

## Appendix 1b – Narrative Updates against Steps 2020/21

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

Steps	Lead Member	Lead Directorate	Update	RAG
Play a leading role in the design and delivery of city-regional governance for economic development, planning and transport that reflects the unique role that the capital city plays in the Capital Region by 2021.	Cllr Huw Thomas	Economic Development	A report has been presented to Cabinet outlining the consultation result regarding the Corporate Joint Committee (CJC). Submissions made to the Housing Fund with the expected outcome in the new financial year.	G
Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station.	Cllr Russell Goodway & Cllr Caro Wild	Economic Development	The development of the Detailed Business Case for the Central Station development is now well underway and is programmed to be completed by autumn 2022. This will progress plans to GRIP 4 stage and will provide detailed costs for the scheme and detailed plans ready for submission to the local planning authority. It is anticipated that a planning application will be submitted winter 2022/2023 with work scheduled to start on site in the winter 2023/2024.	G
<p>Grow the city centre as a location for businesses and investment, delivering an additional 300,000ft<sup>2</sup> of 'Grade A' office space by 2022, by working with partners to:</p> <ul style="list-style-type: none"> <li>• Complete the regeneration of Central Square;</li> <li>• Begin the Central Quay development extending the business district south of the station;</li> <li>• Support the completion of Capital Quarter and the next phase of regeneration of Callaghan Square;</li> <li>• Develop a new masterplan for the Canal Quarter area.</li> </ul>	Cllr Russell Goodway	Economic Development	<p>Discussions continue between the developer and WG regarding an agreement for the development of an MSCP to release land for development. Proposals for the waterfront residential development are progressing with funders. The Brewhouse development has planning permission and discussions are ongoing with CCR regarding forward funding.</p> <p>The development of 109,000 sq ft grade A offices at John Street is progressing. Master planning work on Callaghan Square continues to be brought forward by WG.</p> <p>An application for the Guildford Crescent development has been submitted to the LPA. A report will be presented to Cabinet in Quarter 1 setting out a plan for the regeneration of the wider area.</p> <p>The UK Government's has recently announced a new Trade and Investment Office to be based in Cardiff which will create 100 new jobs. It is anticipated that this new department will be accommodated in the UK Government Hub in Central Square. Work continues on construction of 100,000 + sqft of space in Callaghan Square by JR Smart. Initial discussions have taken place with Rightacres regarding the refurbishment of the former Brewery buildings (the Brewhouse) within Central Quay. Schemes such as Queen's</p>	G

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

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

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

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

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



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

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

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

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

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

## Well-being Objective 7

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

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

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



Continue to support the Foundational Economy through our Socially Responsible Procurement Policy, ensuring that local people and communities benefit from the money that the Council spends on goods and services and working with partners to explore how we can further promote opportunities for Social Enterprises in Cardiff.	Cllr Chris Weaver	Resources	3-Year Social Business Spend Analytic Reports have been produced. The data is presently being interpreted to highlight potential areas where Council could look to provide increased opportunities for the sector. The aim is to work with C3SC in early 2021 to develop a plan to support / encourage social businesses to seek out Council procurement opportunities.	A
Strengthen social partnership arrangements in Cardiff by updating our procurement strategy to promote fair work and support the circular economy by October 2020.	Cllr Chris Weaver	Resources	The Social Partnership and Public Procurement (Wales) Bill was published on 26 February, this is being reviewed to ensure that we 'future proof' the Council's Procurement Strategy. Purdah due to May Assembly elections means the updated Procurement Strategy now scheduled to be taken to Cabinet in the Summer 2021.	A
Deliver our ambitious Digital Strategy by: <ul style="list-style-type: none"> <li>• Launching a new bilingual 'chat bot' by September 2020;</li> <li>• Producing an agile working strategy for the Council by December 2020.</li> </ul>	Cllr Chris Weaver	Resources	<p>Work has continued to broaden and deepen the services offered via the chatbot. A full review of the backlog of requirement and improvements has been completed, with new work packages being defined and planned out at high level.</p> <p>New services either deployed, or developed with deployment dates pending, include missed collections (via data capture form), revised A-Z recycling checker, Covid-19 and vaccination information, and Electoral Service enquiries to support the upcoming Welsh Assembly election.</p> <p>Council Tax transactions and some smaller services have been designed and await development in Quarter 1 2021/22.</p>	G
Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people, by adopting the new Smart City roadmap by September 2021.	Cllr Chris Weaver	Resources	<p>Work has commenced with the Planning, Transport &amp; Environment directorate to create a roadmap for future services which will incorporate smart city objectives and opportunities.</p> <p>A funding bid has been made to the Cardiff City Region for a pilot project to investigate opportunities for Hydroponic, or controlled environment agriculture, within the region</p>	G