

People & Communities:

Housing & Communities Directorate Delivery Plan



Gweithio dros Gaerdydd,
gweithio gyda'n gilydd

Working for Cardiff,
working together



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Directorate Delivery Plan – People & Communities: Housing & Communities

1. Introduction

1.1 Golden Thread



Directorate Delivery Plan – People & Communities: Housing & Communities

1.2 Directorate Delivery Plan (DDP)

With increasing pressure on many services the Council is responsible for, we must be clear about our priorities. The Council is doing this and the four key priorities are:

Our priorities:

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

For each priority, a number of well-being objectives have been established; and for each well-being objective, high level “steps” and performance indicators have been identified.

1.3 Measuring Progress

To ensure there is clear accountability for delivering each objective, one or more Lead Member and Lead Director has been identified for each priority. The delivery of the Corporate Plan will continue to be monitored through the Council’s Performance Management Framework (PMF).

The alignment of monitoring and reporting cycles for finance and service performance information have strengthened the PMF and give greater visibility of the Council’s overall performance position – against which progress will be monitored on an ongoing basis

Key Terms

The Well-being of Future Generations (Wales) Act

- This Act is about improving the social, economic, environmental and cultural well-being of Wales.

The 7 Well-being Goals

- To make sure all public bodies are working towards the same vision, the Act puts in place seven wellbeing goals.

City Wide Outcomes

- Seven high level outcomes have been by agreed Cardiff’s Public Services Board partners
- Achieving these outcomes requires action across a range of organisations.

Council Priorities

- The Council’s priorities recognise the most important areas that need to be addressed in the short to medium term.

Well-being Objectives

- 7 Well-being Objectives have been identified across the 4 Priorities. These reflect specific areas where the Council wishes to see improvement and the specific outcome we want to achieve.

Steps

- Steps are specific initiatives that the Council will undertake to deliver the Well-being Objectives and contribute to City Wide Outcomes.

Measuring Progress

- Progress will be measured by a basket of indicators.

2. Directorate Profile

Housing & Communities, within the People and Communities Directorate, provides a wide range of services to those who live, work or visit the City of Cardiff. 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.

Face to Face advice and support is also available through the Community Hubs rolled out across the City, with Housing & Benefit advice available as well as services from partner organisations. Libraries and Hubs provide a comprehensive range of library services which aim to improve the lives of Cardiff citizens through the delivery of reading, information, health, digital, cultural and children's learning opportunities across the City.

To support those out of work or to upskill people into better paid work, the Service Area delivers a range of support and courses through Adult Learning and the Into Work Advice Service. Adult Learning provides a broad range of adult learning opportunities across the City, with Learning for Work programme focussing on those who are seeking employment. They offer term and non-term time courses, which are mostly accredited and can support people on their journey back to work. Through a Gateway, the newly expanded Into Work Advice Service is accessed via job clubs in over 40 locations across the city, an advice line and website, as well as social media channels. Light touch support (CV's, job application forms, help with Universal Credit) can be provided through the Gateway. A needs assessment is also carried out to ensure that clients get the right support first time every time. The team can also provide in depth mentoring support for those that need that extra help wherever they live in the city. Into Work advice services also have specialist teams which include, employer engagement, self-employment, volunteering, adult and youth teams.

The Service Area provides a variety of services to support the most vulnerable people living in Cardiff. Independent Living Services provides a whole range of teams who take a whole systems approach in helping older and disabled citizens of Cardiff to live independently in their own homes, reduce hospital admissions, speed up discharge from hospital and help them reconnect to their communities. Independent Living Services also works closely with the 3rd Sector, Health services and community groups co-producing outcomes that matter to the citizens of Cardiff.

From the 1st April 2019 the Service Area will deliver a new programme of services available to Families, Parents, Children and Young People in Cardiff: Cardiff Family Advice and Support (CFAS). CFAS will bring together a range of existing and new IAA (information, advice and assistance) services for children, young people and their 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 support available for families. The services within CFAS include, Flying Start, Cardiff Parenting Team, Childcare Offer for Wales, Childcare Business Support and Childcare Workforce Development. There are also the newly created teams CFAS Gateway team, Family Help with the aim of providing IAA to families, children and young people.

The Service Area also makes provision for the Homeless, including outreach work with Rough Sleepers, the provision of hostel spaces and other support services for the most vulnerable citizens. Council housing is provided to those most in need, with the Service Area managing 13,499 Council homes. Teams within the Service Area provide a full range of services for tenants including repairs, the turnover of properties that become vacant and maintaining the Welsh Housing Quality Standards across all stock. Teams within the Service Area also help over 36,000 households within Cardiff to pay their rent or Council Tax through payment of Housing Benefit and the Council Tax Reduction Scheme as well as managing a Discretionary Housing Payment fund, helping the most vulnerable people in Cardiff. The Service Area also provides a range of support and engagement services for Council tenants through Tenant participation. The Supporting People programme delivers 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.

Self-Assessment of performance during 2018-19

Landlord Services (Housing Services) – Both offensive and non-offensive graffiti has been cleared within their target times throughout 2018/19 with 100% of normal graffiti cleared within 10 days and 99% of offensive graffiti cleared within 1 day. Similarly the caretaking service has maintained block cleaning with 92% of visits completed on time. The Antisocial Behaviour team have also exceeded target with 99% of urgent antisocial behaviour cases contacted within 1 working day. Recruitment has taken place within the Voids team which is positive news as the team now has a range of skills and trades available in-house.

Universal Credit – during 2018/19 5,375 customers have been supported and assisted with their claims for Universal Credit which is well above the target of 1,500 and has far exceeded the targets set by the DWP. The team has ensured support is available across the city including a new advice line, trained advisors in job centres and Hubs as well as training provided to the Landlord liaison team to support landlords whose tenants claim universal credit.

Homelessness – Homelessness was prevented in 77% of cases during 2018/19 where we had a duty to prevent homelessness which is above the target set of 70%. (PAM) In addition 82% of people have experienced successful outcomes through the homelessness reconnection service, which is well above the target of 70%. In addition, 91% of clients utilising the Housing First scheme have broken the cycle of homelessness and have been maintaining their tenancy which is excellent against a target of 50%.

Preventative Services – 86% of people felt reconnected into their community through intervention from day opportunities during 2018/19 and 99% of clients felt able to live independently in their homes following support from the Independent Living Services. The team has worked hard to empower people to remain independent at home and reduce reliance on intensive interventions exemplified by the introduction of a Falls clinic in partnership with health and the introduction of a social worker located in the hospital to assist in more effective hospital discharge. 75% of new cases have been directly dealt with at the First Point of Contact without resulting in an onward referral to Adult Services against a target of 72%. The Disabled Facilities Grant performance continues to improve, with an average 188 days to deliver, compared to the Welsh average of 219 days.

Libraries & Hubs – Hubs and libraries have continued to develop the Community Hub and Well-being programme in collaboration with the University Health Board and work has commenced to deliver an events programme within the Hubs. Customer satisfaction remains high with 98% (Jan 2019) of customers agreeing that 'Overall the Hub met with their requirements'. The number of visitors to Libraries and Hubs successfully met the yearly target of 3,300,000 visitors with 3,400,078 during 2018/19.

Advice Services and Adult Learning – The newly expanded into work services is now fully operational. The team are in over 40 locations across the city with mentoring provision now available to all regardless of postcode, length of time on benefits or whether in or out of work. The number of people receiving into work advice through the Gateway is 45,497 people this year, on target to meet the 43,000 expected. Additionally 737 clients have been supported into employment having received tailored support through the Gateway already exceeding the target of 623 for the year. 211 employers have also been assisted by the councils Into Work team which has again exceeded the target set of 125 for the financial year. £16,197,903 additional weekly benefit has already been identified for clients of the Money Advice team even exceeding the target of £13,000,000, with total footfall of over 17,500. The Adult Learning teams provide short and longer courses in over 70 locations across the city. The teams have seen a total of 8,821 enrolments, an increase of 8.29% on the previous year. 56% of learners have never been on an adult learning course previously and the % of those successfully passing their courses is 94%, with 91% seeing their course to completion.

Responsive Repairs – during 2018/19 98.43% of emergency repairs carried out by the Responsive Repairs team were completed within the 24 hour target, beating the 95% target, in addition 95% of the standard repairs were completed in time. The development of an in-house team to carry out any necessary works to re-let void properties quickly has shown progress with plans to develop an additional team, the turn-around time of the internal team is faster than that of a contractor.

3. Moving Forward: Context, Opportunities and Challenges What the Directorate must take into account in planning future delivery Capital Ambition, contextual Information, changes in legislation, demographics, budget pressures, technology changes and any other factors that affect the environment in which you operate.

Renting Homes (Wales) Act 2016: This new legislation will have significant implications for housing and homelessness services. The Act replaces various pieces of housing legislation into one legal framework and it is estimated to come into force in early 2020. The implications for our housing management services are significant, with a large number of key processes and procedures needing to change. In addition, homeless advice and supported accommodation such as hostels will also be affected.

Welfare Reform brings a wide range of changes which have significant implications for future housing and homelessness services. Universal Credit Full Service must now be claimed by most working age households in Cardiff that need make a new claim for means tested assistance. It is proposed that the large scale migration of remaining claims over to Universal Credit will start around November 2020 and is estimated to be completed by the end of 2023. This is treated as a Corporate Risk and is reviewed regularly.

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by Welfare Reforms including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants and the freeze on Local Housing Allowance rates. The inability to predict the future demand for services, the ongoing changes announced by Central Government together with the large number of citizens affected makes these changes a significant risk.		3. Supporting People out of Poverty	

4. Making the Connections - Contributing to Cardiff's Well-being Objectives

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The seven well-being goals ('the goals') show the kind of Wales we want to see and this section of the Plan shows how Housing & Communities along with Housing Development contribute towards these goals.

Cardiff is a great place to grow up

Within Housing & Communities a lot of work goes on to make Cardiff a great place to grow up. Libraries & Hubs deliver a range of services and activities targeted for children to support the development of literacy skills from birth. The Book start initiative provides free books for children under 4 years old, Storytime and Rhyme time sessions for the same age group are held within Libraries and Hubs with some being delivered through the medium of Welsh. Activities like these also provide an opportunity for parents to meet up and share experiences, reducing feelings of social isolation. Hubs & Libraries work in partnership with Sports Cardiff, delivering free activities for school age children to promote physical literacy. These sessions are run in Ely, Grangetown, Llanrumney, Rumney and St Mellons Hubs. To further assist with learning opportunities after school sessions and homework clubs with space to study are held within Libraries and Hubs. The Library service actively promotes the all Wales initiative 'Every Child a Library Member'; this includes school visits, library inductions and enrolling every child in year 4. During the summer Hubs & Libraries promote the Summer Reading Challenge with themed events & activities to support school age children in maintaining their literacy skills during the school holidays, these are promoted in all junior schools prior to the summer break. During 2018/19 7,409 children participated and 4,818 completed the challenge.

Cardiff is a great place to grow older

Within Housing & Communities, the Independent Living Service works to make Cardiff a great place to grow older. Independent Living Services supports older people in Cardiff to live as independently as possible and improve their wellbeing. The service provides tailored holistic support to help older people live more independently by finding out “What Matters” to them. During 2018-19 Independent Living Services have found 8,351 alternative solutions to support and maintain independence.

Independent Living Services is the co-production of 8 unique teams working towards the same objectives of empowering older people to remain independent at home, reducing risk of hospital admission, accelerate safe hospital discharge, re-engaging people with their communities and reducing demands upon social care through the provision of alternative solutions in partnership with Health, Social Care, Housing and 3rd Sector.

In 18/19 Independent Living Services has expanded to include a floating support service, enabling us to provide more hands on support to the most vulnerable in Cardiff. Independent Living Services has also began the Get Me Home Pilot in partnership with our health colleagues providing easier access to council and community services within University hospital to improve patient flows and reduce bed blocking.

Dementia Cafes are running at Cardiff Central Library Hub, Canton Library & Grangetown Hub with planned expansion across the city, this follows consultation with Alzheimer’s Society Cymru and their Service User review panel at Oldwell Court. The Cafes are a safe place for those living with Dementia, their families, carers and health professionals; providing information, signposting and peer support. In addition to this 86% of Hub & Library staff are trained as Dementia friends, with more sessions scheduled; new staff are booked onto mandatory Dementia Awareness Sessions as part of their induction training. Trained Library Dementia Champion staff are qualified to carry out Dementia Friends sessions to colleagues and members of the public. Parkinson’s Cafés are hosted monthly at Ely & Caerau Hub & Rhydypennau Library, with Parkinsons UK. The Library Service deliver housebound and mobile library services, supporting people who are unable to leave their homes or are in sheltered housing complexes and have limited mobility. There are 1,176 planned mobile stops each year and 80 people are visited by the Housebound Service.

Supporting people out of poverty

Within Housing & Communities a lot of work is done to support people out of poverty. For example, since the introduction of the Benefit cap in November 2016, 1,283 successful applications for Discretionary Housing Payments have been completed, in addition to this homelessness has been prevented for 96 households affected. 403 clients have attended training and 336 clients have returned to work. Almost 1,500 home visits have been carried out to help households affected. The homelessness service has worked closely with clients to prevent homelessness, with a success rate of 77% during 2018-19.

The Advice teams help to support people out of poverty by providing Into work Advice for people who are out of work or are looking to upskill in their current roles into better paid/ permanent / or full time posts, during 2018/19 737 people were assisted into employment by the service. Adult Learning helps those take their first steps on their journey into work by providing work skills training as well as accredited, non-accredited and soft skills training.

During 2018/2019, the Money Advice team, provided help in 23 locations including all the Foodbanks across the city. This has helped to support vulnerable and low income people. The team assist with basic budgeting, debt, accessing grants, discounts and benefits and also helping people with their Universal Credit claims. The advisers do this in a number of ways and have close working relationships with other council departments and in partnership with Cardiff Advice Service (made up of Citizens Advice and the Speakeasy Advice Centre) for more specialist advice. Benefit health checks are done using trusted websites, benefit appeals are completed by staff trained by Cardiff Advice Service, and issues with priority debts such as Council Tax are dealt with efficiently, thanks to a process developed to assist the individual.

In total, the team has seen over 17,500 people to provide information, guidance and advice. During these appointments more than £725,000 has been saved and over £16 million in additional weekly benefit claims has been identified. More than 5,500 calls have been received by the Advice Line which offers assistance and signposting for both Into Work and Money Advice. The Money advice team are consistently hitting targets of both waiting times and service times.

Cardiff has safe, confident and empowered communities

The Building Improvement Unit and Responsive Repairs work to ensure the council housing stock is maintained to the Welsh Housing Quality Standard, carrying out repairs as required and planned gas servicing through the year.

A Capital city that works for Wales

Housing & Communities provide support to people who have newly arrived in the city or country through the Library Service, who provide information to signpost them to local services, delivering Croeso, an annual welcome event for students from overseas, providing up to date material to support those undertaking the citizenship test. FAN (Friends and Neighbours) meet monthly in libraries and hubs across the city. The Libraries also deliver a literary and cultural programme of events, including the Crime & Coffee reading group, Open Spaces author talks, Chinese New Year, Japan Open Day, refugee week and Black History month. The Into Work team have a specific refugee project that can help those who have arrived in the UK to look for employment, education and training opportunities. To date 138 have been supported and 40 have been successful in gaining employment. The Adult Learning team also provide Informal Conversational English (ICE) courses where learners who are attending more formal English for Speakers of Other Languages (ESOL) can attend weekly to practise their English in less formal surrounding and learning more about Cardiff and the culture of Wales.

Cardiff grows in a resilient way

The Preventative Services Day Opportunities Team encourage volunteer opportunities to help people of working age to gain work experience and contribute to their communities. The Library service have developed Cathays Heritage Library, which will serve as the community memory of the people of Cardiff, enabling access to social and economic history sources that will help gain understanding of their past and prepare for their future.

Modernising and integrating our public services

Housing and Communities are always working to modernise and integrate our services, an example of this is in Independent Living Services, where the Independent Living Centre is used as an assessment centre for partners across the region in Health, Social Care and Occupational Therapy. The service has also developed a mechanism, in partnership with Social Services and Care & Repair to provide a pathway for older people who need support with sensory impairments. Independent Living Services has also created a service level agreement with the Fire Service for a cross service referral mechanism, where home safety checks are carried out by the fire service and any additional needs that are picked up can be passed to Preventative Services for holistic input, and Preventative Services can refer clients to the Fire Service for home safety checks. A new Disabled Facilities Grant framework has been introduced to improve service delivery times, reduce hospital admissions and speed up discharges.

Housing and Communities also move to modernise and integrate services through the development of the Community Wellbeing Hub network, with 11 hubs in priority neighbourhoods, and plans for a rollout of Wellbeing hubs and Youth Hubs in additional areas across the city in the coming year.

Our benefit assessment teams are also rolling out risk based review verification, which will see far more automation of assessment work. The Hubs will also be introducing scan stations in the coming year, where customers can self-serve and scan evidence that the Authority require for the assessment of benefits initially, but this can be potentially rolled out to their service areas in the Council who require documentation from members of the public.

The way that the service communicates with citizens has also been modernised, e.g. web chat with the Into work services, ensuring websites are updated and using social media platforms across the services.

Delivering the Welsh Language Standards

Objective	Responsible Officer
<p>Forms & Documents: Conduct an audit to ensure that the following are bilingual: Agendas and minutes for meetings, conferences and seminars that are open to the public; Licences; Certificates; Brochures; Leaflets, pamphlets or cards; Policies, strategies, annual reports and plans; Guidelines, Codes of Practice and Rules; Press Statements, record your findings and prepare an Improvement Plan (or IACTs) to address any areas of noncompliance</p>	Sarah McGill
<p>Welsh Language Awareness: Ensure that all staff with access to a PC complete the Welsh language awareness e-training on Cardiff Learning Pool site</p>	Sarah McGill
<p>Awarding Grants: Ensure that all grantees are aware of the requirement to comply with the Welsh language standards in so far as they relate to the provision of the service(s) and record how the information has been circulated. Conduct an internal audit to ensure that grantees are aware of how the standards relate to their service and record the results including any additional improvement measures.</p>	Sarah McGill
<p>Education Courses: Assess the need for all education courses to be delivered in Welsh and publish this information on the Council's website. Ensure that all staff responsible for arranging education courses are aware of the requirement to assess the need for the courses to be delivered in Welsh and evidence how this has been achieved.</p>	Sarah McGill
<p>Reception Services: Identify all reception services and ensure that they are delivering bilingual services (or are aware of the process if no Welsh speaker is available) by conducting a mystery shopper exercise. Put measures in place to address any instances of non-compliance. Ensure that all staff are made aware of the Bilingual Reception Service Guidance.</p>	Sarah McGill
<p>Signs, Notices & Display Material: Conduct an audit to ensure that all existing signs are bilingual and create new Improvement Actions to address any instances of non-compliance. Ensure that all staff are aware of the requirement to have bilingual signs and notices with the Welsh text positioned first (all signs after 30th March 2016) and evidence how this has been achieved.</p>	Sarah McGill

Objective	Responsible Officer
<p>Websites, Online Services & Social Media: Conduct an audit to ensure that all websites are bilingual and put measures in place to address any instances of non-compliance. Ensure that all staff are aware of the requirement that all social media accounts must be bilingual and operate bilingually and record how this information has been circulated</p>	Sarah McGill
<p>Public Events: Ensure that all public events organised or funded by us are bilingual by creating a checklist of the following bilingual requirements for each event: Publicity material, signage, audio announcements and services offered to persons attending the event and ensuring that accurate and up to date records are kept that each element is bilingual for each event.</p>	Sarah McGill
<p>Meetings: Ensure that all staff are made aware of the Guidance for Holding Meetings and record how the information has been circulated. Conduct an internal audit to ensure that staff are aware of the guidance including offering language choice and arranging a simultaneous translator as required. Record the results of the audit including additional improvement measures for any non-compliance found.</p>	Sarah McGill
<p>Telephone Calls: Ensure that all staff have received and are aware of the process for dealing with Welsh language calls and record how the information has been circulated. Conduct an internal audit to ensure that staff are following the agreed process as specified in the guidance including answering the phone bilingually and transferring correctly. Record the results of the audit including additional improvement measures for any non-compliance found.</p>	Sarah McGill
<p>Correspondence: Create a data-base of an individual's language choice (Welsh/English) and /or ensure that you have a process in place for recording language choice e.g. SAP CRM. Please record the database or process you have in place. Conduct an audit to ensure that all standard letters and emails are sent bilingually and include a statement regarding language choice. Record the results of the audit including additional improvement measures for any noncompliant letters and/or emails.</p>	Sarah McGill

5. Strategic Directorate Priorities

Summary of Priorities – Statement of what we are trying to achieve

	Strategic Directorate Priority	Cabinet Member(s)	Directorate Lead	Contributing to:	
				Well-being Goal	Council Priority
1	Cardiff is a Great Place to grow up	Councillor Graham Hinchey	Avril Hooper	A Prosperous Wales, A Healthier Wales, A More Equal Wales	Working for Cardiff
2	Cardiff is a Great Place to grow older	Councillor Susan Elsmore	Carolyne Palmer/Dave Jaques/Ellen Curtis/Nicola Pitman/Laura Garvey	A Prosperous Wales, A Healthier Wales, A More Equal Wales	Working for Cardiff
3	Supporting People out of Poverty	Councillor Susan Elsmore / Councillor Lynda Thorne	Ian Ephraim/Helen Evans/Laura Garvey/Bev King	A Prosperous Wales, A Healthier Wales, A More Equal Wales	Working for Cardiff
4	Safe, Confident and Empowered Communities	Councillor Lynda Thorne	Natalie Southgate/Bev King	A Wales of Cohesive Communities	Working for Cardiff

6. Individual Priorities

Strategic Directorate Priority 1:
Cardiff is a Great Place to grow up

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
	Early Help:					
	The number of people supported through the Family Gateway	New	New	No Target	TBC	Avril Hooper
	The number of people supported by the Family Help Team	New	New	No Target	TBC	Avril Hooper
	The number of people supported by the Family Support Team	New	New	No Target	TBC	Avril Hooper

Commitments to Action - what key actions will we take to achieve our improvement priority?

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP	Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to Children & Young People Emotional and Mental Health Support.	April 2019	March 2020	Avril Hooper	<p>Q1: Ensure that as part of the phased launch of the new early help ensure that appropriate referral mechanisms are in place for Children & Young People to access Emotional Mental Health Support</p> <p>Q2: Set up and review both re-referrals to the early help service and Children and Young People signposted to alternative support who didn't meet their threshold for support</p> <p>Q3: Ensure that as part of the full launch that appropriate partners are consulted and are prepared to receive increased referrals from the Early Help Service</p> <p>Q4: Following full launch of the new Early Help service, review the needs of children and young people being referred through to ensure that appropriate support is available</p>	5. Provide support to those who may experience barriers to achieving their full potential	5. Children have good physical, mental and emotional health and know how to stay healthy.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP	<p>Develop a new delivery model for an integrated early help and prevention service for families, children and young people by March 2020, with the aim of reducing the impact of adverse childhood experiences on their well-being:</p> <ul style="list-style-type: none"> • Launching the new delivery model by June 2019 that will bring together a variety of multi-agency provision across three distinct services; family gateway, family help and family support. 	April 2019	March 2020	Avril Hooper	<p>Q1: Establish new staffing establishment for the Early Help intervention and prevention service, including any TUPE arrangements, recruitment to vacant posts and staff accommodation Establish service name and branding Establish technological solutions to support the service including telephony and case management systems Train staff in core skills, legislation and underpinning knowledge</p> <p>Q2: Establish/review performance monitoring arrangements Continue staff training</p> <p>Q3: Launch service Work with schools and other partners offering services to children and families, to establish collective Early Help responses across a wider workforce Develop an Early Help training programme for the wider workforce</p> <p>Q4: Review service effectiveness and develop responses to identified unmet need</p>	5. Provide support to those who may experience barriers to achieving their full potential	3. All children and young people grow up in a safe and supportive home.

Delivering improvement – ‘progress and action’

Strategic Directorate Priority 2:
Cardiff is a Great Place to grow older

How will we measure our progress against this priority?

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
CP	The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services	New	New	95%	95%	Carolyne Palmer
CP	The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	73%	75%	70%-80%	70%-80%	Carolyne Palmer
CP	The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	179	188	180	180	Carolyne Palmer
CP	The percentage of people who feel reconnected into their community, through intervention from day opportunities.	77%	86%	80%	80%	Carolyne Palmer
CP	The percentage of Council staff completing Dementia Training	New	New	40%	100%	Claire Marchant/ Nicola Pitman
CP	The number of businesses pledging their commitment to work towards becoming dementia friendly	New	New	40	TBC	Claire Marchant/ Nicola Pitman
CP	The number of Dementia Friendly City Events Held	New	New	200	TBC	Claire Marchant/ Nicola Pitman

Commitments to Action - what key actions will we take to achieve our improvement priority?

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include: <ul style="list-style-type: none"> Developing a First Point of Contact (hospitals) to integrate more effectively hospital discharge 	April 2019	March 2020	Carolyne Palmer	<p>Q1: Evaluate the impact of the pilot service in A4 and C6 ward. Develop service to cover further wards. And review the pilot to incorporate delivery changes from lessons learnt.</p> <p>Q2: Recruit and train new team members, and work with Health the find additional wards to place contact services in. Develop further monitoring on the impact on discharge: from PDD to actual, with evidence based information on the impact Contact had.</p> <p>Q3. Evaluate the activity on the new wards to ensure efficient use of services. Change if required.</p> <p>Q4. Create an evaluation report, to include potential sustainability solutions in conjunction with Health.</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP	<p>Deliver the older person's strategy to support independent living, fully understanding their housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> Working to build and refurbish care-ready schemes for older people; 	April 2019	March 2020	Dave Jaques/Ellen Curtis	<p>Q1: Agree the final specification for our planned Care-Ready Older person schemes & ensure all proposed schemes meet this and are agreed with Housing Allocations Team. Agree a concept plan for Worcester Court and Broadlands House refurbishment.</p> <p>Q2: Achieve planning permission to build the Maelfa Phase 2 Independent Living Scheme. Complete Clos Y Nant and Brentwood Court refurbishment schemes.</p> <p>Q3: Achieve Planning consent for the St Mellons Care-Ready scheme. Consult on the concept plan for refurbishment of Worcester Court and Broadlands House</p> <p>Q4: Complete a tender process for the appointment of a contractor for the St Mellons Care-Ready scheme. Finalise plans and proposal for refurbishment for Worcester Court & Broadlands House. Complete Minton Court & Poplar House refurbishments Schemes.</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP	Deliver the older person's strategy to support independent living, fully understanding their housing needs and aligning work between People & Communities, Health and Social Services including: <ul style="list-style-type: none"> Developing an Older Persons & Accessible Homes Unit to provide person-centred information, advice and assistance; 	April 2019	March 2020	Ellen Curtis	Q1: Arrange for any staff in scope TUPE into Council. Commence scoping of the work & definition of the work of the new service. Make amendments to the social housing allocation policy.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Full review of Accessible Homes process in partnership with RSLs. Further scoping & definition of the work of the new Unit, including the allocation of accessible homes, specialist advice to be provided and changes to the extra care waiting list. Performance Indicators agreed		
					Q3: Define and consult on new staffing arrangements. Implement new staffing arrangements. Recruit and train new staff		
					Q4: Full implementation of new unit / services		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	<p>To proactively work with contractors and expand in house team to ensure void turnaround times are reduced.</p> <ul style="list-style-type: none"> • New Contractor commencing works 1st May 2019 • Consider an in house team expansion during 2019 • Monitor present contractors to ensure performance improves to expected time scales on regular basis. 	April 2019	March 2020	Ellen Curtis	Q1: Work with new contractor to enable them to “gear up” with correct trades and commence works on void properties in a sensible and effective manner. To also continue with regular meetings with current contractors and monitor their performance. Apply penalties where appropriate.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff’s diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Review work of in house team and prepare business plan for expansion. Continue to monitor performance.		
					Q3: Subject to business plan recruit in house operatives to carry out voids works. Continue to monitor performance.		
					Q4: Review work load distribution of void properties. Continue to monitor performance.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP	<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> • Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021; • Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020; • Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council's awareness and engagement programme; • Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia; • Delivering locality-focused dementia awareness events. 	April 2019	March 2020	Nicola Pitman	<p>Q1: Finalise development of E-module and raise awareness with all service areas of the corporate commitment of the Dementia Friendly City and how they can contribute. Develop activities within Community & Wellbeing Hubs across the City to support those affected by Dementia and their Carers. Develop a communication plan to encourage business to create supportive dementia environments.</p> <p>Q2: Introduce mandatory E-module training and moderate completion rates. Conclude website consultation with partners, stakeholders, businesses and those affected by Dementia. Develop website content working with service areas and external groups. Assess business take up.</p> <p>Q3: Work with web team to build accessible and bespoke website. Further develop bilingual support services for those affected by Dementia.</p> <p>Q4: Develop marketing plan and deliver launch of Dementia focused website. Evaluate position in relation to the key actions including business take up, compliance levels amongst service areas for completion of E-module training.</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP	Address social isolation and enhance quality of life of older people by developing inter-generational working with schools, Hubs, community groups and private sector partners.	April 2019	March 2020	Carolyne Palmer	<p>Q1: Identify key internal and external stakeholders to form a working group to address social isolation in older people with a focus on building community engagement. Once established the group will outline a set of collective objectives to be achieved over the year</p> <p>Q2: Develop, agree and implement a plan to host a number of community based intergenerational events across the city in association with identified partners.</p> <p>Q3: Finalise event planning and host Intergenerational Events within localities in Cardiff</p> <p>Q4: Evaluate outcomes and establish sustainability for future Intergenerational working building on the provisions already existing within the community</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	Deliver the Older Persons Strategy by developing a robust action plan and monitoring progress closely through working groups.	April 2019	March 2020	Laura Garvey	Q1: Finalise the Strategy's action plan following consultation with partners and stakeholders.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Establish regular working groups to monitor implementation		
					Q3: Monitor strategy's progress and update action plan		
					Q4: Review progress against targets and success of working groups.		

Delivering improvement – ‘progress and action’

Strategic Directorate Priority 3: Supporting People out of Poverty

How will we measure our progress against this priority?

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
CP	The number of interventions which supported people receiving into work advice through the gateway.	42,343	45,497	43,000	43,500	Helen Evans
CP	The number of clients that have been supported into employment having received tailored support through the Gateway	New	737	623	650	Helen Evans
CP	The number of employers which have been assisted by the council's employment support service	118	211	200	200	Helen Evans
CP	Number of customers supported and assisted with their claims for universal credit	679	5,375	1,500	1,700	Helen Evans
CP	Additional weekly benefit identified for clients of the city centre advice team.	£15,259,881	£16,197,903	£13,000,000	£13,000,000	Helen Evans
CP	The number of multiagency interventions that supported rough sleepers into accommodation	New	157	168	168	Ian Ephraim
CP	The percentage of households threatened with homelessness successfully prevented from becoming homeless	New	77%	70%	70%	Andrea James
CP	The % of people who experienced successful outcomes through the homelessness reconnection service.	New	82%	70%	70%	Ian Ephraim
CP	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	New	91%	60%	60%	Ian Ephraim
CP	The number of people positively moved on from second stage accommodation	New	New	150	150	Andrea James

Commitments to Action - what key actions will we take to achieve our improvement priority?

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP	<p>Better support people into work by integrating employment support services. This will include:</p> <ul style="list-style-type: none"> • Ensure the Gateway into employment is accessible across the city; • Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new employability service by September 2019; • Providing effective employer engagement and assistance into self-employment; • Promoting and extending volunteering opportunities by October 2019. 	April 2019	March 2020	Helen Evans	<p>Q1: Review current footfall across the city and amend service provision as required, ensuring all areas of the city are covered. Work with Communications team to explore other ways of communicating with clients e.g. SnapChat, Instagram</p> <p>Q2: Full service review to be carried out on Adult Learning to ensure complete join up with Into Work Services.</p> <p>Q3: Central jobs fair to be held. Pop up business school to be investigated for Cardiff, as well as reviewing all self-employment start-ups that have been supported to date to ensure they are still trading.</p> <p>Q4: Volunteer portal to be advertised further and ownership taken of updating opportunities. Support other service areas who are looking to use volunteering using the model provided as best practice.</p>	5. Provide support to those who may experience barriers to achieving their full potential	4. All children and young people access high quality education that promotes their rights and helps them develop their skills and talents to the full.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP	<p>Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by</p> <ul style="list-style-type: none"> • Providing digital access and assistance across the city; • Working with private landlords to identify how the Council can help them with the change by March 2020; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Develop further the telephone advice line for customers. 	April 2019	March 2020	Helen Evans	<p>Q1: Review of current digital access across the city to make sure it is meeting the needs of clients. All Hub staff (including those in wellbeing hubs) to be trained on Universal Credit to be able to support clients ongoing.</p> <p>Q2: Rebranding of the Landlord team with additional training and own website for Landlords to access.</p> <p>Q3: Scrutinise all data available and produce a report with recommendations for Welsh Government / Department of Work and Pensions about the impact the lack of Personal Budget Support is having on citizens and the number of clients still requiring digital assistance from the advice teams</p> <p>Q4: Investigate other opportunities for the advice line to expand the knowledge of the staff and enquires that can be answered.</p>	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	To fully review the Adult Learning service taking into account the potential of a 50% reduction in the Community Education Grant in 2020	April 2019	March 2020	Helen Evans	<p>Q1: Carry out full review of the Learning for Work programme. Including courses, location, budgets and staffing</p> <p>Q2: Develop proposals for change which respond to reduced grant levels, modernise the offer and provide an excellent service for customers</p> <p>Q3: Consult on any changes with staff / members and service users.</p> <p>Q4: Review consultation and carry out changes proposed and agreed</p>	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP	<p>Deliver the Rough Sleeper Strategy and the homelessness strategy to address rough sleeping in the city by:</p> <ul style="list-style-type: none"> • Extending a 'No First Night Out' policy; • Extending the capacity of the Housing First scheme to make better use of the private rented sector; • Building on the multi-agency team around rough sleepers to include substance misuse, probation and mental health services • Implementing the diversionary pathway for anti-social behaviour and begging in partnership with South Wales Police <p>(To provide a range of platforms to promote engagement with services and to provide opportunities through meaningful activities.)</p>	April 2019	March 2020	Ian Ephraim/ Laura Garvey	<p>Q1: Implement the Multi-disciplinary team and agree aims, objectives and monitoring methods. Complete joint Implementation of diversionary pathway with SWP. Monitor number of tent dwellers assisted into accommodation and review success of the policy. Improve monitoring of emergency accommodation to better understand needs and reduce use of floor space. Deliver additional and improved emergency accommodation.</p> <p>Q2: Secure venue for a dedicated centre for diversionary activities, delivering a full 7 day Activity/Opportunity programme across the city. Further develop the PRS Housing First scheme to include pairs and specialist scheme for prison leavers. Monitor multi-disciplinary team against reporting requirements. Monitor safeguarding referrals for vulnerable rough sleepers and feedback to the Public Service Board. Better publicise rough sleeping services, expanding use of social media city centre advertising opportunities.</p> <p>Q3: Deliver 'satellite' Pods in time for Cold Weather provision commencing. Reach full capacity of expanded PRS Housing First Scheme. Evaluate success of extension to pairs and prison leavers. Ensure Reconnection adopt an assertive outreach approach to increase no. of clients assisted and address disengagement.</p> <p>Q4: Evaluate multi-disciplinary team against targets. Review the PRS Housing First Scheme Ensure transition arrangements are in place for clients accessing Cold Weather provision Review all funding used to support rough sleeper services and seek appropriate funding based on review outcomes.</p>	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	<p>Deliver the Homelessness Strategy, working with partners to prevent homelessness and meet housing needs, by:</p> <ul style="list-style-type: none"> Improving housing advice and better publicising services Developing more focussed and targeted prevention services Supporting private landlords to let properties to homeless households Reviewing specialist pathways into accommodation Implementing changes to the Cardiff Housing Allocation Scheme to meet the needs of homeless people Assisting the most vulnerable by addressing the underlying causes of homelessness Increasing move on options from temporary and hostel accommodation 	April 2019	March 2020	Andrea James/ Laura Garvey	<p>Q1: Finalise the Homelessness Strategy action plan. Establish regular working groups to monitor implementation. Complete staffing review to ensure staff are able to deliver new service. Develop processes & procedures for new roles.</p> <p>Q2: Train staff in specialist prevention skills to deliver a toolbox of prevention options Develop publicity strategy through new advice service e.g. website and social media Contribute to the review of the Welsh Government prisoner pathway to ensure vulnerable client's needs are met on their release from prison.</p> <p>Q3: Review performance against targets following implementation of service review Monitor increase of PRS landlords working with the service Train accommodation & support providers on move-on, particularly support to help access PRS.</p> <p>Q4: Monitor move-on improvements with providers. Introduce online webchat. Extend homeless services to the remainder of the Community Hubs.</p>	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	Improve equalities monitoring to better understand the diverse housing needs and inform future service delivery	April 2019	March 2020	Laura Garvey	<p>Q1: Identify gaps in data on Northgate system and develop a plan for filling any gaps identified. Explore the reasons for the differential impact of homelessness on some groups (younger men and those from certain ethnic backgrounds) by breaking down current data.</p> <p>Q2: Review internal processes and information sharing between departments to improve equality data. Increase identification criteria in equalities monitoring in homelessness. Expand Older Person's floating support monitoring to include wider options for mental health classification, including dementia.</p> <p>Q3: Implement necessary processes and procedures to ensure equality data is captured across housing services. Train staff on new processes and procedures. Evaluate how religion affects Older Person's housing need, completing consultation with groups affected.</p> <p>Q4 Carry out consultation with groups that are differentially affected by homelessness in order to establish how services can be improved. Audit new process and procedures to ensure improved equalities data.</p>	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	Improve the digitalisation of housing services.	April 2019	March 2020	Laura Garvey	Q1: Scope out timescales for key projects and develop Housing Digitalisation action plan, consulting with key partners and stakeholders.	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2: Develop project plan for moving rent accounts online. Consult with key individuals affected and establish working groups for project.		
					Q3: Continue to progress project plan for moving rent accounts online. Scope out timescales and plan for launching the housing waiting list online.		
					Q4: Progress the rent accounts online project to testing and implementation phase. Develop working groups and finalise action plan for launching the housing waiting list online.		
DDP	Modernise and review Housing Benefit / Council Tax Reduction Scheme assessment teams	April 2019	March 2020	Helen Evans	Q1: Implement Risk Based Verification	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2: Launch new and expanded Landlord service		
					Q3: Review the impact of Risk Based Verification on workload for assessors		
					Q4: Fully review and make changes as required to the management and staffing arrangements, taking into account the impact that Risk Based Verification and Universal Credit have on the workload of the teams.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	Ensure full integration of libraries into Hubs and upskilling of Hub staff.	April 2019	March 2020	Helen Evans/Bev King	Q1. Review current levels of digital skills across the Hubs. Review and amend all Hub procedures and process maps and create new training plans for Hub staff. Consider and implement new and innovative ways to increase new library members and book issues.	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2. Carry out digital skills training as required and roll out new training for Hub staff (to include Bus pass, basic money advice and housing advice)		
					Q3. Carry out monthly briefing sessions for all seniors across the Hub to be carried out by trainers / experts on the subject matter. Seniors to then disseminate to their teams		
					Q4. Ensure quality across the Hubs after the changes have been implemented – to include staff audits and mystery shopping		
DDP	Develop a long term strategy on the management of damp and condensation in council homes	April 2019	March 2020	Colin Blackmore	Q1: Identify available data on damp and condensation. Review findings of BRE report.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	3. All children and young people grow up in a safe and supportive home.
					Q2: Review statistical data to analyse possible damp / condensation trends.		
					Q3: Identify measures of success in treating damp / condensation. Review best practice in resolving damp / condensation issues and any changes necessary to practice.		
					Q4: Report on longer term strategy for dealing with persistent issues and measures to eradicate.		

Delivering improvement – ‘progress and action’

Strategic Directorate Priority 4:

Safe, Confident and Empowered Communities

How will we measure our progress against this priority?

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
CP	Council staff completing the Level 1 online module of the National Training Framework on Violence against women, domestic abuse and sexual violence as a % of all staff	10%	51%	100%	100%	Natalie Southgate
CP	The number of visitors to libraries and hubs across the city.	3,344,686	3,400,078	3,300,000	3,300,000	Bev King
CP	The % of customers who agreed with the statement "Overall the hub met my requirements / I got what I needed"	98%	98%	95%	95%	Bev King
CP	The number of visits (Page views) to the volunteer portal	New	70,856	55,000	55,000	Helen Evans
DDP	High risk domestic abuse victims referred by South Wales Police contacted by the specialist service within 1 calendar day of receiving the referral	NEW	NEW	NEW	90%	Natalie Southgate

Commitments to Action - what key actions will we take to achieve our improvement priority?

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly
CP	Deliver the actions identified in the Cardiff and Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the commissioning of a regional service for male victims.	April 2019	March 2020	Natalie Southgate	<p>Q1: Develop and adopt revised VAWDASV workplace policies and encourage all partners to do the same</p> <p>Q2: Actively seek engagement and input from victims and survivors that represent all crime types and protected characteristics</p> <p>Q3: Undertake a tendering exercise to commission a specialist regional service for male victims of domestic abuse and sexual violence</p> <p>Q4: Explore options for delivering a range of community perpetrator interventions</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	3. All children and young people grow up in a safe and supportive home.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly
CP	<p>Continue to deliver the Community Well-being Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers. Developing additional library based hub facilities 	April 2019	March 2020	Bev King	<p>Q1: Evaluate mapping and community consultation for Whitchurch & Rhydypennau to enable tailoring of services to local community needs focusing on Health & Wellbeing and additional Hub services. Complete training of Library and Community Inclusion Officers to allow delivery of additional Hub services. Finalise interior design packages for Whitchurch & Rhydypennau.</p> <p>Q2: Community Inclusion Officers to pursue Community links, making best use of partner knowledge seeking to fill social isolation gaps & ensuring group venues / locations are fit for purpose. Deliver an event programme in conjunction with Community Inclusion Officers & interested stakeholders– linking in with national campaigns and localised health priorities.</p> <p>Q3: Plan & implement relocation of service provision during refurbishment of Whitchurch & Rhydypennau. Tailor services & event programme during refurbishment to maintain community events where possible using venues within the local area. Ensure Community budget spend is appropriate to need across all districts</p> <p>Q4: Re-open Whitchurch and Rhydypennau Wellbeing hubs. Evaluate & review Wellbeing Hub facilities, in conjunction with feedback from customer surveys, Hub staff & Community Inclusion Officers.</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly
DDP	Deliver a new Hubs and Library Services Strategy. The strategy will ensure that the Universal Offers are fully delivered to citizens and will focus on the following key aims: <ul style="list-style-type: none"> • Encouraging Reading • Promoting Health, Well-being and Community Inclusion • Supporting Children and Young People • Providing Information and Advice & Promoting Digital Inclusion • Tackling Poverty by helping people into Work & Encouraging Learning • Celebrating Heritage and Culture 	April 2019	March 2020	Bev King	Q1: Finalise Hubs & Libraries Strategy and put forward for Cabinet approval	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Undertake training with staff to ensure key strategic aims are communicated and embedded within team		
					Q3: Publish and promote strategy to Cardiff's communities.		
					Q4: Evaluate effectiveness of strategy through use of performance assessment indicators (including the Welsh Public Library Standards) as well as customer feedback		