New Indicator	98%	45%	New Indicator
	% of Telecare calls resulting in an ambulance being called	7%	6%	10%	New Indicator
	% of eligible adult carers offered a carers assessment	76.8%	79.5%	90%	Yes

## What are our key achievements during 2016-17?

Since the launch of the **First Point of Contact** for Adult Services (FPOC) in October 2015, the Council has continued to respond to enquiries in the Independent Living Service, preventing the need for less complex cases to be escalated to social care resources. During 2016-17, **3,275 visits were completed**, identifying **1,969 alternative solutions** for clients, which included **£4.3m in extra income. 88% of clients felt the service improved their quality of life.** In October 2016, a social work team was integrated into FPOC to work jointly with Contact and Visiting Officers, to ensure a preventative approach is taken and individuals are supported to regain and maintain independent living within a community environment.

As part of the agreed and consulted-on Day Opportunities Strategy, the Locality Working Project piloted a new approach to delivering services and supporting older people in the community at a local level looking at co-ordination of day opportunities, locally based home care, health based services, strategic development & future proofing alternative community-based care solutions. Extensive engagement between Day Opportunities and local partners in the public, private and third sector helped gain an oversight of current day opportunities available to older people in North Cardiff, which led to a series of events to create an information and networking platform for the locality. 'Llanishen Gets Together' took place on 29th October 2016. 42 exhibitors took part showcasing a range of information and advice on services and activities available in the Llanishen Area. Turnout was over 120 people and many took the opportunity to sign up for new groups and activities.

Results of the Social Services qualitative survey show that **80.7% of adults and 82.4% of children were satisfied with the care and support they received.** 76.6% of adults and 72.4% of children reported that they received the right information and advice when they needed it. Furthermore, **92.4% of adults and 81.9% of children reported that they were treated with dignity and respect.**

To promote independence, increase social inclusion and enhance self-esteem, **Direct Payments** are offered to people with care and support needs under the Social Services & Well-Being (Wales) Act 2014, through the provision of Domiciliary Care or a Personal Assistant. In 2016-17, 20% of overall domiciliary care packages were managed through Direct Payments. A review of Direct Payments was undertaken in 2016-17 and as a result of this a project was established which has delivered the following:

- A new model of Direct Payments provision which aims to maximise independence
- A new set of contract monitoring procedures within the Direct Payment contract
- A saving of over £100,000 on the annual cost of running the service
- A series of training tools to widen access to information about Direct Payments within the Council

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At the end of 2016-17 there were **746 people using Direct Payments**, which was four short of the target of 750.

To allow vulnerable people in hospital to have a timelier and effective discharge from hospital settings, the Council continued to work closely with Health partners in Cardiff & the Vale University Health Board and the Vale of Glamorgan Council to reduce Delayed Transfers of Care (DToC) because of social care reasons. During 2016-17, there were 140 fewer delayed transfers of care when compared to the previous year. Subsequently, a Wales Audit Office review of DToC performance in Cardiff and the Vale of Glamorgan concluded that partnership working between the Council and Health partners had significantly improved. Both of the Community Resource Teams in Cardiff have moved to a 7-day working pattern to enable hospital discharges to happen at weekends.

## What is our self-assessment of our performance?

Good progress has been made to strengthen services that support people in their own homes and prevent more intrusive forms of intervention. The Council has augmented Community Reablement Services with the introduction of a 'Bridging Team'. In recommissioning the Direct Payments provider, the Council took the opportunity to improve the capacity of Direct Payments to support more individuals and provide a more flexible offer.

The Council recognises the need to significantly accelerate a new strategic approach to expand reablement as the default model of choice across a much wider range of Adult Services users and will work with the Institute of Public Care in 2017-18 to produce a new five-year strategy to achieve the necessary step change so that many more people in the community will be able to remain independent for longer.

We have assessed ourselves as making good progress in this Improvement Objective.

## What is our plan for the future?

The Council is committed to helping people to live independently by providing reasonable adaptations to their homes and providing more preventative services before their need becomes critical. The Council will continue to:

- Facilitate timely and safe discharge from hospital to allow people to remain at home.
- Build on the success of the new First Point of Contact Service for anybody who needs support.
- Ensure that on the first point of contact, those who need support can access a range of services to secure independent living.

- Facilitate access for young care leavers to good accommodation, employment opportunities, and mentoring.
- Continue to increase the number of children and adults with care and support needs in receipt of Direct Payments by March 2018 to enable people to make their own choices and take control over the care services they receive.
- Implement new services in 2017-18 in order to promote family stability and reduce family breakdown.
- Implement new model of Day Opportunities by March 2018 (subject to the completion of major building works which should be substantially completed by this date) to maximise independence for adults with care and support needs.
- Review the Supported Living commissioning process for Adults with mental health issues by March 2018, to maximise individuals' care pathway to independent living, by improving the quality of recovery in a safe and supportive environment.
- Implement the recommendations of the Community Services Review regarding the future model of Community Mental Health Service in collaboration with the University Health Board, in order to effectively support and deliver community-based mental health services by March 2019.
- Review Internal Supported Living by March 2018 in order to maximise people's independence.
- Develop a Learning Disability Day Opportunities Strategy 2018–2020 and prepare an effective business case for the redevelopment of Tremorfa Day Centre to help people with a learning disability feel more valued, be more independent and to maximise opportunities for choice and control for each individual.
- Develop and implement an Older People's Housing Strategy in partnership with Communities, by March 2018, in order to ensure that the housing needs of the most vulnerable are met.
- Provide the highest quality of social care possible, in practice and delivery.
- Break down barriers and join-up services at the community level by placing social care at the heart of the Council's emerging 'localities' approach.
- Support those citizens and families who live with dementia, including making Cardiff a recognised Dementia Friendly City.
- Empower people to stay independent at home by further developing a full range of preventative services, geared towards reducing the demand pressures of an ageing population.

## Improvement Objective:

# Cardiff has more employment opportunities and higher value jobs



What do we want to achieve?	How have we performed in 2016-17				
<p>The Council wants to work with its partners in the public and private sectors to create an environment that supports the development of new businesses and the growth of current businesses in Cardiff. This means investing in infrastructure and creating a supportive environment for start-ups and existing businesses, as well as a proactive approach to secure inward investment and visitors to Cardiff.</p>	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
	Grade A office space committed for development in Cardiff	316,211 sqft	317,732 sqft	150,000 sqft	Yes
	New & safeguarded jobs in businesses supported by the Council	4304	1290	500	No
	Number of overnight stays in Cardiff	2,000,300	2,025,000	+2%	Yes
	Number of visitors to Cardiff	20,510,000	20,380,000	+2%	No

## What are our key achievements during 2016-17?

During 2016-17, **1,290 jobs were created or safeguarded** in businesses in Cardiff that were supported by the Council, exceeding the set target of 500 jobs. Construction commenced on **317,732 square feet of Grade A office accommodation in Cardiff**, and Cardiff was named the **third best potential office location in the UK** outside London by CACI, in the Property Week Hot 100 Office Index 2017.

Cardiff won the **Social Media Marketing Award for the Choose Cardiff Campaign**, which promoted the city as a destination to visit, meet and invest using the tagline 'The World's Closest Capital to London'. During the year there were **2,025,000 overnight stays**, which amounts to an extra 24,700 overnight visitors to Cardiff, and we moved from 12th to 10th position in the Top 20 UK towns and cities (excluding London) visited for 1 night (International Passenger Survey – ONS). City Centre footfall also increased by **over 3 million**.

The **Central Square regeneration project** has progressed well, with Number 1 Central Square fully occupied and construction of the BBC Wales Headquarters now above ground. A master plan is in place for land north of Wood Street, based on the Government Property Unit development of 300,000 sq. ft. plus expansion space of 150,000 sq. ft. A site north of Wood Street has been selected by HMRC for a major relocation and expansion, which may bring up to 3,500 jobs to Cardiff in the future. Headquarters for a major international development charity will be established in Cardiff with the creation of **50 new skilled jobs**.

In March 2016 the **City Deal** was signed in Cardiff and represents an agreement between the UK Government, the Welsh Government and the 10 local authorities of the Cardiff Capital Region. This City Deal represents **£1.2billion of investment through a 20-year investment fund**, and further enhances partnership working to develop strategic plans and make the most of opportunities by addressing key barriers to economic growth. The City Deal is projected to create up to 25,000 new jobs and £4billion in additional private sector investment over the next 20 years.

The **Cardiff Business Improvement District** (BID) achieved a successful 'yes' vote in July 2016, establishing a new business-led organisation in the city centre with an annual budget of £1.4m. The BID will support priorities identified by businesses, and work with partners such as the Council and the Police to make improvements to the city centre.

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## What is our self-assessment of our performance?

Despite limited resources, the Council continues to actively support the creation and safeguarding of jobs in the city, exceeding the target for the year. There continues to be pressure on the ability of the Council to support business through direct support with no funding currently available through the Cardiff Capital Fund. Overall, the Council has actively supported an improvement in the local economy and has been directly involved in the delivery of 1,290 new or safeguarded jobs in Cardiff. External data sources also suggest continued growth in the number of jobs in the city, which is supported not only by the work of the Economic Development team, but also by the work of the Council to develop the economic infrastructure of the city. From this perspective, the commencement of construction of 317, 732 sq. ft. of grade 'A' office accommodation in Cardiff has boosted the generation of well-paid jobs in the city. Overall, business activity has improved and unemployment in Cardiff has fallen consistently over the last five years from 11 % in January to December 2012 to 4.8 % in January to December 2016.

It is also important to note that against a general backdrop of funding pressures for business support in Wales and across the UK, Cardiff has continued to work with partners to attract and retain employment. This has seen a continued increase in job numbers that show an additional 9,500 people in employment in the city in 16-17 compared with 15-16.

Visitor numbers for the 2017-18 period will also be impacted by the biggest sporting event in the world, the UEFA Champions League finals, that was held in Cardiff in June 2017. This was a highly successful event for the city and placed Cardiff on the world stage. More than 170,000 fans visited Cardiff during this event and over 200 million people across the globe watched the event on TV.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

## What is our plan for the future?

*Capital Ambition* outlines proposals for the next phase of investment for Cardiff, which will build on the success of the Economic Development Directorate.

The Council will work with partners in the public and private sector, as well as regional partners, to create jobs and deliver economic growth in a way that benefits all of our communities.

The Council will create an environment which supports the development of new businesses, the growth and sustainability of existing businesses and attracts continued investment. By doing this, the number and quality of jobs available across the city region will increase.



## Improvement Objective:

# Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure

What do we want to achieve?	How have we performed in 2016-17				
	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
<p>The Council wants Cardiff to develop in a sustainable, resilient and inclusive manner. The Council wants to do this through creating sustainable communities, with high quality housing, great parks and open spaces, and excellent transport links. This will mean securing investment in Cardiff's transport infrastructure and services allowing people to travel around the city in a convenient and clean way. A new transport interchange and gateway to the city is a key priority for us.</p>	% of highways inspected of a high or acceptable standard of cleanliness	90.6%	90.4%	90%	Maintained
	% of A, B & C roads that are in overall poor condition	5.23%	6.07%	7%	Maintained
	% of all travel to work made by sustainable modes	43.9%	44.9%	44%	Yes
	Number of green flag parks and open spaces	9	11	10	Yes
	% of people cycling to work	9.2%	10%	10.2%	Yes

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## What are our key achievements during 2016-17?

The Council's **Transport Strategy** was agreed by Cabinet in October 2016 and brings together the proposals in the Local Development Plan and the Local Transport Plan. The purpose of this strategy is to:

- Raise awareness of Cardiff's transport challenges over the next 20 years
- Highlight the main projects and actions which the Council proposes to undertake to tackle the challenges and increase sustainable travel in Cardiff

The strategy also makes clear the vision to have an integrated transport system that offers safe, efficient and sustainable travel for all, where public transport, walking and cycling provide real and desirable alternatives to car travel, which contributes to making Cardiff a liveable city. Achievements this year include the completion of the A469/A470 scheme and the **award of £2.6million of grant funding** for transport schemes to be developed and delivered in 2017-18. This year also saw the continuation of partnership working with the Welsh Government, other Local Authorities and stakeholders in the region, including consultation and engagement regarding the Wales and Borders Rail Franchise.

Cardiff is set to grow over the next decade and the Local Development Plan provides for 41,000 new homes and up to 40,000 new jobs in Cardiff by 2026, which will inevitably place additional pressures on our transport network. To accommodate this a 50:50 modal split is needed, where 50% of travel to work will need to be made by sustainable modes. In 2016-17, **44.9% of all travel to work was made by sustainable modes**, an improvement when compared to 43.9% in the previous year. Furthermore, **10% of people cycled to work**, an improvement when compared to 9.2% in the previous year.

The **Central Square regeneration scheme** has progressed and the preparation of the detailed design and planning application for the new bus interchange has been completed.

Once again, Cardiff's parks and green spaces were awarded **Green Flag status**. 11 parks and green spaces in the city maintained by the Council were awarded Keep Wales Tidy's coveted international mark of quality, including Cardiff Bay Wetlands, which received the recognition for the first time. Bute Park, Cardiff Bay Barrage, Cathays Cemetery, Flat Holm Island, Grange Gardens, Parc Cefn Onn, Roath Park, Rumney Hill Gardens, Thornhill Cemetery and Victoria Park have once again met the high standard needed to receive the Green Flag. In our annual Ask Cardiff survey, 62.6% of respondents

rated their level of satisfaction with parks and open spaces in Cardiff as 8 or more out of 10 (very satisfied). According to this survey, spending time outside is the single most important activity in terms of personal well-being with 95.3% of respondents rating it as very or fairly important.

2016-17 also saw the launch of the **Love Where You Live** campaign to encourage residents of Cardiff to help keep the city's streets and neighbourhoods clean. The campaign focussed on 5 key elements:

- Zero tolerance approach to littering
- Raising recycling awareness
- Neighbourhood blitzes
- Student education
- Harnessing people power

Through this campaign the Council worked with local businesses and residents to ensure they present waste correctly, in order to help the city reach its 2020 64% waste recycling target. This campaign and zero tolerance approach will continue so that the Council can achieve its aim of allowing Cardiff residents to live in a clean city.

## What is our self-assessment of our performance?

### Neighbourhood Services

The continued emphasis on street cleanliness in the city has resulted in strong performance in key areas. In Quarter 1, 92.8% of the 1,200 streets assessed were of a high or acceptable level of cleanliness. This exceeds the target of 90%, and the data the assessments provides also helps to target resources. Similarly, 97.6% of reported fly tipping incidents were cleared within 5 working days, again above the target of 90%.

Community cohesion with volunteer groups is continuing to develop with support; this is leading to shaping services and addressing concerns at a local level. The Council will continue the successful "Love Where You Live" campaign to support residents and community groups in taking greater responsibility for the cleanliness of their local communities.

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### **Transport, Policy ,Strategy & Planning**

The Council exceeded its target with proactive progress of cycling and public transport delivery.

Work continues to bring forward the delivery of Strategic New Community Sites allocated in the city's Local Development Plan. Key developments include progress on strategic sites, Section 106 agreements being negotiated, new homes being delivered and master-planning work is underway.

Progressing planning applications in a timely way is critical to the city's ability to capitalise on the growth it is forecast to experience, and this continued strong performance builds on work undertaken in 2016-17 to develop and enhance the service. 63.6% of major planning applications and 94.9% of householder planning applications were determined within the respective timescales.

### **Parks, Sports and Harbour Authority**

The service has, through the application of robust management plans, been able to maintain and increase the number of Green Flag status parks and continuing to record very good levels of customer satisfaction.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

## **What is our plan for the future?**

The Council wants to ensure that development across the city is carried out in a sustainable, resilient and inclusive manner. The Council wants to create an outstanding capital city with an attractive, vibrant city centre, and liveable neighbourhoods with high quality housing, great parks and open spaces, and excellent transport links. This will mean securing investment in Cardiff's transport infrastructure and services allowing people to travel around the city and the city region in a clean and convenient way.



## Improvement Objective:

# All young people in Cardiff make a successful transition into employment, education or training

What do we want to achieve?	How have we performed in 2016-17				
	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
<p>The ultimate goal of the 'Cardiff Commitment' is to ensure that all young people in the city of Cardiff secure a job, post education and training, that allows them to be the best that they can be; a job that unleashes and grows their own talents and skills and enables them to contribute fully to the prosperity of the city. At the same time, the Cardiff Commitment seeks to drive up skills development and educational attainment in the city, by connecting young people, schools and wider educational institutions with business and employers.</p> <p>Working in partnership, the Council is seeking to create a coalition for change that commits to making a real difference to young people's lives and future independence. Delivery outcomes are:</p> <ul style="list-style-type: none"> <li>- Higher youth employment and economic activity.</li> <li>- A better skilled and qualified labour market to meet the needs of growing economy.</li> <li>- Improved educational achievement for learners.</li> <li>- Reduced numbers of young people 'Not in Education, Training or Employment'</li> </ul>	% of year 11 leavers who made a successful transition to Education, Employment or Training	95.5%	97%	96.5%	Yes
	% of year 13 leavers who made a successful transition to Education, Employment or Training	97%	96.51%	97%	Maintained
	% of young people in Cardiff schools achieving a recognised qualification by the end of year 11	99.5%	99%	99.5%	Maintained

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## What are our key achievements during 2016-17?

In the academic year 2015-16, there was a further increase in the numbers of young people leaving school at the end of Year 11 who made a positive transition to ongoing education, employment or training. 97% of year 11 leavers made a successful transition to Education, Employment or Training. This represents an improvement from 91.2% in 2010.

This improvement in outcomes is attributable to several factors, including:

- More effective identification and tracking of young people at risk of becoming NEET
- Improved youth support and mentoring services
- Partnership working with work based learning providers to align course start dates
- Stronger information sharing arrangements between partner agencies
- More robust school engagement.

A new Junior Apprenticeships programme was launched in September 2016, in partnership with Cardiff and Vale College, to offer a full time career focused learning programme for a select number of 14 – 16 year old students in Cardiff. The programme is the first of its kind in Wales and offers six different vocational pathways in line with key economic priority sectors.

During the course of the year, the Council made significant progress with a wide range of partners to shape the 'Cardiff Commitment'. In December 2016 the Council hosted an event in City Hall that welcomed over 70 individuals from the private, public and voluntary sectors, Careers Wales, Job Centre Plus, Welsh Government and our Schools to share ideas and opportunities. Over 40 employers attended a follow-up event in February 2017 and, more recently, employers joined a workshop at Atradius in Cardiff Bay to focus on priorities for action. A high-level Strategic Leadership Group, drawing on senior figures in all sectors of the local economy, has been formed.

## What is our self-assessment of our performance?

Although there was a 1.5ppt reduction in the number of Year 11 leavers not in Education, Employment or Training, this figure (100 young people out of a cohort of 3372) is still too high. Whilst there has been good progress during the year in developing the Cardiff Commitment, with significant growth in the number and quality of school-employer links, progress overall remains satisfactory.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

## What is our plan for the future?

The Council will continue working with our partners to deliver 'The Cardiff Commitment'. In the short to medium term this will require us to:

- Modify and improve the vulnerability assessment profile tool;
- Improve the co-ordination of post-16 curriculum options, training and pathways to work;
- Enhance relationships between schools and employers to increase access to opportunities for young people;
- Secure work placements and increase the number of traineeships and apprenticeships in the Council.



## Improvement Objective:

# Communities and partners are actively involved in the design, delivery and improvement of highly valued services



What do we want to achieve?	How have we performed in 2016-17				
	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
<p>Responding to the budget and demand pressures that the Council faces means the need to think differently about how services are delivered. The Council will need to increase partnership working, co-locate some of its services within community facilities, share assets and work with residents and communities to provide services that are more integrated.</p> <p>It also means developing and implementing alternative models for delivering services, reducing costs whilst maintaining the quality of service.</p>	Customer satisfaction with Council services	69%	68%	80.8%	Maintained
	% of municipal waste collected and prepared for reuse or recycled	58.17%	58.12%	60%	No
	% satisfaction with Hubs	99%	99%	90%	New Indicator
	The number of visitors to libraries and hubs	3,068,228	3,241,038	3,000,000	Yes

## What are our key achievements during 2016-17?

During 2016-17, the Council continued to progress in developing new ways of delivering its services, and the results of the annual Ask Cardiff survey show that **80.1% of respondents support the Council in exploring new ways of working with partner organisations** to improve services and deliver efficiencies. This result is an increase on the previous year of 68.4%.

Whilst the results of the Ask Cardiff survey show a very small decline in satisfaction with Council services, the results of the National Survey for Wales paints a very positive picture with **Cardiff ranking 3rd place for high quality services**. 57% of adults in Cardiff stated that they felt the Council provides high quality services; this result is just behind Conwy (61%) and Ceredigion (58%).

Furthermore, results from the Ask Cardiff survey show that **73% of respondents agreed that public services in Cardiff are good** and this trend shows a continuing increase in satisfaction from 65.6% in 2014 and 67.5% in 2015. **45.9% of respondents agreed that the Council offers good value for money**, which again shows an improving trend with 36.6% in 2014 and 35.2% in 2015.

The Community Hubs programme aims to improve face-to-face customer services by integrating and joining up service delivery into better quality facilities and this programme continued to grow throughout 2016-17. The Council opened **three new community hubs**, which means there are now 11 hubs open across Cardiff providing advice and support tailored to local community needs. Work progressed on the Powerhouse Hub and a contractor was appointed for the St Mellons Hub extension so that services to local communities can continue to be provided in the best way. In 2016-17 there were **3,241,038 visits to our hubs and libraries**, an additional 172,810 visits when compared to the previous year. Overall, 99% of visitors to Hubs were satisfied with their visit, and this exceeded the set target of 90% satisfaction.

To continue the sustainable provision of our services, Community Asset Transfers were completed for Llanedeyrn Play Centre to Cardiff Scouts group and Ely Play Centre to Ely Garden Villagers. The Council received interest in relation to Llanrumney Play Centre and Seren Community Group has a licence to operate Splott Play Centre. A lease was arranged for Riverside Play Centre with South Riverside Commercial Development Committee. A partnership with Greenwich Leisure Limited (GLL) commenced on 1st December 2016 to take over the running of eight Council leisure centres to ensure the future provision of these services in Cardiff.

During 2016-17, the establishment of Commercial and Collaboration Services and Neighbourhood Services was approved by Cabinet, to improve service delivery and increase commercial capacity. Commercial and Collaboration Services includes Recycling Waste Management, Fleet Services, Facilities Management and Projects Design and Development. In relation to Fleet Services, we received approval to install the Civica Tranman fleet

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management system and progressed the vehicle utilisation programme, which has a target of achieving £400,000 of savings. Our recycling waste services have achieved early progress in a number of areas including the development of new technologies, an increase in commercial waste income, investment in our staff through essential skills training, and a reduction in agency spend by 13%. Furthermore, the service has **increased collaboration with other local authority partners** and processes / handles recyclables for three other local authorities.

## What is our self-assessment of our performance?

Recycling strategies continue to work to maintain recycling performance rates and increase waste recycling services such as mattress and bulky item collections. However, the Council's ability to meet the Welsh Government's statutory targets to recycle or reuse 64% of all waste by 2019-20, rising to 70% by 2024-25, will be influenced by changes in the global recycling market, Household Waste Recycling Centre (HWRC) performance, kerbside performance and service demand increases due to a growth in the population of Cardiff.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

## What is our plan for the future?

The Council is committed to continuing to involve Cardiff citizens in the design, delivery and development of Council services. As part of a new approach to locality working, the Council will hold local roadshows in each neighbourhood area. The aim will be to showcase what is already available in the locality, provide opportunities for existing services, businesses and partners to network, meet the community and promote their work. These events will also provide an opportunity for residents, partners and elected Members to come together to discuss priorities, identify issues and develop solutions alongside services.

- Adopt a Digital First approach to Council services.
- Get people and communities more involved in the decisions we take by having an open conversation with citizens about how we deal with the budget deficit, how we run our services and through increased broadcasting of Council meetings.
- Launch a new Social Responsibility policy to make sure that local people and local communities benefit when the Council spends money on goods and services.



## Improvement Objective:

# The City of Cardiff Council has effective governance arrangements and improves performance in key areas

What do we want to achieve?	How have we performed in 2016-17				
<p>The Corporate Assessment undertaken by the Wales Audit Office in 2014 identified areas where governance arrangements could be strengthened and emphasised the importance of effective performance management in ensuring that the Council's priorities are delivered. The Council wants to continue to strengthen its governance arrangements by working in partnership with the Wales Audit Office and other external partners to secure improved performance of Council services.</p>	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
	% of National Indicators that are in the top two quarters	52%	60%	50%	Yes
	% of National Indicators that met their set target	48.78%	48%	60%	Maintained
	% of National Indicators that show an improving trend	67.50%	52%	75%	No
	The number of working days lost due to sickness absence	9.56	10.77	8.5	No
	% of Personal Performance & Development Reviews completed for permanent staff	90%	94%	95%	Yes
	% of middle managers at Grade 7 and below who completed the Cardiff Manager Programme	New Indicator	55.45%	50%	New Indicator

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## What are our key achievements during 2016-17?

Following the publication of the Wales Audit Office Corporate Assessment Follow-on Report in February 2016, the Council implemented **improvements to its decision-making framework, strengthened its Scrutiny function, and reviewed member development and training**. The webcasting of Council meetings was expanded to promote public understanding of the Council's functions and to support democratic engagement. The Council took action to address vacancies on its scrutiny committees leading to a reduction in the number of elected member vacancies and supporting participation and transparency of democratic and decision-making processes.

The Council continued to build on progress to **strengthen performance management arrangements** by developing a performance management strategy and framework to set out the practice, processes and requirements that all staff should adopt when managing performance. The new performance management strategy provides the overarching statement of what performance management is within the Council and how this approach will help to achieve the Council's priorities. The focus over 2016-17 was to ensure there was a continuation of improvement and that performance management arrangements are fit for purpose. These improvements included the introduction of a Performance Support Group consisting of senior management to challenge and support required improvements in performance. Improved planning and reporting arrangements were also established to provide a clearer line of sight and identification of required improvements.

Unfortunately, the set target in relation to the number of days lost due to sickness absence was not met and the result shows an increase in the number of days lost per person to 10.77 when compared to 9.56 in the previous year. The amount of return to work interviews that were conducted following periods of sickness absence remained strong, however, and long-term absence levels accounted for 64% of the Council's sickness absence. As a result, the Council enlisted the help of APSE to conduct an initial analysis of sickness absence data, coupled with comparator data through the Association of Public Service Excellence (APSE) Performance Networks benchmarking service, and the Council will work with them over the 2017-18 financial year to **find potential solutions to tackle the causes of sickness absence**.

The Council also undertook further work in relation to Human Resources arrangements and created a **new Personal Review scheme** for all staff, designed to allow staff to have more meaningful conversations with their manager, and better access to learning and development opportunities. To develop this new process engagement events were held with senior managers, staff and trade union representatives, and feedback sought from the Council's Ambassadors Group, Senior Management Forum, Employee Roadshows and other employee groups.

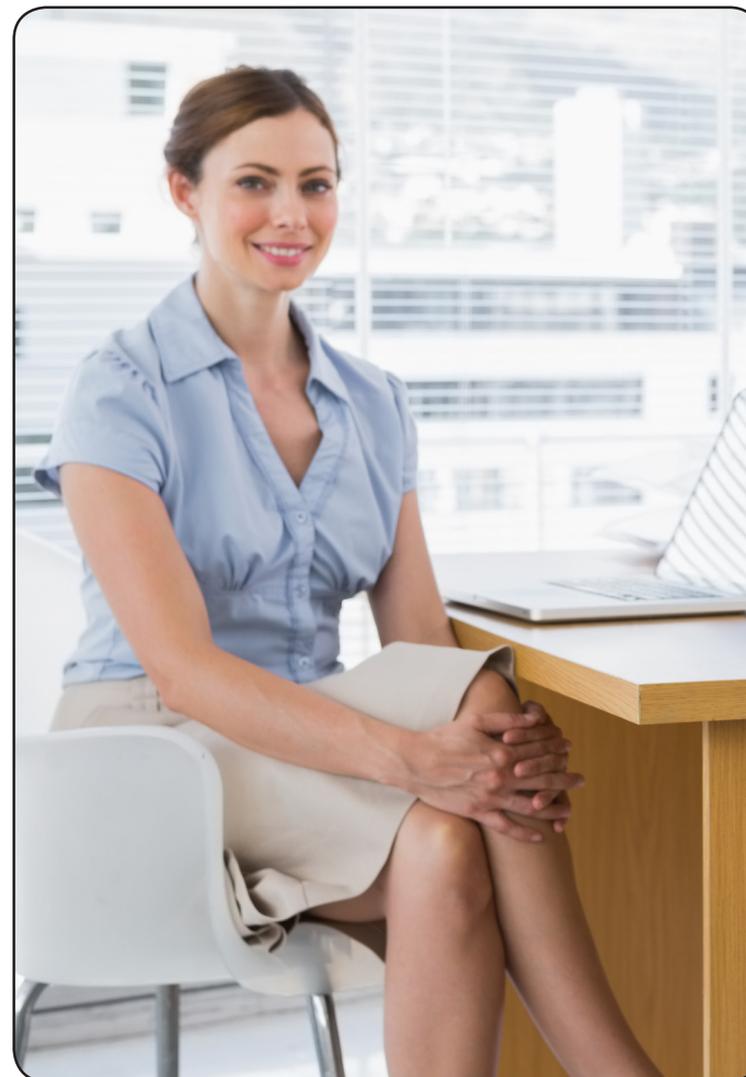
## What is our self-assessment of our performance?

Between February and May 2017, the Wales Audit Office (WAO) reviewed the Council's progress in addressing the 14 proposals for improvement given by WAO in February 2016. The WAO concluded that the Council had demonstrated sufficient progress in implementing the 2016 proposals. The WAO also undertook inspection work in relation to governance and found that the Council has a clear framework for significant service change supported by improving performance, but arrangements could be more consistently applied. Progress was observed in Human Resources process and strategies, Asset Management, Financial Planning and Information Technology. However, it was noted that rates of completion of mandatory training in information confidentiality and data protection are declining. The WAO report made no further proposals for improvement. We have assessed ourselves as making satisfactory progress in this Improvement Objective.

## What is our plan for the future?

The Council wants to continue to develop its approach to performance management, to ensure that the right level of performance information is available to the right groups at the right time to enable evidence-led decision-making and continued improvement in key service areas.

The Council wants to further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers, and ensure that the Council's decision-making process is timely, inclusive, open, honest and accountable.



## Improvement Objective:

# The City of Cardiff Council makes use of fewer, but better, buildings



What do we want to achieve?	How have we performed in 2016-17				
<p>Cardiff Council own a large property estate with a current value of around £1bn. This includes over 500 operational properties used to deliver Council services and around 500 assets retained for investment purposes.</p> <p>The cost of operating the property estate is the second largest call on the Council's budget, after staff, at circa £50m per annum, including planned maintenance. There is also a growing maintenance backlog in excess of £100m.</p> <p>The focus for the estate is reducing the cost of ownership of operational property through rationalisation and by improving the quality of the buildings that we retain. This in turn will deliver revenue savings, capital receipts and provide better buildings for our services to operate from.</p>	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
	Reduce the Gross internal area of buildings in operational use	3.5% reduction	7.9% reduction	4.2%	Yes
	Reduce the total running cost of occupied buildings	2.7% reduction	9.2% reduction	4.2%	Yes
	Reduce the maintenance backlog	£4,400,000 reduction	£8,892,951 reduction	£4,500,000	Yes
	Revenue savings delivered through property rationalisation	£1,000,000	£3,322,009	£1,600,000	Yes
	Capital receipts delivered through property rationalisation	£6,700,000	£6,019,500	£7,300,000	No
	% change in the average Display Energy Certificate score within our public buildings over 1,000 square metres	5.8%	3.8%	3%	No

## What are our key achievements during 2016-17?

The Council is on target to achieve its 5-year Corporate Property Strategy targets by April 2020. This directly supports the objective of having fewer, but better buildings, and the ambition to make the property estate work better for our services, partners and communities. The Corporate Property Strategy is structured around key areas of the Council's estate, namely: schools, office accommodation, depots and community buildings. There are three key principles of the strategy:

**Modernisation** – Improving the quality of the Council's estate

**Rationalisation** – Reducing the number of buildings managed and occupied by the Council

**Collaboration** – Improving the way the Council works across service areas and with public sector partners to join up service delivery in communities

The Council delivered its annual Corporate Asset Management Plan (CAMP) for 2016-17. The CAMP is an annual plan with explicit targets used to progress the aims and objectives of the Corporate Property Strategy. It summarises what was achieved the year before, what is planned for the year ahead, and provides financial targets relating to the reduction in the size and cost of the estate. The targets set out in the CAMP included reducing the maintenance backlog, reducing running costs and generating capital receipts.

During 2016-17 some key transactions and relinquishments have been completed leading to the following achievements:

- 7.9% reduction in Gross Internal Area (617,593 sq. ft.).
- 9.2% reduction in running costs of occupied Council buildings.
- £8.8m reduction in maintenance backlog.
- £6m in capital receipts. Setting annual targets for capital receipts is problematic due to significant external factors which affect timescales. The Council has therefore established a five-year plan and is well on track to exceed the five-year target.
- Completed the assignment of Global Link to the Health Board which realised revenue savings of nearly £3m.
- Completed 15 Community Asset Transfers (CATs) including, Maes y Coed Community Centre, Llanedeyrn Play Centre and Insole Court- the largest CAT in Wales.
- The completion of the Leisure alternative delivery model project ensured significant savings were realised in regards to running costs, operational floor space and maintenance backlog.
- Strategic Estates became a key stakeholder in the Council's Corporate Landlord Programme which is designed to create a single and central point of contact to lead on all non-domestic property matters across the estate.

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In addition the Council continued to strengthen its relationship with other public sector partners by sharing occupation of buildings and commencing the delivery of a number of projects that will deliver public sector hubs and relinquish many old, costly buildings.

In respect of the investment estate a clear commercial strategy and new governance arrangement was established and will improve the management and rental income yield for the investment estate going forward. Regular Investment Estate Board meetings were established to manage implementation of the strategy plan and targets.

## **What is our self-assessment of our performance?**

The Council has continued to get a better understanding of the estate in terms of occupancy, suitability and statutory compliance, which is critical to progress modernisation and identify rationalisation opportunities.

The Strategic Estates team was restructured to ensure there is a team in place to deliver the ambitious and commercial transactions over the next few years.

The Council worked very closely with service area partners to further analyse the use of operational buildings, understand service requirements, identify surplus assets and identify opportunities to maximise the efficient use of our properties. This analysis of the operational portfolio and alignment with service need will inform Corporate Asset Management Plan (CAMP) targets for 2017/18 and future years.

We have assessed ourselves as making satisfactory progress in this improvement objective.

## What is our plan for the future?

Improving the way in which the Council manages its property, rationalising the estate and planning for the future remains a key priority. In order to best achieve this and meet the goals of the Corporate Property Strategy, projects have been instigated via Corporate Landlord that will enhance our ability to critically analyse estate performance and understand the Council service and property requirements over the short, medium and long term. At the heart of this strategy will be the integration of the work to modernise the schools estate with a view to increasing potential for joined-up community provision.

The Council is carrying out a thorough audit of the whole estate to understand occupancy and suitability, and a condition survey programme for the entire estate has been commissioned in order to gain a true understanding of the maintenance requirement and cost. This in turn will help focus on reducing the cost of ownership of operational property through identification of rationalisation opportunities and also opportunities for investment and modernisation of the buildings that we retain. In addition the Council will have a more intelligent approach in terms of how its estate is maintained and how works are prioritised.

These projects will further support the Council's ability to plan and deliver collaboration initiatives with public sector partners as we seek to join up public services and explore partnership projects.

The Council is continuously developing and considering ways in which it can deliver a better and more commercial estates solution to the Council on a number of fronts, for example, Community Asset Transfers, the investment estate and our disposals programme.



# HOW WE MEASURE UP

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
CAM/037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings	5.3%	3.0%	3.80%	1.9%	Met target	Declined	8
<p>There was a large variation in the number of Display Energy Certificates (DECs) for each of the reporting years. The main reasons there were fewer DECs included in 2015-16 compared with 2014-15 are related to:</p> <ul style="list-style-type: none"> <li>• No responses from 48 schools which delayed DECs</li> <li>• Site plans not being up to date</li> <li>• Missing energy data due to electricity billing problems and no provision for direct readings</li> <li>• A Number of DECs not required as they were valid for 10 years</li> </ul>								
CHR/002	The number of working days, per full-time equivalent local authority employee, lost due to sickness absence	9.6	8.5	10.77	10.3	Didn't meet target	Declined	15
<p>This was over the Council wide target figure of 8.5 FTE days lost per person. Until the outturn for 2016/17 there had been decreasing sickness levels since 2012/13. Return to Work Interview (RTW) performance remained strong, however, Long Term Absence levels accounted for 65% of the Council's sickness. As a result of the outturn position the Chief Executive wrote to all managers asking for renewed focus and emphasised the importance of making management of absence a priority. A number of changes are to be made to the RTW form and improvements to the recording of the reasons for absence. The Association of Public Sector Excellence (APSE) have also been engaged to provide an independent review of our policy and its application, as well as conduct an initial analysis of the data we already hold, coupled with comparator data they hold through the APSE Performance Networks benchmarking service and to hold a number of focus groups.</p>								
EDU/002i	All pupils that leave compulsory education, training or work based learning without an approved external qualification	0.5% (not including EOTAS)	0.5%	1.0% (including EOTAS)	0.9% (including EOTAS)	Didn't meet target	Not available	14
<p>Source- All Wales Core Data Set January 2016: Cardiff has a slightly higher proportion of pupils not achieving a qualification than across Wales as a whole. For the first time in 2015-16, the performance of EOTAS (educated other than at school) pupils has been included in the local authorities' and national figures. This has contributed to a slight increase in the figure since 2014-2015.</p>								

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
EDU/002ii	Pupils in local authority care that leave compulsory education, training or work-based learning without an approved external qualification	0.0% (not including EOTAS)	0.0%	0.0% (not including EOTAS)	1.5%	Met target	Maintained	1
<p><i>Source – Local Government Data Unit Performance release September 2017:</i>  All looked after children educated in a Cardiff school left year 11 having achieved a recognised qualification in 2015-16. The Looked After Education Team are becoming more effective in working with all partners including the specialist teacher teams to promote the early identification of, and support for, children in care who are at risk of underachievement. The introduction of the central tracker means that more informative data is available and is being used effectively to identify underachievement at an early stage.</p>								
EDU/003	Pupils assessed at the end of Key Stage 2 achieving the Core Subject Indicator	87.8%	89.62%	89.5%	89.0%	Didn't meet target	Improved	8
<p>There has been an improvement of 1.7percentage points in the percentage of pupils reaching the expected level at Key Stage 2 in 2015/16. The improvement is greater than the national improvement (0.9 percentage point). The proportion of pupils achieving the CSI is now 89.5%, the corresponding national figure is 88.6%. The lowest performing primary schools at Key Stage 2 in 2015 all improved their performance in 2016. Only one primary school now has below 70% of its pupils attaining the CSI at the end of Key Stage 2.</p>								
EDU/004	Pupils assessed at the end of Key Stage 3 achieving the Core Subject Indicator	83.4%	85.0%	86.6%	86.1%	Met target	Improved	11
<p>The proportion of pupils reaching the expected level at this Key Stage 3 continues to increase and the rate of improvement has increased again this year. The proportion of pupils achieving the CSI was 86.6%, an improvement of 3.2 percentage points on the previous figure. The improvement was greater than the national improvement of 2.0 percentage points.</p>								
EDU006ii	Pupils assessed, receiving a Teacher Assessment in Welsh at Key Stage 3	11.8%	11.90%	13.0%	18.0	Met target	Improved	11
<p>Between academic years 2011/12 (2012-13) and 2015/16 (2016-17), there has been an increase of 985 pupils in Welsh-medium education across the city. By 2020, this is expected to rise by a further 798 pupils, a projected increase of total pupils (aged 4-18) taught through the medium of Welsh to 15%. This has been in part a result of population increases and a result of the expansion of provision within the Welsh-medium sector and the establishment of new schools.</p>								

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
EDU/011	The average point score for pupils aged 15	497.2	525	510.6	531.0	Didn't meet target	Improved	16
<p>In 2016-17 there was an improvement of 13.8 points in the average points score. However, performance is below the Welsh average by 21 points. This measure is due to change for 2016/17 academic year:</p> <ul style="list-style-type: none"> <li>The score will be based on nine rather than eight qualifications</li> <li>Five of the nine qualifications used to calculate the score will be: <ul style="list-style-type: none"> <li>- GCSE English Language or GCSE Welsh Language (whichever is the learner's best, literature will not count)</li> <li>- GCSE Mathematics – Numeracy and GCSE Mathematics</li> <li>- The learner's best two science qualifications (from 2018, their best two science GCSEs)</li> </ul> </li> <li>The other four qualifications will be the learner's best (highest grade) other qualifications. These could be GCSEs, vocational qualifications (maximum of two GCSE equivalents) or the Skills Challenge Certificate (the core of the new Welsh Baccalaureate).</li> </ul>								
EDU/015a	Final statements of Special Education Need issued within 26 weeks	62.0%	65%	63.3%	77.4%	Didn't meet target	Improved	17
<p>There has been an increase in the number of the pupils with complex needs in Cardiff. Additionally, there has been an increase in the number of requests for assessments for young people with complex Behavioural, Emotional and Social Difficulties.</p>								
EDU/015b	Final statements of Special Education Need issued within 26 weeks (excluding exceptions)	94.6%	98.0%	97.1%	95.4%	Didn't meet target	Improved	18
<p>The outcome for the calendar year 2016 shows a 2.5 percentage point improvement in performance compared to 2015. The target for 2016 has not been met. The number of requests for statutory assessment has been increasing significantly since 2013, and there was a further increase in the number of requests received during the calendar year 2016 compared to 2015, which resulted in a 16% increase in the number of new statements issued in 2016 compared to the previous year. 248 final statements issued during the calendar year 2016; 3 of these were issued beyond the 26 week time limit where no exceptions could be applied.</p>								
EDU/016a	Primary School Attendance	95.2%	95.4%	95.0%	94.9%	Didn't meet target	Improved	9
<p>Attendance in primary schools fell very slightly to 95% which was a 0.02 percentage point decrease on the previous year. This is in line with the Welsh average. Overall, 48.4% of primary schools achieved an attendance rate of over 95% and 22.1% of schools achieved attendance of 96% or above.</p>								

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
EDU/017	Pupils who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics – Level 2+	59.3%	65.0%	62.5%	60.7%	Didn't meet target	Improved	8
The improvements seen at Key Stage 4 over the last few years are continuing. There has been an improvement of 3.2 percentage points to 62.5% in the Level 2+ threshold, placing Cardiff above the Welsh average of 60%. Four schools now have less than half their cohort of pupils attaining the level 2+ threshold, compared to eight in 2014-15.								
LCL/001b	The number of visits to public libraries	8660	8467.5	9050	5449	Met target	Improved	1
The result for the number of visits to Cardiff public libraries during the year for the reporting period 2016/17 has improved against the previous year. The result for 2015/16 was 8,660 and the result for 2016/17 is 9,050. This represents a significant improvement and can be accounted for in the physical footfall rather than the virtual footfall figures. The continued roll out of the hub strategy has seen enhanced facilities open in Llandaff North and Splott in this reporting year. In addition Cardiff Libraries continues to deliver core Universal digital, learning, information, reading and children's (which includes the Summer Reading Challenge) offers to citizens ensuring that relevant events and activities are accessible in all locations which has attracted additional physical visits.								
LCS/002b	The number of visits to local authority sport and leisure centres	8028	9647	7263	8357	Didn't meet target	Declined	20
Throughout 2016-17, a procurement process was underway to secure an external leisure operator to oversee the management and operation of 8 leisure centres in Cardiff. During this time, the Council was unable to invest further in facilities and replace gym equipment, which has been attributed to a gradual decline in attendance at these leisure centres. Strong competition from private companies and the delayed opening of the redeveloped Eastern Leisure Centre and new STAR Hub also affected attendance levels. However, there will be significant investment in leisure facilities within the next few years.								
PLA/006b	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	64%	20%	52%	35%	Met target	Declined	5
Performance in this indicator continues to be well above the Wales average of 35% and we have achieved a 29% increase in affordable housing delivered in Cardiff. (Please note that this indicator is not comparable to those affordable housing indicators as contained within the Local Development Plan Annual Monitoring Report.)								

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
PPN/009	Food establishments which are 'broadly compliant' with food hygiene standards	93.00%	92.00%	90.74%	95.16%	Didn't meet target	Declined	21
<p>This measure provides an indication of how well a food business complies with food hygiene legislation. Improvements made to the inspections programme of lower risk premises has enabled the service to increase the number of inspections carried out on D rated premises within the City. This represents an additional 300 businesses inspected compared to last year. Many of these low risk businesses have not been inspected for 3- 5 years and during this time, in some instances, standards were found to have deteriorated which has resulted in food hygiene ratings being downgraded and an increase in risk category. This has inevitably impacted negatively on the overall number of food premises rated 3-5. As the SRS visits new premises the inspection process will drive up standards for the future. However, ultimately, the score is a reflection of business performance and not that of the SRS. Premises are only deemed to be broadly compliant if specified risk scores are achieved for cleanliness, structural issues, and confidence in the management of the business.</p>								
PSR/002	The average number of calendar days taken to deliver a disabled facilities grant	247	220	200	225	Met target	Improved	7
<p>The Council continues to invest in and deliver a significant number of adaptations as a key part of the preventative services agenda to enable people to remain independent in their own homes.</p>								
PSR/004	Private sector dwellings, that had been vacant for more than 6 months, that were returned to occupation through direct action by the local authority	2.68%	6.60%	0.76%	8.79%	Didn't meet target	Declined	21
<p>The creation of the Shared Regulatory Service (SRS) caused an unintended hiatus in this area of work. Reports to the Scrutiny Committee have explained the reasons behind this break in service delivery and confirmed consequently that the SRS has committed an additional resource dedicated to the work of bringing empty properties back into beneficial use. Following a recruitment process a new Officer has been appointed and this will allow a resumption of proactive work by the SRS in 2017/18 and will augment the work undertaken within Cardiff Council through the running of the Houses into Homes loan scheme to improve progress against the indicator.</p>								
STS/005b	Highways inspected of a high or acceptable standard of cleanliness	90.6%	90.0%	90.5%	96.6%	Met target	Declined	20
<p>Additional measures are in place to further improve performance in this area. The Love Where You Live Campaign includes additional blitz operations on top of normal street cleansing, as well as working with community groups and volunteers so we can create a sense of pride in the communities that we live in.</p>								

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
STS/006	Fly tipping incidents cleared within 5 working days	97.91 %	90.0 %	98.35 %	95.37 %	Met target	Improved	4
During the past year the enforcement team has become part of a new delivery model for neighbourhood services and as such a number of improvements have been made to processes to streamline operations and more accurately and proactively report fly-tipping incidents, and clear within stipulated timescales, this together with the recruitment of new staff has increased the teams capacity to meet and exceed set targets.								
THS/007	Adults aged 60+ who hold a concessionary bus pass	96.5 %	94.0 %	98.9 %	87.0 %	Met target	Improved	1
In 2016 there were 61,843 over 60 bus passes in circulation in Cardiff which is 17 % of the overall population in Cardiff. This is a 4 % increase in the number of passes in circulation from the previous year 2015, although it should be noted that we have our data cleansed every 2 years and the last data cleanse took place in 2015. The overall population of Cardiff has also increased by 1 % since the previous year.								
THS/012	Principal (A) roads, nonprincipal/ classified (B) roads and non-principal/ classified (C) roads that are in overall poor condition	5.2 %	7.0 %	6.1 %	10.7 %	Met target	Declined	8
In 2016-17 Cardiff applied the provisions for the programming and report of Scanner Surveys as required by the national guidance (100 % of A and B roads in one direction/50 % of A and B roads in both directions, 50 % of C roads in one direction or 25 % of C roads in both directions) plus ad hoc sections of the road network, in comparison to 2015-16 when budget allocations were made that enabled us to survey 100 % of A, B and C roads in both directions – i.e. over and above the requirements of the guidance.								
WMT/004	Municipal waste collected by local authorities sent to landfill	7.51 %	25.0 %	1.59 %	9.50 %	Met Target	Improved	4
Prosiect Gwyrdd energy recovery facility for residual waste is maintaining a high performance. Limited materials continuing to landfill from other waste streams.								
WMT/009	Municipal waste collected by local authorities and prepared for reuse and/ or recycled, including source segregated biowastes that are composted or treated biologically in another way	58.17 %	60.0 %	58.12 %	63.81 %	Didn't meet target	Declined	20
Prosiect Gwyrdd energy recovery facility for residual waste is maintaining a high performance. Limited materials continuing to landfill from other waste streams.								