

Annual Well-being Report 2019/20



Mae'r ddogfen hon ar gael yn Gymraeg hefyd /
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WORKING FOR CARDIFF,
WORKING FOR YOU



Leader's Introduction

My Administration was elected by the people of Cardiff with a commitment that every citizen – regardless of their race, gender, creed or inherited wealth – should have the chance to fulfil their potential, and play a full part in the life of our city.

In Capital Ambition we set out our policy agenda for making this happen. Our Corporate Plan provides a detailed programme of delivery. This report provides an update on our performance against the commitments we set in our Corporate Plan, and in so doing, it assesses the delivery of our Capital Ambition agenda, over the period April 2019-March 2020.

I am proud of the progress we continue to make. We have launched a new vision for education, with the performance of Cardiff schools showing a notable improvement over the past five years. We introduced the Family Gateway pilot and adopted a new strategy to shift the balance of care in Children's Services.

Our work to promote the Real Living Wage has seen thousands more people get a fair day's pay for a fair day's work, and our award-winning Council homes programme is giving people across the city access to high-quality housing.

Our ambitious economic development agenda is supporting a city economy that is crucial for Wales, delivering thousands of new jobs each year. A new vision to transform the way we move about the city has also been launched with plans already being delivered to improve air quality.

There are challenges too and areas where we know we must do better. We are not content with being one of the best recycling cities in the world and recognise that more must be done to drive up recycling rates. This report also acknowledges that outcomes for vulnerable children still need to improve, with targeted interventions in areas where rapid improvement is essential. These will represent priorities for improvement over the year ahead.

Rightly, this report shines a light on the areas where we know we must do better, not just on our achievements and accomplishments.

Clearly, the emergence of Covid-19 has represented an unprecedented challenge for local authorities and partners, affecting almost every aspect of service delivery. As we move forward, repurposing our services and priorities to contain the spread of the virus, supporting the most vulnerable and driving forward economic recovery will form a central part of the Council's agenda.

Covid-19 emerged in January 2020 and its impact was not felt in Cardiff until the final weeks of March, though the Council and partners began planning our response in February. And so, even though the impact of Covid-19 wasn't felt during the period that this report covers, such has been the consequence of the disease on public services and city life that I felt this report could not be prepared without consideration of the future risks and challenges that Covid-19 will present to Cardiff.

I have therefore requested that a report covering the impact of Covid-19 be produced and included as an appendix, and that the impact of the pandemic on the future delivery of each Well-being Objective be considered throughout the report.

Ultimately, this report evidences the progress my Administration has been making across all areas of service delivery and city development, and in delivering Capital Ambition for the people of Cardiff. We have a strong track record of delivery with many achievements in 2019/20 changing the lives of residents for the better.

As always, my thanks go to all Councillors, staff, partners and citizens who have helped to make many of the great things included in this report happen, and to everybody who has given their all over recent months in meeting the challenge of the pandemic. As Leader, I could not be prouder of the work of this Council.



Cllr Huw Thomas
Leader of Cardiff Council

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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 2019-22 includes:

The Annual Well-Being Report includes:

<p>Well-Being Objectives: The Corporate Plan 2019-22 includes seven Well-being Objectives which 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)</p>	<p>A strategic assessment of each Well-being Objective and an analysis of progress.</p>
<p>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)</p>	<p>An appendix which provides a detailed update against each step.</p>
<p>Key Performance Measures: The Council identified a number of measures to support and give an indication of progress throughout the year against each Well-being Objective.</p>	<p>An appendix which includes an update against each of the Key Performance Measures.</p>
<p>Targets: Where appropriate, targets against Key Performance Measures are set to indicate the desired level of performance.</p>	<p>A clear indication of whether targets have been met.</p>
<p>RAG ratings: Key Performance Measures 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.</p>	<p>A RAG assessment is provided for both steps and Key Performance Measures.</p>

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 Corporate Risk Report, the Annual Well-Being Report helps provide a rounded view of organisational performance.

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 360,000 residents in 151,000 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

As well as those living in the city, almost 100,000 people commute into Cardiff every day, representing over a third of the city's workforce.

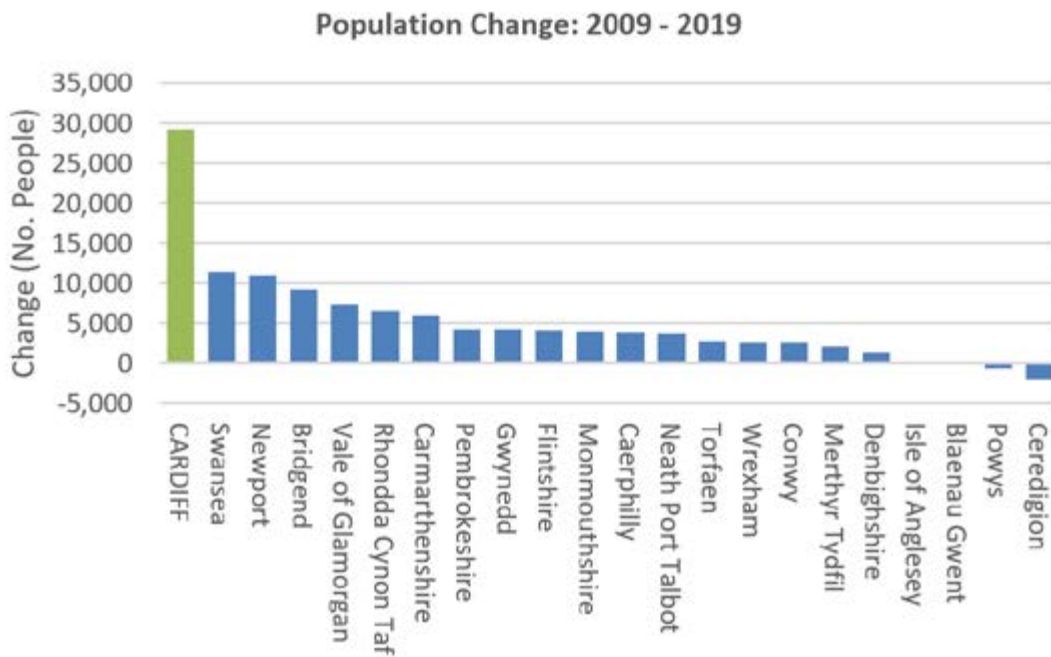


Cardiff in 2020

This section of the Annual Well-being Report considers some of the major trends impacting the city and provides a wider context for considering organisational performance.

Growth and Demographic Change

Over the last decade (2009-2019), Cardiff grew by around 9%, or 29,200 people, and this growth is set to continue. That so many people are choosing to live and work in Cardiff is good news, but it will strain our city's infrastructures and whole new communities will need to be built. Growth will also put new and increasing demands on our public services. This is because the city's population growth will not be spread evenly across age groups. For example, younger people will require more schools and more teachers, while a greater number of older people – particularly those over 85 years old – are more likely to access their GP or need help from social care services.

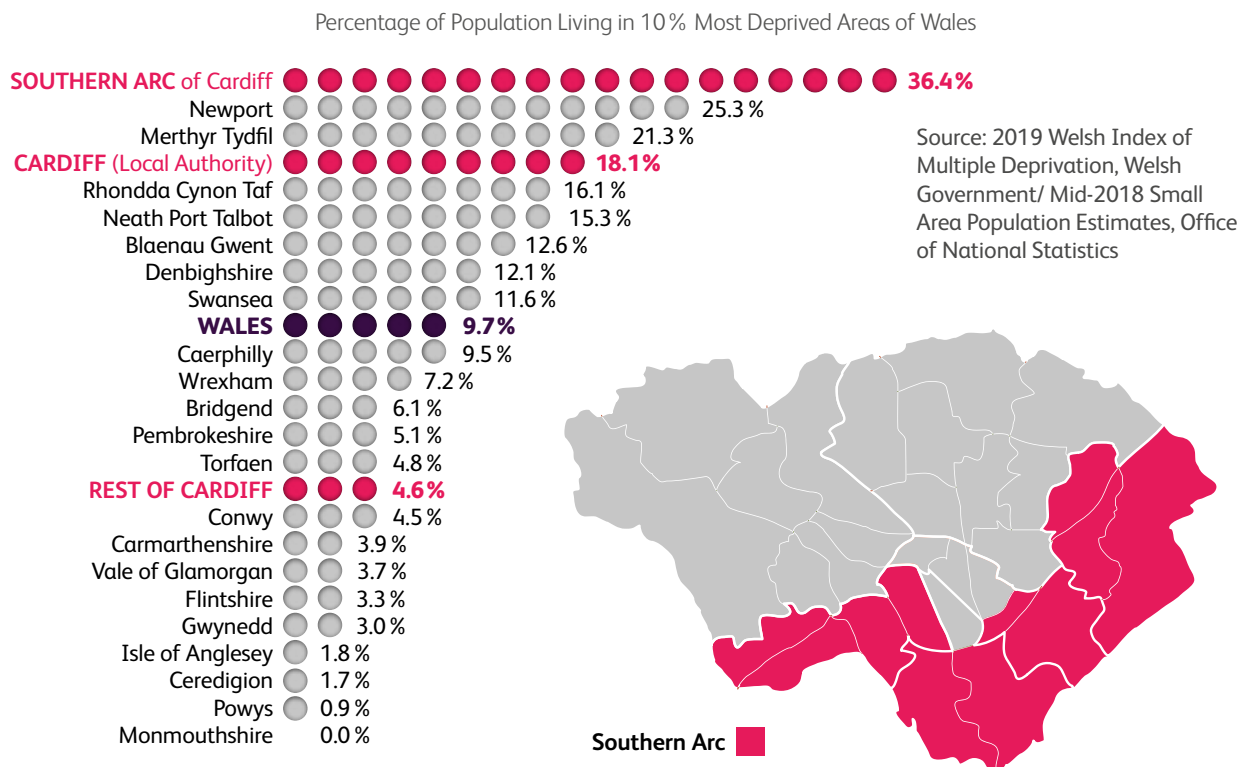


Source: Mid-Year Population Estimates, Office for National Statistics

An unequal city

The gap between rich and poor in the city is too wide, and it is growing. For example, unemployment rates in Ely are around fifteen 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. In fact, if the 'Southern Arc' of Cardiff, from Ely in the west to Trowbridge

in the east, was considered a single Local Authority, it would be far and away the most deprived in Wales. This deprivation damages too many lives, it places pressure on public services and it breaks the bonds that help to create a strong society. In addition to economic inequalities, the gap in outcomes for those of different ethnicities, gender and those living with a disability remains too wide.



Meeting the challenges of Covid-19

The Covid-19 pandemic represents an unprecedented challenge for the Council and for Cardiff. It has impacted nearly every aspect of public service delivery and demanded change and adaptation at unparalleled pace and scale. Whilst the 'Essential Services Model' was initiated in response to the lockdown, most Council services have now restarted, either fully or in a new and adapted way to meet the restrictions of social distancing.

The impact of Covid-19 will continue to be felt for the months, and possibly years to come, with the coming autumn and winter likely to prove challenging. The scale and pace

of partnership working and service innovation seen in the crisis thus far will need to continue for the duration of the pandemic, and beyond.

The Council is extremely concerned about the impact of the virus on certain groups, particularly in relation to the link between deprived and BAME (Black, Asian and minority ethnic) communities and a higher risk of death from Covid-19, and is committed to doing all it can to ensure that the pandemic does not deepen the inequalities that already exist in the city.

A Period of Economic Disruption and Challenge

The full economic impact of Covid-19 is yet to be felt, but the increasing number of business closures and rising unemployment figures point to an emerging economic crisis. Employment in the UK fell by the largest amount in over a decade between April and June 2020 the number of people claiming unemployment benefit has doubled in Cardiff between January and June of the same year. With over 40,000 people in Cardiff on the UK Government's 'furlough' scheme, which is due to end in October, the numbers of people out of work are expected to rise significantly, with the youngest workers, oldest workers and those in manual or temporary occupations hit hardest during the pandemic.

Local businesses, particularly in the hospitality, leisure and cultural sectors in the city centre, are also facing significant financial pressure and the continued inability to operate at full capacity due to social distancing restrictions. The Covid-19 economic crisis will precede a period of potentially significant economic disruption as the UK leaves the European Union as the 'transition period' ends in December 2020, with Cardiff having been identified as one of the UK's major cities most economically exposed to the risks of a 'no deal' Brexit.

Financial Outlook

The level of revenue funding announced for 2020/21 was significantly better than the planning assumptions published in summer 2019 in the Council's Medium Term Financial Plan. [The Budget Report for 2020/21](#) makes clear however, that "whilst the improved funding position for 2020/21 is welcome, it should be noted that the position for 2021/22 and beyond is much less certain. The Ministerial statement accompanying the settlement indicated that the positive 2020/21 position "does not mean that austerity is over."

Since then, major risks to the Council's budget position have emerged, not least the ongoing costs and lost income associated with responding to Covid-19, though the full scale of the impact is not yet known. Many of the underlying budgetary challenges facing the Council also remain. These financial challenges follow a decade of austerity over which time the Council has made almost a quarter of a billion pounds in cumulative savings and reduced the number of its non-school staff by 22%.

Engaging With Our Residents: Overall Citizen Satisfaction

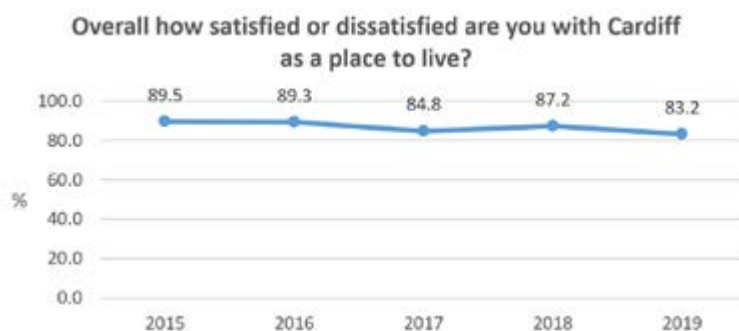
In the most recent National Survey for Wales, undertaken in 2019/20, Cardiff was ranked as the top Local Authority in Wales when citizens were asked whether their Local Authority provided high-quality service.

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 for 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

The results of the National Survey for Wales were broadly consistent with the local “Ask Cardiff Survey”. 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 Survey, undertaken in 2019, found that 60% of residents surveyed were satisfied with the services the Council provides, and 83.2% of respondents were satisfied with Cardiff as a place to live.



Source: Ask Cardiff 2019

Review of Well-being Objectives

In preparing this report, we have reviewed our existing seven Well-being Objectives and have determined that they remain the most appropriate in maximising our contribution towards the national Well-being Goals.

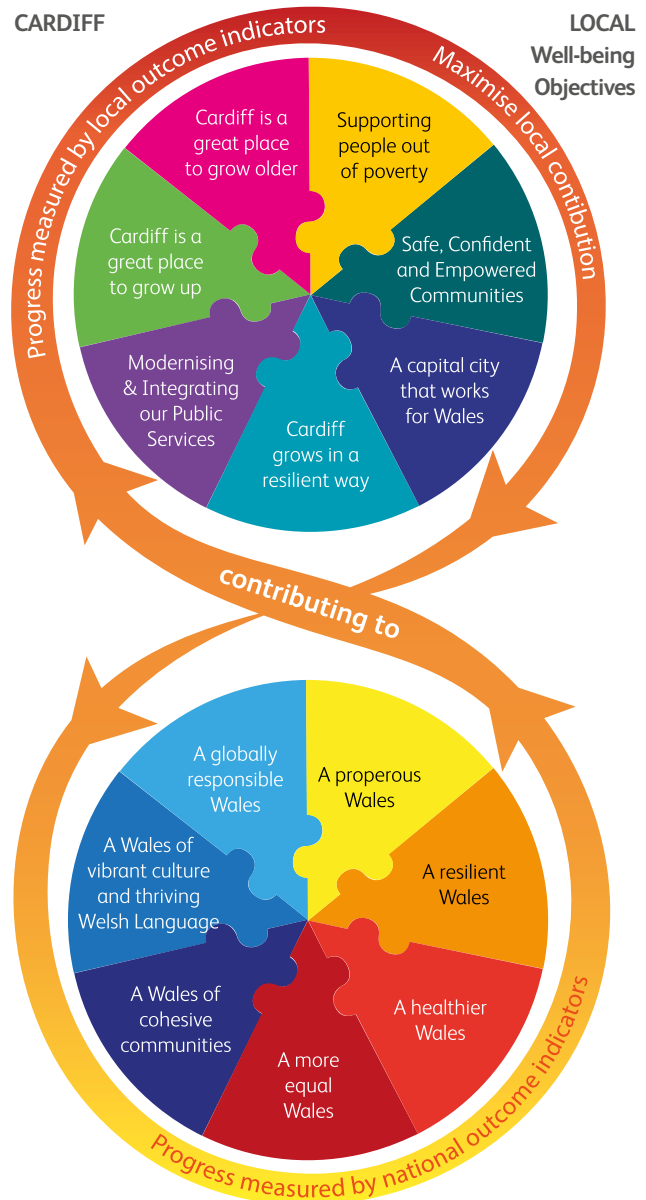
All reasonable steps are being taken to meet the Objectives and our Objectives remain consistent with the Sustainable Development Principle.

Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals. Cardiff Council and the Cardiff Public Services Board (PSB) 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 PSB are working towards the same seven Well-being Objectives, it was agreed that the Council and the PSB should adopt a complementary set of indicators when measuring progress against the Well-being Objectives.

A full set of outcome indicators is published annually by the Cardiff PSB, most recently in the [Cardiff in 2019](#) analysis, which provides an annual snapshot of how the city is performing. A Cardiff in 2020 analysis is currently underway taking into account the impact of the pandemic, and will be reported to the Cardiff PSB in due course.



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, provides 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 as a result of Covid-19, the Complaints Report will be considered later this year.
- **Finance Monitoring** – The Council's Outturn Report 2019/20 serves to inform of the Council's financial position in respect of the year ending 31st March 2020.
- **Feedback from Scrutiny Committee 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 Annual 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.

Based on a balanced assessment of the information outlined above, the Council makes a determination on the progress it has made relative to each of its Well-being Objectives. The self-assessment categories are listed below:

- **Good progress:** The evidence suggests good progress has been made in achieving the Well-Being Objective, with improvement observed across key performance areas.
- **Satisfactory progress:** The evidence suggests satisfactory progress has been made in achieving the Well-Being Objective, with improvement observed across most of the key performance areas. However, there may be some areas where performance is not as strong as it should be, and this helps to identify where more focus is needed.
- **Progress with identified areas of improvement:** The evidence suggests that some progress has been made in achieving the Well-being Objective, with improvement observed across some of the key performance areas, but equally a requirement for greater improvement in a similar number of others.
- **Insufficient progress:** The evidence suggests unsatisfactory progress has been made against the Well-Being Objective, with little or no improvement observed across key performance areas.

Self-Assessment of Performance for 2019/20

For 2019/20 the following self-assessment of progress was made, following consideration by the Council's Cabinet and Senior Management Team.

Well-Being Objective	Self-Assessment of Performance
Cardiff is a great place to grow up	Satisfactory Progress
Cardiff is a great place to grow older	Good Progress
Supporting people out of poverty	Good Progress
Safe, confident and empowered communities	Satisfactory Progress
A capital city that works for Wales	Satisfactory Progress
Cardiff grows in a resilient way	Progress, with areas of improvement
Modernising and integrating our public services	Satisfactory Progress

Well-being Objective 1.1:

Cardiff is a great place to grow up

For many children and young people in our city, Cardiff is a great place in which to grow up. Education provision and the achievements of learners are both improving. The city offers a wealth of opportunities in sports, leisure and culture and, as the economy develops, there are a widening range of job opportunities within reach. To help ensure children and young people can access the opportunities the city has to offer, the new Cardiff 2030 strategy sets out how education can serve all learners to succeed during a period of significant societal, economic, environmental and technological change.

However, not all of our young people are benefitting from the opportunities on offer, and more needs to be done to address this inequality in achievement, participation and progression into employment. To ensure that Cardiff is a great place in which our children and young people thrive, we committed to:

- **Making Every School in Cardiff a Great School**
- **Becoming a Child Friendly City**
- **Supporting Vulnerable Children And Families**

Key Successes in 2019/20

Making Every School in Cardiff a Great School

- The performance of Cardiff schools has shown notable improvement over the past five years and reflects a focus on education as a key component of Capital Ambition. Results for the academic year 2018/19 show that Cardiff schools performed well across a wide range of key performance indicators at all key stages. This includes strong performance in Key Stage 4 when compared to the Central South Consortium (CSC) and Welsh averages.
- The Council has intervened in schools where standards were unsatisfactory and has continued to make good progress in improving the overall quality of education, as evidenced in the outcome of Estyn inspections and school categorisation. The number of schools categorised as Green has increased. In January 2019, 70 out of 127 schools were Green schools, compared to 65 in January 2018. The number of Red schools has reduced.
- Of the 21 Cardiff schools inspected during the academic year 2018/19, 16 were judged to be good or excellent for standards, 17 for well-being, 15 for teaching and learning, 17 for care, support and guidance, and 16 for leadership and management.
- There has been continued improvement in the attainment gap between pupils eligible for Free School Meals and those not eligible, with Cardiff performing well in relation to CSC and Wales. The educational outcomes of Children Looked After is improving, with those educated in Cardiff schools achieving better outcomes than those out of county. However they still remain too low.

- Outcomes for learners who are Educated Other than at School (EOTAS) are improving. 2018/19 results show that the performance of EOTAS learners, when using the narrow GCSE measures, is still too low. Academic and vocational provision for EOTAS learners has been strengthened and consistent measures of well-being have been agreed.
- Plans for the next phase of investment in the school estate, Band B of the 21st Century Schools Programme, is underway. The £284m programme will increase the number of places available, improve the condition of the school estate and improve teaching and learning environments. This includes schemes for St Mary the Virgin Primary School and high schools – Fitzalan, Cantonian, Willows and Cathays.

Becoming a Child Friendly City

- Cardiff is progressing to becoming a 'child friendly city' where all children and young people have an equal chance to thrive and reach their potential. This requires partners to work together to make a city where the voices, needs, priorities and rights of children and young people are at the heart of public policies, programmes and decisions. The Child Friendly City strategy was launched in November 2018 and Unicef accreditation is on track for 2021.
- The participation of children and young people in their own education, through the involvement of young people in the programme, continues to improve. Schools have made significant achievements towards becoming Rights Respecting. 65 schools have now received an award in the programme.



Key Successes in 2019/20

Supporting Vulnerable Children and Families

- In July 2019, the Council published its Children's Services 'Delivering Excellent Outcomes' Strategy. The strategy sets out a range of priorities for supporting children, particularly those who are vulnerable to or have entered the care system. Key to this will be effective local provision for those on the edge of care and reducing the need for out-of-county placements where outcomes are likely to be less positive.
- In November 2019 the Cabinet agreed a new commissioning strategy called 'Right Homes, Right Support'. This emphasised nine commissioning priorities to improve our response to the needs of our Children Looked After. Key priorities include being closer to Cardiff, the development of additional local capacity and a focus on better mental health and well-being support for our Children Looked After.
- There is now a clear vision, strategy and plans that support high standards of operational delivery and improvement in areas where it is needed. This analysis is supported by that of Care Inspectorate Wales in their annual performance letter and in the improvement priorities set out in the Director of Social Services Annual Report for 2019/20.
- A new Cardiff Family Advice and Support Service was launched in November 2019.
- Ty Storrie respite home was successfully transferred into the Council from an external provider in June 2019. Whilst there have been challenges in relation to staff recruitment, the additional investment in the respite home has meant that at full staffing capacity, the home is able to offer an additional 480 nights of respite per year.
- The Council worked in partnership with residential care providers for children to develop their services in Cardiff. There have been 18 new residential beds in the city since 2018 with a further 11 in the independent sector planned by the end of 2020/21.
- A joint Child and Adult Exploitation Strategy has been developed to protect children and adults from the risk of harm and abuse, focusing attention on new and emerging themes of child and adult exploitation such as modern slavery. A key priority will be working with partners to develop an 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 lead to exploitation, violence and abuse.
- A new locality service delivery model has been implemented; Signs of Safety continues to be rolled out; and the all-Wales Safeguarding Procedures have been launched.
- A new recruitment strategy has been adopted to support the recruitment and retention of children's social workers, with the approval of a market supplement for social workers in frontline teams as part of the 2020/21 budget.
- A new partnership was agreed between Cardiff Council and the YMCA through which the referral process for young carers to receive support has improved. The Young Carers project, which started just before the Covid-19 crisis struck, has developed a number of online activities and support groups for young carers and their families during Covid-19.

Key Challenges and Risks

Impact of Covid-19

- All schools must plan for the full return to school for the new academic year in September 2020 following the recent announcement by the Welsh Government. All schools in the city reopened on 29th June 2020 for a three-week period prior to the end of the summer term with robust health & safety procedures adopted. Space-capacity assessments and risk assessments to establish volume, appropriate furniture lay-out, movement flows and use of external spaces were all considered prior to opening using best practice from the Council's Community Hubs.
- Strict hygiene and cleaning regimes will need to be introduced in schools, ensuring good hand-washing practices, contact point cleaning and the thorough cleaning of school spaces. The enhanced cleaning regime will bring with it cost pressures and will need to be embedded into delivery.
- Delivery of the Schools Organisational Plan within existing timescales will need to be reviewed by the Schools Organisation and Access Planning Programme Board. With delay anticipated across some construction projects as a result of Covid-19 and some slippage likely, overall programme delivery within the agreed timescale is still achievable.
- Supporting routes into employment, particularly for more vulnerable groups, will need to be prioritised given the anticipated fall in employment and commentators predicting that young people will be disproportionately affected.
- Given the decision to cancel examinations this summer as a result of the Covid-19 pandemic, the alternative assessments approach adopted has caused anxiety for many learners. The progression of young people will need to be closely monitored.
- Children's Services: Work must be undertaken to prepare for the reintroduction of more face-to-face work with children and families.

Key Challenges and Risks

Education

• **Improving the attainment of vulnerable children:** Over a period in which resources have been significantly reduced for the central education budget, and reduced, although less so, in the schools budget, school standards have nevertheless improved. This indicates improving value for money in the significant spend on education in Cardiff. However, for a minority of learners the system is not working well enough. This includes:

- Continuing to address the impact of poverty on educational achievement, in particular tackling the decline in the performance of eFSM (eligible for Free School Meals) pupils in the primary phase and the gap in performance between eFSM and nFSM (not eligible for Free School Meals) pupils at the end of Key Stage 4 in certain measures.
- Reducing the still noticeable variation in the standards achieved by schools with comparable FSM pupil populations.
- Improving outcomes for Children Looked After, particularly where these children and young people are placed outside of Cardiff.
- Ensuring that the curriculum offered to pupils who need to be educated other than at school (EOTAS) is broad and balanced and enables them to achieve and gain recognised qualifications in line with their needs and potential. Simultaneously ensuring that the need to transfer pupils out of mainstream settings is minimised through robust graduated responses to individual pupil needs within school.
- Strengthening the support and range of opportunities available to enable our most vulnerable young people to transition successfully from statutory schooling to ongoing education, training or employment post 16.

• **Working together to improve the well-being of all children and young people:** Well-being has been highlighted as a priority for young people in Cardiff, and key to being ready and able to learn. The majority of children and young people in Cardiff report positively when asked about their well-being, and school attendance is good overall. However, children and young people are increasingly calling for integrated and accessible services, which promote their well-being and help them to deal with the pressures of everyday life.

• **Ensuring sufficiency and improving the learning environment:**

Alongside the completion of the Band B school investment programme, there are challenges in relation to meeting sufficiency requirements, particularly for secondary and additional learning needs (ALN) places, and short- to medium-term risks relating to poor building assets that need to be addressed.

• **Supporting routes into employment, particularly for more vulnerable groups:**

The percentage of young people not in education, employment or training (NEET) as at the end of the academic year 2018/19 was 2%, which reflects sustained improvement in progression. However, opportunities remain to better connect young people with career opportunities and pathways beyond school, particularly those from vulnerable groups who may be facing challenges to secure positive destinations. Similarly, care leavers not in employment, education or training remain a concern. Youth Service provision has been realigned to improve support for vulnerable groups, with measures including:

- Strengthening the links between formal, non-formal and informal learning;
- Provision of additional mentoring and targeted support for key groups who find it challenging to access wider youth services;
- Provision of a designated street-based youth service team;
- Collaboration with a range of other agencies to widen the reach and tackle mental health and reduce the risk of homelessness, and;
- Appointing a digital youth work officer.



Children's Social Services

- **The number of children in the care system is continuing to rise, placing budgetary pressure in Social Services and across a number of Council services.**

- **Demand pressures:** The numbers of Children Looked After are continuing to increase with the number of referrals into the Multi-Agency Safeguarding Hub (MASH) also increasing.

- **Financial pressures:** There is an increasing number of children being placed into high-cost residential care, placing budgetary pressure in Children's Services and across Council services.

- **Operational challenges:** The timeliness of carrying out key functions (assessments, visits, reviews) remains an area of focus, with some high levels of assessments not resulting in a care and support plan. The 38% vacancy rate for Children's Social Workers against a target of 24% also remains a long-standing area of challenge (see below).

- **Poor outcomes for key groups:** Educational outcomes for key groups of learners remain low despite overall improvement in attainment e.g. Children Looked After, EOTAS. Poor outcomes for vulnerable children over the longer term disrupt life chances and impact public service delivery.

- **Social worker vacancies:** The level of Children's Social Worker vacancies remains high: 38% against a target of 24% at year end. Significant strides have been made in appointing to vacant posts with a net increase of 28 social workers expected to be realised in the second quarter of the 2020/21 financial year. The implementation of the market supplement from April 2020 and developments in the use of social media will also assist with the recruitment drive.

- **Poor outcomes for young people in the youth justice system:**

Too many young people in Cardiff are being drawn into crime and having entered the youth justice system, continue to offend. At the heart of meeting these challenges is understanding and addressing the root causes as well as providing the support needed to safeguard and divert young people away from harm and exploitation. In particular, this will rely on securing improvement in the city's Youth Justice Service. In spring 2019, the Chief Executive requested that more senior, as well as additional technical, input was required to address some of the emerging concerns in relation to governance of performance of the Youth Justice Service. An independent review of the service was commissioned in July 2019 and its findings were reported in September. A plan of action was being developed when HM Inspectorate of Probation (HMIP) gave notice they would be inspecting the service in January this year. The HMIP subsequently raised significant concerns, particularly in relation to governance, performance management and outcomes for vulnerable young people who rely upon the service. In response to these concerns, a highly experienced Chair was sought and appointed, and a new governance structure has been put in place. A Youth Justice Services Development Strategy has since been developed and launched by the Cardiff Public Services Board (in Quarter 1 2020/21), a two-year plan for transforming Cardiff's Youth Justice Service.



Forward Look: Areas of Future Focus

Education

- Schools to plan for a full return in September 2020 following the recent announcement and publication of relevant guidance by the Welsh Government.
- Supporting Cardiff schools to introduce Curriculum for Wales 2022 in all year groups up to and including year 11 by 2026. In doing so, to draw on the resources of the city to bring the 'Cardiff Curriculum' to life for all learners through authentic experiences.
- Promoting and fulfilling children's rights by continuing to build a Child Friendly City in partnership with Unicef UK to 2021.
- Reshaping and enhancing 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.
- Providing an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation.
- Delivering the new schemes within the £284m 'Band B' programme of school investment.
- Investing in digital infrastructure, equipment and new learning technologies for schools to support the implementation of Curriculum for Wales 2022.

Children's Social Services

- Ensuring sufficiency and quality of workforce and services against the backdrop of increased needs and demands following the pandemic period is the highest priority for Children's Services.
- Shifting the balance of care and placement sufficiency, including accommodation for care leavers.
- Ensuring that the child's lived experience is at the centre of all the service's improvement practice.
- Delivering 'All Our Futures', the new Youth Justice Strategy and action plan, and making the improvements required in Cardiff Youth Justice Service which were evidenced by an inspection led by HMIP undertaken in January 2020.
- Continuing to strengthen relationships with the rest of the Council, and with partners, focusing on delivering what matters to the children and young people for whom the Council exercises corporate parenting responsibilities. The commitments and actions of leisure, education, employment and training, housing, health and well-being services will be as important to children and young people as that of social services.

Self-Assessment of Performance: **Satisfactory progress**

Well-being Objective 1.2:

Cardiff is a great place to grow older

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. 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 join up social care, health and housing, with the goal of keeping people happy and healthy, living in their own homes and local communities, for as long as possible. With a need to find working solutions to immediate pressures and long-term challenges, the Council has committed to:

- **Joining up Social Care, Health and Housing Services**
- **Creating Age-Friendly Communities**
- **Becoming a Dementia Friendly City**

Key Successes in 2019/20

Joining up Social Care, Health and Housing Services

- Across the year almost 58,000 hours of support were provided by the Community Resource Team. The team provides support before, during and after an individual's discharge from hospital, helping with the right balance of care and independence.
- A new triage model was developed with partners in the Health Service, and following a successful trial at University Hospital of Wales, plans are in place to roll out the approach at Llandough and St David's Hospitals. The new model delivered improvement in the number of people discharged with no service required, as well as the number of declined Community Resource Team slots.
- The "Get Me Home" and "Get Me Home Plus" services continue to provide a first point of contact for patients in the hospital, with support provided by the Council to enable them to leave hospital sooner and continue to live independently at home. People have timely access to well-being support from a 'pink army' of workers, or care and support when needed. Throughout the year the "Get Me Home" service has supported 1,223 people out of hospital and back to their own accommodation. Delayed Transfers of Care have been at historically low levels over the last three years as practice has improved at the interface between hospital and community.
- The Accelerated Cluster Model Pilot has commenced in the South West Area. To avoid unnecessary re-admissions and to provide greater support in the local community, the integrated community hub is informed when a patient is discharged from hospital and weekly multi-agency meetings are then held to ensure that the patient is fully supported with regards to both their physical health and overall well-being.
- The recommissioning of domiciliary care provided the opportunity to explore new approaches to delivery with providers. Covid-19 has meant that pilots have been put on hold and procurement timelines have been revised for contracts to be in place by April 2021. Care Inspectorate Wales (CIW) noted in their annual performance letter that domiciliary care, which is the cornerstone of any system of social care, is well developed in Cardiff with over 50 providers providing care and support. This position is in contrast to many other areas of Wales where the market is described as fragile.

Creating Age-Friendly Communities

- The Older Persons Housing Strategy continues to be implemented across Cardiff. Planning permission has been secured at the Maelfa and St. Mellons older person schemes which will see the delivery of over 100 'care-ready' older persons flats. The development of a care-ready specification has set a high standard for adaptable, attractive and well-designed older person housing options.
- The programme to refurbish three day centres across the city was completed with the refurbishment and reopening of Fairwater Day Centre in July 2019. The centre's new layout and improved facilities saw positive outcomes for both users and staff as well as increased usage and referrals to the service following its reopening.
- The Council's Day Opportunities Team successfully supported approximately 200 individuals to re-connect with their community, helping to address loneliness and social isolation by directing individuals to opportunities within local groups and third sector organisations.

Becoming a Dementia Friendly City

- The launch of a bilingual Dementia Friends e-learning module saw Cardiff become the first Local Authority in the UK to make Dementia Friends training mandatory across its workforce. This good practice approach has been shared widely with other organisations and Local Authorities, including Welsh Government.
- The Council's Dementia Friendly awareness and engagement programme successfully delivered a number of high-profile initiatives to raise awareness across the city. City Hall was illuminated on World Alzheimer's Day and Dementia Friendly Cardiff participated in Falls Awareness Week in collaboration with Public Health Wales.
- Cardiff continues to embrace its Dementia Friendly status. Almost 800 Dementia Friendly events were delivered in 2019/20, predominantly through the Community Hubs, whilst the numbers of Dementia Cafés has continued to increase. Other Dementia Friendly activities, such as Low Impact Functional Training (LIFT), continue to be taken forward. Work also continues to progress with the business community to increase the numbers pledging their commitment to work towards becoming Dementia Friendly.

Key Challenges and Risks

- Covid-19 is recognised as having a disproportionate impact on older people, with age and underlying health conditions prominent determinants of a person's risk factor.
- Covid-19 has added to the already significant demographic and cost pressures on residential and nursing care, with the number of placements in both these areas initially increasing and costs in nursing care continuing to rise. Additional capacity may be required in order to adhere to requirements to isolate following hospital discharge and as contact tracing is implemented, there are risks highlighted by care providers that they may experience business continuity issues if there is a period when significant proportions of staff cannot work.
- As social distancing requirements continue, it is anticipated that the pressure on families and vulnerable people, alongside the support of those discharged from hospital, will result in significantly increased demand for services across the spectrum of social services provided by the Council and partner organisations.
- Covid-19 lockdown restrictions have meant that day opportunities and support to address loneliness and isolation have been unable to take place. The reintroduction of services to support a demographic who will be considered at high risk and vulnerable to exposure to the virus will require careful consideration and negotiation with service providers.
- As businesses across the city seek to recover and adjust to the requirements of Covid-19 and challenging economic headwinds, retaining a focus on Dementia Friendly may prove difficult.
- The number of Council staff undertaking Dementia Friends training across the Authority stands at approximately 30% (1,884 individuals) and corporate action will be put in place to meet the 100% compliance target for Council staff by April 2021.
- The average number of calendar days taken to deliver a Disabled Facilities Grant will need to be accelerated to meet targets. In 2019/20 capacity issues with contractors prolonged the completion times on work awarded and, while in-year changes saw improvements in the second half of the year, improved performance will be necessary to ensure the desired turnaround times are achieved.
- The continued scale of population growth and increasing demand pressures associated with people as they grow older will represent an ongoing challenge for the Council, particularly given the serious implications for Council budgets should the demand for acute and costly services not be effectively managed.

Forward Look: Areas of Future Focus

- Building on existing successes the Council will continue to work with colleagues from Cardiff & Vale University Health Board to enhance models of support and further innovate to join up social care, health and housing. This new service model will help to ensure that individuals are able to return home safely as soon as they are fit and healthy, and that they are empowered to remain independent at home.
- The recommissioning of domiciliary care contracts based on a new operating model, co-produced with providers, will be central to achieving the vision of outcome-focussed, locality-based, sustainable care.
- Services working to reduce social isolation are being adapted to enable them to operate in the current climate. Independent Living Services are focused on digital inclusion for the older community, including signposting community groups to sources of funding for devices.
- As a result of the Covid-19 crisis there will be an increased need for social care services. The carefully constructed plans to 'shift the balance of care' prior to the Covid-19 crisis will be reviewed, and assumptions revised as the Council and its partners move through a period of stabilisation and reconstruction.

Self-Assessment of Performance: **Good progress**

Well-being Objective 1.3:

Supporting people out of poverty

Despite Cardiff's economic growth and success during the last 30 years, the impact of poverty and inequality are still felt in many families and communities. For example, if the 'Southern Arc' of Cardiff from Ely in the west to Trowbridge in the east, which has a population of over 150,000, was considered a Local Authority in its own right, it would be by far the most deprived in Wales, with rates of child poverty in Cardiff amongst the highest in Wales and around 21 % of jobs paying less than the Living Wage. To support people out of poverty, the Council committed to:

- **Becoming a Living Wage City and Supporting the Foundational Economy**
- **Helping People into Work**
- **Tackling Homelessness and Rough Sleeping**

Key Successes in 2019/20

Becoming a Living Wage City and Supporting the Foundational Economy

- In 2019/20 Cardiff was recognised as a Living Wage City as part of the new 'Making Living Wage Places' scheme. As of 31st March 2020 there were 108 Living Wage employers in Cardiff paying 35,538 people the real Living Wage. Over a 37-hour week, this puts an extra three quarters of a million pounds directly into the pockets of workers every week. The Cardiff Living Wage Action Group has launched their three-year action plan 'Making Cardiff a Living Wage City', which will continue to seek an increase in the number of accredited Living Wage employers and the number of people working for Living Wage employers by 2022, and to encourage small business, 'anchor organisations' and major employers in Cardiff to become accredited through the Council's Living Wage Accreditation Support Scheme. A further 5,295 people were paid the real Living Wage during 2019/20.
- The Council continued to support the foundational economy by implementing its Socially Responsible Procurement Policy, ensuring that local people and communities benefit from the money the Council spends on goods and services. The Social Value Measurement Framework and Social Value Portal were set up ready for use in 2020/21 and will provide an opportunity for the local economic impact of local employment and use of local supply chains to be taken into account in the award of contracts.

Helping People into Work

- The Council used its size and scale to help people into work by creating 152 apprenticeship and trainee opportunities, an increase of 20% over the annual target of 125. Work has also been undertaken to ensure that these individuals can access qualifications through recognised training providers during their placements.
- The Council's employment support services continued to outperform against targets, with 1,050 clients supported into employment following advice and support through the Gateway and £15.8m additional weekly benefits identified for clients by the City Centre Advice Team. Effective engagement work with employers was on track throughout the year until the cancellation of two job fairs in March due to Covid-19, with 191 employers supported, just below the annual target of 200.
- Integration of employment support continues with the addition of the Bright Start Service providing education and training opportunities for Children Looked After.

- The Covid-19 crisis brought with it an opportunity to expand the number and type of enquiries that can be answered by Advice Line staff. During March 2020, the number of lines increased from four to 30 to cope with the immediate response to lockdown. In addition to crisis-relevant topics such as shielding callers, changes to Universal Credit and the Cardiff food operation, staff are now able to answer enquiries about Adult Learning, digital support and library enquiries.
- The Council took action to support residents with the roll-out of Universal Credit (UC), including training all Hub staff, reviewing digital provision across the city and making recommendations to the Department of Work and Pensions about the impact on citizens. While the Council aimed to support and assist 1,500 customers with their claims for UC in 2019/20, over twice this many individuals were actually supported (3,348). This figure remained high in Quarter 4 (876) despite two weeks of lockdown.

Tackling Homelessness and Rough Sleeping

- Extending the capacity of the Housing First scheme to make better use of the private rented sector progressed well in 2019/20 with nine private sector tenancies in place by Quarter 3 and with additional tenancies secured later on in the year.
- Despite unprecedented pressures, services continue to respond well to demand with 1,795 people successfully prevented from becoming homeless throughout the year. There were 200 multi-agency interventions that supported rough sleepers into accommodation and 89% of people experienced successful outcomes through the Homelessness Reconnection service.

Key Challenges and Risks

- The Covid-19 crisis has hit, and will continue to hit, those who are living in poverty the hardest. Analysis at a UK and Wales level shows that those living in the most deprived areas were most at risk of becoming severely ill or dying from Covid-19. In any resurgence of the virus, this risk will remain. Similarly, analysis has shown that the economic crisis caused by the pandemic will have a disproportionate impact on those people already living in poverty, with low-paid or low-skilled sectors, and those that traditionally employ younger people, such as hospitality or leisure services, particularly hard hit.
- With unemployment rising, Into Work, Money Advice and Housing services will face increased demand across the city – for example, the number of citizens required to claim Universal Credit has already nearly doubled between March and August, including people who have no prior experience of accessing benefits.
- The alignment of Into Work and Adult Learning has been delayed due to Covid-19, and there remains uncertainty about the future funding of Adult Learning.
- **Homelessness and Rough Sleeping:** In recent years, like all major British cities, Cardiff has experienced a dramatic rise in the number of people homeless or rough sleeping. Working with our partners it has been possible to make significant progress in reducing the number of individuals sleeping rough and in March 2020 Cardiff had achieved the lowest level for six years. At the beginning of March 2020 there were 30 rough sleepers in Cardiff, down from 84 rough sleepers

the previous year. The key presenting need for those rough sleeping was substance misuse, although the complex nature of the issues faced by these individuals meant that most also had other challenging health needs. In addition, there were 140 individuals in emergency accommodation, 98 of whom were sharing sleeping spaces and were required to leave the accommodation during the day. In addition to the emergency accommodation, more than 600 individuals were living in hostel and other supported accommodation.

While devastating in terms of population health and economic outcomes, the Covid-19 crisis has driven reform, at pace, in how the city's homeless people and rough sleepers are supported in order to ensure that the virus did not spread within this very vulnerable group. In the first three weeks of the crisis 140 clients were rehoused into accommodation where they could shield or self-isolate. In total 182 units of supported accommodation have been established during the crisis. The experience of the response to the pandemic so far, combined with the work previously undertaken to review Cardiff's current service model, has made clear the pressing requirement to continue to provide additional accommodation with multi-agency support into the long term to meet the needs of single homeless people in Cardiff. The Council will therefore need to progress a new model of homeless provision in Cardiff, supported by additional funding from the Welsh Government, through the delivery of the 'No Going Back' strategy.


Forward Look: Areas of Future Focus

- The Council's new vision for homelessness services 'No Going Back' was approved by Cabinet in July 2020. The vision responds to the new reality as a result of Covid-19 and aims to prevent homelessness whenever possible, identify need through a multi-agency triage approach and provide good-quality supported accommodation. The provision of support to achieve successful move-on for families and individuals will also be a priority.
- An Economic Task Force has been convened to develop a strategy and action plan focussed on minimising the impact of redundancies across the city, creating jobs and supporting business to adapt to a new normal. It will also focus on supporting those most likely to be adversely impacted, including young people entering the labour market and the most vulnerable. The plan has been developed in consultation with partners, with a final draft to be brought forward for agreement.
- The Social Value Measurement Framework and Social Value Portal will be implemented from Quarter 2 2020/21, enabling the local economic impact of local employment and use of local supply chains to be considered during procurement.
- Funding for apprenticeships and trainees in 2020/21 is being reviewed in light of Covid-19 and the possible need to extend the contracts of some of the apprentices and trainees.
- Phased re-commencement of face-to-face courses for Learning for Work and Learning for Life programmes are due in October 2020 and January 2021 respectively.

Self-Assessment of Performance: Good progress

Well-being Objective 1.4:

Safe, confident and empowered communities



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. The Council has therefore prioritised activities 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.

To create safe, confident and empowered communities, the Council committed to:

- **Investing in Local Communities**
- **Safe and Inclusive Communities**
- **Supporting Sports, Leisure, Culture and Green Spaces**

Key Successes in 2019/20

Investing in Local Communities

- The Maelfa shopping, housing and community centre scheme is nearing completion and significant progress was made in delivering a programme of expanded Community Well-being Hubs to bring services under one roof. Both the Butetown Creative Youth Hub and the new domestic abuse one-stop shop in the Cardiff Royal Infirmary are ready for occupancy.
- The Council is also leading on whole neighbourhood regeneration schemes. Significant funding has been secured to support the regeneration of the South Riverside Business Corridor following successful bids to Welsh Government. A three-year programme of projects across the city is also being progressed in partnership with local communities. These include Riverside and Cathays where schemes to deliver environmental improvements are nearing completion and engagement on the regeneration of Lower Llanrumney and the Roundwood estate is underway.

Safe and Inclusive Communities

- The new all-Wales Safeguarding Procedures (WSP) were launched in partnership with Welsh Government and Cardiff & Vale Regional Safeguarding Board during National Safeguarding Week in November 2019. A Corporate Safeguarding Service Manager has been appointed and will lead on the implementation and delivery of the Council's Corporate Safeguarding Policy action plan.
- Safe and inclusive communities rely on strong bonds and relationships within communities and between those communities and the Council, with high levels of civic activism, engagement and participation. A new model of locality working for Community Safety was launched in September 2019. This model places an emphasis on working with local communities and partners to identify local priorities and developing locally-based assets such as Community Hubs, local networks and agencies as first points of contact for residents and local gateways to services providing a platform for local problem solving. In Splott/Tremorfa, multi-agency working groups are now working with residents to pilot a targeted approach to tackling crime, bringing resources together and empowering local people to make a difference in the community in which they live.
- In October 2019, Cardiff hosted the Inclusive Cities Conference, at which leaders of British and European cities discussed how to ensure cities continue to be inclusive and cohesive. As a founding city of the Inclusive Cities Programme, Cardiff has been working to ensure the inclusion of newcomers, including EU citizens, refugees and asylum seekers. As part of this work the Council has

developed a Community Cohesion Action Plan, established an approach for monitoring community tensions, built resilience to hateful extremism and provided support to witnesses and victims of hate crime.

- The Council continued to support EU nationals to secure their immigration status and make Cardiff their permanent home, through the EU Settlement Scheme (EUSS). The scheme has been promoted through social media and at engagement events with schools, public sector employees, local communities and vulnerable groups. A dedicated Information Hub on the Council website provides further advice and support, which includes details of voluntary sector organisations which are supporting EU nationals to apply. As of the end of March 2020, 14,300 EU nationals have applied to the scheme in Cardiff.

Supporting Adults with Learning Disabilities

- Cardiff Council, the Vale of Glamorgan Council and Cardiff & Vale University Health Board launched their first Joint Commissioning Strategy for Adults with a Learning Disability during Learning Disability Week in June 2019. It provides a clear direction for the planning and delivery of adult learning disability services across the region, supporting people with learning disabilities and mental health issues to be more independent. Independent quality assurance work in relation to learning disabilities has also highlighted that Cardiff has leading-edge practice, particularly in the provision of supported living services and community-based day opportunities.

Supporting Sports, Leisure, Culture and Green Spaces

- Leisure Centres: Due to the nature of the response to the Covid-19 emergency in March 2020, and the need to close leisure centres in accordance with national guidelines, a full reporting year was not possible. However, at Quarter 3, the attendance figures at Cardiff leisure centres were on target to achieve the targeted increase of 2%, with outturn performance data showing an increase of 2.6% on attendance, when compared with Quarter 3 of the previous year. The Swim School target was the only target which required management action at Quarter 3, as the data revealed that only 86.5% of the target had been met at that point in the year. Discussions were being held at the time between GLL and the Client Team in order to improve the position. With regards to improving the leisure infrastructure, investment in 2019/20 focused on the renovation of changing facilities at Fairwater Leisure Centre, with the work now completed. As set out in the Contract Specification, the zero subsidy was met by year three (2018/19).

Key Successes in 2019/20

- In 2019/20, twelve of the city's parks and green spaces retained the Keep Wales Tidy Green Flag award. Over 19,000 volunteer hours contributed to their upkeep and maintenance, which equates to £149k in monetary value using the National Living Wage.
- The Lisvane and Llanishen Reservoir restoration project is near to completion, having received a £930k grant from the Welsh Government to support the ecological resilience of the site. There is now the prospect of using the reservoirs and surrounding paths for walking, watersports and as part of a social prescribing approach to improving mental and physical health. It is expected that a planning application for the site including a Visitor Hub will be submitted in September 2020.

A Bilingual Capital

- Gyrfa Gymraeg, Cardiff's first ever Welsh language careers fair, was held on 2nd March 2020 to highlight the value of Welsh language skills in the workplace providing 300 students from all three of Cardiff's Welsh-medium secondary schools with the opportunity to meet key potential employers in the city.
- Cardiff Council's new Street Naming Policy, which ensures parity between Welsh and English street names in the city, was approved on 24th October 2019. Following approval, work has commenced validating current bilingual street names, preparing and standardising a list of additional bilingual street names, as well as researching and introducing new Welsh street names across the city.
- Tafwyl Welsh language festival, which is traditionally held in Cardiff Castle and supported by the Council, generated an estimated economic impact of over £1.8m for the city, attracting more than 40,000 people over three days in July to experience Welsh language and culture in the heart of the city. This year the festival began with a parade through the city centre to celebrate 70 years of Welsh-medium education in Cardiff.
- The number of young people enrolled in Welsh-medium education increased in 2020 by 244 and the Council has been awarded a capital grant of £6million from Welsh Government to facilitate further growth and use of the Welsh language across the city. Plans include the expansion of Ysgol Y Wern and establishment of new Cylch Meithrin provision. In July 2020, the Council approved the establishment of dual-stream provision to serve the Plasdŵr development and proposals to expand Welsh-medium primary school provision serving Central Cardiff will be brought forward in autumn 2020.

Key Challenges and Risks

- **The continued impact of Covid-19 on local and community services:** Currently, Hubs and libraries are only able to provide a limited number of services by appointment due to the health crisis. As focal points for many communities, not being able to access community services in the normal way will have an impact on the mental well-being of residents. With no events being held this also means loss of income to the Council.
- **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. Though 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, increasing the number of participants engaged in physical activity through maximising the utilisation of the city's parks and green spaces, and leisure centres.
- The closure of sport and leisure centres during lockdown as well as the uncertainty over the implications of social distancing and consumer behaviour will present a challenge for the nature and sustainability of provision going forward.
- **A rise in tensions between different communities and groups:** Cardiff remains an open and inclusive city, however there is a risk that tensions between communities could increase as a result of the Covid-19 crisis, with the Black Lives Matter movement also highlighting the continued existence of racial inequalities globally and in Cardiff. These community tensions could be exacerbated by the UK's formal departure from the European Union in 2020, in particular the potential increase in participation in far and extreme right-wing groups and activities.
- **Safeguarding vulnerable adults:** Implementation of the Wales Safeguarding Procedures (WSP) and associated training was halted due to Covid-19. Arrangements for the training are in place, in anticipation of the confirmation of the revised implementation date. The implementation of the Corporate Safeguarding action plan was also delayed due to Covid-19, however there has been a focus on robust safeguarding throughout the crisis with regular emails to all staff. For Corporate Safeguarding Awareness Training, 29% of staff are yet to complete the mandatory safeguarding awareness training, with the low levels of compliance concentrated in areas with limited access to PCs. An alternative to the online module has been developed and targeted action will take place during 2020/21.
- **Domestic Violence and Abuse:** There is a recognised risk of social distancing and enforced isolation due to Covid-19, creating a situation where victims of domestic abuse and their children are trapped at home with their abuser. Additional guidance has therefore been developed on how to help and support victims during this time, as well as for Council staff working from home.

The commissioning of a regional service for male victims has been delayed after Bridgend County Borough Council withdrew from this exercise during Quarter 4 2019/20. Guidance to recommence procurement activity is being sought.

The number of Council staff completing the online training is below target, however this increases significantly when schools staff are discounted. Targeted action will take place during 2020/21 with a focus on staff where access to online training is not readily available.
- **High-rise Buildings:** In Cardiff, three years on from the tragic events at Grenfell Tower, there are still a number of high-rise buildings in the private sector which do not meet fire safety requirements. Progress has been made on some of these buildings thanks to the efforts of Shared Regulatory Services, South Wales Fire & Rescue Service and residents' groups, but many more buildings need attention. Currently the residents of these buildings are faced with having to pay for the work, unless the Welsh Government provides additional funding or the developers complete the work themselves. The Council remains determined to find a successful resolution for all those affected.

Forward Look: Areas of Future Focus

- **Investing in homes and communities:** The Council will continue to deliver its housing scheme 'Cardiff Living'. Representing the largest Council house-building programme in Wales, £280m is being invested in building affordable, high-quality, sustainable and energy-efficient homes across the city. Significant investment has been made in recent years in delivering Community Hubs, and over 98% of customers are satisfied with the services they provide. Further plans include new hubs in Whitchurch, Rhydypennau and Maelfa as well as a new youth hub in the city centre and additional provision in Ely & Caerau Hub, particularly for meeting the needs of the city's growing elderly population. Also in terms of whole neighbourhood schemes, there is the forthcoming regeneration of the Channel View estate in Grangetown. This redevelopment will deliver new energy-efficient homes, better connectivity to green spaces and facilities, and improved sustainable transport networks.
- **A Bilingual Capital:** We will promote and support the growth of the Welsh language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by expanding the provision of Welsh-medium education and promoting Welsh in English-medium education.
- **A fairer, more inclusive Cardiff:** The Council will publish a new Strategic Equalities Plan that acknowledges and addresses the impact of Covid-19 on different communities, and seeks to also address, as part of the Capital Ambition programme, the key issues that can most impact upon the structural inequalities facing communities in Cardiff.
- **Responding to the Black Lives Matter movement:** Recognising that racial discrimination still holds back too many people in Cardiff, the Council will convene a Racial Equality Taskforce that seeks to promote race equality in the city in collaboration with public sector partners and major employers in the city.
- **Supporting EU Citizens, refugees and asylum seekers:** The Council will continue to co-ordinate local support enabling EU citizens to access the EU Settlement Scheme by 31st December 2020 and will continue to lead on the inclusion of newcomers in Cardiff, including EU citizens, refugees and asylum seekers, advocating for their rights and valuing their contribution to our city through the Inclusive Cities Programme.
- **A focus on health and physical activity:** To address the obesity epidemic and develop resilience to health crises such as Covid-19, the Cardiff and Vale 'Move More, Eat Well Plan 2020-23' was launched in July 2020 by the Cardiff PSB to support behavioural change toward a healthier and more active population. Aligned to this, Cardiff's Sport, Health and Physical Activity Strategy will be developed to maximise participation in physical activity helping to deliver healthy communities.
- **Together for Cardiff:** The lockdown due to Covid-19 showed how the city comes together to support our communities in times of crisis. Through the 'Together for Cardiff' volunteering initiative hosted on the Council's Volunteer Cardiff website, over 1,000 people volunteered to help ensure much needed food and medical supplies reached the most vulnerable. As the city recovers, building on this level of volunteering will deliver significant benefits for communities going forward.
- **Test, Trace, Protect:** It is widely accepted that a Test, Trace, Protect (TTP) service will have a crucial role to play in containing the spread of the virus, and a local/regional service will need to be established at pace and scale. Cardiff Council agreed to host the Cardiff & Vale Contact Tracing Service which began operation on 1st June 2020. It is assumed that this service will be required for the short to medium term, dependant on the availability of any vaccine. The service operates bilingually seven days a week 8am to 8pm, and is being delivered in partnership with the Cardiff and Vale University Health Board, the Vale of Glamorgan Council and Shared Regulatory Services.

Self-Assessment of Performance: **Satisfactory progress**

Well-being Objective 2.1:

A capital city that works for Wales

A successful Wales needs a successful capital city, and Cardiff has been delivering for the nation by continuing to attract new businesses and inward investment, hosting major events and acting as the employment centre for the region. The city has maintained its status as the economic powerhouse of Wales, creating 20,000 net new jobs over 2019/20. With five out of every six new jobs in Wales created in Cardiff over the past five years, the importance of the capital city to the Welsh economy cannot be overstated.

However, whilst Cardiff already has many of the critical assets needed to build a competitive economy – a skilled workforce, a strong higher education base and sectoral strengths in growth industries of the future, including the creative, cyber and financial technology sectors – productivity still lags behind a number of the UK's leading cities. Cardiff will face further challenges in the event of a 'No Deal' Brexit as the city's business adjusts to the new order and the full impact of Covid-19 on the city economy becomes apparent.

Key Successes in 2019/20

- A new Industrial Strategy for Cardiff East was launched. A key element of the strategy is the Cardiff Parkway development, which will bring a new train station, a business park and jobs to a long-overlooked area of the city in terms of infrastructure investment.
- The Council has attracted UK Government investment of £58.3m and Cardiff Capital Region City Deal investment of £40m towards the upgrade of Central Station, completing the required funding package for Metro Central. These funds will deliver significant capacity improvements at Cardiff Central Station, notably supporting a new transport interchange. Work has begun on the interchange building, which will include a new bus station and a significant amount of 'Grade A' office space, adding to the city's thriving Central Square business district.
- The Council continued its successful collaboration with the private sector to develop Cardiff's status as a centre for business and investment. The next phase of the Central Square development was delivered, and the new HMRC building was officially handed over for fit-out. Over 361,000 ft² of new office space was created in the city centre, including at the John Street development and interchange new builds, as well as the completed Hodge House refurbishment.
- A number of new 'challenger' banks which are expected to drive the future development of the financial technology sector have recently invested in the city. Notably, a new internet bank, Starling Bank, established space at Brunel House, its first letting in Cardiff, and has announced that it will create 400 new jobs in the city.
- Good progress has been made towards delivering the new Indoor Arena. The Council has acquired the Red Dragon Centre site, on which the Arena will be built, and the list of bidders has been narrowed down to two property developers.
- A new masterplan for the next era of Cardiff Bay's development was produced and is currently subject to detailed financial appraisal. At the centre of this vision is transforming the International Sports Village into a major outdoor sports and leisure attraction.
- The Cardiff Music Board was established to deliver the city's new Music Strategy and make Cardiff the UK's first Music City.
- A new approach to secure the future of the New Theatre was established after the Council agreed a 25-year lease with one of the UK's leading theatre operators. The new operating model, jointly developed with the private operator, will enable the theatre to stay open without Council subsidy and generate revenue that can be reinvested in maintenance (based on pre-Covid attendance).
- The Museum of Cardiff (formerly the Cardiff Story Museum) was awarded a Gold Award by Visit Wales for "delivering an outstanding and memorable experience for visitors in all aspects of the attraction". In June 2019 the museum worked closely with the Butetown community and hosted a free event 'Cardiff Race Riots: 100 years on' to tell the stories of prejudice and racism experienced by the people of Butetown and celebrate the community's resilience, a century on.
- Creative Cardiff announced the first series of investment in innovation support for a range of production companies in Cardiff with new incubation/accelerator space being made available by the University of South Wales in their Atrium Building in the heart of Cardiff.
- Cardiff maintained its reputation as an excellent venue for hosting major events. The city hosted the Creative Cities Convention 2019, a top creative media conference, in April; the Cardiff Food and Drink Festival took place in early July, supporting over 120 small businesses and attracting in excess of 75,000 visitors to Cardiff Bay over the weekend; and a further 32,500 people attended a three-day music event in Cardiff Castle at the end of June.
- The Western Gateway partnership, spanning the Cardiff Capital Region, West of England Combined Authority, Gloucestershire, Wiltshire and Swansea Bay, was given formal UK Government support and funding, with Katherine Bennet, Senior Vice President of Airbus UK, appointed by the partnership as the new Independent Chair.
- Cardiff Council exceeded its target on the total number of jobs safeguarded by approximately 165% and the number of jobs created in businesses supported by the Council by approximately 85%.

Key Challenges and Risks

- **Managing the economic impact of Covid-19:** The number of people claiming unemployment benefit has doubled in Cardiff between January and July 2020, with the threat of more job losses a real possibility. Many national department stores have already announced closures and supporting businesses and city centre footfall represent clear priorities.
- **Closure of cultural venues and the impact on the cultural sector:** Whilst Covid-19 did not materially impact attendance and revenue in 2019/20, the lockdown began having a significant impact on the sector in April, when all cultural venues and tourist attractions closed down, leaving them unable to generate income. The Council will therefore need to review its approach to supporting the city's cultural venues over the coming year and develop an innovative new policy response.

Lockdown measures and uncertainty in the entertainment sector will impact the delivery of the Council's ambitions in this area. The pandemic and subsequent shutdown of the cultural sector have delayed the transfer of the New Theatre to the private operator, however the private operator remains committed to the arrangement, with a view to finalising the transition in April 2021.

The Cardiff Music Board has been developing a new signature music event for the city, the 'Cardiff Music City Festival', in collaboration with the Welsh Government Major Events Unit and music sector partners. A bid has been submitted to Welsh Government to support the delivery of the festival, which was initially planned for October 2020, but has now been postponed until autumn 2021 due to Covid-19 challenges and public health restrictions.

- **Visitor market demand:** The total number of visitors in 2019/20 fell short of the target, for example footfall in Cardiff Bay was significantly impacted by ongoing works at Mermaid Quay, with total visitor numbers falling compared to the previous financial year. Whilst this is a national trend experienced by all major UK cities, Cardiff's performance is more robust than competitor cities. However, the significant increase in overall staying visitors suggests that the city's tourism offer remains competitive and investment in the sector continues apace with new hotel developments still underway in the city centre. Raising demand in the visitor market over the coming year – with Covid-19 hitting the tourism industry particularly hard – will, however, be challenging. To address this issue, a new marketing campaign is being developed promoting tourism in the recovery phase, and the city centre has already undergone a significant transformation to allow visitors to enjoy the centre's many retail, leisure and hospitality spaces in a safe and socially-distanced manner.

- **Delayed delivery:** Certain Council projects have been disrupted by the Covid-19 crisis, while others will face significant challenges in the coming year. Two major projects have faced delays due to Covid-19, after starting the year on schedule:
 - The transfer of Council-owned land to the property developer Vastint to begin work on the new mixed-used development at Dumballs Road, which will include the delivery of 2,000 homes by 2022, has been delayed due to the pandemic.
 - A draft masterplan for a new Canal Quarter in the city centre was developed earlier in the year and the Council had started undertaking a process of engagement with local stakeholders with a view to presenting a final draft plan to Cabinet in the spring, however this engagement process has also been delayed due to the pandemic.
- **Brexit:** Uncertainty continues to affect business planning and investment decisions, and Cardiff is particularly 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. The Council has been preparing local businesses for a potential 'no deal' Brexit or a highly-limited EU trade deal at the end of the year, when the transition period expires. In the short-term, a 'no-deal' Brexit could result in a recession, as well as rises in inflation and unemployment, placing pressure on real incomes and real consumer spending. In response to the risk of national economic downturn, the Council has identified a package of interventions required to support the local economy, which would require the support of national government to implement.
- **Future of Regional Funding:** The future of structural funds – a major source of economic investment for South East Wales – remains an ongoing cause of uncertainty, as the UK Government is yet to confirm the amount of funding Wales will be allocated from the Shared Prosperity Fund, nor at which level of government EU replacement funds will be administered. Funding from the EU has been the biggest single financial contributor to regional and local economic development in Wales, with per capita funding far exceeding that in Scotland, Northern Ireland or England, making any changes to regional funding post-Brexit a significant risk for Wales. Given the nature and scale of the disadvantage in certain areas of Cardiff, the Council will work to ensure future funding arrangements more accurately reflect inequality across the region and the levels of deprivation within the city.

Forward Look: Areas of Future Focus

- Measures to support economic recovery will need to be developed, which are likely to require enhanced support from the Council.
- Although progress on the proposed Canal Quarter in the city centre was delayed at the end of the past financial year due to Covid-19, a final masterplan will be presented to Cabinet for approval by the end of the calendar year, subject to the Motorpoint Arena being made redundant.
- A report seeking approval for the disposal of the land for the mixed-used Dumballs Road development will be presented to Cabinet in September 2020.
- A final masterplan for the future vision of Cardiff Bay's development will be presented to Cabinet in November 2020.
- The UK Government has made it clear that it intends to continue investing heavily in infrastructure and skills to 'level up' the UK's regions, and it will be crucial for Cardiff to take advantage of this period of high public spending to build a dynamic, competitive and green local economy. The Western Gateway will play a key role in attracting inward investment to Cardiff from the Government and private sector in infrastructure, education, research & development, and new businesses, and more broadly, driving the inclusive and green economic growth that will define the post-Covid era.

Self-Assessment of Performance: **Satisfactory progress**

Well-being Objective 3.1:

Cardiff Grows in a Resilient Way

Cardiff's growth will create major economic and cultural opportunities, but it will also put pressures on city infrastructures and public services. Successfully capitalising on the opportunity of growth and ensuring that its benefits are widely felt, whilst mitigating its effects, will define Cardiff's development over the next 20 years. To ensure that Cardiff continues to grow in a resilient way, the Council committed to a programme of action in the following areas:

- **Housing**
- **Waste, Recycling and Clean Streets**
- **Climate Change and Energy**
- **Transport and Clean Air**

Key Successes in 2019/20

Housing

- The Council plans to build 6,500 new affordable homes during the twelve-year period (2014-2026) covered by the current Local Development Plan (LDP), with 1,082 affordable homes having been completed in the first five years to 2019. In April 2019, there were 4,790 affordable dwellings in the landbank on which work has not yet started. Since then, a further 234 affordable homes have been granted planning permission or secured as part of an off-site Section 106 agreement, which include a number of sites as part of the Cardiff Living programme. Further planning applications for several of the city's strategic housing sites are due to be considered over the next 12 months and construction is progressing on four of the strategic housing sites, which will result in the further release of land to deliver the city's affordable homes target.
- The delivery of 1,000 new Council homes by May 2022 is on target and progressing well, with planning applications for a housing scheme at St Mellons and the Maelfa Independent Living Scheme having been submitted and approved during 2019/20. Tenants are giving good feedback with regards to the quality and size of new homes which are being delivered and the Council's housing development programme has won a number of national awards. More broadly, four fifths (81.0%) of tenants who responded to the Annual Tenant Satisfaction Survey 2019 were satisfied with Cardiff Council as their landlord with a similar number (81.2%) satisfied that their rent is value for money; this included 46.8% who were very satisfied.
- The city's planning service continued to provide an effective service, with the percentage of major planning applications determined during the year within agreed timescales hitting 97.87% against a target of 60%, up from 86.67% in 2018/19. 88.3% of householder planning applications were also determined within agreed timescales, exceeding the target of 85%.

Waste, Recycling and Clean Streets

- Over the course of 2019/20 a robust management response and reform programme has been developed to address longstanding performance issues in waste management and street scene services. These include the establishment of new management arrangements and a focus on performance management, including a data-led approach to service development and problem resolution. There has also been progress made in relation to workforce reforms with a move towards bank holiday working; permanent staff recruitment and a significant improvement in workplace Health and Safety arrangements.

- A number of initiatives were also funded and deployed across the city to help improve recycling performance, including education and awareness raising, improved options and facilities for recycling, as well as a fundamental consideration of the approach to the collection of residual waste, recyclables and food waste. For example, a 'pink sticker' initiative was introduced where these are placed on waste incorrectly presented by households to help the Council monitor behaviours and to provide residents with information on how they can improve their recycling practices.
- Work was completed to create the east/west and afternoon/evening cleansing teams to ensure improvements in the coverage of the city throughout the day. The introduction of afternoon cleansing teams and targeted work through the 'Love Where You Live' campaign and by enforcement officers has been designed to improve waste presentation in specific areas of concern. The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness increased from 90.79% to 94.61% in 2019/20, exceeding the target of 90%.
- The Council is committed to tackling fly-tipping in the city and has been successful in clearing 99.03% of reported fly-tipping incidents within five working days, with 80.35% of incidents leading to enforcement activity.

Climate Change and Energy

- The contract for delivering an 8.99MW Solar Farm at Lamby Way was signed in Quarter 2 following a complex negotiation, which resulted in delivery timelines being delayed and caused some slippage for the projected income generation targets. Lockdown due to Covid-19 has led to additional delays.
- The Council agreed a motion in July 2019 calling on the Cardiff & Vale of Glamorgan Pension Fund to continue the work to apply the principle of divestment in companies engaged in fossil fuel extraction. The Council's Pensions Committee has since approved changes to the Pension Fund's Investment Strategy Statement to include a section on carbon friendly investing and investment of 10% of Pension Fund assets (c. £200m) in a Low Carbon Tracker fund. Work is also continuing with the Wales Pension Partnership to develop a collaborative approach to responsible investing and carbon friendly investing.
- The Council's new Food Strategy and action plan were approved in November 2019. These documents set out how sustainable food can help progress the Council's Climate Emergency agenda, as well as supporting social and financial inclusion and economic and cultural sustainability.

Key Successes in 2019/20

Transport and Clean Air

- The Council's Clean Air Plan was approved by the Welsh Government, with associated funding of up to £21m being made available to the Council to support the implementation of a range of measures outlined in the Plan to address poor air quality, specifically on Castle Street which breached EU legal limits. The Plan includes funding for a bus retrofitting programme to lower emissions; taxi mitigation measures; city centre transport improvements; and an active travel package to make it easier for people to walk and cycle in the city centre.
- The Transport White Paper was launched on 15th January 2020 and sets out an ambitious ten-year plan to tackle the climate emergency, reduce congestion and improve air quality in Cardiff. It includes proposals for developing the South East Wales Metro, including new Metro lines connecting new and existing communities in the city; Rapid Bus Transport; Active Travel and improvements to our streets and the future of the car, including reducing car ownership through car clubs and greening through the expansion of electric vehicle (EV) charging infrastructure. The proportion of people travelling to work by sustainable transport modes increased in 2019/20 to 51.2%, exceeding the target of 46.6%. An Audit Wales examination found that the Council has incorporated the Sustainable Development Principle in its approach to developing the vision for Transport and Clean Air in Cardiff, with particular strengths in long term planning, preventative thinking, local collaboration with PSB partners and innovative public engagement, with recommendations to strengthen regional collaboration.
- The development of the Council's Active Travel programme continued in 2019/20, with continued investment in transforming the city's cycling and walking infrastructure. Construction of phase 1 of the Cycle Superhighway by 2021 is on target, with construction work on Cycleway 1 from St Andrews Crescent to Senghennydd Road progressing well. The construction of the North Road Cycle Upgrade Phase 2 also commenced. The on-street cycle hire scheme operated by Nextbike was expanded to provide 1,000 bikes and plans are in place to locate an additional 125 e-bikes in key appropriate locations across the city.
- The Council worked with a selection of schools (a mix of English, Welsh, Secondary and Primary Schools) as part of an initial pilot to develop methods for implementing a school Active Travel Plan based on an eight-step process with a template plan and example questions. The pilot exercise showed that a bespoke approach where the Council works with schools to address their specific issues and offers tailored support is better than a 'one size fits all' approach. A number of schools are now producing Active Travel Plans, and Active Travel facilities, including cycle shelters and bike and scooter racks, have been installed in nine schools in Cardiff. In addition, the Council piloted 'School Streets' at five locations in the city in order to help prevent parking around schools at drop-off and pick-up times. Plans for expansion of this approach are being developed.
- The majority of core projects that form part of the Council's Electric Vehicle (EV) Strategy were successfully completed, including:
 - Initial grant funding of £1.86m from the Welsh Government was secured for ongoing work to implement a taxi incentive scheme to assist the taxi trade to transition to electric/ULEV (Ultra Low Emission Vehicle) taxis.
 - Cardiff Council/Cardiff Bus were successfully awarded grant funding from the UK Government for 75% of the cost of 36 new electric buses, with the Council providing a loan to Cardiff Bus to enable the company to secure the remaining 25% of the cost of the new buses.
 - The installation of a total of 18 EV charging points in ten residential locations with no access to off-street parking have been installed and became operational in September 2019. Work is ongoing to identify additional on-street EV charging points in the city, with a second phase to be installed at five locations in 2020/21.
 - A pilot project for the installation of six rapid EV charging stations has also been initiated in partnership with the company 'Engenie'. One location has been fully installed with the remaining five locations to be completed in 2020/21.

Key Challenges and Risks

- **Achieving statutory recycling targets:** The Council failed to achieve the statutory recycling target of 64% set by the Welsh Government for 2019/20, despite good progress being made against a range of identified interventions to promote recycling within the city. The fall in the overall recycling rate, compared to the previous year, is largely attributable to the decision in Quarter 4 to cease sending the residual (black bag) waste to have any recyclable material salvaged. Whilst this impacted performance figures during the quarter, it forms part of the wider policy shift to align the Council's approach with the Welsh Government collections blueprint, which involves waste segregation at source. This focuses on changing the behaviour of residents and businesses in relation to recycling and represents a more sustainable long-term approach. The in-year performance position was compounded by high levels of contamination within garden waste and green recycling bags.

Meeting this target will remain a significant performance challenge for the Council in 2020/21, 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.
- **Flooding:** Coastal erosion, and associated flood risks relating to the condition of existing flood defences, remains a major risk area for the Council, with Cardiff being included within the top 10 global cities considered most at risk of flooding due to climate change in the 2050 Climate Change City Index. 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 lockdown and the requirements of social distancing has had a major impact on public transport, particularly municipal bus companies. Discussions are ongoing with the Welsh Government and Transport for Wales regarding the provision of financial support for bus companies during the Covid-19 crisis and the future of bus services in Wales. The commercial basis of much of the work relating specifically to Cardiff Bus requires these matters to be dealt with confidentially, however, Scrutiny panel members were reassured by the current approach being taken to minimise the financial risks to the Council, following the meeting of the Covid-19 Scrutiny Panel on 23rd June 2020.

Forward Look: Areas of Future Focus

- The Council is working with the Welsh Government, WRAP and local partnerships to address under-performance and implement improvements to ensure that the statutory target of 64% is met as soon as possible and the next statutory target of 70% can be met in 2024/25.
- The Council has started a full review of the current Local Development Plan (LDP) 2006-2026 in accordance with the statutory duty to do so every four years after the plan has been adopted. The current LDP was adopted in 2016.
- In response to the Climate Emergency declared by the Council and Welsh Government in 2019, the Council's One Planet Cardiff strategy will be approved in autumn 2020.

Self-Assessment of Performance: Progress with identified areas of improvement

Well-being Objective 4.1:

Modernising and Integrating Our Public Services

In the face of rising demand and reducing budgets, the Council is committed to modernising the systems and processes that support service delivery. This will mean streamlining and simplifying the way the Council does business, making better use of the Council's asset base, and finding new and better ways of working to take advantage of new technology. It will also mean continuing to invest in our workforce so that they have the skills to meet the complex challenges facing public services in the 21st century. The Council has therefore prioritised action in a number of key areas:

- **Overall Organisational Performance**
- **Workforce Development**
- **Assets and Property**
- **Digital Ambition**

Key Successes in 2019/20

Overall Organisational Performance

- The Council continues to be able to evidence a broad pattern of year-on-year improvement, which has been consistently reflected by external regulators and comparative data. Since 2017 Cardiff Council's performance against the majority of national indicators has improved. 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 2017/18. 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 for this financial year.
- In terms of citizen satisfaction with services and facilities, for the second year running Cardiff was ranked first for the number of people satisfied with local public services, according to the National Survey for Wales conducted on behalf of Welsh Government. The 2019/20 survey also asked, specifically for the first time, about citizen satisfaction with Council services. When asked their views on whether their Local Authority provides high-quality services, 58% of surveyed residents in Cardiff replied that they agreed, the highest in Wales. The results of the National Survey for Wales mirror the opinion of Cardiff citizens in the Ask Cardiff Survey which found 60% were satisfied with the services the Council provides. The Ask Cardiff Survey also showed that the areas that citizens were particularly satisfied with included Cardiff's parks and open spaces, libraries and Hubs, and street lighting. However, areas for improvement included youth services and activities for young people, road maintenance and services for the disabled.

Workforce Development

- The Council has continued to invest in its workforce and has created a high-quality working environment through schemes and services such as the Real Living Wage; personal and professional development opportunities available through the Academy; and the investment in well-being services. These include the provision of mental health services, occupational health support and a fast-track physio service. The Council recognises the continuing challenges in relation to sickness absence, a longstanding area of corporate improvement.
- As a result of the Bilingual Cardiff Strategy and the Bilingual Council Policy, 776 of the Council's staff are reported as having a level of Welsh language skills – a 48.4% increase on 2018/19, though much of this increase can be attributed to improved data collection. Training provision was moved in-house with the appointment of an internal Welsh language tutor with 158 staff members participating in Welsh language training courses and 955 completing Welsh language awareness training in 2019/20. A new Welsh language awareness e-module has been developed and will be launched in 2020/21.

Assets and Property

- Good progress was made in 2019/20 in delivering the objectives set out in the Council's Property Strategy 2015-2020, 'Fewer and Better Buildings', with the Council achieving all headline targets. Capital receipts amounting to some £40m have already been generated and are being re-invested in delivering the Council's priorities.
- Significant progress was made over the year in relation to the Corporate Landlord function. A number of key strategic issues were progressed in 2019/20, including delivery of the 21st Century Schools Band B programme, ensuring key services have capacity to deliver the asset maintenance programmes and embedding the Landlord Consent process across the whole non-domestic estate. 2019/20 also saw significant improvement in Health and Safety Compliance and a number of operational improvements completed, including a new 'One Front Door' facility and Landlord Consent Process; School Building Handbook; Non Domestic Building Maintenance Frameworks; new Property Database (Technology Forge); and the completion of visual condition surveys for operational estate.

Key Successes in 2019/20

Digital Ambition

- The Council had already established a comprehensive digital agenda, with the Digital Strategy setting out a clear direction of travel. The progress made in delivering this strategy has enabled the Council to support new working practices, including previously unprecedented levels of home and agile working. Whilst investment in digital infrastructure is often unseen, the Council's programme of software upgrades and migration to the latest operating platforms has established modern and resilient digital capacity. Simply put, the Council would not have been able to support home working at the scale demanded in response to the Covid-19 pandemic without the delivery of the Digital Strategy. During the last weeks of March 2020 and the first few weeks of April, the Council's ICT and Digital Teams supported:
 - The migration of 5,200 staff to Office 365 in three weeks, enabling wider access to Council systems from remote and mobile devices.
 - The roll out of Microsoft Teams to the same number of users, enabling additional video conferencing and collaboration tools.

- The Council has continued to increase the number of customers choosing digital channels to contact the Council, with approximately 1.25 million customer contacts now being made through digital channels. This year-on-year improvement has seen record numbers accessing Council Tax self-service and parking permit applications through low-cost, 24-hour digital channels. Representative of this progress is:
 - The Cardiff App, with nearly 25,000 downloads and further services and online content being made available. It allows residents to report street cleansing issues, potholes as well as receiving information about waste and recycling services.
 - The Council's bilingual ChatBot, 'Bobi', a computer program designed to simulate conversation with human users, which launched in February 2020. Initially providing support in relation to waste services, Bobi can be further enhanced to improve services for citizens and unlock potential efficiencies.



Key Challenges and Risks

- **Financial Resilience:** The Covid-19 crisis will have significant financial implications for the Council over the course of 2020/21 and beyond. Within certain directorates additional expenditure will have been incurred and losses of income experienced. A key consideration will be the focus and duration of concerns as directorates grapple with the service delivery challenges associated with Covid-19. Certain assumptions have been made regarding the extent to which these costs and income losses can be recovered via the Welsh Government Hardship Fund for Local Authorities. Work is ongoing to establish the full financial impact of the crisis, both short and medium term, and this has, and will be, reported to Cabinet and Council. Whilst the Council is working closely with Welsh Government to ensure the financial impact of responding to Covid-19 is minimised, there remains a risk that not all lost income will be recovered.

Over and above the Covid-19 crisis, certain directorates are facing longstanding and significant financial pressures, with ongoing challenges relating to the planning and delivery of departmental efficiency savings. The overall directorate outturn position for 2019/20 showed an over-spend of £8.629 million whilst a shortfall in departmental savings in 2019/20 demonstrates the absolute importance of a robust savings plan and a discipline to realising savings. Departmental efficiency savings for 2020/21 were therefore robustly reviewed for achievability in order to deliver as planned. Enhanced service planning has been undertaken in a number of areas grappling with strategic challenges to ensure clear accountabilities, metrics and targets – in order to ensure that a realistic cost base is set. Children's Social Services will continue to represent a key area of focus.

- **Sickness Absence:** Sickness absence remains a longstanding area of challenge for the Council. The outturn sickness absence figure for 2019/20, at 11.77 full-time equivalent (FTE) days lost per employee across the Council, was above the target of 9.5 days lost per employee and was higher than the outturn for 2018/19 of 11.53. Following extensive review of sickness absence data, it is clear that, whilst the number of short-term sickness absences continues to fall, underperformance at corporate level is driven by an increase in long-term sickness absences:
 - Short term sickness has reduced every year since 2015/16, with a 10% reduction resulting in over 9,000 FTE days saved.
 - Long-term sickness has increased by 9% since 2015/16, resulting in 16,000 additional FTE days lost. Much of this increase has been driven by a significant increase in sickness absences attributed to mental health caused by factors outside work, and to musculoskeletal issues. Even though long term sickness accounted for 69% of all sickness in 2019/20, marginally down on the 2018/19 figure of 70%, this represents a relatively small number of individual cases.

Organisation-wide changes to strengthen management practice were introduced in Quarter 1 2019/20, alongside additional preventative measures, to address these areas of challenge. A focus on staff well-being now forms a key part of a wider refresh of workforce development with measures now in place to support staff affected by non-work related stress and mental health. This includes the provision of in-house and external counselling options and courses to assist both employees and managers in dealing with stressors inside and outside of work. The provision of additional support for mental health (triage services) and musculoskeletal absence (fast-track physio service) form a package of targeted interventions to address the main causes of sickness absence. In addition, a targeted approach was taken to the management of the Council's long-term sickness absence cases, with the Chief Executive leading a series of challenge sessions to ensure that directorates are managing these cases proactively and appropriately. As a consequence of these interventions, Quarter 4 showed some early indications of positive performance in relation to levels of long-term sickness absence that need to be consolidated in 2020/21.

- **Assets and Property:** The operational cost of the estate and implementation of energy conservation measures remain key areas of focus. The transition to home and agile working as a result of the Covid-19 crisis is likely to continue in order to prevent transmission of the disease for the remainder of 2020/21. The Cabinet will consider the long-term implications of this rapid transformation in working practice and the appropriate medium- and long-term response, as part of a renewed approach to property, technology and workforce which will be a corporate improvement priority for the year ahead.
- **Citizen Engagement, particularly with 'seldom heard groups':** Over recent years the Council has successfully expanded its digital citizen engagement strategy, with most public consultations and surveys now hosted online and achieving comparatively large response rates compared to other Welsh Local Authorities and Core Cities. To ensure that individuals and communities traditionally less likely to participate in Council consultation and engagement activities or to respond online are consulted, the Council has supplemented the digital engagement with focus group and face-to-face engagement. With social distancing likely to continue for an extended period as a result of Covid-19, the Council will need to develop new approaches to ensuring that all citizens and communities have the opportunity to have their voice heard in Council decision making.

Forward Look: Areas of Future Focus

- **Covid-19:** Directorates must continue to review the risks associated with responding to Covid-19 from a service planning perspective. This must include financial, service and workforce planning.

- **Strengthening management practice across all directorates to reduce long-term sickness absence rates:** This will include the promotion of new services to address sickness absence by managers as part of a flexible and proportionate approach to managing staff well-being. Managers will also be provided with a greater level of performance management information to better support the management of sickness absence cases.

At the same time as responding to the immediate implications of the Covid-19 pandemic, the Council has continued to review the service delivery impacts of a revised approach to workforce management. Perhaps one of the most immediate impacts on productivity is the marked reduction in sickness absence achieved during a period of extensive homeworking. When considered alongside the results of a recent staff survey on homeworking, which demonstrated that staff felt there was little or no fall in their productivity as they continued to deliver largely the same tasks, there are clear efficiency gains being recorded.

- **Home and Agile Working:** Responding to Covid-19 demanded a radical transformation to the way in which many Council services were delivered. This transition to an “Essential Services Model” included significant changing working practices at unprecedented pace and scale, particularly in relation to home and agile working. While the Council will continue to maintain core office accommodation with office working remaining an important component of workforce development, collaboration and interaction, the opportunity exists to consolidate the progress made under lockdown and move towards an environment with much greater flexibility and the ability for staff to work effectively in a variety of settings. Delivering a shift to more agile and home working will require a programme of reviews which will include:

- Digital Infrastructure, ICT equipment and virtual processes;
- Property and Assets;
- Staff Terms and Conditions;
- Staff Well-being (Physical and Mental);
- Management Support and Performance Management Arrangements.

- Progress delivery of the digital strategy to enhance mobile working capacity, with targets to increase mobile and agile working, increase the number of customer contacts via digital channels and launch the bilingual “Chatbot” for voice calls.
- Continue to strengthen the Corporate Landlord function through ongoing monitoring of Health and Safety compliance, whilst also seeking to reduce the annual running cost of the estate, primarily by focusing on rationalisation and energy reduction.
- Revised Budget Strategy to be brought forward to Cabinet in September/October to ensure financial sustainability in 2020/21.

Self-Assessment of Performance: **Satisfactory progress**