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AGENDA

Committee	COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE
Date and Time of Meeting	MONDAY, 18 JULY 2022, 2.30 PM
Venue	CR 4, COUNTY HALL - MULTI LOCATION MEETING
Membership	Councillor Molik (Chair) Councillors Ahmed, Ahmed, Boes, Lent, Lewis, Littlechild and McGarry

Time approx.

1 Appointment of Chairperson and Membership of Committee

To note that Council on 26 May 2022, appointed Councillor Bablin Molik as Chair to the Committee and the following as Members of the Committee:

Councillors Ahmed, Ahmed, Boes, Lent, Lewis, Littlechild and McGarry.

2 Committee Terms of Reference

To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of community and adult services, including:

- Public and Private Housing
- Disabled Facilities Grants
- Community Safety
- Neighbourhood Renewal and Communities Next
- Advice & Benefit
- Consumer Protection
- Older Persons Strategy
- Adult Social Care
- Community Care Services
- Mental Health & Physical Disabilities
- Commissioning Strategy
- Health Partnership

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government,

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies and health services on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

To be the Council's Crime and Disorder Committee as required by the Police and Justice Act 2006 and any re-enactment or modification thereof; and as full delegate of the Council to exercise all the powers and functions permitted under that Act.

3 Apologies for Absence

To receive apologies for absence.

4 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

5 Minutes (Pages 5 - 10)

To approve the minutes of the 9 March 2022 Community & Adult Services Scrutiny Committee.

6 Adults, Housing & Communities 2021/22 Quarter 4 Performance Report (Pages 11 - 90) 2.30 pm

Performance Monitoring

7 Adults, Housing & Communities Directorate Delivery Plan 2022-23 & Performance & Partnerships Directorate Delivery Plan 2022-23 (Pages 91 - 258) 3.05 pm

To enable Members to consider and explore relevant directorates Delivery Plans to inform their work programming.

8 Urgent Items (if any)

9 Way Forward 4.10 pm

10 Date of next meeting - to be confirmed.

Davina Fiore

Director Governance & Legal Services

Date: Tuesday, 12 July 2022

Contact: Andrea Redmond, 02920 872434, a.redmond@cardiff.gov.uk

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COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

9 MARCH 2022

Present: Councillor Jenkins(Chairperson)
Councillors Ahmed, Philippa Hill-John, Lent, Mackie and McGarry

59 : APOLOGIES FOR ABSENCE

Apologies had been received from Cllrs Carter and Gibson.

60 : DECLARATIONS OF INTEREST

None received.

61 : MINUTES

The minutes of the meetings held on 12 January 2022 and 21 February 2022 were agreed as a correct record.

62 : COUNCIL HOUSE REPAIR & MAINTENANCE PROCESS

Members were advised that when considering the Committee's Work Programme, Committee Members had expressed an interest in wanting to assess how the Council is managing the quality of its existing housing stock. Members requested a briefing from the housing team and commissioned the scrutiny research service to undertake a survey with council tenants.

The briefing note provided by the service area and the responses of the scrutiny research survey were contained in Members papers

The Chairperson welcomed Cllr Lynda Thorne, Cabinet Member for Housing & Communities, Sarah McGill, Helen Evans and Ellen Curtis from the People & Communities directorate for this item.

The Cabinet Member was invited to make an opening statement, after which Members were asked for any questions, comments or observations.

Members referred to the 62% of respondents to the survey being dissatisfied with the interior condition of their properties. Officers explained that this was a combination of the age of some Council housing stock and tenants' expectations.

Members referred to the difference in responses to the two surveys and the levels of dissatisfaction. Officers explained they welcomed the surveys and the tenant's responses to help improve the service going forward.

Members referred to the maintenance and repairs backlog and asked how Officers felt about the current situation. Officers explained it was not where they wanted it to be, they wanted a lower backlog figure and a faster response rate, they explained that they have a number of measures in place to address this such as more regular

management meetings, increased resources and an escalation process which should see improvements.

Referring to managing tenant's expectations, Members asked if tenants were advised of the delay and backlog when they reported a repair and were pleased to hear that they were.

Considering the increasing number of Council houses, Members were concerned whether there was enough resource in the service area. Officers advised that they can sub-contract work out and have contractors to bring in if needed.

Members were pleased to note that a small pool of contractors should be in place by July 2022 and reiterated previous requests that were possible and practical these contractors are local and pay the Real Living Wage.

Members asked for more information on the Repairs Academy as they considered this may be instrumental in reducing the use of contractors and increasing the resource in house.

Members were pleased to hear that repairs could be reported 24/7, 365 days a week and sought clarity on how this could be done before the implementation of the My Repairs service which was due to go live in Spring 2023.

Members asked if tenants were aware of the Council's responsibility in terms of repairs. Officers advised that tenants are provided with a copy of Responsive Repairs Standards at the start of their tenancy. Members considered this could be reissued to long standing tenants.

Members asked for information on the number of repair requests that the Council receives. Officers didn't have this information to hand but offered to bring it to a future Committee.

Members asked if preventative measures such as air vents were installed in properties. Officers explained that was not done routinely due to varying factors such as differences in properties and tenant's lifestyles. Members considered they could be installed in properties where there are issues with damp and condensation, especially if these properties become void in preparedness for the next tenant.

RESOLVED: That the Chairperson writes to the Cabinet Member on behalf of the Committee expressing their comments and observations during the Way Forward.

63 : HOUSING REVENUE ACCOUNT BUSINESS PLAN 2022-23

Members were advised that this item enabled them to carry out pre-decision scrutiny on the Housing Revenue Account's Business Plan before it is considered by Cabinet on the 10th of March.

The Chairperson welcomed Cllr Lynda Thorne, Cabinet Member for Housing & Communities, Sarah McGill, Helen Evans, Dave Jacques and Gill Brown for this item

The Cabinet Member was invited to make an opening statement, after which Members were asked for any questions, comments or observations.

Members welcomed the fact that recommendations made by the Committee last year had been taken on board with regards to including information on financial matters, mitigation measures and sensitivity analysis.

Members considered there could be more information included on risks and how they are monitored and also more information on HRA finance monitoring. Officers agreed with this and Members welcomed Officers suggestions that the plan could also include more detail on governance arrangements.

Members stressed the importance of the plan being readable and accessible and considered it could be more succinct.

Members referred to decarbonisation and it being an amber risk rating given the challenge with scale and costs. Officers explained that it did not refer to the whole of the Council housing stock and Members thought the wording should be changed to reflect this.

Discussing the impacts of Covid-19, Members considered the green rating should be reviewed given that the impacts of the pandemic would be felt for some time.

Referring to homelessness, Members noted that the plan referred to reviewing how properties are allocated. Officers explained that it was being reviewed as part of the Rapid Rehousing Approach and offered to bring this to a future committee.

Members were pleased to see the criteria being used by the Council when purchasing properties reflected the changed needs of Cardiff residents.

Members discussed modular schemes such as Croft Street and were advised that such schemes would continue to be used going forward. Members noted that modular schemes were more expensive to build, at the moment but they are faster to build and deliver. Members noted that this helps bring in a rental income for the council on a faster basis whilst also addressing the need for Council housing faster.

RESOLVED: That the Chairperson writes to the Cabinet Member on behalf of the Committee expressing their comments and observations during the Way Forward.

64 : UPDATE ON NEW BUILD DEVELOPMENT PROGRAMME - CHANNEL VIEW & FUTURE DIRECTION

Members were advised that this item enabled them to carry out pre-decision scrutiny on the report before it is considered by Cabinet on the 10th of March.

Members were advised that due to confidential information contained in three of the Appendices, this item would be considered in two parts if required as any questions which relate to the costings or legal advice for Wyndham Crescent, would be taken in a closed session.

The Chairperson welcomed Cllr Lynda Thorne, Cabinet Member for Housing & Communities, Sarah McGill, Helen Evans, Dave Jacques and Gill Brown for this item

The Cabinet Member was invited to make an opening statement, after which Members were asked for any questions, comments or observations.

Wyndham Crescent

Members noted that the scheme had previously been deferred due to planning objections and sought assurances that it could now be delivered. Officers advised that the previous issues had been resolved.

Members were concerned that the design of the scheme in the papers was different to the design previously seen by Committee. Officers advised that the final design was yet to be determined.

Members were pleased to hear that should modular build be used, then work should start on the scheme in 2022 with tenants moving in around 12 months later.

Channel View

Members noted that they had previously been advised that the scheme would be delivered in phases, with contractors being appointed for each phase; however, the papers referred to a single contractor for the whole scheme. Officers explained this change should shorten the process, be less resource intensive for the council and potentially less expensive too.

Members expressed concern over the increasing costs of the scheme and sought assurances about the deliverability. Officers explained that the current costs reflect the current markets conditions which were increasing and could potentially double. Officers added that a mitigation was the phased development of the scheme, meaning if the Council had to withdraw due to increasing costs, only parts of the scheme would be unfinished.

Members asked about the confidence in delivering the scheme and Officers stated they were confident, they had experience of delivering partnership schemes.

RESOLVED: That the Chairperson writes to the Cabinet Member on behalf of the Committee expressing their comments and observations during the Way Forward.

65 : COMMITTEE BUSINESS

Members were asked to note that the Environment Scrutiny Committee would be considering the findings and recommendations of the RLDP Task and Finish Group next week before it is submitted to Cabinet.

The Principal Scrutiny Officer advised Members that the Scrutiny Annual Report would again be a combined report of the five-scrutiny committee's this year. Each committee would have a two-page spread to outline key achievements and to take a retrospective look at the work undertaken by Committee. Members were asked to advise the Principal Scrutiny Officer of any amendments were required to the draft wording.

The Principal Scrutiny Officer explained that she would send an email listing all the Committee's topics and enquiries and Members could indicate which highlights they wanted to be included in the Scrutiny Annual Report.

66 : URGENT ITEMS (IF ANY)

None received.

67 : DATE OF NEXT MEETING

To be arranged.

The meeting terminated at 7.00 pm

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

18 July 2022

**ADULTS, HOUSING & COMMUNITIES QUARTER FOUR 2021/22
PERFORMANCE REPORT**

Purpose of the Report

1. To present the Adult Social Services and Housing & Communities Performance Reports for the period Quarter 4 (*Jan-March 2022*).
2. The Performance Report for Adult Social Services is attached at **Appendix A**; and the Performance Report for Housing & Communities is attached at **Appendix B**.

Scope of Scrutiny

3. This item will begin with Cabinet Members being offered the opportunity to provide a brief opening statement (should they wish). Following any opening statements provided by the Cabinet Members, the Committee will then have the opportunity to ask the Cabinet Members and officers questions on either the Adult Services, or Housing & Communities Performance Report.
4. Scrutiny of performance provides the opportunity to challenge and explore past and current performance levels, and through this, drive service improvement. In addition it also works to help the Council reprioritise efforts to secure the delivery of the Council's priorities and targets.

5. During this scrutiny, Members will have the opportunity to:
 - Explore past performance levels.
 - Assess why priorities may not have been achieved.
 - Investigate the concerns of the past Committee.

6. Following Scrutiny Members' review of performance levels, they will decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration.

Background - Service Pressure

7. Throughout the pandemic, unprecedented challenges were posed on services delivered by the Adult Social Services and Housing & Communities directorate. After the easing of Covid-19 restrictions, services saw a considerable increase in demand against a backdrop of significant pressures on staffing and capacity; with many workers isolating or unable to work due to sickness. In addition, the sector also faces challenges of recruiting and retaining care staff along with a shortage of essential aids and equipment.

8. In October 2021, the Community & Adult Services Scrutiny Committee were briefed on the current pressures and advised:
 - To help address the shortage in the social care workforce, the Into Work Service has teamed up with Adult Services to create a new **Cardiff Cares Academy**. This Academy will identify and train new carers, ensuring that they have the knowledge and skills needed to work in the sector.

 - **Additional social work, occupational therapy, money & advice posts created and advertised more widely**. In addition, resources were re-directed across the directorate to support the busiest teams. Agency staff were also sought, and overtime offered to staff where required.

- Occupational Therapists were enlisted to help assess those who need assistance as part of a **‘Trusted Assessor’** pilot project, with the aim of using aids and adaptations to reduce the need for care.
- A joint action plan was developed with the University Health Board to **improve hospital discharge**.
- To address the demand in domiciliary care, **care packages were made available on a locality basis** (*as opposed to each care package being offered to providers on a case-by-case basis*).
- To address challenges in the housing sector and the lack of available private rented properties, a **new incentive package, ‘LETS’¹ was designed** to attract new, and retain, existing landlords.
- Due to the backlog in Council house repairs, **additional operatives and pool of small contractors** appointed. In addition, a new internal working group was established to review Council house repair processes and improve efficiency.
- The Welsh Government made **Recovery Funding** available for social care, with the funding offered to increase reablement support, support workers and increase care capacity. However, Committee Members were briefed that although this funding was welcomed, many of the issues faced by the service area are systemic and require long term funding to resolve.

Committee Members are to note the above points are not exhaustive and the full briefing provided to the Committee in October 2021 can be seen by viewing the meeting’s webcast available [here](#).

8. [Councillor Mackie’s June 2022 Council Statement](#), confirmed that whilst demand within Adult Services has stabilised, services remain under considerable pressure due to the backlog. In addition, the statement notes recruitment of social workers and occupational therapists continues to be challenging due to national demand.

¹ Landlord Enquiries & Tenant Support Service.

The statement informs that the service area has commenced an organisational review to address some of the underlying issues and challenges facing adult social care in Cardiff.

9. [Councillor Thorne's June 2022 Council Statement](#) confirms homelessness services are still under considerable pressure due, in-part, to a lack of available and affordable private rented accommodation.

Background – The Council's Performance Management Framework

10. The Council's Performance Management Framework includes the production of quarterly Performance Reports, designed to provide an overview of directorate performance.

11. Performance reporting which covers the period Q4 (Jan – March 2022) and in turn, the full 2021/22 reporting period, for both Adult Social Services and Housing & Communities are attached to this report as follows;

- **Appendix A** – Adult Social Services Q4 2021-22
- **Appendix B** – Housing & Communities Q4 2021-22

12. The Council's Corporate Plan sets out how the administration's priorities for Cardiff will be achieved. The Council has four key high-level **priorities** that form the basis for the Corporate Plan 2022-25:

- **Working for Cardiff**
- **Working for Wales**
- **Working for the Future**
- **Working for Public Services**

13. Each of the priorities are aligned to Well-being Objectives (as required by the Future Generations Act).

14. The 7 Well-being Objectives that support the 4 priorities are:

- Cardiff is a great place to grow up (aligned to the priority **Working for Cardiff**)
- Cardiff is a great place to grow older (aligned to the priority **Working for Cardiff**)
- Supporting people out of poverty (aligned to the priority **Working for Cardiff**)
- Safe, confident, and empowered communities (aligned to the priority **Working for Cardiff**)
- A capital city that works for Wales (aligned to the priority **Working for Wales**)
- Cardiff's population growth is managed in a resilient way (aligned to the priority **Working for the Future**)
- Modernising and integrating our public services (aligned to the priority **Working for Public Services**)

15. For each Well-being Objective, a number of high level “steps” and Key Performance Indicators (KPIs) have been identified to measure progress.

16. The information provided in the Performance Reports attached to this report, are in line with the service areas relevant Key Performance Indicators, and Steps, as detailed in the Corporate Plan and Directorate Delivery Plans.

Previous Scrutiny on Performance Reports

17. During the previous Committee's consideration of Performance Reports concerns Raised by the Committee included:

Adult Services

- Assurance that the quality of care provided to service users would be upheld during the challenges the services' faced.

- Given the demand and pressures faced by services', if the aim to support 120 people into employment through the Carers Academy was sufficient.
- Capacity issues being adequately addressed through the proposed measures.
- The notable, and continued level of sickness rates and staff vacancies.
- In line with the lack of equipment and aids, Members felt additional efforts to contact individuals to see if their equipment was still required was needed along with an overall review of how equipment is retrieved, reallocated and reconditioned.
- Concern around delayed transfer of care. In response, Members were informed the enhanced partnership work seen as a result of the pandemic should benefit this issue.

Housing & Communities

- Assurance that the target to build 1,000 new council homes by December 2022 would be met.
 - Assurance that under the pilot to house clients out of county (in response to the demand for homelessness services), families would not be separated against their will. Committee Members requested to be kept abreast of this pilot and its roll-out as it developed.
 - How social isolation for single adults who live alone would be addressed (Members received a subsequent briefing note on this matter).
 - For management of void properties - how the in-house team is being expanded with particular reference to the avenue of utilising apprenticeships.
 - Members felt a significant amount of the targets within the P&C report were static, with little movement from previous years.
15. For ease of reference the letters sent following October 2021 scrutiny of the performance report and the subsequent response are attached to this report as **Appendix C.**

Legal Implications

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- I. Consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet.

DAVINA FIORE

Director of Governance and Legal Services

12 July 2022



Adult Services & Independent Living

Q4 Performance Report

CASSC

July 2022

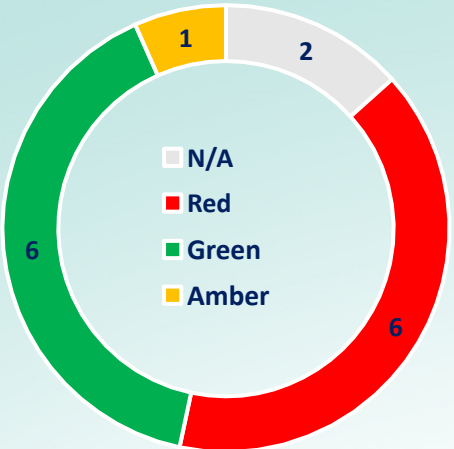


Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together

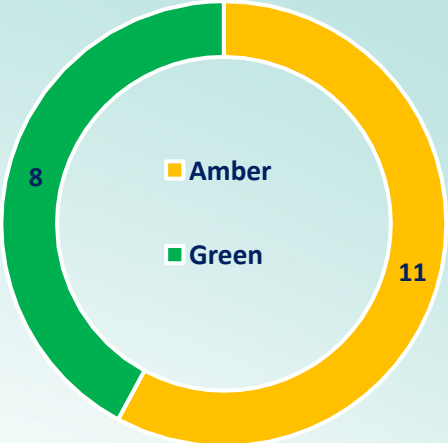


Progress Against the Corporate Plan / Directorate Delivery Plan

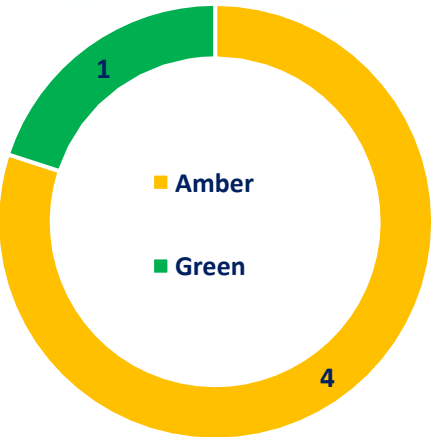
Corporate Plan Indicators



Corporate Plan Commitments



Directorate Delivery Plan Commitments



Key Performance Indicators

Wellbeing Objective: Cardiff is a great place to grow older

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative service

Key Performance Indicators	2020/21 Result	2021/22 Target	2021/22 Q1 Result	2021/22 Q2 Result	2021/22 Q3 Result	2021/22 Q4 Result	2021/22 Annual Result
The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	93%	95%	92%	93%	97%	98%	95%
The number of people who accessed the Community Resource Team	52%	Annual Target 2,000 Q4 Target 500	411	452	380	360	1633
The total hours of support provided by the Community Resource Team	20	Annual Target 50,000 Q4 Target 12,500	10,842	9,495	9,821	9,586	39,744

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There was a reduced number of people supported and hours provided in Q4 due to capacity across the team. The number of hours of support was affected by both recruitment issues and periods of high levels of staff absence due to covid. The number of people supported was also affected by individuals with high level of need being supported out of hospital, some needing 4 double handed care calls a day, this reduced the number of people who could access the service.

Key Performance Indicators

Wellbeing Objective: Cardiff is a great place to grow older

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative service

Key Performance Indicators	2020/21 Result	2021/22 Target	2021/22 Q1 Result	2021/22 Q2 Result	2021/22 Q3 Result	2021/22 Q4 Result	2021/22 Annual Result
The number of people in residential care aged 65 or over per 10,000 population	76.6	No target but to reduce	72	67.6	63.6	63.2	At year end 63.2
The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	84%	70 – 80%	83%	75%	80%	96%	92%
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	133	185	112	86	113	136	112
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	N/A	National collection suspended	N/A	N/A	N/A	N/A	N/A

Progress

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative service

Commitment	Update
<p>Further develop our Independent living and aging well services by:</p> <ul style="list-style-type: none"> • Training all frontline staff to fully embed the What Matters conversation within social work and support practice by March 2022 • Developing Local Community Well-being teams by bringing together Independent Living and Homecare services and delivering these on a locality basis by March 2022 • Continuing to work with the Cardiff & Vale University Health Board to further integrate the multi-disciplinary approach to hospital discharge and community support by September 2021 • Empowering people to commission their own care and support through greater promotion of direct payments by September 2021 • Developing outcome-based indicators to support understanding of the human impact of the services being offered by June 2021. • Review Approach to Undertaking Carers Assessments. 	<ul style="list-style-type: none"> • St Isan Identified as North Cardiff locality building. During Q4 this building has been prepared ready for hand over to Cardiff council on 1/4/2022. • Due to frontline service pressures and difficulties in recruitment and retention, the development plans have been modified to have less interaction with teams during Q4. This has allowed the teams to prioritise service delivery during increased winter pressures. • The implementation of the locality approach is in progress and the LA Teams are meeting to agree implementation plans for locality working in the North of Cardiff, we are also awaiting guidance from the integrated health and social care partnership on the interdependencies of the @home programme in relation to developing integrated localities, with regard to a co-located or integrated Health and Social care team. • In Q4 Cardiff Council expanded their GP cluster MDT support to North and East, building on the success of the South West cluster. • Review of Direct Payments is being undertaken and the project group has been set up to look at more operational matters such as policy to review how we work with family members who are employed under direct payments. • Training is being developed for all Social Work staff. Information is being developed alongside this to ensure what is being shared is consistent. This work will continue into 2022-23 • Review of paperwork is underway and we have commissioned an outside organisation to undertake reviews of wellbeing assessments and review paperwork. This will support the changes in regulations regarding Liberty Protection Safeguards and support the implementation of Eclipse

Progress

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative service

Commitment	Update
<p>• Implement the first phase of the new way of delivering domiciliary care by November 2021 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.</p>	<ul style="list-style-type: none">• Accreditation and enrolment requirements have been signed off.• Domiciliary specification is complete• ODR signed off for fee setting strategy.• Onboarding to the new Dynamic Purchasing System is ongoing.• On boarding of the New Approved Supplier List is ongoing.

Progress

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative service

Commitment	Update
<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people’s housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none">• Working to build and refurbish community living schemes for older people including:• Completing design work on the Michaelston college site for our first proposed ‘well-being’ village, focused on older people but taking an intergenerational approach to place-making, by December 2021;• Achieving planning permission for the new schemes at Bute Street and Canton Community Centre by June 2021;• Commencing the new schemes on site at the Maelfa and in St. Mellons by November 2021;• Fully establishing the Rehousing Solutions Team to provide tailored advice and support for older people and those with physical disabilities by June 2021.• Improving the current use of existing Community Living and Extra Care schemes including:• Reviewing the current allocation criteria for Community Living and Extra Care and developing a single waiting list by September 2021;• Promoting Extra Care housing as an alternative to residential care and a step down from hospital by September 2021	<ul style="list-style-type: none">• Works to Broadlands House are continuing to progress well.• The new doors in Minton Court will be completed in the next quarter.• The tender process to appoint a contractor for the Riverside Community Living project is underway with initial Expressions of Interest’s returned. Formal ITT documents will be issued to bidders in April with final tender returns due at the end of May.• The tender pack required for the Bute Street scheme is nearing completion ahead of issuing Expressions of Interest. An updated Masterplan has been agreed for the Michaelston College wellbeing village project and pre-application consultation has taken place.• The Rehousing Solutions Team has been reviewed and the existing structure remains with no changes - the current temporary posts have been extended until end of September 2022. Following that there will be a full review of the team.• Extra Care has now been incorporated into the housing waiting list, although allocation still being controlled by Adult Services. Work is ongoing to ensure this is administered effectively.• Community Living schemes are being allocated in line with new arrangements, the success of this will be reviewed in the coming year.

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Progress

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative service

Commitment	Update
<p>• Work with partners to prevent hospital admissions and reduce the need for care by:</p> <p>Developing a clear approach to the use of innovative technological solutions which can help enable independent living, and;</p> <p>• Ensuring that all care and support planning considers the possible use of supportive technology (March 2022)</p>	<ul style="list-style-type: none">• Consultancy support has been undertaken in Q4 to create an options appraisal and review of technology enabled care in Cardiff. The existing Telecare offer has been reviewed.• This work will continue into Q1 of 22/2 to implement the recommended improvements from the review.• “AskSara” has been procured by Cardiff Council. An online assessment tool that will be accessible via Cardiff Councils Webpage to provide information about equipment that can support people to live independently and are able to self fund. It is anticipated that “AskSara” will go live in early Q1 22/23. Future development of “AskSara” will allow Citizens to contact the Joint Equipment Store.

Progress

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative service

Commitment	Update (1 of 2)
<p>Page 27</p> <p>Reduce the number of people accessing acute, residential or nursing care across Cardiff by reviewing the approach to reablement services by March 2022, ensuring that a full range of support is available to ensure that all older people are able to live the best lives they can and stay safe in their own homes.</p>	<ul style="list-style-type: none">• After a review of Occupational Therapy (OT) service provision, a new Rapid Response OT Role was introduced in Q4. The role is a dedicated resource providing urgent 48 hour assessments to prevent hospital admission or avoid break down of care. This dedicated role provides greater efficiency in handling urgent cases. In addition to the above and due to the carer recruitment crisis, the role also supports informal carers with equipment and adaptation provision whilst awaiting long term packages to be sourced.• The community OT working in the hospital has also been actively working with Social Care and Health Colleagues to review care needs prior to discharge. The role has to date prevented 225 care hours.• Work is underway to formalise relationships with OT working in a trusted assessor approach – engaging OTs earlier in both community and hospital settings. Decisions regarding residential care support is not wholly based on the OT review but this is an important part of planning.

Progress

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative service

Commitment	Update (2 of 2)
<p>Page 28</p> <p>Reduce the number of people accessing acute, residential or nursing care across Cardiff by reviewing the approach to reablement services by March 2022, ensuring that a full range of support is available to ensure that all older people are able to live the best lives they can and stay safe in their own homes.</p>	<ul style="list-style-type: none">• Review is underway of work done with discharge to assess and discharge to convalesce and this will continue into 2022-23.• A review is underway regarding how we can use extra care providers to offer wider respite support to people and reduce people going into acute placements in residential care settings, taking a more proactive and supportive approach to ensure individuals remain independent for as long as possible.

Key Performance Indicators

Wellbeing Objective: Cardiff is a great place to grow older

Supporting older people suffering from social isolation and loneliness and delivering our Age Friendly and Dementia Friendly City Ambitions

Key Performance Indicators	2020/21 Result	2021/22 Target	2021/22 Q1 Result	2021/22 Q2 Result	2021/22 Q3 Result	2021/22 Q4 Result	2021/22 Annual Result
The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	N/A	85%	No result services restarted in July	78.5%	74%	77%	75.8%
The percentage of Council staff completing Dementia Friends training	52%	85%	56%	60%	40.8%	42.2%	49.8%
The number of businesses pledging their commitment to work towards becoming Dementia Friendly	20	Annual Target 40 Q4 Target 10	5	1	3	7	16
The number of digital Dementia Friendly City events held	558	Annual Target 600 Q4 Target 150	183	250	188	414	1,035

Page 29



There have been many challenges for the Day Opps team this year due to covid restrictions. Many venues remained closed so the team had far fewer options than usual as to where to take people.

The reduction in those completing Dementia Friends Training is due to the way compulsory modules are now reported. Regular monitoring of training is to be undertaken across the directorate. We are also streamlining the pledging process which will hopefully be more attractive to businesses.

Progress

Supporting older people suffering from social isolation and loneliness and delivering our Age Friendly and Dementia Friendly City ambitions

Commitment	Update
<p>Support older people to age well by reducing social isolation, addressing access to local communities, identifying new ways to promote engagement in local communities and working together to prevent abuse by:</p> <ul style="list-style-type: none">• Developing relationships between community groups, third sector organisations and businesses to enhance opportunities for older people to remain involved in their local communities, by providing both voluntary and employment opportunities;• Utilising technology to promote inclusion and reduce social isolation, especially whilst social distancing is in place, including access to support services remotely to promote health and independence;• Promoting opportunities for older people to engage directly with younger people to develop skills, share experiences and build friendships.	<ul style="list-style-type: none">• Day Centres are now open at weekends to offer wider support and to offer a quality experience to those.• Day Centres have a different approach that is more dynamic and is supporting reducing isolation for those with higher disabilities. For those with lower assessed needs referrals continue to be made to the day opportunities team for support.• The Day centres have introduced the following:<ul style="list-style-type: none">• Pedal Power; taking service users to the hubs which enables them to join in the activities and meet people at the dementia cafes. Outings to parks and shops have also been arranged.• The day Centre buildings now have Wi-Fi access, tablets are used to engage the service users and connecting them with family members living outside of Cardiff.• Rise provide regular adapted fitness, sports and dance activities.• Weekly gardening / DIY group has been set up.• Baking sessions have been introduced and encourages service users to talk about and share their favourite recipes• Outdoor walking groups have been introduced in Rhydypennau, Llanrumney and Radyr Hubs.

Progress

Supporting older people suffering from social isolation and loneliness and delivering our Age Friendly and Dementia Friendly City ambitions

Commitment	Update
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community by:</p> <ul style="list-style-type: none">• Undertaking Dementia Friends training across the Authority with the aim of full compliance amongst Council staff by March 2022;22• Developing a school engagement programme to encourage more inter-generational activities and events;• Encouraging businesses to become Dementia Friendly by delivering the Council’s awareness and engagement programme;• Delivering dementia friendly events – both digital and face-to-face – when restrictions allow;• Supporting the Dementia Friendly Cardiff Community to continue to deliver positive outcomes for people living with dementia within Cardiff.	<ul style="list-style-type: none">• Covid restrictions have prevented progress on the action for this quarter – although the pilot pen pal scheme has been very successful.• A celebration is scheduled to take place at the Forge Care Home during Intergenerational Week (first Quarter of 2022/23). Work has commenced on updating and enhancing the Dementia Friendly Cardiff Website during this quarter in collaboration with additional partners delivering dementia friendly events in Cardiff. Virtual Dementia Friendly Business sessions have also taken place.• Alzheimer’s Society have also indicated that a review of the pledging process has been undertaken and a new streamlined process is due to be issued in April which will hopefully be more attractive to Businesses. Dementia Friends Council staff compliance has increased slightly during the quarter with 220 council staff achieving Dementia Friend status.

Progress

Supporting older people suffering from social isolation and loneliness and delivering our Age Friendly and Dementia Friendly City ambitions

Commitment	Update
<p>Work to become an Age-Friendly City by identifying opportunities for people to be integrated in their local communities by:</p> <ul style="list-style-type: none">• Supporting older people to live independently and be connected to their home and community, with the aim of reducing the possibility of loneliness and isolation;• Engaging with communities to develop volunteer and income-generating opportunities and appropriate educational and training programmes;• Providing housing that is safe and adaptable to personal preferences and changing capacities; <p>Engaging with older people to provide opportunities for their active participation in the formulation and implementation of policies that directly affect their well-being.</p>	<ul style="list-style-type: none">• Cardiff has now become the first authority in Wales to achieve membership of the WHO Global Network for Age-friendly Cities and Communities.• An evaluation framework of the Cardiff: Working Towards an Age Friendly City Action Plan has been developed over the quarter in collaboration with partners and stakeholders. This will be communicated widely shortly.• A yearly overall evaluation will be undertaken as well as quarterly progress reports in the new year. The interim progress statement for Cardiff's local toilets strategy has been completed, submitted to Welsh Government and is now publicly available on the Cardiff Council website.

Key Performance Indicators

Wellbeing Objective: Safe, confident and empowered communities

Ensuring children and adults are protected from risk of harm and abuse

Key Performance Indicators	2020/21 Result	2021/22 Target	2021/22 Q1 Result	2021/22 Q2 Result	2021/22 Q3 Result	2021/22 Q4 Result	2021/22 Annual Result
The percentage of Council Staff completing the Level 1 online module for the National Training framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	70%	85%	71%	51%	51%	51%	51% (at year end)
The percentage of referrals from South Wales Police regarding high-risk domestic abuse victims, where contact has been attempted by the specialist service within one calendar day of receiving the referral	89%	90%	81.95%	85%	69.32%	77%	77% (at year end)
The number of adult protection enquiries received	N/A	No target but monitor KPI	377	439	457	412	1,685
The percentage of adult protection enquiries completed within seven days	98.9%	99%	99%	99%	99%	99%	99%

Over the year **1662** referrals were received of which **1279** were contacted within one calendar day. There are a number of reasons why the target has been missed including attempted contact where the call is not answered, the information has been incorrectly input, i.e., telephone number recorded incorrectly or the referral has not come through immediately upon being made. Staff shortages have also unfortunately been a contributing factor.

With regards to training, all who were 'in progress' have been assisted to complete the module. Staff who have left the authority have been removed from the list and lots of online sessions have been advertised to encourage take-up.

Progress

Ensuring children and adults are protected from risk of harm and abuse

Commitment	Update
<p>Deliver excellent outcomes for individuals, families and communities through the continued embedding of strengths-based practice and Signs of Safety in our frontline social work and preventative teams by:</p> <ul style="list-style-type: none">• Developing and implementing a new structure for the Social Care Training Unit that best meets the needs of the service area and that meets its staff training and development requirements;• Reviewing the arrangements for delivering outcome-focussed/strengths-based training to maximise participation and strengthen impact on practice;• Embedding peer audit review processes throughout Adult Services, supported by Quality Assurance panels and champions within the service.	<ul style="list-style-type: none">• Staff consultation period concluded for training restructure and structure amended to reflect feedback – sign off of final to be agreed in April 2022.• A review of feedback from induction indicates that the programme would benefit from including a wider view of the Council. The training unit are working with the Academy to introduce this.• Following positive feedback from teams on strength Based working, training has been further extended to incorporate new staff. More work is required in relation to support groups, this should be addressed following the restructure of the Training Unit with the recruitment to the vacant QA manager post and a new training and QA officer post that will lead on the roll out of collaborative communications.

Progress

Ensuring children and adults are protected from risk of harm and abuse

Commitment	Update
<p data-bbox="76 649 122 813">Page 35</p> <ul data-bbox="89 321 1223 1063" style="list-style-type: none">• Complete the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with Phase 1 completed by September 2021, to include:• Providing easily accessible locations for partners to meet throughout the city;• Expanding and diversifying expertise, sharing best practice across the community and hospitals by transitioning adult older people's social care into locality practice;• Developing closer relationships with domiciliary care providers, starting with recommissioning;• Developing working relationships and practices with the six health clusters.	<ul data-bbox="1286 228 2484 1370" style="list-style-type: none">• Steering group in place for Cardiff Cares Development Partnership block contract arrangements and initial planning commenced to develop a pilot to test out the feasibility of introducing the banking of hours and trusted partner approach to the new locality model• St Isan Identified as North Cardiff locality building. During Q4 this building has been prepared ready for hand over on 1/4/2022. Further works will be undertaken in early Q1 22/23 to get the building ready for staff.• Due to frontline service pressures and difficulties in recruitment and retention, the development plans have been modified to have less interaction with teams during Q4. This has allowed the teams to prioritise service delivery during increased winter pressures.• The implementation of the locality approach is awaiting guidance from the integrated health and social care partnership on the interdependencies of the @home programme in relation to developing integrated localities.• In Q4 Cardiff Council expanded their GP cluster MDT support to North and East, building on the success of the South West cluster.

Ensuring children and adults are protected from risk of harm and abuse

Commitment	Update
<p data-bbox="147 462 1251 554">Develop a new Adult Services Strategy by autumn 2021 with the aims for delivery identified as:</p> <ul data-bbox="147 625 1251 1043" style="list-style-type: none"><li data-bbox="147 625 1251 716">• Developing a whole-system approach for improving and monitoring performance;<li data-bbox="147 788 1251 829">• Embedding a rights-based approach into everything we do;<li data-bbox="147 901 1251 1043">• Ensuring that the systems in place are suitable to meet the outcomes identified and provide a platform for change where they are not.	<ul data-bbox="1370 476 2423 1033" style="list-style-type: none"><li data-bbox="1370 476 2423 518">• Cabinet approved the Ageing Well strategy in January 2022.<li data-bbox="1370 625 2423 829">• In March the first Ageing Well Board took place where the works streams of the strategy were shared and all OM's have an action to generate their more detailed action plans by the end of April.<li data-bbox="1370 936 2423 1033">• These actions will form part of the corporate KPI's for the forthcoming financial year.

Progress

Ensuring children and adults are protected from risk of harm and abuse

Commitment	Update
<p>Page 8 of 27</p> <p>Implement the Cardiff and Vale Regional Partnership Board's transformational proposals for 'A Healthier Wales' to promote productive partnerships and to further develop preventative services and resilient communities, so that people remain independent and connected for as long as possible.</p>	<ul style="list-style-type: none">• St Isan Identified as North Cardiff locality building. During Q4 this building has been prepared ready for hand over in April 2022• Due to frontline service pressures and difficulties in recruitment and retention, it has not been possible to trial locality working.• The locality approach has been drafted and we intend to start work towards co-location of service during Q's 1 & 2, 22/23.• In Q4 ILS expanded their GP cluster MDT support to North and East, building on the success of the Southwest cluster, developing integrated localities.• In Q4 ILS expanded their GP cluster MDT support to North and East, building on the success of the Southwest cluster.

Progress

Ensuring children and adults are protected from risk of harm and abuse

Commitment	Update
<p>Assist people with disabilities and mental health issues to be more independent by</p> <ul style="list-style-type: none">• Embedding an all-age disability approach by October 2021• Working with partners to deliver the refreshed crisis care concordat, meeting the needs of those who may not require secondary services and reviewing services to ensure that they are fit for purpose to meet a range of needs of the population moving forward• Reducing the number of people in crisis and acute admissions by using preventative measures.	<ul style="list-style-type: none">• A wider review of all age disabilities as is now underway to conclude in 2022-23.• Ongoing delays with the work with Alder consultants – data is being updated and the review of this will be completed in Q1 and will feed in to the wider restructure.• Crisis sanctuary has been identified. Venue is at CRI. 101 no go live has been put back to June 2022 and will be a more limited service than originally planned to support a faster launch for this. Work being undertaken around pathways and out of hours support for this.• Beyond the call review has been completed and action plans are moving forward as above. Work continues on joining up of services to better support individuals experiencing crisis

Progress

Ensuring children and adults are protected from risk of harm and abuse

Commitment	Update (1 of 2)
<p>Undertake a review of commissioned services, including a full review of commissioned activities, throughout 2021 to include:</p> <ul style="list-style-type: none">• Direct Payments (Adults and Children's);• Domiciliary Care Contract.	<ul style="list-style-type: none">• Direct Payments review is ongoing supported by project group process.• Financial modelling for the fee uplifts for 2022/23 are being proposed for the Direct Payments agency rates and Personal Assistant rate.• Mandatory training sessions for social work teams has been designed with the Training unit. Information packs and Direct payment videos have been agreed• Direct Payment Policy currently under review and to be finalised and signed off.• The new Domiciliary Care and Sessional Support Dynamic Purchasing System for Adults and Children went live on 4 November 2021. 25 providers were successfully enrolled on the new DPS. Due to the significant pressures on the Domiciliary Care Workforce during this quarter (including chronic workforce issues) contingencies were agreed for commissioning care outside of the DPS in exceptional circumstances via spot purchasing arrangements. Mechanisms have been put in place to support the providers onboarding and support to the evaluation team.

Progress

Ensuring children and adults are protected from risk of harm and abuse

Commitment	Update (2 of 2)
<p data-bbox="84 611 122 768">Page 40</p> <p data-bbox="147 625 1116 768">Undertake a review of commissioned services, including a full review of commissioned activities, throughout 2021 to include:</p> <ul data-bbox="147 839 993 988" style="list-style-type: none"><li data-bbox="147 839 993 882">• Direct Payments (Adults and Children’s);<li data-bbox="147 945 993 988">• Domiciliary Care Contract.	<ul data-bbox="1192 254 2440 1345" style="list-style-type: none"><li data-bbox="1192 254 2440 645">• The Domiciliary Care sector continues to be under significant pressure currently – a result of the chronic workforce crisis seen across the Country in Social Care. As such, the team are reviewing the feasibility of extending some of the milestones underpinning the first phase of the implementation plan due to the challenges presented by the Pandemic that has hindered provider’s ability to take forward some of the key elements (e.g. having a physical presence in a locality).<li data-bbox="1192 711 2440 1045">• Plans are in place to commence work with providers who have been awarded block contracts under the Cardiff Care Development Partnership arrangement to pilot key approaches of the locality model that will provide service users with more flexibility in relation to their care (e.g. Banking of House and Trusted Partner Approach) and it is expected that pilots will commence towards the end of Q1 of 22/23.<li data-bbox="1192 1110 2440 1345">• All sector quality assurance is being reviewed and designed to identify outcomes for citizens and quality standards across the market. Internal workshops will drive this process to design a proposed model to engage and agree with the market in order for the model to be implemented.

Progress

Ensure children and adults are protected from risk of harm and abuse

Commitment	Update
<p data-bbox="114 435 1121 528">Ensure children and adults are Safeguarded from abuse or neglect or the risk of it by:</p> <ul data-bbox="114 599 1210 1285" style="list-style-type: none"><li data-bbox="114 599 1210 742">• Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation (March 2022)<li data-bbox="114 813 1133 906">• Completing the corporate safeguarding self-evaluations (March 2022)<li data-bbox="114 978 1210 1071">• Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received<li data-bbox="114 1142 891 1178">• Undertake a review of Adult Safeguarding<li data-bbox="114 1249 649 1285">• Development of action plan	<ul data-bbox="1312 242 2484 1385" style="list-style-type: none"><li data-bbox="1312 242 2484 385">• Planning has been undertaken in line with the RSB's priorities for 2021-2022. Areas of development identified as part of this review include:<ul data-bbox="1401 428 2484 1385" style="list-style-type: none"><li data-bbox="1401 428 2484 571">• Consolidation of work completed throughout the year and continue to promote best practise and learning and development opportunities for the team<li data-bbox="1401 614 2484 699">• Promote adult safeguarding promotions throughout the LA<li data-bbox="1401 742 2484 778">• Implement QA System in line with service area plan<li data-bbox="1401 813 2484 906">• Development of procedural responses to 'Contextual Safeguarding'<li data-bbox="1401 942 2484 1035">• Improvements of partnership responses to large scale/whole home enquiries<li data-bbox="1401 1071 1961 1106">• Publication of practise guide<li data-bbox="1401 1149 2484 1185">• Development of adult safeguarding newsletter<li data-bbox="1401 1220 2484 1313">• Launch of adult safeguarding SharePoint learning repository<li data-bbox="1401 1349 2484 1385">• Completion of social inclusion unit handover

Creating safe and inclusive communities

Commitment	Update
<p>Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023, including the launch of a regional service for male victims by July 2021.</p>	<ul style="list-style-type: none">• The Review is underway with all data being collected and analysed across the two local authorities, South Wales Fire and Rescue Service and South Wales Police. Data will be collated into a report for regional discussion and consideration of recommendations for the future.• All other outstanding actions in the Strategy action plan are being progressed with the annual report due to be published in May 22.

Commitment	Update
<p>Develop and embed quality assurance frameworks considering:</p> <ul style="list-style-type: none">• Review and development of Policies, procedures and pathways• Training and development• Induction and supervision• Complaints and Compliments• Quality auditing and review processes	<ul style="list-style-type: none">• Delays in recruiting to Quality Assurance (QA) manager as post was brought into scope for the training restructure.• It is expected this will be resolved in Q1 of 22/23 when QA panels will be relaunched.• QA continues to be undertaken within teams and further development will happen throughout 2022-23

Directorate Delivery Plan Commitment

Commitment	Update
<p data-bbox="84 611 122 768">Page 44</p> <p data-bbox="147 706 708 745">Data, Performance and Budgets:</p> <ul data-bbox="147 815 1156 911" style="list-style-type: none"><li data-bbox="147 815 1156 858">• Utilisation of data to support understanding of services<li data-bbox="147 868 575 911">• Development of KPI's	<ul data-bbox="1363 468 2430 1110" style="list-style-type: none"><li data-bbox="1363 468 2430 654">• The Ageing Well Strategy aims to make the service as effective as possible, for example prescribing low level equipment and adaptations, OT's right sizing packages of care.<li data-bbox="1363 718 2430 858">• A structure review of adult services is being undertaken to identify roles and procedures with a view to maximise efficiencies.<li data-bbox="1363 922 2430 1110">• A number of projects have been identified which will provide services in a different way and deliver savings for 2022/23 and work has already commenced to deliver these.

Directorate Delivery Plan Commitment

Commitment	Update
<p>Prepare for the introduction of the Liberty Protection Safeguard (LPS) legislation in April 2022 which replaces the current Deprivation of Liberty Safeguards (DOLS) to implement a new system for authorising deprivations of liberty in care.</p>	<ul style="list-style-type: none">• 12-week consultation has been launched by Welsh Government from which will develop the timelines for future work to be completed to implement these changes during 2022-23• DOLS backlog completed by end of March 2022

Directorate Delivery Plan Commitment

Commitment	Update
<p>Implement Emergency Duty improvement plan by March 2022, to ensure an effective joint approach is embedded across Cardiff and the Vale</p>	<ul style="list-style-type: none">• Good progress has been made on the review into EDT with information received from other councils in Wales. Proposals are being developed and consultation will commence shortly.

Progress

Wellbeing Objective: Modernising and integrating our public services

Developing a comprehensive programme of organisational recovery and renewal

Commitment	Update
<p data-bbox="63 654 122 815">Page 47</p> <p data-bbox="63 689 1019 782">Develop a comprehensive programme of organisational recovery and renewal focused on:</p> <ul data-bbox="63 853 891 946" style="list-style-type: none">• Embedding new locality delivery models in key community services	<ul data-bbox="1108 329 2484 1300" style="list-style-type: none">• Steering group in place for Cardiff Care development partnership block arrangements and initial planning commenced to develop a pilot to test out the feasibility of introducing the banking of hours and trusted partner approach to the new locality model• St Isan Identified as North Cardiff locality building. During Q4 this building has been prepared ready for hand over on 1/4/2022. Further works will be undertaken in early Q1 22/23 to get the building ready for staff.• Due to frontline service pressures and difficulties in recruitment and retention, the development plans have been modified to have less interaction with teams during Q4. This has allowed the teams to prioritise service delivery during increased winter pressures.• In Q4 Cardiff Council expanded their GP cluster MDT support to North and East, building on the success of the South West cluster.

Directorate Delivery Plan Commitment

Commitment	Update
<ul style="list-style-type: none">• Ensure appropriate support to promote timely and effective restructuring of service areas and recruitment to vacancies• Gain a better understanding of why Social Workers leave the service and take action to strengthen retention.• Strengthen the role of Adult Services Ambassadors to ensure they are able to appropriately represent the views of team members• Gain a better understanding of staff satisfaction• Undertake a restructure of Adult Services to ensure that the operational structure is fit for purpose to meet the needs and achieve the agreed outcomes of service users.• Maximise the ability to attract suitable individuals into Adult Services	<ul style="list-style-type: none">• Market supplement now in place for Adult Social Workers and Occupational Therapist following review of comparable roles in other organisations.• Staff survey delayed due to service pressures – taking place first quarter 22/3.• A consultancy company has been commissioned to review delivery models of similar sized Local Authorities.• Timeline for detailed review of services developed to be taken forward in first half of 22/3

Progress

What we will do to ensure the Covid-19 pandemic is effectively managed

Commitment	Update (1 of 2)
<p data-bbox="78 654 122 815">page 49</p> <p data-bbox="104 568 766 715">Ensure continued support for high-risk settings, including care homes, home care, support living and hostels by:</p> <p data-bbox="163 786 703 879">Working with partners to implement the latest guidance;</p> <ul data-bbox="104 951 723 1043" style="list-style-type: none">• Initiating outbreak management responses as required.	<ul data-bbox="861 411 2491 1186" style="list-style-type: none">• Multi-agency meetings continue on a fortnightly basis to oversee the management of covid and new arrangements put in place for Contracts to undertake supportive telephone calls to any provider with a new outbreak to assess the need for a multi-agency supportive meeting.• Whole sector domiciliary care briefings continue to be held on a monthly basis and the frequency of care home association provider meeting has been reviewed and reduced to 3 weekly rather than fortnightly.• Sign off of Escalating Concerns Procedure delayed as further work has been undertaken to strengthen the decision risk matrix. It is expected that the new procedures will be signed off in the first Quarter of 22/23.• Code of conduct for service users signed off by ASMT – implementation will take place in the first part of Q1 22/23.• Covid-19 homeless task group / homeless Partnership meeting with statutory & third sector partners took place in March.

Progress

What we will do to ensure the Covid-19 pandemic is effectively managed

Commitment	Update (2 of 2)
<p data-bbox="78 586 759 729">Ensure continued support for high-risk settings, including care homes, home care, support living and hostels by:</p> <ul data-bbox="78 801 726 1058" style="list-style-type: none"><li data-bbox="78 801 726 893">• Working with partners to implement the latest guidance;<li data-bbox="78 965 726 1058">• Initiating outbreak management responses as required.	<ul data-bbox="848 465 2491 1136" style="list-style-type: none"><li data-bbox="848 465 2491 558">• Regular updates are provided to all sites to ensure they are consistency following protocol and to update on changes to guidance.<li data-bbox="848 594 2491 686">• All providers have a direct point of contact to discuss concerns and talk through any potential issues.<li data-bbox="848 722 2491 815">• Changes to the protocols and the national lifting of restrictions have been communicated to partners as information becomes available.<li data-bbox="848 851 2491 1001">• Main risk this quarter that has been noted and supported with partners are ongoing recruitment and staffing issues and the use of agency staff, this has improved during March with partners reporting vacancies being filled.<li data-bbox="848 1036 2491 1129">• Individual contract monitoring meetings continue monthly or quarterly basis where applicable with accommodation and support service providers

Progress

What we will do to ensure the Covid-19 pandemic is effectively managed

Commitment	Update
<p>Page 61</p> <p>Continue to ensure the availability of all necessary PPE to support the safe delivery of Council and partner services for staff and residents.</p>	<ul style="list-style-type: none">• Exercise undertaken to establish projected non-social care PPE needs in the new financial year for the first quarter.• Liaison with Procurement to secure supplies ensuring a full product range remains available. Social care demand tracking has been undertaken on a weekly basis. This analysis is being used to inform dynamic ordering of stock through NHS Shared Services.

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CASSC

Housing & Communities

Q4 Performance Report

July 2022

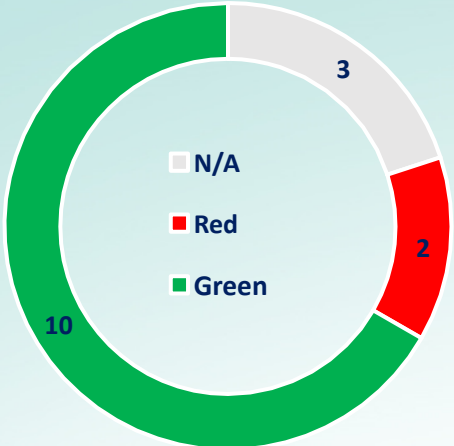


Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together

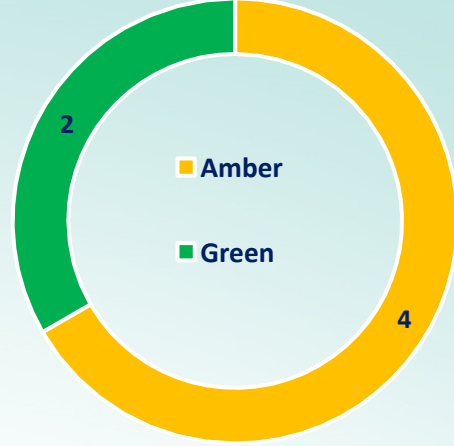


Progress Against the Corporate Plan / Directorate Delivery Plan

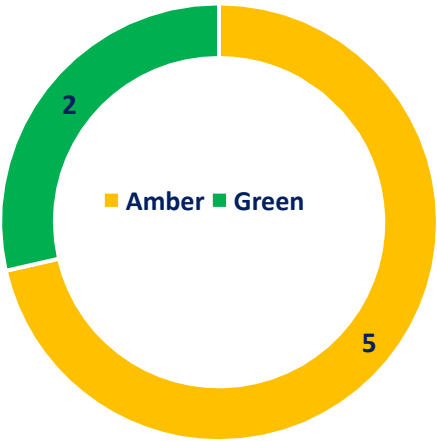
Corporate Plan Indicators



Corporate Plan Commitments



Directorate Delivery Plan Commitments



Key Performance Indicators

Wellbeing Objective: Supporting People Out of Poverty

Supporting those most impacted by the economic crisis into work, education or training

Key Performance Indicators	2020/21 Target	2020/21 Result	2021/22 Target	2021/22 Q1 Result	2021/22 Q2 Result	2021/22 Q3 Result	2021/22 Q4 Result	2021/22 Result
The number of customers supported and assisted with their claims for Universal Credit	1,500	2,841	Annual Target 2,000 Q4 Target 500	665	881	973	1,189	3,708
Additional weekly benefit identified for clients of the Advice Team	£14,000,000	£15,477,013	Annual Target £14,000,000 Q4 Target £3,500,000	£4,207,639	£3,105,788	£5,328,377	£4,578,662	£17,220,466
The number of hours given volunteering within the Advice & Benefits Service	6,500	3,066	Annual Target 6,500 Q3 Target 1,625	411	1,288	2,031	2,992	6,722

Progress

Supporting those most impacted by the economic crisis into work, education or training

Commitment	Update
<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">• Ensuring all Hub and advice line staff are able to provide support with claims for Universal Credit, including further roll-out of tablets, either by gifting or loaning, to ensure that support can be provided remotely during Covid restrictions;• Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need;• Further utilising and promoting the Discretionary Housing Payment fund. This will ensure that those in receipt of Universal Credit are aware of and able to apply to the fund;• Working closely with Cardiff Foodbank to understand the impacts of more clients claiming Universal Credit on food support, escalating any issues identified;• Identifying additional funding for the Money Advice team to expand the service and meet demand as Universal Credit claimants continue to rise as a result of the pandemic.	<ul style="list-style-type: none">• The Money Advice Team now provide their services in more locations than ever before to ensure that the team reaches as many people as possible. This includes providing services from two schools. This community focussed school approach will be developed further over the next financial year.• The team work alongside the Foodbanks in their distribution centres and are now providing face to face advice again from Job Centre Plus.• The team has supported the most people ever and all staff have been fully trained on the support that is available to help residents.• The Council have provided increased ongoing funding to the support the team as demand continues to grow due to the impacts of Covid and the cost of living crisis.

Pages 6

Key Performance Indicators

Wellbeing Objective: Supporting People Out of Poverty

Embedding our new approach to tackling homelessness and ending rough sleeping

Key Performance Indicators	2020/21 Target	2020/21 Result	2021/22 Target	2021/22 Q1 Result	2021/22 Q2 Result	2021/22 Q3 Result	2021/22 Q4 Result	2021/22 Result
The percentage of households threatened with homelessness successfully prevented from becoming homeless	80%	76%	80%	77%	77%	82%	82%	83%
The total number of rough sleepers in the city	New Measure	New Measure	<20	11	19	23	17	17 at year end
The number of rough sleepers supported into accommodation	168	197	Annual Target 104 Q4 Target 26	57	76	37	25	195

Key Performance Indicators

Wellbeing Objective: Supporting People Out of Poverty

Embedding our new approach to tackling homelessness and ending rough sleeping

Key Performance Indicators	2020/21 Target	2020/21 Result	2021/22 Target	2021/22 Q1 Result	2021/22 Q2 Result	2021/22 Q3 Result	2021/22 Q4 Result	2021/22 Result
The percentage of rough sleepers housed in the previous month who have maintained their accommodation	New Measure	New Measure	70%	61%	62%	62%	64%	62%
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	70%	95%	80%	82%	73%	62%	72%	80%
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	70%	93%	75%	91%	91%	87%	82%	82%

Despite this measure being below target work is continuing in keeping people in their accommodation. This is done through providing assistance to support providers coupled with assertive input from outreach and MDT. This helps individuals with complex support needs maintain their accommodation.

The work of the reconnection team is closely linked to the support of individuals with complex support needs. These individuals are often in and out of rough sleeping and this in turn impact the successful outcomes through the Homelessness Reconnection Service



Progress

Embedding our new approach to tackling homelessness and ending rough sleeping

Commitment

Review and revise the Rough Sleeper Strategy and the Homelessness Strategy in line with Welsh Government Phase 2 Guidance by:

- Implementing the new family accommodation model and delivery of the Family Homelessness Centres for completion by January 2022 including:
 - Briardene by May 2021;
 - The Gasworks by Winter 2021/22;
 - Harrison Drive by Winter 2021/22;
- Developing a rapid rehousing approach to homelessness, ensuring that homelessness is prevented wherever possible and that clients are rehoused as quickly as possible following an assessment of need by June 2021;
- Making forward the strategic review of services for single homeless people, including:
 - Implementing full assessment of needs for single homeless people via the new Assessment Centre by May 2021;
 - Ensuring that no one has to sleep out in Cardiff by winter 2021/22 by delivering the new homeless accommodation schemes for single people, and reviewing and improving emergency accommodation with the aim of ensuring that minimum standards of accommodation are delivered with separated, secure and individual spaces;
 - Continuing and extending the Housing First Scheme, using both social and private rented sector homes, and increasing the range of options for move on from hostel with appropriate level of support by March 2022;
 - Ensuring that homeless clients can access the right accommodation for themselves with a focus on moving on into the private rented sector by commencing the low-needs pathway by April 2021 and reviewing its effectiveness by September 2021;

Update (1 of 2)

- There have been some delays with the delivery of homeless accommodation for single people at Adams Court. Phase 1 was completed on 14th March and residents have moved in. Phase 2 will now be delivered in August 2022.
- Expansion of the Housing First scheme has continued with 32 units of accommodation now in the scheme. This is a mixture of both private and social homes. There is currently a lack of affordable privately rented accommodation in Cardiff and this is hampering efforts to bring more privately owned properties on to the scheme.
- The SAIL (Supported Accommodation Independent Living) project is continuing to support people to move on to permanent accommodation in the social sector. In addition, a new project providing 51 units of accommodation will support single homeless people who are ready for permanent independent living. Handover of the project is due in early May, with the first clients moving in in June.
- The Harrison Drive temporary accommodation scheme will be delivered in 2023.

Embedding our new approach to tackling homelessness and ending rough sleeping

Commitment	Update (2 of 2)
<ul style="list-style-type: none">• Continuing to develop the multi-agency team around rough sleepers and single homeless people with complex needs, improving the support available for those with substance misuse issues, as well as for those with co-occurring mental health and substance misuse issues, and extending this support to those moving on into the community. Additionally, further developing the health input into the team by September 2021 and developing the full operational policy and reporting framework for the team by October 2021;• Reviewing the ‘Real Change’ and ‘Give Differently’ campaigns to further investigate the reporting of sightings of potential rough sleepers and positive intervention with people who are involved in street-based activities, including anti-social behaviour and begging within the city centre, by March 2022.	<ul style="list-style-type: none">• The Real Change and Give Differently campaigns are being evaluated as part of the Street-Based lifestyles meeting. The schemes are under review, particularly given the recent economic pressures. This work will be taken forward into 2022/23 including how the schemes can be promoted more widely, particularly in the suburbs of the city. Consultation with local residents on this is ongoing.

Embedding our new approach to tackling homelessness and ending rough sleeping

Commitment	Update (1 of 3)
<p data-bbox="76 654 122 811">Page 61</p> <ul data-bbox="89 825 904 1049" style="list-style-type: none">• Develop a training and activities service for single homeless people to support them to make lasting changes as part of a Covid exit strategy prepared by April 2021 and introduced as soon as restrictions allow.	<p data-bbox="1001 218 1128 247">Hostels:</p> <ul data-bbox="1001 289 2484 1349" style="list-style-type: none">• Despite not having a full complement of staff The Diversionary Activities service have still managed to provide opportunities to all clients referred across the service area and in sister projects such as Housing First in the community.• Building people’s confidence, skills and abilities in house, leading them to attend partner organisations independently in the community. On review of the current ‘in hostel’ curriculum it is recognised that there is need to bring in more formal learning to the hostel environment coupled with accreditation to illustrate the progress made.• The team are currently in negotiation with the Adult Learning Team on devising learning materials around the most vital subjects that clients need help with such as, substance misuse, understanding tenancy and budgeting, mental wellbeing, physical health and nutrition.• Diversionary Activities and Adult Learning have collaborated on a grant application for a tablet lending and gifting scheme that will compliment the education being rolled out. If the bid for the grant is successful then the service will be able to supply clients with the tools they need to take part in education not just in a formal class environment but at home in their accommodation. In addition to the tablets, the bid includes funding for a Digital inclusions Officer who will run the lending and gifting scheme throughout the service and will conduct education workshops around the forementioned courses.

Commitment

Page 62

- Develop a training and activities service for single homeless people to support them to make lasting changes as part of a Covid exit strategy prepared by April 2021 and introduced as soon as restrictions allow.

Update (2 of 3)

Community Projects:

- Throughout the year there have been many successes in taking clients to community projects and activities, working closely with partners to get as many people engaged in meaningful activities as possible. The most popular activities have been around sport and leisure. Partner hostels have also recognised this, however not all spaces that have been available have been attended wasting resource. The service has partnered with Cardiff Met and Sport Cardiff to mitigate the issues around full attendance and will be offering free spaces that are available to Diversionary Activities counterparts at our partner hostels such as, The Huggard, Salvation Army, YMCA, Oasis etc.

Peer Mentoring:

- A Peer Mentor pilot project has been trialled with partners at Platform. This had some success in helping clients that are referred to MDT to be more integrated into the community through the assistance of a mentorship. Due to a small number of appropriately experienced Peer Mentors, unfortunately the service did not reach as much clients as predicted. Therefore, the D.A team and Platform will be reviewing the pilot ready for the new financial year. This project will be closely linked to the new Community Response Offer role who will focus on clients who are being exploited in the community, through issues of county lines, cuckooing and domestic abuse.

Progress

Embedding our new approach to tackling homelessness and ending rough sleeping

Commitment

Page 63.

Develop a training and activities service for single homeless people to support them to make lasting changes as part of a Covid exit strategy prepared by April 2021 and introduced as soon as restrictions allow.

Update (3 of 3)

Volunteering:

- A Diversionary Activities Officer has been employed, whose focus will be to find, delivering and signposting to volunteer opportunities through community and partner organisations utilising recourses such as Cardiff Council Volunteer portal.
- The projects will have 3 elements:
 - Client Volunteer – Help clients find opportunities in house and within the community.
 - Community Volunteer – Members of the public and/or community and faith groups to deliver one off or multiple, iterative activities as part of a wider curriculum.
 - Professional Volunteers – Utilising people from other universities or other applicable professions who can gain experience through placements or extracurricular work agreed between the development team and/or line managers.

Directorate Delivery Plan Commitment

Commitment	Update
<ul style="list-style-type: none">• Develop a new family temporary accommodation model by transferring the Calon TA scheme from Cadwyn to Cardiff Council and reviewing the scheme in line with the Rapid Rehousing approach.	<ul style="list-style-type: none">• Significant progress has been made on transferring the Calon TA Scheme to Cardiff Council.• The scheme continues to be reviewed alongside the Rapid Rehousing approach.• New leases are in the process of being drafted and will be in place by takeover in January 2023.

Progress

Directorate Delivery Plan Commitment

Commitment	Update (1 of 2)
<p>Develop the allocation of social housing to achieve the following:</p> <ul style="list-style-type: none">• Introduce rapid rehousing approach to homelessness, helping to reduce time spent in temporary accommodation and prevent more people from becoming homeless• Reduce overcrowding in the city	<ul style="list-style-type: none">• The rapid rehousing pilot continues to monitor the time spent in temporary accommodation and how by taking a rapid rehousing approach this can be reduced.• Work that can be carried out to prevent families from becoming homeless is also being analysed and feeding into a proposed model for future prevention work. The completed transition plan will provide further guidance on what is required to increase the rate of Prevention.• Work is ongoing to develop the Rapid Rehousing Plan. The plan will identify the resources needed to implement Rapid Rehousing within the Local Authority. The draft plan will be completed in full by the end of July 2022 and this will include the budgetary requirements needed for the transition. The transition plan is for a five year period up to the end of 2027.

Commitment	Update (2 of 2)
<p data-bbox="78 611 122 772">Page 66</p> <p data-bbox="96 554 1154 658">Develop the allocation of social housing to achieve the following:</p> <p data-bbox="147 696 1192 921">Introduce rapid rehousing approach to homelessness, helping to reduce time spent in temporary accommodation and prevent more people from becoming homeless</p> <ul data-bbox="78 961 774 1005" style="list-style-type: none">• Reduce overcrowding in the city	<ul data-bbox="1276 337 2440 1296" style="list-style-type: none">• An overcrowding project group has been set up to investigate available options to reduce overcrowding. This includes exploring costs of structural alterations such as building an extension or connecting a pod that will add additional living space on the current property rather than transfer a tenant to a larger property.• The first extension pod has now been installed, this has proved successful. Further properties will now be identified to roll this scheme out more widely where appropriate.• Questionnaires have been sent to all families on the Housing Waiting List that are currently overcrowded to seek views on alternatives to moving to a larger property.• Work is also underway on assisting families to move into larger properties in the private rented sector.

Commitment	Update
<p data-bbox="76 654 122 816">Page 67</p> <ul style="list-style-type: none">• Take forward the next phase of the Accommodation and Support project, improving specialists Accommodation and Support Pathways.	<ul style="list-style-type: none">• Work has commenced on mapping pathways but not yet finalised, work will carry over into next year.• Mapping of abstinence support / substance misuse has been moved to Phase 3 for completion next year, in line with recommissioning timetable of the Area Planning Board

Key Performance Indicators

Wellbeing Objective - Safe, Confident and Empowered Communities

Building new Council homes and investing in community facilities

Key Performance Indicators	2020/21 Target	2020/21 Result	2021/22 Target	2021/22 Q1 Result	2021/22 Q2 Result	2021/22 Q3 Result	2021/22 Q4 Result	2021/22 Result
Total number of new Council homes completed and provided (Target to be achieved by December 2022.)	1,000 cumulative	552	1,000 cumulative by December 2022 – 750 by 31 st March 2022 Q4 Target 570	569	591	608	683	683
The percentage of residents satisfied with completed regeneration projects	90%	89%	90%	88%	89%	100%	93%	93%

131 completions have been achieved up to 31st March, with a number of schemes slipping into Quarter 1 of the new year. Schemes have been impacted by current market conditions including supply chain issues, material cost increases and delays in tendering for projects.



Key Performance Indicators

Wellbeing Objective - Safe, Confident and Empowered Communities

Building new Council homes and investing in community facilities

Key Performance Indicators	2020/21 Target	2020/21 Result	2021/22 Target	2021/22 Q1 Result	2021/22 Q2 Result	2021/22 Q3 Result	2021/22 Q4 Result	2021/22 Result
The number of visitors to libraries and Hubs across the city	3,300,000	2,490,498	Monitor KPI but no target set	124,002	200,957	241,258	292,375	3,351,526 (includes virtual visits added in at end of year)
The number of page views on the Hubs website	Monitor KPI but no target set	N/A	Monitor KPI but no target set	15,080	26,553	27,139	42,234	111,006
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	95%	98%	Monitor KPI but no target set	Surveys to re-start in Q2	96%	96%	97%	96%
The number of visits (page views) to the volunteer portal	70,000	156,153	Annual Target 70,000 Q4 Target 17,500	27,945	28,326	28,107	28,244	112,622

Progress

Building new Council homes and investing in community facilities

Commitment	Update
<p data-bbox="78 611 122 772">Page 70</p> <p data-bbox="142 739 1116 882">Deliver a programme to build over 2,000 new Council homes, targeting delivery of the first 1,000 by December 2022.</p>	<ul data-bbox="1243 686 2346 939" style="list-style-type: none">• 75 completions have been achieved up to 31st March with a number of schemes slipping into Quarter 1 of the new year. Schemes have been impacted by current market conditions including supply chain issues, material cost increases and delays in tendering for projects.

Progress

Building new Council homes and investing in community facilities

Commitment	Update
<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none">• Completing Phase 2 of the Maelfa redevelopment scheme by November 2021• Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities;• Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor;• Submitting an outline planning application for the subsequent Channel View Regeneration of pre-existing homes by the end of 2021/22;• Delivering projects identified in the three-year programme for Neighborhood Renewal Schemes (NRS) based on ideas submitted by Ward Members.	<ul style="list-style-type: none">• Scoping work has commenced on one further estate regeneration scheme, programme progress constrained by cost estimates and available budgets. Resources channelled into Trowbridge Green, Lincoln Court and Pennsylvania schemes for the new financial year.• The pre-demolition work to properties within phase 1 at Channel View is underway with empty properties being mothballed, secures and utility disconnections taking place.• There have been delays with moving tenants into their new homes which has delayed demolition work.• A cabinet report setting out the approach to procure a contractor for the Channel View project (rather than just Phase 1) was approved in February 2022 and work is underway to begin this process.• Work has not commenced on site for the Splott 3G pitch-delays with SUDs approval are ongoing. Residents have been updated and an engagement exercise carried out. Llanrumney MUGA- negotiations on Heads of Terms with Llanrumney Hall have been taking place followed by a community engagement exercise, a planning application has been submitted for the scheme.• Design work on the Old St Mellons environmental improvement scheme has taken place and community engagement took place in March.

Progress

Building new Council homes and investing in community facilities

Commitment	Update
<p data-bbox="71 596 122 771">Page 72</p> <ul data-bbox="71 335 1223 1163" style="list-style-type: none">• Continue to deliver the Community Hubs programme, in collaboration with partners, including:• Progressing plans for Youth Hubs in the city centre and Butetown.• Working with partners to deliver a Community Hub in south Riverside;• Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District;• Ensuring people are connected with local service providers and activities in their neighbourhood through the work of Community Inclusion Officers, extending the range of online activities and restarting face-to-face events when restrictions allow.	<ul data-bbox="1274 335 2497 1063" style="list-style-type: none">• There have been delays in appointing the preferred contractor for Rhiwbina library due to funding gap. Start date now agreed for May 2022.• Throughout our periods of 'Covid' lockdown Community Inclusion officers have been able to continue providing both online and face to face activities. Wellbeing Service Monthly reports are produced showcasing numbers of referrals, supported projects and outcomes V level of required support. Case studies are available highlighting all the excellent work done despite limitations. Community activities have linked into the Wellbeing team support offers & excellent partnerships have been formed to enable more support for our customers.

Progress

Directorate Delivery Plan Commitment

Commitment	Update
<p data-bbox="76 654 122 825">Page 73</p> <p data-bbox="132 796 1090 839">To implement New Community Wellbeing Service Team</p>	<ul data-bbox="1286 635 2433 999" style="list-style-type: none">Wellbeing team service has been well received with over 150 referrals since July 2021. Case studies highlight how much the service has improved life quality & overall feeling of wellbeing. Excellent partnerships and referral sources have been formed. Barriers funds have played an important part in assisting customers achieve their own outcome & goals plus improving mental health.

Progress

Directorate Delivery Plan Commitment

Commitment	Update
<p>Progress with delivery of Community Hubs programme -2021 refurbishment to Rhiwbina Library</p>	<ul style="list-style-type: none">• Delay due to refurbishment works not starting until April/May 22.• However, Community activities both online and face to face have continued within the district, linking into health & wellbeing and Public Health Wales initiatives.

Progress

Wellbeing Objective : Cardiff grows in a resilient way

Directorate Delivery Plan Commitment

Commitment	Update
<p data-bbox="78 654 122 815">Page 75</p> <ul data-bbox="122 815 1098 911" style="list-style-type: none">• Develop a public housing decarbonisation strategy to compliment the council's One Planet agenda.	<ul data-bbox="1256 853 2333 949" style="list-style-type: none">• Procurement will be slipped into quarter 1 of the new year. Further work is required on the brief and specification.

Progress

Wellbeing Objective - Modernising and integrating our public services

Directorate Delivery Plan Commitment

Commitment	Update
<p>Page 76</p> <p>Develop digital methods of service delivery in housing.</p>	<ul style="list-style-type: none">• Housing applications online has only recently been implemented fully. Success to be reviewed once this is embedded and sufficient data available to inform this.• NEC have submitted the quotation for the purchase of housing repairs online module. The pre-tender report and contract award report has been signed by procurement.• The Section Manager and Project Manager are preparing tender documentation and will seek advice from the council's legal and finance sections. Once this has been completed senior managers will review the proposal and decide on acquiring this software. Once this process has been completed the build phase will commence.• The acquisition of DocuSign has been completed. With phase 1 roll out to go live in April 2022. DocuSign will be rolled out across other teams in housing over the coming weeks and months.• We have now recruited into the Power Bi role. Once they are in post a project plan will be drafted alongside ICT.



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My Ref: Scrutiny/Correspondence/Cllr Jenkins
8 November 2021

Councillor Susan Elsmore
Cabinet Member Social Care, Health & Wellbeing
Councillor Lynda Thorne
Cabinet Member Housing & Communities
Sent via e-mail

Dear Cllr Elsmore & Cllr Thorne,

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 13 OCT 2021 – QUARTER 1 PERFORMANCE AND CURRENT PRESSURES

As Chairman of the Community and Adult Services Scrutiny Committee, I wish to thank you and officers for attending Committee, providing Members with an opportunity to consider the Quarter 1 Performance Report and to also receive an update on the current position for both Adult Services and Housing & Communities.

The seriousness of the current pressures and their ramifications is acutely recognised by Members, and we firstly wish to thank you and officers for bringing this to our attention and for the presentations offered at the meeting. Following the update on the current context and the steps being taken to address current pressures, we explored the possibility of service failure and the implications this would present for those vulnerable individuals requiring service. It was confirmed that yourselves and officers are working to ensure service failure does not occur, and that the service areas are not at 'breaking point' due to the current backlog being of a manageable number. We were further informed that it is essential the service areas both recognise and prepare for the situation potentially worsening in line with winter pressures. In accordance with this, we then sought clarity on your continuity plans and it was confirmed the focus will be on supporting those most vulnerable, to expand reablement opportunities and to grow the market and strengthen the council's long-term relationship with care providers.

We welcome the focus on preparing for pressures worsening however we feel it is essential that adequate projections are used to forecast pressures on the service area. For this

reason, we **recommend** that to prepare for the upcoming winter months, the service area recruit a statistician (or similar) to provide accurate information on key pressures, which in turn will offer critical insight into the possible shortfalls and requirements.

Should the pressures indeed worsen in the winter months, we ask we be made aware as soon as practically possible to provide us with a further opportunity to explore the situation and the measures put in place to mitigate risk. Furthermore, and upon reflection, it was felt amongst Committee Members that the current pressures detailed at the meeting were so significant, they in-turn eclipsed the Quarter 1 Performance data and due to constraints, we were not able to explore both past and current performance in adequate detail. As a result, we request that in the future these updates be separated from Performance Monitoring items.

Q1 Performance & Current Pressures – Adult Services

Given the current context, Members were advised that individuals may see some deterioration in the quality of their service they receive. However, it was confirmed the service area will continue to work to monitor the quality of care through contact officers and regular liaison with providers. Although Members understand and empathise with the current context, given the typical clientele in receipt of services we wish to stress that high levels of quality of care continue, or where these may be impacted, they continue to be addressed and resolved as a matter of urgency through the escalating concerns process.

As stated at the meeting, the innovative proposals and speed of establishing the Carers Academy is welcomed and commended by Members. However, in line with our earlier comments regarding the need to employ a statistician (or similar), Members are concerned that the current aim of the Academy supporting 120 people into employment over a six-month period may not be adequate for the pressures which potentially lie ahead. Members wish to again reiterate and emphasise the benefit of using data to adequately inform and address current issues.

In line with the current situation Members welcome the steps taken to address challenges which were detailed at the meeting. In particular, we note the 'Trusted Assessor' pilot which sees Occupational Therapists assisting with the increased demand for social care assessments and pressures on domiciliary care. In line with this and remaining mindful to the current and potential pressures, Members **recommend** you explore more innovative

ways of coping with current and future pressures by expanding the use of Occupation Therapists and other professionals where demand is high.

Concern was further raised regarding the end of the Welsh Government's Covid-19 Hardship fund. However, we were pleased to be informed that the upcoming Recovery Fund should help to offset the ending of Hardship funding stream. We note detail on the Recovery Fund should be received in December 2021.

In terms of the continued challenge of sickness rates we sought clarity on the proposed action plan, and it was confirmed there is ongoing assessments of long-term sickness case. We note there is a current rise in short term sickness cases as a result of the pandemic and we hope that your ongoing work to expand the market will help to address this issue.

Regarding the recognised challenge of lack of equipment and aids, Members feel additional efforts to contact existing individuals to see if they still require their equipment is needed. Members note social media posts have gone out on this matter however not all our Committee Members saw the post, signalling an increase in social media presence is required. We also feel more communication methods need to be utilised to reach a wider audience. Leading on from this, we also feel an overall review of how we retrieve, recondition and reallocate equipment may be required. We therefore **recommend** more communication is done on the call for equipment, including through the continued use of social media outlets, notification on the council and hub websites, posters in hubs, liaising with Adviceline staff to make initial enquires and a letter drop, targeted at relevant residents or family members. We also **recommend** an overall review on how we retrieve and reallocate stock. We deem the review should focus particularly on if adequate support is provided to residents who may have heavier equipment, such as stairs lifts or hoists, redundant in their properties.

Q1 Performance & Current Pressures – Housing & Communities

As you are aware, detail on the current status of the Council House New Build Programme could not be provided at the meeting. Given that this is such a significant objective, Members were surprised that this information was not readily known. As such, Members would like to **request** information on how many houses are currently complete, how many are currently under construction and confirmation on if the target of 1,000 council properties by December 2022 will be met.

During the meeting, we explored with trepidation the potential pilot to house clients out of county, and we sought assurance that families would not be separated against their will and

APPENDIX C

it was pleasing to note this concern was shared by yourself and officers. As it was confirmed further information on the detail of this work is required, we would be grateful to be kept informed of its progress.

In relation to the issue with private rented accommodation, we aligned this with the continued challenge of voids and it was confirmed although the challenge with supplies remains, due to the recruitment of additional operatives, officers are confident properties can now be turned around quicker. We also sought assurance that the council is purchasing properties from private landlords to address the current challenges and it was pleasing to note this avenue is being utilised by the service area.

Finally, Members were disappointed to note that the regional service for Male Domestic Abuse victims due in July 2021 has been delayed. We would like to **request** further information on the reasoning for its delay and when we can expect the service to be launched.

Recommendations to be Monitoring following this Scrutiny

The Committee makes four formal recommendation which are set out below.

As part of the response to this letter I would be grateful if you could state whether the recommendations are accepted, partially accepted or not accepted and summarise the Cabinet's response. If the recommendations are accepted or partially accepted, I would also be grateful if you could identify the responsible officer and provide an action date. This will ensure that progress can be monitored as part of the approach agreed by Cabinet in December 2020.

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
To prepare for the upcoming winter months, the service area recruit a statistician (or similar) to provide accurate information on key pressures, which in turn will offer critical insight into the possible shortfalls and requirements.				

APPENDIX C

Explore more innovative ways of coping with current and future pressures by expanding the use of Occupation Therapists and other professionals where demand is high.				
More communication is done on the call for equipment, including through the continued use of social media outlets, notification on the council and hub websites, posters in hubs, liaising with Adviceline staff to make initial enquires where relevant and a letter drop targeted at relevant residents or family members.				
Conduct an overall review on how we retrieve and reallocate stock. We deem the review should focus particularly on if adequate support is provided to residents who may have heavier equipment, such as stairs lifts or hoists, redundant in their properties.				

Yours,



COUNCILLOR SHAUN JENKINS

Chairman - Community & Adult Services Scrutiny Committee

cc. Sarah McGill, Corporate Director People & Communities

Jane Thomas, Director, Adults, Housing & Communities

Helen Evans, Assistant Director, Housing & Communities

Khalid Osman, Into Work Co-Ordinator in Housing & Communities

Tim Gordon, Head of Communications & External Relations

Members of the Community & Adult Services Scrutiny Committee

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**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref: CM46703

Eich Cyf / Your Ref: Scrutiny/Correspondence/Cllr Jenkins

Dyddiad / Date: 19 January 2022

Councillor Shaun Jenkins
Chairperson
Community & Adult Services Scrutiny Committee
Cardiff Council
County Hall
Cardiff
CF10 4UW

Annwyl / Dear Shaun,

**Community & Adult Services Scrutiny Committee – 13 Oct 2021 - Quarter 1
Performance Report and Current**

Thank you for your letter dated 8 November 2021, it was pleasing to see that Committee Members identified and provided comment on some of the work being undertaken within Adult Social Services and the housing and communities, and recognised the pressures currently being experienced by the teams.

There were two requests for information made within the letter and we provide information regarding these below.

The Committee raised a query regarding the progression of the Council House New Build Programme as information had not been readily available at the meeting. 608 new council properties have been handed over to date, and 801 properties have been completed if including the homes built for market sale.

Furthermore, 199 homes are currently being built on site, 133 at the procurement stage, and 137 new homes with planning approved. There are also 249 new homes in the planning stage with 4 of our new build projects being considered at planning committee later this month. The programme incorporates 59 development sites with the capability of delivering around 3,600 new homes in the longer term: it is truly delivering at scale and pace. We are also setting new standards for the delivery of low-carbon projects and have recently confirmed that our modular scheme at Crofts Street will be our first scheme that delivers a below net zero standard where the new homes are projected to produce more power than the tenant needs - exporting all unused power to the grid. This is an exceptional standard and one that will ensure our tenants are not affected by fuel poverty.

As Members will be aware the construction industry has been affected by both Covid-19 and Brexit. Most development programmes are experiencing delays and there has been significant and unprecedented increases in material costs, shortages in the supply of materials, and shortages in labour. This has inevitably affected our own programme. This is not unique to us and recent meetings with Welsh Government have taken place to consider the impact these conditions are having on new social housing development throughout Wales. We have also seen some main contractors struggling with current conditions with many long-standing construction firms closing. Nevertheless, the development team are doing what they can to mitigate against these delays and endeavour to achieve the target of delivering 1,000 new council homes by 2022. A more detailed update on progress against this target will be provided in the new year.

The Committee raised a query regarding the delay in the regional service for Male Domestic Abuse Victims and the following update has been provided by the Operational Manager for Partnerships and Joint Commissioning. The new proposed male victims service has grown in scope since its first conception. We have now purchased two properties to be used for male victims with children, disabilities or pets so that they are not excluded from accessing specialist accommodation and support services. There was a delay in securing these additional properties, purchased with Welsh Government funding, which have been subject to some minor works to get them ready for letting. Unfortunately, some delay has also been encountered with obtaining the necessary materials.

We are also establishing a safe remote evidencing site for male victims so that they can give evidence to court remotely, ensuring equity with women and children who are offered this option. This work is being developed in conjunction with multiple partners across Wales to ensure that a consistent service can be achieved across a multitude of new sites, and we are therefore subject to external timescales for delivery.

Due to the altered scope of the service, this has required regional project working with the Vale of Glamorgan Council and specialist third sector providers. Unfortunately, all services have been under enormous pressure trying to deliver their existing services and this has hindered the progression of this project with all its elements. However, we are now at the point of finalising all processes and funding arrangements with the Vale and it is anticipated that the service will be up and running from January 2022, taking referrals into the new accommodation units and ensuring delivery of community support across Cardiff and the Vale of Glamorgan region.

Regarding pressures in Adult Services, the Committee highlighted the innovative proposals and speed of establishing the Cardiff Cares Academy which was welcomed. However, Members felt that the aim to support 120 new people into a career in care was not ambitious enough to meet the current and potential future pressures in the sector. It has been made clear that the Cardiff Cares Academy is just one route for people to enter the care sector and it is done in partnership with care employers. There has been and continues to be well documented challenges throughout the care sector during the pandemic which continues to impact the attractiveness of care as a career.

Social Services continue to support the care sector with their own advertising and recruitment and the Cardiff Cares Academy is just one arm of this support.

Regarding the concerns raised by the Committee of the challenges of lack of equipment and aids, I am able to provide the following information. The Disabled Facilities Service currently operate a removal and recycling service covering hoists and lifts across all tenures. Hoists and lifts that are serviceable are identified and reinstalled as complete units whereas hoists and lifts that have effectively gone beyond their useful lives are broken down to provide spare parts.

The Service receives referrals to collect redundant equipment from internal teams including Joint Equipment Service, Housing (inc. accessible housing), Occupational Therapists and Social Workers. Outside of the Council referrals are generally received from homeowners who no longer require the equipment. When awarding grant assistance for this equipment each recipient signs a document agreeing to return the equipment once it is no longer required.

Following receipt of a referral the equipment is collected by the Framework contractor and placed into stock. A stock list is maintained by the contractor.

Within the letter a table was provided to respond to the recommendations made and this has been completed below with the information provided from the appropriate service areas:

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
To prepare for the upcoming winter months, the service area recruit a statistician (or similar) to provide accurate information on key pressures, which in turn will offer critical insight into the possible shortfalls and requirements	Not accepted	Work has been undertaken throughout 2021 to improve our monitoring and understanding of statistical information that is being utilised to understand service pressures. This is being rolled out to all Operational Managers within Social Services to provide timely information regarding their services. This is discussed monthly at Adult Services Management team meeting as a formal item and Service Pressures is a regular item on the agenda used to identify pressures on all service areas, individually and collectively, such as assessment backlogs. The team continue to work together to identify solutions to service pressures and this is ongoing.		

		<p>our Contact Officers to order equipment directly and assess and refer for Safety at home, such as, hand and grab rails. In addition to all the support currently provided, this will reduce the number of people referred into Occupational Therapy, allowing them the capacity to triage and right-size care packages.</p> <p>Front Door MDT triage In addition to the upskilling of Contact Officers, we will be introducing an OT led triage, which will review all new noncomplex requests for domiciliary care, with a view to right-sizing, linking in with family support, aids, adaptations, and equipment. This will enable the most complex cases to go directly to the social workers, for example individuals who suffer from Mental Health, who lack capacity, or require nursing care. The Occupational Therapists and Social Workers will also work as a Multi-Disciplinary Team as and when necessary.</p>	<p>Claire Gilhooly/Carolyne Palmer</p> <p>Carolyne Palmer & Lisa Wood</p>	
<p>More communication is done on the call for equipment, including through the continued use of social media outlets, notification on the council and hub websites, posters in hubs, liaising with Adviceline staff to make initial enquires where relevant and a letter drop targeted at relevant residents or family members</p>	Accepted	<p>Initial Social Media campaign launched, and this has been replicated across the Vale of Glamorgan and through Health. This work is ongoing, and work is being undertaken with the communication team to develop posters to be utilised in Hubs and community settings.</p> <p>The Joint Equipment Service (JES) has seen an increase in the equipment returned to store. However, the quality of these items is, overall, poor – likely because they have been stored for quite some time as citizens did not know how to return them. It is hoped this will slowly improve.</p> <p>The current system does not capture the equipment that is on loan for short periods such as to support rehab, so work is being undertaken</p>	Neal Hall (Service Manager)	December 2021 continuing through early 2022

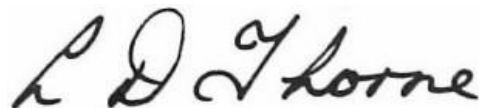
		<p>to ensure that there is a search function through the Council website and develop a 'search' option to provide information to citizens on available equipment and also organising returns.</p> <p>All JES equipment has a contact telephone number on the sticker, and this will continue.</p> <p>There is further work underway to develop a more detailed web page for JES as part of a project being undertaken in the Independent Living Services (ILS). Though this has been delayed due to Covid, some work is being undertaken to provide some more detailed information.</p>	Part of a wider project with ILS	TBC – Project dates moved due to COVID-contingency plan. Update to corporate site requested in interim (review of basic information available digitally to customers)
<p>Conduct an overall review on how we retrieve and reallocate stock. We deem the review should focus particularly on if adequate support is provided to residents who may have heavier equipment, such as stairs lifts or hoists, redundant in their properties</p>	Accepted	<p>The ILS communications plan will also include information regarding the Disabled Facilities Grant Team (DFG)</p> <p>The JES team are fully aware of the DFG and rapid response team and refer all enquiries in relation to the recycling of these items to the relevant teams. Work is being undertaken to identify all internal teams who may receive enquiries regarding equipment collection and providing all up-to-date information for them.</p> <p>Disseminate a pathway for referrals and where appropriate meet/attend team meetings to raise the profile of JES</p> <p>NOTE: Stair lifts, ceiling track hoists etc. are serviced but not installed or provided through JES – this is via Disabled Facilities Grant Team (DFG)</p>	Neal Hall (Service Manager)	December 2021

We hope this has provided a comprehensive response to the current work being undertaken in Adults, Housing and Communities to address the concerns raised by the Committee.

Yn gywir / Yours sincerely,



Councillor / Y Cynghorydd Susan Elsmore
Cabinet Member for Social Care, Health & Well-being
Aelod Cabinet dros Ofal Cymdeithasol, Iechyd a Lles



Councillor / Y Cynghorydd Lynda Thorne
Cabinet Member for Housing & Communities
Aelod Cabinet dros Dai a Chymunedau

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

18 JULY 2022

**ADULTS, HOUSING & COMMUNITIES DIRECTORATE DELIVERY PLAN
2022/23 AND THE;
PERFORMANCE & PARTNERSHIP DIRECTORATE DELIVERY PLAN 2022/23**

Purpose of the Report

1. To present the Adults, Housing & Communities Directorate Delivery Plan 2022/23 and the Performance & Partnership Directorate Delivery Plan 2022/23.
2. The Adults, Housing & Communities Directorate Delivery Plan 2022/23 is attached at **Appendix A**, and the Performance & Partnership Directorate Delivery Plan 2022/23 is attached at **Appendix B**.
3. Members are advised that in line with this Committee's terms of reference, some of the areas in the Directorate Delivery Plans (DDP's) fall outside of this Committee's terms of reference. Further information on this is provided at **point 15** of this report.

Scope of Scrutiny

4. This item will begin with Cabinet Members being offered the opportunity to provide a brief opening statement (should they wish). Following any opening statements provided by the Cabinet Members, the Committee will then have the opportunity to ask the Cabinet Members and officers questions on either the Adults Housing & Communities Directorate Delivery Plan, or Performance & Partnership Directorate Delivery Plan.

5. The scope of this scrutiny is for Members to receive an understanding and explore the (relevant) Adults, Housing & Communities and Performance & Partnership priorities for the year; along with their identified future challenges to inform Committee Member's upcoming work programming considerations.
6. In addition, it will also provide an opportunity for Members to enquire as to:
 - How the key priorities in the DDP were identified and the criteria used.
 - Whether the Steps, Milestones and Timescales for achieving priorities are appropriate and achievable.
 - What the arrangements are for monitoring the implementation of the Delivery Plan priorities.
 - Whether the performance measures are appropriate and fit for purpose;
 - The Directorates' resource levels and whether these are sufficient to resource the priorities.
 - The key challenges facing the Directorate and how they are planning for the future.
 - The Cabinet Member and Directors views as to how the Committee can assist the Directorate by timely work programming of identified challenges.
7. Following Scrutiny Members' review of the Directorate Delivery Plans, they will decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration.

Background Context - The Council's Strategic Planning Framework

8. The Council's Corporate Plan sets out how the administration's priorities for Cardiff will be achieved. The Council has four key high-level **priorities** that form the basis for the Corporate Plan 2022-25:

- **Working for Cardiff**
- **Working for Wales**
- **Working for the Future**
- **Working for Public Services**

9. Each of the priorities are aligned to Well-being Objectives (as required by the Future Generations Act).

10. The 7 Well-being Objectives that support the 4 priorities are:

- Cardiff is a great place to grow up (aligned to the priority **Working for Cardiff**)
- Cardiff is a great place to grow older (aligned to the priority **Working for Cardiff**)
- Supporting people out of poverty (aligned to the priority **Working for Cardiff**)
- Safe, confident, and empowered communities (aligned to the priority **Working for Cardiff**)
- A capital city that works for Wales (aligned to the priority **Working for Wales**)
- Cardiff's population growth is managed in a resilient way (aligned to the priority **Working for the Future**)
- Modernising and integrating our public services (aligned to the priority **Working for Public Services**)

11. For each Well-being Objective, a number of high level “steps” and Key Performance Indicators (KPIs) have been identified to measure progress. The information provided in the Delivery Plans attached to this report, are in line with the service areas relevant Key Performance Indicators, and Steps, as detailed in the Corporate Plan.

12. The Council’s strategic planning framework sets out the “golden thread” in meeting the Council’s four key priorities, as illustrated in the diagram below.



Background – Directorate Delivery Plans

13. Each of the Council’s Directorates are required, on an annual basis, to produce a Directorate Delivery Plan to illustrate how the priorities and Well-being Objectives detailed in the Corporate Plan will be met over the coming year.

14. The Delivery Plans follow a standard format adopted by all Directorates which is:

- **Introduction**
- **Directorate Profile**
 - *Lists the responsibilities of each of the Directorates service teams.*
- **Progress, Challenges and Priorities for 2022/23.**
 - *An analysis of opportunities and challenges ahead for the Directorate.*
- **How the Directorate will contribute to relevant Well-being Objectives**
 - *Having established the task ahead, the main body of the Plan is dedicated to tables setting out 'What we will do to... (achieve the Well-being Objective)'. The table sets out the **Steps** that the Directorate will take to make progress in achieving each objective. Each Step indicates the **officer responsible** for its delivery, **key milestones during 2022/23** and links to an equality objective.*
- **Headline Indicators of Corporate Health**
 - *The Council has a suite of 32 Corporate Key Performance Indicators and each Directorate must report their performance over the last 3 years and set a target for 2022/23.*
 - *Committee Members are to note, where 'N/A' is used for previous years data (e.g. 2019/20, 2020/21, 2021/22) it means the data is not available, for reasons such as not collected at that time as the measure didn't exist. Where 'N/A' is used for targets, it means target setting is not applicable.*
- **Directorate Risks**
 - *Key identified risks are listed, with a RAG rating and a Lead Officer taking responsibility for addressing the risk.*
- **Audit Recommendations**
- **Scrutiny Recommendations**
- **Workforce Planning & Development**
- **Corporate Safeguarding Requirements**
- **Delivering the Welsh Language Standards**

15. Members are advised that the following services and Well-being Objectives of the Directorate Delivery Plans do not fall into the terms of reference of this Committee:

Adults, Housing & Communities

- I. **Early Help Service**
- II. **Libraries** (*Members are to note Hubs, fall into this Committee's terms of reference, but Libraries fall to the Economy & Culture Scrutiny Committee*).
- III. **Into Work Services**
- IV. **Well-being Objective 1** (*pages 18-24*)
- V. **Well-being Objective 3** (*pages 51-53 with the exception of the reference to Cardiff Cares Academy*)

Performance & Partnership

- I. **Bilingual Cardiff**
- II. **Cabinet Office**
- III. **Communications**
- IV. **Policy Performance and Improvement**
- V. **Well-being Objective 1** (*page 12*)
- VI. **Well-being Objective 4 – the steps which relates to the Race Equality Taskforce and Welsh language do not fall into this Committee's remit** (*page 16 & 19-20*)
- VII. **Well-being Objective 7** (*pages 21-22*)

For clarity purposes, Members are advised areas within the Performance & Partnership Directorate Delivery Plan that fall under this Committees Terms of reference are the following:

- I. **Community Cohesion,**
- II. **Community Safety**
- III. **PREVENT.**

Members are to note the pages numbers listed above refer to the page numbers of the relevant Directorate Delivery Plan, not the pack of papers as a whole.

Financial Implications

There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. These financial implications will need to be considered before any changes are implemented.

Legal Implications

The Scrutiny Committees are empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

RECOMMENDATIONS

The Committee is recommended to:

- i. Consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet.
- ii. Consider the way forward for the future scrutiny of the issues raised for inclusion within the Committee's 2022/23 work programme.

DAVINA FIORE

Director of Governance and Legal Services

12 July 2022

**Adults, Housing & Communities
Directorate Delivery Plan
2022/2023**

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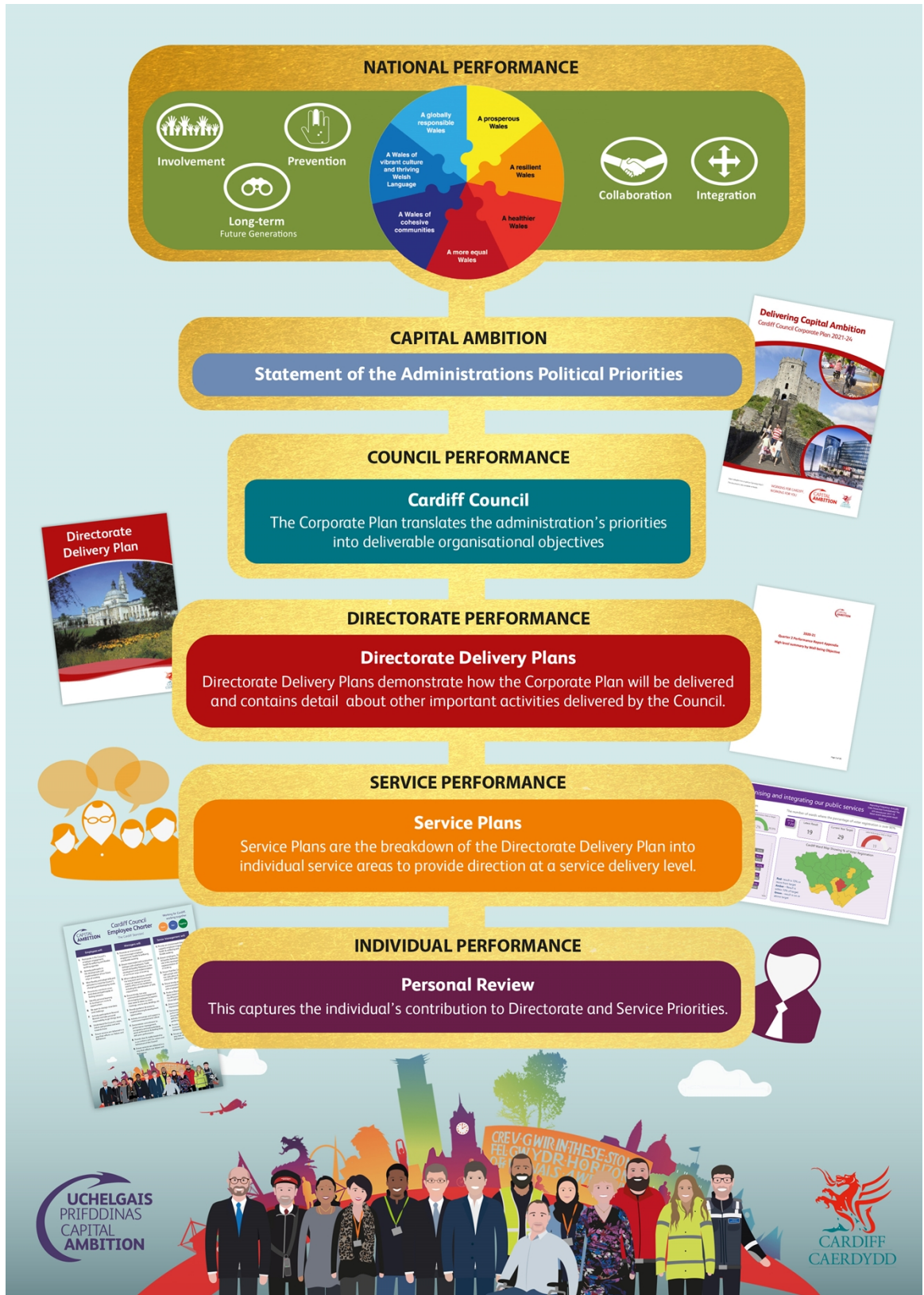
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1. Introduction

Golden Thread



Adults, Housing & Communities Directorate Delivery Plan 2022/23

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

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

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

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

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

The Golden Thread

Capital Ambition: Sets out the political priorities of the Council's Administration

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

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

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

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

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

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

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

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

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

2. Directorate Profile

The Adults Housing & Communities directorate provides a wide range of services to those who live or work in Cardiff or who visit the city. Often these services are for the most vulnerable in Cardiff, whose needs can only be effectively met through joined-up delivery of services, both with other council departments and our partners.

Adult Social Services

The Service currently supports over **4,500** citizens with care and support needs across Cardiff, enabling and supporting them to live the life they choose. The operating model is a strengths-based approach, finding different ways to support people to meet their individual goals. The directorate works with wider council services and other partners to prevent individuals experiencing loneliness and isolation and to provide services that support the wellbeing of individuals and their carers.

The Older People and Physical Disabilities Service offers a service to those over 18 years old with impairments in Cardiff. Social workers provide assessments, guidance and support to meet the needs of the individual. These services include:

- **First Point of Contact /Adult Assessment social work** team for citizens in the community and hospital based social work teams in Cardiff's acute hospitals.
- **Case Management Team** for those with complex needs. Cases that are post assessment require ongoing social work intervention are supported in the Case Management Team until all the required work is completed.
- Cases that have appropriate care and support in place and are settled are placed with the **Review Team**.
- The **Community Duty Team** can be contacted by any service user for assistance and support, for example to request a change in care plan or respite care arrangements.

The Independent Living Service works closely with the social work teams, the third sector, Health services and community groups co-producing outcomes that matter to the citizens of Cardiff. A wide range of support is provided to help people to live independently in their own homes, reduce hospital admissions, and speed up discharge. The **First Point of Contact team** provides support both in the community and in the hospital. Other services include the **Occupational Therapy Service**, **Disabled Adaptations** and the **Joint Equipment Service** all provide support to help older people and those with disabilities to stay independent at home.

The **Community Resource Team Homecare Service** is also part of Independent Living Services. CRT is a joint service provided by Cardiff Council and Cardiff and Vale University health board and aims to support adults, through therapy and/ or home care, to recover or maintain their ability to live independently at home. The Council's CRT Homecare service provides domiciliary and reablement support.

Mental Health Services provide support to adults experiencing a variety of mental health issues. Services work across Cardiff and the Vale, often in partnership and include:

- **Community Mental Health Teams** - partnership arrangement between Cardiff Council and Cardiff and Vale University Local Health Board (CAVUHB).
- **Mental Health Services for Older People** - regional partnership between Cardiff Council, CAVUHB and the Vale of Glamorgan Council.
- **The Emergency Duty Team** is a regional partnership between Cardiff and Vale of Glamorgan Councils providing out of hours social services cover.
- **The Deprivation of Liberty Safeguards Team** is a partnership arrangement between Cardiff Council, CAVUHB and the Vale of Glamorgan Council supporting the rights of those whose capacity is impaired.
- **The Forensic Team** supports individuals who have a significant offending history.
- **The Neuropsychiatry Team** supports those with acquired brain injury and ongoing social care needs.
- **Cardiff Alcohol and Drugs Team** is a specialist service for those with substance misuse issues.
- **The Approved Mental Health Professionals** within the service ensure that the local authority is able to fulfil its statutory responsibilities.
- **Ty Canna Day Services**, providing day opportunities for people with a history of mental health issues.

The Learning Disability Teams provide social work advice, information and support services to adults with learning disabilities and their carers, working closely with wider multi-disciplinary teams to support ongoing complex needs. **The Supported Living Team** monitor the supported living houses for people with a learning disability to ensure high quality care and support. There are **112** supported houses and **313** tenants across the city. **The Complex Needs Day Services** offer daytime support to individuals with learning disabilities offering the opportunity to access social activities and care and support

The Adult Safeguarding Team ensure that vulnerable Adults in Cardiff are protected from experiencing harm and abuse.

Strategy, Performance & Resources

- **Commissioning & Contract Monitoring Team** provide procurement and contract monitoring / quality assurance of all commissioned Adult Services contracts and supports service development and redesign.
- **Business Systems and Transformations Teams** - provide administrative, financial, quality assurance, policy and performance management support across all of Adult Services and Health & Safety and Management Support across Adults and Children's Services.

- **Workforce Training & Development Team** –provides training for the internal Social Services workforce and the wider social care workforce in Cardiff, including Social Work professional development and training, in-house and commissioned training, data collection for workforce planning and performance reporting.

The Internal supported Living Service provides a service 24 hours a day, 7 days a week, 365 days a year. The service supports individuals with learning disabilities to maximise their independence and to live in their own homes in the community, linking in to other services where required (e.g. primary health care, specialised learning disability health teams).

Community Services

Face to Face housing advice and support is available through the **Community Hubs** that are located across the City. Our Hubs provide housing, benefit and general council services advice, library services, public access to computers and tablets as well as services from offered from our partner organisations. Our Hubs and Libraries provide a comprehensive range of library and wellbeing services which aim to improve the lives of Cardiff citizens through the delivery of reading, information, health, digital, cultural and children's learning opportunities, together with a wide range of social activities across the city.

Older Persons Day Centres provide much needed services in the community for older people with high care and support needs. Activities delivered in the centres have a positive impact on the health and wellbeing of older people. Day Centres provide a safe environment for older people to:

- Socialise and make new friends
- Reducing the impact of social isolation
- Provide an opportunity for respite for carers
- Freshly cooked hot meals
- Delivery of various wellbeing activities

The **Money Advice Team** provides assistance across the city to maximise income and help people out of poverty. They provide face to face help on a drop-in basis through our network of community Hubs and foodbank distribution centres. Partnership is key to this team, with close working alongside Citizens Advice, Cardiff Foodbank and third sector organisations crucial to ensure that all residents access the right help at the right time.

The **Advice Line** is the main contact for our city's residents who need advice or support on a range of topics including benefits, grants discounts and school admissions. The team can also be contacted via e mail or web chat and can provide home visits to families with a disabled child or young person.

APPENDIX A

The **Housing Helpline** provides practical housing advice and support for customers who are, or are at risk of becoming, homeless. The team triage clients, assess their needs and create a casefile that can be tracked by multiple teams, before promptly referring them to the most appropriate help. This reduces the waiting time between the initial contact and them receiving practical support. Advice is also provided to customers who wish to join the Common Waiting List, book Housing Solutions Appointments and deal with all enquiries relating to their Housing Application.

Our **Housing Solutions Team** carry out face-to-face interviews across Community Hubs to people needing help with the Housing waiting list, home finder workshops, tailored advice for those who are, or are at risk of, homelessness and tenancy sign-up appointments.

To support those out of work or to upskill people into better paid and more sustainable work, a range of support and training is provided by **The Into Work Advice Service**. The Adult Learning team provide a range of learning opportunities across the city, with the Learning for Work programme focussing on those who are seeking employment. The **Into Work Advice Service** is accessed via a Gateway made up of job clubs across the city, through the Adviceline and dedicated website, webchat and social media channels. Bespoke help is provided from light touch to intensive one to one mentoring. **Cardiff Works** is the Local Authority's in house, temporary recruitment agency, and is part of the Into Work Advice Service. Roles available through Cardiff Works have recently expanded beyond administration roles and now include carers, cleaners and support worker roles. Roles available with Cardiff Works will continue to expand, helping people to secure temporary employment within the Council, which may then lead to permanent employment. The Cardiff Works ready team provide training and mentoring to people in our communities who are looking for work in the Council. This helps our teams across the Council to be more representative of the communities we serve.

The Benefit Assessment teams help over **33,000** households in Cardiff to pay their rent or Council Tax through payment of Housing Benefit and the Council Tax Reduction Scheme. They also administer the Discretionary Housing Payment fund, and free school meals. The team are also responsible for paying other Welsh Government-led schemes including the School Uniform Grant, Self-Isolation Payment Scheme, The Winter Fuel Scheme and the Unpaid Carers Scheme.

The **Early Help Service** offers a programme of early intervention and prevention services for infants, children, young people and their caregivers in Cardiff. Services include, Cardiff Family Advice & Support, Flying Start, Cardiff Parenting, the Childcare Offer for Wales, the Index for children and young people with disabilities or additional needs, Childcare Business Support and the Early Help Workforce Development and Accredited Centre. Cardiff Family Advice & Support brings together a range of information, advice and assistance for families in Cardiff, through the development of a single point of entry. This clear, accessible referral route is for anyone who has well-being concerns about a child or wants to learn more about the support available for families.

Housing and Homelessness

The **Housing Options Service** ensures that housing advice and assistance is readily available to all clients who need help with their

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housing or are threatened with homelessness. The Homeless Prevention Team work with clients at risk of homelessness, assisting them to maintain their current accommodation or helping source alternative accommodation. They provide financial assistance such as bonds or rent in advance.

The **Accommodation & Support Team** support homeless clients into a wide range of temporary and supported accommodation. The Assessment Team assess cases under homeless legislation. The team co-ordinate specialist pathways such as those for people leaving prison, hospital and those suffering domestic abuse. Access to temporary and supported accommodation is controlled via three Accommodation and Support Gateways – the Single Person Gateway, the Family Gateway and the Young Persons Gateway. The service also has a dedicated Private Sector landlord team. This team supports landlords with any tenant issues and also seeks to find and support tenants into private rented accommodation.

The **Supported Accommodation and Assessment Service** provides hostel, supported accommodation and outreach support services for both homeless families and single people. The services for rough sleepers and homeless people with complex needs are co-ordinated through the **Multi - Disciplinary Outreach Team**. This team brings together a wide range of professionals from housing, social services, health and the third sector to address the underlying cause of rough sleeping and repeated homelessness. The service provides high quality hostel, supported accommodation, Housing First and other support services for the most vulnerable citizens. The new Assessment Centre is a base for these expanded services and provides access to a range of accommodation and support options.

Two residential sites for **Gypsies and Travellers** in Cardiff, Rover Way and Shirenewton are managed under the Supported Accommodation and Assessment Service. Together the sites have over 80 pitches. Both sites have an onsite housing office where residents can make contact with housing management and site maintenance staff. Community facilities exist on both sites.

The **Housing Service** manages **13,785** Council homes. Teams within the service provide a full range of management and maintenance services for council tenants including tenancy management and enforcement, including responding to anti-social behaviour, responsive and empty property repairs, and compliance with all safety requirements. Local Action Teams are improving neighbourhoods by working with residents and encouraging them to take pride in where they live. The teams bring together resources to provide a comprehensive estate management service.

We currently deliver **10 Community Living** schemes across the city for older people which help promote independent living as well as providing a diverse range of facilities and services for tenants. We are in the process of a refurbishment programme which is providing a modern and welcoming environment that has enhanced the resident experience and improved the community living feeling.

The **Building Improvement Team** control all planned works to properties, including re-cladding projects and ensure that the Welsh Housing Quality Standards are maintained across all stock.

Council housing is provided to those most in need. The **Allocations and Rehousing Unit** manages and maintains the joint Cardiff Housing Waiting List and oversees the joint Allocation Policy in partnership with Registered Social Landlords in the city.

The Partnership Team manages a range of grant funding including the **Housing Support programme Grant** which funds housing-related support to vulnerable clients in a variety of settings, with the aim of maximising independence. Services are provided in house and by a range of partner support providers who are monitored to ensure the services provided are of a high quality. **Gender Specific Services** raise awareness about all forms of violence against women, domestic abuse and sexual violence (VAWDASV) to staff and the public and to ensure the availability of gendered services to meet specific needs.

The Development and Regeneration team is responsible for the delivery of new homes and sustainable communities, new community facilities, supported and specialist accommodation and local regeneration schemes. The team endeavours to maximise the delivery of affordable housing across the city through its own programmes and also in partnership with Welsh Government and Housing Associations.

The team invest significantly in local communities and local facilities and are working to ensure that local regeneration and investment is delivered where it is most needed to help recover from the pandemic, promote local facilities and to ensure that local communities are resilient and sustainable in the longer-term. The team are striving to meet the objectives of the **One Planet Cardiff** strategy by delivering low carbon buildings that are sustainable, well designed and harness renewable technology.

3. Progress, Challenges and Priorities for 2022/23

The Adults, Housing & Communities Directorate faced unprecedented challenges throughout 2021/22 due to the ongoing Covid-19 pandemic, a surge in demand and problems recruiting and retaining staff both for our internal services and also for our commissioned services and partners.

The pandemic continues to impact Adult Services and influence the way that we work. The learning from the pandemic has resulted in some positive changes and these continue:

- Hybrid working for staff teams where appropriate
- Provision of both digital and face to face activities for service users to reduce social isolation
- Improved partnership working with both Health colleagues and care providers, which will be further developed as we take forward our locality working approach.

Despite the challenge of the pandemic there are examples of excellent work throughout our services including:

- Cardiff's application to become an **Age Friendly City** has been accepted, the first area in Wales to achieve this. **An Ageing Well Strategy** was also developed during the year setting out our approach to services for older people over the coming 5 years.
- **Intergenerational work** between care homes and schools, initially resulted in the PenPal letters scheme during the pandemic and has now developed to include face to face opportunities for care home residents and the children to spend time together
- The reopening of older persons **Day Centres** has been very welcomed by all who use them, and the day centre offer has been extended to include weekends to improve respite opportunities for carers and they also now include a wider range of activities for service users.
- The crisis in social care provision while challenging has resulted in a range of partnership activity to address the issues including the development of **Cardiff Cares Academy**, a partnership between Adult Services, Into Work Services and both internal and external care providers, nearly 40 new carers have been trained and employed so far as a result of the Academy's work. The introduction of the new Care Development Block Contracts is also helping to grow the domiciliary care work force while **Supportive Meetings** have been put in place for providers to be able to discuss issues and concerns.
- The expansion of **Complex Needs Day Services** for those with Learning Disabilities has ensured that more people received the support they need to stay at home and connected to their community.
- Joint working between Homelessness and Mental Health has resulted in a new **service for young people with complex needs**.

- Our Internal Supported Living and Homecare Services have continued to provide high quality care despite the challenges of the pandemic
- **Strength-based practice** within Adult Services has continued to be developed through the delivery of Collaborative Communication training throughout 2021-22, this has supported a change in model of social work, ensuring that the individual is at the heart of the wellbeing assessment and that we better meet the requirements of the Social Services and Well-being (Wales) Act 2014.
- **The Adult Safeguarding team** continues to maintain timeliness of enquiries with the percentage of initial enquiries completed within seven days at near **100%** throughout the year. The Team have produced clearer guidelines for colleagues throughout the Directorate and continue to work in partnership with external agencies to build on and develop good practice guidelines for the teams.
- **95% of clients felt able to live independently in their homes** following support from the **Independent Living Services** in 2021/22. The team have continued throughout 2021/22 to empower people to remain independent at home and reduce reliance on intensive interventions. **92%** of new cases have been dealt with at the First Point of Contact without resulting in an onward referral to Adult Services against a target of 70%-80%.

Challenges and Key Priorities:

Adult Services continues to face considerable challenges with high levels of staff sickness levels, very high levels of concern about the recruitment and retention of qualified social care staff and the volume and complexity of casework, resulting in delays in assessment. The continued fragility of the care sector remains of considerable concern, the pandemic together with Brexit have significantly impacted on the availability of care workforce.

Key priorities

- Implementing the Ageing Well Strategy, including a range of actions to help older people remain independent at home and connected to their communities.
- Continuing to embed strength-based practice into social care
- Increasing use of assistive technology to promote different ways of supporting people at home and developing proposals for an Independent Living Wellbeing Hub to promote the use of aids and equipment
- Improving the co-ordination of hospital discharge and developing Locality Teams, together with Health and other key partners.
- Continuing to develop the partnership with our commissioned care providers and supporting them to deliver high quality care
- Expanding and improving our local offer for people with Learning Disabilities
- Embedding the new Code of Practice on the Delivery of Autism Services.
- Improving access to advocacy and direct payments.
- Introducing the new Liberty Protection Safeguarding Legislation

- Ensuring appropriate safeguarding and support for Ukrainian refugees coming to the city
- Reviewing our organisational structure to ensure it meets the current needs of our service users
- Improving recruitment and retention of staff with the right skills and experience to support citizens, as well as promoting Cardiff as Great Place to Work

Housing & Communities

Significant challenges were faced within Housing and Communities in 2021/22, with services and residents being impacted by the pandemic, Brexit and the “cost of living” crisis. The housing crisis unfortunately persists, with housing need in the city continuing to increase. There are currently around **8,000** people on the housing waiting list. There is a lack availability of private rented accommodation and properties that are available are often too expensive for our clients to afford. There are also a number of households living in overcrowded conditions.

Considerable work has already been done to prevent homelessness in the city and to support those who do become homeless, however, there are still many challenges ahead to address homelessness including the economic impact of the pandemic, the “cost of living” crisis on households’ budgets coupled with the high cost of housing in Cardiff. Prevention is key, so there will a greater than ever emphasis on prevention as we head into 2022/23.

There has been a real shift post pandemic on how we deliver services, with Hub events now available online as well as face to face. The Advice and Housing Helpline are often now the first port of call for residents seeking assistance. This is effective and in 2022/23 these services will be fully embedded and offer an immediate triage service - getting residents to the right help first time, every time.

Housing Services – throughout 2021/22 Housing Services have continued to deliver a range of assistance to council tenants.

Due to restrictions during the pandemic, only emergency repairs were carried out on council properties for part of the year, which has created a backlog of work. There are plans in action to address this backlog and a new online repairs system will be launched in 2022/23 making it easier for tenants to report and monitor repairs. A new Responsive Repairs Academy will be introduced which will provide the opportunity for people to learn new skills within the Responsive Repairs Unit, ensuring that there is a rich pool of potential candidates to backfill posts that become vacant, whilst maintaining an excellent standard of service.

To address the issue of overcrowding in our council stock, innovative solutions will be explored which will include extending on existing properties, where this is possible, converting loft space or fixing a modular unit in the garden for example to create more rooms for families.

The **Void Management Unit** carry out void repairs to council empty housing properties for new tenants to move in. Pressures around homelessness have made it a critically important service which needs to be swift and efficient. Over the last year, the team has continued to deliver properties to those that need it the most; despite the pressures relating to Covid and Brexit. Staff absence, material shortages, material price increases and lone working Covid requirements (meaning less people working on properties) have been a few of the barriers to delivering the service. Despite the challenges, the percentage of our overall property stock that are empty is just 1.32%, remaining under the target of 1.5%. In 2022/23 the continued drive will ensure that voids are carefully monitored as move-on is vital to meet the new Rapid Rehousing approach requirements laid out by Welsh Government.

The **New Renting Homes Act 2016** is the biggest change to housing law in Wales for decades. It gives more protection for tenants and licensees and makes their rights and responsibilities clearer. The Act also includes some important changes, including:

- All landlords must ensure properties are fit for people to live in.
- Increased rights for certain people to succeed a tenancy.

It will be introduced in **July 2022** and work is progressing on ensuring all staff in Housing & Communities are trained and aware of the changes it entails. All tenants will be issued with new contracts so they will be made aware of these changes.

Building Improvement Unit – in 2021/22 the removal of the cladding from several high-rise blocks was completed. Re-cladding works will commence in Spring 2022 at Lydstep Flats followed by Nelson House and finally the removal and replacement of the cladding at Loudoun House will take place. Work will continue on the development of a **public housing decarbonisation strategy** to compliment the council's One Planet agenda, with plans to tackle and prioritise carbon reduction in place. The new Welsh Housing Quality Standards 2023 will be consulted on in 2022 and in place from 2023. We will feedback into this consultation and will ensure that we plan in preparation for these changes so that we are ready to meet these new requirements when they come into force.

Major programmes of work continue such as roofing and window upgrades and there are exciting new programmes about to come on stream including fitting external wall insulation and solar panels to our low-rise blocks of flats. We are also seeking funding from the Welsh Government to assist with the refurbishment of the remaining British Iron and Steel Federation (BISF) housing properties. This will not only improve the physical condition of these homes, but we hope to improve both public and private properties which will regenerate the whole estate. These remaining properties (252) are located in Llandaff North & Rumney.

Homelessness –unprecedented challenges were faced during 2021/22. Despite these challenges homelessness was prevented in **83%** of cases where there was a duty to prevent accepted, exceeding the **80%** target. The Housing Options Service has now moved to the welcoming environment of Central Library Hub and there are plans in place to increase the accessibility of specialist housing advice, mediation, and prevention services by providing these through our Community Hubs. The “**cost of living**” **crisis** is likely to place

additional pressures on the Housing Options Service in 2022/23 and the impact of providing support to **Ukrainian** guests is also posing challenges which are likely to increase in 2022/23.

Success has been seen within the **Housing First** scheme where on average **88%** of clients utilising the scheme have broken the cycle of homelessness and have been maintaining their tenancy, which is excellent against a target of **75%**.

Rough Sleeping has remained low in the city in 2021/22, with a weekly average of **17** rough sleepers recorded across the year. We hope to reduce this figure further in 2022/23.

A new **Housing Support Programme Strategy** identifies and sets out a new vision for addressing homelessness in the city. We will continue to build on the progress made during the pandemic; there will be 'No going back'. Our new vision for homelessness services is centred around a **Rapid Rehousing approach**. This aims to prevent homelessness wherever possible, and where it is not possible for homelessness to be rare, brief, and not repeated. We also aim to deliver an assessment and triage approach to all those who present as homeless, providing a comprehensive, multi-agency approach to ensure that the accommodation and support solution provided is appropriate to the individual.

Where appropriate, clients will be supported to move rapidly to independent housing rather than the traditional 'staircase' approach where clients move from supported accommodation to independence in stages. For those with the most complex needs, we recognise that longer-term specialist accommodation will be required, but this will be good-quality, self-contained accommodation that can provide a home environment in a supported setting.

Libraries & Hubs – the Library and Hubs service faced an unprecedented year. With the closure of hubs and libraries across the city for part of the year the service rapidly stepped up their **digital offer** as a way to reduce social isolation. The hubs have provided a wide range of online events aimed at maintaining customer connection with the community. The Hub website is an easy place to browse many online sessions provided by not only Hub staff but by other services too. Events for all ages are provided. 2022/23 will see the service continue to deliver the Community Hubs programme in collaboration with partners, including progressing plans for Youth Hubs and a refurbishment to Rhiwbina Library. There is an opportunity for a 'Hubs for all approach' branching out to meet the needs of people with a higher level of support requirement and to provide dedicated wellbeing sessions for those with support or care needs. This is achievable by using days that some Hubs are closed and extending the time available for service delivery.

The Hubs are accessible, some already have specialist toilets and changing facilities, signage is suitable for the visually impaired and interior decoration colour schemes create Dementia friendly environments. To further enhance services for residents our community teams are being bought together to allow a complete holistic Health and Wellbeing information and advice service offering a dedicated complete package to all.

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Advice Services –the Into Work Service has continued to support people throughout 2021/22. The number of people who received into work advice through the Gateway is **62,512**, exceeding the target of 50,000. Additionally, at least **1,241** clients have been supported into employment having received tailored support through the Gateway. **266** employers have been assisted by the Into Work team which has again exceeded the target set of 250 for the financial year. **£17,220,466** of additional weekly benefit has been identified for clients of the **Money Advice team** exceeding the target of £14,000,000.

In response to the **cost of living crisis**, dedicated **Fuel and Food Poverty Champions** are being deployed across Community Hubs to provide advice and support to people who are struggling with rising costs. All Hub and Advice staff will receive specific training to support customers, but specific Champions will be available in each of the Hubs to provide advice on a number of schemes. For more complex enquiries, the Champions will work closely with the Money Advice Team and Citizens Advice and will refer for further support where necessary. The new Champions will also be closely working with the Adult Learning Team to refer for digital inclusion support.

The **Into Work Advice Service** employment projects funded through European Social Funds (ESF) will cease in Autumn this year, following the UK's withdrawal from the European Union. The Into Work Advice Service currently delivers four well-established and successful ESF projects to some of the most vulnerable in society, totalling just over £1.1million in income each year. UK Central Government has recently announced the Shared Prosperity Fund will replace, in part, the gap ESF funding will leave, however the value of funding has not been allocated to date, which could put employment provision at risk. The change in funding streams and the value of funding available to the team will provide an opportunity to review and enhance service delivery

Benefits – The workload of the teams will be increased significantly with the **Unpaid Carers scheme** going live on the 16th May, the **Pupil Deprivation Grant** access scheme from 1st July 2022 (and open to all school years from Reception to year 11) and **Universal free school meals** being phased in from September 2022. With the reduction in Discretionary Housing Payment funding difficult decisions will need to be made around allocation of spend to ensure that the most vulnerable are supported to meet the shortfall in their rental liability.

Universal Credit – during 2021/22, **3,708** customers were supported and assisted with their claims for Universal Credit. This is well above the target of 2,000 set but understandable given the economic pressures. The team has ensured that support has remained available across the city through Advice Line. With the **proposed migration** of all those on legacy benefits to Universal Credit in 2022/23, the service will continue to ensure that support is widely available.

Early Help - in 2021/22, **10,340** people were supported through the Family Gateway. The Family Help Team supported **2,407** people in 2021/22, exceeding the target of 1,500. The service will continue to develop in 2022/23 with continued partnership working with the Cardiff & Vale University Health Board and reducing the impact of adverse childhood experiences being key priorities.

Development and Regeneration - in 2021/22, a cumulative total of 613 new council homes were completed.

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93% of residents advised they were satisfied with completed regeneration projects in 2021/22. The service will continue to invest in the regeneration of local communities in 2022/23.

During 2021/22 ongoing issues with Brexit and the pandemic continued to disrupt development programmes, caused significant material supply issues, significant and unprecedented increases in costs and disrupted the supply of labour. However, we were able to keep our projects moving forward. These significant challenges will remain in the short-term making programmes unpredictable moving into 2022/23 but the team will endeavour to de-risk the programmes of work as far as possible.

4. Well-being Objective 1: *Cardiff is a great place to grow up*

Protecting the well-being of vulnerable children, young people and families

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
CP	<p>Deliver an integrated approach to emotional and mental health support for children and young people by:</p> <ul style="list-style-type: none"> Working with the Cardiff & Vale University Health Board (UHB) to: <ul style="list-style-type: none"> -Establish, review and revise trusted two-way referral pathways from Early Help Teams to the new NHS Single Point of Access; -Implement any recommendations coming out of the Cardiff & Vale Integrated Model for Emotional Health & Wellbeing; -Secure the permanent role of the Primary Mental Health Specialists within Early Help and seek to build on this, to support children with neuro-developmental differences; -Develop pathways and provision of services for children with serious mental health and emotional well-being issues; 	Avril Hooper	Q1	<ul style="list-style-type: none"> Work with Schools & NHS SPOA to move from discussion after the fact, to support a multi-agency discussion at point of referral Build into the Early Years Integration Transformation Pathfinder a proof-of-concept model for (a) co-locating Neuro-developmental specialists within Early Help & (b) development of a specialised parent-infant relationship team/ parent-infant mental health team, to promote adult and infant mental health & wellbeing. Offer support and training in relation to thinking together conversations, to support the Cardiff & Vale Integrated Model for Emotional Health & Wellbeing. Seek advice on “autism friendly” or “neurodiverse awareness” standards for Cardiff Parenting. 	<p><i>To develop and deliver services which are responsive to Cardiff’s inequality gap.</i></p>
			Q2	<ul style="list-style-type: none"> If approved initiate proof of concept model, & work with CAVUHB to develop JD/PS for Neuro-developmental specialists to be co-located within Early Help. If approved Initiate proof of concept model & develop JD/PS for parent-infant specialists and recruit to roles. Explore gaps in services post-ND pathway for parents of children with a diagnosis of a ND difference or developmental trauma, in the absence of an ND diagnosis. Explore gaps in services for parents who are seeking to 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<ul style="list-style-type: none"> Working with Cardiff & Vale UHB and Platform to ensure parents/carers of children with emotional mental health needs can feel equipped to effectively support their children. 			support their CYP mental health and wellbeing needs e.g., eating disorders, after a suicide attempt.	
			Q3	<ul style="list-style-type: none"> Cardiff Parenting to take steps towards achieving recognitions as an “autism friendly” or “neurodiverse friendly” Service. Recruit to Neuro-developmental specialists posts. Develop referral pathways, in line with those applied to the Primary Mental Health Specialists. Work with partners to explore potential packages of support services post-ND pathway for parents of children with a diagnosis of a ND difference or developmental trauma in the absence of an ND diagnosis. 	
			Q4	<ul style="list-style-type: none"> Induct Neuro-developmental specialists into Early Help and commence staff training & casework management. Work with partners to explore potential packages of support services for parents who are seeking to support their CYP mental health and wellbeing needs e.g., eating disorders, after a suicide attempt. 	
CP	<p>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</p> <ul style="list-style-type: none"> Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads; Adopting the Voice of Young People 	Avril Hooper	Q1	<ul style="list-style-type: none"> Review the number & source of referrals received for the VPS through the Family Gateway. Brief the YJS case management team on the role of Cardiff Parenting and use of Thinking Together Conversations. Review the draft transition protocol as part of the Cardiff and Vale Transition Information Steering Group and ensure that referral pathways to both the Family Help Disability team and the Disability Index are clearly defined. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap.</i>
			Q2	<ul style="list-style-type: none"> Pilot Thinking Together Conversations between YJS & 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<p>on Safeguarding Plan;</p> <ul style="list-style-type: none"> Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Plan; Revisiting the Early Help Pathway into the Violence Prevention Service with the Violence and Prevention Unit to ascertain if the Early Help Pathway is the best route for these referrals, and if so, seek to promote this; Continuing to work with South Wales Police to roll out the Vulnerability Change Programme across the city 			<p>Cardiff Parenting and identify any training needs.</p> <ul style="list-style-type: none"> Communicate the agreed transition protocol to Early Help staff and use Index e-bulletins and outreach sessions to engage parents and carers in understanding the support that is available. 	
			Q3	<ul style="list-style-type: none"> Continue to pilot Thinking Together Conversations between YJS & Cardiff Parenting and identify any training needs. Review the impact of the transition protocol on families supported by both Family Help Disability and via the Index. 	
			Q4	<ul style="list-style-type: none"> TTC Pilot between YJS and Cardiff Parenting to be reviewed and recommended changes implemented. Feedback to the Cardiff and Vale Transition Information Steering Group key findings from the review and implement any agreed changes in pathways. 	
CP	<p>Continue to reduce the impact of adverse childhood experiences on children’s well-being by:</p> <ul style="list-style-type: none"> Developing new referral pathways with the NSPCC for families to access the ‘Pregnancy In Mind’ and ‘In Control’ services by July 2022; Promoting access to Flying Start Outreach and Early Positive Approaches to Support (EPATS); 	Avril Hooper	Q1	<ul style="list-style-type: none"> Early Help Thinking Together Conversations Framework document to be reviewed and updated, to include the growing use of Thinking Together Conversations across Early Help and with partners. To include how the impact of the conversations is measured. New brochure to promote service for parents in Cardiff to be published, translated, and circulated to all schools and GP surgeries in Cardiff (in print) and to wider audience electronically. Work with Police, Children’s Services, CFAS and Cardiff Parenting to refine the referral pathway for Out of Court disposal referrals for Parenting Support Training and guidance provided to Parenting on working 	<p><i>To develop and deliver services which are responsive to Cardiff’s inequality gap.</i></p>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
	<ul style="list-style-type: none"> • Enhancing the ‘Thinking Together Conversations’ approach with partners to embed the model; • Working with partners to implement and refine the referral pathways into parenting support, as part of the Removal of Defence of Reasonable Chastisement legislation, by November 2022; • Rolling out the use of Video Interaction Guidance across Cardiff Parenting Services, used with parents and care givers to support attunement between infants, children, young people and adults, by January 2023; • Promoting case co-formulation and a joined-up offer from Cardiff Parenting Services and Barnardo’s Family Wellbeing Service to meet family need. 		<p>with parents to deliver out of court parenting support, and working with parents to raise awareness of the change in the law.</p> <ul style="list-style-type: none"> • Increase staff confidence and first use of VIG (Video Interaction Guidance) with training and supervision • Produce materials to support the communication to parents of the joined up offer from CP and Barnardos FWB • Establish a task and finish group within CFAS to review current feedback processes and explore new and innovative ways to seek the views of services users through the establishment of focus groups with children, young people, parents, and professionals. • Review the Index registration form to simplify the process, ensure that information gathered is appropriate and necessary and informs the provision of information and advice that is informative and relevant to family's multiple needs. 	
			<p>Q2</p> <ul style="list-style-type: none"> • Cardiff Parenting Educational Psychologists to prepare training/induction resources to explain the model, rational and format of Thinking Together Conversations, to ensure consistency of use of the model and shared expectations. • Reviewed and updated Early Help Thinking Together Conversations Framework document to be shared with Early Help SMT for roll-out to all teams and partners, to include how the impact is measured. Managers to ensure that impact measures are in-use. • Consider how TTC can be linked to the Cost Saving Toolkit, to demonstrate the impact of cost avoidance arising from Thinking Together Conversations. • Take steps to support the development of an in-house 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
			<p>VIG supervisor for VIG casework to embed its use into Cardiff Parenting Model in a sustainable way</p> <ul style="list-style-type: none"> • Monitor joints referrals into CP and BFWB, particularly in relation to distance travelled for families and waiting times. • Develop a draft CFAS feedback strategy for consultation with service users and partner agencies. • Launch the new online Index registration form and promote to partner agencies and families through e-bulletins and outreach sessions. 	
			<p>Q3</p> <ul style="list-style-type: none"> • Video and training resources regarding use of Thinking Together Conversations to be shared with all Early Help colleagues via Workforce Development • Review and refine pathways for out of court parenting support based on data from Q1&2 • Monitor number of VIG cases and Distance Travelled, compared to cases where VIG has not been the tool of choice. • Implement CFAS feedback strategy. • Undertake a review of families registered on the Index prior to 2022 to ensure their information is up to date and relevant and that they wish to maintain their registration. 	
			<p>Q4</p> <ul style="list-style-type: none"> • Review implementation of the CFAS feedback strategy to ascertain the impact on the return rate and quality of feedback received and how this has been utilised by the service to inform development. • Review the new Index registration form and analyse the impact that the changes have had in relation to the number of families registered, information and advice 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				provided and attendance at outreach sessions.	
CP	Implement the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and well-being for Children Looked After.	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> Complete commissioning to enable us to take on additional supported accommodation projects for Young Persons. Consider suitability of Young Person's MDT project and set criteria for referral process and to agree outcomes. Consider Tenancy Training and to ensure that young persons are on the Housing Waiting List for suitable accommodation and to also look for housing in PRS 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap.</i>
		Q2	<ul style="list-style-type: none"> Open first additional 6 bed supported accommodation project Pilot Young Persons MDT with small number of YP in Gateway. Consider what specialist officers are needed to ensure the success of the project. Review outcomes of pre-tenancy training and YP accessing accommodation via the PRS route. 		
		Q3	<ul style="list-style-type: none"> Open second additional 6 bed supported accommodation project Review pilot of YP MDT project and evaluate data to ensure correct services are being provided. 		
		Q4	<ul style="list-style-type: none"> Open third & fourth 6 bed supported accommodation project and Review success of new accommodation projects and produce report on savings produced. Review successes and challenges of the YP MDT project and roll out to all YP that require the service. Update SMT with recorded outcomes. 		

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The percentage of families referred to Family Help, showing evidence of positive distance travelled	N/A	71%	77%	75%	Avril Hooper
CP	The number of people supported through the Family Gateway	8,205	7,058	10,340	8,000	Avril Hooper
CP	The number of people supported by the Family Help Team	1,582	1,912	2,407	1,750	Avril Hooper
DDP	Percentage of individuals with evidence of distance travelled following a parenting intervention/programme with Cardiff Parenting Service	85%	96%	96%	96%	Avril Hooper

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Well-being Objective 2: *Cardiff is a great place to grow older*

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
CP	<p>Prevent social isolation through supporting older people to stay active and connected by:</p> <ul style="list-style-type: none"> Increasing the availability of age-friendly virtual and face-to-face activities through a hybrid model of community engagement, and promoting these widely by June 2022; Offering age-friendly digital inclusion support tailored to individual need by August 2022; 	<p>Bev King / Hayley Beynon / Carolyne Palmer</p>	Q1	<ul style="list-style-type: none"> Support 50+ Forum to relaunch with the aim of attracting new diverse membership enabling more voices to be heard and to shape developments across the city Increase the number of venues the Digital Team provide surgeries from, including Wellbeing Hubs and other community venues, as well as visibility of the team online. Work with Digital Communities Wales to establish training requirements of Community inclusion & Wellbeing teams to deliver comprehensive digital learning programme to older people. Promote the work of the Community Inclusion Team and the help available to community groups Make contact with the community groups that were active before the pandemic to offer support to restart 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
	<ul style="list-style-type: none"> Assisting community groups to deliver activities for older people by promoting the help available through our community inclusion team and well-being mentors by June 2022; 		<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Initiate consultation with older people to evaluate current activity programme and to look to how future provision can be enhanced to include:- <ul style="list-style-type: none"> 50+ Forum Current staff and service users of all teams Involvement of partners and stakeholders e.g. older people's commission Create specific digital training sessions for older customers, using Community Renewal Funding for a Tablet Gifting Scheme. Create staff toolkits to support one to one and group learning/assistance. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
			Q3	<ul style="list-style-type: none"> Map co-produced Age Friendly events offer and work with existing and new partners to design Ageing Well Community programme. Develop a programme of events activities. 	
			Q4	<ul style="list-style-type: none"> Liaise with the Communications team to develop a communications strategy to deliver alignment of the Ageing Well brand i.e. ensuring all communications, visuals and promotional resources utilise the same branding to aim to deliver: - <ul style="list-style-type: none"> Greater profile for the Age Friendly programme Improved messaging to customers Ensure the Communications strategy includes a comprehensive marketing plan. Develop Intergenerational Age Friendly Digital Champion project with the aim of creating younger person digital buddies working with schools/colleges/Duke of Edinburgh and Digital Communities Wales to develop older person's digital skills provision. 	
CP/DDP	<p>Prevent social isolation through supporting older people to stay active and connected by:</p> <ul style="list-style-type: none"> Encouraging volunteering to support older people and carers through a dedicated volunteer co-ordinator by March 2023; 	Bev King / Hayley Beynon	Q1	<ul style="list-style-type: none"> Develop pool of Community Volunteer Co-ordinators 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i>
			Q2	<ul style="list-style-type: none"> Development of Age Friendly training programme for volunteers adhering to the new Corporate volunteering policy. Review the Age Connects volunteer community support programme 	
			Q3	<ul style="list-style-type: none"> Develop content of existing volunteer portal to ensure all community volunteering opportunities are promoted. Refresh Publicity Plan for the Together for Cardiff Volunteering programme; expand advertising and 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				promotion to reach wider audience, running good news stories through social media accounts.	
			Q4	<ul style="list-style-type: none"> • Work with stakeholders to deliver a promotional campaign to attract community volunteers • Re-engage former Cardiff Council Volunteers to support with the Carer Volunteer scheme; working with third sector organisation to promote scheme 	
CP/DDP	<p>Prevent social isolation through supporting older people to stay active and connected by:</p> <ul style="list-style-type: none"> • Integrating Community Hub and Older Person Day Centre Services to increase the range of activities provided and further involving partners and volunteers in the centres by September 2022; • Developing a ‘Hubs for All’ approach by March 2023, which will include specialist support on site, to make Hub activities accessible to people with higher care needs; • Providing additional respite for carers by opening the Day Centres at weekends and extending opening times in the Hubs; • Further enhancing our Hubs by working with Cardiff & Vale University Health 	Bev King	Q1	<ul style="list-style-type: none"> • Establish a Day Centre service users representative group including families and carers • Research and explore best practice in respite day care utilising the WHO Age Friendly network • Pilot opening a Day centre at weekends. Undertake restructure of existing Day Centre service to support weekend working and allowing for a more flexible approach • Working with Wilmot Dixon to finalise layout for relocated Childrens area within new integrated Maelfa Health & Wellbeing Hub. • Continue to contribute to the scoping meetings of Ely & Caerau Parkview Wellbeing Hub 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
		Q2	<ul style="list-style-type: none"> • Undertake consultation with service users group and Day Centre staff to evaluate current provision to work towards an enhanced activity plan • Undertake consultative mapping exercise to include:- <ul style="list-style-type: none"> • Day Centre Service User focus groups (including families) • Carers Wales/Age Cymru • 50+ Forum • Stakeholders e.g. Cardiff Mind/Health Board • Alzheimer’s Society including service user review panel 		

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
	<p>Board (UHB) to establish integrated Health and Wellbeing Centres at the:</p> <ul style="list-style-type: none"> ○ Maelfa Health & Wellbeing Hub (completed by October 2022); ○ Ely & Caerau Parkview Wellbeing Hub, subject to funding approval (planning consent by September 2022); <ul style="list-style-type: none"> • Strengthening the independent living and well-being advice available for older people and their carers, to help them to prepare for the future, by updating the information available via the website, providing training to all Hub staff and co-ordinating information sessions by March 2023; 		<ul style="list-style-type: none"> • Undertake mapping exercise to include Day Centres and Hubs to identify locations for additional provision • Continue with workstream meetings & create working partnership document to include all building / Fire Alarm / Intruder alarm details. • Continue to attend meetings for Ely & Caerau Parkview Wellbeing Hub • Ensure that the Primary Care MDT can link individuals who need support into community inclusion and wellbeing advice services in the Hubs by providing a clear referral route via the Independent Living Service. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Research partners offering Age Friendly outreach programmes that could be delivered within a Day Centre or a Hub environment. • Undertake an Age Friendly facilities review within Hubs and identify potential improvements to accessibility, including toilets and identify any building modifications that can support the activities programme • Recruit Wellbeing Peripatetic Team • Undertake local community consultation to identify need and provision requirements • Prepare for launch date of Maelfa Health and Wellbeing Hub, arrange joint team meets & ensure GP, NHS & Hub teams are aware of all procedures in relation to building management & room bookings. • Continue to attend meetings for Ely & Caerau Parkview Wellbeing Hub 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Develop a bespoke events calendar for the integrated Community Hub and Day Centre services. • Pilot community provision within a locality and 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective		
				undertake promotional activities to include unpaid carers, stakeholders and partners <ul style="list-style-type: none"> Review and evaluate joint working within Maelfa Health & Wellbeing Hub feeding lessons learnt into Ely & Caerau Parkview ongoing meetings 			
CP/DDP	<p>Prevent social isolation through supporting older people to stay active and connected by:</p> <ul style="list-style-type: none"> Working to become a World Health Organisation Age-Friendly City, developing a city-wide evaluation framework and key performance indicators by June 2022 and producing quarterly monitoring reports by September 2022; Relaunching the Dementia Friendly City campaign, recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly by December 2022. 	Nicola Pitman	<p>Q1</p> <ul style="list-style-type: none"> Develop profile of Cardiff as an Age Friendly City – including roll out of the Age Friendly City branding and launch event at Cardiff Castle. Undertake stakeholder consultation to develop Age Friendly Cardiff digital platform Recruit Dementia Friendly Volunteer Co-ordinator and develop volunteer training programme to pilot locality approach to DF business recruitment. Review re-launched Alzheimer’s Society pledge process and integrate into current practice 	<p>Q2</p> <ul style="list-style-type: none"> Monitor evaluation framework for all stakeholders to establish Age Friendly City reporting process and publish first progress update Develop Communications Strategy to target business – including widescale promotional campaign. 	<p>Q3</p> <ul style="list-style-type: none"> Celebrate International Day of Older Persons encouraging all stakeholders and partners to participate in celebrating older people Enhance and update Dementia Friendly Cardiff website including expansion of DF business content 	<p>Q4</p> <ul style="list-style-type: none"> Ensure Cardiff’s active participation in the WHO Age Friendly World digital platform uploading 5 examples of Age Friendly best practice within the city. Deliver Dementia Friendly City award ceremony to celebrate success and deliver profile. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP / DDP	<p>Help older people to stay independent at home, embedding strengths-based and preventative services by:</p> <ul style="list-style-type: none"> • Building on our First Point of Contact Service to make it the single route into services by November 2022; • Increasing the availability of Occupational Therapy through out of hours services by November 2022; • Fully embedding outcome-focused, strengths-based social work and empowering social workers and Independent Living teams to prescribe low- level adaptations and equipment by March 2023; 	<p>Carolyn Palmer / Lisa Wood</p>	Q1	<ul style="list-style-type: none"> • Revisit and re-set detailed action plans with all Older Persons Teams. • Map “as is” in First Point of Contact (FPOC) • Create a “to be” model for FPOC • Recruit OT’s to support drive for change of Triage. • Upskill FPOC wellbeing officers to be able to prescribe low level aids and adaptations. • Identify client cohorts with the most complex needs that go directly to social care. • Receive the results of a commissioned review of assessment paperwork from Attenti. • Begin to review of the restructure needs of our Older Person services to meet key drivers from the Ageing Well Strategy. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
			Q2	<ul style="list-style-type: none"> • Develop and monitor pilot for single route into services through First Point of Contact (FPOC). • Set out metrics to measure the benefits of the proposed model. • Develop & deliver training plan. • Provide clarity to all staff about the new referral model to an OT or Social Worker. • Review existing paperwork to determine administration required identifying improvements after a period of contact officer consultation. • Commission collaboration of strengths-based training for the frontline OT and Social Work Teams. • Review the commissioned work from Practice Solutions to determine future modelling and structure requirements. • Review the results of the commissioned review of assessment paperwork (Attenti). 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
			<ul style="list-style-type: none"> • Train OT's to create and prescribe care plans. • Develop OT led, reablement services, aligned to the intermediate care programme. • Review effectiveness of OT recruitment. • Explore extending OT working to 7 day per week. Review Social Worker Service - Community and Hospital. 	
			<p>Q3</p> <ul style="list-style-type: none"> • Launch new FPOC service • Web development for self support, for citizens and staff, - utilising "Ask Sara", and "People Too" learning by creating a website that provides information and advice on a full range of community services that support independent living, citizens and carers • Review current "step up" model, liaise with Health partners on a new proposed "step up" model via FPOC. • Implement changes to assessment paperwork following the Attenti review . 	
			<p>Q4</p> <ul style="list-style-type: none"> • Review new FPOC service. • Review the new working practices to date, to establish if we have met our objectives to reduce care, or negate the need for placements • Begin "step up" pilot. • Integrate carers assessment team in ILS • Realign the Residential Care financial assessment. Review changes made to assessment paperwork. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP/ DDP	<ul style="list-style-type: none"> Modernising homecare services to provide both a full reablement service and short-term emergency care by November 2022; Working with health partners to bring forward plans for a rapid response 24/7 service to prevent unnecessary hospital admissions by March 2023. 	Carolyne Palmer / Lisa Wood	Q1	<ul style="list-style-type: none"> Review “as is” process in Community Resource Homecare Team (CRT). Create a more customer focussed care model within CRT that meets statutory requirements, including Begin conversations with CRT Health and Community OT to identify duplication and share best practice. Scope out delivery of a bridging service to support rapid response across the care sector, for Domiciliary Care and Care Homes who hit crisis 	
			Q2	<ul style="list-style-type: none"> Create CRT proposal including a rapid response Team linking into the intermediate care @home project Review current rota system for the provision of care and align to the implementation of Electric Call Monitoring (ECM) Implement ECM system. Evaluate current model of delivery and how it aligns to the new ECM system. Develop OT led, reablement services, aligned to the intermediate care programme. Develop clear pathway for career development from carer to OT, to create a “grow your own” model of OT ready resources. 	
			Q3	<ul style="list-style-type: none"> Evaluate new ECM system usage and performance against specification. Pilot better alignment of CRT Health and Community OT. Work with CRT Health to agree lines of demarcation and responsibility. Evolve in partnership with our Primary, Community and Intermediate Care colleagues the first stage delivery of a rapid response support service. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				<ul style="list-style-type: none"> • Realign the Domiciliary Care financial assessment. 	
			Q4	<ul style="list-style-type: none"> • Terminate usage of DRS system within CRT following implementation of ECM. • Review pilot results of CRT Health and Community OT alignment. Following evaluation of CRT implement the service improvement plan, to deliver two service models for CRT, full reablement and bridging service 	
CP / DDP	<p>Work with the Regional Partnership Board to develop integrated Local Multi-Disciplinary Teams (MDT) that prevent hospital admission and facilitate hospital discharge by:</p> <ul style="list-style-type: none"> • Identifying easily accessible locations within the community as touch-down points and collaborative working spaces for MDT staff and developing an overall working model for the MDT by March 2023; 	Carolyne Palmer	Q1	<ul style="list-style-type: none"> • Agree interdependencies across all projects (Integrated Health and Social Care). • Implementation of community front door changes. • Explore the partnerships view on TEC as a long-term digital solution for integrated/co-located working, supporting both step up and step down, to incorporate into the TEC strategy. • St Isan to be used as a potential locality hub. Setting up the building to a standard that can be used to accommodate staff and partners. Agreeing what joint services could run from the building. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
			Q2	<ul style="list-style-type: none"> • Request an evaluation of Elemental as a social prescribing information management provider. • Implement service agreements across internal services (e.g. ILS and Hubs). • Review the current MDT practice to evolve into a real time referral mechanism through a digital platform. • Realign our ILS and Social Work teams and partners to trial a locality model in North Cardiff. 	
			Q3	<ul style="list-style-type: none"> • Work with block providers to provide a Discharge to Assess and Rehab model using St Isan as the trial location. • Agree monitoring data and Service Level Agreement 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				to be signed off. <ul style="list-style-type: none"> • Deliver new Step-up Training. 	
			Q4	<ul style="list-style-type: none"> • Develop and evaluate overall working model in Q3 and Q4. • Evaluate pilot of North West St Isan Locality Building. • Review all new models and use positive and negative outcomes to develop the Business As Usual model for 2023 onwards. 	
CP/ DDP	<p>Work with the Regional Partnership Board to develop integrated Local Multi-Disciplinary Teams (MDT) that prevent hospital admission and facilitate hospital discharge by:</p> <ul style="list-style-type: none"> • Continuing to work with GP clusters to meet the holistic needs of citizens. 	Carolyne Palmer	Q1	<ul style="list-style-type: none"> • Develop the strategic direction of Accelerated Cluster plans. • Build on the success of the joint working with GP's in the South West cluster development, rolling this out to North West and South East, identifying appropriate partners to attend the MTD 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i>
			Q2	<ul style="list-style-type: none"> • Evaluate the current discharge hub in the South West cluster, to determine the impact. • Establish if it will provide duplication or if it will compliment FPOC 	
			Q3	<ul style="list-style-type: none"> • Work with the IHSC Partnership to agree the strategic direction of Accelerated Cluster across Cardiff, following evaluation of Elemental and Discharge Hub. • Expand MDT support across additional Clusters (TBD by Health). • Assign Visiting Officers to each GP cluster. • Determine "to be" process for GP Step Up referrals. Consult with Health colleagues on "To be" process 	
			Q4	<ul style="list-style-type: none"> • Expand MDT support to remaining clusters 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP / DDP	<p>Work to support timely and safe hospital discharge by:</p> <ul style="list-style-type: none"> • Establishing a single point of contact in the hospital to ensure safe and timely discharge by following ‘Home First’ principles; • Agreeing a location within the hospital and a joint operating model by June 2022; • Developing an enhanced triage process to support a prompt return to independence by September 2022; • Improving the Discharge to Recover and Assess model to more accurately identify care needs, by undertaking assessments in a person’s home and not in the hospital, by December 2022. 	<p>Carolyn Palmer / Lisa Wood</p>	Q1	<ul style="list-style-type: none"> • Work in partnership with Health colleagues to design a new operating model for hospital discharge building on work already undertaken • Develop a clear approach to “triage” from social work perspective. • Create and define a Cardiff Discharge 2 Recover and Assess (D2RA) model and define criteria, working in partnership with our providers and commissioning services. • Plan effective system which includes clear roles and responsibilities and escalation plans. • Develop and agree a clear operating system. • Establish approach to staffing and roles to align with partners • Agree appropriate location and organise the move of teams. • Carry out consultation and refine plans. • Develop overarching approach to Discharge to Assess offering a suite of options. • Consult with senior management and partners about D2A proposals and refine. • Consider most appropriate establishment and roles to provide support to a multi disciplinary D2A service. • Plan for staff numbers/any funding requirements.. • Agree Core Data. • Sign off expected impacts, outcomes and benefits. • Implement working, comms plan, pilot and practices 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
			Q2	<ul style="list-style-type: none"> • Commit resources and agree SLA for the continuation and evolution of the hospital MDT • Complete planning for relocation of Hospital teams. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
			<ul style="list-style-type: none"> • Explore a portal that will interface existing IT support solutions- Health and LA • Implement a new D2RA discharge model • Realign service needs to meet the delivery of D2RA • Formalise new arrangements in partnership with Health. • Continue to plan and review D2A options. • Work with social care staff to evaluate roles and to learn from previous iterations of D2A practice. • Establish legal position in respect of mental capacity and CHC and D2A in arena we are considering. • Consult with providers about their interest in partnership working regarding hospital discharge including quick turnaround work and fast paced approaches to care services. 	
			<p>Q3</p> <ul style="list-style-type: none"> • Explore provider delivery of night care in partnership with commissioning • Review the night team and longer term night care needs of Older persons • Determine the best solutions to interim bed support • Move to be completed and system embedded. • Review the Trial D2RA project and tweak as appropriate and implement as standard practice • Refine process and ensure staff numbers and skills are appropriate across triage. • Work on development of systems for D2A considering the links with health and social care systems. Ensuring buy in from all relevant partners. • Consider how to develop information sharing systems about citizens that promote a speedy and responsive service. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				<ul style="list-style-type: none"> Establish availability of effective care services that are resilient and sustainable. Review potential operations models for D2A. 	
			Q4	<ul style="list-style-type: none"> Evaluate and develop learning. Review triage process with colleagues, partners and citizens. Review the statistics of whether we have effectively reduced length of stay, reduced admissions to care home and how many care packages have been right sized Continue to refine and develop triage process: is it efficient? Plan for service realignments and communicate these. Plan ongoing project to ensure sustainable and resilient system. 	
CP	<p>Improve the use of technology, aids and adaptations to support independence by:</p> <ul style="list-style-type: none"> Developing a cutting-edge Cardiff Tech Strategy and introducing a 'tech finder tool' for staff and citizens alike by March 2023; Developing proposals for an Independent Living Well-being Centre by September 2022; Removing the means test from all eligible disabled adaptations by April 2022 and expanding the recycling of equipment and 	Carolyne Palmer	Q1	<ul style="list-style-type: none"> Review the "People Too" high-level recommendations, develop an action plan, create a deliverable strategy for Cardiff TEC. Commission provider to guide on TEC strategy to improve the use of technology, aids adaptations to support independence. Support workforce to better use existing TEC by increasing awareness on the benefits, use and availability of Telecare Launch "Ask Sara" and promote across the council. Scope out building needs for Joint Equipment Service (JES) and opportunity for development of Independent Living Wellbeing Centre. Liaise with partnership on the requirements and options for a new JES / ILWC location Remove means test for eligible DFG adaptations. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	adaptations by September 2022.		Q2	<ul style="list-style-type: none"> • Top up existing TEC offer by improving the inventory of current TEC. • Engage with staff and develop a TEC training package. • Implement recommendations from “People Too” to provide a sustained TEC platform for Cardiff to build upon an evolving product list • Evaluate feedback from housing development on the viability of a self-build unit for JES/ILWC • Share the proposals with partners. • Agree and determine next steps to take forward in the development of a new JES /ILWC • Evaluate the impact removing the means test on adaptations is having. 	
			Q3	<ul style="list-style-type: none"> • Evaluate use of “Ask Sara” • Deliver TEC Training. • Create a specific technology Enabled Care post or TEC team champions to help in developing and supporting staff to access and use TEC • Determine how to build TEC into assessment process. • Based on recommendations from “People Too”, decide on a standard set of TEC to be procured that will become available to staff as part of the assessment process and go to solution for supporting independent living and care packages • Expand the use of TEC via our JES and Telecare colleagues. 	
			Q4	<ul style="list-style-type: none"> • Evaluate improvements in Top up TEC Offer. • Agreed progression of the next steps of the wellbeing centre • Evaluate the impact of removing the means test 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP	<p>Develop older persons housing that supports independent living, including:</p> <ul style="list-style-type: none"> Developing 44 new care-ready apartments at Addison House, Rumney by February 2023; Commencing development of 101 care-ready apartments at the Maelfa and St. Mellons care-ready schemes by April 2022; Commencing development of 35 older person apartments on the site of Canton Community Hall with a contractor appointed by June 2022 and on-site work underway by October 2022; Commencing development of 44 older person care-ready apartments at Bute Street, with a contractor appointed by August 2022 and on-site work underway by December 2022; Commencing development of older person flats at Moorland Road, with a planning application submitted by May 2022 and on-site work underway by January 2023; 	Dave Jaques / Jane Thomas	Q1	<ul style="list-style-type: none"> Ensure a start on site is achieved for the Maelfa & St. Mellons community living projects. Support Wates to ensure the Addison House development continues to progress in line with the approved programme. Issue the tender pack for the Canton and Bute Street Community Living projects. Submit a planning application for the Moorland Road scheme. Commission further research into the use and management of housing with care with the aim of developing an operating model for the new council Community Living schemes. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
	Q2	<ul style="list-style-type: none"> Conclude the procurement of contractor for the Canton Community Living project and identify the winning bidder. Issue the full Invitation To Tender (ITT) for the Bute Street Community Living project Commence research to inform use of the new Community Living schemes 			
	Q3	<ul style="list-style-type: none"> Achieve a start on site for the Canton project and conclude the procurement for a contractor for the Bute Street project. Obtain a planning consent for the Moorland Road project Consider the potential impact of the new operating model for the Community Living scheme on staffing requirements. 			
	Q4	<ul style="list-style-type: none"> Achieve a start on site for the Bute Street project and commence the tender process to identify a contractor for the Moorland Road scheme. 			

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<ul style="list-style-type: none"> Submitting the planning application for the Michaelston wellbeing village masterplan by February 2023. 			<ul style="list-style-type: none"> Submit a planning application for the Wellbeing village at the former Michaelston College site. Consider the findings of the research into housing with care models and finalise operating model. 	
CP	<p>Support older people to move to more appropriate housing where this will support independence by:</p> <ul style="list-style-type: none"> Fully establishing the Rehousing Solutions service that delivers tailored housing support by September 2022; Using extra care and community living housing as an alternative to residential care for both respite and permanent care by reviewing best practice and developing proposals for change by March 2023. 	Jane Thomas / Laura Garvey - Cubbon	Q1	<ul style="list-style-type: none"> Review progress made with actions set out in the Older Persons Housing Strategy, including progress with the changes to older persons housing allocations. Develop a range of data and performance indicators to assess the level / type of housing need and supply and the effectiveness of current community living and extra care housing Establish a cross directorate working group to review the data and consider the next steps 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
			Q2	<ul style="list-style-type: none"> Review the success of the Re-housing Solutions Team, finalise purpose and staffing structure and develop proposals for future service development. Further review success of the current community living and extra care housing arrangements and develop proposals for use of the future Community Living Schemes. Link in with providers about current provision and any opportunities for further development Consult with stakeholders on the future use of the Community Living Schemes. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
			Q3	<ul style="list-style-type: none"> Fully implement the new Older Persons allocations arrangements and other processes for Rehousing Solutions. Consult with RSL partners about the new allocations processes Finalise proposals for use of future Community Living Schemes and consider any care commissioning implications 	
			Q4	<ul style="list-style-type: none"> Review progress following changes to allocation procedures. Recruit staff to the new community living scheme at Addison House. 	
CP	<p>Working in partnership with commissioned care providers to deliver flexible person-centred care that meets current and future needs by:</p> <ul style="list-style-type: none"> Establishing a Trusted Partnership agreement to allow care to be adapted by care providers to meet individual need by September 2022; Working with care providers to put in place Local Care Co-ordinators who will be part of multi-agency locality teams by September 2022; Working to reshape the care market to meet future care and support requirements based on the Regional 	Angela Bourge	Q1	<ul style="list-style-type: none"> Develop a task group of key stakeholders, in order to agree the methodology for delivering a Trusted Partner with Cardiff Care Development Block Contract providers, in order to test out the feasibility of implementing more widely. Ensure providers have Local Care Coordinator arrangements in place after 3 months, by reviewing as part of normal contract monitoring arrangements. Consider initial findings in relation to work completed on the Market Stability Report and the published Population Needs Assessment and agree commissioning priorities to reflect findings. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
			Q2	<ul style="list-style-type: none"> Implement Trusted Partner pilot as part of Cardiff Care Development Partnership arrangements. Action plans to be put in place for those providers who have not put local care-coordinators in place after 3 months. Undertake market engagement / sounding sessions with sector on findings of the Market Stability Report 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<p>Market Sustainability Report and Population Needs Assessment by December 2022;</p> <ul style="list-style-type: none"> Assisting the care sector to move away from general residential towards home-based care and promoting the development of additional high-quality dementia residential and dementia nursing care by December 2022. 			<p>and future commissioning priorities.</p> <ul style="list-style-type: none"> Continue to offer one to one session with providers to discuss the MSR and their future business intentions to support alignment. 	
			Q3	<ul style="list-style-type: none"> Review Trusted Partner pilot and consider lessons learned and feasibility of rolling out more widely across the Domiciliary Care sector. If the findings of the Trusted Partner pilot indicate that the pilot should be rolled out more widely, agree an phased approach to delivering this. Carry out a review of commissioning of care to ensure market development / sustainability is supported (e.g. consider further development of micro-enterprises, use of block contracts etc). 	
			Q4	<ul style="list-style-type: none"> Develop opportunities to utilise Welsh Government capital funding to provide grants to support providers to enhance the dementia friendly physical environment of homes or extend good quality dementia provision that is already offered – in line with the Market Position Statement. 	
CP	<p>Increase the voice and control of citizens in our services and in the commissioning of care and support by:</p> <ul style="list-style-type: none"> Developing proposals to move away from a “task and finish” approach to care to focus on well-being outcomes by March 2023; 	<p>Hayley Beynon / Denise Moriarty</p>	Q1	<ul style="list-style-type: none"> Meet with Matrix to discuss the use of new Talentpool function, as an option to employ bank of Personal Assistants for the Local Authority. Consider how the Banking of Hours could be implemented in partnership with Cardiff Cares Development Block Contract providers in order to test out the feasibility of implementing more widely. Ensure service user feedback is a key feature of the 	<p><i>Cardiff is accessible to everyone who is living, visiting or</i></p>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<ul style="list-style-type: none"> Reviewing engagement with older people, and bringing forward proposals for enhancing involvement by September 2022; Working to increase the supply of well-trained personal assistants by reviewing support for direct payments by September 2022; Exploring the provision of care through local micro-enterprises by March 2023. 			new quality assurance frameworks for Dom Care and care homes	<i>working in the city.</i>
			Q2	<ul style="list-style-type: none"> Create marketing campaign for Personal Assistant roles, building on existing Cardiff Cares Academy publicity, updating websites/social media accounts/Job Matching app. Complete commissioning of new advocacy contracts to include advocacy arrangements for older people who live at home. 	
			Q3	<ul style="list-style-type: none"> Meet with Local Authorities who use micro-enterprises for Personal Assistant roles; scoping out preparatory work – linking up Self Employment Advisors to shadow process. Rollout communication strategy to promote new advocacy arrangements internally and via unpaid carers networks and directly information sharing with service users. 	
			Q4	<ul style="list-style-type: none"> Employer Liaison Team to organise a schedule of dedicated local recruitment events for Personal Assistant roles across the city. 	
CP	<p>Build on the quality of care provided ensuring that effective quality monitoring is in place by:</p> <ul style="list-style-type: none"> Reviewing progress on embedding the Quality Assurance Framework for older persons services by September 2022; Reviewing best practice in dementia residential and nursing homes to inform 	<p>Dawn McGowan / Denise Moriarty / Angela Bourge</p>	Q1	<ul style="list-style-type: none"> Review best practice in other LA areas around Dom Care QA frameworks and develop framework with engagement from key stakeholders. Consider the most appropriate way to obtain feedback from service users and their families Liaise with providers who were recipients of the dementia care grant funding during 2022 and consider impact / outcomes achieved by additional funding. Produce final version of regional procedures regarding escalating concerns and achieve sign off locally and regionally. 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<p>future commissioning by June 2022;</p> <ul style="list-style-type: none"> Co-producing a Regional Quality Framework for care homes underpinned by local quality assurance arrangements and reviewing quality ratings for both domiciliary and residential care by September 2022; Re-launching the escalating concerns process by June 2022. 			<ul style="list-style-type: none"> Undertake provider & officer engagement to support implementation of the new Escalating Concerns Procedures 	
			Q2	<ul style="list-style-type: none"> Implement Dom Care QA framework using an incremental approach from June 2022. Consider key messages arising from the IPC review of best practice in dementia services put a steering group of providers and officers together to consider lessons learned and agree next steps to improve dementia care in the city. Implement new Escalating Concerns procedures. Commence development of a local QA framework for care homes underpinned by the overarching regional standards framework. 	
			Q3	<ul style="list-style-type: none"> Finalise QA framework for care homes and agree incremental approach to implementation. 	
			Q4	<ul style="list-style-type: none"> Review work of dementia care steering group and impact on good practice. Review incremental implementation of Dom and Care home QA frameworks and agree next steps regarding phased approach. 	
CP	Value and develop the social care workforce by:	Hayley Beynon / Angela Bourge /	Q1	<ul style="list-style-type: none"> Complete financial modelling for Real Living Wage (RLW) uplift from 1 April 2022 by end of April. Evaluate Cardiff Cares Academy scheme so far, amend processes streamlining the journey for potential 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
	<ul style="list-style-type: none"> • Working with the Welsh Government to fully implement the Real Living Wage for care workers in Cardiff by June 2022; • Further developing Cardiff Cares Academy to provide training, mentoring and employer support; • Providing proactive support to help care workers achieve registration; • Working in partnership with providers to grow the care workforce – reviewing the success of the new locality-based Care Development Contracts by September 2022. 	Denise Moriarty	<div style="display: flex;"> <div style="width: 50px; border-right: 1px solid black; margin-right: 5px;"></div> <div> <p>carers and recruiting care providers.</p> <ul style="list-style-type: none"> • Agree RLW Variation of Contract Form for Providers with eligible staff to sign as part of the Fee Uplift Offer for 22/23 • Complete recommendations and formalise decision on RLW uplift (and annual uplift) via an ODR – by end of April. • Administer RLW uplift to eligible providers by end of May 2022 • Expand on partnership with block contract providers ensuring appropriate candidates are referred to employment opportunities • Create new Registration and Qualification Support Officer Post as part of the Training Unit restructure and recruit to post • Develop proposals / pilots to support recruitment & retention such as driving lessons / electric vehicles for care workers • Implement recruitment dashboard for care development contracts to monitor recruitment activity </div> </div>	<p><i>To build an inclusive and representative organisation.</i></p>
	Q2	<ul style="list-style-type: none"> • Undertake monitoring of implementation of RLW uplift by eligible providers as part of usual contract management arrangements, complying with WG monitoring arrangements Q2 onwards • Restructure the Cares Academy team to provide more support for the engagement of customers and front end of provision. • Develop links with Providers (internal and external) to support new starters with registration 		

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				<ul style="list-style-type: none"> Develop monitoring arrangements that provide an overview of registration and qualification compliance across the sector and use this information to target support at those providers who are most in need of assistance Review recruitment dashboard for care development contracts and strengthen as required to monitor recruitment activity Review success of care development contract to date and hold a “lessons learned” session with providers as part of the Steering Group to inform next steps in the partnership 	
			Q3	<ul style="list-style-type: none"> Implement monthly focus/feedback sessions with care providers, monitoring of contract outcomes, adapting support as required. Complete work on RLW clause for new and existing contracts. Deliver an effective publicity campaign throughout Q3 highlighting care employment opportunities prior to winter 	
			Q4	<ul style="list-style-type: none"> Set up regular support sessions for care workers with Employment Mentors, implement personal action plans to assist with achieving registration. Complete review of Cardiff Cares Academy delivery assessing sustainability of delivery model through 22-23. 	
CP	<p>Support and value the work of unpaid carers by:</p> <ul style="list-style-type: none"> Reviewing advice services for carers to ensure they meet current needs by June 	Lisa Wood	Q1	<ul style="list-style-type: none"> Research best practice with regards to advice services for carers. Map the current carers assessment process. Map the current respite services available within Cardiff 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective								
	<p>2022;</p> <ul style="list-style-type: none"> • Evaluating the current carer’s assessment process and exploring how take-up can be improved by September 2022; • Reviewing the range of respite provided by September 2022; • Ensuring services meet the needs of carers by consulting and co-producing any changes with carers. 		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;"></td> <td> <ul style="list-style-type: none"> • Develop plan to launch a carer consultation group </td> </tr> <tr> <td style="text-align: center;">Q2</td> <td> <ul style="list-style-type: none"> • Undertake consultation on advice services with carers & cross service colleague Focus Groups as well as stakeholders e.g. Carers organisations • Review service users who have had a carers assessment to understand the lived customer experience – scope customer journey • Identify gaps in respite provision - for example, Ethnic Minority carer respite. • Work with new carer consultation group to develop minimum standards for services. </td> </tr> <tr> <td style="text-align: center;">Q3</td> <td> <ul style="list-style-type: none"> • Identify the “as is” position to benchmark advice services and formulate the “to be” aspirations • Undertake consultation with carers, colleagues and 3rd sector carer forums and groups around the carers assessment. Develop “to be” aspirations • Identify barriers for carers in participating in respite • Embed process ensuring all related policies, amendments or plans are considered by the carers consultation group </td> </tr> <tr> <td style="text-align: center;">Q4</td> <td> <ul style="list-style-type: none"> • Development of a Carers Communication Strategy to ensure effective access for carers at all points in their caring pathway. • Support carers to self-identify and develop publicity campaign to include events & activities • Undertake consultation with carers, colleagues and 3rd sector carer forums and groups around respite and develop “to be” aspirations • Develop a value-based approach to carer participation e.g. vouchers, celebratory Carers events </td> </tr> </table>		<ul style="list-style-type: none"> • Develop plan to launch a carer consultation group 	Q2	<ul style="list-style-type: none"> • Undertake consultation on advice services with carers & cross service colleague Focus Groups as well as stakeholders e.g. Carers organisations • Review service users who have had a carers assessment to understand the lived customer experience – scope customer journey • Identify gaps in respite provision - for example, Ethnic Minority carer respite. • Work with new carer consultation group to develop minimum standards for services. 	Q3	<ul style="list-style-type: none"> • Identify the “as is” position to benchmark advice services and formulate the “to be” aspirations • Undertake consultation with carers, colleagues and 3rd sector carer forums and groups around the carers assessment. Develop “to be” aspirations • Identify barriers for carers in participating in respite • Embed process ensuring all related policies, amendments or plans are considered by the carers consultation group 	Q4	<ul style="list-style-type: none"> • Development of a Carers Communication Strategy to ensure effective access for carers at all points in their caring pathway. • Support carers to self-identify and develop publicity campaign to include events & activities • Undertake consultation with carers, colleagues and 3rd sector carer forums and groups around respite and develop “to be” aspirations • Develop a value-based approach to carer participation e.g. vouchers, celebratory Carers events 	
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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP	<p>Support people with dementia to stay at home wherever appropriate by:</p> <ul style="list-style-type: none"> • Reviewing best practice in supporting people with dementia to live in the community by September 2022; • Reviewing the dementia training required to ensure that staff can tailor the correct care and support to the person and their family in their home by March 2023. 	Lisa Wood	Q1	<ul style="list-style-type: none"> • Review the TATI project to ensure this is delivering the information needed to inform future services. • Review our community / advice offer to those with a dementia and their families. • Link in with Tech project to understand the technology available and how it can help people to stay at home. • Strengthen links between older persons service and Mental Health Services for Older People (MHSOP) and their clinical services to identify how services can be improved. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
		Q2	<ul style="list-style-type: none"> • Review TATI research . • Share the findings with colleagues, partners and Third Sector • Consider our approach across the diverse communities in Cardiff. • Evaluate where we need more research/ commission as needed. 		
		Q3	<ul style="list-style-type: none"> • Work collaboratively with partners and colleagues to develop a “to be” model of service . • Consider the impact of findings on commissioning and how this links with other projects including Locality Work and care home partners. • Consider impact on Housing strategies. 		
		Q4	<ul style="list-style-type: none"> • Develop an implementation plan for implementing the good practice model. 		

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	96%	93%	95%	95%	Carolyne Palmer
CP	The number of people who accessed the Community Resource Team	2080	1722	1633	2,000	Carolyne Palmer
CP	The total hours of support provided by the Community Resource Team	57,882	42,341	39,744	50,000	Carolyne Palmer
CP	The number of people in residential care aged 65 or over per 10,000 population	n/a	76.6	63	No target, but year-on-year reduction	Lisa Wood
CP	The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	72%	84%	92%	75%	Carolyne Palmer
CP	The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	186	133	112	185	Colin Blackmore
CP	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	6.07	0.00	National data collection suspended	National data collection has been suspended during the Covid-19 pandemic.	Lisa Wood
CP	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	89%	n/a	76%	85%	Bev King
CP	The percentage of Council staff completing Dementia Friends training	29.96%	52%	42%	85%	Nicola Pitman
CP	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	20	20	16	40	Nicola Pitman
CP	The number of digital Dementia Friendly City events held	794	558	1.035	600	Nicola Pitman

Well-being Objective 3: *Supporting people out of poverty*

Supporting those most impacted by the economic crisis into work, education or training

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP	<p>Support people into work by:</p> <ul style="list-style-type: none"> Continuing to fill current, and deliver new, apprenticeships and trainee opportunities within the Council; Filling over 3,100 Council posts by March 2023 through placements from Cardiff Works; Supporting 1,100 people into work by March 2023 with tailored support by the employment gateway. 	Hayley Beynon /HR	Q1	<ul style="list-style-type: none"> Implement quarterly review meetings with Matrix, to review job roles which can be fulfilled through Cardiff Works. Review current outreach location footfall, amending service provision to ensure all areas of the city are covered, including community buildings, schools and partner organisation venues (i.e. Rise and UHW, engaging members of the public who do not access Council services.) 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap.</i></p>
			Q2	<ul style="list-style-type: none"> Implement engagement plans for each area of the city to increase referrals to job club sessions and employment projects, targeting priority groups. 	
			Q3	<ul style="list-style-type: none"> Align Cardiff Works with the Employer Liaison function, under the line management of the Assistant Into Work Manager (Employer Liaison & Onsite Construction Academy), linking both teams to support recruiting departments across the Local Authority. 	
			Q4	<ul style="list-style-type: none"> Working with HR, to migrate Cardiff Works Payroll and Billing functions from Matrix across to DigiGov; removing unnecessary manual input, making the service completely digital to allow for further expansion. 	
CP	<p>Better support people into work by further integrating employment support services</p>	Hayley Beynon	Q1	<ul style="list-style-type: none"> Expand the Bright Start Work Placements to external organisations, working with the Employer Liaison Team to secure opportunities for young people. 	<p><i>To develop and deliver services</i></p>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	* Link to Equality Objective
	<p>and working with partners when new schemes are developed. This will include:</p> <ul style="list-style-type: none"> Reviewing employment support services for our most vulnerable young people including those care-experienced or experiencing homelessness, and ensuring these services are fully meeting the clients' needs and addressing any gaps by October 2022; Getting the best social value from Council contracts for employment and training opportunities including creating a new social value officer within the Into Work Service to ensure that opportunities offered are realised by July 2022; Working with the Department of Work and Pensions and Careers Wales on new employment support schemes, creating effective referrals to and from the Into Work Service to best meet the needs of the client; Supporting the Council's Economic Recovery Taskforce, ensuring that into work support is used to mitigate some 		<ul style="list-style-type: none"> Create new Social Value Officer post from Welsh Government's Young Person Guarantee funding; working with Education to identify and secure opportunities for Into Work customers. Continue to attend regular meetings with DWP, Welsh Government and Careers Wales, to ensure a consistent and fair approach to supporting customers access the most appropriate employment support. Evaluate Cardiff Cares Academy scheme so far, amend processes streamlining the journey for customers and recruiting care providers. Establish regular meetings with the Regional Skills Partnership Group, to map out current funding arrangements and measure the impact on the removal of ESF Funding Create new Adult Learning Trainer posts ready for the new Academic Year. Meet with HR processes are in place to allow the full staffing restructure. 	<p><i>which are responsive to Cardiff's inequality gap</i></p>
		<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Review the Bright Futures project, working with the PA Service to identify duplication of provision and identify gaps in support; ensuring all care experienced young people are supported. Set up regular meetings with Procurement and the Cardiff Commitment team to ensure all Council contracts/tenders hold an element of social value for priority groups and are accountable against targets. Review the structure of the Into Work team and the focus of employment support from April 2022; set up focus group meetings for each strand of the Into Work team. Establish new Adult Learning programme ready for the new Academic year, programme to be expanded 		

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<p>of the impacts of the economic downturn, especially for the most vulnerable;</p> <ul style="list-style-type: none"> Monitoring and reviewing the success of the Cardiff Cares Academy and Cardiff Works Ready schemes by August 2022 and using these schemes as a blueprint to meet any new or emerging workforce demands in the city; Bidding for alternative funding in preparation for the end of European Social Fund projects; Rolling out the new Adult Learning service by September 2022 and monitoring the impact of this change, reviewing and amending any elements as required by January 2023. 			<p>to weekend and late nights, to include additional short work skills courses and expand outreach locations into schools across the city.</p> <ul style="list-style-type: none"> Joint working with the PA Service in readiness for the Basic Income Pilot Scheme, ensuring a robust programme of support is in place for care experienced young people. Bid for funds from DWP to deliver a supported employment programme. 	
		Q3	<ul style="list-style-type: none"> Working with the Economic Taskforce to identify emerging employment sectors and identifying skills gaps to inform the programme of support delivered by the Adult Learning, Employer Liaison and Employment Mentor teams. Submit regional bid for employment support to the UK Government's Shared Prosperity Fund. Updating Senior Managers and Cabinet Members. Implement the closure of all European Social Funded employment projects; ensuring a seamless hand over of support to other Into Work provision. Cardiff Works Ready 'Get into Call Centre Work' to delivered from outreach locations in conjunction with Adult Learning. Incentives to be offered to recruiting departments. 		
		Q4	<ul style="list-style-type: none"> Roll out the new Into Work Advice Service by March 2023, in line with the new funding arrangements from Welsh Government's Employability Plan and the Shared Prosperity Fund. Review Adult Learning programme and locations, adapting the service as required, according to the needs of the labour market – working in conjunction 		

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective		
				with the Employer Liaison Team.			
CP	<p>Ensure support is available for people impacted by the pandemic and the migration to Universal Credit by:</p> <ul style="list-style-type: none"> Ensuring Hub and advice line staff are aware of all schemes available to provide support to residents who have seen a reduction in their income due to Covid; Ensuring all Hub and advice staff are trained to be able to support clients who are being migrated from legacy benefits to Universal Credit from September 2022; Continuing to promote the rent arrears pathway and reviewing how rent arrears cases in all tenures are managed, so that they are dealt with rapidly, whilst using the most appropriate financial support to prevent homelessness as well as providing advice and guidance; Working closely with Cardiff Foodbank to better understand the causes of food poverty and improving pathways to support; 	Hayley Beynon	<p>Q1</p> <ul style="list-style-type: none"> All Advice and Hub Staff (including Advice Line and Housing Helpline staff) to have refresher training on Universal Credit and new additional services, including Welsh Government Schemes Review footfall for the Money Advice Team and length of wait times of customers, amending the timetable/frequency of provision where required. Advice Line to reduce the number of call backs offered to customers (not vulnerable/homebound customers), encouraging customers to return to Hubs for wrap around support. 	<p>Q2</p> <ul style="list-style-type: none"> Training team to provide new starter and refresher training for Hub Assistants to ensure the Triage process is working effectively, reducing the waiting times for customers in Hubs. Develop the Together for Cardiff campaign, working with the Employer Liaison Team to engage organisations to increase the hardship fund. Providing regular updates to trustees. 	<p>Q3</p> <ul style="list-style-type: none"> Expand locations of provision for Money Advice Team into other community buildings, such as Food Banks, Schools and UHW where relevant. Increase publicity of the Money Advice Team targeting those potentially eligible for DHP and would be unaware of the services prior to the COVID pandemic. Meetings to be held with RSL's monthly and for MAT manager to attend with benefits to ensure tenants are fully supported. 	<p>Q4</p> <ul style="list-style-type: none"> Research and develop funding opportunities for the Money Advice Team to provide additional support for 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<ul style="list-style-type: none"> Building on the “Together for Cardiff” initiative to improve access to the new fuel poverty scheme – delivered in partnership with local businesses and ACE (Action in Caerau & Ely) and co-ordinated through the Money Advice Team – by October 2022. 			the targeted groups of low income and claiming Universal Credit.	
DDP	Understand and respond to the Impact of the migration to UC on Housing Benefit / Council Tax Reduction Scheme case / workloads	Emma Dennett	Q1	<ul style="list-style-type: none"> Research and understand the reduction in numbers on existing HB caseload with appropriate timelines. 	<i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i>
			Q2	<ul style="list-style-type: none"> Ensure that Council Tax Reduction Scheme (CTRS) take up continues to be at expected levels. Addressing and resolving any downward trend by promoting and publicising CTRS scheme widely. Reviewing existing arrangements with DWP to ensure that CTRS notifications are timely and accurate. 	
			Q3	<ul style="list-style-type: none"> As migration commences monitor the impacts addressing any issues. 	
			Q4	<ul style="list-style-type: none"> Review the migration process, understand the remaining caseload and continuing reduction as any remaining claims still require to be migrated. 	
DDP	Administer and promote additional funding schemes including New Welsh Government hardship / funding schemes / Discretionary Housing Payment	Emma Dennett	Q1	<ul style="list-style-type: none"> Establish details of new schemes and source and implement any new databases required Lobby Welsh Government for additional funds to increase DHP monies. Work with internal services and RSL to set a budget for DHP spend for 22/23 	<i>To develop and deliver services which are responsive to</i>
			Q2	<ul style="list-style-type: none"> Create new procedures and finalise and new audit /finance requirements for the new schemes. Promote new schemes to ensure maximum take up. 	
			Q3	<ul style="list-style-type: none"> Monitor Free School Meals and Uniform Grant 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				numbers obtaining additional resources to deal with demand if required.	<i>Cardiff's inequality gap</i>
			Q4	<ul style="list-style-type: none"> Evaluate and review the outcomes of the new schemes to ensure best practice and reporting methods, drawing down additional funding if required. 	
CP	<p>Support the high demand of job vacancies in the construction industry by:</p> <ul style="list-style-type: none"> Creating a robust pathway from the Onsite Construction Academy (OCA) to the Council's new Responsive Repairs Academy and creating work experience, new apprenticeships and traineeships which will lead into employment in a trade by December 2022; Creating a Taskforce Group with representation from contactors, recruitment agencies, trade associations and housing associations to promote the OCA and source opportunities for learners; Creating an OCA pledge to encourage buy-in from work experience, employment and apprenticeship providers by November 2022. 	Hayley Beynon	Q1	<ul style="list-style-type: none"> Establish a robust referral mechanism to ensure OCA candidates who have completed training, are supported to apply for apprenticeships and traineeships in the new Responsive Repairs Academy. Set up schedule of satellite training courses and outreach events around the region, concentrating on areas with lower referral rates. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> Working with Procurement to set up a training framework for the OCA, utilising local training providers across the region, ensuring value for money. 	
			Q3	<ul style="list-style-type: none"> In conjunction with Procurement and new Social Value Officer post, formalise relationships with employers and apprenticeship provider to encourage buy in for the OCA through a pledge. 	
			Q4	<ul style="list-style-type: none"> Exit strategy to be formalised, exploring funding options to continue the OCA past 2024. Review progress of onsite construction academy with partners, stakeholders and CITB, against project profile, amending and adapting provision where needed. 	

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The number of Council posts filled through placements from Cardiff Works	n/a	4,075	4,593	3,100	Hayley Beynon
CP	The number of interventions which supported people receiving into work advice through the Employment Gateway	51,449	49,756	62,512	51,000	Hayley Beynon
CP	The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	1,050	814	1,241	1,100	Hayley Beynon
CP	The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	n/a	6.08%	15%	<14%	Hayley Beynon
CP	The number of employers which have been assisted by the Council's employment support service	191	237	266	275	Hayley Beynon
CP	The number of customers helped with Covid-related and Universal Credit financial support	New measure	New measure	New measure	3,000	Hayley Beynon
CP	Additional weekly benefit identified for clients of the Advice Team	£15,865,681	£15,447,013	£17,220,466	£14,500,000	Hayley Beynon
CP	The number of hours given volunteering within the Advice & Benefits Service	7931	3,066	6,722	5,000	Hayley Beynon
CP	The percentage of volunteers aiming to secure future employment who ceased volunteering as a result of finding work	n/a	61%	86%	85%	Hayley Beynon

Embedding our new approach to tackling homelessness and ending rough sleeping

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
CP	<p>Deliver the strategic priorities within the new Housing Support Programme strategy including developing a detailed Rapid Rehousing Transition Plan by September 2022 to:</p> <ul style="list-style-type: none"> • Greatly improve the offer to private landlords, extending the range of incentives available and promoting the leasing schemes; • Increase move-on options for single homeless people, including the development of managed housing schemes; • Increase Housing First provision and the access to intensive support in the community; • Extensively promote and support mutual exchanges to address housing need among social tenants. 	<p>Laura Garvey-Cubbon / Matt Evans / Naomii Thomas</p>	Q1	<ul style="list-style-type: none"> • Develop a detailed Rapid Rehousing Transition Plan • Complete rebranding of the PRS Leasing Schemes which includes increased incentives that have been developed to encourage increased take up of PRS properties within homeless services. • Publicise the schemes via various publicity streams such as social media/HUBs • Complete data analysis to determine which properties/tenants could be considered for change from temporary to permanent accommodation. • A coordinator has been employed to discuss options available with current landlords on the Housing Leasing Scheme to either move to the new PRS Welsh Government scheme, another leasing scheme or sign a new short-term lease. • Fully establish the Community Response Team to support clients to sustain their accommodation and avoid the “revolving door” of homelessness, including the recruitment of officers. • Conduct a review of Housing First project post-pandemic and create an action plan for expansion of the schemes. • Develop a communications plan to promote mutual exchanges • Encourage partner RSL’s to promote mutual exchanges & monitor success via the Allocations and RSL partnership meeting. 	<p><i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> • Seek approval from Cabinet for the Rapid Rehousing 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
			<p>Transition Plan & submit final draft to Welsh Government</p> <ul style="list-style-type: none"> • Complete data analysis to monitor the number of PRS landlords working with homeless services, assess those new to the service and the incentives they received and any that have left and the reason for this. • Complete data analysis on existing TA stock to check on demand and when properties on the Housing Leasing Scheme can be phased out. • Handover of first managed accommodation scheme from contractors to the authority and begin move-in process with a view to achieve full capacity by end of Q2. • Ensure managed accommodation scheme is sufficiently staffed via recruitment. • Implement the communications plan to promote mutual exchanges • Continue to encourage partner RSL's to promote mutual exchanges & monitor success via the Allocations and RSL partnership meeting. 	
			<p>Q3</p> <ul style="list-style-type: none"> • Review new branding and incentive package for PRS landlords based on analysis of what has worked and in line with current funding and affordability to deliver. • Review properties on Housing Leasing Scheme and continue with phasing out programme. • Review impact of first managed accommodation scheme and impact this has on Frontline Accommodation and rough sleeping. • Advertise and launch new "SwapTracker" live online portal for mutual exchanges. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
			Q4	<ul style="list-style-type: none"> Identify priorities, key challenges, and resource planning for Rapid Rehousing. Set milestones and target dates for objectives. Review current position of the Housing Leasing Scheme and consider if any remaining properties on the scheme need to be phased out or kept as ongoing TA accommodation. Expand the SAIL scheme to 20 units by the end of the financial year. Expand Housing First scheme by an additional 10 units by the end of the financial year. Review success of new online “Swap Tracker” portal for mutual exchanges and promote its use through the Community Hubs. 	
CP	<p>Encourage early take-up of housing advice and homeless prevention services by:</p> <ul style="list-style-type: none"> Developing and implementing a communications plan by July 2022 to widely promote the help available to prevent homelessness; Increasing the accessibility of specialist housing advice, mediation, and prevention services by providing these through the Community Hubs by August 2022; Reviewing the prisoner and hospital 	<p>Hayley Beynon / Laura Garvey Cubbon</p>	Q1	<ul style="list-style-type: none"> Align Housing Solutions and Prevention Teams under one Manager. Review current procedures, ensuring customers are supported timely at the prevention stage, stopping where possible, customers reaching crisis point and impacting on HOC and Temporary Accommodation. Recruit into vacant hospital prevention officer role Take part in homeless impact organisations pathway for prisoners. Identify areas for improvements. Work with Her Majesty’s Prison & Probation Service (HMPPS) to develop accommodation for prisoners homeless on release as funding allows for first 12 weeks 	<p><i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> Relocate Housing Helpline from Dominian’s Way to suitable location within the city; look at potential options in Llanrumney Hub, County Hall and Central Library Hub. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
	discharge pathways to ensure they are working effectively by December 2022.		<ul style="list-style-type: none"> • Ensure recording and monitoring of data (stats and trays) are accurate and timely; setting up schedule of audits and training for staff. • Resume hospital pathway, monitor demand and review effectiveness • Implement improvements in consultation with partners in HMPPS • Work with accommodation and recommissioning service to identify suitable accommodation for prisoners of up to 20 units 	
Q3			<ul style="list-style-type: none"> • Introduce a combined Housing Solutions & Prevention Officer service in Community Hubs across the city. Officers working in partnership to support customers in a timely manner, reducing waiting times. • Review Rent Rescue procedure to ensure it is working currently, and funding is being fully utilised. • Consider appointing support officer to assist hospital prevention officer • Review effectiveness of changes to prisoner pathways • Launch new accommodation for prisoners 	
Q4			<ul style="list-style-type: none"> • Set up regular meetings with PRS team, to look at length of time support is given to customers/landlords; review current processes, look at what can be done to support changes through the new combined Housing Solutions & Preventions team (including property visits, rent and bond in advance). • Review effectiveness in partnership with Health services • Continue to monitor and review the Prisoner Pathway • Review if there is scope to increase number of units for prisoners funded by HMPPS 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
CP	<p>Embed an assessment/ triage approach for all those presenting as homeless by:</p> <ul style="list-style-type: none"> Ensuring need is properly identified for both individuals and families, and that housing and support plans are tailored to individual need; Ensuring our family homeless centres offer appropriate support by working with Early Help and other partners; Reviewing the success of the Single Homeless Assessment Centre and consider future development of the scheme. 	<p>Laura Garvey Cubbon / Matt Evans</p>	Q1	<ul style="list-style-type: none"> Review Homeless Personal Housing Plans to ensure that in depth assessment of clients housing need is captured and used to develop the most appropriate pathway into settled accommodation including single people with and without support needs. Review the Accommodation & Support Needs Assessment Finalise the Supported Accommodation and Assessment restructure by ensuring all posts within Family Accommodation and the case co-ordinator have been recruited and create action plan for opening of new buildings. Work with partners to ensure that Diversionary Activities are established within Gasworks 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> Create briefing and staff instructions to ensure Personal Housing Plans are specific to single clients. Undertake audits of Personal Housing Plans for single clients to ensure they are person specific. Review Family assessment process to ensure we are capturing appropriate information to inform referral to partners. Undertake a full training needs analysis of Family Services and develop a training action plan. Review the effectiveness of the Wellbeing assessment process to include feedback from partner organisations. 	
			Q3	<ul style="list-style-type: none"> Monitor audit outcomes and review Personal Housing Plans to ensure they are fit for purpose to capture information to create a housing pathway for homeless clients. Review current working arrangements with Early Help 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
				and other partners. <ul style="list-style-type: none"> Establish new office and community space in the Briardene Scheme. 	
			Q4	<ul style="list-style-type: none"> Undertake a review on the effectiveness of the Assessment Centre on the cycle of homelessness for those individuals accessing via this route. Review the effectiveness of Diversionary Activities within Gasworks 	
CP	<p>Ensure that the complex needs of homeless people are met by:</p> <ul style="list-style-type: none"> Further developing the Multi-Disciplinary Team (MDT) and ensuring clear pathways are in place for move on to mainstream services when appropriate; Ensuring that appropriate health and support services are available in hostels and supported accommodation; Fully training staff and focusing on assertive re-engagement with those that may fall out of services as well as providing meaningful opportunities for residents to train and volunteer; Continuing to support and assist rough sleepers to access and maintain 	Matt Evans	Q1	<ul style="list-style-type: none"> Launch a Pilot Young Persons Specific Multi-agency team. This is to include the recruitment of staff, development of objectives and identification of target group. Review current makeup of medical facilities and health input in hostels and supported accommodation and develop an action plan to address need. Review effectiveness of the Outreach partnership with the Wallich and Salvation Army. Identify improvements if required. Following the lifting of covid restrictions, Diversionary Activities Service to begin re-establishing street-based support and access to activities. 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> Review RAPS element of MDT, with a view of identifying barriers to mainstream services. Following the re-commissioning of Substance Misuse services, engage with successful partner and ensure effective working relationships are formed and continuity of support. Review current training requirements across complex needs service, ensuring suitable courses and training organisations are identified. Develop role specific training plans for each role. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	accommodation by reviewing and developing our assertive outreach approach and further developing and promoting the benefits of Diversionary Activities.		Q3	<ul style="list-style-type: none"> Review Pilot of Young Persons MDT, identify any additional professions to compliment as well as reviewing resources required. 	
			Q4	<ul style="list-style-type: none"> Review impact of the Diversionary Activities Team to ensure meaningful opportunities to access training and volunteer schemes. Review Diversionary Activities Street Based support. 	
CP	<p>Improve the quality of our supported accommodation by:</p> <ul style="list-style-type: none"> Delivering the planned supported housing scheme for single people at Adams Court, with the first phase completed by April 2022 and final completion by December 2022; Delivering the new family homelessness centre at the Gasworks by June 2022 and progressing with the construction phase of the scheme at Harrison Drive by March 2023; Phasing out accommodation that no longer meets the required standards. 	<p>Matt Evans / Dave Jaques / Laura Garvey-Cubbon/ Louise Bassett</p>	Q1	<ul style="list-style-type: none"> Completion of first phase of Adams Court, movement of residents from existing into newly completed units. Ensure that all residential units are completed and handed over at the Gasworks site by end of June 2022, with the aim to begin use immediately. Phase 2 of supported houses review to commence; 104 units due to close by March 2023 - Meetings to be held with partners to discuss closure plans and timetable 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> Aim to stop temporary use of Ty Clyd (HOC) as emergency accommodation in line with the opening of the first managed scheme Individual housing plans to be developed in partnership with providers for occupants in schemes to be phased out. Alternative use of properties which are due to close to be explored and options for repurposing developed. Review planned closures of schemes to ensure March 2023 date for closure is achievable, adjust target date if appropriate 	
			Q3	<ul style="list-style-type: none"> Completion of Adams Court phase 2 and handover to Authority in September 22. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
				<ul style="list-style-type: none"> Review the success of the Gas Works scheme opening and impact on Temporary Accommodation Fortnightly meetings to be held with partners to manage the scheme closure process 	
			Q4	<ul style="list-style-type: none"> Complete review of Adams Court scheme to ensure roles and responsibilities of officers are set and agreed, to ensure compliance with all Health & Safety requirements and any snagging issues are resolved. Handover of Harrison Drive from Contractors to the Council. Set action plan for opening of Harrison Drive Scheme Continue to review and undertake option reviews on all supported accommodation sites in readiness for phase 3 closure/remodelling Complete Phase 2 closures by March 2023 	
CP	<p>Prevent youth homelessness and ensure that young people leaving care are supported by:</p> <ul style="list-style-type: none"> Reviewing and enhancing advice and mediation services, with particular regard to young people; Considering targeted interventions and support for school-aged children and their families; Ensuring the young person's gateway accommodation meets current needs, 	<p>Laura Garvey-Cubbon / Hayley Beynon / Dave Jaques</p>	Q1	<ul style="list-style-type: none"> Create an additional Miles Youth Mentor post, using Welsh Government's Young person Guarantee funding, to allow expansion of support in all Youth Hostels and Children's Homes. Young persons marketing strategy to be created to increase advice and a better understanding of options to young people and reduce those presenting to homeless services at crisis point. Meet with partners to develop a virtual youth hub as a one stop shop for young people to ensure that wherever they present they are advised and referred into homeless services. Consider options to bring awareness of homelessness, how to identify those at risk and ensure young people are aware of options, source providers to develop apps to be used in school along with marketing for 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
	reviewing and increasing capacity within the gateway as needed; <ul style="list-style-type: none"> Developing the Citadel supported housing scheme for young people with complex needs. 			schools <ul style="list-style-type: none"> Ensure that the Officer Decision Report (ODR) required to include the Citadel site within the Cardiff Living programme is in place 	
			Q2	<ul style="list-style-type: none"> Supporting the Youth Justice Service with employment, UC and housing advice through a new dedicated Youth Mentor role; providing the service in Youth Justice outreach venues. Develop apps for schools 	
			Q3	<ul style="list-style-type: none"> Deliver new virtual youth homeless hub Roll out within pilot schools use of homeless apps within specific schools. Work with Wates to ensure a start on site for the Citadel can be achieved by August 2022 	
			Q4	<ul style="list-style-type: none"> Work towards a Youth Advice Hub, with dedicated Advice staff specialising in youth advice, including money/debt, employment, housing, homelessness. Monitor and evaluate effectiveness of virtual youth homeless hub, amend delivery and increase relevant partners to improve service. Evaluate effectiveness of school homeless apps, amend and update as required and increase roll out to more schools 	
DDP	Continue to improve our specialist pathways for refugees by: <ul style="list-style-type: none"> Building on the improved communication with the Home Office regarding refugees Working with Welsh Government and 	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> Work with the home office to continue and improve information sharing developed during the pandemic for Asylum Seekers. Continue to work with the British Red Cross to improve information sharing for family reunions. Work with third sector partners to increase host schemes in Cardiff to house those with No Recourse to Public Funds (NRPF) and legal services to help clients to have recourse to public funds and eligible to 	<i>To develop and deliver services which are</i>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
	the third sector to address the issue of those with no recourse to public funds			housing and benefits. <ul style="list-style-type: none"> Assess those currently housed under the “everyone in” policy to find a move on option to prevent rough sleeping. 	<i>responsive to Cardiff’s inequality gap</i>
			Q2	<ul style="list-style-type: none"> Monitor information sharing with the Home Office and work with partners in Welsh Government to seek to improve any areas that are not working Conduct research to increase host schemes for those with NRPF including working with RSL’s and third sector partners. Create a pathway for those with NRPF, working with third sector partners, accommodation providers and homeless services 	
			Q3	<ul style="list-style-type: none"> Continue to monitor and evaluate information sharing with home office. 	
			Q4	<ul style="list-style-type: none"> Monitor effectiveness of pathway for those with NRPF and continue to increase hosts scheme provision and legal advice and support. 	
DDP	Gain a better understanding of how homelessness affects diverse groups such as single men, those from ethnic minority communities and the LGBTQ+ community.	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> Break down the client groups that appear to be adversely impacted and develop a data set that identifies issues. 	<i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i>
			Q2	<ul style="list-style-type: none"> Carry out data analysis 	
			Q3	<ul style="list-style-type: none"> Carry out consultation with those most affected to identify why services are not meeting their needs 	
			Q4	<ul style="list-style-type: none"> Compile findings 	
DDP	Reduce overcrowding in the city	Laura Garvey-Cubbon /	Q1	<ul style="list-style-type: none"> Investigate current overcrowding statistics in order to inform physical/accommodation need. Consider possible solutions to overcrowding 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
		Colin Blackmore	Q2	<ul style="list-style-type: none"> Communicate overcrowding statistics to the wider “overcrowding solution team”. Present possible overcrowding solutions 	<i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i>
		Q3	<ul style="list-style-type: none"> Consider strategy of allocating larger properties Pilot overcrowding solution 		
		Q4	<ul style="list-style-type: none"> Implement overcrowding allocations strategy Explore overcrowding solutions at scale 		

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The percentage of households threatened with homelessness successfully prevented from becoming homeless	78%	76%	83%	80%	Laura Garvey – Cubbon
CP	The total number of rough sleepers in the city	n/a	n/a	18	<20	Matt Evans
CP	The number of rough sleepers supported into accommodation	200	197	195	160	Matt Evans
CP	The percentage of rough sleepers housed in the previous month who have maintained their accommodation	n/a	n/a	62%	65%	Matt Evans
CP	The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	89%	95%	80%	75%	Matt Evans
CP	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	95%	93%	82%	80%	Matt Evans

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

Building new Council homes and investing in community facilities

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP	Expand the scale, pace and carbon-efficiency of the council house building programme by: <ul style="list-style-type: none"> Building over 4,000 new homes to include; -2,800 affordable homes; -and 1,200 homes for sale; Implementing an accelerated model of delivery, reducing the time it takes to get from planning approval stage to start on-site Decarbonising the programme, moving rapidly towards a net-zero carbon standard. 	Dave Jaques	Q1	<ul style="list-style-type: none"> Provide a briefing to Cabinet on the development programme, progress to date and vision for the future direction. Appoint consultants to review our future programme to explore different delivery routes and to identify a preferred model of delivery that will ensure scale and pace is achieved. 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city</i>
			Q2	<ul style="list-style-type: none"> Ensure the Cardiff Design Guide reflects the objectives of the One Planet Cardiff strategy but also that a clear position on the delivery of low carbon homes through our programme is adopted – ensuring we can adopt a low-carbon standard that remains viable across our entire programme. 	
			Q3	<ul style="list-style-type: none"> Submit a Cabinet Report identifying a preferred approach to delivering future sites ensuring we continue to deliver new homes at scale and pace. 	
			Q4	<ul style="list-style-type: none"> Adopt the new strategy for delivery and the deliver at scale & pace. Achieve approval for the low-carbon strategy. 	
CP	Invest in the regeneration of local communities by:	Rebecca Hooper	Q1	<ul style="list-style-type: none"> Agree funding and programmes to deliver 3 estate regeneration schemes for Trowbridge Green, Lincoln Court and Pennsylvania. Commence work on site for the Splott 3G 	<i>Cardiff is accessible to everyone who</i>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
	<ul style="list-style-type: none"> • Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme; • Designing a new cohesive development and regeneration programme where it is feasible to join up new build with wider estate regeneration, providing a co-ordinated approach and delivering wider benefits to our local communities; • Securing Welsh Government Targeted Regeneration Investment Programme (TRIP) funding to deliver regeneration initiatives in: <ul style="list-style-type: none"> -The South Riverside Business Corridor and wider district and local centres; -Other schemes including the Roath and Adamsdown business corridor, and improvement schemes on Cowbridge Road East; • Implementing a further three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members; 		<p>Neighbourhood Regeneration Scheme (NRS).</p> <ul style="list-style-type: none"> • Hold internal workshop to coordinate a new project pipeline for future TRIP funding priorities & applications. • Commence a start on site for one estate regeneration scheme • Achieve a layout ‘freeze’ for the Michaelston Well-being village masterplan and undertake a 2nd public engagement event in June 2022. 	<i>is living, visiting or working in the city</i>
		Q2	<ul style="list-style-type: none"> • Complete scoping work for a future estate regeneration scheme at Caerwent Rd/ Penmark Green • Complete the Llanishen Park NRS project • Prepare a proposal for utilising remaining NRS funding which can be flexible to account for the potential to fund a 3 year programme (subject to funding) • Complete initial transport feasibility work for Cowbridge Rd East/ South Riverside Business Corridor and review next steps for delivering a regeneration scheme. • Commence a start on site for estate regeneration scheme 2 • Update the Michaelston well-being village masterplan to take on board issues raised by the local community and undertake pre-application consultation 	
		Q3	<ul style="list-style-type: none"> • Commence scoping work on a future estate regeneration programme • Launch a round of NRS funding through seeking ward member ideas • Prepare TRIP funding applications in line with an 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<ul style="list-style-type: none"> Delivering the 'Michaelston College' multi-generational wellbeing village, delivering older person and family housing and bringing together health, housing and community facilities into one sustainable and transformational project. 			agreed project pipeline of feasibility, master planning and scheme delivery. <ul style="list-style-type: none"> Commence a start on site for estate regeneration scheme 3 (subject to funding) Implement the Pre-Application Consultation process (PAC) for the Michaelston project 	
		Q4	<ul style="list-style-type: none"> Complete the NRS schemes for Splott Park 3G and Old St Mellons. Appraise and prioritise NRS schemes for future funding. Complete 2 estate regeneration schemes - Pennsylvania and Lincoln Court. Complete a draft future estate regeneration scoping exercise for consideration with coordinated development & regeneration programmes. Submit a planning application for the Michaelston wellbeing village masterplan. 		
CP	<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> Progressing plans for a Youth Hub in the city centre and working with partners to deliver new provision at the Ely Youth Hub; Working with the University Health Board on the Maelfa Health & Wellbeing Hub, Ely & Caerau Parkview Wellbeing Hub and 	Rebecca Hooper / Bev King	Q1	<ul style="list-style-type: none"> Review options for the delivery of a city centre youth hub Commence work on site for the Rhiwbina Hub project Prepare youth engagement strategy with internal and external partners on the city centre youth hub Support CAVUHB to submit an outline planning application and business case for the Ely & Caerau Parkview Wellbeing Hub Establish further links within Health Board to expand on screening training / Falls prevention available for Health & Wellbeing Officers/Hub Staff 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city</i>
		Q2	<ul style="list-style-type: none"> Work with CAVUHB to complete the joining of the new health building to the Powerhouse building 		

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
	<p>on developing new joint Hubs on strategic planning sites;</p> <ul style="list-style-type: none"> Collaborating with the Health Board to promote wider health benefits and screening information through the Hubs. 		<ul style="list-style-type: none"> Agree Heads of Terms with CAVUHB for the Ely& Caerau Parkview Wellbeing Hub Appoint a design team to take forward the city centre youth hub scoping work Economic development to prepare and submit funding bids for the proposed Ely Youth Hub Following training, establish a programme of screening & gentle exercise events across Hubs/Libraries linking into ongoing national campaigns 	
			<p>Q3</p> <ul style="list-style-type: none"> Jointly open the new combined Maelfa Wellbeing Hub and complete all related lease and operational requirements. Prepare a Cabinet report on proposals for the city centre youth hub project Progress joint design work on combined Health and Wellbeing hubs for strategic sites at Lisvane and Plasdwr. Ensure screening advice sessions in the Hubs are widely promoted working with Health & Wellbeing engagement coordinators to ensure all ages & communities are included. 	
			<p>Q4</p> <ul style="list-style-type: none"> Complete the Rhiwbina Hub project Complete detailed designs for the city centre youth hub Economic Development to prepare a business plan for the Ely Youth Hub project. Evaluate sessions in the Hubs, both screening Advice and Falls prevention to ensure demand is being met and all community areas targeted whilst linking into Hub Health & Wellbeing Events 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
DDP	Progress with delivery of Community Hubs programme -2022 refurbishment to Rhiwbina Library.	Bev King	Q1	<ul style="list-style-type: none"> Prepare building for closure and find alternative venues for book & community provision 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city</i>
			Q2	<ul style="list-style-type: none"> Ensure book & community need is sufficient & Health & Wellbeing advice is available within the district 	
			Q3	<ul style="list-style-type: none"> Prepare to reopen Rhiwbina Hub following refurbishment, creating publicity and new event programme to welcome customers back. 	
			Q4	<ul style="list-style-type: none"> Conduct survey asking customers what further services/ advice / Health & Wellbeing activities they would like to see in the new facility. 	
CP	<p>Prepare and adopt a new Regeneration Strategy by February 2023 to support district and local centres, and 15-minute city principles including:</p> <ul style="list-style-type: none"> Aligning with funding sources such as Welsh Government’s Transforming Towns Programme; Joining up schemes and themes across the Council; Considering housing-led regeneration projects. 	Rebecca Hooper	Q1	<ul style="list-style-type: none"> Hold internal workshop to coordinate a new project pipeline for future TRIP funding priorities & applications. Incorporating district and local centre project ideas. 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city</i>
			Q2	<ul style="list-style-type: none"> Draft an overarching framework for the regeneration of district and local centres Consult internal teams on the framework and how schemes and centres are prioritised 	
			Q3	<ul style="list-style-type: none"> Agree the principles and priorities identified and seek approval for the strategy Develop a ‘minimum requirements’ document that will set out the requirements the council has for all regeneration projects including the move to low-carbon and the promoting of green infrastructure and SUDs wherever possible. Prepare wider engagement on the strategy 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
			Q4	<ul style="list-style-type: none"> Agree a pipeline of funding bids to be worked through 	
CP	<p>Work in partnership with Registered Social Landlords to maximise the amount of affordable housing that can be delivered through the Social Housing Grant Programme by:</p> <ul style="list-style-type: none"> Achieving a full spend of allocated Welsh Government funding; Maximising opportunities to secure additional monies. 	Dave Jaques	Q1	<ul style="list-style-type: none"> Update the Social Housing Grant Programme Development Plan (PDP) to ensure a full allocation of SHG including slippage is achieved for 21/22 and brief the RSLs on the 'Gap Analysis' database. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
		Q2	<ul style="list-style-type: none"> Review the current affordable housing planning policy with senior managers to determine if changes are required to ensure we can maximise the delivery of the affordable homes that we need to tackle the identified housing need. 		
		Q3	<ul style="list-style-type: none"> Provide an update to the senior management team on the Local Housing Market Assessment and the proposed changes to the Affordable Housing SHG. 		
		Q4	<ul style="list-style-type: none"> Update the PDP to ensure any slippage in SHG spend across Wales can be picked up by the Cardiff programme. Update the gap analysis database and provide an update to the RSL development teams in the Q4 reviews. 		
CP	<p>Work in partnership across the directorate and with partner Housing Associations to enable a range of specialist and supported accommodation to be delivered to respond to their associated housing needs.</p>	Dave Jaques	Q1	<ul style="list-style-type: none"> Work with Adult and Children Services to complete a detailed housing need assessment 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
		Q2	<ul style="list-style-type: none"> Brief the RSL development teams as to the housing need moving forward and develop a 5 year delivery programme identifying sites that will deliver supported housing. 		
		Q3	<ul style="list-style-type: none"> Provide an update on progress to senior management and review with Adults & Childrens Services 		
		Q4	<ul style="list-style-type: none"> Update the gap analysis to include supported 		

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				accommodation	
DDP	Implement the new Renting Homes Act (2016)	Helen Evans	Q1	<ul style="list-style-type: none"> • Recruitment of a Project Manager and Service Development Officer. • Create a project plan to encompass the main changes being brought in by the Act, assign a responsible person and timescales. • Review regulations, guidance for landlords and draft model occupation contracts provided by Welsh Government. • Initiate working groups based on an agreed meeting structure, which ensures partnership working with RSL's, other Local Authorities, Support Providers, Legal Services and internal housing teams. • Develop new process maps • Draft and consult with Legal Services and internal housing teams on new occupation contracts. • Overview training for all staff including changes to procedures. • Develop communications plan to inform existing tenants on the changes. • Ensure working carbon monoxide detectors are installed across all our housing stock. • Ensure all new contract holders have a smoke alarm fitted in their properties. • Begin programme of checking that all existing contract holders have a working smoke alarm fitted. • Link in with Private Sector Housing & Rent Smart Wales to understand the impact of the act on Landlords 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
			<ul style="list-style-type: none"> • Amend Cardiff Council website with changes. • Brief C2C call handlers on changes. 	
			<p>Q2</p> <ul style="list-style-type: none"> • Review the project plan • Initiate meetings with Welsh Government RHA lead for Q&A sessions, on topics and issues which require further clarification. • Final draft version of new occupation contracts. • Seek approval from Cabinet of changes to be implemented. • Continue to train staff • Begin process of sending all contract holders a new contract and ensure this is saved to their housing file. • Continue to seek advice from internal and external Legal Services. • Continue to meet with RSL's, other Local Authorities, Support Providers, Legal Services and internal housing teams. • Ensure all training, procedures and policies are updated to reflect changes from implementation date. 	
			<p>Q3</p> <ul style="list-style-type: none"> • Continue to implement changes • Continue to liaise regularly with WG on any unintended consequences. • Continue to monitor new procedures and policies, amending where necessary 	
			<p>Q4</p> <ul style="list-style-type: none"> • Review project plan • Continue to update policies and procedures where necessary. • Monitor new processes and procedures • Monitor performance data 	
		Laura	<p>Q1</p> <ul style="list-style-type: none"> • Develop the framework for the strategy to be 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
DDP	Develop a new Housing Strategy for Cardiff	Garvey-Cubbon		organised around the new Local Housing Market Assessment	<i>Cardiff is accessible to everyone who is living, visiting or working in the city</i>
			Q2	<ul style="list-style-type: none"> • Develop background chapters referring to wider strategic landscape, key data and demographics. 	
			Q3	<ul style="list-style-type: none"> • Complete EIA & other impact assessments • Undertake review process with key leads, Team Managers and other interested staff groups across Housing & Communities • Review with partners / stakeholders • Integrate feedback into final draft of the strategy • Submission to Cabinet Office 	
			Q4	<ul style="list-style-type: none"> • Develop action plan for roll out of the Strategy 	
DDP	Expand the Local Action Team and encourage local community engagement.	Ellen Curtis	Q1	<ul style="list-style-type: none"> • Create posts for the expansion of the team and recruit, some via Cardiff Works or agency. 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city</i>
			Q2	<ul style="list-style-type: none"> • Consult with local members and stakeholders including waste management to advise of the of the Local Action Team events planned and adjust to ensure optimum engagement is achieved. Establish ongoing working group to include LAT, Tenant Participation, Hubs, Community Inclusion Officers and Volunteering teams to ensure a coordinated approach to these events. 	
			Q3	<ul style="list-style-type: none"> • Review outcomes of completed events, community action days and gardening projects to inform any changes required going forward. 	
			Q4	<ul style="list-style-type: none"> • Review team to ensure it has met the requirements it set out to achieve. Survey residents, do they now feel more proud to live in the area? 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
DDP	Work with Cardiff Council tenants to ensure that they can sustain their tenancies by providing support and signposting them to other agencies when needed.	Ellen Curtis	Q1	<ul style="list-style-type: none"> Review the services that Housing Services provide to tenants and seek other opportunities of joint working to further assist tenants in sustaining their tenancies. 	<i>Cardiff is accessible to everyone who is living, visiting or working in the city</i>
			Q2	<ul style="list-style-type: none"> Work with other agencies including Health to provide specialist assistance especially to those tenants who have made difficult lifestyle choices which can affect those around them and put their tenancy at risk. Consider and develop a Multi-Disciplinary Team to assist with more complex cases. 	
			Q3	<ul style="list-style-type: none"> Implement the new Multi-Disciplinary Team (MDT) with a focus on hoarding and other such complex cases to ensure all services are accessible to tenants and residents as required. 	
			Q4	<ul style="list-style-type: none"> Review the outcomes of the MDT and look to expand the team and the involvement of other specialised teams as necessary. 	
DDP	<p>Progress with the recladding of 3 high-rise blocks at Lydstep flats in Llandaff North</p> <p>Commence the proposed second phase of the recladding programme at Nelson and Loudoun House in Butetown.</p>	Colin Blackmore	Q1	<ul style="list-style-type: none"> Lydstep flats – site set up and resident engagement Nelson & Loudoun – agree procurement strategy / building design and specification option appraisal 	
			Q2	<ul style="list-style-type: none"> Lydstep flats – commence overcladding works Nelson & Loudoun – present cabinet report for approval and formally appoint scheme consultants. 	
			Q3	<ul style="list-style-type: none"> Lydstep flats – continue with overcladding works Nelson & Loudoun – commence procurement for scheme contractor 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
			Q4	<ul style="list-style-type: none"> • Lydstep flats – continue with overcladding works • Nelson & Loudoun – appoint contractor following tender evaluation 	
DDP	Seek funding to progress with the BISF property External Wall Insulation (EWI) scheme in Llandaff North and Rumney.	Colin Blackmore	Q1	<ul style="list-style-type: none"> • Submit “business / feasibility” case to Welsh Government regarding external wall insulation scheme 	
			Q2	<ul style="list-style-type: none"> • Subject to Welsh Government Business case approval, present feedback/grant offer to Cabinet for approval 	
			Q3	<ul style="list-style-type: none"> • Commence procurement process 	
			Q4	<ul style="list-style-type: none"> • Appoint successful contractor(s) 	
DDP	Address the current backlog of work within the Responsive Repairs Unit, ensuring that it is completed within the set requirements. Ensure that new works do not then create a new backlog.	Ellen Curtis	Q1	<ul style="list-style-type: none"> • Issue backlog works to contractors and monitor progress on completions 	
			Q2	<ul style="list-style-type: none"> • Review works already completed in house and by contractors and issue further works from backlog. 	
			Q3	<ul style="list-style-type: none"> • Monitor incoming new works and ensure works are now completed within required time scales 	
			Q4	<ul style="list-style-type: none"> • Review workload to ensure that all works are carried out in line with targets set. 	

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	Total number of new Council homes completed and provided (Target to be achieved by December 2022. 4,000 homes to be provided by 2030.)	316	552	683	1,000 cumulative	Dave Jaques
CP	The percentage of residents satisfied with completed regeneration projects	96%	89%	93%	90%	Rebecca Hooper
CP	The number of visitors to libraries and Hubs across the city	3,266,110	2,490,498	3,351,526	Monitor KPI, but no target set	Bev King
CP	The number of books borrowed from libraries and Hubs across the city	New measure	New measure	New measure	Monitor KPI, but no target set	Bev King
CP	The number of page views on the Hubs website	n/a	n/a	111,006	80,000	Bev King
CP	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	98%	97.9%	96%	95%	Bev King
CP	The number of visits (page views) to the volunteer portal	123,409	156,153	112,622	75,000	Hayley Beynon

Ensuring children and adults are protected from risk of harm and abuse

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
CP	<p>Ensure that all people, however vulnerable, retain a voice in their care by:</p> <ul style="list-style-type: none"> Ensuring our social workers take a strengths-based approach to mental capacity and ensure that, as far as possible, older people retain voice and control; Implementing the new Liberty Protection Safeguards legislation and mainstreaming these within our services; Recommissioning Advocacy Services in line with the commitments set out in the Cardiff & Vale Advocacy Strategy; Reviewing and enhancing our Direct Payments Services. 	Jane Thomas	Q1	<ul style="list-style-type: none"> Complete the restructure of Adult Services Training Functions and recruit to Collaborative Communication Training & Quality Assurance Officer Post. Continue to roll out Collaborative Communications training to the workforce Undertake review of assessment tools (Attenti Contract) to ensure they support strength-based practice Submit joint bid to Welsh Gov to address ongoing backlog and funding for Mental Capacity Act (MCA) training for staff teams with the Vale of Glamorgan Create Project Manager post for Liberty Protection Safeguard (LPS) and recruit to post. Finalise Regional Tender documents for Advocacy Services by end of April 2022 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> Continue to roll out Collaborative Communications training to the workforce Agree and implement findings from the Attenti assessment tool review Strengthen arrangements for mentoring and QA arrangements to support implementation of strength- 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				based approaches <ul style="list-style-type: none"> • Respond to consultation on the Draft Code of Practice on the LPS scheme (consultation ending in July). • Briefing to be prepared on the changes to inform the future service delivery model. • Develop action plan to support implementation of LPS across Social Services • Authorisation to go to the Market for Advocacy Services – draft Officer Decision Report • Create marketing campaign for Personal Assistant roles, building on existing Cardiff Cares Academy publicity, updating websites/social media accounts/Job Matching app. 	
			Q3 <ul style="list-style-type: none"> • Issue Contract Notice for Advocacy Services • Identify training needs for LPS to support workforce plan • Commence Advocacy Services • Meet with Local Authorities who use micro-enterprises for Personal Assistant roles; scoping out preparatory work – linking up Self Employment Advisors to shadow process. 		
			Q4 <ul style="list-style-type: none"> • Roll out LPS training across workforce • Implement contract monitoring arrangements for Advocacy Services • Organise a schedule of dedicated local recruitment events for Personal Assistant roles across the city. 		
CP	Continue to move towards locality working models to bring together multi-disciplinary services based in local communities to promote health and well-being, support	Carolyne Palmer	Q1 <ul style="list-style-type: none"> • Agree interdependencies across all Locality Working projects • Explore using St Isan as a potential locality hub • Develop the strategic direction of Accelerated Cluster plans. 	<i>To develop and deliver services which are responsive to</i>	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	independence and prevent unnecessary hospital admissions.		Q2	<ul style="list-style-type: none"> Review the current Locality Working MDT practice Trial a locality model in North Cardiff. Evaluate the current discharge hub in the South West cluster 	<i>Cardiff's inequality gap</i>
		Q3	<ul style="list-style-type: none"> Work with block providers to provide a Discharge to Assess and Rehab. Work with the IHSC Partnership to agree the strategic direction of the Accelerated Cluster across Cardiff. 		
		Q4	<ul style="list-style-type: none"> Review all new models and take positive and negative outcomes to drive the Business As Usual model for 2023 onwards. Expand support to the remaining clusters 		
CP	<p>Improve the support available to people with mental health issues by:</p> <ul style="list-style-type: none"> Supporting the Health Board with their Community Transformation project and the review of services to meet the needs of those individuals who may not require formal care and support services; Further developing the Health and Wellbeing service within the Hubs, providing support and advice and finding community solutions for individuals with low-level mental health issues; Identifying additional accommodation and 	Bev King/ Matthew Russell	Q1	<ul style="list-style-type: none"> Work in partnership with the Health Board and other partners as part of the Crisis Concordat to identify gaps in services for individuals experiencing a mental health crisis. Map and evaluate current need and demand for the Health & Wellbeing Service across the city, ensuring no duplication. Complete commissioning process for provider for Supported Accommodation and identify preferred bidder. 	<i>To lead the way on equality and inclusion in Wales and beyond</i>
		Q2	<ul style="list-style-type: none"> Commence Sanctuary project at CRI Further develop the Health & Wellbeing Service by working with partners to realise new community opportunities for all individuals including those with low level mental health issues Commence service provision at the Supported Accommodation project and identify clients ready for move in on a phased approach 		

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	support solutions to support people with mental health issues to move from residential services to live independently.		Q3	<ul style="list-style-type: none"> • “101 press 2” phonenumber for Mental Health services to go live • Ensure publicity is widespread informing of services available in the Hubs Hub sessions are targeted at peak times to capture a wide audience for promotion • Review service provision within Supported Accommodation Project and the progress of clients to ensure the service is meeting needs and delivering agreed outcomes 	
			Q4	<ul style="list-style-type: none"> • Review the Sanctuary and 101 Service to ensure that they are meeting needs • Develop & promote an activity planner/community solutions within the Hubs for individuals including those with low level mental health issues, to keep fit & healthy during the winter months, linking in with the ‘Do something Different’ initiative . • Further review of Supported Accommodation Project to identify individuals who may be suitable for general housing provision and other individuals who may be suitable for step down from residential services. 	
CP / DDP	<p>Enhance the support available for people living with learning disabilities by:</p> <ul style="list-style-type: none"> • Further developing the Complex Needs Day Service expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community; (CP) 	Emma Mulinder	Q1	<ul style="list-style-type: none"> • Work with Education to encourage suitable local further education offers for people with a learning disability. • Work with identified cohort of young people requiring complex needs day services to plan for services after they leave school in July 2022 • Hold regional Transition engagement event • Work with partners to identify information to be included on the Learning Disability Service website • Finalise the brief for a new Complex Needs Day Service building, taking into account the needs of 	<i>To lead the way on equality and inclusion in Wales and beyond</i>

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
	<ul style="list-style-type: none"> • Developing further opportunities to engage directly with service users and families to improve communication and understanding (DDP) • Develop a website that provides clear information regarding the offer from Learning Disabilities teams, including easy read versions (DDP) • Development of Day Service accommodation to meet the growing needs of local people with complex needs (DDP) • Improving and increasing overnight respite by June 2022 and setting out proposals for building development by March 2023; (CP) • Developing proposals for new supported living accommodation options, producing a planned pipeline of projects by September 2022. (CP) 		<p>partners.</p> <ul style="list-style-type: none"> • Review overnight respite model, processes and seek to increase capacity within current respite provision following impact of pandemic. • Fully develop proposals for respite accommodation to enable a capital bid to be made for grant/council funding. • Establish clear reporting arrangements to monitor demand for LD accommodation; and develop an enhanced risk matrix to prioritise placements • Work with Strategic Estates, Housing Development and Regeneration and local Registered Social Landlords to identify potential opportunities for additional accommodation 	
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Deliver Day Service support to identified young people leaving school delivering transition to adult life • Hold Supported Accommodation Event • Commence detailed design work on capital proposals for complex needs day service • Agree most effective usage of current respite services. Reinstate project group with appropriate stakeholders to consider interim options for additional respite • Continue to develop respite proposals and seek funding. • Ongoing work with strategic development and regeneration team and local RSL's to source appropriate opportunities for accommodation • Development of new move on project worker to assist planning for supported accommodation for young 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
			<p style="text-align: center;">people</p> <p>Q3</p> <ul style="list-style-type: none"> • Day Service staff to attend Year 14 Annual School Review for young people with complex needs and identify cohort of young people who may require service in 2023 • Organise further opportunities for engagement with young people and families around Transition, e.g. attending school coffee mornings • Work with Communication team to develop website ensuring appropriate permissions are in place for content • Finalise work on demand requirements for accommodation to inform cabinet report / budgets for 2022/3 • Develop f business case for Complex Needs Day Service to and improved Respite inform funding applications / cabinet report • Implement interim options for local respite • Ongoing work to source appropriate opportunities for accommodation <p>Q4</p> <ul style="list-style-type: none"> • Day Service to gather information and undertake assessments with young people, family and involved networks to agree their pathway leaving school. This will identify staffing needed July 2023 onwards • Organise further opportunities for engagement with people and families around supported living • Conclude work on website and launch • Monitor and review interim options for local respite • Ongoing work to source appropriate opportunities for 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				accommodation.	
CP	Ensure that all staff have access to the appropriate level of training to meet the needs of autistic people in line with the new Code of Practice on the Delivery of Autism Services.	Angela Bourge	Q1	<ul style="list-style-type: none"> • Complete restructure of the training unit to ensure that Adult Services training functions are fit for purpose. • Develop training plan to ensure appropriate level of training is provided to key stakeholders in line with Code of Practice. • Liaise with Corporate Training to develop roll out of training and awareness raising across the Council 	
			Q2	<ul style="list-style-type: none"> • Support managers to undertake an autism training needs analysis in order to identify appropriate levels of training for staff groups. • Review and make accessible best practice tools to support training and awareness raising • Deliver training to meet identified needs 	
			Q3	<ul style="list-style-type: none"> • Continue to deliver training to meet identified needs 	
			Q4	<ul style="list-style-type: none"> • Review training and impact and consider future training requirements. 	
CP	<p>Work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city, including:</p> <ul style="list-style-type: none"> • Promoting health screenings; • Undertaking activities to prevent falls; • Promoting the take-up of vaccinations. 	Bev King / Nicola Pitman	Q1	<ul style="list-style-type: none"> • Deliver targeted events programme to highlight Bowel Cancer Awareness Month in April. • Liaise with Minority Ethnic Community (MEC) Health Fair Steering Group to support the Ethnic Minority Health Fair at City Hall in June. • Work to establish baseline metrics within the South District in relation to childhood immunisations and bowel cancer screening participation. • Support the launch of consultation of Wales' HIV Action plan. Undertake further Low Impact Functional training sessions for staff to support further roll out of additional sessions. 	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q2	<ul style="list-style-type: none"> • Liaise with leaders within a Temple/Mosque to pilot 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				<ul style="list-style-type: none"> utilising WhatsApp groups to forward health messages in relevant languages. Deliver Flu Vaccine awareness campaign to align with commencement of Flu season in September 	
			Q3	<ul style="list-style-type: none"> Continue roll out of Ethnic Minority Health survey to identify barriers to participation. Link in with Public Health Wales transforming health improvement programme and develop case studies to support greater awareness of efficacy of falls prevention interventions 	
			Q4	<ul style="list-style-type: none"> Develop digital tools to promote awareness– including self-help videos in diverse languages 	
CP / DDP	<ul style="list-style-type: none"> Ensure children and adults are protected from risk of harm and abuse by: Embedding the Exploitation Strategy to address new and emerging themes of child and adult exploitation by March 2023; Continuing to work with multi-agency partners to respond to the rise in serious youth violence; Embedding the corporate safeguarding self-evaluations by March 2023; Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received. Consolidating Good Practise in Adult Safeguarding and compliance 	David Murray-Dickson	Q1	<ul style="list-style-type: none"> Publish Adult Safeguarding practise handbook across the adult services Publication of 1st adult safeguarding newsletter across the directorate Launch adult safeguarding sharepoint service repository 	
			Q2	<ul style="list-style-type: none"> Complete recruitment process for staff team to fulfil current establishment requirements Completion of social inclusion unit handover 	
			Q3	<ul style="list-style-type: none"> Consolidate existing quality assurance measures and review and develop robust quality assurance measures 	
			Q4	<ul style="list-style-type: none"> Complete corporate safeguarding self-assessment Undertake a review of adult safeguarding and identify learning opportunities to develop service further into the next year 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
	<ul style="list-style-type: none"> Continue information sharing to promote awareness and accessibility of the Adult Safeguarding service across the directorate Implement a robust system of quality assurance Undertake a review of Adult Safeguarding 				
DDP	Prepare for the introduction of the Liberty Protection Safeguard (LPS) legislation in April 2023 which replaces the current Deprivation of Liberty Safeguards (DOLS) to implement a new system for authorising deprivations of liberty in care.	Matthew Russell	Q1	<ul style="list-style-type: none"> Submit joint bid to Welsh Gov to address ongoing backlog and funding for Mental Capacity Act (MCA) training for staff teams with the Vale of Glamorgan Create Project Manager post for LPS and recruit to post. 	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q2	<ul style="list-style-type: none"> Respond to consultation on the Draft Code of Practice on the LPS scheme (consultation ending in July). Briefing to be prepared on the changes to inform the future service delivery model. Develop action plan to support implementation of LPS across Social Services 	
			Q3	<ul style="list-style-type: none"> Identify training needs to support workforce plan 	
			Q4	<ul style="list-style-type: none"> Roll out training across workforce 	
DDP	Implement Emergency Duty improvement plan by December 2022, to ensure an effective joint approach is embedded across Cardiff and the Vale.	Matthew Russell	Q1	<ul style="list-style-type: none"> Finalise presentation of options paper and deliver this to Senior Managers and partners 	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q2	<ul style="list-style-type: none"> Agree structure of the service with colleagues and partners Undertake review of processes and policies through partnership with Vale colleagues 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
			<ul style="list-style-type: none"> Reintroduce joint meetings with team in the Vale to develop partnership approach; agree terms of the group and regularity of meetings 	
		Q3	<ul style="list-style-type: none"> Implement new structure 	
		Q4	<ul style="list-style-type: none"> Undertake a full review of changes and identify with the partnership group further development 	

Ensuring children and adults are protected from risk of harm and abuse

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	62%	70%	71%	85%	Natalie Southgate / Louise Bassett
CP	The percentage of Council staff completing autism awareness training	New measure	New measure	New measure	85%	Emma Mulinder
CP	The percentage of referrals from South Wales Police regarding high-risk domestic abuse victims, where contact has been attempted by the specialist service within one calendar day of receiving the referral	n/a	89%	77%	90%	Natalie Southgate / Louise Bassett
CP	The number of adult protection enquiries received	n/a	n/a	1,685	Not appropriate to set target	Dave Murray-Dickson
CP	The percentage of adult protection enquiries completed within seven days	95.88%	98.90%	99%	99%	Dave Murray-Dickson

Creating safe and inclusive communities

Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		*Link to Equality Objective
CP	Deliver the existing two-year Alley Gating Programme (2021-2023), subject to consultation with local communities, South Wales Police and other stakeholders, and identify priority lanes for the next two-year gating programme (2023-2025) by April 2023.	Rebecca Hooper	Q1	<ul style="list-style-type: none"> Complete legal work and oversee gate installations on remaining 18 gating schemes that were commenced in year 1 of the programme Complete resident consultations on 13 schemes (Canton Group 1) Commence Background investigations on 10 schemes (Canton Group 2) 	
			Q2	<ul style="list-style-type: none"> Legal Notices Canton Group 1 Complete resident consultations on Canton Group 2 Background investigations & resident consultations Penylan (4 schemes) Prepare legal notices for Operation Bang 	
			Q3	<ul style="list-style-type: none"> Oversee gate installations Canton Group 1 Complete Legal Notices Canton Group 2 & Penylan Complete 29 Public Space Protection Order (PSPO) reviews. Commence Prioritisation Exercise for 2023-2025 Programme. 	
			Q4	<ul style="list-style-type: none"> Oversee gate installations Canton Group 2 & Penylan Complete 27 PSPO reviews Complete 2023-2025 prioritisation exercise 	
		Louise	Q1	<ul style="list-style-type: none"> Produce timetable and establish task and finish group 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		*Link to Equality Objective
CP	Review and update the revised regional Violence against Women, Domestic Abuse and Sexual Violence strategy by December 2022.	Bassett		to oversee the development of the revised strategy.	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q2	<ul style="list-style-type: none"> Consult widely with key stakeholders for views and comments on the proposed strategy. 	
			Q3	<ul style="list-style-type: none"> Amend strategy as necessary following comments and seek formal approval for revised strategy and action plan. 	
			Q4	<ul style="list-style-type: none"> Translate and publish revised strategy and share with partners. 	
CP	Ensure all those who experience domestic abuse can access specialist support by undertaking a full review of refuge accommodation in the city and identifying opportunities for improvement by March 2023.	Louise Bassett	Q1 & Q2	<ul style="list-style-type: none"> Undertake detailed mapping of all existing refuge and gender-based provision to ascertain required level of need and quality of existing units. 	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q3	<ul style="list-style-type: none"> Consider opportunities for meeting the need identified and develop a proposal and budget plan. 	
			Q4	<ul style="list-style-type: none"> Seek approval for proposal and begin the implement agreed plan. 	
DDP	Work to improve and develop services within the Gypsy & Traveller sites	Matt Evans	Q1	<ul style="list-style-type: none"> Undertake a review of the current provision on Gypsy & Traveller sites including utility / water supplies. Review current Health & Education services on sites Commence review of the current Gypsy and Traveller Allocations Policy 	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q2	<ul style="list-style-type: none"> Meet with Health & Education partners to discuss the outcome of the review of services on Gypsy and Traveller sites Review digital support provision on sites to address inequality 	
			Q3	<ul style="list-style-type: none"> With partners, work to develop and improve Health & Education services on site Promote and develop digital inclusion services Undertake review of unauthorised encampment protocol. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		*Link to Equality Objective
				<ul style="list-style-type: none"> Draft and consult on amendments to Gypsy and Traveller Allocations Policy 	
			Q4	<ul style="list-style-type: none"> Monitor new Health and Education services Seek approval from cabinet for new Gypsy and Traveller Allocations Policy 	
DDP	<p>Provide accommodation and support to Ukrainian guests who enter the UK under the individual sponsor / super sponsor and family visa scheme routes.</p> <ul style="list-style-type: none"> Including help to claim Universal Credit, school admissions, registering with a GP and help into work. To ensure that sufficient emergency temporary accommodation is available for placing guests who have no accommodation or who have experienced breakdown in their host placements. To work with WG/ WLGA/ Health/ Police/ Community Cohesion/ Education / RSL's and other stakeholders and professionals to have full awareness of the issues and address, resolve and mitigate these as they arise. 	Helen Evans / Dave Murray-Dickson	Q1	<ul style="list-style-type: none"> Source additional emergency temporary accommodation to support guests who have presented to Housing Options. Providing wrap around support and advice as required. This will include benefit advice, schools admissions and registering with a GP Create new policies, procedures and process maps to ensure consistency of advice and support across the teams. Roll out training to Hubs, Housing Options, Housing Solutions and Advice/ Housing Helplines. Attend all Welsh Government (WG) / Welsh Local Government Association (WLGA) meetings for Ukraine housing related forums. Feeding back any good practice, issues and lessons learnt from other LA's. Approach and work with private landlords and other registered landlords to identify more settled accommodation routes. Develop a risk management matrix to address positive DBS results for sponsors. 	<i>To lead the way on equality and inclusion in Wales and beyond</i>
		Q2	<ul style="list-style-type: none"> Constantly review the data, to ensure that services and provision are meeting the needs of existing and new guests. Work with WG on rematching sponsors where relationships have broken down, to find suitable accommodation with new hosts. 		

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22	*Link to Equality Objective
	<ul style="list-style-type: none"> • To seek and source appropriate move on accommodation, making the best use of the PRS to support guests into settled accommodation. • To regularly and carefully monitor data in terms of numbers of guests arriving, support required, accommodation provided and move on. Constantly reviewing and updating policies, procedures and monitoring requirements. • Provide into work mentoring support to assist guests into employment. • Provide and promote Early Help support to guests with support workers referring in as required. • Adult Safeguarding to work in partnership with Children Services, Legal, and Housing to develop a risk management matrix to address positive DBS results for sponsors. • Adult Safeguarding to alert the MAPPAs Steering Group to the role of Cardiff in the Homes for Ukraine 		<ul style="list-style-type: none"> • Participate in Ukraine specific meetings with partners in Health, police, and internal partners, leading on accommodation and advice for guests who have presented to the Housing Options service. • Create a bespoke database to ensure that the work across all different teams is captured in one central place. This will ensure that guests are given all the help they require and reports can easily be run to understand ongoing requirements and actions already completed. • Alert the MAPPAs Steering Group of the role of Cardiff in the Homes for Ukraine Scheme 	
		Q3	<ul style="list-style-type: none"> • Continue to identify other private rented opportunities, especially accommodation for larger families. • Review the scheme so far and source additional accommodations as required. • Provide Into Work support to guests once they have been in the UK for a few weeks and identify resources to work with Ukrainian guests specifically. Monitor these outcomes. • Promote Early Help services referring as required. 	
		Q4	<ul style="list-style-type: none"> • Continue to work on move on options as guests have been in the UK for 6+ months and sponsor schemes may have come to an end. • Consider events in Hubs to support guests and encourage community cohesion. • Fully review the scheme to date and provide an annual report to illustrate the work done, lessons learnt and successes and challenges of the schemes. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		*Link to Equality Objective
	Scheme and request the transient and settling population of Ukrainian nationals are considered in risk assessment panels for the rehousing of high- risk offenders.				
DDP	Work to increase awareness of toilet availability within the city and expand network through encouraging external organisations to participate in the community scheme. Explore options to support diverse toileting needs.	Nicola Pitman	Q1 <ul style="list-style-type: none"> • Publish Interim progress statement on the Local Toilet’s Strategy on the Council website. • Development of current online mapping of toilet provision working with Visit Cardiff. • Produce Age Friendly Hub toilet flyers to promote range of toilet provision within the Hubs. • Commence roll out of new community toilet signage. • Pilot diverse toileting needs solution at Grangetown Hub (hand held bidet device) 	Q2 <ul style="list-style-type: none"> • Undertake consultation with 50+ Forum specific to the Community Toilet scheme to facilitate a co-produced approach to the expansion of the scheme to include community volunteers. • Evaluate handheld bidet device pilot at Grangetown Hub 	<i>To lead the way on equality and inclusion in Wales and beyond</i>
		Q3 <ul style="list-style-type: none"> • Produce non digital citywide toilet availability communications including flyers and posters. • Further roll out of handheld bidets in additional hubs if successful 			
		Q4 <ul style="list-style-type: none"> • Liaise with WG to start to shape review of Cardiff’s Local Toilet strategy 			

Wellbeing Objective 6: *Cardiff grows in a resilient way*

Delivering One Planet Cardiff to decarbonise the city and lead a green recovery

Ref	Steps	Responsible Officer	Key Milestones during 22/23		* Link to Equality Objective
DDP	Develop a public housing decarbonisation strategy to compliment the council’s One Planet agenda.	Colin Blackmore	Q1	<ul style="list-style-type: none"> Consider and scope what is to be included within the strategy. (Physical homes, operational buildings, energy use, other operational assets e.g., vehicles) Likely to require external expertise/collaboration. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
			Q2	<ul style="list-style-type: none"> Investigate a way to measure the existing carbon footprint associated with the agreed decarbonisation strategy. Likely to require external expertise/collaboration. 	
			Q3	<ul style="list-style-type: none"> Consider timescales and resource issues to take first step towards significant decarbonisation 	
			Q4	<ul style="list-style-type: none"> Develop a plan to tackle/prioritise carbon reduction 	

Well-being Objective 7: Modernising and integrating our public services

Supporting a highly-skilled and productive workforce with the well-being of staff at its core

Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Ensure that the Council's workforce is representative of the communities it serves by:</p> <ul style="list-style-type: none"> Ensuring that any development of new policies and processes or changes to current policies and processes continue to promote a diverse and representative workforce Promoting the work of our employee networks; Supporting careers events in our least represented communities; Reviewing the new Cardiff Works Ready Scheme by January 2023 to understand the impact it has to increase the Cardiff Works pool – making it more representative of the 	Hayley Beynon /HR	<p>Q1</p> <ul style="list-style-type: none"> Secure funding to create a Community Engagement Officer for Cardiff Works; role to work within lower-represented communities, creating relationships with local groups, raising awareness of job opportunities within the Local Authority through Cardiff Works. 	<p>Q2</p> <ul style="list-style-type: none"> Create new Engagement plan, combining Cardiff Works and the Cardiff Works Ready Scheme; not just focussing on social media and online presence, but engagement within communities themselves. Reviewing the Cardiff Works Ready Scheme, amend processes streamlining the journey for customers and recruiting council departments, ensuring priority groups (young people and those from BME backgrounds) are being reached. 	<p><i>To build an inclusive and representative organisation</i></p>
		<p>Q3</p> <ul style="list-style-type: none"> Reviewing demographics of people in Cardiff Works placements, putting together an outreach timetable of events to promote opportunities to under-represented groups within the Council - ensuring events are targeted Setting up focus groups in conjunction with the Race Equality taskforce and Youth teams, to reach out to 			

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		* Link to Equality Objective
	communities we serve.			young people and people from BME backgrounds in particular.	
			Q4	<ul style="list-style-type: none"> Formalise incentive model for recruiting departments; create a Memorandum of Understanding, to support vulnerable groups, young people specifically with no work experience, to secure employment via Cardiff Works. 	
CP	<p>Ensure Cardiff Council is a 'Fair Work' employer by:</p> <ul style="list-style-type: none"> Reviewing long-term agency placements and taking appropriate actions in line with the policy of reducing the use of agency workers on long-term assignments; Reviewing agency workers placed with the Council via the Into Work Service. 	Hayley Beynon	Q1	<ul style="list-style-type: none"> Schedule Quarterly Review meetings with Matrix, ensuring value for money and to ensure agency workers are on correct pay rates across the Local Authority. 	<i>To build an inclusive and representative organisation</i>
		Q2	<ul style="list-style-type: none"> Work towards increased digital process within the Matrix system, removing manual process; including automatic increments, automatic upload of new hourly rates, anonymised recruitment for managers. 		
		Q3	<ul style="list-style-type: none"> Identify and flagging long term agency workers employed through Cardiff Works and Matrix to HR. Working with managers to move long term placements to Council contracts (Cardiff Works only). 		
		Q4	<ul style="list-style-type: none"> Implement the use of new Talentpool function on Matrix, as an formal way of putting forward Into Work Customers for agency placement opportunities. 		
DDP	Review the apprenticeship posts within Responsive Repairs Unit and introduce the Responsive Repairs Academy	Ellen Curtis	Q1	<ul style="list-style-type: none"> Prepare report and plan involving interested parties such as Into Work Services on how the academy can work with others 	<i>To build an inclusive and representative organisation</i>
		Q2	<ul style="list-style-type: none"> Review current workforce and trade requirements, budgets and ensure proposals are appropriate for the year Redesignate vacant posts. 		

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		* Link to Equality Objective
			Q3	<ul style="list-style-type: none"> Recruit to posts for trainees and any vacant apprenticeships for required trades. 	
			Q4	<ul style="list-style-type: none"> Review success of the academy and consider future expansion 	
DDP	Undertake work on a cost of care exercise to inform the refresh the Fee Setting Strategy for Care Homes for Older People which needs to be in place from April 2023.	Angela Bourge / Denise Moriarty	Q1	<ul style="list-style-type: none"> Plan the cost of care project with key internal stakeholders and the provider association to agree key milestones. Undertake an options appraisal of cost of care methodologies and agree preferred approach. Agree resourcing of the cost of care exercise to ensure appropriate capacity and expertise to undertake the work. 	
			Q2	<ul style="list-style-type: none"> Commence cost of care exercise with providers – using electronic surveys and one to one interviews. Undertake analysis of findings 	
			Q3	<ul style="list-style-type: none"> Review findings and develop a Fee Setting Strategy that sets out arrangements for fee setting from 23/24 onwards. Complete consultation with providers on outcome of the exercise. 	
			Q4	<ul style="list-style-type: none"> Achieve sign off of Fee Setting Strategy and plan for implementation from 1 April 2023 	
DDP	<p>Continue to enhance and strengthen quality assurance frameworks within Adult Services</p> <ul style="list-style-type: none"> Policies and procedures Training and development Complaints and compliments 	Dawn McGowan	Q1	<ul style="list-style-type: none"> Recruit of quality assurance manager and imbed into role Review and update Policies and Procedures Tracker Develop closer working relationship between new Training team and QA manager Ensure that monthly report on complaints and compliments is discussed at ASMT 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		* Link to Equality Objective
	<ul style="list-style-type: none"> Quality auditing and review processes 			<ul style="list-style-type: none"> Quality Audits to resume 	
			Q2	<ul style="list-style-type: none"> Review any new policies and procedures needed Quality assurance reporting to commence and discussed at ASMT 	
			Q3	<ul style="list-style-type: none"> Review QA framework 	
			Q4	<ul style="list-style-type: none"> Draft complaints and compliments annual report Training report to be drafted, which links in with QA framework 	
DDP	Improve the recruitment and retention of staff within Adult Services with the right skills and experience to support citizens, as well as promoting Cardiff as Great Place to Work	Angela Bourge / Claire Gilhooly	Q1	<ul style="list-style-type: none"> Develop a strong campaign that promotes the benefits and opportunities of working for Adults Services. Implement an effective exit interview process learning lessons from why individuals leave. Continue to develop effective partnership with Cardiff Care Academy in order to ensure sufficiency of care workers for direct services. 	<i>To build an inclusive and representative organisation</i>
			Q2	<ul style="list-style-type: none"> Increase recruitment presence on the Internet and Social Media. Undertake quarterly analysis of Exit Interview Feedback and report back to ASMT on findings. Ensure sufficiency of Social Workers and OTs by creating a range of “grow your own” opportunities and developing more robust links with education providers. Consider ways to improve career pathways for care workers in direct services and develop action plan to address. Liaise with neighbouring Local Authorities and private providers to understand recruitment, retention, and staff development models. 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		* Link to Equality Objective
			Q3	<ul style="list-style-type: none"> Consider “grow your own” proposals and agree next steps to implement. Regularly review number of vacancies 	
			Q4	<ul style="list-style-type: none"> Provide annual report on Exit Interview feedback to inform workforce planning arrangements. Review success of recruitment activity and refresh marketing / branding materials for 23/24. 	
DDP	Review our organisational structure within Adult Services to ensure it meets the current needs of our service users	Jane Thomas	Q1	<ul style="list-style-type: none"> Consult staff & partners on designing our future services via a questionnaire Evaluate & summarise questionnaire responses Hold an all staff briefing on the review and questionnaire Commission consultant to review best practice models from other councils. Review staff and partner comments on service design. 	<i>To build an inclusive and representative organisation</i>
			Q2	<ul style="list-style-type: none"> Undertake a review of each service area to understand ‘as is’ model, including roles and responsibilities and performance/service demand and identify strengths and weaknesses of processes. Complete ‘as is’ report of internal review Receive final report from consultants on best practice and delivery models of other Local Authorities Develop proposals for change 	
			Q3	<ul style="list-style-type: none"> Carry out phase 2 of review to include services such as, mental health and learning disabilities Hold all staff briefing as a follow up of findings and next steps of the review Complete development of proposals for change Consult with Trade Unions on proposals for change (if applicable) Commence implementation of proposals for change 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		* Link to Equality Objective
			Q4	<ul style="list-style-type: none"> Complete implementation of any changes Evaluate changes delivered 	

Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance

Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Review processes within the Responsive Repairs Unit in preparation for a new repairs online system	Ellen Curtis	Q1	<ul style="list-style-type: none"> Review processes within the unit ensuring they are updated to current standards / working practices. 	
			Q2	<ul style="list-style-type: none"> Ensure DRS upgrade is carried out and that user testing has been completed fully prior to upgrade completion 	
			Q3	<ul style="list-style-type: none"> Prepare changes for repair finder and DRS to ensure that minute values are included for jobs. 	
			Q4	<ul style="list-style-type: none"> Implement changes ready for “my repairs” online system. 	
DDP	Develop digital methods of service delivery in housing.	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> Finalise purchase of Housing Repairs Online software and commerce first phase build. Recruit into development post for the Housing Power Bi project Commerce Power Bi project and agree priorities for phased move away from Core Data with senior management. Draft plan with the Communications team to increase take-up for Housing Rents Online and My 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22	* Link to Equality Objective
			<p>Applications.</p> <ul style="list-style-type: none"> • Draft plan to develop interactive channels for council tenants and leaseholders. • Continue with data review of repairs performance information • Commence scoping exercise to update the housing document management system 	
			<p>Q2</p> <ul style="list-style-type: none"> • Second phase build of Housing Repairs Online • Agree project plan with IT for Power Bi project, ensuring appropriate IT resource is agreed • Commence development of a Digital Strategy for Housing Services • Commence build on the first phase of Power Bi dashboards • Consider Self Service at Hubs for all aspects of Housing Online • Complete scoping exercise for digital engagement that can be utilised to interact with tenants and leaseholders • Develop and implement updated version of the housing document management system 	
			<p>Q3</p> <ul style="list-style-type: none"> • Third phase build of Housing Repairs Online • Draft plan with the Communications team for the launch of Housing Repairs Online • Create an action plan for the digital strategy • Commence build on the second phase of Power Bi dashboards • Test and showcase first phase Power Bi dashboards • Plan and develop new methods of digital engagement with tenants and leaseholders 	
			<p>Q4</p> <ul style="list-style-type: none"> • Test New Housing Repairs Online Service 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		* Link to Equality Objective
				<ul style="list-style-type: none"> • Advertise and launch of Housing Repairs Online • Advertise and launch new methods of digital engagement with tenants and leaseholders • Review success of digital projects • Test and showcase second phase Power Bi dashboards • Commence build on the third phase of Power Bi dashboard 	
DDP	Investigate further the Digitalisation of Benefit services, fully reviewing the Risk Based Verification (RBV) policy and technology and Hybrid Mail contract	Emma Dennett	Q1	<ul style="list-style-type: none"> • Establish service requirements and areas for improvement and sign off Hybrid Mail extension. 	
			Q2	<ul style="list-style-type: none"> • Research new technologies and liaise with providers to fully understand the role of the new technologies. Meet with current and new potential suppliers to understand costs, impacts and opportunities and speak to procurement about new Hybrid Mail contract from September 2023 	
			Q3	<ul style="list-style-type: none"> • Fully review the RBV policy. Consider the alternatives and prepare a report for a decision to be made on future use of RBV policy and technologies with this and start procurement exercise for Hybrid Mail contract as 9-month lead in time needed. 	
			Q4	<ul style="list-style-type: none"> • Implement any new systems and Hybrid Mail contract 	

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Managing the Covid-19 pandemic

Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Support an ongoing partnership approach to pandemic management, as part of a wider programme of comprehensive public protection, including:</p> <ul style="list-style-type: none"> Supporting a surveillance and risk-based response to incidents and outbreaks; Continuing to manage any clusters and outbreaks in high-risk settings. 	<p>Louise Bassett / Angela Bourge / Denise Moriarty</p>	Q1	<ul style="list-style-type: none"> Review frequency of engagement meetings with Care providers and adjust according to need. Strengthen arrangements within the Adult Services Contracts Team to review Daily SITREP process and undertake follow up supportive calls to care providers affected by incidents to ensure effective covid management / business continuity arrangements are in place. Review membership of fortnightly Covid multi-agency meetings to ensure key stakeholders are represented. Continue to hold bi-monthly sector wide partnership meetings with housing support and homelessness accommodation providers to update on covid guidance/risk management Convene outbreak meetings as required with housing support and homelessness accommodation providers. Discuss approach to pandemic management in quarterly contract meetings with housing support and homelessness partners 	
			Q2	<ul style="list-style-type: none"> Review arrangements for Covid supportive management meetings with OM's in Adults Services and take any follow up action required to ensure process continues to run smoothly. Link Public Health Wales colleagues into quarterly care provider forums to provide overview of any changes in guidance that have emerged during the 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2021/22		* Link to Equality Objective
				<p>period</p> <p>Review the continued use of Cargo House as isolation units</p>	
			Q3	<ul style="list-style-type: none"> • Review arrangements for management of covid with commissioned care providers and make any required changes in light of new guidance, etc. • Continue to review mechanisms for supporting high risk settings and refresh arrangements to ensure needs continue to be appropriately met (e.g. frequency of housing support and homelessness provider meetings, effectiveness of other mechanisms for communicating with sectors regarding Covid related issues in the homelessness sector). 	
			Q4	<ul style="list-style-type: none"> • Continue to monitor and review arrangements in care homes and strengthen where required or step-down if no longer required • Continue to monitor and review the approach in homelessness accommodation to ensure changing needs continue to be appropriately met 	

5. Headline Indicators of Corporate Health

The following suite of Corporate KPIs have been identified as important measures of organisational performance, and each Directorate is responsible for their own performance in relation to these. The Directorate position is provided below (where data is available historically) and the **Corporate Position** follows on to provide context.

Adults, Housing & Communities

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time	607	497	TBC	N/A
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	N/A	N/A	12.50	13.00
CHI 3	% Sickness Absence Short-term	N/A	N/A	32%	N/A
CHI 4	% Sickness Absence Long-term	N/A	N/A	68%	N/A
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	N/A	94%	TBC	100%
CHI 6	% of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly	N/A	48%	43.3%	85%
CHI 7	% of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	N/A	83%	72.7%	85%
CHI 8	% of Council staff completing autism awareness training	N/A	N/A	N/A	85%
CHI 9	% of staff completing training modules: Welsh language e-learning module	N/A	12%	TBC	N/A
CHI 10	% of staff attending beginners Welsh course	TBC	TBC	TBC	N/A
CHI 11	% of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	N/A	82%	69.5%	85%
CHI 12	Number of referrals from directorates into Children's services	N/A	N/A	N/A	N/A
CHI 13	Number of referrals from directorates into adult services	N/A	N/A	N/A	N/A
CHI 14	Number of Professional Concerns reported into CS	N/A	N/A	N/A	N/A

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
CHI 15	Number of Professional Concerns reported into AS	N/A	N/A	N/A	N/A
CHI 16	The % of Welsh Speakers	N/A	13.27	13.06%	N/A
CHI 17	Gender Balance	N/A	F - 66% M - 34%	F – 67% M – 33%	N/A
CHI 18	BME representation	N/A	9.67% ¹	11%	N/A
CHI 19	Total Agency Spend	N/A	N/A	N/A	N/A
CHI 20	The number of apprenticeships and trainee opportunities	N/A	58	49	N/A
CHI 21	The percentage of staff / devices enabled for agile and mobile working.	N/A	N/A	N/A	N/A
CHI 22	The percentage of overall spend with Cardiff-based organisation	N/A	N/A	N/A	N/A
CHI 23	The percentage of overall spend with Cardiff Capital Region-based organisations.	N/A	N/A	N/A	N/A
CHI 24	The percentage of overall spend with Welsh-based organisations	N/A	N/A	N/A	N/A
CHI 25	The percentage of new contracts which include social value commitments	N/A	N/A	N/A	N/A
CHI 26	Contract compliance	N/A	N/A	N/A	N/A
CHI 27	Direct Awards	N/A	N/A	N/A	N/A
CHI 28	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises	N/A	N/A	N/A	80%
CHI 29	Workplace accidents and incidents	TBC	TBC	TBC	N/A
CHI 30	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	N/A	N/A	94%	85%
CHI 31	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	N/A	N/A	95%	85%
CHI 32	Number of data breaches	N/A	N/A	91	N/A

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Corporate (Council Wide) Position

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time	3,086	2,741	TBC	N/A
Workforce – Sickness Absence					
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	11.77	8.60	12.65	9.5
CHI 3	Percentage Sickness Absence Short-term	31%	22%	38%	N/A
CHI 4	Percentage Sickness Absence Long-term	69%	78%	62%	N/A
Workforce – Training and Development					
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	94%	94%	TBC	100%
CHI 6	Percentage of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly	30%	52%	42.20%	85%
CHI 7	Percentage of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	62%	70%	51%	85%
CHI 8	Percentage of Council staff completing autism awareness training	N/A	N/A	N/A	85%
CHI 9	Percentage of staff completing training modules: Welsh language e-learning module	N/A	6.40%	TBC	N/A
CHI 10	Percentage of staff attending beginners Welsh course (as a percentage of numbers of total Welsh courses attended)	32.78% (51)	40.71% (68)	TBC	N/A
Corporate Safeguarding					
CHI 11	Percentage of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	71%	77%	65.29%	85%
CHI 12	Number of referrals from directorates into Children’s services	989	1,171	TBC	N/A
CHI 13	Number of referrals from directorates into Adult services	317	99	119	N/A
CHI 14	Number of Professional Concerns reported into CS	TBC	TBC	TBC	N/A
CHI 15	Number of Professional Concerns reported into AS	129	TBC	TBC	N/A
Workforce - Composition					
CHI 16	The Percentage of Welsh Speakers		9.18%	9.75%	N/A
CHI 17	Gender Balance		F – 68.94% M – 30.89%	F – 69.96% M – 30.04%	N/A
CHI 18	BME representation	6.76%	7.23%	7.88%	N/A

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Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
CHI 19	Total Agency Spend				N/A
CHI 20	The number of apprenticeships and trainee opportunities	152	119	183	150
Digital					
CHI 21	The percentage of staff / devices enabled for agile and mobile working.	45.21%	64.08%	69.86%	67%
Finance & Procurement					
CHI 22	The percentage of overall spend with Cardiff-based organisation	51%	50.40%	48.23%	52%
CHI 23	The percentage of overall spend with Cardiff Capital Region-based organisations.	14.20%	18.20%	17.24%	66%
CHI 24	The percentage of overall spend with Welsh-based organisations	4.90%	3.80%	4.28%	70%
CHI 25	The percentage of new contracts which include social value commitments	N/A	N/A	4.70%	
CHI 26	Contract compliance				
	On contract	N/A	N/A	75.13%	N/A
	Managed	N/A	N/A	8.52%	N/A
	Spot	N/A	N/A	6.15%	N/A
	No – Spend where no contract aware report	N/A	N/A	7.44%	N/A
	NPA – No Prior Agreement	N/A	N/A	0.51%	N/A
	Off – Off Contract Spend	N/A	N/A	2.09%	N/A
CHI 27	Number of Direct Awards	N/A	228	223	N/A
Health & Safety					
CHI 28	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises	73.5%	N/A	81%	80%
CHI 29	Workplace accidents and incidents			TBC	N/A
Information Governance					
CHI 30	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	85.04%	81.84%	93.3%	85%
CHI 31	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	83.6%	93.63%	95.77%	85%
CHI 32	Number of data breaches	323	277	348	N/A

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6. Directorate Risk

The Directorate must ensure that it has arrangements in place for managing directorate risks and any corporate risks which relate to that Directorate. *Directorate to include link to their Risk Register.*

Any actions being taken forward to mitigate against Red Risks within the Directorate Risk Register or Corporate Risk Register should be included in the table below, identifying a Lead Officer and date for the action to be completed by.

Action	Lead Officer	Action Date
Plans are in place to address the issues of overcrowding on Gypsy & Traveller sites with potential sites being actively explored. There are also plans to review the Gypsy & Traveller Allocations Policy.	Matt Evans	Q3 2022/23
Removal of the dangerous cladding on high- risk blocks informed by the sample work that has been undertaken.	Colin Blackmore	<p>Nelson House: cladding removed. Sprinklers currently being installed</p> <p>Loudoun House: Sprinkler installations have been completed. Cladding to be removed in 2022. Waking watch remains in place at Loudoun House.</p> <p>Channel View: cladding removed. Plans to demolish.</p> <p>Lydstep flats: Sprinklers have been installed and re-cladding scheme commenced. Due to complete in 2023.</p>

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Domiciliary Care - Surge in demand for social care which has put domiciliary market under increasing pressure. There is a high number of packages of care waiting to be picked up by the market. There is also a backlog of social work and OT assessments. Concern that winter pressures on top of current situation may result in system failure.	Jane Thomas	Ongoing
Residential Care - The Residential Market is coping with the surge in demand however there is a risk of COVID outbreaks which will affect placements being offered. Dementia Residential placements are in shorter supply than other types of residential placements.	Jane Thomas	Ongoing

The Housing & Communities Risk Register can be found [here](#)

7. Audit Recommendations

External Audit Recommendations

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

Any recommendations which are statutory recommendations are set out below:

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
WAO	Accelerate the mandatory completion of Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 (VAWDASV) training.	Group 1 delivery is being advertised widely and managers chased for staff who have yet to complete this mandatory module. Completions currently 82% excluding Education (70% with). Group 2 delivery continues at pace, although hampered by a reducing pool of trainers. Group 3 has been reviewed and will now be rolled out from May 22. Awaiting further guidance from WG regarding Group 6 – the new contract for the management of the National Training Framework is soon to go out to tender.	Natalie Southgate	Ongoing

8. Scrutiny Recommendations

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

Any scrutiny recommendations which are open are set out below:

Scrutiny Committee/ Task & Finish Report	Scrutiny Recommendations	Action	Lead Officer	Action Date
CASSC	The Cardiff Design Standards document include focus on the delivery of ‘timeless’ properties. The work of the Prince's Foundation should also be utilised as visual examples of developments such as Poundbury and Nansledan used within the document to demonstrate good examples of urban development	Accepted	Dave Jaques	Ongoing
CASSC	In future years, more information is included in the HRA Business Plan regarding financial detail, mitigation measures and sensitivity analysis providing those who read it with greater insight, clarity and assurance.	Accepted - A comprehensive financial model sits below and underpins the plan and I have asked Officers to consider how to incorporate additional detail in the document in future years. I would not like the document to lose its accessibility however as I think this is also important in ensuring transparency	Colin Blackmore	Ongoing
CASSC	The Director provides a balanced analysis of the year’s performance, highlighting both the successes and challenges of the directorate in future Annual Reports. In addition, consideration should also be given to including more detail on the delivery of	Accepted – We have asked officers to consider how this might be made clearer in future years.	Jane Thomas	Ongoing

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	priorities, or as an alternative, stronger signposting to the Directorate Delivery Plan in order for the reader to obtain such detail			
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9. Workforce Planning & Development

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

A mandatory workforce planning process forms part of the corporate planning cycle and must be completed to inform the development of the Directorate Delivery Plan. It is aligned with the Council's business and financial plans to ensure that the Council has the right people with the right skills in the right place at the right time and at the right cost.

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

Workforce Planning Actions	Lead Officer	Action Date
Links to workforce plans to be provided once available		

10. Corporate Safeguarding Requirements

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

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

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

Any actions arising from the Directorate (and Service Area) annual Corporate Safeguarding Self Evaluations (CSSE) for this financial year are set out below:

Corporate Safeguarding Actions identified as part of the Directorate Corporate Safeguarding Self Evaluations	Lead Officer	Action Date
Continue to deliver and develop Safeguarding training across Housing & Communities	Laura Garvey-Cubbon	April 2022
Create official Safeguarding training programmes for each role type/team. Completion of this training to then be uploaded to Digi Gov for ease of reference and to track and monitor safeguarding training for all staff.	Laura Garvey-Cubbon	April 2022
Safeguarding to be added all PIM agendas across Housing & Communities	Laura Garvey-Cubbon	April 2022
Staff training plans to be implemented for all teams and roles across Housing & Communities, not just those who deal with vulnerable customers	Laura Garvey-Cubbon	April 2022
Continue to promote the visibility of the Adult Safeguarding Service and broaden knowledge across the directorate of policy, procedure, and practice. Including continued roll out of 'What Happens Next?' training across the directorate.	David Murray-Dickson	April 2022

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Increased sharing of knowledge and information about areas of contextual safeguarding, including roles of partner agencies and multi-agency functions (i.e. MARAC etc).	David Murray-Dickson	April 2022
Information to be communicated across the directorate relating to the impact of Mental Capacity on Adult Safeguarding activities including matters of consent and the role of 'best interest' decisions.	David Murray-Dickson	April 2022
Development of a 'large scale enquiry' document to clarify primacy and how processes align	David Murray-Dickson	April 2022
Work with the Regional Safeguarding Board to develop a regional 'toolkit' for working with people who self-neglect within the Adult Safeguarding context. Sharing of information of developments across the sector and professional roles within this process.	David Murray-Dickson	April 2022
Development of a specific 'Adult Safeguarding' policy document to align with the corporate responsibilities and broader legislative (2014 Act) duties.	David Murray-Dickson	April 2022
Adult Safeguarding Lead to work with Performance Team to continue to develop use of Power BI for management and presentation of data for the directorate, boards, and key partners.	David Murray-Dickson	April 2022
Development of an Annual Report for the directorate of key information.	David Murray-Dickson	April 2022
Review targets for Adult Safeguarding Training (mandatory) and seek to improve annually.	David Murray-Dickson	April 2022
Development and sharing of a regular Adult Safeguarding Newsletter across the directorate.	David Murray-Dickson	April 2022
Development of access to information specific to Adult Safeguarding and relevant areas within the directorate.	David Murray-Dickson	April 2022
Directorate audit for compliance	Adult Services Training Team	April 2022

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Adult Safeguarding to continue to be involved in commissioning activities for the valuation of new providers alongside monitoring of existing services.	David Murray-Dickson	April 2022
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11. Delivering the Welsh Language Standards

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

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

Any Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Directorate are set out below:

Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner	Management Response	Action Date
N/A		

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Performance & Partnerships Directorate Delivery Plan 2022/2023

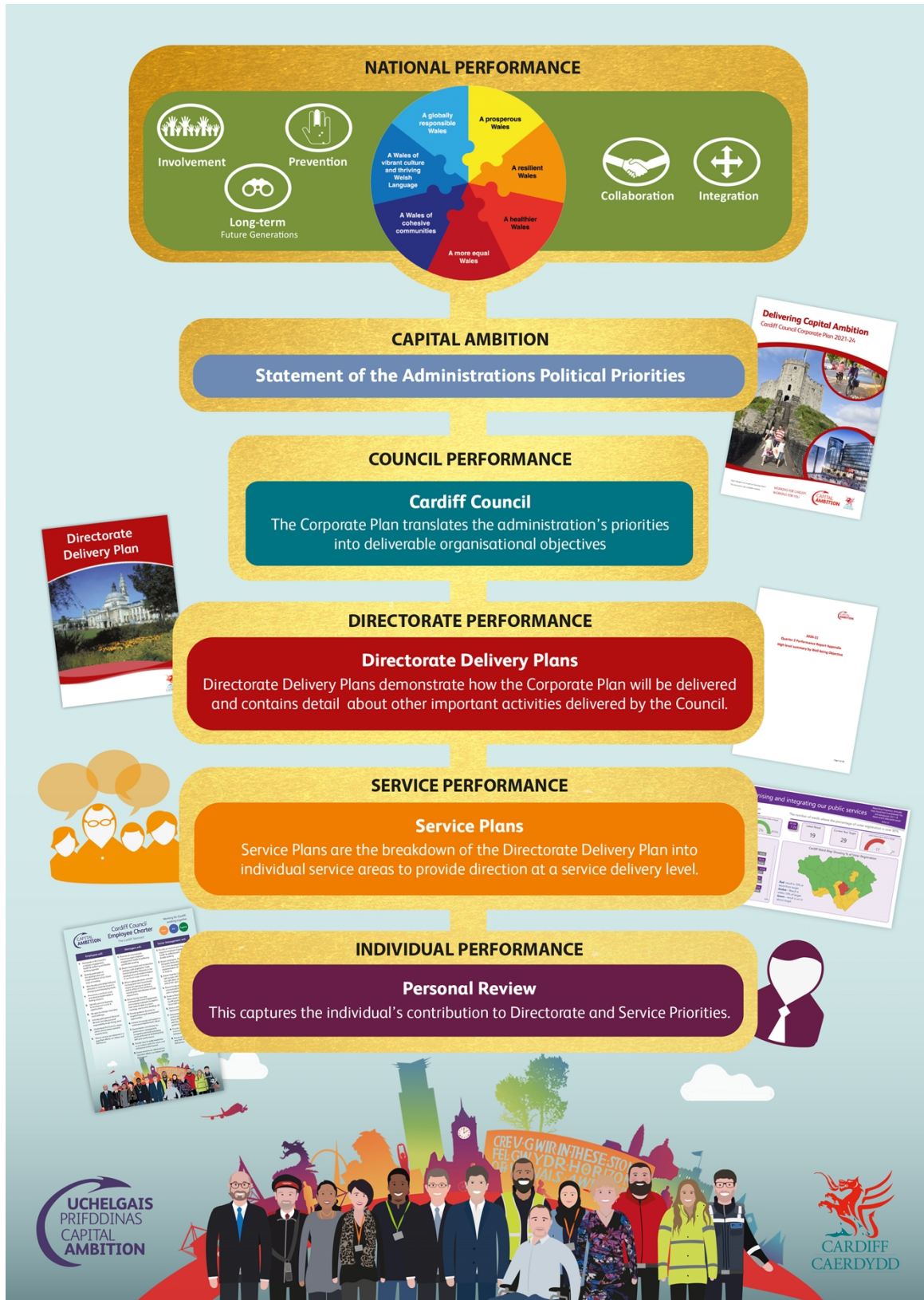
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Directorate Delivery Plan – Template

1. Introduction

Golden Thread



Directorate Delivery Plan – Template

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

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

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

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

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

The Golden Thread

Capital Ambition: Sets out the political priorities of the Council’s Administration

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

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

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

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

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

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

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

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

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

2. Directorate Profile

Performance and Partnerships sits within the People and Communities Directorate. The Directorate is responsible for a wide range of significant corporate functions, serving the whole Council and its partners. The Directorate comprises the teams outlined below.

Policy, Performance and Improvement brings together the Corporate Policy, Partnerships, Corporate Performance, Research and Insight Teams. It supports the translation of political priorities into organisational objectives, monitors the progress of these objectives with focus on increasing outputs, improving efficiency and effective delivery.

Cabinet Office

The Cabinet Office supports the Office of the Leader and the Cabinet- the main decision-making body of the Council. It is responsible for Cabinet Support and Cabinet Business. **Cabinet Support** ensure that Cabinet Members receive effective administrative and executive support, including diary and correspondence management. **Cabinet Business** involves ensuring that decision-making is open, transparent and compliant with all statutory requirements.

Communications

News about the Council's initiatives and services reaches the public in a wide variety of ways. The Communications Team play a key part in making sure correct, up to date and relevant Council information is made available to the people of Cardiff and to council staff. This is done using a range of communication channels to make information accessible and interesting to different audiences.

Bilingual Cardiff

'Bilingual Cardiff' plays a lead role in developing a truly bilingual Cardiff where citizens and staff of Cardiff Council can access services and support in either language equally through improved partnership work. The Bilingual Cardiff Team assist the Council in complying with its statutory duty to provide services in both Welsh and English, and includes a comprehensive translation service.

Community Safety and Cohesion

The Community Safety Team provide expertise in the development, implementation and monitoring of initiatives to help keep people safe in the city. The overarching aim of the Team is to develop communities where people benefit from social equality and opportunity and are not overshadowed by crime or the fear of crime and putting in place robust arrangement for contextual and corporate safeguarding issues. The Cohesion and Community Engagement Team work to make Cardiff an inclusive city, providing advice, support and guidance in relation to equality matters. The Team works across the Council and with partners to ensure that the Council delivers inclusive services, which meet the needs of the City's diverse communities, including supporting refugees and asylum seekers.

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PREVENT

PREVENT is about safeguarding and supporting those vulnerable to radicalisation. PREVENT aims not only to stop people becoming terrorists, but to challenge and prevent support of terrorism, radicalisation and extremism, while at the same time protecting the public.

3. Progress, Challenges and Priorities for 2022/23

Summary of Service Self-Assessment

What has gone well?

Policy and Improvement

Planning and Performance Programme

- 2022/23 Corporate Plan adopted by Cabinet and Council in February 2022
- 2020/21 End of Year Self-Assessment of Performance approved by Council in July 2021
- 2021/22 Half Year Self-Assessment of Performance approved by Cabinet in December 2021
- A strengthened Planning and Performance Framework- in response to the Local Government and Wellbeing Act- adopted by Cabinet in February 2022
- The Culture and Practice of the Council's Planning & Performance regime was recognised by the most Internal Audit inquiry
- The strength of the Council's Corporate Performance Arrangements were recognised by Estyn
- Audit Wales' summary assessment considered Council well positioned to meet the performance requirements of the Local Government and Elections Act.

Insight and Analysis

- A new data strategy has been developed and adopted by Cabinet in February 2022, aligned with the Council's Planning and Improvement Framework.
- Annual Well-being Assessment agreed by the Cardiff PSB in February 2022.
- Comprehensive report on Youth Justice Population drafted for the Youth Justice Board.
- Initiated a Data Programme focused on delivering a new Corporate Performance Dashboard, City Performance Dashboard, Management Dashboard, Community Safety Dashboard and Single View of the Child.
- Strategically planned investment in data, including investing in the Council's first data engineer to pioneer new data practices, which has secured base budget funding based on a successful pilot.
- Established the Single View of the child scheme following the creation and articulation of the business case
- New External Audit and Scrutiny Trackers have been developed and implemented.

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Corporate Policy

- Effective Policy Support for the Leader, Cabinet and Chief Executive
- The process of providing full and timely response to Council Questions has been effectively delivered, without exception with the quality of service recognised by Leader and Chief Executive.
- A Programme of Corporate Messaging was delivered effectively on behalf of the Chief Executive, with a timely schedule of updates on key organisational issues throughout the pandemic.
- A submission highlighting excellence in service delivery submitted to the MJ was shortlisted for an Award
- The Strategic Coordination of Brexit Risks were effectively coordinated
- New Strategic Partnership Arrangement established for Cardiff Council and the City's Universities.

Cabinet Support and Council Business

- Executive support effectively delivered for all Cabinet Members, despite periods of staffing shortfall.
- Cabinet Meetings effectively supported and in full accordance with all statutory requirements and the Council's Constitution
- Effective secretariat support delivered to SMT, with appropriate control environment established.
- Effective secretariat support provided to the Leadership Group to manage the local response to the pandemic. This service has been delivered over and above core business for over two years and ensure robust governance arrangements for the Public Service Pandemic Response.

Corporate Management

- Achieved the savings target of £141k for 2021/22
- Demonstrated Effective Budget Management by delivering all Corporate Objectives with budget.
- Service Sickness Absence Target below Corporate Target
- Service Area Staff Training all equal to, or above, mandatory compliance levels
- Restructure under delegated authority progressing effectively
- Successful integration of new areas into a coherent corporate team.

Communications & Media

- The council's audience and engagement figures, across all its social media channels, continue to grow helping the authority reach residents with important news about all the council services which affect them for minimum outlay.
- The #Working for Cardiff Working for You campaign continues to show the work council staff do across the city in a positive light which is reflected in comments on this campaign's posts.
- Several major campaigns, including social work recruitment and fostering are seeing positive impacts delivering increased applications.

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- The Design team has exceeded its income targets for the third year running and the Media and Comms service was delivered within budget.

Bi-Lingual Cardiff

- Cardiff Council's revised city-wide Bilingual Cardiff Strategy for 2022-27 was approved by full Council on the 3rd of March 2022.
- In accordance with Welsh Language Standard 146 an independent review of the 2017-22 Bilingual Cardiff Strategy was conducted which concluded that the first Bilingual Cardiff Strategy met all statutory requirements and proposed 6 recommendations for inclusion in the new strategy which have been implemented.
- Bilingual Cardiff translated a record 14,550,626 words during 2021-22 (99.9% of all requests returned to the client by the agreed deadline date). This represents an increase of 25% compared to 2020-21.
- Bilingual Cardiff Internal Audit recommendations actioned and completed.
- Through the Welsh Language Skills Strategy, the number of advertised Welsh essential and desirable posts represent a 158% and a 108% increase respectively in comparison with 2020/21.
- Cardiff Council's Welsh Language Awareness e-module has been completed by 990 staff members in 2021/22.
- The number of staff with Welsh language skills has increased by another 8.6% since 2020-21 and now represents 17.25% of the workforce registered on the Council's DigiGOV HR system.

Community Safety and Cohesion

- Completion of Race Equality Taskforce and publication of its report
- Several successful funding bids bringing additional £700,000 of external into Community Safety and Contextual Safeguarding
- Recognised gold standard bridging accommodation model for Afghan evacuees and successful management of two large sites throughout Quarter 3 & Quarter 4
- Completion of all historic Domestic Homicide Reviews, some of which dated back to 2014.
- Established effective and clear governance for Community Safety Partnership

Prevent

The Team have once again secured funding from the Prevent Grant for 2022/2023. The Home Office Prevent team were particularly pleased that four local third sector groups have been trained to become Prevent Champions and were awarded funding to delivery Prevent activity and projects across the city. In addition, positive feedback has been provided by the Home office about the performance of the Prevent Team and the delivery of the Cardiff and Vale Channel Panel stating that significant progress had been made on the previous year. This has been reflected in annual referrals stats with the most referrals being received for Channel Panel since it was established.

Areas of challenge

Policy and Improvement

- There are some capacity constraints, with a service Restructure delayed process allied to challenges recruiting skilled and experience staff in policy, research and data analysis.
- Systematisation of new Directorate Delivery Plan Arrangements needs to be embedded
- Operational roll out of new Cabinet Correspondence and Complaint Management System
- Some of the new data projects being developed are complex, with new risks and issues arising regularly.

Communications & Media

- Social media is also taking up more and more time and many local media outlets have now moved to giving their journalists click targets per month on their stories. This will likely lead to more 'sensationalist' reporting designed to inflame and bring about higher levels of engagement. Consideration will need to be given to capacity to respond to this while still developing proactive campaigns, many which will need to be designed to bring about big shifts in behavioural change around recycling, active travel etc.

Community Safety and Cohesion

- The Ukraine response work is a complex and dynamic environment which has produced new and significant responsibilities for the Council. Leading the Ukraine Response has consumed all management capacity in Quarter 1 as a new team of 20+ staff is recruited and trained, new policies and procedures are developed from scratch in the absence of national/ UK guidance. Significant operational pressure is likely to continue into Quarter 2, requiring continued management focus.
- Several posts in the Contextual Safeguarding team are funded through temporary grants and a finance review needs to be completed during Quarter 1/Quarter 2 to inform staffing arrangements beyond October 2022, where three staff contracts are due to end.

Prevent

- The Prevent Team are awaiting the findings of the national Prevent Review which is overdue. The review has the potential to have a significant impact on the way the Prevent Strategy is managed nationally and locally. Following the Prevent review it is anticipated that the Home Office Channel Team will also provide new guidance of the future development of Channel panels.

Priorities for 2022/23

Policy and Improvement

- Supporting effective transition of Council Administration
- Supporting Panel Assessment
- Completing Partnership Governance Mapping and Priority Identification exercise (to inform next Well-being Plan).
- Supporting directorate level self-assessment and the embedding on new directorate delivery plan process
- Delivering Data Priorities and establishing the appropriate governance and delivery arrangements
- Coordinating (and supporting where appropriate) the new partnership delivery arrangements
- Developing a self-assessment guide
- Developing the Management dashboard to improve the presentation of key performance information drawn in a timely and secure manner through the data warehouse.
- Developing new Participation Strategy and Systematising Corporate Approach to Consultation and Engagement

Communications & Media

- To help develop branding, communications and promotion of the new administration's Stronger, Fairer, Greener agenda which will see multiple, citywide campaigns launched covering everything from recycling to new schools, Child Friendly City initiatives to into work services and much more.
- Continuing to grow our audience numbers and engagement across social media, creating and delivering useful and meaningful content about the administration's work and sharing more positive messaging about the work our staff do through the Working for Cardiff Working for You campaign.
- Managing the media

Bi-Lingual Cardiff

- Implementing the revised city-wide Bilingual Cardiff Strategy 2022-27 action plan in conjunction with the Bilingual Cardiff Partners Forum, specifically working with and supporting young people through a number of actions including the development of the proposed Bilingual Cardiff Youth Forum.
- Implementing and continuous monitoring of the Welsh Language Skills Strategy in order to ensure further increases in the number of staff reporting Welsh language skills, posts advertised Welsh essential and desirable, Welsh language training and robust monitoring of data to report to the Bilingual Cardiff Cross-Party Member Group.
- Influence and enhance corporate policies to drive Welsh language agenda forward, including but not limited to Education, HR and planning policies.

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- Re-structure Bilingual Cardiff team to build translation capacity, capability and external income generation.

Community Safety and Cohesion

- Successful delivery of the Homes for Ukraine and Super Sponsor schemes, including achieving sustainable move-on pathways for Cardiff's 11-12% allocation of Super Sponsor arrivals under the Welsh Government scheme, responsibly managing a significant new budget of up of £10 million, ensuring value for money and compliance with regulations.
- Implement an exit strategy for the Afghan Bridging Accommodation arrangements to ensure that all families are moved into a long-term home, robust financial management of £4 million+ projected income for 2022-2023, deliver on local commitments to longer-term resettlement.
- Complete a gap-analysis of asylum seeker services and support to inform investment of one-off funding award from Home Office and future investment from any incentive funding, support transition to regionalisation and widening dispersal with neighbouring authorities.
- Submit a maximum bid to Safer Streets round 4, pitching for £725K investment in local crime prevention and reduction infrastructure and initiatives.
- Develop a comprehensive approach to Corporate Safeguarding with specific actions and clear accountability framework for all departments.
- Develop the Safeguarding Adolescents from Exploitation (SAFE) model as a contextual safeguarding approach to respond to extra-familial harm, working with local communities, practitioners and partners to consider and respond to the risks and vulnerabilities outside the family home, such as their peers, school and community. As part of this work, the SAFE team are undertaking a locality assessment. The aim of the assessment is to explore and compare the experiences of children and young people living in different localities across Cardiff, and to understand more about what factors within their neighbourhood and community could protect against exploitation or contribute to the risk of exploitation.
- Complete recruitment for all new posts funded through growth bids and new external funding to ensure a resourced team (Quarter 1 & Quarter 2) and increase sustainability in Community Safety and Safeguarding staffing.
- Delivery of Race Equality Taskforce Recommendations.

Prevent

- Priorities for the Prevent Programme in 2022/23 are to develop a communications strategy to raise awareness of projects, interventions and support and the roll out of a training strategy across the partnership to ensure that professionals and communities are able to spot the signs of radicalisation early and make appropriate referrals.
- Priorities for the year will also be guided by a Home office Performance review, the result of which will be received in May 2022 and the refreshed Counter Terrorism Local Profile.

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4. Well-being Objective 1: *Cardiff is a great place to grow up*

Sub Heading: *Supporting a child friendly recovery*

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP1	<p>Support the business intelligence priorities for supporting children and young people in Cardiff by:</p> <ul style="list-style-type: none"> Developing a children and young people data dashboard; Scoping the resource and requirements for a single integrated view of the child; Working to improve data quality for the Council's identified data priorities. 	Dylan Owen	<p>Q1</p> <p>Advertise and appoint to the roles created to support this project Complete and approve the Data Protection Impact Assessment for the first phase of the project</p>	<p>Q2</p> <p>Develop a full project management plan for the Single View of the Child Project Establish a 6-weekly reporting process for analysis of trends in identified KPIs for children and young people in Cardiff</p>	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			<p>Q3</p> <p>Develop an action plan to improve data quality for datasets in scope based on the Commissioned Data Quality Assurance work Agree the direction and solution for the individual-level / case lookup tool</p>		
			<p>Q4</p> <p>Produce a first version of the aggregated data tool that links together data from at least two internal systems Establish a plan to integrate all remaining and relevant internal data sources into the aggregated tool</p>		

* Please align steps where relevant to Equality Objectives, the objectives can be found on page 15 of the [Equality & Inclusion Strategy 2020-24](#)

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

Sub Heading: *Ensuring children and adults are protected from risk of harm and abuse*

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
CP2	<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Embedding the Exploitation Strategy to address new and emerging themes of child and adult exploitation by March 2023; Continuing to work with multi-agency partners to respond to the rise in serious youth violence; Embedding the corporate safeguarding self-evaluations by March 2023; 	Sian Sanders	Q1	Coordinate and analyse the corporate safeguarding self-evaluation returns and meet with the DSLO for each Directorate to review the returns and develop clear actions to be built into the DDP	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	Review the current corporate safeguarding training package in line with WLGA safeguarding framework recommendations. Develop a training framework of options for non-desk based staff to access the mandatory training	
			Q3	Develop a clear delivery plan for corporate safeguarding and embed within governance arrangements – monitor progress against the plan and ensure key development areas are progressing in line with audit recommendations and Welsh government guidance Develop additional ways to raise awareness of the safeguarding duty across all areas of the authority	
			Q4	Analysis of safeguarding referral data undertaken and improvements made in the collection and collation of this information in partnership with data teams.	
CP2	<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Embedding the Exploitation Strategy to address new and emerging themes of child and adult exploitation by March 2023; Continuing to work with multi-agency partners to respond to the rise in serious youth violence; 	Sian Sanders	Q1	Develop and communicate the governance arrangements for the SAFE work, ensuring clear oversight from senior leaders and build mechanisms to drive and monitor progress in this area of work.	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	Implement a 'locality assessment' model which through consultation identifies and responds to the issues / gaps and trends that multi agency partners can work together to address in the local areas.	
			Q3	Develop a data dashboard in relation to exploitation in order	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	* Link to Equality Objective				
	<ul style="list-style-type: none"> Embedding the corporate safeguarding self-evaluations by March 2023; 		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;"></td> <td>to have a central oversight of the numbers of children at risk of exploitation. Map available exploitation training and enhance the e-module to raise awareness of all forms of exploitation.</td> </tr> <tr> <td style="text-align: center;">Q4</td> <td>Increase connectivity of SAFE progress and developments to the Corporate Safeguarding arrangements to allow for corporate oversight for the SAFE area of work. Develop and improve referral pathways to partner organisations and develop a clear outcomes framework to assess the impact of interventions.</td> </tr> </table>		to have a central oversight of the numbers of children at risk of exploitation. Map available exploitation training and enhance the e-module to raise awareness of all forms of exploitation.	Q4	Increase connectivity of SAFE progress and developments to the Corporate Safeguarding arrangements to allow for corporate oversight for the SAFE area of work. Develop and improve referral pathways to partner organisations and develop a clear outcomes framework to assess the impact of interventions.	
	to have a central oversight of the numbers of children at risk of exploitation. Map available exploitation training and enhance the e-module to raise awareness of all forms of exploitation.							
Q4	Increase connectivity of SAFE progress and developments to the Corporate Safeguarding arrangements to allow for corporate oversight for the SAFE area of work. Develop and improve referral pathways to partner organisations and develop a clear outcomes framework to assess the impact of interventions.							

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
	The percentage of Council staff completing safeguarding awareness training	71%	77%	65.29%	85%	Sian Sanders

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Sub Heading: Creating safe and inclusive communities

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP3	Lead a targeted multi-agency problem-solving group approach to localised complex anti-social behaviour hotspots	Sian Sanders (Jenny Rogers)	Q1	Recruitment of the newly established Problem-Solving Team	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	To refresh the: <ul style="list-style-type: none"> • PSG governance structure (supporting links to the other priority areas) • Terms of Reference • Upscaled model -proactive/reactive approach To support the Safer Street Round 4 bid if successful – aimed at Cathays. To design an effective CCTV programme	
			Q3	<ul style="list-style-type: none"> • To agree with the Partnership Board the Community Projects to focus on for the proactive PSG model 	
			Q4	<ul style="list-style-type: none"> • To develop a 'What works' matrix and performance indicators • To consider funding opportunities for the next round of Safer Street fund – pulling from 'Community Projects' and 'what works'. 	
CP4	Develop the Community Safety Partnership's Violence Prevention Strategy by March 2023.	Sian Sanders (Jenny Rogers)	Q1	<ul style="list-style-type: none"> • To create a Data and Intelligence Sub-group to start coordinating partnership intelligence in readiness for the strategic needs assessment. • To feedback on the requirements of the Serious Violence Duty - HO consultation period of 21st July. 	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q2	<ul style="list-style-type: none"> • To develop a Draft Serious Violence Needs Assessment via Public Health with Key partners • To support the Safer Street Fund 4 - Night Time Economy and VAWDASV related interventions. • Recruitment of a SAFE Partnership Officer (VPU funded post) • VAWDASV -Establish DHR accountability for learning mechanism 	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				<ul style="list-style-type: none"> SVSOC – Focus on hotspot areas of the summer period 	
			Q3	<ul style="list-style-type: none"> SAFE Locality Assessment further roll out SAFE evaluation of support services 	
			Q4	<ul style="list-style-type: none"> Serious Violence Duty requirements of CSPs established To develop a draft strategy for Violence Prevention Group in response to the Duty. (CSPs will have to publish a strategy by March 2024 officially) 	
CP5	<p>Implement the Cardiff Prevent Programme by:</p> <ul style="list-style-type: none"> Implement Cardiff Prevent Board’s Training strategy by March 2023 Develop a strategic communications plan which sets out how Cardiff Prevent Board will demonstrate the positive impact of Prevent locally, increase awareness and understanding, and reduce misconceptions and correct misinformation about Prevent 	Steph Kendrick-Doyle	Q1	Prevent Board sign off Training Strategy & Communication Strategy Submission of Home Office Quarter 1 Monitoring Submit evidence to the Home Office for Performance Review	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q2	Submission of Home Office Quarter 2 Monitoring Facilitate Elected Members induction training Implement Communication Strategy to promote Projects and produce newsletter for staff	
				Completion of Home Office training promoted to all staff Submission of Home Office Quarter 3 Monitoring Facilitate BRAVE Training across the partnership targeted at key staff	
			Q4	Submission of Home Office Quarter 4 Monitoring Facilitate BRAVE Training targeted at communities Evaluation of training strategy and communication strategy	
CP6	Respond to the recommendations of the Race Equality Task Force by December 2022	Sian Sanders (Charlotte Amoss)	Q1	Develop a corporate action plan for implementation of Taskforce Recommendations.	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q2	Present action plan to Senior Leadership and implement actions into corporate delivery plans of relevant departments ready to be reported on.	<i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i>
			Q3	Develop formal Council response on Taskforce recommendations to date.	
			Q4	Reconvene the Race Equality Taskforce to review delivery of	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
				recommendations to date.	
CP7	Deliver the Welsh Government's Community Cohesion Delivery Plan for 2022/23.	Sian Sanders (Nick Olsen)	Q1	<p>Training and Capacity Building: Partner awareness raising and support for seldom heard voice communities</p> <p>Develop an understanding of the likelihood and prevalence of hate, exploitation and extremism in the community and take action to ensure that vulnerable communities are aware of it, are supported and avoid it escalating.</p>	<i>To lead the way on equality and inclusion in Wales and beyond</i>
		Q2	<p>Engage with third sector, voluntary and statutory partners to establish a partnership that will assist in the delivery of the Cohesion Plan, including mitigation of unexpected events</p> <p>Launch the Cardiff Great Get Together in partnership with the Jo Cox Foundation.</p> <p>Understand ongoing and emerging community tensions and put in place processes and procedures to address them as required</p> <p>Anti-Bullying Policy: assist schools and the Education service in effective prevention and intervention methods re bullying.</p> <p>Research hate related graffiti and assist in removal through established process established with police and council caretaking services.</p> <p>Raise awareness of hate related graffiti as community triggers that may indicate community vulnerability to hate themes that can be dealt with through targeted community and partner interventions.</p> <p>Assist in community responses to exploitation of all kinds</p> <p>Build capacity within groups supporting minority / seldom heard voice communities.</p>		
			Q3	<p>Assist in planning and implementation of a local response for the national Hate Crime Awareness Week (October)</p> <p>Ensure community cohesion issues are considered in the development of Well-being Plans, Strategic Equality Plans, Equality Impact Assessments, Community Safety planning.</p>	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
			<p>Q4</p> <p>Develop Jo Cox Foundation ‘More in Common’ groups</p> <p>Ensure Public Bodies are reaching out to and hearing from minority groups when developing policies or taking decisions which are likely to affect them</p> <p>Work in partnership with Education services to promote Cohesion including resilience against hate, and community resilience to harmful narratives</p>	

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
	The extent to which citizens agree that local public services are successfully dealing with anti-social behaviour and crime in their local area	N/A	N/A	21.30%	Monitor KPI, but no target set	Sian Sanders
Prevent KPI (1)	Quarterly payment requests, financial forecasts and end-of-year accrual forecasts to be submitted to the Authority (in accordance with ‘Home Office Grant Terms and Conditions’ and ‘Schedule 3, Progress Reporting’).	N/A	N/A	N/A	Quarterly	Steph Kendrick-Doyle
Prevent KPI (2)	The Prevent Team to participate in a Performance Review with the Home Office	N/A	N/A	N/A	Quarterly	Steph Kendrick-Doyle
Prevent KPI (3)	The Prevent Team to capturing and reporting all Prevent-related activity to the Home Office.	N/A	N/A	N/A	Monitor KPI, but no target set	Steph Kendrick-Doyle
Prevent KPI (4)	The Prevent Team to report to the Home Office and any relevant HMG departments (such as the Department for Education) any relevant incidents or matters arising and provide ad-hoc information on local risk and sentiment	N/A	N/A	N/A	Quarterly	Steph Kendrick-Doyle
Prevent KPI (5)	The successful delivery of Prevent projects funded by the Home Office	N/A	N/A	N/A	Quarterly	Steph Kendrick-Doyle

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Sub Heading: Promoting the Welsh Language

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP8	<p>Deliver Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2022-27 and promote and support the growth of the Welsh language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy.</p>	Ffion Gruffudd	Q1	Expand the Bilingual Cardiff Partners Forum membership to include: <ul style="list-style-type: none"> i. officers from the Council to share knowledge and good practice and ensure a shared understanding of goals; ii. a wider base of Forum organisation partners including private sector businesses. 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	Appoint the Welsh Government funded Welsh Language Education Promotion Officer for the Southeast Wales Region and receive agreement from the Mentrau Iaith partners on where they will be based.	
			Q3	Finalise the establishment of the Bilingual Cardiff Youth Forum and provide financial support for a programme of events.	
			Q4	Completion of the mapping exercise for Welsh medium children and young people's provision provided by Cardiff Council and addressing identified gaps in provision through actions and funding.	
CP9	<p>Increase the number and percentage of Welsh speakers in the workforce in line with the 'Bilingual Cardiff: Bilingual Council' Policy and expand capacity to deliver bilingual services by implementing the Welsh Language Skills Strategy 2021.</p>	Ffion Gruffudd	Q1	Refresh Council-wide assessment of every team and service area's capacity to provide Welsh language services.	<p><i>To build an inclusive and representative organisation</i></p>
			Q2	Promotion of the Welsh language training offer to all Council staff. Further communications relating to the Council's resources for staff to achieve Level 1 Welsh and to further increase completion of Cardiff Academy's Level 1 Welsh e-module.	
			Q3	Interventions with Directorates who report low	

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Ref	Steps	Responsible Officer*	Key Milestones during 2022/23	*Link to Equality Objective
			occupancy of Welsh essential posts by qualified Welsh speakers (Proficiency Levels 3-5) to provide guidance on recruitment, training, and exploring further options to ensure Welsh essential posts are filled with Welsh speaking staff.	
			Q4 Report on number and percentage of staff who have received Welsh language training and number and percentage of posts designated Welsh essential / desirable for the purposes on the Annual Welsh Language Standards Report 2022-23 and associated KPIs.	

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
	The number of staff with Welsh language skills (20% increase by 2026/27 in line with the Bilingual Cardiff Strategy 2022-27)	695	837	909	993	Ffion Gruffudd
	The number of staff attending Welsh courses (50% increase by 2026/27 in line with the Bilingual Cardiff Strategy 2022-27)	534	767	1222	1,684	Ffion Gruffudd
	The percentage of Welsh essential posts filled by Level 3 -5 speakers	N/A	N/A	23.87%	40%	Ffion Gruffudd

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Well-being Objective 7: *Modernising and integrating our public services*

Sub Heading: *Building upon our digital agenda, incorporating technology into service delivery and exploiting data to drive performance*

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		*Link to Equality Objective
CP11	<p>Deliver the Council's Data Strategy to support performance reporting and evidence-based decision making by:</p> <ul style="list-style-type: none"> Adopting a new City Performance Dashboard by May 2022; Adopting a new Corporate Performance Dashboard by June 2022; Developing a Community Safety Dashboard by October 2022; Developing a Management Dashboard by March 2023; Delivering a programme of staff training on data management, analysis and presentation by March 2023. 	Dylan Owen	Q1	Complete and share the Corporate Performance Dashboard with senior managers and Cabinet Members Complete the City Performance Dashboard, and publish this via the Council's website	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	Complete the Community Safety Dashboard, including police and anti-social behaviour incident data	
			Q3	Complete the first release of the Management Dashboard and deliver the communications plan to share this with managers across the organisation	
			Q4	Establish an ongoing, iterative plan of improvements and additions to the Management Dashboard, to keep the data relevant to what managers will find useful Roll out training on data management, analysis, and presentation	

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Sub Heading: Making sure that the Council better talks to and listens to the city that it serves

Ref	Steps	Responsible Officer*	Key Milestones during 2022/23		* Link to Equality Objective
CP12	Develop and publish a new citizen engagement strategy by October 2022 in line with the Local Government and Elections (Wales) Act 2021.	Dylan Owen	Q1	Lead on the engagement component of the statutory participation strategy development Baseline assessment of respondents to Council surveys and gap analysis	<i>To lead the way on equality and inclusion in Wales and beyond</i>
			Q2	Engagement with stakeholders and development of draft proposals	
			Q3	Draft proposed strategy to cabinet	
			Q4	Adopt Strategy	
DDP1	Communicate the Council's policy Ambitions internally and externally	Tim Gordon	Q1-Q4	Work with the new administration to develop branding Deliver press releases and social media communications on key Cabinet papers related to Council policies. Work with HR and Policy to deliver Teams meetings during COVID for SMF and CMF to ensure key projects are relayed through the organisations. Use internal comms channels to share key messaging	<i>To lead the way on equality and inclusion in Wales and beyond</i>

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
	Citizen satisfaction with Council services	59.18%	67.40%	47.30%	70%	Dylan Owen
	Revenue generated by the Engagement team			£133,321	£40,000	Dylan Owen
	The number of Facebook followers	28,200	44,100	48,800	50,000	Tim Gordon
	The number of Instagram followers	4,766	8,157	10,100	11,110	Tim Gordon
	The number of Twitter followers	91,200	99,000	102,000	105,060	Tim Gordon
	Number of posts published on Instagram	N/A	330	581	100	Tim Gordon
	Number of posts published via Facebook	N/A	2,337	2,512	1,000	Tim Gordon
	Number of posts published via Twitter	N/A	6,026	1,543	4,000	Tim Gordon
	Revenue generated by the Design team	N/A	£105,894	£127,813	£100,000	Tim Gordon
	Number of individual design jobs	N/A	292	417	250	Tim Gordon

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5. Headline Indicators of Corporate Health

The following suite of Corporate KPIs have been identified as important measures of organisational performance, and each Directorate is responsible for their own performance in relation to these. The Directorate position is provided below (where data is available historically) and the **Corporate Position** follows on to provide context.

Performance & Partnerships

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time	0	0	TBC	N/A
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	8.70	4.20	4.62	TBC
CHI 3	Percentage Sickness Absence Short-term	31%	40%	35%	N/A
CHI 4	Percentage Sickness Absence Long-term	69%	60%	65%	N/A
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	95%	94%	TBC	95%
CHI 6	Percentage of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly	N/A	N/A	84.6%	85%
CHI 7	Percentage of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	N/A	N/A	92.3%	85%
CHI 8	Percentage of Council staff completing autism awareness training	New	New	New	85%
CHI 9	Percentage of staff completing training modules: Welsh language e-learning module	New	New	TBC	N/A
CHI 10	Percentage of staff attending beginners Welsh course	New	New	TBC	N/A
CHI 11	Percentage of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	N/A	N/A	90.8%	85%
CHI 12	Number of referrals from directorates into Children's services	0	0	0	N/A
CHI 13	Number of referrals from directorates into adult services	0	0	0	N/A
CHI 14	Number of Professional Concerns reported into CS	0	0	0	N/A

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
CHI 15	Number of Professional Concerns reported into AS	0	0	0	N/A
CHI 16	The Percentage of Welsh Speakers	N/A	43.06%	39%	N/A
CHI 17	Gender Balance	N/A	F - 58% M - 42%	F - 54% M - 46%	N/A
CHI 18	BME representation	N/A	4.17%	9%	N/A
CHI 19	Total Agency Spend				N/A
CHI 20	The number of apprenticeships and trainee opportunities	0	0	0	N/A
CHI 21	The percentage of staff / devices enabled for agile and mobile working.	N/A	78.20%		N/A
CHI 22	The percentage of overall spend with Cardiff-based organisation	65.6%	50.5%	51%	N/A
CHI 23	The percentage of overall spend with Cardiff Capital Region-based organisations.	6%	5.6%	9%	N/A
CHI 24	The percentage of overall spend with Welsh-based organisations	10.9%	0.50%	4%	N/A
CHI 25	The percentage of new contracts which include social value commitments	N/A	N/A	TBC	N/A
CHI 26	Contract compliance:				N/A
	On contract	N/A	N/A	65.42%	N/A
	Managed	N/A	N/A	4.8%	N/A
	Spot	N/A	N/A	4.73%	N/A
	No – Spend where no contract aware report	N/A	N/A	22.53%	N/A
	NPA – No Prior Agreement	N/A	N/A	N/A	N/A
	Off – Off Contract Spend	N/A	N/A	0.28%	N/A
CHI 27	Direct Awards	N/A	N/A	N/A	N/A
CHI 28	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises	N/A	N/A	N/A	80%
CHI 29	Workplace accidents and incidents	N/A	N/A	N/A	N/A

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Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
CHI 30	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	N/A	N/A	100%	85%
CHI 31	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	N/A	N/A	N/A	85%
CHI 32	Number of data breaches	N/A	N/A	2	N/A

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Corporate (Council Wide) Position

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time	3,086	2,741	TBC	N/A
Workforce – Sickness Absence					
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	11.77	8.60	12.65	9.5
CHI 3	Percentage Sickness Absence Short-term	31%	22%	38%	N/A
CHI 4	Percentage Sickness Absence Long-term	69%	78%	62%	N/A
Workforce – Training and Development					
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	94%	94%	TBC	100%
CHI 6	Percentage of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly	30%	52%	42.20%	85%
CHI 7	Percentage of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	62%	70%	51%	85%
CHI 8	Percentage of Council staff completing autism awareness training	N/A	N/A	N/A	85%
CHI 9	Percentage of staff completing training modules: Welsh language e-learning module	N/A	6.40%	TBC	N/A
CHI 10	Percentage of staff attending beginners Welsh course (as a percentage of numbers of total Welsh courses attended)	32.78% (51)	40.71% (68)	TBC	N/A
Corporate Safeguarding					
CHI 11	Percentage of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	71%	77%	65.29%	85%
CHI 12	Number of referrals from directorates into Children’s services	989	1,171	TBC	N/A
CHI 13	Number of referrals from directorates into Adult services	317	99	119	N/A
CHI 14	Number of Professional Concerns reported into CS	TBC	TBC	TBC	N/A
CHI 15	Number of Professional Concerns reported into AS	129	TBC	TBC	N/A
Workforce - Composition					
CHI 16	The Percentage of Welsh Speakers		9.18%	9.75%	N/A
CHI 17	Gender Balance		F – 68.94% M – 30.89%	F – 69.96% M – 30.04%	N/A
CHI 18	BME representation	6.76%	7.23%	7.88%	N/A
CHI 19	Total Agency Spend				N/A

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Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
CHI 20	The number of apprenticeships and trainee opportunities	152	119	183	150
Digital					
CHI 21	The percentage of staff / devices enabled for agile and mobile working.	45.21%	64.08%	69.86%	67%
Finance & Procurement					
CHI 22	The percentage of overall spend with Cardiff-based organisation	51%	50.40%	48.23%	52%
CHI 23	The percentage of overall spend with Cardiff Capital Region-based organisations.	14.20%	18.20%	17.24%	66%
CHI 24	The percentage of overall spend with Welsh-based organisations	4.90%	3.80%	4.28%	70%
CHI 25	The percentage of new contracts which include social value commitments	N/A	N/A	4.70%	
CHI 26	Contract compliance				
	On contract	N/A	N/A	75.13%	N/A
	Managed	N/A	N/A	8.52%	N/A
	Spot	N/A	N/A	6.15%	N/A
	No – Spend where no contract aware report	N/A	N/A	7.44%	N/A
	NPA – No Prior Agreement	N/A	N/A	0.51%	N/A
	Off – Off Contract Spend	N/A	N/A	2.09%	N/A
CHI 27	Numb of Direct Awards	N/A	228	223	N/A
Health & Safety					
CHI 28	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises	73.5%	N/A	81%	80%
CHI 29	Workplace accidents and incidents			TBC	N/A
Information Governance					
CHI 30	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	85.04%	81.84%	93.3%	85%
CHI 31	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	83.6%	93.63%	95.77%	85%
CHI 32	Number of data breaches	323	277	348	N/A

6. Directorate Risk

The Directorate must ensure that it has arrangements in place for managing directorate risks and any corporate risks which relate to that Directorate. [Performance & Partnerships Directorate Risk Register](#)

Any actions being taken forward to mitigate against Red Risks within the Directorate Risk Register or Corporate Risk Register should be included in the table below, identifying a Lead Officer and date for the action to be completed by.

Risk	Action	Lead Officer	Action Date
<p>Brexit The risk that Brexit (and any subsequent decisions) will create severe disruption to the City and hinder its ability to continue to deliver effective services and maintain community cohesion</p>		Gareth Newell	
<p>Performance The risk that the Council's Performance Management arrangements do not provide timely performance information to allow the Council's political and managerial leadership to effectively deliver corporate priorities, statutory services or performance improvement</p> <p>Performance Management arrangements are essential for discharging statutory requirements, delivering the administration's priorities and ensuring Council core business is delivered effectively. Weak corporate performance management arrangements heighten the risk of poor performance, service failure, financial overspend or legal non-compliance going unidentified, unchallenged and unresolved.</p> <p>The Council must therefore maintain a focus on the Key Performance Indicators it has identified within the Corporate Plan as a pointer to overall organisational success. The Council must also ensure that more granular indicators of performance- the Council's Core Data which is managed by individual</p>	<p>The recommendations of the internal Audit Report will be delivered, focusing on strengthened practice within Directorate Delivery Plans.</p> <p>Preparatory work will be undertaken in readiness for a Corporate Peer Assessment, a statutory requirement of the new Local Government and Elections (Wales) Act.</p>	Gareth Newell	

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<p>Directorates- are established and monitored to provide more detailed insight into the drivers of corporate performance.</p>			
<p>Corporate Safeguarding Systemic failure in the effectiveness of the Council’s safeguarding arrangements together with other statutory safeguarding partners.</p>	<p>Corporate Safeguarding:</p> <ul style="list-style-type: none"> • Agree and implement new corporate safeguarding self-evaluation and ensure that all actions identified are including in Directorate Delivery Plans; • Deliver training on use of training dashboard and pilot approach to training for front line staff; • Review and refresh Corporate Safeguarding Policy in line with national guidance. 	<p>Gareth Newell</p>	

7. Audit Recommendations

External Audit Recommendations

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

Any recommendations which are statutory recommendations are set out below:

Name of Audit	Audit Recommendations	RAG status	Action	Lead Officer	Action Date
Corporate Safeguarding	<p>The Council should improve its approach to safeguarding training in the following ways:</p> <ul style="list-style-type: none"> • Get staff through mandatory safeguarding training more quickly and take forward the work identified by the Corporate Safeguarding Board to collate a percentage breakdown of safeguarding training compliance within each Council Directorate 	Amber	<p>Training compliance is now monitored and broken down by directorate. The newly established corporate safeguarding governance arrangements regularly monitor progress against compliance targets and can act as a point of challenge to any areas that require additional development.</p> <p>In response to recent Welsh Government guidance relating to corporate safeguarding best practice and in line with the developing safeguarding training framework, the current training module will be reviewed to ensure consistency with the minimum suggested training requirements.</p> <p>Discussions are also underway with key directorates to explore best practice approaches in disseminating the necessary safeguarding messages to non desk-based staff and to ensure compliance with the agreed minimum training requirements</p>	Sian Sanders	
Corporate Safeguarding	Consider ways in which it could extend its safeguarding training offer, for example building	Amber	Training developed by BTP and has been rolled out to night time economy groups including	Sian Sanders	

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	<p>on the planned Child Sexual Exploitation awareness training to be given to taxi drivers, and to provide safeguarding training to (for example) those working in the night time economy</p>		<p>hotels and taxis. Taxi initial training and testing has been enhanced and now includes key questions relating to exploitation.</p> <p>Exploitation training mapping has been undertaken with a view to a framework being developed and agreement of the training required by professionals and partner organisations.</p> <p>Night time economy task and finish group are still meeting to progress additional training in this area. Some locality assessment and police operation work has been undertaken in order to best identify needs and target training and support accordingly.</p>		
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Internal Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from internal Auditors.

Any recommendations are set out below:

Name of Audit	Audit Recommendations	Management Response	Lead Officer	Action Date
Bi-lingual Cardiff 2021/22	Prior to publication of Directorate Delivery Plans, Bilingual Cardiff should introduce a review and consultation exercise to support comprehensive content aligned to the Recommendations and Improvement Plan Actions issued by the Welsh Language Commissioner.	BC agree to support colleagues in preparing the Welsh Language Standards sections of the DDP. However it is the relevant Department's responsibility to produce the DDPs - BC will support this work but the responsibility for delivery must remain with the individual departments.	Ffion Gruffudd	31/3/2022
Bi-lingual Cardiff 2021/22	Bilingual Cardiff should arrange with HR to communicate instructions on how managers can run Welsh language proficiency reports in DigiGOV and better manage their teams to enable improved monitoring of staff proficiency levels, including those staff without online access, which will in turn provide greater integrity for management reporting.	Guidance and procedure to support the assessment of workplaces to identify Welsh essential roles and discern current staff' Welsh language proficiency are included in both the Welsh Language Skills Strategy and its supporting guidelines documents. Proficiency is recorded in DigiGOV as noted and is based on levels 1 to 5 as described by the ALTE framework. A number of staff information messages have also been shared to remind staff to update their Welsh language details in DigiGOV. Bilingual Cardiff will work with HR to produce regular reminder messages for staff and guidance to managers on implementation. Instruction on how managers can run Welsh language proficiency reports in DigiGOV will be communicated by 31 March 2022. Managers can access the DigiGOV report on their teams' Welsh language proficiency by opening DigiGOV - Management info tab - Council core processes - Manage - Employee details - Welsh standards – Team or by inputting Welsh in the Management tab and typing 'Welsh' into the filter box.	Ffion Gruffudd	31/3/2022

APPENDIX B

8. Scrutiny Recommendations

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

Any scrutiny recommendations which are open are set out below:

Scrutiny Committee/ Task & Finish Report	Scrutiny Recommendations	Action	Lead Officer	Action Date
CASCC	Streamlined processes are introduced to ensure regular and direct communication between elected members and their local policing inspectors. Along with providing information on serious instances, this communication must also include general updates, planned initiatives and staff changes.	A new Problem Solving Team is being recruited, which will ensure that there is clear communications between all partners. This will include briefings, 121 sub-group updates on specific PSG area based cases. The new team will look to consider and develop ways of broadening the public engagement through social media with our partners; ensuring a Community Safety Partnership led approach	Sian Sanders	25/03/2022
PRAP	That you ensure the final Report, to be produced in summer 2022, includes detail as to the governance arrangements for oversight, accountability and monitoring of progress.	TBC	Sian Sanders	
PRAP	That the new Administration of Cardiff Council takes forward the proposals of the Cardiff Race Equality Taskforce as a firm basis for developing action plans.	TBC	Sian Sanders	

APPENDIX B

9. Workforce Planning & Development

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

A mandatory workforce planning process forms part of the corporate planning cycle and must be completed to inform the development of the Directorate Delivery Plan. It is aligned with the Council's business and financial plans to ensure that the Council has the right people with the right skills in the right place at the right time and at the right cost.

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

Workforce Planning Actions	Lead Officer	Action Date
Training		
Data training programme to be developed and rolled-out: data management, analysis and visualisation.	Dylan Owen	
Writing and drafting: course for policy and comms leads (organisation wide) on writing for different audiences.	Dylan Owen	
Hybrid: usage of Microsoft packages – service area training	Gareth Newell	Q2 2022/23
Recruitment – Additional capacity required in the following areas:		
Data engineering	Dylan Owen	N/A
Corporate Policy capacity – entry level	Dylan Owen	N/A
Corporate and Contextual Safeguarding	Sian Sanders	N/A
Anti-Social Behaviour	Sian Sanders	N/A
Asylum/Refugee resettlement	Sian Sanders	N/A
Additional translation capacity needed in Bilingual Cardiff (translation and policy) – options to be considered.	Ffion Gruffudd	N/A
Additional Welsh language policy capacity – options to be considered.	Ffion Gruffudd	N/A
Prevent HE post – to be secured via Contest Cymru/WG	Steph Kendrick Doyle	N/A
Additional capacity in comms (matching current in year allocation) – options for additional budget allocation to be considered	Tim Gordon	N/A

10. Corporate Safeguarding Requirements

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

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

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

Any actions arising from the Directorate (and Service Area) annual Corporate Safeguarding Self Evaluations (CSSE) for this financial year are set out below:

Corporate Safeguarding Actions identified as part of the Directorate Corporate Safeguarding Self Evaluations	Lead Officer	Action Date
TBC		

11. Delivering the Welsh Language Standards

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

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

Any Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Directorate are set out below:

Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner	Management Response	Action Date
TBC		

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