

# People & Communities Directorate Delivery Plan:

- Business Performance and Policy Team
- Housing Development & Regeneration
- Performance & Partnerships



Gweithio dros Gaerdydd,  
gweithio gyda'n gilydd

Working for Cardiff,  
working together



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## Directorate Delivery Plan – People & Communities:

- Business Performance & Policy Team
- Housing Development & Regeneration
- Performance & Partnerships

### 1. Introduction

#### 1.1 Golden Thread



## Directorate Delivery Plan – People & Communities:

- **Business Performance & Policy Team**
- **Housing Development & Regeneration**
- **Performance & Partnerships**

### 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

- **Performance & Partnerships**

Within Performance & Partnerships the Corporate Performance Team work with customers and partners (internal and external) to support the council's priorities and outcomes for citizens. We provide a consistent performance structure and framework that enables appropriate support to directorates to drive improvement and generate evidence to demonstrate this. Alongside, Cardiff Research Centre (CRC) delivers robust research, information and consultation services for Cardiff Council and its partner organisations. The services provided includes a wide range of collection, interpretation and analysis of primary and secondary data, including demographic, socio-economic and Census data, as well as carrying out specialised studies, research and consultation projects. The team also manage the Cardiff Citizens panel and facilitate focus groups, as well as providing advice and support on research and questionnaires, and mapping services.

The Cabinet office provides support for the Leader and the Council's Cabinet, this includes Administrative support, such as correspondence management and coordinating meetings; Cabinet business support, which includes managing the Cabinet decision making process, managing cabinet briefings and publishing key decisions taken by Cabinet and the Senior Management Team; Corporate policy, such as turning manifesto commitments into organisational priorities, leading the development on strategic corporate policy such as the Corporate Plan and ensuring the Leader and Cabinet are well briefed and prepared for key meetings.

The Equalities Team provides an important advisory function and supports policy development and performance management to ensure that the Council can meet its duties and develop accessible services and policies that help everyone fulfil their full potential. It also provides a bridge between the Council and 'seldom heard' communities, helping to understand and reduce any barriers to services and integration that might arise. Bilingual Cardiff is responsible for overseeing the implementation and monitoring of the Welsh Language Standards, including ensuring Elected Members and all staff are aware of their responsibilities and have information, advice and support needed to comply with the legislation. Bilingual Cardiff also provides English/Welsh and Welsh/English translation services across all Directorates as well as a simultaneous translation service both internally and externally. They are also responsible for the development of the Bilingual Cardiff city wide strategy.

The Councils' award-winning media and communications team helps to promote the work of the council to both residents and staff. It is responsible for managing media enquiries, writing press releases, creating content for the authority's social media channels, the Cardiff Newsroom website and for delivering Council communications and marketing campaigns across the city.

The Community Safety Team is responsible for the coordination of all community safety activities across the Council and the wider community safety partnership, providing support for the Community Safety Leadership and Delivery Boards. The Community Safety priorities identified by the Leadership Board for this year are City Centre and Street Sleepers, County Lines and Exploitation, Prevent & CONTEST and Area based working around the City's Hubs. In addition, the team is also responsible for:

- Community Cohesion, in particular taking forward the Welsh Government's Community Cohesion Action Plan locally. This includes work with groups such as gypsies and travellers, migrants, refugees, asylum seekers and BME groups.
- Counter Extremism Community Engagement, including working with civic society groups to challenge extremist narratives; and the coordination and promotion of bids in relation to the Building a Stronger Britain together funding.

- **Business, Performance & Policy**

The People and Communities Directorate brings together over 40 separate services unified by key service objectives that, will be easier and more cost effective to deliver in a joined up, integrated way. The Business Performance & Policy team provides a wide range of support to the senior management team for the Directorate. The team ensure relevant and timely performance management information is available, through the provision of an effective performance management framework, as well as managing corporate and statutory submissions. The team works with the management team to develop and report on the Directorate Delivery Plan, as well as feeding into the Corporate Plan.

The team coordinates complaints and enquiries, providing high level support to managers throughout the process, ensuring that the Council's complaints policy is adhered to, both within the Directorate and across the council as a whole as the Corporate complaints manager. The team is also the council's point of contact for the Public Services Ombudsman for Wales.

- **Housing Development & Regeneration**

As the City continues to grow, it's important the housing needs of all citizens are understood and planned for. Housing Development & Regeneration are working to build more council homes both for rent and for our assisted home ownership scheme to help address the high housing need. The team holds the strategic housing role for the city, and is responsible for assessing housing need and allocating housing grants to Housing Associations, The team are also exploring innovative construction methods and new ways of using our land and resources to deliver high quality, energy efficient homes more quickly. The team have an overall target of building at least 2,000 new council homes, of which 1,000 must be delivered by May 2022. In addition, the team carries out regeneration works to improve neighbourhoods across the City, including estate regeneration schemes, neighbourhood renewal schemes, improvements to local shopping centres and community facilities, and community safety measures such as alley-gating.

## Self-Assessment of performance during 2018-19

*Summary of Service Self-Assessment - what the Directorate has done well, what the Directorate could/should have done better, what the opportunities and challenges the Directorate faced*

- **Performance & Partnerships**

Over the year there have been a number of achievements for Performance & Partnerships, including the Communications team successfully increasing the use and engagement of Social Media channels. In addition, a number of City Wide Communications campaign took place on various issues.

The Equalities team also delivered Equalities training via the Cardiff Academy during 2018-19. The Stonewall Workplace Equality Index ranking also improved from 300 to 198 during the year, following work with the LGBT network and Stonewall. The Strategic Equality plan was delivered by the team, as well as the implementation of the Council Budget Equality Impact Assessment Process. The year also saw the delivery of an Equality session for Corporate Apprentices.

Bilingual Cardiff successfully promoted Diwrnod Shwmae in October and Dydd Miwsig Cymru in February across the Council. The team also launched C4, Clwb Cymraeg Cyngor Caerdydd (Cardiff Council Welsh Language Club), which took place in March 2019 at Yr Hen Llyfrgell. In addition, the Welsh Language Commissioners Assurance report was positive and acknowledged service improvements across the board.

- **Business, Performance & Policy**

Over the year, the Housing & Communities performance team have further rolled out the monthly core data set as part of the performance framework. This has included the further development of the data set for Employment Services and Advice, as well as significant updates and additions to the Homelessness Core data set. New core data sets have been developed, including Hostels & Support Services, Fostering, Capital Ambition Delivery Team and ICT. The team have also developed and produced Performance & Project reports for a number of the Programme Boards under the Resilient Portfolio, specifically the Inclusive Growth Board, the Improving Outcomes for Children Board, and the Improving Outcomes for Adults Board.

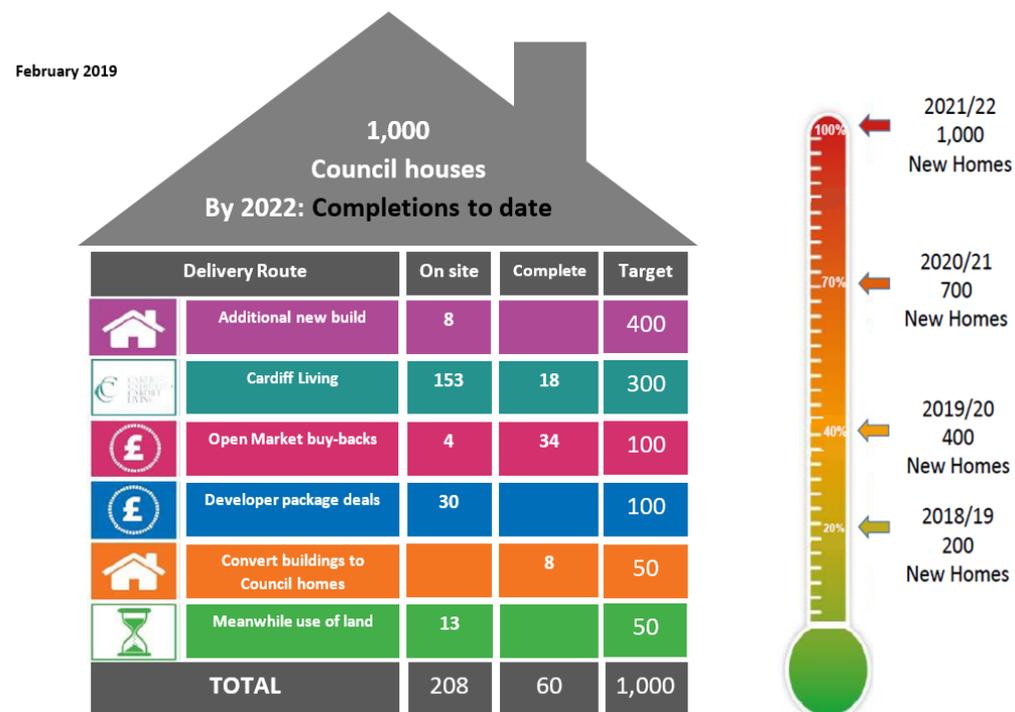
Through the year the complaints team have continued to work to provide the best service possible. Within Social services complaints, the biggest progress has been the service moving over to Comino, the case management system already used by Housing, In addition, all complaints were acknowledged within the 2 workings days timescale, while 24 stage 1 complaints have been successfully prevented so far this year through addressing issues quickly and simply before entering the complaints process. A huge increase in compliments being reported allows the team to showcase the positive work carried out within social services. To support young people wanting to make a complaint, each one has been visited by the complaints officers to assist them in making their complaint.

Social Services Performance & Planning held a pivotal role in the Bright Spots survey during the year, ensuring that responses significantly exceeded requirements and expectations. The team also developed new reports, a weekly exceptions report for Childrens Management Team, a weekly monitoring report for Adult Safeguarding, monthly performance report cards by service and operational manager, draft scorecards relating to the child's journey through the service in line with the draft performance framework for Children's Services and Infovview reports for Adult Services. The

team also developed a draft scorecard for Corporate Safeguarding and new style reports for Scrutiny committees that have been well received. The team carried out a significant amount of work around developing information on the workforce. E-modules have been developed and released and new CareFirst documents have been developed for new/amended areas including Early Help, Integrated Family support, Ty Storrie, occupational Therapy and to reflect Signs of Safety. Work has also been undertaken with Safeguarding, including updating the adult safeguarding process and the production of an e-learning module on referring to the team.

- **Housing Development & Regeneration**

### Housing Development



**Neighbourhood Regeneration** – Neighbourhood regeneration projects delivered in 2018/19 have had a positive impact in local communities across the city. Customer satisfaction with completed schemes is 93% (Jan 2019), well above the target of 75% for the year. Highlights include (i) completion of Phase 1 of the Maelfa shopping centre redevelopment; (ii) final phase of commercial property improvements in Clare Road; (iii) opening the new St Mellons Community Hub; (iv) refurbishment of Grand Avenue and Fairwater Day Centres; and (v) securing grant funding for Butetown Youth Hub. 3 year programmes setting out future priorities for Estate Regeneration projects and Neighbourhood Renewal Schemes have been agreed, together with priorities for the popular Alley-Gating programme.

### 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.*

**Brexit** - The Council and the Directorate face challenges that Brexit (and any subsequent decisions) will create severe disruption to the City and hinder its ability to continue to deliver effective services. This in particular for the People & Communities Directorate could affect workforce, key suppliers and business continuity. Work is being undertaken by relevant officers to identify specific service risks and to monitor these.

## 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.*

**The diverse services provided within People & Communities contribute in some way to all of the Wellbeing goals. The main contributions for the services included in this plan are:**

- **Performance & Partnerships**

Within Performance and Partnerships, Cabinet, Research, Performance and Policy operate in a sustainable manner and ensure robust planning and decision making in the medium and longer term to ensure the decisions made now do not negatively impact on the services provided in the future, working towards **Modernising and integrating our public services** and **Cardiff grows in a resilient way**.

The Equalities team contributes to most of the wellbeing objectives, specifically **Cardiff is a great place to grow up, Cardiff is a great place to grow older, Supporting people out of poverty** and **Cardiff has safe, confident and empowered communities**. The team does this by providing a bridge between the Council and 'seldom heard' communities, helping to understand and reduce any barriers to services and integration that might arise.

Bilingual Cardiff, through the implementation and monitoring of the Welsh Language Standards, as well as the provision of translation services, contribute the **Cardiff is a great place to grow up, Cardiff is a great place to grow older** and **A Capital city that works for Wales**, ensuring that Welsh speakers young or old can access council services in their preferred language and that the language is promoted across the city.

The Community Safety team work to ensure **Cardiff has safe, confident and empowered communities**, including Prevent work, community cohesion and antisocial behaviour, working in partnership with public sector partners, including south wales police.

- [Business, Performance & Policy](#)

By supporting the People & Communities management team, the Business Performance & Policy team contributes to a number of Wellbeing objectives. Through ensuring the Independent Living Services and Adult Services areas of the Directorate, as well as Housing are working as efficiently as possible through performance data, managing complaints and enquiries, and providing ad-hoc support to the management team as needed, the team contributes to **Cardiff is a great place to grow older**. Through providing the same services to children's services, and the recent addition of Flying Start to the Directorate, the team also contributes to **Cardiff is a great place to grow up**.

The support provided to the Housing & Communities section of the Directorate as well as Housing Development & Regeneration allows the team to contribute towards **Supporting people out of poverty**, through assisting the Advice and Employment services which includes Benefits, Housing Services providing council housing to those most in need, as well as the housing development team building council and affordable homes.

The Neighbourhood Regeneration Team, in consultation with community stakeholders and partner organisations, plans and implements a wide variety of regeneration projects which works towards **Cardiff has safe, confident and empowered communities**. These range from multi-million pound redevelopment schemes, such as the Maelfa regeneration project, to local improvement schemes which make a real difference at neighbourhood level. The team coordinates investment programmes to modernise and remodel community buildings, such as Community Hubs and Day Centres, enabling more joined-up and better service delivery in response to changing customer needs. In addition, it implements alley-gating schemes which help people feel safer in their homes and in their communities. The work carried out by the team across the Directorate also feeds into **Cardiff has safe, confident and empowered communities** through Housing & Communities, particularly the Anti-Social behaviour team, Independent Living Services and Adult services supporting people to remain empowered at home, and Children's Services keeping the children across Cardiff safe.

Through supporting a data driven management approach across the Directorate, and ensuring that services are designed to meet the growing demand and need of Cardiff residents, the team contributes to **Modernising and integrating our public services** and **Cardiff grows in a resilient way**. The team works with colleagues across Wales, including Welsh Government and the Public Services Ombudsman for Wales, as well as carrying out regular benchmarking exercises with another Welsh Authorities and sharing best practice, contributing to **A Capital city that works for Wales**.

- [Housing Development & Regeneration](#)

Housing Development & Regeneration primarily work towards **Cardiff grows in a resilient way**, although through the provision of council and affordable housing, the team also contributes to **Supporting people out of poverty**. In order to achieve the Council's aspiration of delivering at least 2,000 new council homes in the longer term a development programme representing the largest local authority led build programme in Wales has been set in place. A number of delivery methods are being utilised including traditional build projects using Design & Build contracts, buying property from the market, Developer led Package Deals and our existing Cardiff Living partnership. Our objectives are to build quality, energy efficient homes in areas of high need whilst creating sustainable & attractive places to live.

The Councils Cardiff Living partnership with Wates Residential continues to go from strength to strength. This partnership will see around 1,500 new homes built across the city on council land with at least 600 of these being new council homes. To date Wates are on site with 6 schemes and have completed and handed over 1 scheme. A further 6 development schemes have planning consent. These phase 1 sites will deliver 195 new council homes and 291 homes for sale once complete.

Our additional build programme is progressing at pace with schemes out to tender, in planning or on site. Our innovative schemes converting shipping containers into flats for temporary accommodation have commenced on site as has our new build scheme at Courtney Road. We have had 4 schemes approved for the Welsh Government Innovative Housing Grant Programme including a PassivHaus scheme at Highfields, Heath and a modular scheme at Crofts Street Plasnewydd.

We are particularly focused on delivering new homes which tackle a specific housing need and are not normally built in large numbers through traditional affordable housing delivery routes – such as ‘Care Ready’ older person housing schemes, larger family homes or properties providing a specific need for Health & Social care, also contributing to **Cardiff is a great place to grow up** and **Cardiff is a great place to grow older**.

## 5. Delivering the Welsh Language Standards

Objective	Responsible Officer
<p><b>Forms &amp; Documents:</b> Continually 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 non-compliance</p>	Sarah McGill
<p><b>Welsh Language Awareness:</b> 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><b>Awarding Grants:</b> 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><b>Education Courses:</b> 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><b>Reception Services:</b> 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><b>Signs, Notices &amp; Display Material:</b> 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><b>Websites, Online Services &amp; Social Media:</b> 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><b>Public Events:</b> 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><b>Meetings:</b> 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><b>Telephone Calls:</b> 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><b>Correspondence:</b> 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

## 6. Directorate Actions

Strategic Directorate Priority	Cabinet Member(s)	Directorate Lead	Contributing to:	
			Well-being Goal	Capital Ambition Priority
Performance & Partnerships	Councillor Thomas, Councillor Weaver, Councillor Bradbury	Assistant Director Performance & Partnerships (Vacant)	Cardiff is a great place to grow up, Cardiff is a great place to older, Supporting people out of poverty, Safe, confident & empowered communities, A capital city that works for Wales, Cardiff grows in a resilient way, Modernising & integrating our public services	1: Working for Cardiff
Business, Performance & Policy	Councillor Thorne, Councillor Elsmore, Councillor Hinchey	Nick Blake	Cardiff is a great place to grow up, Cardiff is a great place to older, Supporting people out of poverty, Safe, confident & empowered communities, A capital city that works for Wales, Cardiff grows in a resilient way, Modernising & integrating our public services	1: Working for Cardiff
Housing Development & Regeneration	Councillor Lynda Thorne	Dave Jaques	Cardiff is a great place to grow up Cardiff is a great place to older Supporting people out of poverty, Cardiff grows in a resilient way	1: Working for Cardiff 3: Working for the Future

## 7. Individual Priorities

### Performance & Partnerships

#### Communications & Media

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2022 Target	Owner
RES9	Increase the number of “Likes” on Facebook (CP)	15,532 (66.94%)	TBC	24,000	TBC	Tim Gordon
RES8	Increase the number of “Followers” on Twitter	87,391 (16.93%)	TBC	3% increase on the 2018-19 outturn	TBC	Tim Gordon
TBC	Increase the number of “followers” on Instagram	N/A	TBC	10% increase on the 2018-19 outturn	TBC	Tim Gordon
RES4	Maintain customer/citizen satisfaction with Council Services (CP)	57.4%	64.10%	75%	TBC	Gareth Newell
RES2 2	Increase the engagement for the Council’s Social Media accounts*	15,532 (66.94%)	TBC	24,000	TBC	Tim Gordon

\*For monitoring in relation to Core Cities only, not to be reported

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
DDP P&P1	Communicate the Council’s Capital Ambition internally and externally	April 2019	March 2020	Tim Gordon	Q1-4: Undertake staff engagement sessions via SMF (Senior Management Forum), CMF (Cardiff Manager’s forum) Publish press releases and social media content highlighting the Capital Ambition and publicise the successes aligned to it, incorporating the hashtags #workingforyou and #capitalambition Review and refresh the Council’s Communication Strategy	3. Support wide citizen consultation and engagement with the Council and the decisions it makes	1: Every child and young person is valued, respected and treated fairly.

## Performance, Policy, Partnership & Citizen Focus

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
DDP P&P2	Respond to the Welsh Government's local government reform agenda	April 2019	March 2020	Gareth Newell	Q1: Respond to Welsh Government Draft Bill on Local Government Reform	1.Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: Prepare for implementation of new legislation.		
					Q3:		
					Q4:		
DDP P&P3	Deliver a co-ordinated local response to the UK leaving the European Union	April 2019	March 2020	Gareth Newell	Q1: <ul style="list-style-type: none"> <li>Put in place local support to enable EU Citizens in Cardiff to access the EU Citizen Settlement scheme by April 2018</li> <li>Ensure a cross public service approach to services and communications through the Cardiff Public Services Board</li> </ul>	1.Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: TBC		
					Q3: TBC		
					Q4: TBC		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P4	Support people and communities to be more engaged with the work of the Council	April 2019	March 2020	Gareth Newell	Q1: Review currently citizen engagement methodologies, with a focus on improving reach into 'seldom heard' communities (aligned to action 9.1).	3. Support wide citizen consultation and engagement with the Council and the decisions it makes	1: Every child and young person is valued, respected and treated fairly.
					Q2: Implement outcomes of review and deliver Ask Cardiff Survey		
					Q3: Deliver Council's budget consultation		
					Q4:		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
DDP P&P5	Work with Corporate Enablers and Stakeholders to strengthen performance management arrangements corporately and across the Council	April 2019	March 2020	Sarah Northam	Q1: Work with other enablers to identify ways to integrate corporate information into quarterly reports Investigate the feasibility of performance management framework being built into the corporate induction Further develop “how to” tools within the Performance Management Framework	1. Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: Review and refine corporate information integrated into quarterly reports Work with the Academy to develop Performance management induction content Work with Communications to brand performance management “how to” tools		
					Q3: Review and refine corporate information integrated into quarterly reports Work with the Academy to develop Performance management induction content Release and publish “how to” tools		
					Q4: Further identify “how to” tools based on feedback from stakeholders Review effectiveness of integrated corporate information in quarterly reports		

## Bilingual Cardiff

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2022 Target	Owner
	The number of staff with Welsh language skills	New	New	20% increase by 2021/22	20% increase by 2021/22	Ffion Gruffudd
	The number of staff attending Welsh courses	New	New	10% increase by 2021/22	10% increase by 2021/22	Ffion Gruffudd

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
DDP P&P6	Lead on the implementation of the Welsh Language Standards across all Council Directorates and prepare Annual Monitoring Report to meet legislative requirements	April 2019	March 2020	Ffion Gruffudd	Q1: Prepare and publish the Welsh Language Standards Annual Report by 30th June 2019.	1. Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: Implement actions to deliver the Welsh Language Standards across Directorates		
					Q3: Monitor delivery of the actions across all Directorates		
					Q4: Collate monitoring information from Directorates in preparation for the Annual Monitoring Report to the Welsh Language Commissioner		
CP P&P7	Implement the city wide Bilingual Cardiff Strategy 2017-2022 to promote and facilitate the Welsh language in Cardiff	April 2019	March 2020	Ffion Gruffudd	Q1: Review the strategy and revise action plan, as necessary, in line with the independent external review	1. Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: Publicise the city wide Bilingual Cardiff Strategy and revised Action Plan to ensure engagement and commitment from partner organisations.		
					Q3: Present the review and revised Action Plan to the Bilingual Cardiff Members Working Group		
					Q4: Update from all partners on progress for the Welsh Language Standards Report		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P8	Deliver the Council's priorities within the Strategic Equality Plan 2016-2020 and launch a new Strategic Equality Plan by April 2020	April 2019	March 2020	Gareth Newell	<p>Q1: Agree 2019-2020 action plan and milestones with each Directorate</p> <p>Q2: Report on work done to implement actions Undertake development work to inform the Councils third Strategic Equality Plan</p> <p>Q3: Report on work done to implement actions Draft the Strategic Equality Plan for agreement by Cabinet</p> <p>Q4: Prepare 2019-2020 Annual Report and report to Cabinet</p>	1. Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.

## Community Safety

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P9	Implement the Welsh Government Cohesion Action Plan and review local delivery from 2019-20	April 2019	March 2020	Sian Sanders	Q1: Complete community mapping to support the development of a new citizen engagement strategy with particular focus on groups vulnerable to harassment or experiencing community tensions Launch the Inclusive Cities Action Plan Mobilise the Rumourless Cities Local Group to create a transfer plan to implement an anti-rumour strategy in Cardiff	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	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.
					Q2: Complete citizen engagement strategy and monitor implementation of Inclusive Cities Action Plan and Rumourless Cities Transfer Plan Complete review of hate crime, modern day slavery and tension monitoring training		
					Q3: Monitor the implementation of the citizen engagement strategy, including Inclusive Cities Action Plan and Rumourless Cities Transfer Plan		
					Q4: Monitor the implementation of the citizen engagement strategy Monitor the implementation of the Inclusive Cities Action Plan Monitor the implementation of the Rumourless Cities Transfer Plan		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P10	Implement the Home Office Counter Extremism Strategy and review local delivery from 2019-20	April 2019	March 2020	Nick Olsen	<p>Q1: Assist partners to establish an effective network to monitor community tensions about issues surrounding extremism, harmful narratives, hate crime, and quality of life</p> <p>Q2: Build links with senior Council officials, elected Councillors and statutory partners to increase the understanding of the extremism agenda and the impact it can have on communities Identify and build relationships with individuals and groups in the Local Authority area who are credible and doing important work to build stronger communities and/or counter extremism. This will include faith groups and civil society organisations Identify and support groups into other funding streams which meet counter-extremism objectives Develop and support local initiatives that help to counter extremism challenges and/or promote our shared values within Cardiff</p> <p>Q3: Ensure that national insights and analysis on extremism are used to help shape local strategy and interventions. Identify areas where the work cuts across other agendas - such as hate crime, violence against women and girls, cohesion and integration - and exploit opportunities for joint working</p> <p>Q4: Support the evaluation of relevant projects in the area, working with evaluation experts and contractors to do so Facilitate a network of individuals and groups who are countering extremism within the local area and encourage the sharing of best practice</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	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 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P11	Develop an action plan to deliver the outcomes of the Young People and Drugs Joint Scrutiny Committee Report within six months of the Scrutiny report being approved	April 2019	March 2020	Alison Jones	Q1: Initial response to Scrutiny in April 2019; commence development of action plan with partners	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	5. Children have good physical, mental and emotional health and know how to stay healthy.
					Q2: Coordinate action plan with partners – sign off at Community Safety Boards in July 2019; report action plan to Scrutiny		
					Q3: Coordinate the implementation of the action plan		
					Q4: Monitor progress of action plan via the Community Safety Boards; report progress to Scrutiny		
DDP P&P12	Deliver the Community Safety Partnership with a focus on shared priorities	April 2019	March 2020	Alison Jones	Q1: Agree new governance arrangements and core Community Safety priorities in consultation with key stakeholders	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	5. Children have good physical, mental and emotional health and know how to stay healthy.
					Q2: Deliver a multi-partner conference on the Cardiff Community Safety model Develop an implementation plan following the conference, with input from all partners		
					Q3: Further develop a range of performance measurements and data sets to inform the work of the Community Safety Boards and Task Groups taking forward the community safety priorities		
					Q4: Undertake a partnership alignment exercise and this be considered by the Community Safety Leadership Board		

## Business, Performance and Policy

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP1	Carry out a review of complaint closure surveys throughout Social Services, analysing the responses received and implementing changes as a result	April 2019	March 2020	Bethan Davis	<p>Q1: Send feedback forms about the complaints process to citizens from Childrens and Adult Services who made a complaint during this period.</p> <p>Q2: Create a folder in which all feedback is accessible and send all Quarter 4 complainants a feedback form.</p> <p>Q3: Analyse information and report on any themes and trends. Provide understanding of the number of feedback forms from Quarter 2 &amp;3.</p> <p>Q4: Provide a written report which will provide formal understanding of complainants views about the process and consider any changes which can be made to improve the service.</p>	2. Support wide access to Council information and environments, and participation in Council Services	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 Cities
DDP BPP2	Develop information on the Social Services Complaints process for inclusion in induction packs for new starters, working with the Training and Development Team	April 2019	March 2020	Bethan Davis	Q1: Gather information about the complaints process, factsheet, WAG and helpful tips for new starters.	2. Support wide access to Council information and environments, and participation in Council Services	3. All children and young people grow up in a safe and supportive home.
					Q2: Discuss complaints training with OM in Training to develop how complaints information can fit with this.		
					Q3: Firm up plans with the Training Department on the summer dates for delivery of training by myself and diary the sessions.		
					Q4: Gain views from the Training Department about the delivery of our complaints training and secure future dates for the next starters and students.		
DDP BPP3	Carry out a benchmarking exercise of complaints in Social services across Wales and carry out analysis of the results.	April 2019	March 2020	Bethan Davis	Q1: Gather information from counterparts in other welsh authorities in preparation for analysis	2. Support wide access to Council information and environments, and participation in Council Services	3. All children and young people grow up in a safe and supportive home.
					Q2: Provide the information to senior managers to reflect on and consider in a brief report.		
					Q3: Consider any comparisons e.g. the numbers received in each discipline, numbers of S1's and S2's and any themes.		
					Q4: Analyse the information and share this in Children's and Adult's Services. Highlight strengths and areas for further consideration.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP5	Develop manager surveys for Social Services and Corporate Complaints to identify areas of best practice and areas for development	April 2019	March 2020	Rory Williams	Q1: Develop survey and to distribute to senior management and colleagues.	2. Support wide access to Council information and environments, and participation in Council Services	3. All children and young people grow up in a safe and supportive home.
					Q2: Collate results of survey and to feed back during six-monthly Corporate Complaints Meeting and to the Business Performance and Policy Manager so appropriate action can be taken and improvements made		
					Q3: Identify and address any issues that have arisen and implement improvements during the quarter.		
					Q4: Continue to review service and consider whether this is worthwhile developing manager surveys on an annual basis.		
DDP BPP6	Develop principles and guidance for the appropriate content in responses to Assembly Members	April 2019	March 2020	Rory Williams	Q1: Arrange meeting with Cabinet Office and establish what Cabinet Members expect from a response. Following this, develop principles and guidance that Operational Managers need to consider.	2. Support wide access to Council information and environments, and participation in Council Services	2. Every child and young person has their voice, needs and priorities heard and taken into account.
					Q2: Distribute principles and guidance for appropriate content to Operational Managers within Social Services.		
					Q3: Review process regularly to ensure it is fit for purpose and also ensure new Operational Managers are briefed.		
					Q4: Continue to review principles and guidance		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP7	Bring together the new People and Communities Business, Performance and Policy Team through team meetings and sharing knowledge of different roles, responsibilities and pieces of work.	April 2019	March 2020	Nick Blake	Q1: Creation and full dissemination of team plan across and the set up and regular managers meetings in place	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Hold an all team workshop so that all members		
					Q3: Explore opportunities for future integration including, shadowing and co-locating similar functions		
					Q4: Carry out a short staff survey within the team to identify opportunities for further improvement		
DDP BPP8	Bring together the compliance reports produced for the Directorate into one regular report for managers, including mobile phones, sickness, e-learning and ALERT.	April 2019	March 2020	Nick Blake	Q1: Review current compliance reports being run across the directorate, identifying any gaps.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Recommend a new simplified model to ensure that reports are run and disseminated efficiently		
					Q3: Implement new way of working		
					Q4: Complete year-end compliance reports and review impact of new approach.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP9	Further develop the Housing & Communities core data set, developing reports for new areas to the Directorate to ensure detailed, relevant performance information is available to managers	April 2019	March 2020	Katie Prichard	Q1: Further develop core data for Hostel & support services and create core data for the Flying Start Service.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Develop a core data set for the new Early Help service including Family gateway, Family help and Family support		
					Q3: Develop core data sets for Supporting People and Compliance in line with the growth of these services		
					Q4: Ensure all sections of Housing & Communities core data are up to date and relevant, and produced within time.		
DDP BPP10	Develop a model of performance management that can be used by Directorates across the council, and investigate the potential for digital solutions to enhance access to data.	April 2019	March 2020	Katie Prichard	Q1: Link in with colleagues in Customer and Digital Services to learn about the capabilities of Power BI software.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Work with other Directorates to support the development of a core data set that is suitable for their work.		
					Q3: Work with central colleagues to build join up between the detailed monthly core data and quarterly performance reporting		
					Q4: Continue to roll our monthly Core data across the council, learning from the varied application to different areas of work, and linking to quarterly performance reporting.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP11	Develop the People & Communities Sharepoint site, to include relevant reports and information as well as details of the teams and services provided by the Directorate	April 2019	March 2020	Katie Prichard	Q1: Add The Directorate Delivery Plans, Section Plans and existing core data sets to the sharepoint site and cascade the site link across the Directorate through the management team.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Collate existing information on the teams and services within the Directorate and work with managers to update and ensure all relevant information is included.		
					Q3: Add all the teams and services detail to the sharepoint site and share with the Senior Management Team and Elected Members for information and reference.		
					Q4: Ensure the Site is updated regularly, including monthly core data uploads and the recording of any staff or service changes.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP12	Develop Section plans across Social Services for managers to share with staff, detailing their link through the golden thread and the integration of the Wellbeing of Future Generations Act	April 2019	March 2020	Helen Davies	Q1: Roll out section plans across Social Services for to managers so that they can disseminate to staff and raise awareness of their 19/20 objectives and measures and the link to the Social Services Directorate Plan, Corporate Plan and the Wellbeing of Future Generations Act.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Arrange and deliver awareness raising sessions to teams on the importance of performance information and their section plans and the important the link to the Social Services Directorate Plan, Corporate Plan and the Wellbeing of Future Generations Act.		
					Q3: Monitor the sharing, implementation, delivering and progress of the section plans with the relevant Team Manager.		
					Q4: Team Managers to submit end of year progress report on their 19/20 section plans to performance team.		
DDP BPP13	Develop and Roll out Sharepoint for the CareFirst Team drives	April 2019	March 2020	Karolyn Danielsen/ Denise Symes	Q1: Complete the building and testing of the site	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Ensure go-live is carried out within quarter		
					Q3: Identify and address any issues post roll out		
					Q4: Continue to maintain the Sharepoint site		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP14	Develop and build CareFinance for Social Services. This will be a phased development starting with Fostering in Children's Services, then moving on to Adult Residential Services, followed by Adult Domiciliary Services and lastly Children's Placements/Support Services, including the development of e-learning modules to support staff	April 2019	March 2020	Karolyn Danielsen/ Denise Symes	Q1: Set up test environment and launch project group. Agree the communication strategy and identify early adopters, carrying out awareness raising sessions with the early adopter teams.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Undertake familiarity work and business process alignment (To be processes)		
					Q3: Deliver training in set up		
					Q4: Deliver end user training and undertake data migration		
DDP BPP15	Redevelop the current Carefirst training programme, including further development of e-learning modules.	April 2019	March 2020	Karolyn Danielsen/ Denise Symes	Q1: Planning and preparation	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Start building e-learning modules for social services staff to understand how to use CareFirst		
					Q3: Testing and amendments. Revisit / redesign training content of one to one sessions / classroom sessions with users		
					Q4: By the end of Quarter this will become the accepted way of training CareFirst to end users		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP16	Facilitate the procurement, set up and distribution of new mobile phone handsets including the implementation of Office 365 across Social Services to replace the existing now obsolete unsupported Microsoft handsets	April 2019	March 2020	Karolyn Danielsen/ Denise Symes	Q1: Order and receive phones and ICT to complete facilitation. Allocate phones and Office 365 training to team managers	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Allocate phones to social work staff in community teams and provide training on Office 365 to the social work staff		
					Q3: Allocate phones to social work staff in community teams and provide training on Office 365 to the social work staff		
					Q4: Complete the distribution and training and maintain the new phone stock.		
DDP BPP17	Develop a performance framework for Adult Services including weekly performance reports, a monthly core data set and scorecard for each section	April 2019	March 2020	Sonia Hutchings	Q1: Meet with OMs to determine weekly reporting requirements. Following this develop draft weekly reports for agreement with OMs for roll out across Adult Services.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Pending agreement of pathway/journey for adults, work with the OMs and service area to develop monthly scorecards to include key information to reflect and monitor an adult's pathway/journey.		
					Q3: Implement the monthly scorecard once content has been agreed by OMs and service area. Develop core data set with OMs and service area, drawing on information already reported on in the weekly report and scorecards.		
					Q4: Implement the core data set. Review the performance framework with OMs and performance team and make improvements where necessary.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP18	Continue to develop a performance framework for Childrens Services including weekly performance reports, a monthly core data set and scorecard for each section	April 2019	March 2020	Sharon Lewis	Q1: Continue to develop scorecards across Children Services, commence work on core data for Fostering, Kinship, Support for Families & CPAD.	1. Meet our Specific Equality Duties and build equality into everything we do	3. All children and young people grow up in a safe and supportive home.
					Q2: Review scorecards, continue to develop core data for Fostering, Kinship, Support for Families & CPAD.		
					Q3: Core data development across all other areas of Children Services.		
					Q4: Implement the core data set. Review the performance framework for Children's Services and make improvements where necessary.		

## Delivering improvement – ‘progress and action’

### Housing Development & Regeneration

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	Total number of new Council homes provided	15	60	400 cumulative	700 cumulative	Dave Jaques
CP	The % of customers satisfied with completed regeneration projects	91%	93%	75%	75%	Don Davidson

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP HDNR1	<b>Deliver at least 2,000 new Council homes</b> , of which at least 1,000 will be delivered by May 2022.	April 2019	March 2020	Dave Jaques	<p>Q1: Achieve a start on site for the Caldicot Road scheme (additional Build programme). Ensure a Cabinet report is submitted for the wider bid programme, identifying the pipeline of development sites, appropriating these for planning purposes, setting out the resource requirements &amp; the delivery methods.</p> <p>Q2: Achieve Planning consent for the St. Mellons sites &amp; the Maelfa Independent Living Scheme &amp; appoint consultants to bring forward an outline planning submission for the Channel View regeneration scheme. Complete the purchase of the lowerth Jones development site from the Cardiff &amp; Vale Health Board.</p> <p>Q3: Put in place the additional resources required to deliver the build programme. Ensure that a tender package of sites suitable for modular construction are released to the market.</p> <p>Q4: Review and update the 'Cardiff specification' for new build setting out the required standards that we will build to, the approach to public realm &amp; amenity space, ensuring that we are creating sustainable &amp; energy efficient buildings which meet housing need &amp; create attractive places to live.</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 HDNR2	<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> <li>• Delivering a new 3-year programme of Neighbourhood Renewal Schemes;</li> <li>• Completing Phase 2 of the Maelfa redevelopment scheme by Summer, 2020;</li> <li>• Implementing priority schemes identified in the Estate Regeneration Programme;</li> <li>• Progressing opportunities for funding through the Targeted Regeneration Investment Programme.</li> </ul>	April 2019	March 2020	Don Davidson	Q1: Consult on estate regeneration plans for lower Llanrumney and Round Wood. Commence design of Year 1 Neighbourhood Renewal Schemes	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: Complete demolition of remainder of Maelfa shopping centre. Submit funding bids for South Riverside business corridor		
					Q3: Consult on Year 1 Neighbourhood Renewal Schemes. Commence regeneration work at Lower Llanrumney and Round Wood.		
					Q4: Complete Phase 2 construction works at the Maelfa. Implement Year 1 Neighbourhood Renewal Schemes		
CP HDNR3	<p><b>Continue to deliver the Community Well-being Hubs programme</b>, in collaboration with partners, including:</p> <ul style="list-style-type: none"> <li>• Progressing plans for Youth Hubs in the City Centre, Butetown and Ely;</li> <li>• Working with the Health Board on the Cardiff Royal Infirmary and other Wellbeing Hubs;</li> <li>• Exploring opportunities for investment in Community Well-being Hubs;</li> </ul>	April 2019	March 2020	Don Davidson	Q1: Finalise plans for Butetown Youth Hub. Commence work on the domestic abuse facility at CRI	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: Finalise plans for improvements to Whitchurch and Rhydypennau well-being hubs. Agree funding route for City Centre Youth Hubs.		
					Q3: Commence refurbishment work at Whitchurch and Rhydypennau well-being hubs. Commence refurbishment at Butetown Youth Hub		
					Q4: Complete work on the domestic abuse facility at CRI. Complete work at Butetown Youth Hub		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP HDNR4	Expansion of the Assisted Home Ownership Scheme & buy-backs programme	April 2019	March 2020	Dave Jaques	Q1: Write an ODR to agree the proposed updated Assisted Home Ownership Programme to enable the new process and assessment criteria to be implemented Identify additional resources needed to increase buy-back scheme.	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: Identify additional opportunities for targeting within the AHO programme particularly around the prevention of homelessness.		
					Q3: Target marketing the AHO scheme to those lower down on the Housing Waiting List & Update AHO Webpages		
					Q4: Complete 60 buy-backs for the year.		
DDP HDNR5	Update the area matrix for affordable housing	April 2019	March 2020	Dave Jaques	Q1: update the database with the new build schemes proposed over the next 5 years. Update the RSL stock information and the Council stock information.	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: Agree the format for the Ward 'score Cards' and produce drafts for each ward & review these with RSL's		
					Q3: Review waiting list information and Housing need data & combine this with stock & development information to complete the need/delivery information across each Ward		
					Q4: complete the mapping of the new build sites to complete an interactive map of the city identifying need info and stock/development info.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP HDNR6	Continue to deliver the Cardiff Living Programme with development partner Wates	April 2019	March 2020	Dave Jaques	Q1: Ensure an update is included in the New housing Delivery Cabinet Report covering the Cardiff Living Programme detailing the updated costs, budgets & numbers of units to be delivered through the phase 2/3 of the programme. Achieve a start on site for the Highfields & Briardean developments.	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: Agree the details for the updated energy pilot project & arrange meeting with Welsh Government to agree their input. This will include a complete review of standard build, Fabric First, Modular, Passivhaus & 'Zero Carbon'		
					Q3: Commence the final scheme within phase 1 – Llandudno Road		
					Q4: Commence on site with the Rumney High development site as part of the phase 2 development programme.		
DDP HDNR7	Develop a strategy focused on increasing employment & apprenticeship opportunities & community benefits across our new build programme	April 2019	March 2020	Dave Jaques	Q1: Identify resource and set out aims/objectives/parameters for Employment & training opportunities in line with the Cardiff Living Package. Discuss opportunities & vision with Into Work teams, Y.O.T & Bright Sparks and review opportunities with Procurement & Council Commitment.	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: Write Strategy detailing opportunities, constraints, budget & desired outcomes covering all delivery routes.		
					Q3: Identify specific projects working with Youth Offending Team & Bright Sparks		
					Q4: complete a review of what's been delivered in the year and set in place objectives for 3 years.		