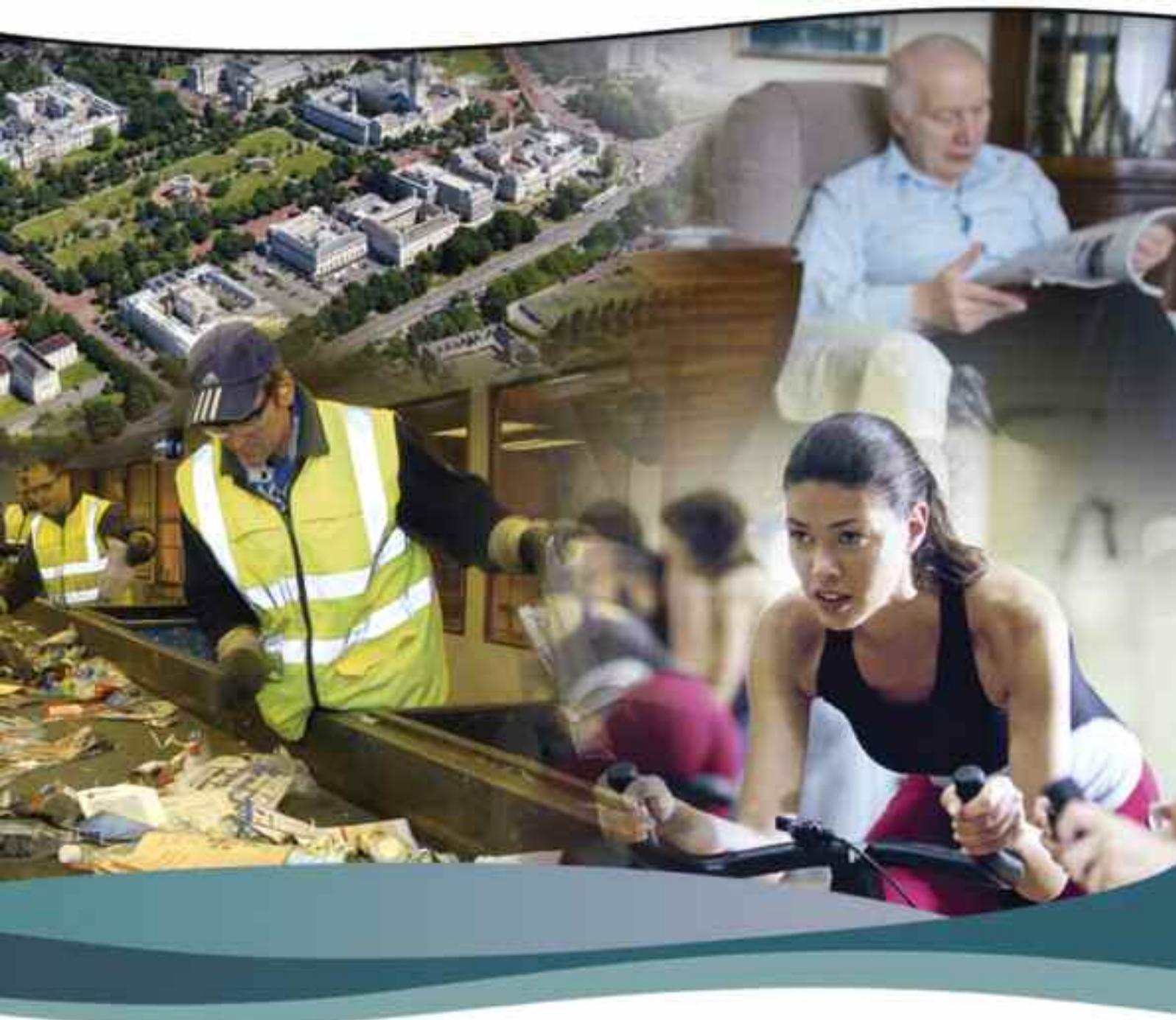


Cardiff Council

# Improvement Plan Summary 2010/11



A Proud Capital



## Introduction

*The Corporate Plan 2010/13 set out a more outcome focused approach across the public services in Cardiff and as a result is structured around the agreed outcomes and our priorities for achieving these outcomes over the 3 years of the Plan.*

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### Are we delivering the vision?

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The Improvement Plan presents our progress during 2010/11 in delivering the following 8 outcomes:

- People in Cardiff are safe and feel safe
- Cardiff has a thriving and prosperous economy
- People in Cardiff achieve their full potential
- Cardiff is a great place to live, work and play
- People in Cardiff have a clean, attractive and sustainable environment

- People in Cardiff are healthy
- Cardiff is a fair, just and inclusive society
- The Council delivers improved outcomes for the city and its citizens through strong partnerships

For further information please see the Council's Improvement Plan for 2010/11 which is available on our website, [www.cardiff.gov.uk](http://www.cardiff.gov.uk) or by contacting the Council's Improvement and Information Team on 029 2087 3340.

We welcome feedback on the Improvement Plan and Improvement Plan Summary. You can send us your comments either by email, to [cic@cardiff.gov.uk](mailto:cic@cardiff.gov.uk), or by post, to Improvement & Information, Cardiff Council, County Hall, Cardiff, CF10 4UW.



## People in Cardiff are safe and feel safe

*Cardiff Council is committed to working in partnership to create a city that is safe in the broadest possible sense and where citizens are empowered with the knowledge and confidence to feel safe.*

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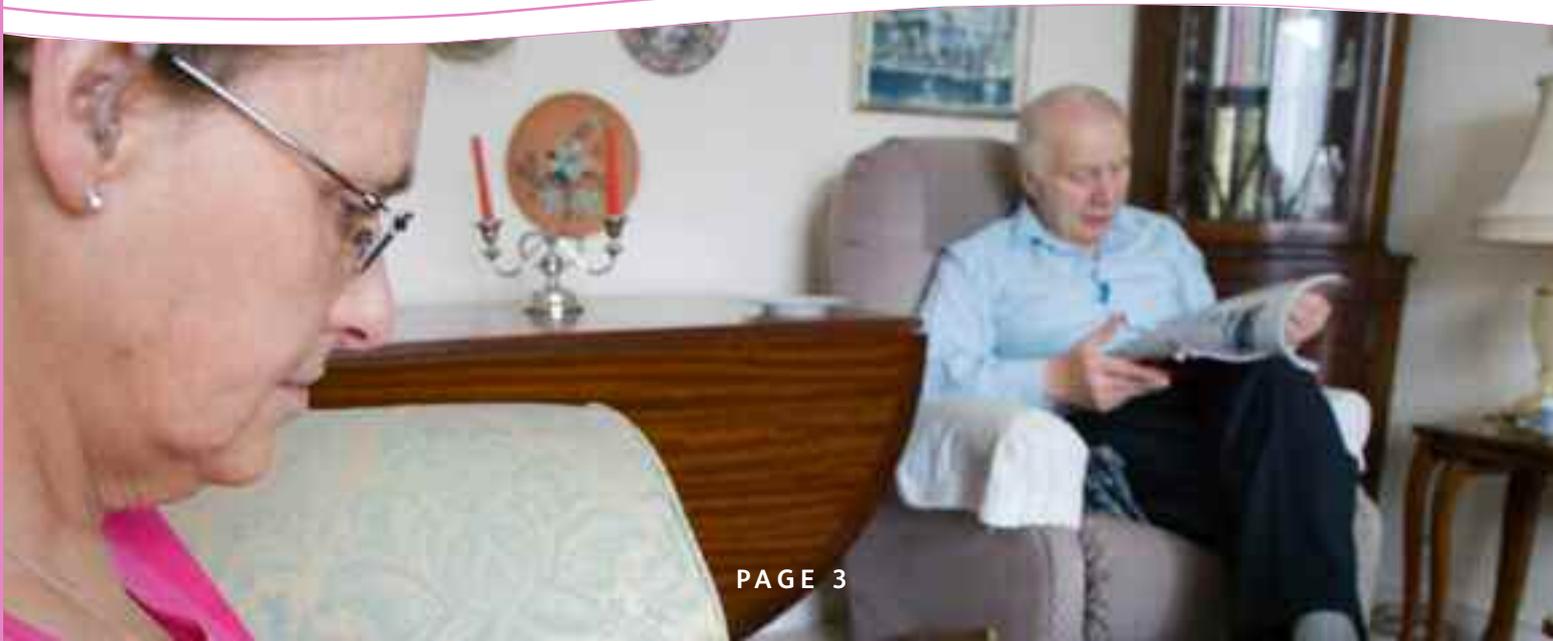
### Are we delivering the vision?

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To protect children and vulnerable adults from harm we worked on increasing our social worker capacity, undertaking a review of capacity and workload and reviewing our Child in Need processes.

We progressed improvement actions to take account of recent national reviews of safeguarding in adult and children's services, introducing risk assessments, ensuring all investigations are carried out by appropriately trained staff and introducing a duty system where all Protection of Vulnerable Adults calls are screened by a co-ordinator.

We promoted the recognition and safeguarding of vulnerable people across partner agencies and the wider community by establishing a joint adult area protection officer committee across both Cardiff and the Vale, to build on the work of the recently established Joint Operational Group.



We worked with partners to help ensure that local health and social care professionals work jointly together to assess and respond to individual need, with particular focus on individuals who, following admission to hospital require multi-agency assessment.

We continued to work with partners to effectively tackle Anti Social Behaviour, developing a new set of processes and working guidelines tackling anti social behaviour and recruiting staff to the Anti-social Behaviour Unit.

With partners, we established integrated health and social care teams, identifying nine neighbourhood areas for Cardiff and the Vale, and setting up three Locality Teams.

We launched the 'Scores on the Doors' initiative with partners in October 2010, listing official local authority hygiene ratings for food businesses to promote safety and reassure our citizens.

Ref	Description	2009/10 Outturn	2010/11 Target	2010/11 Outturn	Annual Trend	Progress against target
SCA/005 (a)	The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	33	30	30	↑	😊
SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year	99.5	100	99.2	↓	😐
Performance against this indicator is consistently high and well above the 70% threshold which would suggest that there are no significant issues in managing the workload.						
SCC/021	The percentage of looked after children reviews carried out within statutory timescales during the year.	96.2	100	96.4	↑	😐
Performance against this indicator is consistently high and well above the 70% threshold which would suggest that there are no significant issues in managing the workload.						
Ask Cardiff Survey	Percentage of people that agree the police and local council are dealing with the anti-social behaviours and crimes that matter in their area	40.1	N/A	38.4	N/A	N/A
It is not appropriate to set a target and the measure is collected for information purposes only.						

KEY	😊	Annual target met	😞	Annual target not met	😐	Annual target almost met
	↑	Improving	↓	Declining	↔	Static

## Cardiff has a thriving and prosperous economy

*Over the last decade Cardiff Council has worked with partners to make consistent progress in improving the number and quality of employment opportunities in the city, leading and facilitating the transition to a high value knowledge-based economy.*

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### Are we delivering the vision?

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We continued to support businesses and communities through the economic downturn, including providing Business Support and advice to local start-up, existing businesses and social enterprises. In 2010/11 over £250,000 of funding was paid out to 23 companies, creating up to 177 new jobs over the next three years.

We worked with partner organisations on emerging employment opportunities in the city, matching 400 candidates into job placements through the Future Jobs Fund.

We worked to support local business networks such as the new Cardiff Business Partnership, a non-profit membership organisation representing the views of leading businesses in Cardiff in the development of Cardiff and Wales as a competitive business location.

We worked on developing a new strategic economic regeneration and city vision setting out key development priorities for the next 10 yrs. We continued to work to develop an International Conference and Convention Centre.



The first phase of the Media Production Village at Roath Basin has been handed over to the BBC.

We worked with Cardiff & Co. to promote the Destination Management System (DMS) at the Cardiff Tourism Network Meeting. Over 25 businesses are now bookable through the Visit Cardiff web site delivering 24 hour global access to available bed stock.

We continued developing the city centre by working towards a new pedestrian-friendly environment for High Street and St Mary Street, completing Phase 2 of St Mary Street (Guild Hall Place to Golate Street) and beginning Phase 3. The paving of Womanby Street and Quay Street was also completed.

Ref	Description	2009/10 Outturn	2010/11 Target	2010/11 Outturn	Annual Trend	Progress against target
EEI001	Number of Jobs Created / Safeguarded through Council support	1,068	1,000	1,104	↑	😊
TE1	Number of centre users assisted into employment by LTE.	2,620	3,000	3,638	↑	😊
ECR15c	Revenue generated by total visitors	£703.6m	£710m	£851.7m	↑	😊
ECR15a	Day Visitors Number per Annum	13.11m	15m	18.3m	↑	😊

KEY	😊	Annual target met	☹️	Annual target not met	😐	Annual target almost met
	↑	Improving	↓	Declining	↔️	Static



## People in Cardiff achieve their full potential

*Assisting people to achieve their full potential focuses on building values, relations and institutions for a society where all individuals, regardless of race, sex, age, ethnicity, disability, sexual orientation, language, religion or non-belief, can fully exercise their rights to lead fulfilling lives.*

*Such an environment is at the root of a nurturing society where all members, including the most vulnerable, enjoy equality of opportunity to progress and learn.*

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### Are we delivering the vision?

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We implemented a tracking system for measuring progress of learners with additional learning needs. The progress of learners from Ethnic Minority groups, the Gypsy/traveller community and Looked After Children (LAC) are tracked at both school and Local Authority level.

We worked on implementing 14-19 learning pathways to successfully achieve the statutory targets for the local curriculum offer at Key Stage 4 and post 16 LACs.

We worked on establishing further integrated children's provision in four primary school sites, Adamsdown, Greenway, Oakfield and St Mary the Virgin.

We continued to implement a Language, Literacy & Communication Strategy. A further nine primary schools joined elements of the intensive programme and the schools already involved will receive ongoing monitoring and support.



Early evidence from this year's reading tests indicates that there has been a 7 % improvement in the percentage of pupils going on to secondary school having attained functional literacy.

We continued to implement school organisation planning proposals and investment programmes,

investing in the existing two Welsh-medium High Schools and progressing plans for a third. Designs are underway for new build St Teilos Church In Wales high school on Llanedeyrn High School site subject to the appropriate permissions being granted.

Ref	Description	2009/10 Outturn	2010/11 Target	2010/11 Outturn	Annual Trend	Progress against target
<b>SCC/002</b>	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	13.1	12	20.4	↓	☹
The Better Outcomes for Looked After Children project has been re-launched and will be specifically tasked with looking into this issue.						
<b>SCC/037</b>	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	155	157	128	↓	☹
The Better Outcomes for Looked After Children project has been re-launched and will be specifically tasked with looking into this issue.						
<b>EDU/016 (b)</b>	Percentage of pupil attendance in secondary schools	90.6	91.3	90.4	↓	☹
Attendance in secondary schools has improved slightly in the last four years to achieve a rate of just over 90 %. However, performance remains 22nd out of the 22 Welsh authorities. Attendance is generally worse at the key points of transition in Y9 and Y11 and there is a strong link between attendance and achievement. The Council's Attendance Strategy has a number of actions designed to support and challenge schools to improve performance. This includes the delegation of additional resources to clusters of schools to appoint attendance officers to engage with families and to improve the impact of policy and procedure.						
<b>EDU/002 (i)</b>	The percentage of all pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification.	1.26	1.2	1.64	↓	☹
There is a strong link between this indicator and the number of young people who are not in education, employment or training (NEET) as measured by EDU/002(ii). Early intervention to address additional learning needs, poor attendance, improvement in literacy and numeracy skills are all key contributors. The Council is also putting in place strategy to significantly reduce the number of NEETs.						
<b>EDU/011</b>	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority	367	358	376	↑	☺

<b>KEY</b>	☺	Annual target met	☹	Annual target not met	☹	Annual target almost met
	↑	Improving	↓	Declining	↔	Static

## Cardiff is a great place to live, work and play

*Cardiff's development over recent years has led to a commercial, creative, and cultural rebirth of a city where many people choose to live, work, and play. The Cardiff experience offers world-class sporting events, entertainment, leading cultural attractions, nightlife and more.*

*All of this is based on an appealing and accessible built environment that draws together a high quality transport infrastructure, well maintained parks and green spaces and a technology network that realises people's aspirations for their professional and personal lives*

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### Are we delivering the vision?

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To promote sustainable travel choices we progressed the Sustainable Travel City initiative, reviewing the strategic cycling network and working on developing a prioritised strategic cycle network development plan. We also furthered a regional transport project focusing on public transport integration, submitting a bid to the Welsh Government for the 2011/12 Sustainable Travel City Programme.

We continued to roll out the Council's Smarter Choices programme including the establishment of a Car Club, which was launched on 1 December 2010.

We delivered improvements to the transport infrastructure, including completing Pont-y-Werin, which opened in July 2010, and continuing to deliver improvements to High Street and St. Mary Street to create a pedestrian friendly environment.

We have completed the year 2 work of a 5 year plan to improve to the city centre bus network, including bus priority and infrastructure works.

We added further parking spaces to the Cardiff East Park and Ride which now has over 950 spaces.

We installed a public information portal at Central Station to provide public transport timetables and live travel information.

We progressed regional transport schemes, beginning a feasibility study of an Ely link to the Taff Trail and completing Phase 1 of bus priority measures on the A470 which aim to improve reliability and journey times on bus links to the areas North of Cardiff.

We took over parking enforcement from the Police in July 2010 and now have 40 Enforcement Officers, including supervisors, in post.

We consulted with residents and drafted new Residential Parking and Disabled Parking Bay Policies.

Cardiff International White Water was officially opened in March 2010 and welcomed over 24,000 visitors during its first year. It was awarded the Best Visitor Experience in Wales at the 2010 National Tourism Award.

We relocated the Cardiff Bay visitor centre to the Wales Millennium Centre and opened this to the public in September 2010.

We successfully hosted a number of high profile events over the year including the Commonwealth Local Government Forum Conference, the National Armed Forces day in June 2010 and the WBC 'Night of Champions' and the international amateur boxing tournament 'Great Britain vs. the rest of the world' in July 2010.

We opened the Cardiff Castle Museum of the Welsh Soldier in June 2010.

We worked to secure maximum benefits from the forthcoming Olympic and Paralympics Games, opening Wales' first Adizone, a free, open space amenity designed in the shape of the London 2012 Olympic logo. The first event of the 2012 Olympic Games, the women's football, will be held at the Millennium Stadium in Cardiff and Cardiff is one of the stops of the torch relay. A number of Olympic and Paralympic teams will base their pre-games training camps in Cardiff.

Cardiff was awarded Capital City of Sport status 2014, which will tie in with the Commonwealth Games to be held in Glasgow as Cardiff will play a key role in pre-games training.

We progressed with partners towards delivering the House of Sport development in Leckwith.

Ref	Description	2009/10 Outturn	2010/11 Target	2010/11 Outturn	Annual Trend	Progress against target
LTPPI11	Percentage of travel to work by sustainable transport	40.3	44.3	47.7	↑	😊
ECR15c	Revenue generated by total visitors	£703.6m	£710m	£851.7m	↑	😊
ECR15a	Day visitor numbers per annum	13.11m	15m	18.3m	↑	😊
LCL/001	The number of visits to Public Libraries during the year, per 1,000 population	9,756	5,722	9925	↑	😊

## People in Cardiff have a clean, attractive and sustainable environment

*The successful cities of the future will be those that achieve social and economic prosperity within environmental limits. As cities regenerate and flourish there is a realisation that economic growth does not come through trade-offs with social and environmental quality.*

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### Are we delivering the vision?

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We worked with partners and the citizens of Cardiff to minimise waste, running home composting, wormery and water butt sales. Other initiatives have included bike reuse and paint reuse in the community and multimedia banks introduced to Household Waste Recycling Centres. We also promoted waste minimisation initiatives such as Real Nappies and No Junk Mail for World Environment Day.

We carried out consultation which informed the new Municipal Waste Strategy, agreed by Executive in January 2011. This also includes a new local environmental quality strategy addressing issues such as litter, dog fouling, graffiti, fly-posting and fly-tipping. Following the approval of the Strategy we successfully delivered the first phase of the collection changes, providing all tri-bag areas of the city a kerbside caddy in March and carrying out further consultation for wheeled bin expansions in three bag areas. Post sorting of Household Waste Recycling Centre residual skip waste has been established.



We worked with partners to run Keep Cardiff Tidy campaigns such as Schools Against Litter and a Smoking Litter Campaign.

We focussed our Education Enforcement activities on the Cathays area to improve how waste is put out for collection.

We continued working with four other councils on Prosiect Gwyrdd, progressing a long-term solution for residual waste to replace landfill.

We realigned street cleaning and waste collection services to increase effectiveness, undertaking Street cleansing on a zone basis, and allowing for supporting Highways in undertaking snow clearance and gritting activities if required.

We signed the Covenant of Mayors commitment to go beyond the objectives of EU energy policy in collaboration with partners at the Proud Capital Conference in June 2010 and launched the Carbon Lite Action Plan.

We worked to improve the energy efficiency of public and private dwellings, successfully acquiring

Community Energy Saving Programme and Arbed funding for a Home Improvement scheme in Pentwyn.

We delivered Warmer Wales Grants with partners, insulating 409 lofts and 161 cavity walls and installing 2 gas central heating systems. The estimated saving on energy bills is £91,249 per year, and Carbon Dioxide emissions were reduced by 799 tonnes per year. 270 clients received Benefit Advice through the programme.

We continued work on a Local Development Plan and prepared a draft Supplementary Planning Guidance for small infill sites.

We reviewed the allotment strategy and completed clearance and levelling at College Farm allotment site. This site will reopen for cultivation in summer 2011.

We secured funding for the Whitchurch Brook flood alleviation scheme to further develop Cardiff's flood defences. We submitted the Cardiff-wide Preliminary Flood Risk Assessment to the Environment Agency in early 2011/12.



We remained on target to secure the Welsh Housing Quality Standard by December 2012.

We continued delivering the Bute Park restoration project, upgrading existing pathways and completing new path linkages in Bute Park. A new event service road for Coopers Field was also constructed to facilitate events. Work commenced in November 2010 on a new Education and Training Centre.

We reopened Cathays Library following an extensive 10 month refurbishment and opened The Cardiff Story Museum to the public.

Phase one of a comprehensive regeneration scheme for Loudoun Square in Butetown, including

new health, community and shopping facilities was completed, with retailers being moved to temporary units and the existing shops demolished. We also commenced Phase 2, which will see the construction of a new shopping parade, health centre and community space.

We completed the Neighbourhood Renewal Schemes at Canada Road, Lawrenny Avenue, Meirion Place, Hillview, ABC Park and Shelley Gardens.

We completed the refurbishment scheme for Beechley Drive Lower Shops and a feedback survey found that 90% of traders and shoppers were satisfied with the scheme.

Ref	Description	2009/10 Outturn	2010/11 Target	2010/11 Outturn	Annual Trend	Progress against target
<b>STS/005 (b)</b>	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	89.03	90	83.75	↓	☹
Heavy snowfall resulted in a missed LEAMS survey for Dec/Jan which impacted the result.						
<b>STS/006</b>	The percentage of reported fly tipping incidents cleared within 5 working days	87.16	90	94.48	↑	☺
<b>WMT/004</b>	The percentage of municipal wastes sent to landfill	61.09	56	57.52	↑	☹
Performance has increased from the previous year, new recycling projects have been introduced mid year, but require a full year to demonstrate the full benefits. The Waste Strategy has been approved which will bring forward new initiatives in 2011/12.						
<b>WMT/001 (i)</b>	The percentage of municipal waste reused and/or recycled.	Combined in 2010/11 WMT/009	44	41.97	N/A	☹
<b>WMT/001 (ii)</b>	The percentage of municipal waste composted or treated biologically in another way.					
New recycling projects were introduced mid year, but require a full year to demonstrate the full benefits. An Environment Agency decision to not allow the inclusion of aggregates in the 2010/11 figures has meant that we did not achieve our target 44%. The Waste Strategy has been approved which will bring forward new initiatives in 2011/12.						

<b>KEY</b>	☺	Annual target met	☹	Annual target not met	☹	Annual target almost met
	↑	Improving	↓	Declining	↔	Static

## People in Cardiff are healthy

*The health of the population is vital to achieving a world-class quality of life in the city. Delivering better health, social care and well being for residents through a range of preventative, curative and support services is therefore a fundamental part of Cardiff's agenda.*

*This will ensure that Cardiff residents are able to enjoy a healthy and active life with prompt access to appropriate health and social care services when needed.*

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### Are we delivering the vision?

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We worked in partnership with Sport Wales to develop and deliver the Local Authority Partnership Agreement to help meet the sport and physical activity needs in communities across Cardiff.

We developed with the Cardiff City Football Foundation the Healthy Lifestyle Programme, which is to be delivered to year 6 pupils in 8 schools.

We worked to prevent and delay the onset of chronic conditions by promoting healthier lifestyles, taking forward the Welsh Government's Change4Life campaign which aims to prevent obesity and supporting National Healthy Living Week and No Smoking Day. We promoted key food and health and physical activity messages across the city and ran a campaign on the Cardiff Healthy City website to promote a wide range of healthy living messages.

The National Food Hygiene Rating system was launched in October 2010. We have agreed the Food Safety Broadly Compliant policy to implement recommendations made to local authorities from the Pennington Inquiry into food safety.



We continued to monitor areas which are Air Quality Management Areas and implement the associated action plans.

We improved the effectiveness of services for older and physically disabled people in domiciliary care contracts by procuring new contracts and piloted a scheme to enhance the choice available to carers in respite care provision.

We worked with young people in Children's Homes to reduce smoking and improve understanding of healthy eating. Our Children's Homes are now smoke free and work continues on food safety and promoting healthy diets and exercise.

Ref	Description	2009/10 Outturn	2010/11 Target	2010/11 Outturn	Annual Trend	Progress against target
<b>SCA/001</b>	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	6	5.8	7.12	↓	☹
The increase in the rate of delayed transfers relates to the increased pressure on the hospital social work services in March 2011						
<b>SCA/002 (a)</b>	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	47.03	42	45.89	↓	☺
<b>PSR/002</b>	The average number of calendar days taken to deliver a Disabled Facilities Grant.	189	280	307	↓	☹
During 2009/10 an increase of 43% of referrals received against the previous year and a reduction of Capital funds resulted in a backlog, the winter weather also had an impact on external work. We have implemented new measures e.g. systematic review of old cases including additional consultation with occupational therapist to monitor our longest standing cases to ensure they are moved through the system within prescribed time frames.						
<b>PPN/001 (i)</b>	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards	100	100	100	↔	☺
<b>PPN/008 (ii)</b>	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for Food Hygiene	72	100	57	↓	☹
The number of new businesses which are set up during the year is unpredictable. During 2010/11, 506 new premises were identified and 202 additional inspections required. Given the additional programmed inspections required during the year, resources were targeted at high risk premises. We inspected all new businesses outstanding from 2009/10 and a desk top risk assessment process was applied to any additional new premises identified during the year. Any premises considered to be high risk premises were also inspected. It is intended that additional resource is targeted at this area in 2011/12 to deal with the premises that remain outstanding.						
<b>LCS/002</b>	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	9,777	9,823	9,728	↓	☹
Cardiff suffered the worst winter conditions in 100 years in December 2010 which included very heavy snowfall. All Cardiff's Leisure facilities were forced to close during this period due to the severity of the weather which adversely affected the result. Improvements in data collection of attendance figures have also led to a reduction in this indicator.						

## Cardiff is a fair, just and inclusive society

*Continuing Cardiff's proud tradition of social justice, the Council will work to promote opportunity and respect and lead the way in engaging and managing diversity.*

*Integration and participation remain important parts of social cohesion and reflects the capacity of a society to ensure the welfare of its members.*

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### Are we delivering the vision?

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We worked with voluntary organisations to improve the provision of advice in the city, including installing a Citizens' Advice Bureau kiosk on the ground floor of Cardiff Central Library where C2C and library staff are able to guide customers to finding the advice that they need.

We began work on a new single assessment centre for homeless people which includes health and training facilities, along with replacement day centre and supported accommodation units.

We have worked to remove and reduce barriers to participation in Council services, looking at using technologies such as the internet, smartphones and interactive digital TV to encourage citizens in harder to reach or traditionally excluded groups to engage and transact with the Council in ways that have not been available to them previously. The Connect to Cardiff Outreach service continues to expand its base of partners by working in a wide range of locations throughout the area.



We carried out Phase 3 of the improvement works to the Shirenewton gypsy traveller site, including new boundary walls to each pitch, repairs to outer boundary fence, extending internal and external pitches to incorporate more green space and providing a single metered water supply and an external plug socket to each pitch.

We worked in partnership through the South East Wales Improvement Collaborative to develop and agree a framework for increasing foster and residential care placements.

We worked on developing a children's home at the old John Kane site in Thornhill, preparing an application for registration of the premises as a children's home with a view to receiving the first intake of children in 2011/12.

In September 2010 we opened a new school at Ty Gwyn for children with profound and multiple learning difficulties, including enhanced capacity for severe and challenging autism.

We established an Autism centre at the Bishop of Llandaff High School in temporary accommodation until the new build is complete, which is scheduled to be during 2012.

Ref	Description	2009/10 Outturn	2010/11 Target	2010/11 Outturn	Annual Trend	Progress against target
<b>BNF/004</b>	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events.	17.02	17	11.38	↑	☺
<b>HHA/013</b>	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	11.26	30	18.79	↑	☹
Following a very low outturn for 2009/10, the data collection method has recently been reviewed and further prevention details are now being collected. We have seen some of these initial changes impact on the figure which indicates an improvement of 7%. As this PI relies on data 6 months in arrears, it is anticipated that significant improvement will occur later in the year as figures feed in after the 6 month period.						
<b>PLA/006</b>	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	34.95	10	13.45	↓	☺
Performance in 2009/10 was exceptional and the number in 2010/11 has fallen back to a more realistic level.						
<b>THS/007</b>	The percentage of adults aged 60+ who hold a concessionary bus pass	94.43	100	96.98	↑	☹
Improved data management has contributed to a better result than achieved in 2009/10. However, whilst eligible people are encouraged to take up concessionary passes, not all do so.						

<b>KEY</b>	☺	Annual target met	☹	Annual target not met	☹	Annual target almost met
	↑	Improving	↓	Declining	↔	Static

# The Council delivers positive outcomes for the city and its citizens through strong partnerships

*The Council is taking forward a progressive agenda for change. We realise that we cannot deliver this ambitious programme in isolation, which is why we are leading the way with innovative partnerships with both the public and private sector.*

*This marks a fundamental change in how the Council operates, as we seek to simultaneously improve organisational efficiency and respond to the needs of citizens.*

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## Are we delivering the vision?

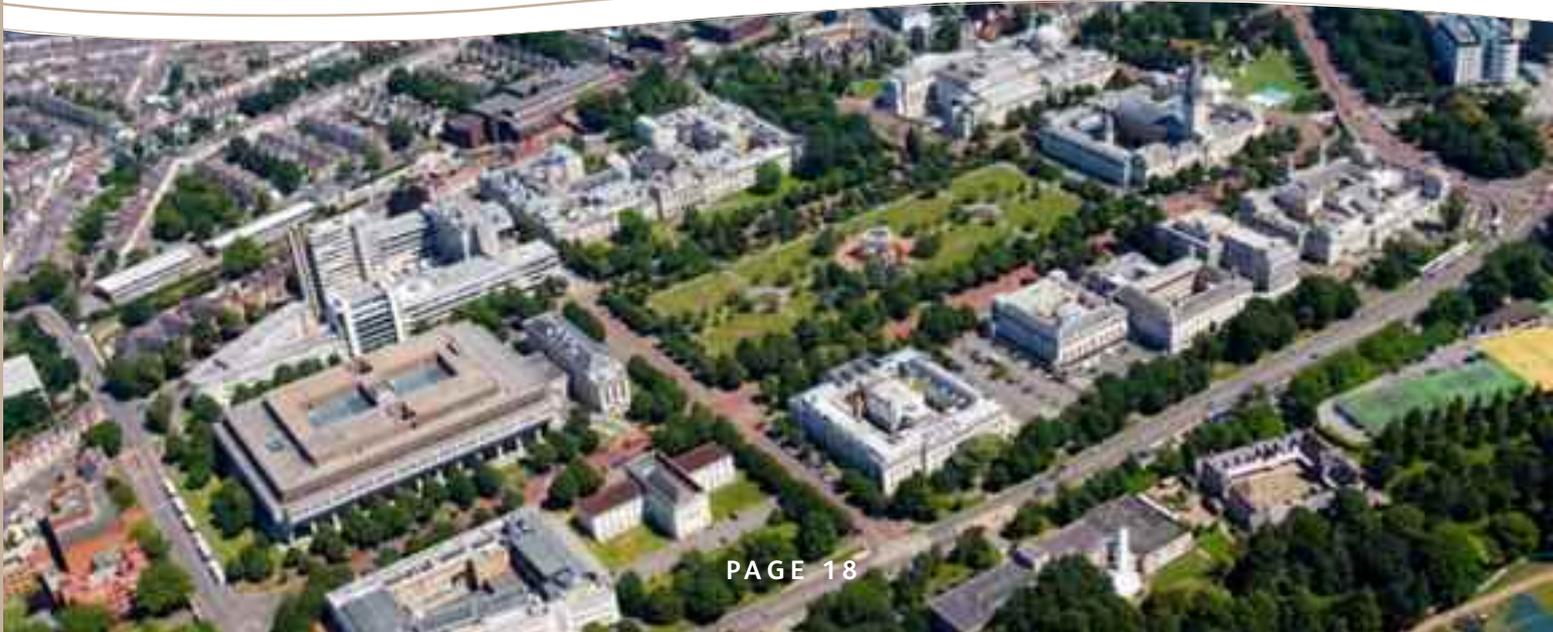
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We worked with our Strategic Technology Partner, Tata Consultancy Services to deliver technology enabled projects, including Personal Performance and Development Review process and the Grievance process.

We worked with the Strategic Risk Partner, Marsh, to ensure that all strategic risks are effectively managed, and they will assess the governance arrangements and management of risks of the transformation agenda.

We worked to rationalise office accommodation via the “Our Space” Project, which was endorsed by Executive in December 2010 and began a review of the council's non operational estate.

We developed a new Community Strategy and the statutory Children and Young People Plan, Health Social Care and Well-being Plan and Community Safety Plan within a single Integrated Partnership Strategy - What Matters.



In this way we will better align our provision of service, minimise wasteful duplication to make the public pound go further and focus our respective expertise on areas where there is an agreed need.

We progressed work with partners to bring together adult community mental health services across Cardiff and the Vale of Glamorgan, integrated under the management of the University Health Board.

The Emergency Social Work Service for Cardiff and the Vale continued to work alongside Health out of hours and Adult Services are continued to work towards a joint base with GP's and out of hours District Nurses.

Ref	Description	2009/10 Outturn	2010/11 Target	2010/11 Outturn	Annual Trend	Progress against target
Ask Cardiff Survey	Percentage of people that like Cardiff as a place to live	92	92	93	↑	😊
	Percentage of people who think the quality of Council services are good overall	64	60	66	↑	😊
	Percentage of people who think the Council offers residents good value for money	41.3	40	44	↑	😊

KEY	😊	Annual target met	☹️	Annual target not met	😐	Annual target almost met
	↑	Improving	↓	Declining	↔️	Static

