

Quarter 2 Technical Appendix – Steps 2019/20

Well-being Objective 1.1

Steps	Lead Member	Lead Directorate	Q2 Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Promote and fulfil children’s rights by building a Child Friendly City in partnership with UNICEF UK between 2018 and 2021.	Cllr Sarah Merry	Education	<p>Cardiff is progressing towards becoming a ‘child friendly city’ where all children and young people have an equal chance to thrive and reach their potential. The Child Friendly City strategy was launched in November 2018 with partners and progress is being monitored via a delivery plan.</p> <p>The participation of children and young people in their own education, through the involvement of young people in the programme, continues to improve. Schools have made significant achievements towards becoming Rights Respecting. Since September 2018, 44 schools have registered for the award, 33 schools have achieved Bronze: Rights Committed, 9 schools have achieved Silver: Rights Aware.</p>	G	G		
<p>Deliver the new schemes within the £284m ‘Band B’ programme of school investment between April 2019 and 2024 to:</p> <ul style="list-style-type: none"> • Increase the number of school places available; • Improve the condition of school buildings; • Improve the teaching and learning environment. 	Cllr Sarah Merry	Education/ Economic Development	<p>Plans for the next phase of investment in the school estate, Band B, are being progressed.</p> <ul style="list-style-type: none"> • The design of the new Fitzalan High School is underway. • St Mary the Virgin is due to go to tender in the spring. • The consultation for the Doyle Avenue scheme has ended and is being considered by the Welsh Government, due to changes to sixth form provision outlined in the proposal. • The consultation for Early Years, Primary and Secondary School Provision to serve Adamsdown and Splott is due to end on the 4th November 2019. • Cathays is ongoing. 	A	A		

			<p>Detailed design work is also being undertaken on proposed Section 106 schools in new housing developments, including St Edeyrn's with Persimmon and Plasdŵr with Redrow.</p> <p>Prior to the completion of the Band B school investment programme there are challenges in relation to meeting sufficiency requirements, particularly for secondary and additional learning needs (ALN) places, and short to medium term risks relating to poor building assets that need to be addressed.</p>				
<p>Deliver a strengthened programme of academic and vocational provision for learners educated outside of mainstream settings to improve learner outcomes during the academic year 2018/19 and beyond.</p>	<p>Cllr Sarah Merry</p>	<p>Education</p>	<p>Provisional 2018/19 results for year 11 learners educated other than at school (EOTAS) will be available in Quarter 4. In 2017/18, performance of this group was too low.</p> <p>Improved tracking and monitoring systems have enabled more scrutiny and challenge of the progress made by EOTAS learners. Quality assurance of EOTAS provision has also improved. The Local Authority is working with schools to reduce the number of learners moving in-year between schools, with many not on a mainstream school roll but classified as EOTAS. Options to secure appropriate provision are being implemented and a Hard to Place panel is being piloted in October 2019.</p>	<p>A</p>	<p>A</p>		
<p>Reshape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need from 2018 to 2022.</p>	<p>Cllr Sarah Merry</p>	<p>Education</p>	<p>Good progress is being made to prepare for ALN Reform. An ALNET Regional Implementation Plan and a regional ALN Professional Learning Plan have been established, based on school and local authority audits of 'ALN readiness'. Schools are working together in ALN Clusters, supported by the Local Authority and Regional ALN. The date for reform has been extended by a year to 2021.</p> <p>Four special school projects have been included in the Band B 21st Century Schools Programme. Seven additional projects were delivered in 2017/18, to increase specialist resource base and special school places, in both English and Welsh medium sectors. However, the demand continues to increase and the Local</p>	<p>A</p>	<p>A</p>		

			<p>Authority continues to rely on placements in the independent sector.</p> <p>Stronger systems for monitoring the quality and impact of ALN provision in schools is needed. The Local Authority is working with schools and the Central South Consortium to embed effective provision mapping, self-evaluation and improvement planning processes for ALN/inclusive practice. This would strengthen schools' capacity to identify and address needs early on, as well as through school-to-school working and take-up of training.</p>				
Support Cardiff schools to move towards a new curriculum, and to respond to new qualification and assessment frameworks, with effect from Autumn 2019 until 2022.	Cllr Sarah Merry	Education	<p>Curriculum for Wales 2022 seeks to allow for a broadening of learning, supporting settings and schools to be more flexible in their approaches, and provides education leaders and practitioners with greater agency, enabling them to be innovative and creative.</p> <p>The consultation period for the new curriculum closed in July 2019 and feedback will be considered by education professionals involved in its development. The Curriculum for Wales 2022 guidance will be made available in January 2020, for rollout in September 2022 for all year groups in primary school and year 7 in secondary schools. The curriculum will roll out to Year 8 in September 2023 and year on year until it is introduced to Year 11 in 2026.</p> <p>There continues to be active engagement of teachers and leaders in the shaping of a new curriculum for Wales in a number of Cardiff schools. However, there are a number of challenges, including:</p> <ul style="list-style-type: none"> • Attracting and securing a high-quality workforce for schools, particularly in the context of changes to Initial Teacher Education (ITE), and • Ensuring that new qualifications meet the needs of learners in Wales, and that schools have plenty of time to plan and prepare effectively. 	A	A		

<p>Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management, targeting increased investment in schools that require priority action by March 2020.</p>	<p>Cllr Sarah Merry & Cllr Russell Goodway</p>	<p>Education & Economic Development</p>	<p>Approximately £3.5m of maintenance work has been completed on the schools estate over the summer period with an ongoing focus on statutory obligations compliance. Development of the 2020-21 Capital Preventative Maintenance Programme for the schools estate is on target for finalisation in Quarter 4.</p> <p>The 2019 winter works Asset Management Programme has been commissioned, including prioritising Health & Safety, Fire Risk Assessment and suitability works. The 2019 summer works Asset Management Programme is due to be completed by October half term.</p> <p>Ensuring that all council departments have the capacity to deliver the School Asset Renewal Programme remains a challenge.</p>	<p>G</p>	<p>A</p>		
<p>Support young people into education, employment or training by delivering the Cardiff Commitment, with a focus during the academic years 2018/19 and 2019/20 upon:</p> <ul style="list-style-type: none"> • Creating school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region; • Introducing targeted programmes of support and mentoring for young people; • Rolling out the 'Open Your Eyes' careers week to seven secondary school clusters. 	<p>Cllr Sarah Merry</p>	<p>Education & Economic Development</p>	<p>A provisional 2018/19 figure for the proportion of year 11 learners progressing to education, employment or training will be available in Quarter 3. The figure for 2017/18 is 98.3% (54 out of 3,153 school leavers not progressing), which represents sustained improvement. In 2012/13, the proportion of year 11 learners not progressing was 4.9% (174 school leavers), the highest in Wales.</p> <p>Open Your Eyes Week, which provides the opportunity for schools to engage with businesses around occupations and career pathways, is being arranged for 54 primary schools and nine secondary schools in Cardiff. The One Million Mentors programme has been launched in seven secondary schools. The Mini Police Programme was delivered to 21 primary schools and will be rolled out to 21 schools again this year.</p> <p>201 organisations have been engaged to date to support the Cardiff Commitment initiative from the public, private and third sectors.</p>	<p>G</p>	<p>A</p>		

			In terms of targeted intervention, progression for key groups of learners such as EOTAS and Looked After Children is a priority. Data management is improving to provide a clearer picture of the challenges faced by young people in transitioning Post-16, and will help to inform improved levels of support and opportunity for school leavers in all settings.				
Launch the 'Cardiff 2030 Vision for Education' by December 2019.	Cllr Sarah Merry	Education	<p>Extensive engagement work to develop the Vision has been undertaken, with research and a series of engagement events undertaken to capture a wide range of views and perspectives. This has included school staff, children and young people, governors and partners – including higher/further education and employers. <i>Cardiff 2030</i> sets out an ambitious vision, underpinned by two themes, five goals and priority commitments. City-wide partnership and children's rights are key to the approach, recognising that Education is Everybody's Business and that Cardiff is aspiring to be a UNICEF Child Friendly City.</p> <p>Building on progress that has been made in delivering Cardiff 2020, the new ten-year vision for Education in Cardiff was signed off by the Cabinet in October 2019 and will be launched in November '<i>Cardiff 2030 – A Ten-Year Vision for a Capital City of Learning & Opportunity</i>'.</p>	G	G		
Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to Children and Young People Emotional and Mental Health Support.	Cllr Sarah Merry & Cllr Graham Hinchey	Education, People & Communities and Social Services	The proposed structure for the Adolescent Service has been drafted and shared with the Trade Unions following consultation with staff. Regional plans have been confirmed and posts advertised. Work has commenced with partners to develop a robust set of tools, approaches and training to effectively support young people with emotional, behavioural or mental health issues.	A	A		

			<p>A whole system approach to therapeutic interventions and support – spanning a child’s journey from Early Help through to adoption – has been developed with key partners, through the Regional Children’s Partnership Board. This will be commissioned with Integrated Care Fund (ICF) funding.</p> <p>Ensuring that children and young people are ready and able to learn, and can easily access support to promote their emotional, mental and physical well-being is a key priority in both the <i>Cardiff 2030 Vision</i> and <i>Child Friendly City Strategy</i>, and has been highlighted as a priority for children and young people. In supporting schools to strengthen the provision for pupils with emotional health and well-being needs:</p> <ul style="list-style-type: none"> • A draft well-being and resilience pathway for schools has been developed. • Good practice case studies relating to emotional health and well-being are being reviewed for dissemination. • Resilience Workers are in post. A shared multi-agency graduated response for emotional health and well-being is being developed in partnership with the University Health Board. • Additional ACE ambassador training is being planned for roll-out to Cardiff schools. <p>However, exclusions in the primary phase continue to rise reflecting the increasing needs of younger learners. The Local Authority is therefore undertaking a review of exclusions, including piloting Capita Analytics to improve data analysis and improving systems for monitoring and evaluating Pastoral Support Plans.</p>				
Develop a new delivery model for an integrated early help and prevention service for families, children and young people by March 2020, with the aim of	Cllr Graham Hinchey	People & Communities and Social Services	Since the ‘soft’ launch of the Early Help Gateway in April, the Institute of Public Care has been commissioned to identify good practice models for early help and prevention services across the	G	G		

<p>reducing the impact of adverse childhood experiences on their well-being:</p> <ul style="list-style-type: none"> • Launching the new delivery model by June 2019 that will bring together a variety of multi-agency provision across three distinct services – Family Gateway, Family Help and Family Support; • Reviewing the current arrangements within the Multi-Agency Safeguarding Hub (MASH) to take account of the new Early Help Service. 			<p>UK. On completion the findings will be used to inform service development.</p> <p>Family Network Meetings, designed to work out a Safety Plan for keeping children safe, well and happy, are taking place. Positive feedback has been received from families and social workers and awareness raising will continue to ensure that social workers have a full understanding of the process.</p> <p>A governance board to oversee practice and performance across the whole system from Early Help to the Multi Agency Safeguarding Hub (MASH) has been set up and is attended by all key stakeholders. An operational group is driving forward a review of policies, procedures, practice and performance across the MASH partnership and key priorities have been established. Plans are underway to hold a workshop in Quarter 3 to set a five-year vision for multi-agency safeguarding within Cardiff.</p>				
<p>Enable more children to be placed nearer to home by March 2020 by:</p> <ul style="list-style-type: none"> • Developing a comprehensive placement commissioning strategy to map need against resources and influence the local market to provide a range of provision to meet the needs of Children Looked After; • Increasing the number of Local Authority foster carers (including kinship carers); • Increasing the range of local residential provision by commissioning 20 new placements; Working with the regional 	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>The Children’s Commissioning Strategy has been revised following further input from the Children’s Management Team and will be presented to Cabinet in November 2019. The Strategy provides evidence of need and sets out a direction of travel for the next three years. Work to take forward some of the key priorities has commenced, such as engagement with fostering and residential providers and development of specifications for a Family Reunification Service and Family Group Conferences.</p> <p>In relation to fostering, a significant social media and online marketing and recruitment campaign was progressed during Quarter 2 and the volume of enquiries continues to be high. Further campaigns will target Black, Asian and Minority Ethnic (BAME) communities for foster carers to reflect Cardiff’s diversity. At present, the number of children placed within ‘in-house’ fostering remains stable, although the number of enquiries</p>	<p>A</p>	<p>A</p>		

<p>adoption service to increase the number of adoptive placements.</p>			<p>remains high and 28 full assessments were ongoing as of 30th September 2019. The number of children in kinship arrangements has increased from 74 at 31st March 2018 to 113 at 30th September 2019.</p> <p>A steering group has been established to take forward the development of a new residential children's home for young people aged 16-19. The National Youth Advocacy Service (NYAS) are developing proposals for how best to secure young people's engagement in the process. Following individual sessions with providers, at least four residential providers have expressed an interest in opening new homes in Cardiff in the future. A business case for an emergency residential home is to be developed.</p>				
<p>Develop a place-based approach to enhancing well-being and protection for vulnerable children and families, trialling new ways of working in an area of the city by March 2020</p>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>Following an analysis of existing demand across the city, three locality areas have been identified and teams have been assigned to these areas in consultation with managers. Plans are in place for a virtual launch of locality working early in Quarter 3, where senior management arrangements will change and the allocation of new cases to teams will be based upon the child's home address. This approach will be further strengthened by the relocation of teams with the North team to be based in Hafan Gobaith, the East team in St. Mellons and the South team in County Hall. Social workers will retain their current cases, so there will be minimal disruption for families as to any changes will occur at the next appropriate case transfer point. Initial steps have been taken to develop partnership working within the localities and a workshop has been organised for Quarter 3.</p>	<p>A</p>	<p>G</p>		

<p>Ensure the best outcomes for children and young people for whom the Council has a responsibility by:</p> <ul style="list-style-type: none"> • Increasing the accommodation and support for care leavers by March 2020; • Improving the care planning arrangements for Children Looked After by reducing the time taken to progress cases through the court process; • Improving transition and progression into education, employment or training for care leavers by March 2020; • Improving educational outcomes for Children Looked After. 	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>The Pathway Plan document has been reviewed and is due to be implemented in Quarter 3 when the process for Pathway Assessments has been confirmed. . Consistent representation on Residential and Resource Review Panels is ensuring that children looked after are known to Education, and support is shared across all services. The leaving care team and personal advisers will now be line managed alongside other adolescent services to ensure a more coherent service is delivered. Close working relationships have also been developed with the housing gateway to ensure there is a strategic approach to meeting the accommodation needs of this group of young people.</p> <p>Compliance with court timescales has improved and the Care Planning Practice Guidance to support social workers to progress cases through the Court process in a timely manner continues to be developed. Specific court skills training has been commissioned and the service has been restructured to better reflect the child’s journey.. More work with teams is required to ensure that legal requirements (such as deadlines and document formats) are understood and met.</p> <p>The integration of the Bright Start Service into the Into Work Service has provided an opportunity for education and training opportunities to be expanded for children looked after. The young people have been able to access the Bike Scheme and now use their bike to attend their various work placements. Young people unable to use public transport due to personal issues have benefited greatly from the Bike Scheme. .</p> <p>Work has been undertaken between the Social Services and Education Directorates to allow the Education directorate to lead on Personal Education Plans. There are still a number of children for whom education provision is lacking, particularly in relation to delays in arranging provision for children placed out of area. More</p>	<p>A</p>	<p>A</p>		
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			robust processes and early notifications to Education to support interventions are required.				
Support young carers and care leavers with a range of interventions, including into work support, trialling assistance with transport needs and wider well-being provision	Cllr Graham Hinchey	Social Services	Following a successful ICF bid, a Development Officer for young carers is now in post. A clear pathway for assessments has been developed and is being disseminated to partners. Partnership working with Education continues and governor training is being planned. The production and dissemination of a policy for young carers and associated e-learning is in progress and our contribution to the development of a joint strategy with the Vale of Glamorgan is ongoing.	G	G		

Well-being Objective 1.2

Steps	Lead Member	Lead Directorate	Q2 Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include:</p> <ul style="list-style-type: none"> • Commencing a phased implementation of the new model of Community Resource Team, including the Get Me Home Plus Service, to improve and expand the provision to enable people to remain independent at home; • Developing a new way of delivering domiciliary care by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy; • Implementing the 'Discharge to Assess' model by March 2021, building on the success of the First Point of Contact (FPoC), enabling more people to be discharged safely through the development of night care services. 	Cllr Susan Elsmore	Social Services	<p>The Get Me Home Service Support (First Point of Contact Hospitals) that supports timely discharge for people with well-being needs was piloted between January and March 2019 and has now been evaluated.</p> <p>Community Resource Teams (CRT) are currently working with Vanguard to trial a different way of working to support more people to be discharged from hospital through a reablement pathway. In relation to Delayed Transfers of Care, winter pressures have over run into the spring / summer months and the University Hospital Wales has been at Level four status, described as “extreme pressure” over the summer months; the highest state of pressure for a hospital. The Local Authority is working with Health Board partners to continue to support flow in this period of sustained demand.</p> <p>The recommissioning of domiciliary care is progressing and the vision statement and purpose have been drafted. The new model is being co-produced with providers which is critical to achieving the vision of outcome-focussed, locality-based sustainable care. There are risks in the timing of the re-commissioning as the timescales align with the requirement for the domiciliary care workforce to be registered by April 2020. A relationship-based approach to commissioning is therefore crucial. The new service will be in place by November 2020.</p>	G	A		
<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding their housing needs and aligning work between Council and Health Services including:</p>	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities	<p>Work on Clos Y Nant is progressing and on target. However due to contractor issues, Brentwood Court will be completed by the end October although this is past the target date, progress has been made within the last few weeks.</p>	G	G		

<ul style="list-style-type: none"> • Working to build and refurbish 'care-ready' schemes for older people; • Developing an Older Persons & Accessible Homes Unit to provide person-centred information, advice and assistance; • Developing innovative models of care, support and nursing services. 			<p>There is public consultation underway for the Maelfa scheme. This scheme will deliver 41 flats care-ready for older people along with communal rooms and flexible space. It is intended for this scheme to be reviewed by the Planning Committee before the end of the year.</p>				
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> • Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021; • Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020; • Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council's awareness and engagement programme; • Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia; • Delivering locality-focused dementia awareness events. 	<p>Cllr Susan Elsmore</p>	<p>Social Services</p>	<p>A Dementia Friends e-learning module was successfully launched during Quarter 2 and has been supported by a programme of communication with staff.</p> <p>A project targeting a community high street is to be piloted as a new approach to dementia friendly businesses within the city.</p> <p>Consultation in relation to the Dementia Website has been completed with 266 people living with dementia providing feedback. A website content strategy is in development focusing on the creation of a forum to ensure relevant content is available, including Social Services, Telecare, Independent Living Services, Hub Services and Meals on Wheels.</p> <p>As part of awareness raising in relation to dementia, City Hall was illuminated on World Alzheimer's Day (21st September). Various events have been arranged including a memories story competition.</p>	<p>G</p>	<p>G</p>		

<p>Address social isolation and enhance quality of life of older people by developing inter-generational working with schools, Hubs, community groups, and private sector partners.</p>	<p>Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry</p>	<p>People & Communities and Education</p>	<p>Building on the success of the Independent Living Service, information, advice and assistance to hospital patients, with regards to social isolation, has been improved with the introduction of 'Get Me Home Plus' / 'Discharge to Assess'. This model allows a person's level of independence and care needs to be assessed in a familiar environment. Event planning has continued with a three-day festival held in Cardiff during September, hosting a number of intergenerational events, such as walking football, netball and cricket. In addition, reminiscence groups are being run with participants sharing their learning memories with children.</p>	<p>G</p>	<p>G</p>		
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Well-being Objective 1.3

Steps	Lead Member	Lead Directorate	Q2 Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Act as an advocate for the Real Living Wage initiative and promote its adoption by the city's employers.	Cllr Huw Thomas	Resources	<p>A Living Wage City application has been developed and was approved by the Living Wage Steering Group in September. The application will be submitted in early October and a decision will be made by the Living Wage Foundation by 11th November 2019.</p> <p>An analysis of grants paid by the Council and discussions with key directorates around the Living Wage Friendly Funder application has been completed.. The Socially Responsible Procurement Board agreed on 16th September that an application should be made and this application will be submitted in Quarter 3.</p>	G	G		
<p>Better support people into work by further integrating employment support services. This will include:</p> <ul style="list-style-type: none"> • Ensuring that the Gateway into employment is accessible across the city; • Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new Gateway by September 2019; • Providing effective employer engagement and assistance into self-employment; • Promoting and extending volunteering opportunities by October 2019. 	Cllr Lynda Thorne	People & Communities	A full service review of employment support has not yet been carried out, however a phased approach has been developed to ensure more effective integration with Adult Learning and the Into Work Advice Service. Since September 2019, all learners enrolling for the Learning for Work programme are allocated an into work mentor, therefore ensuring that learners are supported on a one-to-one basis into employment. A funding decision from Welsh Government is awaited before further work to align services can commence.	G	G		
<p>Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none"> • Providing digital access and assistance across the city; 	Cllr Lynda Thorne	People & Communities	A decision has been made for the information for landlords to be part of the Housing Options Centre website with dedicated sections for landlords. Work on this has been delayed, but is expected to be rolled out by winter 2019.	G	A		

<ul style="list-style-type: none"> • Working with private landlords to identify how the Council can help them with the change by March 2020; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Further developing the telephone advice line for customers. 							
Create more paid apprenticeships and trainee opportunities within the Council by March 2020.	Cllr Huw Thomas & Cllr Chris Weaver	Resources	The number of paid opportunities for apprentices and trainees at the end of Quarter 2 was 121 against an annual target of 125. Information regarding the process for bidding for corporate apprentices and trainees has been circulated across the Council and bids have been reviewed with decisions communicated during October. Work has taken place to ensure that qualifications can be accessed with training providers.	G	G		
Support the Foundational Economy by implementing the Socially Responsible Procurement Policy, helping ensure that local people and local communities benefit from the money the Council spends on goods and services.	Cllr Chris Weaver	Resources	<p>An evaluation of options for monitoring and managing the delivery of community benefits has identified the Social Value Portal, a Local Government Association (LGA) endorsed tool that puts a proxy monetary value on community benefits as the preferred option. An overview was presented to SMT on 1st October with an agreement reached to progress this option..</p> <p>Digital profile work is now being focused on providing a brokerage service for matching contractors to opportunities i.e. employment, training, work placements, community schemes requiring support etc. An Internal Steering Group has been established (Commissioning & Procurement, Into Work Advice Service and Cardiff Commitment) to ensure opportunities are maximised across the Council.</p>	A	G		
Deliver the Rough Sleeper Strategy, and the Homelessness Strategy, to address rough sleeping in the city by: <ul style="list-style-type: none"> • Extending the 'No First Night Out' policy: 	Cllr Lynda Thorne	People & Communities	Housing First is progressing well, with nine private sector tenancies in place, including the first prison leaver housed through the scheme. In recognition of the complexity of issues associated with homelessness, initial work to establish Multi-Disciplinary Team	G	A		

<ul style="list-style-type: none"> • Extending the capacity of the Housing First scheme to make better use of the private rented sector; • Building on the multi-agency team around rough sleepers to include substance misuse, probation and mental health services; • Implementing the diversionary pathway for anti-social behaviour and begging in partnership with South Wales Police. 			<p>reporting has been undertaken and is currently being refined. Safeguarding referrals are now also being monitored, with around 20 referrals recorded to date.</p>				
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Well-being Objective 1.4

Steps	Lead Member	Lead Directorate	Q2 Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> • Implementing the Child and Adult Exploitation Strategy to encompass new and emerging themes of child and adult exploitation; • Initiating regional discussions with the Vale of Glamorgan Council by March 2020 to develop a joint regional Child and Adult Exploitation Strategy; • Implementing the new All Wales Adult Safeguarding Procedures by March 2020 – in consultation with staff and partners – to ensure that adults at risk are protected from harm. 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>The Exploitation Strategy has been developed with work with key partners ongoing to finalise the Strategy and action plan. The strategy covers all forms of exploitation relating to children and adults across Cardiff and the Vale of Glamorgan</p> <p>The new Wales Safeguarding Procedures have been finalised and will be launched in partnership with Welsh Government and Cardiff and Vale Regional Safeguarding Boards during National Safeguarding week 2019 (18th – 24th November). An ‘app’ that will give access to a digitalised version of the Wales Safeguarding Procedures will be released simultaneously.</p>	G	A		

<p>Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:</p> <ul style="list-style-type: none"> • Refreshing the Signs of Safety Implementation Plan to embed strengths-based practice in partnership with families to support children to remain at home, supported by a safety plan by March 2020; • Establishing and embedding strengths-based practice in Adult Services by March 2022. 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>Signs of Safety briefing sessions have continued throughout Quarter 2 and staff feedback has indicated that the sessions are helping to improve their knowledge of the approach. Collaborative Conversations strength-based training has continued to be rolled out across Adult Services with positive feedback received from all of the teams who have experienced it.</p>	<p>G</p>	<p>A</p>		
<p>Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a 'Healthier Wales' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible.</p>	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>Please see above update re: empowering people to remain independent at home.</p>	<p>G</p>	<p>A</p>		
<p>Implement the Council's Corporate Safeguarding Policy by March 2020 to ensure an effective approach to implementation is embedded across the Council.</p>	<p>Cllr Chris Weaver</p>	<p>Social Services</p>	<p>The Corporate Safeguarding Service Manager was successfully appointed in Quarter 2 and will lead on the implementation and delivery of Council's Corporate Safeguarding Policy action plan.</p>	<p>G</p>	<p>A</p>		
<p>Continue to develop and support the workforce by:</p> <ul style="list-style-type: none"> • Implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016 and ensuring that all internal and 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>Progress in relation to Implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act continues to be taken forward, though a need to accelerate delivery is recognised. Of the 1,500 care staff, just under one-third (489) are registered, despite the increase from 285 in Quarter 1. The requirement to register social care staff, and the consequences of</p>	<p>R</p>	<p>R</p>		

<p>external domiciliary care workers are appropriately qualified and registered by March 2020;</p> <ul style="list-style-type: none"> • Delivering a reduction in agency workforce and vacancies in the Children’s social workers workforce by implementing a recruitment and retention strategy and refreshed workforce plan. 			<p>non-compliance, continues to be promoted. To this end, there is now greater contact with managers as well as improved information sharing with care workers through training events. Care managers continue to be supported to utilise the option of ‘Confirmed Competence’ of experienced staff as a route to registration. Social Care Wales have informed the sector that registration needs to be applied for by the end of January 2020 in order for applications to be processed on time. This applies considerable added pressure for ensuring compliance..</p> <p>Social worker vacancies in Children’s Services for Quarter 2 stand at 34.6%, up from 31.6% in Quarter 1. A post to drive forward recruitment and retention has been created and the post-holder took up post during the quarter. Timescales for the recruitment process are improving and a significant number of offers of appointments have been expedited through to offer / start date. Other process improvements to remove barriers and accelerate recruitment have been enacted, including the introduction of weekly interview windows to expedite the recruitment process. This has increased throughput of candidates into the time to recruit workflow. During Quarter 2 there have been 11 new starters and 13 leavers with another 14 with start dates next quarter, resulting in a net positive position. Next steps include identifying additional requirements to build a ‘Social Work Cardiff’ brand, and developing a process for recruiting into hard-to-fill roles and talent-banking candidates.</p>				
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<p>Deliver a three-year plan that combines service and financial planning for Adults and Children’s Social Services.</p>	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>The Children’s Services “Delivering Excellent Outcomes” Strategy is complete and was presented to Cabinet in July. The delivering Excellent Outcomes programme continues to drive forward service improvement across a number of projects. Plans are also in place to co-develop the Adult Services Strategy with service users and this strategy is due to be presented to Cabinet in the next financial year. Both these strategies set out a range of priorities which align improved outcomes for people with the most cost effective course of action.</p>	<p>A</p>	<p>A</p>		
<p>Support people with learning disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Implementing a Regional Learning Disabilities Commissioning Strategy by March 2020; • In collaboration with the University Health Board, implementing the recommendations of the Community Services Review on the future model of the service by March 2020. 	<p>Cllr Susan Elsmore</p>	<p>Social Services</p>	<p>Joint work streams for the key priorities outlined in the Joint Commissioning Strategy for Adults with Learning Disabilities “Promoting Independence and Improving Lives” 2019-2024 have been established with relevant partners and stakeholders. All eight work streams will have their first meeting by the middle of November 2019. .</p> <p>The Assistant Director of Adult Services is co-chairing a project with the Assistant Police and Crime Commissioner to develop mental health pathways. It is anticipated this work will overtake the Community Services Review in setting the strategic direction for adult mental health services across Cardiff and the Vale of Glamorgan.</p>	<p>A</p>	<p>A</p>		

<p>Complete a service review of the Youth Offending Service by 2020 and review the effectiveness of interventions by the service, in order to reduce offending/ re-offending rates.</p>	<p>CLlr Graham Hinchey</p>	<p>Social Services</p>	<p>In relation to Youth Offending, the Prevention Service has been established, and is continuing to develop close and effective working relationships with the Neighbourhood Policing Teams. A South Wales Police review is currently being carried out into the role of the Police School Liaison Officers, and the Youth Offending Service (YOS) Prevention Service will need to link into this review and its developments.</p> <p>There is also a need for greater strategic alignment in addressing school exclusions and this work has commenced with the Education directorate. Planned work to review existing structures will be taken forward in Quarter 3.. Research regarding national best practice for a range of interventions has also been deferred to Quarter 3 as managers have prioritised work with serious, high-profile cases in Quarter 2.</p> <p>The YOS Management Board has been re-launched with significantly extended membership so the planned review of Information Sharing Protocols will be taken forward in Quarter 3. The Youth Justice Plan was agreed by the Management Board and submitted to the Youth Justice Board within the prescribed timescale. Cardiff YOS has received an offer from the Youth Justice Board to assist with its National Standards Audit with respect to Out of Court Disposals, which the YOS has accepted. The audit period is September 2019 to March 2020, with the self-assessment being submitted by the end of April 2020.</p>	<p>A</p>	<p>A</p>		
<p>Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the commissioning of a regional service for male victims.</p>	<p>CLlr Susan Elsmore</p>	<p>People & Communities</p>	<p>Preparations to commission a male victims service are underway in collaboration with the Vale of Glamorgan and Bridgend Councils. The region is also exploring options to extend existing perpetrator programmes and looking at supporting schools with the wwhole school approach to Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV).</p>	<p>A</p>	<p>A</p>		

<p>Deliver a co-ordinated local response to the UK leaving the European Union, including:</p> <ul style="list-style-type: none"> • Putting in place local support to enable EU Citizens in Cardiff to access the EU Citizen Settlement Scheme by April 2019; • Responding to any civil contingencies emerging from a disruptive or 'no deal' Brexit; • Ensuring a cross-public service approach to services and communications through the Cardiff Public Services Board. 	<p>Cllr Huw Thomas & Cllr Lynda Thorne</p>	<p>People & Communities and Resources</p>	<p>The Council's Corporate and Directorate Risk Registers are regularly reviewed with Brexit identified as a corporate risk. Business Continuity Plans have been reviewed in response to Brexit and Assurance Statements have been provided by each Directorate in March and again in August to focus on No Deal given the Auditor General's Assessment that a 'No Deal' Brexit 'remains a possible outcome; for which public services in Wales need to be prepared'.</p> <p>The Council's Senior Management Team now consider Brexit risks on a fortnightly basis and the Leader updated Council on Brexit in September. Nominated officers have been identified in each Directorate to lead on Brexit response planning and a Cardiff Council Brexit Issues Register has been developed which consolidates all identified risks, issues and mitigating actions. The Register responds to all major issues identified in relation to Brexit and, following a review, there are no gaps between the Council's assessment work and the reports produced by Welsh Government and the Welsh Local Government Association (WLGA).</p> <p>Following work with the WLGA, Grant Thornton and other Local Authorities, the WLGA concluded that "To the extent that preparation for a 'No deal' Brexit is possible, WLGA is confident that Local Authorities have taken sensible, proportionate steps and are as prepared as they can be. The coming weeks will determine if their contingency plans and measures have to be put into practice or whether this has been an expensive and time-consuming diversion from the ongoing delivery of vital council services to local residents."</p>	<p>G</p>	<p>G</p>		
<p>Implement the Welsh Government Cohesion Action Plan and review local delivery from 2019/20.</p>	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>	<p>To support the citizen engagement strategy, a Youth Community Cohesion Group has been established, with the first group being attended by 45 young people from across Cardiff to discuss knife crime and serious violence.</p>	<p>G</p>	<p>G</p>		

			<p>Hate crime training is being scheduled for Quarter 3 in partnership with Victim Support, who are funded by the Welsh Government to deliver high-quality training and support to victims in Wales. Two events were delivered in partnership with Butetown Community Centre and the Ethnic Youth Support Team (EYST) to celebrate and recognise the contribution of the Windrush Generation to Wales.</p> <p>The Council was successful in applying for in-kind support to develop a regional campaign on Welsh identity and belonging, and will be working with the private sector to develop this campaign during Quarter 3 and Quarter 4.</p> <p>Approximately 16 UK and European Cities will be attending the trans-national conference that Cardiff will host in Quarter 3 on 'Developing Social Inclusion Narratives at the Local Level', providing an opportunity to share knowledge and best practice in this area.</p>			
Implement the Home Office Counter Extremism Strategy and review local delivery from 2019/20.	Cllr Lynda Thorne	People & Communities	<p>Work is ongoing to build links and effective networks with partners. Links have been developed with the Think Safe exploitation team and the team is now delivering training sessions around radicalisation and extremism.</p> <p>Funding has been secured from the Home Office for a large communication campaign relating to Building a Stronger Britain Together, covering the South Wales area. Funding has also been made available by Welsh Government to highlight harmful narratives, positive narratives, promote the history of Cardiff and the positive contribution of the city's diverse communities.</p>	G	G	
Develop an action plan to deliver the outcomes of the Young People and Drugs Joint Scrutiny Committee Report within six months of the Scrutiny report being approved	Cllr Lynda Thorne	People & Communities	Work has been undertaken to develop an action plan with partners and this will be taken to the Delivery Board in November followed by Scrutiny in December for approval.	G	A	

<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> • Delivering a new three-year programme of Neighbourhood Renewal Schemes; • Completing Phase 2 of the Maelfa redevelopment scheme by summer 2020; • Implementing priority schemes identified in the Estate Regeneration Programme; • Progressing opportunities for funding through the Targeted Regeneration Investment Programme. 	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>	<p>Design work is ongoing for Lower Llanrumney & Roundwood, and further consultation for Roundwood is planned during October. Design work for the Year 1 Neighbourhood Regeneration Scheme has taken place.</p> <p>The Maelfa shopping centre has been demolished and phase 2 is now underway. Funding bids have been approved for one Targeted Regeneration Investment Programme (TRIP) and further bids are being investigated..</p>	<p>G</p>	<p>G</p>		
<p>Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties.</p>	<p>Cllr Lynda Thorne</p>	<p>Resources</p>	<p>The Conwy proactive data matching exercise with the National Fraud Initiative has been reviewed. A "How to" guide has been developed which incorporates the lessons learnt. Further data cleansing is being carried out to identify landlords and agents who still need to comply with the registration and licensing scheme.</p> <p>In relation to supporting Local Authorities to improve energy efficiency in the private rented sector, a third-party contractor has submitted a bid for Warm Homes funding, which will aid landlords to fund energy efficiency improvements to private rental properties</p>	<p>G</p>	<p>G</p>		
<p>Continue to deliver the Community Well-being Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the City Centre, Butetown and Ely; 	<p>Cllr Lynda Thorne & Cllr Susan Elsmore</p>	<p>People & Communities</p>	<p>The plans for improvements to Whitchurch & Rhydypennau Wellbeing Hubs have been finalised, however, ICF funding bids have yet to be determined so projects cannot progress to appointment of preferred contractor.</p> <p>The TRIP funding application is waiting for Welsh Government feedback which makes the funding position unclear.</p>	<p>G</p>	<p>A</p>		

<ul style="list-style-type: none"> • Working with the Health Board on the Cardiff Royal Infirmary and other Wellbeing Hubs; • Exploring opportunities for investment in Community Well-being Hubs; • Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers. 			<p>Four Community Inclusion officers have continued to make links within communities by setting up groups to alleviate isolation – such as gardening clubs, social cafés, links with Rotary Club, Age Connects, friends groups etc. A health & wellbeing event was also delivered with over 20 health advice providers in attendance & 300 clients in attendance. Further events have been planned which will link to national campaigns and community need.</p>				
<p>Promote and support the growth of the Welsh Language to help meet the Welsh Government’s ‘Cymraeg 2050: A million Welsh speakers’ strategy by:</p> <ul style="list-style-type: none"> • Delivering Cardiff Council’s commitments in the city-wide Bilingual Cardiff Strategy 2017-2022; • Expanding the provision of Welsh-medium education and promoting Welsh in English-medium education. 	<p>Cllr Huw Thomas & Cllr Sarah Merry</p>	<p>People & Communities and Education</p>	<p>The Cardiff Bilingual Forum met in September and welcomed new members to the group. It was proposed that the Action Plan and future events are publicised/advertised 'digitally'. To support this it is proposed that a Twitter account is created for the Forum and that partner organisations take it in turns to 'manage' the account to promote the activities they are undertaking in relation to the city-wide strategy.</p>	<p>G</p>	<p>G</p>		
<p>Work with partners to develop strategic plans for the development of sport and physical activity by March 2020 that secure increases in participation, attract investment and ensure sustainability of provision.</p>	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>	<p>Sport Wales have set out a new delivery model for sport and physical activity with the intention of abolishing the existing agreements with the 22 Local Authorities across Wales and establishing four regional delivery partnerships. Sport Wales will then invest in the four regions with each regional board having responsibility for strategic direction, action planning and delivery for sport and physical activity. As a result the Council’s collaborative work to develop a specific Cardiff strategy has been delayed.</p>	<p>G</p>	<p>G</p>		

			The Playing Pitch Strategy has reached its Stage 3 draft report and a stakeholder meeting has been hosted by consultants. A final report with recommendations will be completed by Quarter 3.				
Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality	Cllr Peter Bradbury	Economic Development	Since April this year a total of 10,178 volunteer hours have contributed to the development of parks and green spaces in the city equating to £83,567 in monetary value using the National Living Wage.	G	G		
Work in partnership with Welsh Water to re-open the Lisvane and Llanishen Reservoir sites for recreational purposes and re-introduce sailing to the Llanishen reservoir.	Cllr Peter Bradbury	Economic Development	A Project Board has been established which includes representatives from the Council. An advertisement has been placed and applications received for a Partnership Manager Post.	G	G		

Well-being Objective 2.1

Steps	Lead Member	Lead Directorate	Q2 Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Progress delivery of a new Indoor Arena to attract premier national and international events.	Cllr Russell Goodway	Economic Development	Procurement was launched on 20 th August for a consortium for the delivery and operation of the new Indoor Arena. The Procurement is still on target to be completed at the end of Quarter 4.	G	G		
Grow the city centre as a location for businesses and investment delivering an additional 300,000ft2 of 'Grade A' office space by 2021.	Cllr Russell Goodway	Economic Development	A new internet bank has selected Cardiff as its location, and the identity of the bank will be announced shortly. Parts of Capital Tower have recently been refurbished into good-quality office space for the growing interest from creative and technology businesses.	G	G		
Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station which sits at the heart of the South Wales Metro and the Integrated Transport Hub.	Cllr Russell Goodway	Economic Development	UK Government has announced funding support of £58.3m towards the upgrade of Central Station, which now completes the required funding package. Work to develop a masterplan vision has now commenced.	G	G		
Bring forward a new mixed-use development at Dumballs Road through the delivery of 2,000 homes by 2022	Cllr Russell Goodway	Economic Development	A new planning application for the new mixed-use development at Dumballs Road is being prepared. A report to Cabinet is scheduled for Quarter 3.	G	G		
Deliver an Industrial Strategy for Cardiff East, which will support the progression of the Cardiff Parkway development	Cllr Russell Goodway	Economic Development	The new Industrial Strategy and proposed next steps will be presented to Cabinet in Quarter 3.	G	G		
Develop a new vision and masterplan for Cardiff Bay by 2020 including taking forward delivery of the next phase of development for the International Sports Village by 2019	Cllr Russell Goodway	Economic Development	New development strategy proposals for revitalising the International Sports Village (ISV), including the Toys R Us building, will be presented to Cabinet for a decision in October 2019.	G	G		

Launch a new masterplan for the Cardiff Canal Quarter by April 2020	Cllr Russell Goodway	Economic Development	Procurement of the Indoor Arena is progressing and is on target to be completed by March 2020. A new masterplan for the Canal Quarter will only be released if the Motorpoint Arena becomes redundant.	G	G		
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development and Planning, Transport & Environment	An update for the Metro Central was provided to City Deal Cabinet in September following a UK Government funding announcement. A bid for forward funding of the initial masterplan visioning work will be presented to the City Deal Investment Panel Meeting in October.	G	G		
Develop a sustainable events portfolio which builds on Cardiff's event hosting credentials. This will include the development of a 'signature event' and establishing Cardiff as a Music City over the next 5 years	Cllr Peter Bradbury	Economic Development	The Cardiff Food and Drink Festival took place in early July, supporting over 120 small businesses and attracting in excess of 75,000 visitors to Cardiff Bay over the weekend. Work is continuing on the development of a new signature music festival for the city due to take place for the first time in October 2020. A report is being presented to Cabinet in Quarter 3.	G	G		
Support the development of the creative sector and help unlock investment opportunities by working with partners across the sector to support the growth of creative enterprises through the establishment of a Creative Accelerator programme	Cllr Peter Bradbury	Economic Development	At an event in City Hall, Creative Cardiff announced , the first of a series of investments in innovation support for a range of production companies in Cardiff. New incubation / accelerator space has been made available by the University of South Wales in their Atrium Building in the heart of Cardiff.	G	G		

Well-being Objective 3.1

Steps	Lead Member	Lead Directorate	Q2 Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Work with Welsh Government and Local Authorities to jointly explore a new programme of regional recycling infrastructure over the next three years, focused on delivering facilities to improve and extend the capability and capacity for the sustainable treatment of “difficult to recycle” materials.	Cllr Michael Michael	Planning, Transport & Environment	Welsh Government are progressing an all-Wales solution for hygiene waste. Following the offer of capital support, a bid has been made to Welsh Government to support procurement of vehicles, caddies and depot improvements.	G	G		
Meet our recycling targets by working with Welsh Government and WRAP (Waste & Resources Action Programme) to: <ul style="list-style-type: none"> Develop and deliver short-term recycling objectives by June 2019; Develop a long-term sustainable approach to the collection of residual wastes, recyclables and food waste by March 2020. 	Cllr Michael Michael	Planning, Transport & Environment	Meetings have been held with Welsh Government and key partners, WRAP and Local Partnerships, to discuss the development of a recycling strategy development and implementation project for Cardiff. A project team will be established and service options will be modelled to inform a long-term change programme. The options modelling target completion date is May 2020. The current projected recycling performance is 59% and the 64% target is unlikely to be achieved.	A	R		
Develop a citizen-based strategic plan for new and existing recycling centres, and promote improved recycling to 80% in centres by March 2020.	Cllr Michael Michael	Planning, Transport & Environment	Recycling performance for the household recycling centres has improved with Quarter 2 performance of Bessemer Close at 77% and Lamby Way at 75%. It is envisaged the 80% target will be achieved by March 2020. Work continues to tackle contamination and a lack of separation from the public. Further training and public engagement will continue over the next two quarters.	A	A		
Develop and deliver targeted interventions to promote recycling in communities to support achieving	Cllr Michael Michael	Planning, Transport & Environment	Work has progressed with regard to the management of contamination within waste presented by residents. The process will be rolled out in Quarter 3 r and it is envisaged this will start	A	R		

the 64% recycling target for 2019/20.			having a positive impact in relation to citizen behaviours. Again, however, the current projected recycling performance is 59% and although this may improve with this intervention, the 64% target is unlikely to be achieved.			
Enhance and expand existing partnership(s) to support re-use in Cardiff by March 2020.	Cllr Michael Michael	Planning, Transport & Environment	Along with our partner, Wastesavers, plans are underway for the build of a re-use shop at Bessemer Close recycling centre.. Ensuring a safe accessible shop with the required infrastructure is a priority for the Council. Work will continue with the Health & Safety team and Wastesavers to start on the required infrastructure work.	G	A	
Establish for roll-out an area-based model for cleansing and enforcement to support efficient and effective service delivery by June 2019.	Cllr Michael Michael	Planning, Transport & Environment	The roll-out of trial cleansing rounds is in place and a review is taking place with all teams with a view to all cleansing rounds being set and in place by December 31 st . The implementation of afternoon teams in Grangetown from the start of September will help to support improving the cleanliness in the areas of concern and will inform the cleansing model for these high-density areas. It's anticipated that the introduction of afternoon cleansing teams, plus targeted work through the Love Where You Live Campaign and Enforcement Officers will improve waste presentation in the area. The Council will continue to follow the programme of education and enforcement in areas with the higher volume of complaints, and weekly updates from C2C regarding the source of the requests will be monitored to identify reasons for non-collections.	G	G	
Develop and deliver an extended campaign for 'Love Where You Live' to encourage local volunteering, and engage with citizens and businesses on concerns in their communities by September 2019.	Cllr Michael Michael	Planning, Transport & Environment	A further six community street planters have been delivered within Grangetown and Ely, totalling 77 Cardiff-wide. Five more Hubs went live with their Love Where You Live lockers and 23 more champions have signed up to the scheme. 11 'Love Your Parks' litter picks took place over the summer which saw 138 volunteer hours being given and 172 bags of litter collected. Targeted engagement with businesses in Grangetown to encourage them to recycle and clean up their frontages has also taken place. 336 members of Scouting / Girl Guides in Cardiff	G	G	

			have signed up to the Love Where You Live badge.. The 'Leave Only Pawprints' campaign will launch at the end of October, along with the annual Big Sweeps. Work with contractors is ongoing to develop school workshops around recycling, composting and food waste to launch in January 2020.			
Develop and implement a comprehensive programme in the Council's Street Scene services to drive productivity and performance improvements from April 2019, with better co-ordination of highways maintenance, waste management and cleansing to improve the public realm.	Cllr Michael Michael	Planning, Transport & Environment	The work of the Locality Programme Board is reviewing core data held by the Council and how this can be utilised to manage and monitor areas of concern. The results of this work have informed some targeted work relating to cleansing, enforcement and Love Where You Live. A review of productivity for Street Scene is still required and a. Detailed analysis of trade waste has been undertaken to support a good understanding of this service.	G	A	
Develop a Cardiff Food Strategy for approval by May 2019 and implement the approved action plan.	Cllr Michael Michael	Planning, Transport & Environment	Meetings have taken place with Public Health Wales to ensure alignment with the 'Move More, Eat Well' Strategy. Meetings have also been held internally with the Economic Development directorate, schools services and procurement to discuss more detailed actions for these areas of work. The Cardiff Food Strategy is due to be considered by Cabinet in November 2019.	G	G	
Deliver a 7.5 Megawatt Solar Farm at Lamby Way by September 2019 – generating renewable energy and supporting carbon-neutral aspirations – subject to the approval of a final business case in April 2019.	Cllr Michael Michael	Planning, Transport & Environment	The Contract has been signed and the contactors are mobilising the project. The contract negotiation period was complex and protracted, and as such, timelines for delivery and associated income generation have slipped. There is a need to review internal support etc. for project delivery to ensure that future projects are realistically supported and timetabled. The project delivery team is now in place to take forward the agreed programme.	A	G	
Ensure the Council can achieve compliance with the EU Limit Value for Nitrogen Dioxide (NO2) in the shortest possible time by:	Cllr Michael Michael & Caro Wild	Planning, Transport & Environment	Welsh Government have confirmed that in principle the Clean Air Plan has been accepted, but subject to a number of caveats relating to the provision of further supporting information. This has led to an additional legal direction being issued to the Council, with a deadline of no later than the 31 st October 2019. Additional work has been procured with existing project	A	A	

<ul style="list-style-type: none"> • Completing the feasibility study to identify the preferred measure(s); • Submitting the Final Plan – including the full business case for the preferred option – to Welsh Government by 30th June 2019 			<p>consultants to provide the further supporting information requested. . A revised plan will be issued by the 31st October deadline for further assessment by an Expert Panel. This is pre-requisite for Ministerial approval of the full plan and associated funding, with a decision anticipated in early November 2019.</p>				
<p>Launch a new Transport & Clean Air Vision for the city and develop a Clean Air Strategy, including Active Travel solutions, by September 2019.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Headline transport initiatives contained within the Transport White Paper – including Cardiff Cross-Rail and Cardiff Circle Line – have been launched.</p> <p>The White Paper has been delayed to allow detailed technical work to be undertaken by industry professionals on issues relating to cost, funding and operational delivery. The White Paper will be considered by Cabinet before the end of the financial year.</p>	<p>G</p>	<p>G</p>		
<p>Deliver a prioritised programme of highways enhancements through minor road repairs and full-scale resurfacing to address concerns such as potholes, and deteriorating roads and pavements.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>An engineering assessment has been completed for the city for carriageway conditions. The direct award of works have been agreed for specialist works which are scheduled to start in Quarter 3. Patching works have continued at high volume and quality throughout the city, however, potential cost pressures may result in an overspend in patching due to level of Demand. The monitoring of spend on patching works is ongoing to ensure budget constraints are met. Next steps will involve agreeing the proposed list of schemes and delivery of works whilst continuing the delivery of patching works to address demand.</p>	<p>G</p>	<p>G</p>		
<p>Support Transport for Wales with the implementation of the Cardiff Metro, increasing the quality of public transport infrastructure, the frequency of train journeys and the deployment of new train/tram</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Cardiff Capital Region City Deal, Transport for Wales (TfW) and Welsh Government are progressing a delivery programme. Working groups with TfW and TfW Rail have been established to progress the preparation of business cases for improvements to stations, new stations and line extensions in Cardiff. The draft report of the Cardiff Central to Cardiff Bay study has been</p>	<p>G</p>	<p>G</p>		

<p>extensions and stations across Cardiff.</p>			<p>completed. The Cardiff Central to Pontyclun WeltTAG Stage 1 study in the North West Corridor has been commissioned in a jointly funded partnership with the Welsh Government and Rhondda Cynon Taf Council. Working arrangements to progress improvements at stations have also been established. Delays in the Core Valley Lines being transferred to Welsh Government is restricting progress regarding station improvements. .</p> <p>Moving forward, assessments and studies are required to fully understand the key constraints on the City Line, the opportunities for unlocking future Metro enhancement opportunities, options for providing four trains per hour to Coryton and progressing the study on the new route to North West Cardiff and improvements at stations.</p>				
<p>Develop an Electric Vehicles Strategy by December 2019, including the delivery of new electric buses.</p>	<p>Cllr Caro Wild & Cllr Michael Michael</p>	<p>Planning, Transport & Environment</p>	<p>The first ten electric vehicle charge points in Cardiff in residential areas with no access to off-street parking have been installed. Work has also commenced to identify additional on-street electric vehicle charge points in the city. The locating of on-street charge points is constrained by Western Power Distribution regulations and hence limits the availability of possible charging locations, however, engagement work is ongoing to identify possible on-street locations. The Prior Information Notice (PIN) Event is planned for autumn 2019 to seek input from the market on the procurement of a supplier(s) to install a city-wide network of electric vehicle charge points.</p>	<p>G</p>	<p>G</p>		
<p>Progress the City Centre Transport Masterplan through achievable and deliverable transport projects from 2019 through to 2021. Projects will focus on delivering the sustainable transport infrastructure improvements and transport deliverables outlined in the Masterplan, Transport Strategy, the</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Detailed design has been completed for Central Square, and detailed designers have been procured for drainage, telematics and street lighting for City Centre North and East. Traffic and Air Quality Modelling has been completed, and stakeholder engagement sessions are ongoing. Some issues have been identified in relation to detailed design of schemes. These relate to the complexity of project areas and the extent of staff resource required for delivery, programme and project management though a plan has been established to manage this.</p>	<p>A</p>	<p>G</p>		

<p>new Transport & Clean Air Vision, and Local Development Plan.</p>			<p>Next steps will include further public engagement exercises, progressing the tender process for Central Square, progressing the Traffic Regulation Order process for Castle Street and City Centre East, continuing the design of city centre schemes and undertaking feasibility and design work on SMART Corridors along with concept design on local enabling works.</p>				
<p>Support the delivery of the Council's Active Travel agenda by:</p> <ul style="list-style-type: none"> • Implementing 20mph speed limits across the city, completing Grangetown and developing plans for Splott, Butetown, Canton and Penylan (subject to funding) during 2019/20. • Improving the cycling and walking networks by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Superhighway by 2021. • Expanding the on-street cycle hire scheme to 1,000 bikes by July 2019. • Working with the Active Travel Advisory Groups. 	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>20mph speed limits The Grangetown scheme has been completed and the scheme for Penylan has been prepared for public consultation. Contracting for the delivery of the Canton scheme has been initiated. Work on the design for the Butetown scheme has commenced and a review of Splott has commenced to identify any outstanding areas. The draft study brief for the rest of the City has been shared with Welsh Government ahead of consultants being appointed to undertake the study. A consultation is scheduled to be prepared for the Butetown scheme and the consideration of other smaller scale schemes that may be deliverable ahead of the outcome of the study are to be commissioned to determine the best approach for the rest of the city.</p> <p>Improving Cycling and Walking Networks Construction of the Senghenydd Road Cycleway is progressing well and is due to be completed in early October. The detailed design for Lloyd George Avenue Cycleway is progressing. The concept design and modelling work is ongoing for Cycleways 1 (Senghenydd Road to Heath Rail Stations), 2 (Newport Road) and 3 (City Centre / Splott to Cardiff Bay). The design work for Cycleways 4 (City Centre to Llandaff) & 5 (City Centre to Ely / Caerau) and Taff Trail Hailey Park upgrade are ongoing. A public consultation was undertaken on North Road Cycle Route Upgrade Phase 2 and the scheme is now out to tender for construction work. Resource issues are continuing to impact delivery of work, however recruitment is moving forward to help ease pressures.</p>	<p>G</p>	<p>G</p>		

			<p>Forward-looking work includes the completion of construction of Senghenydd Road Cycleway, concept design and modelling for Cycleway 1, commencing public consultation and completing the detailed design for Lloyd George Avenue and going out to tender.</p> <p>Expand on-street Cycle Hire Scheme It is anticipated that 1,000 bikes will be available by early autumn. An increase in vandalism has delayed the start of the next wave of expansion. The fleet is being upgraded and working with South Wales Police and the scheme operator, activity to identify and reduce risk has been initiated..</p> <p>Work with Active Travel Advisory Groups Engagement with active travel stakeholders has continued through a number of informal channels. Next steps are to set up a working group on route maintenance and begin engagement with stakeholders to develop a campaign to promote responsible behaviour of all road users.</p>			
Ensure every school in Cardiff has developed an Active Travel plan – including training and/or infrastructure improvements – by 2022.	Cllr Caro Wild & Cllr Sarah Merry	Planning, Transport & Environment and Education	<p>The initial pilot to engage with seven schools (a mix of English/Welsh Secondary and Primary Schools) has been completed. The pilot has informed new guidance to help schools develop active travel plans. Which a number of schools are now using to produce their plans. The team have provided transport planning and active travel plan input to Band B school projects, most notably Fitzalan School, Doyle Avenue and Willows schemes. Pilot engagement has shown that a bespoke approach where working with schools to address their specific issues and offer tailored support is better than a ‘one size fits all’ approach. The programme is scheduled to be formally launched in November to offer support to all schools in Cardiff to develop Active Travel Plans. It is essential that a budget is secured for continued employment of the Active Travel Plans team beyond March 2020.</p>	G	A	

<p>Support the delivery of high-quality and well-connected communities – as described by the Council’s Master Planning Principles – ensuring that:</p> <ul style="list-style-type: none"> • Supporting infrastructure, such as sustainable transport, schools, community facilities and green spaces, are delivered at all new strategic housing developments; • New housing developments are informed by good design and infrastructure planning; • Community infrastructure improvements on strategic sites are communicated to the public. 	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Development Monitoring Documents for all Local Development Plan (LDP) Strategic Sites have been published and included on the Council website. Outline applications submitted for LDP Site E (land South of Creigiau) and Site F (North East Cardiff). Regular meetings will now take place with developers of LDP strategic sites to monitor housing and infrastructure delivery.</p>	<p>G</p>	<p>G</p>		
<p>Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites including 6,500 new affordable homes by 2026.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>The 6,500 target is for the 12-year period between 2014 and 2026. The first five years of delivery (2014 to 2019) 1,010 affordable homes have been recorded for completion. Continued progress is being made and during Quarter 2 a further 118 affordable homes have been granted planning permission on a number of Cardiff Living sites across the city. In addition, further planning applications for several of the strategic housing sites are due to be considered over the next 12 months and construction is now progressing on four of the strategic housing sites, which will result in the release of further land to deliver the affordable homes target.</p>	<p>G</p>	<p>A</p>		
<p>Deliver 2,000 new Council homes, of which at least, 1,000 will be delivered by May 2022</p>	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>	<p>Both the St. Mellons scheme and the Maelfa Independent Living Scheme are at the Pre-Application Consultation (PAC) stage of planning, and both schemes are anticipated to be considered by planning committee before the end of the year.</p>	<p>G</p>	<p>A</p>		

			The purchase of the lowerth Jones site in Llanishen has been completed and arrangements for the demolition of the existing building are being made. Architects have also been appointed who have provided options for the site.			
Secure a contract for the delivery of a heat network to serve areas of the Bay and City Centre, subject to successful National Government Capital Grant Award and Cabinet approval of a final business case by October 2019.	Cllr Michael Michael	Planning, Transport	Negotiations with Viridor are nearing completion. The site for the Backup energy centre has been identified and discussions with the owner (Welsh Government) on purchase are in progress. Letters of support have also been received from major initial customers however Welsh Government confirmation is awaited on their funding element which may affect timelines for the grant application. . The Council will finalise Heads of Terms with Viridor and submit the grant application by the deadline of 18th October.	G	G	
Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning Authority, publish an annual Design Review Monitoring Report, and complete the Supplementary Planning Guidance programme.	Cllr Caro Wild	Planning, Transport & Environment	Weekly Design Review meetings have continued to take place. The preparation and update of Development Monitoring documents showing major schemes under construction, not started but In the pipeline is ongoing.	G	G	
Continue to engage with the Pensions Committee to deliver an environmentally friendly pension policy	Cllr Weaver	Resources	The Pension Committee approved all recommended changes to the Investment Strategy at its meeting on 11 th July, including investment of 10% of fund assets in a low carbon tracker fund. Work on implementation has commenced and is due for completion in Quarter 3. The Investment Advisory Panel at its meeting on 24 th September noted the resolution passed by Full Council on 18 th July 2019 to call on the Pension Fund to continue the work to apply the principle of divestment in companies engaged in fossil fuel extraction; and noted that officers will work with the other funds	G	G	

			in the Wales Pension Partnership to consider approaches to incorporating divestment/exclusion requirements				
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Well-being Objective 4.1

Steps	Lead Member	Lead Directorate	Q2 Update	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
<p>Progress the 9 strands of the Council's Digital First Agenda, with a focus on:</p> <ul style="list-style-type: none"> Identifying priorities for the 'connected citizen strategy' by June 2019; Working with stakeholders to identify the priorities of the remaining 'connected' strands by December 2019. 	Cllr Weaver	Resources	<p>All action plans to progress delivery of the digital strategy have been completed and submitted to lead officers July. To deliver the digital priorities will be delivered in house and through business as usual operational arrangements.</p> <p>A matrix of actions has been developed and cross-directorate delivery identified. This will be tracked throughout the year and collated at year end.</p>	G	G		
<p>Modernise the Council's estate and reduce the footprint through rationalisation and investment in maintenance.</p>	Cllr Russell Goodway	Economic Development	<p>Consultation on the draft Non-Schools Handbook is near completion. A pilot scheme is to be trialled through Economic Directorate in Quarter 3 with roll-out across the estate end of Quarter 4.</p> <p>Development of the 2020 Capital Preventative Maintenance Programme for both schools and non-schools estate is on target for finalisation / approval in Quarter 4.</p> <p>Condition, utilisation and running costs data has been collated to inform the new Property Strategy and pro-active estate management. Some condition data is outstanding and earlier utilisation reports are to be updated. Operational market values are in the process of being procured. Current projections show that the Annual Property Plan targets will be achieved..</p>	G	G		
<p>Develop a new five-year Property Strategy by March 2020</p>	Cllr Russell Goodway	Economic Development	<p>Proposed options were considered by the Policy Review and Performance (PRAP) Scrutiny Committee during Quarter 2 as part of the policy development phase, including initial proposals for inclusion in the Property Strategy. The strategy is scheduled to</p>	G	G		

			be considered again by PRAP in January in preparation for Cabinet consideration scheduled for March 2020.			
Take forward delivery of the Core Office Strategy	Cllr Russell Goodway	Economic Development	A report will be presented to Cabinet in December in conjunction with the Indoor Arena report	G	G	
Improve the health and well-being of our employees by continuing to monitor sickness absence, and proactively provide support for employees and managers	Cllr Weaver	Resources	<p>A new Fast Track Physio referral service was launched at the start of August, to enable managers to fast-track refer cases to a physiotherapist for early intervention within two weeks of absence for musculoskeletal cases. The overall aim is for a speedier recovery and return to work. The employee is entitled to a maximum of six sessions to aid recovery.</p> <p>Additional support is being put in place for mental health cases via a scheme called Able Futures which supports mental health issues over a longer period. Furthermore, group sessions are being developed to help with aspects of mental health such as anxiety, sleep problems, self-confidence and low mood.</p> <p>The Quarter 2 figure for sickness absence is 5.04 days lost per FTE against a target of 9.5, this is forecasting at 11.09 days lost per FTE.</p>	R	R	
Work towards the Gold Level Corporate Health Standard Award by March 2020.	Cllr Weaver	Resources	The Health and Wellbeing Survey has commenced and this includes questions relating to the Corporate Health Standard. Results from the survey will be considered and an action plan will be developed based on the results of the survey.	G	G	
Continue to deliver the Agency Workers Charter and embed corporate processes to review Agency Worker placements at 12 and 18 months.	Cllr Weaver	Resources	Twenty-six posts have been advertised in Waste through the Into Work Advice Service. Current agency workers within Waste services have been encouraged to apply and applicants have been offered assistance through the recruitment process	G	G	

			<p>provided by the Into Work Advice Service. Interviews will take place through October and November.</p> <p>Reporting on longer term agency assignments will be reported to the Trade Union Partnership Board in Quarter 3.</p>			
Support people and communities to be more engaged with the work of the Council.	Cllr Weaver	Resources	<p>A Citizens Engagement Review was completed in July and an improvement plan has been developed to enhance the Council's engagement practice. Scrutiny Chairs have been briefed on methods to enhance the voice of seldom-heard groups in the Council's forthcoming Ask Cardiff Survey and Budget Consultation. New branding materials were produced for Cardiff's Citizens Panel and a number of recruitment stalls were organised at events with high footfall.</p> <p>Questions for Ask Cardiff 2019 have been agreed with Council Directorates to produce a streamlined survey which can be completed in approximately 10 minutes. An Engagement Plan for Ask Cardiff 2019 has been developed, and is being implemented, with face-to-face engagement being prioritised in areas of the city with a traditionally lower response rate.</p> <p>A mid-point review of Ask Cardiff is scheduled for October 15th, where the Research Team will explore the demographics of the responses to date, and design the second half of their engagement plan to address any gaps in representation as far as possible.</p>	A	G	
Ensure that the Council's workforce is representative of the communities it serves.	Cllr Weaver	Resources	<p>The Council submitted its submission for the Stonewall 2020 Workplace Equality Index in September. The submission covers 10 areas including policies and benefits, employee lifecycle, senior leadership and community engagement.</p> <p>A pilot on reverse mentoring is currently being carried out through the Academy. This pilot pairs a mentor with a senior manager and gives insight into how they see the</p>	A	G	

			<p>organisation/policies etc. and how these can be shaped in respect of the protected characteristics.</p> <p>Communications have been disseminated to all staff asking them to review and update their equality data to enable the Council to understand the composition of the Council's workforce and to inform policy decisions. Workforce planning will then be carried out using more informed data.</p>			
<p>Ensure the Council delivers a high-quality customer service across the organisation by delivering the seven priorities recommended in the Customer & Leadership report by March 2020</p>	<p>Cllr Weaver</p>	<p>Resources</p>	<p>A suite of documents including a charter, strategy and vision have been developed and will be launched as part of the National Customer Service Week. There will be two staff engagement events where staff will be consulted with on the Charter, Vision and Strategy, before they are signed off at SMT.</p> <p>The Customer Service E-learning module is now live and will be promoted via the customer service week in October.</p> <p>The Servcheck survey has been pushed back to Quarter 4 to allow a benchmarking survey to take place first. This will be sent out to a cohort of C2C customers and the results will be overlaid with customer reports from the Institute of Customer Services.</p> <p>The customer experience surveys are taking place each quarter via the web and feed into the performance indicators; as part of this the Net Promoter Score has been reviewed in line with other public sector bodies.</p>	<p>G</p>	<p>G</p>	
<p>Deliver the Council's priorities within the Strategic Equality Plan 2016-2020 and launch a new Strategic Equality Plan by April 2020</p>	<p>Cllr Weaver</p>	<p>Resources</p>	<p>An Equalities self-assessment has been completed using the LGA framework in preparation for developing the new Strategic Equality Plan (SEP) for 2020-2023.</p> <p>A series of SEP (2020-2023) development and SEP (2016-2020) Annual Review (2018-19) meetings have been held with Housing & Communities, HR People Services, Transport and other departments.</p>	<p>G</p>	<p>G</p>	

			<p>Guidance for schools in developing their own SEPs has been produced, along with a template. A review of the Council's Equalities training offer has also been completed, to support the Academy to develop their own actions for the new SEP.</p> <p>Equalities training and advice was provided to the Procurement team to enhance the council's Stonewall Equality Index submission for next year.</p> <p>The Equalities team also supported the Over-50's forum and delivered the Council's commitment to regularly consult with Cardiff's deaf community under our charter.</p> <p>It was agreed that the new SEP will be aligned with the Corporate Plan, creating a single coherent document, to ensure the Council's equality practice is mainstreamed and embedded within policy development and service delivery.</p>				
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