

Delivering the Capital Ambition Programme Review and Self-Assessment

1. Background

On 6 July 2017, Cabinet approved Capital Ambition as a statement of the new Administration's priorities. The programme is wide ranging with the Administration emphasising the significance of this agenda for the Council and its staff: *"Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced that it will deliver better services for the people of Cardiff"*

To ensure that the Council's resources support the delivery of the Administration's priorities, the Corporate Plan translated political priorities into deliverable organisational objectives whilst the Council's budget, developed in tandem with the Corporate Plan, ensured an alignment between budget and corporate priorities.

It was recognised that the extensive programme of delivery set out in Capital Ambition would require a significant refocusing of the Council's change management capacity. In particular, a small number of key priorities required the mobilisation of corporate leadership and resources, including dedicated project teams with corresponding governance and performance management arrangements. For that reason, on 14 December 2017, Cabinet approved a four-year Capital Ambition Delivery Programme (CADP) to support the delivery of key commitments which would refocus services to meet the challenges faced by the Council and the city's wider public services.

Fundamentally, the change programme focuses additional resources, as considered most appropriate, to support the delivery of the Administration's agenda in areas characterised by difficulty, complexity and the need to address intractable issues. The CADP therefore includes two discrete components:

- **Modernisation:** *Transformation of corporate systems and processes that support service delivery with a focus on:*
 - Corporate Landlord
 - Digital & Customer
 - Service Reviews

- **Resilient Services:** *Transformation of front-line services with a focus on:*
 - Improving Outcomes for Children
 - Improving Outcomes for Adults
 - Inclusive Growth
 - Total Street

Given the scale of the change envisaged, and the need to maintain a clear focus on the delivery programme over a sustained period, strong governance and programme management arrangements were established, integrated into the Council's existing delivery mechanisms. At senior management level, the Chief Executive and the Senior Management Team supported the delivery of the CADP in consultation with the Leader of the Council, Cabinet Member for Finance, Modernisation and Performance, and Cabinet.

Where delivering change requires working closely with public service partners to better align or integrate services – most notably in the Resilient Services programme – the Council's delivery arrangements were integrated with those of the Cardiff Public Services Board (PSB).

Officers provide a quarterly assessment of the Council's position in delivering 'Capital Ambition' to Cabinet at Progress and Performance Group meetings. As part of this process, Cabinet also receive an overview of overall performance of the Council as well as an opportunity for a detailed consideration of one or two of the Change Programmes. To date, as part of the Capital Ambition Progress and Performance Group meeting, and as part of the regular cycle of Cabinet Briefings, Cabinet have considered:

- Inclusive Growth Programme (16 May 2018)
- Digital Ambition & Corporate Landlord (4 July 2018)
- Street Scene- Recycling (3 October 2018)
- Improving Outcomes for Adults Programme (10 October 2018)
- Achieving Excellence in Children's Services (14 Nov 2018)
- Workforce Strategy (12 December 2018)
- Older Person's Accommodation (16 January 2019)
- Digital Programme & Cleaning and Neighbourhood Blitz (23 January 2019)

This is in addition to the formal Cabinet meetings to consider and receive quarterly performance updates, for which reports and minutes are publically available.

2. Review and Self-Assessment: Summary of Performance and Progress

Modernisation: Corporate Landlord

The Corporate Landlord approach continues to be implemented and has already improved the way in which the Council manages its property estate, including significant progress with Health & Safety compliance right across the estate. All decisions regarding investment or disposal are now properly informed by a detailed information base and new decision making governance arrangements. A comprehensive review of the Council's land and non-operational assets has been undertaken to identify new opportunities to generate capital to support the new school build programme and the capital programme. Condition surveys have been completed across the whole estate and now form the basis of the strategy to 'retain, relinquish or remodel'. Key operational achievements include the procurement of new Building Maintenance Framework; the implementation of a new School Building Handbook; and the piloting of a 'One Front Door' approach for school building maintenance.

Modernisation: Digital & Customer

The Council's Digital First Agenda has continued to progress with the Digital Strategy agreed by Cabinet in 2018. The Cardiff.Gov app was launched in early 2018, offering residents a smarter way to connect with council services on a 24/7 basis, providing digital access to a number of Council services, including waste collection information, council tax e-billing and reporting fly-tipping. The total number of app downloads currently stands at 13,439 (May 2019 figures) and the App has been shortlisted for App of the year as part of the Wales Online Digital Awards 2019. The modernisation of systems within the Council is also continuing, including the implementation of SharePoint, Office 365 and Hybrid Mail beginning to be rolled out across the Council. More broadly, the Council has continued positive trends in relation to Channel Shift towards digital channels.

Modernisation: Service Reviews

A number of service reviews were carried out during 2018/19 in the following services:

- Civil Parking Enforcement
- Parks
- Social Services
- Pensions
- Debt enforcement

Each review identified a number of opportunities that will lead to service improvement and create efficiency savings of around £1m.

Resilient Services: Improving Outcomes for Children

Early Help Preventative measures designed to support children and families before their needs escalate to the point that they require statutory interventions have undergone significant development and change over 2018/19. A new multi-agency approach to integrated early help and prevention services for families, children and young people was approved by Cabinet in October 2018. This new model for early help – the Cardiff Family Advice Service – was formally launched on the 1st April 2019 and integrated a number of previously separate budgets.

Resilient Services: Improving Outcomes for Adults

The Older Person's Strategy was approved in March 2019, setting out how the Council and its partners will shape and deliver housing and related services for older people that meet a variety of needs and aspirations whilst addressing wider health and social care priorities. The First Point of Contact scheme- which coordinates the advice and support available to those needing support to live independently- has been expanded. Through the service the need for more intensive and costly social services interventions were prevented in over 75% of the cases dealt with. The 'Get Me Home' scheme was successfully piloted, improving the lines of communication between Health and Council staff. Initial analysis of the scheme identified good long-term prospects and plans are in place to fully implement the scheme in 2019/20.

Analysis of service area data suggests that the package of preventative interventions undertaken by the Council and its partners is effectively managing demand pressures, with the number of service users accessing social care well below the levels projected based on the population growth trend.

Resilient Services: Inclusive Growth

The programme has delivered a significant body of reform which has created extensive work and training opportunities. The expanded Into Work Services was successfully launched during Quarter 1 of 2018/19, with the new Gateway bringing together over 40 employment services to help support people to get and keep a good job. During 2018/19, 787 people were assisted into employment by the service. The Council has also helped to support 211 employers through Job Fairs and recruitment support and training. Over the same period, volunteering was expanded into all Hubs with nearly 150 volunteers now operating across the teams. The services offered by the Money Advice Team have been expanded and are now available in 23 locations across the city – including all of the city’s foodbanks. In total, the team have provided information, guidance and advice to over 17,500 people. This service has allowed Cardiff residents engaging the service to claim over £16 million in additional benefits by helping them to identify and access their full support entitlement.

Resilient Services: Total Street

This Programme has developed a proactive approach to street and public space enforcement and joining up council services to keep streets clean and well maintained. A key project that has been delivered within this programme is the introduction of a new back office management system for the Waste Management Collections Team. A number of processes have been automated to improve service delivery and enable removal of paper work packs and manual processes. Key pilot projects for both Cleansing Round Re-design and Recycling were implemented and the ‘Love Where You Live’ campaign improved the Council’s engagement with citizens, partners and community groups.

3. Wales Audit Office Review of the arrangements to support the Capital Ambition Delivery Programme

Between September 2018 and March 2019, the Wales Audit Office (WAO) carried out a review of the Capital Ambition Delivery Programme (CADP). The review sought to answer the question: *Are the Council's arrangements to support delivery of its four-year CADP enabling it to address its key financial and organisational challenges?*

The WAO published its findings in April 2019 (the full report is attached as an appendix to this report) and stated: *'Overall we found the Council has sound programme management arrangements in place for its CADP, but it needs to strengthen engagement with scrutiny and links to its medium term financial plan'*.

The report highlighted a number of areas of good practice. It recognised that the Programme *"...has a high profile within the Council with strong commitment from both senior management and the Executive."* The review also noted the alignment with key corporate enablers particularly the *"regular involvement from finance, Human Resources, procurement, and ICT to actively support, enable and challenge Programme delivery."*

The WAO reported that *"the Council is working constructively with other public services to help implement the Programme"* having aligned partnership planning and delivery arrangements behind the delivery of key areas of Capital Ambition that require strategic partnership working. This reflected the policy decision to align partnership working behind the politically identified priorities of the Administration, as expressed in Capital Ambition and operationalised through the Corporate Plan and the Well-being Plan.

"The Council recognises the importance of working in partnership with other organisations and with local communities to deliver lasting solutions to complex problems. This is illustrated in the Corporate Plan which emphasises the importance of working in partnership to help manage the continuing impact of austerity. It is also illustrated through the alignment of the city's Well-being Plan with Capital Ambition priorities and through the alignment of the city's partnership delivery arrangements with the Capital Ambition Delivery Programme."

As part of the field work, the WAO observed first-hand the Council's delivery arrangements. The field-work included observing Digital Board meeting, which forms part of the Modernisation Programme portfolio, with the WAO noting that *"progress was being clearly presented and robustly monitored."* Equally, the report noted that, where there are opportunities for joint project delivery, such as Improving Outcomes for Children and Adults, then the *"reporting structure was designed to facilitate clear lines of accountability and joint ownership of intended outcomes. These arrangements are becoming increasingly embedded."*

As part of the report, the WAO identified three proposals for improvements. These are included below alongside the proposed response from the Council.

P1	The Council needs to strengthen the role of scrutiny in engaging with and challenging the delivery and impact of the Programme to increase accountability and help provide momentum.	In March and April 2019, the Policy Review & Performance Scrutiny Committee received a comprehensive update of both the Modernisation and Resilient Services Portfolios and it was agreed that further engagement would take place during 2019/20.
P2	The Council would benefit from a review of the CADP management arrangements alongside others that support delivery of the Corporate Plan such as the Directorate Delivery Plans.	This review will take place during quarter 2 in 2019/20 ensuring there are clear links with the CADP and the Directorate Delivery Plans.
P3	The Council could do more to assess the extent to which the CADP is contributing to the achievement of the Council's £91m savings target and make links to the medium term financial plan.	As part of a review of the Modernisation Portfolio a new programme called Resource Management will ensure there are stronger links between the CADP and the Council's Medium Term Financial Plan (see details below).

4. Forward Look: Priorities for 2019/20

Taking into account the progress made over 2018/19, the findings of the Wales Audit Office examination and the improvement priorities for 2019/20 as identified in the Council's Well-being Report, it is recommended that the following changes are made to the Delivering Capital Ambition Programme:

Modernisation Programme:

- **Digital First** – It is proposed that progressing the Council's digital agenda be maintained as a priority, with the delivery of the projects identified in Appendix 3a overseen by the Digital First Board.
- **Corporate Landlord** – It is proposed that embedding the Corporate Landlord approach as the single cohesive operating model in the organisation for all property related function be retained as a corporate priority. The delivery of this cross-Directorate programme of work will continue to be overseen by the Corporate Asset Management Board.
- **Resources Management Programme** – this new, cross-cutting programme is proposed develop a clear programme of work that complements the Medium Term Financial Plan and wider transformation requirements of Capital Ambition. The Programme will also incorporate the current Workforce Programme that is delivering the Council's Workforce Strategy.

Resilient Services:

- **Improving Outcomes for Children**– It is proposed that this programme of partnership working be retained as a priority for the Council and for the Cardiff Public Services Board, with revised projects to be delivered in 2019/20 set out as in Appendix 3a.
- **Improving Outcomes for Adults** – It is proposed that this programme of partnership working be retained as a priority for the Council and for the Cardiff Public Services Board, with revised projects to be delivered in 2019/20 set out as in Appendix 3a.
- **Inclusive Growth** – It is proposed that this programme of partnership working be retained as a priority for the Council and for the Cardiff Public Services Board, with revised projects to be delivered in 2019/20 set out as in Appendix 3a.
- **Community Safety** – This is proposed as a new programme supporting the delivery agenda of the Community Safety Leadership Group, a multi-agency board chaired by the Police and Crime Commissioner and the Cabinet Member for Housing and Communities. The priority areas of work for this programme in 2019/20 include:
 - City Centre & Street Sleepers
 - County Lines and Exploitation of the Vulnerable
 - Delivering Prevent & CONTEST
 - Developing a locality approach to safer communities
- **Street Scene & Locality Working** – A new programme, focussed on the joining up of front-line services in street cleansing and adopting an evidence-led, targeted and responsive approach in communities with the greatest street scene issues.

Progress Update by Programme

1. Progress Update – Modernisation Portfolio

A summary of the key achievements for the three programmes within the Modernisation Portfolio are included below, as well as details of immediate next steps.

1.1 Programme: Corporate Landlord

The overall objective of the Corporate Landlord internal change programme is to create one cohesive operating model in the organisation leading on all non-domestic property matters. The approach will ensure statutory compliance and effective management of all property related functions. New business processes, governance and improved resource have been implemented. Key measures of success include:

- reduction in Gross Internal Area;
- reduction in running costs;
- reduction in maintenance backlog;
- Increase in capital receipts.

• People and Change Project

A detailed assessment of the estate running costs has been undertaken identifying spend against type, service area and budget codes, highlighting where building related spend has occurred across directorates. In addition, the property estate has been reviewed with a view to establishing a number of portfolios each of which will be managed by an individual portfolio manager who will hold budget responsibilities for property related spend across each portfolio.

- A new model has been introduced to deliver the County Estates structure through the three functional areas of Strategic Asset Management, Capital Projects and Property Services supported throughout by Health and Safety. Existing resources have been collated across the functional areas to review resource and capability and these have been used to define the new County Estates structure.

• Customer One Front Door Project

A key deliverable within the corporate landlord model is the development of a 'One Front Door' (OFD) contact point for all property related communications, this is a single point of contact and is managed through the County Estates (CE) service desk manned by dedicated customer liaison Officers (CLOs).

- The OFD has been rolled out across the Educational estate and key to this roll-out has been CLOs visiting schools to introduce the scheme along with the roll-out of the updated schools handbook.
- **Architecture Technology Project**

The project was initiated as part of the overall Corporate Landlord Programme in order to design and implement an architecture to support the Corporate Landlord model. The architecture will cover the data and IT systems and establish the 'master property data' leading to accurate, timely, appropriate data to enable better decision making.

 - Strategic Estates are the first service area to implement this new system, and this is to be introduced over two phases commencing in May 2019.
 - **2nd Generation Buildings Maintenance Frameworks Project**

New Building Maintenance Frameworks for contracts commenced on the 1st April 2019.

 - These new frameworks represent a significant opportunity for Building Services to substantially support County Estates in the delivery of Corporate Landlord and alter the perception of Building Services as a service provider within the Council.
 - **Strategic Asset Management Principles Project**

Alongside the development of the Corporate Landlord model, the Council has an established Corporate Property Strategy 2015-2020 focussing on a programme of property modernisation, rationalisation and collaboration with other service areas and other partner organisations.

A key work stream designed to inform both the Corporate Landlord model and future Corporate Land and Property Management Plans relates to the Council gathering data on the condition of the estate as well as providing strategic information for corporate decision-making.

Next steps

- Education and Economic Development Directorates to sign off on developed structure, commence consultation process, and implement/transition resources into County Estates.
- Commence the pilot of the Portfolio Manager role across a mix of properties within the operational estate.
- Complete and roll out the new operational estate handbook and processes for all building related matters.
- Continue with the implementation and roll-out of the Technology Forge ICT system.
- Continue close monitoring and performance reviews of new framework A, ensuring they are delivering in accordance with council requirements.

- Complete procurement of framework B (roofing contracts) by July 2019.
- Finalise all outstanding building surveys and then collate, assess and prioritise works identified in the surveys. This will allow for an informed development of preventative maintenance programmes to deliver the annual asset renewal budgets across both the schools and operational estate.
- Develop schools communication pack setting out the next steps in prioritisation process and outline school by school summary of works that maybe required over a 5-year period.
- Analyse condition data alongside estate running costs, utilisation surveys and service area requirements to inform future strategic property strategy.
- Develop the Property Strategy for 2020-2025.

1.2 Programme: Digital & Customer

A Digital First approach will establish a range of technology solutions to better meet the expectations of its citizens while operating with optimal efficiency. Key measures of success include:

- Introducing greater range and choice for citizens in accessing service
- Promoting and increasing participation through digital channels
- Increasing the Council's Social Media Footprint

• Hybrid Mail Project

Cardiff Council is responsible for the printing and posting of over 2.7 million mail items per annum, 1.6 million of which are 'ad hoc'. The Hybrid Mail solution will drive a council-wide approach, supporting improvements in the current postage process and management information and resulting in cost and efficiency savings. The project has a full implementation plan and the roll-out of the solution will continue throughout 2019/20.

• Cardiff.gov App Project

Cardiff.gov app was launched ten months ago and offers residents a smarter way to connect with Council services on a 24/7 basis.

Some key features of the app include the ability for citizens to:

- Check their recycling and waste collection dates, and set up reminders.
- Report problems on roads and pavements.
- Check their Council Tax account.
- Sign up for Council Tax e-bills and notifications.
- Report fly tipping straight from the scene.

The total number of app downloads currently stands at 13,439 (12th May 2019), and the app has been shortlisted for App of the year as part of the Wales Online Digital Awards 2019.

We will be adding new services and functionality regularly in future releases over the coming weeks and months.

As more and more services are added to the app, we are confident of seeing a shift in the channels used by residents for communicating with the council, requesting services and reporting incidents, from expensive to facilitate channels to more cost-effective ones.

- **Virtual Agent Technology Project**

During an exercise to assess the modern contact-centre management systems market, the Digital Delivery Team identified opportunities to deliver significant benefits through the automation of service request and customer enquiry handling using artificial intelligence (AI) and machine learning. Subsequently a detailed assessment and analysis of virtual agent (or chatbot) technology has been undertaken and procurement was recently completed. Workshops to define the detailed design will begin in June 2019 following a Welsh language capability assessment.

- **Education Information Management Project**

The primary purpose of the project is to improve information management systems and data analytics capability in relation to children and young people accessing education and related support services in Cardiff. A complete review of business processes, ICT systems, data management and people skills will deliver an Information Management Strategy that will prioritise changes to the way that information is captured, stored, managed and used both within and beyond the Education directorate.

- **Office 365 Project**

Office 365 is a suite of products that include the latest desktop Microsoft Office products, but also a variety of online tools. These include cloud storage for emails and documents, Skype and SharePoint online, online versions of Office, additional collaborative working tools such as Teams, and mobile apps. This gives the ability to work across devices and locations whilst retaining a consistent experience. The Office 365 implementation project will roll out Office 365 across the council during 2019/20.

The first phase is to roll out Exchange (email) online, Skype for Business online, and access to the Office 365 portal and mobile apps. Roll-out of other products will be considered as part of future phases.

- **SharePoint Project**

SharePoint, as the council-wide Electronic Document and Records Management System (EDRMS), provides the opportunity to embed legislative requirements in relation to information governance into every day working practices, whilst also enabling the delivery of benefits by changing existing business process around the way that information is used, stored, and made available. This will ultimately improve the understanding that information is an asset and has a value to the Council.

We have completed 47 SharePoint sites within the following directives, People and Communities, Economic Development, Planning, Transport & Environment, Resources and we are currently developing 26 sites.

- **Smarter Working Project**

This new project will bring together key aspects of 'Modernising Services' under the Capital Ambition Delivery Programme, including a focus on Accommodation, Digital and People.

The project will ensure that there is a joined up approach in utilising the benefits gained from changing working practices, deploying new technologies and creating new working environments.

The project is a key component of the Council's Digital Strategy and will support the delivery of a Connected Workspace.

The project team, chaired by the Corporate Director for Resources, met for the first time in May 2019.

Next Steps

- Continue with the roll-out of the Hybrid Mail solution and ensure the savings identified for this project are captured.
- Continue to add new services and functionality for the Cardiff App. In addition, monitor the shift in channels used by residents for communicating with the Council.
- Finalise the development work for the virtual agent technology and then initiate its deployment.
- Roll out Office 365 across the Council.
- Continue with the implementation of SharePoint across the Council, including migrating to SharePoint Online.
- Establish a clear and comprehensive programme of work to deliver Smarter Working practices at the Council.

1.3 Programme: Service Reviews

Under this Programme, multi-disciplinary teams support service area-led reviews of Council operations. Key measures of success include:

- Identify savings that would help address the Medium Term Budget gap

The reviews completed to date are:

- **Civil Parking Enforcement** – the service review identified 5 key opportunities and a further 18 additional opportunities that were recommended the service areas pursue. The key opportunities could potentially realise an annual saving of up to £676k with the additional opportunities containing the possibility of further realised savings as part of increasing process efficiency.

The key opportunities, together with the associated savings, have been accepted by the service areas. Implementation plans have been developed and the Service Review Steering Group will monitor these.

- **Passenger Transport Review** - A comprehensive review of passenger transport operations was identified as an opportunity to review the efficiency and effectiveness of the current approach to delivery of passenger transport services and to establish whether the opportunity exists to sustainably reduce underlying revenue costs whilst preserving or improving service levels and quality standards.

An implementation plan is due to be signed off by the Directorate and the Service Review Steering Group, covering some of the key recommendations from the service review report. These include a review of the Passenger Transport Service Operation and a Policy Review.

- **Social Services Payment Processes** - This service review was undertaken in Social Services, investigating payment processes across both Adults and Children Services. The scope for this review were processes where the council is making payments to providers or to service users, focussing on how payments are made. The review also included looking at the commissioning/brokerage processes for residential placements.

The review identified nine key opportunities and four additional opportunities and these were all accepted by the service area. An implementation plan has been produced and some of these opportunities will be implemented as part of the ongoing restructure within the service.

- **Sundry Debt Review** – This service review has recently been completed and looked into the debt recovery procedures in the Council's Income Recovery section together with the initial processes undertaken when debts are referred to Legal Services. A draft report has been produced and its findings are due to be discussed with the relevant service areas.

- **Pensions Service Review** – this review was completed recently and it looked at the current processes and ways of working within the Pensions Section.

The review identified 10 key recommendations and a further 8 opportunities. These have been incorporated into an action plan for the service area and the Corporate Director is monitoring this for Resources.

Next steps

- Replace the Service Review Programme with a Resources Management Programme and develop a clear programme of work that compliments the Medium Term Financial Plan and wider transformation requirements of Capital Ambition. This new Programme will evaluate the services that we provide and ensure that they remain relevant, and are provided in the most cost effective and efficient ways to ensure value for money is being achieved. The Programme will also incorporate the current Workforce Programme that is delivering the Council's Workforce Strategy.
- Re-position this new Resources Management Programme within the overall CADP so that it becomes a crosscutting programme, linking in with all the other programmes.

2. Progress Update – Resilient Services Portfolio

A summary of the key achievements for the four programmes within the Resilient Services Portfolio are included below, as well as details of immediate next steps.

2.1 Programme: Improving Outcomes for Children

The focus is on delivering priorities and projects identified under the ‘Cardiff is a Great Place to Grow Up’ Well-Being Objective, with a strong emphasis on promoting effective prevention and early intervention services. A key aim is to help ensure that fewer children and young people need to rely on formal care and support, acute or substitute care. Key measures of success include:

- The percentage of Children Looked After by Cardiff Council that achieve the Level 2+ threshold at the end of Key Stage 4
- The percentage of Children Looked After by Cardiff Council that achieve the Core Subject Indicator at the end of Key Stage 2
- The percentage of children in regulated placements who are placed in Cardiff
- The number of schools designated as Rights Respecting Schools in Cardiff
- The percentage of children receiving support from the Adolescent Resource Centre (edge of care) who are receiving 12 or more hours of education provision
- The percentage attendance of looked after pupils whilst in care in secondary schools
- The percentage of all care leavers in education, training or employment 12 months after leaving care
- The percentage of referrals to the Multi Agency Safeguarding Hub that meet the intervention threshold.

• Child Placements Project

Cardiff is currently facing a very challenging situation with foster care provision. Foster carers are either employed by the Local Authority (In-house), or by Independent Foster Agencies (IFAs). It is the Council's preference, for many reasons, to use foster carers it directly employs. Of the current foster carers used by Cardiff Council, 80% are with IFAs. This is higher than it has ever been in Cardiff and higher than any other Local Authority in Wales.

The Fostering Project has been established to:

- increase the number of in-house foster carers.

- increase the proportion of foster carers that are employed directly by the Council.
- create a Fostering Service that meets the needs of children and young people, foster carers and the Council.

The following key actions have been delivered by the project to date:

- Project aligned with National Fostering Framework principles.
- Dedicated Media & Marketing support aimed at increasing number of in-house foster carers.
- Completed review of current fees and allowances.
- Secured an additional £300k to enhance the financial incentive to in-house foster carers.
- Agreed the new Cardiff Offer for in-house foster carers, including incentives for those transferring from IFAs.
- Adopted All Wales Performance Framework and created internal performance framework, to ensure robust and timely data collection and benchmarking.
- New interim manager in place.

- **Child Friendly City Project**

Cardiff Council and its partners are collaborating with Unicef UK to embed a children's rights approach in the planning and delivery of public services for children and young people. The aim is to make children's rights integral to policy and practice, which transform services, leading to improved outcomes in all aspects of children and young people's lives.

The vision is Cardiff is 'a great place to grow up':

- A city with children and young people at its heart, where the voices, needs and rights of all children and young people are respected.
- A city where all children and young people, regardless of belief, ethnicity, background or wealth are safe, healthy, happy and able to share in the city's success.

The key progress to date includes:

- Good progress is being made to complete a multi-agency delivery plan, to bring the Child Friendly Strategy into action. This is being steered by the Child Friendly Strategy Group, chaired by the Director for Education & Lifelong Learning, Nick Batchelar.
- Key areas of activity have included considerable increase in number of Rights Respecting Schools from 15 to 60.
- Cardiff's workforce has increased its knowledge and confidence around children's rights with 560 council officers completing the Child Rights E-Learning Module and 42 Police Officers completing their 4 hour Unicef training.

- 595 pupils have received rights and democracy workshops in schools across the city; the continued improvement of young people having representation on strategic groups including C&YP Scrutiny Committee, Education Development Board, Cardiff Commitment Strategic Board and CAHMS Repatriation Project Group has further consolidated our objectives in Goal 2.

- **Early Help Project**

In October 2018, Cabinet approved a new delivery model for integrated early help and prevention services for families, children and young people in line with the Council's Capital Ambition commitment to having an enhanced Early Help provision.

The new model contains a new approach to family help and support based on three new family support services:

- A **Family Gateway** service to respond to all referrals, enquiries, offer information, and advice.
- A closely linked **Family Help** service to respond promptly to families who need some short-term support, including a combination of signposting, practical assistance and help with parenting.
- A **Family Support** service which is able to work with families with more complex or severe problems and where there is a real risk that without intensive support, more significant intervention would be needed.

These Family Help and Family Support services will refer into a range of other services operated by both council and partners to ensure that the families and children receive the help they need. These services range from universally available help, such as money advice, to specialist therapeutic and health related services.

A strategic steering group and project delivery group was established and an action plan developed for implementation and mobilisation of the new service by 1st April 2019. The new service will be called Cardiff Family Advice and Support (CFAS).

- **Children's Services Workforce Planning Project**

At a time when there is a national shortfall in qualified and experienced Social Workers, there is a need to develop Cardiff Council's Children Services to be the employer of choice in this region and beyond.

In order to do this, this project is focussing on four priorities:

1. to recruit sufficient permanent, high quality staff with suitable qualifications and experience.
2. to retain existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive within the market place.

3. to support career development through student placements, progression to Advanced Practitioner and Manager Development Programme.
4. to develop an Exit Strategy for agency workers.

There has been good progress in the development of the Recruitment and Retention Strategy. Two documents have been developed, one that will be an internal document, that outlines how the service intends to support its workforce to deliver its services, and an external document that is aimed at attracting people to work for Cardiff Council Social Services.

With support from HR People Services, the service has also reviewed the market, and completed some benchmarking in relation to salary and working conditions etc.

The service is investigating options in relation to supporting social worker students, looking at why social workers who study in Cardiff do not stay and work in Cardiff.

- **Disability Futures Project (DFP)**

The vision for the population of disabled children, young people, adults and their families and carers is to have coordinated services that are integrated and work seamlessly in supporting those most in need across Cardiff and the Vale of Glamorgan.

The DFP has undergone a review of focus recently, with an agreement to align the programme with activity within the Learning Disability Partnership Board. To date, the DFP has been delivering on a series of ICF projects that have enabled the progression of service development for disabled children and young people, and people with learning disabilities at pace and scale, across the region and the integrated partnership.

- The DFP has secured over its lifespan £5.844 million ICF revenue.
- £938,000 for IAS services.
- Over £2 million in Capital Resources.

The DFP will be continuing to manage the ICF and Transformation grant processes to enable robust governance and oversight of the partnership delivery of outcomes to disabled children and young people, in alignment with the Learning Disabilities Partnership Board

The DFP has supported the partnership to secure additional resource for 2019/20 and 2020/21.

- The DFP has secured an additional £5.2m of ICF resources over the next 2 years to continue development of regional and integrated services for children with complex needs and people with learning disabilities.
- The DFP has facilitated and secured an additional £4.2m of ICF resources over the next 2 years to initiate development of regional and integrated services for children at risk.

- The DFP has put forward an investment plan of £1.3m for Transformation Grant funds to develop integrated services for children with additional needs across the region.

The DFP will continue to work towards delivery of a vision that supports improved outcomes for disabled children, young people and young adults, in addition to working in partnership with the LD Board to improve outcomes for people with Learning Disabilities.

Next steps

The Improving Outcomes for Children Programme Board is a multi-agency partnership board with accountability for progressing multi-agency priorities for children with care and support needs across the city. Following a first phase of operation, a review is being undertaken to ensure the Board adds value and progresses the programme of work that individual organisations cannot progress without multi-agency focus. There are also a range of strategic partnerships that report to the Regional Partnership Board and progress regional multi-agency priorities for children so the focus of the Improving Outcomes for Children Board is multi-agency work in Cardiff which is not best progressed through a regional infrastructure.

As such, the focus for the Improving Outcomes for Children Board, which will be proposed to the next meeting, is as follow:

- Child Friendly Cardiff.
- Locality partnership working for children in Cardiff.
- Oversight of ICF and transformation fund impact in Cardiff.
- Education, training and employment outcomes for our most vulnerable learners.
- Multi-agency commissioning priorities in respect of our most vulnerable children which require an integrated health, education, housing and social services response.

2.2 Programme: Improving Outcomes for Adults

The programme supports the Cardiff & Vale Integrated Health & Social Care partnership and the Regional Sustainable Social Services agenda. The programme is primarily focussed on delivering the priorities and projects identified under the 'Cardiff is a Great Place to Grow Older' Well-being Objective, contained in the Corporate Plan and the PSB's Well-being Plan and aligned to those in the Regional Partnership Board's Area Plan. The work will focus on prevention and early intervention services and, where appropriate, align and integrate public and community services to help older people stay safe and as healthy and independent as possible. This will include ensuring that people have integrated advice, support and assistance they need at the right time and that people in the community will be supported to achieve maximum independence. The work will also help refine and improve the Council's emerging approach to locality and community based services.

Key measures of success include:

- Adults who are satisfied with the care and support they received.
- Adults reporting that they felt involved in any decisions made about their care and support.
- The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services.
- The percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later.
- The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services.
- The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date).
- The percentage of Telecare calls resulting in an ambulance being called out.
- The percentage of people who feel reconnected into their community through intervention from day opportunities.

• **First Point of Contact – Get Me Home Project**

Through ongoing engagement with Health Partners at University Hospital of Wales it was identified that access to Council Services and process flow to discharge of patients accessing services could be improved. This project has worked alongside other initiatives such as the review of CRT/Reablement in order to ensure that services provided by the Council and the University Health Board can be delivered jointly and as effectively as possible.

A full review of current arrangements in place for the discharge of patients from hospital was undertaken. This included looking at processes currently followed by Cardiff Council teams, Health and Third Sector partners to capture a detailed as-is

picture, roles & responsibilities and end to end processes. These were mapped and roles and responsibilities dashboards developed for staff involved in a patient's discharge journey.

Using a collaborative approach, a new way of working was developed to improve the patient journey and increase integrated working between Cardiff Council, Health and Third Sector partners to ensure patients have access to the full range of services offered by the Preventative Services programme, as well as community or home based social care services, as required. This has taken the shape of a pilot team, part of the Council's Independent Living Service, operating in two wards at the University Hospital of Wales. This was rolled out in December 2018 and regular feedback review sessions have been held during the pilot to monitor progress.

- **Review Community Resources Team Project**

The Cardiff Community Resource Team (CRT) is a joint service between Cardiff Council and Cardiff & Vale UHB. The CRT has been operational since 2008 providing reablement services, the purpose of which is to support people to regain or retain independence. The CRT currently categorises its work into three main areas - social care only, therapy only and full team support with resources allocated on this basis.

A systems review of CRT took place in November 2018 including participants from all levels across the service to gain a detailed understanding of how the service currently operates. The focus was on 'what matters' to people who experience the service and understanding in detail how the current service operates.

The review highlighted agreed aspirations to move towards an intake model. However, there were concerns the current model would not be sufficient to meet the potential demand. There was agreement on a need to undertake demand capacity analysis and there would need to be significant change to the operating model. Delivery will be based on a phased approach.

The outcomes of the systems review were twofold:

- To implement quick wins based on the findings of the systems review. This is currently in progress with resources being based within a hospital setting to improve discharge flow for patients out of hospital into the reablement service and to widen the criteria for eligible patients.

This would inform the second element to:

- Undertake a detailed analysis of the current operating model; to include performance data and demand & capacity modelling in order to design and implement a new optimal operating model based on clear purpose and principles.

- **Care and Housing Review Project**

In March 2019, Cabinet approved the Cardiff Older Persons' Housing Strategy 2019-2023.

The Strategy includes an overarching vision ***'to deliver the best housing outcomes for all older people in Cardiff'***.

Supporting this are a number of key aims, to:

- Deliver new homes that meet older persons' housing needs and aspirations.
- Improve our existing homes to ensure they are fit for purpose and support independent living.
- Plan new homes and communities to address future housing and care needs across all tenures.
- Provide person-centred information, advice and assistance.
- Help older people to maintain their independence for longer.
- Ensure the needs of the most vulnerable are met.
- Build stronger, inclusive communities and tackle social isolation.

To support this project a Programme Board, with representation from all interested partners, was established in September 2017. A key part of the work programme will be to deliver the Regional Partnership Board commissioned report on the 'Assessment of Older People Accommodation, including care and care ready' by Housing Learning and Improvement Network (LIN).

An action plan in response to the Housing LIN report has been developed and will be kept under review by the Programme Board.

The Programme Board has agreed to map development land available, ownership and any proposed plans for land. Alongside the plans of Local Authorities and RSLs, it has been agreed that the Programme Board needs to understand the sustainability plans of health and GPs in particular, to identify any opportunities for co-location in any new development.

In addition, it has also been agreed that all partners would provide any specifications/policies they have regarding development e.g. all ground floor accommodation to be developed as one bedroom accessible homes. The Programme Board has agreed that there should also be a focus on refurbishment and remodelling of existing accommodation (rather than new build) as potentially this may be more economical.

- **Dementia Friendly City Project**

Dementia Friendly Cardiff officially launched in 2018 as a collaboration between Cardiff Council, Alzheimer's Society and the Health Board. The project aims to deliver on a shared vision of working towards a city in which people affected by Dementia as well as their families and their carers can feel supported and live well with their diagnosis. Currently there are approximately 3,500 people living in Cardiff who have been officially diagnosed, but this figure is projected to increase and is

estimated to be as high as 7,000 by 2025. Dementia Friendly Cardiff aims to make sure that people with dementia can live in supportive communities within the city and help them feel that they are not alone.

The Dementia Friendly City has been adopted as a Capital Ambition commitment. Dementia Friendly Cardiff have developed a pledge scheme to enlist the support of public, private and third sector services to take positive action and make changes that can benefit those living with the disease and their families.

Some of the key achievements to date are:

- There are now over 22,000 Dementia Friends across Cardiff who have participated in Dementia Awareness Sessions.
- A programme of face-to-face Dementia Friends Awareness sessions have been delivered to Council staff.
- South Wales Police have included Dementia Friends Awareness sessions within PCSO induction training.
- Dementia cafes have been delivered at Hubs and Libraries across the city.
- Grand Avenue Day Centre has opened as a Centre of Excellence to support those living with Dementia.

Next steps

Similar to the Children's Board, the Improving Outcomes for Adults Board is multi-agency partnership board with accountability for progressing multi-agency priorities for adults with care and support needs across the city.

A review of this Board's priorities is also required and, as such, it will be proposed at the next meeting of the Board that the Programme focusses on the following key projects:

- Age friendly Cardiff incorporating the Dementia Friendly Cardiff work.
- Locality partnership working for adults in Cardiff – implementing cluster based working across well-being, primary, community and social care services – implementing the national model for primary care in Cardiff.
- A partnership approach to the well-being, health and care workforce.
- Pathways for adult mental health services – from protection to acute provision.

2.3 Programme – Inclusive Growth

The aim of the programme is to ensure that the benefits of the Cardiff's economic growth are shared across all the city's communities. The Programme places a strategic focus on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good quality work.

Key measures of success include:

Outcome indicators:

- Unemployment rate of the economically active population aged 16+ (disaggregated)
- Employee jobs with hourly pay below the real living wage
- Percentage of children in low-income families
- Percentage of households in poverty (i.e. below 60% of median income) by MSOA (after housing costs)
- Number of long-term (i.e. over 12 months) JSA Claimants
- Year 11 and Year 13 school leavers that are not in education, employment or training
- Rates of Volunteering

Output KPIs:

- The number of people receiving into work advice through the Gateway
- The number of clients that have been supported into employment having received tailored support through the Gateway
- The number of employers that have been assisted by the Council's employment support service
- The number of opportunities created for paid apprenticeships and trainees within the Council
- The number of customers supported and assisted with their claims for Universal Credit
- The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training.
- The number of visits (hits) to the volunteer portal.

• Into Work Service Development

Until April 2018, employment support services in Cardiff were fragmented, with differing and complex eligibility criteria. This caused duplication in the services offered, as well as gaps in service provision, and made services unnecessarily complicated to access.

The project has developed a fully integrated and comprehensive Into Work Service, that went live on the 1st April 2018, and has brought together Council resources and outside funding streams including Welsh Government, Home Office and European Social Fund money. This will provide an easy-to-access Gateway to employment support services in Cardiff. The service will offer not only light touch help and support

through one single access website, a telephone advice line, social media and face-to-face job clubs, but it will also provide in depth mentoring help for those that need it.

- **Improving Employer Engagement**

The project has developed an employer engagement programme that will co-ordinate and manage the range of training, apprenticeships, and work experience and employment opportunities in the city.

Employer engagement officers are co-located within the Economic Development Team, linking in with community benefits and holding major and local job fair events.

The project will identify and understand the skills needed in the city in order to inform training and apprenticeship programmes. This work will include an understanding of the skills requirements of employers moving to Cardiff. The employer engagement officers will match and link in people with employers, offering a service for those who are looking to recruit.

- **Targeting Services at the Most Vulnerable**

The project will look at what data as a Council (and partners where GDPR allows) is held to specifically target the most vulnerable citizens in Cardiff.

This will include the development of the current Capita One system to create an integrated information system for monitoring young peoples' pathways into education, training and work. The data collected will be used for early identification of vulnerable young people and those with no planned destination on leaving compulsory schooling, so that appropriate support services can be offered to them before they leave the education system.

Support will also be targeted towards people identified as having additional needs, e.g. those with disabilities, refugees, young parents and homeless people. Additionally, support will be provided to individuals affected by the benefit cap providing one to one employability support-to-support participants back into employment.

- **Work Experience and Volunteering**

The Council's Volunteering Cardiff Portal has been developed to provide a more coordinated approach to maximising volunteering and work placement opportunities across the city. Opportunities are from all sectors and the portal is promoted widely, so it truly acts as a one-stop shop. It is maintained and updated constantly. The portal will monitor the outcomes of these opportunities.

- **Social Responsibility Project**

This project links to all the projects within the Inclusive Growth Programme and will support the delivery of some of their success measures. The Socially Responsible Procurement Project aims to:

- Maximise the delivery of community benefits through Council contracts.
- Establish an online community benefits tool that:
 - enables contractors to accurately report on the delivery of community benefits and for contract managers to hold contractors to account.
 - holds a menu of community benefits that the Council and partners would like to see delivered through Council contracts.
- Encourage key public sector partners in the city to also look to maximise the community benefits that they are delivering through their procurement spend.
- Establish Cardiff as a recognised 'real' Living Wage City.
- Promote the business benefits of Credit Union payroll schemes to Council contractors and support and increase in Credit Union members across the city.

Next steps

Employment Pathways & Volunteering

Overseeing the further development of Into Work Services:

- Improve employer engagement.
- Improving the use of work experience and volunteering as pathway into work.
- Improve data sharing with the DWP, Careers Wales and partners.
- Ensuring Community Learning fully aligns with needs of the job market and reviewing vocational and entry level training and pathways into careers.

Socially Responsible Procurement

- Establish Cardiff as a recognised real 'Living Wage' city.
- Maximising the delivery of Community Benefits through council contracts.
- Establish an on line Community Benefits tool.
- Encourage key public sector partners to maximise community benefits delivered through procurement spend.

Ensuring the needs of the most vulnerable are met

- Overseeing development in other areas that are key to tackling poverty to ensure the needs of the most vulnerable are met e.g. Education & Youth Services, Advice Services, Early Help, Homelessness, Children Services, JCP.

2.4 Programme – Total Street

The vision of the programme is *‘Transformed and integrated services, delivered by highly productive, valued and supported staff, in a way that ensures a high quality, well-managed street scene to engaged communities and the city of Cardiff’.*

The key aims and outcomes of the programme are:

1. Joined up Council services to keep streets clean and well maintained within existing budget levels.
Outcome – to provide effective, efficient and aligned service delivery focusing on delivering the best for citizens, communities and the city.
2. Proactive approach to street and public space enforcement to control concerns of litter, dog fouling and fly tipping.
Outcome – to deliver a zero tolerance approach to anti-social behaviour relating to street scene to improve behaviours of a minority number of citizens who adversely affect communities.
3. Improve records relating to assets, inspection and maintenance to support effective and efficient digital service provision.
Outcome – to deliver end-to-end management and maintenance of assets relating to defects and remove failure demand.
4. Boost recycling rates by placing a focus on education, community engagement, behaviour change and the delivery of sustainable complementing services such as re-use.
Outcome – to deliver legislative requirements on recycling whilst ensuring shaping of services through citizen engagement.
5. Deliver long term recycling infrastructure, including Household Waste Recycling and Re-Use Centres to meet the demands from growth whilst promoting recycling and re-use.
Outcome – to deliver legislative requirements on recycling whilst ensuring recycling and re-use centres support citizen demand.
6. Grow the ‘Love Where You Live Campaign to support residents, businesses, community groups and local/nation campaign groups to improve engagement and ownership for their local community and the broader environment.
Outcome – to deliver a sustainable volunteering and partnership approach to improve outcomes for neighbourhoods and foster robust communities that reduce waste and adopt re-use.
7. Deliver digitalisation through the services delivered to improve effectiveness and efficiency whilst securing an improved customer experience.
Outcome – improving business process and digitalising will remove waste, improve timeliness of service and provide an improving customer experience.

8. Develop a commercial and collaboration strategy to support service provision for key stakeholders in Cardiff and with regional partners.

Outcome – to deliver sustainable services that support improving consistency across the city of Cardiff and the region.

- **Waste (Bartec) Project**

The Waste Management Domestic Collections team required a replacement back office system to replace existing, unsupported software. This provided an opportunity to enhance functionality and introduce mobile technology for frontline teams as well as automate some functions, which were paper based and manual.

A new solution (Bartec) was procured and a new back office management system and in-cab mobile technology have been installed. This has enabled real time visibility of round progression, improved management information and better utilisation of resources.

Crews provide feedback via the in-cab devices on street completion information and report on events such as contaminated waste and broken bins.

A number of processes have been automated to improve service delivery and enable removal of paper work packs and manual processes.

The project team has worked closely with the Cardiff.gov App project team as the implementation of the new technology has meant that waste functions have been able to be added to digital channels.

- **Cleansing Round Re-design Project**

This project was established in September 2018 and the project team were provided with the following objectives:

- To digitalise cleansing rounds, moving away from existing paper based system and create a flexible and proactive system.
- Use a combination of litter based data and staff area knowledge to intelligently inform round changes.
- To establish operational efficiencies and savings.
- Review options to reduce core fleet.
- Improved links with enforcement.
- Establish improved productivity and operational efficiencies with existing staff numbers.
- Rounds to better allow for flexibility with sickness and holidays.
- Explore the opportunity to create teams to carry out specific requirements, i.e. bins, shop fronts.

Utilising Route Smart software and workshops with staff, two trials have successfully been carried out in both the east (covering Llanrumney, Rumney and parts of Pentwyn Ward) and the west (Ely and Caerau) of Cardiff. A mid-way review of the pilot has shown improvements in LEAMs (Local Environmental Audit and

Management System) scores in all areas. The project team has captured lessons learned that will further enhance the review, for example ensuring supervisors support and link up with staff towards the end of their shifts to resolve any issues that arise.

Trade Unions and staff have been fully consulted and involved in the redesign process, enhancing the new routes with local knowledge.

- **‘Love Where You Live’ Expanded Campaign Project**

In 2016, following an increase in litter related complaints, a strategic need was identified by Neighbourhood Services to encourage improved engagement and activity with citizens and community groups. *Love Where You Live* is a street scene project and campaign developed to create partnerships with the communities the Council serve as well as tailor services and the urban environment to enhance citizens’ lives. To date, this has delivered new Keep Tidy volunteer groups, increased volunteer litter picking hours, a roll-out of community planters and a partnership with Keep Wales Tidy. The campaign has delivered a number of successful campaigns to date and generated a total of 8,684 volunteer hours in 2017/18 (equivalent to £75,985 – at living wage). The project was also nominated for “Best Community and Neighbourhood Initiative” as part of the annual APSE awards in 2018.

The expanded campaign aims to broaden the reach of *Love Where You Live* to incorporate other community activity that will enhance this partnership approach with volunteers whilst further enabling community work. To build on the success of *Love Where You Live* while supporting the aims of the service area, it is proposed to expand the scope of the campaign in the following areas:

- Green Dog Walker campaign – Establish a system for good dog walkers to help deter dog fouling, supported by a communication campaign.
- Alleyway Friends of scheme – Provide advice, practical support and potentially resource for community groups interested in caring for and enjoying their adjacent alleyways and lanes.
- Volunteer Recycling – Establish a protocol, enabling volunteer Keep Tidy groups to separate litter so that a proportion can be recycled.
- Smoking Litter Campaign – Encourage smokers to dispose of cigarette butts responsibly.
- Refill Campaign – Align with nationwide campaign encouraging citizens to avoid single-use items.

Key achievements to date include:

- Signed up to the existing Green Dog Walker initiative, in partnership with Falkirk Council.
- Five cigarette butt bins installed across the city, designed to encourage smokers to dispose of their waste responsibly.
- Sign up to the Refill campaign, providing free public access to drinking water stations across the city.
- Community group identified to take part in a volunteer litter pick recycling pilot.
- Community group identified to take part in an alleyway greening project.

- **Sustainable Drainage Systems (SuDS) Project**

As of 7 January 2019, all Local Authorities in Wales became an authorisation body with full stoppage powers, otherwise known as a SAB (SuDS Approval Body). The Capital Ambition Delivery Team have been supporting the Planning, Transport & Environment Directorate, and more specifically the Flood & Coastal Risk Management team in preparing and resourcing for the aforementioned legislation.

Two phases were established for managing the delivery of the Cardiff SAB:

- Phase 1: Position the Council to be prepared and resourced for SuDS applications as of the 7 January 2019 deadline.
- Phase 2: Establish protocol and resource to manage the remaining key SAB functions, including inspections, maintenance, enforcement and adoption.

To date, the project team has:

- Analysed planning applications over previous four years to support resource and financial forecasts.
- Supported the establishment of an online application process while troubleshooting development issues. This is currently the only online application option in Wales.
- Undertaken team workshops and analysis of work practices to establish SAB team structure and options for the future.
- Undertaken a series of engagement workshops with stakeholder teams to establish how the wider authority will interact and support SAB.
- Established a framework of standard documents and guidance for developers.
- Worked with the Governance & Legal Directorate to establish a formal SuDS adoption agreement. This document will continue to grow and develop as SuDS solutions are established and proposed by developers.

- **64% Recycling Project**

This project has been set up to drive forward and deliver the 64% recycling target for Cardiff Council for 2019/ 20. The following broad range of initiatives have been developed as part of this undertaking:

- Targeted Campaign Phase 1: Stop Think Recycle: Regional Communications.
- Targeted Campaign Phase 2: Targeted Local Work.
- HWRC (Household Waste Recycling Centre) Education Stations.
- Commercial Recycling Skips Service.
- Single Use Plastic Consultation.
- Van Policy and Control.
- Reuse Shop.
- Increased Secondary Recycling.

To date the project deliverables have included:

- Additional staff resourced for HWRC sites.
- Identification of potential locations for additional HWRC site.
- Commencement of a South East Wales regional recycling campaign.
- Commencement of targeted local campaign with letters sent to householders that are rated either a Green (thank you), Amber (you could do a little more, here's how), and Red (you need to start recycling and here's how we can support you). It is expected the greatest gains will be from amber-rated households.

Next Steps

Localities Working Programme

This newly established Programme will replace the Total Street Programme, to ensure that the Council provides more joined up services to its residents. This is to be achieved by using a locality-based approach, using available data from across services and from citizens to inform city-wide changes to services alongside targeted interventions in communities where the levels of street cleanliness are currently below target.