

Appendix 1b – Narrative Updates against Steps

Well-Being Objective 1.1: Cardiff is a great place to grow up

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
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 & Lifelong Learning	<p>Cardiff is progressing toward becoming a ‘child friendly city’ where all children and young people have an equal chance to thrive and reach their potential. This will require partners to work together to make a city where the voices, needs, priorities and rights of children and young people are at the heart of public policies, programmes and decisions.</p> <p>The Child Friendly City strategy was launched in November 2018 with partners and progress is being monitored via a delivery plan. The Council is currently in the implementation phase.</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. 65 schools received an award in the programme during 2019/20 (academic year 2018/19).</p>		In progress
Deliver the new schemes within the £284m ‘Band B’ programme of school investment between April 2019 and 2024 to:	Cllr Sarah Merry	Education & Lifelong Learning	<p>Work is progressing on a number of schemes within the ‘Band B’ programme of school investment:</p> <ul style="list-style-type: none"> • The design of the new Fitzalan High School is underway with a revised programme for completion set for February 2023. 		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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. 			<ul style="list-style-type: none"> • St Mary the Virgin tender package has been completed. It is anticipated work will go out to tender during summer 2020. • Greenhill initial feasibility has commenced for current and new sites across the city. • 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. • Work also continues to progress improvements at Cathays High and on Early Years, Primary and Secondary School Provision to serve Adamsdown and Splott. <p>Plans for the next phase of investment in the school estate, Band B, are being progressed. 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>	Cllr Sarah Merry	Education & Lifelong Learning	<p>Improved tracking and monitoring systems this year has enabled more scrutiny and challenge of the progress made by Educated Other Than At School (EOTAS) learners. 2018/19 results show that the performance of EOTAS learners, when using the narrow GCSE measures, is still too low. The numbers of pupils EOTAS in Cardiff over the last five years has increased by 52.4% from 204 in 2015, to 311 in 2019.</p>		In progress

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			<p>Wider sources of performance information indicate that outcomes for learners who are EOTAS in the Pupil Referral Unit, training providers and college are improving. Nearly all learners achieve qualifications with many achieving more than three. Learner outcomes show year-on-year improvement with the proportion of learners achieving more than three qualifications and Level One increasing. A wide range of vocational qualifications were achieved in 2019 alongside some GCSEs.</p> <p>Work needs to continue to ensure that transfers to EOTAS from mainstream education are reduced, and in those circumstances where EOTAS is the best option, that the curriculum offer is of high quality.</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>CIlr Sarah Merry</p>	<p>Education & Lifelong Learning</p>	<p>Good progress is being made to prepare for the implementation of Additional Learning Needs (ALN) Reform at school/ setting, cluster, Local Authority and regional levels. 97% schools have completed ALN readiness audits, and engaged in cluster planning. 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.</p> <p>Progress is being made to extend provision for Early Intervention for foundation age pupils for September 2020. However, the demand continues to increase and the Local 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</p>		<p>In progress</p>

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			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.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>	<p>A new curriculum for learners from 3-16 has been developed which includes all the learning experiences and assessment activities planned in pursuit of the four purposes of the Curriculum for Wales 2022. 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. Curriculum for Wales 2022 guidance has been made available and is planned to be rolled out 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 the 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); • Ensuring that new qualifications meet the needs of learners in Wales, and that schools have plenty of time to plan and prepare effectively. 		<p>In progress</p>

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<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 & Lifelong Learning, and Economic Development</p>	<p>Circa £8.2m works on the schools estate was completed in 2019/20. This was slightly less than projected because of Covid-19.</p> <p>Extensive work has been undertaken during 2019/20 to collate property information and refine processes moving forward. The Schools Annual Maintenance Programme for 2020/21 has been finalised.</p>		<p>In progress</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 & Lifelong Learning, and Economic Development</p>	<p>220 employers have been engaged to date to support the Cardiff Commitment initiative from the public, private and third sectors.</p> <p>Open Your Eyes Week was delivered in the St Teilo’s and St Illtyd’s cluster in Jan/Feb 2020, providing the opportunity for schools to engage with businesses around occupations and career pathways.</p> <p>The One Million Mentors programme has been launched in eight secondary schools and Cardiff & Vale College. The Mini Police Programme was delivered to 21 primary schools and will be rolled out to 21 schools again this year.</p> <p>2018/19 data collated by the Local Authority shows that the year 11 EET (in education, employment or training) figure is 97.95% (3,162 out of 3,228 school leavers). 66 pupils were NEET (not in education, employment or training) (2%). Of the pupils registered as EOTAS (102 pupils), provisional data indicates that 92 progressed to EET in 2018/19. This represents 90.2%. 10% of EOTAS pupils were NEET (10 pupils).</p>		<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Launch the 'Cardiff 2030 Vision for Education' by December 2019.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>	<p>'Cardiff 2030 – A ten year vision for a Capital City of Learning & Opportunity' was launched in November 2019. 'Cardiff 2030' 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>A series of engagement events and research were undertaken to capture a wide range of views and perspectives on developing the 2030 vision. This included school staff, children and young people, governors and partners – including higher/further education and employers.</p>	<p>Green</p>	<p>Complete</p>
<p>Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to Children and Young People Emotional and Mental Health Support.</p>	<p>Cllr Sarah Merry & Cllr Graham Hinchey</p>	<p>Education & Lifelong Learning, People & Communities, and Social Services</p>	<p>The links between the new Family Gateway and the Health Board's model for Emotional & Mental Health Services have been developed and agreed with relevant partners. Where appropriate staff are co-located to ensure the right referrals are made to ensure that families receive the right support in a timely manner.</p> <p>In the majority of cases, it is possible to provide or find the emotional and mental health support required for young people coming through the Family Gateway. However, Family Help and Support4Families advisers do not have the professional knowledge or experience to effectively support young people with more complex emotional mental health issues.</p>	<p>Yellow</p>	<p>Complete</p>

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			<p>The pathway for referrals into the Barnardo's Family Well-Being Service is now fully embedded and working well.</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 Cardiff 2030 Vision and Child Friendly City Strategy, and has been highlighted as a priority for children and young people.</p> <p>A whole system approach to therapeutic interventions and support across the whole of the child journey from Early Help through to adoption has been developed with key partners via the Regional Children's Partnership Board and will be commissioned with Integrated Care Fund funding.</p>		
<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 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 	Cllr Graham Hinchey	People & Communities, and Social Services	<p>Since 1st April 2019 the Cardiff Family Advice and Support (CFAS) service has supported over 8,200 people by providing information, advice or assistance. Over 1,500 families have benefitted from support given by a Family Help Adviser.</p> <p>The formal launch of the CFAS Service took place on 15th November 2019 and this was a good opportunity to raise awareness of the service with multi agency partners.</p> <p>Strong relationships have been developed with key referral partners across Education, Schools, Children's Services (Multi-Agency Safeguarding Hub, Child Health & Disability team), Into Work Services, Benefits and Advice,</p>		Complete

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<p>Hub (MASH) to take account of the new early help service.</p>			<p>South Wales Police, Health, Save the Children (Building Blocks), Action for Children (Side Step), and Barnardo's.</p> <p>Processes between the Gateway, Family Help and Support4Families have been improved and managers meet regularly to ensure that there is effective step-up and step-down for families.</p> <p>A framework to measure 'distance travelled' (i.e. progress made by families) has been developed to contribute to informed decision making and ensure that Early Help is responsibly delivering effective services which can be evidenced to improve outcomes for children, young people and families in Cardiff.</p> <p>The new Multi-Agency Safeguarding Hub (MASH) model is under review and will be implemented when arrangements have been agreed with partners.</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); 	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>The Children's Commissioning Strategy has been approved, evidencing need in Cardiff and setting out the Council's direction of travel for the next three years. Progress includes:</p> <ul style="list-style-type: none"> • The social media and online marketing campaign to attract in-house foster carers is impacting on the volume of enquiries - 30 full assessments were ongoing at 31st March 2020. • Engagement with residential providers is positive with interest in setting up new homes in Cardiff. Young people have been involved in recruitment processes for in-house residential provisions. 		<p>In progress</p>

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<ul style="list-style-type: none"> Increasing the range of local residential provision by commissioning 20 new placements; Working with the regional adoption service to increase the number of adoptive placements. 			<p>The recruitment of adopters continues to increase and Cardiff continues to recruit a higher number of adopters into the system. More adopters who are able to meet the complex needs of children have been recruited, however there is still a dependency to need to use external adoption agency for sibling groups and older children.</p> <p>The Fostering Service has attended a number of community events across the city during the year. These have included Pride, Sikh Festival, and a Community Day at Ely Festival. Attendance at these events has resulted in an increase in enquiries of people looking to foster.</p> <p>Work to develop a small emergency unit is being taken forward alongside work to open an assessment unit. Engagement with residential providers is very positive with lots of interest in setting up new homes in Cardiff.</p> <p>Concerns still exist around the supply of the right type of services for our most vulnerable children, including scarcity of fostering and residential provision for children and young people with more complex needs and this will be addressed by the implementation of the Commissioning Strategy.</p> <p>A review of children who have been on a Placement Order for more than a year but who have not yet been placed for adoption is required and will be undertaken in 2020/21.</p>		

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<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 were identified, aligning localities to GP and school clusters – with the North team based in Hafan Gobaith, the East team based in St. Mellons and the South team based in County Hall.</p> <p>The virtual launch of locality working was achieved in Quarter 3 and movement of teams commenced with the relocation of the Fostering Service taking place in December. The North, South and East teams moved to their locality bases in Quarter 44 and the new locality OM for the East teams took up post.</p> <p>A review of demand/ resource ratio across the locality teams is required but has been delayed by Covid-19.</p>	<p></p>	<p>In progress</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; 	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>The successful integration of the Bright Start Service into the Into Work Service has been an opportunity for education and training opportunities to be expanded for Children Looked After. 105 young people were engaged with the project between October 2019 and January 2020.</p> <p>The Pathway Plan document has been revised, however the review of all existing plans into the new format has been delayed due to Covid-19. Following a restructure. the Personal Advisor Service now sits within the Adolescent Service. This allows for a more robust and cohesive service that effectively engages with partners to share resources, and ensure a more effective transition for care leavers.</p>	<p></p>	<p>In progress</p>

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<ul style="list-style-type: none"> Improving educational outcomes for Children Looked After. 			<p>Tenancy training sessions are being run monthly with young people being given a priority banding to assist with move-on into social accommodation.</p> <p>A pilot with the Child and Family Court Advisory Support Service to accelerate the discharge of Care Orders where parents are in agreement has commenced. The intention is for children who are looked after under Placement with Parent Regulations to cease being looked after where it is safe and appropriate to do so.</p> <p>The annual Bright Sparks awards were held and were once again a success, celebrating the achievements of our children who are looked after and care leavers.</p>		
<p>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.</p>	Cllr Graham Hinchey	Social Services	<p>Following a successful Integrated Care Fund bid, a Development Officer for young carers is in post. The post-holder has responsibility for the development and commissioning of services to meet the needs of young carers, including ensuring those who require assessments receive them. A clear pathway for assessments has been developed and is being disseminated to partners.</p> <p>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 a joint strategy with the Vale of Glamorgan is being developed.</p> <p>Awareness raising of young carers continues and work has been undertaken with young carers to inform the</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>development of a co-produced service specification for a new service for young carers. The new service will be implemented during 2020.</p> <p>The Council remains committed to ensuring that young carers and parents are able to access the services they find helpful and are concerned that they may be reluctant to contact the Gateway.</p>		

Well-Being Objective 1.2: Cardiff is a great place to grow older

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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, enabling more people to be discharged safely through the development of night care services. 	<p>Cllr Susan Elsmore</p>	<p>Social Services</p>	<p>The “Get Me Home” and “Get Me Home Plus” services continue to provide a first point of contact for patients in the hospital, with support provided by the Council to enable them to leave hospital sooner and continue to live independently at home. Throughout the year the “Get Me Home” service has supported 1,223 people out of hospital and back to their own accommodation.</p> <p>A Single Point of Access (SPA) was successfully piloted in three wards at the University Hospital of Wales (UHW) and supported by the First Point of Contact (FPoC) workers. The trial evidenced a reduction in bed days and agreement has been obtained for all UHW wards to work in this way, with the same approach to be implemented in Llandough and St. Davids Hospitals.</p> <p>Early work in pilot areas progressed well, however progress has been delayed due to Covid-19 and there are new considerations in relation to hospital discharge requirements and Welsh Government advice and guidance around discharge to residential settings.</p> <p>Pilots of the new way of delivering domiciliary care were progressing well – provider events and meetings took place to implement the pilots, however these had to be halted due to Covid-19. The Cost of Care Exercise also had to be put on hold and the procurement timeline has been revised for contracts to be in place by April 2021.</p>	<p style="background-color: yellow;"> </p>	<p style="text-align: center;">In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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> <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>Cllr Lynda Thorne & Cllr Susan Elsmore</p>	<p>People & Communities</p>	<p>The Older Persons Housing Strategy continues to be implemented across Cardiff. Planning permission has been secured at the Maelfa and St.Mellons older person schemes which will see the delivery of over 100 ‘care-ready’ older person flats. The development of a care-ready specification has set a high standard for adaptable, attractive and well-designed older person housing options.</p> <p>The programme to refurbish three day centres across the city has been completed with the refurbishment and reopening of Fairwater Day Centre in July. The centres new layout and improved facilities has seen positive outcomes for both users and staff and has seen increased usage and referrals to the service following its reopening.</p> <p>The Sandown Court refurbishment scheme was completed to the RNIB Cymru Six Standards Accreditation. Cardiff Council was officially awarded the Platinum Level Visibly Better for Sandown Court, a hallmark of good practice which is recognised by Welsh Government.</p> <p>Concept plans have been carried out for Broadlands and Worcester Court. However due to the Covid-19 crisis, the works which had been planned to commence in June 2020 have been delayed.</p>	<p style="background-color: yellow;"> </p>	<p>Complete</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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>Good progress has been made against actions throughout the year. Extensive work took place to launch the bilingual Dementia Friends training module, making Cardiff the first Local Authority in the UK to make Dementia Friends training mandatory. This information has been shared as a good practice approach with other organisations and Authorities – including Welsh Government. Over 1,800 Council staff have undertaken Dementia Friends Training.</p> <p>Progress was also made in ensuring Dementia Friendly events were delivered throughout the City – mainly through the Community Hubs. 794 events were held in total.</p> <p>Integrated Care Fund (ICF) Funding has been received to support the development of a dedicated website, however at the present time this has been impacted by Covid-19.</p> <p>20 business pledged their commitment to work towards becoming Dementia Friendly during the year. A Dementia Friendly Communities Co-ordinator has been appointed, hosted by Marie Curie. Action is being taken to develop a Dementia Friendly Business action plan.</p>	<p style="background-color: yellow;">RAG</p>	<p style="text-align: center;">In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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 & Lifelong Learning</p>	<p>Following previous successful inter-generational sessions, day centre managers have included inter-generational activities into their team plans. For example Grand Avenue Day Centre worked with Windsor Clive School in Ely to develop a programme with primary school-aged children.</p> <p>A 50+ festival was held during September, which was inter-generational covering Rhiwbina, Heath and Llanishen. Following the success of this, a further event will be held in the South West arc of Cardiff.</p> <p>Focus has been placed on digital inclusion for older people supporting them to get online to find alternative ways to engage with their community.</p> <p>The First Point of Contact teams, as part of their “what matters” and “better outcome” conversations with individuals, continue to identify social isolation and loneliness issues. Staff are aware of the importance of identifying these issues and discussing potential options with individuals at the first point of contact and with their family, carers and others involved in supporting them.</p>	<p></p>	<p>In progress</p>

Well-Being Objective 1.3: Supporting people out of poverty

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Act as an advocate for the Real Living Wage initiative and promote its adoption by the city's employers.</p>	<p>Cllr Huw Thomas</p>	<p>Resources</p>	<p>In November 2019 Cardiff was officially announced as a Living Wage City. The Council played an active part in Living Wage week through regular social media releases. A communications plan is in place for regular media releases throughout 2020.</p> <p>There are now 108 accredited Living Wage employers in Cardiff employing 35,538 individuals.</p> <p>The Living Wage City Action Plan priorities for 2020/21 have been amended to reflect the impact of Covid-19 on the economy in Cardiff and proposed target organisations.</p>	<p></p>	<p>In progress</p>
<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. 	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>	<p>A phased service review has been carried out to ensure a greater join-up between Adult Learning and Into Work Services, addressing duplication across the services. Since September 2019, all learners enrolling for the Learning for Work programme, are also allocated an into work mentor, therefore ensuring that learners are supported on a one-to-one basis into employment.</p> <p>Central Jobs Fair was held at St David's Hall during Quarter 3. Over 700 jobseekers visited, with over 40 recruiting employers, and 20 advice and training providers in attendance.</p> <p>The volunteer portal was repurposed to respond to Covid-19. It was used to bring together community volunteers in the Together for Cardiff call to action. Over 1,100 volunteers came forward to give their time to help the response to the</p>	<p></p>	<p>Complete</p>

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			<p>pandemic. A new volunteer strategy co-ordination group has been created with third sector organisations, other Local Authorities and Public Health Wales as a response to the pandemic, creating a space to share best practise, ideas, support and guidance.</p>		
<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; • 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. 	Cllr Lynda Thorne	People & Communities	<p>A review of digital access has been undertaken, with more volunteers recruited where needed and digital training provided to all Hub staff. A detailed training plan has been rolled out to all staff across the Hubs and libraries ensuring they can identify when a claim for Universal Credit should be made and how to support clients in doing this. The review also identified the benefit of merging websites to include Landlord Liaison information within a dedicated section of the Housing Options Centre Website</p> <p>Discussions are ongoing with the Department for Work and Pensions regarding issues being experienced with the digital element of Universal Credit.</p> <p>The Adviceline was expanded from four lines to 30 in the immediate response to Covid-19. The Adviceline was pivotal in the food response for Cardiff, providing advice to shielded callers, on Universal Credit changes, and the food operation.</p>		Complete
<p>Create more paid apprenticeships and trainee opportunities within the Council by March 2020.</p>	Cllr Huw Thomas & Cllr Chris Weaver	Resources	<p>Across the year, 152 paid opportunities for apprentices and trainees have been provided. Funding for 2020/21 is being reviewed in light of Covid-19 and consideration is being given to the possible need to extend some existing apprentices' and trainees' contracts.</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>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.</p>	Cllr Chris Weaver	Resources	<p>The Council has developed its Social Value Measurement Framework and Social Value Portal and will look to implement them from Quarter 1 2020/21. This will provide an opportunity for the local economic impact of local employment and use of local supply chains to be taken into account in the award of contracts. The Social Value Portal will also enable improved monitoring and reporting of social value across Council contracts.</p> <p>The Council will review spend data for 2019/20 to evaluate non-local spend and that with social enterprises and the third sector before working with partners to see how we can better provide opportunities for the sector.</p>		In progress
<p>Deliver the Rough Sleeper Strategy, and the Homelessness Strategy, to address rough sleeping in the city by:</p> <ul style="list-style-type: none"> • Extending the 'No First Night Out' policy; • 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. 	Cllr Lynda Thorne	People & Communities	<p>Additional capacity has been created across the year, including the Huggard Pods and additional places at Ty Nos. The Housing First Scheme has progressed well with the first prison leaver housed through the scheme and while the scheme is not yet at capacity, work is ongoing to identifying suitable prison leavers in the future.</p> <p>Accommodating pairs in is now embedded as part of the choice offering to rough sleepers.</p> <p>Dedicated Emergency Overnight Stay officers have worked with clients in emergency accommodation in order to better understand the needs of people using this accommodation regularly.</p> <p>Rough sleeper numbers have decreased to single figures during the Covid-19 pandemic and more people than ever</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			have started accessing accommodation and services. Only a handful of very entrenched rough sleepers remain outside and there is a commitment to ensuring that this extra provision continues after the crisis is over.		

Well-Being Objective 1.4: Safe, confident and empowered communities

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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 new All Wales Safeguarding Procedures (WSP) were launched in partnership with Welsh Government and Cardiff and Vale Regional Safeguarding Board during National Safeguarding Week in November.</p> <p>Implementation of the WSP and associated training was halted due to Covid-19. Arrangements for training are in place, awaiting confirmation of a revised implementation date.</p> <p>A Guide to Safeguarding Essentials has been updated to reference the WSP and has been made available to the workforce via various means.</p> <p>The Cardiff and Vale Tackling Exploitation Strategy has been ratified and published. A thematic group has been established to monitor the delivery and progress of the actions and to measure the impact achieved against the main goals.</p> <p>Contextual Safeguarding has been made a key priority of the Cardiff and Vale Regional Safeguarding Board.</p>	<p>Yellow</p>	<p>In progress</p>
<p>Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:</p> <ul style="list-style-type: none"> Refreshing the Signs of Safety Implementation Plan to embed strengths- 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>Work to fully embed Signs of Safety approaches in practice is ongoing. Children's Services teams have Signs of Safety actions in their team plans and the approach has been included in staff inductions. Mentors have been put in place to support staff in the implementation process. Work will be undertaken during 2020/21 to ensure that the Signs of Safety approach becomes fully</p>	<p>Green</p>	<p>Complete</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>based practice in partnership with families to support children to remain at home, supported by a safety plan by March 2020;</p> <ul style="list-style-type: none"> Establishing and embedding strengths-based practice in Adult Services by March 2022. 			<p>embedded and dovetails with the Reunification Framework.</p> <p>Collaborative Conversations strengths-based training continues to be rolled out across Adult Services and is positively received by all the teams who have experienced it</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 refer to the narrative update for the step “Empower people to remain independent at home and reduce reliance on intensive interventions ...” under Well-being Objective 1.2.</p>		<p>In progress</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>A Corporate Safeguarding Service Manager has been appointed and will lead on the implementation and delivery of Council’s Corporate Safeguarding Policy action plan.</p> <p>71% of Council staff have completed the mandatory Safeguarding eLearning programme. Cardiff Academy have included the module in the corporate induction programme for new recruits. An alternative to the eLearning programme was developed for non-office based / non-PC using staff, however implementation of this has been delayed by Covid-19.</p> <p>The implementation of the Corporate Safeguarding action plan was also delayed due to Covid-19, whilst there was a focus on robust safeguarding through COVID-19 operating models.</p>		<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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 external domiciliary care workers are appropriately qualified and registered by March 2020; • 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>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>The Council has worked with Social Care Wales to promote and stress the importance of registration and explain clearly the consequences of non-compliance to the sector. 1,961 social care staff are now registered (211 internal), however there are concerns that an estimated 50% of the workforce remain unregistered.</p> <p>The 31st March 2020 deadline for registration has been deferred due to Covid-19 and the new deadline date is yet to be confirmed.</p> <p>A new secondment scheme has been introduced with additional places offered and taken up by unqualified staff wishing to undertake the social work degree. The additional places have been offered by the Open University and the Masters programme at Cardiff University. Fewer final year students applied for posts than expected. In the future, engagement with final year students will be undertaken earlier in their course to retain them in Cardiff.</p>	<p style="background-color: red; color: black; text-align: center;">RAG</p>	<p style="text-align: center;">In progress</p>
<p>Deliver a three-year plan that combines service and financial planning for adults and children’s social services.</p>	<p>Cllr Graham Hinchey & Cllr Susan Elsmore</p>	<p>Social Services</p>	<p>The Children’s Services “Delivering Excellent Outcomes” Strategy is in place; implementation continued to be monitored via monthly performance scorecards during the year</p> <p>Stronger links are being developed in the community to better identify carers and provide them with information regarding referral to the Carer Support teams and this has been supported by Carer Assessment Workers.</p>	<p style="background-color: yellow; text-align: center;">RAG</p>	<p style="text-align: center;">In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Consultation sessions were held with adults to inform the development of the Adult Services Strategy, with support from Cardiff Third Sector Council. Adult Services are currently reviewing how to work collaboratively with people to provide an opportunity to challenge service provision and inform the development of the Strategy. This work has been delayed by Covid-19 and a new timeline for completion of the strategy is being developed.</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>CIlr Susan Elsmore</p>	<p>Social Services</p>	<p>Cardiff Council, Vale of Glamorgan Council and Cardiff and Vale University Health Board launched their first integrated Commissioning Strategy for Adult Learning Disability Services for the people living in Cardiff and the Vale of Glamorgan on 18th June during Learning Disability Week.</p> <p>The Regional Learning Disability Strategy has been implemented and eight priority action groups have been established to deliver the strategy.</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 inform and refresh the Community Services Review in setting the strategic direction for adult mental health services across Cardiff and the Vale of Glamorgan. This work has been delayed by Covid-19.</p>		<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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>The Youth Offending Service was subject to inspection by HM Inspectorate of Probation during Quarter 4 and was subsequently rated as inadequate. An action plan to address identified issues has been developed and is being implemented. The improvement journey will be undertaken with the full engagement of the wider Children's Services teams.</p> <p>The Youth Justice Plan was agreed by the Management Board and submitted to the Youth Justice Board within the prescribed timescale. Cardiff YOS received and accepted an offer from the Youth Justice Board to assist with its National Standards Audit with respect to Out of Court Disposals.</p>	<p style="background-color: red; color: black; text-align: center;">RAG</p>	<p style="text-align: center;">In progress</p>
<p>Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy 2018-2023 including the commissioning of a regional service for male victims.</p>	<p>Cllr Susan Elsmore</p>	<p>People & Communities</p>	<p>Survivors of all forms of abuse attend the sub-groups that take the VAWDASV strategy's action plan forward are invited to also speak at events and provide quotes, case studies and perspectives.</p> <p>Preparations to commission a male victims service were underway in collaboration with the Vale of Glamorgan and Bridgend Councils. In Quarter 4 Bridgend Council withdrew from this exercise and guidance to recommence procurement activity is being sought.</p> <p>The region is also exploring options to extend existing perpetrator programmes and looking at supporting schools with the Whole School Approach to VAWDASV.</p>	<p style="background-color: yellow; text-align: center;">RAG</p>	<p style="text-align: center;">Complete</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Opportunities for delivering a range of perpetrator programmes are still being explored. The Police and Crime Commissioner has confirmed continued funding for Drive and CLEAR during 2020/21.</p>		
<p>Deliver a co-ordinated response to the UK leaving the European Union, including:</p> <ul style="list-style-type: none"> • Putting in place local advice and 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>Corporately, the Council has reviewed its Business Continuity Plans in response to Brexit and the assessment that a No Deal “remains a possible outcome; for which public services in Wales need to be prepared”. 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.</p> <p>Cardiff has developed an EU Settlement Scheme (EUSS) Community Engagement Plan to co-ordinate activity relating to the EUSS in the city. As of the end of March 2020, 14,300 EU nationals have applied to the EUSS in Cardiff.</p> <p>In order to support EU citizens to complete the ID checking part of the EUSS process, Cardiff’s Registrar Officer has begun offering a ‘chip and check’ ID scanning service at City Hall.</p> <p>The Council is continuing to host engagement events in order to promote the EUSS and available support to EU nationals living in Cardiff, with targeted engagement for vulnerable groups.</p>		<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Engagement has been focused on schools, with an email sent to all head teachers in Cardiff asking if they would like the Council to host an information event for parents concerning the scheme within their school.</p> <p>The Council has received grant funding through the WLGA's Food Poverty Grant and the EU Transition Fund. The grants have strengthened existing local provision, helped expand on the Council's 'More than Food' programme and been used to tackle homelessness among migrant communities</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>In October 2019 Cardiff hosted a trans-national conference and political roundtable, attended by representatives of 16 UK and European cities, on the theme of cities remaining open and global post-Brexit.</p> <p>The Fair City Survey was delivered throughout the city, with targeted promotion in wards which are traditionally underrepresented in Council surveys. The survey explored residents' experiences of socio-economic inclusion, prejudice and cohesion in the city.</p> <p>The Cohesion team has worked with M&C Saatchi to develop a communication campaign focusing on South Wales' migration history, with a view to launching this in 2021.</p> <p>During the Covid-19 lockdown the cohesion team have been proactively sharing public health messages with Cardiff's migrant communities to ensure that this</p>		<p>Complete</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>message is accessible. The team have also worked closely with Welsh Government to develop a nuanced and sensitive approach to faith burials in the context of Covid-19.</p>		
<p>Implement the Home Office Counter Extremism Strategy and review local delivery from 2019/20.</p>	<p>Clr Lynda Thorne</p>	<p>People & Communities</p>	<p>Home Office funding to deliver communications on the Building a Stronger Britain together (BSBT) programme covering the South Wales area was secured and quality assurance, assistance and monitoring has been delivered to several community groups who are working under the programme. Welsh Government funding was also secured to form communications and narratives on the history of Cardiff and the role our diverse communities have played.</p> <p>The BSBT funding stream was being used to support Glamorgan Cricket Club and Cardiff City Foundation to deliver a Youth Cohesion Cup in the city over summer. The timescales for delivery will be revised to reflect social distancing guidance and the tournament will be delivered when it is safe to do so.</p> <p>Links have been developed with the Think Safe exploitation team and the team is now delivering some training sessions around radicalisation and extremism.</p> <p>The 'Young Ambassadors for Shared Values' pen pal school twinning pilot between Cardiff primary schools and schools in Caerphilly was successful and has been upscaled to enhance and embed participants with knowledge of the shared values – democracy, rule of law,</p>		<p>Complete</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			individual liberty and mutual respect and tolerance of different faiths and beliefs.		
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	Of the 19 scrutiny recommendations, 12 were accepted and six were accepted in principle. An action plan has been developed with partners, which reported to the Community Safety Delivery Board on the 14 th November 2019, and back to Scrutiny Committees in November (Community & Adult Services); and December (Children & Young People). Many of the recommendations have now been implemented; they will be reported and reviewed when Scrutiny Committees recommence in Autumn 2020.		Complete
Invest in the regeneration of local communities by: <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. 	Cllr Lynda Thorne	People & Communities	<p>Consultation was undertaken on Year 1 Neighbourhood Renewal Schemes, and 2 out of 3 environmental improvements schemes (end closures in Cathays and Riverside) have been completed.</p> <p>Regeneration is progressing at the Maelfa and good partnership arrangements are in place with Cardiff Community Housing Association. Estate regeneration work commenced in Lower Llanrumney, but design issues have delayed the site start. Roundwood regeneration is behind schedule due to issues with resident sign-up to partake in the scheme and poor uptake following consultation.</p> <p>Two Targeted Regeneration Investment Programme funding bids for the South Riverside Business Corridor have been approved by Welsh Government.</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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>A bid for Warm Homes Funding was successful, with 16 Local Authorities currently participating in the scheme. The scheme will aid landlords to fund energy efficiency improvements in private rental properties. The procurement of contractors is in progress.</p> <p>A series of four videos about Rent Smart Wales and compliance with its requirements has been developed. The first has been launched in an autumn newsletter to registered licensees.</p> <p>Attention is being given to identify landlords and agents who still need to comply with the registration and licensing scheme.</p> <p>The use of Local Authority staff to undertake audits on behalf of Rent Smart Wales proved unsuccessful and will require further attention and re-deployment from existing duties.</p>	<p></p>	<p>Complete</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; • Working with the Health Board on the Cardiff Royal Infirmary and other Well-being Hubs; • Exploring opportunities for investment in Community Well-being Hubs; 	<p>CLlr Lynda Thorne & CLlr Susan Elsmore</p>	<p>People & Communities</p>	<p>Funding has been secured through Integrated Care Fund funding (Well-being Hubs and City Centre Youth Hub) and Welsh Government Targeted Regeneration Investment Programme funding (Butetown Creative Youth Hub). Butetown Creative Youth Hub work has been completed and the building handed over.</p> <p>Contractor work has also been completed at the domestic abuse facility at the Cardiff Royal Infirmary. The final handover is pending due to the impact of Covid-19 on Cardiff & Vale University Health Board.</p>	<p></p>	<p>Complete</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers. 			<p>There have been some issues with the opening dates for Whitchurch and Rhydypennau Hubs due to Covid-19 following their closure for redesign improvements.</p> <p>Community Inclusion officers continue to make links within communities, setting up groups to alleviate isolation and identify gaps in service provision.</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>Resources, and Education & Lifelong Learning</p>	<p>The Local Authority continues to expand the provision of Welsh-medium education in the city. The number of young people enrolled in Welsh-medium education has increased by 244 between January 2019 and January 2020, whilst allocations to the September 2020 Welsh-medium reception intake have increased over 10% compared to the September 2019 intake. The Local Authority is progressing Welsh Government grant-funded proposals to further expand Welsh-medium places across the city, including the expansion of Ysgol Y Wern and the establishment of new Cylch Meithrin provision. In July 2020, the Council approved the establishment of dual-stream provision to serve the Plasdŵr development and proposals to expand Welsh-medium primary school provision serving Central Cardiff will be brought forward in autumn 2020.</p> <p>The event 'Y Cynnig Cymraeg' has been developed to promote opportunities for students taught through the medium of Welsh to continue their education or secure employment that enables them to continue to speak Welsh.</p>		<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>The Bilingual Cardiff Strategy Partners Forum, with representation from over 30 key stakeholders and partners, is in place to deliver Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022</p> <p>Cardiff Council supported the successful Tafwyl festival and the National Urdd Eisteddfod.</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>A Playing Pitch Strategy has been developed in dialogue with representatives from the main National Governing Bodies, Universities, Cardiff City Foundation, Urdd and the main sports clubs in the city.</p> <p>An Aquatics Strategy for Cardiff has been completed involving all water activity providers with a stakeholder board in place to regularly review progress.</p> <p>The Sport Wales regionalisation of Community Sport continues to gather momentum and Cardiff's sports network group has submitted an intention to lead the South East regional board and to tender for the opportunity to develop strategic direction in the South East region.</p> <p>The Local Sports Plan funded by Sport Wales and delivered through the Joint Venture with Cardiff Met and Sport Cardiff was realigned to prioritise the Southern Arc of the city. The aim was to target the sedentary population and increase opportunities for under-</p>		<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>represented groups to reduce inactivity, tackle obesity in young people and deliver new activities to stimulate alternative participation.</p> <p>Work is underway with consultants to develop a Sport, Health and Physical Activity Strategy.</p>		
<p>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.</p>	Cllr Peter Bradbury	Economic Development	<p>Across the year a total of 19,111 volunteer hours were recorded, despite activity tailing off during the lead-up to lockdown. These hours equate to a monetary value of £149k using the National Living Wage.</p> <p>Representatives from a number of friends and interest groups have joined the Local Nature Partnership for Cardiff, working towards a more integrated approach to natural resource management.</p> <p>New friends groups have been constituted for Victoria Park and St Mary's Gardens.</p>		In progress
<p>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.</p>	Cllr Peter Bradbury	Economic Development	<p>A project board has been established and a partnership manager appointed to deliver the reservoir project.</p> <p>A pre-application public consultation process is scheduled to go live in early July linked to the creation of a Visitor Hub at both reservoirs. Given the current Covid-19 restrictions, face-to-face public information events to share the proposals are not possible, therefore a number of virtual platforms to enable people to review the proposals have been developed.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			The reservoir restoration works are nearing completion and it is envisaged that a planning application for the site will be submitted to the Council in September.		

Well-Being Objective 2.1: A capital city that works for Wales

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Progress delivery of a new Indoor Arena to attract premier national and international events.</p>	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>	<p>Procurement of a developer and operator consortium for the new Indoor Arena is progressing. The Call for Final Tender has been issued to bidders and bid submissions are to be submitted by August 2020. A report to Cabinet to approve the preferred bidder will be presented in October 2020.</p>	<p></p>	<p>In progress</p>
<p>Grow the City Centre as a location for businesses and investment delivering an additional 300,000ft² of 'Grade A' office space by 2021.</p>	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>	<p>Good progress has been made in developing additional 'Grade A' office space and attracting business growth in Cardiff:</p> <ul style="list-style-type: none"> • Monzo Bank has taken two floors at No 2 Kingsway. • A joint venture has been announced between the WRU, Rightacres and Celtic Manor to build a new hotel in Westgate Street. • Starling Bank has now established space at Brunel House, its first letting in Cardiff, creating approximately 400 jobs in the city. • The new HMRC building in Central Square has been officially handed over for fit-out. • During the year 361,000 sq ft of Grade A office construction commenced and include: <ul style="list-style-type: none"> • The interchange (120,000 sq ft) • 'Grade A' refurbishment projects at Hodge House (67,000 sq ft) and Fusion One (65,000 sq ft) have been completed. • Work has started at the John Street development – the 2.5 acres development will have 109,000 sq ft new speculative office accommodation to be completed in early 2021. 	<p></p>	<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
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 & Cllr Huw Thomas	Economic Development	Work has started on the Interchange building including a significant amount of 'Grade A' office space. UK Government has announced funding support of £58.3m towards the upgrade of Central Station, completing the required funding package. Transport for Wales has now been appointed to complete the Detailed Business Case for the modernisation of Cardiff Central Station.		In progress
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 planning application for Dumballs Road has been produced. An agreement is in place for the disposal of Council-owned land to developers, subject to Cabinet approval, which has been delayed due to the Covid-19 pandemic.		In progress
Deliver an Industrial Strategy for Cardiff East , which will support the progression of the Cardiff Parkway development.	Cllr Russell Goodway	Economic Development	The East Cardiff Industrial Strategy has been approved and a market testing exercise is underway. Work is progressing on the Parkway development with a planning application due in Quarter 3 2020/21.		In progress
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 & Cllr Peter Bradbury	Economic Development	A development strategy for revitalising the International Sports Village, including the Toys R Us building, has been produced. Work on the new Cardiff Bay masterplan is progressing with a view to a final plan being presented to Cabinet in November 2020.		In progress
Launch a new masterplan for the Cardiff Canal Quarter by April 2020.	Cllr Russell Goodway	Economic Development	A draft masterplan for the Canal Quarter has been developed and the Council is now undertaking a process of engagement with local landowners. Engagement activities have been delayed due to the		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			Covid-19 pandemic and a final masterplan will now be presented to Cabinet in Quarter 3 2020/21.		
<p>Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.</p>	<p>Cllr Russell Goodway & Cllr Huw Thomas</p>	<p>Economic Development, and Planning, Transport & Environment</p>	<p>A graduate scheme has been launched with significant input from Cardiff businesses.</p> <p>The Cardiff Capital Region Cabinet approved funding and a new partnership approach to work with Cardiff Council for MIPIM 2020. However due to the Covid-19 pandemic, the event was cancelled.</p> <p>Masterplan visioning work continues for the Metro Central I collaboration with City Deal partners.</p> <p>Collaboration with City Deal has led to tailored COVID-19 business support packages being announced in Wales. Initial outline business cases approved for support for Coryton Life Sciences Hub and a local life-sciences business based in Cardiff University.</p>	<p>Green</p>	<p>In progress</p>
<p>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.</p>	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>	<p>Cardiff Castle hosted Tafwyl in June 2019 attended by over 40,000 visitors. A further 32,500 attended a three-day music event in the Castle at the end of June.</p> <p>The Cardiff Food and Drink Festival took place in early July 2019, supporting over 120 small businesses and attracting in excess of 75,000 visitors to Cardiff Bay over the weekend.</p> <p>Cardiff Music Board has been established and will support the delivery of the Cardiff Music Strategy recommendations. The Council is working in partnership</p>	<p>Green</p>	<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			with the Welsh Government Major Events Unit and music sector partners to develop the 'Cardiff Music City Festival'. The festival was initially planned for October 2020, but has now been postponed until autumn 2021 due to Covid-19 challenges and public health restrictions.		
<p>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.</p>	Cllr Peter Bradbury	Economic Development	<p>Cardiff hosted the Creative Cities Convention 2019 in April.</p> <p>Creative Cardiff announced the first series of investment 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.</p> <p>A work programme has been established with Industry body, PACT, to support growth in TV independent sector in Cardiff, including support to establish the PACT Wales TV Group in association with Welsh Government.</p> <p>Cardiff Council is a partner of Creative Cardiff's 'Strength in Places' bid for UK Government funding to support the sector.</p> <p>Cardiff is working with colleagues in Bristol and private partners to realise the benefits arising from Channel 4's Creative Hub in Bristol.</p>		In progress

Well-Being Objective 3.1: Cardiff grows in a resilient way

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
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	Cardiff Council have worked collaboratively with Welsh Government and were successful in receiving a grant from Welsh Government for £515,068. This grant covers procurement of vehicles, bins & caddies and depot changes to support the collection of Absorbent Hygiene Products (AHP). With this funding, the service has procured four new vehicles to support AHP collections. Cardiff Council will participate in meetings during 2020 with regards to a Regional Wood Facility Project. The development of a business case will determine whether Cardiff Council work collaboratively to deliver this project.		In progress
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	A project board and project team are in place with Welsh Government, Local Partnerships and WRAP. A baseline model was substantially completed in Quarter 4. The modelling does not show a significant impact to recycling performance. The final report will be received in Quarter 1 2020/21 and will include a review of four-day working.		In progress
Develop a citizen-based strategic plan for new and existing recycling centres,	Cllr Michael Michael	Planning, Transport & Environment	Recycling levels were 75% at Bessemer Close and 74% at Lamby Way and although the 80% target was not met, improvements have been made.		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
and promote improved recycling to 80% in centres by March 2020.			<p>Black bag splitting is not effective due to the high volumes arriving at the recycling sites and the reluctance of residents to participate in this activity.</p> <p>Covid-19 will mean different controls will be required and these will develop during Quarters 1 and 2 of 2020/21.</p>		
Develop and deliver targeted interventions to promote recycling in communities to support achieving the 64% recycling target for 2019/20.	Cllr Michael Michael	Planning, Transport & Environment	<p>A Cabinet report 'Improving Recycling in Cardiff' will promote the use of education to support the improvements in recycling performance. The application of a 'pink sticker' linked with BarTec and StarTraq will ensure residents receive information on how they can improve their recycling.</p> <p>The recycling performance for 2019/20 was 57.88%. Covid-19 had limited impact on this performance, albeit the pandemic has delayed the application of the 'pink sticker' campaign.</p>		In progress
Enhance and expand existing partnership(s) to support re-use in Cardiff by March 2020.	Cllr Michael Michael	Planning, Transport & Environment	<p>Work with internal Design and Delivery team is not progressing due to resource. Project Team are reviewing frameworks to tender the purchase and installation of temporary buildings on site for a Re-Use Centre. Work is progressing on branding for the Centre working with our partner, Waste Savers.</p> <p>Decision to relocate re-use building to Lamby Way following work to clear the location of the old recycling centre.</p>		In progress
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	<p>Following a trial period from September to December, work has been completed to create the east/west and afternoon/evening teams – supporting required improvements of coverage of the city throughout the day.</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
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	<p>Good progress has been made across the year:</p> <ul style="list-style-type: none"> • Love Where You Live lockers have been installed in a number of Hubs. • Community Street Planters have been installed. • The Leave Only Pawprints campaign was launched. <p>Work commenced with engaging citizens and businesses in focused areas such as Grangetown. The pilot work did provide localised improvements, but was not expanded due to resource requirements.</p>		In progress
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	Co-ordination of work is taking place to tackle problems in areas of concerns in wards. The development of a programme of improvements is in place for Street Scene. Monitoring of productivity and performance is ongoing to support informed decision making and feedback to specific initiatives/projects.		In progress
Develop a Cardiff Food Strategy for approval by May 2019 and implement the approved action plan.	Cllr Michael Michael	Planning, Transport & Environment	<p>The Food Strategy was approved by Cabinet November 2019 and is now at implementation stage. The Steering Group membership agreed has been and initial meeting was arranged for April 2020. However the meeting had to be postponed until June due to Covid-19 and was held virtually.</p> <p>Meetings have taken place with Public Health Wales to ensure alignment with the Move More, Eat Well Strategy.</p>		In progress
Deliver a 7.5 Megawatt Solar Farm at Lamby Way by September 2019 – generating	Cllr Michael Michael	Planning, Transport & Environment	Overall, the project is moving forward successfully but there has been a minor delay as a result of Covid-19 construction conditions. Contractor is now on site and scheduled to complete by the end of August 2020.		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
renewable energy and supporting carbon-neutral aspirations – subject to the approval of a final business case in April 2019.			Progress on the installation of the private wire is delayed but this will not impact on the completion of the solar farm.		
<p>Ensure the Council can achieve compliance with the EU Limit Value for Nitrogen Dioxide (NO₂) in the shortest possible time by:</p> <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. 	Cllr Michael Michael & Cllr Caro Wild	Planning, Transport & Environment	In December 2020 it was confirmed by the Welsh Government Minister that the Council’s Clean Air Plan has been approved with funding of up to £21m to be made available. The Plan has been developed with specialist consultants and passed through a series of quality tests to ensure it is as robust as is possible. A collaborative approach between Welsh Government and Cardiff Council has been undertaken throughout the process with regular meetings and negotiations ongoing.		In progress
Launch a new Transport & Clean Air Vision for the city and develop a Clean Air Strategy, including Active Travel solutions, by September 2019.	Cllr Caro Wild	Planning, Transport & Environment	<p>The Transport White Paper was launched on 15th January 2020 and lays out an ambitious 10-year plan to tackle the climate emergency, reduce congestion and improve air quality. It includes proposals for developing the South East Wales Metro, including new Metro lines connecting new and existing communities in the city, Rapid Bus Transport, Active Travel and improvements to our streets and the future of the car, including reducing car ownership through car clubs and greening through the expansion of electric vehicle charging infrastructure.</p> <p>The timescale for the White Paper was amended in line with ongoing developments in relation to the Clean Air Plan to ensure alignment.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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>Specialist works programme for concrete carriageways has been completed, micro-surfacing phase 1 is also completed. Phase 2 commenced in Quarter 4 but will also continue in Quarter 1 2020/21. Contracts have been let for resurfacing works under the South East Wales Framework and commenced in Quarter 4 but will also continue in 2020/21 Quarter 1. Patching works have continued at high volume and quality throughout the city.</p> <p>Estimates on previous works, utilising experience of road type, materials and potential disruption to ensure accuracy during evaluation process, have been produced and careful monitoring of spend on patching works continues to ensure budget constraints are met. The delivery of programmes of work will continue through to the end of the financial year.</p>		<p>In progress</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 extensions and stations across Cardiff.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>	<p>Working groups with Transport for Wales and Transport for Wales Rail have been established to progress the preparation of business cases for improvements to stations, new stations and line extensions in Cardiff.</p> <p>Key successes across the year include:</p> <ul style="list-style-type: none"> • Short-listing of options for the North West Cardiff WelTAG 1 study has been completed. • Technical work on Cardiff West Junction identifying options to unlock the Cardiff Cross-rail link between the North West Corridor and Cardiff Bay has been completed. • Scoping work was undertaken to inform the development of business cases and further technical work including Central Station to Cardiff Bay and Cardiff Bay to Roath Dock. • Progress was made identifying work programmes to review future enhancements to the Cardiff Metro including station improvements, new stations and new line extensions facilitating cross-city and regional movements unlocking development opportunities and contributing towards carbon reduction. 		<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Develop an Electric Vehicles Strategy by December 2019, including the delivery of new electric buses.	Cllr Caro Wild & Cllr Michael Michael	Planning, Transport & Environment	<p>Significant steps have been undertaken in defining the Electric Vehicle (EV) Strategy. The majority of core projects have been successfully completed. Key progress includes:</p> <ul style="list-style-type: none"> • Progress with residential EV charging locations has ensured that 10 locations with a total of 18 fast charging points have been installed across the city. A second phase of five sites with one charge point each is in progress. • Pilot project for installation of six Rapid Charging stations has been initiated with the company 'Enginie'. One location has been fully installed with the remaining five locations now in final planning stages, and licenses being progressed. • The work undertaken by Central Transport Services (CTS) to replace 90 Council vehicles with full EVs by 2021 has been delayed due to Covid-19. CTS are intending to review the wider fleet with Welsh Government Energy Service and OLEV. Following this review, a revised timetable will be known. • Ongoing work to implement taxi incentive scheme to assist taxi trade to transition to electric/ ultra-low emissions vehicle (ULEV) taxis. An initial grant of £1.86m will be used to support this. 		In progress
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	Cllr Caro Wild	Planning, Transport & Environment	<p>Despite some delays due to Covid-19 factors, all projects within the City Centre Transport Masterplan are due to be designed and delivered within the high-level programme schedule:</p> <p>Phase 1: Central Square on site Phase 2: Castle Street – out to tender Phase 3: Boulevard de Nantes and City Centre East – delayed due to Covid-19, rephrasing and programming exercise complete.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Strategy, the new Transport & Clean Air Vision, and Local Development Plan.					
<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. 	Cllr Caro Wild	Planning, Transport & Environment	<p>20mph speed limits:</p> <ul style="list-style-type: none"> • During the year, Grangetown and Penylan schemes have been completed and plans have been developed for Splott, Butetown, Canton/Riverside, Llandaff, Creigiau, Pentyrch and Tongwynlais – in anticipation of funding for 2020/21. • Work with Welsh Government has commenced to assist on an evaluation pilot of processes to inform guidance on a future 20mph default speed limit in built- up areas. <p>Cycle and walking networks:</p> <ul style="list-style-type: none"> • Construction of Cycleway 1 Phase 1 (St Andrew's Crescent to Senghennydd Road) is complete. • Construction of North Road Cycle Upgrade Phase 2 has commenced but finish date has been delayed as a result of temporary site closure due to Covid-19. • Design and modelling work is ongoing for Cycleway 3 (City Centre / Splott to Cardiff Bay). • Consultation on Hailey Park and Cycleway 4 (Sophia Gardens) started prior to Covid-19 lockdown but closing dates extended due to lockdown starting within consultation period. <p>On-street cycle hire:</p> <ul style="list-style-type: none"> • Additional rental stations have been installed during the year and the system has expanded to approximately 1,000 bikes available. Ebikes infrastructure planning is underway to locate 125 bikes in key appropriate locations across the city. 		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<ul style="list-style-type: none"> A BikeShare4All outreach scheme is being developed with support from key stakeholders which will increase the access to the scheme for hard-to-reach groups. <p>Active Travel Groups:</p> <ul style="list-style-type: none"> A comprehensive agenda of active travel interventions and schemes have been discussed through the Council’s Cycling Advisory Group. There was extensive liaison with active travel stakeholders in the lead up to the Cardiff Car Free Day and HSBC Let’s Ride Event in May. Work has begun on developing the Healthy Streets Programme in partnership with campaigning charity ‘Living Streets’. The work will include engagement with local communities to inform the prioritisation of interventions and the design process. 		
<p>Ensure every school in Cardiff has developed an Active Travel plan – including training and/or infrastructure improvements – by 2022.</p>	<p>Cllr Caro Wild & Cllr Sarah Merry</p>	<p>Planning, Transport & Environment, and Education & Lifelong Learning</p>	<p>A number of schools are now producing Active Travel Plans. The pilot engagement has shown that a bespoke approach with individuals schools to address their specific issues and offer tailored support has proven better than a ‘one size fits all’ approach.</p> <p>School streets were piloted in five locations to prevent parking around schools at drop-off and pick-up times. Plans for expansion of the approach are being developed.</p> <p>Planning and active travel plan advice and guidance has been given for Band B school projects, most notably Fitzalan School, Doyle Avenue and Willows High schemes.</p> <p>Active travel facilities have been installed in nine schools including cycle shelters and bike and scooter racks.</p>		<p>In progress</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<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. 	Cllr Caro Wild	Planning, Transport & Environment	<p>Significant progress has been made on a number of Local Development Plan (LDP) strategic sites and supporting infrastructure.</p> <p>“Approval of Reserved Matters” applications have been submitted for:</p> <ul style="list-style-type: none"> • Plasdŵr (LDP Site C); • St Edeyrn’s (LDP Site G); • Junction 33 (LDP Site D), and; • Churchlands (LDP Site F). <p>Work is progressing in relation to a new Primary School at St Edeyrn’s (LDP Site G).</p>		In progress
<p>Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic</p>	Cllr Caro Wild	Planning, Transport & Environment	<p>The 6,500 target is for the 12-year period 2014 to 2026 and for the first five years the completion of 1,082 affordable homes has been recorded. As of April 2019 there are 4,790 affordable dwellings not yet started in the landbank and since then, a further 234 affordable homes have been granted planning</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
sites including 6,500 new affordable homes by 2026.			<p>permission or secured as part of an off-site Section 106 agreement, including a number of Cardiff Housing Partnership sites across the city.</p> <p>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>		
Deliver 2,000 new Council homes , of which at least 1,000 will be delivered by May 2022.	Cllr Lynda Thorne	People & Communities	<p>Work is progressing across a number of schemes to deliver new Council homes. Planning applications have been submitted for the St Mellons scheme and the Maelfa Independent Living Scheme. Consultants for the Channel View redevelopment scheme have been appointed and work is progressing with the Caldicot Road scheme.</p> <p>The Cardiff Design Standard has been drafted, setting out the standards that all new Council housing schemes should meet, with a view to implement the standard by September 2020. Consultation will be undertaken with stakeholders and partners to ensure we adopt a suitable and deliverable standard.</p> <p>Cardiff's development programme is being well-received by tenants and the programme has won three national awards to date.</p>		Complete
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	Cllr Michael Michael	Planning, Transport & Environment	National Government Grant and Welsh Government interest-free loan has now been secured and procurement commenced in June 2020. The final business case, including prices derived through procurement, is scheduled for December 2020		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
of a final business case by October 2019.					
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	<p>The Design Review group met 33 times in 2019 and commented on 119 schemes. The Annual Report is available on the link below: https://www.cardiff.gov.uk/ENG/resident/Planning/City-design-and-public-art/Documents/Design%20Review%20Annual%20Report%202019.pdf</p> <p>The Supplementary Planning Guidance programme is complete.</p>		Complete
Continue to engage with the Pensions Committee to deliver an environmentally-friendly pension policy.	Cllr Chris Weaver	Resources	<p>Cardiff is working with the Wales Pension Partnership (WPP) to develop a collaborative approach to responsible investing and carbon-friendly investing.</p> <p>In May 2019 the Pensions Committee agreed to the following changes and recommendations, which have been implemented during the year:</p> <ol style="list-style-type: none"> 1. The Investment Advisory Panel make an initial allocation during 2019/20 of 10% of fund assets to a fund tracking a Global Low Carbon index; 2. Supports in principle for disinvestment in companies engaged in fossil fuel extraction and support further development of climate change investment policy; 3. Notes the ongoing work being undertaken in collaboration with the other WPP authorities and the WPP's investment partners. <p>In Quarter 4, 10% of the total fund assets (value circa £200 million) was transferred into the Low Carbon Tracker fund.</p>		In progress

Well-Being Objective 4.1: Modernising and integrating our public services

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Progress the seven 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 Chris Weaver	Resources	<p>A high-response rate was received from service areas providing the first annual update on their Digital Strand aspirations/priorities. These responses provided a target date and narrative on work undertaken and stories of success. A draft 'We said, We did' document has been created from responses given to show progress on key aspirations. This is yet to be published due to priorities around Covid-19.</p> <p>A review of applications and software used to provide Digital Services to customers is to take place. This will provide an analysis of the current products used.</p>		Complete
<p>Modernise the Council's estate and reduce the footprint through rationalisation and investment in maintenance.</p>	Cllr Russell Goodway	Economic Development	<p>The roll-out of the One Front Door 'consent for works' initiative across the corporate estate was completed in Quarter 4 together with the Non-Schools Handbook.</p> <p>The Schools and Non-Schools Annual Maintenance Programmes for 2020/21 have been finalised.</p>		In progress
<p>Develop a new five-year Property Strategy by March 2020.</p>	Cllr Russell Goodway	Economic Development	<p>The presentation of a new Property Strategy to Cabinet has been delayed due to the pandemic and will now be presented in Quarter 3 2020/21.</p>		In progress
<p>Take forward delivery of the Core Office Strategy.</p>	Cllr Russell Goodway	Economic Development	<p>The presentation of a report on the Core Office Strategy to Cabinet has been delayed due to the pandemic and will now be presented to Cabinet in October 2020.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Improve the health and well-being of our employees by continuing to monitor sickness absence, and proactively provide support for employees and managers.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>	<p>The Attendance and Well-being Policy was reviewed and adjusted. A letter was sent to all staff from the Chief Executive, including a leaflet outlining the changes.</p> <p>A new Fast Track Physio referral service was launched at the start of August and continued support is in place to support employees with musculoskeletal problems to either remain in work or to return to work more quickly. Meetings have taken place with all Directorates and the Chief Executive to review all long-term sickness cases.</p> <p>Additional support is being provided for mental health cases through a number of mechanisms which support mental health issues over a longer period.</p> <p>The end of year figure for sickness was 11.77 days lost per Full-Time Employee against a target of 9.5.</p>	<p style="background-color: red; color: black; text-align: center;">RAG</p>	<p style="text-align: center;">Complete</p>
<p>Work towards the Gold Level Corporate Health Standard Award by March 2020.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>	<p>The Health and Well-being Survey commenced in Quarter 2 and this included questions relating to the Corporate Health Standard.</p> <p>Progress towards the Gold Health Standard has been delayed due to Covid-19. As the organisation moves to new ways of working and is considering its office space and assets, it has been agreed that the application for the Gold award be put on hold.</p> <p>In order to retain our Silver status we will need to go through a revalidation process. This should be completed by March 2021, however, there is a six-month leeway period should we require it.</p>	<p style="background-color: yellow; color: black; text-align: center;">RAG</p>	<p style="text-align: center;">Complete</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Continue to reinforce the Agency Workers Charter and embed core processes to review Agency Worker placements at 12 and 18 months.	Cllr Chris Weaver	Resources	The number of agency workers in Waste Management has been reduced through their appointment to 26 permanent posts. Regular reports are to be sent to Directorates regarding agency staff who have been working for lengthy periods and responses to be shared at Trade Union Partnership meetings. This has been delayed due to Covid-19.		Complete
Support people and communities to be more engaged with the work of the Council.	Cllr Huw Thomas & Cllr Chris 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.</p> <p>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>A mid-point review of Ask Cardiff 2019 took place, where the Research Team explored the demographics of the responses to date, and designed the second half of their engagement plan to address any gaps in representation as far as possible.</p> <p>Due to the late financial settlement, the Council's Budget Consultation was delivered and concluded in Quarter 4, including a new question which prompted residents to share their views on service priorities in the city. A programme of engagement was delivered to support the consultation to reach communities traditionally underrepresented in Council surveys.</p>		Complete
Ensure that the Council's workforce is representative of the communities it serves.	Cllr Chris Weaver	Resources	Unconscious bias has been included in the draft updated Recruitment & Selection Policy and Manager Guide. The Council was placed 187 out of 503 employers in the Stonewall 2020		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Workplace Equality Index (WEI), an improved position on the previous year. A draft Action Plan had been put in place for next WEI submission, however Stonewall have taken the decision not to have a WEI this year due to impact of Covid-19 on activities. WEI categories have also changed, so the action plan will need to be revisited for next year's submission.</p> <p>The reverse mentoring pilot has been put on hold due to absence. This pilot pairs a mentor with a senior manager and gives insight into how they see the organisation/policies etc. and how these can be shaped in respect of the protected characteristics.</p> <p>The Council continues to advertise job vacancies externally and includes an equal opportunity statement on the website to encourage applications from under-represented groups, which includes those aged under 25; those not currently in education, employment or training; from local communities including in particular, disabled individuals, carers and those from the Cardiff BAME and LGBT+ communities; and those with the ability to communicate fluently in Welsh. The Council also continues to promote its commitments as a Disability Confident Employer as well as a Stonewall Diversity Champion on the website.</p> <p>Covid-19 has impacted on the ability of the Employee Networks to undertake activities. Further reminders have been issued to employees to update their equality data.</p>		
Ensure that the Council delivers a high-quality customer service across the organisation by delivering the seven priorities recommended in the	Cllr Chris Weaver	Resources	Three modules for customer service training have been developed, with online training released in Quarter 2.	Green	In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Customer & Leadership report by March 2020.			An Institute of Customer Service Benchmarking survey was carried out during Quarter 3, a discussion on the results took place in January and a decision not to publish the results was taken. Further discussions will need to take place prior to any further ICS benchmarking surveys to ensure we are happy with the process. The feedback from the consultation undertaken at customer service week on the suite of customer service documents has been taken into consideration into the draft documents, and sign off for these with cabinet is awaited.		
Deliver the Council's priorities within the Strategic Equality Plan 2016-2020 and launch a new Strategic Equality Plan by April 2020.	Cllr Chris Weaver	Resources	<p>A staff engagement event regarding the Strategic Equality Plan was delivered in January 2020 including guest speakers from the Bevan Foundation, Stonewall and Welsh Government. The public consultation on the objectives for 2020-2024 was completed in February 2020.</p> <p>It was agreed that the new Strategic Equality Plan would be aligned with the Corporate Plan 2020-23, creating a single coherent document, to ensure the Council's equality practice is mainstreamed and embedded within policy development and service delivery.</p> <p>Due to Covid-19, the statutory publication deadline for the publication of both the Council's Strategic Equality Objectives and annual report was postponed until October 2020 to enable public bodies to ensure that their plans reflected the changed environment and new challenges emerging from the pandemic, including the introduction of the Socio-economic Duty in April 2021.</p> <p>The annual report has been completed and will be published in September. The Strategic Equality Plan has been thoroughly</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			revised throughout to reflect the new landscape and recovery plans for the city. This will be submitted to Cabinet ready for publication in September.		