

Appendix 1b - Q4 Position for Steps included within the Corporate Plan 2021-24

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

Wellbeing Objective	Lead Directorate	Step	Q4 Updates	Q4 RAG
Cardiff is a great place to grow up	Education & Lifelong Learning	Promote and fulfil children’s rights by: <ul style="list-style-type: none"> • Achieving recognition as a Unicef Child Friendly City – which will include the development of a participation charter and framework – by December 2021; • Increasing the number of Cardiff schools that are designated as Rights Respecting Schools. 	Cardiff is still progressing to become the UK’s first Child Friendly City where all children and young people have an equal chance to thrive and reach their potential, submission for accreditation due by September 2022. The Unicef accreditation date is to be confirmed. The assessment phase requires a suite of evidence to be collated to showcase sustainable change over time across the Child Friendly programme. The RRSA (Rights Respecting Schools Approach) forms a significant element of our Child Friendly Cardiff strategic goal 4 which has a focus on rights-based approach to education. Now with 80 schools in total (Bronze – Gold) and a further 18 schools registered. <ul style="list-style-type: none"> • 49 Bronze • 24 Silver • 7 Gold 	Green
Cardiff is a great place to grow up	Education & Lifelong Learning	Ensure that all Cardiff schools are able to reopen safely and maintain safe learning environments for all pupils and staff, in line with the gradual lifting of Covid restrictions during 2021/22.	Cardiff Schools are continuing to manage the challenges caused by Covid-19 including staff absence, with the availability of agency and cover staff being stretched to make up the demand across the authority. From the 28th of March, restrictions have been eased including no requirement for physical distancing. Testing and routine isolation will remain in place until June. Contingency measures are still being implemented by schools where there is an increase in staff shortages (due to current self-isolation requirement). Maintaining safe learning environments for pupils and staff will continue to be a priority moving forward for 2022/23.	Amber

<p>Cardiff is a great place to grow up</p>	<p>Education & Lifelong Learning</p>	<p>Produce a Cardiff Schools Recovery Plan by May 2021, including focused action to:</p> <ul style="list-style-type: none"> • Support pupils to re-engage with school life, including a summer programme of city-wide activities; • Address any safeguarding, emotional or mental health concerns; • Deliver catch-up strategies, for example accelerated learning programmes and extra-curricular activities, with a focus on vulnerable children and young people. 	<p>Proposals to deliver a Child Friendly Recovery were approved by Cabinet in May 2021 as part of the Capital Ambition: Recovery and Renewal Programme. With a focus on the most vulnerable children and young people across the city, the Children and Young People Recovery Board is in place to ensure joined-up governance to oversee four key programmes of work:</p> <ul style="list-style-type: none"> • Business Intelligence and Information Management • Integrated Youth Support Services • Tackling Youth Violence and Exploitation • Locality based working <p>The review of the youth service is still underway. The Child Friendly Cardiff team have held a 'pop-up' in the centre of Cardiff in St David's 2 shopping centre, as part of the successful Winter of Well-being Festival. This included a range of free drop-in workshops, crafts, games and activities for all ages from babies through to primary age children, teenagers and young adults. This festival location ran up until the 27th of March, with partners hosting sessions at the festival pop-up include: Lalala Productions, Cardiff Parks Team, Arts Active Trust, RSPB, Cardiff Salad Garden, Technocamps, Green Squirrel, Pedal Emporium, Rubicon Dance, Ministry of Life, Radio Platform, Democracy Box, Into Work Cardiff, Grassroots, Play Services, Boss & Brew, Arup and Shiny Happy People.</p>	<p>Green</p>
<p>Cardiff is a great place to grow up</p>	<p>Education & Lifelong Learning</p>	<p>Develop and deliver a sustainable, quality approach to blended learning, that enables all children and young people to access education and learning, both within and outside of school, and grow as confident 'independent learners', building on the lessons learnt from the pandemic.</p>	<p>The Local Authority is continuing to invest in digital devices and infrastructure. All learners that did not previously have access to Wi-Fi connectivity away from school have been provided with access, with support being given to those who are working from home because of Covid-19.</p> <p>Continued support has been provided to schools since their return in January from the Local Authority and Central South Consortium Improvement Partners in response to pupils and staff having to isolate.</p> <p>Schools are working on implementing teaching and learning approaches as part of Curriculum for Wales 2022. Any planning for responding to the impacts of Covid-19 should be seen in the context of how Curriculum for Wales can support this. Likewise, planning for Curriculum for Wales should be seen in the context of how learners' needs are changing in light of the pandemic.</p>	<p>Green</p>

Cardiff is a great place to grow up	Education & Lifelong Learning	Support the health and well-being of the education workforce as schools reopen and work towards the implementation of a new Workforce Development Strategy by March 2022, to take forward the goals set out in the Cardiff 2030 Vision.	Protecting the health and well-being of the education workforce has and will continue to be a priority, with continued support and advice being offered to schools through the Spring Term. Estyn noted in the Cardiff inspection report, published in February 2022, that during the period of the pandemic, the Local Authority (LA) significantly strengthened its relationships with its schools. Throughout this time, enhanced communication and a strong focus on headteacher wellbeing created a sense of partnership and mutual trust and support. The LA is working closely with HRPS colleagues and schools around ongoing staff sickness challenges. The changes to self isolation periods and restrictions has relieved some of the pressure on schools, but there are still issues regarding staffing with their availability of agency/supply teachers and support staff. • High numbers of school staff absences still being caused by Covid-19	Amber
Cardiff is a great place to grow up	Education & Lifelong Learning	<p>Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 2026 to:</p> <ul style="list-style-type: none"> • Increase the number of school places available; • Improve the condition of school buildings; • Improve the teaching and learning environment; • Reshape and enhance specialist provision for pupils with additional learning needs. 	<p>Delivery of the new Band B schemes in accordance with the programme is underway following delays as a result of the pandemic. The programme is significant in value (£284m) and complex, spanning the work of directorates and requiring significant capacity including:</p> <ul style="list-style-type: none"> • Fitzalan is developing well on site. The project is on track to be complete by Easter 2023. • The contract for the construction of the Fairwater Campus is due to be awarded following the tender period. • Engagement for Willows High, Cathays High, The Court and Greenhill schools is underway with visioning work taking place with the schools. <p>The overall quantum of places is sufficient to meet demand for places across the Local Authority in both Welsh-medium and English-medium, in primary and secondary. Some schools have demand in excess of supply with catchment changes supported by infrastructure investments identified to address these included within the Band B programme. All entitled pupils can access places across the statutory age range.</p> <p>There is an evident increase in demand for provision for pupils with Additional Learning Needs (ALN). To meet the increasing demand for special school places and specialist resource base places for learners aged 3 – 19 with complex learning needs and Autism Spectrum Condition, the Council is proposing to increase the number of Additional Learning Needs places at a range of special schools, primary schools and secondary schools from September 2022</p>	Amber
Cardiff is a great place to grow up	Education & Lifelong Learning	Begin to develop a strategic framework for the future prioritisation of 21st Century School and Local Development Plan investment.	<p>Consultation on Additional Learning Needs (ALN) proposals is underway and the outcome was considered by Cabinet in March 2022.</p> <p>The Welsh Education Strategic Plan (WESP) has been submitted to Cabinet along with the Bilingual Cardiff Strategy in February 2022, with the joint ventures working together in future for the benefit of 21st Century School and Local Development Plan investment, this being the new aim and focus of the Welsh Education Forum.</p>	Green

Cardiff is a great place to grow up	Education & Lifelong Learning	Develop a ten-year Welsh Education Strategic Plan (WESP) in line with Cymraeg 2050: Welsh Language Strategy.	Consultation on the Welsh Education Strategic Plan (WESP) was completed in December 2021 and was considered by Cabinet in February 2022, with over 3,000 stakeholders engaging with the consultation process. A three-year delivery plan will be put in place for the ten-year (WESP) in line with the Bilingual Cardiff Strategy 2022/27.	Green
Cardiff is a great place to grow up	Education & Lifelong Learning	Deliver up to eight new primary schools and two new secondary schools by 2030 through the Local Development Plan in line with any Section 106 agreements and statutory approvals.	Contractors have been appointed and started on site for the new primary school at St Edeyrn's with a scheduled completion in April 2023, with new nursery to be set up for September 2022 on the existing site. Temporary Governing Body is established for Groeswen Primary School and headteacher recruitment is underway.	Green
Cardiff is a great place to grow up	Education & Lifelong Learning	Invest in digital infrastructure, equipment and new learning technologies for schools and learners in line with the Schools ICT strategy and Welsh Government digital best practice: <ul style="list-style-type: none"> • Complete the refresh of the Wi-Fi infrastructure in every school in the city by September 2021; • 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; • Complete a refresh of all audio-visual equipment in all school classrooms by September 2024; • Ensure that every pupil has access to appropriate Wi-Fi connectivity away from school by working with Welsh Government 	Education technology upgrades have been completed in the majority of schools, all schools will be fully complete by the 31st August 2022. With a target to complete a refresh of all audio-visual equipment in all school classrooms by March 2026. Welsh Government announced further funding for 2022/23 of £10 million across Wales. Cardiff's share will be £1.1 million.	Green

Cardiff is a great place to grow up	Education & Lifelong Learning	Improve outcomes for children and young people with additional learning needs through successful implementation of the Additional Learning Needs Transformation Programme by 2024.	Well-developed multi-agency processes are in place to identify and assess children and young people with Additional Learning Needs (ALN), and to create appropriately resourced Individual Development Plans (IDPs): <ul style="list-style-type: none"> • As part of the first year of ALN implementation, schools have begun identifying learners in the specified year groups who have ALN, and creating IDPs for these learners. • The Local Authority (LA) has identified looked after children and learners registered Educated Other than School (EOTAS) in the specified year groups who have ALN and are creating IDPs for these learners. • A Cardiff and the Vale multi-agency transition protocol has been agreed, to support transition of learners aged 14-25. The launch event of 'My Plan For My Future' in March 2022 was attended by the Childrens Commissioner. • 'Project Search'- a project to provide supported pathways into work for young people with learning disabilities, admitted its first cohort in September 2021. CVUHB are the employment partner, working with Cardiff and Vale of Glamorgan LAs. The project will be fully evaluated at the end of the academic year, with a view to continuing and expanding the project in future years. 	Amber
Cardiff is a great place to grow up	Education & Lifelong Learning	Support Cardiff schools to work towards the introduction of the Curriculum For Wales 2022, with implementation for nursery through to Year 7 by September 2022, and for all remaining year groups in the period up to 2026.	Schools have been encouraged to start implementing the new curriculum from September 2022. There is however flexibility in implementing the curriculum considering challenges faced as we continue to manage the pandemic and with ongoing operational issues faced by schools. As a result of this, a number of secondary schools will start implementing the new curriculum with Year 7 only and move forward throughout the coming years to rollout to senior school years.	Amber
Cardiff is a great place to grow up	Education & Lifelong Learning	Develop an interim Performance and Evaluation Framework for education in Cardiff that takes account of the national changes to school accountability and assessment arrangements by September 2021.	<p>As part of 'Education in Wales: Our national mission', work is in progress with the development of a new Evaluation, Improvement and Accountability Framework. The outcome from this work will help to determine what data and information will be required at all levels in the school education system.</p> <p>The Cardiff Local Authority (LA) inspection report was published in February 2022, and concluded that in recent years, Cardiff has demonstrated a sustained and incremental improvement in the quality and effectiveness of its education service. Estyn have noted that the Local Authority and the Consortium have good systems and procedures for understanding, challenging and supporting all schools.</p> <p>School inspections have resumed and a number are scheduled to take place in May and June 2022. There are currently no schools in an Estyn category.</p>	Green

Cardiff is a great place to grow up	Education & Lifelong Learning	Deliver an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation by March 2022.	Cardiff Youth Service has achieved the National Youth Agency Quality Mark. The service was awarded Bronze for its vision, youth work practice and development and engagement of young people. This enables the service to now progress onto the Silver Award and ultimately Gold. An independent Youth Service review is underway, phase 1 of the review will be complete at the end of March, the results of which will be incorporated into the Services for Adolescents review. The Estyn inspection relating to the Youth Service noted that the Cardiff youth service provides high quality provision in prioritised areas of the city that includes a mixture of open access and targeted work. Young people, in the areas served, are at the heart of service development. Support for young people's emotional health and wellbeing and the effective use of digital platforms are particularly strong aspects of the provision.	Amber
Cardiff is a great place to grow up	Education & Lifelong Learning	<p>Continue to deliver the ambitions of the Cardiff Commitment to support children and young people to access careers and work-related experience, with a focus in 2021/22 upon:</p> <ul style="list-style-type: none"> • Delivering the Experiences of Work programme in three secondary school clusters, with a focus on regional economic growth sectors; • Opening up increased Social Value opportunities; • Delivering industry and higher education projects linked to the curriculum with schools. 	<p>Over 300 organisations have been engaged to date to support the Cardiff Commitment initiative from the public, private and third sectors.</p> <p>Cardiff University, Cardiff Metropolitan University and the Open University are all committing to curriculum engagement activities.</p> <p>The Virtual Work Experience pilot 'Jobs for The Future' was delivered in July.</p> <p>Business Forums are now established in Cardiff West, Cantonian, Cathays, Willows, St Teilos and planning is underway to establish a further three Business Forums in Eastern High, Glantaf and Whitchurch from September 2022.</p> <p>Area of Learning & Experience Forums have been established to seek employer support with identifying the skills required at each progression step.</p> <p>Seven schools are participating in the Debatemate Cardiff Cup following the success of last years Debatemate project with Fizalan and Cantonian.</p> <p>The Social Value Officer has been appointed and is harnessing social value from multiple contracts external and internal to the council to realise benefits for children and young people which support progression into EET. Contracts to date include; Centregreat, Arena, Exchange Building and CAVHB Genomics Centre.</p> <p>The summer will see the soft launch of the new What's Next platform which will ensure young people have a visible offer of post 16 provision and opportunities across the city.</p> <p>Project Search's first cohort will complete this summer and due to the success recruitment is underway for a further two cohorts that will start in September 2022.</p> <p>A Volunteer Officer has been funded by the Cardiff Commitment to secure volunteer placements across the city for 16-24 year olds which will support transition into EET.</p> <p>A series of training sessions for employers on the Curriculum for Wales and Careers and Work Related Experiences have been delivered to ensure that our partners are aware of the new way in which we will be working with schools to realise the vision of the Curriculum For Wales.</p>	Green

Cardiff is a great place to grow up	Education & Lifelong Learning	Develop and embed an approach for Community-Focused Schools to enhance the relationship between schools and communities, with a focus on supporting the continued learning and well-being of vulnerable children and families.	A formalised approach for Community-Focused Schools is ongoing. This is a significant piece of work that requires the input of a range of stakeholders and has been delayed as a result of competing priorities and taking into account operational challenges faced as a result of Covid-19. A key focus to the approach to developing 21st Century Schools is to make sure that schools are at the heart of their communities. Progress is being made in the development of locality-based services with Children’s Services.	Amber
Cardiff is a great place to grow up	Education & Lifelong Learning	Deliver the ‘Passport to the City’ model with the Children’s University and Cardiff University to open up extra-curricular activities to all children and young people in Cardiff by September 2022.	The Local Authority is developing a Children’s University in Cardiff. Children’s Universities encourage 5-14 year olds to challenge themselves, to try new experiences, to develop new interests and acquire new skills. All participating children in the Children’s University by the end of their first year will have the opportunity to learn many new skills and enhance existing skills which will continue in the remaining scope of the project This project will run for 3 years up until July 2024.	Green

<p>Cardiff is a great place to grow up</p>	<p>Children's Services</p>	<p>Enable all young people – who are known to social services – to play an active and central role in planning for their transition to adulthood during the year.</p>	<p>The Planning for My Future Protocol has been launched and training has been delivered that also accounts for the new arrangements for children with Additional Learning Needs. Engagement with staff and stakeholders to help shape the transition process has commenced. Multi-agency transition coffee mornings for parents / carers of young people with complex needs have been introduced to enable them to ask questions about transition, changes in service provision and options across agencies. Clear and accessible information for young people around the transition process, options and changes to service provision as they become adults is being produced. Work is to be undertaken to ensure that our processes in relation to planning are aligned with the new requirements of the Additional Learning Needs Act. Planning is underway for young people with mental health and emotional wellbeing issues in the locality teams to transfer over to the Child Health and Disability (CH&D) Service in line with the new remit of the service. A piece of work is required to understand the impact of this on CH&D caseloads so the establishment can be considered. The Personal Advisor Service has been reviewed and development options are being considered to ensure that we make best use of the resource. This step is rated amber as it is recognised that a full review of progress to date is required, and work in this area needs to be widened to ensure the inclusion of care leavers with Additional Learning Needs.</p>	<p>Amber</p>
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<p>Cardiff is a great place to grow up</p>	<p>Children's Services</p>	<p>Continue to develop and support the Children's Services workforce by implementing a recruitment and retention strategy and workforce plan by March 2022, including:</p> <ul style="list-style-type: none"> • Increasing the tailored recruitment campaigns setting out the Cardiff offer; • Ensuring Social Workers are fully supported by using a multi-disciplinary workforce to support them in discharging their duties; • Building on the progress made in stabilising the workforce, through the market supplement, by progressing new permanent contractual arrangements. 	<p>Work in relation to the recruitment and retention strategy implementation is ongoing. Key progress includes:</p> <ul style="list-style-type: none"> • Secured short term COVID Recovery Funding from Welsh Government which is being used in support of prudent social work – social workers only doing what only social workers can do. For example, we are piloting the use of Social Worker Resource Assistants who have been supporting social workers with arranging and minuting core group meetings, collating information for chronologies along with numerous other tasks. The pilot is in its very early days, so it is too soon to evidence an increase in performance, however the feedback from social workers is extremely positive. • Appointment to practice lead role in all 3 locality teams, with plans for an additional 2 appointments. The purpose of these roles is to support newly qualified social workers in their first years in practice, to embed good practice and to ensure consistency of practice across the Directorate. • In the process of restructuring the Training Team to provide dedicated support and resources for Children's Services. • Virtual learning event held in January where staff from ThinkSafe!, the front door, the Integrated Family Support Team and Child Health & Disability Service talked about the work that they do to engage people in recruitment opportunities in Cardiff. • Training and Development Framework agreed. Work to support career progression to follow - managers to start meeting with Grade 7 workers with appropriate experience to start progression planning. • Meetings with Open University and local universities held to attract students who are due to qualify in the summer. • Consideration being given to the offer to attract students – e.g. offers to talk with recent NQSWs / virtual workshop with managers / support to complete application forms. • Work is also ongoing to encourage and support non qualified staff within the service to be seconded to the social work degree course to become social workers. <p>Social worker vacancies in Children's Services have increased to 23.9% (50.4) in March 2022 from 21.1% (44.3) in December 2021. This step is rated amber due to the ongoing issues with recruiting experienced social workers.</p>	<p>Amber</p>
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<p>Cardiff is a great place to grow up</p>	<p>Children's Services</p>	<p>Make use of community resources and work with partners to support families and better understand the impact of poverty on child protection.</p>	<p>The locality working approach between Children’s Services and Education continues to be embedded into practice with regular meetings scheduled between the East and South locality teams and the high schools in their respective areas. A proposal for each high school to be linked with an East locality team is being developed and will be implemented when capacity in the teams allows. This approach is already showing evidence of positive impact – we are quickly able to target a response for pupils that schools are concerned about. A single point of contact list (Team Managers and Principal Social Workers) for the South locality has been shared with all primary and secondary schools in the locality. An initial meeting has been held to discuss educational attainment for children looked after in years 10 and 11. The pilot is akin to a meeting with parents for mutual and constructive challenge and is being undertaken with St Teilo’s. The aim is that all children looked after in Cardiff should attain a minimum of 5 GCSE’s A-C – supporting them to achieve their potential and follow their chosen transition route. Networking with Health to raise awareness of Children’s Services structure and roles has commenced with a presentation to a GP cluster in the South locality. Work with partners is underway in response to the death of Arthur Labinjo-Hughes to ensure a joined up approach to safeguarding across all agencies. Induction and training for social workers is being developed using research to guide our practice in supporting the families that we work with and to contribute to the wider corporate work to alleviate the impact of poverty. During the year we have brought together all of our in house support services into an Interventions Hub to better co-ordinate support for families. We are also working with providers to widen our domiciliary care offer to families of children without disabilities and review the potential for use of Direct Payments by these families. We continue to work closely with colleagues in the Into Work Service to provide training and employment opportunities for young people. This step has been rated as amber due to the work to truly embed a locality approach taking longer than first anticipated.</p>	<p>Amber</p>
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<p>Cardiff is a great place to grow up</p>	<p>Children's Services</p>	<p>Implement the 'All Our Futures' Youth Justice Strategy and Improvement Plan to strengthen governance, performance management and practice.</p>	<p>Work to progress the Youth Justice Improvement Plan continues. Key updates include:• Victim feedback is collated every 6 months and presented to the Youth Justice Board. This will be used to inform decisions about any potential changes required moving forward. • Sub committee purpose has been reviewed along with membership – additional members added. • Out of Court Disposal policy completed and data incorporated into dashboard. • New managers successfully recruited and in post. Most of the actions in the Youth Justice Improvement Plan have been completed with the exception of some that require multi agency input – and these will be ongoing work – such as the implementation of the Safeguarding Adolescents From Exploitation (SAFE) model and the need for ongoing Quality Assurance. These will be captured in the updated YJS Strategy and Improvement Plan, alongside actions to implement the recommendations of the HMIP follow up inspection that took place in March / April 2022. Informal feedback from HMIP is positive and acknowledges the distance travelled since the inspection in 2020. This step is rated as amber pending the outcome of the HMIP.</p>	<p>Amber</p>
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<p>Cardiff is a great place to grow up</p>	<p>Children's Services</p>	<p>Enable more children to be placed closer to home by:</p> <ul style="list-style-type: none"> • Implementing the action plans arising from the Social Care Commissioning Strategy by December 2022, including: - Supporting children to return safely to their own homes during the year using a Reunification Framework; - Re-shaping respite provision to offer flexible short-break opportunities, including emergency provision for children with disabilities;- Developing accommodation sufficiency for vulnerable young people and those leaving care; • Improving the timeliness of the adoption process during 2021/22 by improving linking and matching processes, developing adoption support planning and improving delivery of adoption services. 	<p>The Reunification Framework, which aims to support children to return to live with family where it is safe for them to do so, has been implemented and the focus continues to be on embedding this approach across the service. This part of the step is rated as amber due to the Framework not yet being embedded across the service. Our current overnight short break provision is being reviewed to identify what changes we need to make to ensure that it is able to meet the identified needs of children and families going forward. Options for the reshaping and recommissioning of overnight residential respite for families with children with disabilities have been considered and detailed plans are in the process of being commissioned. We are looking to identify alternative provision to enable respite to continue whilst the work is undertaken and to add additional respite provision to our in house portfolio. This part of the step is rated amber because the provision is not yet fully reshaped and a new timeline needs to be devised. We have recently appointed a Market Engagement Officer to develop the relationship between Cardiff and the Independent Fostering Agencies (IFAs) so they are better able to meet our needs. This includes work with both the larger IFAs and small independent providers to develop parent and baby placements, placements for teenagers and therapeutic placements. We have set up a separate project group looking to identify and meet the needs of children with disabilities – including activities, short breaks and looked after placements. During the year we have progressed our plan to develop in house residential provision with the launch of our Assessment Centre and pop up pop down emergency accommodation. We have also worked with local residential providers and colleagues in Housing to secure an additional 4 residential beds and 15 Young Person’s Gateway units in Cardiff respectively, with more due to come on stream in 2022/23. We are also working with the Salvation Army to open a 6 bed unit specifically for unaccompanied asylum seeking children that is due to open early in 2022/23. Placement sufficiency is a significant issue as the market is not currently able to meet the increase in demand for placements and the complexity of needs for young people. We have recently seen an increase in the number and consistency of children being placed in unregulated placements because we have not been able to source regulated placements to meet their needs. We are in the process of establishing an urgent project to ensure this work is prioritised. This will run alongside a second project that will be focusing on service provision and accommodation for children with disabilities. The impact of Covid-19 on families of children with disabilities is becoming increasingly evident with growing numbers of families experiencing breakdown. We have particular concerns in relation to young people with serious mental health and emotional wellbeing issues. Where these young people are not able to be safely discharged home, they are experiencing delay in discharge from hospital as there is a lack of accommodation provision to meet their needs. This issue is being addressed with partners including Health as part of the Starting Well Partnership - we are developing a Joint Recovery Service which is made up of an outreach and accommodation service in partnership with mental health services. This part of the step has been marked as red due to the significance of the issue and the impact on young people set out above. The role of the Life Journey Workers is embedded in the teams with a further 20 permanent staff being trained in therapeutic life journey work. This will increase the life journey therapeutic offer to children. Training has also been delivered to each of the teams to provide guidance on consistency of paperwork in the adoption process. Development of the linking and matching process is ongoing and training, advice and guidance will be provided to staff. Discussions in relation to the acceptance of transference and support three years after Adoption Orders being granted are ongoing due to the likely impact for Cardiff regarding duties, responsibilities, and budget. This part of the step is rated Green. Overall RAG status recorded as red to draw attention to the significant accommodation and placement issues that we are currently experiencing. However it is noted that work in relation to reunification and respite are rated amber and adoption is rated green.</p>	<p>Red</p>
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<p>Cardiff is a great place to grow up</p>	<p>Education & Lifelong Learning/ Economic Development</p>	<p>Increase the level of support available to young people to help secure and maintain a positive destination in education, employment or training post-16, whilst also helping to mitigate the impact of the emerging economic crisis and the negative effects of disrupted education in examination years, by utilising the Cardiff Commitment partnership to:</p> <ul style="list-style-type: none"> • Improve the accessibility and range of post-16 learning pathways; • Increase the levels of youth work support and mentoring available to the most vulnerable young people; • Co-ordinate a Cardiff approach to the UK Kickstart traineeship programme. 	<p>Economic Development Update (RAG Green)A Cardiff Commitment Social Value Officer has been recruited to work with internal departments and external organisations to help develop meaningful social value that impacts children and young people or support existing project fulfil social value for example, working with Legal & General to support the supply chain of the Interchange Building in Central Square deliver on their social value. Developing an initiative to encourage young people in Cardiff to get involved in debating linked in with FinTech. 8 secondary schools in Cardiff have received debating workshops and will debate head-to-head on topics relating to the FinTech industry. Partners such as FinTech Wales, Deloitte, Delio, Confused.com, PwC and Admiral are supporting. Developing a Construction Engagement programme with construction partners targeted at vulnerable learners and secondary school pupils. Supported by ISG and supply chain of Legal & General Interchange project, Central Square. Developing additional 4 Business Forums with Eastern High, Whitchurch High, Ysgol Glantaf and a Business Forum supporting specialist unit across Cardiff for those with additional learning needs. Education Update (Green) Developing 'Open Your Eyes Week' activity aimed at Flying Start settings and Foundation phase – focussing on Construction, Creative, Hospitality and Health and Social Care sectors. Based on low Science, Technology, Engineering and Maths (STEM) subject retention we are developing a STEM project aimed at primary schools in Cardiff with the intention of increasing the uptake in STEM related subjects. Area of Learning Experience Forums created by our Curriculum Team linked to the New Curriculum for Wales – Expressive Arts, Humanities and Science and Technology. Working with partners to develop curriculum linked projects.</p>	<p>Green</p>
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<p>Cardiff is a great place to grow up</p>	<p>Education & Lifelong Learning/ Adults, Housing & Communities</p>	<p>Introduce pre-16 mentoring capacity for Children Looked After to support education recovery and progression, and continue to forge links with the Bright Start programme for care leavers.</p>	<p>Adults, Housing & Communities Update (Green) Channels are created with regular monthly meetings. Next meeting will be to officially highlight those young people with no destination. Bright Futures Mentors to go into the schools with the LACE mentor team to meet the identified young people after Easter. Bright Start Mentor is also attending a meeting to talk about the summer placement Bright Start program, which will be targeting those in year 11 transition group. Bright Start Leaflet almost finished and being printed with Comms Team. Education Update (Green) Four Youth Mentors have been appointed to support Children Looked After. • Work has begun with allocated Looked after children who would benefit from more support • Link with Bright Start has been made • Transition from LACE mentors to Bright Start Mentoring programme still to be formalised In partnership with Children's Services, the Education Directorate will review joint systems and processes around the Brighter Futures panel and the discussion about education at the earliest opportunity when a child is moving out of county. These links have been established but programme still needs to be formalised and progressed.</p>	<p>Green</p>
<p>Cardiff is a great place to grow up</p>	<p>Education & Lifelong Learning/ Economic Development</p>	<p>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 2022.</p>	<p>Economic Development Update (RAG Green) The 2021/22 Asset Renewal programme has been delivered as planned. Attention being paid to rising costs due to market conditions and restricted key resources.</p> <p>Education Update (Amber) The wider school estate has been subject to historic underinvestment, but significant improvements are being made to develop a long-term programme of work, which will allow more strategic procurement. A comprehensive asset investment plan is in place to deliver condition and suitability priorities over the next two financial years.</p> <p>The target for the next financial year will be £20m.</p>	<p>Amber</p>

<p>Cardiff is a great place to grow up</p>	<p>Education & Lifelong Learning</p>	<p>Support mental health and emotional well-being for children and young people by working in partnership to deliver an integrated approach to emotional and mental health support by:</p> <ul style="list-style-type: none"> • Working with the Cardiff and Vale University Health Board (UHB) to continue to develop trusted referral pathways from Early Help teams into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2022; • Working with the Cardiff and Vale UHB to refine the role of the Primary Mental Health Specialists to ensure that children and young people access the right specialist emotional and mental support when these needs are first identified; • Promoting consistent whole school approaches to well-being through Thrive and Nurture approaches; • Delivering emotional and mental health support for young people through Youth Worker intervention. • Promoting consistent whole school approaches to well-being through Thrive and Nurture approaches; • Delivering emotional and mental health support for young 	<p>A,H&C Update (RAG GREEN) Training from Primary Mental Health Workers (PMHW) planned for Cardiff Parenting had to be re-scheduled due to availability of PMHW. This will be scheduled for 2022-23. It is planned to review the Thinking Together Conversations Framework to include the process of PMHW's offering TTCs for Cardiff Parenting, as the current process is only for Family Help.Joint referral & co-formulation process between Family Help & Barnardos Family wellbeing is in action. Family Gateway Contact Officers can make one referral that is jointly considered by both services in a weekly coformulation. One single initial assessment is made by Cardiff Parenting on behalf of Cardiff Parenting & Barnardos Family Well-Being Service & the family needs are discussed jointly. An offer of services for each family member is then made to the family. The aim is to provide a smoother process for the family, with services built around prioritising family need for each family member & Service involvement sequenced to be most impactful.Discussions with the NHS Single Point of Access for children & young people with emotional mental health needs, about agreed referral pathways are ongoing, which also includes representatives from the Schools InReach Service. Consent to share information is an outstanding issue, which once resolved, will enable the SPOA to refer families directly to the Family Gateway rather than signposting them to make contact themselves. This will assist those families who are unlikely to make contact themselves because of a lack of confidence, or other underlying emotional and mental health issues.Thinking Together Conversations Pilot with Children's Services Pre-Birth Team Regular TTC's were offered to Childrens Services' Pre-Birth Team by Educational Psychologist in Cardiff Parenting from June 2021-January 2022. The Pilot ran from June 2021 – December 2021. 7 TTC's have been held with Social Workers (2 of these also included the Perinatal Team). All Social Workers reported improved confidence in planning next steps for their casework after the Thinking Together Conversation (Average score pre-conversation 5.25 and average score after conversation 8.25 - on 5-point scale).Education UpdateChildren and young people's mental health resilience projectSince October 2019 the Resilience Project has achieved the following:</p> <ul style="list-style-type: none"> • Education staff requested support for 181 children and young people, who received a professional consultation. • 177 families have been supported through direct intervention (Resilience Project and through other health teams). • 938 education staff including school nurses received training. • 45 resources developed for educators, parents/ carers and children and young people. • 13 YouTube resources produced that have been watched 2,468 times. • 33% of children and young people receiving a consultation or formulation for the Resilience Project indicated a key theme of the request related to a developmental trauma.Youth ServiceThe service has increased participation across the service and thereby strengthened the voice of young people. Important developments in partnership programmes have increased inclusion.Partnerships with fifteen voluntary sector partners and joint training programs have resulted in improved resilience and wellbeing of many young people.Whole school approaches to well-being through Thrive and Nurture approaches The LA is engaging with the Starting Well partnership to map effective pathways for children and young people with the Whole School Approach at it's heart.The Inclusion team has recently created links with relevant professionals and held presentation session to introduce them to the service. The new SPOA system has now been implemented and collaboration has begun to establish regular joint forums where both agencies will share information on learners that are known to both services. This is work is currently very early stages but is a positive step in the right direction to creating a fully joined up approach between services 	<p>Green</p>
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people through Youth
Worker intervention.

<p>Cardiff is a great place to grow up</p>	<p>Education & Lifelong Learning/ Adults, Housing & Communities/ Children's Services</p>	<p>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</p> <ul style="list-style-type: none"> • Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads; • Adopting the joint Education and Children's Services Adolescent Strategy; • Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Improvement and Ensuring Access Plans; • Implementing the Early Help referral pathway into the Violence Prevention Service and assess its effectiveness in preventing children and young people's involvement in violence through early intervention and prevention; • Participating in the mapping, design and implementation of the Early Help element of the Vulnerability Change Project led by South Wales Police; • Strengthening the relationship between the Early Help teams and the Youth Justice Service, through developing a clear referral pathway and 	<p>Children's Services Update (Green) New post created for Youth Justice Service (YJS) Education Liaison Officer – will sit within education and will monitor the YJS caseload from an education perspective – to ensure they are receiving appropriate education provision and that this continues when YJS involvement ends.</p> <p>Education Update (Amber) The appointment of the new Education/YJS link officer will have the remit of strengthening the VAP by integrating the YJS factors into the assessment as well as acting to remove barriers to education. The Voice of Young people on Safeguarding (Previously the adolescent strategy) has been launched and the goals form the basis of working with partners through partnership grants (Youth Innovation Grants), community groups (Youth Action Groups) and the SAFE operational group. A comprehensive assessment of children and young people with educational engagement risks has been completed and is monitored and actioned (Ensuring Access Panel). EOTAS improvement plans are on schedule with notable developments in data collection and reports, Quality assurance and learner tracking/monitoring.</p> <p>Adult Services, Housing & Communities Update (Green) A meeting was held between Cardiff Parenting and YJS colleagues. Dates planned for April and May for briefings for both services and to introduce Thinking Together Conversations to the YJS case management team; the aim being to trial the use of Thinking Together Conversations for YJS from Cardiff Parenting, to identify themes in requests. Cardiff Parenting would also like to identify any training needs that could benefit from input from YJS. This will allow a focus on any staff training needs and to clarify what ongoing offer between the two services would be most useful to casework with families.</p>	<p>Amber</p>
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		identifying opportunities for joint working.		
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<p>Cardiff is a great place to grow up</p>	<p>Adults, Housing & Communities/ Children's Services</p>	<p>Continue to reduce the impact of adverse childhood experiences on children's well-being by developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Cardiff Parenting teams by March 2022.</p>	<p>A,H&C Q4 Update (RAG GREEN) Review of Distance Travelled framework Distance Travelled - This year, Cardiff Parenting piloted the use of the Parental Reflective Functioning Questionnaire as a new standardised tool for measuring impact in psychology-led interventions. Advice was obtained from the authors with regard to its complex scoring system. Looking at the 2021/22 data & its value of use with families, we have decided not to use this as a tool with every family and instead will only use if appropriate. To allow us to collect data sets, we have established a set of frequently used standardised tool as pre- & post-measures within each team within Cardiff Parenting. These are all shown on the Distance Travelled Framework. Youth Participation Standards & Families First Quality Award The evidence portfolio for the Youth Participation Standards is currently being finalised before formal submission for assessment. The portfolio for the Families First Quality Award has been formally submitted and a final assessment visit with the allocated Assessor is taking place on 5th April. This will involve staff and key partners who work alongside the service. Cost Saving/Cost Avoidance All teams in Cardiff Parenting have been trialling the cost saving tool, including establishing internal standardisation which was fed back to Wavehill. The East Family Help team have also been trialling the cost saving tool for cases that have reached the point of closure. From April 2022 this tool will be completed with all Family Help cases that have engaged in an intervention with the team. A Cost Avoidance recording guidance document has now been issued by Wavehill & a MS Form has been created to input data on cost saving for each piece of casework. The number of cases this is being used for is increasing and the aim is to use it consistently from April 2022. For Cardiff Parenting, case notes have also been added to Paris (UHB case recording system) to allow for the recording of signposting/refer on, a category in the Cost Saving Tool. Thinking Together Conversations Pilot with Children's Services One locality Team in Children's Services was offered weekly Thinking Together Conversations from Educational Psychologists in Cardiff Parenting from October 2021-January 2022. Cases were identified where child was on CPR for 9 months. All Social Workers reported improved confidence in planning next steps for their casework after the Conversation (average increase from 6.38 to 8), and all were likely (average 8.13 on 10 point scale) to apply the contents of the conversation to future casework.</p>	<p>Green</p>
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<p>Cardiff is a great place to grow up</p>	<p>Children's Services/ Education & Lifelong Learning</p>	<p>Implement the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and well-being for Children Looked After.</p>	<p>Children's Services Update (Green) The Operational Group continues to meet, with the focus on delivering actions that will have a positive impact for children looked after in line with the priorities in the Corporate Parenting Strategy. Attendance and engagement from the group has been positive, and membership has increased to include representation from Cardiff University, the Department for Work and Pensions and HR. Examples of how we are meeting the 5 priorities are set out below: Priority 1 – improving emotional health and wellbeing - a set of practical cooking lessons have been organised to help care leavers to cook healthy meals on a budget. Working with local dieticians, young people are provided with recipes and are given nutritional information as well as an opportunity to work towards an accreditation. The programme is looking to be expanded to foster carers, kinship carers and children's homes. Priority 2 – improved relationships - a charter has been developed with the Children's Social Care Research and Development Centre (CASCADE) and the National Youth Advocacy Service (NYAS) which outlines the commitments from local authorities to young parents who have left care. Consideration is being given to how to monitor the impact of the charter. Priority 3 – stable home in and after care - duffel bags have been sent to social worker hubs for staff to have to help with emergency placement moves for young people, helping to maintain dignity. This will be rolled out further as part of the My Things Matter Campaign which will be signed up to and promoted at next quarter. Priority 4 - education and training – Cardiff University, the Looked After Children Education team and Children's Services have been working in partnership to offer a university (higher education) awareness pilot programme for young people in KS4/5, who are care experienced. Initial discussions have taken place with First Campus manager for Cardiff University to develop clear pathways for care experienced young people to access higher education and local schools have been identified to take part in the First Campus programme. Priority 5 – celebrating young people – a photo exhibition was held in Cardiff City Centre to show the work completed by care leavers, several photos were shown on display with narrative showing the experiences of young people. These photos were based around 6 themes identified by young people - identity, belonging, being prepared, voice, aspirations, and ongoing support. Other progress includes: • Links have been made with Cardiff University research department CASCADE to provide a paid work experience placement opportunity to care leavers. The placement would provide an opportunity to learn and develop administrative and research skills. Links been made with Personal Adviser team and Into Work team. • A new social value officer has been recruited as part of the Cardiff Commitment team. The role focuses on working with local businesses and organisations to provide opportunities for children and young people. • Discussions have taken place with a local construction company to provide work experience to care leavers. • A cohort of young people took part in a programme to develop basic DIY skills, helping to help support independence but also give an insight into construction industry. • An engagement session was held with members of the Bright Sparks group and the chair of the Corporate Parenting Advisory Committee. The young people shared their experiences and discussed the Corporate Parenting Strategy. Feedback from the session was very positive. Education Update (Amber) In their final report, Estyn noted that the local authority works well with other directorates and partners to provide support for children who are looked after. The corporate parenting strategy is supported by a comprehensive action plan which clearly outlines the responsibilities across directorates such as education, housing and children's services and partner agencies including Cardiff and Vale University Health Board and South Wales Police. Adult Services, Housing & Communities Update (Green) The final unit of accommodation is yet to be live for use but is expected at the start of the next financial year. A report on savings to date has been produced and shared with relevant partners.</p>	<p>Amber</p>
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Well-being Objective 2 – Cardiff is a Great Place to Grow Older

Wellbeing Objective	Lead Directorate	Step	Q4 Updates	Q4 RAG
Cardiff is a great place to grow older	Adults, Housing & Communities	<p>Further develop our Independent Living and aging well services by:</p> <ul style="list-style-type: none"> • Training all frontline staff to fully embed the ‘What Matters’ conversation within social work and support practice by March 2022; • Developing outcome-based indicators to support understanding of the human impact of the services being offered by June 2021. • Developing Local Community Well-being teams by bringing together Independent Living and Homecare Services and delivering these on a locality basis by March 2022; • Continuing to work with the Cardiff & Vale University Health Board to further integrate the multi-disciplinary approach to hospital discharge and community support by September 2021; • Empowering people to commission their own care and support through greater promotion of direct payments by September 2021; 	<ul style="list-style-type: none"> • St Isan Identified as North Cardiff locality building. During Quarter 4 this building has been prepared ready for hand over to Cardiff council on 1/4/2022. • Due to frontline service pressures and difficulties in recruitment and retention, the development plans have been modified to have less interaction with teams during Quarter 4. This has allowed the teams to prioritise service delivery during increased winter pressures. • The implementation of the locality approach is in progress and the LA Teams are meeting to agree implementation plans for locality working in the North of Cardiff, we are also awaiting guidance from the integrated health and social care partnership on the interdependencies of the @home programme in relation to developing integrated localities, with regard to a co-located or integrated Health and Social care team. • In Quarter 4 Cardiff Council expanded their GP cluster MDT support to North and East, building on the success of the South West cluster. • Review of Direct Payments is being undertaken and the project group has been set up to look at more operational matters such as policy to review how we work with family members who are employed under direct payments. • Training is being developed for all Social Work staff. Information is being developed alongside this to ensure what is being shared is consistent. This work will continue into 2022/23 • Review of paperwork is underway and we have commissioned an outside organisation to undertake reviews of wellbeing assessments and review paperwork. This will support the changes in regulations regarding Liberty Protection Safeguards and support the implementation of Eclipse <p>Status is amber due to delays outlined above.</p>	Amber

Cardiff is a great place to grow older	Adults, Housing & Communities	Implement the first phase of the new way of delivering domiciliary care by November 2021 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.	<ul style="list-style-type: none"> • Accreditation and enrolment requirements have been signed off. • Domiciliary specification is complete. • The Officer Decision Report has been signed off for fee setting strategy. • Onboarding to the new Dynamic Purchasing System is ongoing. • On boarding of the New Approved Supplier List is ongoing. 	Green
Cardiff is a great place to grow older	Adults, Housing & Communities	<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> <ul style="list-style-type: none"> • Working to build and refurbish Community Living schemes for older people including: <ul style="list-style-type: none"> - Completing design work on the Michaelston college site for our first proposed 'well-being' village, focused on older people but taking an inter-generational approach to place-making, by December 2021; - Achieving planning permission for the new schemes at Bute Street and Canton Community Centre by June 2021; '- Commencing the new schemes on site at the Maelfa and in St. Mellons by November 2021; - Fully establishing the Rehousing Solutions Team to provide tailored advice and support for older 	<p>Works to Broadlands House are continuing to progress well.</p> <p>The new doors in Minton Court will be completed in the next quarter.</p> <p>The tender process to appoint a contractor for the Riverside Community Living project is underway with initial Expressions of Interest's returned. Formal Invitations To Tender documents will be issued to bidders in April with final tender returns due at the end of May.</p> <p>The tender pack required for the Bute Street scheme is nearing completion ahead of issuing Expressions of Interest. An updated Masterplan has been agreed for the Michaelston College wellbeing village project and pre-application consultation has taken place.</p> <p>The Rehousing Solutions Team has been reviewed and the existing structure remains with no changes - the current temporary posts have been extended until end of September 2022. Following that there will be a full review of the team.</p> <p>Extra Care has now been incorporated into the housing waiting list, although still to be allocated by Adult Services. Work is ongoing to ensure this is administered effectively.</p> <p>Community Living schemes are being allocated in line with new arrangements, the success of this will be reviewed in the coming year.</p>	Amber

people and those with physical disabilities by June 2021.

- Improving the current use of existing Community Living and Extra Care schemes including:
 - Reviewing the current allocation criteria for Community Living and Extra Care, and developing a single waiting list by September 2021;
 - Promoting Extra Care housing as an alternative to residential care and a step-down from hospital by September 2021.

<p>Cardiff is a great place to grow older</p>	<p>Adults, Housing & Communities</p>	<p>Work with partners to prevent hospital admissions and reduce the need for care by:</p> <ul style="list-style-type: none"> • Developing a clear approach to the use of innovative technological solutions which can help enable independent living, and; • Ensuring that all care and support planning considers the possible use of supportive technology by March 2022. 	<p>Consultancy support has been undertaken in Quarter 4 to create an options appraisal and review of technology enabled care in Cardiff. The existing Telecare offer has been reviewed.</p> <p>This work will continue into Quarter 1 of 2022/23 to implement the recommended improvements from the review.</p> <p>“AskSara” has been procured by Cardiff Council. An online assessment tool that will be accessible via Cardiff Councils Webpage to provide information about equipment that can support people to live independently and are able to self fund. It is anticipated that “AskSara” will go live in early Quarter 1 2022/23. Future development of “AskSara” will allow Citizens to contact the Joint Equipment Store</p> <p>Status is amber due to delays outlined above and work being taken into 2022/23.</p>	<p>Amber</p>
<p>Cardiff is a great place to grow older</p>	<p>Adults, Housing & Communities</p>	<p>Reduce the number of people accessing acute, residential or nursing care across Cardiff by reviewing the approach to re-ablement services by March 2022, ensuring that a full range of support is available to ensure that all older people are able to live the best lives they can and stay safe in their own homes.</p>	<p>After a review of Occupational Therapy (OT) service provision, a new Rapid Response OT Role was introduced in Quarter 4. The role is a dedicated resource providing urgent 48 hour assessments to prevent hospital admission or avoid break down of care. This dedicated role provides greater efficiency in handling urgent cases. In addition to the above and due to the carer recruitment crisis, the role also supports informal carers with equipment and adaptation provision whilst awaiting long term packages to be sourced.</p> <p>The community OT working in the hospital has also been actively working with Social Care and Health Colleagues to review care needs prior to discharge. The role has to date prevented 225 care hours.</p> <p>Work is underway to formalise relationships with OT working in a trusted assessor approach – engaging OTs earlier in both community and hospital settings. Decisions regarding residential care support is not wholly based on the OT review but this is an important part of planning.</p> <p>Review is underway of work done at discharge to assess and discharge to convalesce and this will continue into 2022/23.</p> <p>A review is underway regarding how we can use extra care providers to offer wider respite support to people and reduce people going into acute placements in residential care settings, taking a more proactive and supportive approach to ensure individuals remain independent for as long as possible. supportive approach to ensure individuals remain independent for as long as possible.</p> <p>Status is amber due to some work being taken into 2022/23.</p>	<p>Amber</p>

<p>Cardiff is a great place to grow older</p>	<p>Adults, Housing & Communities</p>	<p>Work to become an Age Friendly City by identifying opportunities for people to be integrated in their local communities by:</p> <ul style="list-style-type: none"> • Supporting older people to live independently and be connected to their home and community, with the aim of reducing the possibility of loneliness and isolation; • Engaging with communities to develop volunteer and income-generating opportunities and appropriate educational and training programmes; • Providing housing that is safe and adaptable to personal preferences and changing capacities; • Engaging with older people to provide opportunities for their active participation in the formulation and implementation of policies that directly affect their well-being. 	<p>Cardiff has now become the first authority in Wales to achieve membership of the World Health Organisation Global Network for Age-friendly Cities and Communities.</p> <p>An evaluation framework of the Cardiff: Working Towards an Age Friendly City Action Plan has been developed over the quarter in collaboration with partners and stakeholders. This will be communicated widely shortly.</p> <p>A yearly overall evaluation will be undertaken as well as quarterly progress reports in the new year. The interim progress statement for Cardiff's local toilets strategy has been completed, submitted to Welsh Government and is now publicly available on the Cardiff Council website.</p>	<p>Green</p>
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<p>Cardiff is a great place to grow older</p>	<p>Adults, Housing & Communities</p>	<p>Support older people to age well by reducing social isolation, addressing access to local communities, identifying new ways to promote engagement in local communities and working together to prevent abuse by:</p> <ul style="list-style-type: none"> • Developing relationships between community groups, third sector organisations and businesses to enhance opportunities for older people to remain involved in their local communities, by providing both voluntary and employment opportunities; • Utilising technology to promote inclusion and reduce social isolation, especially whilst social distancing is in place, including access to support services remotely to promote health and independence; • Promoting opportunities for older people to engage directly with younger people to develop skills, share experiences and build friendships. 	<p>A,H&C Q4 Update (RAG GREEN)</p> <p>Day Centres are now open at weekends to offer wider support and to offer a quality experience to those who need it.</p> <p>Day Centres have a different approach that is more dynamic and is supporting reducing isolation for those with higher disabilities. For those with lower assessed needs referrals continue to be made to the day opportunities team for support.</p> <p>The Day centres have introduced the following:</p> <ul style="list-style-type: none"> · Pedal Power; taking service users to the hubs which enables them to join in the activities and meet people at the dementia cafes. Outings to parks and shops have also been arranged. · The day Centre buildings now have Wi-Fi access, tablets are used to engage the service users and connecting them with family members living outside of Cardiff. · Rise provide regular adapted fitness, sports and dance activities. · Weekly gardening / DIY group has been set up. · Baking sessions have been introduced and encourages service users to talk about and share their favourite recipes · Outdoor walking groups have been introduced in Rhydypennau, Llanrumney and Radyr Hubs. 	<p>Green</p>
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<p>Cardiff is a great place to grow older</p>	<p>Adults, Housing & Communities/ Education & Lifelong Learning</p>	<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community by:</p> <ul style="list-style-type: none"> • Undertaking Dementia Friends training across the Authority with the aim of full compliance amongst Council staff by March 2022; • Developing a school engagement programme to encourage more inter-generational activities and events; • Encouraging businesses to become Dementia Friendly by delivering the Council’s awareness and engagement programme; • Delivering dementia friendly events – both digital and face-to-face – when restrictions allow; • Supporting the Dementia Friendly Cardiff Community to continue to deliver positive outcomes for people living with dementia within Cardiff. 	<p>A,H&C Q3 Update (RAG Green)</p> <p>Covid restrictions have prevented progress on the action for this quarter – although the pilot pen pal scheme has been very successful.</p>	<p>Green</p>
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Well-being Objective 3 – Supporting People out of Poverty

Wellbeing Objective	Lead Directorate	Step	Q4 Updates	Q4 RAG
Supporting people out of poverty	Adults, Housing & Communities	<p>Better support people into work by further integrating employment support services and working with partners when new schemes are developed. This will include:</p> <ul style="list-style-type: none"> • Providing robust, remote into work support when face-to-face provision cannot be provided, including reducing digital barriers by accessing external funding for kit and internet access; • Reviewing into work support for care-experienced young people to ensure it is meeting their needs by October 2021; • Fully aligning the Into Work Pathway team with Cardiff Works, ensuring that there is a flow from training to volunteering and then into work by December 2021; • Working with the Department of Work and Pensions and Careers Wales on new flagship schemes post-pandemic, creating effective referrals to and from the Into Work Team to best meet the needs of the job seeker; • Supporting the Council's Economic Recovery 	<p>Youth and Adult Mentors Team have provided Careers Wales Senior Managers with updated information on eligibility criteria for all employability projects. Online information sessions were also delivered to the wider Careers Wales team which resulted in an increase of referrals to Into Work.</p> <p>Gateway Team together with Adult and Youth Mentors teams have worked closely with Department of Work and Pensions (DWP) Senior Managers and have a regular weekly presence in all three job centres in Cardiff providing Into Work awareness and support to interested individuals. This resulted in referrals made by DWP of those not already engaging with the Restart/ Job Entry: Targeted Support (JETS) projects.</p> <p>The Adult Mentor Team has been regularly feeding DWP Senior Managers with information regarding their caseload to avoid/reduce duplication with the mandatory Restart/Jets programme.</p>	Green

		<p>Taskforce, ensuring that into work support is used to mitigate some of the impacts of the economic downturn, especially for the most vulnerable.</p>		
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Supporting people out of poverty	Adults, Housing & Communities	<p>Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none"> • Ensuring all Hub and advice line staff are able to provide support with claims for Universal Credit, including further roll-out of tablets, either by gifting or loaning, to ensure that support can be provided remotely during Covid restrictions; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Further utilising and promoting the Discretionary Housing Payment fund. This will ensure that those in receipt of Universal Credit are aware of and able to apply to the fund; • Working closely with Cardiff Foodbank to understand the impacts of more clients claiming Universal Credit on food support, escalating any issues identified; • Identifying additional funding for the Money Advice team to expand the service and meet demand as Universal Credit 	<p>The Money Advice Team have been researching new ways to expand their services with inclusion of more schools. Additional funding to support the team has been provided due to the pressures following on from Covid.</p> <p>The team have also agreed to start returning back to Jobcentre Plus locations.</p>	Green
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		claimants continue to rise as a result of the pandemic.		
Supporting people out of poverty	Adults, Housing & Communities	Deliver a new skills hub in the city by June 2021 to provide on-site construction skills, apprenticeships and employment within the sector.	Year 1 progress reviewed with the Construction Industry Training Board (CITB) and stakeholders and partners via the Onsite Construction Academy (OCA) Steering Group. Project starts, job starts, sustained employment and sustained employment for under-represented groups are all over target. Training offer will be expanded to include new courses e.g. groundworks and Personal Track Safety (PTS), a railway safety training course. In partnership with Cardiff & Vale College, employer pledge to be launched in Year 2 Quarter 1 to formalise employer engagement and strengthen intelligence on pipelines of work around the region. Promotional webinars to stakeholders and partners to be scheduled for each quarter. Measures to improve quality of referrals and regional course attendance already enacted through refined requirements for referrers/partners.	Green

Supporting people out of poverty	Adults, Housing & Communities	<p>Review and revise the Rough Sleeper Strategy and the Homelessness Strategy in line with Welsh Government Phase 2 Guidance by:</p> <ul style="list-style-type: none"> • Implementing the new family accommodation model and delivery of the Family Homelessness Centres for completion by January 2022 including: <ul style="list-style-type: none"> - Briardene by May 2021; - The Gasworks by Winter 2021/22; - Harrison Drive by Winter 2021/22; • Developing a rapid rehousing approach to homelessness, ensuring that homelessness is prevented wherever possible and that clients are rehoused as quickly as possible following an assessment of need by June 2021; • Taking forward the strategic review of services for single homeless people, including: <ul style="list-style-type: none"> - Implementing full assessment of needs for single homeless people via the new Assessment Centre by May 2021; - Ensuring that no one has to sleep out in Cardiff by winter 2021/22 by delivering the new homeless accommodation schemes for single people, 	<p>There have been some delays with the delivery of homeless accommodation for single people at Adams Court. Phase 1 was completed on 14th March and residents have moved in. Phase 2 will now be delivered in August 2022.</p> <p>Expansion of the Housing First scheme has continued with 32 units of accommodation now in the scheme. This is a mixture of both private and social homes. There is currently a lack of affordable privately rented accommodation in Cardiff and this is hampering efforts to bring more privately owned properties on to the scheme.</p> <p>The SAIL (Supported Accommodation Independent Living) project is continuing to support people to move on to permanent accommodation in the social sector. In addition, a new project providing 51 units of accommodation will support single homeless people who are ready for permanent independent living. Handover of the project is due in early May, with the first clients moving in in June.</p> <p>The Real Change and Give Differently campaigns are being evaluated as part of the Street-Based lifestyles meeting. The schemes are under review, particularly given the recent economic pressures. This work will be taken forward into 2022/23 including how we can promote the schemes more widely, particularly in the suburbs of the city. We will continue to consult with local residents on this.</p> <p>The Harrison Drive temporary accommodation scheme will be delivered in 2023.</p> <p>Status is amber due to delays outlined above, with some work being carried over into 2022/23.</p>	Amber
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and reviewing and improving emergency accommodation with the aim of ensuring that minimum standards of accommodation are delivered with separated, secure and individual spaces;

'- Continuing and extending the Housing First Scheme, using both social and private rented sector homes, and increasing the range of options for move on from hostel with appropriate level of support by March 2022;

- Ensuring that homeless clients can access the right accommodation for themselves with a focus on moving on into the private rented sector by commencing the low-needs pathway by April 2021 and reviewing its effectiveness by September 2021;

<p>Supporting people out of poverty</p>	<p>Adults, Housing & Communities</p>	<p>Develop a training and activities service for single homeless people to support them to make lasting changes as part of a Covid-exit strategy prepared by April 2021 and introduced as soon as restrictions allow.</p>	<p>Hostels: Despite not having a full complement of staff The Diversionary Activities service have still managed to provide opportunities to all clients referred across the service area and in sister projects such as Housing First in the community.</p> <p>Building people’s confidence, skills and abilities in house, leading them to attend partner organisations independently in the community. On review of the current ‘in hostel’ curriculum it is recognised for the need to bring in more formal learning to the hostel environment that will accredit people for the advances they have made throughout their time with the service.</p> <p>The team are currently in negotiation with the Adult Learning Team on devising learning materials around the most vital subjects that clients need help with such as, substance misuse, understanding tenancy and budgeting, mental wellbeing, physical health and nutrition.</p> <p>Diversionary Activities and Adult Learning have collaborated on a grant application for a tablet lending and gifting scheme that will compliment the education being rolled out. If the bid for the grant is successful then the service will be able to supply clients with the tools they need to take part in education not just in a formal class environment but at home in their accommodation. In addition to the tablets, the bid includes funding for a Digital inclusions Officer who will run the lending and gifting scheme throughout the service and will conduct education workshops around the fore mentioned courses.</p> <p>Community Projects: Throughout the year there have been many successes in taking clients to community projects and activities, working closely with partners to get as many people engaged in meaningful activities as possible. The most popular activities have been around sport and leisure. Partner hostels have also recognised this, however not all spaces that have been available have been attended wasting resource. The service has partnered with Cardiff Met and Sport Cardiff to mitigate the issues around full attendance and will be offering free spaces that are available to Diversionary Activities counterparts at our partner hostels such as, The Huggard, Salvation Army, YMCA, Oasis etc.</p> <p>Peer Mentoring: A Peer Mentor pilot project has been trialled with partners at Platform. This had some success in helping clients that are referred to Multi-Disciplinary Team (MDT) to be more integrated into the community through the assistance of a mentorship. Due to a small number of appropriately experienced Peer Mentors, unfortunately the service did not reach as much clients as predicted. Therefore, the Diversionary Activities team and Platform will be reviewing the pilot ready for the new financial year. This project will be closely linked to the new Community Response Offer role who will focus on clients who are being exploited in the community, through issues of county lines, cuckooing and domestic abuse.</p> <p>Volunteering: A Diversionary Activities Officer has been employed, whose focus will be to find, delivering and signposting to volunteer opportunities through community and partner organisations utilising recourses such as Cardiff Council Volunteer portal.</p>	<p>Green</p>
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The projects will have 3 elements:

Client Volunteer – Help clients find opportunities in house and within the community.

Community Volunteer – Members of the public and/or community and faith groups to deliver one off or multiple, iterative activities as part of a wider curriculum.

Professional Volunteers – Utilising people from other universities or other applicable professions who can gain experience through placements or extracurricular work agreed between the development team and/or line managers.

Supporting people out of poverty	Resources	<p>Play our role in creating a Living Wage City by encouraging and supporting organisations to become accredited Living Wage employers.</p>	<p>The Living Wage City Steering Group received a progress report in March on latest progress against key targets. There are now 165 accredited Living Wage employers in Cardiff. A new Living Wage City Action Plan for 2022-24 which set new targets was approved in March.</p> <p>The Living Wage Accreditation Support Scheme continues to be promoted and the action plan contains target sectors, with offer of support to these to encourage accreditation. The Council have continued to support PSB members to accredit to the scheme, including South Wales Police, who were accredited in 2021/22 and South Wales Fire, who are near reaching accreditation.</p> <p>A Social media campaign was delivered around St David's Day based around "Do the little things" with a similar campaign planned for May Day.</p> <p>The Living Wage City Steering Group has been shortlisted for an award in the Local Government Chronicle Awards.</p>	Green
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<p>Supporting people out of poverty</p>	<p>Resources/ Adults, Housing & Communities</p>	<p>Support people into work by:</p> <ul style="list-style-type: none"> • Creating 125 paid apprenticeships and trainee opportunities within the Council by March 2022; • Filling over 3,000 Council posts through placements from Cardiff Works; • Supporting 850 people into work with tailored support by the employment gateway. 	<p>Resources Update (Green)</p> <p>Overall position at the end of Quarter 4 is:</p> <ul style="list-style-type: none"> • 183 Apprentice & Trainee Opportunities have been provided including xx Corporate (funded) Apprentice & trainee roles. • 32 Kickstart Corporate trainees were appointed <p>Recruitment continues for apprentice and trainee posts for those advertised in Quarte 3. Plans are being developed for next year's scheme</p> <p>A,H&C Q4 Update (Green)</p> <p>The CardiffWorks application & assessment process is now completely digital. To register with CardiffWorks, candidates express their interest on our website and CardiffWorks then issues them an online application form to complete. (By downloading the Working For Cardiff app, this application form can also be completed on a mobile).</p> <p>Candidates will then be issued a link to complete two online assessments, a finance test and a typing test. This has greatly reduced the amount of time it takes a candidate to register with CW, as the candidate is only required to attend our office once for a Right to Work check, rather than having to wait for an appointment to sit an assessment etc as in the past. Candidates can also complete the assessments at the place and time of their choosing.</p> <p>In order to help bring the expanded Into Work team into collaboration with CardiffWorks the CardiffWorks Ready Project was created. This is a project to provide intensive mentoring, training & work opportunities to candidates hoping to register with CardiffWorks but who do not feel confident about the assessment. As part of this project a 'Get Into CardiffWorks' course was created as an alternative pathway to register with us. This course teaches candidates the essentials of working an admin role and a CardiffWorks placement. CardiffWorks has collaborated closely with Employer Liaison throughout the year, on various schemes including recruitment drives and job fairs.</p> <ul style="list-style-type: none"> • Into Work has brought together the expanded team creating pathways to support individuals from adult learning, volunteering to temporary employment. All volunteers are provided with a distinguished enrolment programme, including the opportunity to sign up to specific Adult Learning related courses such as Customer Service, First Aid and Food Hygiene. Volunteer Mentors assist volunteers sign up and register for Cardiff Works – accessing temporary internal recruitment opportunities. In addition, Adult Learning have developed a week long training package to support vulnerable individuals sign up with Cardiff Works as an alternative to the assessment. • The pathway teams have been directed by current local labour market teams, currently providing an intense focus on the social care industry. Adult Learning currently deliver a fortnightly training package – 'Get into Care' to support recruitment within the field. Using the Together for Cardiff banner, the volunteering team support with the recruitment of volunteers for third sector organisations – Age Connects and British Red Cross. 	<p>Green</p>
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Well-being Objective 4 – Safe, Confident and Empowered Communities

Wellbeing Objective	Lead Directorate	Step	Q4 Updates	Q4 RAG
Safe, confident and empowered communities	Economic Development	<p>Support grass-roots and community sports by:</p> <ul style="list-style-type: none"> • Working with partners and stakeholders through the joint venture with Cardiff Metropolitan University and Sport Cardiff to identify clubs at most risk and in need of support and to develop post-Covid recovery plans that ensure both short-term and long-term sustainability; • Working with partners to develop strategic plans for the development of sport and physical activity through until 2021/22 that secure increases in participation, attract investment, improve health and inequality, and ensure sustainability of provision; • Developing and embedding an approach for Community-Focused Schools to ensure access for local community sports clubs and organisations and increase participation whilst improving opportunities in extra-curricular time. 	<p>Post Covid-19 Recovery Plans - Welsh Government and Sport Wales have closed their Covid Club Support grants and will be able to provide a report in Quarter 1, 2022/23. In 2022/23 we will be administering a new Club Support grant scheme aimed at helping clubs with match funding for Capital Schemes. Sport Cardiff Met will continue to administer the Community Chest small grants scheme.</p> <p>Sport Strategy - Cabinet and Scrutiny approved the Physical Activity and Sport Strategy.</p> <p>Community Focussed Schools - Work with the School's Organisation Planning team is ongoing and GLL are supporting the Cantonian High School project to relocate all PE and games provision to Fairwater leisure centre. Boxing Club provision will be displaced from Cathays High School to a temporary facility until a permanent home is built.</p>	Green

<p>Safe, confident and empowered communities</p>	<p>Economic Development</p>	<p>Improve our parks and public spaces by:</p> <ul style="list-style-type: none"> • Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces; • Working with partners in order to bring forward overarching proposals for increasing Cardiff’s tree canopy, as part of the One Planet Cardiff strategy, by July 2021; • Undertaking a fundamental review of the allotment strategy in conjunction with stakeholders of the service to ensure fitness for purpose and to respond to emerging issues; • Promoting the benefits and supporting the development of the volunteer movement, through the Friends Forum and community based platforms; • Implementing a renewal programme for improving playgrounds through until 2021/22; • Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes. 	<p>Green Flag Parks - Management plans submitted for all sites including the submission of Hendre Lake.</p> <p>Increasing Cardiff's Tree Canopy - 2021/22 Planting events have been completed. We are on schedule to have planted 8 Hectas (Ha) of new woodland areas across the city. 234 individual volunteers participated in these planting events and this should be 368 by the end of this seasons programme. We have also had partners involved from Housing and the broader Parks Team – we couldn’t have achieved this without them.</p> <p>Review the Allotment Strategy - The Allotment Strategy was approved at the Cabinet meeting on 10th March and considered by the Economy and Culture Scrutiny Committee on 9th March.</p> <p>Volunteer Movement - Individual and community Volunteer Groups have been active during Q4, many being involved in tree planting across the city.</p> <p>Improving Playgrounds - Income fee target met and exceeded. A comprehensive programme has been completed with a forward plan for 2022/23 in place. An end of year report will be presented to Cabinet Members for Sport and Culture and for Finance in April.</p> <p>Llanishen Reservoir - Delivered a community engagement and education programme during 2021/22. Over £9000 of volunteer time has been delivered to the project in the first 2 years - a mix of unskilled volunteering valued under Lottery approved rates including bird surveys and conservation work.</p> <p>60 pupils from Ton yr Ewen Primary visited the site as part of the education programme.</p> <p>A community survey was conducted on signage and interpretation plans for the site which had over 2,000 responses. Stakeholder groups, such as the Reservoir Action Group and the Friends group, were consulted to collate information on heritage relating to the reservoir site.</p>	<p>Green</p>
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<p>Safe, confident and empowered communities</p>	<p>Economic Development</p>	<p>Maintain the long-term future of our leisure centres by:</p> <ul style="list-style-type: none"> • Reviewing the Leisure Services contract with GLL by December 2021 to ensure the sustainable delivery of the contract over the full term; • Developing a plan for Pentwyn Leisure Centre to remove the operational deficit by 2022. 	<p>Leisure Services Contract with GLL - Local Partnerships review complete and report finalised. A report will be taken to Cabinet in 2022/23 to consider the recommendations. The recommendations will then be tested by Legal and Procurement for a contract variation. Audit Wales have set out their review programme to be concluded at the end of Quarter 1, 2022/23. There are positive signs of recovery across the GLL business in the UK with Cardiff following suit. Early indications of a return to normal attendances are positive.</p> <p>Pentwyn Leisure Centre - Delays to the design specification and structural engineering reports in Quarter 4. A Planning application will be submitted in Quarter 1, 2022/23. The programme of delivery will be set out in Quarter 1, 2022/23. The centre has been reopened by GLL for community use of the main hall. The NHS have fully reinstated the centre following use as a vaccination centre.</p>	<p>Green</p>
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<p>Safe, confident and empowered communities</p>	<p>Performance & Partnerships</p>	<p>Implement with partners a targeted approach to tackling crime and anti-social behaviour in Butetown and Splott as identified priority areas in 2021.</p>	<ul style="list-style-type: none"> • Work of the ORB (Off-Road Bikes) group is now been aligned with the Problem Solving Group and a clear reporting process has been promoted amongst partners and residents. The South Wales Police Community Safety Team have taken ownership of all Off Road Bike reports across the city, providing a centralised point for intelligence analysis and identifying new behaviours of riders crossing areas of the city. Going forward a new pilot approach will see the use of South Wales Police Off Road Bike App which will both allow logging of, and access to intelligence on riders and bikes e.g. distinctive items of clothing. This will be shared amongst partner officers on the ground to link individuals or bikes to addresses. Once an address has been identified, there will be a joint visit by relevant partners e.g. South Wales Police, Housing Officers, Environmental Enforcement Officers, to take any relevant action. • A Street Based Lifestyles Operational group has been established, meeting fortnightly to review intelligence and establish hotspots where drug use and street based lifestyles are disproportionately impacting public spaces. Since inception the group has assessed seven hotspots and carried out a range of partner lead action to resolve the issues in three. Work remains ongoing over the remaining four areas and the work of this group will be promoted across the Community Safety Partnership, encouraging partners to nominate any new areas of concern. Successful interventions will also be logged as good practice and new innovative approaches will be explored over the 2022/2023 financial year. • A drug litter audit trail around Adams Court has been completed using the Epicollect5 app endorsed by Keep Wales Tidy. Activity and lessons are currently under evaluation to establish any value in continuing this more broadly in future. • The Area Based Working approach has now been incorporated into the work of the Problem Solving Group which has been successful in creating a platform for partners to identify and resolve situational based issues using the police OSARA (objective, scanning, analysis, response and assessment) model. This work stream is currently due for review by participating partners and and adaptations or revision to the Terms of Reference will be shared amongst the Community Safety Partnership. • A Community Payback scheme is to be trialled in Cathays, painting over graffiti in suitable locations using a pool of offenders regularly working at Cathays Cemetery. Scoping for potential sites took place 30th March and a roll out for offenders to attend and paint over graffiti will be confirmed shortly. 	<p>Green</p>
<p>Safe, confident and empowered communities</p>	<p>Performance & Partnerships</p>	<p>Work in partnership with the Violence Prevention Unit at South Wales Police to develop an enhanced preventative approach to tackling violence and organised crime by December 2021.</p>	<p>The focus of the Violence Prevention Group in Quarter 4 will be to use the data and intelligence from dashboards to inform the subgroup, reflect upon key priorities and start to draw out key themes that will influence the Strategy.</p> <p>The Data and Intelligence picture needs to be strengthened with the Offender Manager and Violence Prevention Unit Dashboards. The Community Safety Dashboard will be trialled with partners once they are signed up to the data sharing agreement.</p>	<p>Green</p>

Safe, confident and empowered communities	Performance & Partnerships	Implement the Cardiff PREVENT Strategy by September 2021.	<p>All safety and leadership projects have been completed with positive feedback and good attendance. Evaluations will be submitted to the prevent partnership group for discussions and sign off.</p> <p>The bid for 2022/23 has been informally agreed by the Home Office and is awaiting ministerial sign off. The full bid was approved and will include safety and leadership groups for young boys and mothers and 4 locally commissioned third sector projects which will include working with Oasis, Llanrumney Boxing Club, Cardiff City Foundation and the GOT (Getting on Together) project and WISE kids, and a range of training targeted at cohorts of staff such as youth services and social workers.</p>	Green
Safe, confident and empowered communities	Performance & Partnerships	Continue to deliver the Inclusive Cities project	<p>Attended a meeting with inclusive cities network to review our phase 2 action plan.</p> <p>Running coordinations groups to prepare for homes for Ukraine scheme for the city.</p>	Green
Safe, confident and empowered communities	Performance & Partnerships	Progress the Race Equality taskforce and report on progress to Council and Cabinet.	<p>All Taskforce Sub-Groups met this quarter – Employment and Representative Workforce, Citizens' Voice, Education and Young People, Health, and Criminal Justice.</p> <ul style="list-style-type: none"> •The final meeting of the Taskforce was held in Quarter 4 and a Report of the Race Equality Taskforce was produced and received by PRAP, Cabinet and Full Council outlining the full body of proposals accepted by the Taskforce to promote race equality in Cardiff. <p>An action plan for implementation of Taskforce recommendation is being created to monitor progress.</p>	Green
Safe, confident and empowered communities	Performance & Partnerships	Implement the Welsh Government's Community Cohesion Delivery Plan.	<ul style="list-style-type: none"> • Recommendations have been submitted re local and national objectives for the revised Welsh Government Community Cohesion Programme • Cohesion based projects coordinated and delivered through the medium of sport. This includes facilitation of new football based activities for young persons in several areas of Cardiff. These sessions focus on cohesion principles that have brought young persons from different neighbourhoods together to work and play alongside each other; other positive results have included a decrease in reported anti-social behaviour. • Partnership work with Council colleagues and Cricket Wales re Cohesion cricket based engagement opportunities with young persons including unaccompanied children asylum seekers • Photography workshops (young persons) celebrating Cardiff's diversity and history in collaboration with Coleg Gwent and local community based photographers 	Green

<p>Safe, confident and empowered communities</p>	<p>Performance & Partnerships</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.</p>	<p>Recommendations following on from the independent review have been fed into the new Strategy. The new strategy was approved by Cabinet in February alongside the Welsh in Education Strategic Plan (WESP) and the strategy was approved by Full Council in March 2022.</p> <p>The strategy will be published on the Council's website by 1st April 2022.</p>	<p>Green</p>
<p>Safe, confident and empowered communities</p>	<p>Performance & Partnerships</p>	<p>Increase the number and percentage of Welsh speakers in the workforce in line with the 'Bilingual Cardiff: Bilingual Council' Policy and expand capacity to deliver bilingual services by implementing the Welsh Language Skills Strategy 2021.</p>	<p>The Bilingual Cardiff Strategy 2022-27 includes a target to increase the number of Cardiff staff with Welsh language skills to 20% of the Council's workforce by 2027. In 2021/21 909 staff members included Welsh language skills in their individual record on the DigiGOV HR system. This represents 19% of all staff registered on DigiGOV. However only 4753 staff of a total of 6474 staff have registered on DigiGOV. Based on the total number of Council staff the percentage with Welsh language skills is 14.04%. Meeting the target by 2027 will require 1295 staff members reporting they have Welsh language skills. This represents an increase of 77 staff members per year which will be achieved through the recruitment and training actions described in the Council's Welsh Language Skills Strategy. These numbers will be subject to variance as they are based on the total number of Council staff reported in 2021/22 (6474).</p> <p>The Welsh Language Skills Strategy was revised and published in 2021 to increase the number of posts in Cardiff Council advertised as Welsh Essential or Welsh Desirable during recruitment. The Strategy established reporting procedures and workplace assessments to confirm if Teams, Services Areas and Departments had sufficient capacity to deliver and maintain Welsh language services in accordance with the requirements of the Welsh language standards. A commitment was also made by Cabinet and Council to provide all staff with the opportunity to engage with Welsh language training. As a result of these measures 67 posts were advertised as Welsh essential and 648 posts were advertised as Welsh desirable in 2021/22. This represents a 158% increase in Welsh essential posts and a 108% increase in Welsh desirable posts compared with the 2020/21 figures. 838 staff members also completed Cardiff Academy's Introduction to Welsh Level 1 module which represents the entry course for staff who want to learn the language.</p>	<p>Green</p>

<p>Safe, confident and empowered communities</p>	<p>Adults, Housing & Communities</p>	<p>Deliver excellent outcomes for individuals, families and communities through the continued embedding of strengths-based practice and Signs of Safety in our frontline social work and preventative teams by:</p> <ul style="list-style-type: none"> • Developing and implementing a new structure for the Social Care Training Unit that best meets the needs of the service area and that meets its staff training and development requirements; • Reviewing the arrangements for delivering outcome-focussed/strengths-based training to maximise participation and strengthen impact on practice; • Embedding the Quality Assurance framework in Children’s Services case management teams; • Embedding peer audit review processes throughout Adult Services, supported by Quality Assurance panels and champions within the service. 	<p>Children's Services - AMBER</p> <p>Signs of Safety has been incorporated into the work in relation to best practice that is being developed to support staff to understand what good looks like in Cardiff and ensure consistency of practice and delivery of services across the Directorate. Work to deliver sessions for the first 5 priorities is ongoing and will be completed early in 2022/23. These sessions are being attended by Principal Social Workers who then share the learning with their respective teams. When the first phase has been completed and audited a further 5 priorities will be identified.</p> <p>Practice Leads have been appointed and are doing additional in depth training for newly qualified workers.</p> <p>This step is rated as amber due to delay in the delivery of all of the workshops.</p> <p>The Quality Assurance programme was paused for a period during the final quarter of the year in response to the Omicron variant which resulted in delay in completion of planned tasks.</p> <p>Work has, however, recommenced and a number of thematic audits have been completed, including in relation to the voice of the child and the voice of significant males. The outcome of these audits will be considered and required improvement actions agreed and implemented.</p> <p>Guidance documents / templates continue to be developed to support practice improvements as and when required and work is scheduled in the coming financial year to audit the impact of the best practice sessions that have been held alongside new thematic audits to inform service development and improvement.</p> <p>Additional resource for quality assurance has been agreed which will contribute to the amount and timeliness of work undertaken by the QA team. However, the capacity of case management teams to complete QA activities is limited in the context of managing demand and complexity.</p> <p>This actions is rated as amber due to delay as a result of the Omicron variant.</p> <p>A, H & C Update</p> <ul style="list-style-type: none"> · Staff consultation period concluded for training restructure and structure amended to reflect feedback – sign off of final to be agreed in April 2022. · A review of feedback from induction indicates that the programme would benefit from including a wider view of the Council. The training unit are working with the Academy to introduce this. · Following positive feedback from teams on strength Based working, training has been further extended to incorporate new staff. More work is required in relation to support groups, this should be addressed following the restructure of the Training Unit with the recruitment to the vacant Quality Assurance Manager post and a new training and Quality Assurance Officer post that will lead on the roll out of collaborative communications. <p>Status is amber due to delays outlined above.</p>	<p>Amber</p>
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<p>Safe, confident and empowered communities</p>	<p>Adults, Housing & Communities</p>	<p>Complete the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with Phase 1 completed by September 2021, to include:</p> <ul style="list-style-type: none"> • Providing easily accessible locations for partners to meet throughout the city; • Expanding and diversifying expertise, sharing best practice across the community and hospitals by transitioning adult older people’s social care into locality practice; • Developing closer relationships with domiciliary care providers, starting with recommissioning; • Developing working relationships and practices with the six health clusters. 	<p>Steering group in place for Cardiff Care Development Partnership block contract arrangements and initial planning commenced to develop a pilot to test out the feasibility of introducing the banking of hours and trusted partner approach to the new locality model</p> <p>St Isan Identified as North Cardiff locality building. During Quarter 4 this building has been prepared ready for hand over on 1/4/2022. Further works will be undertaken in early Quarter 1 22/23 to get the building ready for staff.</p> <p>Due to frontline service pressures and difficulties in recruitment and retention, the development plans have been modified to have less interaction with teams during Quarter 4. This has allowed the teams to prioritise service delivery during increased winter pressures.</p> <p>The implementation of the locality approach is awaiting guidance from the integrated health and social care partnership on the interdependencies of the @home programme in relation to developing integrated localities.</p> <p>In Quarter 4 Cardiff Council expanded their GP cluster Multi-Disciplinary Team (MDT) support to North and East, building on the success of the South West cluster.</p> <p>Status is amber due to delays outlined above.</p>	<p>Amber</p>
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Safe, confident and empowered communities	Adults, Housing & Communities	<p>Develop a new Adult Services Strategy by autumn 2021 with the aims for delivery identified as:</p> <ul style="list-style-type: none"> • Developing a whole-system approach for improving and monitoring performance; • Embedding a rights-based approach into everything we do; • Ensuring that the systems in place are suitable to meet the outcomes identified and provide a platform for change where they are not. 	<p>Cabinet approved the Ageing Well strategy in January 2022.</p> <p>In March the first Ageing Well Board took place where the works streams of the strategy were shared and all OM's have an action to generate their more detailed action plans by the end of April.</p> <p>These actions will form part of the corporate KPI's for the forthcoming financial year.</p>	Green
Safe, confident and empowered communities	Adults, Housing & Communities	<p>Implement the Cardiff and Vale Regional Partnership Board's transformational proposals for 'A Healthier Wales' to promote productive partnerships and to further develop preventative services and resilient communities, so that people remain independent and connected for as long as possible.</p>	<ul style="list-style-type: none"> · St Isan Identified as North Cardiff locality building. During Q4 this building has been prepared ready for hand over in April 2022 · Due to frontline service pressures and difficulties in recruitment and retention, it has not been possible to trial locality working. · The locality approach has been drafted and we intend to start work towards co-location of service during Q's 1 & 2, 22/23. · In Q4 ILS expanded their GP cluster MDT support to North and East, building on the success of the Southwest cluster. developing integrated localities. · In Q4 ILS expanded their GP cluster MDT support to North and East, building on the success of the Southwest cluster. <p>Status is amber due to delays outlined above.</p>	Amber

<p>Safe, confident and empowered communities</p>	<p>Adults, Housing & Communities</p>	<p>Assist people with disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Embedding an all-age disability approach by October 2021; • Working with partners to deliver the refreshed crisis care concordat, meeting the needs of those who may not require secondary services and reviewing services to ensure that they are fit for purpose to meet a range of needs of the population moving forward; • Reducing the number of people in crisis and acute admissions by using preventative measures. 	<p>A wider review of all age disabilities is now underway to conclude in 2022-23.</p> <p>Ongoing delays with the work with Alder consultants – data is being updated and the review of this will be completed in Q1 and will feed in to the wider restructure.</p> <p>Crisis sanctuary has been identified. Venue is at CRI. 101 no go live has been put back to June 2022 and will be a more limited service than originally planned to support a faster launch for this. Work being supported around pathways and OOH support for this.</p> <p>Beyond the call review has been completed and action plans are moving forward as above. Work continues on joining up of services to better support individuals experiencing crisis</p> <p>Status is amber due to delays outlined above.</p>	<p>Amber</p>
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<p>Safe, confident and empowered communities</p>	<p>Adults, Housing & Communities</p>	<p>Undertake a review of commissioned services, including a full review of commissioned activities, throughout 2021 to include:</p> <ul style="list-style-type: none"> • All commissioned services in Children’s Services, including Young Carers Contract, Independent Foster Panel Chair, Assessment and Therapies, Young Families, Family Group Conferencing, Support with Leisure and Overnight Respite; • Direct Payments (Adults and Children’s); • Domiciliary Care Contract. 	<p>Children's Services - Amber</p> <p>The Commissioning function has been realigned from a central function to enable Operational Managers to become the lead commissioners for their areas of responsibility. Capacity in the team was insufficient to manage the required activity re: contract monitoring so a review of the resource requirements of the Commissioning Team was undertaken to ensure that we meet all of our statutory requirements. A new structure with additional resource has been agreed and we are in the process of recruiting to the new posts.</p> <p>Contracts are in place for most commissioned services and work to ensure that contracts are in place for all commissioned services is ongoing.</p> <p>We are reviewing the Assessment and Therapies pilot and an options appraisal has been developed for consideration.</p> <p>We are planning a review of our arrangements for providing family time for children who are looked after that needs to be supervised.</p> <p>The Dynamic Purchasing System (DPS) has been launched and one domiciliary care provider for children has signed up. A market engagement event is to be held shortly to attract more providers to sign up.</p> <p>During the year there have been a nuA, H & C Update</p> <ul style="list-style-type: none"> · Direct Payments review is ongoing supported by project group process. · Financial modelling for the fee uplifts for 2022/23 are being proposed for the Direct Payments agency rates and Personal Assistant rate. · Mandatory training sessions for social work teams has been designed with the Training unit. Information packs and Direct payment videos have been agreed. · Direct Payment Policy currently under review and to be finalised and signed off. · The new Domiciliary Care and Sessional Support Dynamic Purchasing System for Adults and Children went live on 4 November 2021. 25 providers were successfully enrolled on the new DPS. Due to the significant pressures on the Domiciliary Care Workforce during this quarter (including chronic workforce issues) contingencies were agreed for commissioning care outside of the DPS in exceptional circumstances via spot purchasing arrangements. Mechanisms have been put in place to support the providers onboarding and support to the evaluation team. · The Domiciliary Care sector continues to be under significant pressure currently – a result of the chronic workforce crisis seen across the Country in Social Care. As such, the team are reviewing the feasibility of extending some of the milestones underpinning the first phase of the implementation plan due to the challenges presented by the Pandemic that has hindered provider’s ability to take forward some of the key elements (e.g. having a physical presence in a locality). · Plans are in place to commence work with providers who have been awarded block contracts under the Cardiff Care Development Partnership arrangement to pilot key approaches of the locality model that will provide service users with more flexibility in relation to their care (e.g. Banking of House and Trusted Partner Approach) and it is expected that pilots will commence towards the end of Q1 of 22/23. · All sector quality assurance is being reviewed and designed to identify outcomes for citizens and quality standards across the market. Internal workshops will drive this process to design a proposed model to engage and agree with the market in order for the model to be implemented. <p>This step has been rated amber due to the resource concerns outlined above</p>	<p>Amber</p>
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			<p>performance issues and providers in escalating concerns, some of which are as a result of COVID-19. These have had an impact on the ability of the Commissioning Officer to develop the service due to the amount of capacity required to respond and monitor these cases. This step has been rated amber due to the resource concerns outlined above</p>	
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<p>Safe, confident and empowered communities</p>	<p>Adult, Housing & Communities/Performance & Partnerships</p>	<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> • Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation by March 2022; • Completing the corporate safeguarding self-evaluations by March 2022; • Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received. 	<p>P&P Updates (Green)</p> <p>Safeguarding from exploitation requires input and delivery from a wide range of partners. The ‘Tackling Exploitation Strategy’ developed by the Regional Safeguarding Board sits across Cardiff and the Vale and sets out the approach to safeguard both children and adults from exploitation.</p> <p>Significant progress has been made in terms of safeguarding children in Cardiff from exploitation and a number of directorates have worked in partnership to progress these developments. This work forms part of the wider developments in progressing a contextual safeguarding approach across the City.</p> <p>A Safeguarding Adolescents from Exploitation (SAFE) model has been piloted in the North of the City and further developments have been made to review this pilot model and implement this across the City. A clear line of governance has been agreed for this area of work and the key priorities have been agreed and are in progression.</p> <ul style="list-style-type: none"> - Corporate safeguarding self-evaluations have been sent to directorates for completion in preparation for the 2022 report - Self-evaluation report 2021 was completed - New key performance indicators have been developed to provide a clearer oversight of progress - Data dashboard has been developed to clearly present updates and progress against KPIs - Safeguarding referral data is being reviewed and data capture in this area is being improved – discussions taking place with education to ensure safeguarding referral information held by schools can be regularly shared. - Areas of improvement identified via self-evaluation reviews will now be built into Directorate Delivery Plans which will enhance oversight and accountability on any improvements - New governance arrangements now in place for corporate safeguarding and Designated Safeguarding Lead Officers have now been identified within each directorate providing a clear line of sight for corporate safeguarding Duty - Review of training materials and delivery methods underway in line with recent Welsh Government guidance and training framework. <p>A, H & C Updates</p> <p>Planning has been undertaken in line with the Regional Safeguarding Board's priorities for 2021-2022. Areas of development identified as part of this review include</p> <ul style="list-style-type: none"> · Consolidation of work completed throughout the year and continue to promote best practise and learning and development opportunities for the team · Promote adult safeguarding promotions throughout the LA · Implement QA System in line with service area plan · Development of procedural responses to ‘Contextual Safeguarding’ · Improvements of partnership responses to large scale/whole home enquiries · Publication of practise guide · Development of adult safeguarding newsletter · Launch of adult safeguarding Sharepoint learning repository · Completion of social inclusion unit handover 	<p>Green</p>
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Safe, confident and empowered communities	Adults, Housing & Communities	Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023, including the launch of a regional service for male victims by July 2021.	<p>The Review is underway with all data being collected and analysed across the two local authorities, South Wales Fire and Rescue Service and South Wales Police. Data will be collated into a report for regional discussion and consideration of recommendations for the future.</p> <p>Status is Amber due to delays outlined in previous updates</p>	Amber
Safe, confident and empowered communities	Adults, Housing & Communities	Deliver a programme to build over 2,000 new Council homes, targeting delivery of the first 1,000 by December 2022.	<p>75 completions have been achieved up to 31st March with a number of schemes slipping into Quarter 1 of the new year. Schemes have been impacted by current market conditions including supply chain issues, material cost increases and delays in tendering for projects.</p> <p>Status is Amber due to delays outlined above</p>	Amber
Safe, confident and empowered communities	Adults, Housing & Communities	<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> • Completing Phase 2 of the Maelfa redevelopment scheme by November 2021; • Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities; • Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor; • Submitting an outline planning application for the subsequent Channel View Regeneration of pre-existing homes by the end of 2021/22; • Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members. 	<p>Scoping work has commenced on one further estate regeneration scheme, programme progress constrained by cost estimates and available budgets. Resources channelled into Trowbridge Green, Lincoln Court and Pennsylvania schemes for the new financial year.</p> <p>The pre-demolition work to properties within phase 1 at Channel View is underway with empty properties being mothballed, secures and utility disconnections taking place.</p> <p>There have been delays with moving tenants into their new homes which has delayed demolition work.</p> <p>A cabinet report setting out the approach to procure a contractor for the Channel View project (rather than just Phase 1) was approved in February 2022 and work is underway to begin this process.</p> <p>Work has not commenced on site for the Splott 3G pitch-delays with SUDs approval are ongoing. Residents have been updated and an engagement exercise carried out. Llanrumney MUGA- negotiations on Heads of Terms with Llanrumney Hall have been taking place followed by a community engagement exercise, a planning application has been submitted for the scheme.</p> <p>Design work on the Old St Mellons environmental improvement scheme has taken place and community engagement took place in March.</p> <p>Status is Amber due to delays outlined above</p>	Amber

<p>Safe, confident and empowered communities</p>	<p>Adults, Housing & Communities</p>	<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the city centre and Butetown; • Working with partners to deliver a Community Hub in south Riverside; • Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District; • Ensuring people are connected with local service providers and activities in their neighbourhood through the work of Community Inclusion Officers, extending the range of online activities and restarting face-to-face events when restrictions allow. 	<p>There have been delays in appointing the preferred contractor for Rhiwbina library due to funding gap. Start date now agreed for May 2022.</p> <p>Throughout our periods of 'Covid' lockdown, Community Inclusion Officers have been able to continue providing both online and face-to-face activities. Wellbeing Service Monthly reports are produced showcasing numbers of referrals, supported projects and outcomes versus the level of required support. Case studies are available highlighting all the excellent work done despite limitations. Community activities have linked into the Wellbeing team support offers and excellent partnerships have been formed to enable more support for our customers.</p> <p>Status is amber due to delays outlined above.</p>	<p>Amber</p>
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Safe, confident and empowered communities	Planning, Transport & Environment	Further enhance the Bereavement Services Strategy by delivering schemes, including investigating future burial space, digital improvements, carbon reduction, equalities and modernising service delivery.	<p>Update / Progress: Work on the procurement of a new administration system is ongoing. Discussions have been helping with ICT to determine the best options going forward and the most suitable procurement route. It is anticipated that an award for a new system will be made in May/June 2022.</p> <p>The package for management of weddings within the Registration service is purchased and will be ready to launch in April.</p> <p>Progress has been made on the Bereavement Services website, the final version should be going live in May 2022.</p> <p>Work is ongoing around installing Heat Reuse at the crematorium in a project being led by Facilities Management. We have installed solar power battery banks to power our electric tools (mowers and trimmers) at 2 sites.</p> <p>A new set of regular meetings with the Sikh and Hindu groups around service needs have been established.</p>	Green
Safe, confident and empowered communities	Planning, Transport & Environment	Deliver the Northern Cemetery by October 2021.	Completed. New site opened on 20th October. No Further Actions Required.	Green
Safe, confident and empowered communities	Resources/ Economic Development	<p>Deliver the Shared Regulatory Services' Business Plan to drive up standards in the private rented sector through:</p> <ul style="list-style-type: none"> • Enforcement action against rogue agents and landlords letting and managing properties; • Intelligence-led enforcement actions for unsafe properties and rogue landlords; • Work with Rent Smart Wales to address problem landlords. 	<p>Resources Update (Green)</p> <p>During January 2022, communications were sent to 100,000 landlords and additional agents advising them that the Renting Homes (Wales) Act 2016 would be effective from the 15th July. This launch notification has subsequently been followed with further mailshots and text messages signposting landlords and agents to updated information on the Welsh Government website. Further monthly updates are scheduled between March and the end of July.</p> <p>The high volumes of calls experienced during Quarter 1 and 2 have been cleared and normal contact levels have resumed.</p> <p>Recruitment has taken place and new staff members are currently being inducted to the team.</p> <p>Economic Development Update (RAG: Green)</p> <p>Good progress has been made in delivering the Shared Regulatory Service (SRS) Business Plan with many actions concluded or in progress. Our work investigating illegal dog breeding resulted in a couple being prosecuted and fined £19,000 each, prosecution costs of £43,775 and proceeds of crime agreed at £372,531. A 'near miss' pilot exercise conducted by the Illegal Money Lending unit produced very encouraging results with the Credit Union allocating funds (to the value underwritten) to some 28 clients. This exercise was highlighted to Welsh Government given the huge potential to benefit the lives of the less well off and early indications are that they will commit some significant funding for a Wales-wide scheme. Our safeguarding work included an underage sales exercise in relation to e-cigarettes and the conclusion of 2 rogue trader cases with both offenders receiving custodial sentences.</p>	Green

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

Wellbeing Objective	Lead Directorate	Step	Q4 Updates	Q4 RAG
A capital city works for wales	Economic Development	Work with the Cardiff Capital Region City Deal to progress Cardiff projects, support wider city-region projects and input into any Corporate Joint Committee transition arrangements to support the regional Covid-19 recovery strategy.	<p>A briefing report was taken to Cabinet in January outline the Corporate Joint Committee (CJC) model and process for the transition from the City Deal to the CJC.</p> <p>The Cardiff Capital Region now have a series of products to be used to attract investment into the region, including the Property Fund, Innovation Fund an Infrastructure Fund. The Cardiff Capital Region have also made a number of investment decisions relating to Cardiff. This includes direct investment in a number of tech / life sciences companies, approvals for funding for cyber and fintech support, agreement to invest in business premises and in-principle decisions to support £3m of investment in housing.</p>	Green
A capital city works for wales	Economic Development	Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station.	Business Case work is progressing. Cardiff Council is now taking the lead role in the development of a commercial proposition to the southern side of the station including a commercially delivered new southern concourse.	Green

<p>A capital city works for wales</p>	<p>Economic Development</p>	<p>Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre by working with partners to:</p> <ul style="list-style-type: none"> • Progress the development of Metro Central; • Begin the Central Quay development extending the business district south of the station; • Support the completion of Capital Quarter and the next phase of regeneration for Callaghan Square; • Support the development of new commercial premises that respond to the post-Covid demand for workspace; • Establish arrangements to ensure the recovery of the city centre post-Covid; • Develop a new masterplan for the Canal Quarter area. 	<p>Metro Central - New Central Station Business Case progressing . Wider masterplan for the area south of the station is also progressing. Key objective to establish a new transport hub underneath the proposed MSCP to accommodate disabled parking and other transport requirements.</p> <p>Central Quay - The Central Quay development has taken a significant step forward with the commitment by funders to deliver 750 units of Private Rented Sector housing. Good progress has also been made with the delivery of the main office development fronting the southern station concourse with an announcement due in the near future.</p> <p>Capital Quarter/Callaghan Square - Transport for Wales (TfW) has now outlined a preferred solution to connect to Core Valley Line Metro connection to the Bay. Welsh Government (WG) are considering updated masterplan for Callaghan Square.</p> <p>Development of new commercial premises - Secured funding from WG to support delivery of a new station and associated development off Crwys Road. Delivered £2 million of Town Centre Loan funds to local companies in the city centre including, Par59 Leisure Scheme in St Mary's Street and a new boutique hotel above Bar44 in Quay Street. The Council is also in discussion with new owners of Howells Store in St Mary's Street with regard to integrating their proposals into wider planning for the city centre and improving it's connectivity to the Cardiff Central Market and proposed developments in the High Street Arcade.</p> <p>Recovery of the city centre - Additional funding has been secured to bolster the City Centre Management Team as part of a review of the service. Footfall into the city centre is improving, and in parts of the city centre footfall is now above 2019 levels, suggesting that the public have confidence in both safety and growth measures put in place in the city centre. The Council continues discussions with a number of businesses looking to set up new operations in the city centre.</p> <p>Canal Quarter - Work on delivery of Phase One of the new Canal in Churchill Way has commenced. Live Nation with their development partner are looking to present a development strategy for the existing Motorpoint Site towards the end of 2022.</p>	<p>Green</p>
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<p>A capital city works for wales</p>	<p>Economic Development</p>	<p>Write the next chapter in Cardiff Bay's regeneration story by:</p> <ul style="list-style-type: none"> • Delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2024; • Progressing a development strategy for the next phase of the International Sports Village by October 2021; • Bringing forward proposals to protect and revitalise historic buildings in the Bay. 	<p>Arena - Planning was approved in March 2022 for the hybrid planning application for Atlantic Wharf including detail for the new Arena and relocated Travel Lodge. A Development Fund Agreement is due to be completed April 2022 with financial close for the Arena due in the summer 2022. Construction works to commence on site summer / autumn 2022.</p> <p>ISV - Updated master plan was approved by Cabinet in March 2022. Acquisition of Greenbank's land is due to be completed in April 2022 with disposal strategy commencing thereafter. In June 2022 the Cabinet will consider a full business case for the Velodrome, Cardiff MX, Leisure Box and Outline Business Case for the closed loop-circuit.</p> <p>Historic buildings in the Bay - Two grade 2 listed buildings in the Bay, the Old Post Office and Merchants House, have been sold to a new educational college. The Council is still in discussions with the owners of the Coal Exchange in Mount Stuart Square regarding their plans to regenerate the building and resolve the complex ownership position of the property.</p> <p>Private developers are bringing forward plans to renovate the public space at Land Sea Gardens, alongside the Graving Dock in Butetown and to introduce a new leisure activity into the Graving Docks themselves. Proposals for the redevelopment of the site on James Street are well in advance.</p>	<p>Green</p>
<p>A capital city works for wales</p>	<p>Economic Development</p>	<p>Re-establish Cardiff as a centre of creativity and culture by:</p> <ul style="list-style-type: none"> • Supporting the Cardiff Music Board to implement the agreed recommendations of the Sound Diplomacy report, in partnership with the Welsh Government by March 2022; • Considering development and investment opportunities for St David's Hall by March 2022; • Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2022. 	<p>Supporting the Cardiff Music Board - Submissions submitted to WG for the establishment of the Signature Music Event, including smaller activity in Year 1 (2022).</p> <p>St David's Hall - Outline Business Case of potential options for the future of the Hall currently under development for consideration in May 2022.</p> <p>Cultural City Compact - To be developed following the appointment of the Creative Operational Manager.</p>	<p>Green</p>

A capital city works for wales	Economic Development	<p>Work with event promoters and the city's cultural venues to rebuild the capital's event and cultural offer, reflecting the ongoing Covid-19 challenges, by:</p> <ul style="list-style-type: none"> • Developing a new post-Covid Events Strategy with Welsh Government to champion and reinvigorate the event sector; • Developing a 'signature music event'; • Working in partnership with the Welsh and UK Governments to inform the feasibility of a 2030 FIFA Football World Cup bid. 	<p>Post Covid-19 Events Strategy - The strategy needs to be developed in parallel with Welsh Government's (WG) strategy which is currently under development and consultation with key stakeholders including Cardiff Council. The Council is looking to re-commence the Events Focus Group in the New Financial Year with key stakeholders to work collaboratively on arrangements for events in the city.</p> <p>Signature Music Event - Initial submission for support presented to Welsh Government.</p> <p>2030 FIFA Football World Cup bid - Following an extensive feasibility study, which assessed the potential opportunities in international football, the 5 governments and Football Associations (FAs) of England, Northern Ireland, Scotland, Wales, and the Republic of Ireland (UK and I) have agreed to focus on an official bid to host EURO 2028 and not to progress a bid for the FIFA World Cup 2030. Cardiff Council has confirmed its in-principle support for an expression of interest to be submitted to UEFA on March 23rd 2022.</p>	Green
A capital city works for wales	Economic Development/ Performance & Partnerships	<p>Ensure Cardiff remains an open, competitive and outward looking city post-Brexit by:</p> <ul style="list-style-type: none"> • Continuing to lead an inclusive and open city to migrants, refugees and asylum seekers by co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by 30th June 2021; • Continuing to promote Welsh Government and UK Government Brexit Transition support for businesses. 	<p>Performance & Partnerships Update (Green)</p> <ul style="list-style-type: none"> • Following closure of the scheme, we are continuing to support the resolution of open EUSS cases where additional evidence is required to demonstrate residency in the UK, particularly for child applicants to the scheme. Information regarding late applications has been shared with all council staff and advice is available from the Cohesion team. <p>Economic Development Update (RAG Green)</p> <p>The Council delivered £7 million of Discretionary Covid Support Grant funding to local businesses during 2021/22.</p> <p>Delivered £2 million in Town Centre Loan funds to local companies in the city centre including, Par59 Leisure Scheme in St Mary Street and a new boutique hotel above Bar44 in Quay Street.</p> <p>The Council attended the International Investment Symposium at MIPIM in Q4. This was a successful event with lots of interest in investment opportunities which is being progressed; looking to mobilise funding to attend the event next year. The Council also attended a Hotel Investment Conference in Manchester. A number of leads are being progressed with a view to taking forward a number of hotel developments in the city.</p>	Green

<p>A capital city works for wales</p>	<p>Economic Development/ Planning, Transport & Environment</p>	<p>Develop a sustainable post-Covid economy by:</p> <ul style="list-style-type: none"> • Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the East of the city; • Working with City Deal partners, the private sector and the University Health Board to explore proposals for the creation of a Science Park Campus at Coryton; • Working with Cardiff Clwstwr Creadigol to support the growth of creative enterprises in the city; • Working with partners to attract investment into innovation and start-up space across the city and support the sector in adapting to the requirements of a post-Covid economy. 	<p>PTE Update - Application for St Mellons Parkway development being presented to formal Planning Committee of 6 April 2022. Recommendation to grant, subject to conditions, S106 agreement and Welsh Government decision whether to call in the application.</p> <p>Economic Development Update (RAG Green) Cardiff Parkway - Planning approval was granted in spring 2022. The Cardiff Capital Region (CCR) have also agreed to explore a potential Tax Increment Financing (TIF) mechanism to support the project.</p> <p>Explore proposals for Coryton - The developers, We Are Pioneer, have recently submitted a Pre Application in relation to the development of land at the Cardiff edge site. This includes a 60,000 sqft lab / office building and the Council are already in discussion with potential occupiers of this property.</p> <p>Support the growth of creative enterprises - Direct support was delivered through the Freelancer Grant comprising circa 1,000 grants over the course of the pandemic. In addition work has continued to support the wider creative sector.</p> <p>Innovation and start-up space - The Council are currently appraising an application from Tramshed Tech for Town Centre Loan Funding to repurpose office space in the city centre and convert it into new business incubation space.</p>	<p>Green</p>
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<p>A capital city works for wales</p>	<p>Economic Development/ Planning, Transport & Environment</p>	<p>Work with partners to support the retail and hospitality sector in successfully re-emerging from lockdown by:</p> <ul style="list-style-type: none"> • Continuing to adapt and re-purpose the city to create a Covid-Safe Space; • Enhancing the promotion of Cardiff as a visitor destination; • Developing a new pipeline of major events to drive up footfall and visitor numbers; • Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery. 	<p>Economic Development Update (RAG Green)</p> <p>Continue to adapt and repurpose the city - Delivered £2 million of Town Centre Loan funds to local companies in the city centre including, Par59 Leisure Scheme in St Mary's Street and a new boutique hotel above Bar44 in Quay Street. Enhancing the promotion of Cardiff - Circa £50,000 leveraged from external support (primarily Welsh Government) for additional promotion of the city centre.</p> <p>Developing a new pipeline of major events - The WG are expecting to sign off their Major Events strategy next spring. The Council continues to work with WG to develop a new pipeline of major events including supporting an expression of interest to host Euros 2028. Other key international events being pursued and announcements expected soon.</p> <p>Establish a tax and regulatory environment that can accelerate recovery - Proposals submitted to WG for the establishment of Tax Increment Finance in CCR.</p> <p>PTE Update / Progress:</p> <p>The new terms and conditions and design guide for Street Café licences successfully gave businesses confidence to improve quality resulting in significantly better public realm and safer controlled areas.</p> <p>Good progress has been made to identify measures to encourage the use of sustainable travel as the economy recovers in partnership with the Welsh Government, the Burns Delivery Unit, Transport for Wales, City Region, public transport operators and key stakeholders. These measures include corridor improvements for Active Travel, bus priority, ongoing financial support for the bus services, integrated ticketing pilot between Cardiff and Newport in 2022, plans for new transport interchanges (Cardiff Central, Waungron and Cardiff Parkway) and study work on new Metro station and line improvements.</p> <p>The scheme Council's £1 bus promotion scheme along with targeted traffic network interventions by the Council's team in the Control Room made an impactful difference in managing the increased demand in travel over the Christmas shopping period. The online feedback survey suggests that the scheme was good value for money, encouraged new users and bus users to return. The survey generated 313 responses with 163 having used the £1 discounted fare.</p> <ul style="list-style-type: none"> • 12% were new bus users and 25% were returning to use the bus. • 86% of users confirmed that their experience was good value for money. • Overall, 88% of respondents think there should be similar bus fare promotions in the future. 	<p>Green</p>
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Well-being Objective 6 – Cardiff Grows in a Resilient Way

Wellbeing Objective	Lead Directorate	Step	Q4 Updates	Q4 RAG
Cardiff grows in a resilient way	Economic Development	Programme the delivery of the bridge crossing scheme at Llanrumney as part of a wider regeneration scheme, completing design and planning permissions by the end of 2021 and delivery by 2023.	Delay due to reconsideration of masterplan to take account of Tan15. Funding for enhanced bridge provision yet to be identified. Planning to be submitted July 2022.	Amber
Cardiff grows in a resilient way	Economic Development	Deliver the recycling services strategy to achieve 70% recycling performance by 2024/25 by: <ul style="list-style-type: none"> Continuing project work with Welsh Government, Waste & Resources Action Programme (WRAP) and Welsh Local Government Association (WLGA); Rolling out city-wide separate glass collection in 2021; Preparing a draft waste/recycling strategy for consultation in 2021. 	<p>Project work - We are continuing to work closely with WRAP and WLGA. Work is underway to review the effectiveness of the glass, fibres and containers pilot and model the results for a wider city roll-out.</p> <p>Separate Glass Collection - Approach modified following work with WRAP and the development of a business case. The recycling collection model will incorporate a separate collection of bottles and jars alongside containers and fibres to be delivered in 2022/ 23.</p> <p>Draft Recycling Strategy - Public Consultation undertaken in Quarter 4, awaiting results. Once results received, we will prepare a report for Cabinet for final strategy approval in July 2022.</p>	Green
Cardiff grows in a resilient way	Economic Development	Launch an education and enforcement campaign to promote changes in resident behaviour and monitor improvements throughout 2021/22.	Initial indications are positive, with a reduction in the number of rejected garden waste loads during the first week of Garden Waste collections. Full reports are being prepared but, initial indications are that there has also been a positive impact on green bag recycling and food waste participation.	Green
Cardiff grows in a resilient way	Economic Development	Develop a citizen-based strategic plan for recycling centres to achieve a re-use/recycling rate of above 85% every year.	Quarter 4 saw the introduction of a number of community recycling zones, including collection points for small Waste Electrical and Electronic Equipment (WEEE), batteries and media in four Hubs, as well as a pop-up recycling centre in Parc Ty Glas. Officers continue to work closely with relevant partners on regional contracts and continue to explore emerging markets.	Green

Cardiff grows in a resilient way	Economic Development	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.	Identified best practice model for reducing single use plastics through procurement.	Amber
Cardiff grows in a resilient way	Economic Development	Deliver a comprehensive programme of improvement to the Council's Street Scene services by September 2021 through integration, digitalisation and the use of data to support the efficient and effective use of resources.	Consultation on the proposed service model has not yet commenced. Changes to budgets have meant that it has been possible to revisit and strengthen the proposals. These will be shared in Quarter 2 2022/23.	Amber
Cardiff grows in a resilient way	Economic Development	Engage with citizens and businesses on concerns in their communities through 'Love Where You Live' to encourage volunteering and working in collaboration.	Continuing to work with partners to support community groups. Refreshed 'Leave Only Paw Prints' campaign.	Green
Cardiff grows in a resilient way	Planning, Transport & Environment	Approve the final One Planet Cardiff strategy and associated action plan by June 2021.	Update / Progress: Strategy approved and programme management and governance arrangements for implementation in place	Green
Cardiff grows in a resilient way	Planning, Transport & Environment	Finalise the delivery contract for the Cardiff Heat Network by April 2021 and begin construction by December 2021.	Update / Progress: Works commenced on site in January 2022 and n implementation programme is in place Issues/Concerns Discussions are ongoing but some uncertainties with costs remain, including those mentioned above in relation to the Arena, which could have some impact on the final business case Mitigating Actions Cost uncertainties are being closely monitored and at present are within the risk tolerances of the approved business case. However, this action remains amber to reflect the uncertainties which will only be resolved with further design iterations and negotiation.	Amber

Cardiff grows in a resilient way	Planning, Transport & Environment	Develop a pipeline of potential renewable energy generation projects for subsequent approval and implementation from 2022.	Update / Progress: Project scoping underway to include detailed design and business case modelling for subsequent approval by Cabinet in Quarter 4 2022/23. This will incorporate work to secure grid connections, planning consent and tender specification.	Green
Cardiff grows in a resilient way	Planning, Transport & Environment	Establish a private wire connection for the Solar Farm at Lamby Way by summer 2021.	Update / Progress: The private wire connection is now complete and has been fully tested and certified. Energy transfer will commence in April 2022	Green
Cardiff grows in a resilient way	Planning, Transport & Environment	Deliver a Housing Energy Efficiency Retrofit programme across all tenures of housing, including 2,000 domestic retrofits per year by 2024.	<p>Update / Progress:</p> <p>Procurement for the 5,000 Local Authority (LA) housing unit low rise blocks energy retrofit scheme (by 2030) will utilise the Planned Maintenance Framework that is due to commence 1st April 2022. A mini-competition with procurement framework will be undertaken for the cladding to the low-rise blocks, with the 4 contractors each to be assigned a pilot block to carry out works on, and decisions for ongoing works made following this pilot phase.</p> <p>An Agreement in Principle has been received for the 250-unit Welsh Government (WG) grant funded scheme. A detailed business case is being developed and will be submitted to WG in May 2022, which if accepted will lead to grant offer. Should grant offer be made then the procurement decision will require Cabinet level decision to progress.</p> <p>First Cardiff Capital Region working group on Local Authority Flexible Eligibility to Energy Company Obligation (ECO) funding held, with partners keen to progress either a regional scheme or a wider Welsh level scheme involving WG. ECO4 guidance and initiation has been delayed.</p> <p>Funding agreed for a Retrofit Officer post and recruitment process started. Currently working with consultants to scope out requirements and challenges of a citywide cross tenure retrofit programme.</p> <p>Issues/Concerns: Issues and risks exist as a significant upscaling of this activity may be inhibited by a potential skills and materials shortage as the ambition is replicated elsewhere in the country. Additionally, we are seeing large cost increases in building works due to a combination of Covid-19, Brexit and customer demand.</p> <p>There is also a low uptake and some uncertainties with grant funding available at national level and a need for public engagement and incentivisation to encourage greater interest amongst owner occupiers.</p> <p>Mitigating Actions: Ongoing work and dialogue with our City Region partners and Welsh Government.</p> <p>Internal One Planet Cardiff thematic group to bring together all departments working on housing retrofit.</p>	Amber

<p>Cardiff grows in a resilient way</p>	<p>Planning, Transport & Environment</p>	<p>Ensure good air quality by:</p> <ul style="list-style-type: none"> • Implementing the Clean Air Plan as approved by Welsh Government to ensure compliance with the EU Limit Value for Nitrogen Dioxide (NO2) in the shortest possible time by the end of 2021; • Implementing the wider Clean Air Strategy and action plan to reduce Nitrogen Dioxide (NO2) concentrations across the city and establish a city-wide, real-time monitoring network; • Working with the sector to support buses and taxis to achieve the Welsh Government’s target of “Zero Tailpipe” by 2028. 	<p>Update / Progress:</p> <p>Clean Air Plan continued to be delivered. Quarter 4 has seen the launch of the Taxi Lease Scheme. However as yet there has been little take up of the charging scheme. There has been some feedback on the 30 Day Try Before you Buy (TBYB) scheme that Cardiff Capital Region (CCR) are running and some issues with the Dynamo Vehicles. Discussions with Welsh Government (WG) ongoing with potential review group to be established to assess viability of scheme.</p> <p>The grant scheme has also been delayed with a view that a single grant scheme including additional £500k for Euro 6 vehicles is launched later in 2022.</p> <p>Bus retrofit scheme was fully completed with final two buses completed in early January, which has now ensured all 49 buses were completed.</p> <p>Ongoing dialogue has continued with WG regarding future plans for permeant scheme for Castle Street to be assessed in 2022 and delivered in 2023/24. The following draft timeline has been proposed to WG.</p> <ul style="list-style-type: none"> • October 2022 – 12 months from introduction of current scheme – completion of data collection and further modelling post Covid-19 • Jan 2022 Completion of data/modelling assessment, identification of preferred option and production of a Cabinet Report for decision. • May 2023 Complete the tender process and New Cabinet Paper (to award Tender) • June 2023 On site (with the road closed - this will be achieving compliance) • June 2024 Castle St scheme completed <p>Issues/Concerns</p> <p>Confirmation on timescales for delivery on permeant scheme with Welsh Government and confirmation of funding for delivery.</p> <p>Mitigating Actions</p> <p>Ongoing dialogue with Welsh Government including quarterly meetings with the Chief Executive.</p>	<p>Amber</p>
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<p>Cardiff grows in a resilient way</p>	<p>Planning, Transport & Environment</p>	<p>Support the transition to clean vehicles by:</p> <ul style="list-style-type: none"> • Completing an audit of the Council’s fleet and adopting a Green Fleet Strategy, setting out the Council’s transition schedule to a low emission fleet by December 2021; • Developing a new electric by default procurement policy, with a strict “exceptions by exception” basis; • Ensuring that a minimum of 90 Council vehicles are replaced by electric vehicles by 2022. 	<p>Update / Progress:</p> <p>All the 59 charging units are now in and complete, including the 6 rapid chargers at Lamby Way for the eRCVs, or going to be completed by the 31st (just the one at Coleridge Road that needs to be switched on). By the end of Q4, all the infrastructure will be complete. There is a slight issue with the supply for the 6 rapid chargers, but this issue should be completed by the end of March.</p> <p>All 6 eRCVs (electric refuse vehicles) are in and there is one going to be back in April, which has been borrowed as a show case around Wales. There will be 7 in total and they are all Welsh government funded. Another 11 EVs on order for purchase or being delivered prior 31st March. 1 on pre-order, which will be in by the end of the year. The total will be 37 on fleet by the end of the year, which are all purchased, owned vehicles.</p> <p>The deadline for the Fleet Replacement Policy (that will allow the funding for the purchase of EVs in 2023-2024) is in August.</p> <p>Issues/Concerns:</p> <p>The supply and demand issues for EVs.</p> <p>Mitigating Actions:</p> <p>There are still discussions with finance and CTS on the status of the Fleet Transition Report and available budgets that will need to be agreed.</p>	<p>Amber</p>
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<p>Cardiff grows in a resilient way</p>	<p>Planning, Transport & Environment</p>	<p>Promote healthy, local and low-carbon food through delivering the Cardiff Food strategy, including:</p> <ul style="list-style-type: none"> • Developing a plan to increase local food production opportunities (commercial and community-based) and integrate into local supply chains by December 2021; • Working with the Education directorate to develop plans to ensure that school meals are healthy and rely on more sustainable and lower carbon supply chains; • Developing a land use strategy to address inequality of access to healthy fresh food across the city by December 2021. 	<p>Update / Progress:</p> <p>Funding for a Sustainable Food Production Challenge successful and £2.6m grant funding offered - terms & conditions need to be agreed. Project initiation planning underway.</p> <p>The school meal service continues to face increasing challenges in respect of staffing, food and equipment supply chain issues and Covid-19. The Ukraine crisis is also impacting on both the food supply chain and food prices, with the cost of chicken for example expected to increase by 30%.</p> <p>Planning is underway for the implementation of Universal Primary Free Schools Meals, but Local Authorities are waiting for confirmation from Welsh Government (WG) on which year groups will be part of the first phase in September 2022. Confirmation is also needed from WG on the cost per meal funding. There is a strong focus in the programme on local food sourcing – the cost per meal will need to reflect this, together with rising food costs. This makes menu planning extremely difficult without knowing the budget to be working to. Likewise, this will have a knock-on effect for our food supplier who needs sufficient time to mobilise the food supply chain to ensure we have the required products available to us.</p> <p>Applications for this year’s Food and Fun programme closed in March. Expressions of interest have been received from 33 schools.</p> <p>Discussions are ongoing with Public Health Wales to feed the findings of the mapping exercise into the work they are undertaking in establishing projects to increase access to fresh food (e.g., community pantries, growing projects, etc.) in areas that have been identified as deficient. In addition to this, discussions are ongoing with Public Health Wales to secure a temporary staff resource to complete the qualitative assessment of the range of fresh food products available in each of the outlets.</p> <p>3-year Food Strategy Officer started in post February 2022.</p>	<p>Green</p>
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<p>Cardiff grows in a resilient way</p>	<p>Planning, Transport & Environment</p>	<p>Work in partnership with Welsh Government and Transport for Wales to design and deliver a programme of strategic transport projects, including the Metro, public transport and network improvements by 2024. It will include key stages of:</p> <ul style="list-style-type: none"> • North West Corridor; • Phase 1 City Centre to Cardiff Bay Metro; • Crossrail; • New stations; • Strategic Park and Ride; • Eastern Corridor Study; <p>and</p> <ul style="list-style-type: none"> • A Bus Strategy. 	<p>Update / Progress: Metro studies for Crossrail including new stations from the City Centre to Cardiff Bay and North West Corridor have progressed along with wider master planning. The preparation of a draft Park and Ride Strategy for Cardiff has begun, and the Park and Ride at Junction 33 is being planned for delivery by the developer. The Eastern Corridor WelTAG Stage 1 study is being reviewed by the Welsh Government and Roads Review Panel. The public consultation to inform the preparation of a Draft Bus Strategy resulted in more than 3,000 responses. The Bus Strategy will be prepared in 2022/23.</p> <p>Delivery of the programme of future Metro improvements and public transport network improvements will be subject to securing funding through the preparation of business cases with key partners. The Council is working closely with the Burns Delivery Unit to coordinate a programme of transport improvements planned between Cardiff and Newport. Funding opportunities through the Levelling Up Funding are also being pursued.</p>	<p>Green</p>
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<p>Cardiff grows in a resilient way</p>	<p>Planning, Transport & Environment</p>	<p>Continue to progress the City Centre (Loop) Network Improvements Upgrade projects, including:</p> <ul style="list-style-type: none"> • The Central Square Transport Project by April 2022; • City Centre East Phase 1 by summer 2022; • Castle Street by summer 2022; • Boulevard de Nantes by late 2022. 	<p>Update / Progress:</p> <p>Central Square</p> <ul style="list-style-type: none"> • Construction Progressing • Works on programme to end (main scheme) May 2022 <p>South Interchange</p> <ul style="list-style-type: none"> • On site April/May 2022 • Completion due Spring 2023 in readiness for bus station opening (Date TBC) <p>Castle Street</p> <ul style="list-style-type: none"> • Temporary scheme has been implemented • Permanent scheme to be restarted Summer 2023 <p>City Centre East + Canal Phase 1</p> <ul style="list-style-type: none"> • Scheme on site • Completion due Quarter 4 2022-23 <p>Boulevard De Nantes</p> <ul style="list-style-type: none"> • Stakeholder Engagement complete • Detailed design restarted 	<p>Green</p>
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Cardiff grows in a resilient way	Planning, Transport & Environment	<p>Invest £20m in a new fully segregated, safe cycling network across the city, completing the:</p> <ul style="list-style-type: none"> • Cross City and Bay Pop-ups by summer 2021; • Hailey Park Cycleway by winter 2021; • Cycleway 5 (Lawrenny Avenue) and Tudor Street by spring 2022; • Cycleway 1 (Cathays Terrace) by summer 2022. 	<p>Update / Progress:</p> <p>Pop Up Cycleways</p> <ul style="list-style-type: none"> • Cross City Scheme complete • Bay Pop Up complete <p>Hailey Park</p> <ul style="list-style-type: none"> • Scheme awaiting tender <p>Cycleway 1</p> <ul style="list-style-type: none"> • Scheme entered on site September 2021 • Work progressing <p>Cycleway 2</p> <ul style="list-style-type: none"> • Early concept design work ongoing <p>Cycleway 4</p> <ul style="list-style-type: none"> • Cycleway 4.1 Complete • Cycleway 4.2 being taken through planning process to connect to Llandaff and A4119 via Llandaff Fields <p>Cycleway 5</p> <ul style="list-style-type: none"> • Work progressing on concept design for city centre to Lawrenny Avenue • Lawrenny Avenue on hold due to funding issues • Lawrenny Avenue to West Cardiff in feasibility stages <p>Roath Park Route (Red Route)</p> <ul style="list-style-type: none"> • Roath Park out to consultation • Remainder of scheme in early concept 	Green
Cardiff grows in a resilient way	Planning, Transport & Environment	Develop a new Active Travel Network Map by December 2021.	<p>Update / Progress:</p> <p>Work on evaluation of responses and production of final map including uploading route data onto Welsh Government (WG) mapping system continuing in preparation for submission of final Map to WG in June 2022.</p>	Green

Cardiff grows in a resilient way	Planning, Transport & Environment	Roll out 20mph speed limits in the areas of Cardiff relating to Welsh Government 20mph Pilot, including Whitchurch & Tongwynlais, Llandaff North, Rhiwbina and Heath, by December 2021.	Update / Progress: Orders have been sealed and the project is being delivered on-street. Signage will be completed by the end of March and gateway features which require planning and re-surfacing work ahead of lining will be completed by the end of April. A joint communication plan is ready for release at the end of March.	Green
Cardiff grows in a resilient way	Planning, Transport & Environment	Complete the rollout of the Ebike fleet by September 2021, delivering a new fleet of 125 bikes in up to 15 rental stations.	Update / Progress: Installation work is well advanced, and the final sites are due for completion by the end of April. The fleet is now back on street alongside an appropriate monitoring arrangement. Joint partnership work continues with South Wales Police in relation to vandalism issues.	Green

<p>Cardiff grows in a resilient way</p>	<p>Planning, Transport & Environment</p>	<p>Support schools with Active Travel by:</p> <ul style="list-style-type: none"> • Delivering an Active Travel Plan for every local authority-maintained school by March 2022; • Ensuring all new schools adopt Active Travel principles; • Integrating activities to support walking, scooting and cycling to school through the development and delivery of a Schools Active Travel Infrastructure Programme, including School Streets, by 2024. 	<p>Update/Progress:</p> <ul style="list-style-type: none"> • Delivering an Active Travel Plan for every local authority-maintained school by March 2022 • Ensuring all new schools adopt Active Travel principles <p>School Active Travel Plans: 122 schools have either produced or are progressing the development of Active Travel Plans. Six schools still not fully engaged as they are not in a position to give priority to developing Active Travel Plans. However, the Active Travel Schools team will continue to offer support and information to these schools and respond to any requests for assistance as it continues to work with schools and provide practical support and assistance with the implementation of their Active Travel Plans.</p> <ul style="list-style-type: none"> • Integrating activities to support walking, scooting and cycling to school through the development and delivery of a Schools Active Travel Infrastructure Programme, including School Streets, by 2024. <p>Delivery of third phase of the Cardiff School Bike Fleets project is in progress. Procurement of remaining storage containers will now take place in 2022/23.</p> <p>Installation of new bike shelters for around 30 schools – works in progress due to be completed in Quarter 4.</p> <p>Larger Active Travel Schools schemes being progressed through design and consultation prior to construction this financial year include:</p> <ul style="list-style-type: none"> • Active Travel Schools Penylan – major junction improvement at Colchester Avenue/Penylan Road – completed end of March 2022. • Initial engagement with Ysgol Bro Ederyn led by Sustrans on future school gate active travel improvements completed by Sustrans. • Active Travel Schools – Ysgol y Wern – construction due to complete by end of March 2022. • Active Travel Schools Thornhill Primary – completed end of March 2022 • Safe Routes in Communities – Radnor Primary School Active Travel Scheme – completed end of March 2022. • Active Travel Schools – St Mellons Church in Wales – out to tender construction due to commence in Q4 and will be completed in Quarter 1 2022/23. <p>School Streets – some delays in implementing next tranche of School Streets due to capacity issues in TRO and legal teams.</p> <p>New schemes for Severn Road Primary School, Kitchener Primary School, and St Pauls Primary School due to be implemented April 2022.</p> <p>Orders sealed for schemes at Rhiwbina Primary, Ysgol Coed y Gof and Ysgol Pwll Coch, schemes due to go live early in Quarter 1 2022/23.</p> <p>Funding sought from WG Safe Routes in Communities to continue programme in 2022/23.</p>	<p>Green</p>
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Cardiff grows in a resilient way	Planning, Transport & Environment	<p>Build on the “Healthy Streets” pilot by:</p> <ul style="list-style-type: none"> • Adopting a healthy streets initiative to guide all transport and highway programmes; • Supporting a number of healthy streets initiatives, including effective traffic filtering, active travel improvements, greening, street furniture & child friendly enhancements, through Section 106 contributions and other funding by 2022; • Developing a plan for two Low Traffic Neighbourhood schemes by 2022. 	<p>Update / Progress:</p> <ul style="list-style-type: none"> • Adopting a healthy streets initiative to guide all transport and highway programmes <p>Elements of healthy streets are being delivered through various schemes including sustainable drainage features as part of new cycleway schemes (e.g. Cycleway 1.2). There are new innovative design features such as blended footways across junctions (implemented recently as part of the Crwys Road safety scheme and the regeneration improvements on Cowbridge Road East) and artist-designed zebra crossings (implemented as part of Cowbridge Road East scheme). Further blended footways and artists designed crossing planned as part of Canton Safe Routes in Communities project – works due to commence in Quarter 4.</p> <ul style="list-style-type: none"> • Supporting a number of healthy streets initiatives, including effective traffic filtering, active travel improvements, greening, street furniture & child friendly enhancements, through Section 106 contributions and other funding by 2022; <p>See update for healthy streets initiative, above.</p> <ul style="list-style-type: none"> • Developing a plan for two Low Traffic Neighbourhood (LTN) schemes by 2022 <p>Plasnewydd has potential to become an LTN and there is interest from local amenity groups in developing a project in this area. The project will be best progressed in the context of future plans to develop a new cycleway along the Richmond Road, Albany Road and Roath Rec./Roath Park corridor and the associated parking mitigation measures. Pontcanna area also offers potential for an LTN and there is interest in a scheme from amenity groups. Living Streets are being commissioned to undertake engagement with the amenity groups to crowd-source ideas for interventions.</p> <p>Due to delays with procurement, this work will now be undertaken in Quarter 1 2022/23</p> <p>Mitigating Actions:</p> <p>Officers commissioning Living Streets in Quarter 1 2022/23 to facilitate work with local amenity groups to generate ideas/aspirational proposals for LTNs in Plasnewydd and Pontcanna. These will form the basis of future plans LTNs for these 2 areas.</p> <p>Additional officer resources will be required to progress the healthy streets agenda on a comprehensive basis beyond Quarter 4.</p>	Amber
Cardiff grows in a resilient way	Planning, Transport & Environment	<p>Prepare an Intelligent Transport System (ITS) Strategy by October 2021 to establish a programme of Smart City improvements to the transport network and support the modal shift to sustainable travel.</p>	<p>Update / Progress:</p> <p>The draft Intelligent Transport System (ITS) strategy was approved for consultation in 2022/23 by Cabinet in March 2022. Significant progress was made in partnership with Transport for Wales on scoping requirements for an upgraded Bus Real-time Information System (RTI). Bids for Welsh Government grant funding to upgrade the RTI System and implement a SMART Corridor pilot scheme on the A470 North Road were submitted in January 2022. Good progress has been made identifying the requirements and costs of the option considering a potential relocation of the Urban Traffic Control (UTC) Control Room to Oak House.</p>	Green

Cardiff grows in a resilient way	Planning, Transport & Environment	Conduct a full review of the Local Development Plan (LDP) by late 2024 in accordance with the Delivery Agreement timetable and engage in dialogue on regional strategic planning arrangements.	Consultation on Strategic Growth Options concluded in February 2022. Despite Covid-19 restrictions being in place, significant engagement with targeted groups was undertaken in Quarter 4 and will continue throughout the process. Officers are collating the responses and preparing a detailed timetable for the preparation of the "Preferred Strategy", being the next stage of the formal Local Development Plan (LDP) preparation process. Interim findings of the Joint Scrutiny Task and Finish process submitted for consideration.	Green
Cardiff grows in a resilient way	Planning, Transport & Environment	<p>Create better places through the delivery of new, high-quality, well-designed, sustainable and well-connected communities, as described by the Council's Master Planning Principle, by:</p> <ul style="list-style-type: none"> • Applying place-making principles to major new settlements and developments, as well as existing communities, to support local centres and support the '15-minute city' principle; • Utilising Section 106 contributions to help facilitate these improvements. 	Cardiff Arena and associated Atlantic Wharf Masterplan presented to formal Planning Committee meeting in March 2022. Recommendation to grant, subject to conditions, S106 agreement and awaiting Welsh Government decision whether to call in the application. Work continues on strategic Local Development Plan (LDP) sites to deliver necessary and essential infrastructure as well as community facilities, affordable homes and green infrastructure in accordance with the masterplanning principle. Construction commenced on the new St Edeyrn's school.	Green

Cardiff grows in a resilient way	Planning, Transport & Environment	<p>Deliver the Council's Green Infrastructure Plan, including:</p> <ul style="list-style-type: none"> • Updating the Biodiversity and Resilience of Ecosystems Duty (BRED) Forward Plan to respond to the One Planet objectives and Action Plan; • Ensuring the upcoming Replacement LDP process fully addresses green infrastructure matters and includes engagement upon potential policy approaches. 	<p>Update / Progress: Work ongoing with regard to Green Infrastructure Assessment for Replacement LDP.</p> <p>Issues/Concerns: Re-advertisement for the vacant Planner Ecologist failed to identify suitable candidates.</p> <p>Mitigating Actions: Utilising Framework consultant ecologists in the short term and collaborating with colleagues in Parks Service. Additional resources identified in the budget for 2022/23 to create an additional Principal Ecologist/Green Infrastructure post.</p>	Amber
Cardiff grows in a resilient way	Planning, Transport & Environment	<p>Develop a sustainable water, flood and drainage strategy for Cardiff by 2022.</p>	<p>Update / Progress: As future funding has not been agreed, a revision to the corporate step is necessary. The following corporate step is now required: Develop, submit to Welsh Government and publish by October 2023, a combined Flood Risk Management Strategy and Flood Risk Management Plan as required by The Flood and Water Management Act (2010) and The Flood Risk Regulations (2009) respectively.</p> <p>Issues/Concerns The resources within the Flood Risk Management Team are limited. The requirement to produce the strategy and plan within the timescales set by Welsh Government, will add pressure to the team and be extremely challenging.</p> <p>Mitigating Actions (only if status is Amber or Red): Recruitment to the Flood Risk Team has commenced to relieve pressure and increase expertise to enable the delivery of the plan. Engagement with specialist consultants is also being planned.</p>	Amber

Cardiff grows in a resilient way	Planning, Transport & Environment	Complete coastal defence improvements in Cardiff East by 2024.	<p>Update / Progress: Despite ongoing negotiations, the Marine Licence application remains with Natural Resources Wales (NRW) for approval. NRW will submit the application to Welsh Government (WG) to enter an IROPI (Imperative Reason of Overriding Public Interest) process that requires Minister signoff. Also, the Marine Licence must be obtained before Planning consent can be granted. Agreement was therefore reached with WG to extend the funding deadline to the 2022/23 financial year in the understanding that the scheme would progress as rapidly as possible with a view to starting the construction phase in 2022. The construction tender contract continued as planned, however, all but one of the 5 selected contractors withdrew from the tendering process. Only one contractor submitted a price that was approximately £17M over the estimated construction costs, despite the Early Contractor Involvement (ECI) process followed in the estimation exercise. Due to the substantial increase in costs and the significant additional contribution required of the Council, the Cabinet report was withdrawn and delayed until June/July 2022.</p> <p>Issues/Concerns The issue with obtaining the Marine Licence remains and planning permission cannot be granted until the licence has been obtained. The costs have increased against the estimate by over 75%, due to factors such as Brexit, fuel increases, the global pandemic, rises in materials, working constraints set by NRW and market uncertainty. The possibility related to WG not funding the East side of the scheme, that being Lamby Way protection, also remains.</p> <p>Mitigating Actions The marine licence application continues to be pursued with Natural Resources Wales (NRW) and WG. Talks are ongoing with WG around price increases and the funding of the east side. Full analysis of the tender return to see if there are opportunities for reductions in cost are also ongoing.</p>	Red
Cardiff grows in a resilient way	Planning, Transport & Environment	Deliver phase 1 of the new Canal Quarter scheme by 2022.	<p>Update / Progress:</p> <ul style="list-style-type: none"> • Scheme is now on site • Whole area has been hoarded off and works are progressing well • Due for completion in Quarter 4 2022-23 	Green

Cardiff grows in a resilient way	Planning, Transport & Environment	Commence the delivery to replace all 24,000 residential lighting to low-energy LED lighting by December 2023	<p>Update / Progress: Installation of new lighting units is progressing. Works have been completed in Cathays, Grangetown, Radyr, Fairwater, Caerau, Canton and the contractor has also entered Pentyrch. It is estimated that approximately 6,000 units will have been installed by the end of Quarter 4. Delivery of new lanterns has continued and is improving but still not optimum due to the worldwide shortage of components. However, the current delivery rate has enabled the continuation of the project and the installation rate has improved.</p> <p>Issues/Concerns The worldwide shortage of electronic components required for the lanterns and central management system continues. This has resulted in a delay in the manufacture and delivery of the lanterns.</p> <p>Mitigating Actions There is continual engagement with the contractor and supplier (Phillips) to ensure that any delays and additional costs are minimised. The Council has committed to and therefore ordered full stock (c.23,500 units) to ensure that our requirements are prioritised. There is an improvement in lantern manufacture/delivery that has allowed installation to increase to over 1000 units per month.</p>	Amber
Cardiff grows in a resilient way	Planning, Transport & Environment	Deliver a programme of over 30,000m2 patching improvements to our roads to reduce potholes by March 2022.	<p>Localised resurfacing or patching works continued in Quarter 4 but delivery rates were reduced due to budgetary restrictions. Quality remained high with works being positively received by stakeholders throughout the city. 100% of budgets will be spent by the end of the financial year. The decrease of delivery continued from Quarter 3 due to budgetary management and the inclement winter weather. However, it was ensured that enough budget was maintained to react to rapid deterioration related to very low road temperatures in Quarter 4.</p> <p>Demand is directly related to highway condition and delivery is prioritised on a defect severity and highway hierarchy. This process is closely managed to provide budgetary control.</p>	Green
Cardiff grows in a resilient way	Planning, Transport & Environment	Deliver a programme of over 150,000m2 of surfacing and surface treatments to our roads by March 2022.	<p>Update / Progress: The carriageway micro asphalt treatment programme that was stopped in mid-November due to the inevitable change in road temperatures and the inclement winter weather recommenced in Quarter 4. The majority of the remaining streets from the programme will be completed by the end of the financial year. The 2021/22 programme, on completion, will consist of circa 60 roads and 104,000 SqM of micro asphalt installation. Footway reconstruction works are ongoing and will continue to the end of the financial year. The footway micro asphalt programme is also due to be awarded in Quarter 4.</p>	Green

Well-being Objective 7 – Modernising and integrating our public services

Wellbeing Objective	Lead Directorate	Step	Q4 Updates	Q4 RAG
Modernising and integrating our public services	Economic Development	<p>Deliver fewer and better Council buildings and protect the Council's historic buildings by:</p> <ul style="list-style-type: none"> • Developing a plan to secure investment into the Council's historic assets, including City Hall, by December 2021; • Reviewing the Council's existing corporate estate to identify potential disposals to generate capital receipts. 	<p>City Hall - A plan for the Council's core office requirement will be presented to Cabinet in 2022/23.</p> <p>Corporate Estate - In 2021/22, £13.5m Capital Receipts received (£4m general fund, £9.5m ringfenced). Large transactions included the former Michaelston College and former Rumney High. St Mellons Linc site (£2.5m) was originally forecast to be completed in 2021/22 however, due to transactional delays, was ultimately completed on 1st April 2022.</p>	Green
Modernising and integrating our public services	Performance & Partnerships	Develop a new citizen engagement strategy by December 2021.	The delivery timescale for this step has changed. This will now be developed and published in 2022, in line with the requirements of the Local Government & Elections. (Wales) Act.	Amber
Modernising and integrating our public services	Resources	<p>Improve the Council's digital offer by:</p> <ul style="list-style-type: none"> • Increasing the number of citizens accessing Council services via digital channels each year; • Developing a new Data Strategy by September 2021. 	<p>The Council's Data Strategy was approved at Cabinet in February 2022, alongside the Planning & Performance Framework.</p> <p>The council continues to see an increase in the number of citizens choosing to access council services via digital channels with over 2 million contacts made digitally. The chatbot has handled over 105k chats, with an increase in use at weekends. Functionality has been expanded into new areas on the site, with its knowledge base increased to support residents with Council Tax, Fines and Elections.</p> <p>Total downloads for the Cardiff Gov mobile app are now 57,329 and the app continues to receive positive feedback from users.</p> <p>Updates have been made to functionality, allowing residents to make reports of graffiti, including providing a location and photograph. These recent updates have included changes to accessibility to ensure the platform is as accessible as possible for all users.</p>	Green

Modernising and integrating our public services	Resources	Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people and support recovery, by adopting the new Smart City roadmap by September 2021.	The Smart City Roadmap requires an economic development emphasis and further alignment with other council strategies. A cross-departmental working group has been established to facilitate the delivery of the Roadmap and to ensure better alignment with corporate strategies. Completion of the Roadmap is now on the Council's Corporate Plan for December 2022.	Green
Modernising and integrating our public services	Resources	Reduce sickness absence rates by: <ul style="list-style-type: none"> • Continuing to support staff well-being, particularly through providing additional support for staff suffering with poor mental health; • Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates. 	<ul style="list-style-type: none"> • Over the last 12 months there has been a focus on the wellbeing of employees and the reduction in long term sickness cases . This has been supported by: <ul style="list-style-type: none"> o Mental health promotion on a variety of themes, and wellbeing information being provided on a weekly basis o Promotion of Carefirst Employee Assistance Programme support along with promotion of webinars. o Information from Carefirst has featured in a number of health and wellbeing newsletters o Wellbeing sessions on topics such as improving your sleep and anxiety about returning to work from long term sickness o Bespoke Wellbeing support groups for schools during inset days o Bereavement support sessions o Taking care of yourself whilst homeworking support sessions o Building self-confidence and self-esteem sessions have been provided o 1 to 1 support for some employees suffering with anxiety, bereavement reaction, anxiety and depression o Provision of support to managers to reduce long term sickness cases. o Provision of data to Directorates, SMT, and Trade Unions to monitor sickness levels. o Training in difficult conversations and 'softer' communication skills o Menopause Support Group – Women's Network o Monthly Health and Wellbeing Newsletter o Promotion of National Awareness Days o Part of the Move More Eat Well Workplace Principles Group headed by Public Health Wales 	Red

Modernising and integrating our public services	Resources	<p>Work towards achieving the Gold Level Corporate Health Standard Award by March 2024 by progressing the initiatives that are set out in the standard.</p>	<p>Due to extenuating circumstances caused by the pandemic it has not been possible to progress this to achieve the Gold level of the Corporate Health Standard.</p> <p>Public Health Wales are currently looking at the standard with a view to make changes to the award. Currently the timescale of the changes has not been communicated, so it would be prudent to wait until we know what will be included in the new award. This will of course impact on any decision we make as to whether we continue with the Gold award or stay at the Silver level.</p> <p>However, work has been undertaken throughout the year to support employees with initiatives such as Virtual Awareness sessions, Supporting Occupational Health in relation to the Wellbeing sessions, working with the employee networks to ensure information relevant to the networks is promoted, continued participation in the Active Travel Group and the newly formed Eat Well Move More group which both align to the standard.</p>	Green
Modernising and integrating our public services	Resources	<p>Get the best social and community value from the Council's £430m annual spend on goods, services and works by fully implementing the TOMs National 'Social Value' Framework on all contracts above £75,000 by December 2021.</p>	<p>We continue to play a leading role in the Welsh TOMs Taskforce. We are liaising closely with other early adopters of TOMs to learn lessons and from the feedback received from suppliers. We have updated our tender documentation and adapted our approach by introducing 3 proportionate versions of the TOMs:</p> <p>£250,000 TO £500,000 – Basic TOMs with around 10 Measures £500k to £2m – TOMs Light with around 20 measures Above £2m – Full TOMs</p>	Green
Modernising and integrating our public services	Resources	<p>Continue to support the foundational economy through the delivery of our Socially Responsible Procurement Policy by working with partners to further promote opportunities for social enterprises in Cardiff and to promote ethical employment.</p>	<p>The approach has been delayed to enable a more detailed analysis of the Council's spend data on a regional basis and by category of spend to identify sectors where the Council spend is low and there are opportunities to work with organisations to increase opportunities to tender for Council contracts. This will include events and potentially creating some more dedicated support for the sector. The Council will work with Cwmpas (formerly the Wales Co-op Centre) to develop a project to support efforts to 'Buy Local Buy Social'</p>	Amber

Modernising and integrating our public services	Resources	Strengthen our social partnership approach by updating our Procurement Strategy to promote fair work, the Foundational Economy and One Planet Cardiff objectives by July 2021.	Draft Strategy is being finalised and will be consulted on from mid to late April during which period the Delivery Plan will be finalised to incorporate feedback received during the consultation.	Green
Modernising and integrating our public services	Resources	<p>Progress and deliver our customer service agenda with a focus on:</p> <ul style="list-style-type: none"> • Delivering a programme of online-based customer service training; • Progressing the customer and digital champions group across the organisation; • Reviewing customer services satisfaction through biannual benchmarking surveys 	<p>Customer training continues to be delivered council wide, there is currently 2 courses in place:</p> <ol style="list-style-type: none"> 1) Introduction to Customer Services - 245 staff have attended this during 2021/22 over 42 sessions 2) Delivering Great Customer Service - 54 staff have this attended during 2021/22 (Launched May 21) over 8 sessions <p>The Customer Service Strategy and online training E-Learning module will be launched during 2022/23.</p>	Green

<p>Modernising and integrating our public services</p>	<p>Resources/ Adults, Housing & Communities</p>	<p>Develop a comprehensive programme of organisational recovery and renewal focused on:</p> <ul style="list-style-type: none"> • Adopting agile working across the Council; • Promoting service innovation in response to the new operating environment; • Enhancing digital technologies in customer service and in back office functions; • Delivering recovery plans for the services whose business models were most impacted by the pandemic; • Embedding new locality delivery models in key community services; • Continuing to drive efficiencies across the Council. 	<p>Resources Update (Green)</p> <p>Work is ongoing to support the move to hybrid working, from early in quarter 1 staff will be able to book a range of meeting rooms, including rooms with hybrid facilities and there will be flexible bookable and drop in work spaces available in the Courtyard. The hybrid working project team will be running drop in sessions regarding these new spaces.</p> <p>A,H&C Q4 Update (RAG Amber - some issues)</p> <p>Steering group in place for Cardiff Care development partnership block arrangements and initial planning commenced to develop a pilot to test out the feasibility of introducing the banking of hours and trusted partner approach to the new locality model</p> <p>St Isan Identified as North Cardiff locality building. During Q4 this building has been prepared ready for hand over on 1/4/2022. Further works will be undertaken in early Q1 22/23 to get the building ready for staff.</p> <p>Due to frontline service pressures and difficulties in recruitment and retention, the development plans have been modified to have less interaction with teams during Q4. This has allowed the teams to prioritise service delivery during increased winter pressures.</p> <p>In Q4 Cardiff Council expanded their GP cluster MDT support to North and East, building on the success of the South West cluster.</p> <p>Steering group in place for Cardiff Care development partnership block arrangements and initial planning commenced to develop a pilot to test out the feasibility of introducing the banking of hours and trusted partner approach to the new locality model</p> <p>St Isan Identified as North Cardiff locality building. During Q4 this building has been prepared ready for hand over on 1/4/2022. Further works will be undertaken in early Q1 22/23 to get the building ready for staff.</p> <p>Due to frontline service pressures and difficulties in recruitment and retention, the development plans have been modified to have less interaction with teams during Q4. This has allowed the teams to prioritise service delivery during increased winter pressures.</p> <p>In Q4 Cardiff Council expanded their GP cluster MDT support to North and East, building on the success of the South West cluster.</p>	<p>Amber</p>
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<p>Modernising and integrating our public services</p>	<p>Resources/ Adults, Housing & Communities</p>	<p>Ensure that the Council’s workforce is representative of the communities it serves by:</p> <ul style="list-style-type: none"> • Ensuring that our recruitment processes are not biased; • Supporting careers events in our least represented communities; • Reviewing current arrangements for Cardiff Works staff. 	<p>Resources Update (Green)</p> <p>A significant amount of work has taken place over the last 12 months to move the Council towards being more representative of the communities it serves which has included but is not limited to:</p> <ul style="list-style-type: none"> • Working with our employee networks to understand any potential barriers/challenges to the recruitment process • Developing an independent recruitment panel process which will go live during 2022/23 • Having a designated HR officer working with each Employee Network to co-ordinate a Programme of monthly meetings with the Organisational Development (OD) team and quarterly meetings with Chief Responsible Officer (CHRO). • Development of a Joint Employee Network Survey to establish a benchmark of membership and their lived experiences of working for the Council – with results available in Quarter 1 2022/23 • A programme of additional HR support to Network members through HR, OD and Learning & Development (L&D) officers attending Network meetings to answer member questions and provide additional support and signposting e.g. recruitment process queries, training opportunities etc. • Fully involved in the development of Race Equality Taskforce action plan including committing to activities such as: • Reverse Mentoring Scheme in development • Leadership Development Programme in development • Following feedback from Black Asian & Minority Ethnic members the revised R&S Policy now includes: • The requirement for verbal feedback to be provided to all applicants who request it. This has been included under the Recruiting Managers Responsibilities, and is referenced in the Manager’s Guide • The requirement for recruiting managers to undertake Unconscious Bias training. How we rollout the wider unconscious bias training is currently being considered • Careers events widened to encompass higher education as well as schools to ensure that the Council is promoted to all ages and all groups of students • Signing of the Community Jobs compact has ensured better promotion of roles within the Council to Black, Asian and Minority Ethnic Communities. <p>A,H&C Update (Green)</p> <p>Job Descriptions and Job Evaluation Questionnaires have been written for both the Cardiff Works Coordinator and Assistant Coordinator Posts; both will be shortly going to JEQ panel. After which the posts will be created. Cardiff Works staff who have been in long term placements 4+ years, are now in permanent roles Managers across the Local authority have also been notified of their long term placement’s entitlements; the Cardiff Works Project Manager has helped to support. This will be an ongoing exercise.</p>	<p>Green</p>
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<p>Modernising and integrating our public services</p>	<p>Resources/ Adults, Housing & Communities</p>	<p>Build on the Agency Workers Charter by:</p> <ul style="list-style-type: none"> • Continuing the process of transferring long-term agency staff into permanent contracts; • Reviewing agency workers placed with the Council via the Into Work Service. 	<p>Resources Update (Green)</p> <ul style="list-style-type: none"> • Long term placements are being reviewed on a targeted basis with managers • Work being undertaken with Waste management to promote opportunities to long term agency workers through a targeted campaign <p>A, H & C Update (Green)</p> <p>With over 3,500 placements this financial year it's been vital that CardiffWorks has a pool of suitable candidates available. Developing this pool has been a key aim, and it has been achieved with various means including speeding up the application process by moving online, close collaboration with the Cardiff Cares Academy and launching the 'Get Into CardiffWorks' training course. This will continue into the new financial year as CardiffWorks develops financial incentives & a new training course designed specifically for the wide range of customer services roles that CardiffWorks increasingly has available.</p>	<p>Green</p>
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Well-being Objective 8 – Managing the Covid-19 pandemic

Wellbeing Objective	Lead Directorate	Step	Q4 Updates	Q4 RAG
Managing the Covid-19 Pandemic	Economic Development	Ensure the Council has a robust Covid-19 Secure Policy, which remains in line with Central and Welsh Government legislation and Public Health Wales Guidance.	WG has provided the road map for the easing of Covid-19 restrictions and the long term Covid-19 transition from pandemic to endemic. All health and safety Covid-19 guidance is currently being reviewed, in line with recent announcements.	Green
Managing the Covid-19 Pandemic	Economic Development	Ensure all services that are located in a Council building or delivering contact services complete the risk assessments identified in the Council's Risk Assessment Guidelines.	Welsh Government (WG) has provided the road map for the easing of Covid-19 restrictions and the long term Covid-19 transition from pandemic to endemic. Going forward service areas will no longer be required to have a specific Covid-19 risk assessment, instead, the Corporate Covid-19 risk assessment will be reviewed in line with recent announcements and capture all the control measures.	Green
Managing the Covid-19 Pandemic	Economic Development	Enforce compliance with all Covid-19 regulations which fall under the authority of Shared Regulatory Services.	The emphasis for the Covid-19 Enforcement Teams during Quarter 4 focused on visiting the addresses of arriving travellers and individuals failing to engage or comply with the Test Trace Protect process. The further easing of Covid-19 restrictions meant the work of the Covid-19 Enforcement Teams has wound down with staff returning to their substantive roles as of 1st April 2022.	Green
Managing the Covid-19 Pandemic	Adults, Housing & Communities	Continue to ensure the availability of all necessary PPE to support the safe delivery of Council and partner services for staff and residents.	Exercise undertaken to establish projected non-social care PPE needs in the new financial year for the first quarter. Liaison with Procurement to secure supplies ensuring a full product range remains available. Social care demand tracking has been undertaken on a weekly basis. This analysis is being used to inform dynamic ordering of stock through NHS Shared Services.	Green

Managing the Covid-19 Pandemic	Resources	Continue to deliver the Cardiff and Vale Test, Trace, Protect service to ensure effective contract tracing capacity.	<p>Release 11 on CRM - Automating all Index cases, providing a digital by default plan in line with staff reductions</p> <p>Briefing of Staff on the Living With Covid Safely - change in regulations including isolation, this outlines steps up until June.</p> <p>Receipt of formal funding letter, enabling management to work on new structure.</p> <p>Meetings with regional partners to review current C&V SOP</p> <p>Discussion and implementation of the Wales Nation of Sanctuary: Ukraine (WNSU) helpline to repurpose staff</p> <p>Closed down telephony inbound service (digital channels still open & callbacks available)</p>	Green
Managing the Covid-19 Pandemic	Resources	Provide a national Test, Trace, Protect surge capacity service.	<p>UK and Welsh Government both announced the removal of travel restrictions from 18th March. They further removed the passenger locator form requirement meaning that the arriving travel team's role became defunct. The existing travel team were repurposed to the surge aspect of the National Team.</p> <p>UK Government also announced the removal of the majority of Covid-19 restrictions in February and Welsh Government followed in March. Although a surge in index cases was seen during March, we anticipate a dramatic reduction in cases from April with the end of mass testing. Quarter 4 saw discussions and actions put in place to streamline the workforce in readiness for the anticipated reductions. Staff numbers were reduced by looking at performance and other factors. Work was undertaken to ensure all staff were briefed on the impending wind down with as much notice as possible. Workshops were carried out with teams to look at CV writing and applications. Potential job opportunities were highlighted to staff throughout March.</p> <p>With the request from Welsh Government to set up a contact centre to support the Wales Nation of Sanctuary: Ukraine (WNSU), discussions and actions took place to repurpose and retrain 25 staff from the National Team to support the WNSU into the new financial year. The inbound element was implemented at the very end of Quarter 4.</p> <p>We continued to work on the transition plan as mentioned above with a view to reducing overall workforce down by end of April initially. Work is ongoing on this. First steps were made in Quarter 4 with staff reviews taking place throughout the quarter.</p>	Green

Managing the Covid-19 Pandemic	Children's Services	Ensure the continued timely access to key worker testing (PCR) for Council and partner staff, and the roll-out of additional asymptomatic Lateral Flow Testing for the Council and partners.	Arrangements for Council and partner staff to access PCR and Lateral Flow testing are in place and working well.	Green
Managing the Covid-19 Pandemic	Economic Development/ Performance & Partnerships/ Resources	Support the delivery of the Mass Vaccination Programme by: <ul style="list-style-type: none"> • Repurposing Council Buildings as vaccination centres; • Providing assistance with the logistical management of attendance at vaccination centres; • Supporting the delivery of the appointment booking system; • Supporting the identification of priority cohorts and the targeting of harder-to-reach groups. 	<p>Economic Development Update (RAG - Green) Vaccination Centres - Repurposing Council Buildings - Following discussion with the Cardiff & Vale University Health Board Bayside and Splott MVC's leases have been extended to Q2, 2022/23.</p> <p>Performance & Partnerships Update (Green) Following the completion of their initial workplan, the Ethnic Minority Sub-Group are with continuing the implementation of a longer-term action plan with focuses on improving health outcomes for ethnic minority groups, supported by a full-time role funded by the UHB, based in Butetown Hub</p>	Green

<p>Managing the Covid-19 Pandemic</p>	<p>Adults, Housing & Communities/ Economic Development</p>	<p>Ensure continued support for high-risk settings, including care homes, home care, support living and hostels by:</p> <ul style="list-style-type: none"> • Working with partners to implement the latest guidance. • Initiating outbreak management responses as required. 	<p>Economic Development Update (RAG: Green)</p> <p>Implement the latest guidance - WG has provided the road map for the easing of COVID restrictions and the long term COVID transition from pandemic to endemic. Going forward service areas will no longer be required to have a specific COVID risk assessment, instead, the Corporate COVID risk assessment will be reviewed in line with recent announcements and capture all the control measures.</p> <p>Initiate outbreak management responses - Shared Regulatory Services followed up 2,498 cases of COVID-19 in the care sector in the Cardiff & Vale Health Board area to identify any work-related close contacts and ensure IP&C measures were being implemented. Care providers with active outbreaks were provided with support to facilitate new admissions wherever possible and manage visits in accordance with a risk assessed approach. Care homes were also kept up-to-date with current PHW/WG guidance as the rules on outbreak management and testing changed in accordance with the revised winter plan for acute respiratory illness.</p> <p>A, H & C Update</p> <p>Multi-agency meetings continue on a fortnightly basis to oversee the management of covid and new arrangements put in place for Contracts to undertake supportive telephone calls to any provider with a new outbreak to assess the need for a multi-agency supportive meeting.</p> <p>Whole sector domiciliary care briefings continue to be held on a monthly basis and the frequently of care home association provider meeting has been revised and reduced to 3 weekly rather than fortnightly.</p> <p>Sign off of Escalating Concerns Procedure delayed as further work has been undertaken to strengthen the decision risk matrix. It is expected that the new procedures will be signed off in the first Quarter of 22/23.</p> <p>Code of conduct for service users signed off by ASMT – implementation will take place in the first part of Q1 22/23.</p> <p>Covid-19 homeless task group / homeless Partnership meeting with statutory & third sector partners took place in March.</p> <p>Regular updates are provided to all sites to ensure they are consistency following protocol and to update on changes to guidance.</p> <p>All providers have a direct point of contact to discuss concerns and talk through any potential issues.</p> <p>Changes to the protocols and the national lifting of restrictions have been communicated to partners as information becomes available.</p> <p>Main risk this quarter that has been noted and supported with partners are ongoing recruitment and staffing issues and the use of agency staff, this has improved during March with partners reporting vacancies being filled.</p> <p>Individual contract monitoring meetings continue monthly or quarterly basis where applicable with accommodation and support service providers</p>	<p>Green</p>
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