

Directorate Delivery Plan

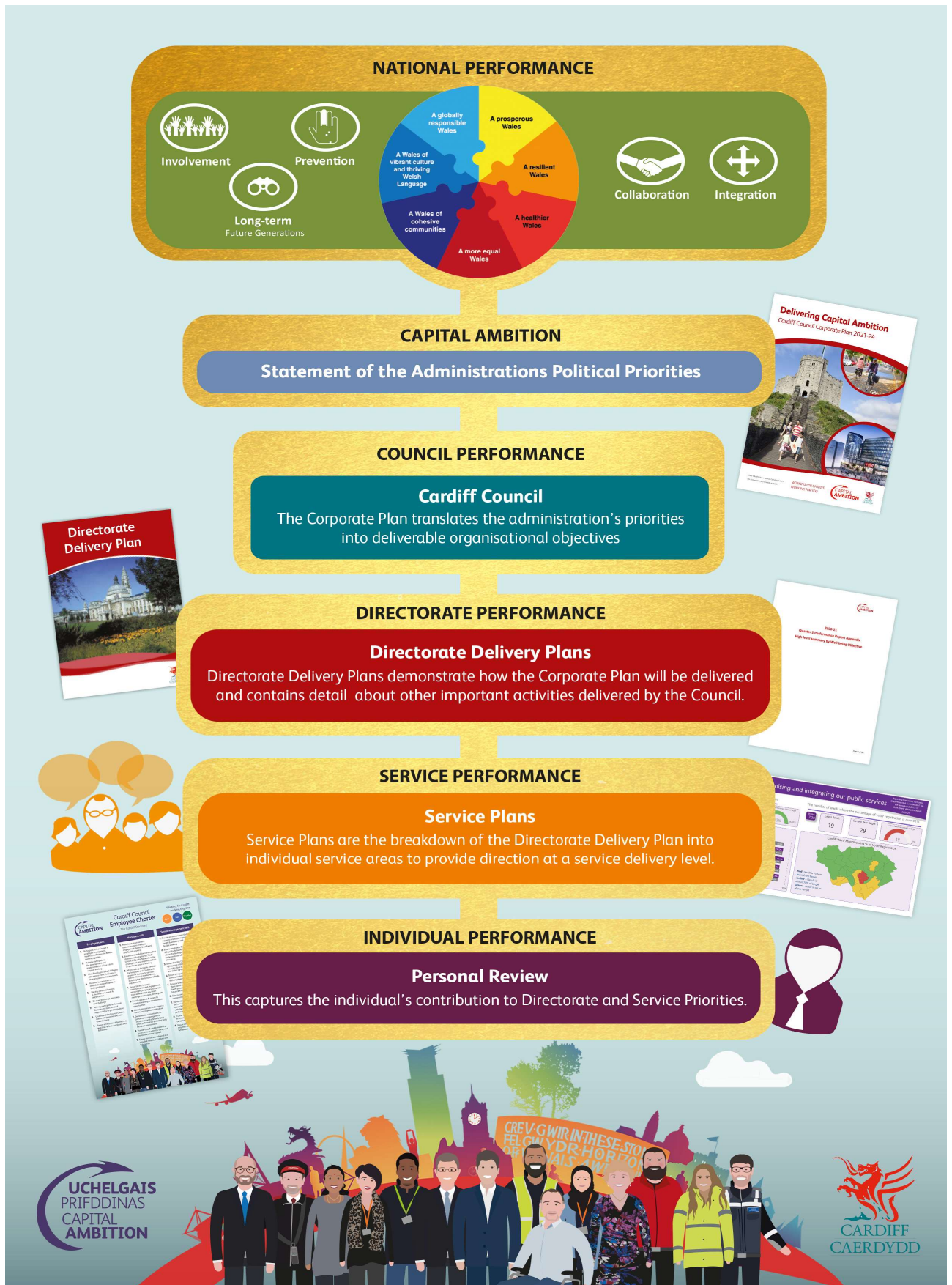
2021/2022

Adults, Housing & Communities

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1. Introduction



Directorate Delivery Plan

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

The Council has adopted 8 well-being objectives which, by working towards their achievement, will ensure the delivery of Capital Ambition. These are:

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

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

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

The Golden Thread

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

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

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

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

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

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

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

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

Key Performance Measures: measures of operational performance that indicate if the steps the Council are taking are effective

Target: sets out a numerical value on Key Performance Measures to be achieved

2. Directorate Profile – Adults, Housing & Communities

The Adults Housing & 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.

Adult Social Services

The Service currently support over **5,500** citizens with care and support needs across Cardiff, enabling and supporting them to live the life they choose. The operating model has recently changed to strengths based approach, finding different ways to support vulnerable people to meet their individual goals. Work within the directorate, and in partnership with wider council services has continued to prevent individuals experiencing loneliness and isolation and to provide services that meet the needs of the individuals and their carers.

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

- Case Management Team for those with complex needs.
- Community Duty Team for those who do not have a named social worker.
- Adult Review Team for those who have settled care services.
- Day Services, including Older People's Day services, Ty Canna and The Complex Needs Day Opportunities Service.

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

- **Community Mental Health Teams** - partnership arrangement between Cardiff Council and Cardiff and Vale University Local Health Board (CAVUHB).
- **Mental Health Services for Older People** - regional partnership between Cardiff Council, CAVUHB and the Vale of Glamorgan Council.
- **The Emergency Duty Team** is a regional partnership between Cardiff and Vale of Glamorgan Councils providing out of hours social services cover.
- **The Deprivation of Liberty Safeguards Team** is a partnership arrangement between Cardiff Council, CAVUHB and the Vale of Glamorgan Council supporting the rights of those whose capacity is impaired.
- **The Forensic Team** supports individuals who have a significant offending history.

- **The Neuropsychiatry Team** supports those with ongoing social care needs.
- **Cardiff Alcohol and Drugs Team** is a specialist service for those with substance misuse issues.
- **The Approved Mental Health Professionals within the service** ensure that the local authority is able to fulfil its statutory responsibilities.

The Learning Disability Teams provide social work advice, information and support services to adults with learning disabilities and their carers, working closely with wider multi-disciplinary teams to support ongoing complex needs.

The Supported Living Team monitor internal supported living houses to ensure high quality care and support. There are **109** supported houses and **323** tenants across the city. **The Internal Supported Living Service** manages **8** supported houses for **23** tenants enabling them to live safely in their community.

The Child Health and Disability Team works with children who have a disability, which has a substantial effect on their life. They work closely with young people transitioning into Adult Services who appear to have social care needs.

The Adult Safeguarding Team ensure that vulnerable Adults in Cardiff are protected.

Community Services

The Independent Living Service is closely aligned with Adult Social Services and also work closely with the third Sector, Health services and community groups co-producing outcomes that matter to the citizens of Cardiff. They operate the First Point of Contact for older people and those with physical disabilities and provide a whole range of support, taking a whole systems approach to helping older and disabled citizens of Cardiff to live independently in their own homes, reduce hospital admissions, speed up discharge from hospital and help people reconnect to their communities.

Face to Face housing advice and support is available through the **Community Hubs** which have been rolled out across the City. The Hubs provide housing, benefit and general council advice as well as services from partner organisations. The Hubs and Libraries provide a comprehensive range of library and wellbeing services which aim to improve the lives of Cardiff citizens through the delivery of reading, information, health, digital, cultural and children's learning opportunities, together with a wide range of social activities across the City.

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 **The Into Work Advice and Adult Learning service**. Adult Learning provides a broad range of learning opportunities across the City, with the 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. The **Into Work Advice Service** is accessed via a

Gateway made up of job clubs across the city, an adviceline 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. Cardiff Works is an in house, temporary recruitment team. This has recently expanded beyond administration roles and now includes carers, cleaners and will continue to expand, helping people into employment within the Council.

The Benefit Service helps over **36,000** households 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 and administering free school meals. The **Money Advice Team** provides assistance across this city to maximise income and help people out of poverty.

The Early Help Service delivers a programme of preventative services to families, parents, children and young people in Cardiff. Cardiff Family Advice and Support brings together a range of 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 Cardiff Family Advice & Support include, Flying Start, Cardiff Parenting Team, Childcare Offer for Wales, Childcare Business Support and Childcare Workforce Development.

Housing and Homelessness

The **Housing Options Service** ensures that housing advice and assistance is readily available to all clients who need help with their housing or are threatened with homelessness. The Homeless Prevention Team work with clients at risk of homelessness, assisting them to maintain their current accommodation or helping source alternative accommodation, primarily through the private sector. They provide financial assistance such as bonds or rent in advance. The Accommodation & Support Team support homeless clients into a wide range of temporary and supported accommodation. The Assessment Team assess cases under homeless legislation. The team co-ordinate specialist pathways such as those for people leaving prison, hospital and those suffering domestic abuse. Access to temporary and supported accommodation is controlled via three Accommodation and Support Gateways – the Single Person Gateway, the Family Gateway, and the Young Persons Gateway.

The Supported Accommodation and Outreach Service provides hostel, supported accommodation and outreach support services for both homeless families and single people. Outreach work with rough sleepers and homeless people with complex needs is co-ordinated through the **Multi - Disciplinary Outreach Team**, this team brings together a wide range of professionals from housing, social services,

health and the third sector to address the underlying cause of rough sleeping and repeated homelessness. The service provides high quality hostel, supported accommodation, Housing First and other support services for the most vulnerable citizens. The new Assessment Centre is a base for these expanded services and will provide access to a range of accommodation and support options.

The **Housing Service** manages **13,723** Council homes. Teams within the service provide a full range of management and maintenance services for council tenants including tenancy management and enforcement, including responding to anti-social behaviour, responsive and empty property repairs, and compliance with all safety requirements. The Building Improvement Team control all planned works to properties and ensure that the Welsh Housing Quality Standards are maintained across all stock.

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

The **Housing Support** programme funds housing-related support to vulnerable clients in a variety of settings, with the aim of maximising independence. Services are provided in house and by a range of partner support providers who are monitored to ensure the services provided are of a high quality.

The Development & Regeneration Team address housing need by maximising the delivery of affordable housing and investing in communities. This is done by building new, more accessible homes, homes suitable for downsizing, and larger family properties whilst ensuring that place-making is at the heart of schemes. They also manage the Assisted Home Ownership Scheme and buy-backs programme, manage the Social Housing Grant programme and enable RSL development, implement neighbourhood renewal and local regeneration schemes, develop and improve community buildings and facilities and co-ordinate neighbourhood renewal strategies. The activities of the team recognise that strong communities are at the heart of any successful city.

Strategy, Performance & Resources

- **Commissioning & Contract Monitoring Team** provide procurement and contract monitoring / quality assurance of all commissioned Adult Services contracts and supports service development and redesign.
- **Business Systems and Transformations Teams** - provide administrative, financial, quality assurance, policy and performance management support across all of Adult Services and Health & Safety and Management Support across Adults and Children's Services.
- **Workforce Training & Development Team** –provides training for the internal Social Services workforce and the wider social care workforce in Cardiff, including Social Work professional development and training, in-house and commissioned training, data collection for workforce planning and performance reporting.

- **Integrated Health and Social Care Team (Previously Disability Futures Programme Team)** – provides programme management and support to the newly established Starting Well Partnership. Including partnership project management, support and performance monitoring for a range of WG funded partnership projects across the region that have a child and learning disability focus.
- **Ty Storrie** – provides overnight short-breaks for some of the most vulnerable disabled children and young people in Cardiff.

3. Progress, Challenges and Priorities for 2021/22

The Adults, Housing & Communities Directorate faced unprecedented challenges throughout 2020/21 due to the Covid-19 pandemic, but adapted many of its working practices to continue to deliver services. The service is now gradually recovering but will use many of the lessons learned throughout the pandemic to change and improve services.

At the start of the pandemic work was carried out by Adult Services to identify and rate individuals who were at risk of isolation. Services have utilised digital opportunities to ensure work could continue. This included:

- Group Counselling and 1-2-1 support provided by **Mental Health Services**
- Social activities provided by **Mental Health and Learning Disabilities Services**
- Utilisation of virtual and video meetings to provide assessments and reviews for people living in the community and in Care Homes
- Stronger links were developed with the third sector to provide access to digital tools to support socialisation.

The service has continued to provide care to vulnerable adults and has supported external care homes and domiciliary care agencies to provide continuity of care, despite some extreme challenges during the pandemic.

The **Care Inspectorate Wales** inspection undertaken in December 2020 highlighted some of the excellent work being undertaken throughout Social Services in Cardiff. Areas noted included:

- Senior managers and lead members have introduced a new culture of raised expectation and standards.
- Hard work with all stakeholders to support the safety and well-being of people who use and work in services.
- Cabinet leads for both adults and children's services are well informed, understand the changes required and are focused on improving outcomes for people.
- Operational and strategic partnerships are working well to help people achieve their well-being outcomes.
- High levels of engagement and cooperation from all concerned throughout inspection was noted.

An action plan has been developed to address the opportunities for improvement identified in this inspection and this will be a priority throughout 2021-22.

In October 2020, Cardiff launched its **Dementia Friendly Cardiff** website and resource hub for citizens to access. The website offers resources and support to people living with dementia and their carer's and provides information about activities and social events available in the local area.

Collaborative Communication Training has continued to be rolled out supporting a strengths-based approach to social care. Staff have now been identified to undertake the role of ‘train the trainer’ to continue to provide support and develop this practice model. Mentor groups and Quality Assurance Panels are now in place to continue to support this work and embed strength-based practise throughout Adult Services. Strengthening Quality Assurance for both internal and external service will be a priority for 2021/22.

The Adult Safeguarding team has worked to improve and maintain timeliness of enquiries in line with requirements of the Wales Safeguarding Procedures, with reporting to Welsh Government increasing to near **100%** since the beginning of 2021. The team has continued partnership working with Police, Care Inspectorate Wales, Health and Social Work colleagues while also expanding professional networks across the directorate for contextual approaches to Safeguarding.

Challenges will be faced within **Adult Services** in 2021/22 including demand and budgetary pressures and the volume and complexity of casework. The increasing number of older people living in Cardiff and the potential impact of Brexit will also pose challenges.

Adult Services’ key priorities for 2021/2 include:

- Embedding collaborative communication and strength based practice into all social care
- Development of a strong strategy to support services for vulnerable Adults into the future
- Taking forward the Locality Model by recommissioning of domiciliary care based on a strengths based and locality focused approach and developing Community Wellbeing Locality Teams in partnership with Independent Living, Health and other key partners.
- Improving access to advocacy and direct payments.
- Strengthening Adult Safeguarding procedures and supporting Council-wide directorates to embed Corporate Safeguarding.
- Introduction of the new Liberty Protection Safeguarding Legislation
- Working towards Age Friendly City status, developing Cardiff as a Dementia Friendly City
- Increasing use of assistive technology to promote different ways of supporting people at home
- Implementing the upgraded client record system - Eclipse.

Housing Services – throughout 2020/21 Housing Services have continued to deliver a range of assistance to council tenants. Due to restrictions, only emergency repairs were carried out on council properties for most of the year. Empty property works have continued throughout the year and properties continued to be let with a focus on housing the homeless and some planned maintenance continued. Business as usual has now resumed, however the challenge for 2021/22 will be to clear the backlog of work in in priority order.

Homelessness –unprecedented challenges were faced during 2020/21. The Housing Options Centre remained open to the most vulnerable, but the service adapted by switching to more accessible ways of conducting homeless assessments, such as via telephone. Despite these challenges homelessness was prevented in 75% of cases where there was a duty to prevent accepted.

Success has been seen within the **Housing First** scheme where, 93% of clients utilising the scheme have broken the cycle of homelessness and have been maintaining their tenancy, which is excellent against a target of 70%.

Rough Sleeping in the city has dramatically declined during 2020/21, down from an average of 30 rough sleepers in March 2020 compared to an average of just 5 in January 2021. During the pandemic the service took over two large hotels and repurposed two new shipping container schemes to provide safe and self-contained accommodation for rough sleepers, homeless clients and people living in unsuitable emergency accommodation. The service collaborated with a range of partners to deliver services including social work, substance misuse, rapid prescribing, therapeutic and counselling services directly into the hotels and hostels, to address residents' complex needs and seek lasting solutions to underlying issues.

Maintaining this progress is a priority for 2021/22. A new vision for homeless services has been set out and will now be taken forward with the development of new temporary accommodation for both single people and families. The learning from the pandemic in terms of offering the full range of health and therapeutic services on site will be also be taken forward, along with a new rapid rehousing approach to services. The purchase of the YHA hotel, the refurbishment of Adams Court to provide supported accommodation for single homeless people and the opening of the new homeless assessment centre in 2021/22 will help to ensure that this vision is realised.

93% of clients felt able to live independently in their homes following support from the **Independent Living Services** in 2020/21, despite the challenges of the pandemic. The team have continued throughout 2020/21 to empower people to remain independent at home and reduce reliance on intensive interventions. 84% 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 70%-80%. Services changed from face to face / visiting to digital with great success including two virtual festivals. The First Point of Contact in the Hospital has been expanded and the "Pink Army" as the team are known, have become invaluable partners to health, including in the emergency unit. During 2021/22 the services will be further developed, now encompassing home care through the CRT service, new Community Wellbeing Locality Teams will be developed to provide wrap around holistic care in the community.

Libraries & Hubs – the Library and Hubs service faced an unprecedented year. With the closure of hubs and libraries across the city the service has rapidly stepped up their digital offer as a way to reduce social isolation during the pandemic. The hubs have provided a wide range of online events aimed at maintaining customer connection with the community. The new Hub website is an easy place to browse many online sessions provided by not only Hub staff but by other services too. Events for all ages are provided.

Despite the pandemic, work continued to refurbish Whitchurch and Rhiwbina libraries into vibrant new Hubs. 2021/22 will see the service continue to deliver the Community Hubs programme in collaboration with partners, including progressing plans for Youth Hubs and a refurbishment to Rhiwbina Library. There are also plans to implement a new Community Wellbeing Service to support those most affected by the pandemic.

Advice Services –the newly expanded Into work service is fully operational and has continued to support people throughout 2020/21. The number of people who received into work advice through the Gateway is 49,756, exceeding the target of 46,000. Additionally, 814 clients have been supported into employment having received tailored support through the Gateway.

237 employers have been assisted by the Into Work team which has again exceeded the target set of 220 for the financial year. £15,447,013 of additional weekly benefit has been identified for clients of the Money Advice team exceeding the target of £14,000,000.

The service will continue to support people into work in 2021/22 by further integrating employment support services and delivering a new skills hub to provide on-site construction skilled, apprenticeships and employment within the sector.

The Advice Line developed and expanded during the pandemic to provide essential phone support. This included calling those shielding to see if they required food and medication supplies. The success of the Advice Line ensured that customers were contacted quickly and provided the same level of advice as face-to-face contact. Calls were triaged quickly to the correct teams without an increased waiting time. The team are now taking calls regarding Free School Meals and will continue to expand their knowledge into other services.

Universal Credit – during 2020/21, 2,841 customers were supported and assisted with their claims for Universal Credit. This is well above the target of 1,500 set but understandable given the economic pressures caused by the pandemic. The team has ensured that support has remained available across the city through Advice Line. The service will continue to ensure that support is available to those affected by the roll out of Universal Credit in 2021/22.

Early Help - in 2020/21, 7,058 people were supported through the Family Gateway. The Family Help Team supported 1,912 people in 2020/21, exceeding the target of 1,500. The service will continue to develop in 2021/22 with a focus on reducing the impact of adverse childhood experiences on children's well-being as the full consequences of the pandemic are felt.

Development and Regeneration - in 2020/21, 552 new council homes were completed. A target of a further 750 has been set for 2021/22. New high quality family temporary accommodation at Briardene and Gasworks will be completed in 2021/22.

89% of residents advised they were satisfied with completed regeneration projects in 2020/21. The service will continue to invest in the regeneration of local communities in 2021/22 including submitted an outline planning application for the regeneration of Channel View.

Learning from the Pandemic

All services within the Adults, Housing and Communities directorate will seek to continue to embed the learning from the pandemic, in terms of virtual services, agile and home working and greater partnership working. A key theme will be to embed and enhance the joint working that has developed over the past year to provide the right support to individuals in their homes and communities.

4. Capital Ambition: Well-being Objectives

Cardiff is a great place to grow up

Within Adult, Housing & Communities much work goes on to make Cardiff a great place to grow up. The Early Help service provides a range of information, advice and assistance for children, young people and their families in Cardiff. Both homeless and housing development services aim to provide high quality family homes with appropriate access to outdoor space for play. Library services support learning for children and young people.

Cardiff is a great place to grow older

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.

The Older People and Physical Disability Service works in partnership with council colleagues, Health staff, third sector organisations and provider agencies to offer a service to those over 18 years old with impairments in Cardiff. Across the city, the service works with citizens at the centre, understanding what matters to them and ensuring that the individual’s voice is at the core.

Supporting people out of poverty

The service provides a range of help to support people out of poverty. The Advice Teams help 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. Into Work Advice Services can be accessed through a single point of entry. Light touch support includes webchat, e-mail Adviceline and Job clubs that are located across the city.

Cardiff Works is an in house, temporary recruitment team. It has expanded beyond administration roles and now includes carers, cleaners and will continue to expand. It links in with Into Work to recruit from within communities.

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.

Money advice is provided to ensure income is maximised by the Advice Service, Family Gateway and Independent Living Services.

The homelessness service works closely with clients to prevent homelessness where possible, and providing accommodation and tailored support to those who do become homeless.

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, electrical testing and other safety works through the year.

The activities of the Development and Regeneration Team recognise that strong communities are at the heart of any successful city. Developing high quality sustainable housing in attractive neighbourhoods will ensure that local communities benefit from Levelling-up/recovery funding and that the city's covid-19 recovery strategy can be delivered.

Modernising and integrating our public services

Adults, Housing and Communities are always working to modernise and integrate our services. Homeworking has rapidly developed during the pandemic alongside digital services and virtual activities. Further digital methods of service delivery will be taken forward in 2021/22.

Managing the Covid-19 pandemic

The service is continuing to ensure the Covid-19 pandemic is effectively managed by providing support in high-risk settings, including care homes, home care, supported living and hostels, working with partners to implement the latest guidance and by continuing to ensure the availability of all necessary PPE to support the safe delivery of Council and partner services for staff and residents.

5. Wellbeing Objectives

Wellbeing Objective 1 - Cardiff is a great place to grow up					
Safely reopening schools and regaining momentum					
Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Introduce pre–16 mentoring capacity for Children Looked After to support education recovery and progression and continue to forge links with the Bright Start programme for care leavers.	Education / Helen Evans	Q1	<ul style="list-style-type: none"> Pre-16 Mentoring Team and Bright Futures Team to meet so partnership can begin. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> Year 11 leavers in Summer 2021 with no destination to be referred to Bright Futures Team. 	
			Q3	<ul style="list-style-type: none"> Create channels for updates on 2021 leavers between both teams (regular panel meeting). 	
			Q4	<ul style="list-style-type: none"> Create channels to discuss Year 11 Leavers ready for Summer 2022 Transition (expand regular panel meeting). 	

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

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Support mental health and emotional well-being for children and young people by working in partnership to deliver an integrated approach to emotional and mental health support by:</p> <ul style="list-style-type: none"> • Working with the Cardiff and Vale University Health Board (UHB) to continue to develop trusted referral pathways from Early Help teams into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2022; • Working with the Cardiff and Vale UHB to refine the role of the Primary Mental Health Specialists to ensure that children and young people access the right specialist emotional and mental support when these needs are first identified; 	Avril Hooper	Q1	<ul style="list-style-type: none"> • Review the effectiveness of Thinking Together Conversations between Early Help Practitioners and Primary Mental Health Specialists. • Review data in relation to age, identified concern and support needs of children referred to Primary Mental Health Specialists with a view to identifying key trends. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
	Q2	<ul style="list-style-type: none"> • Analyse training needs of Early Help Practitioners in relation to identified emotional and mental health needs of children and young people. • Contribute to the multi-agency steering group on the implementation of the 'Whole School Approach' to emotional and mental well-being. 			
	Q3	<ul style="list-style-type: none"> • Primary Mental Health Specialists to deliver an agreed training package to Early Help Practitioners which will equip them to confidently identify and understand C&YP emotional and mental health needs. • Review joint assessment and formulation processes agreed between Cardiff Parenting and Barnardos Family Wellbeing Service. 			

			Q4	<ul style="list-style-type: none">• Review the impact of the EMH training package and arrange additional training according to outstanding need.• Implement agreed referral pathways between Early Help teams and NHS Single Points of Access	
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</p> <ul style="list-style-type: none"> • Implementing the Early Help referral pathway into the Violence Prevention Service and assess its effectiveness in preventing children and young people's involvement in violence through early intervention and prevention; • Participating in the mapping, design and implementation of the Early Help element of the Vulnerability Change Project led by South Wales Police; • Strengthening the relationship between the Early Help teams and the Youth Justice Service, through developing a clear referral pathway and identifying opportunities for joint working. 	Avril Hooper	Q1	<ul style="list-style-type: none"> • Review of current open Youth Justice Service (YJS) cases against Early Help (EH) cases undertaken to identify any overlap and opportunities for joint working, • Referral criteria shared between YJS and Early Help teams and pathways for casework explored. • YJS Operational Manager invited to sit on Early Help Operational Group. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • YJS and Early Help representatives invited and attend each other's team meetings to refresh staff's knowledge of service offer, referral criteria and pathways. • Development of 'Thinking Together conversations' to include YJS staff. • Needs of parents of children and young people within the YJS fully scoped. 	
			Q3	<ul style="list-style-type: none"> • YJS and Early Help staff involved in casework co-formulation and support. • Presentation given to YJS Board and sub-committee on 6-month findings and progress made. • Further refining around YJS Prevention referral criteria and Early Help links with Street Restorative Justice. • Requirement for Parenting Officer role explored by YJS. 	
			Q4	<ul style="list-style-type: none"> • Parenting Support offer between YJS and Early Help refined • Changes following review implemented 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Continue to reduce the impact of adverse childhood experiences on children's well-being by developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Cardiff Parenting teams by March 2022.	Avril Hooper	Q1	<ul style="list-style-type: none"> • Development and implementation of a blended delivery approach based on learning associated with COVID restrictions. • Implement the revised Quality Assurance Framework and the new Quality Analysis and Development Tools. • Implement the Distance Travelled framework. • Develop service user feedback processes. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
		Q2	<ul style="list-style-type: none"> • Pilot & test the cost saving tool developed by Wavehill. • Develop a targeted publicity campaign in conjunction with Promo Cymru, which includes feedback mechanisms for children and young people accessing support from the service. • Implement service user feedback processes. • Review Assessment of Need document. 		
		Q3	<ul style="list-style-type: none"> • Submission of evidence and inspection for Youth Participation Standards and Families First Quality Award. • Review effectiveness of revised Quality Assurance Framework and implement any changes. • Develop effective recording processes on Eclipse, to enable reporting on distance travelled for families receiving support from the Family Help and Family Help Disability teams. 		

			Q4	<ul style="list-style-type: none">• Implement a review of Distance Travelled framework• Achieve Youth Participation Standards and Families First Quality Award• Fully implement the cost saving tool developed by Wavehill.	
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22	
CP/ DDP	<p>Implement the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and well-being for Children Looked After.</p> <p>Support young people to ensure the smooth transition from care to independent living, by:</p> <ul style="list-style-type: none"> Increasing the number of smaller supported accommodation projects in the Young Person's Accommodation & Support Gateway, to respond to the increased number of care leavers ready to move on from Children's Services accommodation Recruiting a dedicated manager for the Young Person's Accommodation & Support Gateway who will be responsible for further developing pathways for care leavers out of Children's Services accommodation and into independent accommodation Exploring new housing pathways out of care, such as an enhanced training tenancies scheme 	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> Open first 4-bed supported accommodation project Recruit manager for the Young Person's Accommodation & Support Gateway (YPG). Complete detailed housing needs assessments of all Children Looked After ready to leave Children's Services accommodation, and present findings and recommendations to Children's Services.
			Q2	<ul style="list-style-type: none"> Complete scoping exercise to assess the viability of an enhanced training tenancies scheme which would house young people straight from Children's Services accommodation into independent accommodation. Open second and third 4-bed supported accommodation projects. YPG manager to develop ways of working with Children's Services to standardise the practice of assessing housing needs for Children Looked After 6 months before accommodation is needed. Consider wider issues of transition from care for younger people with more complex needs and work in partnership to identify appropriate service solutions.
			Q3	<ul style="list-style-type: none"> Develop data dashboard for care leavers, monitoring their housing outcomes closely. Open final 4-bed supported accommodation project.
			Q4	<ul style="list-style-type: none"> Review success of new accommodation projects and produce report on savings produced.

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of families referred to Family Help, showing evidence of positive distance travelled	N/A	N/A	71%	75%	Avril Hooper
CP	The number of people supported through the Family Gateway	New Measure 2019/20	8,205	7,058	7,500	Avril Hooper
CP	The number of people supported by the Family Help Team	New Measure 2019/20	1,582	1,912	1,500	Avril Hooper

Wellbeing Objective 2 - Cardiff is a great place to grow older

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

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP/DDP	<p>Further develop our Independent living and aging well services by:</p> <ul style="list-style-type: none"> • Training all frontline staff to fully embed the What Matters conversation within social work and support practice by March 2022; • Developing Local Community Well-being teams by bringing together Independent Living and Homecare services and delivering these on a locality basis by March 2022; • Continuing to work with the Cardiff & Vale University Health Board to further integrate the multi-disciplinary approach to hospital discharge and community support by September 2021; • Empowering people to commission their own care and support through 	<p>Carolyne Palmer/ Lisa Wood</p>	<p>Q1</p>	<ul style="list-style-type: none"> • Mapping out “as-is” process with the Community Resource Team in Cardiff. • Understand and review Single Point of Access in partnership with health set out clear aims and objectives. • Map discharge processes for First Point of Contact Hospital and explore how First Point of Contact Hospital can work with Single Point of Access. • Evaluate current carers assessment protocols and understanding of any alignment with Independent Living Services. • Review process/mentoring/peer support (What Matters) to fully understand current position • In line with work carried out in Community Resource Team and Single Point of Access, review social work teams for older people across Cardiff, including 	<p>Cardiff is accessible to everyone who is living, visiting or working in the city.</p>

	<p>greater promotion of direct payments by September 2021;</p> <ul style="list-style-type: none"> •Developing outcome-based indicators to support understanding of the human impact of the services being offered by June 2021. <p>Review Approach to Undertaking Carers Assessments.</p>			<p>day centres</p> <ul style="list-style-type: none"> • Review approach undertaken at front doors and within teams to raise awareness of direct payments, and review training for this, information for staff and citizens to ensure full understanding • Develop framework with Q7A officer and staff group to look at improving assessments and language to ensure the work we undertake with citizens is strength-based and helpful to staff 	
			<p>Q2</p>	<ul style="list-style-type: none"> • Put together the “to be” model for the Community Resource Team in Cardiff. • Identify links between Community Resource Team and Health • Identify alignment with aims and objectives of Single Point of Access and connectivity with First Point of Contact Hospitals. (Pink Army). • Make recommendations of new methodology for carers assessments and where they are best carried out. • Consult with carers forum before any change is made. • Create a proposal for the “to be” model for First Point of Contact 	

				<p>Hospitals in partnership with health colleagues to align into one integrated discharge service.</p> <ul style="list-style-type: none"> • Plan ongoing training and training for trainers to continue Collaborative Communications strategy. • Identify alignments with Community Resource Team/Single Point of Access locality team social work. • Review the paperwork in partnership with finance colleagues. • Develop framework to identify how to best support people using direct payments creatively. • Create new options for forms and paperwork and recording for immediate use and as part of planning for the arrival of Eclipse.
			Q3	<ul style="list-style-type: none"> • Implement new processes and identify relevant buildings and supporting integrating working partnership to take locality working forward. • Determine the right type of Multi-disciplinary Team approach for hospital discharge into a locality setting and flow of information sharing through the information platform. • Evaluate community support services in Independent Living

				<p>Services from discharge to community living.</p> <ul style="list-style-type: none"> • Put in to place train the trainer programme • Evaluate most effective deployment of social work staff within a locality setting, aligning with work done in Single Point of Access • Sessions with staff to expand understanding creative thinking with Direct Payments and encouraging innovation • Small test of the new paperwork • Introduce new model following consultation.
			Q4	<ul style="list-style-type: none"> • Implement locality approach and trial in one locality to test the model, learn, develop and evolve. • Triage and appropriately refer into locality services • Review the train the trainer programme, identifying new candidates to train as trainers. • Implementation of locality working. • Review uptake of direct payments throughout the year to evaluate any change in approach. • Review test of new paperwork.

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Implement the first phase of the new way of delivering domiciliary care by November 2021 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.	Angela Bourge	Q1	<ul style="list-style-type: none"> • Complete the Accreditation and Enrolment requirements for the new Domiciliary Care Approved Provider List. • Finalise the Service Specification for the new locality model. • Complete Fee Setting Strategy informed by cost of care exercise and achieve sign off. • Develop a quality assurance framework • Review phased implementation plan for rolling out of the new locality model and agree final version 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Complete the on-boarding arrangement to the new Approved Provider List with providers 	
			Q3	<ul style="list-style-type: none"> • Launch new Approved provider List • Progress and finalise key milestones for stage one of the phased implementation plan 	
			Q4	<ul style="list-style-type: none"> • Review progress against stage one milestones • Progress and finalise stage two milestones 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> • Working to build and refurbish community living schemes for older people including: <ul style="list-style-type: none"> - Completing design work on the Michaelston college site for our first proposed 'well-being' village, focused on older people but taking an intergenerational approach to place-making, by December 2021; - Achieving planning permission for the new schemes at Bute Street and Canton Community Centre by June 2021; - Commencing the new schemes on site at the Maelfa and in St. Mellons by November 2021; - Fully establishing the Rehousing Solutions Team to provide tailored advice and support for older people and those with physical disabilities by 	<p>Dave Jacques / Katie McAndrew / Lisa Wood</p>	<p>Q1</p>	<ul style="list-style-type: none"> • To fully complete all outstanding work at Brentwood Court. • Continue with external works at Broadlands House and Broadlands Court. • Commence internal works at Poplar House. • Detailed design work on Worcester Court progressing. • Complete work to communal building at Heathmead. • Commence the Pre-application Consultation process for Bute Street & Riverside Community Living schemes. Get initial agreement from Ward Councillors for the key aspects of the proposed Wellbeing Village at Michaelston College site. • Complete recruitment process for all vacant posts on the Rehousing Solutions Team. • Induction Training for new Rehousing Solutions staff and training on associated processes and procedures relating to their roles. • Review and streamline current rehousing processes and procedures and draft new 	<p>Cardiff is accessible to everyone who is living, visiting or working in the city.</p>

	<p>June 2021.</p> <ul style="list-style-type: none"> • Improving the current use of existing Community Living and Extra Care schemes including: <ul style="list-style-type: none"> - Reviewing the current allocation criteria for Community Living and Extra Care and developing a single waiting list by September 2021; - Promoting Extra Care housing as an alternative to residential care and a step down from hospital by September 2021 			<p>processes and procedures in line with new allocations and shortlisting arrangements.</p> <ul style="list-style-type: none"> • Develop new processes and procedures for other complex housing needs cases. • Review current shortlisting and allocations arrangements for Community Living Schemes and amend systems to reflect new arrangements. • Review Extra Care Arrangements with Extra Care Providers and Adult Services and develop new arrangements to bring into Housing Waiting List and amend systems to reflect new arrangements. 	
			<p>Q2</p>	<ul style="list-style-type: none"> • Continue on site and complete Poplar House internal works. • Complete external works at Broadlands House and commence internal works. • Review detailed design on Worcester Court • Achieve a Planning consent for Bute Street & Riverside Community Living schemes. Complete the evaluation of the tenders for Maelfa & St. Mellons. 	

			<ul style="list-style-type: none"> • Draft and consult on amendments to Housing Allocations Policy to reflect new arrangements. • Amend systems to reflect new rehousing processes, shortlisting and allocations arrangements. • Implement new arrangements. • Develop escalation/referral process for referrals into new Rehousing Solutions team. • Briefings for staff/RSLs on new arrangements/referral process • Amend and consult on amendments to Housing Allocations Policy • Implement new arrangements for shortlisting and allocating Community Living and Extra Care. • Transfer existing Extra Care Data into the waiting list. • Develop a full understanding of why people are accessing residential care and how extra care or other housing and support options could be used to reduce the need for this. 	
		Q3	<ul style="list-style-type: none"> • Continue with internal works at Broadlands House. • Install the new doors at Minton Court. • Finalise any outstanding Appello and fire panel works. 	

			<ul style="list-style-type: none"> • Complete the master planning of the Michaelston College site by December 2021 for consultation. Achieve a start on site for the Maelfa & St. Mellons schemes • Review new rehousing arrangements and progress/success and amend processes and procedures as required • Review success of Rehousing Solutions Team and obtain feedback from service users on customer experience • Monitor progress following implementation of new Community Living and Extra Care arrangements and identifying any operational issues • Make necessary changes. • Develop a training plan to promote the use of Extra Care and other housing and support models as an alternative to residential. • Consider the use of the new Community Living schemes, including use as step down facilities and use as Extra Care Lite. 	
		Q4	<ul style="list-style-type: none"> • Complete works to Broadlands House 	

			<ul style="list-style-type: none">• Complete the tender process to appointment contractors for the Bute Street & Riverside community Living schemes. Agree final scheme design for Michaelston College site and undertake Pre-application consultation.• Full review of the Rehousing Solutions Unit and structure/resources of the team• Carry out full review following implementation of new Community Living and Extra Care arrangements, report on progress, gather data and feedback from agencies/service users.• Complete planning for use of the new Community Living Schemes, including staffing arrangements.	
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Work with partners to prevent hospital admissions and reduce the need for care by:</p> <ul style="list-style-type: none"> Developing a clear approach to the use of innovative technological solutions which can help enable independent living, and; Ensuring that all care and support planning considers the possible use of supportive technology (March 2022) 	Carolyne Palmer	Q1	<ul style="list-style-type: none"> Strategy group to be identified to develop a strategic approach to use of technology. Develop technology strategy to include consideration of multiple technology options available throughout the market and include research to understand this. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Identify cohort of people to trial technology and evaluate impact on their life. Develop best practice guidelines for implementation and use of technology to support people and to improve quality of life. 	
			Q3	<ul style="list-style-type: none"> Develop training package and deliver this to frontline staff Embed practice into assessment to ensure technology is always considered when assessing wellbeing. 	
			Q4	<ul style="list-style-type: none"> Look at prospect of paid for services through the Joint Equipment Service for people to be able to access technology independently. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Reduce the number of people accessing acute, residential or nursing care across Cardiff by reviewing the approach to reablement services by March 2022, ensuring that a full range of support is available to ensure that all older people are able to live the best lives they can and stay safe in their own homes.	Lisa Wood / Carolyn Palmer	Q1	<ul style="list-style-type: none"> Proactive review by OT's of care packages to ensure that all aids and equipment, family and community support is optimised to enable people to live at home as independently as possible. Review patterns in residential care over the last 3 years and in nursing home care 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Understanding comparison between demographics and future planning – gather information from stakeholders Understanding what people want for their own futures, including supporting people to live well with dementia and to stay safe. 	
			Q3	<ul style="list-style-type: none"> Mapping citizens who have been supported through enablement services, considering maintenance and future history for people who are utilising services – understand the story Understand what reablement services are available. 	
			Q4	<ul style="list-style-type: none"> Review OT assessment based on feedback, cost savings and alternative solutions found. Review all data to understand and plan a path forward. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	99%	96%	93%	95%	Carolyne Palmer
CP	The number of people who accessed the Community Resource Team	N/A	2080	1722	2,000	Carolyne Palmer
CP	The total hours of support provided by the Community Resource Team	N/A	57,882	42,341	50,000	Carolyne Palmer
CP	The number of people in residential care aged 65 or over per 10,000 population	N/A	N/A	130	No target, but to reduce	Lisa Wood
CP	The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	75%	72%	84%	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	186	133	185	Colin Blackmore
CP	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	3.18	6.07	0.00	National Data collection suspension	Lisa Wood

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

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Support older people to age well by reducing social isolation, addressing access to local communities, identifying new ways to promote engagement in local communities and working together to prevent abuse by:</p> <ul style="list-style-type: none"> •Developing relationships between community groups, third sector organisations and businesses to enhance opportunities for older people to remain involved in their local communities, by providing both voluntary and employment opportunities; •Utilising technology to promote inclusion and reduce social isolation, especially whilst social distancing is in place, including access to support services remotely to promote health and independence; • Promoting opportunities for older people to engage directly with younger people to develop skills, share experiences and build friendships. 	Lisa Wood / Carolyn Palmer / Nicola Pitman	Q1	<ul style="list-style-type: none"> • Commence partnership working with the new libraries and Wellbeing Hubs to develop community groups and activities based upon the needs of their localities and looking to expand the digital reach and skills of the older population. • Investigate potential for a digital Intergenerational event with colleagues in education to be held in Q3. • Review day centre provision and how this supports the older people utilising these services and their carers • Consider opportunities for making these more accessible for more people with needs. • Work to encourage older people to step back into the community including library browsing opportunities and social opportunities. Launch e-reader loan scheme including within the Housebound Library Service. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Link with local businesses and identify funding sources that can help sustain and create community groups and activities, both in communities and digitally. 	

			<ul style="list-style-type: none"> • Look at options with 3rd sector and health as to how we can expand the opportunities within day centres • Plan review to be undertaken in Q3 • Launch Digital Days within Community Hubs targeting older people with support to use technology effectively and make best use of the digital resources available to them through the Hubs and Libraries.
		Q3	<ul style="list-style-type: none"> • Work towards creating sustainable groups and activities within local communities, based on customer feedback and gap analysis. • In partnership with colleagues in education, deliver an intergenerational event where younger people can share digital skills with older people. • Undertake a Cardiff Wide review, approaching citizen groups and all citizens to support the development of future planning for day services in their own communities. • Link with the health board to access “Read About Me” training for Hub staff and commence community roll out of “Read About Me” scheme to increase reach of the older persons focused project.
		Q4	<ul style="list-style-type: none"> • Investigate and measure the social impact of community groups. • Evaluate the community impact of a blended digital approach incorporating face to face and digital services.

				<ul style="list-style-type: none">• Develop credible and forward thinking plans for day centres development.• Deliver “Do Something Different” day focusing on older people and involving the Community Wellbeing service to encourage older people to get active and get involved	
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community by:</p> <ul style="list-style-type: none"> • Undertaking Dementia Friends training across the Authority with the aim of full compliance amongst Council staff by March 2022; • Developing a school engagement programme to encourage more inter-generational activities and events; • Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme; • Delivering dementia friendly events – both digital and face-to-face – when restrictions allow; • Supporting the Dementia Friendly Cardiff Community to continue to deliver positive outcomes for people living with dementia within Cardiff. 	Nicola Pitman	Q1	<ul style="list-style-type: none"> • Develop a Communication plan to drive Dementia Friends compliance amongst the Directorates. • Utilise the Dementia Friends website to generate expressions of Interest from business to become Dementia Friends. • Continue to promote Digital events through the Dementia Friends website including partner Dementia Friends programmes. Develop awareness of Dementia Friendly action during Dementia Action Week. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Explore opportunities to deliver Dementia Friendly community activities to rebuild confidence in community recovery. Promote Dementia Friends website to raise awareness and extend reach. 	
			Q3	<ul style="list-style-type: none"> • Link with UHB to extend reach of 'Read About Me' within the City focusing on promotion and utilising the Hubs to encourage participation by vulnerable adults including those living with Dementia. Launch Rhiwbina Hub and integrate a Dementia Friendly launch event to celebrate the new accessible facility. 	
			Q4	<ul style="list-style-type: none"> • Explore the potential of developing Care Home Connections with Schools utilising digital options to deliver intergenerational learning and engagement. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Work to become an Age-Friendly City by identifying opportunities for people to be integrated in their local communities by:</p> <ul style="list-style-type: none"> Supporting older people to live independently and be connected to their home and community, with the aim of reducing the possibility of loneliness and isolation; Engaging with communities to develop volunteer and income-generating opportunities and appropriate educational and training programmes; Providing housing that is safe and adaptable to personal preferences and changing capacities; Engaging with older people to provide opportunities for their active participation in the formulation and implementation of policies that directly affect their well-being. 	Nicola Pitman	Q1	<ul style="list-style-type: none"> Complete application process for Age Friendly City in collaboration with Regional Partnership Board partners and Older People's Commissioner including the creation of an Age Friendly City Action plan. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Develop web platform under the banner of Age Friendly Cardiff. Develop partnerships within Global Network of Age-Friendly Cities and Communities to develop knowledge of Age Friendly practice. Re-establish/relaunch 50+ forum participation including face to face to opportunities within Community Hubs. Explore blended meeting opportunities linking digital and face to face to deliver further accessibility options for citizens to get involved. 	
			Q3	<ul style="list-style-type: none"> Deliver Age Friendly Cardiff campaign focusing on International Day of Older Person's including events and raising awareness of Cardiff as an Age Friendly City. 	
			Q4	<ul style="list-style-type: none"> Evaluate Age Friendly Actions and initiate development of global linked City 50+ Forum learning exchange to encourage sharing of age friendly practice. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	86%	89%	N/A	85%	Carolyne Palmer
CP	The percentage of Council staff completing Dementia Friends training	N/A	29.96%	52%	85%	Nicola Pitman
CP	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	N/A	20	20	40	Nicola Pitman
CP	The number of digital Dementia Friendly City events held	N/A	794	558	600	Nicola Pitman

Wellbeing Objective 3 - Supporting people out of poverty

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

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Support people into work by:</p> <ul style="list-style-type: none"> • Filling over 3,000 Council posts through placements from Cardiff Works; • Supporting 850 people into work with tailored support by the employment gateway. 	Helen Evans / HR	Q1	<ul style="list-style-type: none"> • In line with covid guidance and phased return plans, re-introduce face to face job club provision; review current footfall across the city and amend service provision, ensuring all areas of the city are covered, including job club provision in the north of the city and wellbeing hubs. 	<p>To develop and deliver services which are responsive to Cardiff's inequality gap.</p>
		Q2	<ul style="list-style-type: none"> • Increase the number of non-admin and clerical positions, by working with the Employer Liaison Team to target recruiting council departments; including priority areas, home carers, cleaners, hostel support workers. 		
		Q3	<ul style="list-style-type: none"> • Increasing referrals to job club and mentoring projects through a robust publicity campaign, targeting priority projects i.e. CfW and Bright Futures, by employing a dedicated social media trainee. 		
		Q4	<ul style="list-style-type: none"> • Making the Cardiff Works application and assessment process completely digital, removing unnecessary manual input to allow for quicker processes including payroll and candidate matching, enabling the service to expand. 		

			<ul style="list-style-type: none">• Bringing together the expanded Into Work team to support people into employment, by creating a robust pathway from adult learning, volunteering to temporary employment through to Cardiff Works, leading on to more permanent work. Using the Employer Liaison team to direct the adult learning programmes and volunteering opportunities.	
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Better support people into work by further integrating employment support services and working with partners when new schemes are developed. This will include:</p> <ul style="list-style-type: none"> • Providing robust, remote into-work support when face-to-face provision cannot be provided, including reducing digital barriers by accessing external funding for kit and internet access; • Reviewing into-work support for care-experienced young people to ensure it is meeting their needs by October 2021; • Fully aligning the Into Work Pathway team with Cardiff Works, ensuring that there is a flow from training to volunteering and then into work by December 2021; • Working with the Department of Work and Pensions and Careers Wales on new flagship schemes post-pandemic, creating effective referrals to and from the Into Work Team to best meet the needs of the job seeker; • Supporting the Council's Economic Recovery Taskforce, ensuring that into-work support is used to mitigate some of the impacts of the economic downturn, especially for the most vulnerable. 	Helen Evans	Q1	<ul style="list-style-type: none"> • Establish a digital service delivery team meeting the needs of individuals accessing provision post COVID-19, accessing funding to specifically support the Digital agenda and digital deprivation. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Review and update the Bright Futures and Bright Start schemes. Continuing to monitor the NEET status of Care Experienced young people aged 16-24 across the city and understanding the impacts of Covid for these young people. • Reintroducing paid work placements for Bright Start young people, Covid restrictions allowing. 	
			Q3	<ul style="list-style-type: none"> • Create robust referral procedures to ensure learners and volunteers have access to council agency job opportunities, by upskilling and registering to Cardiff Works as a matter of course. Customers accessing pathway provision (Adult Learning, Digital, Skills for Work & Life, Volunteering) to be assigned an employment mentor automatically. 	
			Q4	<ul style="list-style-type: none"> • Establish regular meetings with Senior Managers of DWP and Careers Wales to encourage a two way referral process for the new KickStart, Restart and Working Wales programmes; reducing duplication and ensuring support is able to be accessed by all. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
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"> • Ensuring all Hub and advice line staff are able to provide support with claims for Universal Credit, including further roll-out of tablets, either by gifting or loaning, to ensure that support can be provided remotely during Covid restrictions; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Further utilising and promoting the Discretionary Housing Payment fund. This will ensure that those in receipt of Universal Credit are aware of and able to apply to the fund; • Working closely with Cardiff Foodbank to understand the impacts of more clients claiming Universal Credit on food support, escalating any issues identified; • Identifying additional funding for the Money Advice team to expand the service and meet demand as Universal Credit claimants continue to rise as a result of the pandemic. 	Helen Evans	Q1	<ul style="list-style-type: none"> • Train all Advice Line staff and New Money Advice Team to ensure knowledge of UC and additional services including tablet gifting. Provide appointments in outreach locations for those unable to access remote service. Refresher sessions to be offered to all Hub staff 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Increase publicity of the Money Advice Team targeting those potentially eligible for DHP and would be unaware of the services prior to the COVID pandemic. Meetings to be held with RSL's monthly and for MAT manager to attend with benefits to ensure tenants are fully supported. 	
			Q3	<ul style="list-style-type: none"> • Provide further support in foodbanks for those who will require increased advice and support. The number is rapidly increase for emergency advice and support due to government pandemic schemes ceasing. Investigate a remote support service as well as face to face for Foodbanks. 	
			Q4	<ul style="list-style-type: none"> • Research and develop funding opportunities for the Money Advice Team to provide additional support for the targeted groups of low income and claiming Universal Credit. Consider the numbers seen and growth in demand – does a request for the additional funding to be continued for a further 12 months need to be asked for under pressures requests? 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Deliver a new skills hub in the city by June 2021 to provide on-site construction skills, apprenticeships and employment within the sector.	Helen Evans	Q1 <ul style="list-style-type: none"> Recruit staff and set up new Skills Hub in the East of the city; confirm project profile with funders, set up processes/procedures, engage with region local authorities and raise awareness of project. 	Q2 <ul style="list-style-type: none"> Identify training providers to deliver training programme and work with other local authorities to identify satellite training premises. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q3 <ul style="list-style-type: none"> Work with employment projects and colleges across the region to identify suitable candidates and students for the Onsite Construction Academy. 		
			Q4 <ul style="list-style-type: none"> Review progress of onsite construction academy with partners, stakeholders and CITB, against project profile, amending and adapting provision where needed. 		

Ref	Key Performance Indicators (outcome based where possible)	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The number of Council posts filled through placements	N/A	N/A	4,075	3,000	Helen

	from Cardiff Works					Evans
CP	The number of interventions which supported people receiving into work advice through the Employment Gateway	45,497	51,449	49,756	50,000	Helen Evans
CP	The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	787	1,050	814	1,000	Helen Evans
CP	The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	N/A	N/A	6.08%	<15%	Helen Evans
CP	The number of employers which have been assisted by the Council's employment support service	211	191	237	250	Helen Evans
CP	The number of customers supported and assisted with their claims for Universal Credit	5,375	3,348	2,841	2,000	Helen Evans
CP	Additional weekly benefit identified for clients of the Advice Team	£16,197,903	£15,865,681	£15,447,013	£14,000,000	Helen Evans
CP	The number of hours given volunteering within the Advice & Benefits Service	5,183	7931	3,066	6,500	Helen Evans
CP	The percentage of volunteers aiming to secure future employment who ceased volunteering as a result of finding work	N/A	N/A	61%	80%	Helen Evans

Embedding our new approach to tackling homelessness and ending rough sleeping

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Review and revise the Rough Sleeper Strategy and the Homelessness Strategy in line with Welsh Government Phase 2 Guidance by:</p> <ul style="list-style-type: none"> • Implementing the new family accommodation model and delivery of the Family Homelessness Centres for completion by January 2022 including: <p>- Briardene by May 2021; - The Gasworks by Winter 2021/22; - Harrison Drive by Winter 2021/22;</p> <ul style="list-style-type: none"> • Developing a rapid rehousing approach to homelessness, ensuring that homelessness is prevented wherever possible and that clients are rehoused as quickly as possible following an assessment of need by June 2021; <ul style="list-style-type: none"> • Taking forward the strategic review of services for single homeless people, including: <p>- Implementing full assessment of needs for single homeless people via</p>	Ian Ephraim	Q1	<ul style="list-style-type: none"> • Complete Family Accommodation at Briardene • Further develop the Rapid Rehousing approach to homelessness by piloting new ways of allocating to families on a prevention duty and in the new family provision • Implement a full assessment of needs for single homeless people via the new Assessment Centre. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Review the success of the Low Needs Pathway for single people • Further develop the Multi-Disciplinary Team (MDT) including further development of health input • Consider the results of the Allocations pilot and make recommendations for changes to policy. 	
			Q3	<ul style="list-style-type: none"> • Monitor emergency accommodation for availability and quality. • Develop the full operational policy and reporting framework for the MDT. • Complete The Gasworks temporary accommodation scheme for families. • Set new targets for homelessness based on the Rapid Rehousing approach. 	

<p>the new Assessment Centre by May 2021;</p> <ul style="list-style-type: none"> - Ensuring that no one has to sleep out in Cardiff by winter 2021/22 by delivering the new homeless accommodation schemes for single people, and reviewing and improving emergency accommodation with the aim of ensuring that minimum standards of accommodation are delivered with separated, secure and individual spaces; - Continuing and extending the Housing First Scheme, using both social and private rented sector homes, and increasing the range of options for move on from hostel with appropriate level of support by March 2022; - Ensuring that homeless clients can access the right accommodation for themselves with a focus on moving on into the private rented sector by commencing the low-needs pathway by April 2021 and reviewing its effectiveness by September 2021; • Continuing to develop the multi-agency team around rough sleepers and single homeless people with complex needs, improving the support available for those with 		<p>Q4</p>	<ul style="list-style-type: none"> • Complete delivery of new homeless accommodation scheme for single people at Adams Court. • Continue to extend the Housing First Scheme, using both social and private rented sector homes, and increase the range of options for move on from hostel with appropriate level of support. • Review the ‘Real Change’ and ‘Give Differently’ campaign. • Deliver Harrison Drive temporary accommodation scheme in partnership with United Welsh. 	
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substance misuse issues, as well as for those with co-occurring mental health and substance misuse issues, and extending this support to those moving on into the community. Additionally, further developing the health input into the team by September 2021 and developing the full operational policy and reporting framework for the team by October 2021;

- Reviewing the 'Real Change' and 'Give Differently' campaigns to further investigate the reporting of sightings of potential rough sleepers and positive intervention with people who are involved in street-based activities, including anti-social behaviour and begging within the city centre, by March 2022.

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Develop a training and activities service for single homeless people to support them to make lasting changes as part of a Covid exit strategy prepared by April 2021 and introduced as soon as restrictions allow.	Ian Ephraim	Q1	<ul style="list-style-type: none"> Subject to restrictions, undertake a needs analysis for services, consult with service users about what activities they would like to see delivered and develop and pilot activities. Develop online resources. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> Recruit staff and develop a training plan. Look at Best Practice, and take into account lessons learned during the Covid pandemic. Secure buy-in from partners, linking in with "Learning for Life" and third sector community groups. Build a robust curriculum of opportunities, delivered across all 6 hostel sites and the wider community. Centralise all opportunities via the online resource. 	
			Q3	<ul style="list-style-type: none"> Online resource and branding to go live. Explore options for volunteers and mentors to work alongside the Diversionary Activities Team 	
			Q4	<ul style="list-style-type: none"> Deliver services and review success. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Develop a new family temporary accommodation model by transferring the Calon TA scheme from Cadwyn to Cardiff Council and reviewing the scheme in line with the Rapid Rehousing approach.	Ellen Curtis / Laura Garvey- Cubbon	Q1	<ul style="list-style-type: none"> • Agree management agreement and Heads of Terms. • Create processes and procedures for smooth running of the scheme e.g. referral process and rent procedures. • TUPE Cadwyn staff into Cardiff Council. • Create voids team and finance/ tenancy team to manage the scheme. Recruit and train staff. • Set up rent accounts and review recharges 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Inspect all properties on the scheme • Transfer data files from Cadwyn • Discuss possible options to 'temp to perm' properties with the RSLs 	
			Q3	<ul style="list-style-type: none"> • Complete half-year review and amend processes and procedures as needed • Review licences and tenancy types • Decide on PRS options in order to consult with landlords 	
			Q4	<ul style="list-style-type: none"> • Review management agreement and design scheme in order to take over the scheme fully from Cadwyn in June 2022 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	<p>Develop the allocation of social housing to achieve the following:</p> <ul style="list-style-type: none"> • Introduce rapid rehousing approach to homelessness, helping to reduce time spent in temporary accommodation and prevent more people from becoming homeless • Reduce overcrowding in the city 	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> • Complete data review for homeless and overcrowded families on Housing Waiting List • Conduct review of current Allocations and shortlisting arrangements for homelessness /overcrowded Families and propose new arrangements • Agree which clients will be prioritised for Rapid Rehousing and develop referral process • Draft new Allocations and Shortlisting Arrangements for Rapid Rehousing/Overcrowding • Review Suspension Criteria for rent arrears 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Pilot new proposals using discretionary provisions/existing bandings in Allocations Policy • Work with systems team and Northgate to amend systems to reflect new banding arrangements • Consult on new proposals and complete ODR for cabinet. • Consult with RSLs partners on new proposals and changes to shortlisting. 	
			Q3	<ul style="list-style-type: none"> • Amend Allocations Policy to reflect new arrangements • Brief HOC/ARU/RSLs staff on arrangements • Implement new arrangements and working practices 	
			Q4	<ul style="list-style-type: none"> • Review the success of new arrangements. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Take forward the next phase of the Accommodation and Support project, improving specialists Accommodation and Support Pathways.	Louise Bassett	Q1	<ul style="list-style-type: none"> Map current specialist accommodation and support pathways for clients requiring abstinence support, women with complex needs and individuals with mental health issues/ learning disabilities. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> Finalise mapping and review current specialist accommodation and support pathways. 	
			Q3	<ul style="list-style-type: none"> Develop proposals for change and consult stakeholders. 	
			Q1	<ul style="list-style-type: none"> Map current specialist accommodation and support pathways for clients requiring abstinence support, women with complex needs and individuals with mental health issues/ learning disabilities. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of households threatened with homelessness successfully prevented from becoming homeless	77%	78%	75%	80%	Laura Garvey-Cubbon
CP	The total number of rough sleepers in the city	N/A	N/A	N/A	<20	Ian Ephraim
CP	The number of rough sleepers supported into accommodation	157	200	197	104	Ian Ephraim
CP	The percentage of rough sleepers housed in the previous month who have maintained their accommodation	N/A	N/A	N/A	70%	Ian Ephraim
CP	The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	82%	89%	95%	80%	Ian Ephraim
CP	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	91%	95%	93%	75%	Ian Ephraim

Wellbeing Objective 4 - Safe, confident and empowered communities

Building new Council homes and investing in community facilities

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Deliver a programme to build over 2,000 new Council homes, targeting delivery of the first 1,000 by December 2022.	Dave Jaques	Q1	<ul style="list-style-type: none"> Complete the handover of the Briardene site through Cardiff Living and the handover of the remodelling scheme at Column Road. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> Complete handover of the Caldicot Road scheme by August 2021. Submit a planning application for the remodelling of Meridian Court 	
			Q3	<ul style="list-style-type: none"> Complete the handover of the Gasworks modular scheme by end of December 2021 	
			Q4	<ul style="list-style-type: none"> Achieve total handovers in the year of 200 new council homes. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> • Completing Phase 2 of the Maelfa redevelopment scheme by November 2021; - Complete • Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities; • Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor; • Submitting an outline planning application for the subsequent Channel View Regeneration of pre-existing homes by the end of 2021/22; • Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes (NRS) based on ideas submitted by Ward Members. 	Rebecca Hooper/ Dave Jaques	Q1	<ul style="list-style-type: none"> • The Maelfa Scheme was completed in Q4 2020/21. • Complete detailed design for Trowbridge Green and Pennsylvania estate regeneration schemes by May 2021 • Commence the Pre-Application Consultation for Channel View by April 2021. • Submit planning application for Channel View by June 2021 • Complete the NRS scheme for Cowbridge Road East by May 2021 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Consult on final plans for estate regeneration schemes by August 2021 • Complete the NRS scheme for Llanishen Park by September 2021 • Complete the estate regeneration scheme for Lower Llanrumney by August 2021 • Begin the tenant decant process for phase 1 of Channel View. • Commission the demolition contract for phase 1 of Channel View • Complete the tender pack required to tender for a contractor for phase 1 of Channel View. • Consult on initial ideas for the final year of the 3 yr NRS programme- 3 schemes Eleanor/ Louisa PLACE, Old St Mellons Village Centre and Llanrumney Muga. 	
			Q3	<ul style="list-style-type: none"> • Commence a site start for estate regeneration schemes in Trowbridge Green and Pennsylvania estate by December 2021. 	

			<ul style="list-style-type: none"> • Complete the estate regeneration scheme for Roundwood by December 2021. • Commence scoping work for a new estate regeneration programme to co-ordinate with wider new housing initiatives. • Issue tender pack for contractor for Channel View • Target planning committee August/September 2021 for Channel View. • Provide a Channel View resident update. • Complete the NRS scheme for the Splott 3G pitch by December 2021. 	
		Q4	<ul style="list-style-type: none"> • Commence scoping work on remaining estate regeneration schemes from the programme by March 2022. • Undertake phase 1 demolition of Channel View. • Appoint Phase 1 Contractor for Channel View • Commence work on site for the 3 final year NRS schemes. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22	* Link to Equality Objective
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CP	<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the city centre and Butetown. • Working with partners to deliver a Community Hub in south Riverside; • Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District; • Ensuring people are connected with local service providers and activities in their neighbourhood through the work of Community Inclusion Officers, extending the range of online activities and restarting face-to-face events when restrictions allow. 	Rebecca Hooper / Bev King	<p>Q1</p> <ul style="list-style-type: none"> • Maelfa Health and Wellbeing Hub, phase 1 replacement MUGA to be completed by June 2021 • Work in partnership with Grassroots and partners to agree a way forward for both service delivery and building refurbishment for a city centre Youth Hub. • Fully open and further develop services at the Butetown Youth Hub. • Plan to reintroduce face to face activities in line with WG guidelines. Linking new Community Wellbeing Team with Community Inclusion Officers to provide tailored support & activities to suit customer's needs. 	Cardiff is accessible to everyone who is living, visiting or working in the city
			<p>Q2</p> <ul style="list-style-type: none"> • Complete all elements of the CRI Chapel in partnership with CAVUHB for a target opening of July 2021. • Secure planning permission for a refurbished Rhiwbina library/ hub by July 2021. • Work in partnership with community groups to agree a range of options for delivery a community hub in Riverside by September 2021. • Evaluate face to face and online activities, tailor need and demand as required to deliver a blended service. 	
			<p>Q3</p> <ul style="list-style-type: none"> • Work in partnership with CAVUHB to design a range of new Health and wellbeing Hubs on strategic planning sites. • 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 local Health priorities.	
			Q4	<ul style="list-style-type: none"> • Commence work on site to refurbish Rhiwbina library by February 2022. • Evaluate the work of the Community Inclusion officers including barrier funds provided with case studies for reporting purposes, linking into new Wellbeing team outcomes. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
			Q1	<ul style="list-style-type: none"> • Recruit & train new Wellbeing Team to deliver Health & Wellbeing initiatives across the city via tailored 1-2-1 support. 	

DDP	To implement New Community Wellbeing Service Team	Bev King	Q2	<ul style="list-style-type: none"> Ensure the Community Wellbeing Service is publicised and widely marketed. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q3	<ul style="list-style-type: none"> Ensure service is making best use of specialist advice, seeking to fill gaps and linking in with national health campaigns and health priorities. 	
			Q4	<ul style="list-style-type: none"> Evaluate service including barrier funds provided with case studies for reporting purposes. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
			Q1	<ul style="list-style-type: none"> Finalise refurbishment plans for Rhiwbina in consultation with Friends groups, Cllr's and local members 	
			Q2	<ul style="list-style-type: none"> Explore community need for Rhiwbina to enable tailoring of services, focusing on Health & Wellbeing and additional Hub services 	

DDP	Progress with delivery of Community Hubs programme -2021 refurbishment to Rhiwbina Library.	Bev King	Q3	<ul style="list-style-type: none"> Plan & implement relocation of service provision during refurbishment of Rhiwbina. Tailor services & event programme during refurbishment to maintain community events where possible using venues within the local area & finalise interior design package. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q4	<ul style="list-style-type: none"> Plan to reopen services tailored for community need & in conjunction with Community Inclusion Officer & Health & Wellbeing Mentors 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	Total number of new Council homes completed and provided (Target to be achieved by December 2022.)	86	316	552	1,000 cumulative by December 2022 – 750 by 31 st March 2022	Dave Jaques
CP	The percentage of residents satisfied with completed regeneration projects	93%	96%	89%	75%	Rebecca Hooper
CP	The number of visitors to libraries and Hubs across the city	3,400,078	3,266,110	282,934	Monitor KPI but no target set	Bev King
CP	The number of click and collect requests for library books	N/A	N/A	N/A	Monitor KPI but no target set	Bev King
CP	The number of page views on the Hubs website	N/A	N/A	N/A	Monitor KPI but no target set	Bev King
CP	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	98%	98%	97.9%	Monitor KPI but no target set	Bev King
CP	The number of visits (page views) to the volunteer portal	70,856	123,409	156,153	70,000	Helen Evans

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

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Deliver excellent outcomes for individuals, families and communities through the continued embedding of strengths-based practice and Signs of Safety in our frontline social work and preventative teams by:</p> <ul style="list-style-type: none"> Developing and implementing a new structure for the Social Care Training Unit that best meets the needs of the service area and that meets its staff training and development requirements; Reviewing the arrangements for delivering outcome-focussed/strengths-based training to maximise participation and strengthen impact on practice; Embedding peer audit review processes throughout Adult Services, supported by Quality Assurance panels and champions within the service. 	Angela Bourge	Q1	<ul style="list-style-type: none"> Review current structure of Training Unit and develop new structure to support Social Care and Social Work. Complete a Training Needs Analysis and develop a programme of training and appropriate qualifications. Identify mandatory training and report on compliance in each quarter. Agree an ongoing implementation plan with the new Senior Management team in Adult Services, Housing & Communities. Review Collaborative Communication Skills training to date in Adult Services with ASC Ltd and commission additional sessions as required. Develop an in-house training programme with the newly trained 'trainers' in order to maintain ongoing training and mentor support for staff. Set up a whole service Mentor Support Group consisting of identified mentors from each service area / team. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Review new Training Unit structure and make informed changes if required. Work with the Academy to develop an Induction Programme to support new staff. Report on mandatory training compliance. 	

			<ul style="list-style-type: none"> • Review the Strength based Implementation Plan in line with objectives and actions set in Q1. • Implement and monitor in-house Collaborative Communication Skills training programme. • Monitor and review Mentor Support group and its impact on practice in all areas of Adult Services.
		Q3	<ul style="list-style-type: none"> • Embed new structure for the Training Unit • Trial new Induction Programme with new starters • Review analysis of training requirements and work with partners to source suitable training to meet needs • Report on mandatory training compliance • Review the Strength based Implementation Plan in line with objectives and actions set in Q2.
		Q4	<ul style="list-style-type: none"> • Gain feedback from new staff in regard to the Induction Programme and review. • Review trial period of the Training Unit – Including feedback on training provided and how the new Unit has aided learning and development. • Report on mandatory training compliance • Review the Strength Based Implementation Plan in line with objectives and actions set in Q3. • Review and evaluate in-house Collaborative Communication Skills training programme

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		<u>*Link to Equality Objective</u>
CP	<p>Complete the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with Phase 1 completed by September 2021, to include:</p> <ul style="list-style-type: none"> • Providing easily accessible locations for partners to meet throughout the city; • Expanding and diversifying expertise, sharing best practice across the community and hospitals by transitioning adult older people's social care into locality practice; • Developing closer relationships with domiciliary care providers, starting with recommissioning; • Developing working relationships and practices with the six health clusters. 	Lisa Wood / Angela Bourge/ Carolyne Palmer	Q1	<ul style="list-style-type: none"> • Finalise the domiciliary care Service Specification for the new locality model ahead of invites to apply to the approved supplier list in Q2 • Review phased implementation plan for rolling out the new domiciliary care locality model and agree final version 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Identify alignments with Community Resource Team/Single Point of Access locality team social work. 	
			Q3	<ul style="list-style-type: none"> • Implementing processes and ascertain relevant buildings and supporting integrating working partnerships to take locality working forward. • Determine the right type of Multi-disciplinary Team approach for Hospital discharge into locality setting and flow of information sharing through the information platform. • Evaluate most effective deployment of Older people social work staff within a locality setting, aligning with work done in Single Point of Access. 	
			Q4	<ul style="list-style-type: none"> • Implement locality approach and trialling 1 locality to test the review, learn, develop and evolve. • Triage and appropriately refer into locality services • Implementation of locality working. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Develop a new Adult Services Strategy by autumn 2021 with the aims for delivery identified as:</p> <ul style="list-style-type: none"> • Developing a whole-system approach for improving and monitoring performance; • Embedding a rights-based approach into everything we do; • Ensuring that the systems in place are suitable to meet the outcomes identified and provide a platform for change where they are not. 	Jane Thomas	Q1	<ul style="list-style-type: none"> • Develop the framework for the strategy to organised around the Regional Partnership Board model and focusing on whole system approach designed around the needs of different client groups. • Develop background chapters referring to wider strategic landscape, key data and demographics and the findings of the consultation carried out to date. • Develop further chapters regarding Starting Well (Transitions), Living Well and Ageing Well • Develop chapters regarding measuring and performance, quality assurance, workforce and training and other identified workstreams 	Cardiff is accessible to everyone who is living, visiting or working in the city..
Q2	<ul style="list-style-type: none"> • Complete EIA • Undertake internal review process with key leads, Team Managers and other interested staff groups across Adult Services • Review with stakeholders through engagement events • Integrate feedback into final draft of the strategy • Develop action plan for roll out of the Strategy and community engagement 				

			Q3	<ul style="list-style-type: none">• Submission to Cabinet Office (early October)	
			Q4	<ul style="list-style-type: none">• Begin delivery of action plan	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Implement the Cardiff and Vale Regional Partnership Board's transformational proposals for 'A Healthier Wales' to promote productive partnerships and to further develop preventative services and resilient communities, so that people remain independent and connected for as long as possible.	Jane Thomas	Q1	<ul style="list-style-type: none"> • Understand and review Single Point of Access in partnership with health – set out clear aims and objectives. • Complete application process for Age Friendly City in collaboration with Regional Partnership Board partners and Older People's Commissioner including the creation of an Age Friendly City Action plan. • Align Adult Services Strategy with the key themes of the RPB. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Develop best practice guidelines for implementation and use of technology to support people and to improve quality of life. • Understanding comparison between demographics and future planning – gather information from stakeholders. • Understanding what people want for their own futures, including supporting people to live well with dementia and to stay safe. 	
			Q3	<ul style="list-style-type: none"> • Determine the right type of Multi-disciplinary Team approach for Hospital discharge into locality setting and flow of information sharing through the information platform. • Mapping citizens who have been supported through enablement services, considering maintenance and future history for people who are utilising services – understand the story. • Deliver Age Friendly Cardiff campaign focusing on International Day of Older 	

			Person's including events and raising awareness of Cardiff as an Age Friendly City.
		Q4	<ul style="list-style-type: none"> • Implement locality approach, trialling in 1 locality to test the review, learn, develop and evolve • Develop forward thinking plans for day centres development.

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Assist people with disabilities and mental health issues to be more independent by</p> <ul style="list-style-type: none"> • Embedding an all-age disability approach by October 2021 • Working with partners to deliver the refreshed crisis care concordat, meeting the needs of those who may not require secondary services and reviewing services to ensure that they are fit for purpose to meet a range of needs of the population moving forward • Reducing the number of people in crisis and acute admissions by using preventative measures. 	Matthew Russell/ Emma Mulinder/ Louise Bassett	Q1	<ul style="list-style-type: none"> • Develop a whole systems approach in partnership with Health as part of the Regional Crisis Concordat – first meeting to be held at end of quarter 1. • Complete a needs assessment of those adults between 18-65 with disabilities currently requiring services from the generic adults team to understand levels of needs, service utilisation and gaps. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Consider best organisational approach to meet the needs of disabled people. • Map current mental health wellbeing services as part of the next stage of the Accommodation and Support services review. 	
			Q3	<ul style="list-style-type: none"> • Develop business case and explore any additional resources required for all age disabilities services. • Work with Partners to address crisis caused by practical issues such as debt, loss of employment etc. 	
			Q4	<ul style="list-style-type: none"> • Implement restructure required to support all age disabilities services. • Consider findings of crisis concordat review; understanding and map implications for future service delivery. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Undertake a review of commissioned services, including a full review of commissioned activities, throughout 2021 to include:</p> <ul style="list-style-type: none"> • Direct Payments (Adults and Children's); • Domiciliary Care Contract. 	Amy Harmsworth	Q1	<ul style="list-style-type: none"> • Collate and analyse activity data regarding Direct Payments and complete an options appraisal regarding most appropriate way to deliver Direct Payments going forward. • Prepare and finalise documentation for the Accreditation and Enrolment of Domiciliary Care providers on the new APL. • Undertake a provider Sustainability Exercise to determine the impact of Covid -19 on the care home and domiciliary care sector. • Develop a Quality Assurance Framework for care homes. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Agree preferred option for the delivery of Direct payments and develop a timeline for implementation of new arrangements. • Complete Accreditation and Enrolment process for the new Domiciliary Care APL. • Implement recommendations for the Sustainability Exercise. • Implement the Quality Assurance Framework for care homes. 	
			Q3	<ul style="list-style-type: none"> • Progress key actions in relation to securing new arrangements for the delivery of Direct Payments. • Launch new Domiciliary Care APL and progress stage one of the phased implementation plan for the new locality approach to delivering Domiciliary Care. 	

			Q4	<ul style="list-style-type: none">• Continue to progress implementation of new arrangements for Direct Payments and agree timeline for launch in 2022/23.• Monitor & Review progress against key milestones for stage one of the phased Domiciliary Care locality implementation plan.• Review implementation of Quality Assurance Framework for care homes and amend / update as required.
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP / DDP	<p>Ensure children and adults are Safeguarded from abuse or neglect or the risk of it by:</p> <ul style="list-style-type: none"> Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation (March 2022) Completing the corporate safeguarding self-evaluations (March 2022) Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received <p>Undertake a review of Adult Safeguarding</p> <ul style="list-style-type: none"> Development of action plan 	David Murray-Dickson	Q1	<ul style="list-style-type: none"> Review and update the Adult safeguarding action plan to include areas identified in the CIW targeted inspection (2020) Adult safeguarding internal audit report (2020) and external review of service (2021). Develop strong practice guidance for adult safeguarding to support the development of the team and service in line with the reviewed action plan. Agree a second internal audit of adult safeguarding to inform further development of the action plan. 	Cardiff is accessible to everyone who is living, visiting or working in the city..
			Q2	<ul style="list-style-type: none"> Work with performance team to identify meaningful key performance indicators to ensure quality of the delivery of adult safeguarding service. 	
			Q3	<ul style="list-style-type: none"> Review policy and procedures regarding Adult safeguarding functions across adult services in partnership with the Regional Safeguarding Board. 	
			Q4	<ul style="list-style-type: none"> Following initial review of adult safeguarding, identify any further opportunities for improvement and incorporate this within the action plan. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
DDP	Develop and embed quality assurance frameworks considering: <ul style="list-style-type: none"> • Review and development of Policies, procedures and pathways • Training and development • Induction and supervision • Complaints and Compliments • Quality auditing and review processes 	Jane Thomas	Q1	<ul style="list-style-type: none"> • Draft and agree a comprehensive quality assurance framework which encompasses both directly provided and commissioned services and uses a range of measures to ensure quality services are being delivered. • Identify any additional policies, processes and procedures needed to support the QA framework. • Identify changes to training and development needed to support the framework. • Introduce a regular review of complaints and compliments to identify trends and potential issues with service delivery. • Introduce quality audits to ensure processes are being followed and people are safeguarded. • Develop new processes and procedures for carrying out effective supervisions.. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Develop additional processes and procedures to support quality service provision • Introduce changes to training and development • Review how the quality of commissioned services is specified and reviewed. • Fully implement the quality audits and improved supervision arrangements. 	

			Q3	<ul style="list-style-type: none"> • Review and feedback on the success of the quality assurance arrangements • Continue to review processes and procedures for quality service provision.
			Q4	<ul style="list-style-type: none"> • Review and feedback on the success of the quality assurance arrangements. • Continue to review processes and procedures for quality service provision.

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Data, Performance and Budgets: <ul style="list-style-type: none"> • Utilisation of data to support understanding of services • Development of KPI's 	Jane Thomas	Q1	<ul style="list-style-type: none"> • Review data to underspend demand / demographic trends / budget and spend. • All adult services dashboard reports to be completed for all area. • Addition of finance information to dashboard reports to be added and approved. 	Cardiff is accessible to everyone who is living, visiting or working in the city
			Q2	<ul style="list-style-type: none"> • Carry out a deep dive into demand / spend to identify areas where prevention activity or alternative methods of delivery could provide more cost effective services. • Review of Dashboards for adult services. 	
			Q3	<ul style="list-style-type: none"> • Develop a plan for implementing more cost effective services and use this to inform future budget setting. 	
			Q4	<ul style="list-style-type: none"> • Commence implementation of activity to implement more cost effective services. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Prepare for the introduction of the Liberty Protection Safeguard (LPS) legislation in April 2022 which replaces the current Deprivation of Liberty Safeguards (DOLS) to implement a new system for authorising deprivations of liberty in care.	Matthew Russell	Q1	<ul style="list-style-type: none"> Respond to consultation on the Draft Code of Practice on the LPS scheme once available. Briefing to be prepared on the changes to inform the future service delivery model. Monitor and address backlog of DOLS cases. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Agree the model of delivery for the new scheme. Develop training approach and identify work-streams for delivery of the new scheme. Monitor and address backlog of DOLS cases. 	
			Q3	<ul style="list-style-type: none"> Develop detailed training plans for LPS and commence training delivery. Monitor and address backlog of DOLS cases. 	
			Q4	<ul style="list-style-type: none"> Conversion programme to take place for Best Interest Assessors to become Approved Mental Capacity Professionals to meet the new LPS standards. Monitor and address backlog of DOLS cases. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Implement Emergency Duty improvement plan by March 2022, to ensure an effective joint approach is embedded across Cardiff and the Vale	Matthew Russell	Q1	<ul style="list-style-type: none"> Finalise staff requirements for phase 1 of the implementation plan and, following finance approval, commence recruitment of staff to increase capacity in the Emergency Duty Team Agree TOR for task and finish group for phase 2 review with partners and commence detail review. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Finalise phase 2 review and develop detailed proposals for change for Emergency Duty Team 	
			Q3	<ul style="list-style-type: none"> Commence implementation of phase 2 changes to the Emergency Duty Team 	
			Q4	<ul style="list-style-type: none"> Continue to implement phase 2 changes to Emergency Duty Team 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	51%	62%	70%	85%	Louise Bassett / Natalie Southgate
CP	The percentage of referrals from South Wales Police regarding high-risk domestic abuse victims, where contact has been attempted by the specialist service within one calendar day of receiving the referral	N/A	N/A	89%	90%	Louise Bassett/ Natalie Southgate
CP	The number of adult protection enquiries received	N/A	N/A	N/A	Not appropriate to set a target	N/A
CP	The percentage of adult protection enquiries completed within seven days	83.96%	95.88%	98.90%	99%	Dave Murray-Dickson

Creating safe and inclusive communities

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023, including the launch of a regional service for male victims by July 2021.	Louise Bassett / Natalie Southgate	Q1	<ul style="list-style-type: none"> Complete the regional needs assessment 	To lead the way on equality and inclusion in Wales and beyond.
			Q2	<ul style="list-style-type: none"> Implement the new regional male victims service 	
			Q3	<ul style="list-style-type: none"> Working with the Vale of Glamorgan Council, draft a regional VAWDASV Commissioning Strategy 	
			Q4	<ul style="list-style-type: none"> Review the availability of target hardening options across the region and consider best practice approaches 	

Wellbeing Objective 6: Cardiff grows in a resilient way

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

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Develop a public housing decarbonisation strategy to compliment the council's One Planet agenda.	Colin Blackmore	Q1	<ul style="list-style-type: none"> • Seek formal approval for decarbonisation plan • Identify funding/budgets • Incorporate into Cardiff Council's One Planet agenda / cabinet report 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Undertake research on best approaches to decarbonisation • Review product specification in order to maximise benefits of decarbonisation • Consider procurement options - procurement vehicle • Consider resource requirements – staff and future maintenance issues 	
			Q3	<ul style="list-style-type: none"> • Quantify proposals • Priority order • Works programme • Number of contractors 	
			Q4	<ul style="list-style-type: none"> • Commence procurement process • Draft pretender report • Draft procurement timetable 	

Wellbeing Objective 7: Modernising and integrating our public services

Developing a comprehensive programme of organisational recovery and renewal

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Develop a comprehensive programme of organisational recovery and renewal focused on: <ul style="list-style-type: none"> • Embedding new locality delivery models in key community services 	Lisa Wood / Angela Bourge/ Carlyne Palmer	Q1	<ul style="list-style-type: none"> • Finalise the domiciliary care Service Specification for the new locality model ahead of invites to apply to the approved supplier list in Q2 • Review phased implementation plan for rolling out the new domiciliary care locality model and agree final version 	To build an inclusive and representative organisation.
			Q2	<ul style="list-style-type: none"> • Identify alignments with Community Resource Team/Single Point of Access locality team social work. 	
			Q3	<ul style="list-style-type: none"> • Implementing processes and ascertain relevant buildings and supporting integrating working partnerships to take locality working forward. • Determine the right type of Multi-disciplinary Team approach for Hospital discharge into locality setting and flow of information sharing through the information platform. • Evaluate most effective deployment of Older people social work staff within a locality setting, aligning with work done in Single Point of Access. 	

			Q4	<ul style="list-style-type: none">• Implement locality approach and trialling 1 locality to test the review, learn, develop and evolve.• Triage and appropriately refer into locality services• Implementation of locality working.	
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Supporting a highly skilled, productive and committed workforce

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Ensure that the Council's workforce is representative of the communities it serves by:</p> <ul style="list-style-type: none"> • Supporting careers events in our least represented communities; • Reviewing current arrangements for Cardiff Works staff. 	Helen Evans / HR	Q1	<ul style="list-style-type: none"> • Ensuring data is recorded re equal opportunities and the ability to report on this/ identifying areas where additional work needs to be carried out to ensure the communities we serve are better represented 	To build an inclusive and representative organisation.
			Q2	<ul style="list-style-type: none"> • Review the current Cardiff Works team set up, creating a permanent Cardiff Works Coordinator and Assistant Coordinator post, turning long term temporary workers in to permanent members of staff, where necessary. 	
			Q3	<ul style="list-style-type: none"> • Deliver targeted employment sector events in local communities in partnership with DWP and employment projects i.e. Southern Arc, young persons jobs fair, women in construction etc. 	
			Q4	<ul style="list-style-type: none"> • Providing Cardiff Works information sessions to communities, especially to under represented groups with support on how to apply, roles available and how to access employment, training and volunteering opportunities. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Build on the Agency Workers Charter by: <ul style="list-style-type: none"> Continuing the process of transferring long-term agency staff into permanent contracts; Reviewing agency workers placed with the Council via the Into Work Service. 	Helen Evans / HR	Q1	<ul style="list-style-type: none"> Relocate Cardiff Works from City Hall to Central Library Hub, making the team more accessible to customers and delivering services from same building as Into Work team. 	To build an inclusive and representative organisation.
			Q2	<ul style="list-style-type: none"> Implement new job matching IT solution, matching up agency and Cardiff Works job opportunities and into work customers robust and seamless. 	
			Q3	<ul style="list-style-type: none"> Working with HR to identify long term agency workers, amending systems to flag long term workers before 4 years permanent status is hit; supporting council managers to transfer staff to permanent contracts. 	
			Q4	<ul style="list-style-type: none"> Creating a new Cardiff Works training pool, giving Cardiff Council specific training, so candidates are skilled ready for when positions become available 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22	*Link to Equality Objective
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DDP	Develop digital methods of service delivery in housing.	Laura Garvey – Cubbon	Q1	<ul style="list-style-type: none"> • Test 'My Applications' (online housing waiting list) with stakeholders • Review and amend internal processes needed for 'My Applications' • Recruit into Project Manager and business analyst posts for development of Housing Repairs Online • Create a project plan for Repairs Online, including any 'quick fixes' that could be implemented in RRU • Scope out DocuSign project • Draft plan with the Communications team to increase take-up for Housing Rents Online • Recruit into development post for the housing Power Bi project • Launch Power Bi project and agree priorities for phased move away from Core Data with senior management. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Advertise and launch Housing Applications online • Consider design of software product for 'My Repairs' and complete data review of repairs performance information • Engage with ICT and SAP experts for integration systems for 'My Repairs' • Agree project plan with IT for Power Bi project, ensuring appropriate IT resource is agreed • Commence build on the first phase of Power Bi dashboards 	
			Q3	<ul style="list-style-type: none"> • Complete scoping exercise for which repairs could be Complete scoping exercise for 	

			<p>which repairs could be reported by tenants on 'My Repairs'</p> <ul style="list-style-type: none"> • Consider Self Service at Hubs for all aspects of Housing Online • Consider DocuSign purchase and implementation • Commence build on the second phase of Power Bi dashboards • Test and showcase first phase Power Bi dashboards
		Q4	<ul style="list-style-type: none"> • Review success of housing applications online • Build My Repairs Test System • Go live with DocuSign • Commence build on the third phase of Power Bi dashboards • Test and showcase second phase Power Bi dashboards

Well-being Objective 8: Managing the Covid-19 pandemic

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

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Ensure continued support for high-risk settings, including care homes, home care, support living and hostels by:</p> <ul style="list-style-type: none"> • Working with partners to implement the latest guidance; • Initiating outbreak management responses as required. 	Angela Bourge/ Louise Bassett	Q1	<ul style="list-style-type: none"> • Continue to hold sector wide provider sessions (fortnightly for Care Homes, Monthly for Domiciliary Care and Bi-Monthly for hostel and supported accommodation providers) to update on Covid guidance / risk management. • Continue to hold fortnightly multi-agency Care Home/Covid management meetings to provide oversight in relation to guidance and provider management of infection, prevention and control (IP&C). • Convene outbreak meetings as required. • Continue to produce monthly provider newsletters that summarise new guidance and local developments during the period. • Undertake survey to monitor Vaccine take up by social care providers. 	To build an inclusive and representative organisation.
			Q2	<ul style="list-style-type: none"> • Review frequency of provider meetings and adjust as required. • Review frequency of multi-agency Covid Management Meetings and adjust frequency as required. • Restart usual contract monitoring arrangements 	
			Q3	<ul style="list-style-type: none"> • Continue to review mechanisms for supporting high risk settings and refresh arrangements to ensure needs continue to be appropriately met 	

				(e.g. frequency of provider meetings, effectiveness of other mechanisms for communicating with sectors regarding Covid related issues).	
			Q4	<ul style="list-style-type: none"> Continue to monitor and review to ensure changing needs continue to be appropriately met. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22	* Link to Equality Objective
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CP	Continue to ensure the availability of all necessary PPE to support the safe delivery of Council and partner services for staff and residents.	Nicola Pitman	Q1	<ul style="list-style-type: none"> Commence work on PPE compliance assessment analysis for Social Care settings. Establish alert system to ensure PPE practices linked to PHW guidelines continues to be adhered to. Establish arrangements for different elements of Lateral Flow Testing – including direct delivery arrangements. Feed in to additional Asymptomatic testing programmes including emergency planning e.g. Surge Testing 	To build an inclusive and representative organisation.
			Q2	<ul style="list-style-type: none"> Continue to maintain overall demand tracker for all settings to ensure timely procurement takes place. When required. Ensure product lines are adequately resourced to sustain demand spikes where possible. Ensure LFT test supplies continue to be maintained and distributed effectively. 	
			Q3	<ul style="list-style-type: none"> Review supply arrangements – including Welsh Government social care PPE resources. To include monitoring glove profile resources linked to demand and establishing a resilient pipeline to prevent supply vacuum. 	
			Q4	<ul style="list-style-type: none"> Ensure that relevant resources remain available to comply with c-19 public protection guidelines. 	

Ref	Key Performance Indicators (outcome based where possible)	2018/19 Result	2019/20 Result	2020/21 Result	Monitor KPI but no target set	Owner
CP	The number of items of PPE issued	N/A	N/A	N/A	N/A	Nicola Pitman

Headline Indicators of Corporate Performance

The following suite of Corporate KPIs have been identified as important measures of organisational performance, and each Directorate is responsible for their own performance in relation to these. The Corporate Position is provided below, where data is available, and a summary of performance by directorate is included in Appendix 1, with data included where available.

Ref	Key Performance Indicators (outcome based where possible)	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time				
Workforce – Sickness Absence					
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	11.53	11.77	8.74 (forecast at Q3)	9.5
CHI 3	% Sickness Absence Short-term	30%	31%	22% (at Q3)	
CHI 4	% Sickness Absence Long-term	70%	69%	78% (at Q3)	
Workforce – Training and Development					
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	93%	94%		100%
CHI 6	% of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly				85%
CHI 7	% of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	60.17%	61.34%	55.13% (as of 10/03/20)	85%
CHI 8	% of staff completing training modules: Welsh language e-learning module				
CHI 9	Percentage of staff attending beginners Welsh course				
Corporate Safeguarding					
CHI 10	% of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	N/A	71.2%	76% (as at 1/03/21))	85%
CHI 11	Number of referrals from directorates into Children’s services				
CHI 12	Number of referrals from directorates into adult services			99 (as of Feb 2021)	
CHI 13	Number of Professional Concerns reported into CS				
CHI 14	Number of Professional Concerns reported into AS				
Workforce Satisfaction					
CHI 15	Council staff who recommend council as a place to work				
Workforce - Composition					
CHI 16	The % of Welsh Speakers				
CHI 17	Gender Balance				
CHI 18	BME representation				

Ref	Key Performance Indicators (outcome based where possible)	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
CHI 19	Total Agency Spend				
CHI 20	The number of apprenticeships and trainee opportunities		102	61 (as at 30/12/20)	
Digital					
CHI 21	The percentage of staff / devices enabled for agile and mobile working.			61.61% (as at Q3)	67%
Finance & Procurement					
CHI 22	Forecast out-turn as a % of approved budget				
CHI 23	Income Targets				
CHI 24	The percentage of overall spend with Cardiff-based organisation				52%
CHI 25	The percentage of overall spend with Cardiff Capital Region-based organisations.				66%
CHI 26	The percentage of overall spend with Welsh-based organisations				70%
CHI 27	The percentage of new contracts which include social value commitments				Baseline
CHI 28	Contract compliance				
CHI 29	Direct Awards				
Health & Safety					
CHI 30	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises				80%
CHI 31	Workplace accidents and incidents				
Information Governance					
CHI 32	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	88.91%	85.04%		85%
CHI 33	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	67.58%	83.6%		85%
CHI 34	Number of data breaches	280	323		

6. Directorate Risk

The Directorate must ensure that it has arrangements in place for managing directorate risks and any corporate risks which relate to that Directorate.

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

Will provide link to the Adult Services Risk Registers 2021/22 when available via a central sharepoint page.

7. Audit Recommendations

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

Name of Audit	Audit Recommendations	RAG Status	Latest Update	Timescale for Completion	Lead Officer
WAO - Corporate Safeguarding	Accelerate mandatory VAWDASV online training completion with all staff	Amber	Group 1 e-learning is progressing with 70% completion. Focus is on schools staff where is the largest non-compliance. Group 2 Ask and Act training roll-out began in Q3 20/21. During Q4 906 staff across the Cardiff and Vale of Glamorgan region were trained.	Ongoing	Natalie Southgate

***there are no audit recommendations for Adult Services**

8. Scrutiny Recommendations

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

Name of Scrutiny Committee/Task & Finish Report	Audit Recommendations	Comments	Timescale for Completion	Lead Officer
CASSC	The Cardiff Design Standards document include focus on the delivery of 'timeless' properties. The work on the Prince's Foundation should also be utilised as visual examples of developments such as Poundbury and Nansledan used within the document to demonstrate good examples of urban development	Cardiff Design Guide will reflect 'timeless' homes recognising that we want our new homes to remain attractive throughout their lifespan. This will be part of the 'Legacy' aspect of the document. We will also reference a wide range of exemplar developments throughout the document as inspiration and will consider aspects of the Prince's Foundation developments within this. As part of the consultation and review of the draft Design Guide document it will be issued to the Committee for review and comments before a wider review with external partners is undertaken and then the document adopted	N/A	Dave Jaques

9. Corporate Safeguarding Requirements

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

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

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

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

Corporate Safeguarding Actions identified as part of the Directorate Corporate Safeguarding Self Evaluations	Lead Officer	Timescale for Completion
An action plan is in place for Housing and Communities and monitoring is provided regularly to the Safeguarding Team (confirmed this is correct by Laura Garvey-Cubbon)	All senior managers in H&C	Ongoing
An action plan has been developed for Adult Services and monitoring processes are supported through the Adult Safeguarding Teams	All senior managers in AS	Ongoing

10. Delivering the Welsh Language Standards

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

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

Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner	Management Response	Timescale for Completion
No Recommendations for AS or H&C		

Appendix 1: Key Indicators of Corporate Performance, by Directorate

The following suite of Corporate KPIs have been identified as important pointers of organisational performance, and each Directorate is responsible for their own performance in relation to these. A summary of performance by directorate is included below, where data is available.

Housing & Communities

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time				
Workforce – Sickness Absence					
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	12.90	11.92	7.51 (Forecast at Q3)	9.5
CHI 3	% Sickness Absence Short-term	33%	38%	25% (Forecast at Q3)	
CHI 4	% Sickness Absence Long-term	67%	62%	75% (Forecast at Q3)	
Workforce – Training and Development					
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	94%	98%		100%
CHI 6	% of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly				85%
CHI 7	% of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	84.94%	79.33%	77.61% (as at 10/03/20)	85%
CHI 8	% of staff completing training modules: Welsh language e-learning module				
CHI 9	Percentage of staff attending beginners Welsh course				
Corporate Safeguarding					
CHI 10	% of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	N/A	82.4%	81.8% (as at 1/03/21))	85%
CHI 11	Number of referrals from directorates into Children's services				
CHI 12	Number of referrals from directorates into adult services			16 (as of Feb	

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
				2021)	
CHI 13	Number of Professional Concerns reported into CS				
CHI 14	Number of Professional Concerns reported into AS				
Workforce Satisfaction					
CHI 15	Council staff who recommend council as a place to work				
Workforce - Composition					
CHI 16	The % of Welsh Speakers				
CHI 17	Gender Balance				
CHI 18	BME representation				
CHI 19	Total Agency Spend				
CHI 20	The number of apprenticeships and trainee opportunities		33	26 (as at 31/12/20)	
Digital					
CHI 21	The percentage of staff / devices enabled for agile and mobile working.				67%
Finance & Procurement					
CHI 22	Forecast out-turn as a % of approved budget				
CHI 23	Income Targets				
CHI 24	The percentage of overall spend with Cardiff-based organisation				52%
CHI 25	The percentage of overall spend with Cardiff Capital Region-based organisations.				66%
CHI 26	The percentage of overall spend with Welsh-based organisations				70%
CHI 27	The percentage of new contracts which include social value commitments				Baseline
CHI 28	Contract compliance				
CHI 29	Direct Awards				
Health & Safety					
CHI 30	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises				80%
CHI 31	Workplace accidents and incidents				
Information Governance					

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
CHI 32	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	91.91%	84.06%		85%
CHI 33	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	72.22%	100%		85%
CHI 34	Number of data breaches	36	49		

Social Services

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time				
Workforce – Sickness Absence					
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	16.92	19.39	11.76 (Forecast at Q3)	9.5
CHI 3	% Sickness Absence Short-term	25%	22%	16% (Forecast at Q3)	
CHI 4	% Sickness Absence Long-term	75%	78%	84% (Forecast at Q3)	
Workforce – Training and Development					
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	78%	83%		100%
CHI 6	% of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly				85%
CHI 7	% of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	82.55%	79.48%	72.91% (as at 10/03/20)	85%
CHI 8	% of staff completing training modules: Welsh language e-learning module				
CHI 9	Percentage of staff attending beginners Welsh course				
Corporate Safeguarding					
CHI 10	% of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	N/A	72.6%	77% (as at 1/03/21))	85%
CHI 11	Number of referrals from directorates into Children's services				
CHI 12	Number of referrals from directorates into adult services			73 (as of Feb 2021)	
CHI 13	Number of Professional Concerns reported into CS				
CHI 14	Number of Professional Concerns reported into AS				
Workforce Satisfaction					
CHI 15	Council staff who recommend council as a place to work				
Workforce - Composition					

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
CHI 16	The % of Welsh Speakers				
CHI 17	Gender Balance				
CHI 18	BME representation				
CHI 19	Total Agency Spend				
CHI 20	The number of apprenticeships and trainee opportunities		1	0 (as at 31/12/20)	
Digital					
CHI 21	The percentage of staff / devices enabled for agile and mobile working.				67%
Finance & Procurement					
CHI 22	Forecast out-turn as a % of approved budget				
CHI 23	Income Targets				
CHI 24	The percentage of overall spend with Cardiff-based organisation				52%
CHI 25	The percentage of overall spend with Cardiff Capital Region-based organisations.				66%
CHI 26	The percentage of overall spend with Welsh-based organisations				70%
CHI 27	The percentage of new contracts which include social value commitments				Baseline
CHI 28	Contract compliance				
CHI 29	Direct Awards				
Health & Safety					
CHI 30	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises				80%
CHI 31	Workplace accidents and incidents				
Information Governance					
CHI 32	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	79.86%	60.71%		85%
CHI 33	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	53.6%	80.7%		85%
CHI 34	Number of data breaches	72	102		