

Performance & Partnerships Directorate Delivery Plan 2022/2023

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Directorate Delivery Plan – Template

1. Introduction

Golden Thread



Directorate Delivery Plan – Template

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

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

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

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

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

The Golden Thread

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

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

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

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

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

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

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

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

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

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

2. Directorate Profile

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

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

Cabinet Office

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

Communications

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

Bilingual Cardiff

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

Community Safety and Cohesion

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

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PREVENT

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

3. Progress, Challenges and Priorities for 2022/23

Summary of Service Self-Assessment

What has gone well?

Policy and Improvement

Planning and Performance Programme

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

Insight and Analysis

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

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Corporate Policy

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

Cabinet Support and Council Business

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

Corporate Management

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

Communications & Media

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

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

Bi-Lingual Cardiff

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

Community Safety and Cohesion

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

Prevent

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

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Areas of challenge

Policy and Improvement

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

Communications & Media

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

Community Safety and Cohesion

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

Prevent

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

Priorities for 2022/23

Policy and Improvement

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

Communications & Media

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

Bi-Lingual Cardiff

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

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

Community Safety and Cohesion

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

Prevent

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

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

Sub Heading: *Supporting a child friendly recovery*

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

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

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

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

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

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

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

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Sub Heading: *Creating safe and inclusive communities*

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

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

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

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

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

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Sub Heading: Promoting the Welsh Language

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

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

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

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

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

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

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

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

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

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5. Headline Indicators of Corporate Health

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

Performance & Partnerships

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

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

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

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Corporate (Council Wide) Position

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

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

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6. Directorate Risk

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

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

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

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

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7. Audit Recommendations

External Audit Recommendations

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

Any recommendations which are statutory recommendations are set out below:

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

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

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

Any recommendations are set out below:

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

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8. Scrutiny Recommendations

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

Any scrutiny recommendations which are open are set out below:

Scrutiny Committee/ Task & Finish Report	Scrutiny Recommendations	Action	Lead Officer	Action Date
CASCC	Streamlined processes are introduced to ensure regular and direct communication between elected members and their local policing inspectors. Along with providing information on serious instances, this communication must also include general updates, planned initiatives and staff changes.	A new Problem Solving Team is being recruited, which will ensure that there is clear communications between all partners. This will include briefings, 121 sub-group updates on specific PSG area based cases. The new team will look to consider and develop ways of broadening the public engagement through social media with our partners; ensuring a Community Safety Partnership led approach	Sian Sanders	25/03/20 22
PRAP	That you ensure the final Report, to be produced in summer 2022, includes detail as to the governance arrangements for oversight, accountability and monitoring of progress.	TBC	Sian Sanders	
PRAP	That the new Administration of Cardiff Council takes forward the proposals of the Cardiff Race Equality Taskforce as a firm basis for developing action plans.	TBC	Sian Sanders	

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9. Workforce Planning & Development

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

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

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

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

10. Corporate Safeguarding Requirements

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

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

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

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

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

11. Delivering the Welsh Language Standards

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

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

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

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