

Planning, Transport & Environment

Directorate Delivery Plan 2023 -2024



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1. Introduction

Golden Thread



PTE Directorate Delivery Plan 2023-24 Version 1.0 - 10th May 2023

1.1 The Council's Corporate Plan sets out how the Administrations Priorities for Cardiff will be achieved, providing clarity on what will be delivered and by when. The plan also satisfies the requirements of the Well-Being of Future Generations Act, by setting Well-being Objectives, the steps we will take to achieve them and how we will measure our progress.

The Council has adopted seven well-being objectives which, by working towards their achievement, will ensure the delivery of Stronger, Fairer, Greener. These are:

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities
- A capital city that works for Wales
- One Planet Cardiff
- Modernising and integrating our public services

For each well-being objective, a number of high level "steps" and performance indicators have been identified to measure progress.

Directorates across the Council play a critical role in enabling the Council to achieve its priorities and Directorate Delivery Plans (DDP) which set out actions, milestones and key performance indicators are the key vehicle for this. Directorates are responsible for identifying the Well-Being objectives and associated steps to which they contribute, and for developing milestones which state the actions they will take. Key performance indicators must also be identified to measure progress, alongside any risks, auditor recommendations which must be managed and responded to. DDPs must be written within the context of good resource management, for example, workforce development and financial management and must include an assessment of progress and challenges to identify appropriate priorities.

The Golden Thread

Stronger, Fairer, Greener: Sets out the political priorities of the Council's Administration

The Corporate Plan: Sets out how Capital Ambition will be translated into deliverable organisational steps, including milestones and targets.

The Local Well-Being Plan: Sets out on how the Capital Ambition priorities which require collaboration with public service partners will be delivered.

Directorate Delivery Plans (DDP): Sets out the directorate's contribution towards delivering the Corporate Plan, as well as any other priorities which may include responding to any identified business needs, risks or audit recommendations

Service / Team Plans: Where appropriate, the Directorate may choose to have service plans to support the DDP

Personal Objectives: Set to capture individual's objectives to help achieve the Service and Directorate objectives, which contribute overall to the aims and objectives of the Council.

Well-being Objective: Sets out what the Council wants to achieve

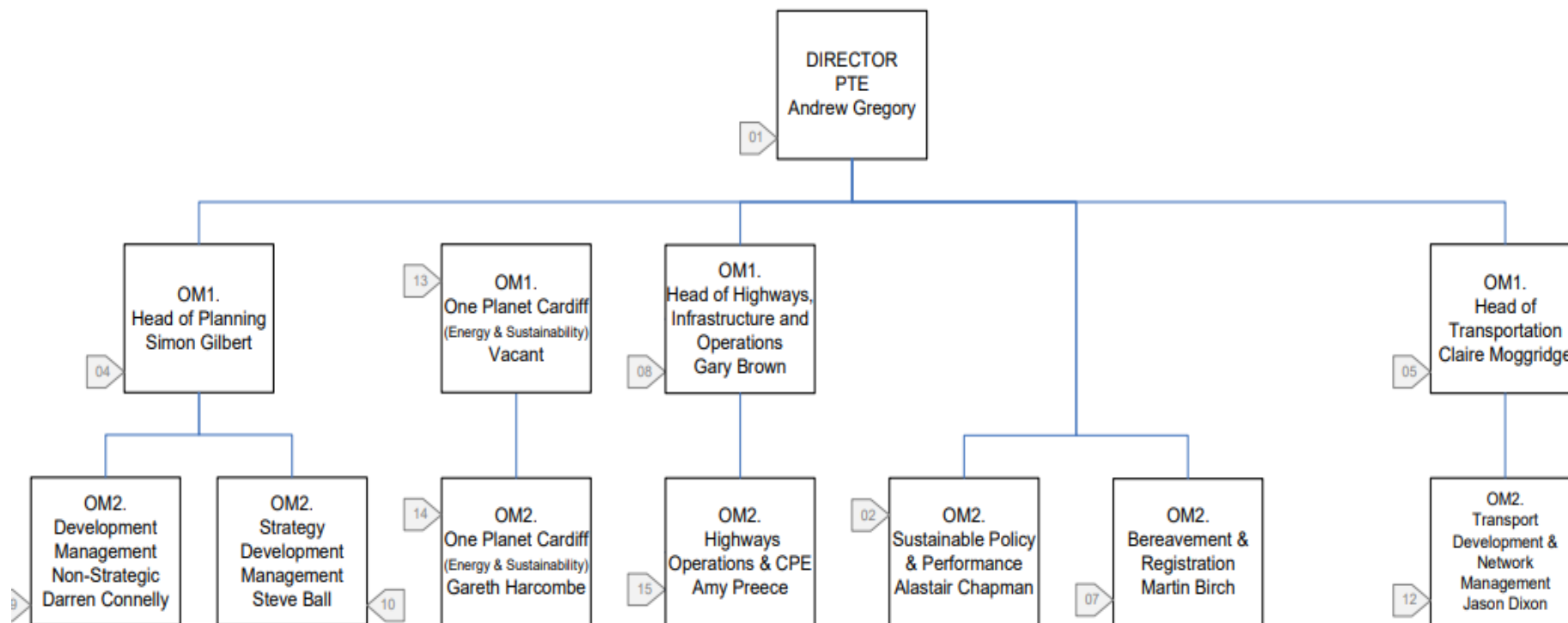
Steps: What the Council will do, and by when, to help achieve each Well-being Objective

Key Performance Indicators (KPIs): Indicators of operational performance that indicate if the steps the Council are taking are effective

Target: Sets out a numerical value on Key Performance Indicators to be achieved

2. Directorate Profile

Directorate Management Team Structure



Outline of Core Directorate Teams

Simon Gilbert, Head of Planning, OMs Steve Ball & Darren Connelly (56 staff) - Operating through Hybrid working:

- Implementing and Monitoring the Local Development Plan (LDP) for Cardiff
- Undertake a review of the LDP and prepare a Replacement LDP for Cardiff
- Delivering sustainable development, associated community infrastructure and good urban design through Placemaking
- Preserving and enhancing the built environment
- Delivering biodiversity and resilience of ecosystems to tackle declared climate and nature emergencies
- Contributing to regional planning collaborative working through the Southeast Wales Strategic Planning Group and other Initiatives
- Contributing to emerging Strategic Development Plan for Cardiff Capital Region
- Preparation of Supplementary Policy Guidance to support the LDP
- Minerals planning
- Delivering the Council's Development Management and Planning Enforcement functions
- Investigating alleged breaches of planning through the enforcement functions
- Building Control

Claire Moggridge, Head of Transportation, OM Jason Dixon (88 staff) - Operating from County Hall

- Regional and City Transport Planning and Policy
- Statutory Functions for Transport Planning process associated with LDP and Planning Applications
- Active and Sustainable Travel lead
- Detailed Design / Project Management and Contract Management /Contract Management Landscape Design
- Instigating delivery of S278 / S38 Agreements / Highway works
- Street Referencing
- Transport investigation & Assessments
- Transport Concept Development, Feasibility and Consultation
- Parking Policy and kerb side space management, to include Taxis strategy, EV on-street charging, on-street secure cycle parking and car club provision
- Traffic Regulation Orders – permanent and temporary
- Network Management / Control Room (UTC)

- Street Works including facilitation in terms of the regulatory function in support of all highway restrictions for all planned & unplanned works, Works in partnership with colleagues in the Police, Health Board and other emergency services in support of challenges of protests and current pandemic
- Logistical support in terms of Highway management for all Major Events
- Highway Licensing and Enforcement
- Road Safety & technical standards
- Road Safety Education & Training including School Crossing Patrols
- Passenger and Public Transport
- Providing support to Transport for Wales and Welsh Government in terms of the new Central Transport Interchange, Core Valley Line works and Metro enhancements

Jason Bale (via funding arrangement) – Operating from City Hall and Vale of Glamorgan Council

- Manage, monitor and administer the Clean Air Plan to ensure compliance with EU Limit Value for NO2 and lead contact with Welsh Government for the Plan.
- Manage and deliver the Council's statutory responsibilities for Local Air Quality Management in partnership with SRS

Gary Brown, Head of Highways, OM Amy Preece (200 staff) - Operating from County Hall, Brindley Road Depot, and Hybrid working

- Highway Maintenance Operations – the frontline maintenance of highway assets - Street lighting / Drainage / High Speed Route / Public Rights of Way (PROW) / Footways and Carriageway repair
- Service maintenance provision for internal council and external third-party clients
- Highway Winter Maintenance Service
- Twenty-Four Hour Emergency highway service
- Asset Management - Policy / PROW statutory control and management / Highway Assessments / Highway Safety Inspection / Claims Management / Major and Minor Highway Improvement Programmes
- Water & Flood Risk Management – management of coastal and surface water flood risk, design, statutory consultation, control, lead local flood authority (LLFA)
- Sustainable Drainage Approval Body (SAB) - statutory regulation and approval of sustainable drainage systems for new development
- Structures & Tunnel Management – control, operation and maintenance of the council's bridge stock, major highway structures, culverts and the Butetown Tunnel

- Electrical Management – Management, design and control of Intelligent Transport Systems (excluding the control room) / Traffic Signals / CCTV and fibre network / Street Lighting.
- Civil Parking Enforcement including management of on street pay and display parking and car parks / Moving Traffic Offences.
- Civil Parking Enforcement Appeals Service

Martin Birch, OM Bereavement, Registration Services and Dogs Home (77 staff), Operating from Thornhill Crematorium, City Hall, various Cemeteries and Westpoint Industrial Estate

- Provision of Burial, Cremation and Memorialisation Services to address the loss of human life
- Provision of Exhumation services
- Partnership working with other authorities to provide burial services
- The registration of births, deaths, marriages, civil partnerships and still births that occur in the Cardiff Registration District.
- Taking notices of marriage and civil partnership for Cardiff residents and for those requiring a “Designated Office” and conducting marriage and civil partnership ceremonies in Cardiff
- Issuing certificates of birth, death, marriage and civil partnership from archived records in the custody of the Superintendent Registrar
- Undertaking Nationality Checking Service and conducting Citizenship ceremonies.
- Provision of Cardiff Dogs Home & the rehoming of dogs.
- Provision of outreach and volunteer programmes and training placements at Cardiff Dogs Home
- Promotion of Animal Welfare in line with Nationally recognised standards

Gareth Harcombe, OM Energy & Sustainability (6 staff), Operating from County Hall

- Develop and deliver the Council’s Carbon Neutral and Climate Emergency response through the “One Planet Cardiff” Strategy
- Monitor and progress Carbon emissions reductions across the Council’s estate.
- Develop and deliver the Council’s programme of renewable energy, and energy innovation projects.
- Develop and deliver the Council’s programme of energy efficiency and energy retrofit activity across the Council’s residential estate and beyond.
- Develop and Deliver the Council’s statutory and local responsibilities, policies and actions for Sustainable Development and the Climate Emergency

Alastair Chapman, OM - Business Support Teams (27 staff including Director & Secretary) – Operating from County Hall

- Monitoring directorate performance, Business Planning, Performance Systems; ISO 9001:2015 etc, Health & safety, Correspondence Support, Programme Support
- Support integration of One Planet Cardiff policy and sustainability objectives across the directorate and council
- Undertake budgetary control and monitoring of the revenue and capital expenditure & income, co-ordination of Grant bids & Claims for the directorate.
- Directorate Business support including cabinet Reporting and forward plan, Recruitment support, Workforce Planning, Projects and Contracts, Senior Management Support; Sickness Absence, PDRs, Data Protection etc.



3. Progress, Challenges and Priorities for 2023/24

3.1 Summary of Self-Assessment – PESTLE Analysis



Factors		Opportunities	Challenges
P	Political	<ul style="list-style-type: none"> • Longer Term aspirations and planning for the City. • Benefits from Cardiff Capital Region City Deal. • Corporate Joint Committees and regional working. • Road User Charging forms part of integrated, active and low carbon transport system and to support the needs of future generations. 	<ul style="list-style-type: none"> • Welsh Government Direction issued on Cardiff relating to the air quality plan for improving nitrogen dioxide levels within a prescribed timeline. • Welsh Government ambition and Council policy for Carbon Neutrality in Council operations by 2030. • Implementing and demonstrating the Future Generations Act 5 Ways of Working. • Regional working arrangements of Corporate Joint Committees. • Supporting and Training for Planning Committee Members. • Managing increasing levels of correspondence / implementation of new HALO Software.
E	Economical	<ul style="list-style-type: none"> • Outcomes and benefits from City Deal. • Further progress for the integration of directorate budgetary processes. • Dogs Home relocation & potential expansion of services provided to meet current & future needs. 	<ul style="list-style-type: none"> • Mitigating the delays and budgets pressures that may emerge. • Ensure all major budgetary savings / income programmes have resource to ensure timely delivery.

		<ul style="list-style-type: none"> • Digitalisation to promote efficient and effective service delivery. • Support low carbon and green jobs sector. • Review the Local Development Plan (LDP) to facilitate and sustain the city’s projected level of population and employment growth. 	<ul style="list-style-type: none"> • Delivering current and future balanced budget position. • Increasing volume of work within existing resources. • Robust programme and project management to deliver key strategic outcomes. • Competitions & Marketing Authority Funeral Markets Study which is looking at the cost of funerals including Local Authority charges. • Dogs Home relocation & potential expansion of services provided to meet current & future needs. • Maximising developer contributions from S106 agreements towards social, environmental and transport infrastructure.
<p>S</p>	<p>Social</p>	<ul style="list-style-type: none"> • Delivering LDP commitments - sustainable development, resilience and inclusiveness, including engagement in replacement LDP at key stages. • Ongoing support from the Welsh Government for the Bus Industry including Bus Bill White Paper. • Combining energy conservation, carbon reductions and cost of living benefits. • Supporting Active travel. 	<ul style="list-style-type: none"> • Delivery of the Clean Air Strategy interventions • Securing community infrastructure, including affordable housing, from new developments through Section 106 agreements. • Managing expectations in relation to projections that Cardiff being Britain’s fastest growing core city. • Reduced bus patronage and reduced bus funding as the Welsh Government Bus Emergency Scheme ends. • Demonstrating the productivity of services to Local Members and citizens. • Introduction of the Medical Examiner role. • Delivering the Sustainable Drainage Approval Body (SAB) function for all new developments to ensure an effective sustainable solution to

			surface water management and related flood risk is provided.
T	Technological	<ul style="list-style-type: none"> • Digital and business improvement through the delivery of key digital systems. • Working with emerging technology. • On-line diary system provides a full marriage package for increased digital platform for both staff and customer to interact together providing increased efficiencies. • ITS initiatives such as upgrading of the Real-time Passenger Information Systems and Smart Corridors. • Electric Bus Vehicle Scheme funded by the Welsh Government. 	<ul style="list-style-type: none"> • Identifying, implementing and integrating new technology. • Ensuring the service and staff are ready to adapt to new technologies. • Linking system to current internal financial platforms.
L	Legal	<ul style="list-style-type: none"> • Development of powers and structures to enable enforcement to tackle highways related issues. • Additional resources for Planning Enforcement and Compliance functions. • Pending changes to producer responsibility and deposit return schemes. • Changes to the marriage law extending civil partnerships to heterosexual couples. 	<ul style="list-style-type: none"> • Implementation of Future Generations Act. • Potential changes to the Development Planning framework. • Delivery of the Sustainable Drainage Approval Body (SAB). • Changes to the marriage law extending civil partnerships to heterosexual couples. • Applying resource to meet the demands of being a Sustainable Drainage Approval body and a Lead Local Flood Authority (LLFA).
E	Environmental	<ul style="list-style-type: none"> • Supporting Active and low carbon travel. • Delivering Programme of energy/carbon saving projects. • Development of Resilience Strategy. • Deliver safer neighbourhoods. • Horizon scanning for low carbon solutions. • Tackling declared Climate and Nature Emergencies. 	<ul style="list-style-type: none"> • Achieving target of a 76:24 modal split between sustainable (cycling, walking, public transport) and non-sustainable (car) forms of transport by 2030. • Progression of the replacement Local Development Plan (LDP) in line with agreed Vision and Objectives.

		<ul style="list-style-type: none"> • Delivering Phase 1 of a low carbon heat network by 2024. 	<ul style="list-style-type: none"> • Reviewing Council’s Biodiversity and Resilience of Ecosystems Duty and Forward Plan. • Carbon Neutrality in Council Operations by 2030. • Reducing Pollution. • Retaining Green Dragon accreditation. • Applying the principles of Sustainable Drainage Systems (SuDS) through the SAB to ensure that environmental improvements are presented and delivered.
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3.2 Summary of Self-Assessment - Future Generations 5 Ways of Working Analysis



Way of Working	Examples of actions taken / to be taken
<p>Long-term Thinking far enough ahead so that today's solutions are not tomorrow's problems</p>	<ul style="list-style-type: none"> • 76:24 modal split between sustainable and non-sustainable transport by 2030. • Developing the new mass public transport system, with the delivery of the Metro Crossrail Phase one linking Central Station to Bay. • The One Planet Cardiff Strategy sets out a 10-year ambition for carbon reduction and climate change mitigation for both the Council and, in partnership, the city. • Development of Resilience Strategy; clean air, zero carbon renewal fuels, retrofitting and solar projects. • Workforce planning to become more representative of the communities we serve • Sustainable investment in Infrastructure Assets to support the delivery on maintenance above steady state levels. • LDP integration to help manage impact of predicted growth in the city over the next 15 Years. • Master-planning and infrastructure planning approach to secure high quality new Developments. • Longer term bereavement strategy – future burial space requirement. • Longer term financial planning. • Cardiff Bay transformation. • UK Best Practice Cycle Network – 18% travel to work. • Longer term bereavement strategy – future burial space requirement with objectives aligned to meet the Capital Ambition & Well-being of Future Generation Act priorities. • Chapel refurbishment to meet current and future customer expectations. • Dogs Home relocation & potential expansion of services provided to meet current & future needs.

	<ul style="list-style-type: none"> • On-line diary system provides a full marriage package for increased digital platform for both staff and customer to interact together providing increased efficiencies. • Consideration to non-statutory wedding ceremonies e.g. – outdoors. ‘Your wedding – your way!’ • Explore and deliver ways to generate renewable energy and clean heat from the Council’s land assets. • Install energy retrofit measures in all tenures of residential property to protect against increasing cost of living challenges and to help reduce the city’s reliance on fossil fuels.
<p>Prevention Acting to stop problems happening in the first place, or getting worse</p>	<ul style="list-style-type: none"> • Delivering the Coastal Risk Management Programme. • Phased programme of well-maintained highway asset and public realm. • Innovative design and asset management solutions for highway and transportation Infrastructure. • Schemes and initiatives that support behavioural change in favour of sustainable modes of travel. • Working with schools to develop Active Travel Plans and ensuring Band B schools have infrastructure and facilities etc necessary to support active travel to schools. • Working towards a climate change resilient and low carbon energy capital. • Income growth to protect against loss of grant funding. • Grant funding opportunities for the refurbishment of war memorials. • Business development of the Register Office. • Provision of ‘private ambulance’ for the conveyance of Public Health Funerals and direct cremation services to the chapel.
<p>Integration Considering how our actions may impact on others</p>	<ul style="list-style-type: none"> • Use of new technology to support delivering leaner and more effective services such a LED programme and Central Management Systems to control lighting. • Spatial master-planning and transport proposal master-plans for Cardiff Bay and City Centre. • Starting to address Well-being of Future Generations Act through priorities and commitment in Cabinet and Officer Decision reports. • On-line diary system provides a full marriage package for increased digital platform for both staff and customer to interact together providing increased efficiencies. • Digitalisation of services to support improvements in customer facing services. • Partnership working arrangements to deliver schemes and initiatives.

<p style="text-align: center;">Collaboration Acting together with others</p>	<ul style="list-style-type: none"> • Consultation through Cardiff Capital Region Transport Authority, Southeast Wales Directors of Environment and Regeneration, South East Wales Strategic Planning Group, Association of Public Service Excellence etc. • Established a Climate Emergency Board including public sector, academic and utility partners in the city for positive collaboration and project delivery on climate change and carbon reduction. • Where we can collaborate with other departments & local authorities we do. Always look for new opportunities to income generate. • Cardiff Dogs Home collaboration with PDSA concerning provision of Veterinary services & training for new dog owners around responsible dog ownership. • Cardiff Dogs Home, works very closely with South Wales Police on a number of dog related Initiatives. • Collaborative approach as part of Replacement LDP process. • Collaboration with Welsh Government, Transport for Wales, Burns Delivery Unit, Cardiff City Region, Neighbouring Local Authorities, Public Services Board Organisations, Public Transport Operators and FOR Cardiff. • Produce a holistic Local Area Energy Plan for the city to identify opportunities and challenges for future decarbonisation and sustainable development.
<p style="text-align: center;">Involvement The importance of involving people in what we do</p>	<ul style="list-style-type: none"> • Cycle Liaison Group. • Cardiff Access Forum. • Consultation exercises across major strategies, policies and plans. • “Amplifying voices” through the replacement LDP process. • Staff engagement sessions rolled out. • Equality Impact Assessments. • Service provision – react to questionnaire feedback to ensure continual improvement of the services we offer. • Workforce development plan and delivery of the associated action plan. • Employment of apprentices, graduates and trainees. • Working with schools to develop Active Travel Plans. • Numerous stages of consultation and engagement in preparing Replacement LDP. • Host a Climate Summit event to engage private sector and third sector stakeholders on the city’s decarbonisation challenges.

4. Predominantly the Directorate supports Well-being Objective 6: One Planet Cardiff, however we also support Well-being Objective 4: Safe, confident and empowered communities and Well-being Objective 5: A capital city that works for Wales

This Plan sets out commitments to make Cardiff a greener city which, through the One Planet Cardiff programme, takes a lead on responding to the climate emergency; which celebrates and nurtures biodiversity, with high-quality open spaces within easy reach for rest and play; and which is connected by convenient, accessible, safe sustainable transport options.

In response to the Climate Emergency, the Council has set out the One Planet Cardiff Strategy which proposes a wide range of ambitious actions across energy, housing, transport, food and water that form the basis of a delivery plan to achieve carbon neutrality and mitigate against the impact of rising sea levels and more frequent extreme weather events. It aims to do this in a way that supports new green economies and greater social wellbeing in the city.

Transforming how people move about the city remains central to decarbonising the city, requiring a major programme of improvement to the public transport and active travel network. As road traffic is one of the city’s biggest contributing factors to air pollution, influencing travel behaviour by accelerating a shift towards sustainable and active travel will also lead to improvements in air quality. More broadly, our city’s communities – old and new - must be well-planned and well-connected, with infrastructure and public services that are fit for the future.

The Directorate’s priorities for delivering a stronger, fairer, greener Cardiff in 2023/24 are:

- Building new Council homes and investing in community facilities
- Decarbonising the city and leading a green recovery
- Transforming Cardiff’s public transport and active travel systems
- Putting sustainability and wellbeing at the heart of the city’s growth
- Enhancing Cardiff’s flood defences
- Building resilience into our highway network



Key: CP – Corporate Plan Step, SFG – Stronger, Fairer, Greener Commitment, DDP – Directorate Delivery Plan Objective that supports CP & SFG

4.1 Supporting Well-being Objective 4: Safe, confident and empowered communities

Building new Council homes and investing in community facilities

Ref	Steps	Member / Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S4.06	Further enhance Bereavement & Registration Services through modernising service delivery, improving access to services for all, making digital improvements, identifying new and additional burial space to meet community need throughout the city and introducing new services for the benefit of our residents.	Cllr Dan De’Ath M Birch	Q1	Submit updated strategy for Cabinet Member approval and agree actions.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff’s diversity
			Q2	Implement actions in strategy.	
			Q3	Monitor progress and update Action Plan as required.	
			Q4	Review any outstanding actions from 20.23/24 and prepare action plan for 2024/25.	
SFG	Deliver a significantly enhanced and modern dogs home; <ul style="list-style-type: none"> Move Cardiff Dogs Home to a sustainable and footing through production of a detailed business case to develop the service around and produce a scheme to deliver a facility that will provide new commercial opportunities. 	Cllr Dan De’Ath M Birch	Q1	Consult with Rescue Hotel and volunteer organisations around works to be carried out at site and agree programme and draft business case. Review and agree reuniting Dogs Home and Pest Control Services together.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff’s diversity
			Q2	Identify any funding shortfall for building works and work with Strategic Estates and Procurement to ensure project can be completed. Realign budgets and staff for Pest Control back to PT&E Produce updated Business Case to move service to a break-even position.	
			Q3	Begin Building Works on site.	

				<p>Move Pest Control admin to Dogs Home. Identify and establish secure storage for Pest Control Technicians supplies.</p> <p>Seek Cabinet Member and Finance approval of revised Business Case.</p>	
			Q4	<p>Complete building works.</p> <p>Introduce Business Case and establish new income schemes for 2024/25.</p>	
DDP	Produce a dedicated strategy document for the Modernisation and Improvement of Registration Services in Cardiff.	Cllr Dan De’Ath M Birch	Q1	Submit updated strategy for Cabinet Member approval and agree actions.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff’s diversity
			Q2	Implement actions in strategy	
			Q3	Monitor progress and update Action Plan as required.	
			Q4	Review any outstanding actions from 2023/24 and prepare action plan for 2024/25.	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
K4.02	Total number of new affordable housing units (Council and Housing Association) completed per annum	No Result	No Result	Awaited	300	S Williams

4.2 Supporting Well-being Objective 5: A capital city that works for Wales

Leading a recovery programme in Cardiff

Ref	Steps	Member / Responsible Officer*	Key Milestones during 2023/24		* Link to Equality Objective
CP S5.07	<p>Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people and support recovery, by:</p> <ul style="list-style-type: none"> Adopting the new Smart City roadmap by March 2024; <p>(The Smart City roadmap will use new and emerging technology and Intelligent Transport Systems to manage the road network more efficiently and safely, improve air quality, reduce congestion, support people in planning their journeys and improve public transport information.)</p> <ul style="list-style-type: none"> Exploring opportunities to better share and take advantage of Council sources of open data. 	<p>Cllr Dan De’Ath J Dixon</p>	Q1	Implementation of Smart Corridor trials and living lab sites.	5. Provide support to those who may experience barriers to achieving their full potential
Q2	Monitoring of Smart Corridors.				
Q3	Evaluation of results of living lab sites that were implemented for a period of 6 months.				
Q4	Evaluation of results of Smart Corridors and development of future opportunities for deployment.				

4.3 Well-Being Objective 6: One Planet Cardiff

Decarbonising the city and leading a green recovery

Ref	Steps	Member / Responsible Officer*	Key Milestones during 2023/24		* Link to Equality Objective
CP S6.01	Report on the progress of delivering the One Planet Cardiff strategy by: <ul style="list-style-type: none"> Annually setting out the Council's carbon emissions; Establishing clear governance and oversight arrangements 	Cllr Caro Wild G Harcombe	Q1	Collation of Emissions data.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Review and analysis of emissions data.	
			Q3	OPC Annual Report.	
			Q4	Annual SWOT analysis review of governance arrangements.	
CP S6.02	Take bold leadership on climate change: <ul style="list-style-type: none"> Across the organisation by driving down emissions per directorate and ensuring carbon is fully accounted for in decision-making. Across the city by working with Welsh Government on changing citizen behaviour in areas such as waste, energy use and transport. Hold the first 'Climate Summit' to bring together organisations and accelerate the partnership approach to moving to net-zero across Cardiff. 	Cllr Caro Wild G Harcombe	Q1	Identify key systems and prioritise process of working with systems to take account of carbon emissions.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Climate change summit to take place.	
			Q3	Working with CEB to develop good practice case studies for partners to utilise.	
			Q4	Evaluate lessons learnt from pilot approaches and set out action plan for work in other corporate areas.	
CP S6.03	Deliver the Design and Build contract for Phase 1 of the Cardiff Heat Network as per the procured programme, with the first customer connections in 2024.	Cllr Caro Wild G Harcombe	Q1	Continue to deliver the Scheme construction in line with contractual programme.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Continue to deliver the Scheme construction in line with contractual programme.	

			<p>Q3 Continue to deliver the Scheme construction in line with contractual programme.</p> <p>Q4 Continue to deliver the Scheme construction in line with contractual programme.</p> <p>Ensure practical completion for relevant Phase 1 sections of the network and commence testing and commissioning.</p>	
CP S6.04	<p>Take a strategic approach to energy by:</p> <ul style="list-style-type: none"> • Bringing forward detailed business cases for large-scale renewable energy generation projects on Council land for approval by February 2024; • Establishing a forum where directorates can co-ordinate and integrate activities in relation to low-carbon energy; • Examining the benefits and options for a regional energy prospectus of large and small renewable energy schemes 	<p>Cllr Caro Wild G Harcombe</p>	<p>Q1 Establish cross directorate energy forum.</p> <p>Undertake a scoping Exercise for energy prospectus and assess options.</p> <p>Q2 Commence consultation and engagement with internal and external stakeholders on the emerging Local Area Energy Plan.</p> <p>Q3 Present options for Energy prospectus in partnership with Strategic Estates and planning.</p> <p>Q4 Complete feasibility studies for large scale renewable and make recommendations for investment (where appropriate).</p>	<p>5. Provide support to those who may experience barriers to achieving their full potential</p>
CP S6.05	<p>Increase energy efficiency and reduce carbon emissions through a Housing Energy Efficiency Retrofit programme across all tenures of housing, reaching 2,000 domestic retrofit measures per year by 2024 and including measures delivered through Housing Revenue Account funding, Government and energy company funding, facilitated via our Affordable Warmth Partnership, and via engagement with landlords and letting agents to ensure</p>	<p>Cllr Caro Wild Cllr Dan De’Ath Cllr L Thorne G Harcombe E Lambert</p>	<p>Q1 Approval of Cardiff LA Flex Statement of Intent and MOU with energy supplier.</p> <p>Commence resident engagement for BISF retrofit project.</p> <p>Q2 Targeted Nest mailout to private tenure households.</p> <p>Q3 Engage with new WG Warm Homes Programme.</p> <p>Q4 Present options for a new “basic measures” scheme in partnership with the Cardiff City Region team.</p>	<p>5. Provide support to those who may experience barriers to achieving their full potential</p>

	compliance with Minimum Energy Efficiency Standard (MEES) Regulations.				
CP S6.07	Set out an electric vehicle infrastructure road map by March 2024 to provide a strategy for public and private sector investment.	Cllr Caro Wild A Chapman	Q1	Examine potential business and delivery model approaches.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Consider future market development and technology scenarios.	
			Q3	Identify preferred business model(s). Develop Spatial/Type/Character policy approaches.	
			Q4	Publish roadmap and action plan.	
CP S6.08	Promote healthy, local and low-carbon food through delivering the Cardiff Food strategy, and supporting the Food Cardiff partnership bid to become the first Gold Sustainable Food Place in Wales, including: <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 including delivery of the Cardiff Capital Region Food Challenge by September 2025; 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 integrating into the Replacement Local Development Plan process and working with partners to review 	Cllr Dan De’Ath Cllr Julie Sangani E Lambert	Q1	Council bus shelter advertising contract revision to restrict food products high in fats, salts and sugars. CCR Sustainable Food Challenge feasibility phase complete. Undertake ongoing planning evidence base and policy review in discussions with partners.	
			Q2	Award of CCR Sustainable Food Challenge demonstrator phase. Growing Plan phase 1 internally agreed and local communities consulted. Complete planning evidence base and policy review.	
			Q3	Contribute to Cardiff’s Sustainable Food Places Gold award submission. Growing Plan phase 1 Cabinet approval. Review findings and set out policy recommendations for Replacement LDP/SPG.	
			Q4	Pilot school’s curriculum food sustainability resources.	

	measures to manage access to unhealthy fast-food outlets near schools.			Feed recommendations into Replacement LDP Deposit Plan/SPG.	
CP S6.09	Lead the debate on the potential for renewable energy in the Severn Estuary through the Western Gateway's Independent Commission.	Cllr Huw Thomas A Gregory	Q1	Initial statement and/or representation to the Commission.	
			Q2	Monitor and engage with commission as appropriate.	
			Q3	Monitor and engage with commission as appropriate.	
			Q4	Review and summarise Councils involvement with the commission and current situation.	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
New	The number of energy efficiency measures installed in Council-owned domestic properties	New	New	New	750	E Lambert
New	The citywide annual PM10 concentrations recorded at all monitoring locations where PM10 data is obtained <i>(PM10 is particulate matter which is less than 0.01mm in diameter.)</i>	New	New	New	<15 µg/m³	J Bale
K6.01	The Citywide Annual Average Nitrogen Dioxide (NO ₂) concentrations at roadside monitoring locations	22.00 µg/m³	23.00 µg/m³	Awaiting	<25µg/m³	J Bale
K6.02	Nitrogen Dioxide (NO ₂) concentrations within Air Quality Management Areas (AQMA's)	28.00 µg/m³	29.00 µg/m³	Awaiting	<30µg/m³	J Bale
K6.03	Nitrogen Dioxide (NO ₂) concentrations on Castle Street <i>(The modelled concentration submitted to Welsh Government in the Council's Clean Air Plan.)</i>	25.00 µg/m³	26.00 µg/m³	Awaiting	<28µg/m³	J Bale
EVFLEET-01	The number of Council vehicles which are electric	New	110	Awaiting	100	J Lewis

Transforming Cardiff's public transport and active travel systems

Ref	Steps	Member Responsible Officer*	Key Milestones during 2023/24		* Link to Equality Objective	
CP S6.10	Work in partnership with Welsh Government, Transport for Wales and the Burns Transport Commission Delivery Unit to design and deliver a Cardiff and Regional (Metro) Tram network , which will include: <ul style="list-style-type: none"> Phase 1 Cardiff Crossrail City Centre to Cardiff Bay Metro by 2026; Major service frequency improvements to Coryton and Radyr by 2028; New stations at Crwys Road, Butetown, Cardiff Parkway, Ely Mill, Roath Park, Gabalfa, Newport Road and Pierhead Street by 2028; Phase 2 Bay to Newport Road by 2030. 	Cllr Dan De'Ath G Shields	Q1 Mobilisation of Crossrail including preparation of full business case. Outcome of CVL Enhancements Package study including operation assessment work by TfW using Railsys.	Review 5-year delivery package following completion of studies on Cardiff Ramp Study, South Wales Mainline, Cardiff Central to Newport Road, Velindre Station and Metro Enhancement Framework (MEF) studies.	5. Provide support to those who may experience barriers to achieving their full potential	
			Q2 Appoint Programme Management Team and Programme Board for CrossRail Phase 1.			Produce 1 st Stage High Level Programme for CrossRail Phase 1.
			Q3 Completion of Newport Road Station Feasibility Study.			Complete 1 st Stage Cost Analysis for CrossRail Phase 1.
			Q4 Review cost and programme for 2024/25.			Complete and Confirm Design Option for Callaghan Square Public Realm, highway network and Tramline.
CP S6.11	Continue to progress transport and clean air improvements in the city centre including: <ul style="list-style-type: none"> City Centre East Phase 1 by October 2023; Castle Street by January 2025; 	Cllr Dan De'Ath G Shields	Q1 Complete Central Sqaure scheme.	5. Provide support to those who may experience barriers to achieving their full potential		
			Q2 Start Detail Design and Tender Process for Castle Street (subject to funding).			
			Q3 Complete City Centre East Phase 1.			

	<ul style="list-style-type: none"> Boulevard de Nantes by December 2025. 		<p>Complete Design work for Boulevard de Nantes.</p> <p>Q4 Construction start Castle Street.</p> <p>Funding bid and tender preparations for Boulevard de Nantes.</p>	
CP S6.12	<p>Ensure good air quality by:</p> <ul style="list-style-type: none"> Updating the Clean Air Strategy and Action Plan and implementing further measures to improve air quality; (JB) Reviewing real-time air quality data to assess and identify trends in pollution to assess further interventions that will further reduce air pollution; (JB) Continuing to support both bus and taxi sectors to accelerate towards achieving 'Zero Tailpipe' emission fleets in advance of 2028. (GH/AC) 	<p>Cllr Caro Wild & Cllr Dan De'Ath J Bale G Harcombe A Chapman</p>	<p>Q1 Air Quality Undertake initial review of all actions included in previous CASAP, and assess trends in air quality data since publication of CASAP in 2018. Air Quality Data Q1 & 2 - Commence initial reporting on Real-time sensors following initial period of stabilisation following full installation Publish monthly reports on SRS website providing public with access to data from City</p> <p>Q2 Air Quality Q2 & 3 - Assess existing AQMAs in terms of their continued need or whether any boundary changes are deemed necessary, and whether any specific actions for individual AQMAs are required. Identify and initially assess updated options for inclusion in update CASAP</p> <p>Q3 Air Quality Data Include full review of real time data as part of LAQM</p> <p>Q4 Air Quality Produce initial draft updated CASAP which would be subject to public consultation with a view that a final plan is taken to Cabinet in Q1 24/25 (TBC) Air Quality Data Include data review as part of Clean Air Strategy Update</p>	<p>5. Provide support to those who may experience barriers to achieving their full potential</p>
CP S6.13	<p>Support public transport aspirations in the Transport White Paper by:</p>	<p>Cllr Dan De'Ath</p>	<p>Q1 Complete outline Bus Priority Strategy.</p> <p>Q2 Present Bus Strategy to Cabinet.</p>	<p>5. Provide support to those who may</p>

	<ul style="list-style-type: none"> • Preparing a Bus Strategy for Cardiff by June 2023; • Developing the Strategic Bus Corridors Programme by progressing business cases and design work for the delivery of the East-West Sustainable Transport Corridor and the Northern Bus Corridor by 2026; • Developing the Localised Bus Network Programme which will deliver city-wide improvement projects to tackle problem areas, improve bus priority and journey times where required over the next five years. 	G Sheilds		<p>Complete WeITAG 2 for Norther Bus Corridor.</p> <p>Complete WeITAG 2 for East-West Corridor.</p> <p>Create outline Programme for Bus Priority Schemes attached to the Bus Strategy.</p>	experience barriers to achieving their full potential
			Q3	Source funding and submit bids for 1 st Phase of Projects.	
			Q4	Complete WeITAG 3 for Northern Bus Corridor.	
				Complete WeITAG 3 for East-West Corridor. Review costs and programme for 2024/25.	
CP S6.14	Programme the delivery of the bridge crossing scheme at Llanrumney , subject to planning approval, as part of a wider regeneration scheme, planning permissions anticipated by June 2023 and work on site commencing December 2023.	Cllr Dan De’Ath & Cllr Lynda Thorne S Gilbert	Q1	Complete Officer consideration of planning application.	
			Q2	Current application for Park and Ride site presented to Planning Committee.	
			Q3		
			Q4		
CP S6.15	Continue to invest in a segregated cycle network across the city and deliver: <ul style="list-style-type: none"> • Improvements to the Taff Trail, and explore design options for a new Blackweir bridge with Cardiff University, by March 2024; • Cycleway 5 from city centre to Lawrenny Avenue by August 2025; • City centre to Roath Park Cycleway by March 2026; 	Cllr Dan De’Ath G Sheilds	Q1	Completion of Cycleway 1.2. Start Blackweir Bridge Feasibility.	
			Q2	Confirm preferred option for Newport Road - to include a public consultation. Confirm preferred option for City Centre-Roath – to include a public consultation. Pre-Planning Application for Cycleway 4.2.	5. Provide support to those who may experience barriers to achieving their full potential

	<ul style="list-style-type: none"> • Cycleway 4.2 from A48 to Llandaff by March 2026; • A Cardiff to Newport network connection by 2030; • A full city-wide network by 2030; • A demand-led programme of cycle hangers by 2025. 		<p>Roath Park Cycleway out to Tender.</p> <p>Q3 Progress Detailed Design for Newport Road and Roath Cycleways Full Planning Application for Cycleway 4.2</p> <p>Q4 Tender Phase 1 Newport Road Start construction Roath Park Cycleway Review programme and costs for 2024/25</p>	
CP S6.16	Progress a programme of work to fulfil the Council's statutory duty under the Active Travel Act including investigation and assessment of routes for inclusion in the next edition of Cardiff's Active Travel Network Map	Cllr Dan De'Ath M Price	<p>Q1 Prepare briefs and commence procurement for consultancy services for the following studies:</p> <ul style="list-style-type: none"> • Trowbridge routes to schools study • North Cardiff and Radyr cycle routes studies • Investigation into routes to address severance from A48 between Llanrumney / Rumney and Llanedeyrn / Pentwyn <p>Engage with RCTBC on scope for additional cross boundary routes.</p> <p>Q2 Complete route audits of active travel routes completed in 2022/23 and make amendments to existing routes layer on DataMapWales as appropriate.</p> <p>Complete annual reports and submit to Welsh Government.</p> <p>Appoint consultants and initiate studies for the following studies:</p> <ul style="list-style-type: none"> • Trowbridge routes to schools study • North Cardiff and Radyr cycle routes studies 	5. Provide support to those who may experience barriers to achieving their full potential

				<ul style="list-style-type: none"> Investigation into routes to address severance from A48 between Llanrumney / Rumney and Llanedeyrn / Pentwyn 	
			Q3	<p>Undertake local engagement as appropriate and any further information gathering as required to inform ongoing studies for the following projects:</p> <ul style="list-style-type: none"> Trowbridge routes to schools study North Cardiff and Radyr cycle routes studies Investigation into routes to address severance from A48 between Llanrumney / Rumney and Llanedeyrn / Pentwyn 	
			Q4	<p>Studies for the following projects to be completed:</p> <ul style="list-style-type: none"> Trowbridge routes to schools study North Cardiff and Radyr cycle routes studies Investigation into routes to address severance from A48 between Llanrumney / Rumney and Llanedeyrn / Pentwyn 	
CP S6.17	<p>Nurture a strong active travel culture in every Cardiff school by 2027 by:</p> <ul style="list-style-type: none"> Engaging with all schools to support the implementation of their Active Travel Plans and enable the proportion of school journeys made by walking, scooting and cycling to be maximised; Delivering infrastructure schemes to facilitate active journeys to schools; 	<p>Cllr Dan De’Ath M Price</p>	Q1	<p>Establish new Park and Stride at Pentyrch Primary.</p> <p>Progress School Bike Fleet Phase 4.</p> <p>Progress installation of new bike shelters and engage with schools to identify site locations for new bike shelters.</p> <p>Provide Cycle Coaching and Ride Leadership courses to school staff at 22 schools so staff can train pupils and take them out on rides utilising the bike fleets as well as pupils’ own bikes.</p>	<p>5. Provide support to those who may experience barriers to achieving their full potential</p>

	<ul style="list-style-type: none"> Introducing measures to deter car travel to school including School Streets and additional parking restrictions. 		<p>Provide 15 nursery schools with additional scooters and trikes, funded by the All Wales Play Opportunity Grant.</p> <p>Launch the Little Feet programme to encourage active travel at 24 nursery settings.</p> <p>Commence preparation of Traffic Regulation Orders for Parking Controls at Eastern High School and Howardian Primary School.</p> <p>Progress delivery of grant-fund infrastructure schemes including;</p> <ul style="list-style-type: none"> Canton Active Travel Schools – Sanatorium Road/Broad Street/Atlas Road schemes Fairwater Campus (Pre-delivery) Field Way Access Improvement for Ton Yr Ywen Primary School Cyncoed Road / Llanederyn Road Meadowlane Primary <p>Continue roll out of Streetwise and Child Pedestrian Training teaching at primary schools.</p> <p>Continue delivery of National Standards Cycle Training to Primary Schools.</p> <p>Tender for works for upgrades to signage for existing School Street schemes (Ysgol Melin Gruffydd, Lansdowne Primary, Tredegarville Primary and Willowbrook Primary).</p>	
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			<p>Member engagement for introducing a School Street on Lawrenny Avenue (Ysgol Pwll Coch and Fitzalan High School).</p> <p>Progress ETRO for Lawrenny Avenue.</p> <p>Begin feasibility work for proposed Roath Park Primary School Street.</p> <p>Ongoing monitoring of existing School Streets.</p>	
		Q2	<p>Progress installation of new bike shelters and engage with schools to identify site locations for new bike shelters.</p> <p>Progress School Bike Fleet Phase 4.</p> <p>Implement School Streets at St Paul's Church in Wales Primary / Kitchener Primary.</p> <p>Implement upgrades to signage for existing School Street schemes (Ysgol Melin Gruffydd, Lansdowne Primary, Tredegarville Primary and Willowbrook Primary).</p> <p>Progress ETRO for Lawrenny Avenue.</p> <p>Progress preparation of Traffic Regulation Orders for Parking Controls at Eastern High School and Howardian Primary School.</p>	

			<p>Progress delivery of grant-fund infrastructure schemes including;</p> <ul style="list-style-type: none"> • Canton Active Travel Schools – Sanatorium Road/Broad Street/Atlas Road schemes • Field Way Access Improvement for Ton Yr Ywen • Canton Active Travel Schools – Sanatorium Road/Broad Street/Atlas Road schemes • Fairwater Campus (Pre-delivery) • Field Way Access Improvement for Ton Yr Ywen Primary School (Completion in Q2) • Cyncoed Road/Llanederyn Road • Meadowlane Primary School (Completion in Q2) • Primary School (Completion) <p>Progress feasibility work for proposed Roath Park Primary School Street.</p> <p>Continue roll out of Streetwise and Child Pedestrian Training teaching at primary schools.</p> <p>Continue delivery of National Standards Cycle Training to Primary Schools</p>	
		<p>Q3</p>	<p>Progress installation of new bike shelters and engage with schools to identify site locations for new bike shelters.</p> <p>Implement SS on Lawrenny Avenue</p>	

			<p>Permanent TROs sealed for Rhiwbeina Primary and Ysgol Coed y Gof School Streets.</p> <p>Begin feasibility work for potential Pen y Bryn Primary School Street.</p> <p>Progress preparation of Traffic Regulation Orders for Parking Controls at Eastern High School and Howardian Primary School.</p> <p>Progress delivery of grant-fund infrastructure schemes including;</p> <ul style="list-style-type: none"> • Commence construction of Canton Active Travel Schools – Sanatorium Road/Broad Street scheme • Atlas Road/Beda Road (Completion in Q3) <p>Progress feasibility work for proposed Roath Park Primary School Street.</p> <p>Continue roll out of Streetwise and Child Pedestrian Training teaching at primary schools.</p> <p>Continue delivery of National Standards Cycle Training to Primary Schools.</p>	
		<p>Q4</p>	<p>Complete installation of new bike shelters and engage with schools to identify site locations for new bike shelters.</p> <p>Complete School Bike Fleet Phase 4.</p>	

				<p>Progress feasibility work for potential Pen y Bryn Primary School Street.</p> <p>Implement Traffic Regulation Orders for Parking Controls at Eastern High School and Howardian Primary School.</p> <p>Progress delivery of grant-fund infrastructure schemes including;</p> <ul style="list-style-type: none"> • Complete Canton Active Travel Schools – Sanatorium Road/Broad Street scheme <p>Progress feasibility work for proposed Roath Park Primary School Street.</p> <p>Prepare permanent TRO for Lawrenny Avenue (subject to outcomes of ETRO).</p> <p>Ongoing monitoring of existing School Streets Confirm programme for 2024-25 and submit WG funding application.</p> <p>Continue roll out of Streetwise and Child Pedestrian Training teaching at primary schools.</p> <p>Continue delivery of National Standards Cycle Training to Primary Schools.</p>	
CP S6.18	Prepare an Intelligent Transport System Strategy by June 2023 to establish a programme of Smart City improvements to the transport network and support the modal shift to sustainable travel.	Cllr Dan De’Ath J Dixon	Q1	Implementation of Smart Corridor trials and living lab sites. Roll-out of upgrade to Real-time Passenger Information System in bus shelters.	
			Q2	Report on outcome of ITS Strategy consultation and review programme. Monitoring of Smart Corridors.	

			Q3	Evaluation of results of living lab sites that were implemented for a period of 6 months.	
			Q4	Evaluation of results of Smart Corridors and development of future opportunities for deployment.	
CP S6.19	Make streets safer and greener by working with partners and communities to improve road safety along with the roll-out of the Wales 20mph default speed limit in Cardiff which will be delivered by September 2023.	Cllr Dan De’Ath M Price	Q1	Commence Traffic Regulation Order (TRO) processes including public consultation and begin amendment of signage where appropriate subject to the outcome of the consultation.	
			Q2	Completion of TRO processes and sealing of order identifying exceptions to 20mph. Continue to undertake signage amendments	
			Q3	Completion of installation of 30mph signage by 17th September and removal of existing 20mph signage	
			Q4	Completion of signage amendments where appropriate. Monitoring and enforcement of new limits in conjunction with Welsh Government and GoSafe.	
CP S6.20	Consider and review road user charging options to identify opportunities and benefits for Cardiff residents and deliver transport improvements.	Cllr Dan De’Ath J Dixon	Q1	Seek Cabinet approval to proceed with WelTAG study work, consultation and engagement. Complete WelTAG Stage 1.	
			Q2	Commission WelTAG Stage 2 Study.	
			Q3	Undertake public consultation on WelTAG Stage 2 options.	
			Q4	Seek Cabinet approval on the preferred option to progress to WelTAG Stage 3 preparation of full business case.	
SFG	Make our communities healthier and safer by adopting a people-first preventative approach to road safety by making all residential areas 20mph and exploring new enforcement approaches.	Cllr Dan De’Ath M Highgate	Q1	Complete Detailed Design for Default 20mph Tender Default 20mph scheme.	
			Q2	Complete 20mph TRO Process. Construction of 20mph Default Scheme.	
			Q3	Complete switch to Default 20mph.	

			Q4	Monitor impacts of 20mph. Work with South Wales Police to assess enforcement options.	
SFG	Consider and review road user charging options to identify opportunities and benefits for Cardiff residents and deliver transport improvements.	Cllr Dan De'Ath J Dixon	Q1	Seek Cabinet approval to proceed with WelTAG study work, consultation and engagement. Complete WelTAG Stage 1.	
			Q2	Commission WelTAG Stage 2 Study.	
			Q3	Undertake public consultation on WelTAG Stage 2 options.	
			Q4	Seek Cabinet approval on the preferred option to progress to WelTAG Stage 3 preparation of full business case.	
SFG	Identify opportunities for secure cycle parking across key local centres.	Cllr Dan De'Ath M Price / Tom Brinn	Q1	Feasibility and review of potential locations and cycle parking products. Identify 2 Key Locations.	
			Q2	Complete Standard Detail Design for Key Locations Consultation on Trial Scheme.	
			Q3	Commence Detailed Design of Trial Scheme.	
			Q4	Commence tender and delivery process for Trial Scheme.	
SFG	Develop a city-wide campaign to promote active travel.	Cllr Dan De'Ath M Price	Q1	Confirm budget, work with key stakeholders to develop scope of activities and brief for specialist consultants	
			Q2	Procurement of consultants	
			Q3	Campaign development	
			Q4	Commence roll out leading into spring 2024	
SFG	Develop park and ride sites across the city.	Cllr Dan De'Ath S Gerrard	Q1	Identify potential locations.	
			Q2	Business case development.	
			Q3	Identify sites to be progressed / identify funding.	

			Q4	Programme for implementation.	
DDP	Review and establish viable Bus services including Schools transport	Cllr De’Ath Cllr Merry S Gerrard	Q1	Seek an understanding from bus operators what their proposals are.	
			Q2	Seek agreement from Cabinet and tender agreed supported bus services including school transport.	
			Q3	Work with bus operators to establish bus services.	
			Q4	Review bus services including school transport.	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
K6.05	Modal Split for All Journeys: Proportion of people travelling to work by sustainable transport modes <i>(2030 Target 76%)</i>	No Result*	No Result*	Awaiting	58%	G Pelley
	Proportion of work journeys made by:					
K6.06	• Walking	No Result*	No Result*	Awaiting	18%	G Pelley
K6.07	• Cycling	No Result*	No Result*	Awaiting	17%	G Pelley
K6.08	• Public Transport	No Result*	No Result*	Awaiting	23%	G Pelley
K6.09	The number of schools supported to implement their Active Travel Plan	110	127	127	84 cumulative	M Price

Putting sustainability and wellbeing at the heart of the city's growth

Ref	Steps	Member Responsible Officer*	Key Milestones during 2023/24		* Link to Equality Objective
CP S6.21	Conduct a full review of the Local Development Plan (LDP) by mid-2025 in accordance with the Delivery Agreement timetable and engage in dialogue on regional strategic planning arrangements.	Cllr Dan De'Ath S Gilbert	Q1	Undertake Annual Housing Monitoring to inform Draft Preferred Strategy.	3. Support wide citizen consultation and engagement with the Council and the decisions it makes
			Q2	Formal Public Consultation on Preferred Strategy.	
			Q3	Review Findings of Preferred Strategy Consultation and Evidence Base.	
			Q4	Prepare Draft Deposit Plan Evidence Base.	
CP S6.22	Create better places through the delivery of new, high-quality, well-designed, sustainable and well-connected communities by: <ul style="list-style-type: none"> • Applying good place-making principles to the city centre, major new settlements and developments, as well as existing communities; • Developing a great destination city centre – defined by the City Centre Recovery Action Plan; • Supporting the vitality and viability of district and local centres and delivering the '15-minute city' approach to all major centres; • Utilising our powers to protect and celebrate local buildings such as pubs, community spaces and music venues, particularly those rich in the city's working-class history; • Maximising developer contributions from new 	Cllr Dan De'Ath S Gilbert	Q1	Update City Centre Land Use and Floorspace Survey and associated Monitoring Data.	3. Support wide citizen consultation and engagement with the Council and the decisions it makes
			Q2	Commence Review of Local List of Buildings of Merit and identify range of powers to protect locally important buildings.	
			Q3	Update and Review Strategic LDP Sites Monitoring Documents and Publish on Website.	
			Q4	Prepare Annual Review of Planning Obligations and Development Activity. Prepare Annual Design Review Report.	

	developments to deliver community infrastructure, affordable housing and wider improvements within local areas.				
CP S6.23	<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 Cardiff objectives and Action Plan, and the nature emergency by September 2023; Ensuring the upcoming Replacement LDP process fully addresses green infrastructure matters and includes engagement upon potential policy approaches. 	<p>Cllr Dan De'Ath S Gilbert</p>	<p>Q1 Prepare updated draft BRED Forward Plan and Action Plan.</p> <p>Q2 Council to approve BRED Forward Plan and Action Plan.</p> <p>Q3 Establish Council Green Infrastructure Officer Group with cross-Directorate representatives to monitor BRED Action Plan and associated projects.</p> <p>Q4 Integrate, strengthen and embed Green Infrastructure Policies in draft Deposit LDP.</p>		<p>3. Support wide citizen consultation and engagement with the Council and the decisions it makes</p>
SFG	Protect the green wedge around Cardiff.	<p>Cllr Dan De'Ath S Gilbert</p>	<p>Q1 This commitment is being considered as part of the LDP review (Corporate Step S6.21 above).</p>		
SFG	Protect local spaces for nature – especially in urban areas – through stricter planning guidance and identification of local land for local growing projects.	<p>Cllr Dan De'Ath S Gilbert</p>	<p>Q1 This commitment is being considered as part of the LDP review (Corporate Step S6.21 above).</p>		
SFG	Adopt much stricter controls on Houses of Multiple Occupation (HMOs) and press for reform of the Planning Inspectorate System,	<p>Cllr Dan De'Ath S Gilbert</p>	<p>Q1 Regular Meetings with Local Members and senior Officers including Planning, SRS and Waste Management to ensure consistency of decision making and enforcement actions where there are any breaches.</p>		

	engaging with Welsh Government and Planning and Environment Division Wales.		Q2	Prepare Updated Policy Position Paper to capture all aspects of HMOs including Planning, Licensing, Waste Management and Enforcement.	
			Q3	Commence Policy Review as part of Replacement LDP and early preparation of draft Supplementary Planning Guidance.	
			Q4	Include and embed stronger planning policies for HMOs, co-living and student accommodation in draft Deposit LDP.	
SFG	Protect and celebrate local buildings such as pubs, community spaces and music venues – particularly those rich in the city’s working-class history – by strengthening our planning regulations and continuing to lobby the Welsh Government for stronger powers.	Cllr Dan De’Ath S Gilbert	Q1	This work is included in Corporate Step S6.22 above.	
SFG	Broaden participation and accessibility in city planning and ensure there are appropriate platforms for engagement and community voice in the design of the city.	Cllr Dan De’Ath S Gilbert	Q1	This work is largely captured in the LDP review, wider engagement and working with stakeholders.	
SFG	Integrate great design, placemaking, greening and sustainability principles into all proposals for development and public spaces.	Cllr Dan De’Ath S Gilbert	Q1	This work is included in Corporate Step S6.22 above as well as Policy Review in LDP and the DDP Objective below.	
DDP	Prepare an annual Design Review document to identify how the Planning service has delivered good urban design and placemaking whilst adding value to new developments.	S Gilbert / R Cannon / M Biddulph	Q1	Regular weekly/bespoke Design Review Meetings to consider and add value to current development proposals.	
			Q2	Regular weekly/bespoke Design Review Meetings to consider and add value to current development proposals.	

			Q3	Regular weekly/bespoke Design Review Meetings to consider and add value to current development proposals.	
			Q4	Prepare Annual Design Review Report.	
DDP	Update on the website “Major Development Monitoring” documents including sites in the City Centre and Cardiff Bay Areas as well as Local Development Plan (LDP) Strategic Sites.	S Gilbert / S Ball / M Barnett	Q1	Monitor and Maintain development monitoring data, including planning applications, consents, construction and completions and associated S106 Agreements.	
			Q2	Monitor and Maintain development monitoring data, including planning applications, consents, construction and completions and associated S106 Agreements.	
			Q3	Update LDP Strategic Site Development Monitoring and public on Council Website.	
			Q4	Prepare Annual Review of Planning Obligations and Development Activity.	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
K6.10	The percentage of householder planning applications determined within agreed time periods	78.34%	78.07%	Awaiting	>85%	D Connolly
K6.11	The percentage of major planning applications determined within agreed time periods	94.29%	94.59%	Awaiting	>85%	S Ball
K6.12	The percentage of affordable housing at completion stage provided in a development on greenfield sites over the last two years (<i>In line with the Local Development Plan 2006 – 2026</i>)	No Results due to Covid	14.61%	Awaiting	30%	S Williams
K6.13	The percentage of affordable housing at completion stage provided in a development on brownfield sites over the last two years (<i>In line with the Local Development Plan 2006 – 2026</i>)	No Results due to Covid	39.90%	Awaiting	20%	S Williams
K6.14	Affordable housing units completed per annum as a percentage of all housing	No Results due to Covid	25.14%	Awaiting	20%	S Williams

Enhancing Cardiff's flood defences

Ref	Steps	Member Responsible Officer*	Key Milestones during 2023/24		* Link to Equality Objective
CP S6.24	Develop a draft sustainable water, flood and drainage strategy for Cardiff by October 2023 To be completed and published by March 2024, including completion of stage 2 of the regional strategic flood consequence assessment by 30 th November 2023.	Cllr Caro Wild G Brown	Q1	Undertake consultation of flooding across Cardiff.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Creation of draft flood strategy.	
			Q3	Completion of strategy – progress approval.	
			Q4	Approval and Publication of strategy.	
CP S6.25	Complete coastal defence improvements in Cardiff East by 2026 , with enabling works commencing by June 2023 and construction work commencing by December 2023.	Cllr Caro Wild G Brown	Q1	Completion of all agreements and approvals between WG/CC/Appointed Contractor – start of construction phase.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Ongoing construction – progress report for Q2.	
			Q3	Ongoing construction – progress report for Q3.	
			Q4	Ongoing construction – progress report for Q4.	
CP S6.26	Deliver phase 1 of the new Canal Quarter scheme by June 2023, with concept design for phase 2 to be completed by the end of 2023, and construction, subject to funding, targeted for 2024.	Cllr Dan De'Ath G Shields	Q1	Phase 1 – Continue construction works. Phase 2 – Complete early feasibility studies.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Phase 1 – Complete construction. Phase 2 – Decide on final option.	
			Q3	Phase 2 – Cost analysis, funding identification and Cabinet Decision Point.	
			Q4	Phase 2 – Begin Detailed Design.	

Building resilience into our highway network

Ref	Steps	Member Responsible Officer*	Key Milestones during 2023/24		* Link to Equality Objective
CP S6.27	Continue to deliver the programme to replace all 24,000 residential lighting to low-energy LED lighting by December 2023.	Cllr Caro Wild G Brown	Q1	Ongoing installation – last 20% of LED lighting units.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Substantial completion of scheme.	
			Q3	Final completion of scheme.	
			Q4	Completed.	
CP S6.28	Continue to deliver an extensive programme of localised improvements to our roads and footways to remove defects such as potholes.	Cllr Dan De’Ath G Brown	Q1	Report Quantity of Localised Improvements delivered in Q1.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Report Quantity of Localised Improvements delivered in Q2.	
			Q3	Report Quantity of Localised Improvements delivered in Q3.	
			Q4	Report Quantity of Localised Improvements delivered in Q4.	
CP S6.29	Target the deployment of civil parking enforcement activity through the effective utilisation of data and technology.	Cllr Dan De’Ath G Brown	Q1	Report on enforcement activity during Q1.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Report on enforcement activity during Q2.	
			Q3	Report on enforcement activity during Q3.	
			Q4	Report on enforcement activity during Q4.	
DDP	Update the Highway Policy to incorporate and provide a strategic management approach to asset management for all highway asset groups	Cllr Dan De’Ath G Brown	Q1	Highway Asset Management Plan to be presented to Cabinet.	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Highway Maintenance Policy update progression.	
			Q3	Highway Maintenance Policy update completed.	
			Q4		

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
K6.15	The percentage of principal (A) roads that are in overall poor condition	2.61%	2.77%	Awaiting	<5%	A Greener
K6.16	The percentage of non-principal/classified (B) roads that are in overall poor condition	4.08%	3.31%	Awaiting	<7%	A Greener
K6.17	The percentage of non-principal/classified (C) roads that are in overall poor condition	4.55%	4.62%	Awaiting	<7%	A Greener

4.4 Cross-Directorate Improvement Objectives

Improving the workforce and operational processes

Ref	Improvement Objectives	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
DDP	Review Workforce plan to support development of a more diverse and inclusive workforce representative of the communities we serve.	A Chapman	Q1	Baseline and existing situation	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Objectives and future requirements/demands	
			Q3	Forces of Change and Resource Planning	
			Q4	Revised workforce action plan	
DDP	Support service areas within directorate to assess carbon emissions from service delivery and develop low carbon action plans	A Chapman	Q1	Develop scope and engage with service areas	5. Provide support to those who may experience barriers to achieving their full potential
			Q2	Provide support to undertake reviews in 4 service areas	
			Q3	Develop actions plans for service areas	
			Q4	Review process and outcome and map next steps for future DDP's	

5. Directorate Risk

The Directorate must ensure that it has arrangements in place for managing directorate risks and any corporate risks which relate to that Directorate.

Any actions being taken forward to mitigate against Red Risks within the Directorate Risk Register or Corporate Risk Register should be included in the table below, identifying a Lead Officer and date for the action to be completed by. Please follow the link to the Directorates Risk Registers that outline core risks, mitigations, actions and lead officers etc <\\Filestore1.cardiff.gov.uk\CityOperations\Corporate\RISK\22-23\Q3>

6. Audit Recommendations

External Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from external Auditors, including WAO, Estyn, CIW. To view the audit tracker, please select the following [Link](#) You will be able to search and view any audit recommendations relevant to PTE.

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
		Recommendations stemming from the WAO Transport Vision accessed via the above link have now been closed		

Internal Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from internal Auditors. Please select the following Link <\\Filestore1.cardiff.gov.uk\CityOperations\Corporate\Audit\2022-23\4. PTE - Open Audit Recommendations Jan 23.xlsx> where you will be able to view any internal audit recommendations relevant to PTE.

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
		Recommendations stemming from internal audits can be accessed via the above link		

Directorate Performance Data: Audit **(Results awaited from the Corporate Performance Team)**

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Percentage of audit recommendations completed within the agreed timescale					

7. Scrutiny Recommendations

Directorates must ensure that they respond in a timely manner to the recommendations arising from any Scrutiny Task and Finish Report and any Strategic Recommendations included within Scrutiny letters which have been either accepted or partially accepted by the Cabinet. To view the scrutiny recommendations tracker please select the following [link](#). You will be able to search and view any scrutiny recommendations relevant to your directorate.

Scrutiny Committee/ Task & Finish Report	Scrutiny Recommendations	Action	Lead Officer	Action Date
		Open recommendations can be accessed via the above link, these are actively reviewed with a view of closing		

8. Workforce Planning & Development

Workforce Planning helps the Council identify the capacity and capability it needs within the workforce to effectively deliver services.

A mandatory workforce planning process forms part of the corporate planning cycle and must be completed to inform the development of the Directorate Delivery Plan. It is aligned with the Council's business and financial plans to ensure that the Council has the right people with the right skills in the right place at the right time and at the right cost. Workforce data can be found via the Management Dashboard, to view the dashboard please select the following [link](#).

Any actions identified as part of the workforce planning exercise should be included below. Detailed guidance on workforce planning is available on the Council's [intranet](#).

Workforce Planning Actions	Lead Officer	Action Date
The Directorate's Workforce Plan is current under review and will be developed in line with the Action below:		
Review Workforce plan to support development of a more diverse and inclusive workforce representative of the communities we serve.	A Chapman / K Palmer	June 23

Directorate Performance Data: Sickness Absence and Wellbeing **(Results awaited from the Corporate Performance Team)**

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence					
	% Sickness Absence Short-term				N/A	
	% Sickness Absence Long-term				N/A	

Training and Personal & Professional Development **(Results awaited from the Corporate Performance Team)**

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Personal Review Compliance: Percentage of staff that have completed a Personal Review (excluding school staff)				100%	
	Personal Review Quality: % of Reviewees providing 50 or less characters as part of Personal Review and no attachment.				No Target	
	Personal Review Quality: % of Reviewers providing 50 or less characters as part of Personal Review and no attachment.				No Target	
	Personal Review Output: % Overachieving				No Target	
	Personal Review Output: % Achieving				No Target	
	Personal Review Output: % Developing				No Target	
	Personal Review Output: % Underachieving				No Target	
	% of staff completing mandatory training modules: Dementia Friendly				85%	
	% of staff completing mandatory training modules: Violence Against Women				85%	

Directorate Performance Data: Apprenticeships and Trainees

The Council continues to provide numerous opportunities for Apprentices and Trainees in a range of services. As part of developing the 2023/24 Corporate Plan it has been agreed that Directorates will include target in their Directorate Delivery Plans for new opportunities provided in year. This does not need to be a definitive number and could be a range based on the size and nature of the directorate, which will be monitored on a quarterly basis.

HR will review all targets set by Directorates against the overall target for apprenticeships and trainees as set in the Corporate Plan.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	The number of new apprenticeship and trainee placements provided within the Directorate within the year			9	8	A Gregory

9. Race Equality Task Force Recommendations

In July 2020, Cabinet agreed to establish a Race Equality Taskforce to work with the Council and public sector partners to identify practical opportunities for change that would improve race equality in Cardiff and find new ways to improve outcomes for Ethnic Minority residents. The Taskforce published its final report in March 2022 which made 28 recommendations across the 5 thematic areas.

The recommendations of the Taskforce were [considered by the Cabinet in December 2022](#). Each recommendation relating directly to the Cabinet has been accepted in full and is supported by [clear implementation arrangements](#).

Cabinet also agreed that the Council's response to the Race Equality Task Force Recommendations, and any associated performance measures, would be embedded within the Directorate Delivery Plans. Please include below any Task Force Actions relevant to your directorate.

Ref	Race Equality Task Force Recommendation	Council Response	Lead Officer	Delivery Date
3.6	<p>As outlined in the Clear Implementation Arrangements link above.</p> <p>Broaden participation and accessibility in city planning and ensure there are appropriate platforms for engagement and community voice in the design of the city</p>	<p>Response: Recommendation Accepted.</p> <p>Progress to Date:</p> <p>A programme of future engagement has been designed by the Council's Planning Team in response to this recommendation, which was approved by the Taskforce in December 2021.</p> <p>Planning have committed to implementing further creative methods such as developing short films or animations and expanding the use of their 'virtual room' on their website with easily accessible guides to their vision and objectives. This will be developed and utilised further as the Replacement Local Development Plan (LDP) progresses.</p> <p>The team have also agreed to research best practice methods in England & Wales, by utilising existing networks, such as Core Cities, speaking with other local authorities, and Wales wide forums. It is hoped that by exploring other methods, Planning will be able to learn and implement positive engagement practices within a Cardiff context.</p> <p>Furthermore, Planning have agreed to develop a public survey to assess public</p>	S Gilbert	Autumn 2023

		<p>knowledge of planning within the city and explore any misunderstandings regarding planning processes and the way decisions are made. Using the survey findings, accessible guides and messaging will be created, led by public needs. This may include, for example, specific user-friendly guides and key information about the Council’s Local Development Plan.</p> <p>Beyond the Local Development Plan itself, the Planning team are committed to improving their visibility and community engagement methods, and explore holding direct stakeholder engagement sessions, working with community groups and elected Members to establish better relationships with communities across the city. This includes dedicated outreach efforts to ensure Cardiff’s ethnic minority communities are included in important conversations about the design and future of the city.</p> <p>For example, in May 2022, officers attended an event at the Grangetown Pavilion; with a particular focus on raising awareness in the local community of the replacement LDP and Housing regeneration schemes. We are also continuing to engage with colleagues at 34 Cardiff University and utilising networks to ensure our LDP community engagement strategy is targeted and representative of all communities.</p> <p>The Planning Department are keen to facilitate a similar “meet the Planners” session in Butetown in the next 6 months.</p> <p>Commitment:</p> <ul style="list-style-type: none"> • Ensure Planning encourage ethnic minority communities to engage in LDP and planning policy and embed effective community engagement processes, including further direct stakeholder engagement sessions and focus groups and face to face drop in events in local communities and closer working with community groups and elected members. 		
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10. Corporate Safeguarding Requirements

Safeguarding is keeping children and adults at risk safe from abuse- whether it is sexual, physical, emotional, financial or neglect- and other kinds of harm, such as exploitation and radicalisation.

All Directorates are responsible for safeguarding and must therefore ensure that:

- The Corporate Safeguarding Self Evaluations (CSSE) is completed annually for each Directorate. The self-evaluation process and guidance on how to complete it can be found in Appendix 5 of the Corporate Safeguarding Policy Corporate Safeguarding Information ([sharepoint.com](#))
- When it is determined that a specific Services Are must complete the Corporate Safeguarding Self Evaluations (CSSE), a nominated lead must be identified and that the evaluation is completed annually.
- Safeguarding operational procedures are in place and that these support the development of safeguarding practices

PTE Safeguarding Action Plan is outlined below

Ref	Corporate Safeguarding Actions identified as part of the Directorate Corporate Safeguarding Self Evaluations	Lead Officer	Action Date
2.2	Name of person Safeguarding Lead: Permanent Safeguarding Champion to be nominated	SG	Completed March 23
2.6	All members of staff are aware of who the safeguarding lead is to discuss in their service area/directorate: Further work needs to be done to champion the role that the Safeguarding Lead in the Service Area enabling a more proactive role across the Directorate - ensuring that all staff know who to contact and discuss relevant issues with.	SG	Completed March 23
2.12	Your Directorate shares the results of any related audits with the Corporate Safeguarding Board where multi-agency learning, patterns and trends can be identified: Audits need to be put in place for all teams within its directorate and share outcomes with CSB.	SG	June 23
OFl	Briefings and inductions need to be held with the 3 appointed cabinet members - highlighting the potential safeguarding risks within their portfolio areas so that they are fully aware of their responsibilities and risks.	SG	Completed March 23
3.0	Staff roles and responsibilities in respect of children (including vulnerable, exploited, missing / trafficked children and extremist / radicalised individuals) and vulnerable adults within your Directorate are identified: Further work needs to be done as there are a number of roles within the directorate that don't have this in their current JDs at present which is an oversight. (It is considered that some Planning, Bereavement and Highway Operation roles need to be reviewed - ensuring consistency).	SG	Dec 23
3.1	Safeguarding responsibilities are clearly identified in relevant individual job descriptions, and these are understood by staff: Further work needs to be done on this as there are a number of roles within the directorate that don't have this in their current JDs at present which is a gap that needs to be closed. (It is considered that some Planning, Bereavement and Highways Operation roles need to be reviewed – ensuring consistency).	SG	Dec 23
3.2	All staff and volunteers working with vulnerable people have the level of DBS appropriate to their role: Further work needs to be done on this as there are a few roles within the directorate that don't have this at present which needs to be addressed. (To ensure consistency, colleagues in Planning, Bereavement (Dogs Home) will be asked to complete the Self-Assessment forms as used by Road Safety Education colleagues for example when they have volunteer support).	SG	Sept 23
3.3	How often are DBS checks updated: (HR do checks on new staff appointments (once). Fundamentally, no new checks are undertaken unless an employee's circumstance(s) change, as every employee has a duty to declare any changes in their circumstances that may affect their DBS status.) Need to check what Road Safety Education are doing in relation to volunteers (can Self-Assessment	SG	Completed March 23

Directorate Performance Data: Safeguarding (Results awaited from the Corporate Performance Team)

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	% of staff completing mandatory training modules: Corporate Safeguarding				85%	
	Number of referrals from directorates into Children's services					
	Number of referrals from directorates into adult services					
	Number of Professional Concerns reported into CS					
	Number of Professional Concerns reported into AS					

11. Delivering the Welsh Language Standards

Each Directorate must ensure compliance with the [Welsh language standards](#), the commitments of the [Welsh Language Skills Strategy](#) and any issues raised by the Welsh Language Commissioner. Each directorate will therefore ensure that:

- Any recommendations or improvement plan actions issued by the Welsh Language Commissioner are responded to within the agreed timescales
- Every Customer Facing posts must be Welsh Desirable
- All service areas have an appropriate complement of Welsh Speakers to guarantee a service in Welsh.
- Undertake an Annual Welsh Language Assessment

Any Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Directorate are set out below: [Awaited from Welsh Language Team](#)

WLC Investigation Number	Description of Enforcement Action	Responsible Officer	Date for completion presented by the WLC	Actual completion date	Date of evidence of completion presented to WLC

Directorate Performance Data: Welsh Language [\(Awaited from the Corporate Performance Team\)](#)

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	% of staff completing training modules: Welsh language e-learning module					
	% of staff attending beginners Welsh course					

12. Information Governance

Provided below, for monitoring performance and compliance, are details relating to information governance within the Directorate. (Results awaited from the Corporate Performance Team)

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales				85%	
	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)				85%	
	Number of data breaches				No target	
	% of staff completing mandatory training modules: Bob's Business				85%	

13. Citizen Satisfaction (section to be developed over 2023/24)**This section may include:**

- Ask Cardiff questions (where appropriate)
- Service User Specific Surveys
- Complaints and compliments (including “Total Number of Complaints by Service Area” and “% of Complaints Responded to on time by Service Area”)