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SUPPLEMENTARY PAPERS

Committee	POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
Date and Time of Meeting	WEDNESDAY, 14 JULY 2021, 4.30 PM
Venue	REMOTE MEETING
Membership	Councillor Walker (Chair) Councillors Ahmed, Berman, Bowen-Thomson, Cowan, Henshaw, Lister, Mackie and Williams

The following papers were marked 'to follow' on the agenda circulated previously

4 Annual Well-being Report 2020/21 - to follow (Pages 3 - 248)

Pre-decision scrutiny of the Council's Annual Well-being report to Cabinet.

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 8 July 2021

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

14 JULY 2021

Annual Well-being Report 2020/21 – End of Year Performance

Reason for the Report

1. To provide the Committee with an opportunity for pre-decision scrutiny of the Council's **Annual Well-Being Report 2020/21** reviewing the Council's end of year performance prior to its consideration by Cabinet on 15 July 2021.

Structure of the Papers

2. Attached to this report are a series of appendices to enable the scrutiny:

Appendix A – Cabinet Report - Annual Well-Being Report 2020/21

Appendix 1 - Annual Well-Being Report 2020/21

Appendix 1a – Key Performance Measures –performance analysis of each Well-being Objective in the form of a PowerPoint presentation.

Appendix 1b – Narrative update against Steps 2020/21

Context

3. In line with this committee's Terms of Reference Members have responsibility for scrutiny of the Council's Corporate Planning, performance assessment and reporting arrangements.
4. The Council's Annual Well-Being Report 2020/21 is the end-of year performance report providing an assessment of the progress made in delivery of the administration's Capital Ambition priorities as expressed within the Corporate Plan 2020-23.
5. The Local Government and Elections (Wales) Act 2021 introduced a number of new performance duties on local authorities. Amongst these new duties is the need for Local Authorities to undertake a self-assessment. The Act, and associated Welsh

Government guidance¹, sets out the expectations and purpose of the self-assessment.

6. The Council has adjusted its performance reporting arrangements in response to the requirements of the Act putting in place a robust self-assessment approach, reflecting the requirements of the Act and the performance culture it seeks to embed. The approach makes a strategic evaluative assessment of performance for each Wellbeing objective, recognising both successes and challenges, in order to identify areas of focus for the year ahead. The self-assessment is subject to challenge by a number of stakeholders, particularly the Council's political governance.
7. The Leader of the Council remains committed to greater scrutiny engagement in the Council's corporate planning and assessment process. To this end the Committee's Performance Panel has an opportunity to discuss the corporate assessment of the end-of year position prior to this pre-decision scrutiny. The Panel has been invited to forward their comments and observations to inform the Annual Well-being Report 2020-21, and their observations will be circulated beforehand to inform this scrutiny.
8. This level of collaborative scrutiny engagement acknowledges the benefit of progressive interaction of policy development, supporting effective scrutiny of corporate performance and its reporting processes, ensuring that the Annual Well-being Report is subject to co-production as well as independent scrutiny.

Background

9. In February each year Council approves a three year **Corporate Plan**. The Corporate Plan sets out how the Council will deliver the administration's priorities as set out in **Capital Ambition**, a wide-ranging programme of commitments for Cardiff including proposals and a programme of action to continue to drive the city economy forward, whilst ensuring that all residents feel the benefits of success. It focusses on four main **Priorities**,
 - **Working for Cardiff** – *Cardiff is a great place to grow up, grow older, supporting people out of poverty, safe, confident and empowered communities.*
 - **Working for Wales** – *A Capital City that works for Wales*

¹ [Statutory guidance \(gov.wales\)](https://gov.wales/statutory-guidance)

- **Working for the Future** – *Cardiff's population growth is managed in a resilient way*
- **Working for Public Services** – *Modernising and integrating our public services.*

10. The Corporate Plan 2020-23 links the four Capital Ambition Priorities to the seven **Well-being Objectives**. These reflect the political priorities of the administration and the aspirations shared with public service delivery partners.

1. Cardiff is a great place to grow up
2. Cardiff is a great place to grow older
3. Supporting people out of poverty
4. Safe, confident and empowered communities
5. A capital city that works for Wales
6. Cardiff's population growth is managed in a resilient way
7. Modernising and integrating our public services

11. Each of the above objectives have been translated into a number of **Steps** the Council will take to make progress in achieving these objectives. The list of Steps is followed by a number of **Key Performance Indicators** and allocated a **Target** that will enable the Council, and its scrutiny committees, to monitor how effectively the objectives are being delivered throughout the year. Key Performance Indicators are assigned a **RAG rating** within a set tolerance level. **Green** is where the result is on or above target, **Amber** where the result is within 10% of target, and **Red** where the result is greater than 10% from the target.

Structure of the Annual Well-being Report

12. The Annual Well-being Report attached at **Appendix 1** provides an end of year summary of the progress made in delivering the Corporate Plan. To achieve this it provides an overview of the Council and how it has met the challenges of Covid-19, reviews the major trends in Cardiff in 2020, highlights the results of the National Survey for Wales, explains how it has self-assessed its own Well-being Objectives, and provides assessment detail on each Objective.

13. The Council uses a number of sources of information to assess progress against Well-being Objectives, including:

- **Progress against the Council's Key Performance Measures** – A number of performance measures are identified within the Council's Corporate Plan which help show the progress made in delivering the Well-being Objectives. Where applicable, targets are set against these performance measures to demonstrate the desired level of achievement.
- **Progress against the Steps in each Well-being Objective** – The Council included a number of Steps in the Corporate Plan to help achieve the Well-being Objectives. Monitoring the progress of these Steps provides an understanding of what has been achieved and where further work is required.
- **Inspection Reports** – The Council is subject to a number of inspections from regulatory bodies including the Wales Audit Office, Estyn (Education) and the Care Inspectorate Wales (CIW). Their findings help the Council to assess areas of strong performance, as well as identifying areas that require improvement.
- **Surveys and Citizen Feedback** – The annual Ask Cardiff survey, as well as more specific consultation and engagement work, provide residents an 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. Similarly, complaints and compliments provide a valuable source of information on performance. The Annual Well-being Report is normally considered by Cabinet alongside the Annual Complaints Report; however due to staff re-deployment, the Complaints Report will be considered later this year.
- **Finance Monitoring** – The Council's Outturn Report 2020/21 serves to inform of the Council's financial position in respect of the year ending 31 March 2021.
- **Feedback from Scrutiny Committees and Audit Committee** – The Council responds to the issues raised and recommendations made by the Scrutiny Committees, which help inform performance improvement.
- **Risk** – The Council's Corporate and Directorate Risks are considered as part of a rounded view of performance, and the Annual Well-being Report is prepared and considered by Cabinet alongside the Council's Corporate Risk Report.

14. **Appendix 1a** is a detailed update against Corporate Plan **Key Performance Indicators** for each well-being objective in the form of a PowerPoint presentation. For each indicator infographics analysis provides an 'at a glance' assessment of performance over the year. For quick reference Members will be able to scan the slides and easily spot those marked Amber or Red.
15. Directorates have been asked to self-assess their RAG rating for each of the corporate plan steps for which they are the lead directorate using the following criteria:
- Red** = serious issues have occurred and without some form of assistance from outside of the Directorate it is unlikely that the Step will be delivered within the agreed time frame / or at all.
 - Amber** = issues have occurred, not serious enough to require assistance, progress can be recovered, a plan is in place and it is likely that the Step will still be delivered within the agreed time frame.
 - Green** = there are no issues with progress / performance, and the Step will be delivered within the agreed time frame.
16. Members are particularly directed to **Appendix 1b** which provides a detailed narrative update - with RAG rating- against the Steps included within the Corporate Plan, providing fuller information for each Step, the *Lead Member*, *Lead Directorate*, a narrative *Update* and *RAG performance rating*.

Council Performance

17. The latest figures demonstrate that the Council is above the Welsh average in nearly 60% of nationally comparable indicators and the Council was joint second in terms of local improvement for 2018/19 and joint top for most improved Council in Wales in 2017/18. Members are to note that National indicators sets have not been released for 2019-20 due to Covid-19 so comparisons to other Welsh Local Authorities cannot yet be made.
18. The report highlights a number of areas where there is strong progress in delivering Capital Ambition and improving the performance of key services for residents. However, the report also highlights the significant challenges faced by the Council

going forward, particularly in relation to Children Looked After and outcomes for vulnerable children, Waste Management and Street Scene services, Sickness Absence, financial resilience over the medium term and in improving performance within identified service areas.

19. In the most recent National Survey for Wales, undertaken in 2019/20, Cardiff was ranked as the top Local Authority in Wales when citizens were asked whether their Local Authority provided high quality services.

Scope of the Scrutiny

18. The scope of the scrutiny will focus on the assessment of performance at year end and the challenges and priorities ahead. The Committee has the opportunity to undertake pre-decision scrutiny of the Council's **Annual Well-Being Report 2019-20** to be presented to Cabinet on 15 July 2021. Members are welcome to comment on performance related to all seven Well-being Objectives, however the key Objective relevant to the PRAP Terms of Reference is **WBO7** – Modernising and Integrating Our Public Services. Detailed information on this Objective can be found as follows:

- **Appendix 1a – infographics - slides 94-107**
- **Appendix 1b – narrative - pages 46-49**

19. Members are requested to consider whether there are comments and observations that need to be captured during the Committees discussion of this item at the Way Forward for submission to Cabinet.

20. To support this item the Leader of the Council, Councillor Huw Thomas; the Cabinet Member for Finance, Modernisation and Performance, Cllr Chris Weaver; the Chief Executive, Paul Orders; Corporate Director Resources, Chris Lee; Corporate Director Communities, Sarah McGill; Head of Performance and Partnerships, Gareth Newell; and Operational Manager for Policy & Improvement, Dylan Owen, will attend to facilitate the discussion.

RECOMMENDATION

The Committee is recommended to:

- I. Consider the information provided at the meeting and the Council's Annual Well-Being Report 2020-21
- II. Determine whether it wishes to offer its comments, observations, or recommendations to Cabinet before its meeting on 15th July 2021.

DAVINA FIORE

Director of Governance and Legal Services

8 July 2021

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CABINET MEETING: 15 JULY 2021

ANNUAL WELL-BEING REPORT 2020/21

LEADER (COUNCILLOR HUW THOMAS) AND CABINET MEMBER FOR FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR CHRIS WEAVER)

AGENDA ITEM:

Reason for this Report

1. This report is the Council's annual performance report, providing an assessment of the progress made in the delivery of the administration's Capital Ambition priorities as expressed within the Corporate Plan 2020-23. This report also enables the Council to discharge a number of statutory obligations, such as the publication of a statutory Annual Well-Being Report, as required by the Well-Being of Future Generations Act (Wales) 2015.

Background

Delivering Capital Ambition: The Council's Corporate Plan and Delivery Framework

2. The Council's Corporate Plan translates the administration's political priorities, as set out in Capital Ambition, into deliverable organisational objectives. The Council's budget is also developed in tandem with the Corporate Plan on an annual basis to ensure alignment between the Council's budget and corporate priorities.
3. The Well-Being of Future Generations (Wales) Act 2015 requires the Council, as a public body, to publish Well-Being Objectives and how it plans to achieve them. These Well-being Objectives were set out in the Council's Corporate Plan 2020-23:
 - Cardiff is a Great Place to Grow Up
 - Cardiff is a Great Place to Grow Older
 - Supporting People out of Poverty
 - Safe, Confident and Empowered Communities
 - A Capital City that Works for Wales
 - Cardiff Grows in a Resilient Way
 - Modernising and Integrating our Public Services

4. The Annual Well-Being Report is a statutory annual review of performance against the commitments set out in the Council's Corporate Plan 2020-23 and includes:
- A strategic self-assessment of the Council's performance for the reporting year 2020/21 against each of the Well-being Objectives (**Appendix 1**);
 - A detailed update – with RAG Ratings – against the Key Performance Indicators included in the Corporate Plan 2020-23 (**Appendix 1a**);
 - A detailed narrative update – with RAG ratings – against the Steps included in the Corporate Plan 2020-23 (**Appendix 1b**).

Self-Assessment of Performance: The Council's Planning and Delivery Framework

5. The Council has established a robust Performance Management Framework that allows for a rounded assessment of organisational performance. This approach has, historically, discharged the Council's obligation under the Local Government (Wales) Measure 2009 to publish an annual report by 31 October. Moving forward, this duty will be replaced by Part 6, Chapter 1 of the Local Government and Elections (Wales) Act 2021, which places a new duty on local authorities to keep performance under review. The Act also places a duty on principal councils to report on performance through the production of a self-assessment report in respect of each financial year.
6. The Act, and associated Welsh Government guidance¹, sets out the expectations and purpose of the self-assessment, which is summarised as follows:
- “...a way of critically, and honestly, reviewing the current position in order to make decisions on how to secure improvement for the future. Self-assessment is more than stating what arrangements are in place; it is about considering how effective these arrangements are and how they can be improved. Self-assessment of how the council is meeting the performance requirements places ownership of performance and improvement firmly with councils...It is about a council being self-aware, understanding whether it is delivering the right outcomes, and challenging itself to continuously improve.”*
7. The self-assessment report must set out its conclusions on the extent to which the Council met the performance requirements during that financial year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements.
8. The Council is well-positioned to respond to the requirements of the Act and has already developed a strengthened approach to self-assessment,

¹ [Statutory guidance \(gov.wales\)](https://gov.wales/statutory-guidance)

drawing on a number of sources of performance information to assess progress against Well-being Objectives, including:

- Progress against the Council's Key Performance Indicators;
 - Progress against the Steps under each Well-being Objective;
 - Regulatory assessment;
 - Surveys and citizen feedback;
 - Complaints Report, which will also be considered as a report later in the year;
 - Financial monitoring – the Council's Outturn Report 2020/21 serves to inform the Council's financial position in respect of the year ending 31 March 2021;
 - Feedback from Scrutiny Committees and the Governance & Audit Committee – the Council responds to the issues raised and recommendations made by Scrutiny Committees, which help to inform performance improvement;
 - Risk – the Council's corporate and directorate risks are considered fully;
 - The Annual Governance Statement, supported by the Senior Management Assurance Statement.
9. Reviewing this information assists the Council in developing a balanced picture of the Council's improvement journey over the year, and enables the Council to identify areas of improvement and performance challenge, which will require further attention.
10. The Council also has in place a performance and accountability regime, which involves the wider political governance of the Council. In developing the self-assessment of performance, the following steps have been undertaken to provide opportunities for challenge and to ensure a full and balanced assessment:
- Directorate self-evaluation of performance;
 - Assurance sessions with each Director that are convened by the Chief Executive and Section 151 Officer to consider performance, risk & financial challenges and priorities;
 - Assurance sessions with the Chief Executive and the Council's Senior Management Team that are convened by Cabinet;
 - Performance Panel Review, convened by the Chair of the Policy Review and Performance Scrutiny Committee, and involving the Chair of each of the Council's Scrutiny Committees;

- Consideration by the Policy Review and Performance Scrutiny Committee.
11. In line with the requirements of the Local Government and Elections (Wales) Act 2021, the Council's Annual Well-being Report provides a balanced assessment of performance for each Well-being Objective, recognising areas of progress alongside areas of risk and performance challenge, and identifying areas of focus for the year ahead. The Cabinet believes that this approach provides the opportunity for a more nuanced evaluation of performance and a more constructive performance discussion than the previous categorisation exercise. The Annual Well-being Report does not therefore include a summary categorisation of performance for each Well-being Objective as it has in previous years.

Covid-19 Pandemic Response

12. The Covid-19 pandemic has presented the greatest challenge to local public services in a generation. Alongside its partners, the Council led the response to the pandemic in Cardiff by working collectively to prevent the spread of the virus, reduce hospital admissions and promote public health. At the end of March 2021, the cumulative number of Covid-19 cases in Cardiff reached 25,856, with Cardiff's case rate per 100,000 below the average of UK core cities as a whole².
13. The Council can demonstrate a number of major achievements over the past year, including:
- Delivering an effective Test, Trace, Protect Service: The Council was instrumental in the creation of the city's Test, Trace, Protect (TTP) Service, as well as the national TTP system. At the height of the pandemic, over 400 staff worked remotely for the service;
 - Providing 'Overflow' Support across Wales: Such was the success of the Cardiff TTP Service that Welsh Government requested that Cardiff Council be the hosting body for a National TTP Team, providing 'overflow' support to regions across Wales when demand exceeds capacity;
 - Effective Communication and Engagement: The success of the TTP Service has been dependent upon the effectiveness of communication and engagement, with residents continually provided with the latest and most accurate information. Targeted engagement work has been undertaken to effectively engage with hard to reach communities. An Ethnic Minority Covid-19 Operations Sub-group has also been established, as well as a communications and engagement strategy;
 - Supporting the Immunisation of All Residents: A mass vaccination programme was established, with the Council providing logistical

² This is based on the time period 1 March 2020 to 31 March 2021.

support by making full use of its assets, services and networks to support the immunisation of all residents. The first three milestones have been achieved, including offering a vaccine to everyone in priority groups 1 to 9³, and offering a vaccine to all 18-49 year olds;

- Keeping Vulnerable People, Residents and Staff Safe: In response to the extraordinary challenges presented by Covid-19, radical solutions requiring fundamental service redesign were realised by the Council in order to keep vulnerable people, residents and staff safe, whilst also preventing the spread of the virus. This relied on the allocation of resources and staffing across the system to where they were needed most urgently, with new partnership governance arrangements established to enable rapid and robust decision-making;
- Robust Health and Safety Arrangements: Covid-specific health and safety arrangements were established at pace and scale, in accordance with advice and guidance issued by Public Health Wales and UK/Welsh Governments;
- Ensuring the Safe and Effective Delivery of Services: The safety and well-being of staff, service users and residents has remained the foremost consideration for the Council, with the necessary Personal Protective Equipment (PPE) provided to ensure that services are delivered safely and effectively. Between March 2020 and March 2021, the Council issued 36,933,176 pieces of PPE to staff, schools, social care providers, unpaid carers, as well as private companies.

14. The impact of the pandemic is therefore considered in the Annual Well-being Report, with a particular focus on the risks and challenges that the pandemic has created, alongside the response of the Council and its partners in meeting these challenges in 2020/21.

Delivering Capital Ambition

15. The Council continues to evidence a broad pattern of year-on-year improvement across a range of council services, with clear progress in the delivery of key Capital Ambition projects:
- 552 new Council Homes have been completed, including 236 in 2020/21;
 - A new approach to homelessness has been established, with a transformative impact on the numbers of rough sleepers;
 - A range of new Independent Living community schemes have been progressed across the city;
 - The roll-out of the Hubs Programme has continued, with the launch of a new Butetown Creative Hub, and refurbishment of Whitchurch and Rhydypennau Hubs. Work has also started on the Maelfa Health &

³ [Covid-19 Vaccination Strategy for Wales](#)

Wellbeing Hub and Rhiwbina Hub, which is due for completion in 2021/22;

- Advice and Into Work services have been strengthened, with almost £15.5 million of additional weekly benefit identified for clients of the Money Advice team;
- The Indoor Arena procurement has progressed well;
- 506 new jobs have been created and 1,339 jobs safeguarded in the local economy;
- Schemes under Band B of the School Organisation Programme are being progressed, including Fitzalan High School, Willows High School, Doyle Avenue and St Mary the Virgin;
- Cardiff Commitment continues to provide an effective means of opening up employment and training opportunities for young people;
- Good progress has been achieved in the implementation of Additional Learning Needs (ALN) reform, with 97% of schools rated Very Good or Strong in relation to strategic preparedness for ALN Reform, compared with a regional average of 85%;
- The draft One Planet Cardiff strategy, the Council's vision for a Carbon Neutral City by 2030, was launched in October 2020. Momentum is growing behind the agenda, with major schemes such as the Lamby Way Solar Farm and Low Carbon District Heat Network;
- Cycling infrastructure has been rapidly expanded, and active travel has seen extensive improvement, with the roll-out of 20mph zones across the city and Active Travel Plans developed for 110 of Cardiff's schools;
- Recycling performance has increased at Household Waste Recycling Centres;
- Citizen satisfaction with council services has increased by 11%.

National Comparators and Citizen Satisfaction

16. National Indicators were not collected for 2019/20 due to Covid-19, limiting comparative analysis with other Welsh Local Authorities. The latest nationally comparable datasets are only available for 2018/19 and, at that time, the Council's performance against the majority of national indicators was improving. Those figures demonstrate that the Council was above the Welsh average in nearly 60% of nationally comparable indicators and was second in terms of local improvement for 2018/19. Arrangements to collect and share nationally comparable data sets have now recommenced and comparator data will be reviewed as soon as it is made available.
17. In the most recent National Survey for Wales that was undertaken in 2019/20, Cardiff was ranked as the top Local Authority in Wales when citizens were asked whether their Local Authority provided high quality services. Furthermore, each year, the Council engages directly with

Cardiff residents, via the Ask Cardiff survey, to hear their views and consult on a wide range of policies, plans and proposals affecting the local community. Results of the most recent Ask Cardiff survey, undertaken in 2020, found that citizen satisfaction with council services increased by almost 11%, with 67.4% of residents stating that they were satisfied or very satisfied with council services. In particular, 79.1% of citizens enjoy Cardiff's parks and open spaces and 71% are satisfied with libraries and Hubs.

Corporate Improvement Priorities

18. The Annual Well-being Report 2020/21 highlights a range of performance challenges, which need to remain the subject of corporate focus over the year ahead:

- **Children Looked After and outcomes for vulnerable children:** An assessment of key performance indicators shows encouraging trends in relation to the shift in the balance of care. Improvements to practice, including strengthened strategic management arrangements, have been realised over the past 12 months, whilst contact has been maintained with vulnerable young people during the pandemic. There has also been progress in the recruitment and retention of social workers. There is, however, a need for a continued focus on practice improvements across Children's Services, as well as the recruitment and retention of skilled social workers.

Evidence of increased demand is beginning to appear as a consequence of the pandemic, including for example, an 81.4% increase in the number of children on the Child Protection Register. These are likely to be early indicators of the 'long-tail' of the pandemic, where the medium and long term economic and social impact of Covid-19 will lead to demand and cost pressures. The sustainability of Welsh Government funding over the medium term also represents a significant risk to the service.

Whilst progress has been made in relation to the Youth Justice Service, particularly in relation to strategic governance, partnership working and intelligence, a continued focus is required on improving culture and practice. This will be done alongside new operational and strategic arrangements for contextual safeguarding of young people, particularly those involved in youth violence or vulnerable to criminal exploitation.

- **Waste management and street scene services:** Recycling performance continues to represent an area of challenge, with financial risk related to the non-achievement of statutory recycling targets. Work is being undertaken, with Welsh Government, to develop a new Recycling Strategy and to achieve 70% of municipal waste being recycled by 2025.

Progress has been made in relation to waste collection workforce reform, with a move towards a four-day working week, permanent

staff recruitment and a significant improvement in workplace health and safety arrangements. However, this remains a work in progress and will need to continue as a key area of corporate focus for 2021/22.

In terms of wider street scene services, the percentage of highways found to be of a high or acceptable standard of cleanliness is above the target of 90%. However, a number of wards, particularly in the city centre and in the south of the city, fall below the 90% target for high or acceptable standard of cleanliness.

- **Sickness absence:** Home and agile working has resulted in a marked reduction in sickness absence. The outturn position for 2020/21 was 8.6 full-time equivalent (FTE) days lost per employee across the Council, below the target of 9.5 days lost per employee. Within the overall corporate figure, however, there remains room for improvement within specific service areas. Moving forward, the gains made in 2020/21 must be made sustainable post-pandemic. Equally, a continued focus will be required on reducing long-term sickness absence through ongoing case management; managerial focus, particularly in areas of high sickness absence, and the provision of support for staff mental and physical health and well-being.
- **Financial pressures:** The ongoing Covid-19 pandemic continues to have a significant financial impact on the Council. The Council has incurred significant additional costs as it has worked to adapt public services, support local businesses and workers, and keep citizens, particularly the city's most vulnerable citizens, safe. In addition, income losses have been substantial, particularly due to the closure of the Council's cultural and sporting venues. Some of these costs and incomes have been recovered via the Welsh Government's Hardship Fund for Local Authorities. However, the situation remains extremely challenging, and the continuation/prioritisation of financial support post-Covid-19 remains a major financial risk. It will be critical for the Council to monitor key risks closely during 2021/22.
- **Modernisation:** The Council must continue to adapt to the challenges and opportunities of its new operating environment as a result of the pandemic. A programme of public services reform has been adopted as part of the 'Recovery and Renewal' framework to embed the service improvements, flexibilities afforded to staff and productivity gains achieved during the pandemic. A major component of this is the development of a 'hybrid working' model, which focuses on the four interconnected areas of people, workspace, technology and service transformation. As part of this work, the health, safety and well-being of staff is a central priority, alongside locking in the productivity and service improvements that have been achieved over the last 12-18 months.

Future Focus: Capital Ambition, Recovery and Renewal

19. In addition to the ongoing delivery of Capital Ambition, the Council recognises the pressing need to address recovery challenges. A comprehensive recovery planning exercise was undertaken as part of the development of the Corporate Plan 2021-24, which contains priorities for service recovery over the medium-term and was approved by Council in March 2021.
20. In May 2021, the Council committed to a programme of 'city renewal', which set out how the Council will work with city partners to lead a greener, fairer recovery. Four 'Recovery and Renewal' reports were considered by the Cabinet, which set out a series of proposals to underpin long-term renewal, and these will represent delivery priorities over the year ahead.

Scrutiny Consideration

21. The Performance Panel, which brings together the Chairs of the Council's five Scrutiny Committees and representatives of the Policy Review and Performance Scrutiny Committee, considered the Annual Well-being Report 2020/21 on 9 July 2021. The Policy Review and Performance Scrutiny Committee is also due to consider this item on 14 July 2021. Any comments received following that meeting will be circulated at the Cabinet meeting on 15 July 2021.

Reason for Recommendations

22. To recommend the Council's Annual Well-Being Report 2020/21 to Council for approval and publication.

Financial Implications

23. The Annual Well-being Report is a self-assessment of the performance of the Council and a commentary on its governance framework. A summary of the financial pressures that are facing the Council are set out in paragraph 18. The Annual Well-being Report contains targets and objectives with actions that need to be consistent with the budget framework and Medium Term Financial Plan. Proposals should be subject to detailed reports accompanied by a robust business cases where relevant and should include sufficient financial detail in order to set out the full and robust financial implications as well as be fully informed of associated risks.

HR Implications

24. There are no HR implications directly associated with this report.

Legal Implications (including Equality Impact Assessment where appropriate)

25. The Authority must, in respect of each financial year, make a report setting out its conclusions as to the extent to which it met its performance requirements during that financial year. Further, each year the authority must publish an annual report showing the progress it has made in meeting its Well-being Objectives. The body of the report refers to the Authority's various reporting obligations in this regard.

General Legal Implications

26. **Equality Requirements:** In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation (i) Religion or belief – including lack of belief.
27. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers (WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 (gov.wales) and must be able to demonstrate how it has discharged its duty.
28. **Well Being of Future Generations (Wales) Act 2015:** The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving seven national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
29. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives relevant to this report are set out in Cardiff's Corporate Plan 2020-23. When exercising its functions, the Council is required to take all reasonable steps to meet its well-being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well-being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
30. The well-being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met

without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term;
 - Focus on prevention by understanding the root causes of problems;
 - Deliver an integrated approach to achieving the seven national well-being goals;
 - Work in collaboration with others to find shared sustainable solutions;
 - Involve people from all sections of the community in the decisions which affect them.
31. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers., which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>
32. The decision maker should also have regard, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

Property Implications

33. There are no specific property implications in this report. However, the Strategic Estates team has assisted and advised where necessary on any property issues and any relevant matters referred to in this report will also be reflected in the Corporate Property Plan to be taken forward in the Autumn.

RECOMMENDATIONS

Cabinet is recommended to:

1. Delegate authority to the Chief Executive, in consultation with the Leader of the Council and Cabinet Member for Finance, Modernisation & Performance, to make any consequential changes to the Annual Well-being Report 2020/21 following receipt of comments from the Policy Review and Performance Scrutiny Committee.
2. Subject to recommendation 1, approve the Annual Well-being Report 2020/21 for consideration by Council.

SENIOR RESPONSIBLE OFFICER	Paul Orders Chief Executive
	9 July 2021

The following appendices are attached:

- Appendix 1: Annual Well-being Report 2020/21
- Appendix 1a: RAG Rating against the Key Performance Indicators included within the Corporate Plan 2020-23
- Appendix 1b: A detailed narrative update – with RAG rating – against the Steps included within the Corporate Plan 2020-23

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Annual Well-Being Report 2020/21

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About this report

The Council's Corporate Plan – 'Delivering Capital Ambition' – translates the Administration's political priorities into deliverable organisational objectives.

This Annual Well-being Report provides an end of year summary of the progress made in delivering the Corporate Plan.

The Corporate Plan 2020-23 includes:	The Annual Well-Being Report 2020/21 includes:
Well-being Objectives: These set out the outcomes the Council wants to achieve, which reflect the political priorities of the Administration and the aspirations shared with public service delivery partners. (Statutory Requirement)	A strategic assessment of each Well-being Objective and an analysis of progress.
Steps: For each Well-being Objective, the Council identified a number of Steps that it would undertake to help achieve the Well-being Objective. (Statutory Requirement)	An appendix which provides a detailed update against each Step.
Key Performance Indicators: The Council identified a number of indicators to support and give an indication of progress throughout the year against each Well-being Objective.	An appendix which includes an update against each of the Key Performance Indicators.
Targets: Where appropriate, targets against Key Performance Indicators are set to indicate the desired level of performance.	A clear indication of whether targets have been met.
RAG ratings: Key Performance Indicators are assigned a RAG rating within a set tolerance level. Green is where the result is on or above target, Amber where the result is within 10% of target, and Red where the result is greater than 10% from the target.	A RAG assessment is provided for both Steps and Key Performance Indicators.

It is important that the Annual Well-being Report is considered in the wider context of the Council's corporate reporting landscape. Alongside the Statement of Accounts, Annual Governance Statement and Risk Report, the Annual Well-Being Report helps provides a rounded view of organisational performance.

The Annual Well-being Report will be presented for Cabinet and full Council approval in July 2021.

We welcome your feedback on this report, please contact:

Head of Performance and Partnerships, County Hall, Atlantic Wharf, Cardiff Bay, CF10 4UW
E-mail: performance@cardiff.gov.uk

The Council at a Glance – Serving the City

Each year the Council delivers around 700 services to over 365,000 residents in 154,000 households, helping to support local communities and improve the lives of Cardiff residents. The services the Council delivers include:

- Schools and education
- Collecting bins
- Maintaining parks and cutting the grass
- Cleaning streets
- Providing services for older people and people with disabilities
- Managing housing stock
- Looking after children who are in care
- Maintaining roads and highways

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Cardiff in 2020-21: Major Trends

The Impact of Covid-19 on Cardiff

The Covid-19 pandemic has presented the greatest challenge to local public services in a generation. Alongside its partners, the Council led the response to the pandemic by working collectively to prevent the spread of the virus, reduce hospital admissions and ensure the health of the population.

On 22 June 2021, the cumulative number of Covid-19 cases in Cardiff reached 26,703. Figure 1 illustrates Cardiff's cumulative number of cases between 31 January 2020 and 22 June 2021.

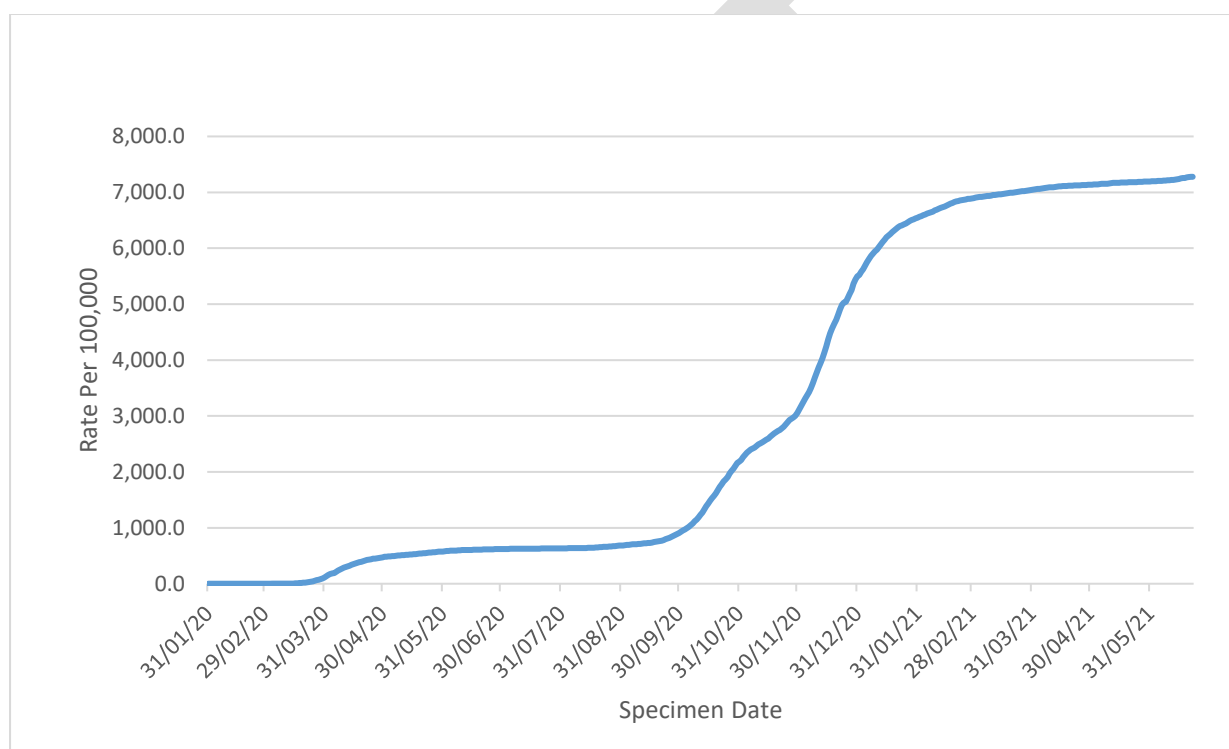


Figure 1: Cumulative Covid-19 Cases in Cardiff (rate per 100,000) between 31 January 2020 and 22 June 2021

Figure 2 shows cumulative cases in Cardiff, to 22 June 2021, compared with other Welsh Local Authorities. Cardiff's relatively high position can be attributed, at least in part, to Cardiff's position as an urban local authority and its population density.

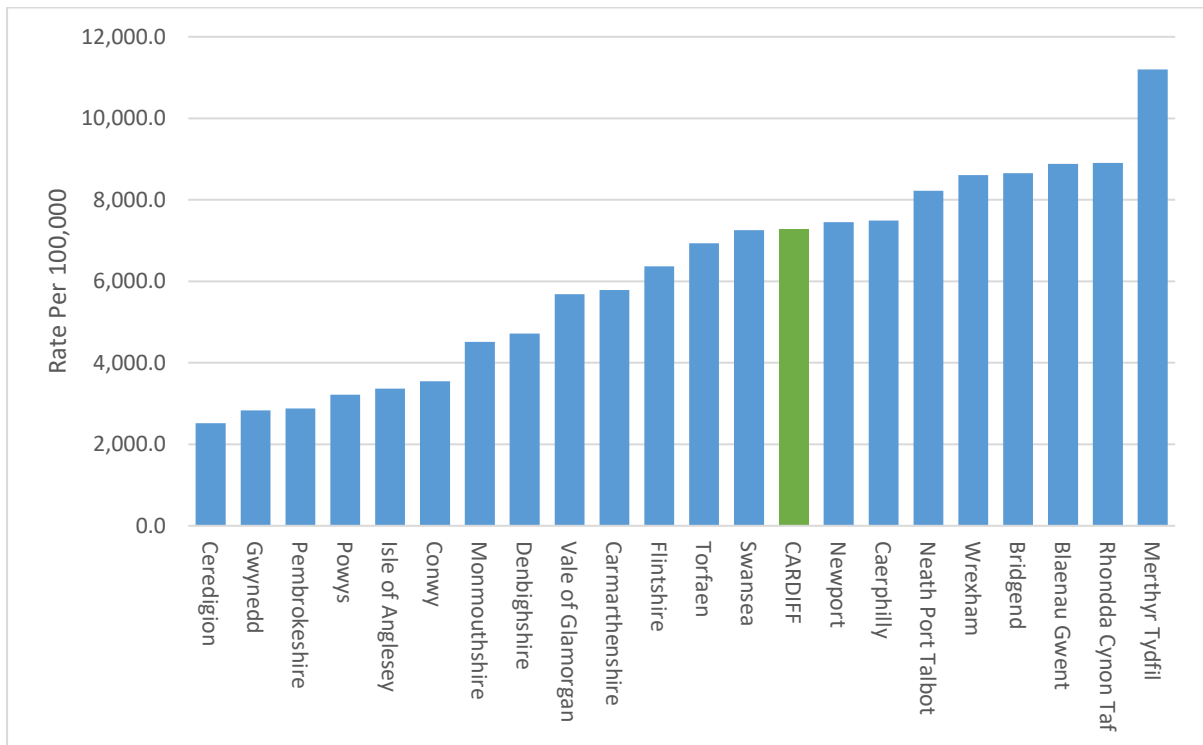


Figure 2: Total Covid-19 Cases in Welsh Local Authorities (rate per 100,000)

Nonetheless, it is clear that Cardiff has fared better than most Core Cities. When compared to Core Cities across the UK, Cardiff's cumulative number of Covid-19 cases, is low, with only Bristol and Edinburgh's cases lower (Figure 3).

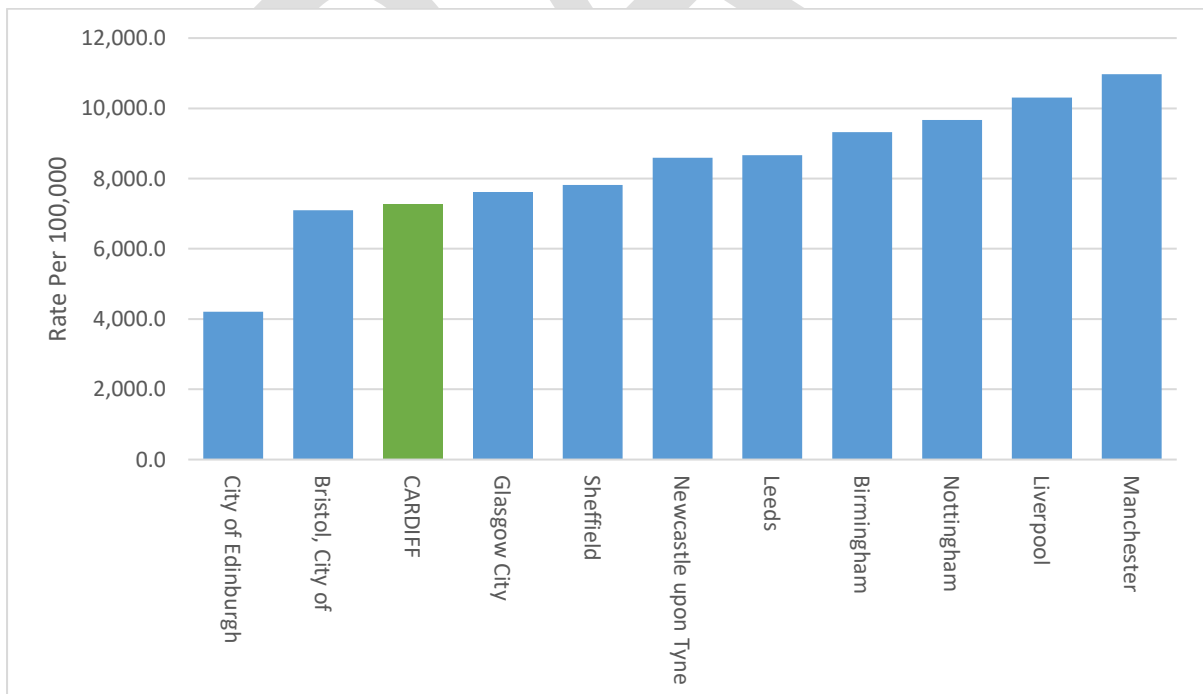


Figure 3: Total Covid-19 Cases in Core Cities (rate per 100,000) – Last Updated 23 June 2021

Whilst the roll-out of the vaccination programme is proceeding at pace and levels of infection in the city are currently low as a result of lockdown, the pandemic will require ongoing management and measures will still need to be taken to control the spread of the

virus and protect citizens. This includes preparing and responding to potential future waves, including the current third wave, and ensuring that hospital admissions remain as low as possible. As a region, there are processes in place to manage any variants and mutants of concern, in line with Welsh Government and Public Health Wales guidance, and international travellers, particularly those arriving from 'red list' or 'amber list' countries, are continuing to be monitored and managed.

A Deepening Economic Crisis with Plans for Recovery

In parallel with the Covid-19 public health crisis, the UK is now facing an unprecedented economic crisis. The UK economy is facing the biggest contraction in three centuries, with the Office for Budget Responsibility projecting that unemployment will be over 50% higher in Cardiff for at least two years.

The economic impact of lockdown has led to young people and those in insecure work being at the greatest risk of unemployment, since the most affected sectors – hospitality, leisure and retail – are those that employ large proportions of young people. Whilst a high number of businesses have been able to furlough their employees through the UK Government's Job Retention Scheme, with 20,000 of the city's workforce on furlough at 31 March 2021¹, the scheme is due to come to an end on 30 September 2021. This is within the context of unemployment already having doubled in the city.

The economic crisis can be anticipated to hit the poorest areas of Cardiff hardest, entrenching deprivation and increasing the gap in outcomes between communities in the city. Data from the Office for National Statistics (Figure 4) reveals a clear rise in people claiming unemployment benefits across all age groups since March 2020 and the onset of the pandemic.

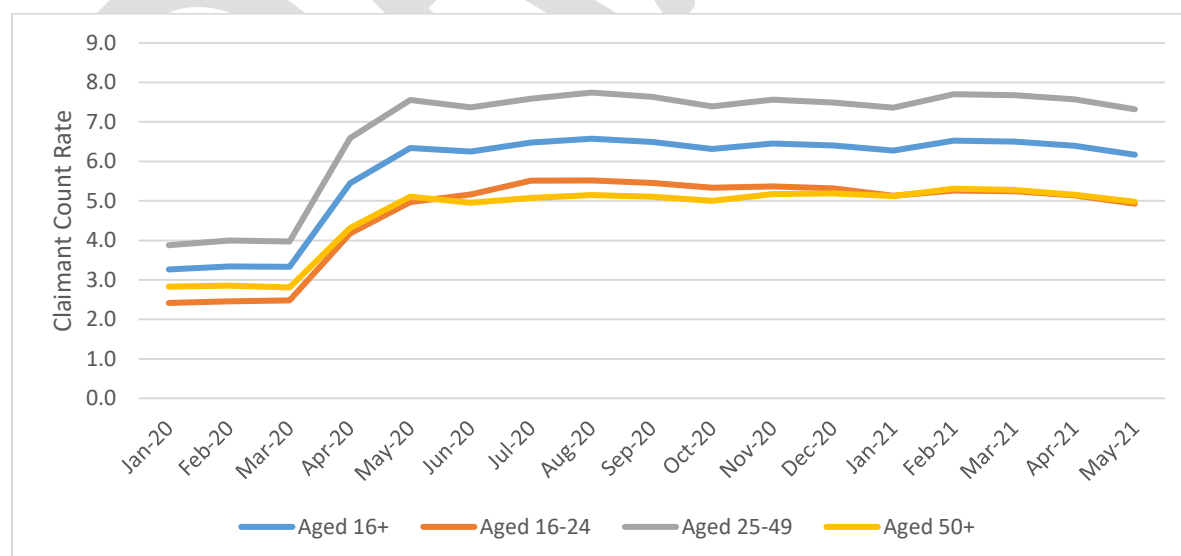


Figure 4: Claimant Count Rate in Cardiff by Age Group, January 2020 to May 2021

¹ This is based on claims made by 14 May 2021.

In response to this crisis, the Council is working to reposition Cardiff as a thriving, inclusive and green economy in the post-Covid era. While the immediate priority is protecting existing jobs and businesses, new and accessible jobs will also need to be created – particularly for young people and those who have lost their jobs during the pandemic.

As part of a strong recovery, the Council will invest in major development projects that will create jobs in the green, foundational and high-value sectors, including the Indoor Arena, the Canal Quarter, a district heating network and low-carbon housebuilding scheme. In addition to generating good-quality jobs in some of the most deprived communities, these developments must help accelerate the decarbonisation and renewal of the city. Furthermore, the Council remains committed to the ongoing development of Central Square, which will continue to play a key role in attracting the inward investment needed to create high-productivity jobs in the growing fintech, professional services and creative sectors. With further investment in Cardiff Central Station and the Bus Station soon to create a thriving regional transport hub at the heart of this Central Business District, Cardiff will continue to act as the economic engine of the city-region and the nation in the years to come.

Tackling Widening Inequalities

Across Wales, Covid-19 has hit more deprived communities hard, in terms of direct health outcomes and through bringing further economic hardship to bear, particularly on the poorest and most vulnerable in society. Unemployment has doubled, there has been over a 100% increase in Universal Credit applications and, ultimately, many more families have fallen into poverty.

Furthermore, the gap between rich and the poor in the city is too wide (Figure 5). For example, unemployment rates in Ely and Adamsdown are around five times higher than those in Lisvane. Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities, and premature death rates from key non-communicable diseases in Splott being around six times higher than in Thornhill.

Narrowing the inequality gap and creating more prosperous communities remains a central aim of Capital Ambition, as well as the Council's recovery and renewal strategies, with a programme of major policy initiatives designed to close the gap. This includes building new schools, driving up attainment standards for all learners and supporting young people into work. It also involves a radical new approach to tackling homelessness whilst taking forward the Council's ambitious house building programme. All of this will be supported by the Council's commitment to using its size and scale to deliver maximum social value, whilst taking forward broader initiatives such as encouraging employers across the city to pay the real living wage and progressing the city's low-carbon transition.

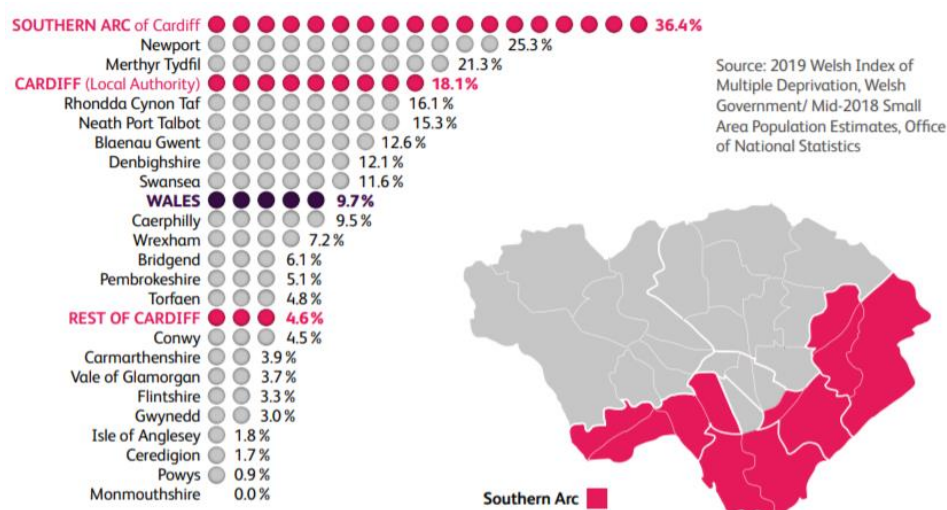


Figure 5: Percentage of Population Living in 10% Most Deprived Areas of Wales

Responding to the Climate Emergency

Notwithstanding the depth of the Covid-19 crisis, the Council has recognised that Climate Change remains the defining global challenge of our generation. The impacts of climate change, including rising sea levels, flood risk, extreme weather events, unsustainable energy supplies and ultimately, widespread economic instability, is putting tens of millions of people, and their jobs, across the globe at direct risk. These issues are already impacting the Cardiff area and its population.

The Council's Cabinet approved a draft One Planet Cardiff Strategy for consultation in October 2020 as a response to the Climate Emergency. This set out an ambition for the Council's operations to be Carbon Neutral by 2030, and to work with city-wide partners to develop a road map and action plan for a Carbon Neutral City by 2030.

The strategy identifies a wide range of opportunities that the city can utilise to stimulate a "Green Recovery" from Covid-19, reframing the Cardiff economy in a way that is resilient, robust and long-term. One Planet Cardiff is therefore a key delivery mechanism for the Council's recovery and renewal strategies; moving forward, the Council will lead a capital city that is at the forefront of a green and inclusive economy, supporting both environmental and economic recovery in Wales.

A final One Planet Cardiff strategy will be released towards the end of the year.

Financial Outlook

Major risks to the Council's budget position have emerged, not least the ongoing costs and lost income associated with responding to Covid-19, as well as the impact of the agreed Trade Deal with the European Union. These financial challenges follow a decade of austerity over which time the Council has closed a budget gap of almost a quarter of a billion pounds and seen the number of its non-school staff reduce by 22%.

The Council's Budget Strategy for 2021/22, approved by Council in March 2021, included the most up to date Medium Term Financial Planning assumptions and suggested a budget gap cumulatively over the next four years of £85M (to 2025/26). There is a need therefore to continue to identify new opportunities for delivering efficiency; a significant driver for this must be transformation across services, especially where the benefits from new service delivery models post pandemic can be maximised.

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Engaging With Our Residents: Overall Citizen Satisfaction

In the most recent National Survey for Wales, undertaken in 2019/20, **Cardiff was ranked as the top Local Authority in Wales when citizens were asked whether their Local Authority provided high quality services.** The National Survey for Wales is a large-scale survey of adults in Wales – involving around 12,000 people each year – covering a range of topics such as well-being and people’s views on public services. The study is run by the Office of National Statistics on behalf of the Welsh Government.

Local Authority	Agree	Neither agree nor disagree	Disagree
Cardiff	58	22	21
Gwynedd	57	22	21
Denbighshire	55	26	19
Rhondda Cynon Taf	54	20	25
Carmarthenshire	53	25	22
Conwy	52	25	23
Monmouthshire	52	19	29
Flintshire	51	19	30
Pembrokeshire	51	23	26
Torfaen	49	22	29
Isle of Anglesey	48	25	27
Neath Port Talbot	47	21	31
Vale of Glamorgan	46	28	26
Ceredigion	45	30	25
Caerphilly	44	25	31
Newport	44	24	32
Swansea	42	29	29
Merthyr Tydfil	37	23	39
Wrexham	34	30	36
Powys	34	29	36
Bridgend	34	23	43
Blaenau Gwent	29	21	51

Furthermore, each year the Council engages directly with Cardiff residents, via the Ask Cardiff Survey, to hear their views and consult on a wide range of policies, plans and proposals affecting the local community. **The annual Ask Cardiff survey provides people living and working in Cardiff the opportunity to share their experiences of public services.**

Results of the most recent Ask Cardiff, undertaken in 2020, **found that citizen satisfaction with Council services increased by almost 11%**, with 67.4% of residents stating that they were satisfied or very satisfied with Council services (Figure 5). Additionally, **86.1% of respondents described themselves as satisfied with Cardiff as a place to live.**

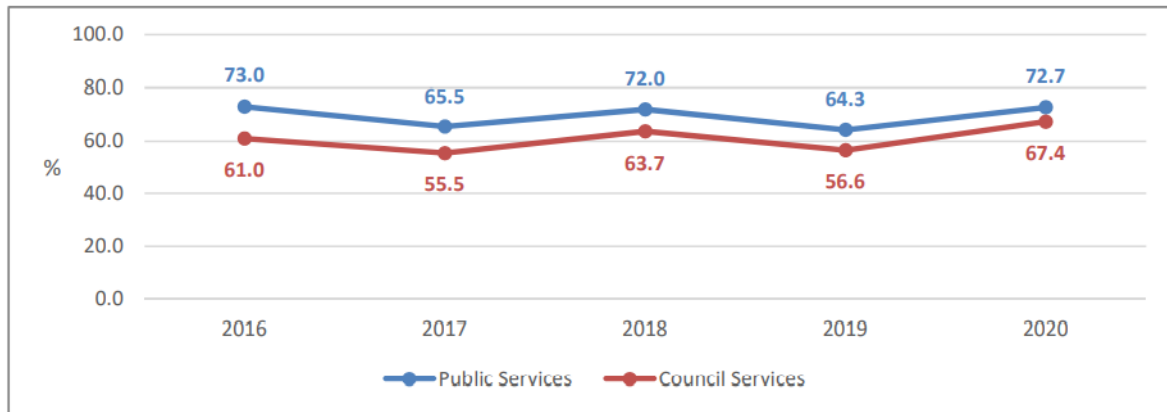


Figure 6: Citizen Satisfaction with Council and Public Services

Review of Well-being Objectives

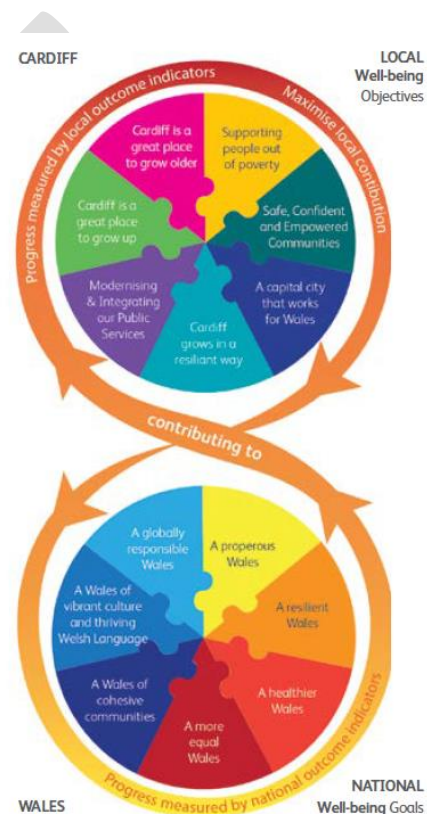
The Well-being Objectives are set following a self-assessment process undertaken by each directorate. As a result of this exercise a new Well-being Objective – Managing the Covid-19 Pandemic – has been adopted for 2021/22.

All reasonable Steps are being taken to meet the Objectives and our Objectives remain consistent with the Sustainable Development Principle.

Contribution to National Well-being Goals

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

Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city's performance, both over time and relative to other cities and Local Authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them. Because both Cardiff Council and the Cardiff Public Services Board are working towards the same seven Well-being Objectives, it was agreed that the Council and the Public Services Board should adopt a complementary set of indicators when measuring progress against the Well-being Objectives.



How We Self-Assess our Well-being Objectives

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

- **Progress against the Council's Key Performance Measures** – A number of performance measures are identified within the Council's Corporate Plan which help show the progress made in delivering the Well-being Objectives. Where applicable, targets are set against these performance measures to demonstrate the desired level of achievement. Performance measures are assigned a RAG status: **Green** where the measure is on or above target, **Amber** where the result is within 10% of the target and **Red** where the result is greater than 10% from the target.
- **Progress against the Steps in each Well-being Objective** – The Council included a number of Steps in the Corporate Plan to help achieve the Well-being Objectives. Monitoring the progress of these Steps provides an understanding of what has been achieved and where further work is required.
- **Inspection Reports** – The Council is subject to a number of inspections from regulatory bodies including the Wales Audit Office, Estyn (Education) and the Care Inspectorate Wales (CIW). Their findings help the Council to assess areas of strong performance, as well as identifying areas that require improvement.
- **Surveys and Citizen Feedback** – The annual Ask Cardiff survey, as well as more specific consultation and engagement work, provide residents an 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. Similarly, complaints and compliments provide a valuable source of information on performance. The Annual Well-being Report is normally considered by Cabinet alongside the Annual Complaints Report; however due to staff re-deployment, the Complaints Report will be considered later this year.
- **Finance Monitoring** – The Council's Outturn Report 2020/21 serves to inform of the Council's financial position in respect of the year ending 31 March 2021.
- **Feedback from Scrutiny Committees and Audit Committee** – The Council responds to the issues raised and recommendations made by the Scrutiny Committees, which help inform performance improvement.
- **Risk** – The Council's Corporate and Directorate Risks are considered as part of a rounded view of performance, and the Annual Well-being Report is prepared and considered by Cabinet alongside the Council's Corporate Risk Report.

Reviewing this information assists the Council to develop 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.

Meeting the Challenges of Covid-19

Context

The emergence of Covid-19 in 2020 represented an unprecedented challenge for the local authority and its public service partners, affecting almost every aspect of service delivery. The Council and its partners have led the response to the pandemic, preventing the spread of the virus whilst ensuring the continued delivery of key frontline services and the protection of the city's most vulnerable people.

Though the pandemic will still require ongoing management and measures will still need to be taken to control the spread of the virus and protect citizens, in particular responding to any variants of concern, the Council is now looking towards 2021 as a year of recovery and renewal.

Key Successes in 2020/21

Convening a city-wide response to the pandemic

- Delivery arrangements across Cardiff have been characterised by an unprecedented level of partnership working, with the Council convening a coalition of public, private and third sector partners to deliver a city-wide response to the crisis. Staff were moved quickly across the public service system to where they were needed most urgently, and new partnership governance arrangements were put in place, under the leadership of the Cardiff Public Services Board (PSB), chaired by the Leader of the Council, to enable rapid and robust decision-making.

Delivering an effective Test, Trace, Protect Service

- **Establishing a new TTP Service:** Council was instrumental in the creation of the city's Test, Trace, Protect (TTP) Service, as well as the national TTP system. At the height of the pandemic, over 400 staff worked remotely for the service, all of which received training. 151,513 tests were undertaken in Cardiff in 2020 and between June 2020 and January 2021, around 30,000 Index cases and 50,000 contacts were managed. This work will continue, as Welsh Government have extended funding for the Service until March 2022. TTP will be embedded as an ongoing service for as long as it remains necessary.
- **Providing 'overflow' support across Wales:** Such was the success of the Cardiff TTP Service that Welsh Government requested that Cardiff Council be the hosting body for a National TTP Team, providing "overflow" support to regions across Wales when demand exceeds capacity.
- **Monitoring the spread of the virus:** To monitor the spread of the virus, a population-level surveillance dashboard was created to provide regular updates on a set of Covid-related indicators, and a mapping tool was also developed to geographically visualise new cases and potential clusters, guiding daily decision-making on how to respond.

- **Effective communication and engagement:** The success of the TTP Service has been dependent upon the effectiveness of communication and engagement, with residents continually provided with the latest and most accurate information. Targeted engagement work has been undertaken to effectively engage with hard to reach communities. An Ethnic Minority Covid-19 Operations Sub-group has also been established, as well as a communications and engagement strategy.

Supporting the delivery of a Mass Vaccination Programme

- **Supporting the immunisation of all residents:** A Mass Vaccination programme was established, with the Council providing support by making use of its building, staff and communications and community networks to support the immunisation of all residents.

Embedding robust health and safety practices across all council buildings and in service delivery

- **Keeping vulnerable people, residents and staff safe:** In response to the extraordinary challenges presented by Covid-19, radical solutions requiring fundamental service redesign and reform were realised by the Council in order to keep vulnerable people, residents and staff safe whilst preventing the spread of the virus. This relied on the allocation of resources and staffing across the system to where they were needed most urgently, with new partnership governance arrangements established to enable rapid and robust decision-making.
- **Robust health and safety arrangements:** Covid- specific health and safety arrangements were established at pace and scale, in accordance with advice and guidance issued by Public Health Wales and UK/ Welsh Government. The Council's health and safety methodology includes:
 - Safe Premises – subjecting all council premises to an assessment, which applies a corporate template to achieve physical distancing.
 - Safe Services – requiring all service areas to complete a risk assessment and checklist, which highlights risk in relation to interaction with the public, colleagues, contractors, as well as use of equipment and travel in work.

Ensuring the availability of appropriate PPE to protect staff, service users and residents

- **Ensuring the safe and effective delivery of services:** The safety and well-being of staff, service users and residents has remained a foremost consideration for the Council, with the necessary Personal Protective Equipment (PPE) provided to ensure that services can be delivered safely and effectively. Between March 2020 and March 2021, the Council issued 36,933,176 pieces of PPE to staff, schools, social care providers, unpaid carers, as well as private companies.

- **Securing a resilient pipeline of PPE supply:** Moving forward, the Council's procurement team have secured a resilient pipeline of PPE supply through its partnership with Welsh Government, the NHS and its own contractual arrangements.

Enforcing compliance effectively through the Shared Regulatory Services

- **Minimising the risk of exposure to Coronavirus:** The Council, through Shared Regulatory Services, has worked to ensure that measures are taken to minimise the risk of exposure to coronavirus at workplaces and other premises that are open. This has involved rapidly adapting to new responsibilities under the Coronavirus Regulations.
- **Ensuring regulatory compliance:** Between April 2020 and March 2021, 1229 visits were made to businesses to check compliance with regulations in respect of social distancing and business closures. Additionally, 6429 businesses, premises and individuals were proactively advised of how to operate safely and comply with the Coronavirus Regulations.

Key Challenges and Risks

- **Looking to the future, the continued management of the pandemic will require the same level of partnership commitment and action.** In the immediate term, this will include:
 - The continuation of the TTP service, with Cardiff Council hosting the national surge team for Wales.
 - The continued rollout of the mass vaccination programme, including the potential for further booster shots in the autumn.
 - The critical role of responding to increased international travel and any outbreaks of 'variants of concern'
- **It remains possible that for the remainder of 2021 and perhaps beyond, council services will have to continue to operate with some social distancing measures in place. Any restrictions would continue to significantly disrupt the delivery model for a limited number of services,** notably face-to-face services and those in the leisure, culture and visitor economies. For each of these services, recovery plans have been developed to put the service back on a sustainable footing.
- **The Covid-19 pandemic has had, and will continue to have, significant financial impacts on the Council, with additional costs incurred as well as income lost due to the closure of the Council's cultural and supporting venues.** Throughout the pandemic, the financial implications of the Council's actions to support the city through the crisis and to deliver services safely have been closely monitored. At the end of December 2020, the Council's accepted and pending claims to Welsh Government's Covid Hardship Fund totalled over £37 million in respect of expenditure and over £30 million in respect of income. Known budget hotspots, particularly in areas which will see increased demand

as a result of the pandemic or those reliant on income streams impacted by the pandemic, will receive targeted intervention to support service recovery over the course of 2021.

Forward Look: Areas of Focus

- **Ongoing pandemic management:** In 2021/22 the Council will continue to:
 - Support the delivery of a mass vaccination programme, including any booster shots
 - Deliver an effective Test, Trace, Protect Service
 - Embed robust health and safety practices across all Council buildings and in service delivery.
 - Ensure the availability of appropriate PPE to protect, staff, service users and residents.
 - Robustly monitor the financial implications of the Council's actions to support the city through the pandemic, including both additional costs and income losses, with appropriate claims submitted to Welsh Government.
 - Enforce compliance effectively through the Shared Regulatory Services
 - Continue to support delivery of the national, all-Wales Coronavirus Control Plan, as well as the Cardiff and Vale Covid-19 Prevention and Response Plan.
- **Partnership governance arrangements:** To ensure that the city's public service partnership governance arrangements are fit for purpose for meeting the complex multi-agency challenges that the city's public services will face over the coming years, partnership governance arrangements supporting the Cardiff Public Services Board (PSB) will be reviewed and refreshed. Furthermore, given the challenges presented by the pandemic and the wider existing health inequalities between communities in Cardiff, the Council will explore with Cardiff and Vale University Health Board a new approach to joint working on public health matters.
- **Recovery and Renewal:** The Council recognises the long-term recovery challenges and will continue to use the 'Restart, Recover, Renew'² framework, approved by Cabinet in June 2020, to guide its planning for restarting services and for identifying medium and longer-term priorities for recovery and renewal. A comprehensive recovery planning exercise was undertaken as part of the development of the Corporate Plan 2021-24³, which contains priorities for service recovery over the medium-term, and was approved by Council in March 2021.

² [Restart, Recover, Renew: Next Steps for Cardiff during the Covid-19 Crisis](#)

³ [Cardiff Council Corporate Plan 2021-24](#)

Looking to the longer term, it is clear that the Covid-19 pandemic will lead to significant shifts in the way in which people live, work and travel, and will create new challenges and opportunities for the city economy and for local public services. This is alongside existing, pre-pandemic, challenges.

To begin this process, four 'Recovery and Renewal' reports were commissioned to consider how the pandemic has impacted life in the city and to identify a series of proposals that could underpin long-term renewal – addressing both new and ongoing challenges:

1. Organisational Recovery and Renewal
2. Greener, Fairer, Stronger: City Recovery and Renewal
3. Delivering a Child Friendly Recovery
4. A One Planet Recovery

These reports were presented to and approved by Cabinet in May 2021.

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Well-being Objective 1:

Cardiff is a great place to grow up

Context

Since March 2020, and the onset of the Covid-19 pandemic, children and young people have encountered major change, with the restrictions adopted to prevent the spread of the virus leading to lost learning, isolation and mental health challenges for many.

Throughout the course of the pandemic, the Council has worked with schools and partners to make sure that as much support as possible has been available to all children and young people to keep them safe and to ensure that learning can continue, with additional support for vulnerable children and those from more deprived communities, who have been disproportionately impacted.

Whilst the Council continues to respond to these immediate challenges, focus has been maintained on medium-to-longer-term ambitions as set out in the Cardiff 2030 vision for education and learning. It is crucial that the Council drives forward commitments to making rights a reality for all and to ensuring that all children and young people in Cardiff experience high-quality education and are able to grow as happy safe and resilient individuals.

Our priorities in 2020/21 were:

- **Ensure all children and young people in Cardiff experience high-quality education**
- **Support young people into employment**
- **Support vulnerable children and families**

Key Successes in 2020/21

Ensure all children and young people in Cardiff experience high-quality education

- **Continuity of learning during the pandemic:** The Council has ensured continuity of learning for children and young people whilst schools have been closed as a result of the pandemic, with Cardiff's support for children and young people identified as an area of strength by Estyn.
- **Rapid adaption of schools:** Provision for vulnerable learners and the children of key workers has been maintained throughout the pandemic, with schools quickly adapting into Covid-safe spaces for learners and staff. This has included the development of hub schools, continued free school meal provision and summer holiday support programmes.
- **Provision of digital devices:** In support of the blended learning approach, the Council ensured that learners were provided with the digital devices needed to continue their

learning. This work has involved the rapid distribution of over 20,000 digital devices, alongside 2,500 new 4G broadband devices, to schools since March 2020.

- **Safely re-opening schools:** The Council worked to ensure the safe re-opening of schools following periods of lockdown. Communication between the Local Authority, schools, other Directorates and Health partners has been incredibly positive, with support provided to schools regarding Covid-19 restrictions, protocols for managing confirmed cases, testing, risk assessments and parental concerns.
- **New assessment processes:** Support was provided to schools and learners following the cancellation of exams in the 2019/20 academic year, including developing and implementing new processes for Centre Assessment and changes to qualification arrangements in 2020/21.
- **Additional Learning Needs (ALN) Reform:** Good progress has been achieved in the implementation of ALN reform, with 97% of schools rated Very Good or Strong in relation to strategic preparedness for ALN Reform, compared with a regional average of 85%.
- **School improvements:** St Illtyd's, Pontprennau and Ton-Yr-Ywen Primary Schools were removed from Estyn follow up in 2020/21.
- **Enhancing the school estate:** Schemes under Band B of the School Organisation Programme are being progressed, including Fitzalan High School, Willows High School, Doyle Avenue and St Mary the Virgin. A new approach for new school buildings has been developed, including net zero carbon standards in line with the One Planet Cardiff Strategy. Furthermore, Asset Renewal spend has increased significantly, from £7.5m in 2018/19 to £13.9m in 2020/21, to improve the overall condition of the school estate.

Support young people into employment

- **Supporting school leavers:** Extensive work was undertaken by the Council's Youth Service to assist school leavers with their transition from statutory education in the summer of 2020. Despite the extraordinary challenges of the year, the Youth Service maintained progress in supporting learners into education, employment or training (EET), with Cardiff's EET figure at 97.6% in the 2019/20 academic year: 92% for learners educated other than at school and 84% for Looked After Children. Enhanced tracking systems have been put in place for the 2020/21 academic year, including additional youth mentor support.
- **Progression opportunities for young people:** Council teams, schools and wider Cardiff Commitment partners are continuing to work together to mitigate the impact of the pandemic on progression pathways for young people. Apprenticeships, Traineeships, Kickstart places and alternative pathways for vulnerable groups are being offered and opportunities to extend these will continue to be explored

- **Work experience opportunities:** 'Experiences of Work' pilots were supported in three secondary schools and 'Open your Eyes' week and activities to inspire children and young people have continued virtually.
- **Supporting care-experienced young people into education, employment and training:** Bright Futures, the Council's scheme to help care-experienced young people into education, employment or training, continued to operate during the pandemic. During 2020/21, Bright Futures supported 25.8% of care leavers by assisting 49 young people into employment; 39 into education; 47 into training and 18 into a Bright Start work placement.

Support vulnerable children and families

- **Utilising technology to maintain contact during the pandemic:** In responding to the Covid-19 pandemic, Children's Services utilised technology to enable virtual contact to be maintained with children, families, colleagues and partners. Results from a survey showed that 70% of families were positive about the virtual experience, with 45% reporting that the pandemic has had a positive impact on their working relationship with Children's Services.
- **Supporting learners with complex disabilities and medical needs during the pandemic:** The local authority worked collaboratively with Cardiff & Vale University Health Board to establish a multi-agency group with professionals from Health, Education and Children's Services to support learners with complex disabilities and medical needs during the pandemic. This will be built on post-pandemic to continue to improve multi-agency working, for example through the Joint Vulnerable Learners Panel.
- **Co-locating services in secondary school clusters:** In addition to the collaboration that achieves the 'Team around the Family' approach in Cardiff, the Council is also exploring 'Team in the School' – the co-location of services in secondary school clusters. Pilot locality working is already underway with Cardiff West Community High School, with one of the Children's Locality teams working closely with the school to great success.
- **Supporting children with multiple adverse childhood experiences:** A pilot for resilience workers is also in place, in partnership with University Hospital of Wales, to build capacity for schools to address the numbers of children affected by multiple adverse childhood experiences.
- **Supporting young people's emotional and mental health:** The Youth Service have delivered a range of programmes to support emotional and mental health for young people, including the delivery of independent living skills, street based youth work and a homelessness prevention offer.
- **Developing a Corporate Parenting Strategy:** The Corporate Parenting Strategy has been agreed and signed off by the Children and Young People's Scrutiny Committee and Cabinet. The Strategy clearly outlines the multi-agency approach to ensuring children looked after achieve their potential in education and beyond.

- **Successfully recruiting foster carers:** the successful recruitment of foster carers continues, with 104 carers providing 194 places at 31 March 2021 compared with 90 carers providing 172 placements at 31 March 2020. A further 23 full assessments were ongoing at 31 March 2021.
- **Developing a new multi-disciplinary assessment centre:** Falconwood House, a 3-bed home, is being developed as the Council's new short-term assessment provision. The provision is designed to provide multi-disciplinary assessment and support over the course of a young person's 10-week residence at the home, to ensure that young people's next move, whether back home to family or on to a new placement, is as suitable as possible for their needs and wellbeing.
- **Quality Assurance Framework:** A Quality Assurance Framework has been developed and a lead officer is in post to lead on a review of Children's Services. In addition to this, a Practice Development Group has been established to improve engagement with staff and enable the workforce to contribute to improvements in practice.
- **Continuing services for young carers:** Services to young carers have continued throughout the pandemic. Pathways are in place and operating well; a permanent specialist social worker has been recruited and is in post and the YMCA have been commissioned to deliver services to support young carers. Cardiff has also agreed to be an early adopter of the national identification card for young carers, enabling young carers to get the support and recognition they need.
- **A journey of improvement:** A risk-based inspection of Social Services in late 2020 noted that Senior Managers and Lead Members have introduced a new culture of raised expectation and standards, with Cabinet leads for both Adult and Children's Services well-informed, understanding of the changes required and focused on improving outcomes for people. Furthermore, the inspection noted that the Local Authority is working hard with all stakeholders to support the safety and well-being of people who use and work in services, with operational and strategic partnerships working well to help people achieve their well-being outcomes.

Key Challenges and Risks

Education

- **Maintaining a safe learning environment for pupils and staff:** As the pandemic continues, it is crucial that a safe learning environment is maintained for pupils and staff, in partnership with Health and Safety and Public Health Wales. This includes managing confirmed cases, risk assessments, testing and preparing for possible future waves of the pandemic.
- **Supporting an integrated approach to mental health and emotional well-being:** Many children and families will have experienced significant emotional distress as a result of the pandemic, through isolation, reduced access to services, bereavement and money

worries. Supporting an integrated approach to mental health and emotional well-being is crucial as children return to education, particularly for vulnerable young people, for which the pandemic has had a disproportionate impact.

- **Supporting schools leavers:** It is crucial that the Council ensures positive destinations for all young people transitioning and leaving school post-16, including Education Otherwise than at School (EOTAS) and Children Looked After. The economic impact of the pandemic has affected future pathways into employment for school leavers and there is risk of drop out from further and higher education.
- **New accountability and assessment arrangements:** Changing accountability and assessment arrangements, including the cancellation of exams (in 2019/20 and 2020/21) and data collections, as well as the suspension of Estyn inspections, has resulted in a lack of consistent key performance information at a national-level to support performance and evaluation. Schools have and will continue to be supported to implement new approaches for Centre Determined Grades.
- **Continuing to progress improvement and reform:** Despite the pandemic, the Council must continue to progress national reforms, including the Curriculum for Wales 2022-2026 and the Additional Learning Needs (ALN). It is also important that the Council continues to secure improvements in all of Cardiff's schools and ensures that sustainable leadership is in place.
- **School Organisation Programme:** The pandemic has resulted in delays to the delivery of schemes in the Band B Programme. There has also been a need to give consideration to a decline in city-wide birth rates and the impact this will have on the number of school places required in the future, and potential changes to priorities/ the order of individual investment schemes. The pace of delivery will need to be increased to enable the Band C Programme to commence.
- **Asset Management Programme:** The scale of priority condition works in the Asset Management Programme has increased as part of suitability requirements and provision for Additional Learning Needs, totalling £23.6 million.
- **Sufficiency of school places:** Consideration needs to be given to the sufficiency of school places, particularly at secondary level and in certain parts of the city. There is also an acute need for ALN provision, in particular emotional health and well-being, as well as the expansion of Welsh-medium provision, in line with Welsh Government's Cymraeg 2050 targets.

Children's Social Services

- **Restarting services:** The Council and its partners offer a broad range of support services, many of which, especially preventative services, have been withdrawn or very limited over the last year due to Covid-19 restrictions. Whilst virtual services and some face-to-face provision has been enabled in the highest risk scenarios, normal services have been challenging to maintain in lockdown phases. As the city begins to re-open, it is

imperative that all Council support services are fully restarted and work is undertaken with partners to re-instate the services required by the most vulnerable children, young people and families.

- **Increased demand and budgetary pressure:** Demand has increased for specialist services over the past 12 months, placing budgetary pressure in Social Services and across a number of Council services. This includes:
 - An increase in referrals to the Council's front door to children services: the Family Gateway service saw an increase of 15.5% (from 4,256 to 4,917) and the Multi-Agency Safeguarding Hub saw a 9.1% increase (from 19,276 to 21,023).
 - An 81.4% increase in children on the Child Protection Register (from 253 to 459) over the last 12 months.
 - A 22.6% increase in children open to Children's Services requiring a Care and Support Plan (CASP) (from 1,819 to 2,231).
 - A 3.9% increase in the numbers of Children Looked After (from 955 to 992)

It is likely that these demand pressures will continue to grow in the wake of the pandemic, and so the end of Welsh Government Covid-19 funding poses a major risk to the sustainability of services beyond this year.

- **Emotional and mental health issues:** Coinciding with the reopening of schools following the latest lockdown, there has been a significant rise in children and young people presenting with emotional and mental health issues, with a rise in in-patient admissions and referrals to both Child Adolescent Mental Health Service (CAMHS) and Children's Services. There are plans in place to reduce the length of time children and young people wait for a first assessment and work with third sector organisations to provide support to children who are waiting for CAMHS intervention.
- **Children placed for adoption:** Despite the pandemic, the Council continued to ensure that children were placed for adoption. However, the percentage of children with a Placement Order not placed for adoption within 12 months of the order remains high – at 50.8% in March 2021, against a target of 35%. A process is now in place that enables the assessment of children's needs prior to placement for adoption, 6 months following placement for adoption and prior to the making of an adoption order, and work is ongoing to improve the timeliness of the adoption process.
- **Wales-wide sufficiency of foster placements:** Securing foster placements for children over the age of 8 and sibling groups is an ongoing difficulty, however, the situation has become more significant of late. The Council is working with providers to gain an understanding of the issues to inform decisions and mitigating actions. In the meantime, the Council is continuing to grow its in house fostering service and is exploring other options to ensure that all children who require a placement are safely looked after.

Options are also being explored for the provision of additional support to enable children to remain safely at home with their families.

- **Complex safeguarding concerns with providers:** The Council has launched a thorough investigation into an independently owned and managed provider and developed a robust plan to oversee the safeguarding processes in relation to each individual child.
- **Social Worker vacancies:** Whilst the level of Children's Social Worker vacancies has improved, it still remains high – vacancies were at 28.8% in March 2021 compared to 38.7% in June 2020, however, this is against a target of 24%. A dedicated website – SocialWorkCardiff – has directed traffic to recruitment, a market supplement has been introduced and induction processes have been reviewed and strengthened.

Forward Look: Areas of Focus

A Child Friendly Recovery

Recognising the impact of the pandemic on children and young people's education, rights, wellbeing, and future pathways into employment, the Council is committed to putting a programme of activity in place to ensure that Cardiff's recovery and renewal post-Covid-19 has the voice, rights and interests of children and young people at its centre.

Over the medium-to-longer-term, the Council will work in partnership with children, young people and families to refresh and publish a new, post-pandemic, Child Friendly Strategy in the autumn of 2021, inclusive of detailed shared commitments and a 3-year plan.

The strategy will incorporate all key areas of reforms to education, as well as a cohesive Post-16 strategy, integrated and locality based models of support for vulnerable children and young people, an integrated model of Youth Support Services and a clear education workforce development strategy.

Education

In 2021/22, the Council will continue to address some of the key challenges and risks facing Education in Cardiff, whilst leading a Child Friendly Recovery from the Covid-19 pandemic. Specific areas of future focus include:

- Maintaining a Covid-safe learning environment:
 - Continuing to work with Schools, Health and Safety and Public Health Wales to respond to positive Covid-19 cases and changing restrictions, including updating guidance and continuing positive communication with head teachers.
 - Continuing to provide Lateral Flow Device testing to school staff and pupils in Year 7 and above as required

- Re-engaging and protecting the well-being of vulnerable children, young people and families:
 - Building on improved multi-agency working, including Health, Children’s Services, Police, Early Help and Family Support Services, to address contextual safeguarding issues.
 - Progressing Child Friendly initiatives, including: increasing the number Rights Respecting Schools, the Summer of Smiles Festival and Children’s University Project.
 - Promoting consistent whole-school approaches to well-being through Thrive and Nurture approaches.
 - Extending the reach of open access youth provision
- Maintaining learning and supporting transition and progression post-16:
 - Supporting Cardiff schools to work towards Additional Learning Needs (ALN) Reform and the Curriculum for Wales 2022, including developing approaches for blended learning.
 - Continuing to invest in digital infrastructure, equipment and new learning technologies for schools and learners.
 - Improving the accessibility and range of post-16 learning pathways
 - Increasing the levels of youth work support and mentoring available to the most vulnerable young people.
- Additional commitments to deliver the Cardiff 2030 vision for education and learning:
 - Driving forward the Council’s commitment to make rights a reality for all and become a Child Friendly City
 - Developing an integrated model of Youth Support Services
 - Progressing school workforce development, including middle leadership and support to new head teachers.
 - Developing a model for Community Focused Schools

Children’s Social Services

Ensuring sufficiency and quality of workforce and services against the backdrop of increased needs and demands following the pandemic period continues to be the highest priority for Children’s Services. Specific areas of future focus include:

- Recommencing support services as soon as it is safe to do so, including community support packages and respite provision.
- Continuing to focus on shifting the balance of care, including placement sufficiency and accommodation for care leavers. This includes developing a range of support services to ensure children can remain at home with their families when it is in their best interests to do so.
- Launching the Reunification Framework, with a dedicated team to support implementation.
- Bringing together each model of practice that the service has been piloting, including Signs of Safety, the Reunification Framework, Family Group Conferencing and the Safe and Together Model, into one cohesive practice framework that covers all aspects of assessment and care planning.
- Developing robust outcome-focused assessments, care planning and reviewing pathways to ensure children and families receive the right help at the right time and from the right people.
- Piloting a Family Drug and Alcohol Courts initiative, a new approach to working with families with substance misuse issues going through the court process.
- Continuing to progress a 5 year development plan to increase in house residential provision.
- Continuing the ongoing recruitment of in-house foster carers
- Developing a Participation Charter to improve partnership working with children, young people and parents and launching the 'Mind of My Own' app, which will support children to communicate with the Council, enabling the views of children and young people to be captured in care planning.
- Rolling out the 'Team in the School' approach across all secondary school clusters, so that all secondary schools have a named Social Services Team Manager to work with to address the needs of those more vulnerable children.
- Joint working across Health and Children's Services to address the critical rise in Children and Young People presenting with emotional and mental health issues. This includes setting up a task and finish group with the aim of reviewing the current provision and identifying how any gaps in provision can be addressed, as well as developing joint commissioning plans and joint arrangements for assessment care and treatment plans.
- Recruitment and retention of a permanent, engaged workforce with a focus on attracting experienced social workers and embedding a mix of skills into teams. This includes using Welsh Government grant funding to recruit additional practitioners into

the Cardiff Parenting Service, Cardiff Flying Start and Cardiff Family Advice and Support to provide support to vulnerable children, young people and their families.

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Well-being Objective 2:

Cardiff is a great place to grow older

Context

Whilst responding to the pandemic has placed unprecedented challenges on local services, and impacted everyone who lives in the city, older people have been particularly affected by Covid-19. That is why the Council has worked to ensure that services for older people, in particular, have been adapted, enhanced or established anew to safeguard their health and wellbeing.

Many of the service innovations introduced during the pandemic will serve the city well as it continues to respond to longstanding challenges. For instance, as the city grows, and life expectancy continues to increase, the number of older people living in Cardiff aged between 65 and 84 is expected to rise significantly; almost 40% in the next 20 years. The number of people aged 85 and older is also expected to more than double by 2039. Though the majority of older people are in good health, increased life expectancy has meant a greater number of people suffering from ill health in later life and relying ever more on public services. To meet this challenge, the Council is working with partners to manage demand by joining up social care, health and housing, with the goal of helping people living in their own homes and local communities, for as long as possible.

Our priorities in 2020/21 were:

- **Work with people with care and support needs, helping them to live the lives they want to lead**
- **Become an Age Friendly City**
- **Become a Dementia Friendly City**

Key Successes in 2020/21

Work with people with care and support needs, helping them to live the lives they want to lead

- **Adapting services to respond to need:** Throughout the pandemic, the Council has adapted services to meet individual need, particularly those required to shield. In 2020/21, over 13,000 food parcels were provided to the most vulnerable across Cardiff, and almost 500 volunteers were supported and co-ordinated to undertake tasks such as collecting prescription medicine and providing support to access online shopping delivery slots.
- **Supporting the vaccination of priority groups:** Working with the University Health Board, the Council helped ensure that everyone over the age of 70, all care home residents and the city's care workforce were offered the first dose of the vaccine by 15 February 2021.

- **Safe hospital discharge:** Hospital social workers have worked with community teams and care providers to progress the “home first” approach, by working through complex cases to discharge individuals from hospitals to their homes, or to secure isolation beds away from hospital settings.
- **Timely hospital discharge:** The First Point of Contact Hospital Teams (Pink Army) have expanded across multiple hospital sites to prevent and reduce delayed discharges from hospital. The team work with the patient to determine what matters to them, and seek to meet their needs through a whole systems approach, working with Health, Community, other local authority and third sector partners to support people back home.
- **Ensuring service resilience during periods of challenge:** Throughout the pandemic, the Community Resource Team has provided the flexibility needed to ensure continuity of care for the most vulnerable, helping to avoid many hospital admissions and preventing residents and Care Homes going into crisis. This has allowed the Council to address potential staffing shortfalls when colleagues have needed to receive the vaccine or shield as they were unable to work with Covid 19 symptoms.
- **Continued delivery of the Older Person’s Strategy:** A range of new build community living schemes across the city have been progressed, with planning consent achieved for the Maelfa, St. Mellons and Worcester Court independent living schemes. Bute Street and Riverside schemes are ready for Pre-Application Consultation and the Moorland Road scheme is soon to be at this stage. External works have commenced at Broadlands Court, having been finalised and agreed with the residents, and Heathmead is soon to commence.
- **High level of user satisfaction with the Council’s services:**
 - 93% of clients feel able to live independently in their own homes following support from Independent Living Services.
 - 84% of new cases were dealt with directly at First Point of Contact (FPoC), resulting in no requirement for onward referral to Adult Services.

Become an Age Friendly City

- **Addressing social isolation throughout the pandemic:** All individuals identified as being at risk of isolation have been regularly contacted via a range of approaches:
 - Welfare Calls have been carried out over the phone, and virtual means utilised, to make regular and consistent contact with those on their own and most at risk of isolation.
 - Meals on Wheels have adapted to provide welfare support when delivering their services, referring vulnerable individuals to the appropriate services where identified.

- Day Opportunities have provided digital support to vulnerable people, helping individuals to get online, access emails, join courses and participate in online groups.
- Befriending services, run through Age Connects and Age Cymru, have supported over 700 people, over the phone and virtually.
- **Providing digital devices and support:** Through the Council's Tablet Gifting Scheme, almost 200 data-enabled devices were offered for free to the most vulnerable in the community. The scheme includes a digital support package for those who are socially and digitally isolated, with support available from dedicated Digital Inclusion Officers.
- **Hosting digital festivals:** Two multi-day digital festivals have been held, opening up a whole new world of connectivity for a lot of individuals, and creating links to council services, third sector digital provision and other virtual services offered through the Council's Hubs.
- **Creating spaces for the local community:** An Alzheimer's Garden has been completed and partnerships with local community groups are being explored to promote shared space and shared learning experiences for the local community.
- **Keeping communities in contact:** A number of virtual groups have been set up to help keep individuals and communities in contact. The Council's Hubs offer online events, including Keep on Moving, Goldies singing group, Coffee and Book Talk; and Adult Learning run a group across Cardiff and the Vale, offering activities such as creative writing, macro photography, arts and crafts, and cookery.

Become a Dementia Friendly City

- **Launching a Dementia Friendly Cardiff Website:** The Dementia Friendly Cardiff website and resource hub launched in October 2020, providing a 'one-stop shop' of valuable information about services and support in the city, to assist people living with dementia to live well in the capital. Adapting to the limitations for physical events to be held, there have been over 400 digital events showcased via the website.
- **'Read about Me':** 'Read about Me' has been created by Cardiff & Vale Health Board as a simple, effective new way to assist people with a dementia or cognitive impairment who are receiving medical care. Providing person-centred information, it allows all staff to have a better understanding of the patient, without the need for repetition of their personal story. 'Read about Me' has been distributed to every single resident in a Care Home within Cardiff.

Key Challenges and Risks

- **Quality of care and the sustainability of care homes:** The care sector has faced considerable challenges during the pandemic which, overall, has been coped with well. Some care homes in particular, however, have given rise for concern both in terms of quality of care and sustainability into the longer-term. Learning from some high profile

cases is informing the Council's approach to monitoring the homes and improving the quality of care will be an important part of the new Adult Service's Quality Assurance Framework. Sustainability of care homes is also of concern given the current level of voids and the imminent end of Welsh Government's Covid funding. The regional market sustainability assessment and development of a Cardiff market position statement, setting out the Council's future commissioning intentions, will help to inform the approach to this.

- **Increased numbers of individuals in residential care:** While the Council and partners are committed to support people to live full and independent lives as they grow older, with care and support joined-up and delivered at home wherever possible, the number of people in residential care aged 65 or over per 10,000 population has increased across the year. This rise is, in part, due to shielding requirements and families being unable to help in ways they would in normal circumstances.
- **Staff qualifications:** There is pressure across the domiciliary and residential care sectors in order to meet the legal requirement for all staff to be qualified and registered care workers. The impact of this is also being seen in the recruitment of new staff to the sector.
- **Backlog of assessments and evaluations:** The pandemic has created a backlog of assessments and home condition evaluations that could not be undertaken during lockdown. Focus will be required to ensure all vulnerable individuals and those in need receive the assessments they require.
- **Delay in the recommissioning of domiciliary care:** The recommissioning of domiciliary care contracts has been delayed, with existing arrangements extended for 12 months. The decision was taken to develop new commissioning model that places responsibility for delivery firmly in the service areas. Significant work will be required to be in a position to commence the tender process within the timescales required.
- **Dementia Friendly businesses:** With many businesses closed or adapting the requirements of Covid regulations, focus on becoming dementia friendly must regain momentum as Covid restrictions are lifted.

Forward Look: Areas of Focus

As the Council continues to respond to longstanding challenges, with the goal of helping people live for as long as possible in their own homes and local communities, focus will be maintained on:

- Implementing an outcome focused, locality based approach to the delivery of Domiciliary Care, through the completion of key Domiciliary Care projects, including the recommissioning of services, agreed provider list and fee setting strategy. The implementation of the first phase of the new way of delivering domiciliary care will need to fully reflect local and community provision and the priorities of the Older Persons Housing Strategy.

- The remodelling of the Community Resource Team, to move towards a locality working model that has been embedded in other areas of the service area.
- Undertaking a complete review of complex hospital discharge, working in partnership with health colleagues to ensure this meets not just the aims of supporting timely discharge, but encompasses a holistic approach to wellbeing and independence.
- Continuing to deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services. This will include work to build and refurbish community living schemes for older people and improving the use of existing Community Living and Extra Care schemes.
- Formalising Cardiff's status as an Age Friendly City, in collaboration with the Older People's Commissioner for Wales and partners from the Regional Partnership Board.
- Working with the third sector to review the support available for mental health and wellbeing of individuals living at risk of isolation, and their carers.
- Ramping up work with Alzheimer's Society Staff across the next financial year to enhance the Council's approach to becoming a Dementia Friendly City, as well as training increasing numbers of Council staff to become Dementia Friends.
- Further strengthening links between Adult services, Meals on Wheels and Telecare, as well as third sector organisations, to provide a robust service and to support signposting for vulnerable people being supported by those services. This will enable a new hybrid approach to preventing social isolation.
- Continuing to promote a blend of digital and face to face Dementia Friendly events

Well-being Objective 3:

Supporting people out of poverty

Context

Despite Cardiff's economic renewal over recent decades, it remains home to the greatest number of people living in the most deprived communities in Wales. The coronavirus pandemic has hit the poorest, most deprived and disconnected communities hardest, further exposing these long-standing economic and social inequalities.

The economic impact of the pandemic has led to a doubling of unemployment, over a 100% increase in Universal Credit applications and, ultimately, to a great many more families falling into poverty. Looking to the year ahead, economic recovery will be uneven, with some sectors continuing to be impacted by the pandemic, particularly those sectors – such as hospitality and retail – that typically employ young people, women and those from a BAME background.

Responding to this will require a programme of concerted action across all well-being objectives. As part of this, supporting people into work, promoting the Living Wage and tackling homelessness will be crucial to supporting people out of poverty and leading an inclusive recovery.

Our priorities in 2020/21 were:

- **Living Wage City**
- **Help people into work**
- **Tackle homelessness and end rough sleeping**

Key Successes in 2020/21

Living Wage City

- **Increases in Living Wage employers:** 126 employers in the city are now accredited Living Wage employers, with 19 becoming accredited during 2020/21, including Cardiff and Vale University Health Board. There are now 58,886 people working for an accredited Living Wage employer and 7,929 workers have received a pay rise as a result of their employers becoming Living Wage accredited ~~this financial year~~. Between 2012 and the end of 2020, the Living Wage Initiative has resulted in an extra £32.4 million being paid in wages to workers in Cardiff⁴.

Help people into work

- **Increases in apprenticeships and trainee opportunities:** Over the course of the year, 119 paid apprentice and trainee opportunities were created across the Council. Close

⁴ This figure is cumulative and based on 2019 prices, as well as 7,735 people having a wage uplift by December 2020.

contact has been kept with directorates during the pandemic to ensure that apprentices and trainees are actively managed and that their learning is continuing.

- **A new Cardiff Works website:** Cardiff Works launched a new website in February 2021. The new site features the latest temporary vacancies within the Council, as well as information and advice about finding the right job, standing out during the application process, volunteering and training opportunities, and interview tips. The team works side by side with the Into Work Advice Service, who can ensure candidates have access to all the employment guidance and expertise they need to equip them for roles they are interested in.
- **Creating wrap-around support and pathways into permanent employment:** During 2020/21, the Into Work Advice Service incorporated Cardiff Works – the Council’s in-house employment agency – and Adult Community Learning, creating wrap-around support and pathways into permanent employment. In response to the emerging economic challenges, the service enhanced its capacity and is now able to support more than 55,000 clients and 250 employers annually. Advice was given almost 50,000 times to people through the Employment Gateway during 2020/21 and 814 people secured employment as a result of the support provided. Additionally, 237 employers have been assisted by the Into Work Service, exceeding the target set of 220 for the financial year.
- **Continuing to deliver services throughout the pandemic:** During 2020/21, 2,841 customers were supported and assisted with their claims for Universal Credit, despite Covid-19 restrictions, demonstrating the level of need which exists in the city given the economic pressures caused by the pandemic. The team also ensured that support remained available across the city through Advice Line. Almost £15.5m of additional weekly benefit has been identified for clients of the Money Advice team.

Tackle homelessness and end rough sleeping

- **Supporting the city’s rough sleepers during the pandemic:** At the onset of the pandemic, the Council was faced with the challenge of getting very vulnerable people off the street and into Covid-secure accommodation at scale and pace. Almost immediately, hotels were procured and repurposed to create Covid-safe spaces. 140 clients were rehoused in accommodation where they could shield or self-isolate, and the number of people sleeping rough in the city was reduced to single figures. In total, 182 units of supported accommodation were established, all with the wrap-around, multi-agency support needed to address complex needs, including mental health nurses and substance misuse support staff, alongside housing staff. Engagement with this support showed a marked improvement due to those services being co-located within the same premises.
- **No Going Back:** After such huge achievement, a new vision for homelessness, ‘No Going Back’, was approved in July 2020. The vision sets out a new approach to tackling homelessness based on prevention, a rapid assessment and triage approach, and dedicated support for each individual to help them to live independently as soon as they

are ready, rather than following a default 'staircase' approach through hostels and supported accommodation.

- **Expanding the multi-disciplinary team:** The multi-disciplinary team works to assertively target service users caught in the 'revolving door' of homelessness and prolonged periods of rough sleeping. The team was expanded during 2020/21 in order to offer consistent health care and case management approaches. The team now includes social workers; mental health workers and a mental health social worker; housing support workers; an advocate; a primary care nurse; substance misuse workers including a rapid prescribing service; probation officers; therapeutic outreach workers and psychological services; counsellors; a peer mentor co-ordinator; a police street safe officer; and an occupational therapist.
- **Tackling substance misuse issues:** New homelessness projects have provided an unprecedented opportunity for services to work with clients with substance misuse issues, with health and third sector colleagues providing services directly into the hostels, including harm reduction and rapid prescribing. Therapeutic and counselling services have also continued throughout the crisis to ensure that clients' underlying needs are identified and met. As at February 2021, 71 individuals are still in active treatment – a retention rate of 75%, a significant achievement for this hard-to-reach client group.
- **Major additional investment in homelessness schemes:** Cardiff was successful in achieving Welsh Government capital grant funding totalling £12m for a number of homelessness schemes. In December 2020, the Welsh Government announced an additional £40m Housing Support Grant funding for Wales, of which Cardiff will receive £5.243m.

Key Challenges and Risks

- **Inequality in the city:** The pandemic has exposed and exacerbated inequality in the city. People already at the lower end of the economic scale have been at greater risk of being furloughed or losing their jobs entirely as well as being at greater risk of contracting Covid-19 and dying from it.
- **Universal Credit claims:** The number of people claiming Universal Credit in Cardiff has risen by more than 100% during the pandemic, with those working in sectors such as hospitality, leisure and retail particularly badly affected. The furlough scheme, which is currently providing some protection, is due to end in September 2021 and the impact of that on unemployment levels within the city could be considerable.
- **Digital deprivation:** The pandemic has highlighted the number of people who are affected by digital deprivation, resulting in social isolation and being unable to search for work online or upskill. The Into Work Service has previously secured funding to provide over 200 devices to those who are socially isolated and are unable to afford their own tablets, however funding has since now ended.

- **Funding sustainability:** The future funding of into work and adult education remains a source for concern. Many into work projects are externally funded by Welsh Government and the European Social Fund; this funding will end in September 2022. Funding for Adult Learning has been reduced by 5% each year for the previous two and larger cuts are expected over the next three years.
- **Homelessness services:** Demand for homelessness services continues to be high, and it is anticipated that the ending of measures put in place due to the pandemic will cause this to increase. The eviction ban is due to end on 30 June; however, this will not affect the service immediately as the Coronavirus Act 2020 provides that landlords will remain under a statutory obligation to provide a six-month notice period to tenants before making a possession claim (except in relation to anti-social behaviour and domestic violence).

Forward Look: Areas of Focus

To ensure that all our citizens are able to contribute to, and benefit from, the city's success, areas of future focus include:

- Creating 30 six-month trainee roles through the national Kickstart scheme. Young people aged 16-24 who are in receipt of Universal Credit are eligible. The Cardiff Commitment will ensure that the number of Kickstart places in the city are maximised through their work with partners.
- Launching the new Single Person Assessment Centre at Hayes Place, Cowbridge Road East, which will provide 24-hour services, with multi-disciplinary assessment of need for single homeless people. The Centre will also provide 19 self-contained units on site as emergency accommodation for immediate overnight need. Where necessary, this accommodation will also allow clients to stay longer to allow them to stabilise and for their needs to be fully assessed. Developing this self-contained accommodation ensures that the Council is meeting the Welsh Government's aim of moving away from a shared floor space model as emergency accommodation.
- Establishing the Multi-disciplinary Team at the new assessment centre, which will allow individuals to have immediate access to assessment, advice, support and harm reduction services. The expansion of the team will continue and an additional three therapeutic workers will be recruited, raising the total to six.
- Developing a range of permanent schemes to replace the hotels that were used in the early stages of the Covid-19 pandemic, as well as innovative new schemes to address homelessness:
 - The Council is planning to purchase the YHA to be able to continue to offer high quality self-contained accommodation with support on a longer-term basis.
 - Adams Court is being repurposed to provide 103 self-contained apartments for single people. The properties will be let using Housing First principles and a trauma-

informed approach, with a focus being on individuals with complex or high support needs.

- 47 self-contained flats will be developed at Baileys Court. The aim is to provide stable accommodation for individuals with complex or high support needs.
- Family homeless centres are being delivered at Briardene in Gabalfa, Harrison Drive in Trowbridge and the Gas Works site in Grangetown, and will be completed by spring/ summer 2021. All three centres will offer good-quality, family accommodation with staff on site during the day and other provision such as Early Help family services, health visiting and parenting support.
- As part of the Welsh Government's Private Rented Sector Leasing Scheme, Cardiff Council will manage up to 67 properties on behalf of private landlords for up to five years. These properties will be held alongside council housing stock to ensure effective and efficient management. The properties will be leased to homeless clients and anyone accessing these properties will be able to access housing-related support and other support as needed.

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Well-being Objective 4:

Safe, confident and empowered communities

Context

Strong communities are the bedrock of every great city. They play a vital role in connecting people with each other, with the social groups and networks and day-to-day services upon which all citizens depend. This has been particularly evident during the Covid-19 pandemic, as communities have sprung into action to support vulnerable individuals and families in their area. Local community groups, businesses and third sector agencies have helped the Council to supply food and essentials to those vulnerable and self-isolating, while others have provided other roles such as befriending.

Community support and resilience is crucial, now more than ever. The Council therefore continues to make sure that communities in Cardiff are safe, receive investment to improve local and district centres, and that they have easy access to good-quality, joined-up local services, great parks and green spaces and a local sports, leisure and culture offer.

Our priorities for 2020/21 were:

- **Work to end the city's housing crisis**
- **Invest in local communities**
- **Create safe communities**
- **Ensure children and adults are protected from risk of harm and abuse**
- **Continue to lead an inclusive and open city to migrants, refugees and asylum seekers**
- **Promote the Welsh language**
- **Improve sports and leisure**
- **Continue to improve our parks and green spaces**

Key Successes in 2020/21

Work to end the city's housing crisis

- **Delivering new Council homes:** Progress continues to be made on the largest Council-led development programme in Wales. Over ten years, the £1 billion programme is set to deliver 4000 new homes. Despite Covid-19 delaying the overall target of 1000 new Council homes by 2022, 552 homes have already been completed, including 236 in 2020/21.
- **Specialist and supported housing schemes:** As well as affordable new homes for families and older people, the 'Cardiff Living' and community housing programme is delivering new specialist and supported housing schemes to help meet the needs of the most vulnerable. Recently completed schemes include Willowbrook in St. Mellons and the Briadene homeless family scheme in Gabalfa, delivering 88 affordable homes and 39 affordable flats respectively.

Invest in local communities

- **Working 'Together for Cardiff':** 1,000 people volunteered to help deliver food and medical supplies to the most vulnerable at the start of lockdown in March 2020. Since then, 491 volunteers have supported Cardiff Council's foodbank, providing over 3,000 hours of additional support, and 23 volunteers joined a new befriending scheme funded by Age UK, providing support to those feeling lonely or isolated during the pandemic. Visits to the website have also far exceeded expectations, with 156,153 hits over the year.
- **Transforming neighbourhoods:** The Council is leading on development schemes that are transforming whole neighbourhoods, providing new energy-efficient homes and boosting local economies. The Council's 'Cardiff Living' partnership, for instance, has already supported £47 million of spend with small and medium enterprises and 250 people, including 75 apprenticeships, have been supported with training and employment.
- **Building low-carbon homes:** Work has started on 200 high-energy performing, low-carbon homes on the former site of Eastern High school, the first of four schemes designed around the needs of the older generation. Consultation has taken place on initial plans for the Trowbridge Green and Pennsylvania developments, with detailed designs for further consultation being developed. The Roundwood estate and Lower Llanrumney regeneration schemes are also progressing well and are due for completion this year.
- **Regeneration projects:** As part of a programme of smaller regeneration projects across the city, environmental improvements to Cathays Road, Riverside and Llanishen Street have been completed and work has started at Llanishen Park and Cowbridge Road East. 89% of residents responding to surveys have been satisfied with completed regeneration projects to date.
- **Targeted regeneration investment programme funding:** Funding has been secured from Welsh Government to help deliver regeneration initiatives in the South Riverside Business Corridor. The funding will support an investment of over £4 million in Tudor Street and work has started on site to deliver improvements to the business environment and transport infrastructure, as well as the regeneration of 30 business premises.
- **Progressing the Council's Hub Programme:** The Council's Hub Programme continues to be rolled out across the city, with the new Butetown Creative Hub and refurbishment of community hubs in Whitchurch and Rhydypennau providing additional and enhanced services under one roof. Work has also started on the Maelfa Health and Wellbeing Hub and Rhiwbina Hub is due for completion during 2021/22. Options are also being explored for a Youth Hub in the city centre.
- **Launching a new hubs website:** To improve access to services, a new hubs website has been launched. The website provides information on all services delivered from hubs

across the city, including Advice Services, Adult Learning, Into Work Services and Library Services. In a customer survey, 98% agreed that their experience of using a hub met their needs.

Create safe and cohesive communities

- **Launching a new Youth Justice Services Development Strategy:** In June 2020, 'All Our Futures', a new Youth Justice Services Development Strategy, was launched in response to performance challenges identified in the city's Youth Justice Service. The past year has also seen progress in strengthening the strategic governance and partnership working, with the Youth Justice Board reporting through to the Public Services Board, and in the use of partnership intelligence to inform the service. A Resettlement Panel has also been introduced to ensure that planning for a young person's release into the community commences from the moment they enter custody or become at risk of entering custody.
- **Establishing a new Violence Prevention Group:** In advance of a new Serious Violence Duty, that will be a provision of the new Policing and Crime Bill due to come into force in 2022, a new Violence Prevention Group has been established. In line with the Duty, the Council and its partners will adopt a public health approach to understand the causes and consequences of serious violence and take action to reduce serious violence through prevention and early intervention.

Ensure children and adults are protected from risk of harm and abuse

- **Supporting victims of domestic abuse:** A new 'one-stop shop' to support victims of domestic abuse in the Cardiff Royal Infirmary has been opened. Refurbishment work has also been completed to transform the former Chapel at the Infirmary into a vibrant health and well-being facility for residents in the south and east of Cardiff. The facility is expected to open in summer 2021.
- **Joint Child and Adult Exploitation Strategy:** A strategy has been published to reflect new and emerging themes of child and adult exploitation such as modern slavery. Work is underway with partners to strengthen the Council and partners' approach to contextual safeguarding, recognising that outside of the family unit, the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse.
- **Improving corporate oversight of exploitation and safeguarding:** Arrangements are in place to improve corporate oversight of exploitation and safeguarding in general, with a refreshed approach implemented in March 2021 as part of the revised Corporate Safeguarding Strategy.
- **Strengths-Based Practice:** Strengths-based practice has continued to be developed throughout 2020, through the delivery of Collaborative Communication training; 93% of social workers in Adult Services have undertaken the training. This has supported a change in model of social work throughout Adult Services and has ensured better links

between how social work is delivered and the requirements of the Social Services and Well-being (Wales) Act 2014.

An inclusive and open city

- **Equality and Inclusion Strategy:** The Council has published its new Equality and Inclusion Strategy 2020-24. The strategy recognises the impact of Covid-19 on different communities and prioritises the development of services and partnerships to actively address inequality, exclusion and underlying structural inequalities in Cardiff.
- **Establishing a Race Equality Taskforce:** A Race Equality Taskforce has been established, with five thematic priorities identified: Employment and Representative Workforce, Children and Young People, Health, Criminal Justice and Citizens' Voice. Sub-groups have been established for each theme, with an initial set of recommendations planned to be submitted to the Council for consideration in summer 2021.
- **Supporting EU citizens to apply to the EU Settlement Scheme (EUSS):** The Council has continued to help EU citizens apply to the EU Settlement Scheme (EUSS), including children looked after and vulnerable adults. A programme of engagement and digital support to access the scheme online has seen good uptake: compared to an estimate of there being 21,000-25,000 EU Nationals living in Cardiff, 21,200 applications have been made to the scheme as of 31 March 2021.
- **Supporting the completion of the 2021 Census:** Work to support the 2021 Census has been completed, with extensive outreach and engagement undertaken to ensure the needs of population groups who may experience barriers to participation are reflected in the survey. This includes migrant communities, ethnic minorities, the homeless and traveller communities.

Promote the Welsh language

- **Increasing numbers of Welsh-medium primary schools:** In line with Welsh Government's vision for a million Welsh speakers in Wales by 2050, the number of Welsh-medium primary school places continues to grow. In 2020/21, 764 pupils were allocated Reception places at Welsh-medium primary schools, representing 18.5% of the total intake across the city - Cardiff's highest intake to Welsh-medium primary schools to date.
- **Expansion of Welsh-medium provision:** Further Welsh-medium education plans have been approved that will see the expansion of Ysgol Y Wern and new Cylch Meithrin provision, dual-stream provision to serve the Plasdŵr development and an increased provision in Central Cardiff.
- **Increases in uptake of Welsh language courses:** There has also been a significant uptake of Welsh language courses over the last year, with over 700 Council staff acquiring Welsh language skills.

- **Introducing Welsh street names across Cardiff:** Work continues to introduce new Welsh street names across the city following the introduction of Cardiff Council's new Street Naming Policy in October 2019, which ensures parity between Welsh and English street names in the city.
- **A virtual Tafwyl festival:** In 2020, the Tafwyl Welsh language festival went online, extending its reach to a global audience. Around 25,000 people engaged with the festival and more than 8,000 accessed digital content.

Improve sports and leisure

- **Restoring Lisvane and Llanishen Reservoirs:** Construction work has now been completed on the restoration of Lisvane and Llanishen Reservoirs with the prospect of this becoming a destination for walking, water sports and a space for improving residents' mental and physical health.
- **Supporting behaviour change towards a healthier and more active population:** The Cardiff and Vale 'Move More, Eat Well Plan 2020-23' was launched in 2020 by Cardiff's Public Services Board to support behavioural change toward a healthier and more active population.

Continue to improve our parks and green spaces

- **Awards for the Council's parks and green spaces:** The number of city parks and green spaces achieving the Keep Wales Tidy international mark of quality continues to rise, with 14 receiving the Full Green Flag standard in 2020. Forest Farm Country Park and Hailey Park both received the award for the first time.
- **Increasing Cardiff's tree canopy:** As part of the response to the Climate Emergency, the Council is working with partners to increase Cardiff's tree canopy, enhance biodiversity and provide environments which support the health and wellbeing of local residents. The Council has provided primary schools with 1000 trees, and work is underway to identify opportunities to increase the tree canopy on public sector land.
- **Restoring wetland habitats:** To increase biodiversity, important wetland habitats at Forest Farm have been restored as part of the 'No Net Loss' project, funded by Network Rail.
- **Increasing 'one cut' mowing regimes:** More pollinator friendly 'one cut' mowing regimes have been adopted, bringing the total area of native meadows looked after by the Council to 33.5 hectares.

Key Challenges and Risks

- **New Council homes:** Whilst progress has been made, the timescale for delivering the first 1,000 new Council homes has had to be delayed by seven months, to December 2022, due to the emergence of Covid-19.

- **The continued impact of Covid-19 on local and community services:** Although visits in person to Libraries and Hubs increased from 25,000 in Quarter 1 to over 280,000 by year end, this is a third of the footfall at the end of 2019/20. The new hubs website launched in October 2020, enabling access to services and events online. However, combined physical and online footfall was still significantly below the 3.3 million target set, at 2.5 million. With Libraries and Hubs only able to provide limited services, this is having a community-wide impact in terms of access to services and the health and well-being of residents. The Council is also losing income due to events not being held.
- **Shared Regulatory Services:** Shared Regulatory Services (SRS) has played a central role in Test, Trace, Protect (TTP), with a number of Officers seconded to key roles in its delivery. This has, however, impacted the delivery of the SRS business plan. Any business plan activities that were unable to be delivered as a consequence of the pandemic will be taken forward as appropriate in the 2021/22 financial year.
- **Crime trends:** The easing of Covid-19 restrictions following the winter lockdown period has seen increases across all categories of crime, in particular, violence against the person, violence without injury, robbery, burglary and sexual offences. The further easing of restrictions and reopening of the night time economy could see further increases in crime. This would result in increased pressure on the Police and A&E services at a time when health services are experiencing significant non-Covid related demand.
- **Serious youth violence and criminal exploitation of young people:** Serious youth violence remains a concern and prevention is a key priority for the Council and the city's Community Safety Partnership. Continued focus on improving practice and culture in the Youth Justice Service is needed, allied to a strengthened strategic and operational approach to safeguarding vulnerable young people across the Council and across the city's public service partnership.
- **Hidden harms:** It is likely that Covid-19 lockdowns and restrictions will have resulted in under-reporting of domestic violence and difficulties with mental health. The volume of domestic abuse referrals received is being closely monitored and escalated as appropriate to the Community Safety Partnership.
- **Safeguarding awareness and training:** Nearly 80% of Council staff have completed the Corporate Safeguarding Awareness Training. However, this remains short of the 100% target set. Additionally, whilst more than two thirds of Council staff have completed the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence, this also falls short of the 100% target set.
- **High-rise buildings:** Since the tragic events at Grenfell Tower, Shared Regulatory Services, South Wales Fire & Rescue and residents' groups have made progress in addressing the issues relating to some buildings, but a number of buildings continue to require attention. Residents of these buildings currently have to pay for the work and this will continue to be the case unless additional funding is provided by Welsh Government.

- **Volunteering in parks and green spaces:** Although many people responded to the call to help the most vulnerable access essential food and medical supplies at the onset of the pandemic, much of the work in relation to parks and green spaces had to be put on hold due to the vulnerabilities of volunteers. In 2020/21, the number of volunteer hours committed to parks and green spaces was less than 10% of the target set prior to the first lockdown.
- **EU Settlement Scheme (EUSS):** The grace period for applications to the EU Settlement Scheme ended on 30 June 2021. If individuals – who need to register – didn't do so by 30 June, they could lose the right to live and work in the UK and also access to certain public services and support. UK Government has, however, published non-exhaustive guidance for caseworkers on reasonable grounds for a late EUSS application – late applications may be accepted for an indefinite period. Moving forward, the Council will support late applications to the scheme, with individuals signposted to legal advice if necessary.
- **Sustainability of the Leisure Services Contract:** Covid-19 has had a major impact on the viability of the Council's Leisure Services contract with GLL due to a significant drop in income caused by successive lockdown closures and social distancing restrictions. Whilst participation has begun to increase, income remains significantly lower than pre-Covid levels. The extent of on-going government support to bridge the gap remains unclear. The Council has recently taken the decision to remove Pentwyn Leisure Centre from the contract to reduce the current operational deficit, however, ongoing review and changes to the contract and service specification may be required.
- **Tackling obesity and increasing participation in sport and physical activity:** Covid-19 has highlighted the importance of health, well-being and participating in physical activity, as obesity and diabetes are key underlying health risks. Although obesity levels in Cardiff are amongst the lowest in Wales, they are still too high, particularly in the city's most deprived communities. Concerted and targeted long-term action will be needed to address this challenge. Furthermore, whilst parks and green spaces have been utilised throughout the Covid-19 pandemic, restrictions have resulted in visits, per 1,000 population, to Local Authority sport and leisure centres low – at just over 10% of the pre-Covid target.

Forward Look – Areas of Focus

To ensure that communities remain safe, confident and empowered, areas of future focus include:

- The progression of developments across 60 sites as part of the 'Cardiff Living' partnership, with future schemes including the Gas Works in Grangetown. The scheme will deliver a whole new community of 500 homes connected via sustainable transport links to the surrounding area.
- In June 2021, a full planning application will be issued for the Channel View scheme, which will see a £65 million investment in more than 250 low-carbon homes, providing

replacement homes for every existing resident in the area and improved access to green space.

- Work will continue to complete housing estate improvement schemes in Llanedeyrn and Llanrumney, as part of a programme of environmental enhancement.
- Cardiff's Community Safety Leadership Board will focus taking forward the partnership's agreed priorities. This includes addressing complex localised issues, street based lifestyles and complex needs, violence prevention, and area based working. A new Violence Prevention group will oversee the development and implementation of a Serious Violence Strategy in 2021 and a renewed partnership approach.
- Building on the progress of the past year, there will be a focus on improving practice and culture in the Youth Justice Service, linked to a wider strengthened strategic and operational approach to safeguarding vulnerable young people and to tackling youth violence and the criminal exploitation of young people.
- Developing an Adult Services Strategy that will outline the Council's plans for supporting citizens over the next 4 years and will be created with input from citizens, stakeholders and staff.
- The new joint Child and Adult Exploitation Strategy will continue to be taken forward, addressing new and emerging themes of exploitation, such as modern slavery.
- In the coming year, the Council will be piloting a number of initiatives, including the National Transfer Scheme, a new approach to providing support and accommodation for Unaccompanied Asylum Seeking Children across Wales, as well as the National Referral Mechanism, identifying young people at risk from exploitation and ensuring that multi-agency plans are in place.
- The Council will continue to progress the applications of both children looked after and vulnerable adults to the EU Settlement Scheme, as well as support late applications to the Scheme. The Council will also continue to monitor the impact of Brexit on cohesion through the Council's Community Cohesion Action Plan.
- As a founding city of the Inclusive Cities Programme, the Council will lead on the co-ordination of support for migrant communities, supporting access to legal advice for those whose immigration status is uncertain and which could place them at additional risk of the pandemic's economic and health impacts. A Phase 2 action plan for Inclusive Cities will also be developed over the next year.
- Working with partners, the Council will support the delivery of the Cardiff and Vale 'Move More, Eat Well Plan' by improving access to healthy environments in which to be active and make active travel choices, as well as improving access to healthy food and encouraging healthy lifestyle choices.

- The Council will develop a Cardiff's Sport, Health and Physical Activity Strategy to maximise use of the city's parks, green spaces and leisure centres and increase participation in physical activity, particularly in the most deprived communities.
- The Council will review the Leisure Services contract with GLL to ensure it is sustainable for the full term of the contract and to be sure the contract is delivering value for money.

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Well-being Objective 5:

A capital city that works for Wales

Context

The Covid-19 pandemic has had a significant impact on Cardiff's economy and the life of the city, bringing the hospitality, retail and cultural sectors to a standstill, causing unemployment to double and preventing many young people from moving on into the world of work. A strong and dynamic Cardiff economy, capable of attracting inward investment and creating jobs in high-value industries, will remain key to a successful city-region and a successful Wales.

As the Council emerges from the pandemic, it is essential that measures needed to accelerate recovery and renewal are considered, whilst seizing the historic opportunity to build back Cardiff as greener, fairer and stronger city. This work will involve protecting jobs and businesses to mitigate the immediate economic crisis, continuing delivery of ~~our~~ major Capital Ambition projects to improve productivity, connectivity and the quality of new jobs, and implementing the adaptations needed for Cardiff to thrive in the future.

Our priorities for 2020/21 were:

- **Lead a capital city that works for Wales**
- **Continue the development of the city centre as a business location**
- **Write a new chapter in Cardiff Bay's regeneration story**
- **Support innovation and business development**
- **Bring world events to Wales and take the best of Wales to the world**

Key Successes in 2020/21

Lead a capital city that works for Wales

- **Central Station improvements:** Good progress has been made on the delivery of the Central Station capacity improvements, with the development of a Detailed Business Case now well underway. The enhanced Central Station will be crucial in strengthening transport connectivity between Cardiff's Central Business District and the wider city-region, which in turn will help boost productivity while making jobs more accessible and reducing congestion, pollution and carbon emissions.

Continue the development of the city centre as a business location

- **Central Square:** Continued progress on the development of Central Square over the past year, most notably with the Interchange, has supported hundreds of construction jobs at a time of economic crisis.
- **City centre transformation:** The Council has approved a Framework Strategy for the Canal Quarter, which sets out an ambitious and achievable vision for the transformation

of this historic part of the city centre. This development will deliver a high-quality public space centred on the reopened canals of Cardiff's industrial past.

- **Cardiff Parkway:** The planning application for Cardiff Parkway, a key component of the Industrial Strategy for the East, has been progressed, which will deliver a new train station, a new business park and real economic opportunity for this long-overlooked area of the city.
- **Further consolidation of the creative sector:** The BBC has announced the relocation of its London-based global centre of excellence for Climate and Science journalism to the BBC Cymru Wales headquarters in Central Square. This development will see new job opportunities created, not only at the BBC, but across the city, and further cement Cardiff's reputation as an important creative media capital.
- **New Government Office:** Cardiff has attracted the UK Government's new Trade and Investment Office, which will create 100 new jobs in the city. It is anticipated that this new department will be accommodated in the UK Government Hub in Central Square, which will provide a significant boost to the city's Central Business District during the recovery period.

Write a new chapter in Cardiff Bay's regeneration story

- **Indoor Arena:** Good progress has been made towards delivery of the new Indoor Arena, with the Council appointing Live Nation as its preferred bidder for construction and operation. As the last major missing piece of infrastructure in the city's culturally-focused economic regeneration programme, the Indoor Arena will kick-start the next generation of Cardiff Bay's development and act as an anchor for grassroots cultural venues in the surrounding area.
- **Atlantic Wharf Masterplan:** A masterplan for the future vision of Atlantic Wharf was approved by Cabinet in December 2020. The future tramline and heating network linking the city centre and Cardiff Bay are at the heart of this vision, which will ensure that new developments included in the masterplan have a low or neutral carbon impact, and that newly-created jobs will be accessible to all of our communities, in line with the ambition for inclusive and green growth.

Support innovation and business development

- **Creating Covid-secure city and district centres:** Working in partnership with FOR Cardiff – the city's Business Improvement District – the Council transformed the city centre into a Covid-secure, attractive and people-centred environment for residents and visitors. The innovative use of public space in creating a new outdoor seating area, the Castle Quarter, allowed the hospitality sector in the city centre to continue trading within the confines of social distancing regulations, driving a significant rise in footfall and generating approximately half a million pounds for the local economy.
- **Business support:** The Council's Business Rates and Economic Development teams have administered over £120 million in financial support to nearly 20,000 businesses over the

course of the pandemic, providing them with a lifeline while they have been unable to trade. Crucially, this work has included supporting those who fell through the cracks of UK Government support, namely through the delivery of over 10,000 grants for small businesses, roughly 800 freelancer grants for the creative sector and 200 grants for new starters.

- **Economic Recovery Task Force:** An Economic Recovery Task Force has been established to support those who have lost their job due to Covid-19 into new employment, help employers recruit and train, and more broadly, to lead the post-Covid economic recovery in Cardiff. Crucially, the Task Force has co-coordinated and promoted the Kickstart Scheme, which provides funding to create new job placements for 16- to 24-year-olds on Universal Credit who are at risk of long-term unemployment.
- **Strength in Places (SIP) bid:** The Council supported a Cardiff University-led Strength in Places (SIP) bid to UK Research and Innovation (UKRI) to increase research and development in the city-region's screen and creative industries. This sector – one of Cardiff's key growth industries for the future – has been significantly affected by the pandemic, therefore ensuring its recovery will be critical to the future success of the local economy.
- **Town Centre Loan Fund:** Work to expand the city's business infrastructure has continued, with support from the Town Centre Loan Fund secured to develop new facilities for ~~fin-tech~~ businesses.
- **Creating new work spaces:** New incubation space has been created outside the city centre in the former offices of Grant Thornton to support the development of Cardiff's creative and fintech sectors. Demand for 'incubator' and 'start up' space in the city has increased, and as such, the Council is currently exploring a number of further proposals.
- **Development of a Science Park:** Progress has been made in the development of a Science Park. . The private sector owners of the potential site continue to progress this transition, with a new business recently secured that will be producing the COVID-19 vaccine.
- **Creating new jobs:** In 2020, the Council has supported the creation of over 500 jobs and safeguarded another 1,339 jobs.

Bring world events to Wales and take the best of Wales to the world

- **Successful test events:** The Council developed and successfully delivered Covid-safe test events on the grounds of Cardiff Castle, including Tafwyl - the Welsh music and cultural festival – and an Eid celebration.
- **Cultural Recovery Fund and the Capital Recovery Fund:** The Council has secured over £3m from the Arts Council of Wales, which administered the Cultural Recovery Fund and the Capital Recovery Fund, for St David's Hall and the New Theatre. This funding helped to ensure that Cardiff's internationally-renowned live music and theatre offer was supported during the pandemic.

Key Challenges and Risks

- **Managing unemployment and business closures:** In the past year, unemployment has doubled, the number of people claiming Universal Credit has risen by over 100% and businesses have closed across the city. The furlough scheme, which is currently providing some protection, is due to end in September 2021, and the associated impact on unemployment levels within the city could be considerable. The Council's immediate priority in the recovery period is therefore to protect jobs and businesses – especially those in the hard-hit hospitality, retail and events sectors – by putting in place measures to mitigate the impact of restrictions on businesses and attracting people back to the city centre. These interventions include the provision of additional public space for the hospitality sector, work with city centre businesses to adopt a commuting plan, the roll-out of the Kickstart scheme to support young people back into work and collaboration with the Welsh Government to provide direct business support.
- **City centre recovery:** The initial decrease in city centre footfall, driven by the pandemic and remote working, has had a significant impact on businesses in the city centre. Continued work is required to support the recovery of the city centre that responds to the trends of digital retail and new ways of working. Securing funding for extended local business support will be key in mitigating the risk of further business failure over the coming year.
- **Recovery of cultural, events and tourism sectors:** The pandemic has had a serious impact on the city's cultural venues and museums, with major consequences for the arts and creative sectors. This situation is reflected in attendance figures at Council venues, with only 174,286 visits against a target of 595,000 at year end, creating a significant financial risk for these income-reliant venues. Beyond creating significant funding issues, the pandemic has also delayed progress on the development of the Events Portfolio, the delivery of the Signature Music event and work to establish the feasibility of a 2030 FIFA Football World Cup bid.

While the pandemic has brought cultural, events and tourism sectors to a standstill, it is clear that demand remains high. These sectors are therefore well-placed for a strong return with a continued easing of restrictions over the coming year. With international tourism unlikely in the short-term, Cardiff's visitor offer will become more localised, creating experiences and attractions for citizens and for the regional market. Sport and music will be key parts of a 'healthy city' branding going forward, enhancing our residents' well-being and quality of life, while also attracting visitors needed to help drive the economic recovery.

- **Brexit:** Cardiff is vulnerable to a disruptive Brexit, as it is amongst the top five British cities most reliant on EU markets, with 46% of its exports going to EU countries. Whilst the deal agreed by the UK and EU in December 2020 has provided citizens and businesses with a degree of continuity and certainty, Cardiff is still entering unprecedented territory. The Council will therefore continue to closely liaise with local employers over the coming months to mitigate the impact of Brexit, including delays at the borders and the associated implications for supply chains. Moving forward, work will

be undertaken to ensure that the Council has a robust ongoing strategy to address the challenges and opportunities posed by Brexit.

- **Future of regional funding:** EU funding has been a significant financial contributor to regional and local economic development in Wales, especially outside of Cardiff, with per capita funding far exceeding that in Scotland, Northern Ireland or England. Consequently, any change to regional funding post-Brexit represents a significant potential risk for Wales. The new Community Renewal Fund – the one-year precursor to the new UK Shared Prosperity Fund replacing European structural funds from 2022 – represents an opportunity to invest in skills, local businesses and employment.

Furthermore, the Levelling Up Fund provides an opportunity to unlock investment in local infrastructure, town centre and high street regeneration, local transport projects, and cultural and heritage assets. Cardiff has been placed into category 1 of the Fund – meaning it is one of the places with the highest levels of identified needs in the nation – and the projects proposed for this funding will play a crucial role in increasing productivity and prosperity in the city over the long-term.

Forward Look: Areas of Future Focus

To accelerate recovery and renewal, whilst at the same time building back Cardiff as a greener, fairer and stronger city, areas of future focus include:

- During the summer months, the Council will consult with citizens and city stakeholders on its draft *Greener, Fairer, Stronger* strategy, which sets out proposals for Cardiff's recovery and renewal in the post-Covid world. A programme of thematic engagement events are planned over the summer, in partnership with Cardiff University. An updated Recovery and Renewal Strategy will be published towards the end of the year, following the summer engagement exercise.
- The planning process for the new Indoor Arena in Cardiff Bay will take place over the remainder of 2021, with the completion of the full business case and contract award due to be presented to Cabinet in September. Later in the year, a business case will also be brought forward for Atlantic Wharf, which includes the new Red Dragon Centre, a new public square and public realm improvements.
- With the Framework Strategy now in place, the Council will look to progress the development of the Canal Quarter from 2021 onwards.
- A planning decision on the Dumballs Road/Embankment development is due in the autumn of 2021, which will potentially enable the development of a new waterfront-facing link between the city centre and Cardiff Bay.
- A new International Sports Village masterplan and update on the progression of the delivery for the new velodrome will be presented to Cabinet in September 2021.

- A planning application will be submitted for a new logistics development and transport connection between the A48 and Llanrumney in the autumn of 2021, aiming to improve transport links.
- Work will be progressed with the events sector to roll out test events and support safe attendance. Covid-safe visitor attractions will be established in Cardiff Bay, making use of open spaces to help drive the recovery of local businesses.
- In the year to come, the Council will continue work to develop a Music Strategy, Cultural Strategy and Tourism Strategy, with the latter to be presented to Cabinet in the autumn. Furthermore, the Covid-delayed Cardiff Music City Festival will be rescheduled for 2022.
- The Council will continue to lead on the work of the Cardiff Music Board and the delivery of the recommendations from the Cardiff Music Strategy report, which will support the return and recovery of live music in Cardiff, as well as the development of the music ecology in Cardiff.
- The Council will work with the Wales Millennium Centre and partners to develop the Atlantic Wharf Cultural Partnership, which aims to increase the value of creative and cultural production in Cardiff, encourage participation and nurture a diverse talent pipeline to raise the international profile of the city's creative sector.
- Over the coming year, the Council will work with its Western Gateway partners to leverage investment from the UK Government, as well as inward investment on an international scale, recognising the potential of shared assets across the region to raise overall competitiveness. This cross-border strategic partnership – with Cardiff and Bristol at its core – will help drive the inclusive and green economic growth that will define the post-Covid era.
- From late July 2021 onwards, the UK government will announce successful projects for the Community Renewal Fund, which will play a central role in creating economic opportunity in Cardiff during the recovery. Furthermore, it is expected that investment decisions for the first funding round of the Levelling Up Fund will be made by autumn 2021.
- The outcome of the Council-supported, Cardiff University-led Strength in Places (SIP) bid is set to be announced in the summer, with important implications for the development of the local screen and creative industries.
- The Council will play an active leadership role in the development and establishment of a Corporate Joint Committee (CJC) for the Cardiff Capital Region over the year ahead, seeking opportunities to work more effectively across the region in the areas of strategic development planning, regional transport planning and improving economic well-being.

Well-being Objective 6:

Cardiff Grows in a Resilient Way

Context

Over the past year, the emergence of Covid-19 demanded urgent work to establish Cardiff city centre and a number of district centres as Covid-secure spaces. This effort has not only helped to safeguard residents and visitors, but has also delivered public realm improvements and improved the local environment. The delivery of the Council's One Planet Cardiff Strategy, as well as the Transport and Clean Air White Paper, is therefore central to ambitions for delivering economic recovery and for Cardiff to continue to grow in a sustainable and resilient way.

Climate change, however, remains one of the most serious threats facing Cardiff with impacts such as rising sea levels and increased frequency of extreme weather events putting the city at direct risk. The Council's One Planet Cardiff Strategy sets out the Council's response to the Climate Emergency, including the ambition to make Cardiff a Carbon Neutral City by 2030.

Our priorities for 2020/21 were:

- **Respond to the climate emergency, leading Cardiff's low-carbon transition**
- **Lead a transformation of Cardiff's public transport system, alongside promoting more active forms of travel**
- **Put sustainability at the heart of our plans for Cardiff's future development**
- **Work as one team, keeping our streets clean**
- **Make Cardiff a world-leading recycling city**

Key Successes in 2020/21

Respond to the climate emergency, leading Cardiff's low-carbon transition

- **One Planet Cardiff Strategy:** The draft One Planet Cardiff strategy, the Council's vision for a Carbon Neutral City by 2030, was launched in October 2020. The strategy identifies a very broad ranging programme which aims to position Cardiff as a UK leader in a climate responsive economy, shaping environmental solutions to deliver benefits for businesses and the wider city, as well as the new skills and jobs that will be crucial to create this change. The Council has conducted broad and detailed consultation and engagement on the draft strategy and the views gathered are helping to shape a final One Planet Cardiff Strategy that will be published later in the year.
- **Establishing a Climate Emergency Board:** A Board has been established with public sector partner organisations from the Public Service Board (PSB) to identify and collaborate on key projects. This has expanded to include other key partners outside of

the regular PSB partnership including Cardiff University, Wales and West Utilities, Western Power, and Dwr Cymru Welsh Water.

- **Becoming a Carbon Literate Organisation:** Cardiff Council has become the first Welsh local authority to be recognised as a Carbon Literate Organisation by low-carbon charity The Carbon Literacy Trust.
- **Delivering a Solar Farm at Lamby Way:** The Council has delivered an operational Solar Farm at Lamby Way which generates a substantial, 9 Megawatt amount of clean, renewable energy, both for direct local use and to help to further decarbonise National Grid electricity.
- **Delivering the Clean Air Plan:** The Council has started delivering its Clean Air Plan's package of preferred mitigation measures; the Plan's complete delivery is still on target to be implemented by the end of 2021, in accordance with Welsh Government timescales. During the delivery period of Covid-19 mitigation options, in accordance with the impacts and measures put in place to facilitate the pandemic and subsequent reduced traffic movement on Castle Street, air quality datasets gathered on Castle Street have indicated consistent compliance with the legal air quality limit values set for Nitrogen Dioxide (NO₂). With the complete delivery of measures forecasted for the end of 2021, sustained air quality compliance on Castle Street is likely to continue. The current average (2021) NO₂ figure is 23µg/m³ with the legal limit set as 40 µg/m³.
- **Monitoring local air quality:** As part of Cardiff's Council statutory obligation to monitor local air quality⁵, results obtained in 2020 from the non-automated NO₂ diffusion tube network indicated **no exceedances** of the annual average limit value for all locations monitored. However, it is noted that the implications of Covid-19 would be a deciding benefiting factor in this analysis.

Lead a transformation of Cardiff's public transport system, alongside promoting more active forms of travel

- **Delivering cycle routes:** The Council has delivered four new segregated cycle routes, including pop-up cycleways, to promote safe and active travel. Routes include North Road, Cycleway 1 (Senghennydd Road), Cycleway 4 (Sophia Gardens) and the Cross-City Pop-Up Route.
- **Promoting safe and active travel in schools:** Through the new Schools Bike Scheme, the Council provided 660 bicycles to over 30 schools in October 2020. The scheme aims to increase the number of children taking part in cycling by embedding it into school curriculums. Schools are also continuing to receive support in creating bespoke Active Travel Plans; so far, approximately 110 schools have a plan completed or in development, out of a total of 144.
- **Introducing a School Streets Scheme:** The Council has introduced a School Streets Scheme in order to ensure that children can attend school as safely as possible, as well

⁵ In accordance with Part IV of the Environment Act 1995 and Air Quality Strategy for England, Scotland, Wales and Northern Ireland 2007.

as to encourage active travel. During term time, motor vehicles are not permitted to drive in specified streets on weekdays during peak drop-off and pick-up times. To date, 14 School Street Schemes have been implemented.

- **Improving Cardiff's roads:** The Council has delivered an improvement programme which resurfaced 135 roads, equating to an approximate total area of 175,000m². In addition, 32,000 m² of localised resurfacing work, commonly referred to as patching, was carried out to the highway network, achieving a reduction of highway condition complaints, such as potholes.
- **Introducing 20mph speed limits across the city:** The Council continues to roll out 20mph speed limits across the city, with installation in the core areas south of the A48 largely complete. Work has also commenced in the first areas north of the A48: Heath, Whitchurch and Tongwynlais, Llandaff North and Rhiwbina.

Put sustainability at the heart of our plans for Cardiff's future development

- **Developing a Green Infrastructure Plan:** A working group has been established to prepare a project brief for the development and delivery of a Green Infrastructure Plan, taking into account existing resources and other priorities in the context of the ongoing Covid-19 pandemic.
- **A low-carbon district heat network to serve Cardiff Bay:** The Council has successfully secured funding to implement the first phase of a low carbon district heat network serving the Cardiff Bay area. This £15 million project will utilise heat generated at the Trident Park Energy Reclamation facility and distribute it to a range of large-scale customer buildings through a network of highly insulated water pipes.
- **Progressing the Canal Quarter Scheme:** The new Canal Quarter scheme has progressed to detailed final design stage. The Canal Quarter scheme would see the reopening of the concreted over old dock feeder canal underneath the top half of Churchill Way, delivering significant public realm improvements and supporting sustainable water drainage.

Work as one team to keep our streets clean

- **Additional resources for cleansing services:** Additional resources have been allocated to the inner ward areas of Cathays, Plasnewydd, South Riverside, Grangetown and Splott for the provision of cleansing services.
- **Volunteer groups:** Volunteer groups like Cardiff Rivers Group have worked safely, in line with the controls that have been put in place in response to Covid-19, to undertake activities like cleansing around the edge of Cardiff Bay.
- **New control room to support the waste collections service:** A new control room is now in place to support the Waste Collections Service which will help to dynamically monitor

daily performance. Additional litter bin sensors have also been introduced to facilitate more efficient operations in street cleansing.

- **A new model for waste and recycling collections:** The Council has implemented a new service model for waste and recycling collections in the city, with improved management and governance arrangements, and a focus on service performance. The new model will help the Council to provide a better service that is both more efficient and cost effective in the long-term and that will help keep streets cleaner. The new approach involves re-modelled collection rounds, moving to a four-day working model, with an aim to collect all waste from residents' homes by 3.30pm.

Make Cardiff a world-leading recycling city

- **New booking system for Recycling Centres:** A booking system was introduced for the city's two Recycling Centres in order to enable them to re-open safely at the end of May 2020. In addition, a booking system for bulky item collections was launched on 9 September 2020 on both the Council's website and Cardiff App. The new booking system and controls at Recycling Centres have supported improving recycling performance to 90%.
- **Increasing the Council's electric vehicles fleet:** The Council has introduced 12 electric vehicles to the Recycling and Neighbourhood Services fleet, with 5 more electric Refuse Collection Vehicles (RCVs) on order – this will mean that the Council has the largest fleet of manufacturer produced e-RCVs in Wales and potentially the UK.

Key Challenges and Risk

- **Achieving statutory recycling targets:** Changes to waste and recycling collections due to Covid-19 meant that between 30 March and 1 June 2020, all waste and recycling collected from residents was sent to the Energy from Waste plant. Covid-19, and the impact on collections to protect the workforce, has impacted performance throughout the year, and the 64% statutory recycling performance target has not been achieved. Meeting the target will remain a significant performance challenge for the Council in 2021/20, as well as the need to meet the statutory target of 70% by 2024/25. A programme of work to address this under-performance is being developed in partnership with the Welsh Government, WRAP and local partnerships.
- **Street cleanliness:** At the city level, the percentage of highways found to be of a high or acceptable standard of cleanliness is above the target of 90%. However, a number of wards, particularly in the city centre and in the south of the city, fall under the 90% target for high or acceptable standard of cleanliness.
- **Promoting changes in resident waste and recycling behaviour:** Covid-19 has impacted work to promote changes in resident waste and recycling behaviour, with the pink sticker campaign, which lets residents know when they put out contaminated waste unsuitable for recycling, placed on hold. Once the new collections model is fully

established, and collections are taking place as scheduled, officers will relaunch the campaign. Education will be followed by enforcement action where required.

- **Sustainable Water, Flood and Drainage Strategy:** Coastal erosion, and associated flood risks relating to the condition of existing flood defences, remains a major risk area for the Council and is recognised within the Corporate Risk Register. Development of a Sustainable Water, Flood and Drainage Strategy for Cardiff was put on hold for 12 months in February 2020, due to the ongoing effects of the February 2020 storms on the Flood Risk Management Team, as well as ongoing demands related to Covid-19. Availability of match funding has resulted in further delays in the development of the Strategy, with work continuing to find a solution. The Council continues to work with external bodies such as Natural Resources Wales to manage the residual risk.
- **Public transport and Covid-19:** The impact of lockdowns and the requirements of social distancing has had a major impact on public transport, particularly municipal bus companies, with passenger numbers falling drastically and services reduced. Managing the continued impact on mobility and the transport network is therefore crucial moving forward. The Council has supported the bus operators through the Welsh Government Bus Emergency Scheme (BES2) and is working with key stakeholders on developing the Bus Strategy as part of a programme of proposed bus reforms.
- **Housing retrofit:** The Council has recognised the need for a major upscale in retrofit activity, especially in privately owned housing, in order to address the city-wide carbon challenge. A range of funding mechanisms already exist but the uptake of these has been low and the processes for accessing them are often complex. The Council is working actively with the Cardiff City Region to explore and unlock all potential avenues that could help to facilitate and accelerate the uptake of energy efficiency measures in the city's residential stock.
- **Single Use Plastics:** The Council has now developed an action plan for the removal of Single Use Plastics from all Council buildings as part of the One Planet Cardiff Strategy. However, the project has not progressed in line with original deadlines due to Council buildings not being occupied during the pandemic. Further work needs to be undertaken with partners to develop a city-wide response to single-use plastics in all public services.
- **Clean air:** In 2018 the Council received a legal direction from the Welsh Government to ensure that air pollution levels were below the EU limit value, specifically levels of nitrogen dioxide (NO₂). In response, the Council undertook a detailed analysis of air pollution levels across the city, which identified Castle Street as the sole non-compliant street. The temporary measures established on Castle Street in response to Covid-19 led to a significant improvement in air quality in 2020/21, and ensured that compliance with the EU Limit for NO₂ was achieved in advanced of the modelled forecast date within the Council's Clean Air Plan. The Council needs to ensure that the obligations, as set out in the legal direction from Welsh Government, are met and that compliance is maintained long term.

Forward Look – Areas of Future Focus

To ensure that Cardiff continues to grow in a sustainable and resilient way, areas of future focus include:

- Cardiff's Recycling Strategy is currently under review and a new comprehensive strategy will be released in autumn 2021, including an action plan to achieve the current recycling targets of 64%, and 70% by 2025.
- Progress has been made with work force reforms in relations to waste collections with a move towards 4 day working week, permanent staff recruitment and a significant improvement in workplace health and safety arrangements. However, this remains work in progress and will need to continue as a key area of corporate focus for 2021/22. In terms of wider street scene services, the percentage of highways found to be of a high or acceptable standard of cleanliness is above the target of 90%; but levels of street cleanliness are variable with standards not being met in a number of wards in and around the city centre and south of the city.
- The Council will continue to progress the City Centre Transport Masterplan projects from 2020 through to 2022, including City Centre East and Canal Scheme, Castle Street and Central Square.
- A full and final One Planet Cardiff Strategy will be published later in the year, including details of the Council's carbon accounting methodology and project prioritisation process, along with a more detailed 10-year action plan to deliver the Council's Carbon Neutral ambitions.
- A Corporate Property Strategy 2021-26 will be published this year, which will establish key aims and objectives outlining how the Council will reduce carbon output and off-set with new renewable energy sources.
- In the longer-term, it is important that the Replacement Local Development Plan (LDP) fully supports the ambition for carbon neutral developments, and that sustainable design and construction principles are fully integrated into the preparation process over the next three and a half years. Formal commencement of the Replacement LDP preparation process began in spring 2021.
- 10 Council carparks will see the installation of 22kW fast chargers in the coming months, supporting the planned action to increase the Electric Vehicle Charing Point (EVCP) network across the City. EVCPs will also be installed at three main Council locations, namely Coleridge Rd, County Hall, and Lamby Way.
- Construction of the low carbon district heat network serving the Cardiff Bay area is set to commence in the autumn of 2021, with first heat supplied by autumn/ winter 2022.
- As part of the wider commitment to Clean Air, the Council is seeking to expand its real-time monitoring network, ensuring that Cardiff has an advanced regulatory monitoring

network for air quality data, enabling the Council to comply with any future legislative changes from Welsh Government. The data collected will serve as the foundation stone for research, policy development, health impact analysis and public understanding of air quality more widely across Cardiff.

- As a result of traffic and air quality monitoring, the public consultation in relation to the future of Castle Street, and further analysis of the Covid-19 recovery, it has been agreed by the Council's Cabinet to modify the existing temporary arrangements on Castle Street to allow all vehicles (including cars) to access two lanes of Castle Street, with a westbound bus lane and two-way segregated cycleway retained. This adaption to the current temporary arrangements will enable further analysis, monitoring and assessment to take place before a permanent scheme is implemented post-Covid-19 recovery.

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Well-Being Objective 7:

Modernising & Integrating our Public Services

Context

In the face of rising demand and reducing budgets, Capital Ambition set out a programme of modernisation that would improve efficiency, better support service delivery and promote social and environmental outcomes. The challenge of responding to Covid-19, however, radically accelerated this agenda, with a rapid and successful shift to home-working, increased use of technology in service delivery and the application of service innovation at an unprecedented pace and scale.

The Council wishes to build on this platform, developing a new approach that brings together assets, technology and the workforce to unlock further efficiency saving, achieve productivity gains and deliver an enhanced service offer. It will allow the Council to become a more agile organisation, providing a more responsive and adaptable service for citizens, a more flexible working environment for staff while driving down the Council's assets, energy and transport costs.

Our priorities for 2020/21 were:

- **Deliver fewer and better Council buildings**
- **Rebuild and reform our public services so that they can meet the challenges of the 2020s**
- **Make sure that we are a Council that better talks to and listens to the city we serve**
- **Deliver our ambitious Digital Strategy**

Key Successes in 2020/21

Deliver fewer and better Council Buildings

- **Ensuring Council buildings are Covid-safe:** In response to the Covid-19 pandemic, extensive work has been undertaken over course of the year to ensure the Council's buildings and schools are 'Covid safe', allowing services to resume and schools to remain open to all children.
- **Improving and modernising the Council's estate:** The completion of the 2015-20 Corporate Property Strategy has seen major works continue to improve and modernise the Council's estate, including significant improvements to schools buildings, ensuring they are fit for the 21st Century.
- **Reducing the Council's accommodation footprint:** In November 2020, the Council chose not to renew the lease on Wilcox House, and to relocate staff to County Hall or to agile/home working arrangements. This has reduced the Council's accommodation footprint by approximately 60,000 sq.ft. and released costs of around £1.5 million.

Rebuild and reform our public services so that they can meet the challenges of the 2020s

- **Significant improvements in sickness absence:** Sickness absence has been a long standing area of challenge for the Council, however, significant improvements have been seen over the course of 2020/21. The outturn position for 2020/21 was 8.6 full-time equivalent (FTE) days lost per employee across the Council, below the target of 9.5 days lost per employee. This is an improvement of 3.17 days lost when compared to 2019/20. Short-term sickness absence also continues to fall, with a 9% decrease compared to 2019/20. Furthermore, whilst long-term sickness accounts for 78% of all absences, the number of days lost has decreased by 15,000 days.
- **A strengthened approach to performance management and data analysis:** The Council has taken a series of steps to strengthen its performance management arrangements over the past 18 months. This has included the introduction of performance challenge sessions convened by the Leader and Chief Executive, half-year strategic assessments drawing together performance information from a wide range of sources, improved data visualisation and enhancing the role of the Scrutiny Performance Panel. Taken together, these measures ensure that the Council is well positioned to respond to the new requirements of the Local Government and Elections (Wales) Act 2021.
- **Corporate health:** Work continues towards the Corporate Health Gold Standard and the Council has been successful in its re-assessment for the Silver Standard. The focus for the Standard over the last 12 months, during the Covid-19 pandemic, has been around staying healthy whilst working from home.
- **Increasing support for mental health and wellbeing:** Support for mental health and wellbeing has increased, through the Council's Carefirst contract, as well as the in-house counselling team. Cognitive Behavioural Therapy has also moved to in-house provision, reducing costs, and the delivery of trauma counselling, virtual physio and DSE support for home workers has improved.

Make sure that we are a Council that better talks to and listens to the city we serve

- **Citizen satisfaction with Council services:** In terms of citizen satisfaction with Council services, Cardiff continues to demonstrate an upward trend. The most recent 2020 Ask Cardiff Survey showed that 67% of citizens are satisfied with services that the Council provides, an 11% increase on the previous year. In particular, 79.1% of citizens enjoy Cardiff's parks and open spaces, 74.6% are satisfied with street lighting and 71% are satisfied with libraries and Hubs.
- **Continued democratic governance throughout the pandemic:** The Council's democratic governance has continued to operate effectively online over the course of the pandemic. Full Council meetings, Cabinet and Scrutiny meetings have all transitioned to video conference with meetings continuing to be webcast for public viewing.

- **Continued scrutiny throughout the pandemic:** In response to the first lockdown, a remote Scrutiny Covid Panel was established to test time-critical decisions and explore the Council's response to the pandemic. The remote restart of all five Scrutiny Committees in September 2020, framed to ensure measured and proportionate scrutiny, enabled stakeholders' voices to be heard, with 96 external voices informing scrutiny work during 2020/21. Overall, Scrutiny Committees made 201 recommendations to Cabinet in 2020/21 and, of the responses received to date, Cabinet has fully accepted 70% and partially accepted 22%, illustrating the value added by scrutiny. Moving forward, Scrutiny is improving online mechanisms to increase public engagement and participation, helping to ensure local voices shape and inform its work and the overall work of the Council.

Use the power of the public purse to deliver social progress

- **Social Value Framework:** A Social Value Framework and Portal has been established, with Wales-wide Themes, Outcomes and Measures (TOMS) launched in November 2020, which the Council played a lead role in developing through the National Social Value Taskforce Wales. The TOMs are being piloted and standard tender documentation continues to be refined in light of experience. Training has also been developed for the TOMs and portal, which will be rolled-out Council-wide in 2021/22.
- **Supporting the foundational economy:** The Council continues to support the foundational economy through the implementation of its Socially Responsible Procurement Policy, ensuring that local people and communities benefit from the money the Council spends on goods and services. Social business spend analysis has been undertaken to identify potential areas where the Council could look to provide increased opportunities, with an aim to work with C3SC in 2021 to develop plans to support social businesses to seek out Council procurement opportunities.

Deliver the Council's ambitious Digital Strategy

- **Investing in digital infrastructure and home working:** Investment in digital infrastructure, services and skills meant the Council was well placed to shift to digital and online working necessitated by the pandemic, with the number of remote connections rising from 500 to over 4,000.
- **Leading city-wide and national initiatives in response to the Covid-19 pandemic:** Robust digital capability enabled the Council to lead on a number of city-wide and national initiatives in response to the Covid-19 pandemic, such as the creation of the Cardiff and Vale Test, Trace and Protect (TTP) Service, and the city's mass vaccination programme. Other digital services were also quickly developed and expanded in response to the pandemic, including online Free School Meal payments, food appeal/hardship fund donation pages and online application forms for business grants.
- **A new Chatbot:** The Council's Chatbot 'BOBi' has enabled customers to engage with the Council for enquiries such as waste collections, council tax and Covid-19 related issues. Work has continued over the year to broaden and deepen the services offered, as well

as improve conversation and enquiry responses. Since its re-launch last April, the bot has had over 40,500 conversations with customers and maintains a feedback score of over 85%.

- **Continued 'channel shift':** Approximately 1.9 million customers contacted the Council via digital channels in 2020/21, 650,000 more contacts compared to 2019/20. The Cardiff App also continues to see a significant increase in citizen use, with a 74% increase in the number of downloads when compared to 2019/20. The digital development enables services to access real-time data and analysis, and plan services appropriately.

Key Challenges and Risks

- **Financial resilience:** The ongoing Covid-19 pandemic continues to have a significant financial impact. The Council has incurred significant additional costs as it has worked to adapt public services, support local businesses and workers, and keep citizens, particularly the city's most vulnerable citizens, safe. In addition, income losses have been substantial, particularly due to the closure of the Council's cultural and sporting venues. Some of these costs and incomes have been recovered via the Welsh Government's Hardship Fund for Local Authorities. However, the situation remains extremely challenging, and the continuation/ prioritisation of financial support post-Covid-19 remains a major financial risk. It will be critical for the Council to have robust recovery plans in place and that these key risks are monitored closely during 2021/22.

Over and above the Covid-19 crisis, certain directorates continue to face longstanding and significant financial pressures, with ongoing challenges relating to the planning and delivery of departmental efficiency savings. The final revenue position for the Council reflects an overall balanced position, and spending was contained within its approved budget for 2020/21. However, a shortfall in departmental savings in 2020/21 demonstrates the absolute importance of a robust Medium Term Financial Plan and a discipline to realising savings. Departmental efficiency savings for 2021/22 have therefore been reviewed for achievability in order to deliver as planned. Enhanced service planning has also been undertaken in a number of areas grappling with strategic challenges to ensure clear accountabilities, metrics and targets.

Moving forward, a sharper focus will need to be placed on the capital position, as increases in costs and supply pressures is beginning to have consequences in terms of the delivery of the capital programme.

- **Sickness absence and staff wellbeing:** Whilst significant improvements have been made to sickness absence throughout 2020/21, it is unclear whether the gains made during 2020/21 are sustainable post-pandemic. The Council needs to 'lock in' these improvements, acknowledging the impact social distancing, working from home and increased hygiene will have had on sickness. Improvements made to sickness absence are also not uniform across the Council, with some service areas recording persistently high sickness absence. A targeted approach will continue to be applied, with management action to improve performance. Furthermore, continued attention is

needed on reducing long-term sickness absence, with a focus on case management, managerial discipline and provision of support. Allied to this, supporting staff physical and mental wellbeing will continue to be a priority, with additional support provided particularly for those suffering poor mental health.

- **Transitioning effectively and equitably to a hybrid working model:** Whilst greater home and agile working has produced a number of benefits, challenges have also been identified, including: a loss of personal interaction between staff; a danger that those working from home may experience a 'blurring of the lines' between their work and home lives; ensuring that home environments are both safe and appropriate for work; and the challenge of hosting meetings online that require creative thinking and problem solving. Moving forward, the Council is seeking to introduce a 'hybrid' model that maintains the benefits of increased home and flexible working arrangements experienced over the past year, whilst mitigating the challenges identified.

Forward Look: Areas of Future Focus

As the Council continues to adapt to the challenges and opportunities of its new operating environment as a result of the pandemic, a number of steps will be taken forward as part of the organisation's recovery and renewal agenda:

- To embed the service improvements, flexibilities afforded to staff and productivity gains achieved during the pandemic, the Council is developing a 'hybrid working' model. The model will focus on four interconnected areas of work: people, workspace, technology and service transformation. As part of this work the Council will:
 - Commence a programme of trade union and staff engagement on the development of the model.
 - Undertake a review of the relevant employee policy requirements, including the Homeworking Policy and associated agile working policies, to ensure that they support the shift to 'hybrid working'.
 - Require all home workers and a number of home-based and flexible workers to have regular health and safety assessments, to ensure that those staff working from home are working in safe and appropriate environments. Home working assessments will be repeated at an appropriate frequency determined by the risk involved.
 - Develop a network of community 'touch down' points and remote working hubs, based in Council or partner buildings in communities across the city, that contain flexible desk space, meeting rooms and collaboration spaces that can be booked online. The establishment of these 'touch down' points/ spaces will be developed in tandem with the focus on 'locality working', in partnership with other major public service providers, and will support the regeneration of local community and district hubs.

- Review the nature and scale of the Council’s accommodation footprint and, where appropriate, rationalise, adapt or modernise. A new Corporate Property Strategy (2021-26) will also be brought forward during 2021/22.
- Accelerating the Council’s Digital Programme:
 - The Council anticipates that the shift towards online and digital services will continue post-pandemic. To reflect this, the Council will review and refresh its Digital Strategy over the year ahead.
 - The Council will develop a plan for Cardiff to become a Smart City, in order to manage energy, traffic flows, congestion and air quality.
- Continuing to strengthen the approach to performance management and data analysis:
 - To respond to new performance requirements, build on the improvements in corporate performance reporting and management, and those enacted in response to the pandemic, a new Performance Management Framework will be brought forward alongside a new Data Strategy for the Council.
- Continuing to use the power of the public purse to deliver social progress:
 - The Council will develop a Socially Responsible Procurement Strategy, based on the Social Partnership and Public Procurement (Wales) Bill. The Strategy will reaffirm the Council’s commitment to using its procurement processes and procedures to deliver its well-being goals.
 - The Council will continue to play a leading role in the National Social Value Taskforce Wales. Alongside other Welsh Local Authorities, the Council will work to develop a standard Themes, Outcomes, Measures (TOMs) implementation approach across Wales which will make it easier for contractors to bid for work.
 - The Council will aim to establish social clauses within all major council contracts and capital programmes, to maximise local job creation and support local supply chains and local businesses.

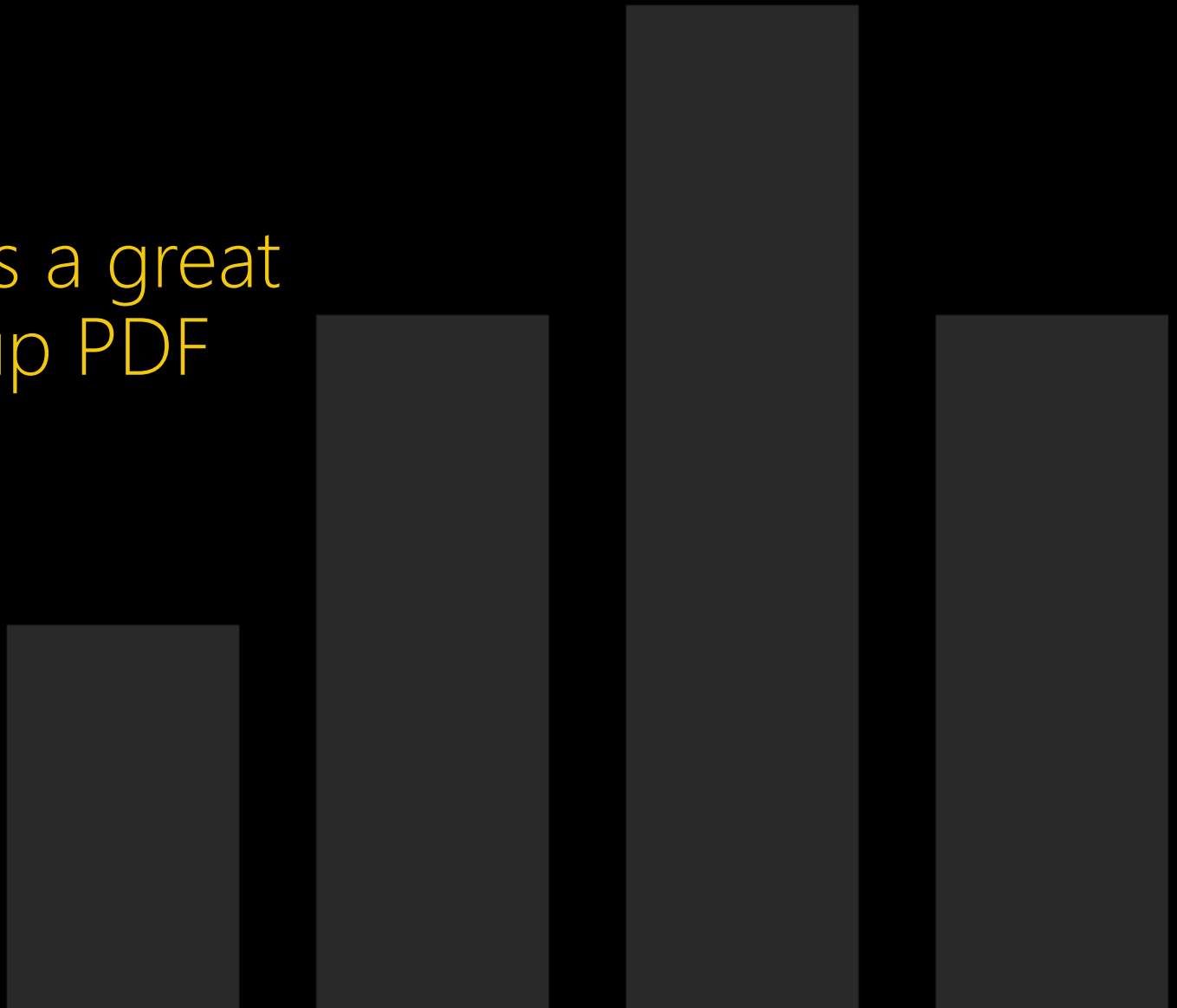
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WBO 1 Cardiff is a great place to grow up PDF Version

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Cardiff is a great place to grow up

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The percentage of schools that are Bronze, Silver or Gold Rights Respecting Schools

Performance by Quarter



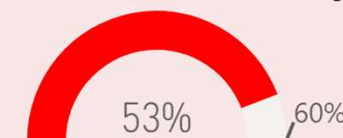
Latest Result

53%

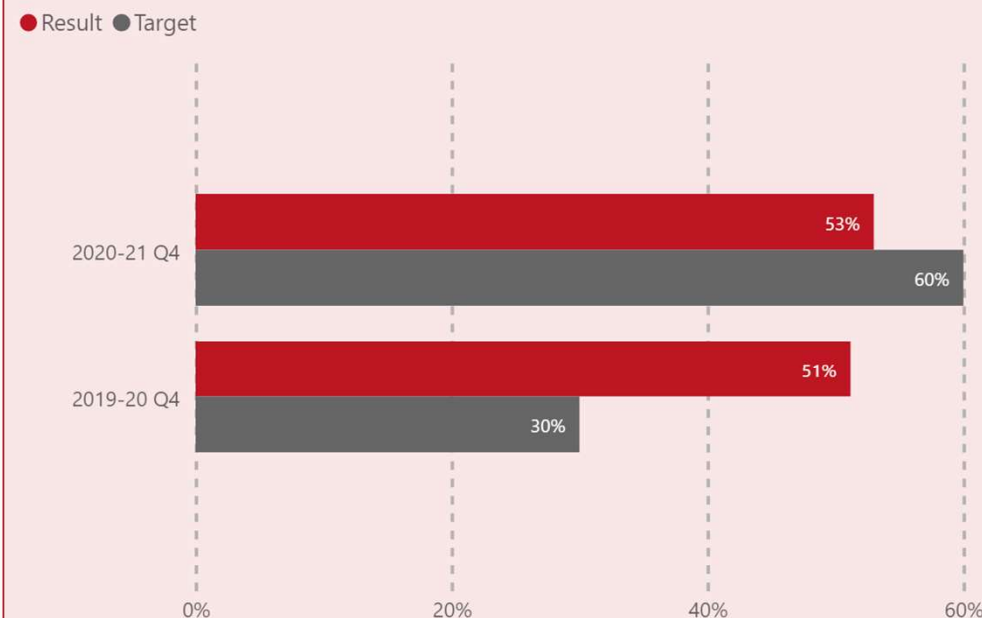
Current Year Target

60%

Latest Performance: RAG vs Target



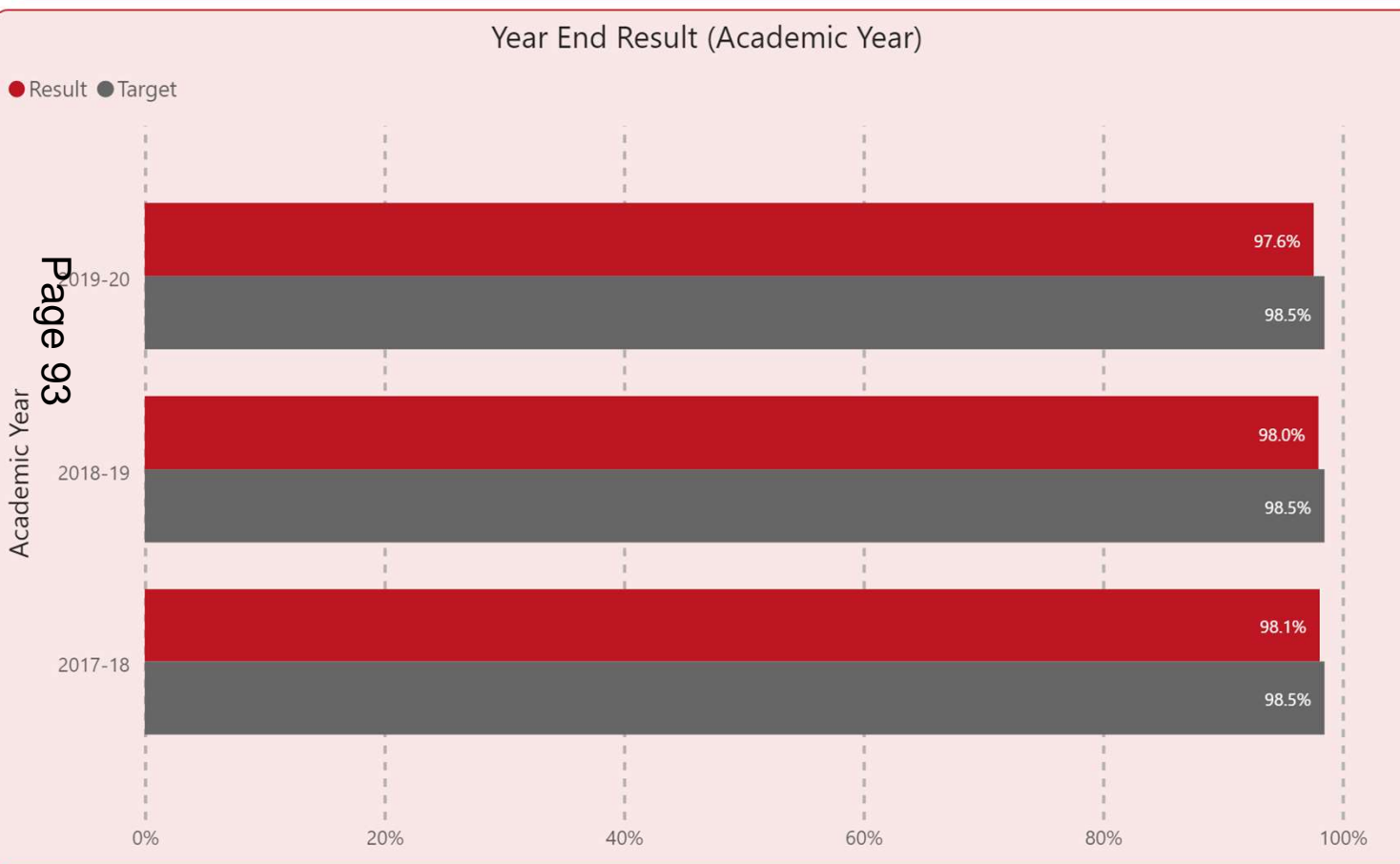
Year End Result



Cardiff is a great place to grow up

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21

The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training.



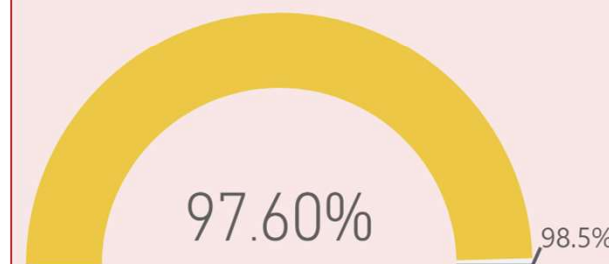
Latest Result

97.6%

Current Year Target

98.5%

Latest Performance: RAG vs Target



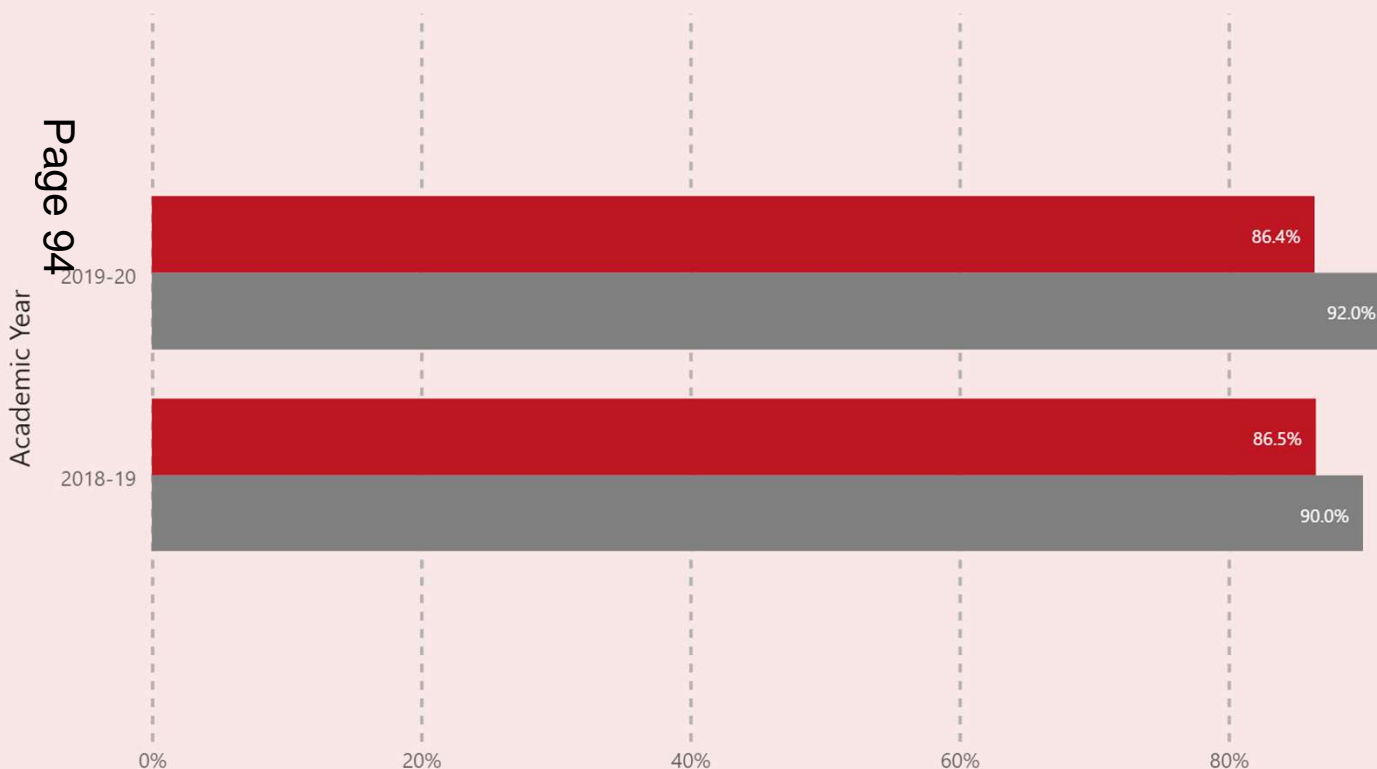
Cardiff is a great place to grow up

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2018-19
Most recent data point result:
2019-20

The percentage of EOTAS Learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training

Year End Result (Academic Year)

● Result % ● Target %



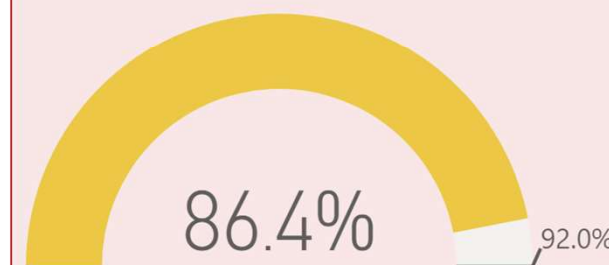
Latest Result

86.4%

Current Year Target

92.0%

Latest Performance: RAG vs Target



Securing School Places

Select Measure

The percentage of children securing one of their first three choices of school placement: Primary

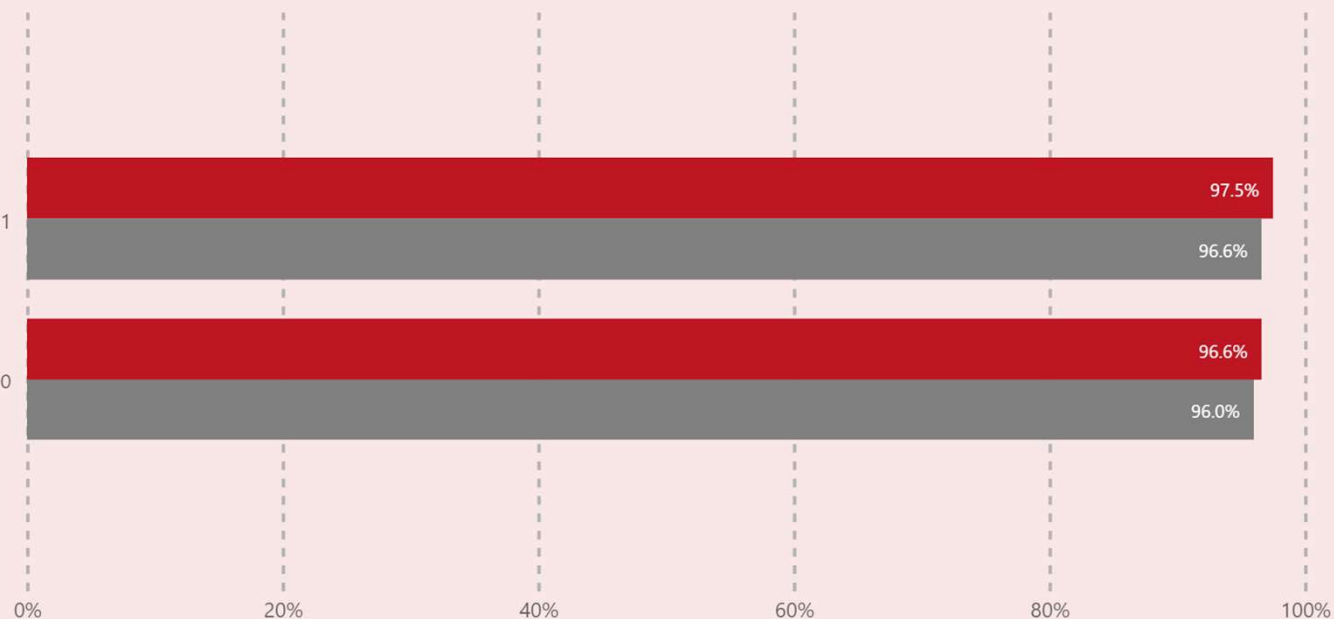
Year End Result

● Result ● Target

Page 95

2020-21

2019-20



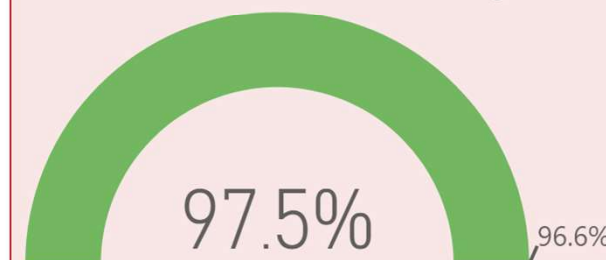
Latest Result

97.5%

Current Year Target

96.6%

Latest Performance: RAG vs Target



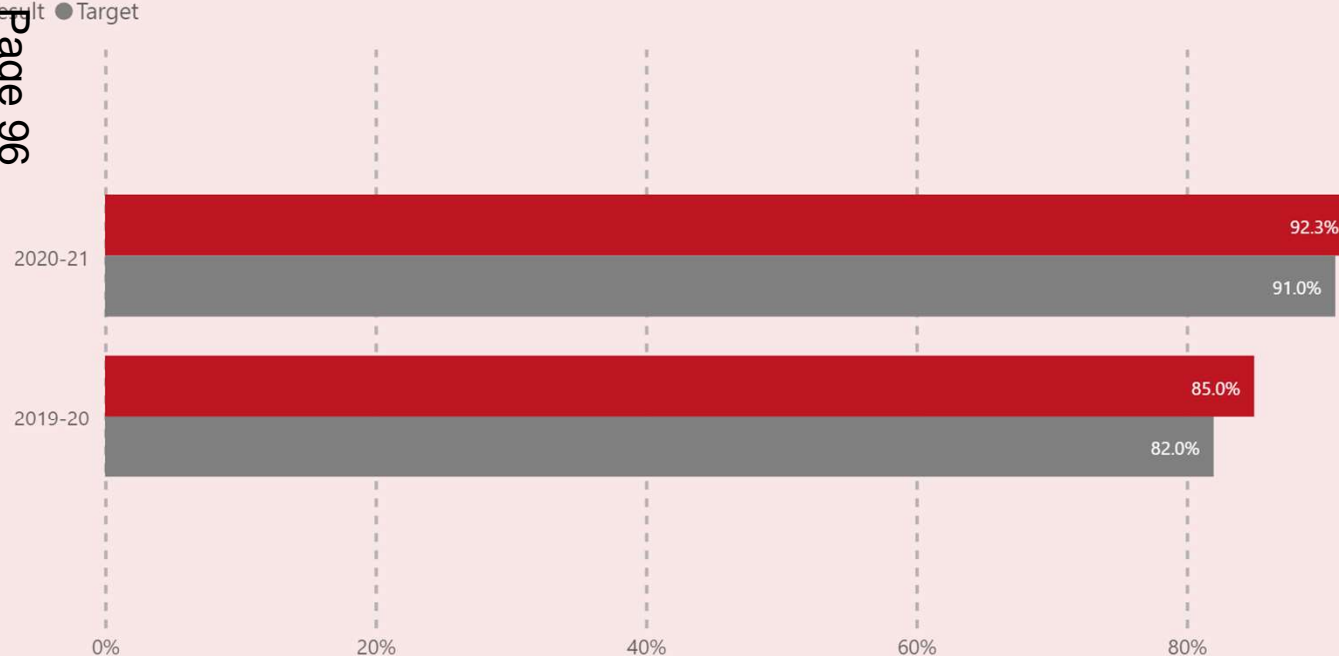
Securing School Places

Select Measure

The percentage of children securing one of their top choices of school placement: Secondary

Year End Result

● Result ● Target



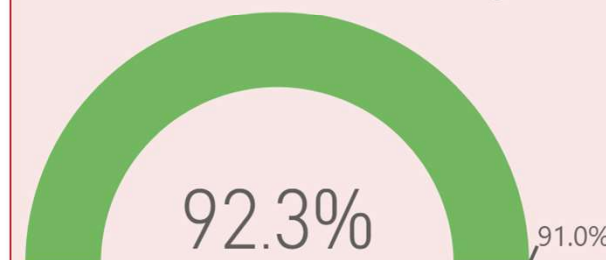
Latest Result

92.3%

Current Year Target

91.0%

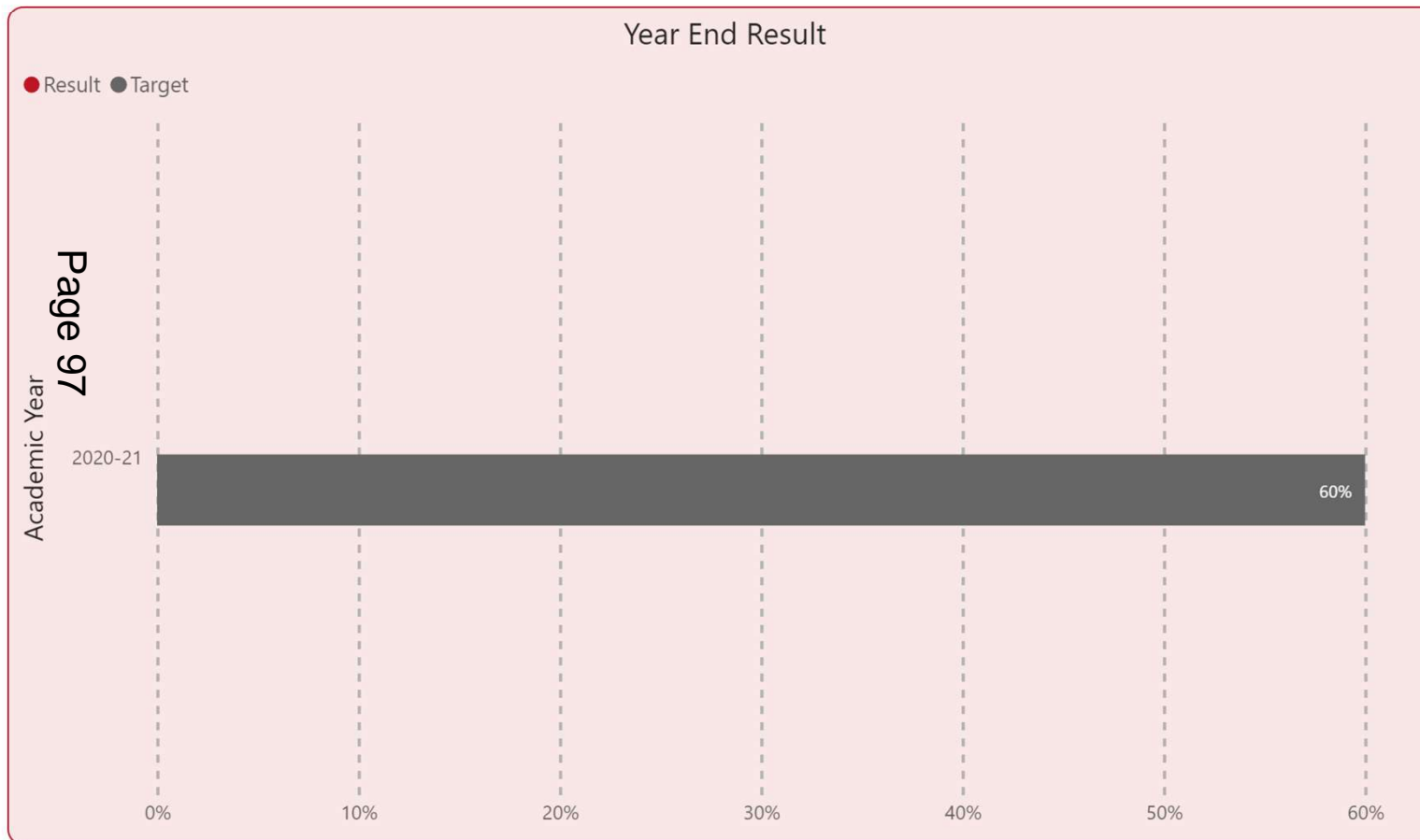
Latest Performance: RAG vs Target



Cardiff is a great place to grow up

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q4

The proportion of asset renewal budget spend in the financial year 2020/21



Latest Result

(Blank)

Current Year Target

60%

Latest Performance: RAG vs Target

(Blank)

60.00%

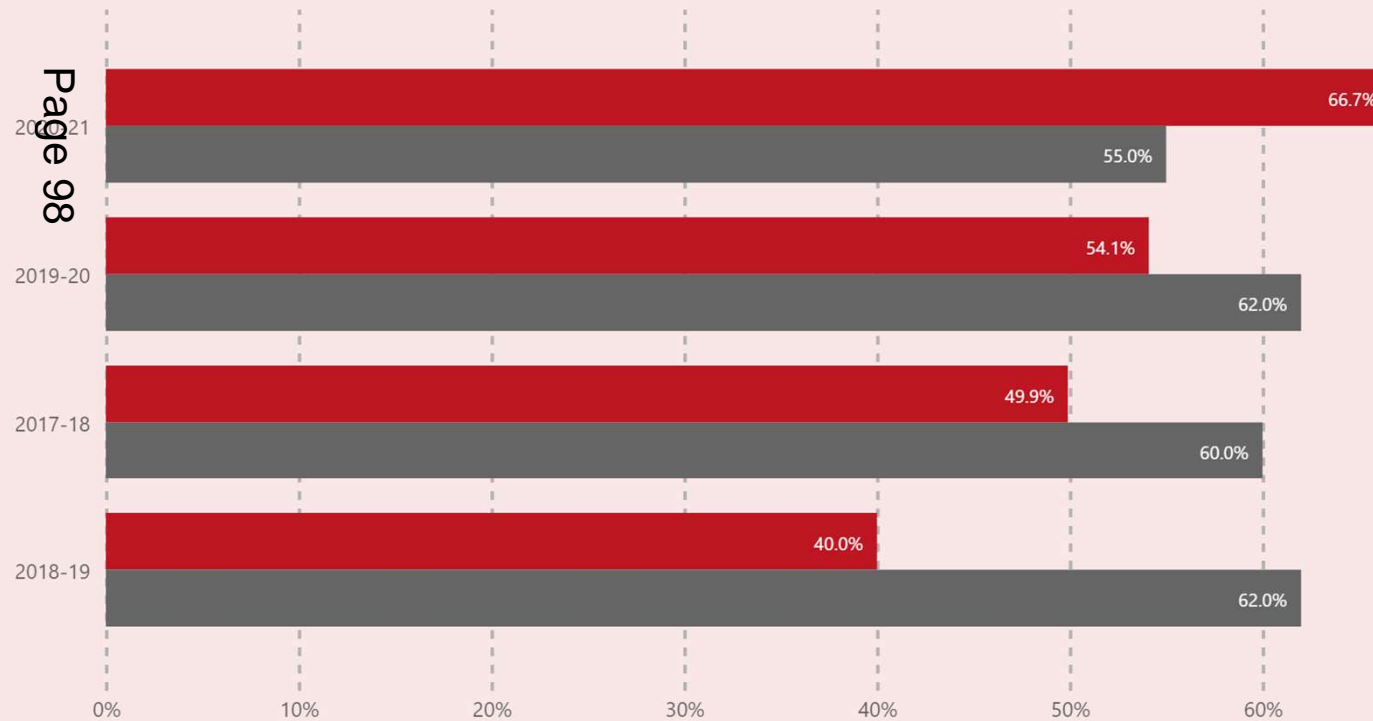
Cardiff is a great place to grow up

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21

The percentage of all care leavers in education, training or employment 12 months after leaving care

Year End Result

● Result ● Target



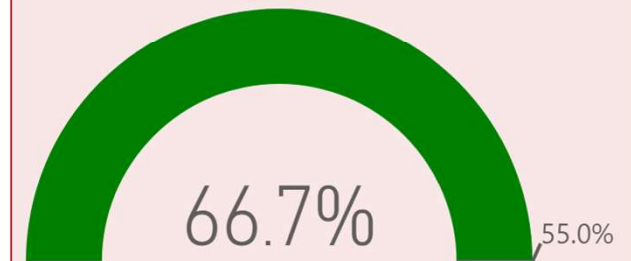
Latest Result

66.7%

Current Year Target

55.0%

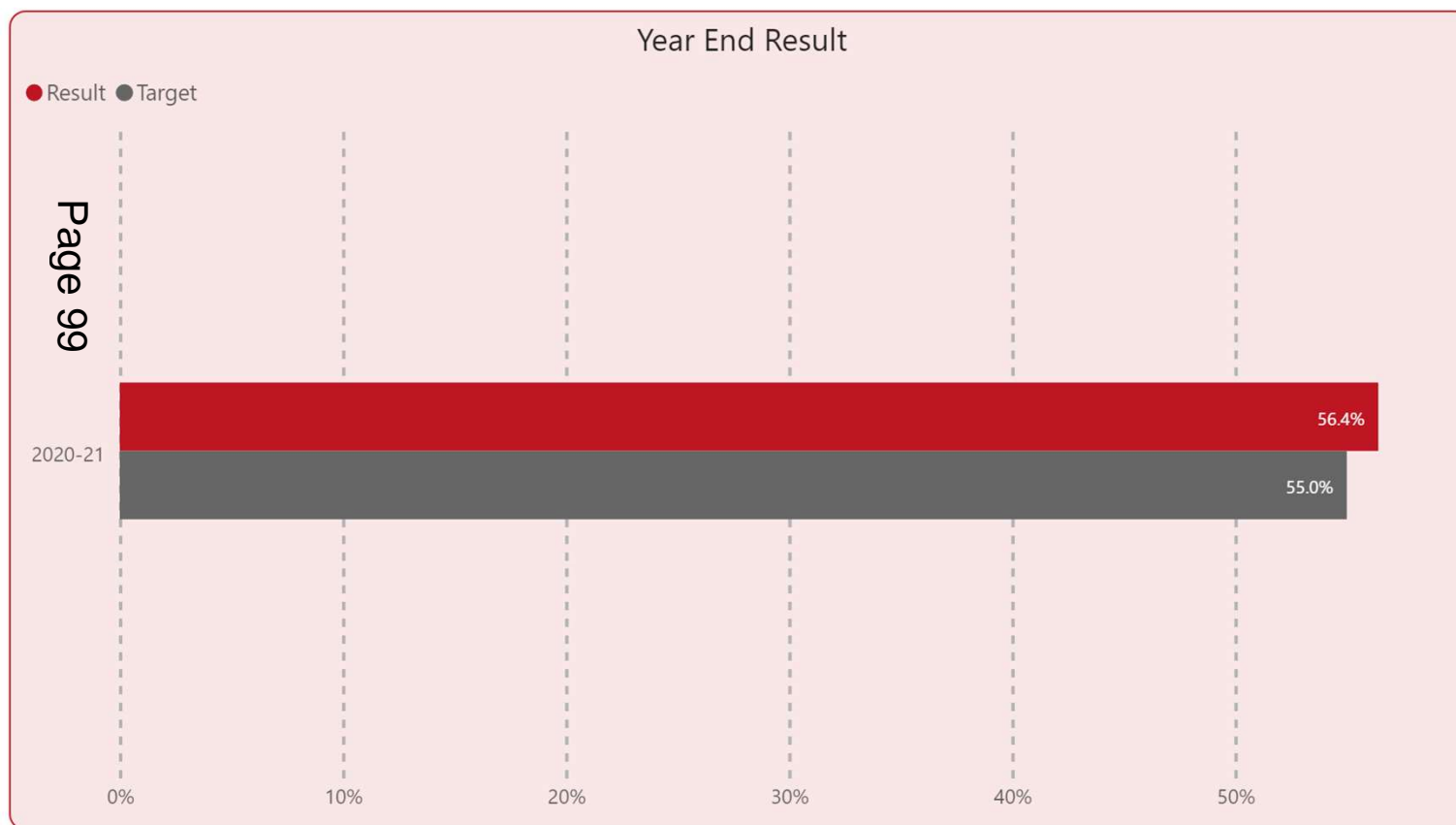
Latest Performance: RAG vs Target



Cardiff is a great place to grow up

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21

The percentage of all care leavers in education, training or employment 24 months after leaving care



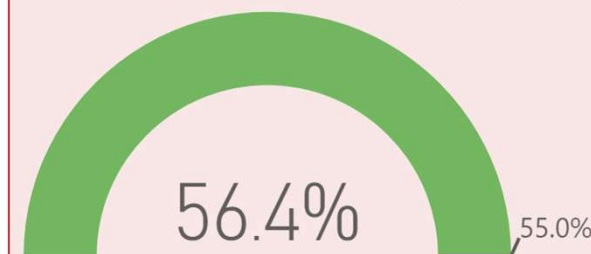
Latest Result

56.4%

Current Year Target

55.0%

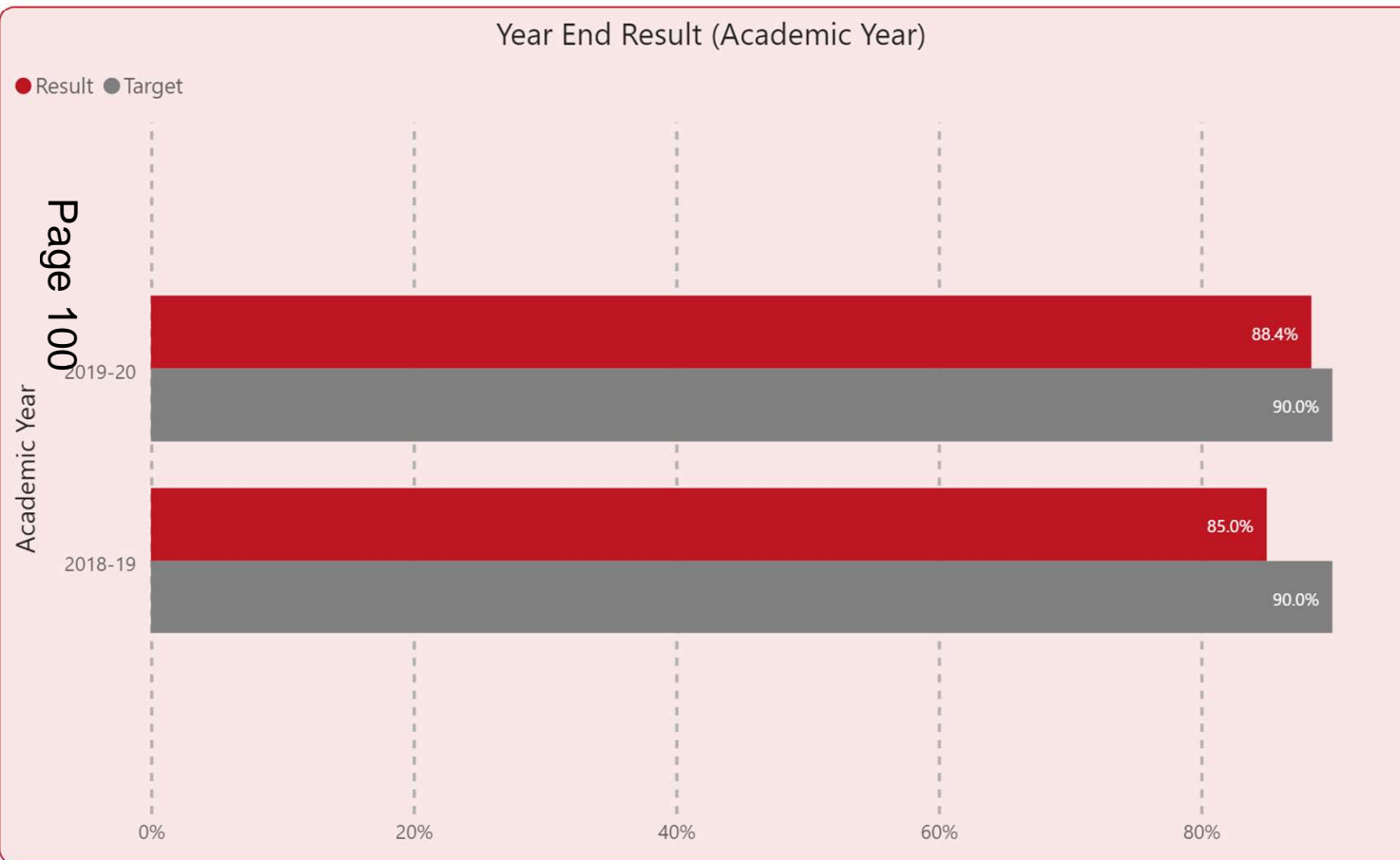
Latest Performance: RAG vs Target



Cardiff is a great place to grow up

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2018-19
Most recent data point result:
2019-20

The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training.



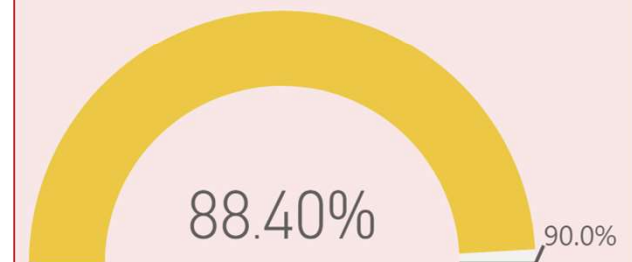
Latest Result

88.4%

Current Year Target

90.0%

Latest Performance: RAG vs Target



Cardiff is a great place to grow up

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

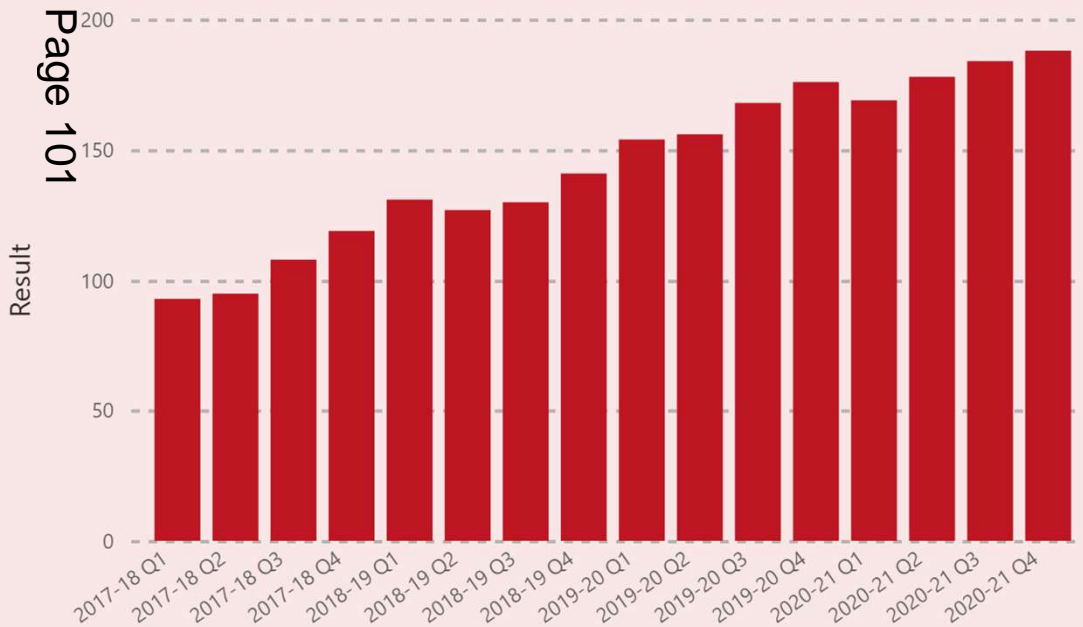
Children Looked After

Select Measure

Of the total number of Children Looked After: Number of Children Looked After placed with parents. ▼

Performance by Quarter

● Result ● Target



Latest Result

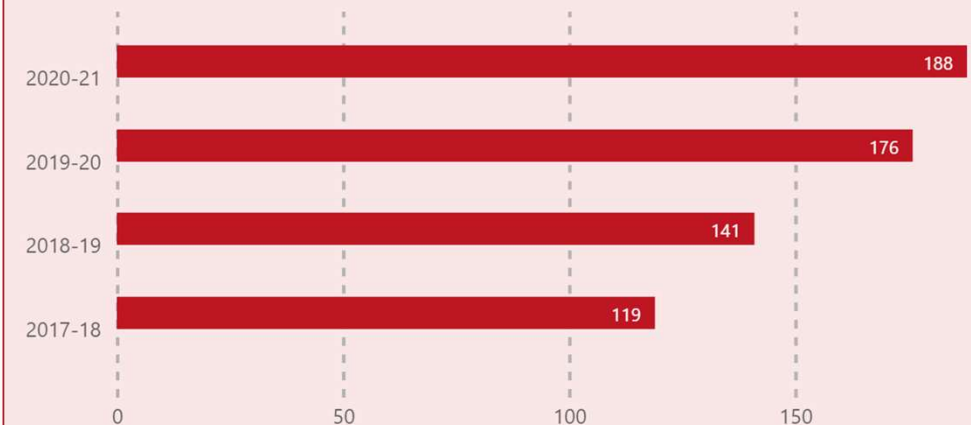
188

Current Year Target

No target but under constant review

Year End Result

● Result ● Target



Cardiff is a great place to grow up

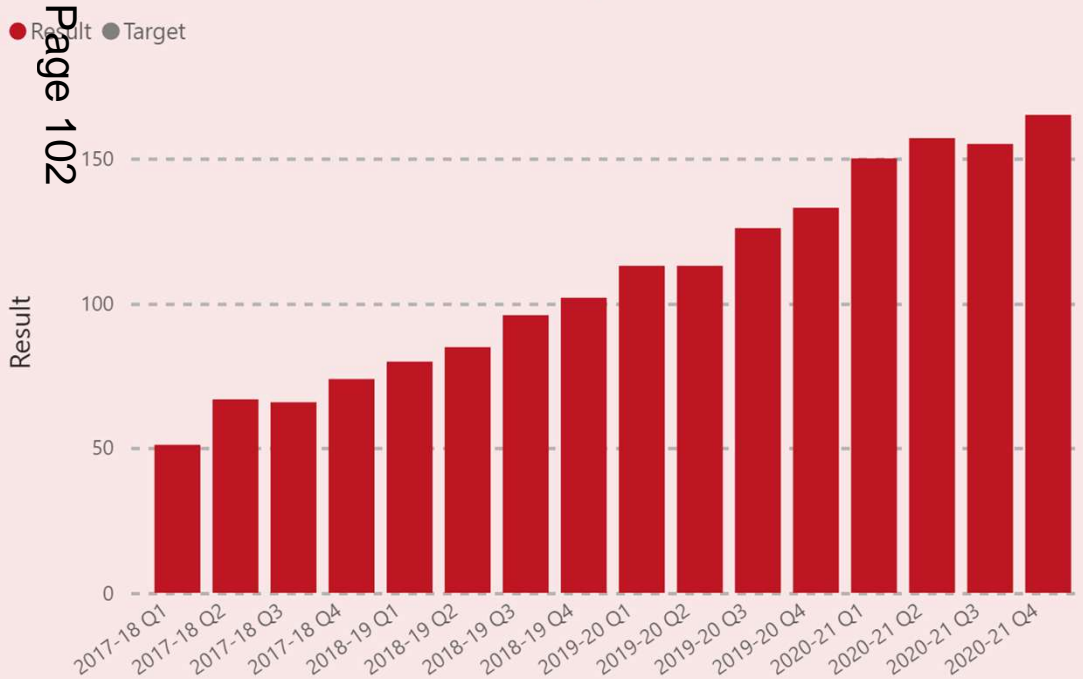
Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

Children Looked After

Select Measure

Of the total number of Children Looked After: Number of Children Looked After in kinship placements.

Performance by Quarter



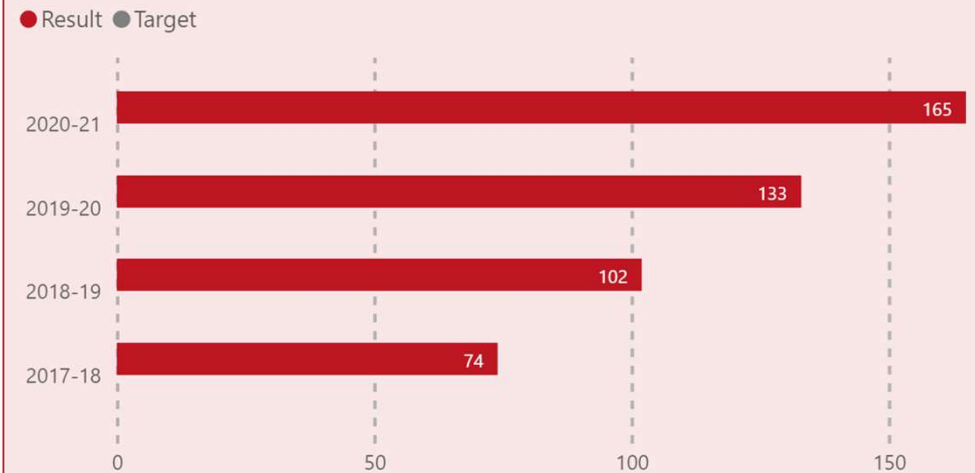
Latest Result

165

Current Year Target

Increase where appropriate

Year End Result



Cardiff is a great place to grow up

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

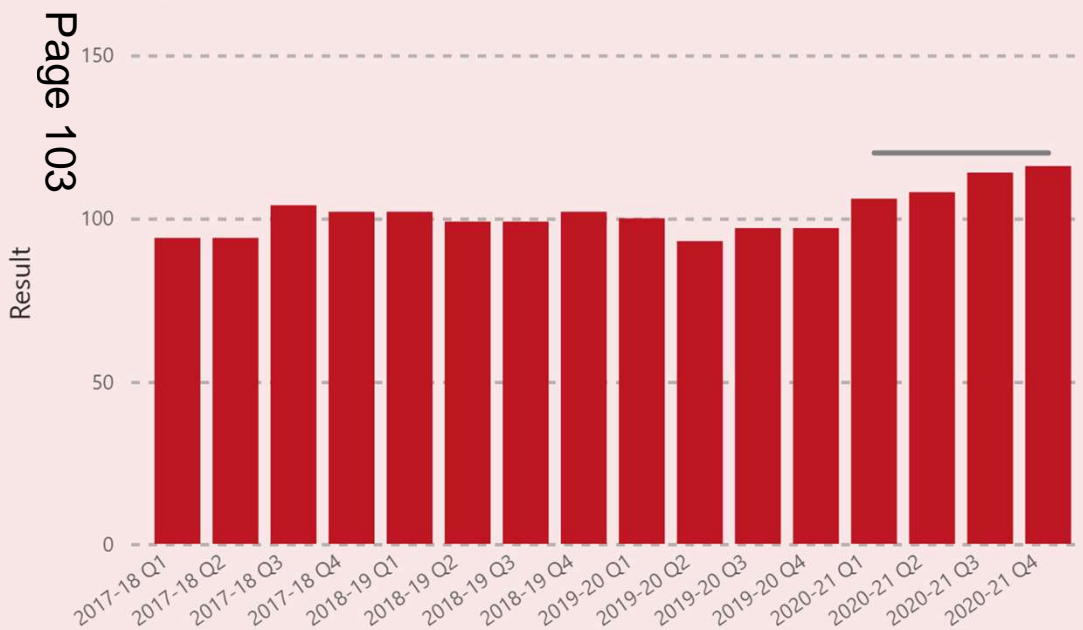
Children Looked After

Select Measure

Of the total number of Children Looked After: Number of Children Looked After fostered by Local Authority foster carers.

Performance by Quarter

● Result ● Target



Latest Result

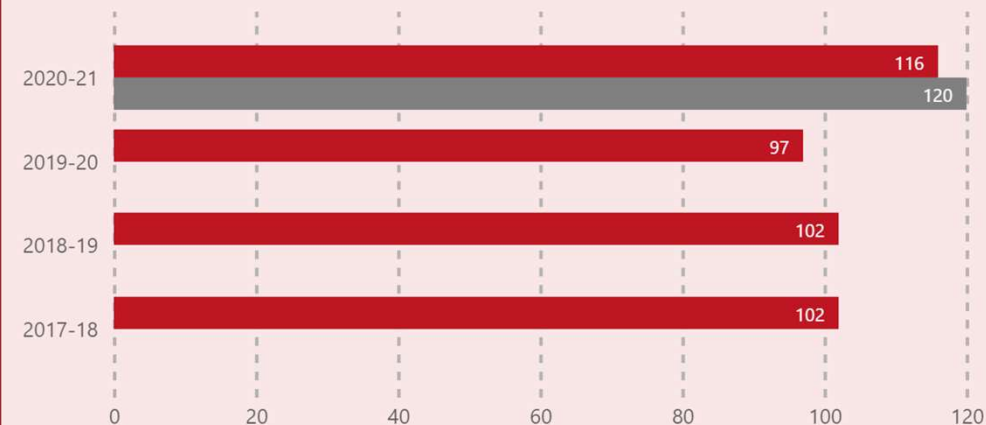
116

Current Year Target

Increase actual to 120 and as a percentage of overall population

Year End Result

● Result ● Target



Cardiff is a great place to grow up

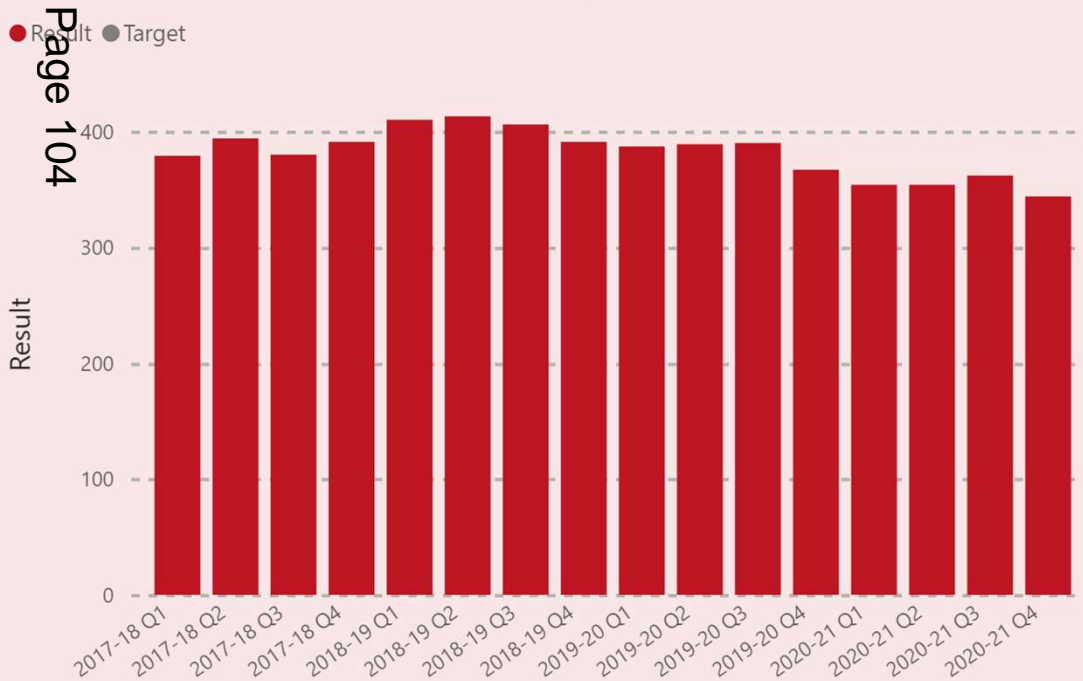
Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

Children Looked After

Select Measure

Of the total number of Children Looked After: Number of Children Looked After fostered by external foster carers.

Performance by Quarter



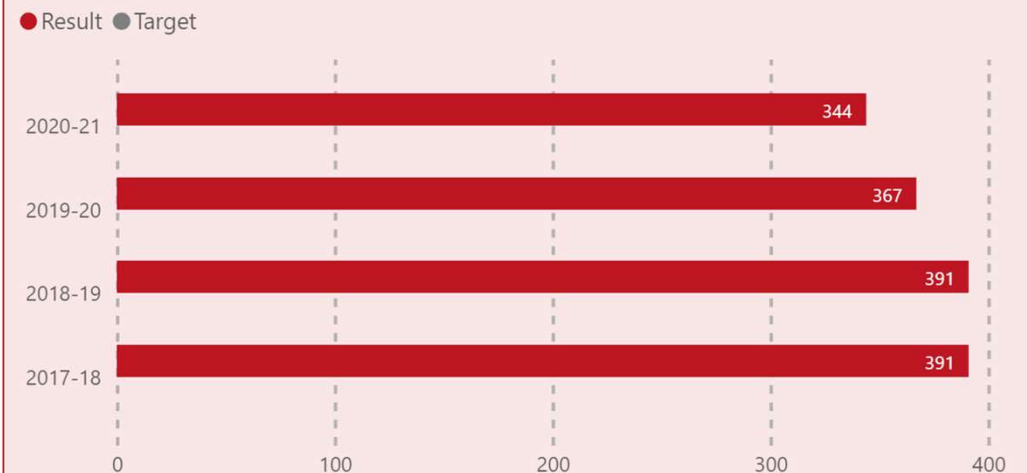
Latest Result

344

Current Year Target

Reduce as a percentage of overall population

Year End Result



Cardiff is a great place to grow up

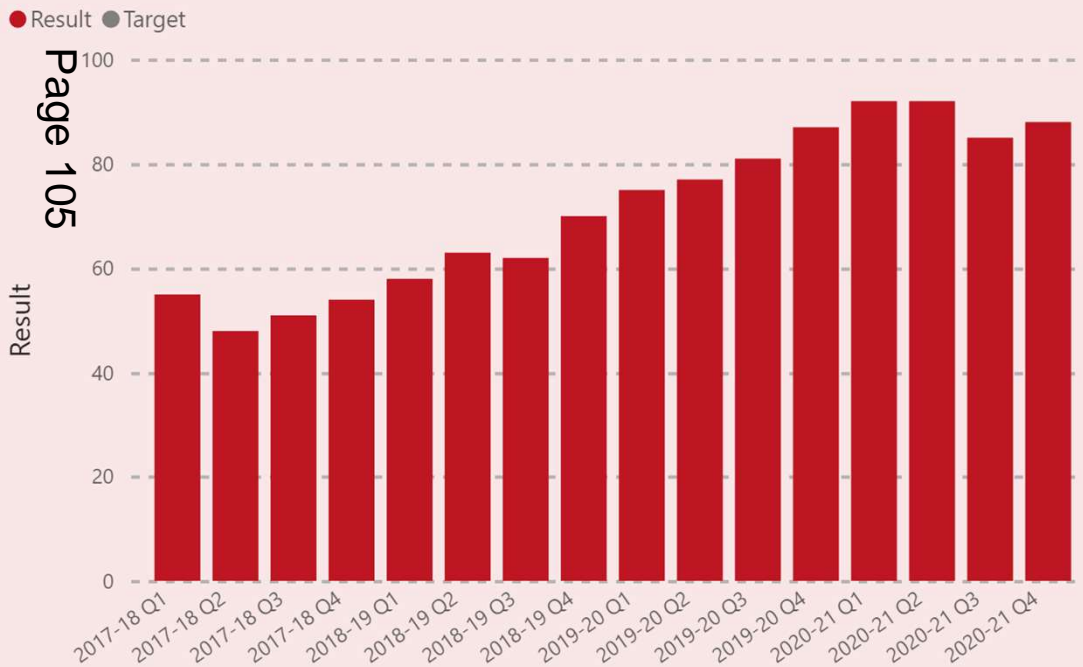
Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

Children Looked After

Select Measure

Of the total number of Children Looked After: Number of Children Looked After placed in residential placements.

Performance by Quarter



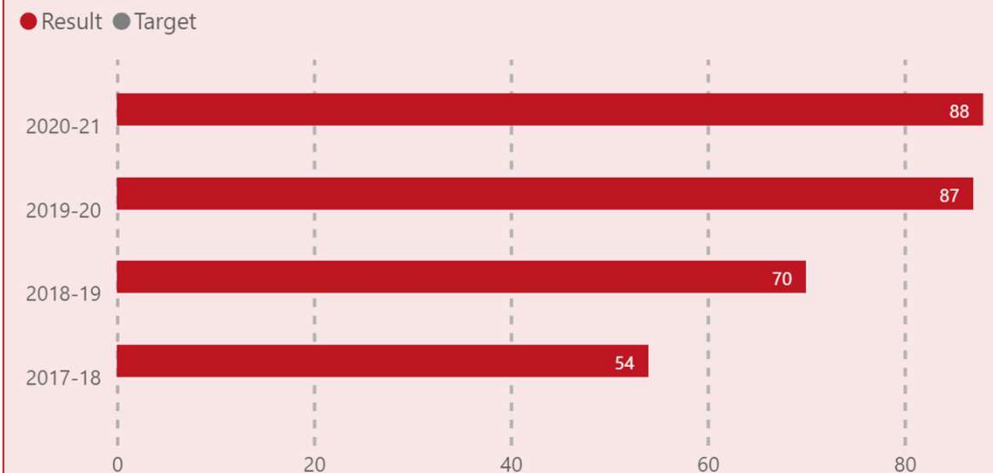
Latest Result

88

Current Year Target

Reduce whilst increasing provision in
Cardiff

Year End Result



Cardiff is a great place to grow up

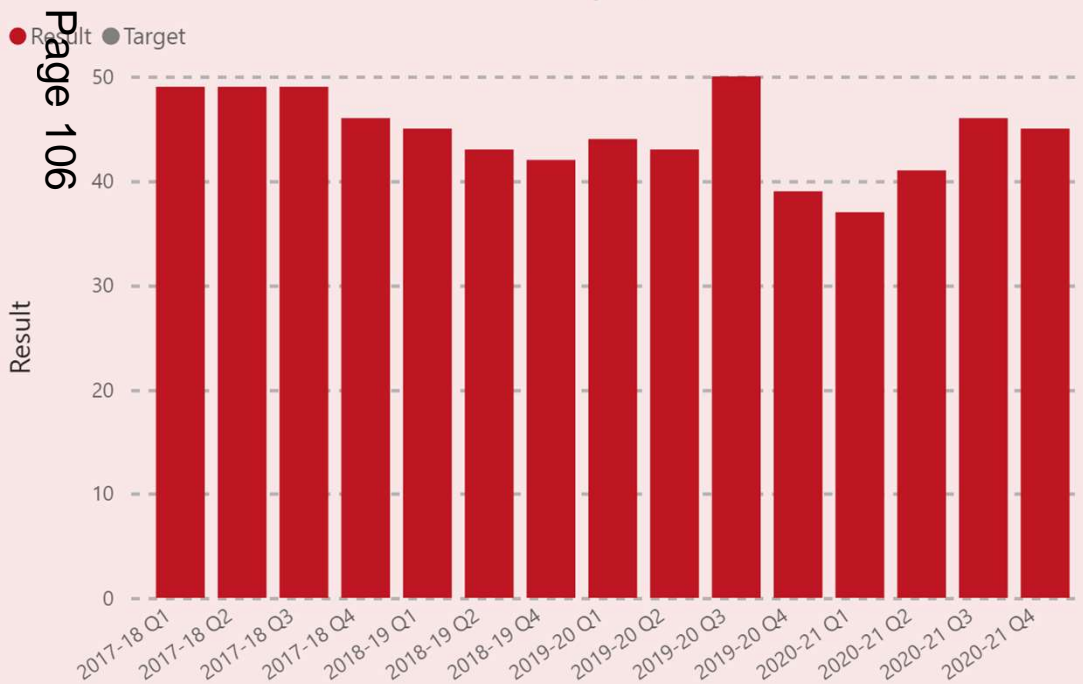
Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

Children Looked After

Select Measure

Of the total number of Children Looked After: Number of Children Looked After supported to live independently.

Performance by Quarter



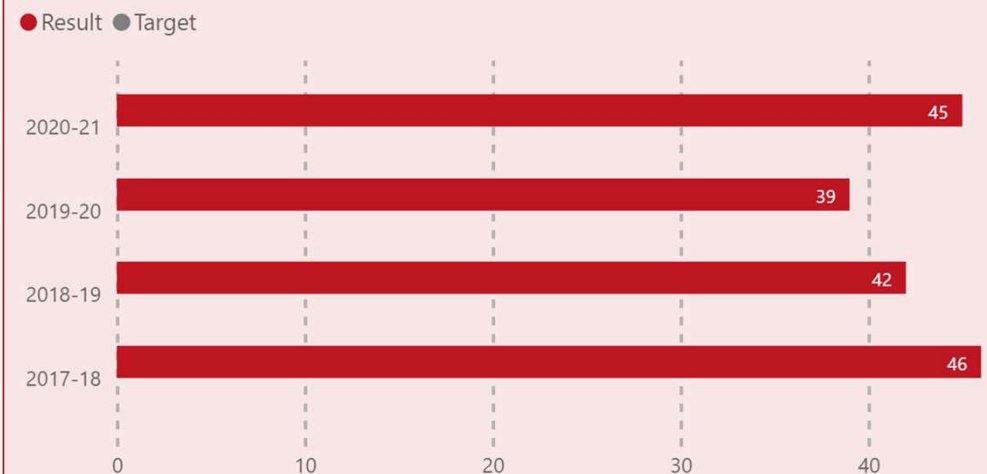
Latest Result

45

Current Year Target

No target

Year End Result



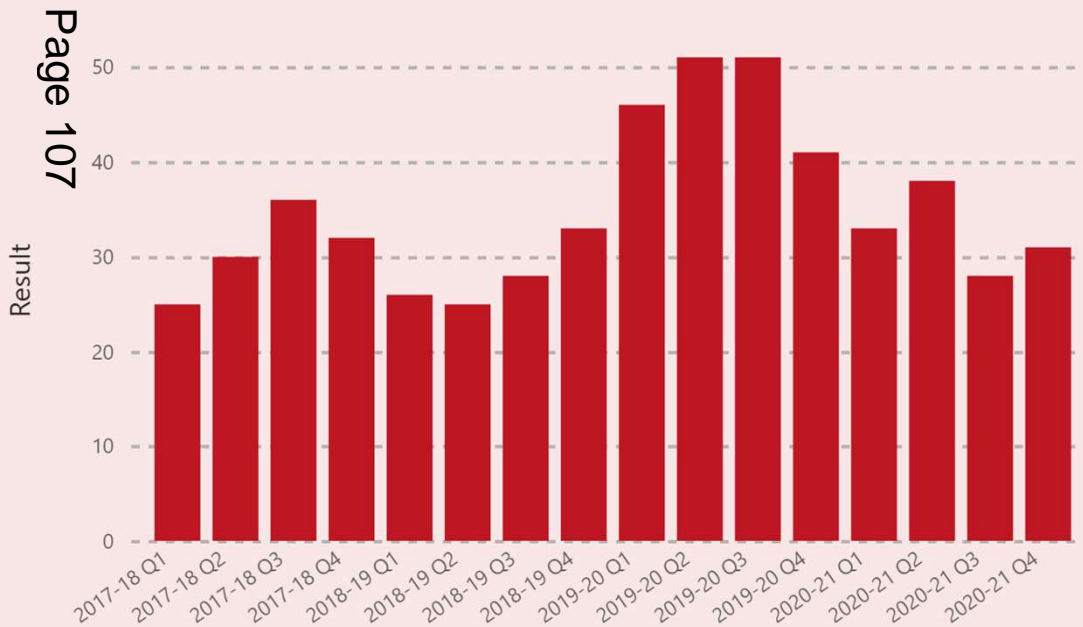
Children Looked After

Select Measure

Of the total number of Children Looked After: Number of Children Looked After placed for adoption.

Performance by Quarter

● Result ● Target



Latest Result

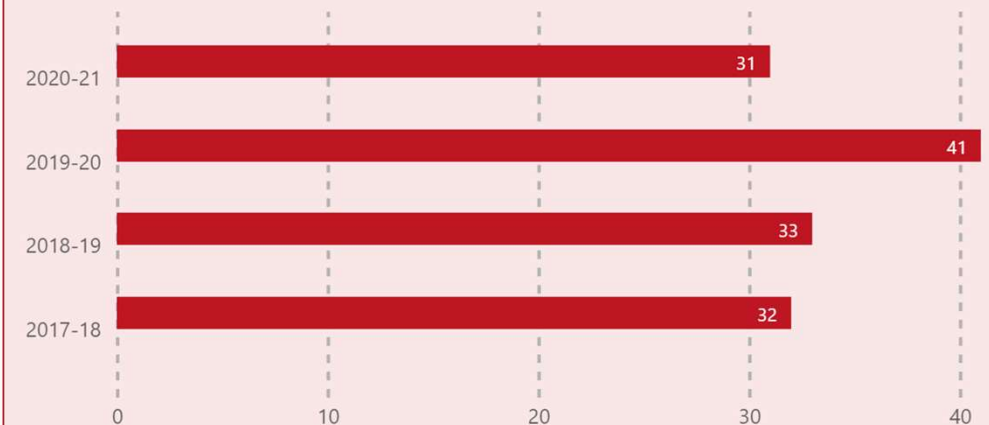
31

Current Year Target

No target

Year End Result

● Result ● Target



Cardiff is a great place to grow up

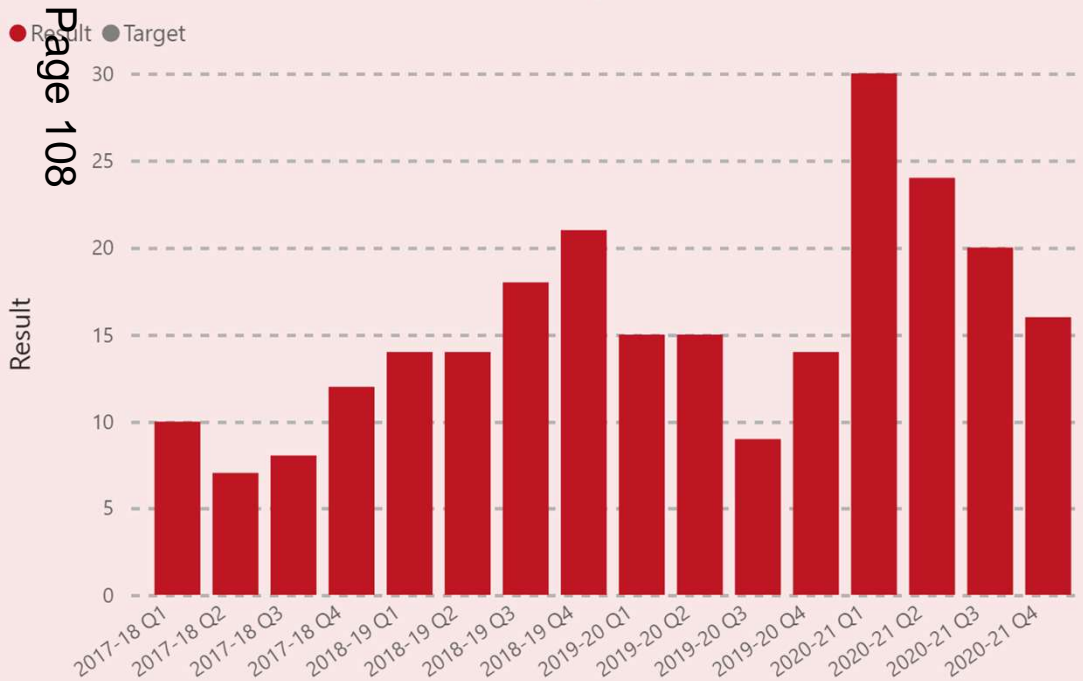
Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

Children Looked After

Select Measure

Of the total number of Children Looked After: Number of Children Looked After in other circumstances.

Performance by Quarter



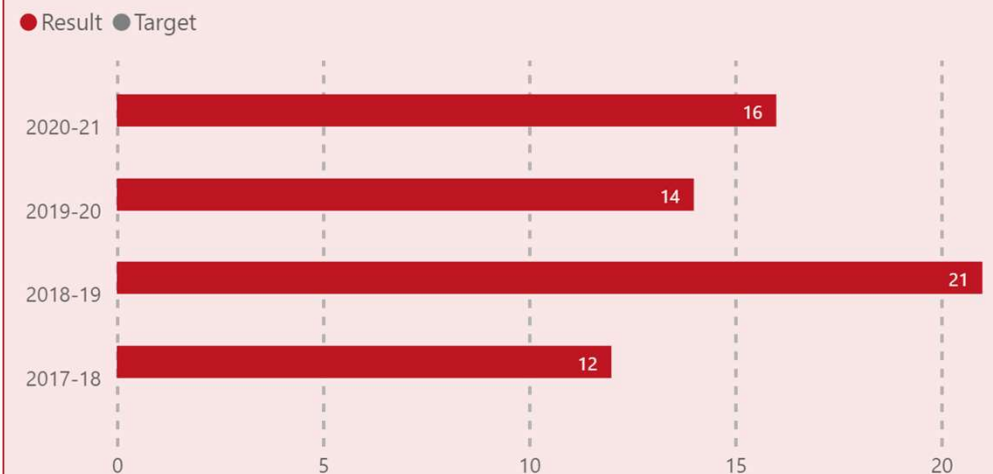
Latest Result

16

Current Year Target

No target

Year End Result



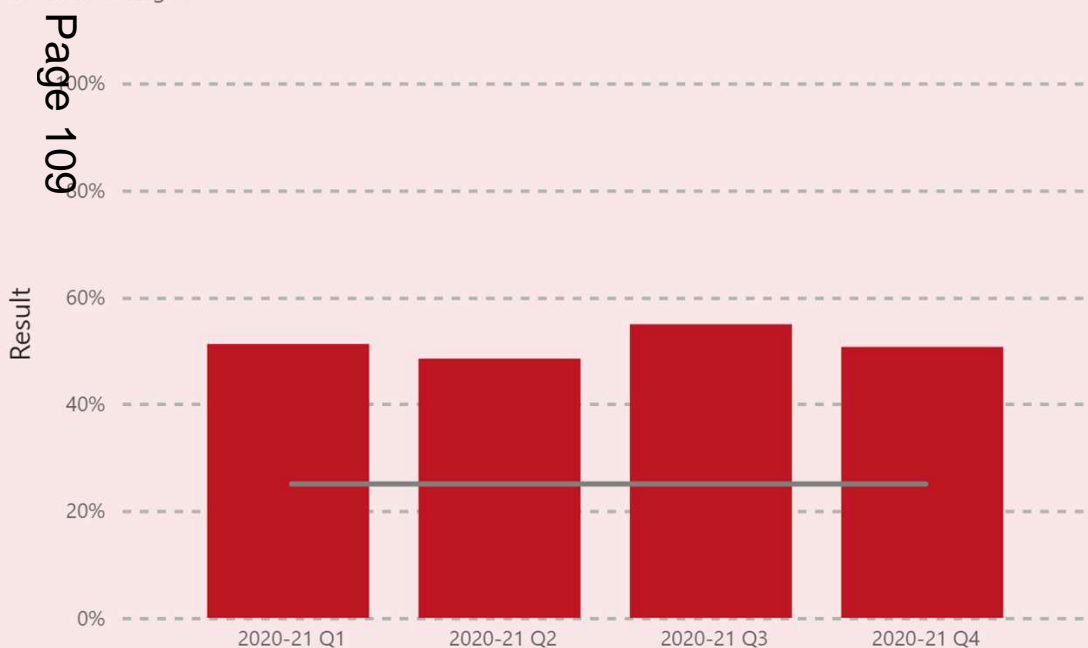
Children Looked After in regulated placements

Select Measure

The percentage of children with a placement order not placed for an adoption within 12 months of the order

Performance by Quarter

● Result ● Target



Latest Result

50.8%

Current Year Target

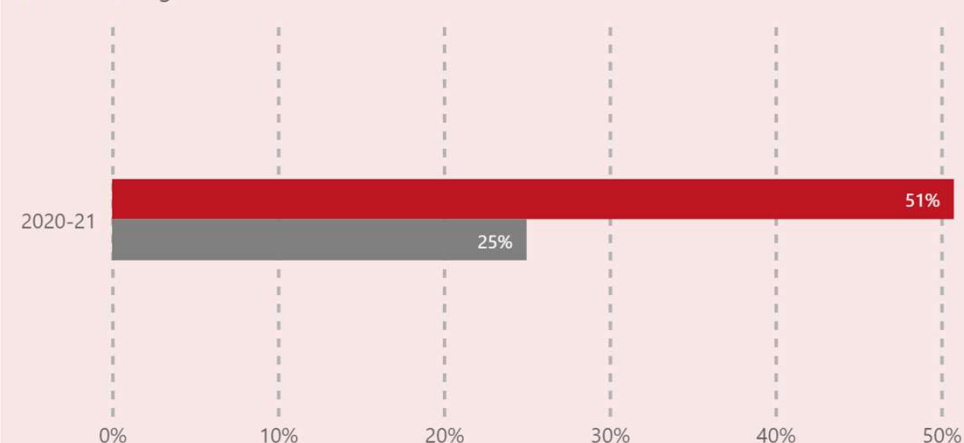
25.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Cardiff is a great place to grow up

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

Children Looked After in regulated placements

Select Measure

The percentage of Children Looked After in regulated placements who are placed in Cardiff.

Performance by Quarter



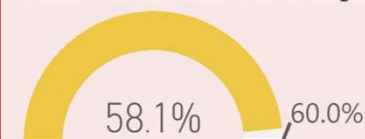
Latest Result

58.1%

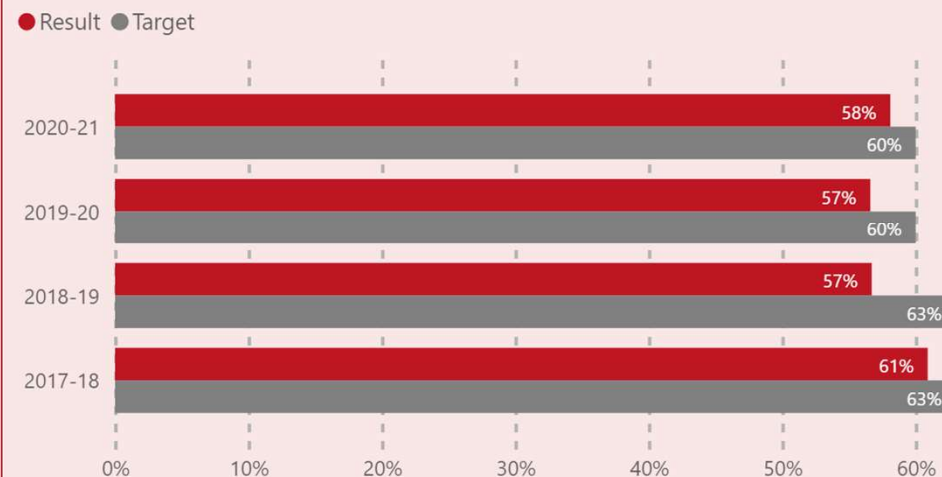
Current Year Target

60.0%

Latest Performance: RAG vs Target



Year End Result



Cardiff is a great place to grow up

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

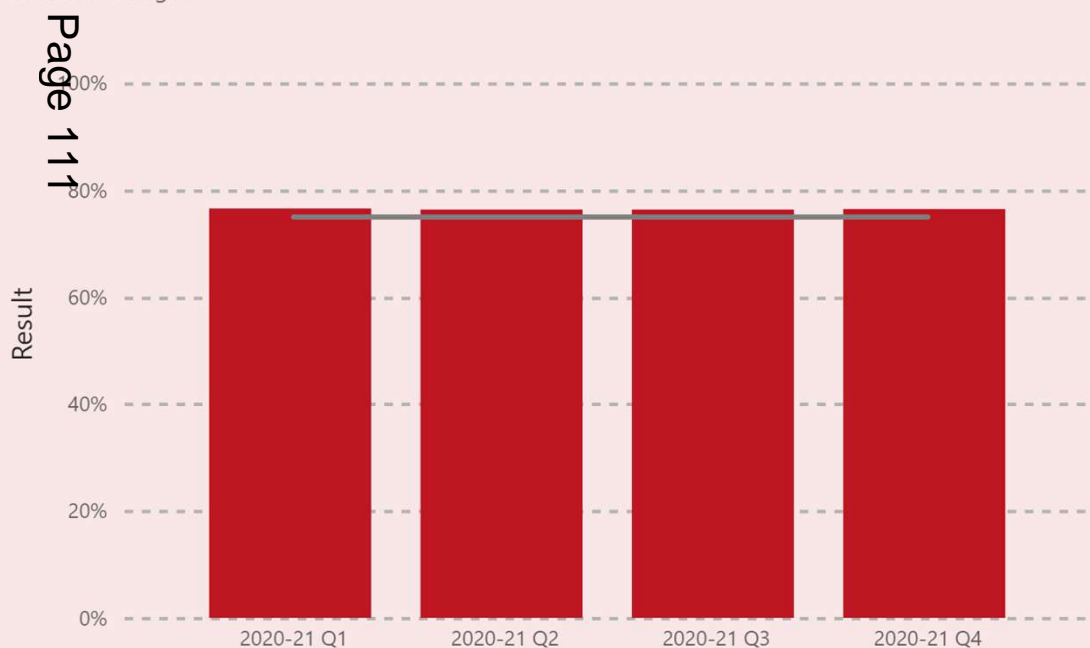
Children Looked After in regulated placements

Select Measure

The percentage of Children Looked After in regulated placements who are placed within a 20 mile radius of Cardiff

Performance by Quarter

● Result ● Target



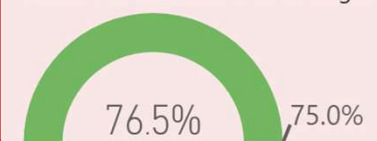
Latest Result

76.5%

Current Year Target

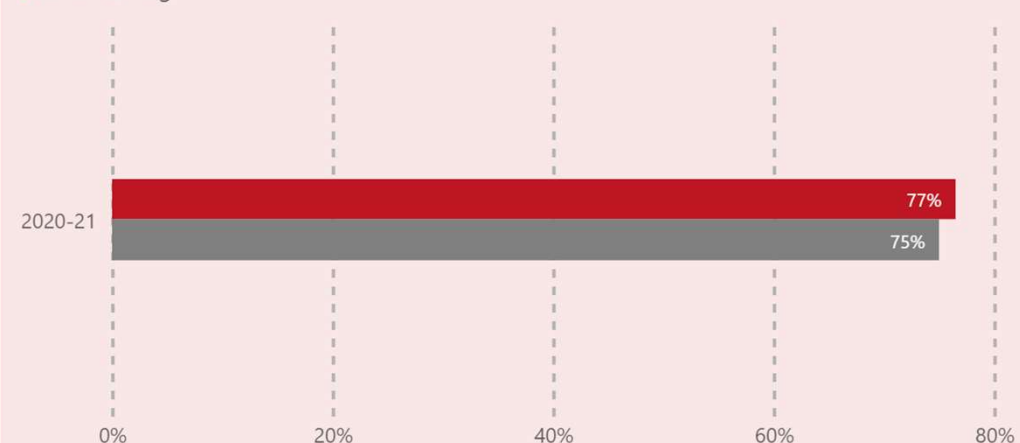
75.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



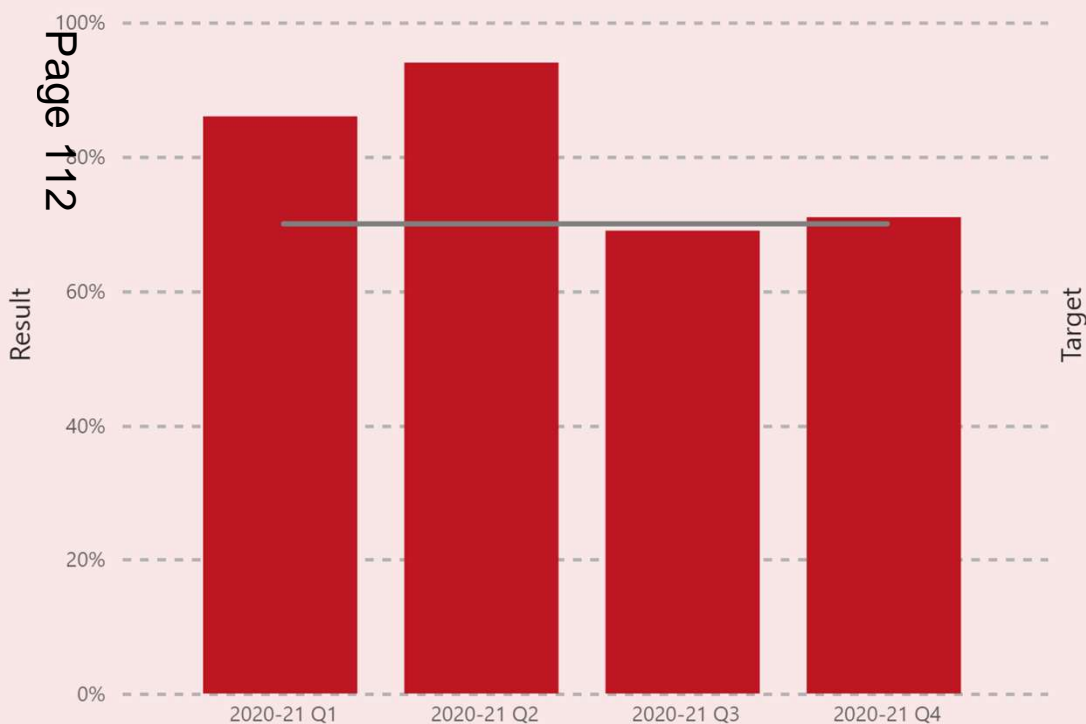
Cardiff is a great place to grow up

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q4

The percentage of families referred to Family Help, showing evidence of positive distance travelled

Performance by Quarter

● Result ● Target



Latest Result

71.0%

Current Year Target

70.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



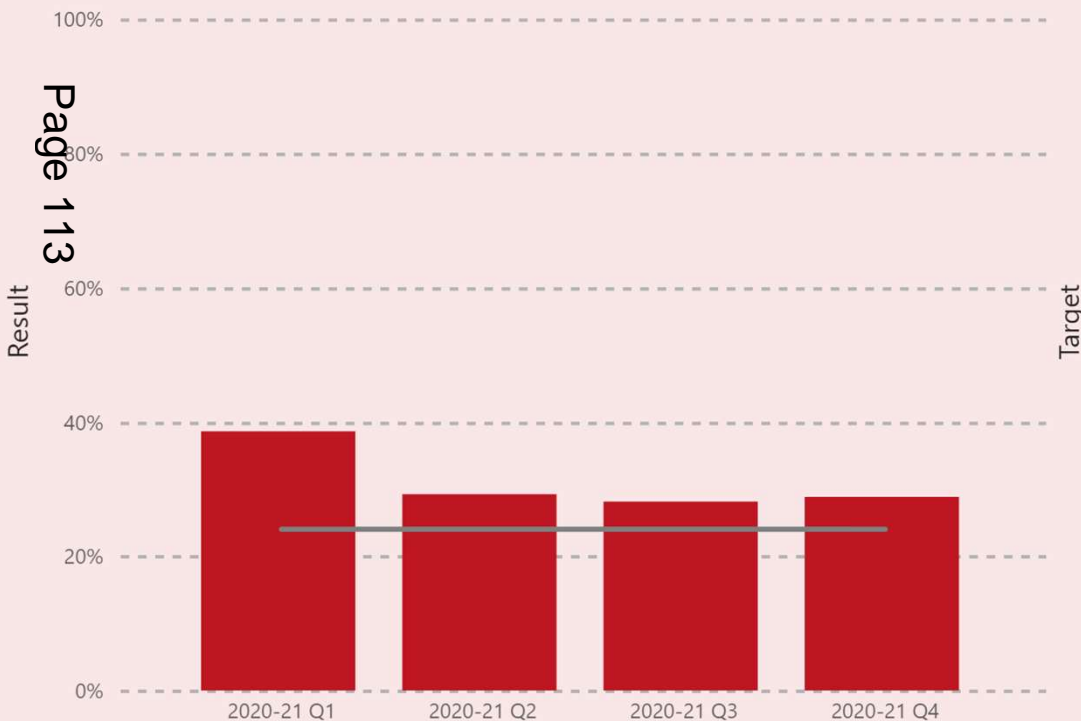
Cardiff is a great place to grow up

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q4

The percentage of Children's Services social work posts filled by agency staff

Performance by Quarter

● Result ● Target



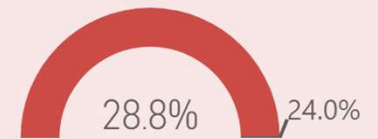
Latest Result

28.8%

Current Year Target

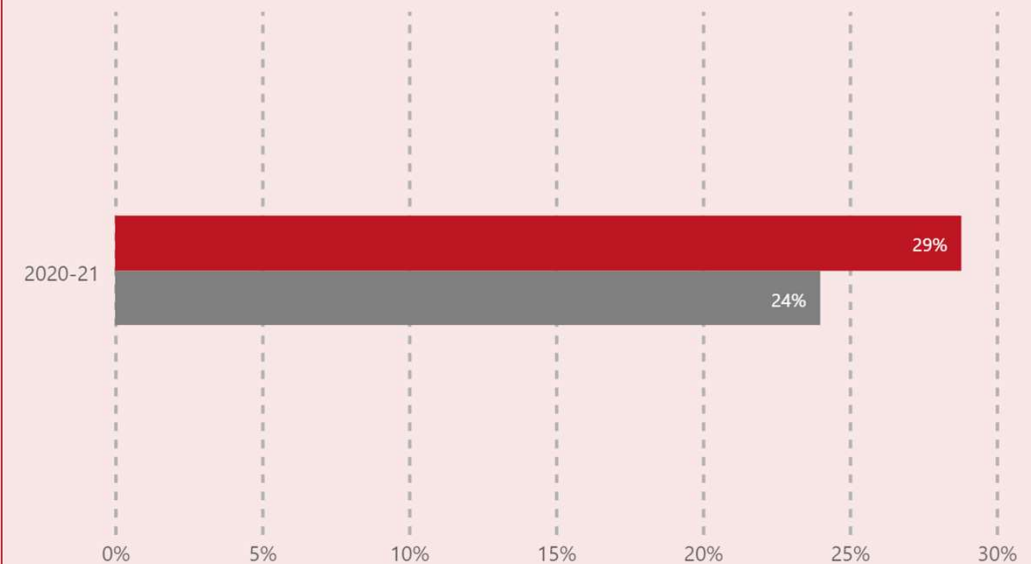
24.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Cardiff is a great place to grow up

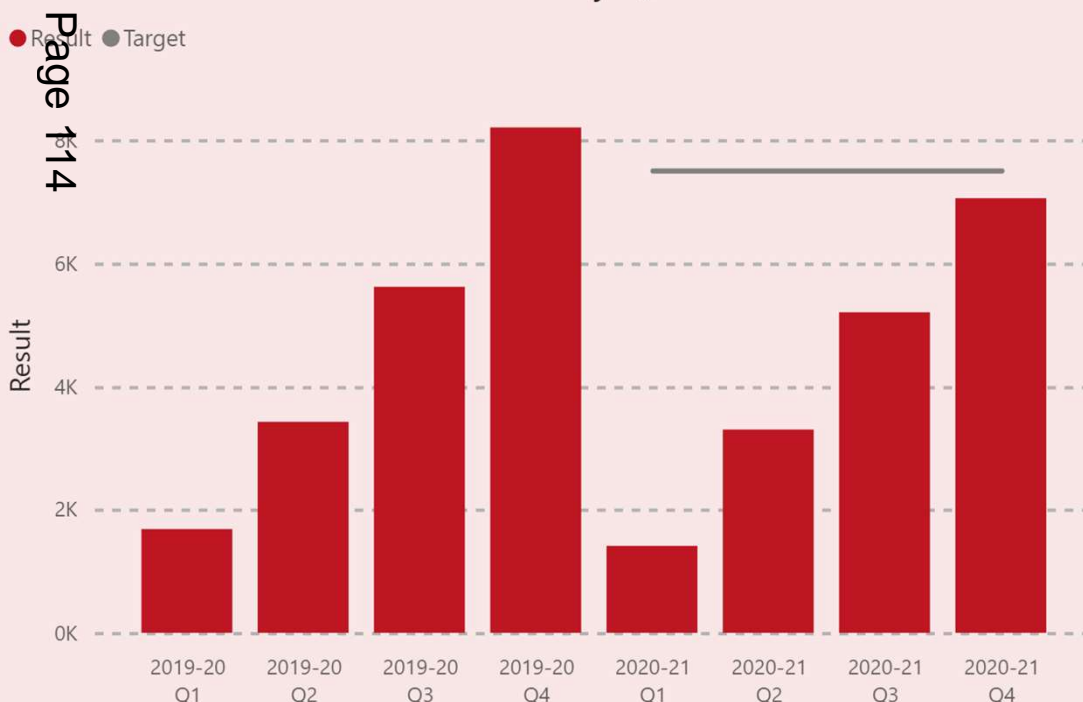
Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

Early Help

Select Measure

Early Help: Number of people supported through the Family Gateway.

Performance by Quarter



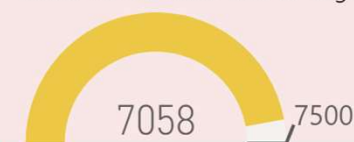
Latest Result

7058

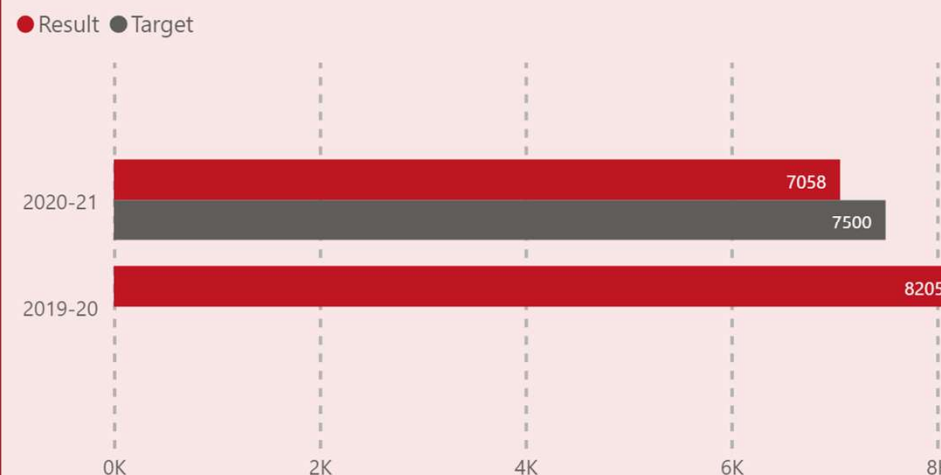
Current Year Target

7500

Latest Performance: RAG vs Target



Year End Result



Cardiff is a great place to grow up

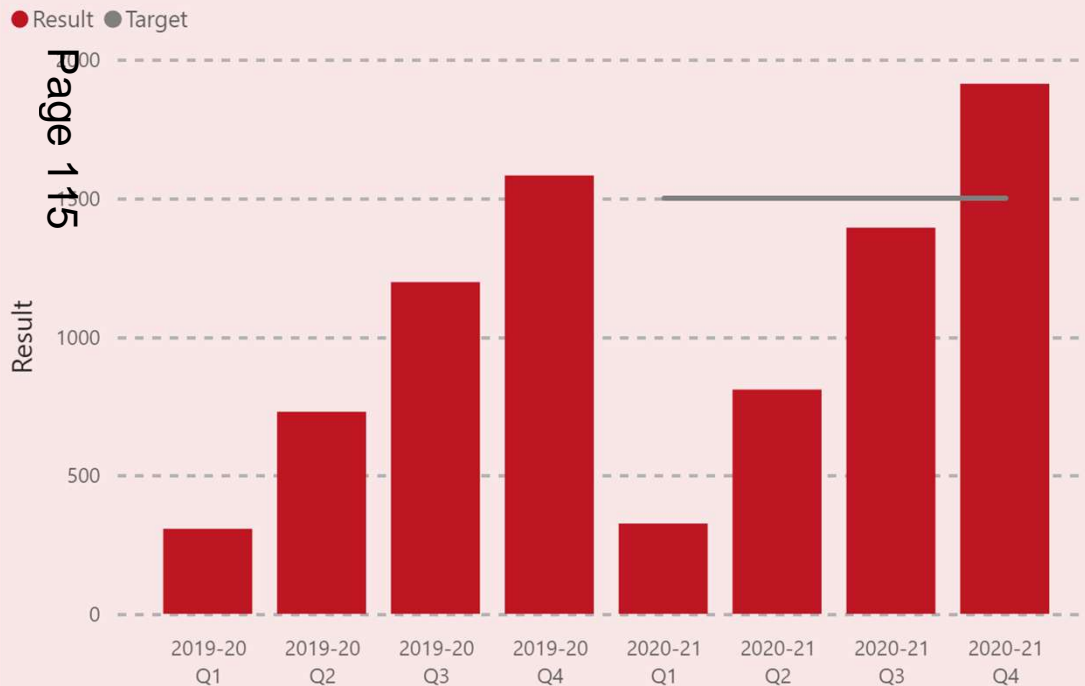
Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

Early Help

Select Measure

Early Help: Number of people supported by the Family Help Team.

Performance by Quarter



Latest Result

1912

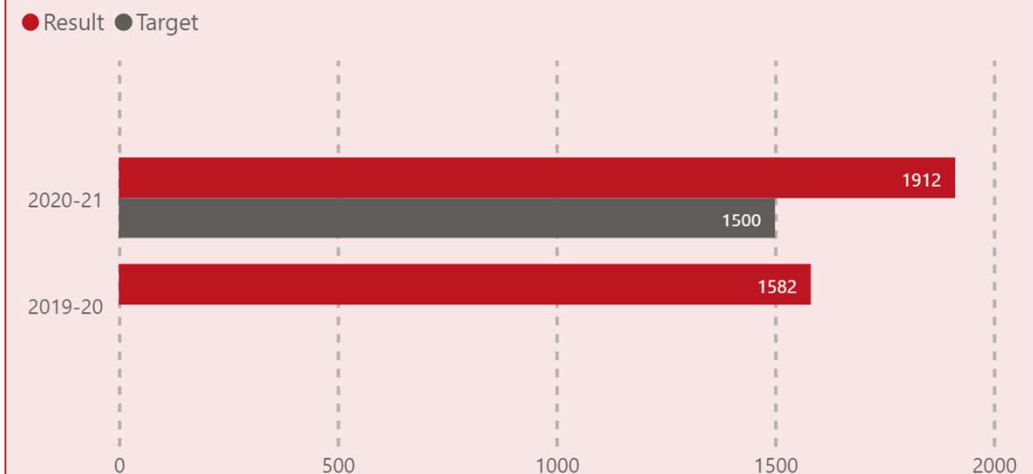
Current Year Target

1500

Latest Performance: RAG vs Target



Year End Result



Cardiff is a great place to grow up

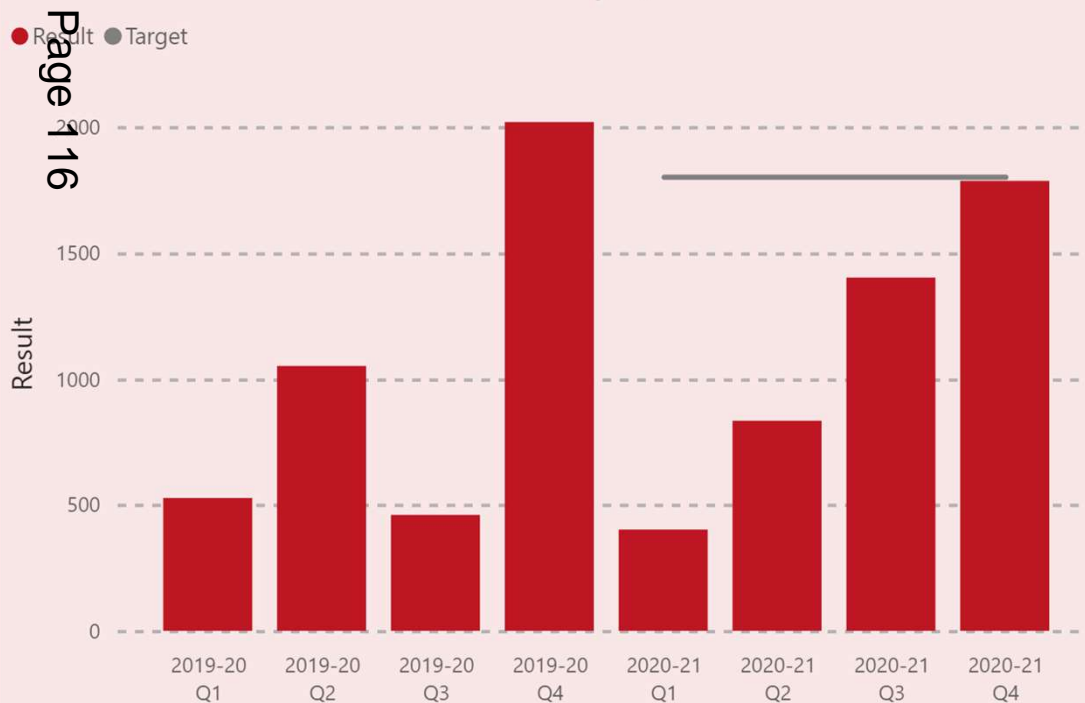
Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

Early Help

Select Measure

Early Help: Number of people supported by the Support4Families Team

Performance by Quarter



Latest Result

1786

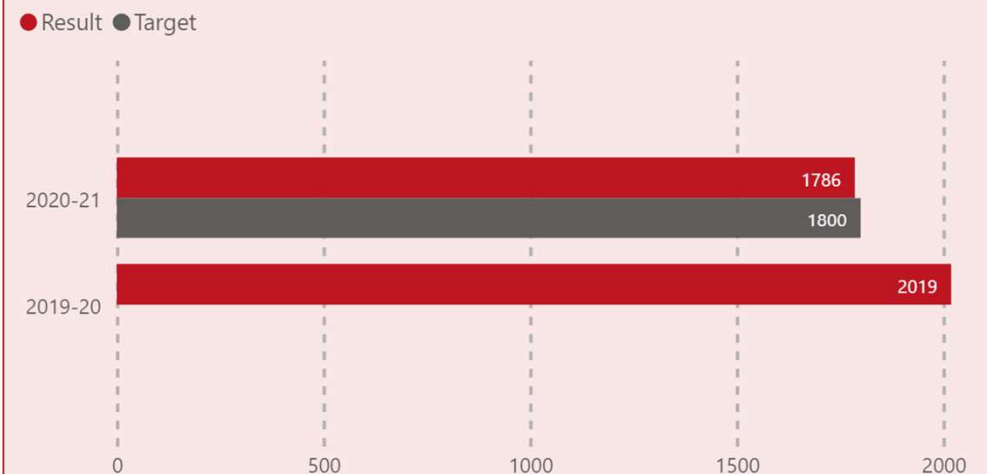
Current Year Target

1800

Latest Performance: RAG vs Target



Year End Result



WBO 2 Cardiff is a great place to grow older PDF Version

[View in Power BI](#)



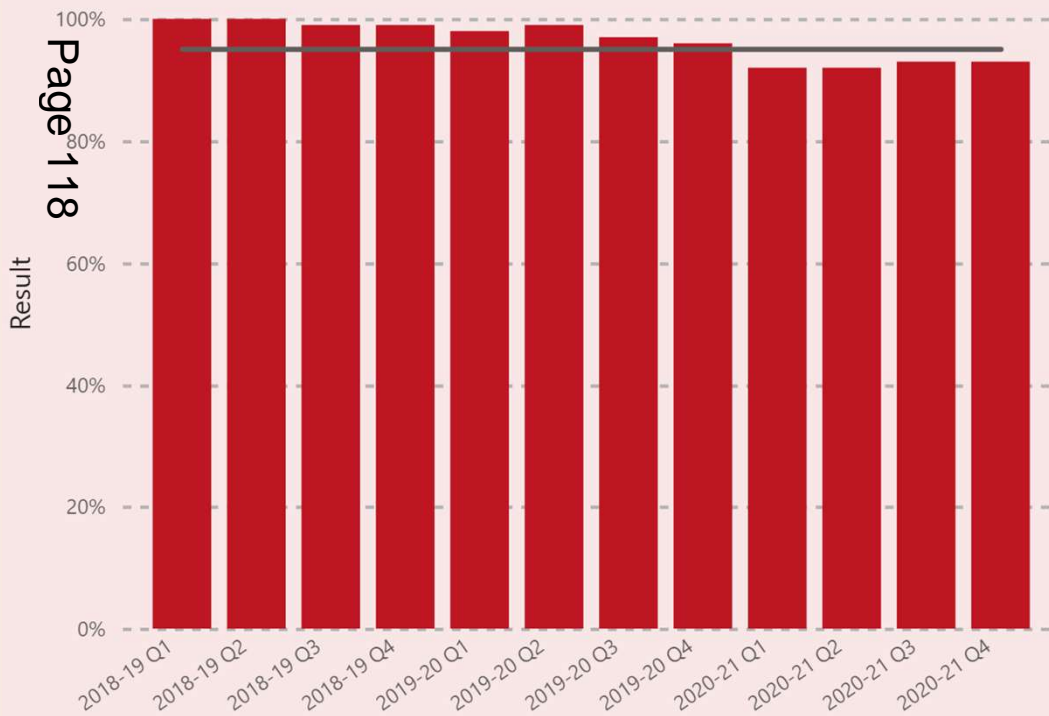
Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2018-19
Most recent data point result:
2020-21 Q4

The percentage of clients who felt able to live independently in their homes following support from Independent Living Services

Performance by Quarter

● Result ● Target



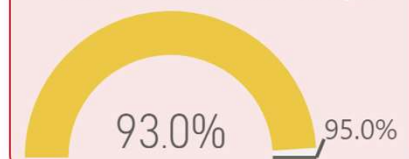
Latest Result

93.0%

Current Year Target

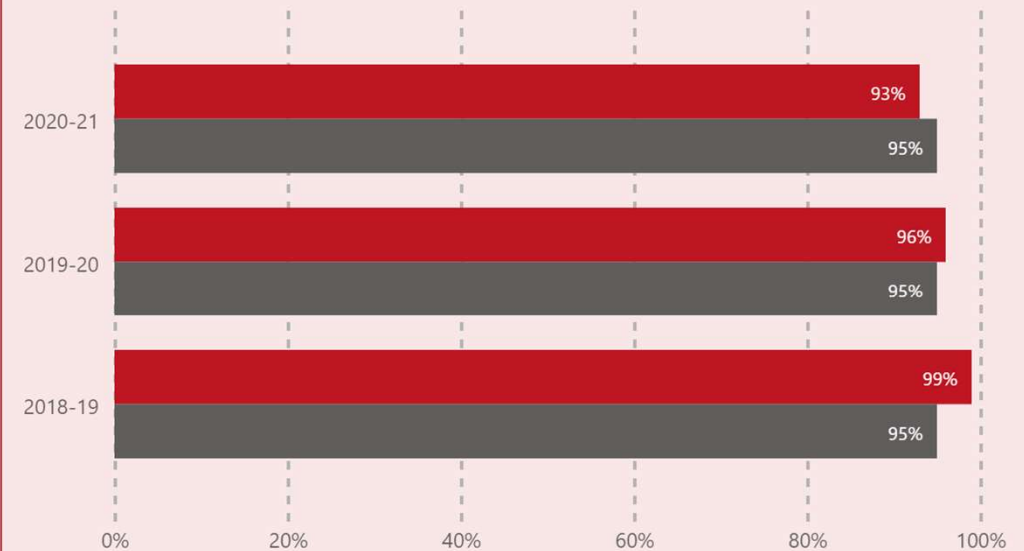
95.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



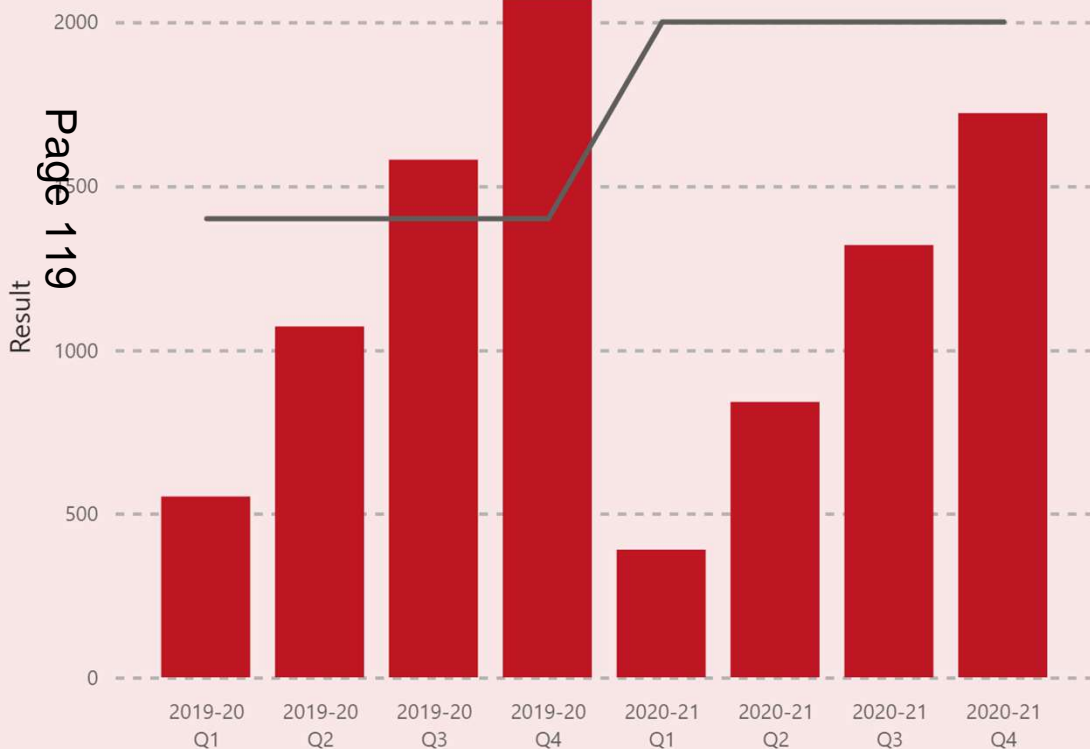
Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The number of people who accessed the Community Resource Team

Performance by Quarter

● Result ● Target



Latest Result

1722

Current Year Target

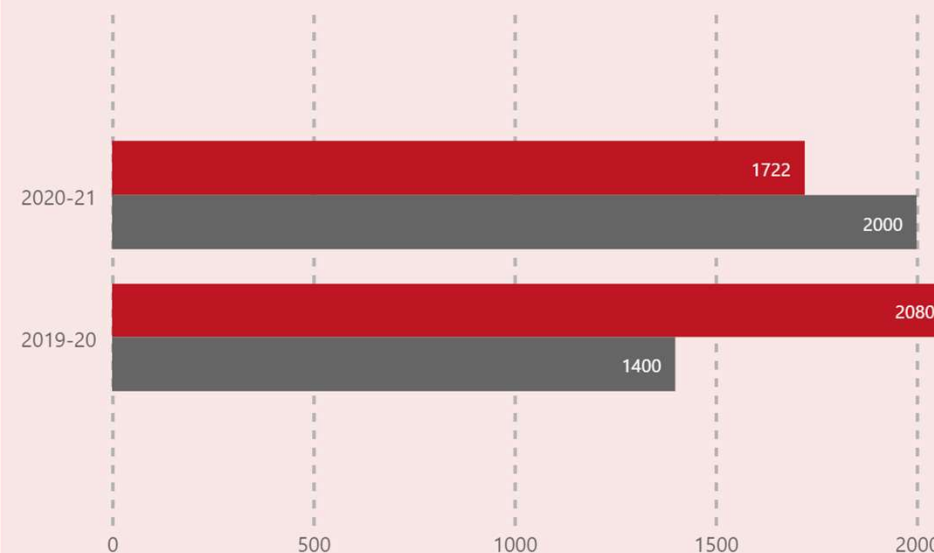
2000

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

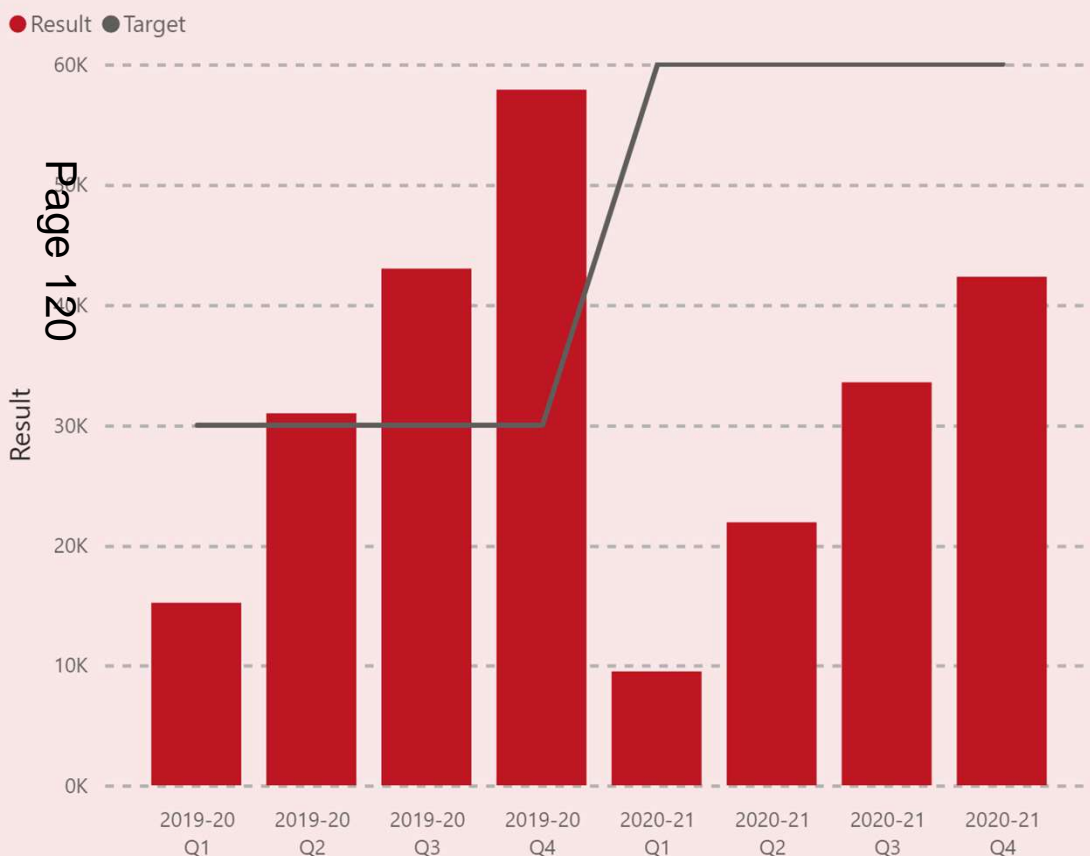


Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The total hours of support provided by the Community Resource Team

Performance by Quarter



Latest Result

42.3K

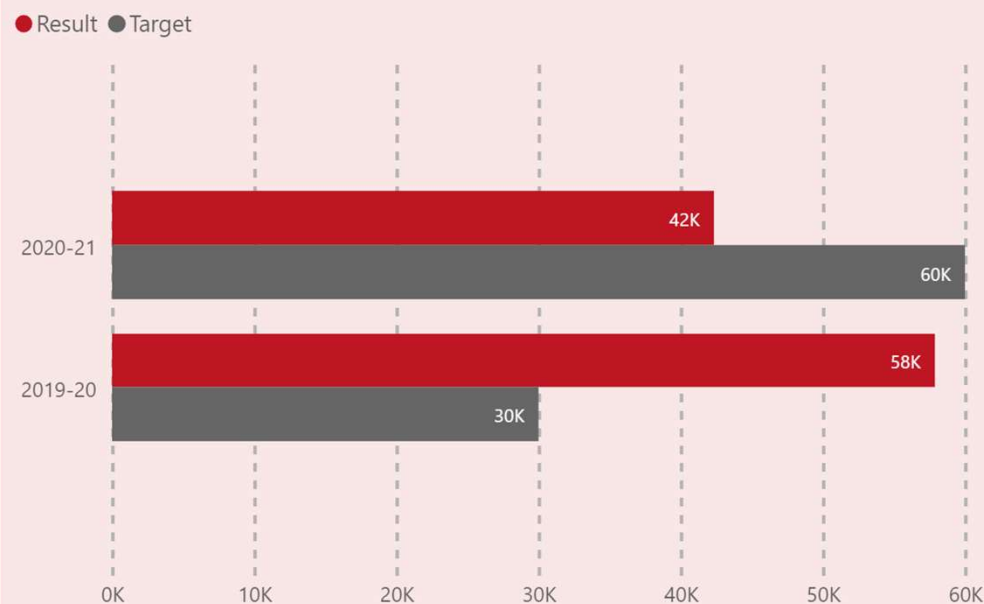
Current Year Target

60K

Latest Performance: RAG vs Target



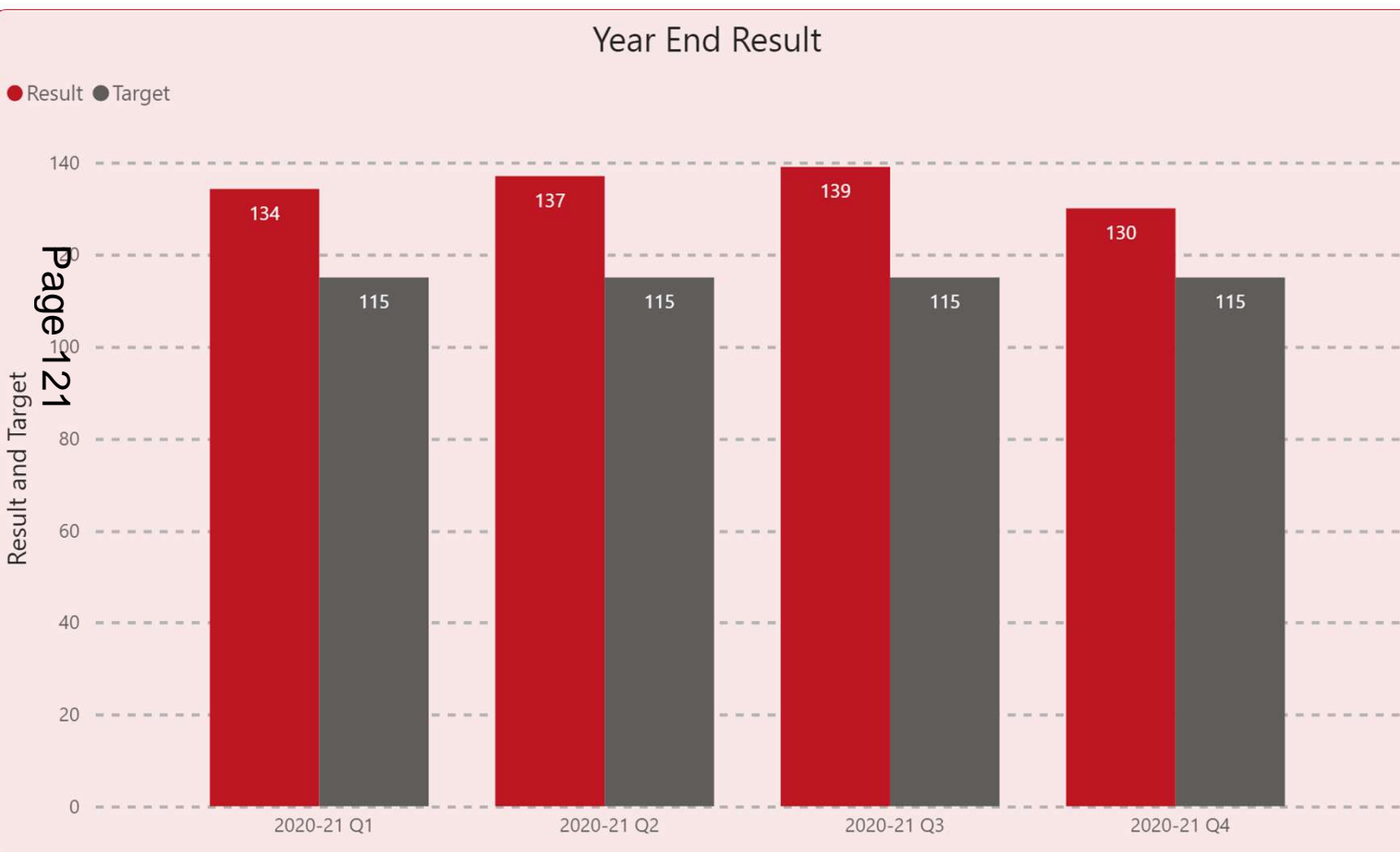
Year End Result



Cardiff is a great place to grow older

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q4

The number of people in residential care aged 65 or over per 10,000 population



Latest Result

130.0

Current Year Target

115.0

Latest Performance: RAG vs Target



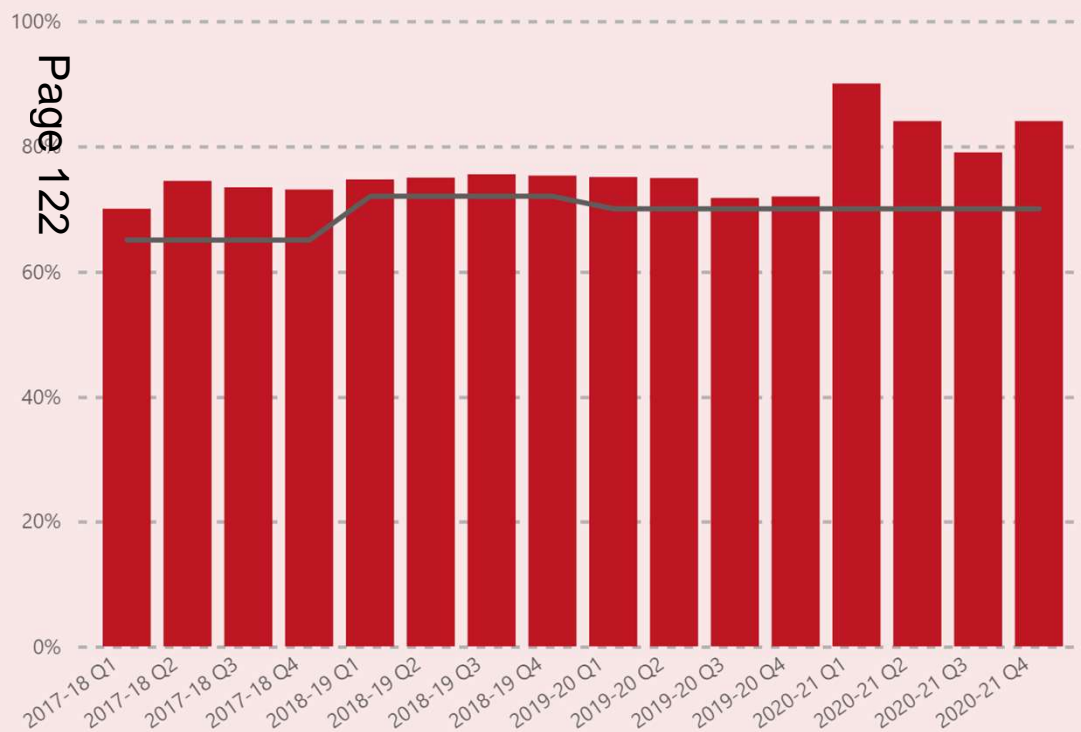
Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services

Performance by Quarter

● Result ● Target



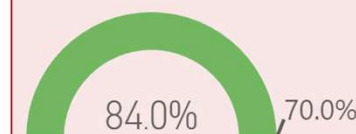
Latest Result

84.0%

Current Year Target

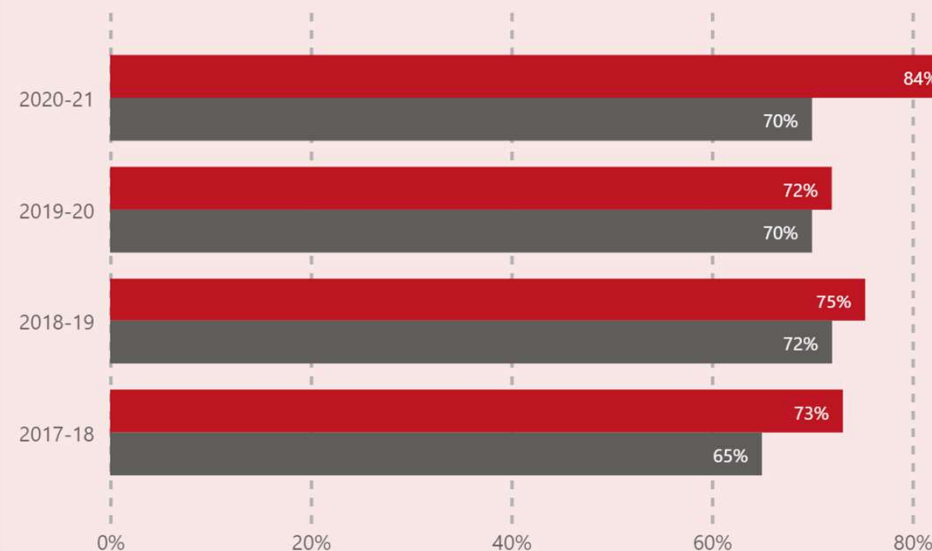
70.0%

Performance: RAG vs Target



Year End Result

● Result ● Target



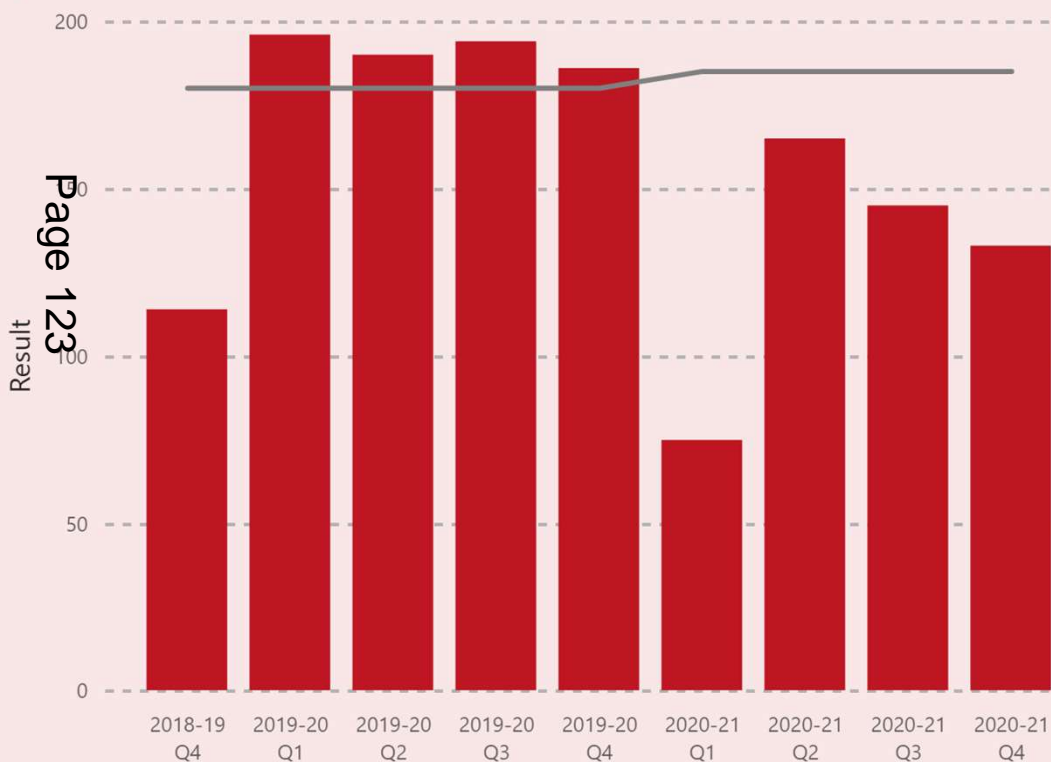
Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date).

Performance by Quarter

● Result ● Target



Latest Result

133

Current Year Target

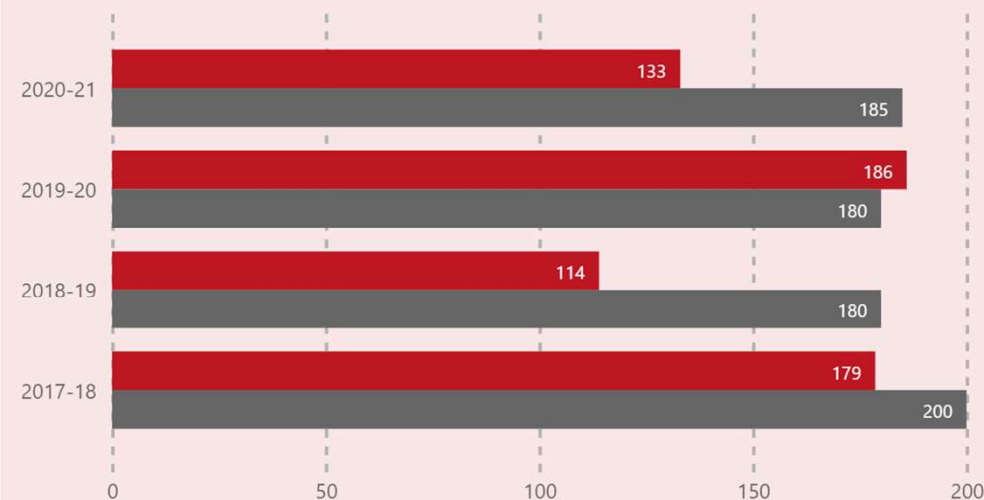
185

Performance: RAG vs Target



Year End Result

● Result ● Target



Result for 2020-21 has been affected by Covid-19

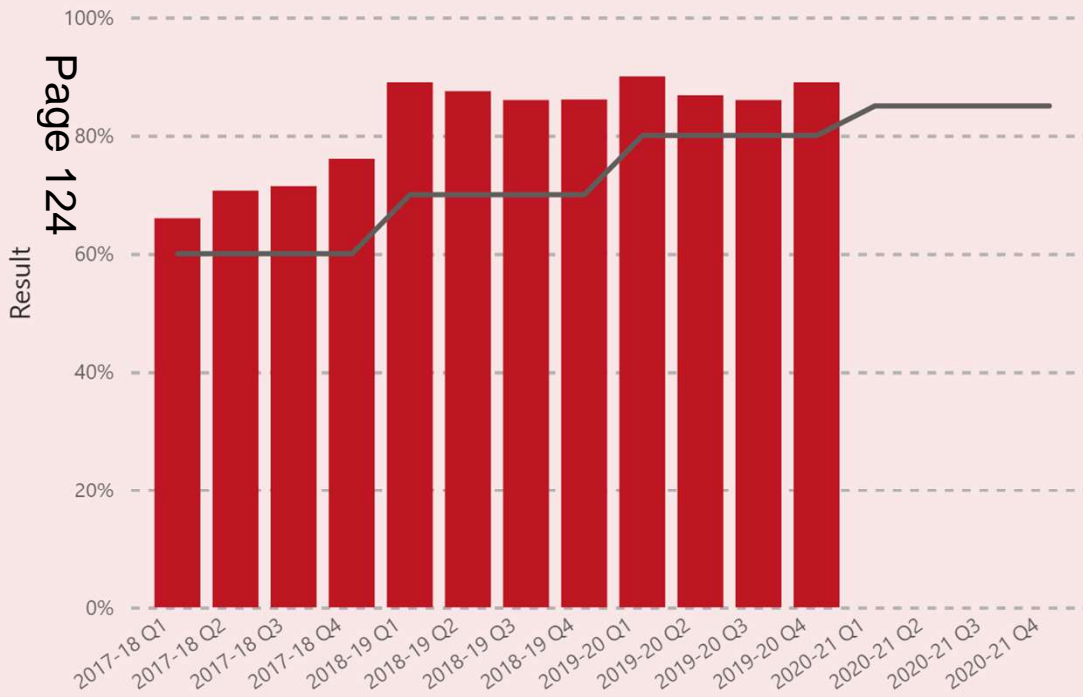
Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2019-20 Q4

The percentage of people who feel reconnected into their community through direct and digital intervention from the Day Opportunities team.

Performance by Quarter

● Result ● Target



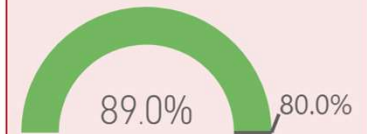
Latest Result

89.0%

Current Year Target

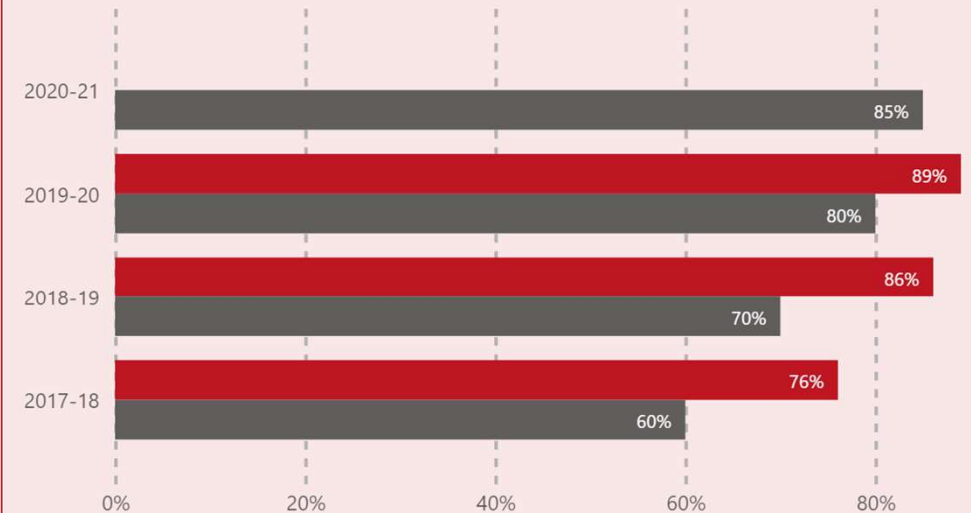
85.0%

Performance: RAG vs Target



Year End Result

● Result ● Target



2020-21 figures have not been able to be produced due to Covid-19 as the the service has not been running

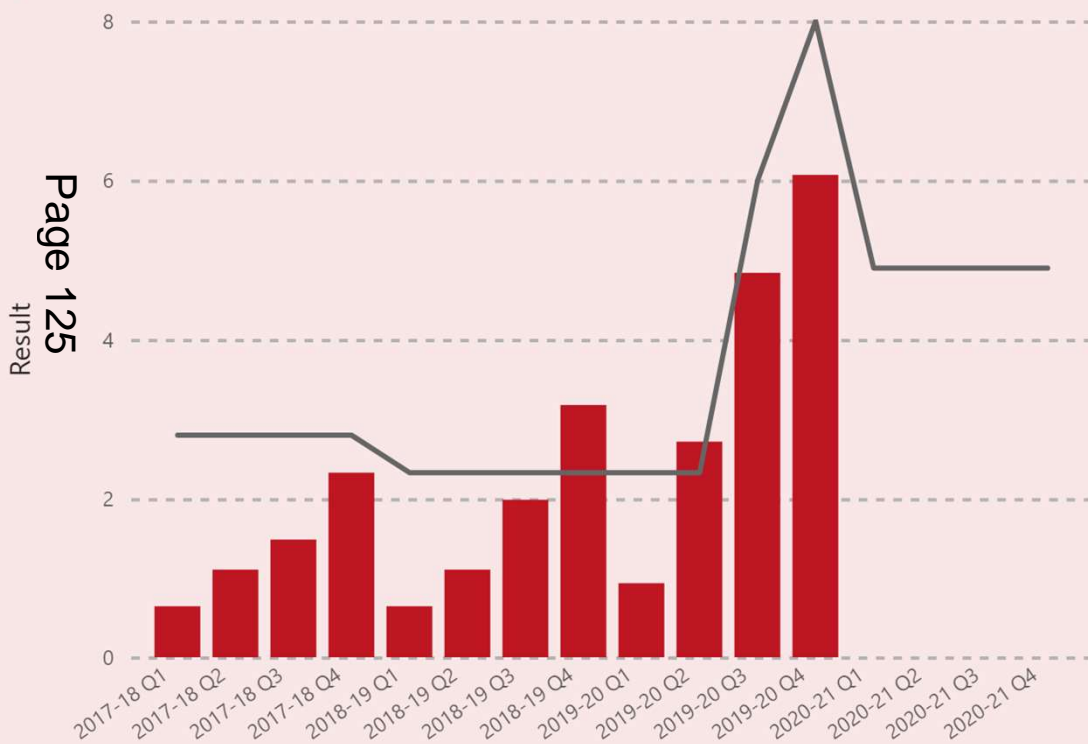
Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2019-20 Q4

The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over

Performance by Quarter

● Result ● Target



Latest Result

6.1

Current Year Target

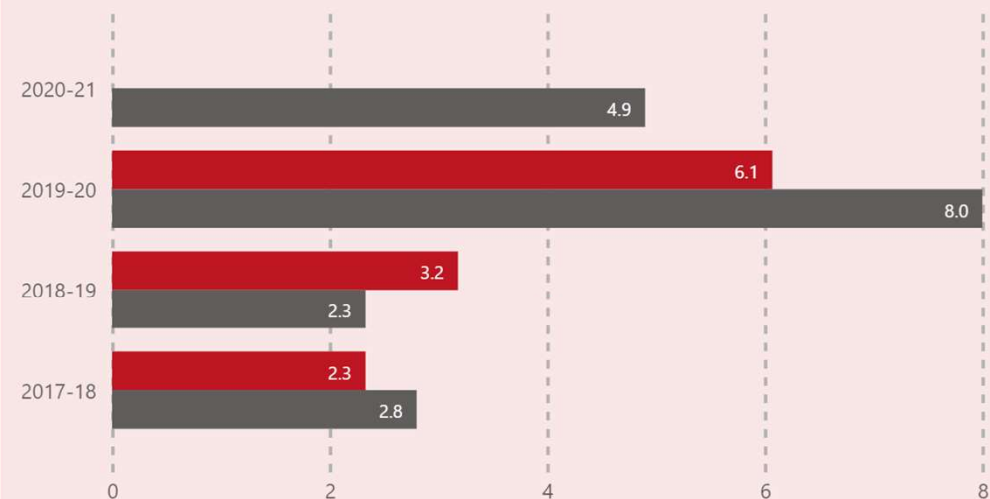
4.9

Performance: RAG vs Target



Year End Result

● Result ● Target



Welsh Government have temporarily suspended data collection of Delayed Transfers of Care for 2020/21 due to Covid-19

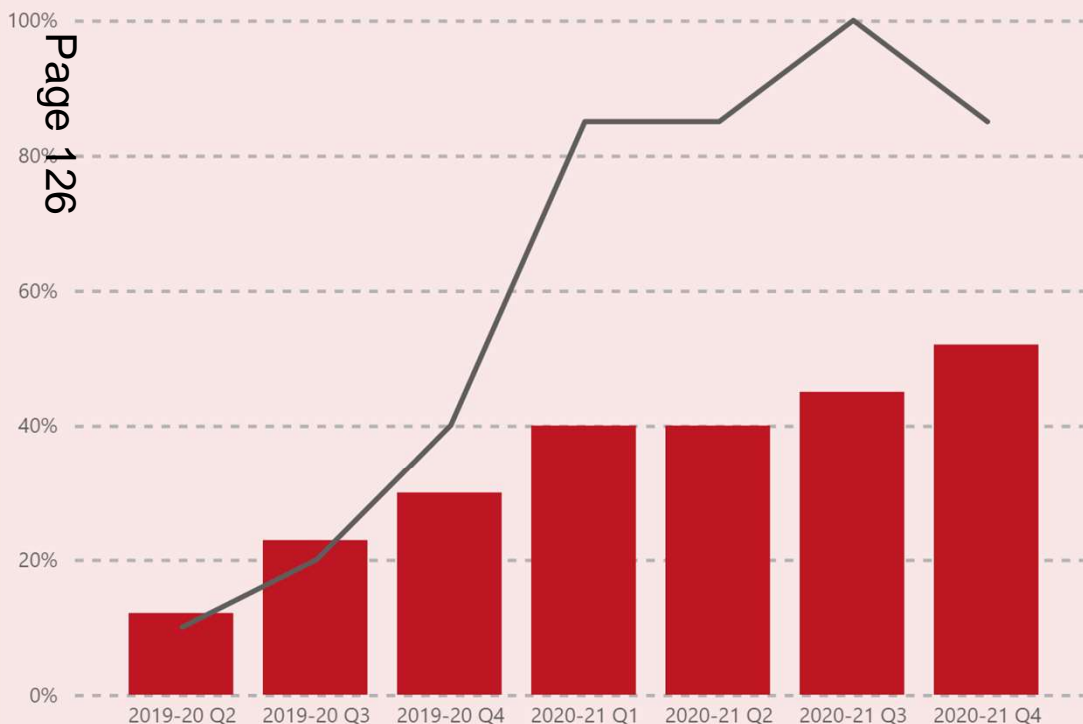
Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: Q2 2019-20
Most recent data point result:
2020-21 Q4

The percentage of Council staff completing Dementia Friends training

Performance by Quarter

● Result ● Target



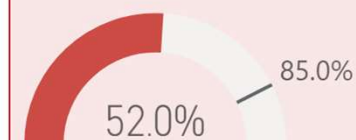
Latest Result

52.0%

Current Year Target

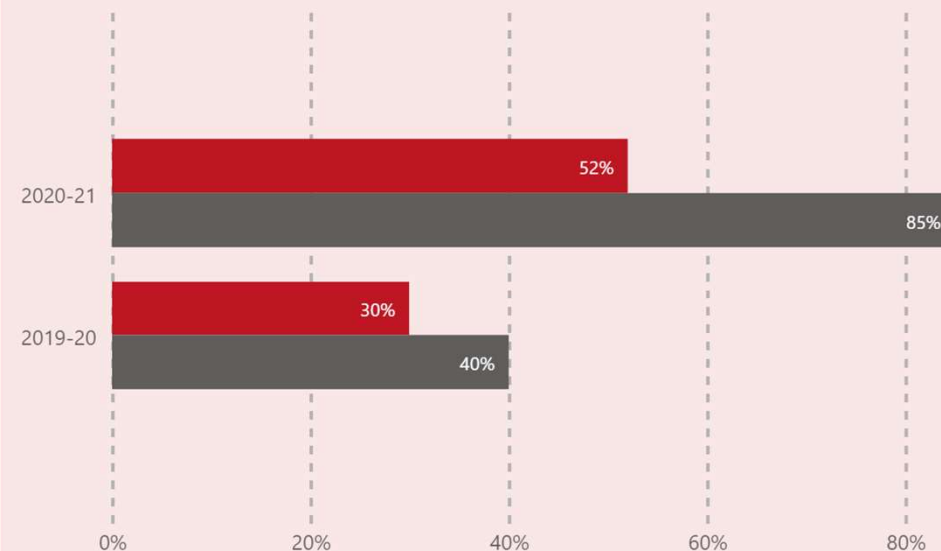
85.0%

Performance: RAG vs Target



Year End Result

● Result ● Target

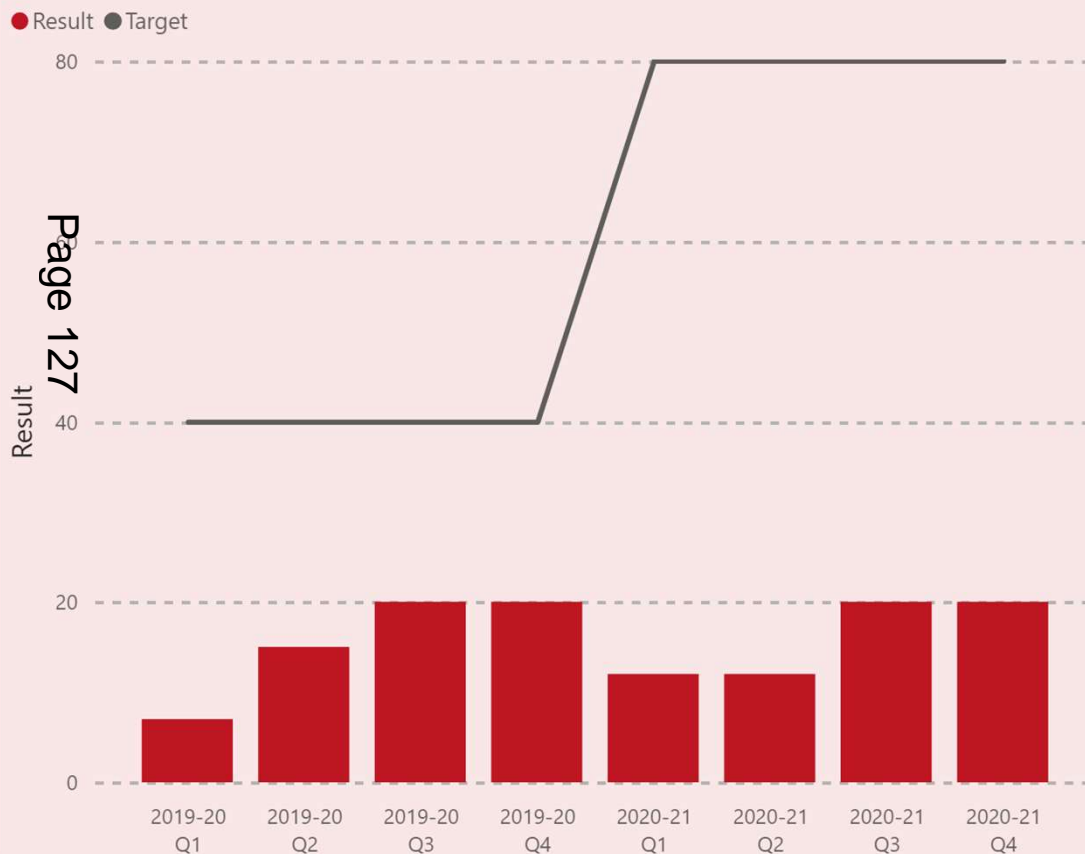


Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The number of businesses pledging their commitment to work towards becoming Dementia Friendly

Performance by Quarter



Latest Result

20

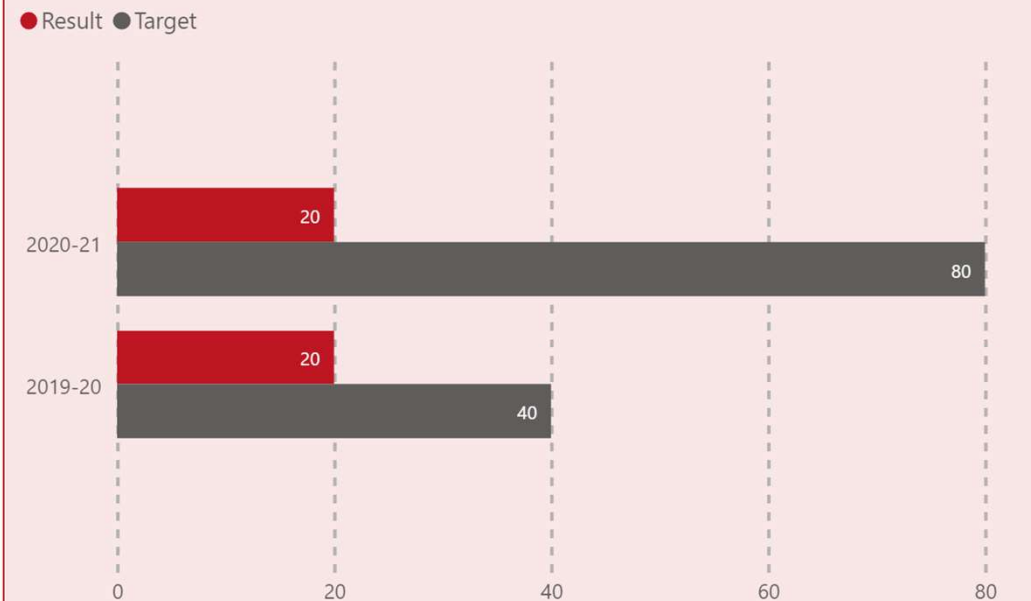
Current Year Target

80

Performance: RAG vs Target



Year End Result

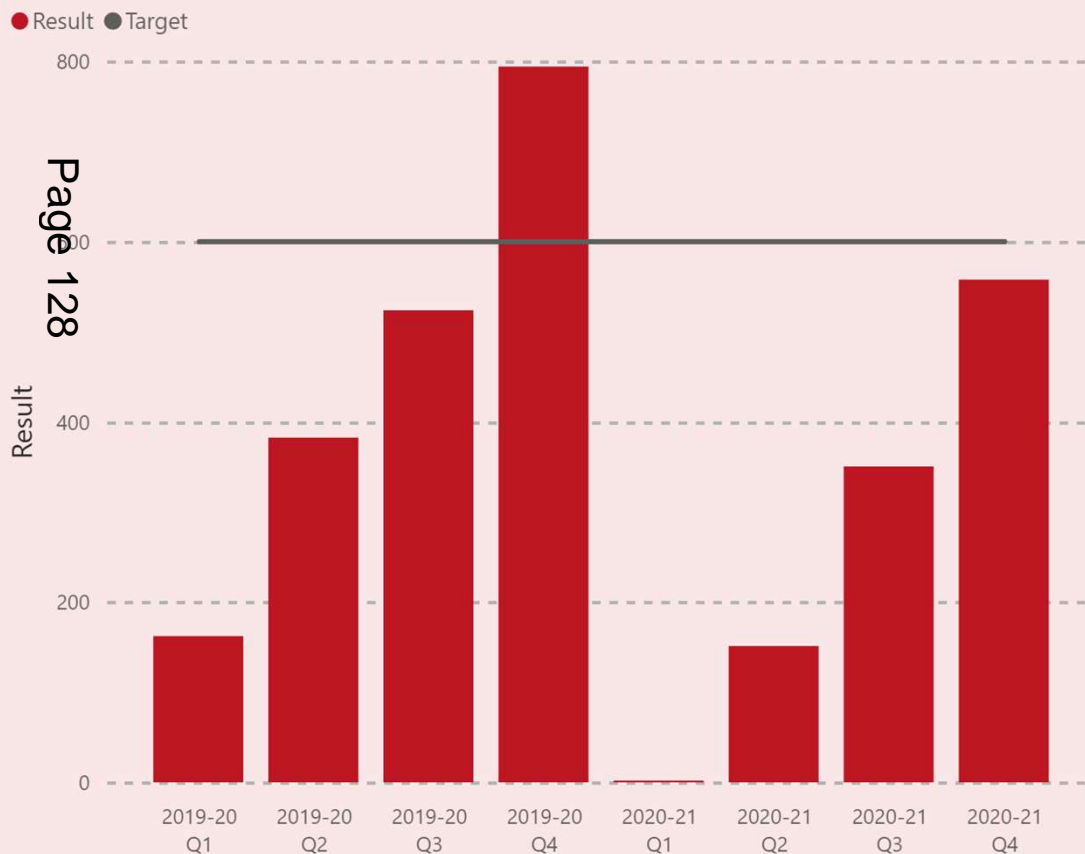


Cardiff is a great place to grow older

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The number of digital Dementia Friendly City events held.

Performance by Quarter



Latest Result

558

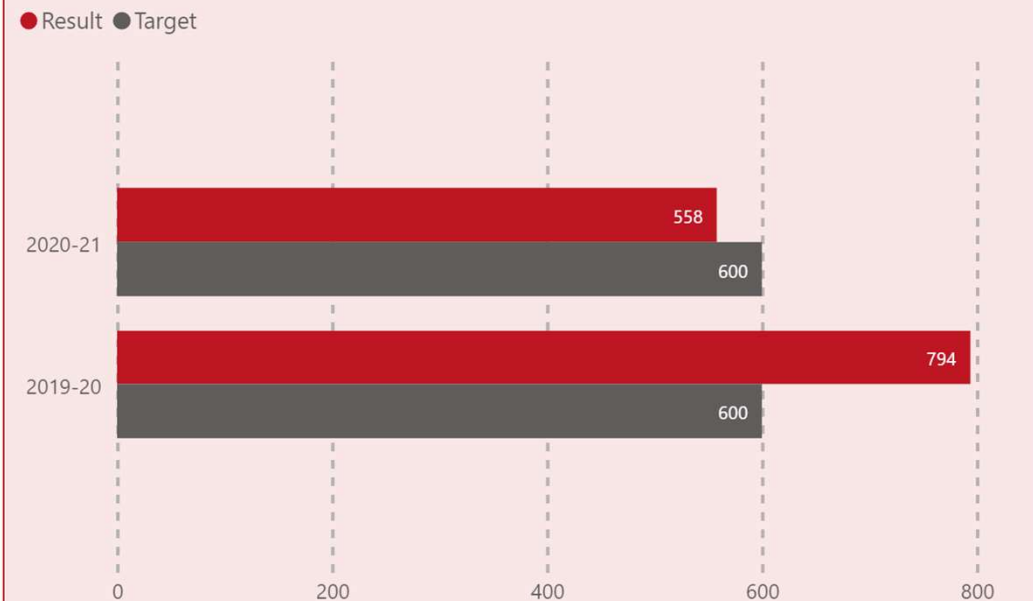
Current Year Target

600

Performance: RAG vs Target



Year End Result



WBO 3 Supporting Out of Poverty PDF Version

[View in Power BI](#)



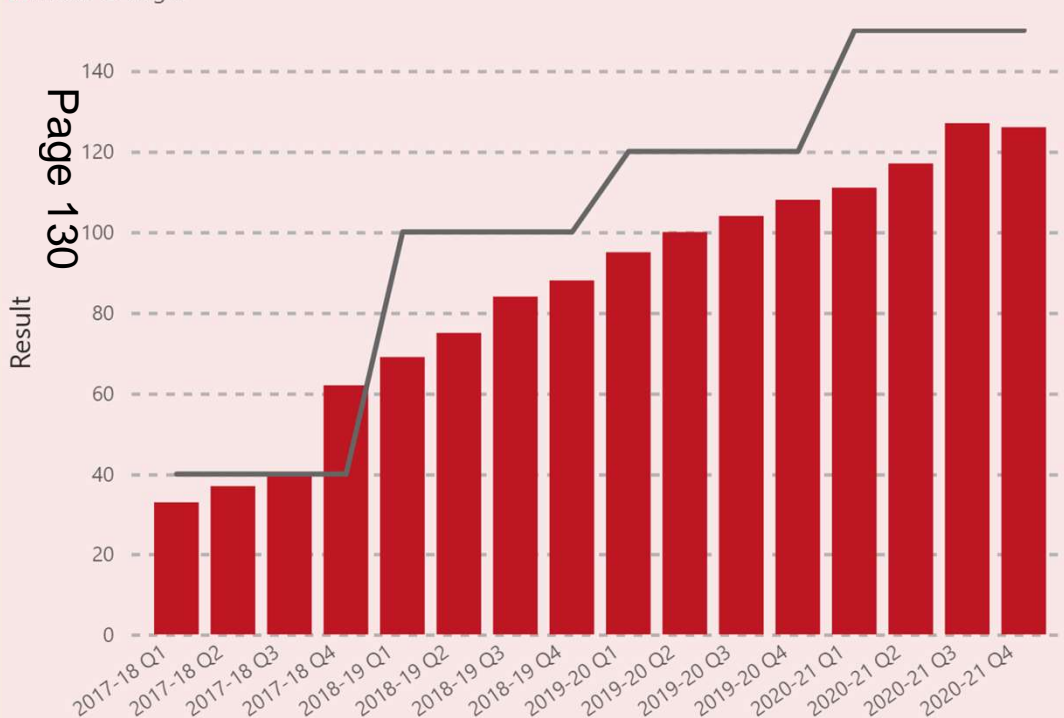
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The number of Living Wage Employers in Cardiff

Performance by Quarter

● Result ● Target



Target to be achieved by May 2022

Latest Result

126

Current year target

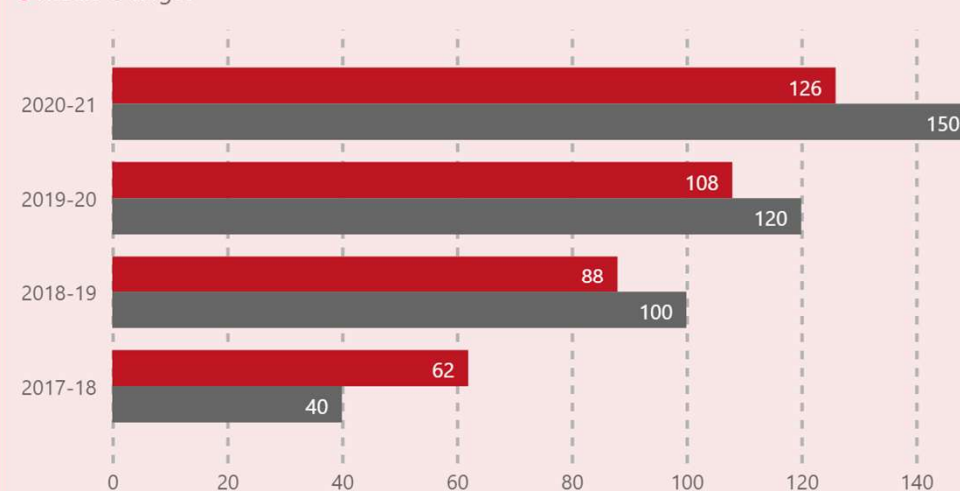
150

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



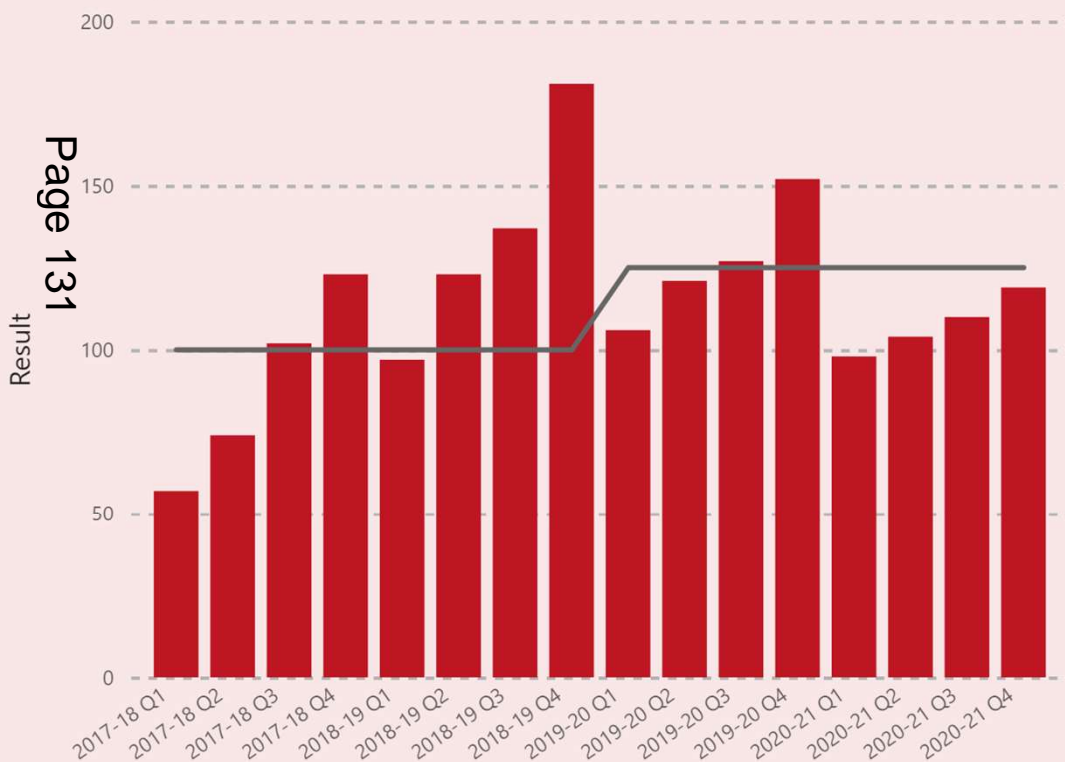
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The number of opportunities created for paid apprenticeships and trainees within the Council

Performance by Quarter

● Result ● Target



Latest Result

119

Current year target

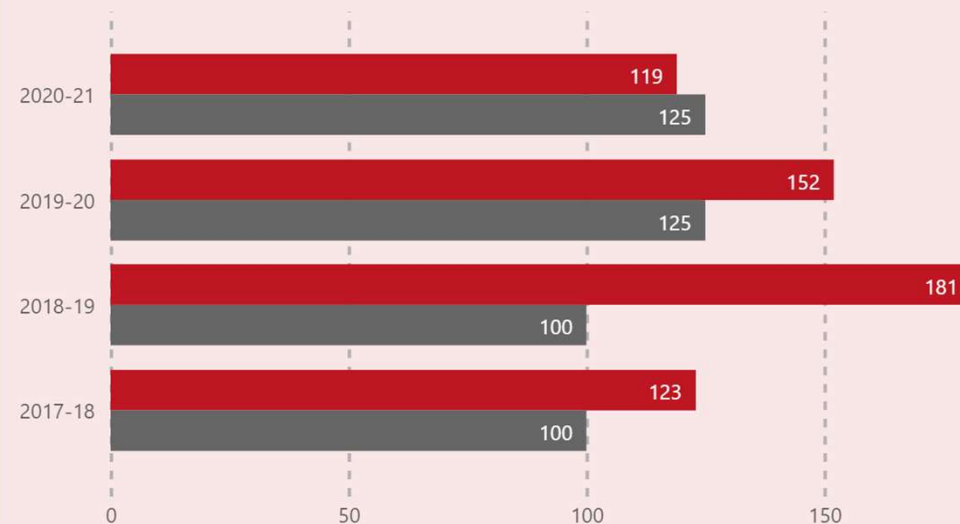
125

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



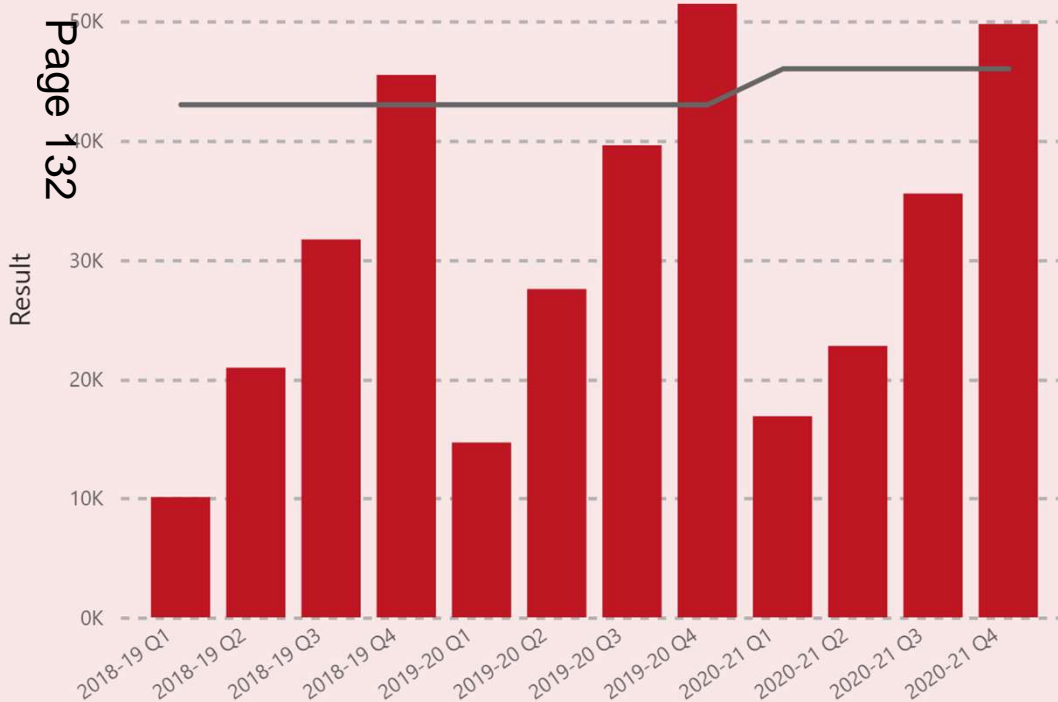
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2018-19
Most recent data point result:
2020-21 Q4

The number of interventions which supported people receiving into work advice through the Gateway.

Performance by Quarter

● Result ● Target



Latest Result

49.8K

Current year target

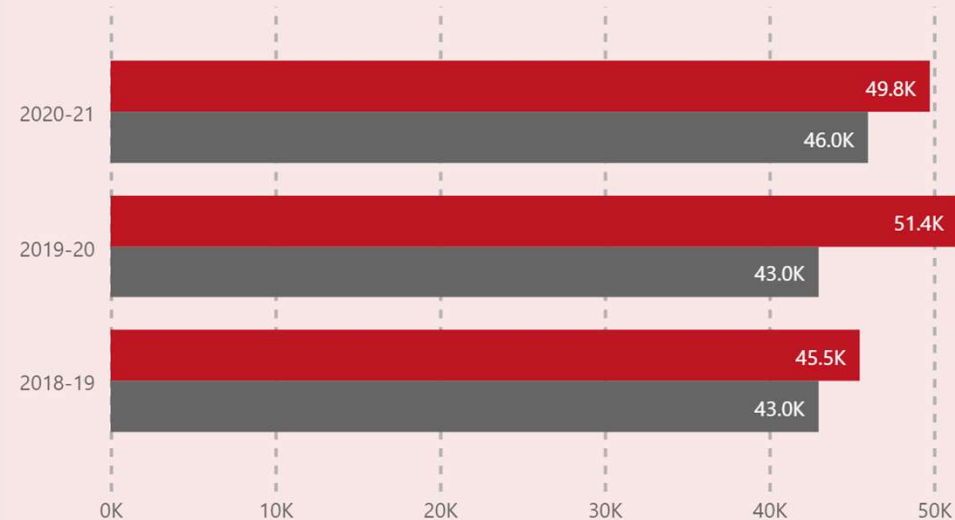
46K

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



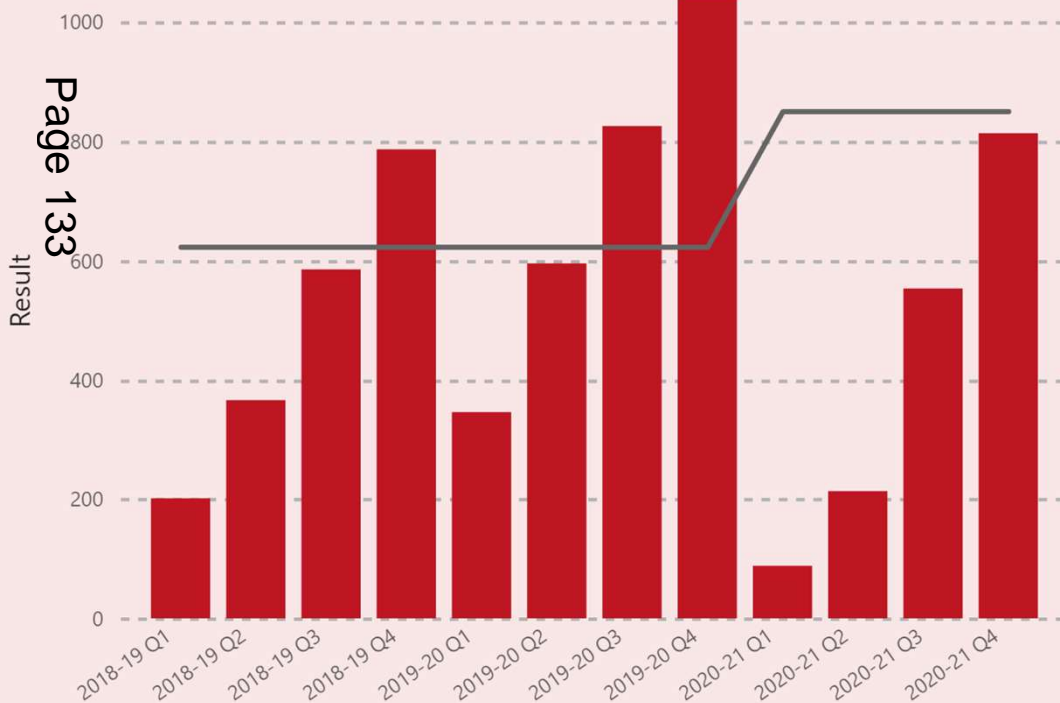
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2018-19
Most recent data point result:
2020-21 Q4

The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received

Performance by Quarter

● Result ● Target



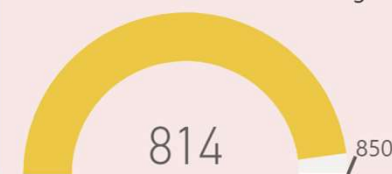
Latest Result

814

Current year target

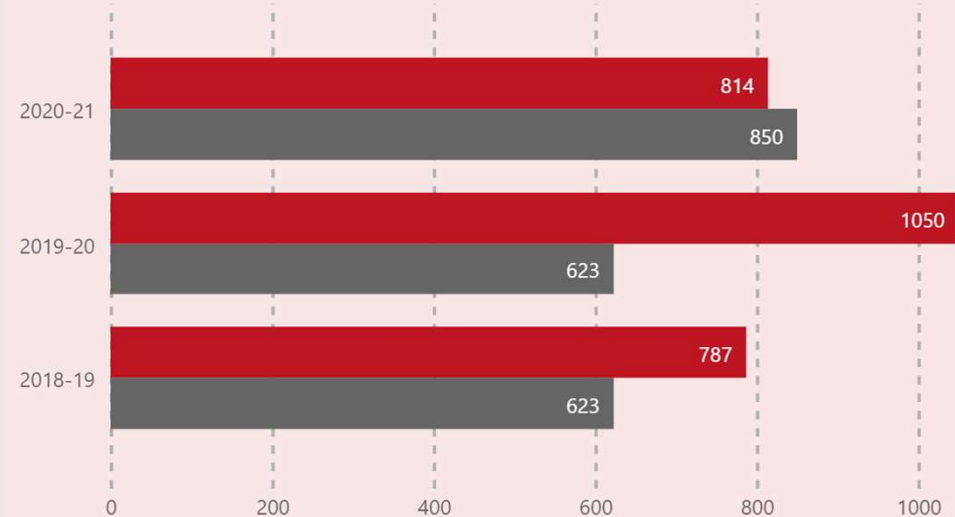
850

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



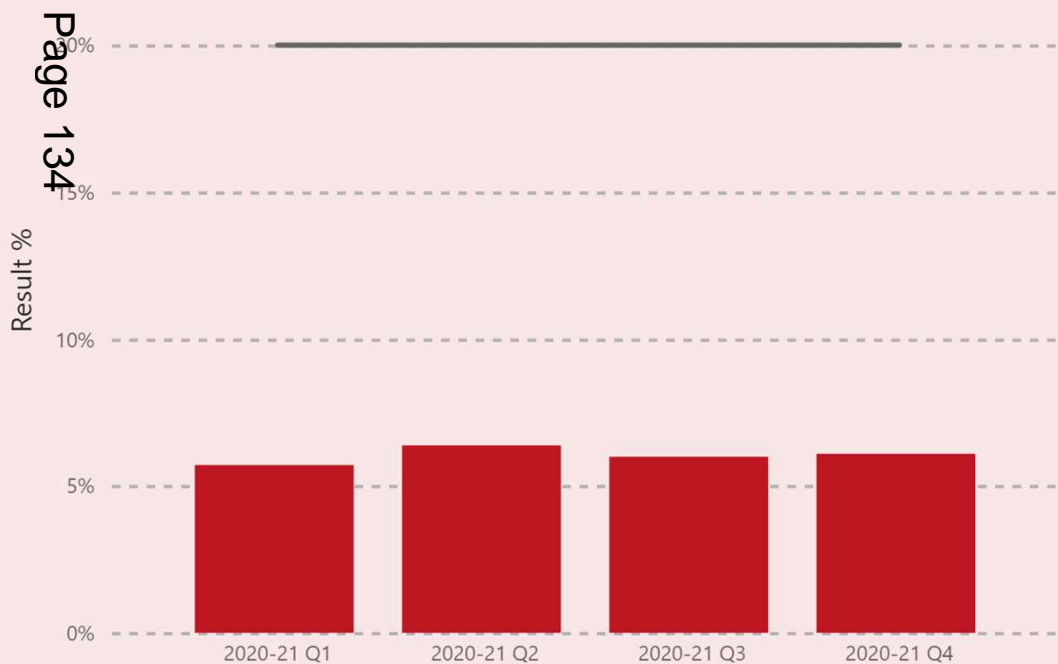
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q4

The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination

Performance by Quarter

● Result % ● Target %



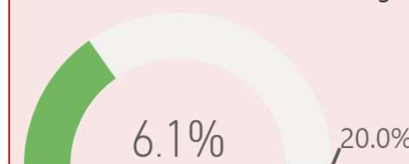
Latest Result

6.1%

Current year target

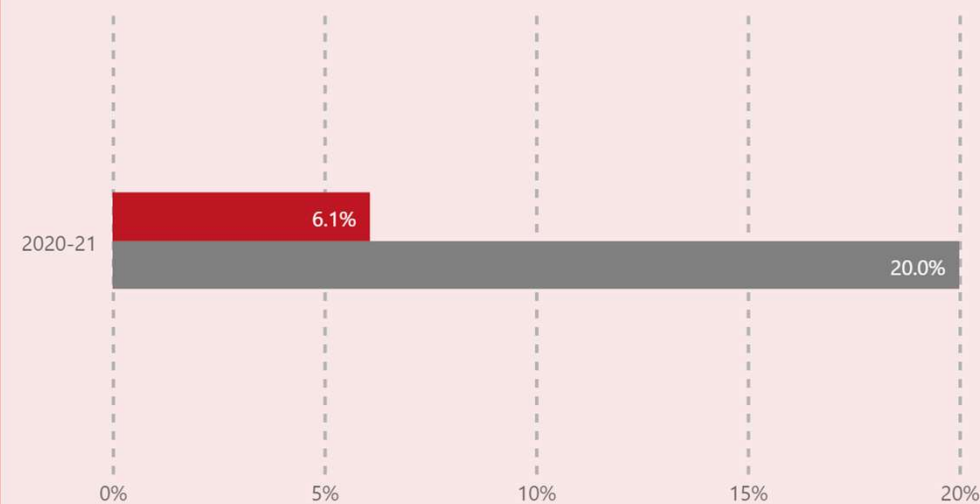
<20.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination the target is to remain BELOW 20%

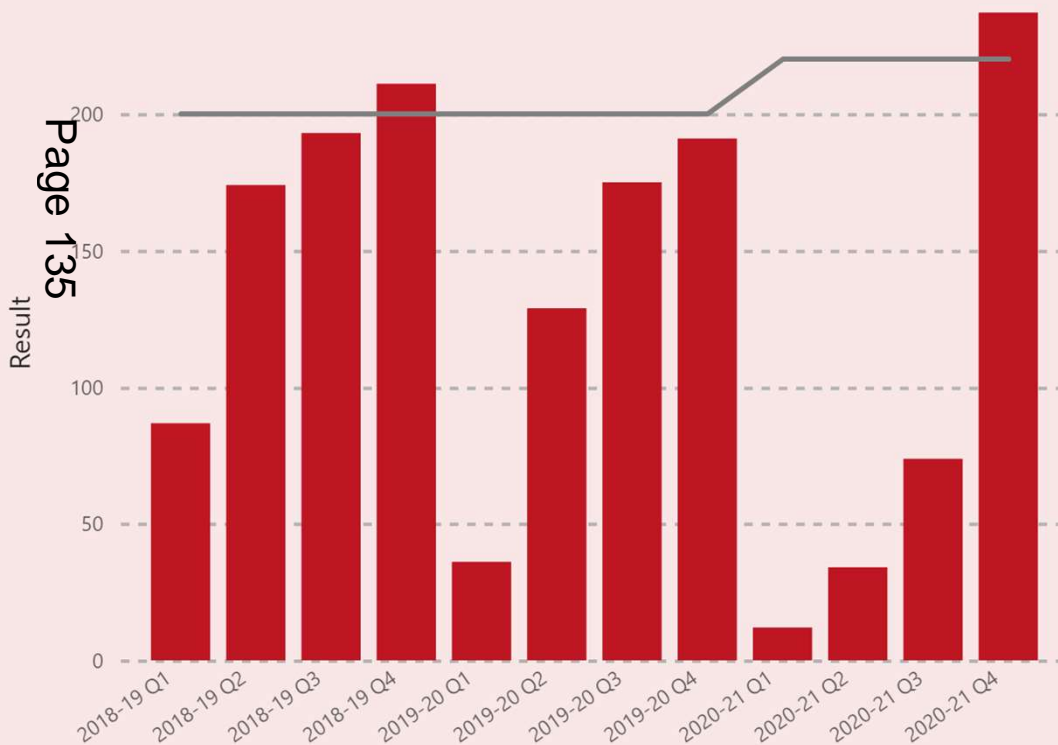
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The number of employers which have been assisted by the Council's employment support service

Performance by Quarter

● Result ● Target



Latest Result

237

Current year target

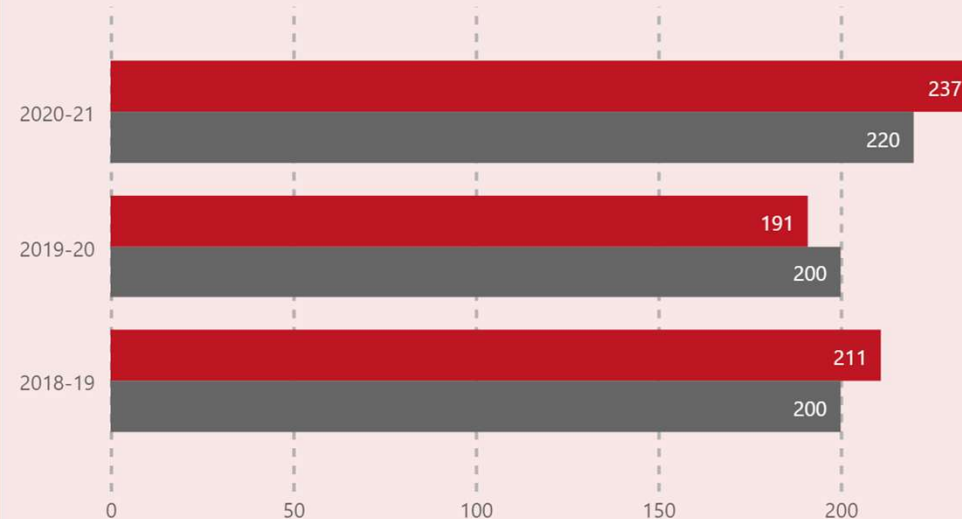
220

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



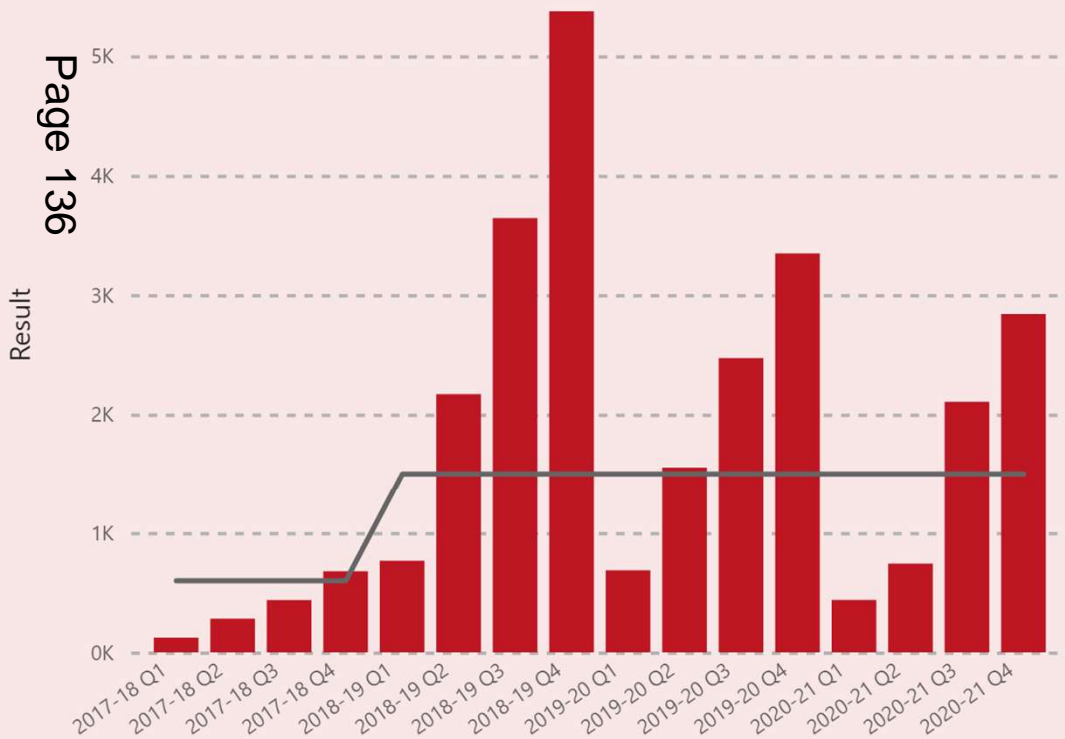
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The number of customers supported and assisted with their claims for Universal Credit.

Performance by Quarter

● Result ● Target



Latest Result

2841

Current year target

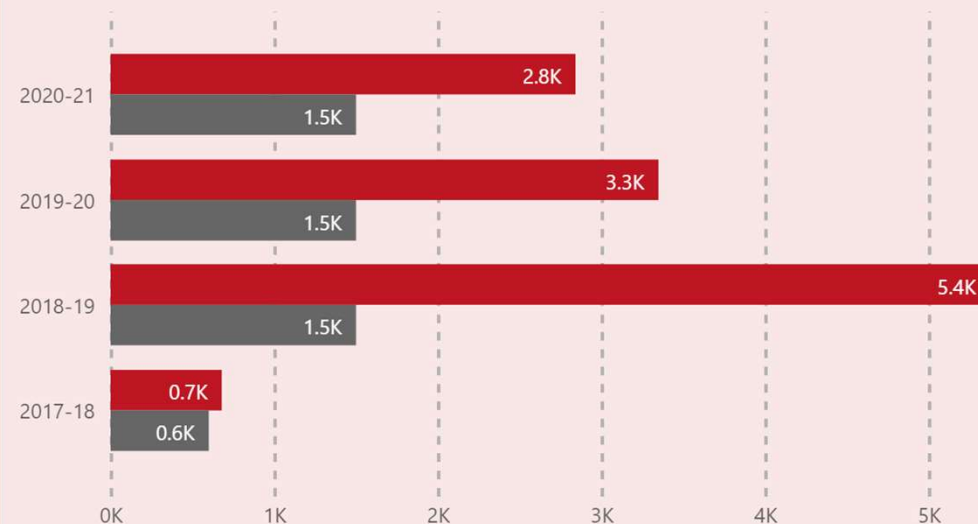
1500

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Supporting people out of poverty

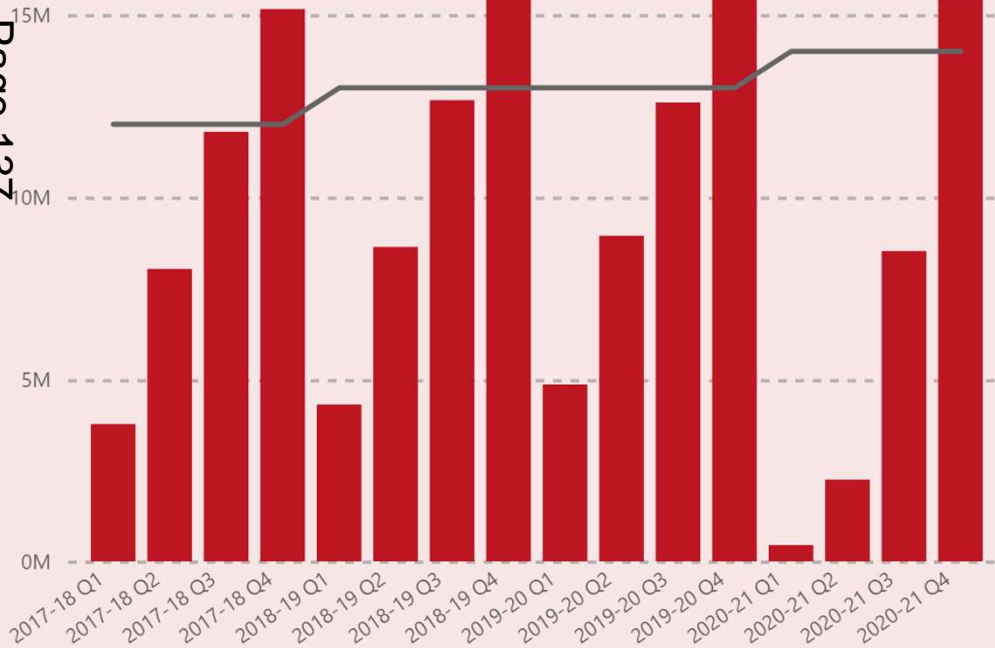
Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

Additional weekly benefit identified for clients of the City Centre Advice Team.

Performance by Quarter

● Result ● Target

Page 137



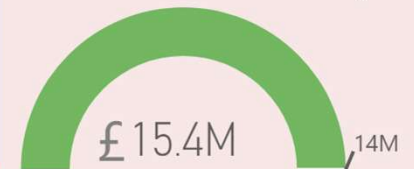
Latest Result

£15.4M

Current year target

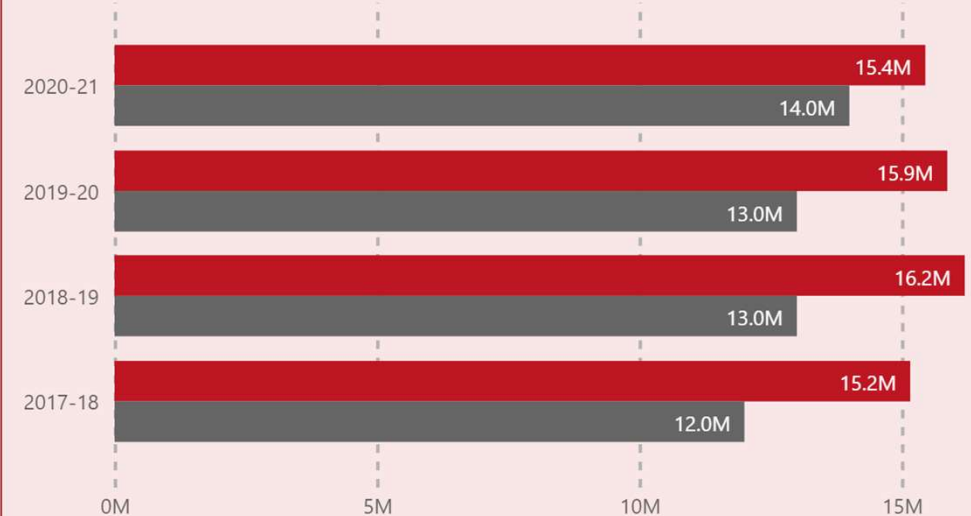
£ 14M

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



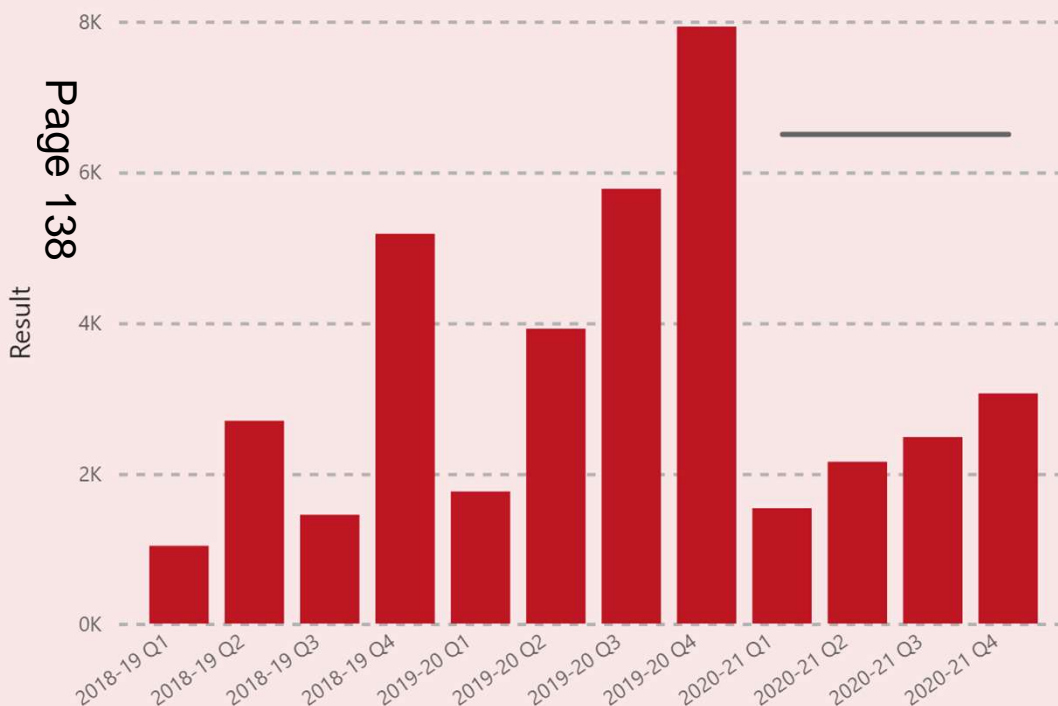
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q4

The number of hours given volunteering within the Advice & Benefits Service

Performance by Quarter

● Result ● Target



Latest Result

3066

Current year target

6500

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Below target due to Covid-19

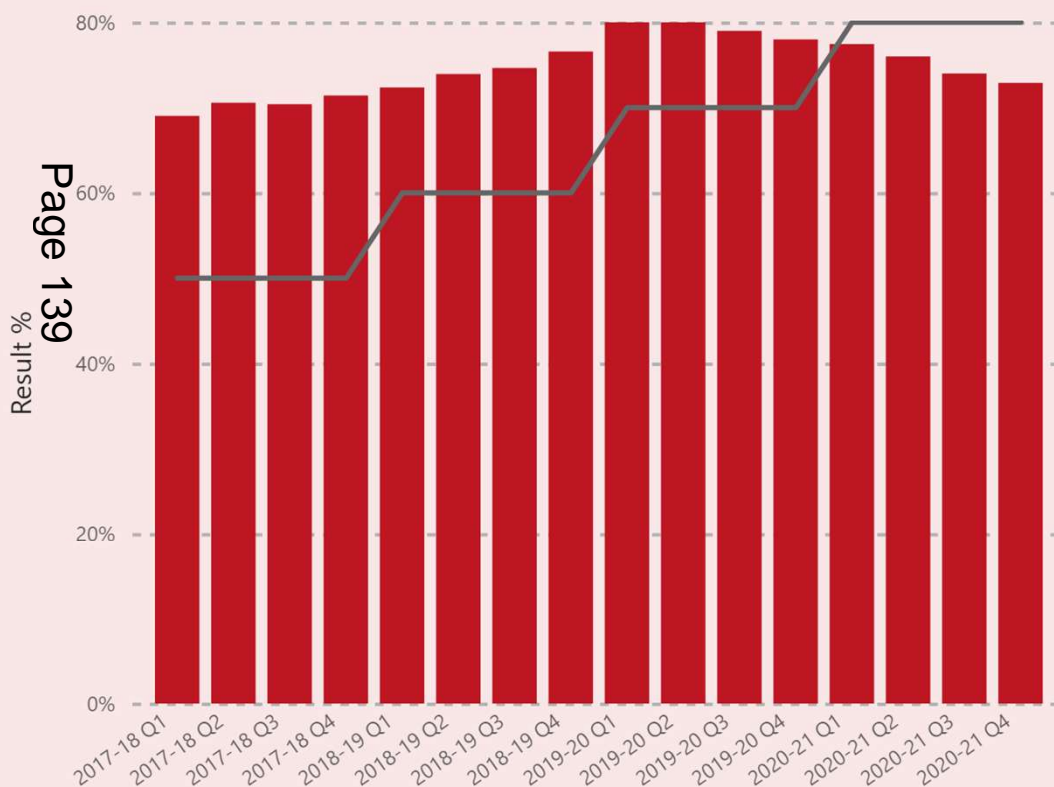
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of households threatened with homelessness successfully prevented from becoming homeless.

Performance by Quarter

● Result % ● Target %



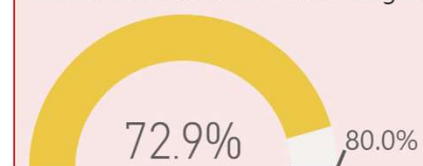
Latest Result

72.9%

Current year target

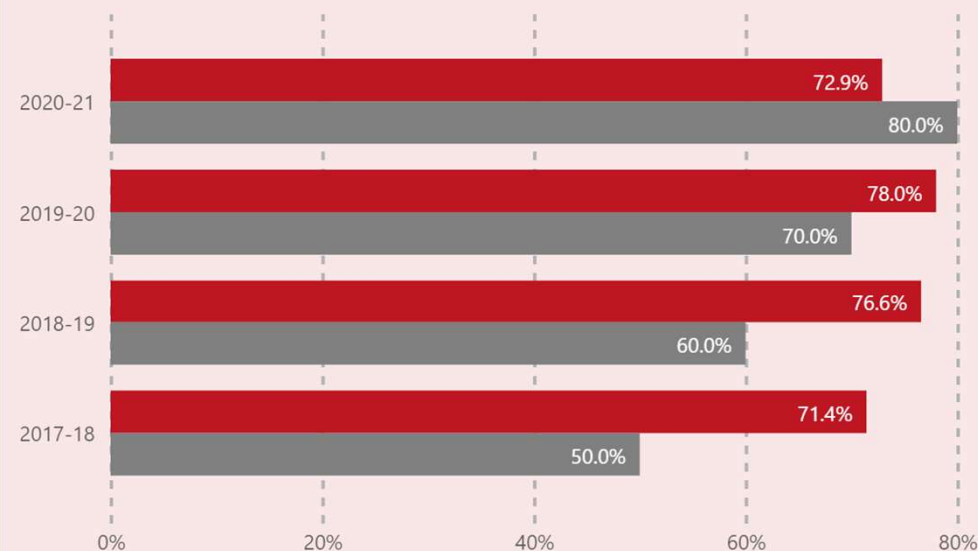
80.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



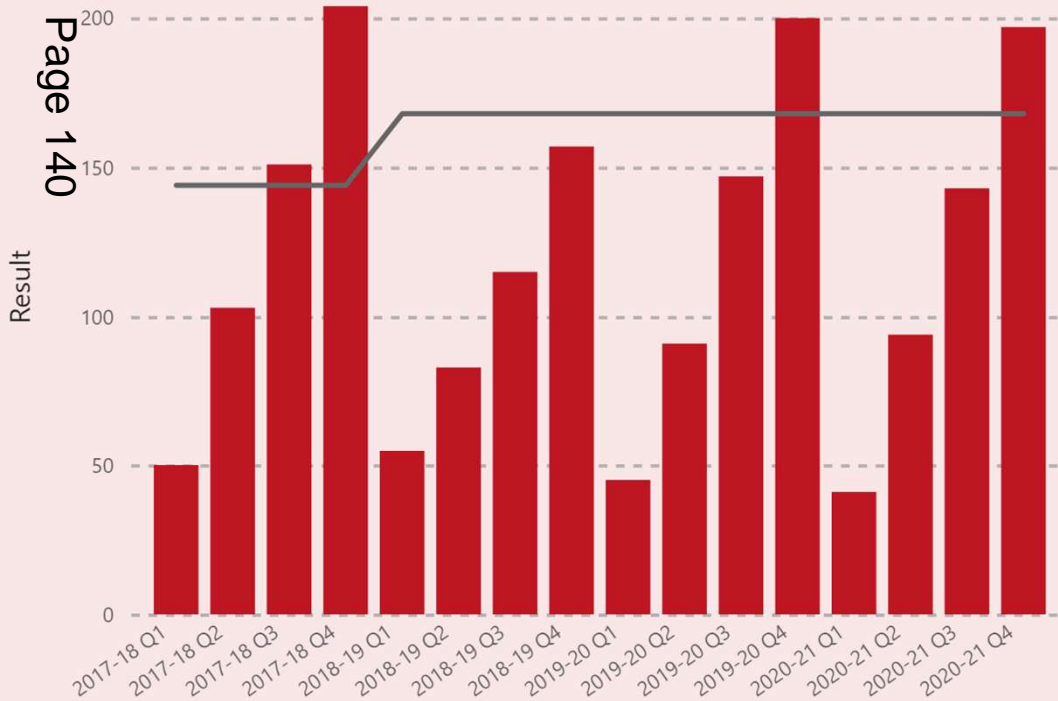
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The number of multi-agency interventions which supported rough sleepers into accommodation

Performance by Quarter

● Result ● Target



Latest Result

197

Current year target

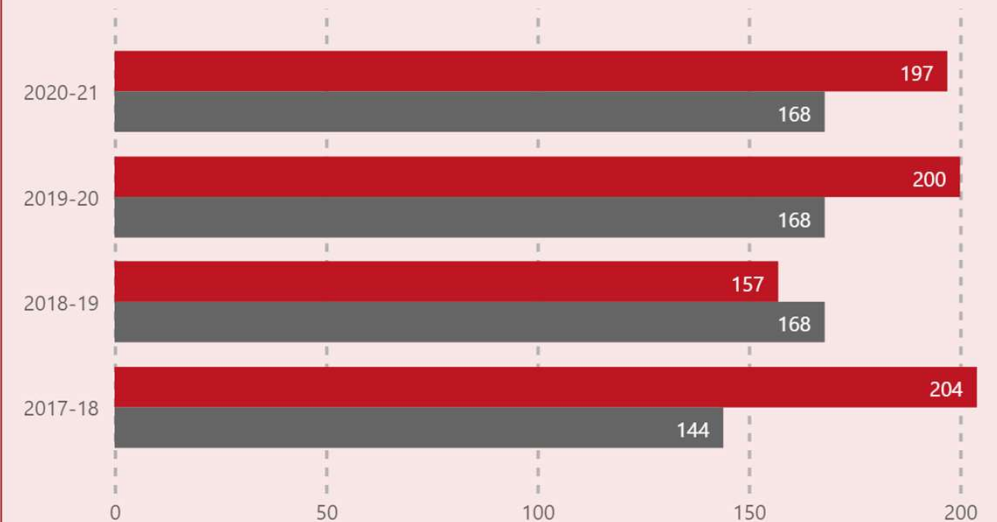
168

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



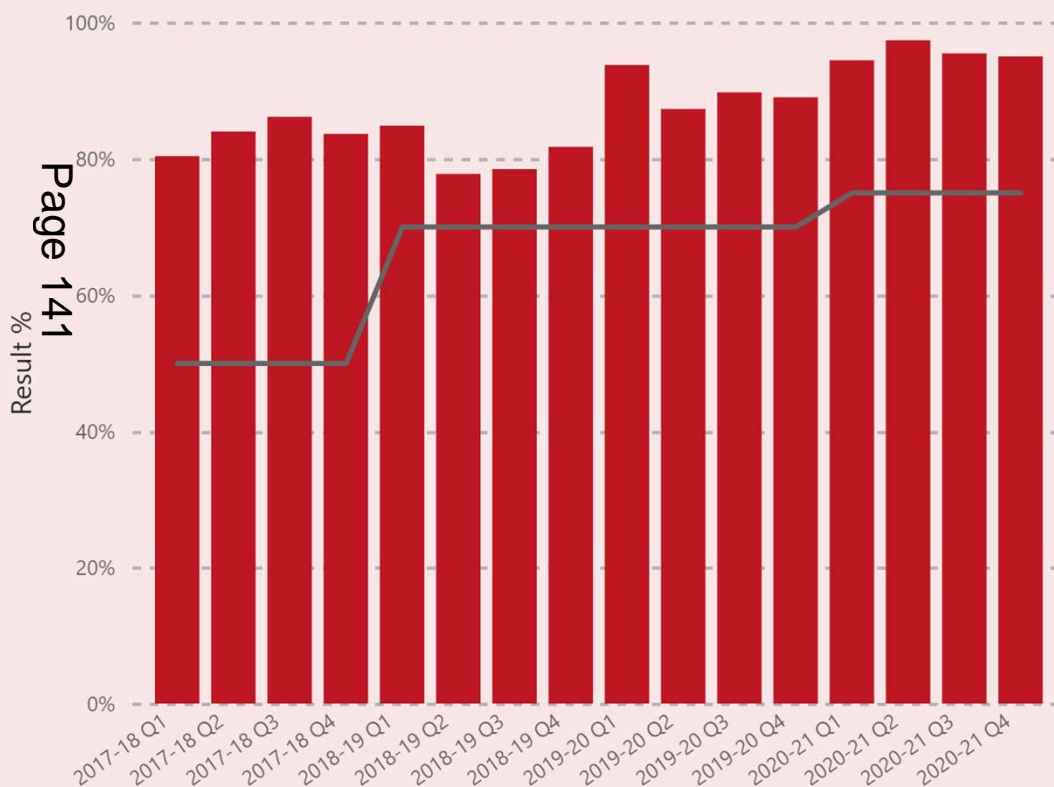
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.

Performance by Quarter

● Result % ● Target %



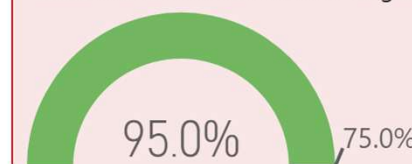
Latest Result

95.0%

Current year target

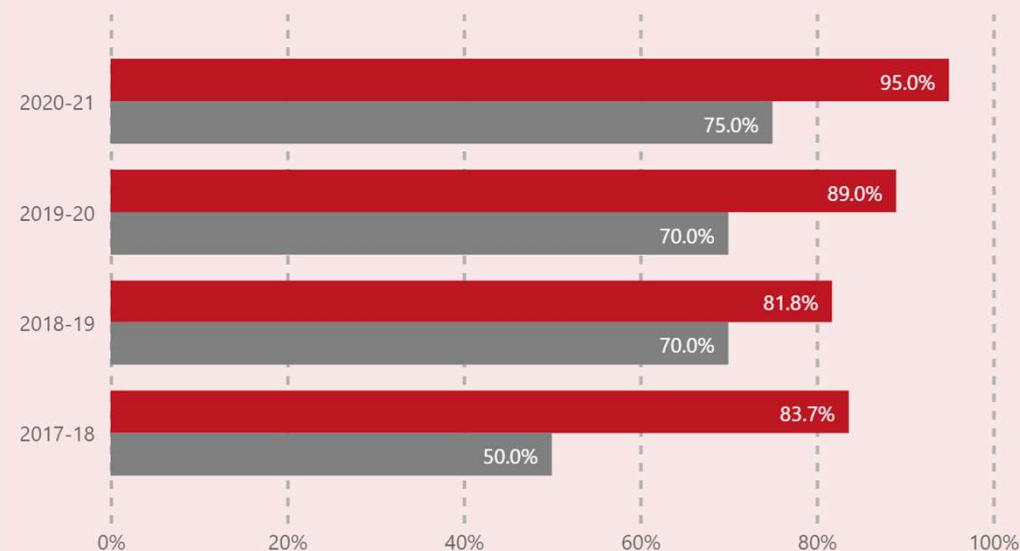
75.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



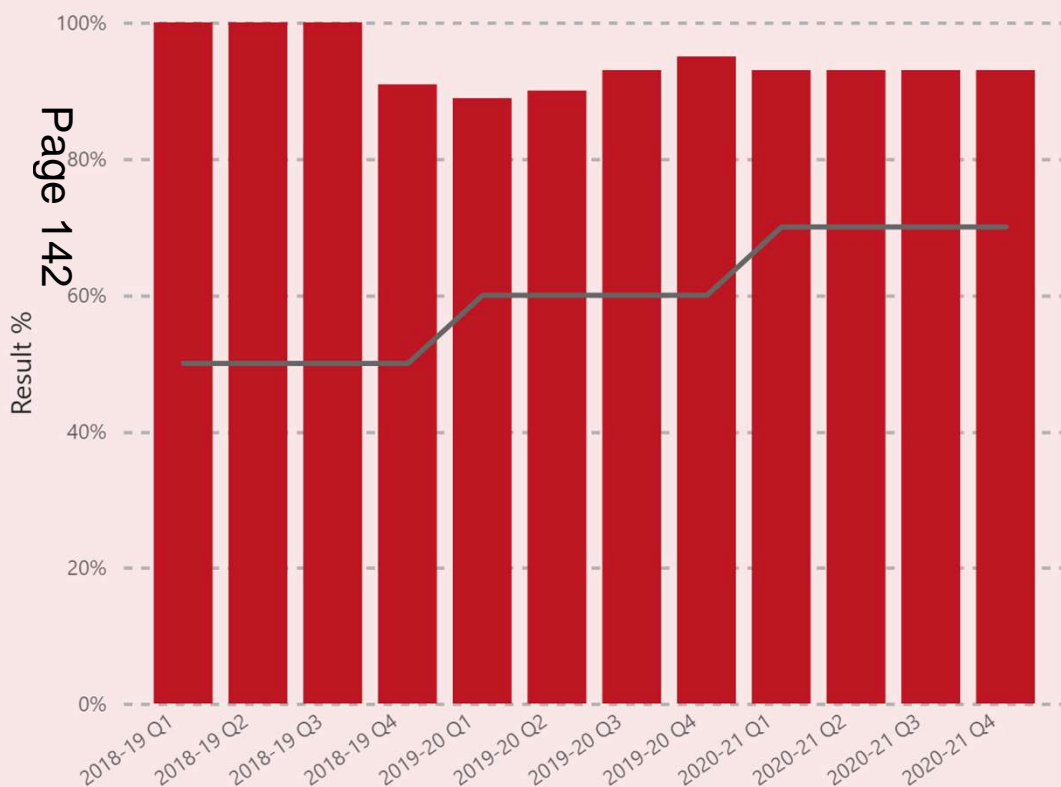
Supporting people out of poverty

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2018/19
Most recent data point result:
2020-21 Q4

The percentage of clients utilising Housing First for whom the cycle of homelessness was broken

Performance by Quarter

● Result % ● Target %



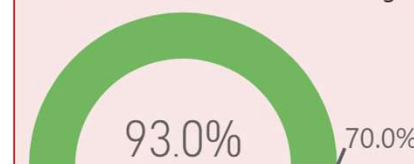
Latest Result

93.0%

Current year target

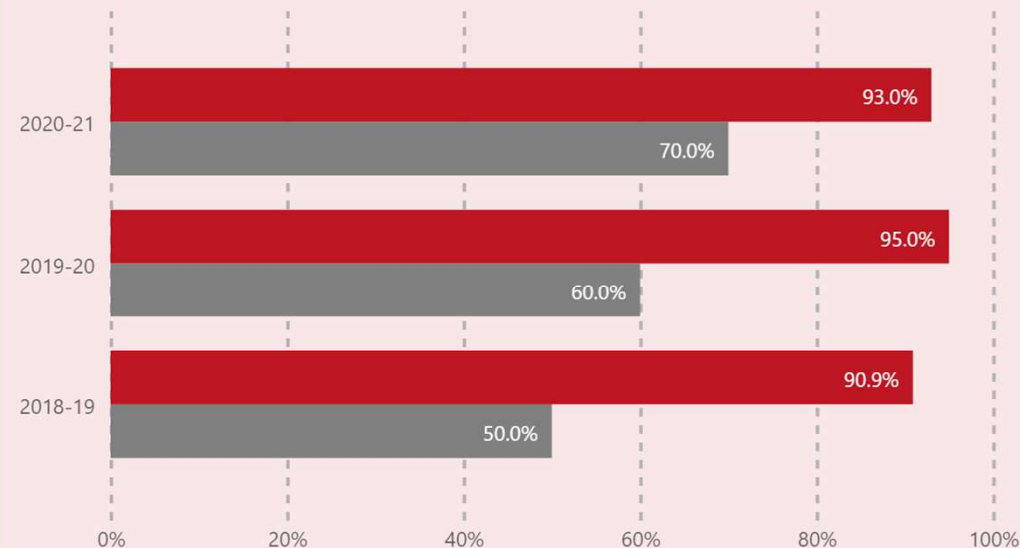
70.0%

Latest Performance: RAG vs Target



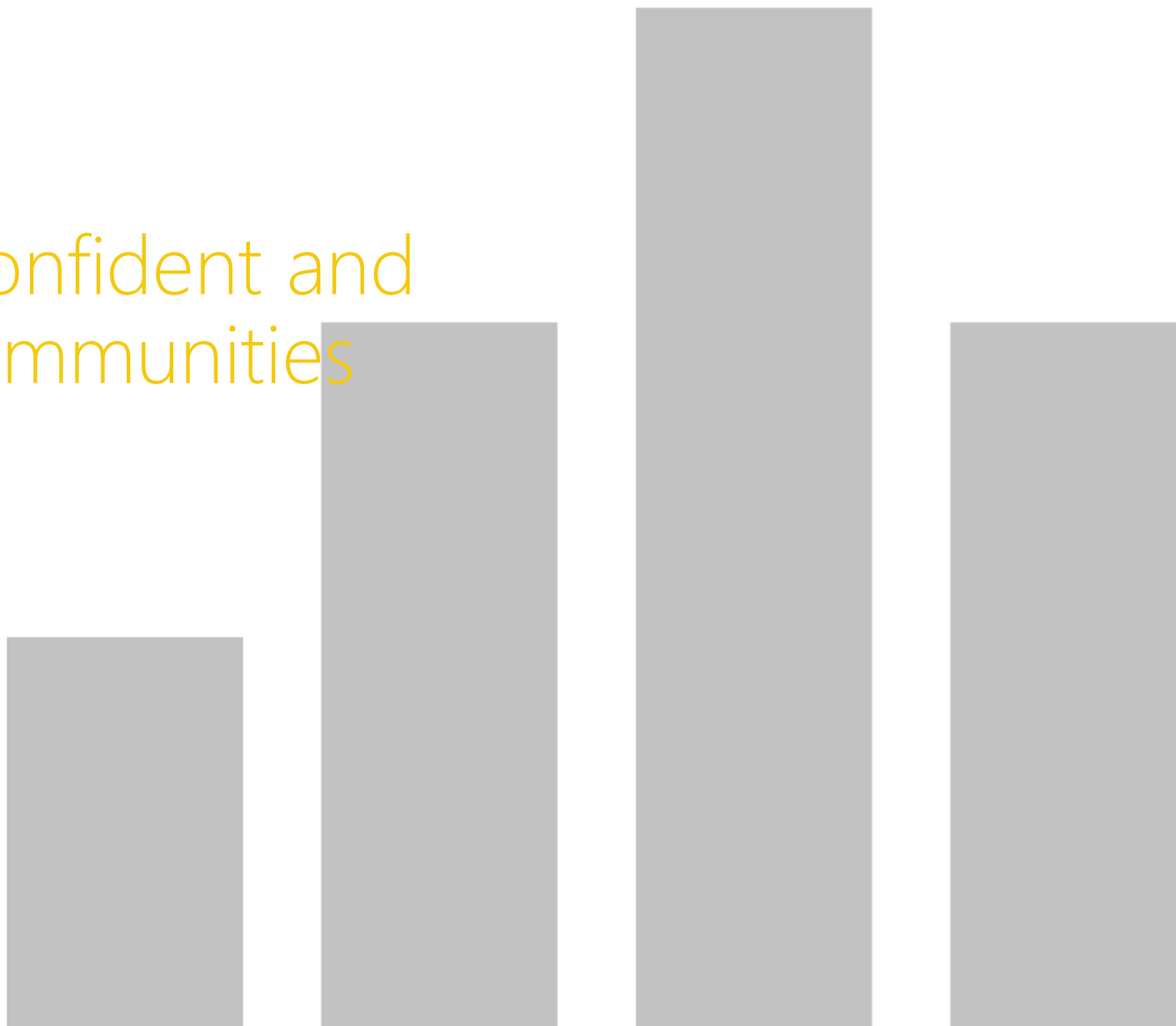
Year End Result

● Result ● Target



WBO 4 Safe, Confident and Empowered Communities PDF Version

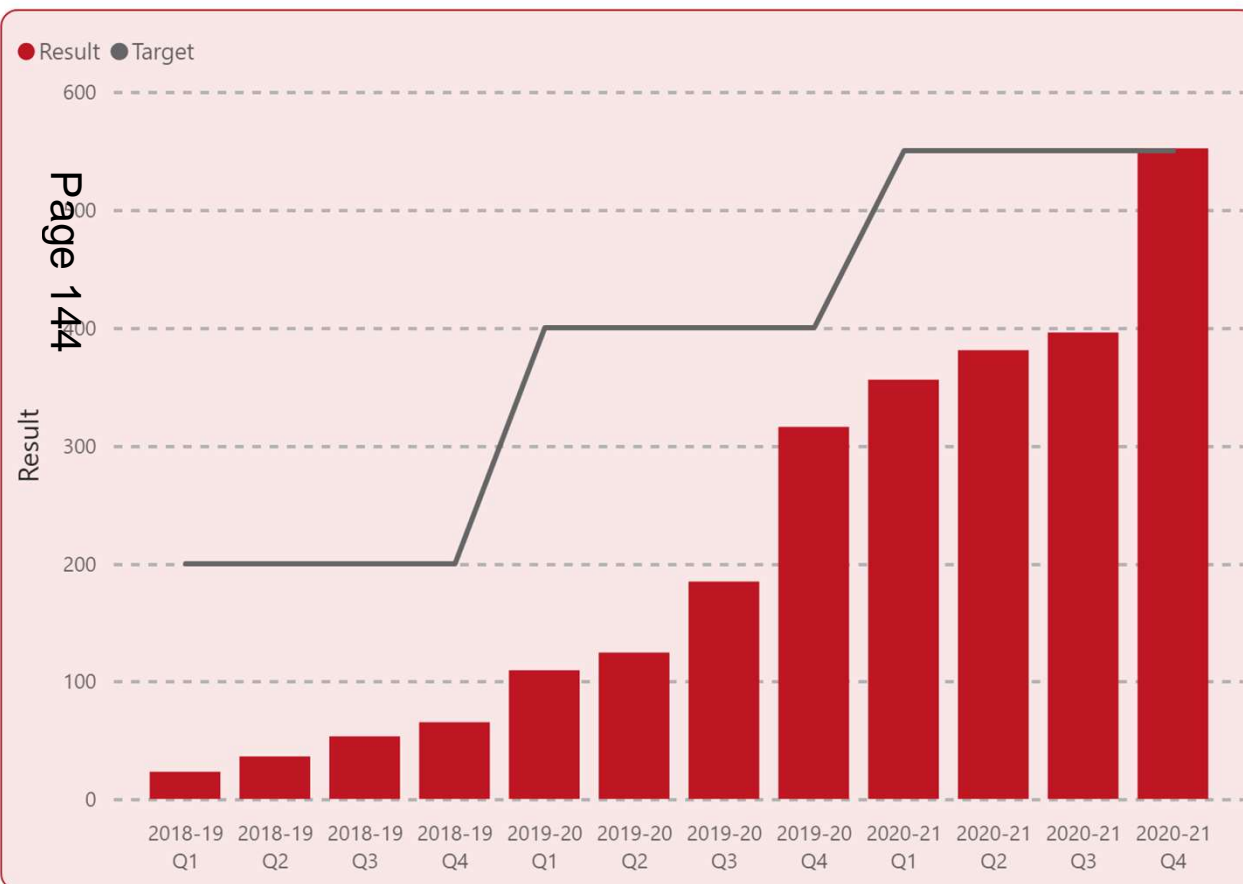
[View in Power BI](#) ↗



Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2018-19
Most recent data point result:
2020-21 Q4

Total number of new Council homes completed and provided



Latest Result

552

Current Year Target

550

Latest Performance: RAG vs Target



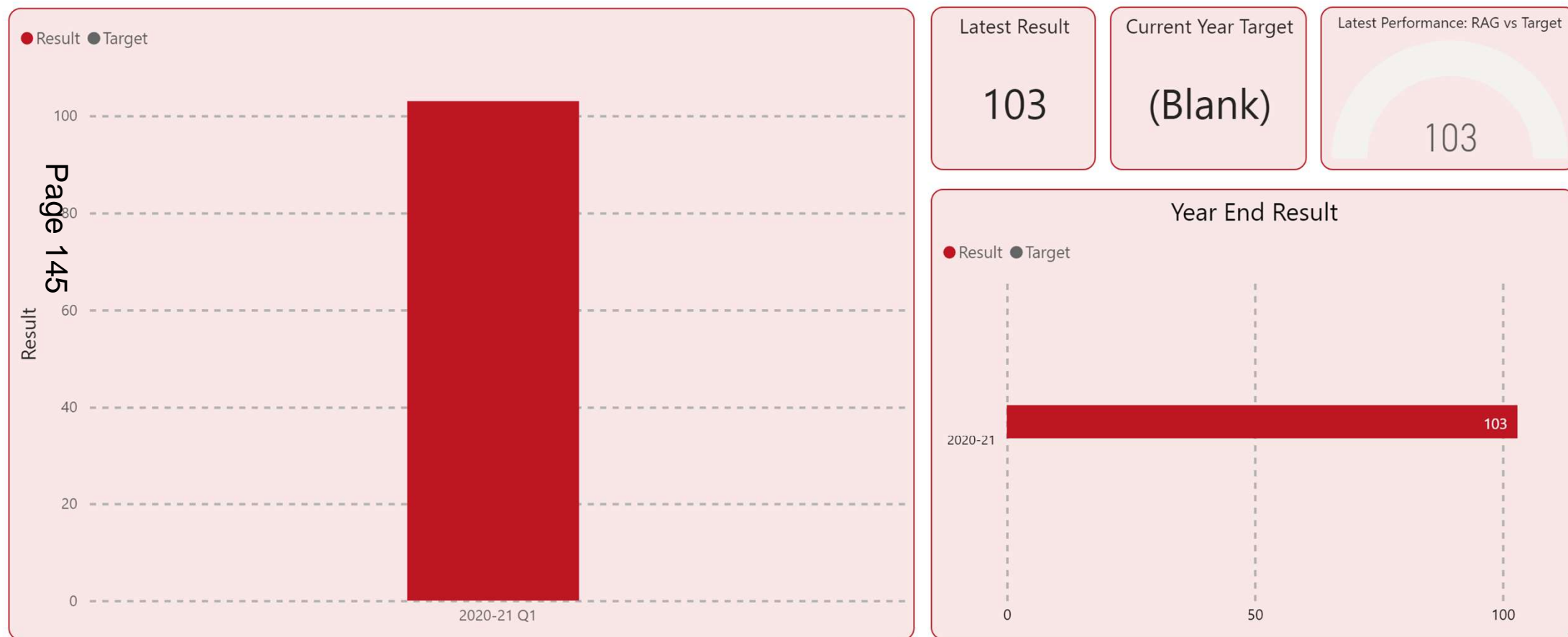
Year End Result



Safe, confident and empowered communities

Reporting Frequency: Annual
Data Presented Cumulatively? Yes
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q1

The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services



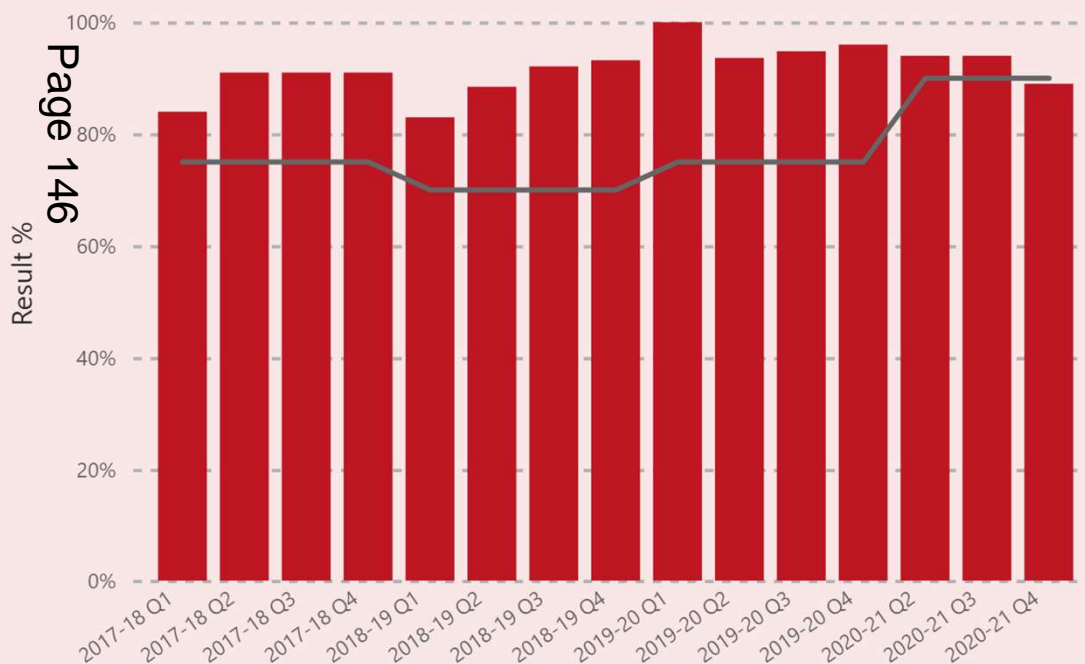
Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of customers satisfied with completed regeneration projects

Performance by Quarter

● Result % ● Target %



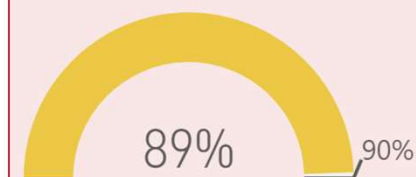
Latest Result

89%

Current Year Target

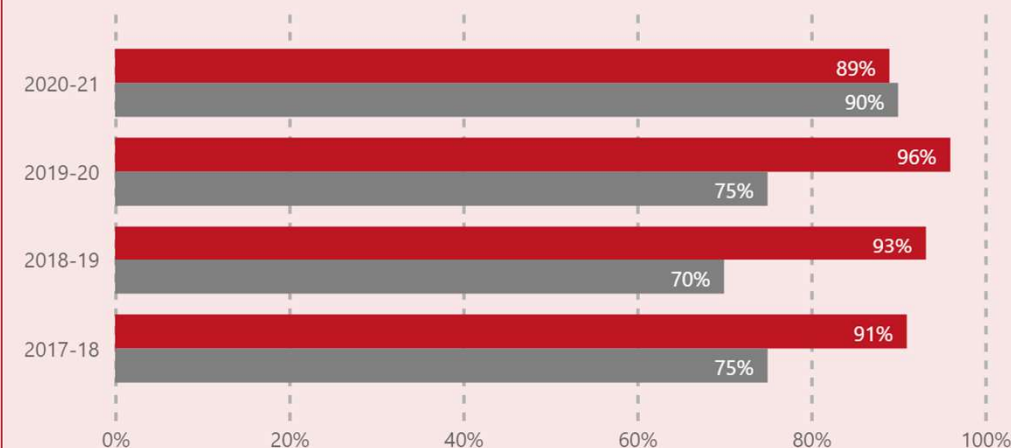
90%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

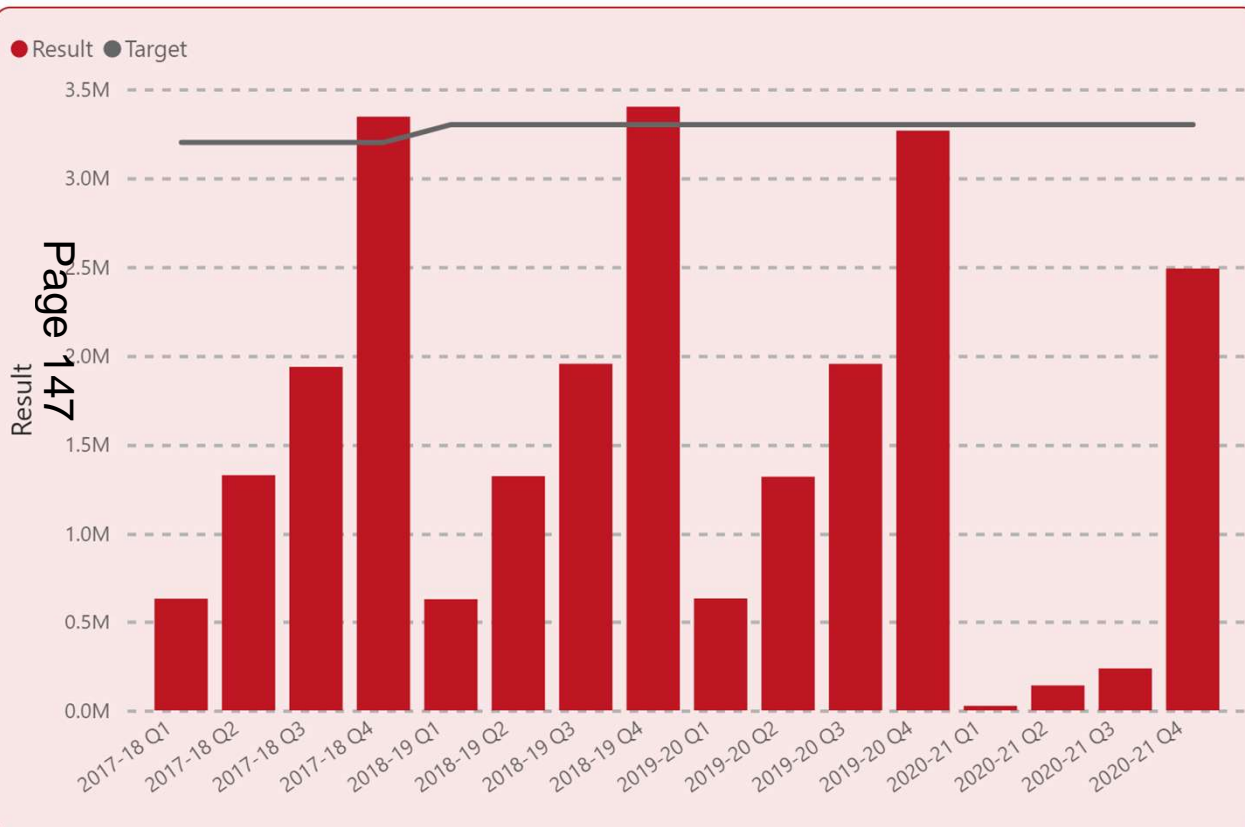


Q1 data 2020/21 was not available due to Covid

Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The number of visitors to libraries and Hubs across the city



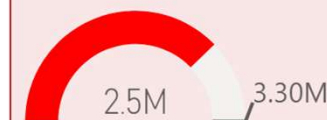
Latest Result

2.5M

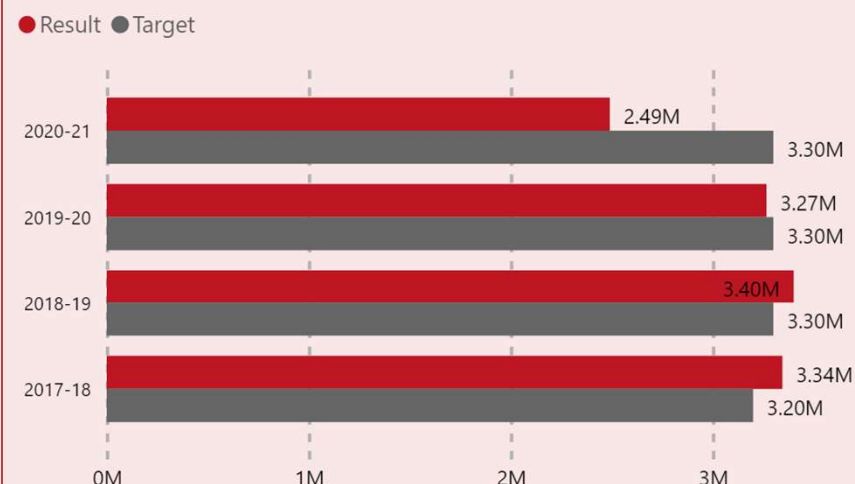
Current Year Target

3.3M

Latest Performance: RAG vs Target



Year End Result



The drop in figures at libraries and hubs is due to closures to the public for large parts of Covid-19 pandemic. Quarter 4 figure includes virtual football figures for the whole of 2020/21 as well as physical football figures

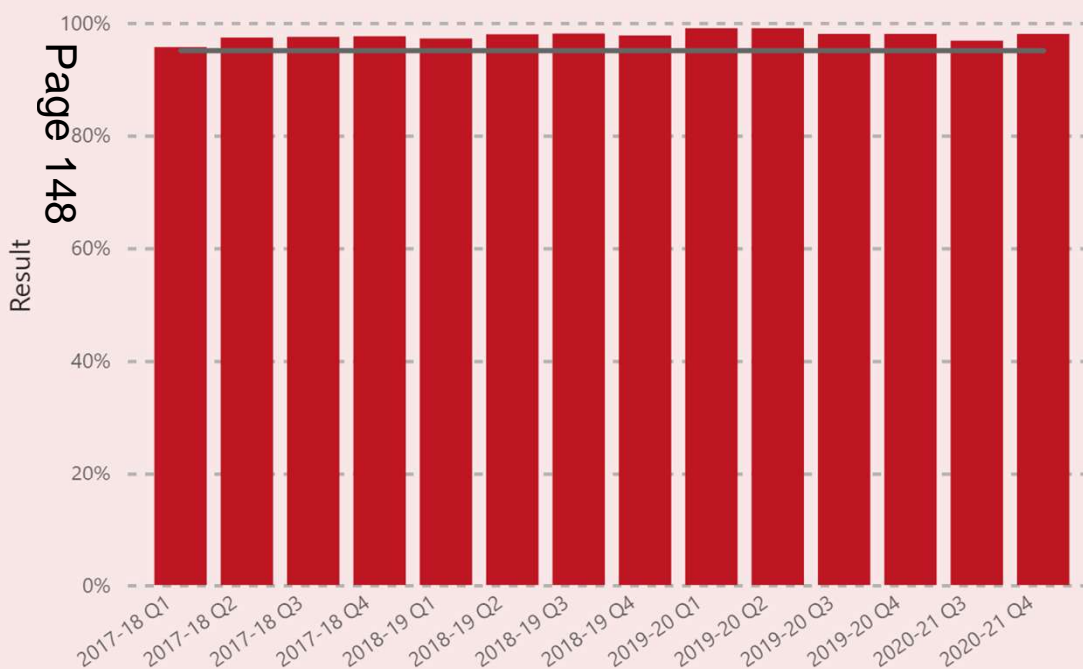
Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'

Performance by Quarter

● Result ● Target



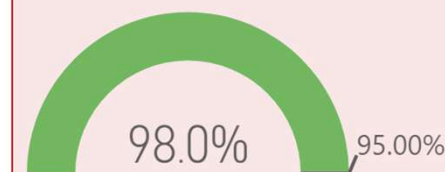
Latest Result

98.0%

Current Year Target

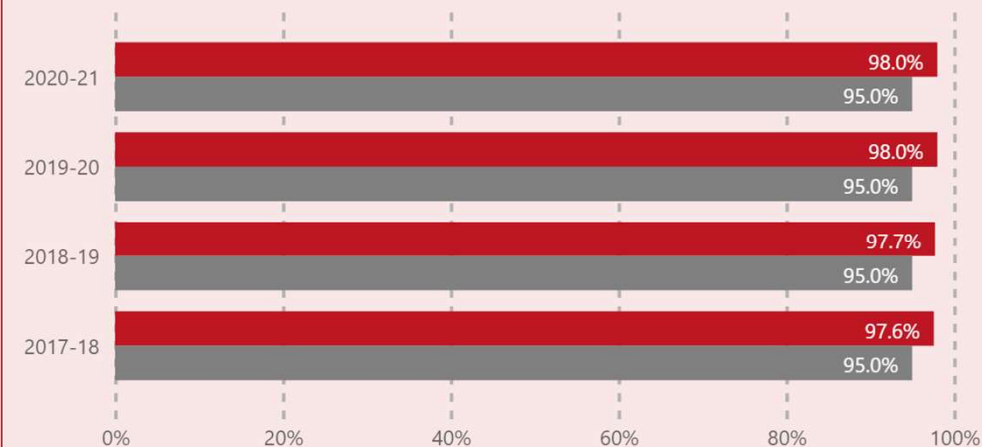
95.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

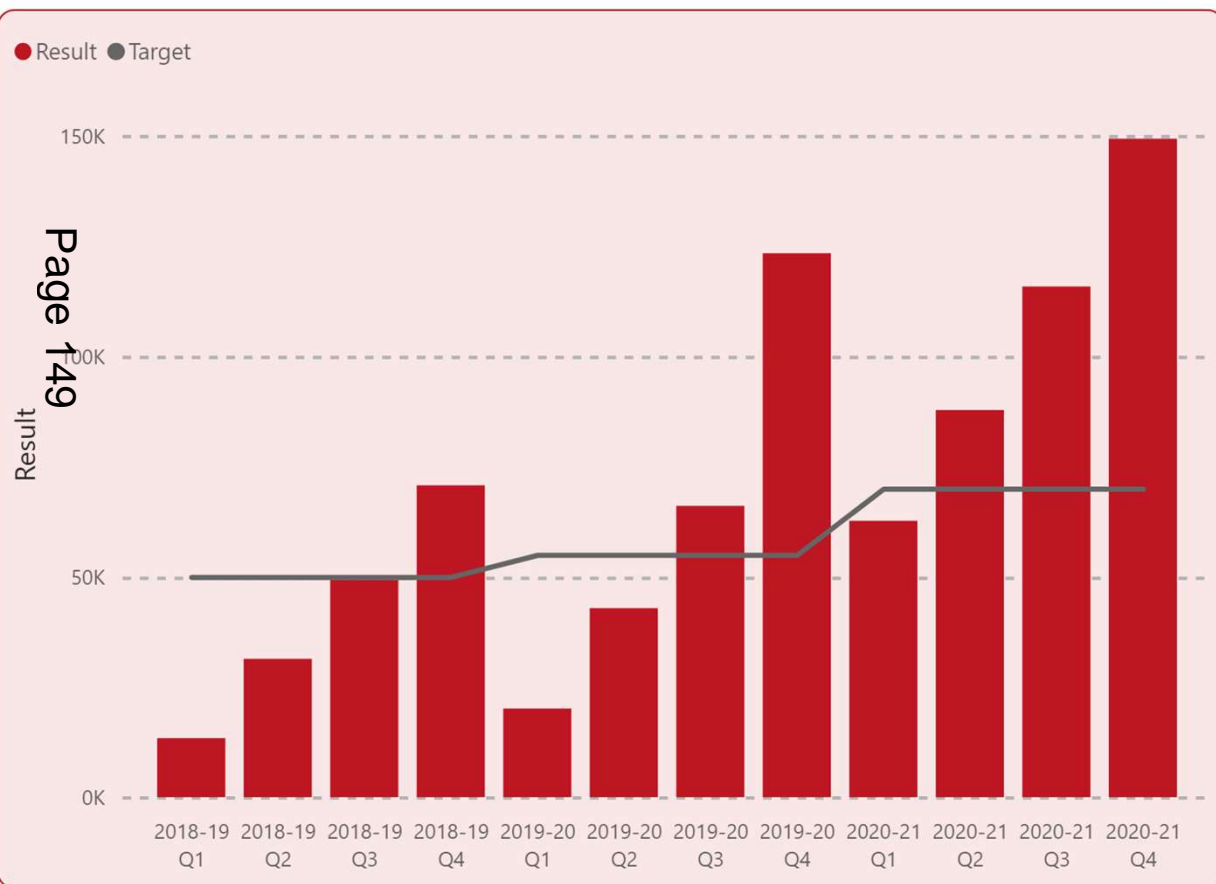


Quarter 1 and Quarter 2 data 2020/21 were not available due to Covid-19

Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2018-19
Most recent data point result:
2020-21 Q4

The number of visits (page views) to the volunteer portal



Latest Result

149.3K

Current Year Target

70.0K

Latest Performance: RAG vs Target



Year End Result



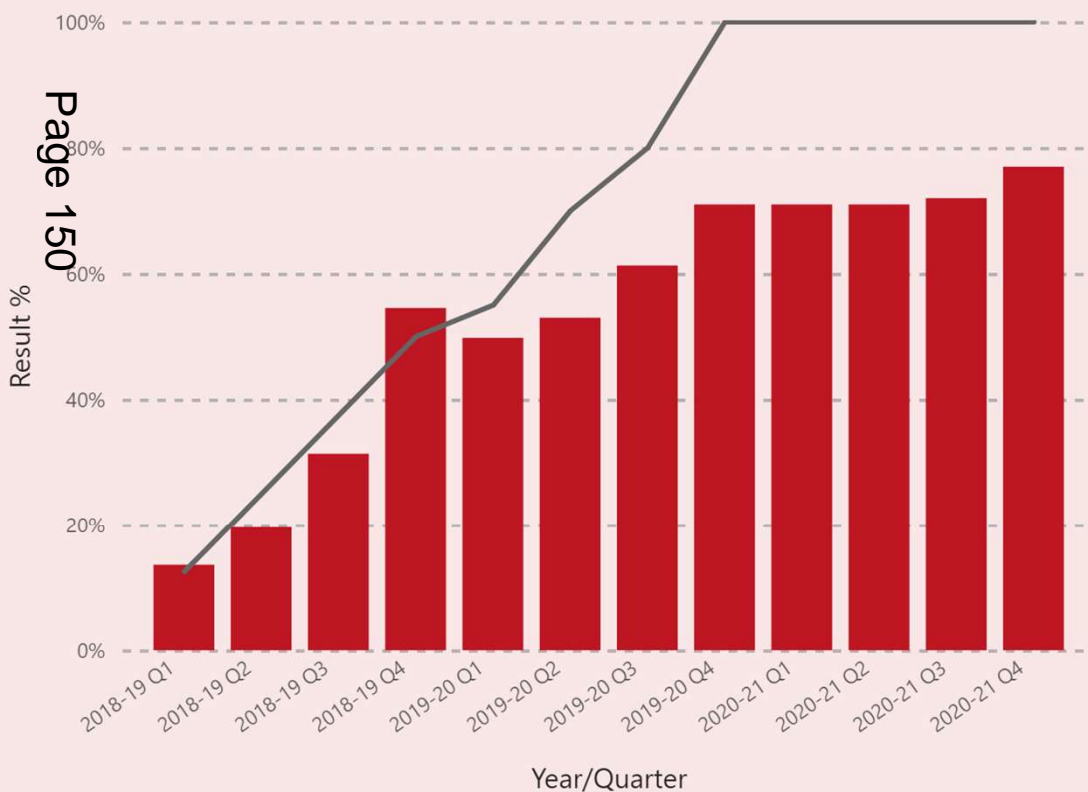
Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2018-19
Most recent data point result:
2020-21 Q4

The percentage of Council staff completing Safeguarding Awareness Training

Performance by Quarter

● Result % ● Target %



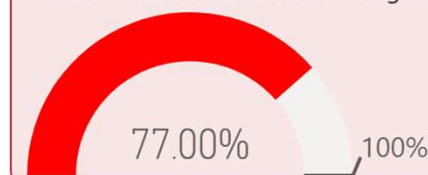
Latest Result

77.0%

Current Year Target

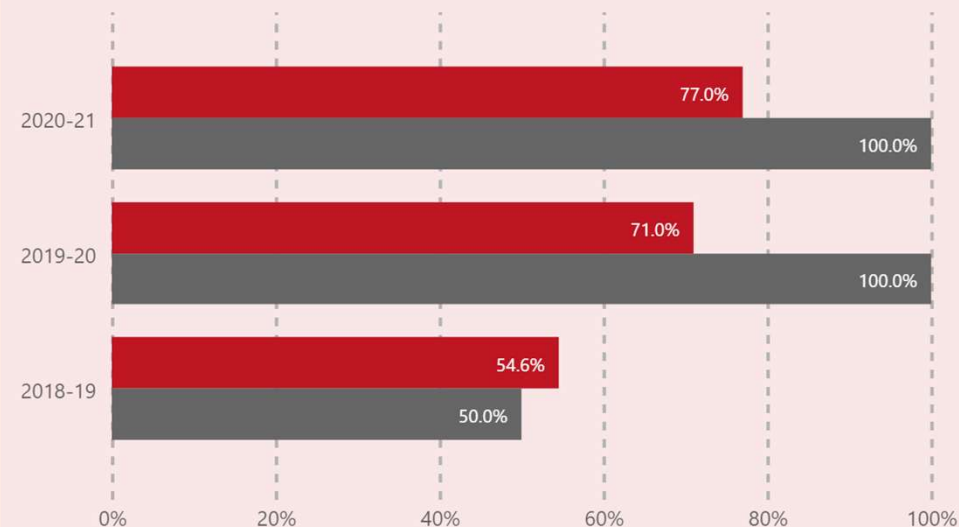
100%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



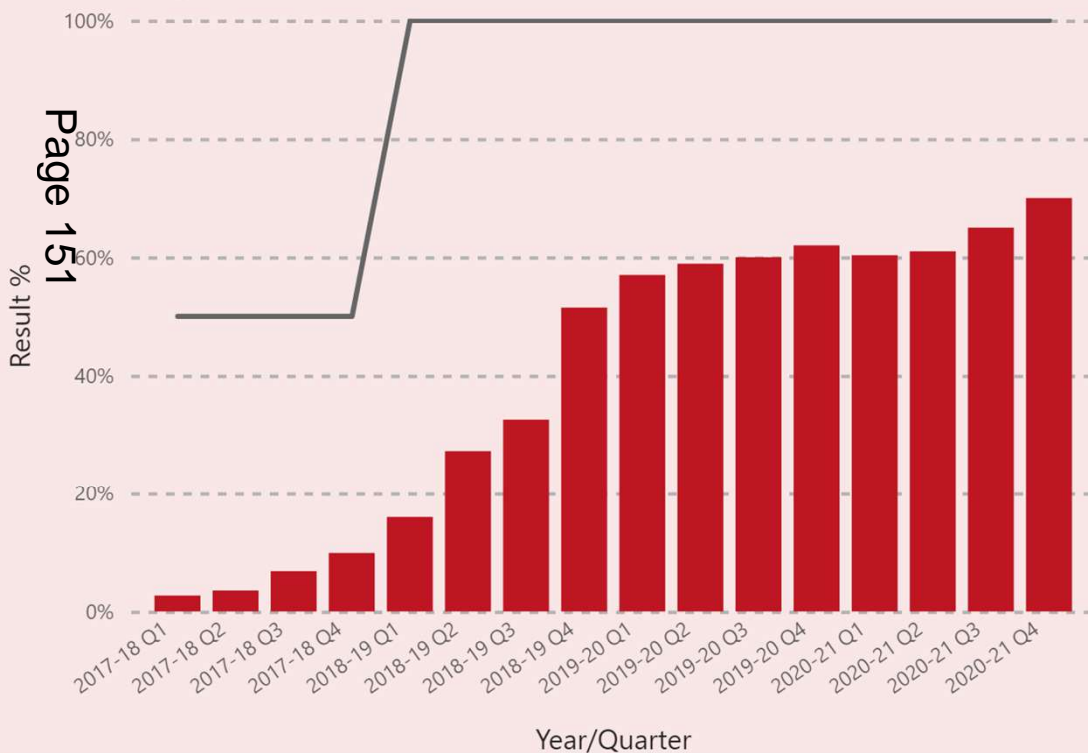
Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence.

Performance by Quarter

● Result % ● Target %



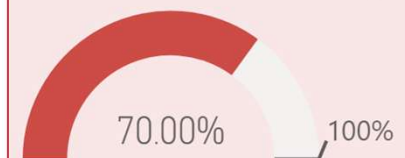
Latest Result

70.0%

Current Year Target

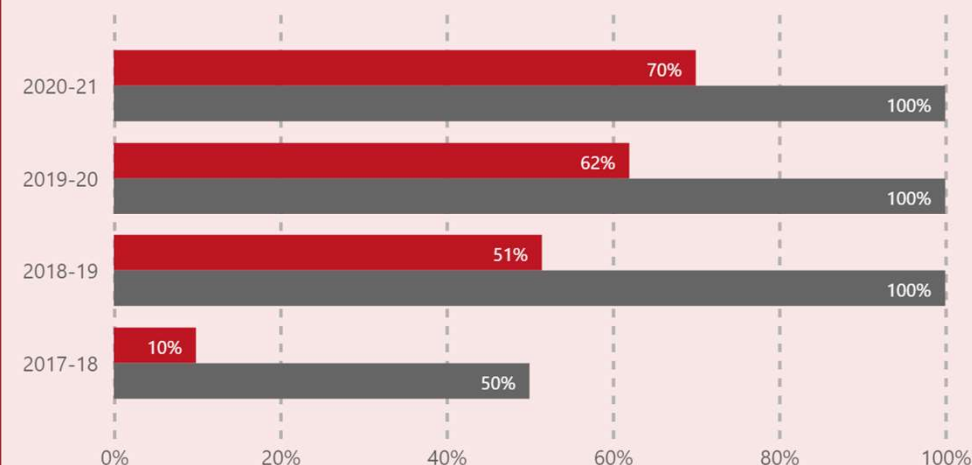
100%

Latest Performance: RAG vs Targ...



Year End Result

● Result ● Target



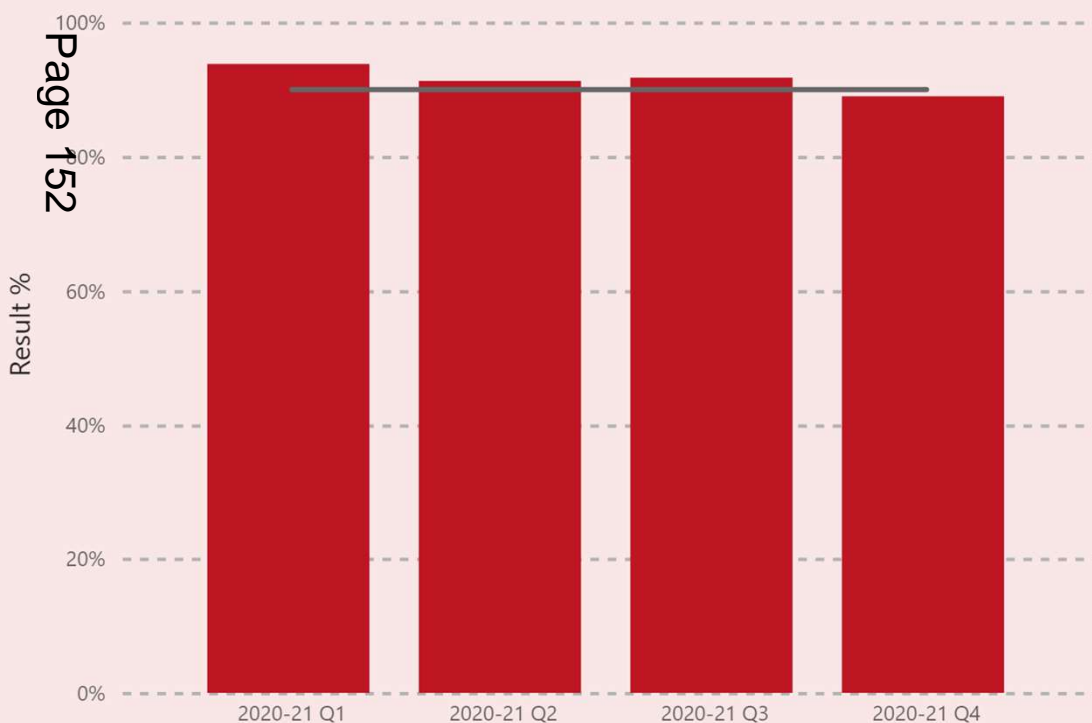
Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q4

The percentage of high risk domestic abuse victims referred by South Wales Police attempted contact by the specialist service within one calendar day of receiving the referral

Performance by Quarter

● Result % ● Target %



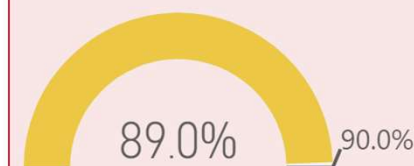
Latest Result

89.0%

Current Year Target

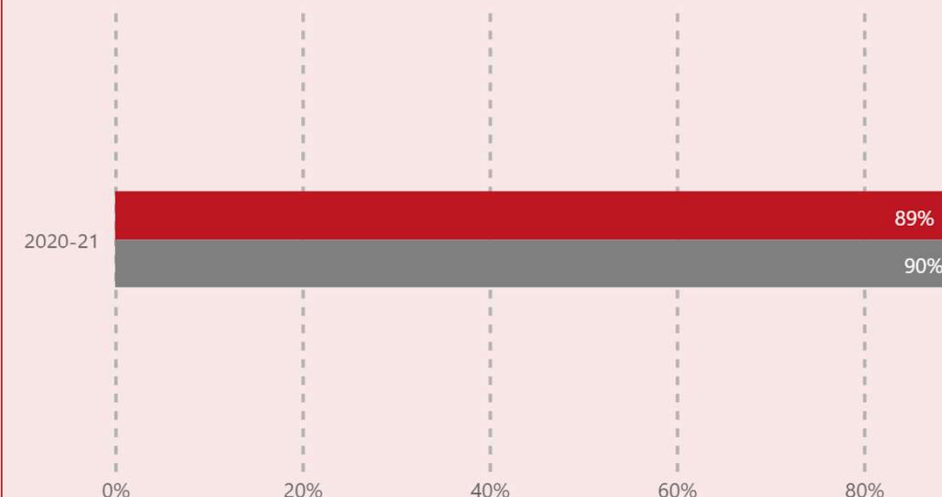
90.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



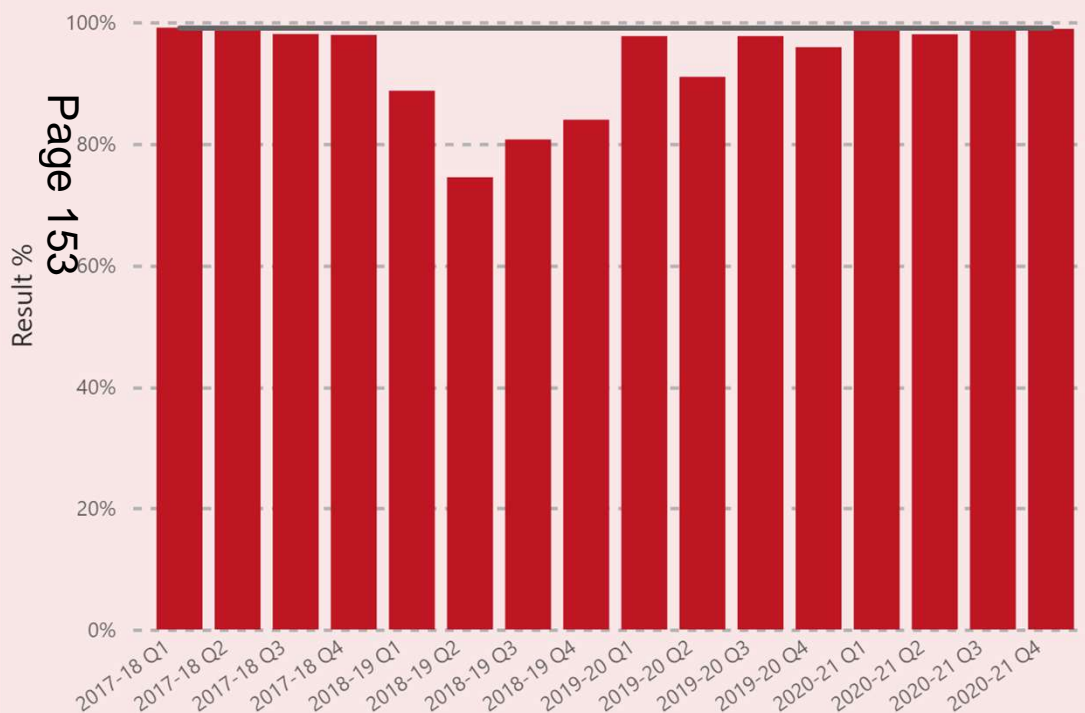
Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of adult protection enquiries completed within seven days

Performance by Quarter

● Result % ● Target %



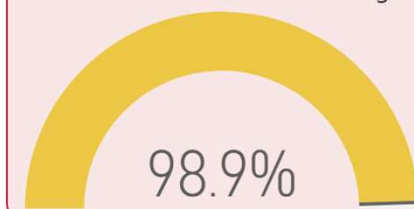
Latest Result

98.9%

Current Year Target

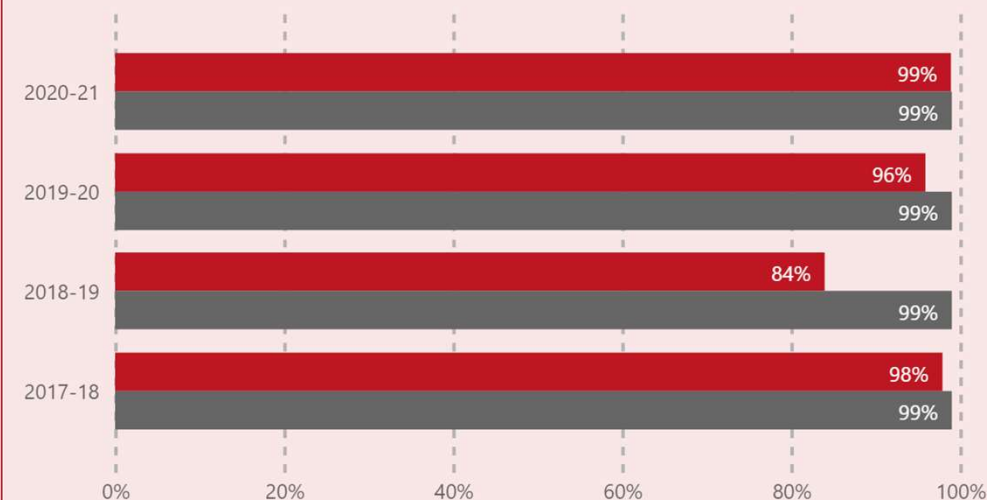
99.0%

Latest Performance: RAG vs Target



Year End Result

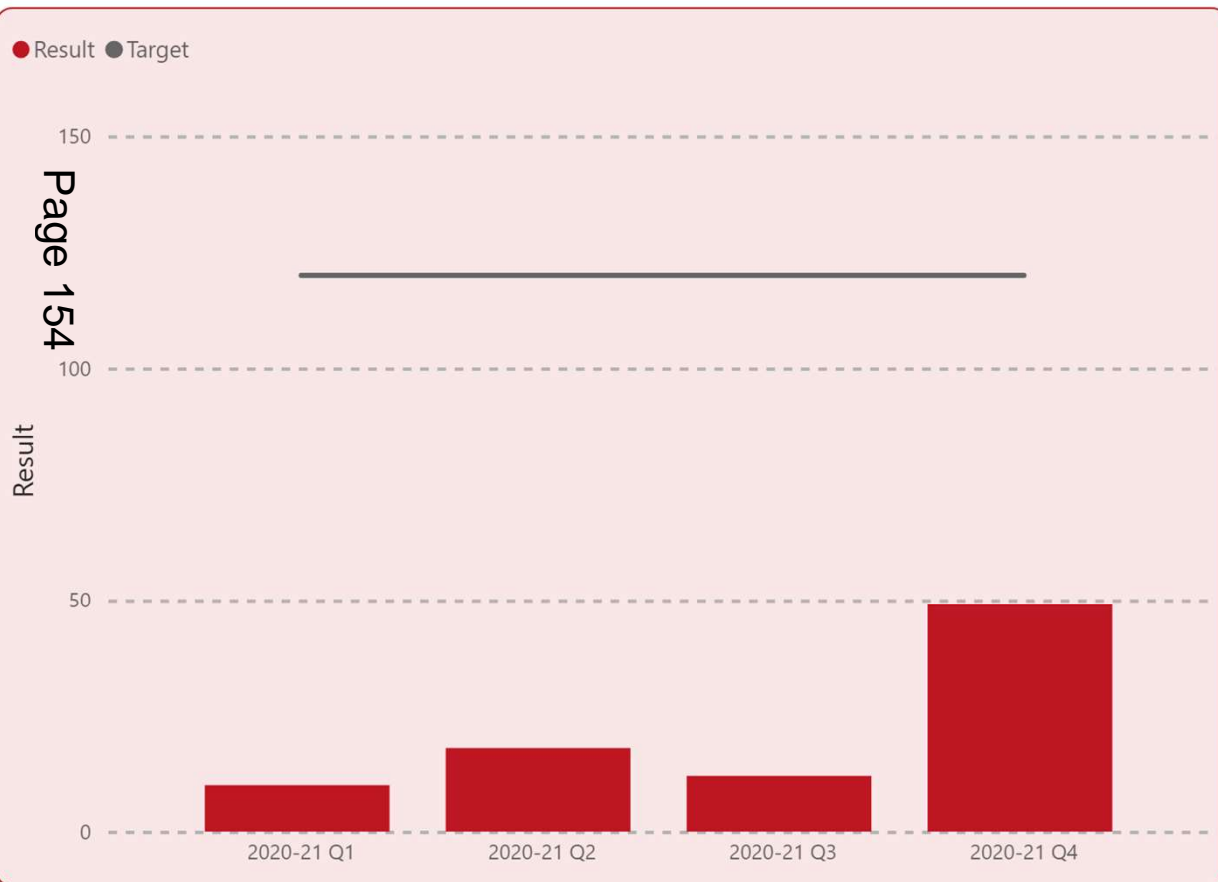
● Result ● Target



Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q4

The number of first time entrants into the Youth Justice system



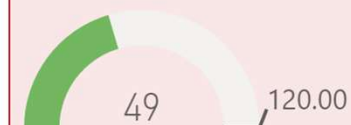
Latest Result

49

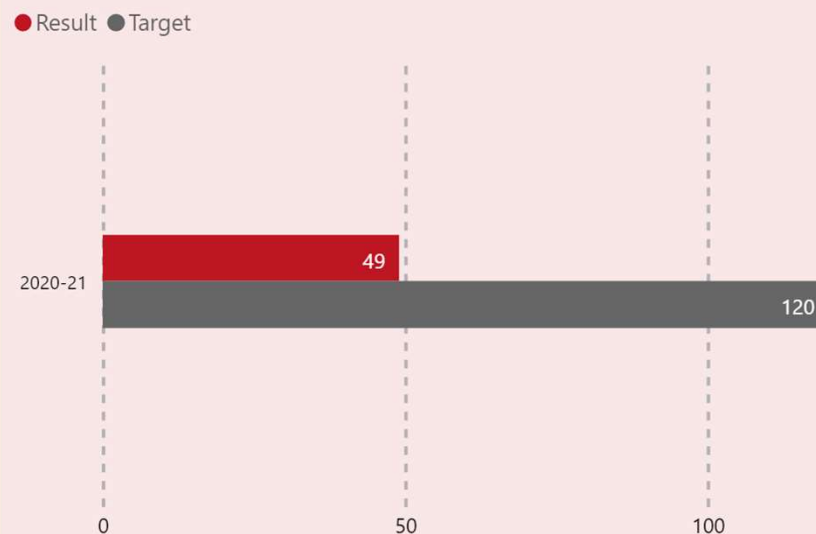
Current Year Target

120

Latest Performance: RAG vs Target



Year End Result



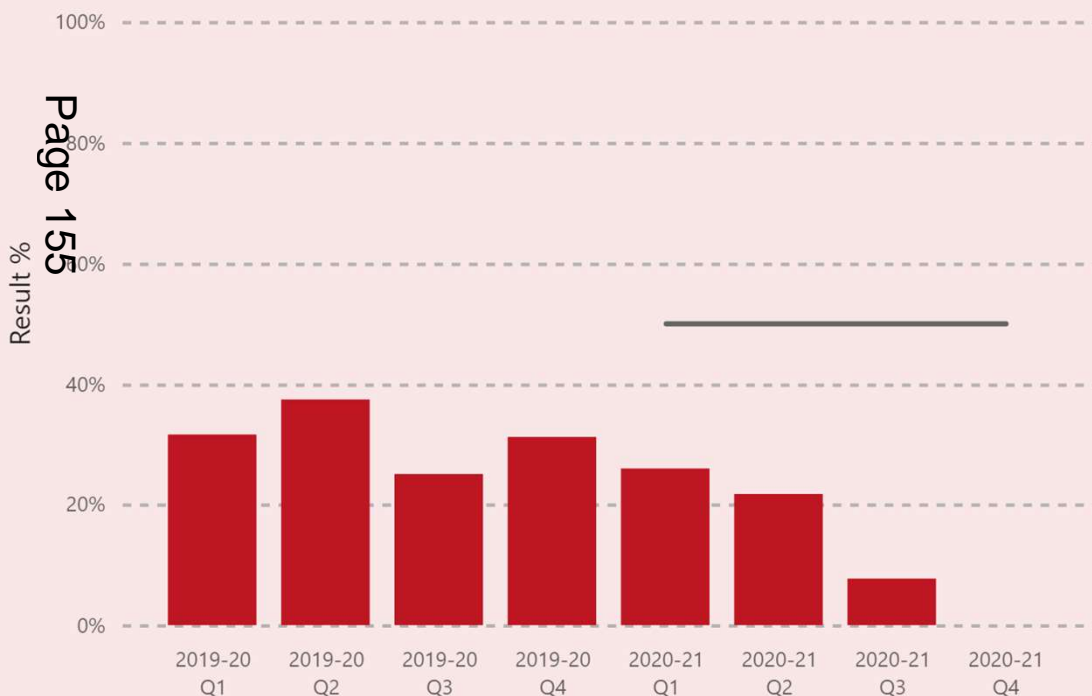
Safe, confident and empowered communities

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q3

The percentage of children re-offending within six months of their previous offence

Performance by Quarter

● Result % ● Target %



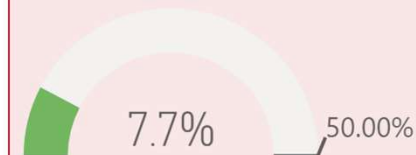
Latest Result

7.7%

Current Year Target

50%

Latest Performance: RAG vs Target



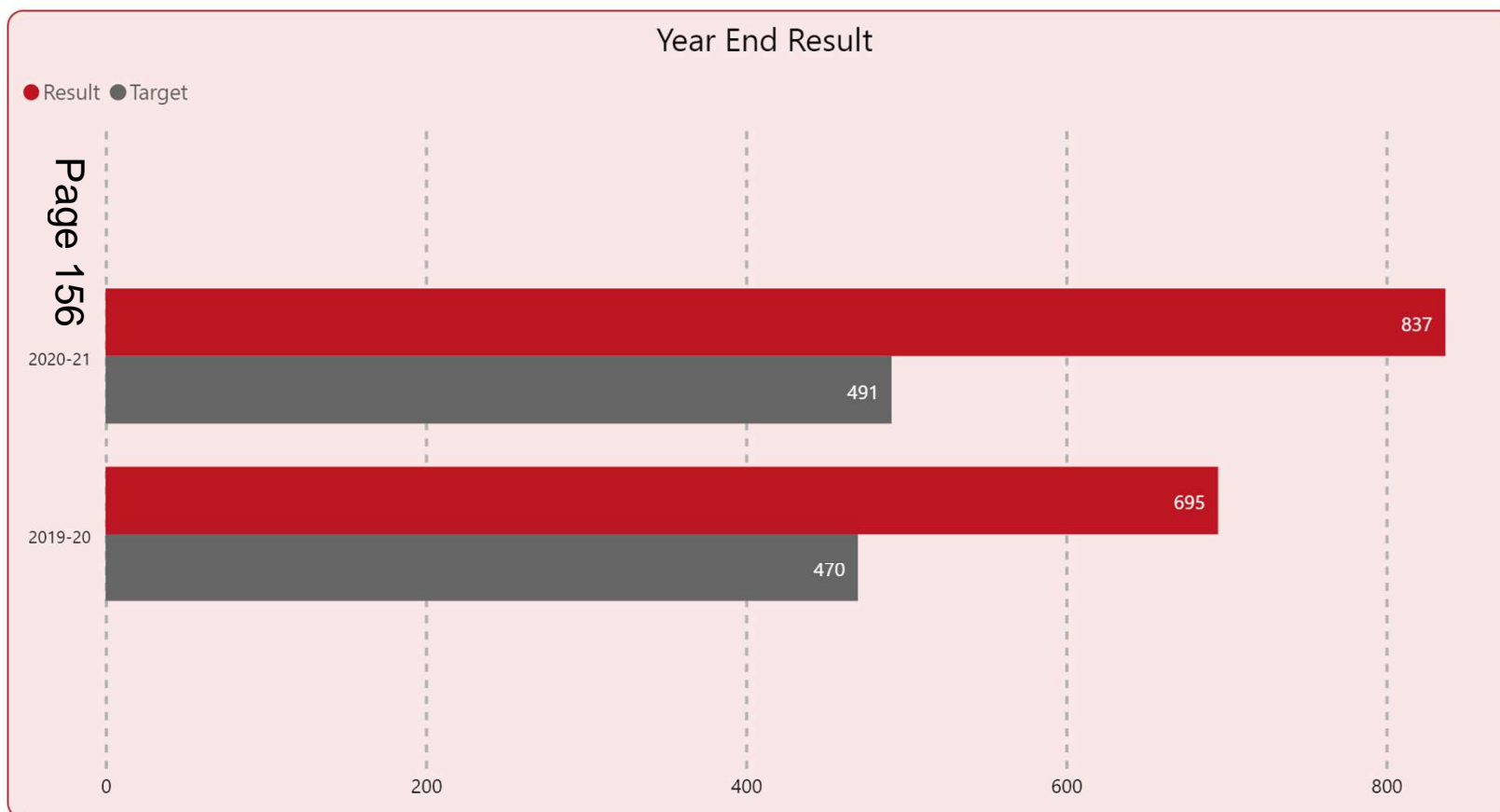
Year End Result

● Result ● Target



Target introduced 2020/21. Quarter 4 will not be available until June 2021

The number of staff with Welsh language skills



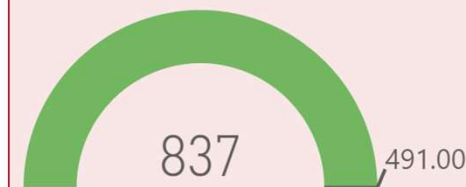
Latest Result

837

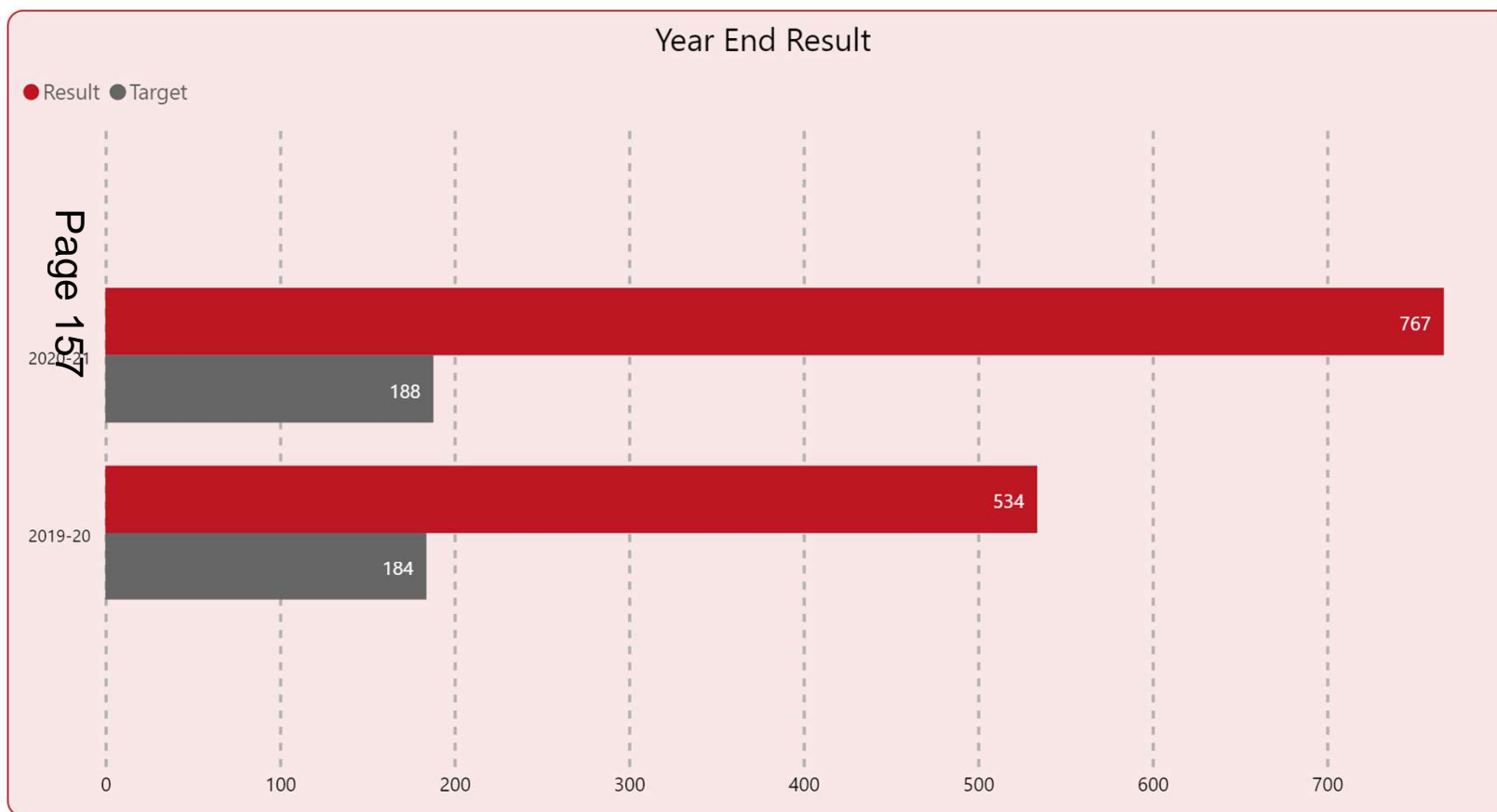
Current Year Target

491

Latest Performance: RAG vs Target



The number of staff attending Welsh language courses



Latest Result

767

Current Year Target

188

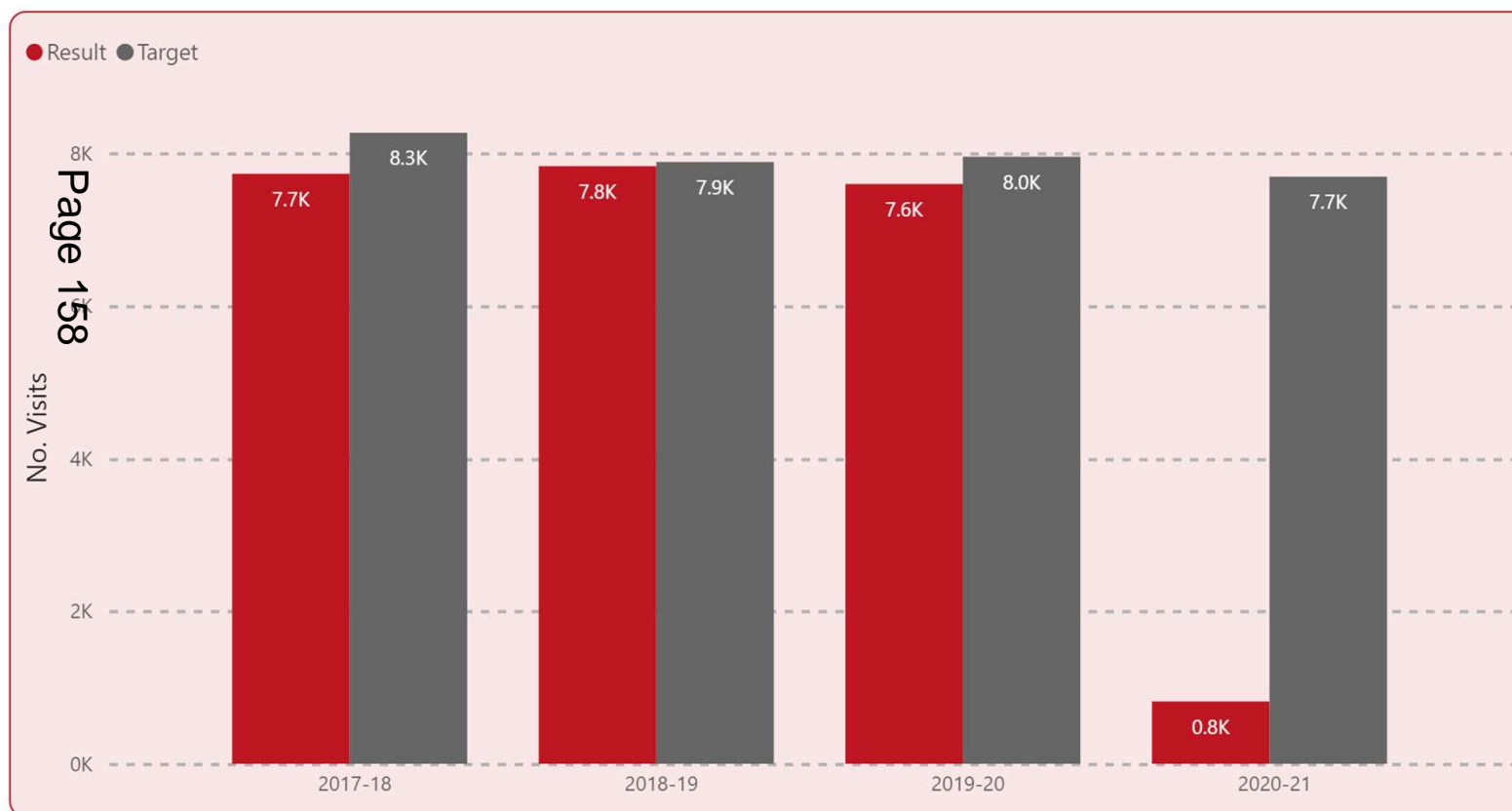
Latest Performance: RAG vs Target



Safe, confident and empowered communities

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21

The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity



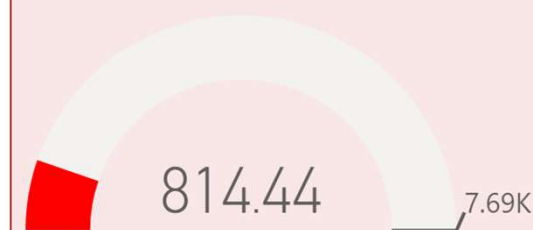
Latest Result

814

Current Year Target

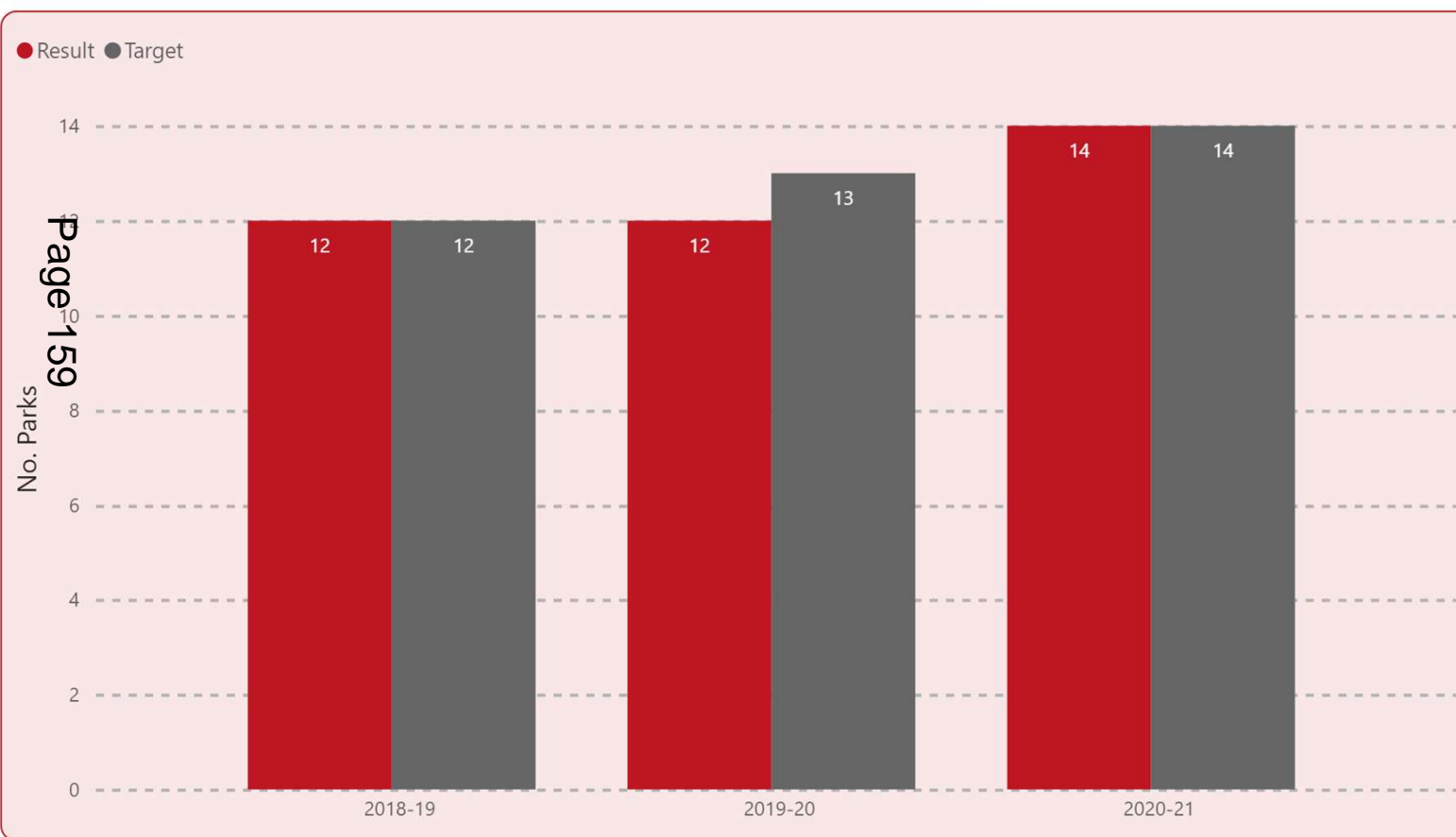
7,692

Latest Performance: RAG vs
Target



Covid-19 has significantly affected KPI due to closure of centres during lockdowns and social distancing measures

The number of Green Flag parks and open spaces



Latest Result

14

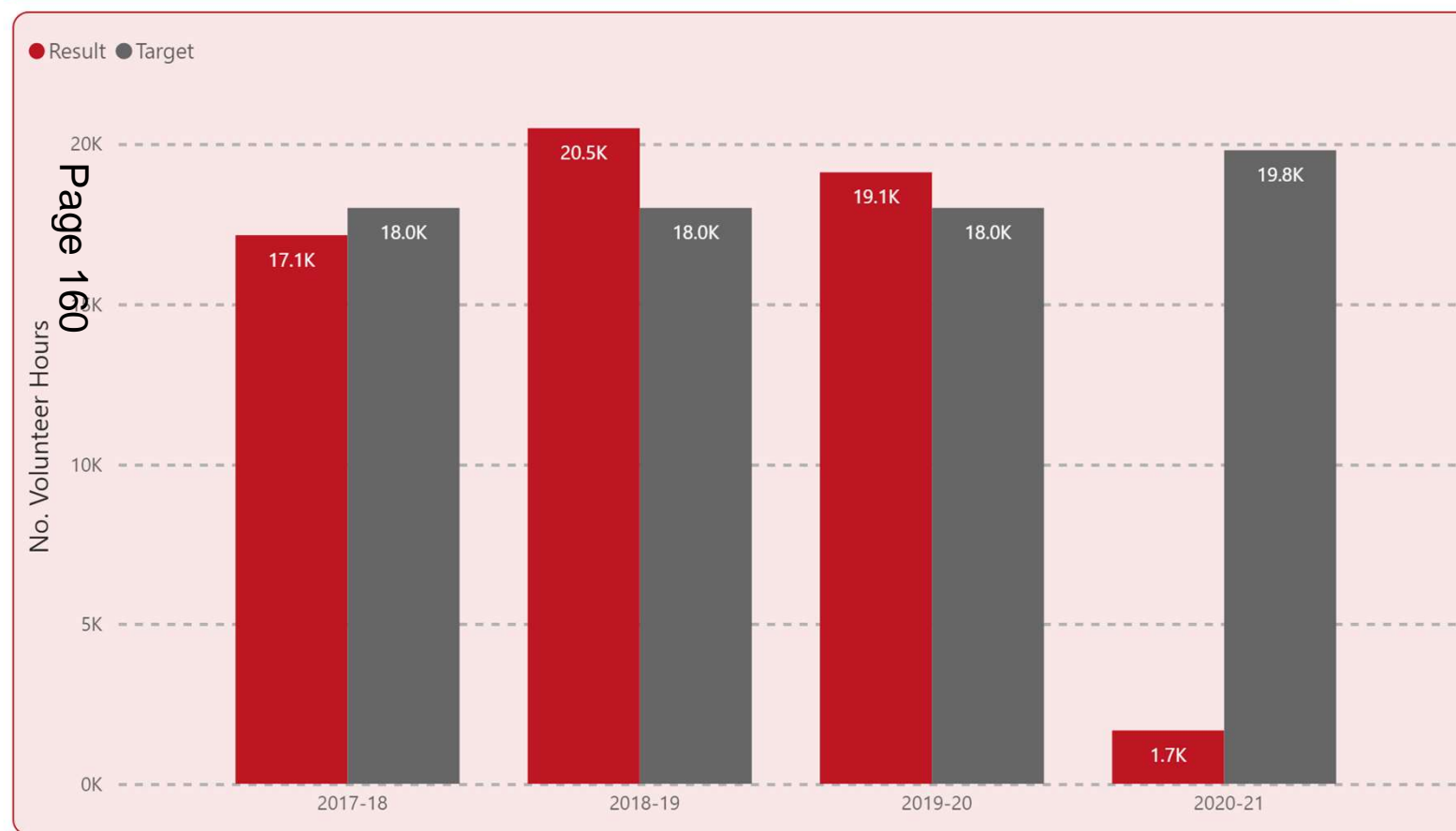
Current Year Target

14

Latest Performance: RAG vs Target



The number of volunteer hours committed to parks and green spaces



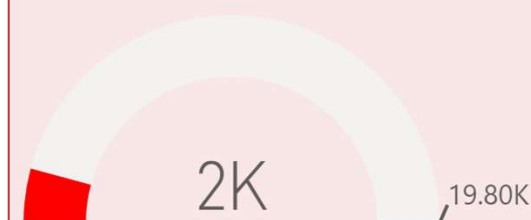
Latest Result

1,665

Current Year Target

19,800

Latest Performance: RAG vs Target



WBO 5 A Capital City That Works for Wales PDF Version

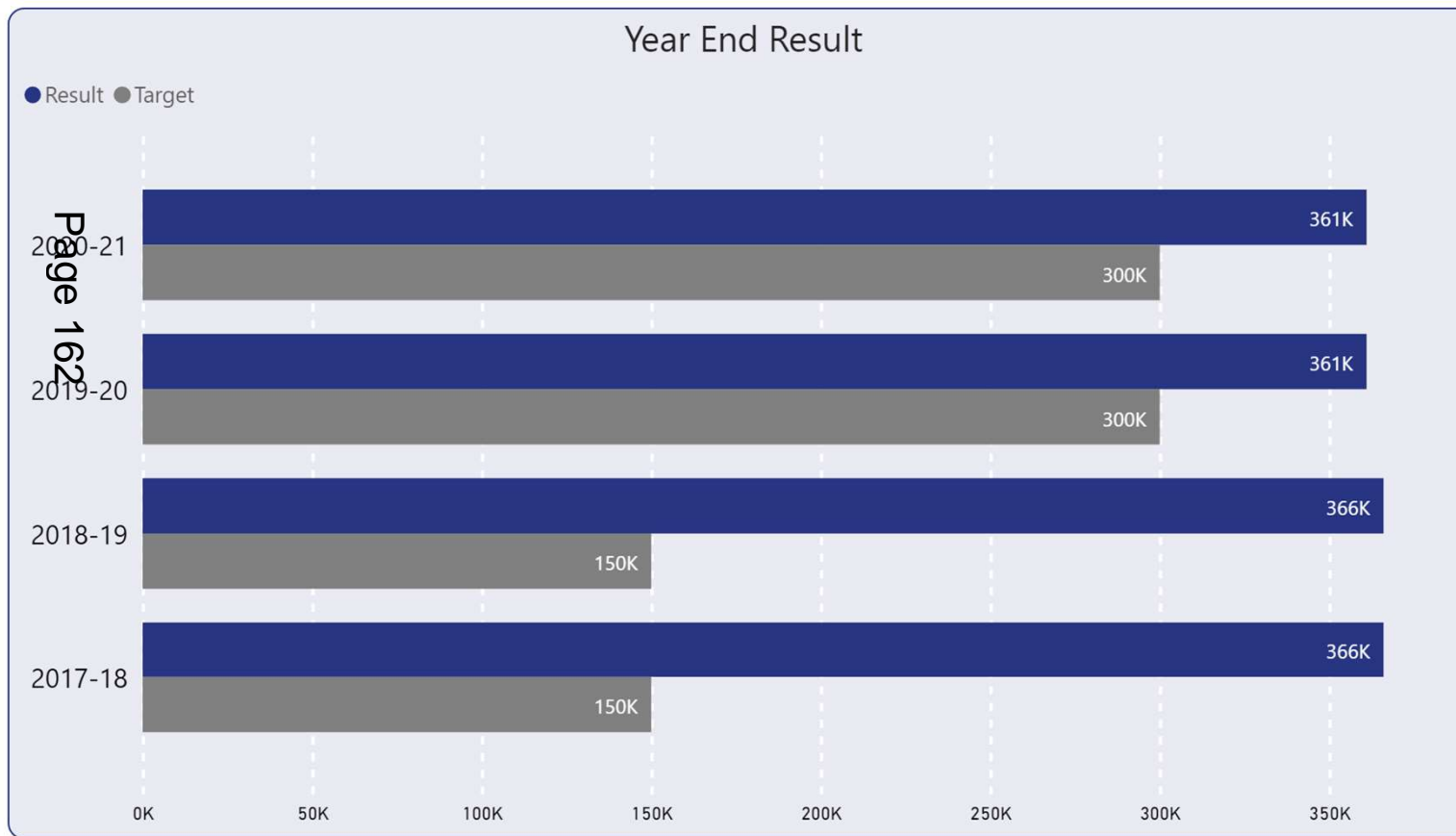
[View in Power BI](#)



A capital city that works for Wales

Reporting Frequency: Annual
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21

The amount of 'Grade A' office space committed to in Cardiff (sq. ft.). (This is a rolling two-year target.)



Latest Result

361K

Current Year Target

300K

Latest Performance: RAG vs Target



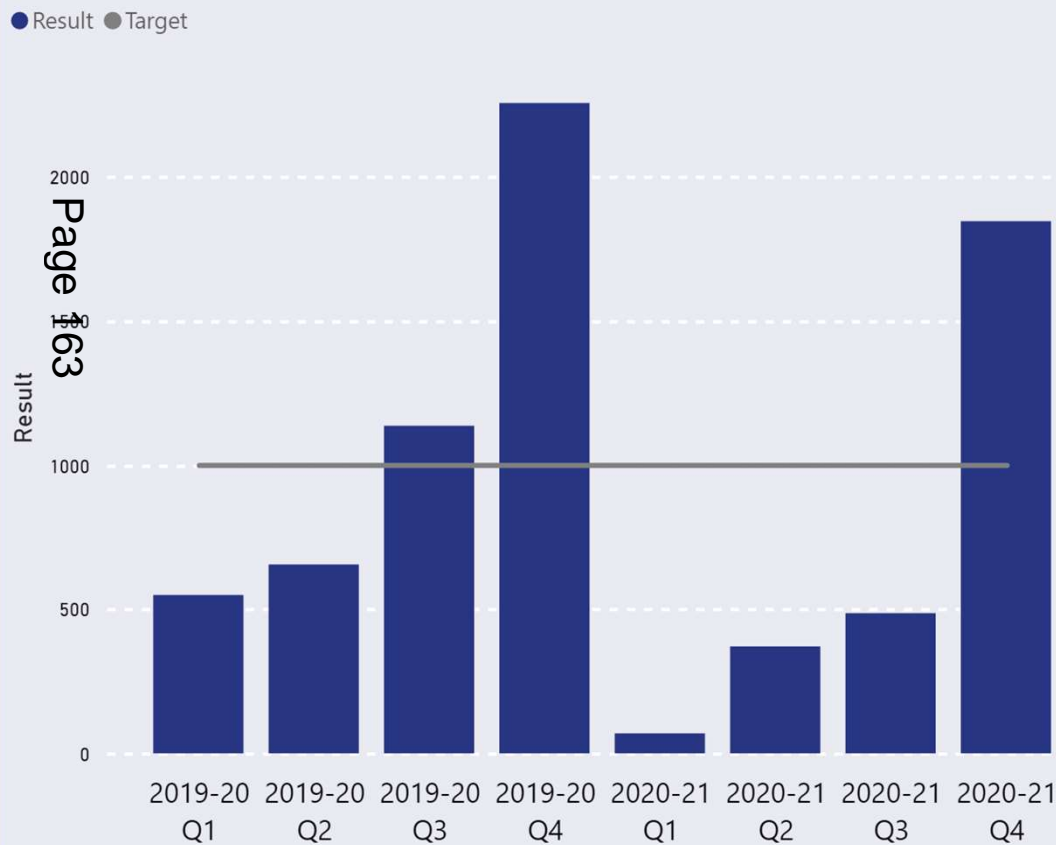
This is a 2 year rolling target, starting in 2019/20

A capital city that works for Wales

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

Number of new jobs created and safeguarded

Performance by Quarter



Latest Result

1845

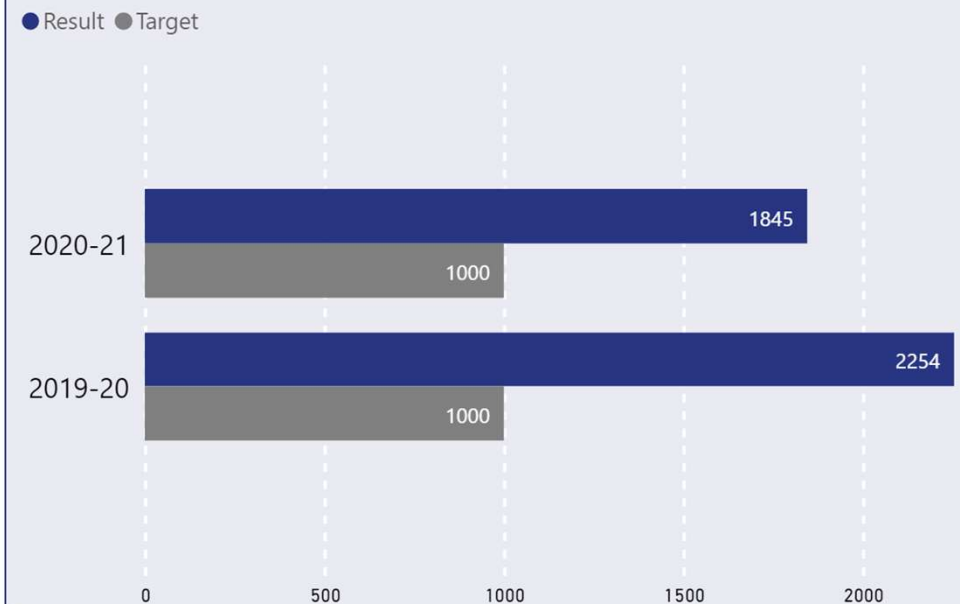
Current Year Target

1000

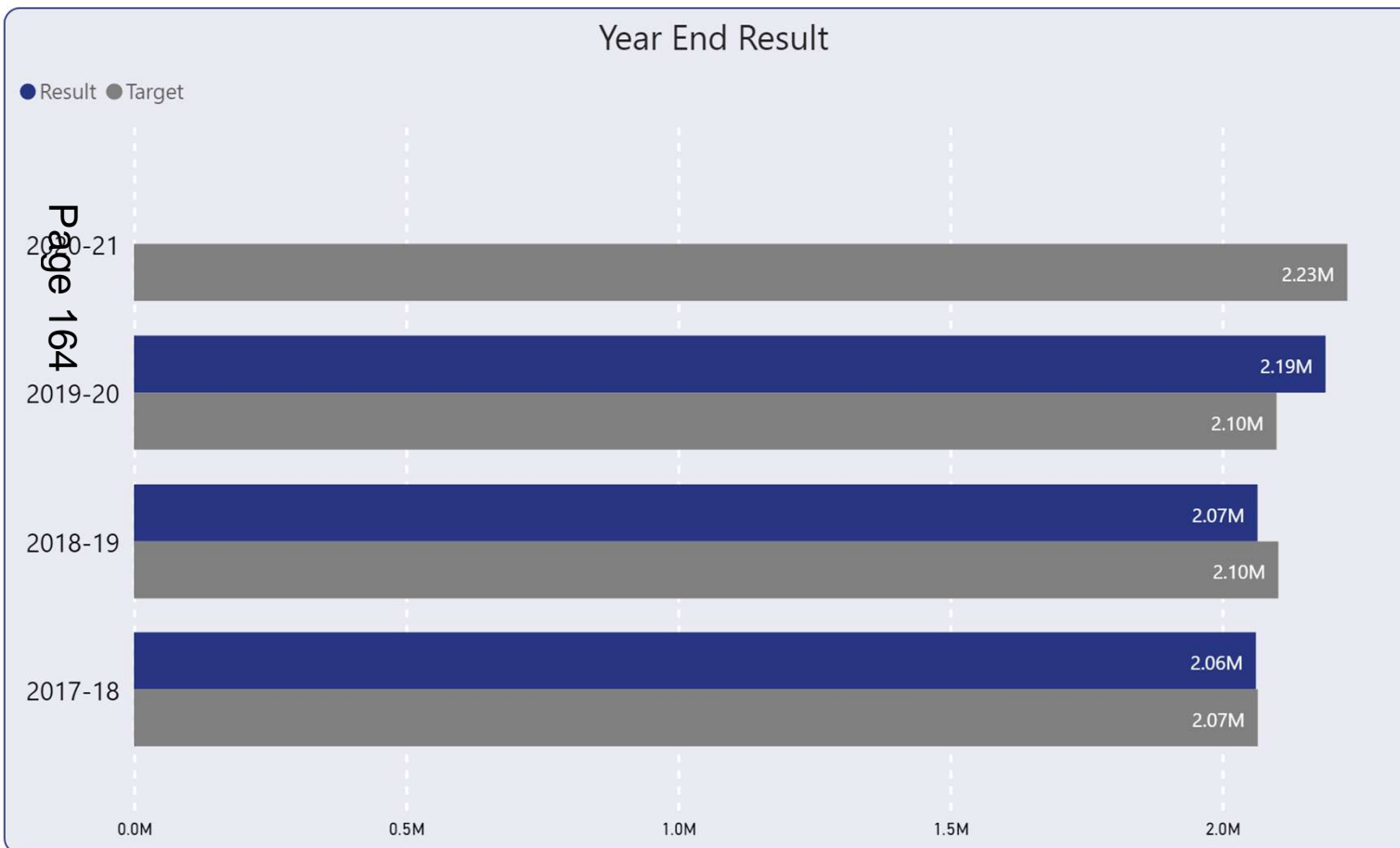
Latest Performance: RAG vs Target



Year End Result



The number of staying visitors



Latest Result

2.19M

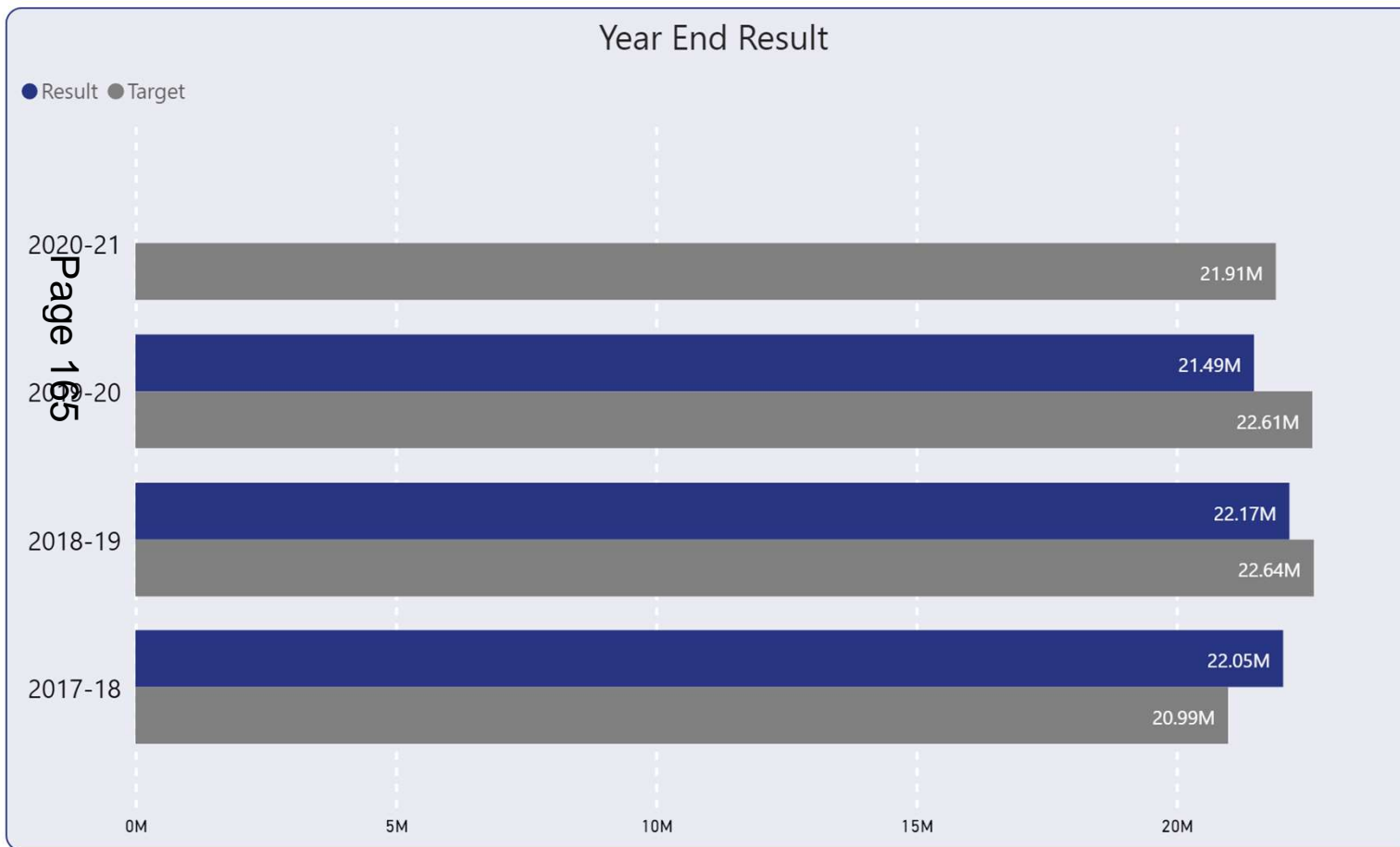
Current Year Target

2.23M

Latest Performance: RAG vs Target



Total visitor numbers



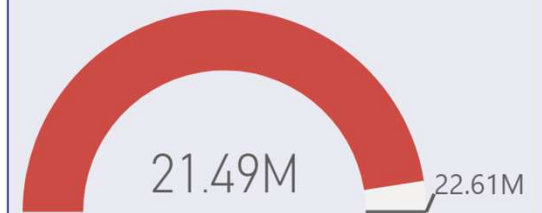
Latest Result

21.49M

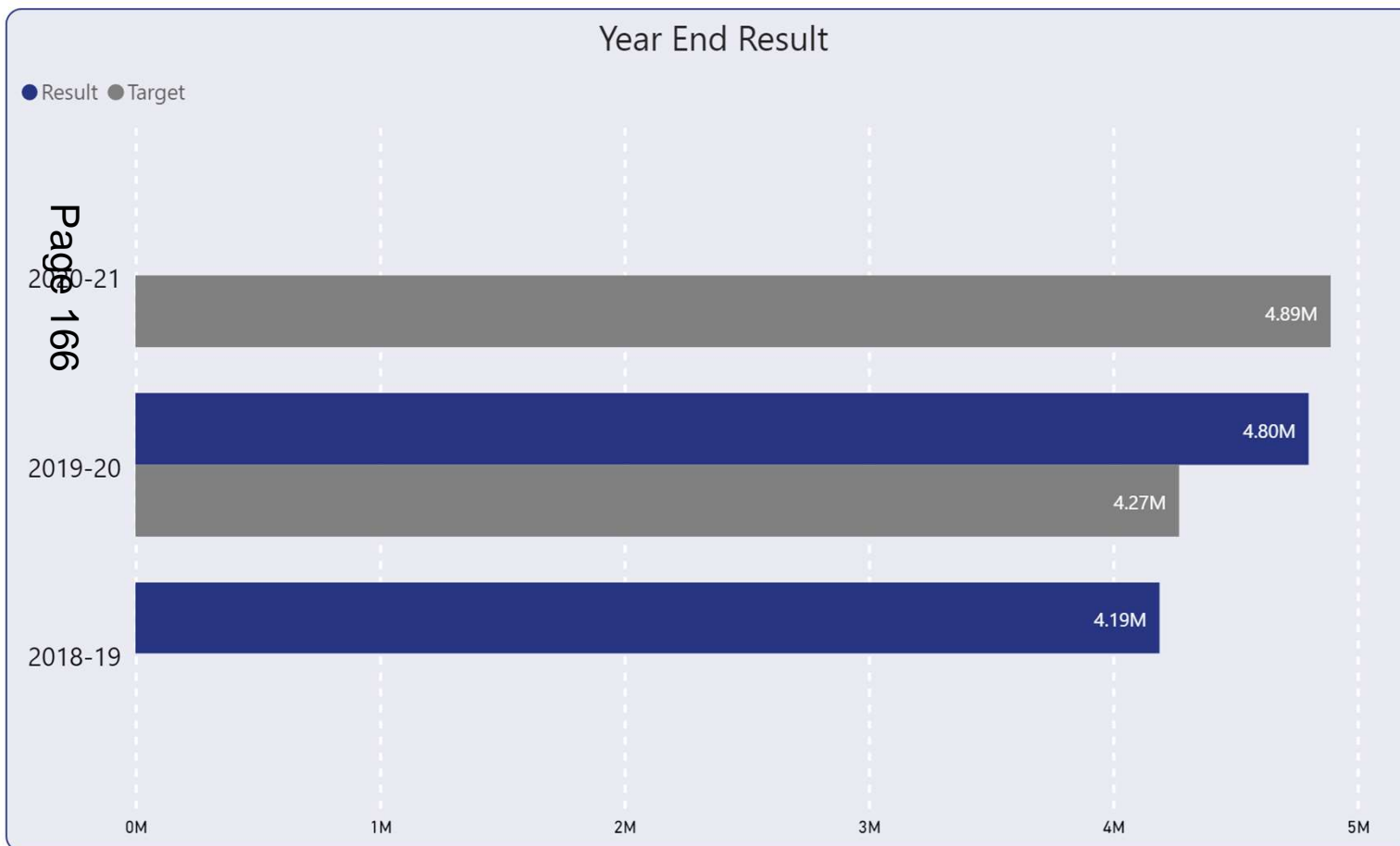
Current Year Target

21.91M

Latest Performance: RAG vs Target



Total Visitor Days



Latest Result

4.80M

Current Year Target

4.89M

Latest Performance: RAG vs Target

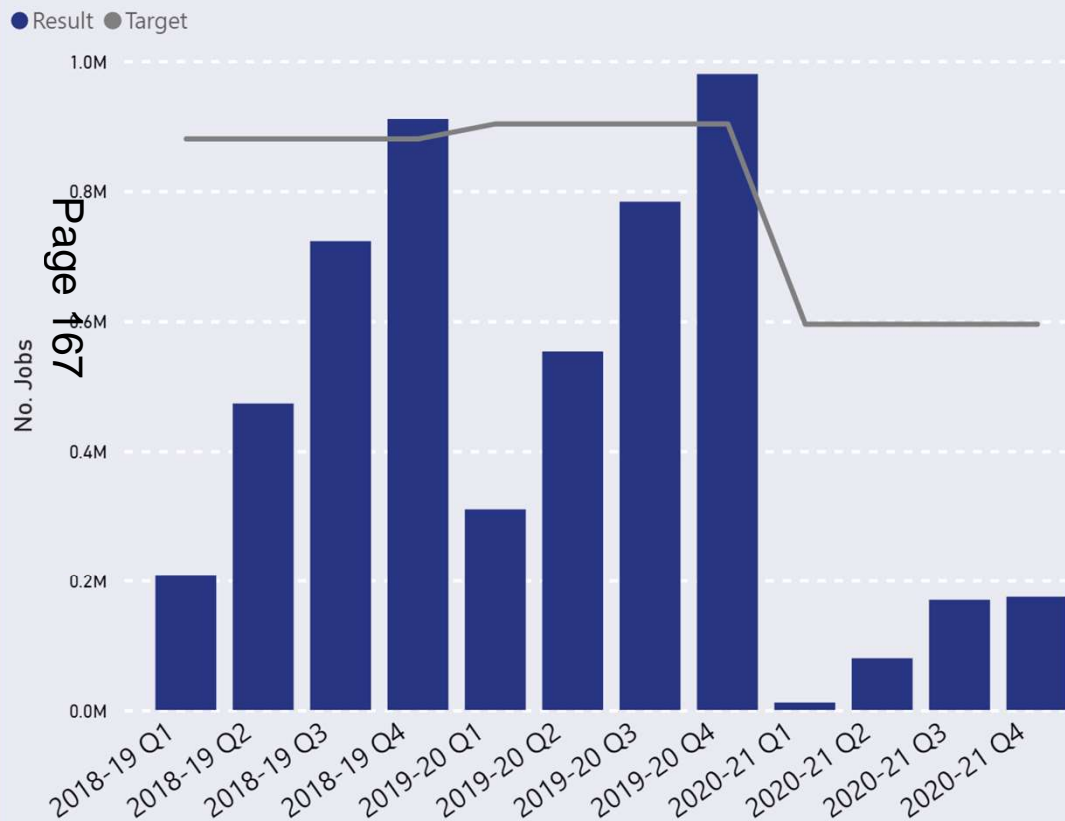


A capital city that works for Wales

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

Attendance at Council Venues

Performance by Quarter



Latest Result

174.3K

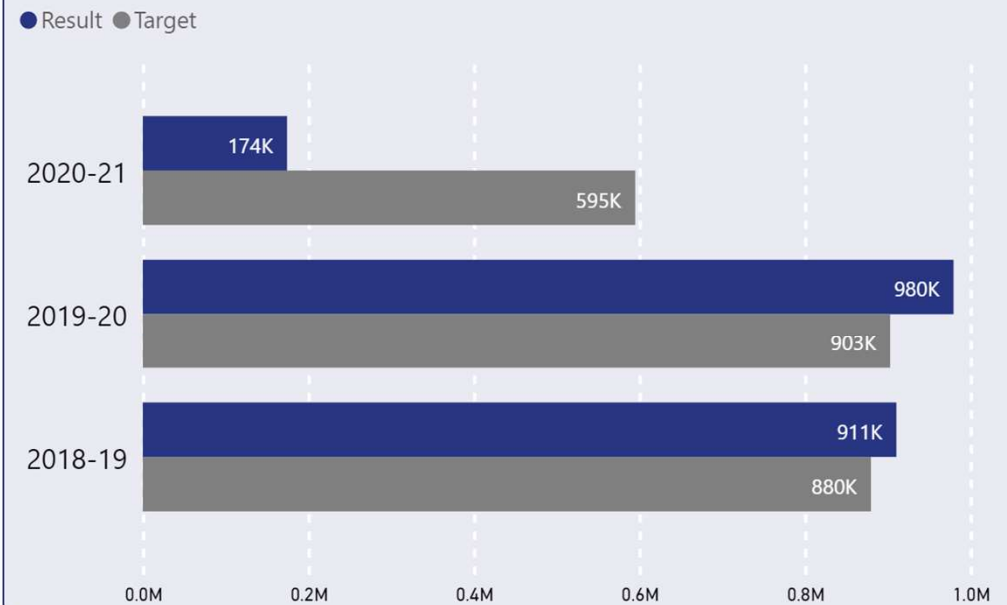
Current Year Target

595K

Latest Performance: RAG vs Target



Year End Result



WBO 6 Cardiff Grows in a Resilient Way PDF Version

[View in Power BI](#)

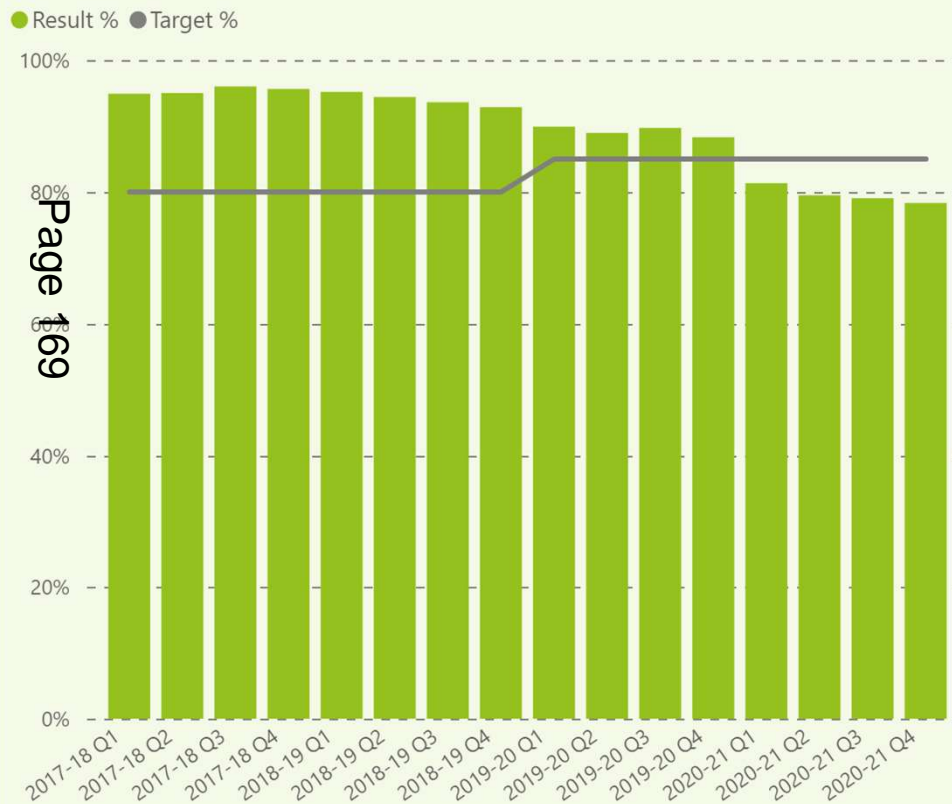


Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

Percentage of householder planning applications determined within agreed time periods

Performance by Quarter



Latest Result

78.3%

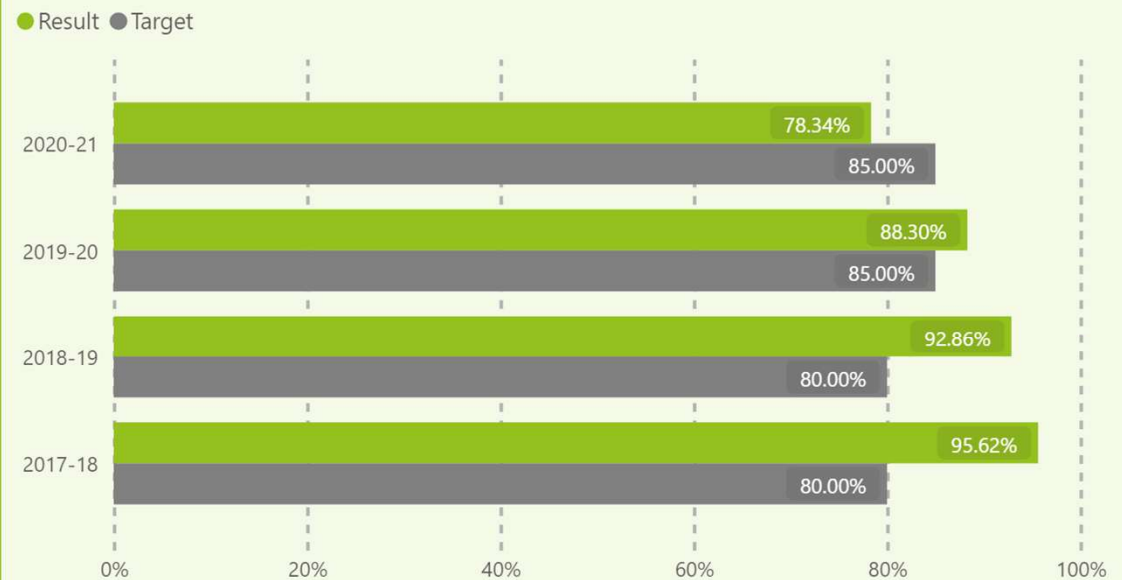
Current year target

85.0%

Performance: RAG vs Target



Year End Result



Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of major planning applications determined within agreed time periods

Performance by Quarter

● Result % ● Target %



Latest Result

95.3%

Current year target

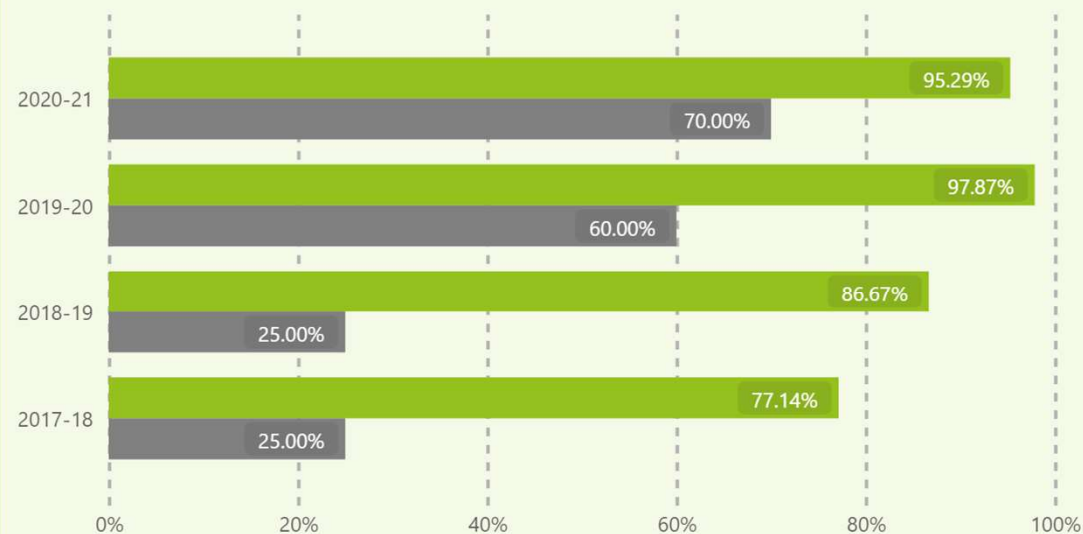
70.0%

Performance: RAG vs Target



Year End Result

● Result ● Target



Cardiff grows in a resilient way

Reporting Frequency: Annual
Data Presented Cumulatively? No
KPI Introduced: 2018-19
Most recent data point result:
2018-19

The percentage of affordable housing at completion stage provided in a development on greenfield sites

Latest Result

14%

Current year target

30%

Latest Performance: RAG vs Target



● Result % ● Target %



2019-20 and 2020-21 data has not been collected due to Covid-19

The percentage of affordable housing at completion stage provided in a development on brownfield sites

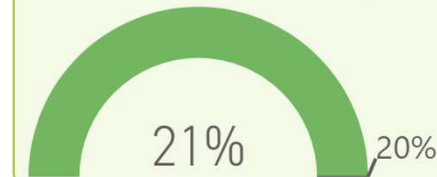
Latest Result

21%

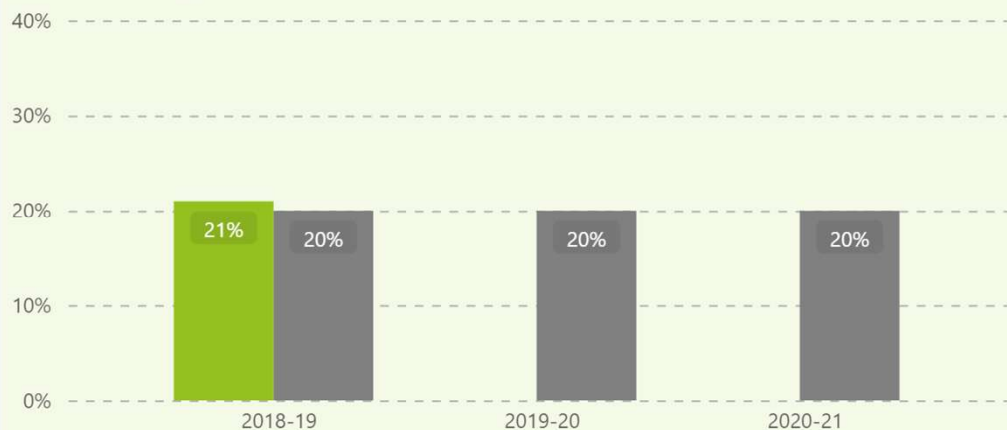
Current year target

20%

Performance: RAG vs Target



● Result % ● Target %

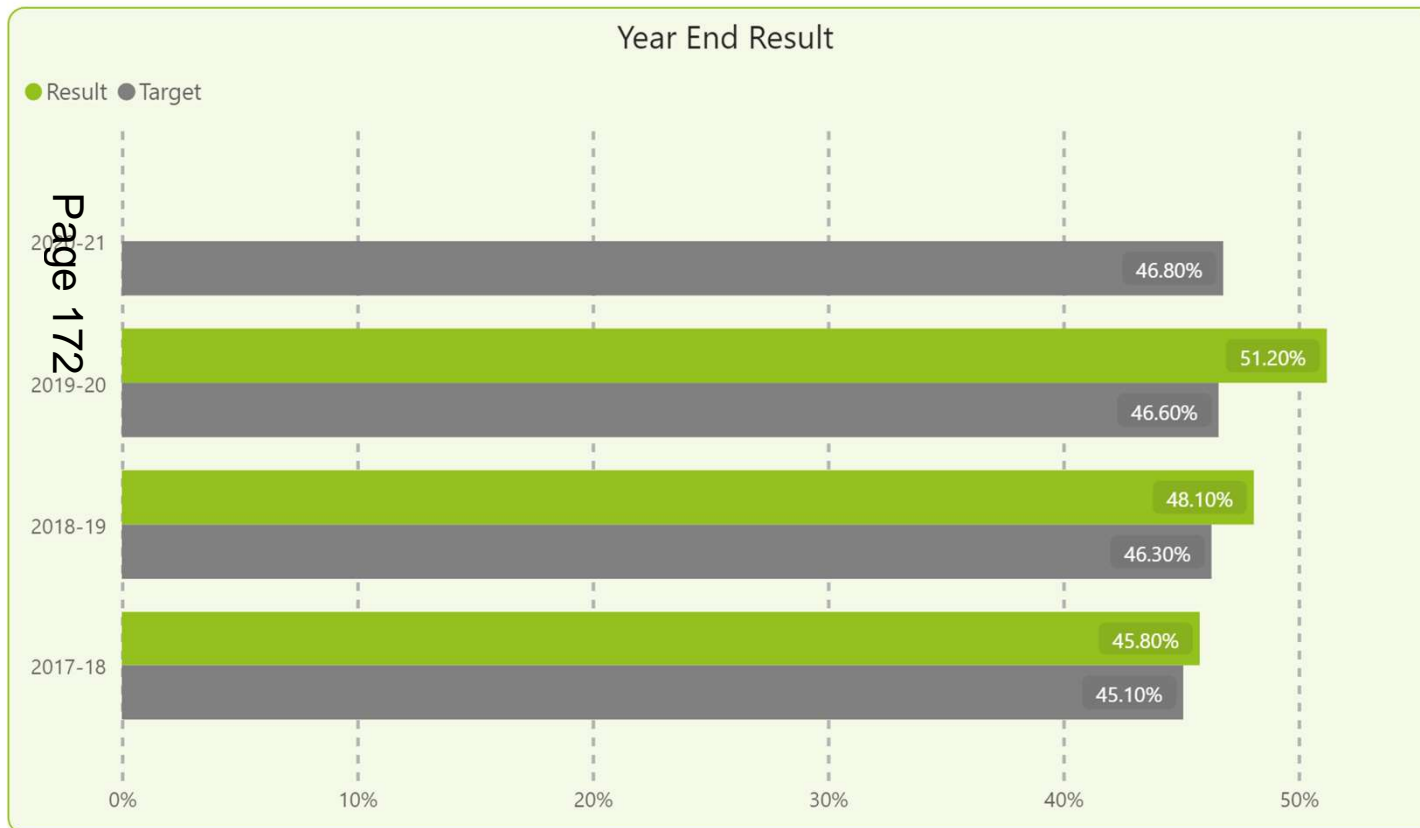


2019-20 and 2020-21 data has not been collected due to Covid-19

Cardiff grows in a resilient way

Reporting Frequency: Annual
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2019-20

Modal Split for All Journeys: Proportion of People Travelling to Work by Sustainable Transport Modes



Latest Result

51.2%

Current year target

46.8%

Performance: RAG vs Target



No result is available for 2020/21 as the Annual Transport Survey was not conducted due to Covid-19. If the survey had taken place, the results would not have been representative given the ever changing situation over the course of the year

Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The number of schools supported to develop an Active Travel Plan

Performance by Quarter



Latest Result

110

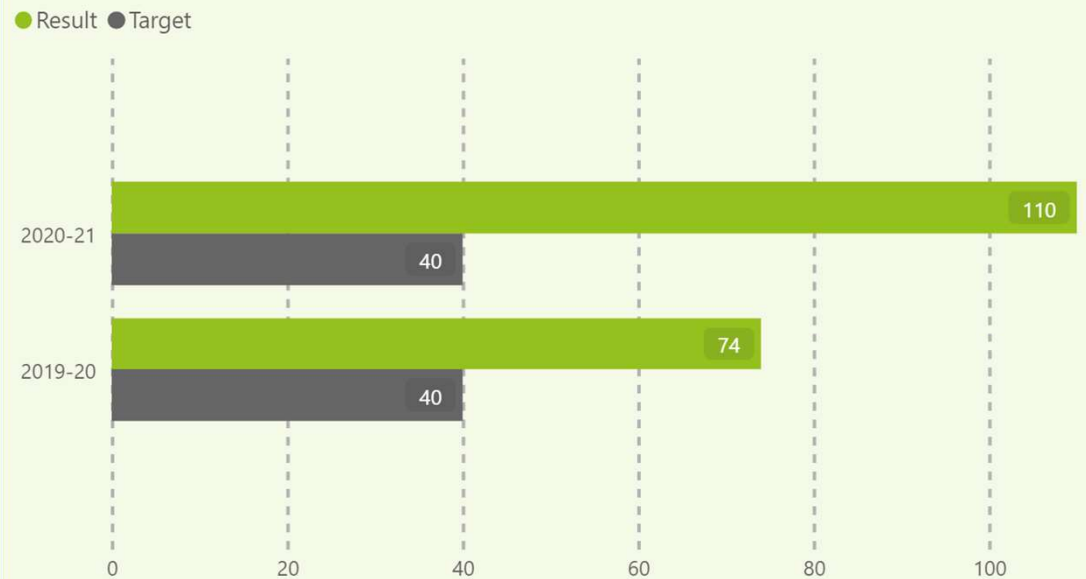
Current year target

40

Performance: RAG vs Target



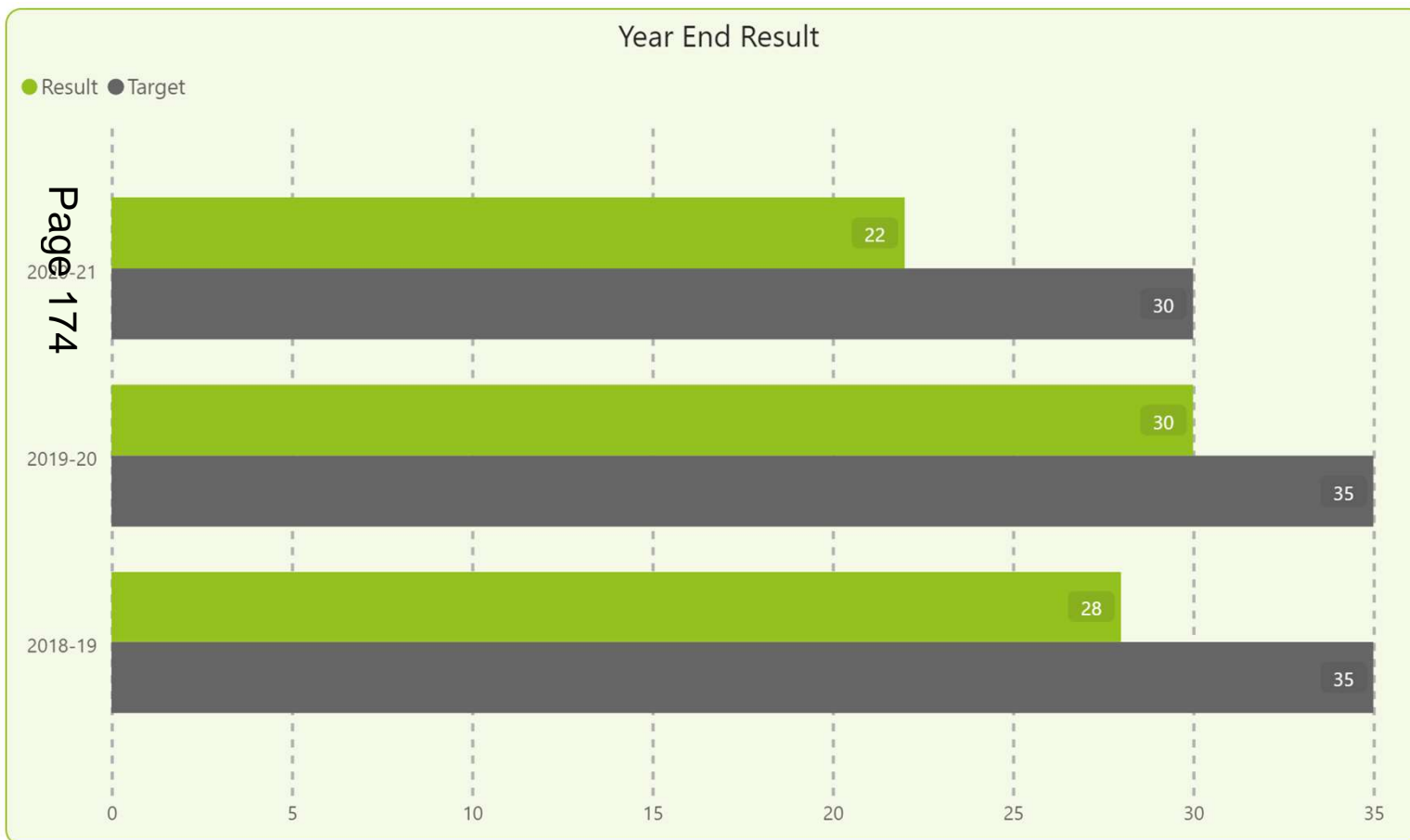
Year End Result



Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2018-19
Most recent data point result:
2020-21

The city wide annual average Nitrogen Dioxide (N02) concentrations at roadside locations



Latest Result

22 µg/m3

Current year target

30 µg/m3

Performance: RAG vs Target



Cardiff grows in a resilient way

Reporting Frequency: Annual
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21

The Nitrogen Dioxide (N02) concentrations within Air Quality Management Areas (AQMA)

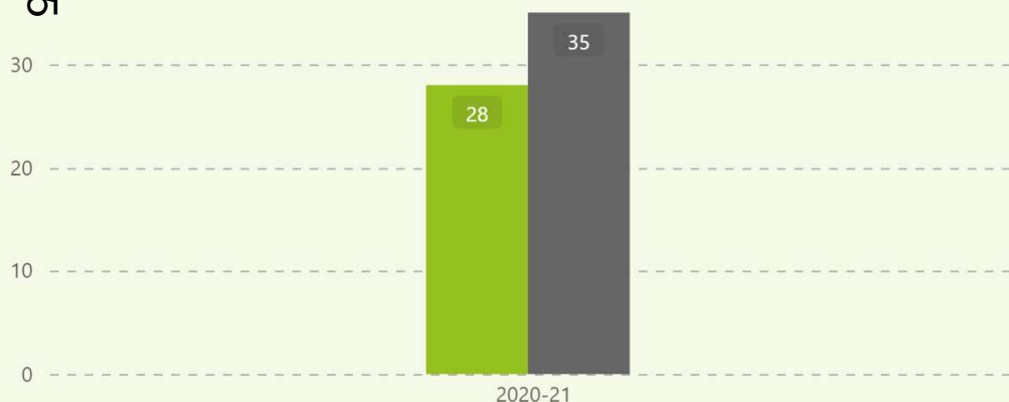
Latest Result

28 $\mu\text{g}/\text{m}^3$

Current year target

35 $\mu\text{g}/\text{m}^3$

● Result ● Target



There are four Air Quality Management Areas which are located in the City Centre, Llandaff, Ely Bridge and Stephenson Court

Legal compliance with EU Limit Value for Nitrogen Dioxide (N02) in Castle Street (target for December 2021)

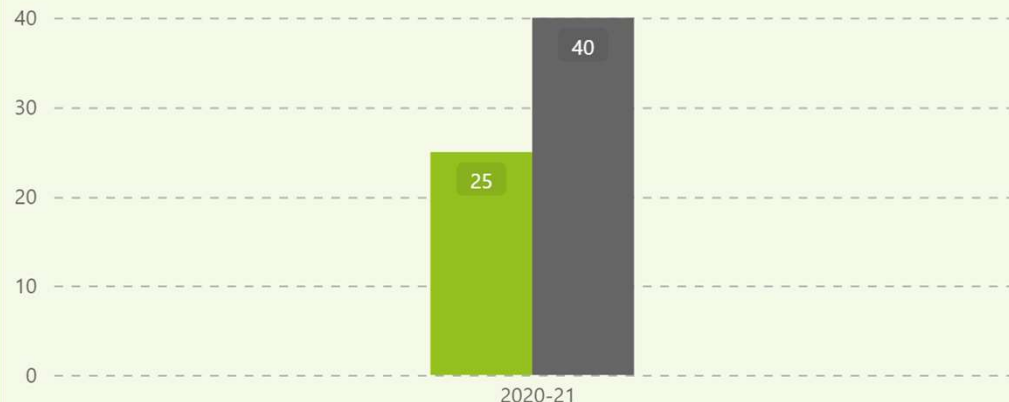
Latest Result

25 $\mu\text{g}/\text{m}^3$

Current year target

40 $\mu\text{g}/\text{m}^3$

● Result ● Target



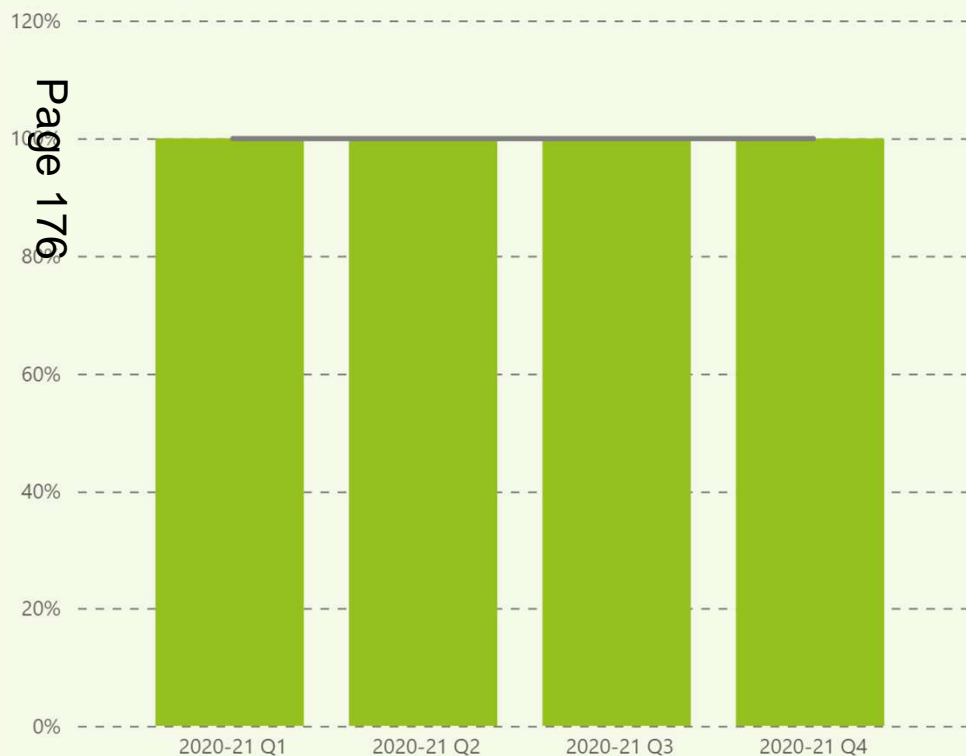
Cardiff grows in a resilient way

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21

The percentage of planned recycling and waste collections achieved

Performance by Quarter

● Result % ● Target %



Latest Result

99.9%

Current year target

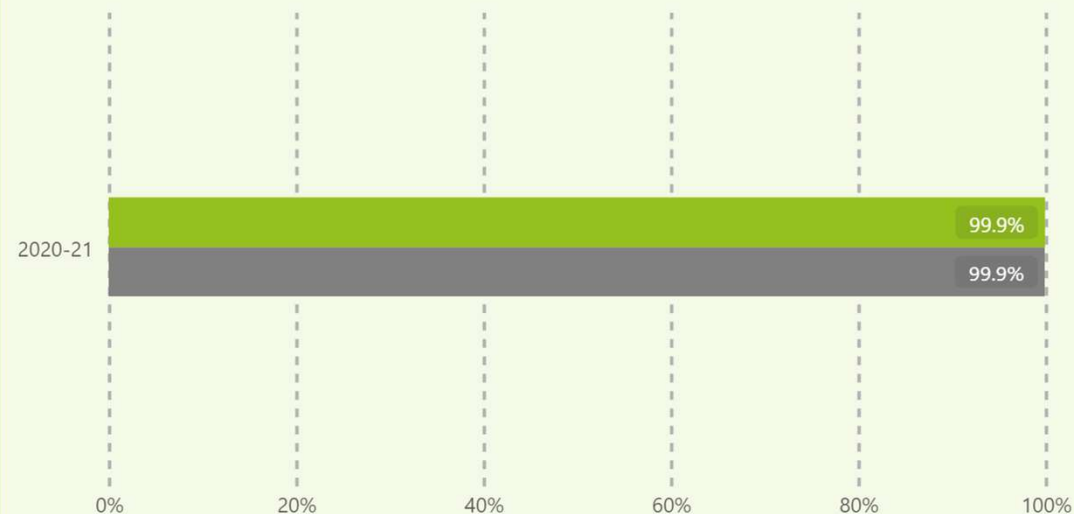
99.9%

Performance: RAG vs Target



Year End Result

● Result ● Target

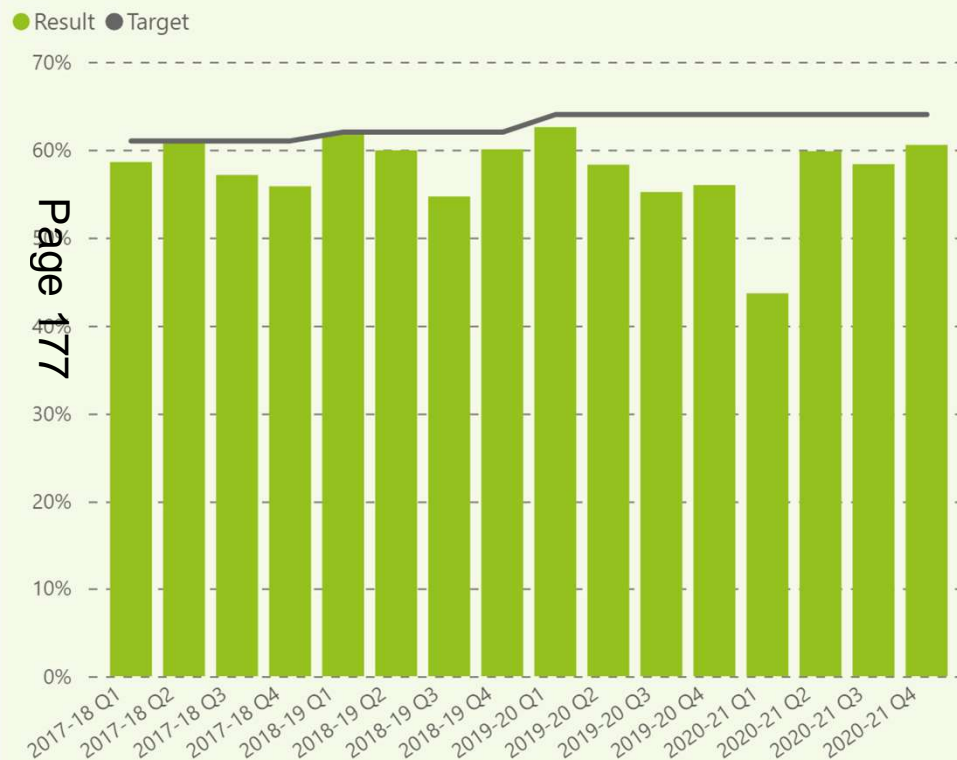


Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of municipal waste collected and prepared for re-use and / or recycled

Performance by Quarter



Annual Result

55.80%

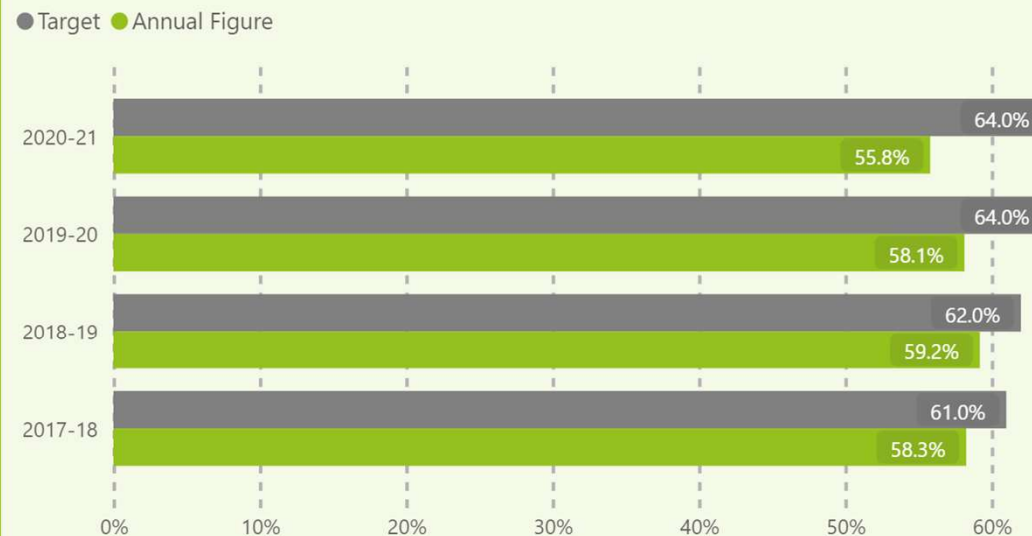
Current year target

64.0%

Performance: RAG vs Target



Year End Result



2020-21 year-end figure is provisional and subject to data validation from Natural Resources Wales.

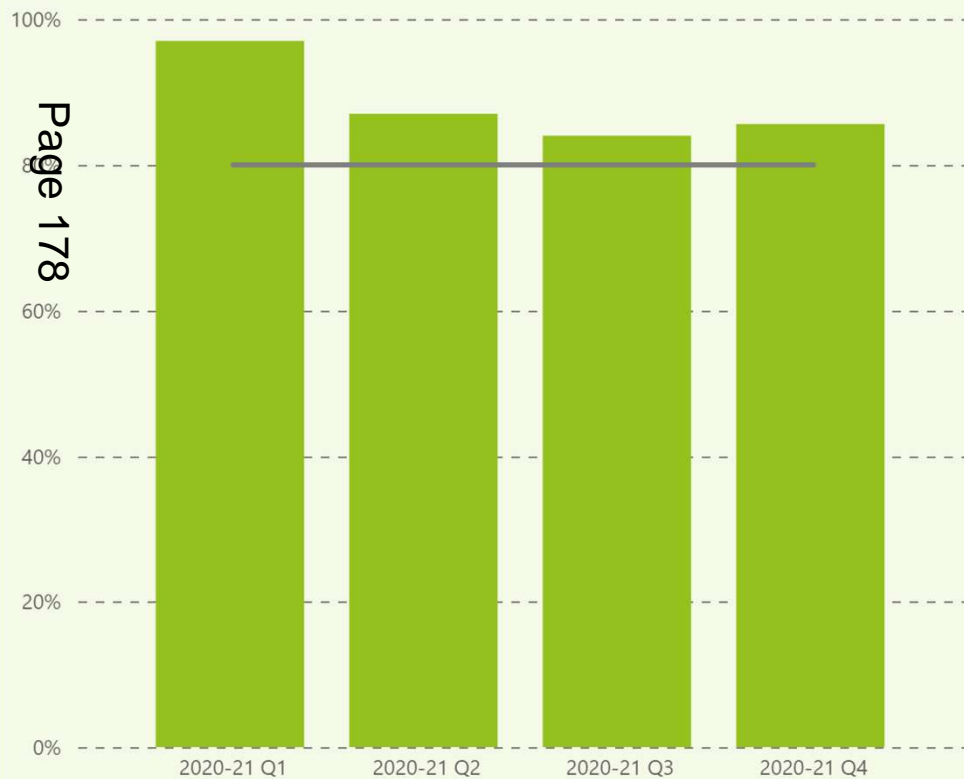
Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2020-21
Most recent data point result:
2020-21 Q4

The percentage of waste collected at recycling centres that has been prepared for re-use or recycled

Performance by Quarter

● Result % ● Target %



Latest Result

85.6%

Current year target

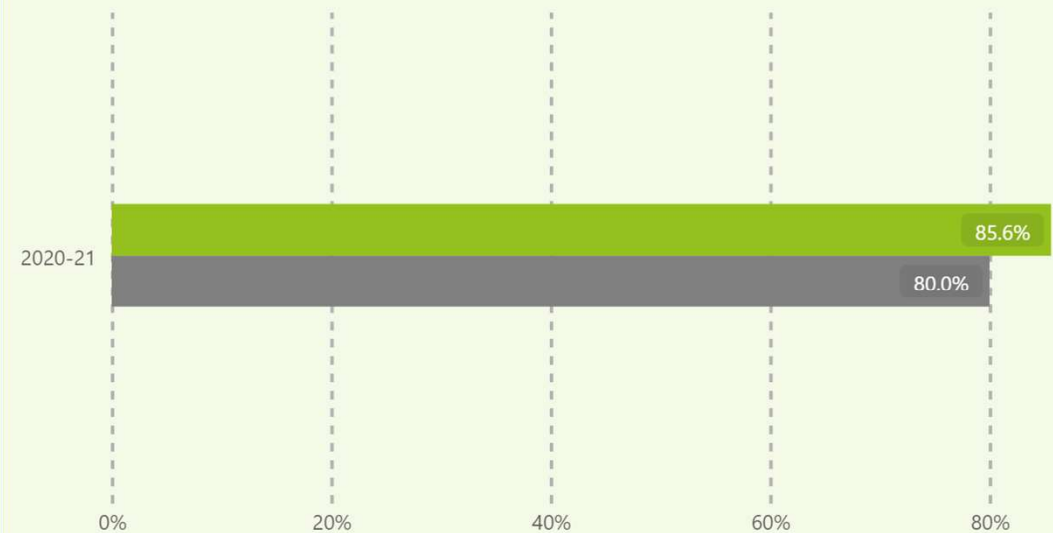
80.0%

Performance: RAG vs Target



Year End Result

● Result ● Target



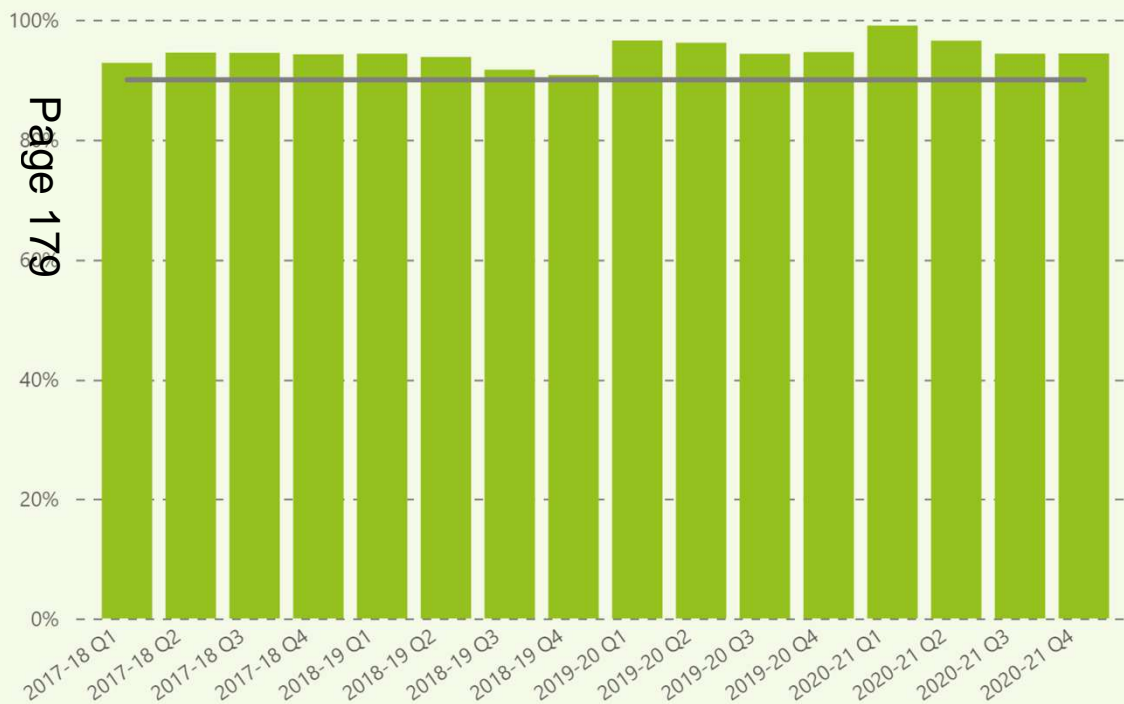
Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of highways inspected by the Local Authority found to be of a high or acceptable standard of cleanliness

Performance by Quarter

● Result % ● Target %



Latest Result

94.4%

Current year target

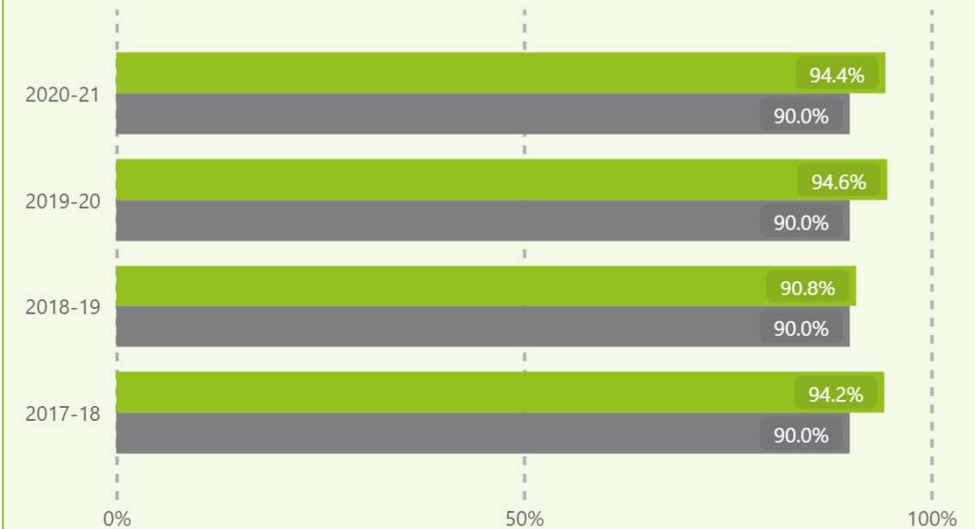
90.0%

Performance: RAG vs Target



Year End Result

● Result ● Target



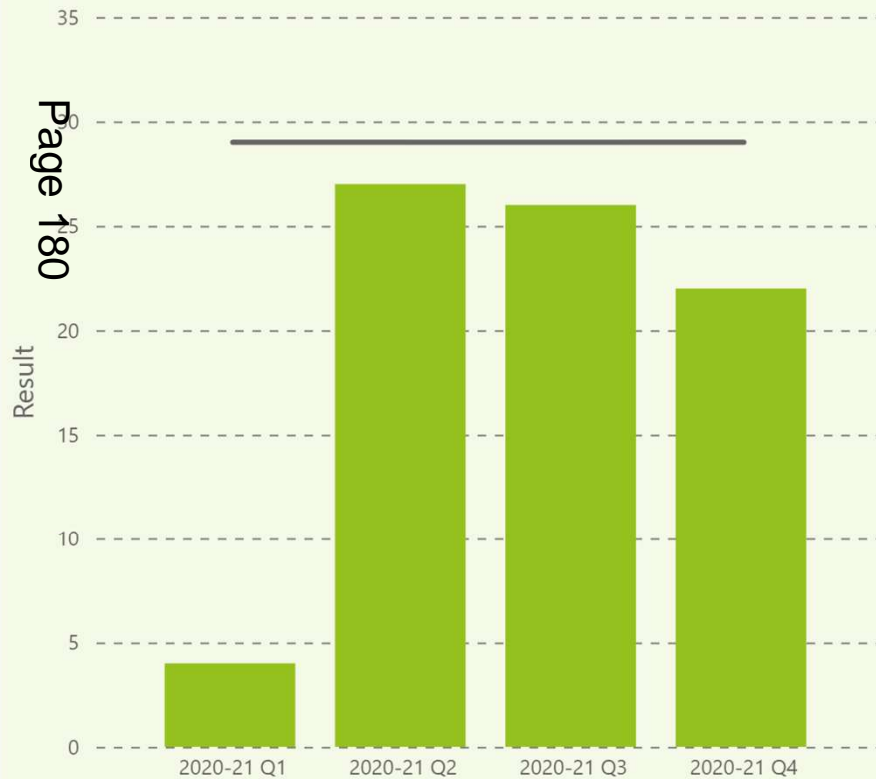
Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The number of wards in Cardiff where 90% of the highways land inspected is of a high or acceptable standard of cleanliness

Performance by Quarter

● Result ● Target



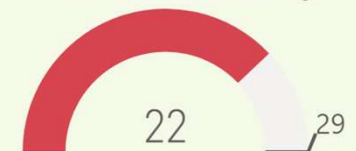
Latest Result

22

Current Year Target

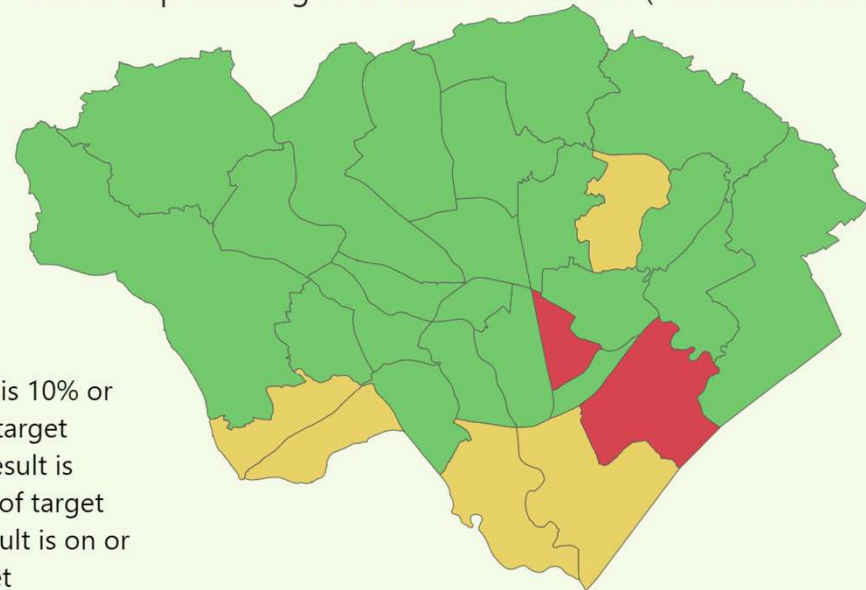
29

Latest Performance: RAG vs Target



Cardiff Ward Map Showing % of Ward Cleanliness (Year End Result 2020-21)

Red - result is 10% or more from target
Amber - Result is within 10% of target
Green - result is on or above target

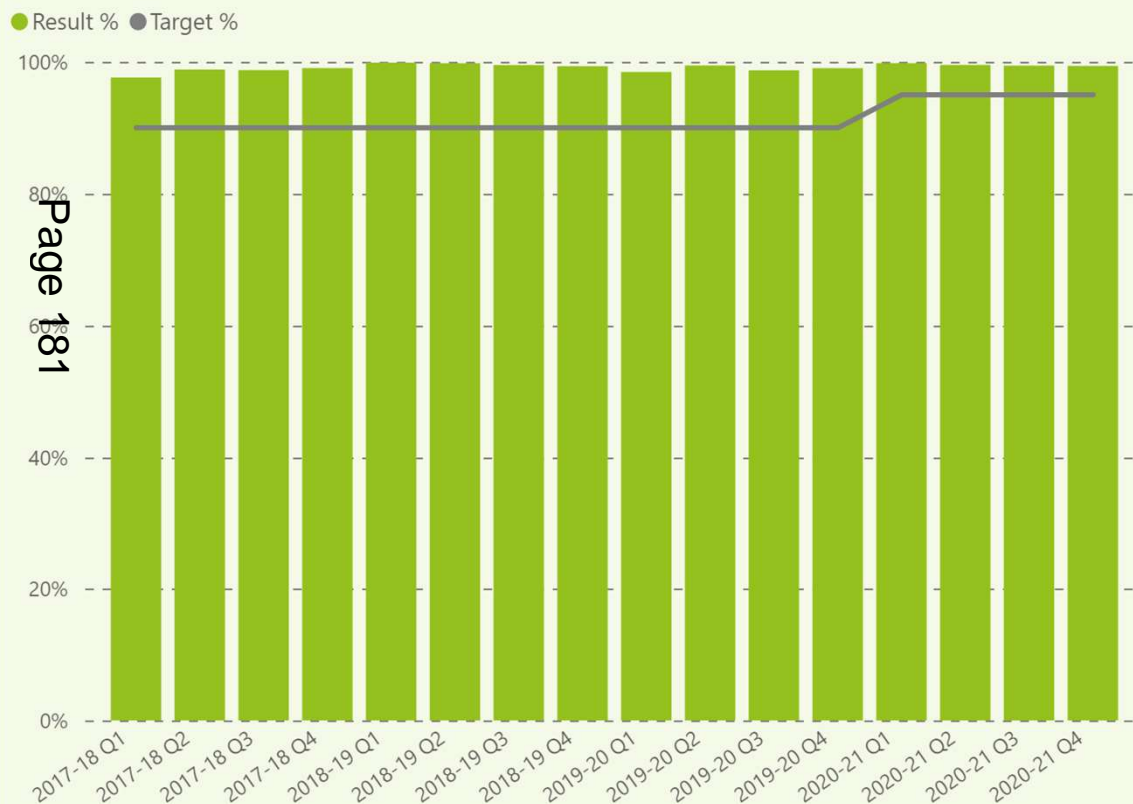


Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of reported fly tipping incidents cleared within 5 working days

Performance by Quarter



Latest Result

99.4%

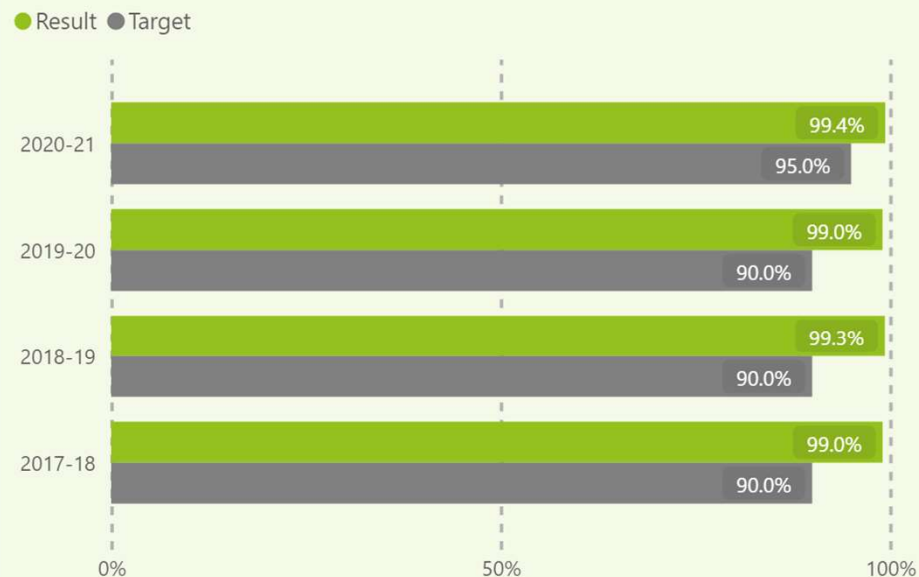
Current year target

95.0%

Performance: RAG vs Target



Year End Result



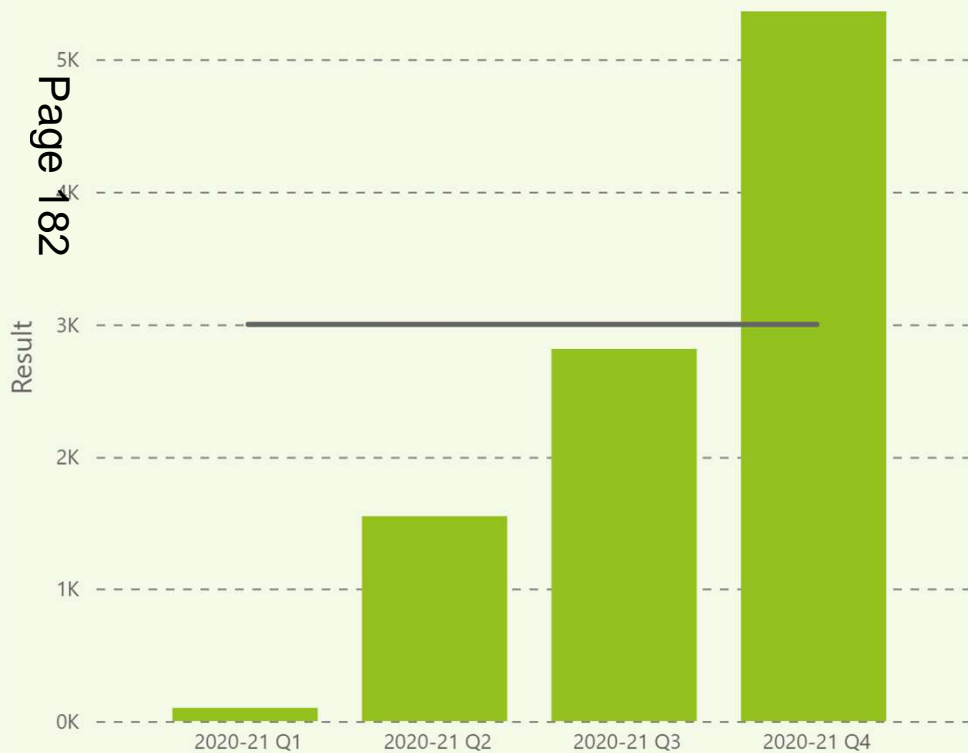
Cardiff grows in a resilient way

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2020-19
Most recent data point result:
2020-21 Q4

The number of education and enforcement actions per month relating to improving recycling behaviour by citizens

Performance by Quarter

● Result ● Target



Latest Result

5362

Current year target

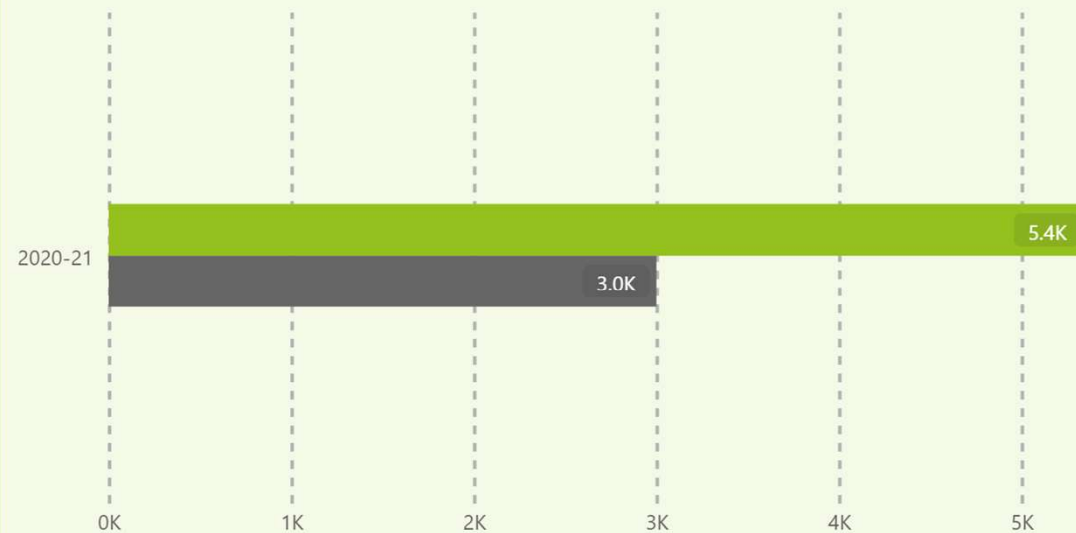
3000

Performance: RAG vs Target



Year End Result

● Result ● Target



WBO 7 Modernising & Integrating Our Public Services PDF Version

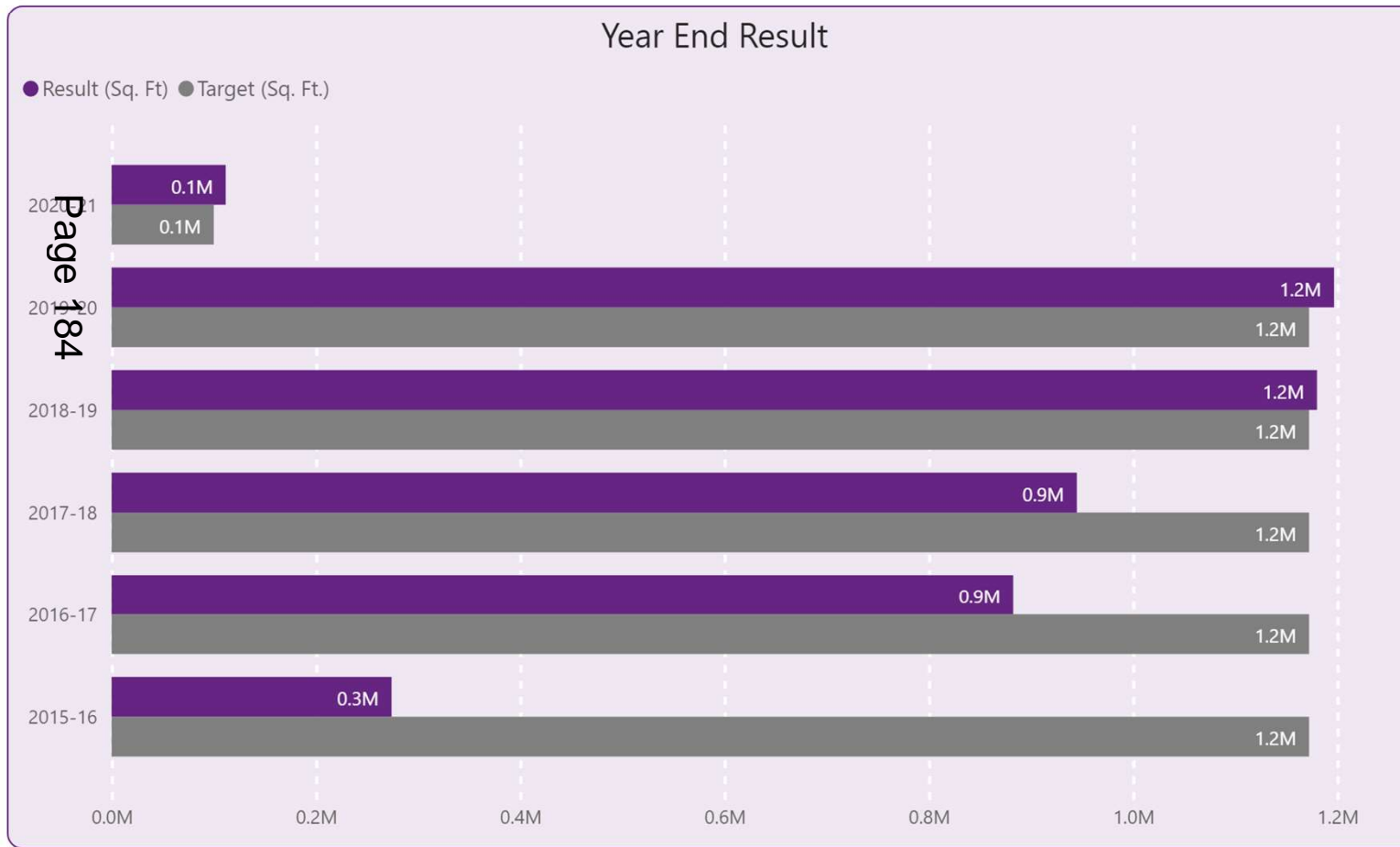
[View in Power BI](#) ↗



Modernising and Integrating Our Public Services

Reporting Frequency: Annually
Data Presented Cumulatively? Yes
KPI Introduced: 2015-16
Most recent data point result:
2020-21

Reduce the gross internal area (GIA) of buildings in operational use (Result & Target in Sq. Ft.)



Latest Result

111.7K

Current Year Target

100.0K

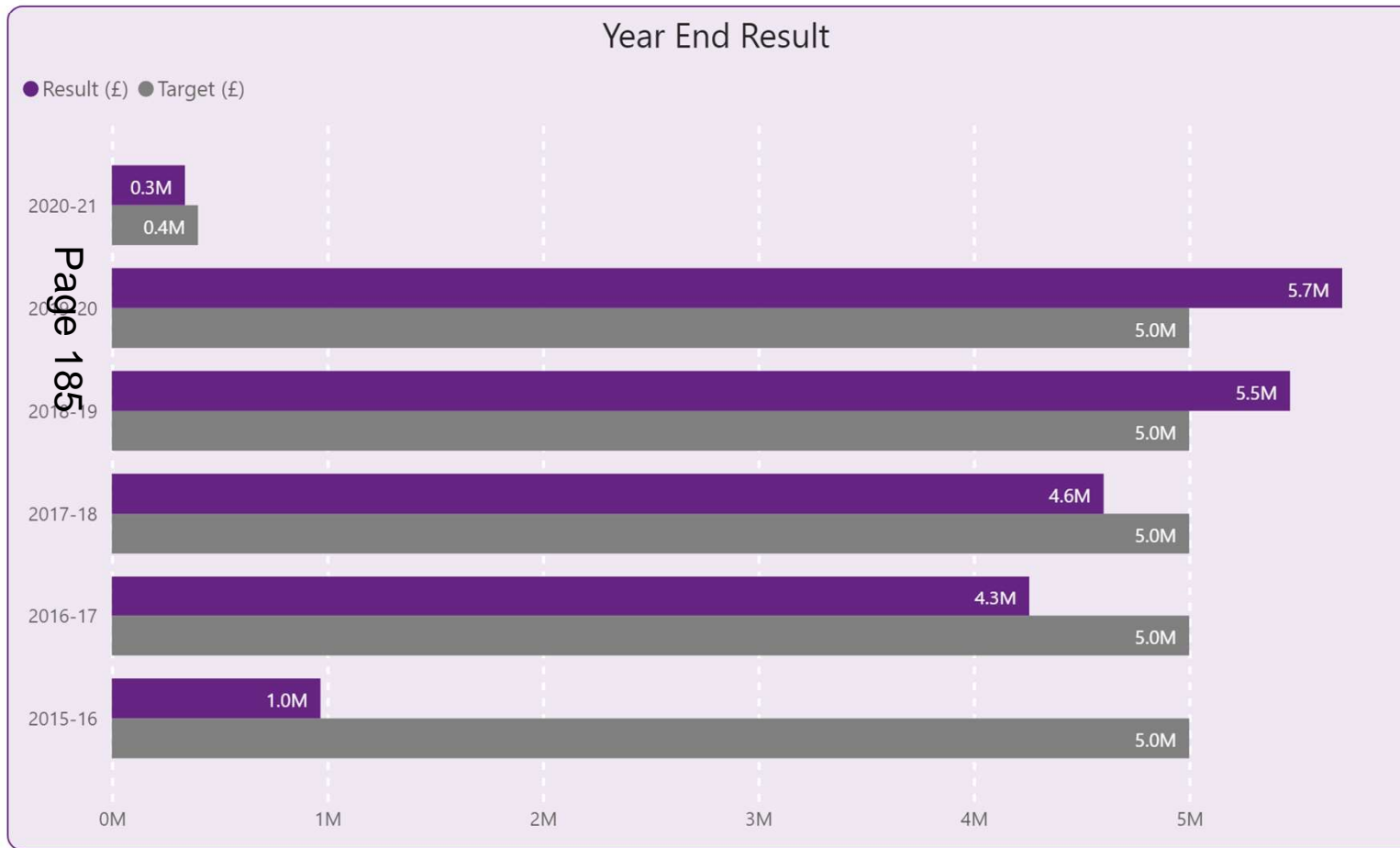
Latest Performance: RAG vs Target



Modernising and Integrating Our Public Services

Reporting Frequency: Annually
Data Presented Cumulatively? Yes
KPI Introduced: 2015-16
Most recent data point result:
2019-20

Reduce the total running cost of occupied operational buildings (Result & Target in £)



Latest Result

339.5K

Current Year Target

400.0K

Latest Performance: RAG vs Target



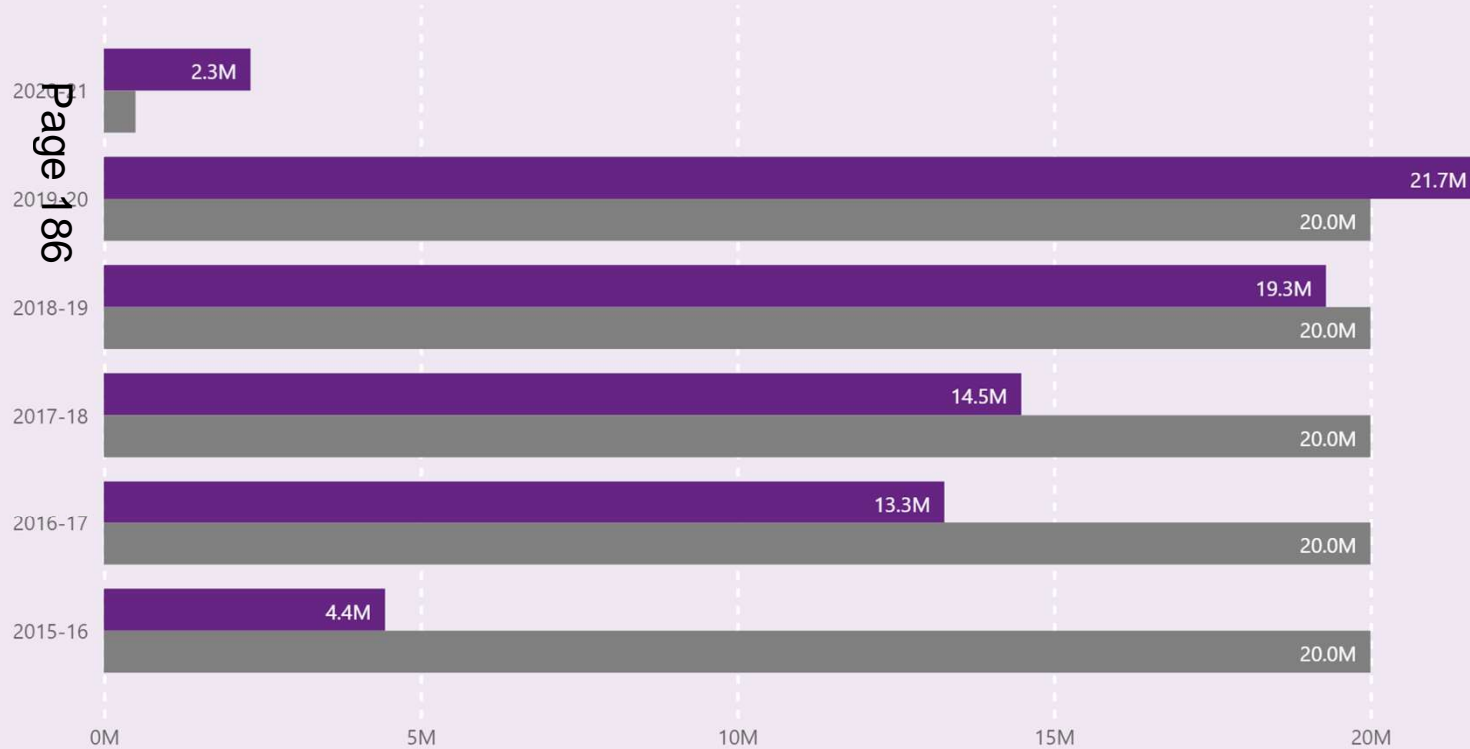
Modernising and Integrating Our Public Services

Reporting Frequency: Annually
Data Presented Cumulatively? Yes
KPI Introduced: 2015-16
Most recent data point result:
2020-21

Reduce the maintenance backlog

Year End Result

● Result ● Target



Latest Result

2.3M

Current Year Target

500.0K

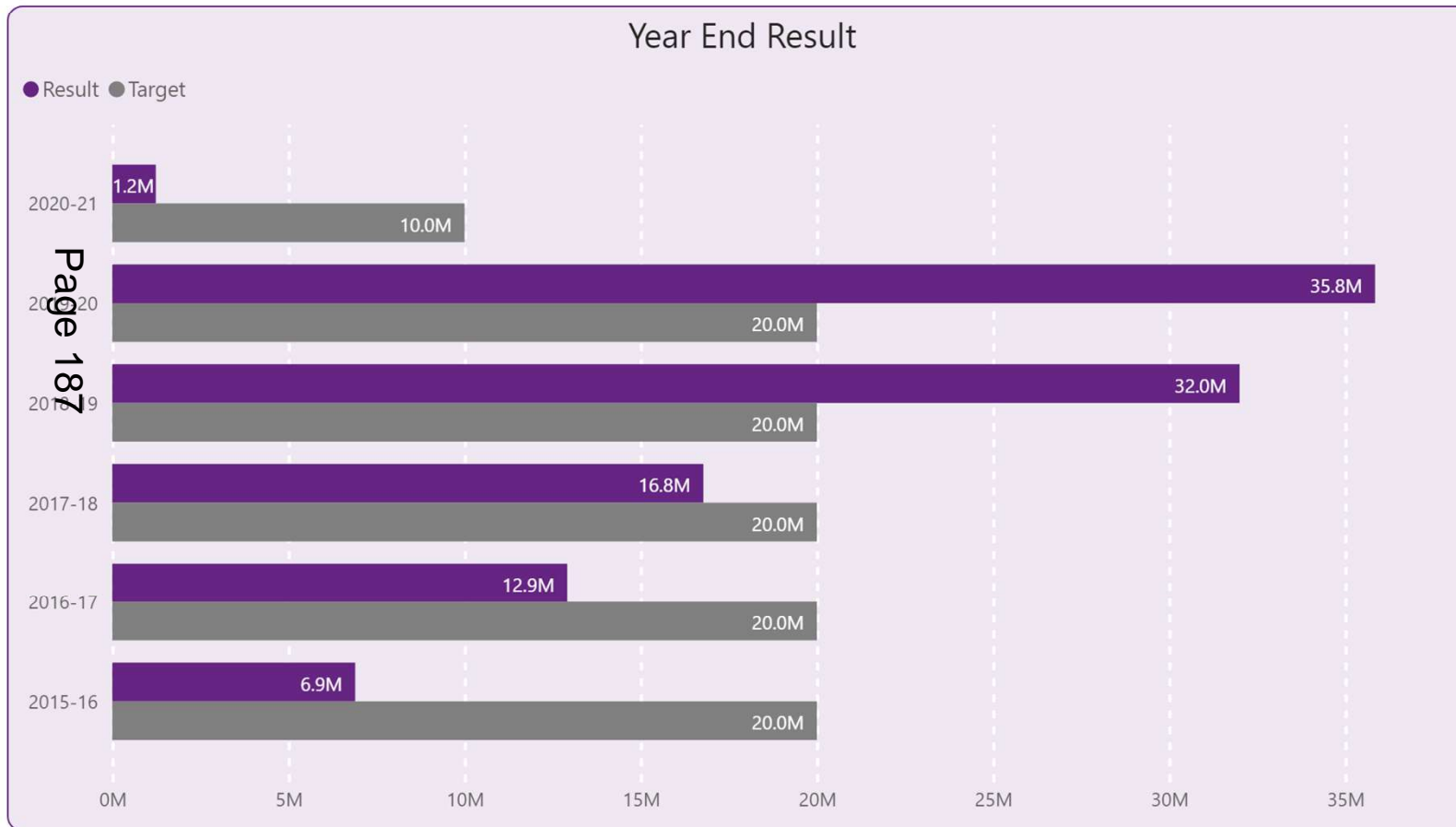
Latest Performance: RAG vs Target



Modernising and Integrating Our Public Services

Reporting Frequency: Annually
Data Presented Cumulatively? Yes
KPI Introduced: 2015-16
Most recent data point result:
2020-21

Capital income generated



Latest Result

1.2M

Current Year Target

10.0M

Latest Performance: RAG vs Target



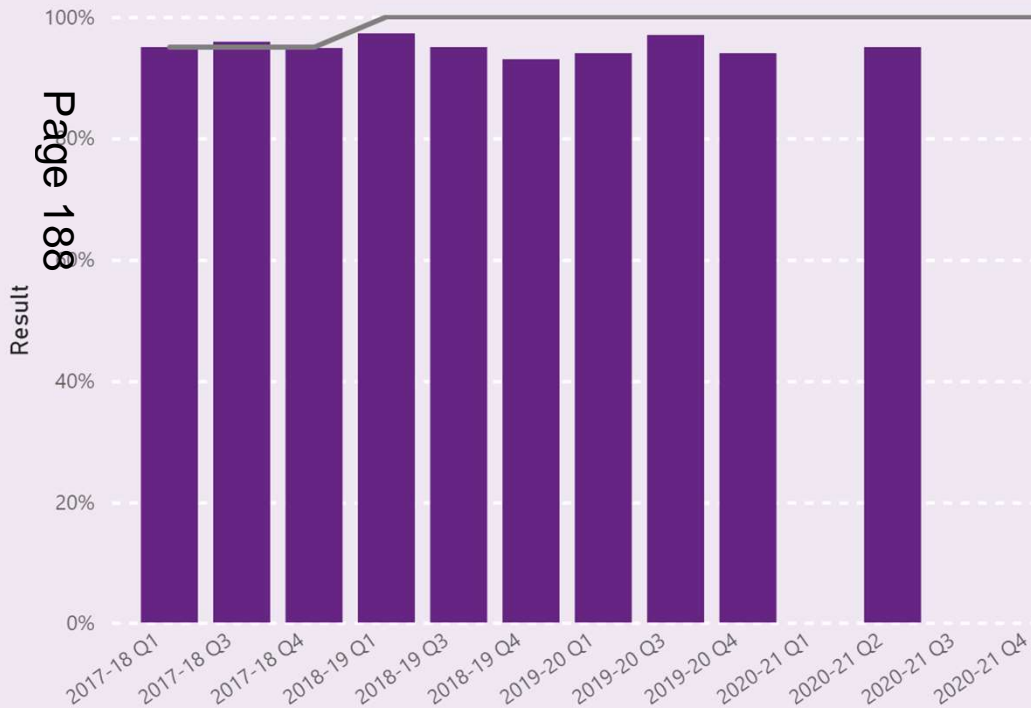
Modernising and Integrating Our Public Services

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q2

The percentage of staff that have completed a Personal Review (excluding school staff)

Performance by Quarter

● Result ● Target



Latest Result

95.0%

Current Year Target

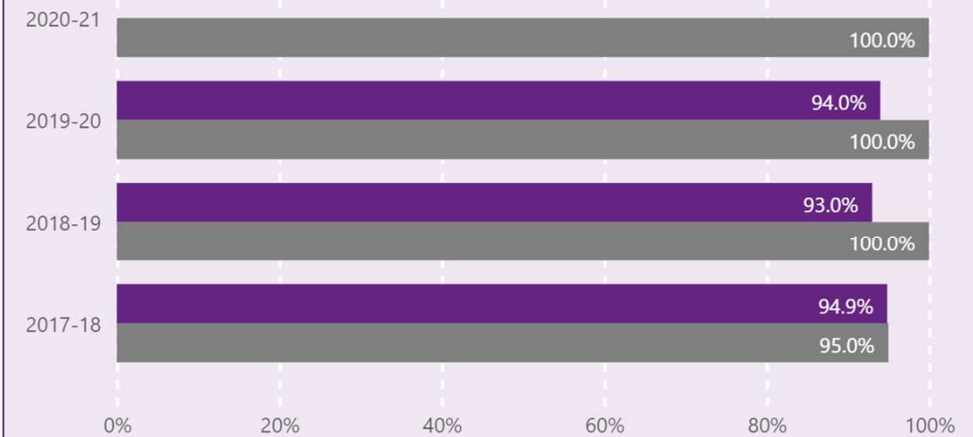
100%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



In a normal year, there is no Quarter 2 result, Quarter 1 - initiation and objective setting, Quarter 3 - half year reviews, Quarter 4 - year end review/close down. There is no Quarter 3 data for 2020-21 as deadlines were adjusted due to Covid-19

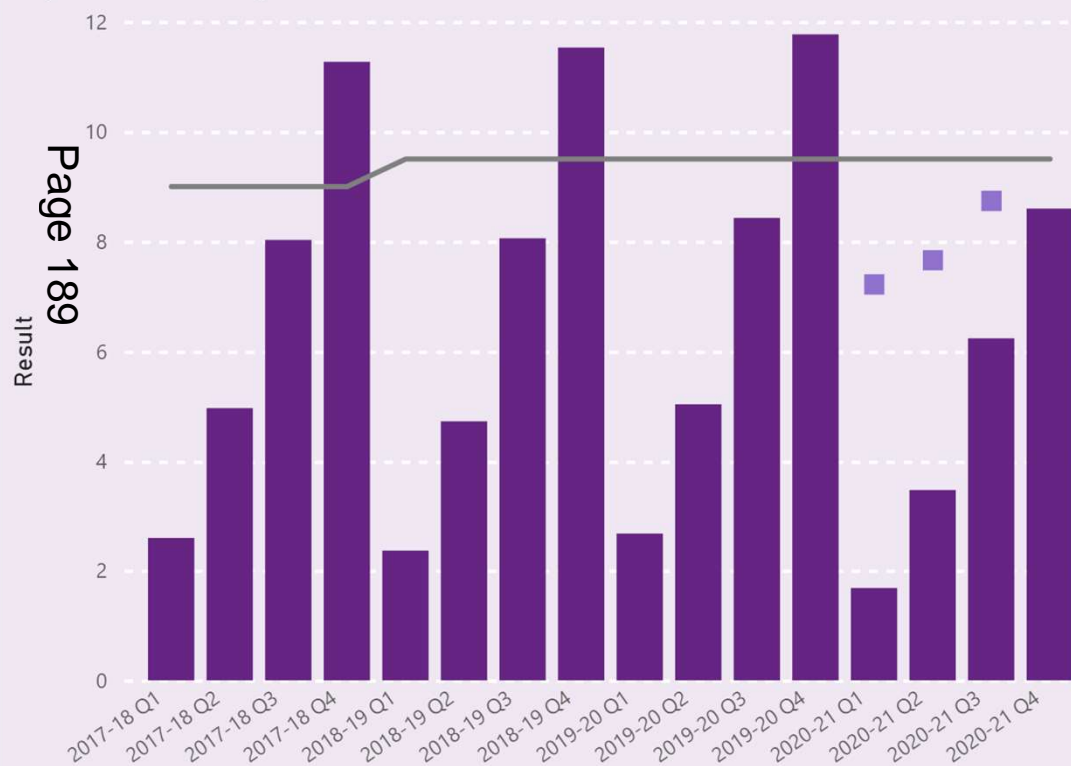
Modernising and Integrating Our Public Services

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence

Performance by Quarter

Key ● Result ● Target ■ Outturn Forecast



Latest Result

8.60

Current Year Target

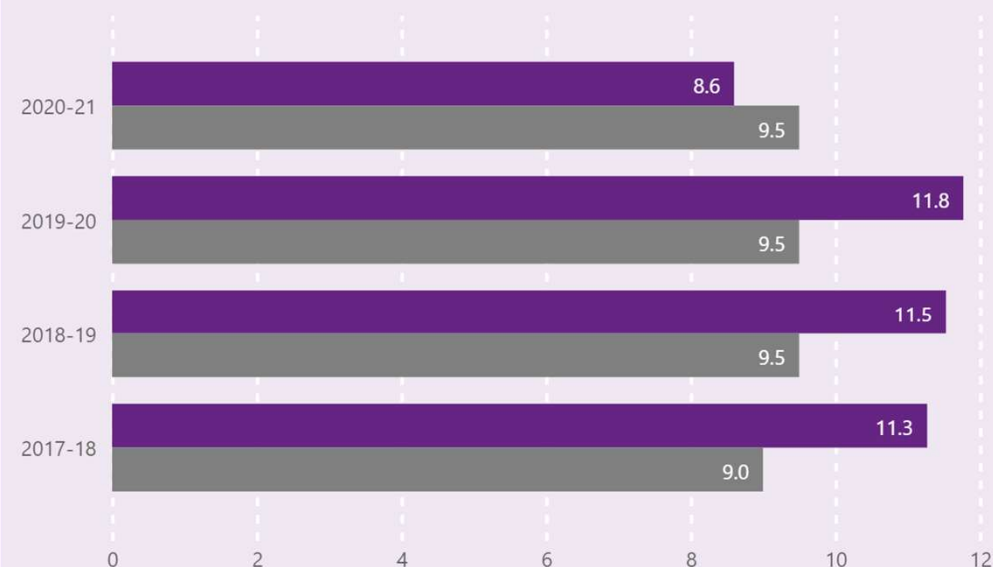
9.50

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Modernising and Integrating Our Public Services

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21

Maintaining customer/citizen satisfaction with Council services

Year End Result

● Result ● Target

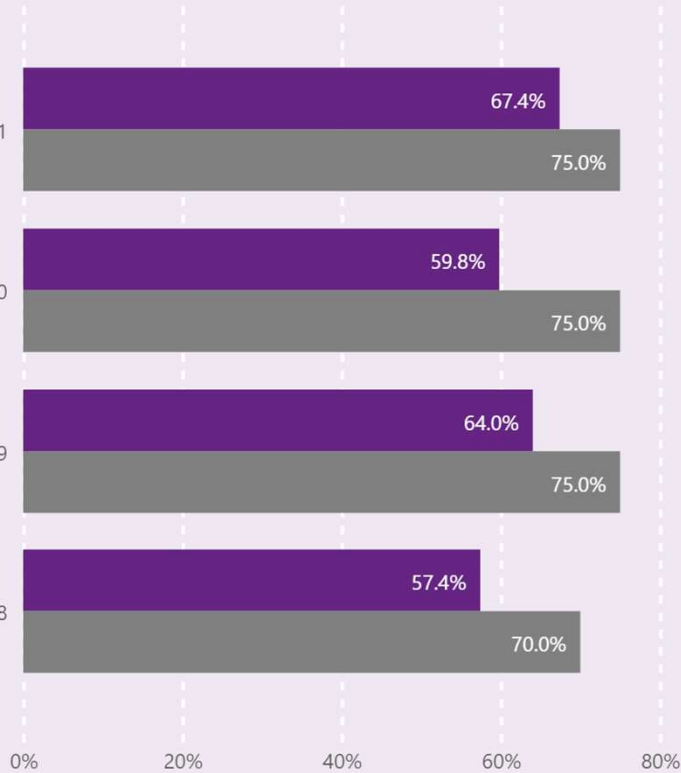
Page 190

2020-21

2019-20

2018-19

2017-18



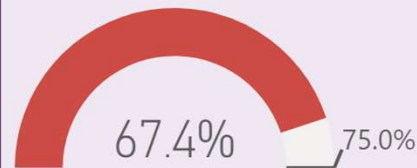
Latest Result

67.4%

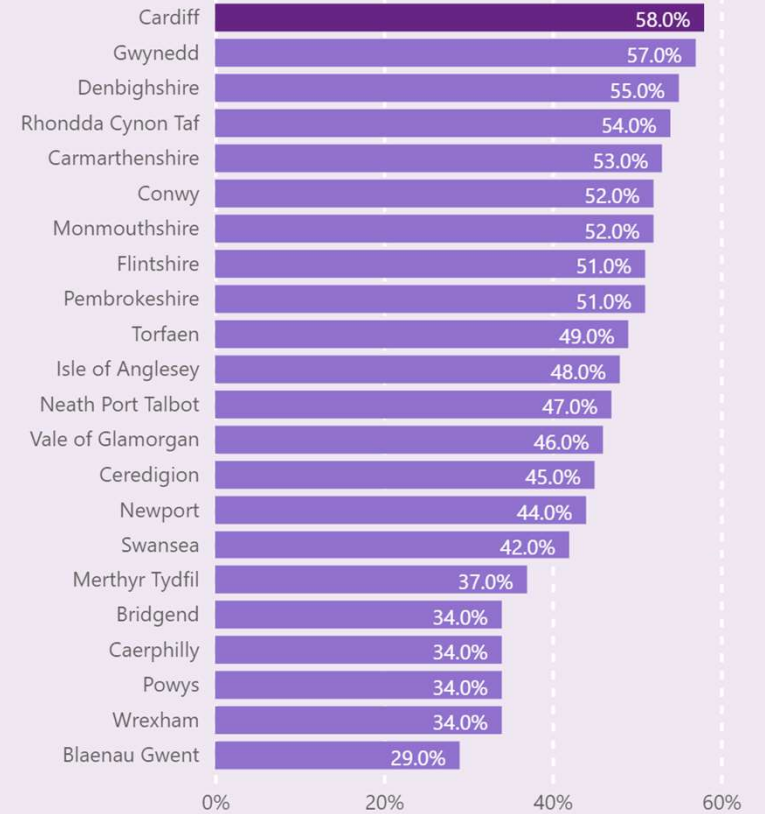
Current year target

75.0%

Latest Performance: RAG vs Target



National Survey for Wales Results (2019-20)



Modernising and integrating our public services

Reporting Frequency: Annually
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21

The percentage of voter registration

Latest Result

90.2%

Current Year Target

90.0%

Latest Performance: RAG vs Target



● Result ● Target

Page 191

2020-21

2019-20

2018-19

2017-18

90.2%

90.0%

93.4%

90.0%

89.3%

90.0%

90.6%

90.0%

0%

50%

100%

The number of wards where the percentage of voter registration is over 90%

Latest Result

19

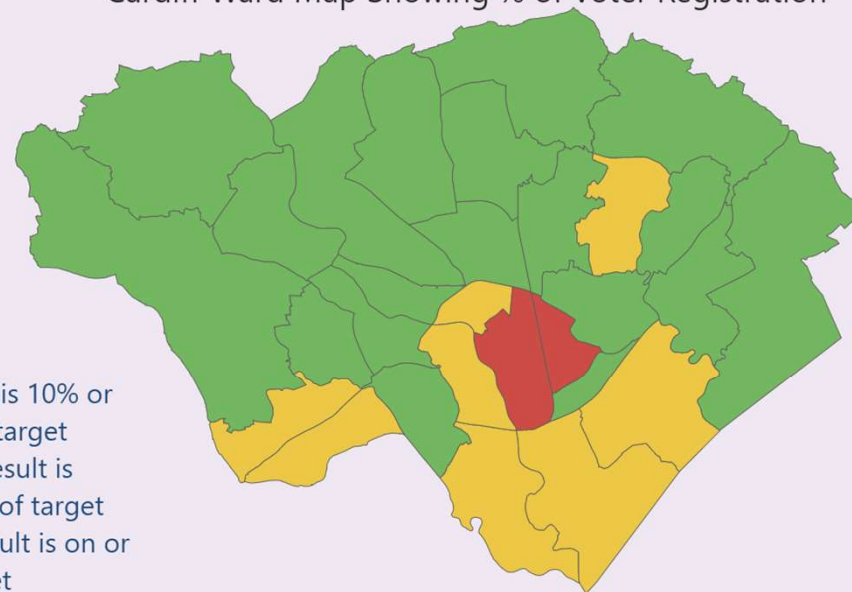
Current Year Target

29

Latest Performance: RAG vs Target



Cardiff Ward Map Showing % of Voter Registration



Red- result is 10% or more from target

Amber – Result is within 10% of target

Green – result is on or above target

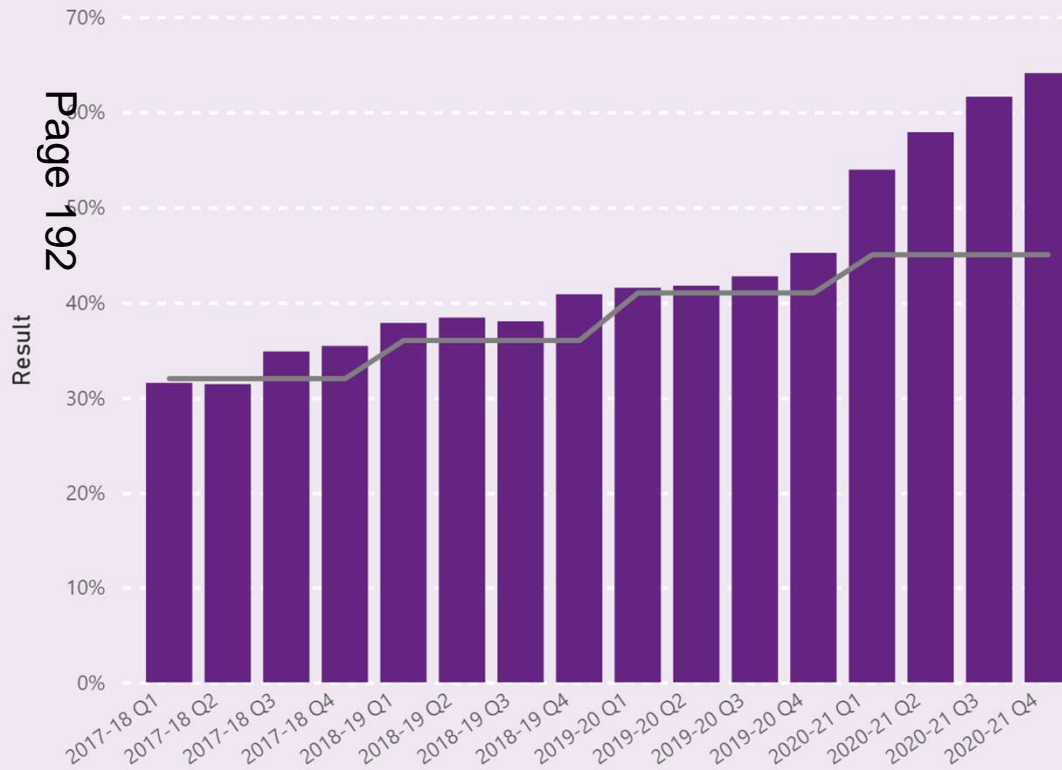
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Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The percentage of devices that enable agile and mobile working across the organisation

Performance by Quarter

● Result ● Target



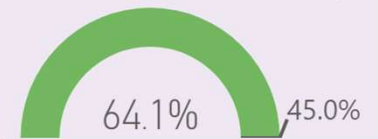
Latest Result

64.1%

Current Year Target

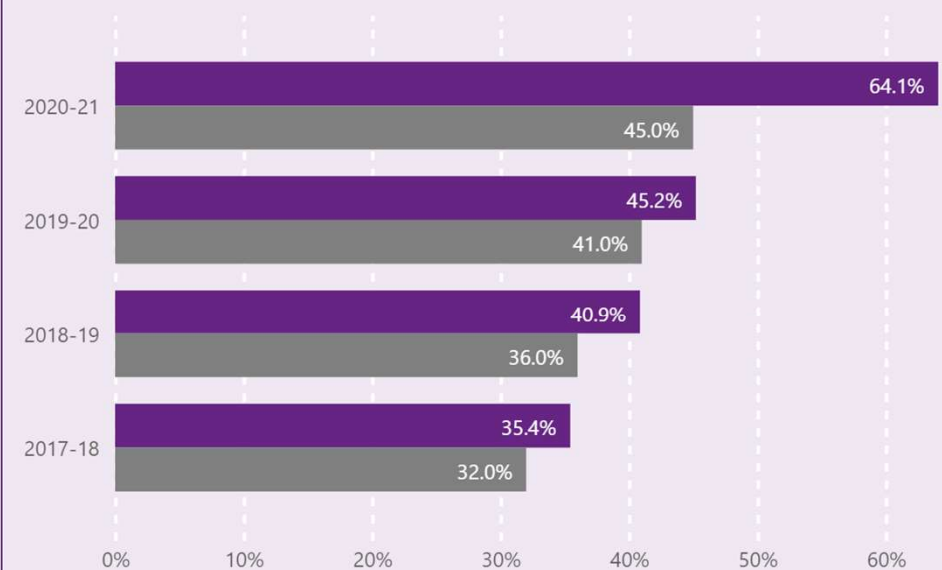
45.0%

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

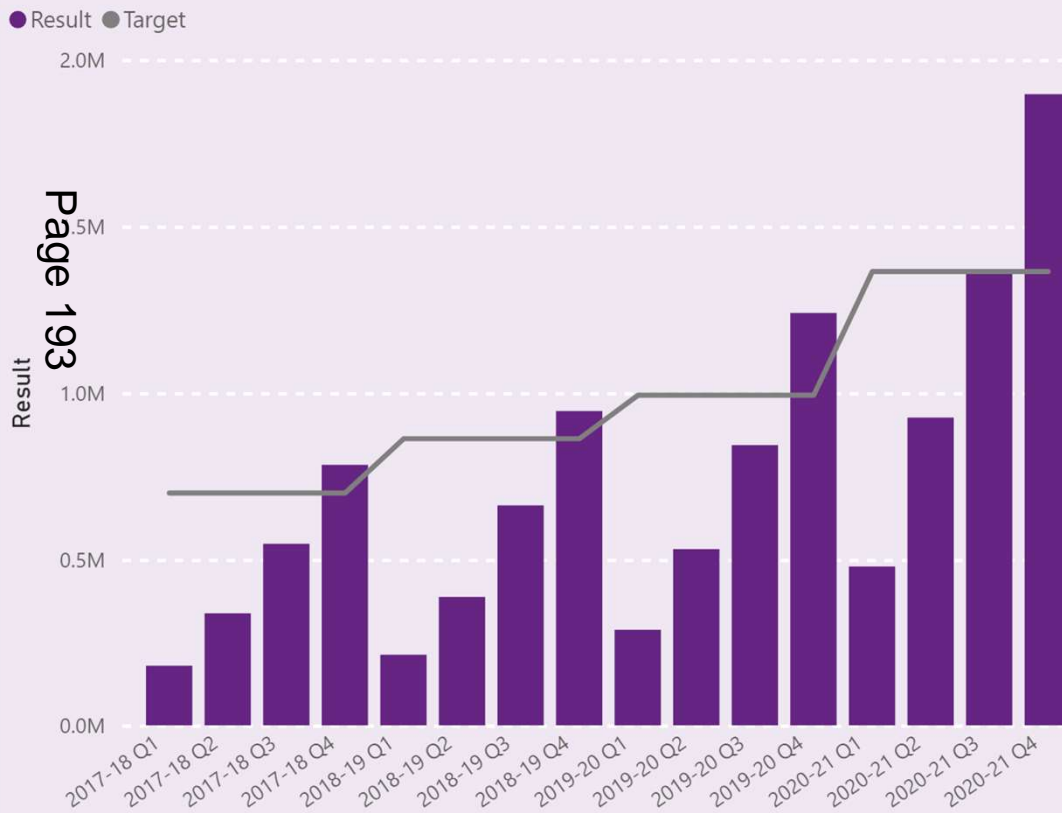


Modernising and Integrating Our Public Services

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The number of customer contacts to the Council using digital channels

Performance by Quarter



Latest Result

1.9M

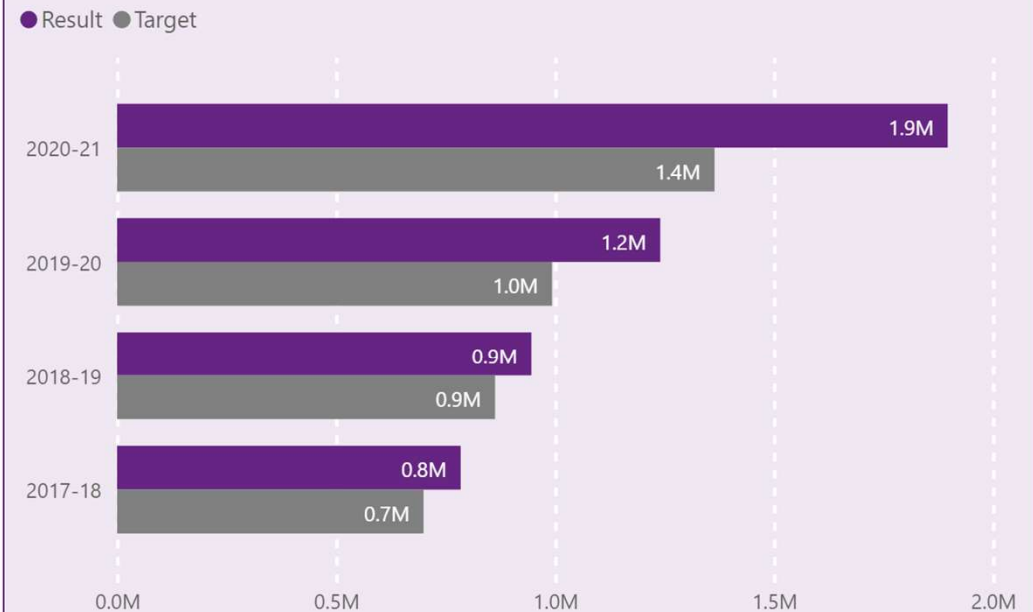
Current Year Target

1.4M

Latest Performance: RAG vs Target



Year End Result



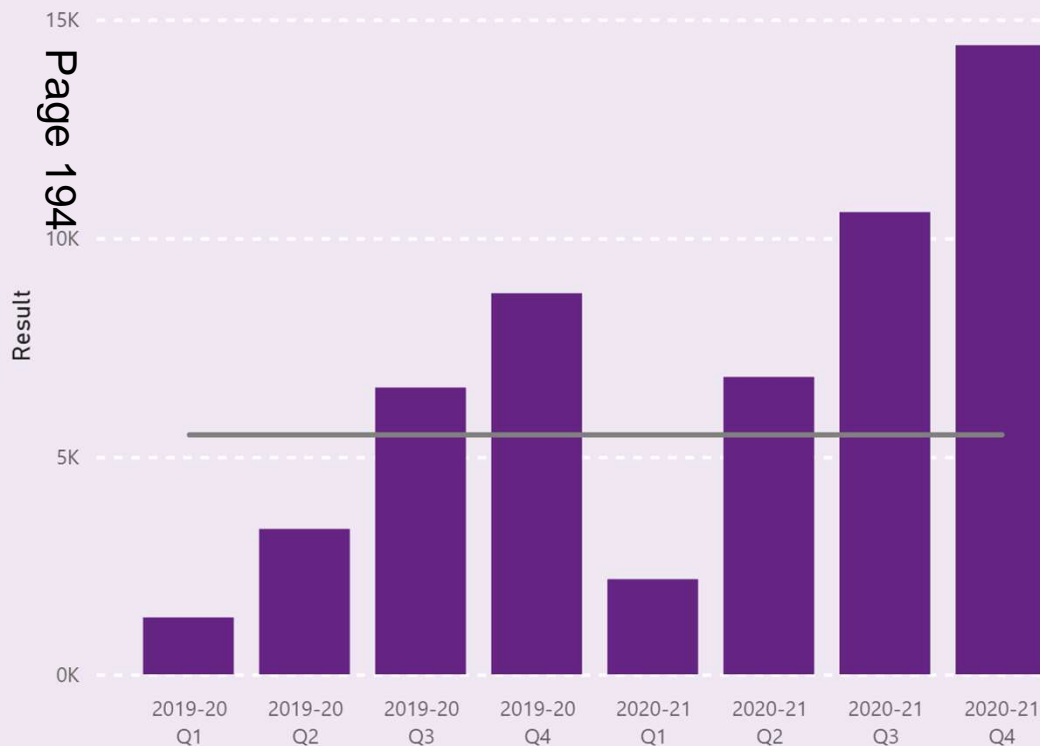
Modernising and Integrating Our Public Services

Reporting Frequency: Quarterly
Data Presented Cumulatively? Yes
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The total number of webcast hits (Full Council, Planning Committees, Scrutiny Committees, Audit Committee, Cabinet)

Performance by Quarter

● Result ● Target



Latest Result

14.4K

Current Year Target

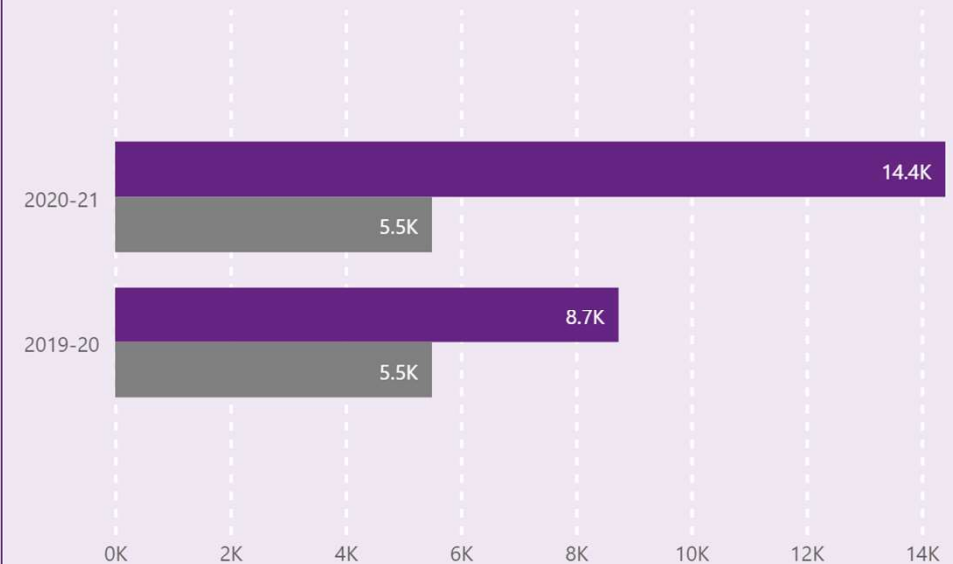
5.5K

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



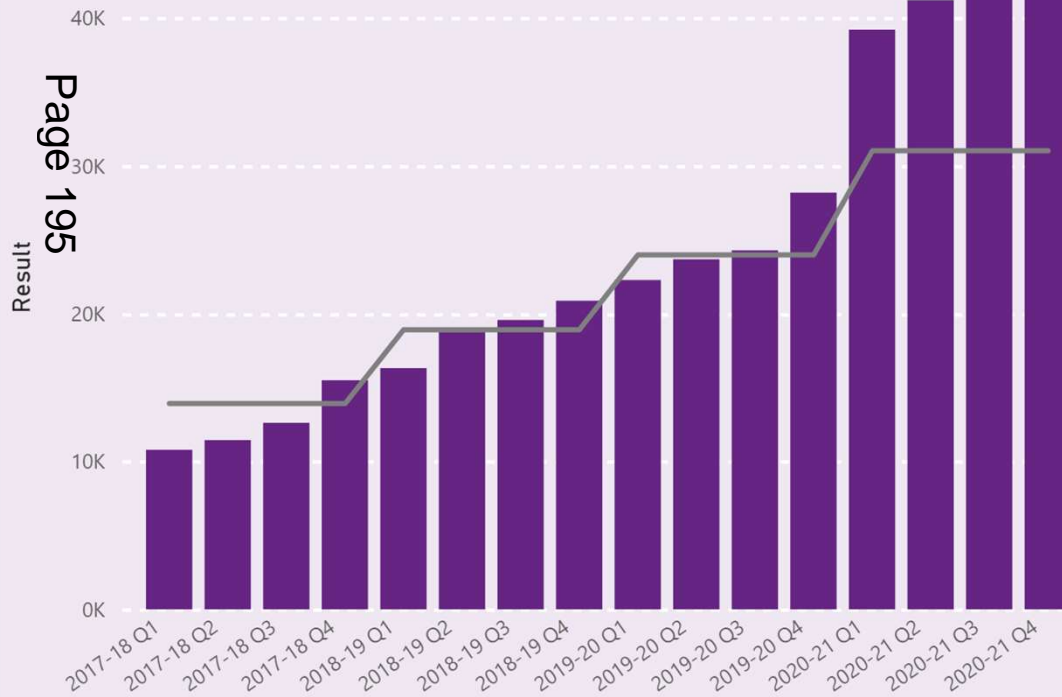
Modernising and Integrating Our Public Services

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2017-18
Most recent data point result:
2020-21 Q4

The number of Facebook Followers

Performance by Quarter

● Result ● Target



Latest Result

44.1K

Current Year Target

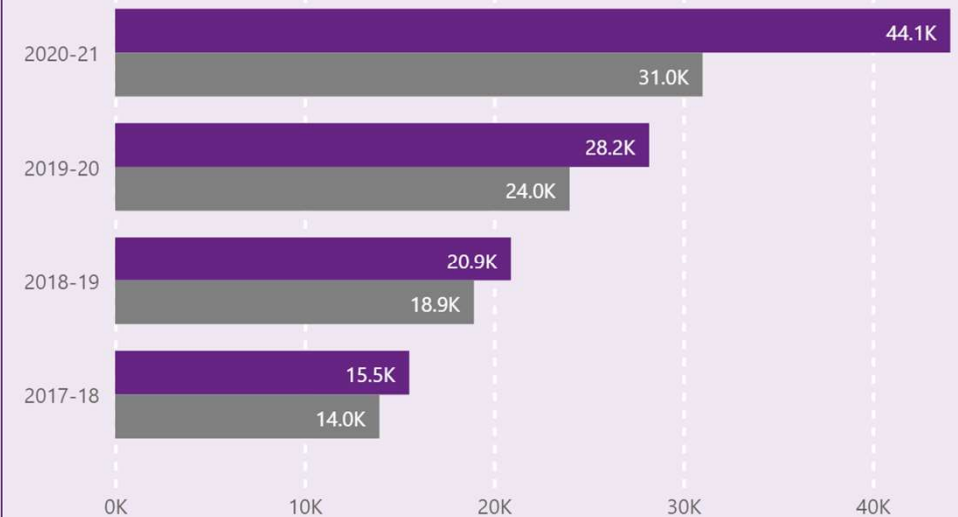
31.0K

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



Modernising and Integrating Our Public Services

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The number of Instagram Followers

Performance by Quarter

● Result ● Target

Result

4K

2K

0K

2019-20 Q1 2019-20 Q2 2019-20 Q3 2019-20 Q4 2020-21 Q1 2020-21 Q2 2020-21 Q3 2020-21 Q4

Latest Result

8.2K

Current Year Target

5.2K

Latest Performance: RAG vs Target



Year End Result

● Result ● Target

2020-21

2019-20

0K 2K 4K 6K 8K

8.2K

5.2K

4.8K

3.4K

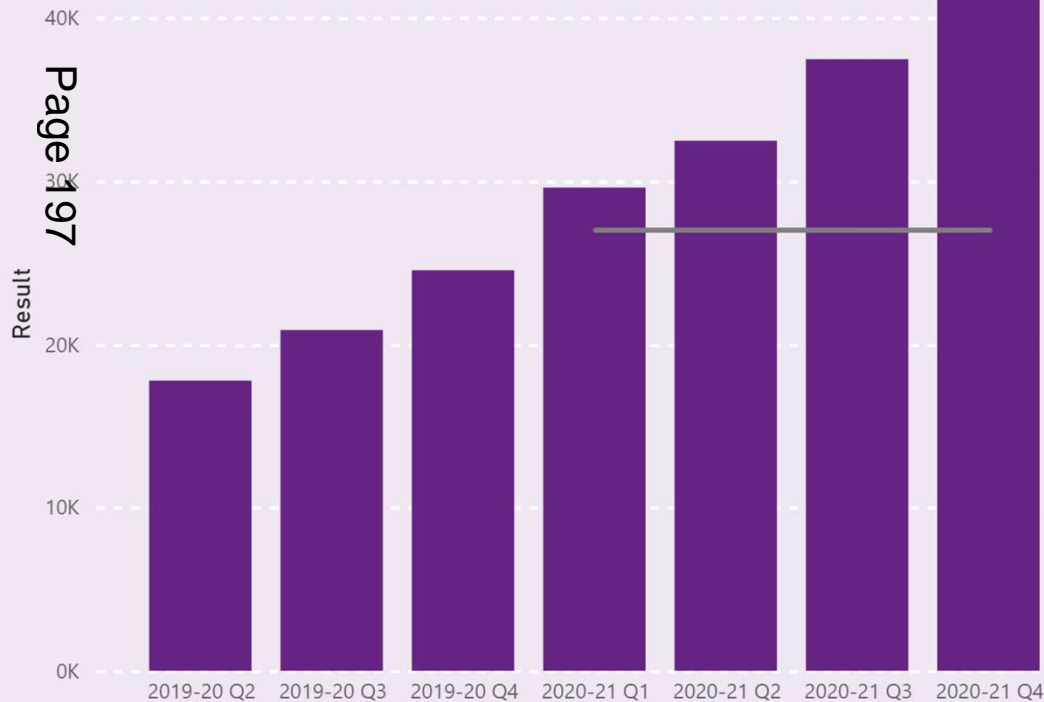
Modernising and Integrating Our Public Services

Reporting Frequency: Quarterly
Data Presented Cumulatively? No
KPI Introduced: 2019-20
Most recent data point result:
2020-21 Q4

The number of people registered with the Cardiff App

Performance by Quarter

● Result ● Target



Latest Result

42.8K

Current Year Target

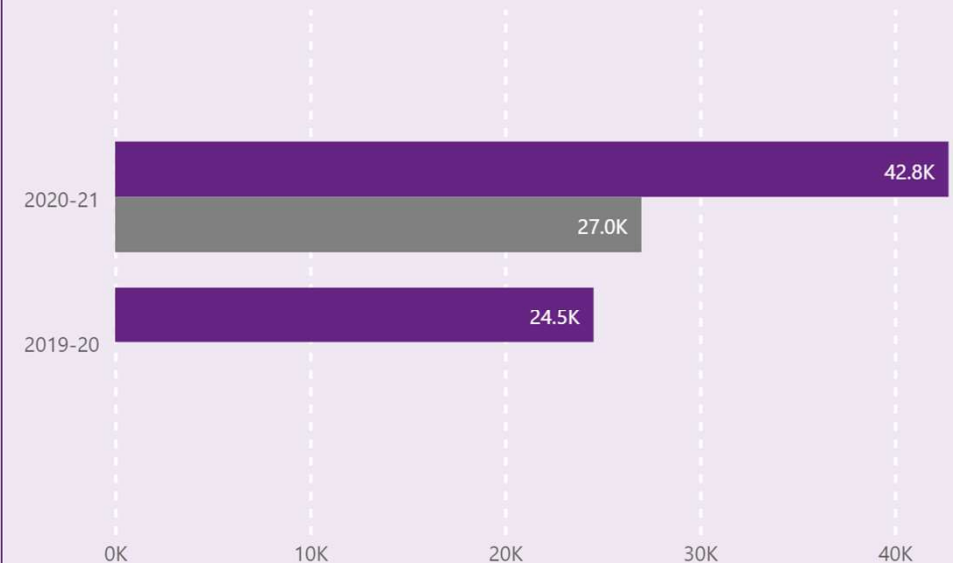
27.0K

Latest Performance: RAG vs Target



Year End Result

● Result ● Target



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Appendix 1b – Narrative Updates against Steps 2020/21

Well-being Objective 1 – Cardiff is a Great Place to Grow Up

Steps	Lead Member	Lead Directorate	Update	RAG
<p>Promote and fulfil children's rights by becoming a Unicef Child Friendly City by 2021, with work including:</p> <ul style="list-style-type: none"> Ensuring all Cardiff schools are designated as Rights Respecting Schools; Developing a 'Passport to the City of Cardiff' which will guarantee that every child can access a broad range of extra-curricular experiences across the city. 	Cllr Sarah Merry	Education & Lifelong Learning	<p>Cardiff is progressing to become a Child Friendly City where all children and young people have an equal chance to thrive and reach their potential. Accreditation from UNICEF is on track for December 2021.</p> <p>Throughout the Covid-19 pandemic, partners have worked together to make sure that the voices and needs of children and young people are at the heart of decisions.</p> <p>This includes:</p> <ul style="list-style-type: none"> Collecting and responding to the views of children and young people through the 'Coronavirus and Me' surveys in May and December Developing a survey for staff and citizens about knowledge of children's rights and the Child Friendly Programme; Child Rights Impact Assessments as part of policy development <p>The Local Authority is working with a range of partners to deliver a 'Summer of Smiles' re-engagement and well-being programme for children and young people over the summer holidays. This will include targeted activities for vulnerable learners.</p> <p>Developing inspiring and authentic learning experiences for children and young people remains a priority in light of the challenges faced. Celebrating and recognising learning is the focus for establishing a Children's university in partnership with Cardiff University by September 2021. A pilot is currently being evaluated by Cardiff University to inform the roll out of the programme.</p> <p>As at April 2021, 47 schools have been awarded Bronze Rights Respecting Schools awards, 16 have been awarded Silver, and four have been awarded Gold. 27 schools have registered.</p>	G

Steps	Lead Member	Lead Directorate	Update	RAG
<p>Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 2024 to:</p> <ul style="list-style-type: none"> • Increase the number of school places available; • Improve the condition of school buildings; • Improve the teaching and learning environment. 	Cllr Sarah Merry	Education & Lifelong Learning	<p>Projects within the Band B 21st Century School Programme are underway. Governance and project boards have been established to progress the delivery of schemes.</p> <ul style="list-style-type: none"> • Fitzalan new build started on site, for completion 2023. • Design visioning and tender for Cantonian/ Woodlands/ Riverbank underway- current completion 2026 • Willows- feasibility and site acquisition underway. School engaged in discussions. Current completion 2025. • Cathays- additional classes for Sept 21 to be delivered. Consultation on new school ongoing. Current completion 2026. • Special schools Greenhill and The Court are being progressed at feasibility stage with current completions of 2024 and 2025 respectively. <p>The remaining schools Cardiff High, Nant Caerau and Pen Y Pil are yet to be started and estimated completion 2026 and 2025. St Mary the Virgin has been postponed.</p> <p>Fitzalan, Willows and Cantonian are all currently D condition schools and these new builds will provide much enhanced environments and conditions for learning, and reduce the Cardiff back log of school building repairs significantly. Likewise the remaining schools are C condition schools with large elements of disrepair within their buildings which will be addressed through this programme.</p> <p>Education consultants are being brought on board to support the new build projects to ensure best practice and innovation is built in for the new curriculum. SOP are also developing a learner survey for greater engagement of pupils and schools to ensure educational and well-being priorities are met in new build schools.</p>	A
Work with developers to deliver up to eight new primary schools and two new secondary schools as part of the Local Development Plan for Plasdŵr and St Edeyrn's	Cllr Sarah Merry	Education & Lifelong Learning	<p>St. Edeyrns Primary School is first of the LDP schools and is programmed to be completed in September 2022.</p> <p>Groeswen Primary School is programmed to be completed in September 2023.</p>	A

Steps	Lead Member	Lead Directorate	Update	RAG
			Delivery of the additional LDP schools will be programmed for delivery in a 10 year rolling programme.	
Deliver enhancements to the school estate through a two-year programme of asset renewal and target investment in schools that require priority action by March 2021.	Cllr Sarah Merry	Education & Lifelong Learning and Economic Development	<p>Economic Development Update: On target to deliver all priority schemes. The Covid-19 lockdown meant that very little work could be undertaken in the first quarter of this year. However, a significant amount of work to implement the priority schemes has been undertaken and it is currently projected that 231 priority projects of cumulative value circa £14.8m will be delivered during the 2020/21 financial period.</p> <p>Education update: During 2020/21 a great deal of work has been undertaken to ensure complete knowledge of the Education estate, including the completion of property condition surveys for all sites. Approx. £8.4m has been spent in 2020/21 despite the challenges of Covid 19. This includes approx. £2.5m on condition issues, and £6m on Suitability/ Additional Learning Needs/ Safeguarding.</p> <p>A two year programme has been compiled with the following spend requirement identified- 2021/22 £18.5m 2022/23 £14.5m</p> <p>These programmes have been approved and are progressing. Work will continue to be prioritised as well as the ongoing identification of suitability schemes to adapt schools for ALN requirements.</p>	G
Re-shape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need from 2019 to 2022.	Cllr Sarah Merry	Education & Lifelong Learning	Despite the constraints arising from Covid-19, good progress is being made to prepare for implementation of additional learning needs (ALN) reform. 97% of schools rated Very Good or Strong in relation to strategic preparedness for ALN Reform, compared with a regional average of 85%. School closure period led to the development of more robust multi-agency approaches between health and special schools.	A

Steps	Lead Member	Lead Directorate	Update	RAG
			<p>Following the reopening of schools to all learners in April 2021, the Local Authority will be working closely with schools around exclusions and pastoral support plans.</p> <p>A draft strategic plan for Additional Learning Needs provision is under development, to be submitted to Cabinet in July 2022. This Cabinet paper will propose increases to all specialist provision, including emotional health and well-being, and will consider the needs across both English and Welsh medium sectors.</p>	
<p>Support Cardiff schools to draw on Cardiff's unique context as the new Curriculum for Wales is introduced for all year groups between 2022 and 2026, including piloting joint working between schools, higher education and employers by 2022.</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>Exams in the 2019/20 and 2020/21 academic year were cancelled as a result of the Covid-19 pandemic. Results will be awarded on Centre Assessed Grades in 2020/21, similar to 2019/20.</p> <p>Qualification awards data will not be used to report on attainment outcomes at a school, Local Authority (LA) or regional level.</p> <p>Welsh Government have suspended the requirements in 2021, similarly to 2020, for end of key stage assessments (Foundation Phase, Key Stages 2 and 3) and the associated moderation requirements.</p> <p>The approaches taken by schools and settings have continued to evolve to provide learning both in school and elsewhere as the need has arisen. Schools have had to adapt their curriculum planning to be flexible and responsive to changing circumstances. We will continue to develop a sustainable and high quality approach to blended learning, building on lessons learned from the pandemic.</p> <p>Delivering accelerated learning programmes and extra-curricular activities, particularly for the most vulnerable learners, is key to the Child Friendly Recovery Plan due to be considered by Cabinet in May.</p> <p>Welsh Government timelines for implementing Curriculum for Wales 2022 are unchanged.</p> <p>In light of the national changes to accountability and assessment arrangements, including the suspension of Estyn inspections, we will develop an interim performance and</p>	A

Steps	Lead Member	Lead Directorate	Update	RAG
			<p>evaluation Framework for education in Cardiff by 2021.</p> <p>In Quarter 4, St Illtyd's RC High School, Pontprennau Primary and Ton-Yr-Ywen were removed from Estyn follow up.</p> <p>Currently there are two Cardiff schools in Estyn Review, one in Significant Improvement and one in Special Measures.</p>	
<p>Invest in digital infrastructure, equipment and new learning technologies for schools to support the implementation of the Curriculum for Wales in 2022.</p> <p>Page 203</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>Investing in digital infrastructure, equipment and new learning technologies for schools and Learners' has been key to supporting remote learning during the pandemic. This is in line with the Schools ICT strategy and Welsh Government digital best practice.</p> <p>20,017 end user devices and 2,500 4G mobile broadband devices have now been distributed to schools since March 2020. We will be supplying schools with a further 6,800 Chromebooks over the next few weeks.</p> <p>We will continue to improve the pupil-to-ICT device ratio in all schools to achieve the long-term aspiration of one device for every pupil in every Cardiff school. We will also complete a refresh of the Wi-Fi infrastructure in every school in the city by September 2021.</p>	A
<p>Improve the physical and emotional well-being of learners through the Healthy Schools scheme, with initiatives including:</p> <ul style="list-style-type: none"> Relationships and Sexuality Education – development and launch of a Healthy Relationships Education Directory and resources on menstruation and sustainable period products; Promotion of Healthy Eating – programmes supporting the National 'Veg Power' campaign, and development of a pupil-led healthy lunchbox toolkit; 	Cllr Sarah Merry	Education & Lifelong Learning	<p>The Healthy Relationships Directory has been developed and disseminated. The resources on menstruation have been updated and schools provided with access on Hwb. Guidance for staff, parents/carers on reusable period products has been developed and will be disseminated shortly. Planning and preparation for a set of period dignity videos has been carried out with the Cardiff Youth Council, but filming has been delayed due to Covid-19 restrictions.</p> <p>The actions relating to healthy eating are complete, with some adaptations due to COVID. Veg Power resources have been disseminated electronically rather than as physical copies and the Healthy Lunchbox toolkit is available on Hwb. Additional resources on healthy eating have been produced and disseminated to support families with home learning.</p> <p>Sport Cardiff input into schools has been limited due to Covid-19, but Healthy Schools have supported discussions about a 'school offer' to be discussed within Education. Other</p>	G

Steps	Lead Member	Lead Directorate	Update	RAG
<ul style="list-style-type: none"> Supporting the Cardiff Metropolitan University Open Campus Programme and other initiatives. 			Cardiff Met/Sport Cardiff activities have been promoted to support physical activity at home.	
Deliver a Community-Focused Schools Policy that recognises and builds on the role of the school at the heart of the community.	Cllr Sarah Merry	Education & Lifelong Learning	A Community Focused School approach is being developed through the Fairwater Campus (Cantonian, Woodlands, Riverbank) project through the visioning process. Lessons learnt will be applied to upscale the approach city wide, to further enhance the relationship between schools and communities.	A
Launch a school workforce strategy to recruit, retain and develop staff at all levels in Cardiff by March 2021.	Cllr Sarah Merry	Education & Lifelong Learning	<p>Supporting the health and well-being of the education workforce has been a priority throughout the pandemic and will continue as part of the Council's recovery programme.</p> <p>We are working towards developing a new Workforce Development Strategy to take forward the goals set out in the Cardiff 2030 Vision by March 2022, in partnership with the Central South Consortium.</p>	A
Strengthen school governance by enhancing governor training, encouraging shared capacity building between school governing bodies, developing Federation models where these would add value, and extensive promotion and marketing campaigns to attract new governors into Cardiff schools.	Cllr Sarah Merry	Education & Lifelong Learning	<p>Regular guidance has been produced for governing bodies on their role and priorities during the pandemic, highlighting the importance of strong governance. Regular briefings have also been held with chairs of governors and Cardiff Governors Association to update them on key developments during this time.</p> <p>New delivery models for governor training were implemented during this academic year. This included a combination of online training and facilitated sessions. Officers have also worked with Central South Consortium to strengthen the professional development offer for existing governors, ensuring that governors are briefed on key developments including the reform agenda.</p> <p>Work is underway with the Central South Consortium regarding additional support and improvement actions for governing bodies and a new Regional Leaders of Governance scheme is being implemented to replace the consultant governor programme. Nine of the thirteen new Regional Leaders of Governance are governors in Cardiff schools and will be piloting a new self evaluation toolkit with their respective governing bodies.</p> <p>A governor recruitment campaign was launched on social media in the autumn term containing key messages about supporting Cardiff's schools as a governor. A new portal</p>	G

Steps	Lead Member	Lead Directorate	Update	RAG
			<p>has also been created for interested governors to find out more about the role and to register their interest – https://www.educardiff.co.uk/</p> <p>Over 150 expressions of interest and 50 completed governor application forms have been received to date. Work is underway to place applicants on governing bodies where their skills and experience can best be used. 20 appointments have been made to date.</p> <p>Cardiff Council continues to support Cardiff University's School Governor Recruitment Scheme by providing key information about the role at staff information sessions. This has resulted in over 20 governors from Cardiff University being appointed to school governor roles across Cardiff since the partnership began in 2019.</p>	
<p>Support young people into education, employment or training by delivering the Cardiff Commitment, with a focus during the academic years 2019-20 and 2020-21</p> <p>Page 205 of 205</p> <p>Creating school/business partnerships to deliver experiences of work and target skills development in the key economic growth sectors of the Cardiff Capital Region;</p> <ul style="list-style-type: none"> • Delivering targeted programmes of engagement and support for our most vulnerable young people; • Developing and promoting apprenticeship options for young people aged 16 – 19 with partners; • Developing a community benefits framework, via the procurement of Council goods and services, that delivers meaningful opportunities to young people. 	Cllr Sarah Merry	Education & Lifelong Learning, and Economic Development	<p>Economic Development Update:</p> <p>The Council continues to work with a wide range of local and inward investing businesses to identify new companies to join the Cardiff Commitment initiative. A proposition has recently be put together, with our Education Team, to support a large inward investment into Cardiff which will create over 550 jobs. The detailed proposition for this enquiry has now created a template to show how the Cardiff Commitment can benefit them and to encourage the business to sign up for this initiative.</p> <p>Education Update:</p> <p>Experiences of Work pilot in three schools is in progress, aligned to school vision, aims and objectives. A partnership agreement is in place with Careers Wales, First Campus, Speakers For Schools and Social Mobility Fund for delivery of the pilot.</p> <p>A work experience platform has been created on SLA online and when face to face work experience can begin again the Cardiff Commitment will look to officially launch with Cardiff Schools.</p> <p>Vulnerable groups offer established with EOTAS and Youth Justice Service. Planning to progress Looked After Children in Education offer with Children's Services.</p> <p>Apprenticeships, Kickstart and other alternative pathways in development alongside post-16 information and communication, brokerage and support as well as provision and</p>	G

Steps	Lead Member	Lead Directorate	Update	RAG
			<p>opportunities.</p> <p>The Cardiff Commitment team have been working with procurement and will be appointing a social value officer to maximise the social value opportunities across Cardiff Council goods and services contracts, and to also ensure activity is aligned to education and Cardiff Commitment priorities.</p> <p>To date we have supported delivery of a construction app and are pursuing with our social care colleagues something similar for this sector. Further we are supporting SOP to set a precedent for what social value for the benefit of children and young people looks like in Cardiff.</p>	
<p>Deliver an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation by April 2021.</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>Remote support via the Youth Service has been maintained throughout the pandemic via a number of social media forums. The Youth Service website has also been launched and online youth clubs are being developed. www.cardiffyouthservices.wales</p> <p>Street-based youth work is also being undertaken six days a week, including provision during school holidays.</p> <p>The service has played a key role in the development of an adolescent strategy in partnership with Children's Services and the Youth Justice Service. The strategy development has been undertaken with young people but with significant input from non-statutory partners from wider youth services.</p> <p>A steering group is in place to support the multi-disciplinary work undertaken across directorates. These include Youth Services, Housing, Into Work, Benefits and payments. An operational group has been created to support staff delivering interventions to those that are presenting as homeless or are homeless and are in need of support to access education, training or employment opportunities.</p> <p>Activity to map out wider governance across youth services is further develop an integrated model is underway.</p>	A
Enable all young people with additional learning needs – who are known to social	Cllr Graham	Social Services	Engagement with young people has been undertaken and identified some further work to be undertaken in relation to accessible versions of the protocol. This is progressing and	A

Steps	Lead Member	Lead Directorate	Update	RAG
services – to play an active and central role in planning for their transition to adulthood during the year.	Hinchey		following completion in early 2021/22 the protocol will be launched. This action is rated as amber to due delay as a result of staff being repurposed during Covid-19.	
<p>Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to children and young people's emotional and mental health support across the child's journey by March 2023 by:</p> <ul style="list-style-type: none"> Reviewing the effectiveness of the integrated referrals for the Barnardo's Family Wellbeing Service through the Family Gateway; Developing an approach to joint assessment across Early Help teams and commissioned services to ensure family needs are met by June 2020; Working with the Cardiff and Vale University Health Board (UHB) to recruit two Young People's Emotional Health and Wellbeing specialists to work alongside the Family Help, Support4Families and Cardiff Parenting teams by June 2020; Working with the Cardiff and Vale UHB to develop trusted referrer pathways from Early Help teams into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2021; 	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, People & Communities, and Social Services	<p>Housing Update The Primary Mental Health Specialists (PMHS) embedded into the Early Help model is working well and through these pathways have been established into specialist support for children and young people, where a need has been assessed.</p> <p>Education Update: Resilience Workers Update The Pilot is in place. Resilience Workers have developed training modules that schools are accessing. Consultation meetings are in operation between the UHB, EP Service and EHW Specialist Teaching Team to discuss individual learner needs. Resilience Workers are also piloting a group intervention focussed on emotional literacy in four High Schools.</p> <p>Youth Service Update The Youth Service have supported the delivery of independent living skills (ILS). This includes YouTube sessions to encourage healthy eating and eating on a budget. The delivery of the ILS programme has also taken place within the Pupil Inclusion Project working with those young people attending the PRU in Cardiff.</p> <ul style="list-style-type: none"> •121 young people engaged in ILS programmes (some blended learning delivery) •103 young people with improved emotional health & wellbeing •79 young people with improved resilience •Digital content has been created to be accessed by learners and staff. <p>A partnership between youth service and housing has supported the employment of a homelessness prevention officer, they work one to one with those young people identified or refereed through the young people's gateway. A homeless co-ordinator is in post for the Youth Service as well as a homeless prevention worker in post, hosted by housing services. Their role is to work 1:1 in a psychologically informed way. Part of this work will be to collate the reasons behind homelessness with the young people they work with. Developing a voice from those with lived experiences.</p>	G

Steps	Lead Member	Lead Directorate	Update	RAG
<ul style="list-style-type: none"> Piloting the role of resilience workers with the Cardiff and Vale UHB to build capacity for schools to address the numbers of children affected by multiple adverse childhood experiences; Delivering emotional and mental health support for young people through youth work intervention and the Curriculum for Life programme by April 2021. 				
<p>Continue to reduce the impact of adverse childhood experiences on children's wellbeing by:</p> <ul style="list-style-type: none"> Developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Family Support teams by March 2021; Further developing the Family Gateway, Family Help and 0-16 Parenting Services by incorporating the Disability Team around the Family and Disability Parenting into these services, with the aim of providing a more inclusive approach to supporting families by March 2021. 	<p>Cllr Graham Hinchey & Cllr Sarah Merry</p>	<p>People & Communities, and Social Services</p>	<p>Housing Update: Training for staff on delivery of Cygnet is scheduled. Once staff have been trained, Cygnet will be offered to families that will benefit from it. An updated service delivery plan to include service improvements will start 1st April.</p> <p>A pilot for Police Officers to submit 'Requests for Early Help Contact' has been agreed with SWP for any incidents attended which do not require a PPN</p>	G
<p>Enable more children to be placed nearer to home by December 2022 by:</p> <ul style="list-style-type: none"> Implementing the action plans arising from the Social Care Commissioning Strategy by December 2022, including: 	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>Implementation of the Reunification Framework has been delayed to Quarter 2 2021/22, however a pause and reflect exercise has been undertaken so we can understand our current position and readiness for implementation. Along with training planned for Quarter 1 and 2 2021/22, this puts us in a good position to take this forward. Staff engagement is good and engagement with our community of practice partners is positive,</p>	A

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Steps	Lead Member	Lead Directorate	Update	RAG
<ul style="list-style-type: none"> - Supporting children to return safely to their own homes during the year using a Reunification Framework; - Re-shaping respite provision by March 2021 to offer flexible short-break opportunities including emergency provision for children with disabilities - Re-designing our Local Authority Fostering Service by December 2020 to increase our numbers of Cardiff foster carers' homes for children; - Launching a new residential assessment centre by March 2021; - Developing accommodation sufficiency for vulnerable young people and those leaving care by December 2022; • Developing an effective recruitment plan with the Regional Adoption Service to increase the number of adoptive placements by March 2021. 			<p>although capacity of staff to implement this new framework will be closely monitored. This action is rated as amber due to the delay in implementing the framework.</p> <p>An initial design appraisal has been commissioned regarding the delivery of overnight respite services within Ty Storrie – high level plans have been received. Discussion with stakeholders has commenced and full consultation will take place early in 2021/22. The final decision about expanding the provision will be made when the findings from work relating to the development of the Strategy for Children with Additional Needs are available – this engagement is scheduled for Quarter 1 2021/22. High level plans are being developed and a stakeholder group will be convened early in Quarter 4. This action is rated as amber due to delay resulting from Covid-19.</p> <p>The structure of the service going forward has been agreed and recruitment to the lead Service Manager post is currently ongoing. Successful recruitment of foster carers continues with 104 carers providing 194 places at 31st March 2021 compared with 90 carers providing 172 placements at 31st March 2020. A further 23 full assessments were ongoing at 31st March 2021. Progress in this area has been rated as amber because the knock on effect of the increase in number of in house foster carers and shift in balance of care to kinship has increased caseloads for workers in this area. A proposal for the Kinship Team to retain supervision of kinship carers is being developed in response to this as part of our work to shift the balance of care. This action is rated as amber due to delay resulting from Covid-19.</p> <p>The development of the assessment centre is a really exciting development for Cardiff – it is the first multi disciplinary assessment centre in the city and we have secured the commitment from partners (Health, CAMHS, Enfys and Education) to work together to deliver this assessment for every young person within the 10 week timeframe. The assessment centre is on target to open in June 2021 and will be used as the blueprint for another assessment centre to be developed as part of our 5 year residential development plan. Recruitment has been successful, with just 2 posts remaining to be filled. Staff coming into post are receiving training and being used to cover other in house residential provision while work on the building is being undertaken in readiness for the launch.</p>	

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Steps	Lead Member	Lead Directorate	Update	RAG
			<p>Processes and procedures are being developed and consultation is being undertaken with young people about the design and decoration of the home. This action is rated as amber due to the delay resulting in part from Covid-19.</p> <p>A spend to save business case to develop additional Gateway provision has been signed off and we are anticipating 16 additional beds coming on stream when this provision becomes available. This will significantly contribute to us meeting our savings targets and improving outcomes for young people by enabling us to return young people to Cardiff and step them down into semi independent accommodation. The first of the units is due to be available early in Quarter 1, however the remainder have been delayed so this action has been marked as amber because the provision is not yet available. During the year we have developed a mechanism to track the cost of young people who are awaiting accommodation and start projecting need in for this provision going forward. Further work will be done to refine this process to ensure that it is kept up to date as young people turn 15 and a half. This action is rated as amber as the new provision is not yet available.</p>	
<p>Continue to develop and support the Children's Services workforce by implementing a recruitment and retention strategy and refreshed workforce plan by March 2022, including:</p> <ul style="list-style-type: none"> Introducing a market supplement by April 2020; Increasing tailored recruitment campaigns linked to this new offer; Implementing longer-term proposals to retain social workers in Cardiff through ensuring competitive rates of pay and 	Cllr Graham Hinchey	Social Services	<ul style="list-style-type: none"> Introducing a market supplement by April 2020 - Completed. Increasing tailored recruitment campaigns linked to this new offer - Work on recruitment continues to be a focus for Children's Services. Social worker vacancies were at 28.8% (57.9 / 200.9) (provisional) in March 2021 compared with 27.8% (55 / 198.1) in December 2020. These figures do not include 17 appointments (including 3 students) that have been made that are currently going through the recruitment process. Implementing longer-term proposals to retain social workers in Cardiff through ensuring competitive rates of pay and that social workers are fully supported by April 2021 - Work on the skills mix continues and we are in the process of recruiting additional social work assistants on a temporary basis to undertake tasks that do not require a social worker. In addition to this, we have started appointing other specialist workers, such as mental health professionals and adult social workers in order to support a family based approach. 4th teams have been created in each of the localities to increase manager availability to social workers by reducing the number of direct reports. The Managed Team arrangement 	A

Steps	Lead Member	Lead Directorate	Update	RAG
that social workers are fully supported by April 2021.			has come to an end and the remaining workers have transferred into locality teams, taking their caseloads with them, as have case holding staff from the 11+ team.	
Roll out the locality working model for Children's Services and review the impact to better support families.	Cllr Graham Hinchev	Social Services	<p>Locality teams are now established and a 4th team has been set up in each locality to increase manager capacity for decision making. Touchdown bases are available for East and North localities and work is ongoing to identify a base for the South locality team. The move from virtual working back to locality bases will be planned and will take account of national and corporate guidance.</p> <p>Work with Education to plan recovery from Covid-19 has commenced and this will be dovetailed with our plan to further develop locality working. Touch down bases will be identified in schools, social worker links to school clusters will be established, Joint Assessment Teams will be established in schools and the Vulnerable Learners Panel will become locality based. This will be guided by the Welsh Government framework on embedding whole-school approach to support the emotional and mental well being of children in school.</p> <p>A draft of the Practice Standards has been prepared and feedback from staff is being considered before this is signed off by the Children's Management Team. The Practice Development Task and Finish groups continue to meet and there is a passion for taking this work forward, however, progress has been slower than we initially hoped towards the end of the year due to competing priorities with caseload pressures and Covid-19. A pause and reflect session is planned for Quarter 1 - this will be a good opportunity to refocus and refresh and will provide a good basis for work to continue in 2021-22.</p> <p>Work to understand and address the impact of poverty on child protection has not progressed during the year due to the impact of Covid-19 and the lack of project support required to drive this work forward. An Operational Manager lead has been identified going forward, but project support will still be required.</p> <p>This action is rated as amber due to delays resulting primarily from Covid-19.</p>	A
Implement the renewed Corporate Parenting Strategy action plan by March	Cllr Graham	Social Services,	Housing Update:	G

Steps	Lead Member	Lead Directorate	Update	RAG
<p>2023 to improve outcomes and well-being for Children Looked After by:</p> <ul style="list-style-type: none"> Developing partnership arrangements around access to education and educational attainment for Children Looked After; Improving transition and progression into education, employment or training for care leavers by March 2021. 	Hinchey & Cllr Chris Weaver	Education & Lifelong Learning and People & Communities	<p>There has been a decrease in care experienced young people who are NEET since the start of the project.</p> <p>A report has been compiled and circulated to cabinet members, WG, Director and Corporate Director to highlight these achievements.</p> <p>As COVID restrictions are removed, the Bright Starts project will need to be started which will help improve the NEET figures even further.</p> <p>The Bright Futures team work closely with MILES and Communities For Work teams to ensure that the caseload is manageable and to give the best outcomes to young people.</p>	
<p>Implement a new service to support young carers by March 2021.</p>	Cllr Graham Hinchey	Social Services	<p>Services to young carers have continued throughout the pandemic, initially on a virtual basis, although some face to face services continued to operate on the basis of risk assessment during the second lockdown. Now that lockdown measures are easing, plans are being made for face to face group sessions to take place for young carers to receive group support in bubbles. Pathways are in place and operating well; a permanent specialist social worker has been recruited and is in post. The YMCA have been commissioned to deliver services to support young carers. Use of an id card for young carers has been approved as a regional project with the Vale of Glamorgan. Young carers have chosen a logo and the cards are in the process of being made. Consultation with young people is being undertaken around what they want to be able to do with the card and how they want it to work. Awareness raising with professionals and organisations around referrals and pathways for young carers will be undertaken and this will also cover the use of the id card, e.g. when young carers collect prescriptions from GPs or pharmacies for the person that they provide care for.</p>	G

Well-being Objective 2 – Cardiff is a Great Place to Grow Older

Steps	Lead Member	Lead Directorate	Update	RAG
<p>Fully implement enabling support and care using a new model of intermediate tier care and support by March 2021 to include a:</p> <ul style="list-style-type: none"> • New model of Community Resource Teams; • Single point of access; • New model of residential reablement. 	Cllr Susan Elsmore	Social Services	<p>In Quarter 4</p> <ul style="list-style-type: none"> • CRT was moved into the Independent Living service area. • Temporary Registered manager now in post and recruitment underway for permanent post. • Recruitment underway for quality assurance manager • Project team has been set up and a comprehensive review of CRT has commenced this will move toward locality working model , The review will cover roles and responsibilities, processes and procedures, business practices, Resources, systems. Work has started on administration and support functions. • Review of current establishment and recruitment into key posts to maximise capacity • Review of DRS call monitoring system, investigating better call monitoring systems and developing Statement of requirements. • As is review of spa Services <p>Next Steps</p> <ul style="list-style-type: none"> • Continuation of CRT as is review and determine to be model • explore and scope localities to identify locations for locality working • Procure Call management system • Review of policies and procedures and update to reflect a modern community reablement service overseen by effective quality assurance • Understanding of review process and placing strengthened procedures. • Working closely with the recommissioning of domiciliary care, in relation to locality and warm handovers. <p>CRT has now moved into Independent Living Services (ILS) as of Quarter 4, and recruitment is underway to appoint a permanent registered manager for the service. Recruitment is also underway to identify a quality assurance manager for the team who will work closely with the manager. A project team has been set up to work through a complete review of the CRT service, looking at roles and responsibilities, processes and procedures, business practices, Resources and systems to support the move to locality working models.</p>	A

			A review of SPA is now being undertaken (see comments regarding complex hospital discharge).	
Commence the phased implementation of the new way of delivering domiciliary care by November 2020 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.	Cllr Lynda Thorne & Cllr Susan Elsmore	Social Services	<ul style="list-style-type: none"> • Draft service specification for Dom Care recommissioning has been developed and circulated to AS managers for consultation. Other documents to support recommissioning continue to be in development (accreditation and enrolment criteria, QA framework). These will need to be completed and signed off by Quarter 1 2021/22. Cost of care modelling work completed. • Decision taken not to implement new structure for commissioning but to develop new model that sits responsibility for commissioning firmly in the service areas. Consequently a new Social Services Programme Board was launched in February to drive forward the new arrangements. • A significant amount of work needs to be undertaken in Quarter 1 2021/22 to be able to commence tender arrangements for the new dom care APL which needs to commence at start of Quarter 2. Implications of cost of care exercise to be considered regarding affordability. • The splitting of the AS and CS commissioning functions needs to be appropriately resourced and mechanisms for progressing commissioning priorities with Legal and C&P need to be adjusted to support new arrangements. • Time set aside for completion of outstanding work including se check/ QA by IPC and sign off by Locality Board, Social Services Programme Board. Fee setting strategy to be completed in Quarter 1 setting our affordability for introducing a floor and ceiling for Dom care costs going forward. • Decision made in respect of split in commissioning posts to resources AS and CS separate commissioning functions. Contracts register split to accommodate AS and CS arrangements and monthly engagement meetings with Legal and C&P to continue with specific AS / CS split in agenda. • We continued to engage with Dom care providers with virtual Test and Learn session to continue to work collaboratively with them on the recommissioning process. 	A

			<ul style="list-style-type: none"> • We made good progress in relation to development of the key documents required for recommissioning. • The implementation of the Locality Board and the inclusion of the Dom care recommissioning strengthen the joint working arrangements for ensuring that the key dependencies required for a successful implementation of a locality model for Dom Care are in place in Adult Services underpinned by the Adult Services Strategy. • We completed modelling work on the cost of care, whilst taking into account national work undertaken and current performance in the market place. This work will inform the development of the Fee Setting Strategy that will be completed in Quarter 1 2021/22. • The pandemic slowed down progress in some areas of this work with key staff members being repurposed and limited opportunity to engage directly with the market due to the pressures they face. • However, we made best use of technology to engage virtually and this strengthened relationships with the two provider associations and provided opportunities for on-going consolation and collaboration. <p>The split of Adult Services and Children's' Services commissioning functions was concluded with some process changes to support new arrangements. Whilst early days, the transfer to the new arrangements went smoothly with no disruption to the commissioning activities in either of the service areas.</p> <p>The implementation of the new Social Services Programme Board has pulled together all of the key commissioning and capital projects across Social Services in a cohesive way that ensures that the DSS has complete oversight of all of the activist and promotes joined up working and more effective collaboration across the People and Communities Directorate. Engagement in the arrangement has been good and early indications are that the Board is working well.</p>	
Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services including:	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities, and Social Services	<p>Housing Update: Regarding the new build community living proposals; the Bute Street & Riverside scheme are ready for Pre-Application Consultation (these will both be issued before the end of April) and the Moorland Road scheme is in for internal pre-app consultation. Pac is targeted for the end of May.</p>	A

<ul style="list-style-type: none"> Working to build and refurbish 'care-ready' schemes for older people; Continuing the development of person-centred information, advice and assistance for older people and those with disabilities, including the development of performance measures for the service; Developing innovative models of care, support and nursing services. 			<p>Schemes update:</p> <ul style="list-style-type: none"> Broadlands House, external works have commenced including the installation of scooter storage. This work will continue into Quarter 1 and hopefully internal works will commence during Quarter 1. Heathmead – The requirements for the communal area have been assessed Furniture has been ordered and discussion has taken place with contractors over the requirements. A commencement date is awaited. Worcester Court – Planning has been approved and detailed design is currently ongoing. Once this has been received and reviewed we will be in a position to programme work. 	
<p>Continue the work on complex hospital discharge with partners through an integrated multi-agency approach to reduce the number of people experiencing failed or delayed discharge.</p>	Cllr Susan Elsmore	Social Services	<p>A review is being undertaken to identify ways to evolve the current process to reflect the future market requirements of the service and this review will continue into the first half of next year. This is being undertaken in partnership with colleagues from Communities as well as health colleagues to ensure this meets not just the aims of supporting timely discharge but encompasses a holistic approach to wellbeing and independence, maturing a service that continues to meet the needs of people utilising this service provision into the future.</p> <p>Whilst some of the work undertaken has been effective, there are areas that have been identified that require further understanding and development, to ensure this includes service expansion to better reflect more modern ways of working and provide further alternative ways of delivering supportive outcomes. Covid has created some challenges for the service and limited some potential development but has also identified the importance of utilising alternative therapies to support safe and timely discharge and to promote people to live independently and safely with minimal formal interventions.</p>	A
<p>Address social isolation and enhance quality of life of older people by:</p> <ul style="list-style-type: none"> Helping to build links between citizens, groups, organisations and private businesses; Bringing young and older people together to provide a platform where skills, experience and understanding can be shared. 	Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry	People & Communities, Education & Lifelong Learning, and Social Services	<p>Due to Covid it has not been possible to act on this in the manner that was originally proposed.</p> <p>However ILS have been able to change the way that social isolation is addressed during the pandemic, by focussing on a digital approach.</p> <p>The digital platform to keep Older people connected has proved very successful and allowed us to expand services to include training and support in helping older people use digital services, while linking them with third sector digital provision and other virtual</p>	A

			<p>services offered through the Hubs. So far feedback has been very positive and opened up a whole new world of connectivity for a lot of people.</p> <p>In Quarter 4 ILS delivered a second digital festival that ran for 3 days and continued to support groups with online services. This has been especially important during Quarter 4 due to the increased lockdown conditions.</p> <p>Digital and online services is something ILS will continue with given its success and the benefits it has brought older people.</p>	
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their communities by:</p> <ul style="list-style-type: none"> • Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021; • Developing a school engagement programme to encourage more inter-generational activities and events; • Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme; • Developing a dementia-focused website by April 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia; • Delivering locality-focused dementia awareness events. 	<p>Cllr Susan Elsmore & Cllr Sarah Merry</p>	<p>Social Services, and Education & Lifelong Learning</p>	<ul style="list-style-type: none"> • 3,223 Staff Members have completed the Dementia Module. Compliance now stands at 51.3% • 0 Businesses have signed up this quarter • 207 digital events were showcased via the Dementia Friendly Cardiff website during quarter 4 • Also during the quarter work has commenced on an Expression of Interest model for businesses to indicate interest in Dementia Friendly sign up when circumstances allow <p>During a challenging year, some milestones have been impacted due to lockdown restrictions with business pledges and physical visits/events particularly affected.</p> <p>Despite this there has been progress in working towards a Dementia Friendly City.</p> <p>The lighting up of City Hall in blue and yellow celebrated the successful launch of the Dementia Friendly Cardiff website in October 2020. The website signposts people affected by dementia to appropriate services, information and offers over 60 digital events each month that can help them to live better with the disease during this challenging time. When physical events return, the website will continue to promote a blend of digital and face to face Dementia Friendly events.</p> <p>Work with partners will continue so that the site remains dynamic and further marketing is planned to increase use of the site even further with an aim of making it the go-to destination for localised information regarding dementia in the city.</p>	

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			<p>Dementia Friendly Cardiff have continued to work effectively and collaboratively as evidenced with the 'Read About Me' distribution to every single resident in a Care Home within Cardiff. 'Read about Me' was created by Cardiff & Vale Health Board as a simple, effective new way to assist people with a dementia or cognitive impairment who are receiving medical care. Providing person-centred information, it allows all staff with whom they come into contact to have a better understanding of the patient, without the need for repetition of their personal story. This helps to ensure continuity of care for them throughout their journey. This simple, yet innovative project has been especially important this year as visitors have been restricted. 2,300 Read About Me Information and resource packs were successfully distributed to approximately 80 Care Homes during the year.</p> <p>Over 3,000 members of staff have become Dementia Friends using the internal training module created with Alzheimer's Society's Programme Partnerships – with each staff member making a commitment to carry out a dementia friendly action. This is a fantastic effort and will be built upon in 2021/22 with a targeted communications drive.</p> <p>Alzheimer's Society Staff were unfortunately furloughed for a large proportion of the year which has limited progress on some work streams, however work was able to re-commence in Qtr 4 with some initial meetings with returned staff and further progress is anticipated in the next financial year.</p>	
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Well-being Objective 3 – Supporting People out of Poverty

Steps	Lead Member	Lead Directorate	Update	RAG
Encourage and support organisations to become accredited Living Wage employers.	Cllr Chris Weaver	Resources	Good progress continues to be made by working closely with key partners to deliver Living Wage City Action Plan. There are now 126 accredited Living Wage employers in Cardiff and work is underway to create the first Living Wage Building in Wales.	G
Support people into work by: <ul style="list-style-type: none"> • Creating 125 paid apprenticeships and trainee opportunities within the Council by March 2021; • Placing over 3,000 people into Council posts through Cardiff Works; • Supporting 850 people into work with tailored support by the employment gateway. 	Cllr Chris Weaver	Resources, and People & Communities	<p>The number of paid apprentice and trainee opportunities across the Council was 98 at the end of quarter 1, 104 at the end of quarter 2, 110 at the end of quarter 3 and the year finished on 119 which was only 6 short of target in a year where recruitment had been paused for 4 months. Directorates have been encouraged to create Directorate funded apprentice and trainee posts. Close contact has been kept with Directorates during the pandemic to ensure that apprentices and trainees are being utilised effectively and that their learning is continuing. Bids have been agreed for 19 apprentices and 22 trainees for 2020/21 and the recruitment for these are underway which has been delayed due to the pandemic. Also some current placements are being extended due to restrictions in the work being carried out and therefore any learning and development during the pandemic. The council will also be active in the Kickstart programme which involves creating 30 6 month trainee roles specifically for young people who are currently unemployed. Work experience has been moved to a virtual platform in order to ensure that it can continue in the current climate and restrictions as well as employer engagement events with schools.</p> <p>Housing: The team have continued to support people looking for work in face to face job clubs and through one to one mentoring throughout the pandemic. This has meant delivering sessions through a variety of channels including digital, phone and face to face support. At all times emergency support has been available through the 4 open Hubs. Some clients have preferred accessing the service through these new channels including FaceTime and Teams and going forward this hybrid method will continue.</p>	A
Further improve the Into Work Service by continuing to integrate employment support services. This will include: <ul style="list-style-type: none"> • Reviewing support for care-experienced young people to ensure it is meeting their needs; 	Cllr Chris Weaver	People & Communities	Due to the impact of Covid, volunteering has not been able to expand to the Youth Hub (as it has been closed) and CRI is yet to open. However, this action will be picked up and carried forward to next year. The team have however successfully rolled out a volunteer led befriending service funded by Age Cymru. It is planned that this will continue even as Covid restrictions are relaxed.	A

<ul style="list-style-type: none"> Fully aligning the 'Learning for Work' programme offered through Adult Community Learning with the Into Work Service; Providing effective employer engagement and assistance into self-employment; Continuing to promote and extend volunteering opportunities. 				
<p>Continue to ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none"> Ensuring all Hub staff are able to support with claims for Universal Credit; Implementing measures to help private landlords with the changes associated with Universal Credit; Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need. 	Cllr Lynda Thorne	People & Communities	The Adviceline now takes calls for Adult Learning, Free School Meals, DHP's as well as all general enquires. The role of the Adviceline will continue to be reviewed and expanded to deal with the anticipated demand as many of the financial packages from WG and central Government cease in the summer / autumn of 2021. The webchat facility has been used more by clients over this past 12 months, but can be increased further. The function needs to be more easily accessible when looking at the website.	G
Deliver a new skills hub in the city by May 2020 to provide on-site construction skills, apprenticeships and employment within the sector.	Cllr Lynda Thorne	People & Communities	Cabins have been ordered and staff are now in post for the Academy. Work is going on to link in with colleges and businesses to get the first cohort of learners in. It is still anticipated that the scheme will be live from May 2021.	A
<p>Continue to deliver the Rough Sleeper Strategy and the Homelessness Strategy including:</p> <ul style="list-style-type: none"> Taking forward the Strategic Review of services for single homeless; 	Cllr Lynda Thorne	People & Communities	<p>Review success of Assessment Centre Pilot: There have been some building delays with regards to the Assessment Centre, but offices and the emergency accommodation units on site are now due to open in April 2021.</p> <p>Confirm structure of MDT and secure long-term funding for this finalised structure: The expanded MDT Team now includes 11 keyworkers, 2 Occupational Therapists, 3 Therapeutic</p>	G

<ul style="list-style-type: none"> • Reviewing and improving emergency accommodation, continuing to ensure no one has to sleep out in Cardiff; • Extending the capacity of the Housing First schemes using both social and private rented sector homes and developing plans to make the scheme sustainable; • Continuing to develop the multi-agency team around rough sleepers, improving support available for those with substance misuse, and for those with co-occurring mental health and substance misuse issues. Also strengthening links with the criminal justice system through enhanced probation input into the team; • Building on Give Differently to further investigate opportunities to address daytime begging within the city centre. 			<p>Outreach Workers & 2 Counsellors. Recruitment is ongoing for further keyworkers.</p> <p>Funding for the MDT has now been secured for another year through two Welsh Government funding streams - Complex Needs (Mental Health and Substance misuse stream) administered through the Cardiff and Vale Area Planning Board, and the Housing Support Grant.</p> <p>Review success of Housing First schemes in Cardiff: There are currently 26 individuals sustaining tenancies in both Cardiff Council schemes. Just 1 tenancy has ended over the course of the two projects.</p> <p>The Salvation Army scheme is continuing to sustain 23 individuals in their homes with a further 2 actively awaiting offer of a property. They have submitted their grant to Welsh Government this year with the aspiration of providing accommodation for an additional five clients bringing the total unit size up to 30.</p> <p>Pilot a rapid rehousing pathway for homeless clients with low needs: Both the YMCA Ambassador and YMCA The Walk are now accommodating clients with low support needs, referred via the low needs pathway of the Single Person Gateway.</p> <p>There will be significant investment in prevention and development of the rapid rehousing approach in 2021/22, which will be closely monitored.</p> <p>A more tailored package of assistance to house people before they become homeless will be provided, and for those clients who do become homeless, a proper assessment of need and rapid exit from homelessness and return to permanent housing will be the focus of the intervention provided.</p> <p>Working with the Private Rented Sector and a new leasing scheme will be pivotal to embedding the new approach</p>	
Develop a training and activities centre for single homeless people to divert them from street culture by providing a range of	Cllr Lynda Thorne	People & Communities	Due to restrictions brought in to deal with the Covid pandemic, the delivery of day time activities for homeless people has had to be adapted. Different approaches have been developed with an increase in digital activities being delivered. A new online resource is currently being developed.	G

meaningful activities and commence the service by September 2020.			Funding through the Housing Support Grant has been increased to expand the Diversionary Activities Team in 2021/22.	
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Well-being Objective 4 – Safe, Confident and Empowered Communities

Steps	Lead Member	Lead Directorate	Update	RAG
Deliver 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022.	Cllr Lynda Thorne	People & Communities	The Pre-application planning process began in April. This follows a very successful community consultation process and the completion of the design work for Phase 1. Pre-application and PAC consultation for Waungron Road has been completed and a full planning application will be submitted at the end of April – this has been delayed to account for a large number of responses and objections received through the PAC which required attention. We achieved a final out-turn of 236 completions in the year and a cumulative total of 552 completions – just over the target of 550.	A
Work to end the city's housing crisis by driving up the standards in the private rented sector and in the city's high-rise buildings by taking enforcement action against rogue agents and landlords letting and managing properties.	Cllr Lynda Thorne	Resources, and Planning, Transport & Environment	Significant improvements achieved during the year, including the launch of a revamped Tenant referral page. This work stream will be ongoing as there will always be enhancements identified by customers and staff.	G
Deliver Shared Regulatory Services' business plan.	Cllr Lynda Thorne & Cllr Michael Michael	Planning, Transport & Environment	The Covid-19 pandemic has impacted on the delivery of the SRS business plan due to staff having to focus on managing the pandemic. Any business plan activities that were unable to be delivered as a consequence of the pandemic will, as appropriate, be rolled over into the new financial year.	A
Invest in the regeneration of local communities by: <ul style="list-style-type: none"> Completing Phase 2 of the Maelfa redevelopment scheme by September 2021; Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider 	Cllr Lynda Thorne	People & Communities	<p>Roundwood estate regeneration progressing well on site with completion due late 2021- delays as reported in Quarter 3.</p> <p>Lower Llanrumney on site and entering Phase 2- completion due in mid-2021.</p> <p>NRS project at Llanishen Street complete, schemes at Llanishen Park and Cowbridge Rd East on site- delays due to COVID 19 and contractors capacity- supply chain issues.</p> <p>Continued delays for the NRS Splott 3G scheme due to drainage design work and SUDS.</p> <p>Phase 2 of the Maelfa complete.</p> <p>Consultation on initial plans for Trowbridge Green and Pennsylvania complete, detailed</p>	A

<p>new housing initiatives in and around existing communities;</p> <ul style="list-style-type: none"> • Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor; • Submitting an outline planning application for the Channel View Regeneration Scheme by October 2020; • Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members. 			<p>design due in May 2021 and further consultation to be carried out.</p> <p>Pre-application for Channel view will be issued on 16th April and a full planning application in June 2021.</p>	
<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the city centre and Butetown; • Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District; • Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers. 	Cllr Lynda Thorne	People & Communities	<p>City Centre Youth Hub- additional funding secured from the capital programme- service scope being revisited with a view to amending the redevelopment plans to fit the budget. Alternative venues still being investigated- as and when opportunities come to market.</p> <p>CRI Chapel complete- opening date will be set by CAVUHB.</p> <p>Ongoing dialogue with CAVUHB, developers and planning for the strategic site hubs.</p> <p>Maelfa Health and Wellbeing Hub started on site in February, phase 1- the replacement MUGA due for completion in June 2021</p>	G
<p>Create safe and cohesive communities by:</p> <ul style="list-style-type: none"> • Implementing with partners a targeted approach to tackling crime and anti-social behaviour in Butetown and 	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities, and Social Services	<p>Implementing the Cardiff Prevent Strategy by 2021</p> <p>All projects funded by the Home Office have successfully concluded for 2019/2020. A new submission to the Home Office Prevent Grant has been submitted and approved for projects for 2021/2022. In line with this the Prevent Partnership Action plan will be updated for 2021/2022. Additional funding has been secured this year to extend the team</p>	G

<p>Splott as identified priority areas in 2020;</p> <ul style="list-style-type: none"> • Working in partnership with the newly established Violence Prevention Unit at South Wales Police to develop an enhanced preventative approach to tackling violence and organised crime by March 2021; • Strengthening governance and delivery arrangements in the Youth Offending Service by May 2020, and implementing new approaches to reduce offending and reoffending rates by January 2021; • Delivering the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the launch of a regional service for male victims by September 2020; • Implementing the Welsh Government's Community Cohesion Delivery Plan; • Implementing the Cardiff PREVENT Strategy by 2021. 			<p>and a new programme of work is being devised with a focus on staff training. A new governance structure for CONTEST is being set up in line with the launch of CONTEST Cymru . This will include a new Prevent Partnership Board which will meet in Quarter 1.</p> <p>Following the initial impact of the Covid-19 outbreak, Area Based Working was reconvened from September 2020. With many partners furloughed, working from home or redeployed, meetings were refreshed and held virtually, adapting to circumstances with a focus on achievable actions. Within the Aspirations work stream, the Butetown Employment Forum held a “proof of concept” online job fair on 6th March 2021 via Zoom in partnership with Women’s Connect First, Cardiff & Vale College and the Into Work team. Held over 2 hours and peaking at 64 participants from the black, Asian and ethnic minority communities, 5 key employers (including Cardiff & Vale University Health Board, the Department of Work and Pensions, DOW Chemicals, Wates Construction and BECTU/ CULT Cymru) were given a platform to answer questions, promote their organisation and highlight job opportunities.</p> <p>Following the HMIP report - the immediate actions put in place by the Public Services Board, Chief Executive of City of Cardiff Council, Children’s Services and the Youth Justice Service were to produce a public two year Strategy owned and signed off by the Leader of the Council on behalf of the Public Services Board in July 2020. An improvement plan in response to the inspection and other issues was signed off in July 2020 and accepted by HMIP.</p> <p>In relation to governance, the Youth Justice Management Board (Cardiff YJB) has been reshaped with an independent Chair to provide effective leadership, scrutiny and joint problem solving. Service leadership and management is being reshaped under a newly appointed Operational Manager (affected staff have been consulted with and there are steps to begin implementation over the coming months. Priorities for this year alongside a management restructure are Quality Assurance of assessment and case interventions via a robust framework, tackling disproportionality and recognising and responding to Child Criminal Exploitation via the introduction of the SAFE model. There has also been a focus on developing Early Intervention and Diversion via the introduction of the Bureau model</p>	
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			<p>and redefining the Prevention service referral criteria as well as introducing the decriminalisation of Children Looked After protocol</p> <p>In February 2021 and as part of the Resilience work stream, the installation of a new CCTV camera was coordinated by the Butetown CCTV group overlooking an emerging drug dealing hotspot within Butetown. As of March 2021 partners involved in the CCTV group have reported a reduction in visible drug crime in the immediate area which alongside the camera installation, may also be attributed to police operations, work at the top of Canal Park restricting access and homeless population largely being contained within hostels. However actual drug offences in Butetown remain high, therefore the CCTV group will continue to share intelligence and assess crime data to ascertain progress and plan next steps.</p> <p>Finally the drug litter dashboard developed within the Environment work stream has continued to see an increase in reporting alongside a general reduction in needles with the exception of a persistent hotspot on Letton Road. Links have now been made with the Homelessness Outreach team to visit the area with a view of engaging any vulnerable users. Alongside Cleansing and resident reporting, a new data set has now also been made available via Keep Wales Tidy, utilising audits taken by litter champions and community groups post litter pick. This will further enhance partner understanding of drug litter trends and hotspots across the city and prove particularly important as Cardiff moves out of lockdown.</p> <p>In Quarter 4 an application was submitted to the Safer Streets Fund to provide additional street lighting, CCTV and other crime deterrents in the postcode areas with the highest evidenced level of acquisitive crime, which includes several Butetown postcodes. The outcome of the application will be communicated in Q.1 2021-2022.</p> <p>In Quarter 3 the Community Safety Partnership contributed to an evaluation of current approaches to address Serious Violence and Serious Organised Crime in Cardiff. The findings have informed the design of a new governance structure, which was confirmed in Quarter 4 by the Community Safety Partnership. The structure will see the establishment of a dedicated violence prevention group and three thematic sub-groups: night time economy, serious violence and serious organised crime and violence against women and girls.</p>	
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			<p>The chairs of the Violence Prevention Group and its three sub-groups have been confirmed and the first meetings of each group are scheduled to take place during Q.1 2021-2022. A Violence Intelligence Portal will be created to ensure the future work programme is evidence led and there are clear metrics for measuring interventions.</p> <p>The Cohesion Team have continued to support engagement with a range of groups including asylum seekers and refugees, Gypsies and Travellers and faith communities to enhance the visibility and accessibility of information relating to Covid-19 regulations. The team have supported tension monitoring and mitigation activity in partnership with South Wales Police and the Welsh Government throughout lockdown and during recovery. The Race Equality Taskforce had its inaugural meeting in Q.3 where five priority areas were agreed; economy and representative workforce, education and young people, citizens' voice, criminal justice and health. The Taskforce sub-groups met in Q.3 for initial action scoping and in Q.4 their initial ideas were discussed by the Taskforce in advance of further development and action planning to inform their recommendations.</p> <p>Housing Update (Amber): Due to Covid-19, colleagues in the Vale of Glamorgan have not been available to undertake this work regionally. However, in Cardiff a process for managing Community Alarms for domestic abuse victims has been implemented with all partners.</p>	
<p>Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:</p> <ul style="list-style-type: none"> Continuing to implement Signs of Safety in partnership with families to support children to remain at home; Striving for excellence in practice by establishing and embedding strengths-based practice in Adult Services. 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>Progress during the year has been delayed due to the repurposing of the lead manager during the first and second waves of Covid-19. Briefings and group supervision sessions have continued to support staff during the second wave. A review of up to date research on the impact of Signs of Safety is due to be held in Quarter 1 to inform the development of paper setting out how we should best take Signs of Safety forward to ensure that it has the most impact for children and families and the workforce.</p> <p>A lead OM has been allocated to do a piece of work to bring together Signs of Safety with the Reunification Framework, Family Group Conferencing, Safeguarding Families and the blueprint for social work into one cohesive practice framework to include assessment and care planning.</p>	A

			<p>Strength based training has recommenced in Quarter 4 including the train the trainer sessions which will be completed early in Quarter 1.</p> <p>The QA manager has a clearly identified role and is undertaking work to move forward QA in all areas of adult services including regulated services. The work being undertaken will link to external auditing and self-assessment requirements moving forward.</p> <p>The QA Panel is now set up and has been well received. Work is ongoing with the panel to review audit paperwork to support the principals of strength-based models.</p> <p>The mentor groups have been reintroduced and work is now underway within the group to identify better ways of providing mentorship support.</p>	
<p>Complete the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with phase 1 completed by November 2020.</p>	Cllr Susan Elsmore	Social Services	<p>Locality working is moving forward at speed. An analysis is currently being undertaken to understand the future demands throughout Cardiff based on population needs summaries. This will ensure that Locality working is reflective of the local population and will ensure that planning regarding staff distribution is reflective of this as well.</p> <p>Work is being undertaken with colleagues in communities and Housing to identify what is needed in the locality office buildings, taking into account where the building is, who will be based from the building and building access as a working environment but also a front door service for people living in that community.</p> <p>A review of CRT is planned for next year and this will encompass locality working within that review when a permanent manager has been appointed.</p> <p>Reviews have been planned of all front door services to ensure these are fit for purpose based both on the current working model and also the transition to locality working in the future.</p> <p>The Locality Working project continues to be on track and move forward. The support provided from the project lead has been invaluable and has ensured that despite significant changes throughout quarter 3 and 4 to the management structure this has not lost momentum.</p>	A
<p>Adopt a new Adult Services Strategy by June 2020.</p>	Cllr Susan Elsmore	Social Services	<p>Work on the Adult Strategy continues with more focus on the individual. Support has been identified from strategy development colleagues to begin to compile the strategy using the outcomes of the work already complete. This will have the voice of the citizen as a stronger central point. Further integration needs to happen with other strategies that</p>	A

			have previously been developed to ensure that a coherent and consistent approach is recognised. A new timeline will be developed to reflect the ongoing work on the strategy.	
Address specific health needs within targeted communities by working with partners to implement the 'Healthier Wales' proposals by 2021.	Cllr Susan Elsmore	Social Services	<p>Positive working relationships have been developed throughout the pandemic period and are now embedded to support:</p> <ul style="list-style-type: none"> - Council mental health teams are working well with health colleagues who have remained office based throughout the pandemic. - Progress has been made in the development of the SPA team which now works alongside the hospital social work teams and First Point of Contact <p>Work is ongoing to develop further relationships to support the move to locality working and this work will continue as part of the project plan into next year. This will further enhance the locality based teams when these are established to ensure the 'one-stop' offer is realised.</p>	G
<p>Assist people with disabilities and mental health issues to be more independent by:</p> <p>Page 229 Embedding an all-age disability approach by March 2021;</p> <ul style="list-style-type: none"> Analysing the Learning Disability Provision and the current demand levels to inform future commissioning and build programmes by October 2020; Working with the Police and Crime Commissioner to determine how pathways for people experiencing mental health issues can be improved by March 2021. 	Cllr Susan Elsmore	Social Services	<p>Child Health and Disability Needs Assessment is ongoing and a provider has been appointed and has started work around the strategy. Progress is delayed due to the need to consult which we aim to complete by the end of Quarter 2. This has been delayed due to the impact of school closures on Children and Families.</p> <p>A provider has been appointed to support the needs assessments and options paper for Adult's with physical disabilities. This will be completed by Quarter 3.</p>	A
Ensure children and adults are protected from risk of harm and abuse by:	Cllr Graham Hinchey	Social Services	The Exploitation Strategy was ratified by the Regional Safeguarding Board (RSB) and published in June 2020. To drive forward the action plan and achieve the aims of the strategy an RSB sub group was established. The subgroup covers both child and adult	A

<ul style="list-style-type: none"> Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation by March 2021; Embedding the new All Wales Safeguarding Procedures by March 2021 – in consultation with staff and partners – to ensure that adults and children at risk are protected from harm; Making significant progress across all Council directorates to address actions identified in corporate safeguarding self-evaluations by March 2021. 	& Cllr Susan Elsmore		<p>safeguarding and covers Cardiff and the Vale. It was also felt that the subgroup should cover the developments relating to contextual safeguarding as they are connected. There has been some delay due to the Covid-19 pandemic, however there has been continued progression in some of the areas of work which are identified by the strategy. We have reviewed our current governance arrangements relating to exploitation in order to enhance the mechanisms to identify gaps in service, escalate concerns, map trends and themes and better target support and interventions. The Safeguarding Adolescents from Exploitation (SAFE) model is under development and a number of 'SAFE' tools have been developed in order to support the process. This action has been rated as amber due to delay in implementing the action plan to enable us to monitor and review progress. This action now sits corporately to ensure a community safeguarding approach is understood across the council with reporting via the Community Partnership Forum.</p> <p>The Wales Safeguarding Procedures have been launched and are being embedded by provision of training. Links to the procedures are available for all staff and included in social worker induction. The CareFirst system has been updated to support key recording elements and the remainder of the changes will be captured in the development of the Eclipse system.</p> <p>The Corporate Safeguarding Board restarted in early March 2021 and it was agreed that a steering group would be established to take the whole corporate safeguarding agenda forward. This action now sits corporately and an OM lead has been nominated to co-ordinate Directorate activity. Safeguarding requirements will be incorporated into individual Directorate Delivery Plans going forward in order to embed safeguarding as an integral part of the work in all Directorates. For this to move from amber to green, all Directorates would need to complete all the actions identified in their self evaluations.</p>	
<p>Continue to lead an inclusive and open city to migrants, refugees and asylum seekers by:</p> <ul style="list-style-type: none"> Co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by 31st December 2020; 	Cllr Susan Elsmore	People & Communities	<p>A programme of engagement in Cardiff has seen good uptake of the EUSS. 19,790 applications have been made to the EUSS as of 31st December 2020. Based on our original estimates of 21,000-25,000 EU Nationals, an estimated 79.16 - 94.24% of eligible Cardiff residents have therefore now applied to the EUSS, with six months remaining before the closing date.</p> <p>An internal review has identified Looked After Children who need to apply to the EUSS and cases are being progressed with legal advice and the support of named social workers. Cases are tracked through a case register managed by Policy & Partnerships to ensure</p>	G

<ul style="list-style-type: none"> Continuing to deliver the Inclusive Cities project. 			<p>compliance with statutory responsibilities in relation to the scheme. A register of adults supported by Adult Services who may need to apply to the EUSS has also been completed and a case management approach will be implemented to ensure the progression of EUSS applications across this cohort as required.</p> <p>Cardiff successfully applied to participate in a learning network for best practice in supporting migrants with no recourse to public funds - LoReMi: Local Responses to Precarious Migrants: frames, strategies and evolving practices in Europe. This project will examine and enhance strategies at the local level to address the exclusion of migrants from essential services.</p> <p>Extensive outreach and engagement has been completed to widen migrant participation in the Census 2021 to ensure the needs of migrant communities are reflected in this key population survey.</p> <p>Quarter 3 and Quarter 4 have also seen the continuation of targeted approaches to ensure information regarding Covid-19 and the vaccination programme are available to migrant communities in relevant community languages and in appropriate settings.</p>	
<p>Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022</p>	Cllr Huw Thomas	People & Communities	<p>This was discussed in the Bilingual Cardiff Partners Forum on 12th of March and a number of far reaching actions identified for inclusion in the revised Bilingual Cardiff Strategy 2022-27. All partners have been asked to respond to the draft actions by 30th of April 2021 and to ensure that any new actions work towards increasing the number and % of Welsh speakers in the city in line with the Strategy's commitments.</p>	G
<p>Support grass-roots and community sports by:</p> <ul style="list-style-type: none"> Working with partners to develop strategic plans for the development of sport and physical activity from March 2020 that secure increases in participation, attract investment, improve health and inequality, and ensure sustainability of provision; Supporting the roll-out of the 21st Century Schools Capital programme to influence design, programming and operation, ensuring local community 	Cllr Peter Bradbury	Economic Development	<p>Completion of the strategy has been delayed to September 2021 due to Covid-19. The intention is to submit a draft strategy for consideration by Cabinet in the summer.</p> <p>Community access to school facilities is now in place at Eastern Campus, Cardiff West and Fitzalan High School. In addition, the facilities for the expanded Cathays High School and the new Willows High School are being designed to promote community access.</p>	A

organisations have priority access in extra-curricular time.				
<p>Improve our parks and public spaces by:</p> <ul style="list-style-type: none"> • Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces; • Working with partners in order to bring forward proposals for increasing Cardiff's tree canopy as part of the One Planet Cardiff strategy by July 2020; • Promoting the benefits and support the development of the volunteer movement, through the Friends Forum and community based platforms; • Putting in place a renewal programme for improving playgrounds by May 2020; • Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes. 	Cllr Peter Bradbury	Economic Development	<p>Fourteen Parks and Green Spaces have achieved the Green Flag standard, Forest Farm Country Park and Hailey Park receiving the award for the first time. In addition to this, 1 Green Space, Llandaff North Allotments maintained the status Green Flag community award. Our parks and green spaces are also benefiting from a major playground refurbishment programme, with a wide range of projects being delivered across the city. Waterloo Gardens has been identified as the Green Flag submission for 2021/22 and a submission has been made.</p> <p>The Council is on target to achieve this objective. Grant funding of £228k has been confirmed by the Woodland Trust under the Tree Emergency Fund.</p> <p>It is anticipated that the re-commencement of community engagement / volunteering will take place towards the end of 2021 subject to regulations governing the management of the pandemic.</p> <p>A Design and Build Framework has been established. A contractor has been appointed and the implementation of playground schemes is now in progress.</p> <p>A planning application for the visitor centre and improvement works will now go to Planning Committee on 19th May, this delay will result in commencement of substantive works in October 2021.</p> <p>A Friends Group has been established for the reservoir and the Council has provided support with the constitutional arrangements, 140 individuals have expressed an interest in joining and a website for the group is under construction.</p> <p>A Logo competition has been undertaken with local schools and the winning design has now been selected.</p>	G

Well-being Objective 5 – A Capital City that Works for Wales

Steps	Lead Member	Lead Directorate	Update	RAG
Play a leading role in the design and delivery of city-regional governance for economic development, planning and transport that reflects the unique role that the capital city plays in the Capital Region by 2021.	Cllr Huw Thomas	Economic Development	A report has been presented to Cabinet outlining the consultation result regarding the Corporate Joint Committee (CJC). Submissions made to the Housing Fund with the expected outcome in the new financial year.	G
Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station.	Cllr Russell Goodway & Cllr Caro Wild	Economic Development	The development of the Detailed Business Case for the Central Station development is now well underway and is programmed to be completed by autumn 2022. This will progress plans to GRIP 4 stage and will provide detailed costs for the scheme and detailed plans ready for submission to the local planning authority. It is anticipated that a planning application will be submitted winter 2022/2023 with work scheduled to start on site in the winter 2023/2024.	G
<p>Grow the city centre as a location for businesses and investment, delivering an additional 300,000ft² of 'Grade A' office space by 2022, by working with partners to:</p> <ul style="list-style-type: none"> • Complete the regeneration of Central Square; • Begin the Central Quay development extending the business district south of the station; • Support the completion of Capital Quarter and the next phase of regeneration of Callaghan Square; • Develop a new masterplan for the Canal Quarter area. 	Cllr Russell Goodway	Economic Development	<p>Discussions continue between the developer and WG regarding an agreement for the development of an MSCP to release land for development. Proposals for the waterfront residential development are progressing with funders. The Brewhouse development has planning permission and discussions are ongoing with CCR regarding forward funding.</p> <p>The development of 109,000 sq ft grade A offices at John Street is progressing. Master planning work on Callaghan Square continues to be brought forward by WG.</p> <p>An application for the Guildford Crescent development has been submitted to the LPA. A report will be presented to Cabinet in Quarter 1 setting out a plan for the regeneration of the wider area.</p> <p>The UK Government's has recently announced a new Trade and Investment Office to be based in Cardiff which will create 100 new jobs. It is anticipated that this new department will be accommodated in the UK Government Hub in Central Square. Work continues on construction of 100,000 + sqft of space in Callaghan Square by JR Smart. Initial discussions have taken place with Rightacres regarding the refurbishment of the former Brewery buildings (the Brewhouse) within Central Quay. Schemes such as Queen's</p>	G

			Arcade have included a level of office development within their proposals. The regeneration of Howells Store will include proposals for new office space. Work on the new offices for Legal & General above the Interchange is progressing.	
<p>Write a new chapter in Cardiff Bay's regeneration story by:</p> <ul style="list-style-type: none"> Delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2024; Completing a procurement exercise for the next phase of development of the International Sports Village by October 2020; Bringing forward proposals to protect and revitalise historic buildings in the Bay and provide support for the completion of the ongoing redevelopment of the Coal Exchange; Commencing delivery of a new mixed-use development at Dumballs Road by 2021, including the delivery of 2,000 homes. 	Cllr Russell Goodway	Economic Development	<p>A report will be presented to Cabinet in September on the Full Business Case for the new Indoor Arena and will be followed by a planning application. The target remains to commence works on-site early 2022.</p> <p>Cabinet has agreed to the development strategy and relocation of the velodrome from Maindy. A report is scheduled to be presented to Cabinet in July regarding land arrangements to enable the wider development to be progressed.</p> <p>The Council has recently acquired Merchant Place in Cardiff Bay. A soft market exercise is currently being undertaken to identify potential development opportunities. A report will be presented to Cabinet in Quarter 2.</p> <p>An application was submitted in February 2021 for the new mixed-use development at Dumballs Road. A planning decision is due summer 2021 with works commencing on-site by end of 2021.</p>	G
Work with private partners to attract investment in innovation and start-up space across the city.	Cllr Russell Goodway	Economic Development	Demand for 'incubator' and 'start up' space in the city has increased, and a number of proposals are under consideration, driven by the Creative and Fin-Tech Financial Services Sector. New schemes are being explored at Millennium Plaza, the former Cardiff Bus Club, Tudor Street and in Cardiff Bay. In addition, outside the city centre new 'incubation' space has been created in Cathedral Road in the former offices of Grant Thornton while the feasibility of further space is being explored in CBTC2 in Rumney.	G
<p>Support innovation and industry by:</p> <ul style="list-style-type: none"> Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the east of the city; Working with City Deal partners, the private sector and the University Health Board to explore the potential of developing proposals for the 	Cllr Russell Goodway	Economic Development	<p>A Tax Increment Finance (TIF) study has been commissioned to determine if TIF has the potential to support delivery of the St Mellons Parkway scheme. A planning application for phase 1 of the development has been submitted.</p> <p>The private sector owners of the Coryton site continue to progress the transition of the site into a Science Park. A new business has recently been secured to the site that will be producing the Covid-19 vaccine. Discussions with CCR and the UHB are ongoing.</p>	G

<p>creation of a Science Park Campus at Coryton;</p> <ul style="list-style-type: none"> Working with Clwstwr Creadigol to attract further investment in establishing a creative industries network for Cardiff to support the growth of creative enterprises in the city. 			<p>Strength in Places bid set to be announced in Quarter 1. In addition, BBC has announced the relocation of functions from London.</p>	
<p>Establish a new Tourism Strategy, including delivery arrangements by spring 2021.</p>	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>	<p>A consultation exercise is currently underway and is due to be completed in Quarter 1. The new strategy will be presented to Cabinet in the autumn.</p>	<p>A</p>
<p>Keep our cultural scene as the beating heart of city life by:</p> <ul style="list-style-type: none"> Co-ordinating the Cardiff Music Board and developing a Music Strategy through the Board and in partnership with the Welsh Government by March 2021; Considering development and investment opportunities for St David's Hall by 2021; Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2021. 	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>	<p>The Council has commenced a conversation with stakeholders to explore a governance model for the future operation of St David's Hall that would protect the building's status as the national concert hall and deliver significant capital investment whilst potentially eliminating the operating subsidy.</p> <p>The Music Board has continued to meet regularly throughout the pandemic. A new Music Officer post will be advertised in Quarter 1 to help deliver the strategy.</p> <p>The development of a Cultural City Compact has been delayed as a consequence of the Covid-19 pandemic. It is anticipated that this work will be progressed during 2021/22.</p>	<p>A</p>
<p>Bring world events to Wales and take the best of Wales to the world through the development of an events portfolio including:</p> <ul style="list-style-type: none"> The development of a 'signature music event' by October 2020; Working with PRO14 Rugby to facilitate the hosting of the Guinness PRO14 	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>	<p>Progress on the development of the Events Portfolio has been impacted by global Covid-19 restrictions. The Welsh Government's Major Event Review has been postponed until Spring / Summer 2021 with current focus on survival of the sector. Cardiff Council is represented on the Wales Event Advisory Board and officers continue to support and work with Welsh Government to host and develop test events.</p> <p>Due to a focus on Covid-19 there is no specific progress to report to date concerning work on the feasibility of a 2030 FIFA Football World Cup.</p>	<p>A</p>

<p>Final at Cardiff City Stadium on 20th June 2020;</p> <ul style="list-style-type: none"> Working in partnership with the Welsh and UK Governments to inform the feasibility of a 2030 FIFA Football World Cup bid. 			<p>Due to Covid-19 the Signature Music event will be delayed until the autumn of 2022.</p>	
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Well-being Objective 6 – Cardiff Grows in a Resilient Way

Steps	Lead Member	Lead Directorate	Update	RAG
Deliver a comprehensive programme of improvement to the Council's Street Scene services through integration, digitalisation and the use of data to support efficient and effective use of resources.	Cllr Michael Michael	Economic Development	A new control room is now in place to support the Waste Collections Service which will help to dynamically monitor daily performance. Additional litter bin sensors have been introduced to facilitate more efficient operations in street cleansing.	G
Deliver a tailored neighbourhood management approach to improving street cleanliness in targeted communities by December 2020.	Cllr Michael Michael	Economic Development	A new plan has been produced to align cleansing and enforcement operations with the changes to waste collections. Implementation will commence once the collection changes have bedded in.	A
Engage with citizens and businesses on concerns in their communities through 'Love Where You Live' to encourage volunteering and working in collaboration	Cllr Michael Michael	Economic Development	Work with community groups and Keep Wales Tidy to encourage and facilitate volunteering is ongoing. Circular Economy funding has been secured for split waste stream vehicles. These vehicles will enable the segregation of litter picked waste for recycling.	G
Deliver the recycling services strategy to achieve 70% recycling performance by 2024-25 by: <ul style="list-style-type: none"> Continuing project work with Welsh Government, Waste & Resources Action Programme (WRAP) and local partnerships; Completing a whole systems review and options modelling for waste management service by May 2020 to collect better quality recycling material, improve service delivery and increase operating efficiency; Preparing a Business Case and draft implementation plan by September 2020; 	Cllr Michael Michael	Economic Development	A new Recycling Strategy is under development as part of the Council's new Waste Strategy and will be presented to Cabinet in the autumn. The Strategy will set out a series of actions to achieve 64% recycling whilst working towards the 2025 target of 70%. The Council continues to work closely with WRAP and Welsh Government to inform the development of the strategy.	R

<ul style="list-style-type: none"> Commencing implementation by January 2021 				
Launch an education campaign to promote changes in resident behaviour in March 2020 and monitor improvements throughout 2020-21.	Cllr Michael Michael	Economic Development	The pink sticker campaign was launched to encourage change in resident behaviour, but had to be placed on hold due to the pandemic. Once the new collections model is established, and collections are taking place as scheduled, officers will relaunch the campaign and education can be followed by enforcement action where required.	A
Develop a citizen-based strategic plan for new and existing recycling centres and improve re-use/recycling to 80% in centres by March 2021.	Cllr Michael Michael	Economic Development	Performance at recycling centres has increased to around 90% demonstrating the effectiveness of the current measures, which include a new booking system and a 'no black bag' policy.	G
Remove single-use plastics from Council venues and work with partners to develop a city-wide response to single-use plastics in all public services by March 2021.	Cllr Michael Michael	Economic Development	Work has now progressed across the Council to develop an action plan for Single Use Plastics as part of the One Planet Strategy. The project has not progressed in line with the original deadlines due to Council buildings not being occupied during the pandemic.	A
Launch the One Planet Cardiff Strategy by May 2020 and bring forward a delivery plan by October 2020.	Cllr Huw Thomas	Planning, Transport & Environment	Draft Strategy successfully launched. Consultation feedback being considered alongside the development of a prioritised action plan. Final strategy planned for July Cabinet	G
Implement the Low Emission Fuels Strategy to convert the Council's fleet to low emission fuels and ensure 90 Council vehicles are converted to electric power by 2021.	Cllr Michael Michael	Planning, Transport & Environment	<p>Formulising Wider Fleet Transition Strategy to be taken to Cabinet. This will also look to set out new policy where vehicle replacement is done with EV by default unless supported with business case.</p> <p>Further funding secured from WG for 5 additional Electric RCVs secured.</p> <p>There has been lack of funding for the installation of required EV charging Infrastructure at key Council locations, Coleridge Rd, County Hall and Lamby Way.</p> <p>Agreement with Welsh Energy Service to secure £200k funding to commence infrastructure installation which will ensure initial transition target can be met asap.</p>	A
<p>Work with the taxi trade to develop a phased transition for Cardiff licensing conditions by:</p> <ul style="list-style-type: none"> Requiring vehicles to have a minimum Euro 6 emission standards by December 2021; 	Cllr Michael Michael	Planning, Transport & Environment	<p>Welsh Government confirmed that revised taxi scheme offering grant and leasing arrangement can be established. This will support the transition to ULEV taxis in Cardiff.</p> <p>There are still state aid concerns on revised uplifted scheme, and this will require external legal advice.</p> <p>Owing to the ongoing impacts from COVID on trader, political discussions still ongoing</p>	A

<ul style="list-style-type: none"> Developing a medium-term strategy to ensure the Cardiff taxi fleet are all Ultra Low Emission Vehicles. 			Discussions with trade representatives to be held with Leader and Cabinet Members to outline progress made in securing funding and launching the scheme.	
<p>Ensure good air quality by implementing and evaluating the:</p> <ul style="list-style-type: none"> Clean Air Plan as approved by Welsh Government to ensure compliance with the EU Limit Value for Nitrogen Dioxide (NO₂) in the shortest possible time by the end of 2021; Wider Clean Air Strategy measures to ensure a continued reduction of NO₂ concentrations is achieved across the city. 	Cllr Michael Michael	Planning, Transport & Environment	Bus retrofit scheme was successfully awarded, to Cardiff Bus and Stagecoach. 49 buses will now be retrofitted with all buses likely to be completed by July 2021. Work to prepare tender for management and running of lease scheme being developed. Additional modelling work completed on revised Castle Street Bus Gate scheme. Results showed further improvement of NO ₂ levels on Castle Street showing compliance. Public consultation on revised scheme launched in March. Delays on Castle Street scheme implementation need to be managed to ensure that compliance is met by end of 2021 as per Clean Air Plan. Full scheme scheduled to be on site end of August following cabinet decision in June/ July. On-going live monitoring of Air Quality on Castle Street allows evaluation of impacts to be assessed.	G
<p>Progress the business case for an innovative heat network scheme to serve areas of the Bay and city centre by commencing a formal procurement for a delivery contract by May 2020, subject to grant funding.</p>	Cllr Michael Michael	Planning, Transport & Environment	<p>Grant and Loan arrangements now in place and preferred contractor identified. Finalising heat supply arrangements with Energy from Water plant with a view to formalising delivery contract by end of April</p> <p>Risk profile altering slightly as contractual position nears completion though risks are still within general principles set out in Dec 2020 Cabinet Report</p> <p>Active negotiations with stakeholders with direct support from CEX</p>	A
Deliver a 9 Megawatt Solar Farm at Lamby Way by May 2020	Cllr Michael Michael	Planning, Transport & Environment	Main scheme delivered with contract now in place for construction of private wire element	G
Promote healthy, local and low-carbon food by delivering the Cardiff Food Strategy by 2023.	Cllr Michael Michael	Planning, Transport & Environment	<p>In progress with work progressing on 4 key areas: a growing plan for Cardiff; addressing food deserts in the city; holistic approach to food in schools; and agreeing sustainable food standards</p> <p>Limited resources available therefore finance identified for 3 year Food Officer post to support. Job Creation/recruitment underway</p>	A
Develop a sustainable water, flood and drainage strategy for Cardiff by 2021.	Cllr Michael Michael	Planning, Transport & Environment	No funding was achieved therefore development of strategy delayed, work continuing to find solution.	R

Complete coastal defence improvements in Cardiff East by December 2022.	Cllr Michael Michael	Planning, Transport & Environment	The scheme has progressed to the creation of the full business case (FBC) and detailed design. The design process will now continue into 2021/22 in view of achieving agreement of FBC by Welsh Government, tender and award of contract by the end of the year. Getting licences from NRW to allow us to work in the river and SSSI areas. The estimated costs have risen due to the requirement to allow for 40% and not 30% climate change and the associated additional construction costs. Meetings are ongoing with NRW to achieve the granting of licences within time to allow commencement of construction in 2022. Agreement has been reached with WG for 100% funding for the FBC and an increase from 75% to 85% for the construction phase.	G
Deliver phase 1 of the new Canal Quarter scheme by 2022.	Cllr Michael Michael	Planning, Transport & Environment	The scheme has progressed to detailed/final design stage. Agreement of design to allow commencement on site in summer 2021. Meetings ongoing to agree final design.	G
Conduct a full review of the Local Development Plan by 2023 and engage in dialogue on regional strategic planning arrangements.	Cllr Caro Wild	Planning, Transport & Environment	The Local Development Plan (LDP) Review Report and Delivery Agreement were due to be considered by Cabinet and Council in March 2020. Approval of these documents for submission to Welsh Government would have triggered the formal commencement of the LDP review. However due to the Covid-19 pandemic these meetings were cancelled. Welsh Government guidance issued in July 2020 states that Local Planning Authorities should consider the implications of the pandemic for LDP reviews. Given this the draft review report and Delivery Agreement have been revised to take account of the implications of Covid-19. These revised documents were approved for consultation by Cabinet and Council in November 2020 and consultation took place on the documents between 7th January and 4th February 2021. Comments received during the consultation have been considered and a final version of the Review Report and Delivery Agreement are due to be considered by Cabinet and Council on 18th March 2021. Following this they will be submitted to Welsh Government and formal commencement of the Replacement LDP preparation process is due to begin in Spring 2021. The final Review Report and Delivery Agreement have been revised to take into account the implications of the pandemic. The Review Report takes into account new Welsh Government planning guidance set out in "Building Better Places", the implications for the Replacement LDP evidence base and the LDP strategy and policies. The Delivery Agreement includes a revised timetable for review of the plan and consultation and engagement methods to respond to potential new waves of infection and the need to maintain social distancing.	G

			Given the delay to the review of the LDP the date for completion of the full review of the LDP is now 2024 in proposed timetable for the LDP due to be considered by Cabinet and Council on 18th March 2021. As set out above the pandemic led to the Cabinet and Council meetings planned for March 2020 being cancelled and therefore formal commencement of the review process has been delayed. In line with Welsh Government guidance a revised Review Report and Delivery Agreement has been produced to take into account the implications of the pandemic and these are due to be considered by Cabinet and Council on 18th March 2021.	
Support the delivery of high-quality, well designed, sustainable and well-connected communities as described by the Council's Master Planning Principle.	Cllr Caro Wild	Planning, Transport & Environment	Master planning approach continues to be successfully secured on new developments across the city, including LDP Strategic Sites and Council led developments. Review of achievements and identification of future priorities ongoing. Data collection for monitoring framework indicators ongoing as part of LDP Annual Monitoring Report.	G
Deliver the Council's Green Infrastructure Plan. Page 241	Cllr Caro Wild	Planning, Transport & Environment	<p>Green Infrastructure approach is currently being successfully delivered through existing plans and programmes, including One Planet and the Council's statutory Biodiversity and Resilience of Ecosystems Duty (BRED). Cabinet agreed response to Biodiversity Scrutiny Task and Finish. Future policy approach will be established through the Replacement Local Development Plan.</p> <p>With regard to the above and taking into account the current availability of staff time and resources across the different service areas in terms of other workloads / priorities, it is considered that there is not a need to produce additional guidance through a Green Infrastructure Plan at this time. The BRED Forward Plan has to be reviewed within three years, and there is potential to review this earlier to ensure the "Action Plan" element contains up to date initiatives including One Planet, SUDS and Coed Caerdydd. We will continue to monitor the situation to identify any significant contextual changes during the monitoring period.</p>	G
<p>Work with Welsh Government, Transport for Wales and other partners to:</p> <ul style="list-style-type: none"> • Deliver new stations at Loudoun Square, in the heart of Cardiff Bay, Crwys Road and Roath Park by 2024; • Establish a new mainline train station at Cardiff Parkway in St Mellons by 	Cllr Caro Wild	Planning, Transport & Environment	Working relationships with the Cardiff Capital Region City Deal, Transport for Wales and Welsh Government have progressed enabling agreement on investments in the Central Interchange Transport Hub and Central Station. Governance and working arrangements for Cardiff Council to engage in discussions with the Welsh Government, Transport for Wales (TfW), TfW Rail (KeollisAmey) and Network Rail have been established including working groups, Cardiff Metro Programme Board and South East Wales Strategy Board. The overarching programme of study work and business cases for Metro, including the Cardiff Core Metro/Cross-rail, improvements to stations, new stations and line extensions	A

2023 and work with partners to complete the Eastern Bay Link Road; <ul style="list-style-type: none"> • Deliver a Bus Strategy for the city by 2020, including a new cross-city bus interchange at Waungron Road, providing connections to the University Hospital of Wales and linking to the east of the city by 2021; • Deliver new park and ride facilities at Llanilltern (Junction 33 of the M4) by 2023. 			in Cardiff, are being developed through these governance arrangements. Key studies being progressed include Cardiff Central to Cardiff Bay and Newport Road, Cardiff Central to Pontyclun in the North West Corridor, Western Junction to Cardiff Central (led by Network Rail). WelTAG Stage 1 of the Eastern Corridor Study is nearing completion and further study work in 2021/22 is supported by funding from the Welsh Government. The Council has supported the bus operators through the Welsh Government Bus Emergency Scheme (BES2) and is working with key stakeholders on developing the Bus Strategy as part of a programme of proposed bus reforms. The developer at Junction 33 is progressing implementation of the Park and Ride planning obligation. Timely delivery of Metro improvements and extension aspirations in Cardiff. The WG/TfW are establishing a team to implement the recommendations of the Lord Burns report.	
Continue to progress the City Centre Transport Masterplan projects from 2020 through to 2022	Cllr Caro Wild	Planning, Transport & Environment	<ul style="list-style-type: none"> - City Centre East + Canal Scheme consultation complete - Castle St out to Consultation and Tender - Central Square on site and progressing, on target for Feb 2022 completion 	G
Programme the delivery of the bridge crossing scheme at Llanrumney as part of a wider regeneration scheme.	Cllr Caro Wild & Cllr Lynda Thorne	Planning, Transport & Environment	A report will be presented to Cabinet in May to progress land disposal. A planning application for the logistics/retail development is scheduled to be submitted in the autumn.	G
Invest £20m in a new fully segregated, safe cycling network across the city by 2022.	Cllr Caro Wild	Planning, Transport & Environment	<ul style="list-style-type: none"> - Cycleway 4.1 (Sophia Gardens) Complete - Cross City Pop Up Cycleway Phase 1 Complete - South Pop Up on site - Cycleway 1.2 (Cathays Terrace – UHW) out to tender 	G
Develop a new Active Travel Network Map by 2021.	Cllr Caro Wild	Planning, Transport & Environment	Public engagement undertaken through Commonplace platform. Analysis of responses is in progress.	G
Roll out 20mph speed limits across the city by 2022.	Cllr Caro Wild	Planning, Transport & Environment	Installation in the core areas south of the A48 are largely complete. Work has commenced on the Welsh Government 20mph pilot project which will see the rollout of the new lower speed limit in the first areas north of the A48 (Heath, Whitchurch and Tongwynlais, Llandaff North and Rhiwbina).	G
Expand the on-street cycle hire scheme and complete roll out of e-bike fleet by June 2020.	Cllr Caro Wild	Planning, Transport & Environment	Initial 5 ebike stations are in the process of install stages. Liaison with nextbike continues. The final 10 sites will be confirmed during Quarter 1 of the 2021/22 year and installation is planned for Quarter 2. The installation has been delayed by COVID19 restrictions and contractor availability due to furlough and staff shielding. Installs involve a number of	G

			organisations including Western Power and connection to power supply. A list of final sites has been developed and there is close working with all contactors and stakeholders.	
Ensure all Cardiff schools have Active Travel Plans by 2022.	Cllr Caro Wild	Planning, Transport & Environment	74 local authority-supported schools have developed an Active Travel. 35 schools are actively developing an Active Travel Plan. Phase 2 of the Cardiff Schools Bike Fleet is being delivered. A further 48 new fleets including bespoke fleets for children with additional needs are being provided to primary schools, secondary schools, special schools, specialist resource bases and the Cardiff Youth Justice Service. A further 6 School Streets are to be implemented in April/May which will take the total of schemes in place to 20. Funding has been secured for a further 13 schemes in 2021/22. Schools Cycle Parking: A total of 19 schools are set to have new shelters before the end of March. The facilities have been funded by Welsh Government. Funding has been secured from Welsh Government in 2021/22 to continue provision of bike shelters to all schools which need them. Continuing uncertainty about funding to support the continued work of the team – only £50k allocated for this through FRM mechanism and remainder of funding to be provided via CPE and capital scheme re-charging.	G
Complete the 'Healthy Streets' pilot and assess its impact by 2021	Cllr Caro Wild	Planning, Transport & Environment	<p>Active Travel Fund grant secured from WG to undertake work to assess the feasibility of introducing Low Traffic Neighbourhoods in up to two areas. One area to be Plasnewydd, which will build on engagement work undertaken for the Streets for Health study in Plasnewydd.</p> <p>We require additional officer capacity; Plasnewydd work needs to integrate with plans and proposals for segregated cycle way along Albany Road and associated parking mitigation.</p> <p>We need to progress recruitment; officers to work across project teams to ensure alignment of LTN work and cycleway proposals in Albany Road area.</p>	G

Well-being Objective 7

Steps	Lead Member	Lead Directorate	Update	RAG
<p>Deliver fewer and better Council buildings and protect the Council's historic buildings by:</p> <ul style="list-style-type: none"> Developing a new property strategy by December 2020 to rationalise and de-carbonise Council buildings, ensuring Council staff are located in buildings that have the highest environmental standards; Developing a plan to secure investment into the Council's historic assets including City Hall and the Mansion House by March 2021; Reviewing the Council's existing business estate to identify potential disposals to generate capital receipts to invest in the retained estate. 	Cllr Russell Goodway	Economic Development	<p>A revised Property Strategy has been delayed to ensure any long term changes to work patterns stimulated by the Covid-19 pandemic are fully considered. A report is scheduled to be presented to Cabinet in Quarter 2.</p> <p>A report is scheduled to be presented to Cabinet on the condition of City Hall and the options for its future use in Quarter 2.</p> <p>Work continues to identify opportunities to acquire and dispose of assets to improve the performance of the Council's estate in line with the Council's Property Strategy.</p>	A
<p>Reduce sickness absence rates by:</p> <ul style="list-style-type: none"> Continuing to supporting staff well-being, particularly through providing additional support for staff suffering with poor mental health; Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates. 	Cllr Chris Weaver	Resources	<p>Quarter 1 sickness forecast outturn was 7.22 days per FTE against a target of 9.5 days per FTE. Quarter 2 was 7.66 days per FTE, Quarter 3 is 8.74 days per FTE and the final outturn at the end of Quarter 4 was 8.60 days per FTE. These figures include all sickness including any that was COVID related. During the last quarter of 2019/20 considerable effort was undertaken to review long term sickness cases and the result was that the level of cases reduced from 331 to 191 by the end of the first quarter of 2020/21. A national agreement was in place between employers and the trade unions from the middle of March and the end of July that no casework would be undertaken, therefore this has impacted on these case numbers in Quarter 2 which increased to 249 and in quarter 3 these were 411. However, casework restarted in Quarter 2 with support provided to Managers and Schools to support sickness cases and this resulted in long term sickness cases reducing to 305 cases by the end of the financial year. Regular sickness data has continued to be supplied</p>	G

			to Directorates and Schools. The lockdown during quarter 1 and the continued restrictions during Quarter 2 and 3 has had a significant impact on the face to face health and wellbeing interventions supplied corporately and through Occupational Health, such as sports massage, physiotherapy, health screening and counselling support. However increased support for mental health and wellbeing has been provided through changes to the Carefirst Contract as well as re-direction of the in-house counselling team to delivery of virtual support groups for key workers. Welfare contacts with staff shielding/self-isolating at home were a priority. Changes made to Cognitive Behavioural Therapy delivery, moving from external service through the UHB to an in-house service, reducing costs and improvement delivery of trauma counselling. Workforce Risk Assessment Support has been provided for staff returning from self-isolation due to medical vulnerability. In Quarter 2 and 3 virtual physio/DSE support for home workers, with priority given to those covered by the Equalities Act. Mental Health and Wellbeing Support sessions have been provided for shielding staff and follow-up sessions with Occupational Health Physician where required.	
Work towards achieving the Gold Level Corporate Health Standard Award by March 2021 by progressing the initiatives that are set out in the standard.	Cllr Chris Weaver	Resources	It has not been possible to progress to the Gold Standard during the pandemic due to offices not being available. However the Council has been re-assessed and successful in its silver standard and much of the work surrounding health and well-being has continued during the pandemic including information on how to stay healthy whilst working from home	A
Build on the Agency Workers Charter by: <ul style="list-style-type: none"> Continuing the process of transferring long-term agency staff into permanent contracts; Reviewing agency workers placed with the Council via the Into Work Service. 	Cllr Chris Weaver	Resources, and People & Communities	<p>Quarter 4 data is to be shared with Directorates and shows an improving picture since the end of quarter 1 2020/21. Discussions have taken place regarding this data and better data will be provided for 2021/22 to ensure that continuous assignments are identified in the same role rather than follow on assignments</p> <p>Housing: There have already been some great successes through the new pathway team. The majority of new placements with Cardiff Works are for Track and Trace – so the posts won't be permanent. However, there has been some great successes for carers and Hubs staff who have been constantly recruiting throughout the pandemic.</p>	G
Ensure that the Council's workforce is representative of the communities it serves by:	Cllr Chris Weaver	Resources, and People & Communities	Work has continued to bring young people into the organisation through the Council's Apprenticeship and Trainee scheme. Work experience has not been able to take place during quarter 1 and 2 but virtual work experience was developed and implemented during quarter 3 and continued in this format during quarter 4.	G

<ul style="list-style-type: none"> Ensuring that our recruitment processes are not biased; Supporting careers events in our least represented communities; Reviewing current arrangements for Cardiff Works staff. 			<p>All adverts on the Council's website encourage applicants from under-represented groups. Work being undertaken with the Council's career site provider on how this site can reach a wider audience. Also work being undertaken to share information and best practice with core cities.</p> <p>A presentation was made to Works Council on the positive actions that have taken place in the area of equalities during 2020/21. A presentation is being made to SMT during April 2022 at which all the Chairs of the Equality Networks will present their work of the last 12 months. .</p> <p>Housing: This data is now accessible and there is a need to further improve our reach in the community. This has been hampered by the pandemic and not being able to provide face to face support. The website will help to attract more diverse candidates and the assessment process has been reviewed to ensure that candidates are only tested when the job role requires this, and not as a blanket testing system. The team have actions on the race equality taskforce action plan to also help focus this particular stream of work over the coming year.</p>	
<p>Progress and deliver our customer service agenda with a focus on:</p> <ul style="list-style-type: none"> Delivering a programme of online and classroom-based customer service training; Recruiting customer and digital champions across the organisation; Reviewing customer services satisfaction through biannual benchmarking surveys. 	Cllr Chris Weaver	Resources	<p>The course content has been review and is suitable to the needs/requirements. A 2 Customer Service training course is being developed with additional mechanisms for training which we aim to go live by June 21</p> <p>Dates have been made available for 2021 on DigiGov for staff to book on to with a communications piece to all staff.</p>	G
<p>Get the best social and community value out of the Council's £430m annual spend on goods and services by adopting a 'Social Value' framework for assessing contracts, with implementation commencing by May 2020.</p>	Cllr Chris Weaver	Resources	<p>Piloting of the TOMs and the Social Value Portal is progressing well. Standard tender documentation continues to be refined in light of experience. Training is being rolled out to the Procurement Team prior to wider roll out in Quarter 1 of 2021/22.</p> <p>We are working with other Welsh councils to agree a standard approach to make it easier for contractors.</p>	G

Continue to support the Foundational Economy through our Socially Responsible Procurement Policy, ensuring that local people and communities benefit from the money that the Council spends on goods and services and working with partners to explore how we can further promote opportunities for Social Enterprises in Cardiff.	Cllr Chris Weaver	Resources	3-Year Social Business Spend Analytic Reports have been produced. The data is presently being interpreted to highlight potential areas where Council could look to provide increased opportunities for the sector. The aim is to work with C3SC in early 2021 to develop a plan to support / encourage social businesses to seek out Council procurement opportunities.	A
Strengthen social partnership arrangements in Cardiff by updating our procurement strategy to promote fair work and support the circular economy by October 2020.	Cllr Chris Weaver	Resources	The Social Partnership and Public Procurement (Wales) Bill was published on 26 February, this is being reviewed to ensure that we 'future proof' the Council's Procurement Strategy. Purdah due to May Assembly elections means the updated Procurement Strategy now scheduled to be taken to Cabinet in the Summer 2021.	A
Deliver our ambitious Digital Strategy by: • Launching a new bilingual 'chat bot' by September 2020; • Producing an agile working strategy for the Council by December 2020.	Cllr Chris Weaver	Resources	Work has continued to broaden and deepen the services offered via the chatbot. A full review of the backlog of requirement and improvements has been completed, with new work packages being defined and planned out at high level. New services either deployed, or developed with deployment dates pending, include missed collections (via data capture form), revised A-Z recycling checker, Covid-19 and vaccination information, and Electoral Service enquiries to support the upcoming Welsh Assembly election. Council Tax transactions and some smaller services have been designed and await development in Quarter 1 2021/22.	G
Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people, by adopting the new Smart City roadmap by September 2021.	Cllr Chris Weaver	Resources	Work has commenced with the Planning, Transport & Environment directorate to create a roadmap for future services which will incorporate smart city objectives and opportunities. A funding bid has been made to the Cardiff City Region for a pilot project to investigate opportunities for Hydroponic, or controlled environment agriculture, within the region	G

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