

Adults, Housing & Communities Directorate Delivery Plan 2023/2024



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1. Introduction

Golden Thread



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 Stronger, Fairer, Greener. 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
- One Planet Cardiff
- 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

Stronger, Fairer, Greener: Sets out the political priorities of the Council's Administration

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

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

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

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

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

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

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

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

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

2. Directorate Profile

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

Adult Social Services

The Service currently supports over **6,000** citizens with care and support needs across Cardiff, enabling and supporting them to live the life they choose. The operating model is a strengths-based approach, finding different ways to support people to meet their individual goals. The directorate works with wider council services and other partners to prevent individuals experiencing loneliness and isolation and to provide services that support the wellbeing of individuals and their carers.

The Independent Living Service works closely with the social work teams, the third sector, health services and community groups co-producing outcomes that matter to the citizens of Cardiff. A wide range of support is provided to help people to live independently in their own homes and to step down from hospital. The **First Point of Contact team** provides information, advice and assistance both in the community and in the hospital, where they are known as the **Pink Army**. The multi-agency **Integrated Discharge Hub** based within UHW is now co-ordinated by the Independent Living Service with supporting hospital discharge and preventing admissions.

A range of preventative services by Independent Living including the **Occupational Therapy Service, Disabled Adaptations** and the **Joint Equipment Service** all of provide support to help older people and those with disabilities to stay independent at home. The **Community Resource Team (Homecare Service)** provides domiciliary and reablement support and is part of a larger multiagency CRT service which includes health therapies, supporting adults to recover or maintain their ability to live independently at home.

The Community Social Work Service support older people and adults with physical disabilities who have care and support needs. Social workers provide guidance and assess wellbeing needs, ensuring that appropriate care is put in place. These services include:

- **The First Point /Adult Assessment Social Work Team** provide initial assessment and support for citizens in the community.
- **The Hospital Social Work Team** work in all of Cardiff's acute hospitals to support hospital discharge for those who need additional support.
- **The Case Management Team** assists those with complex needs which require ongoing social work intervention.
- Cases that have appropriate care and support in place and are settled are placed with the **Review Team**.

- The **Community Duty Team** can be contacted by any service user for assistance and support, for example to request a change in their care plan or respite care arrangements for carers.

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

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

The Learning Disability Service provides social work advice, information and support services to adults with learning disabilities and their carers, working closely with wider multi-disciplinary teams to support ongoing complex needs. **The Supported Living Team** monitor the supported living houses for people with a learning disability to ensure high quality care and support. There are **113** supported houses and **318** tenants across the city.

The Complex Needs Day Service provides high quality, person centred, outcome led, community-based planning and support to individuals with learning disabilities with complex needs including autism, significant behaviours of concern, profound and multiple disabilities and high health needs. The specialist planning and support provided by the service enables individuals to continue living at home and provides their families/carer with consistent, reliable respite to support them to continue in their caring role.

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

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

The Strategy, Performance & Resources Service provides a range of services to support social work. The **Commissioning & Contract Monitoring Team** provide procurement and contract monitoring / quality assurance of all commissioned Adult Services contracts including domiciliary and residential care provision and supports service development and redesign. **The Business Systems and Transformations Teams** - provide administrative, financial, quality assurance, policy and performance management support. **The 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 and support for carers through the registration and qualification process.

Community Services

Services for Everyone

Our Community Hubs and Library Services aim to improve the lives of Cardiff citizens. In partnership with other organisations, they provide a wide range of support, including housing and homelessness prevention advice, social activities and events. Public access to computers and tablets are also available, as well as a comprehensive range of library and wellbeing services. Hubs and libraries reflect the needs and requirements of the local community which they serve.

The first of its kind in the city, the new Wellbeing Hub in Llanedeyrn has been opened in partnership with Cardiff and Vale University Health Board. This new Hub approach enhances existing services already provided by integrating a range of specialised health clinics providing a 'one stop approach' to the health and wellbeing of our citizens. Further plans for a Wellbeing Hub in Ely / Caerau are currently being developed.

Dedicated Services for Older People

As part of our commitment to becoming an **Age Friendly City**, the Community Hubs provide venues for partners to deliver a wide range of physical activities, sport and other opportunities for older people to stay fit alongside a range of social activities to prevent isolation and loneliness, all in relaxed community setting. Teams also offer age-friendly digital inclusion support and assist community groups to deliver activities for older people through our Community Inclusion Team and well-being mentors. We also encourage volunteering to support older people and carers through a dedicated volunteer co-ordinator.

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

- Socialise and make new friends

- Reduce the impact of social isolation
- Provide an opportunity for respite for carers
- Receive freshly cooked hot meals
- Delivery of various wellbeing activities

Dedicated Services for Young People

Our Youth Hub offers a co-location of services. Increased partnership working with local organisations has created an extended and sustainable timetable across weekends, evenings and school holidays. As well as advice and support tailored for young people including into work advice, mentoring and training, sports and recreational sessions including basketball and dance classes are also on offer. Plans are also underway to create a new Youth Hub near the city centre.

The dedicated Hub website is an easy place to browse and take part in many online events, as well as providing information of activities on offer. All available by searching www.cardiffhubs.co.uk.

Llanover Hall delivers Arts courses and activities and is the hub for hands on arts activities. It is also the administrative centre for Learning for Life classes across Cardiff. Over 70 classes are delivered each week as part of the Learning for Life programme, these are run on a cost recovery basis. Enrolment fees cover tutor and materials costs, providing excellent value in what we deliver. Learners from 5 to 95 can access a range of classes including the Disability Inclusion Community Education (DICE) programme which is specifically tailored for learners with a range of disabilities.

Advice Services

The **Money Advice Team** provides assistance across the city to maximise income and support people struggling financially. They provide face to face help on a drop-in basis through our network of Community Hubs, foodbank distribution centres, schools, supported accommodation and youth buildings. Partnership is key to this team, with close working alongside Citizens Advice, Cardiff Foodbank and third sector organisations. The Money Advice Team also have a dedicated website which is full of useful information, hints, tips and guides on managing budgets and benefit and grant eligibility. It can be found at [Cardiff Money Advice Service](#).

The **Advice Line** is the main phone contact for our city's residents who need advice or support on a range of topics including benefits, grants, discounts and school admissions. The team can also be contacted via email or web chat. The Adviceline can also seamlessly refer residents to the appropriate home visiting service if required by calling 029 2087 1071.

The **Housing Helpline** provides practical housing advice and support for customers who are, or are at risk of becoming, homeless. The team triages clients, assesses their needs and creates a casefile that can be tracked by multiple teams, before promptly referring them to the most appropriate help. This reduces the waiting time between the initial contact and them receiving practical support. Advice is also provided to customers who wish to join the Cardiff Housing Waiting List, book Housing Solutions appointments and deal with all enquiries relating to their Housing Application by calling 029 2057 0750.

The newly aligned **Housing Solutions Team** and **Homeless Prevention Team** carry out face-to-face interviews across Community Hubs supporting people to find the right housing solution for them.

The Housing Solutions team help clients to register on the Housing waiting list and to source private rented sector accommodation in our home finder workshops. They also carry out tenancy sign-up appointments. The team are also trained to deal with less complex cases where clients are at risk of becoming homeless, for example where there are rent arrears that can be negotiated with the landlord which will then stop an eviction taking place.

The **Homelessness Prevention Team** focuses on those more complex cases where clients are at risk of homelessness. They are able to assist them to maintain their current accommodation or help source alternative accommodation. They can provide financial assistance such as bonds or rent in advance as well as practical support with private landlords. The **Floating Support Service** is an additional provision to the Local Authority's housing support services. The Floating Support team provides a free service to the most vulnerable residents in Cardiff who have additional needs and who are at risk of losing their tenancy or accommodation. The service enables people to effectively maintain sustainable independent living arrangements.

To support those out of work or to upskill people into better paid and more sustainable work, a range of support and training is provided by **The Into Work Advice Service**. The Adult Learning team are part of the service and provide a range of learning opportunities across the city, with the Learning for Work programme focussing on work-based skill training. The Into Work Advice Service is accessed via a Gateway made up of job clubs across the city, through the Adviceline webchat and social media channels. Bespoke help is provided from light touch to intensive one to one mentoring. The service also has its own dedicated website intoworkcardiff.co.uk. **Cardiff Works** is the Local Authority's in house, temporary recruitment agency, and is part of the Into Work Advice Service. Roles available through Cardiff Works are wide and varied and include administration, carers, cleaners and support workers. These roles are advertised on the Cardiff Works website as well as social media channels. The **Cardiff Works Ready** team provide training and mentoring to people in our communities who are looking for work in the Council. This helps our teams across the Council to be more representative of the communities we serve.

Dedicated support for the **Armed Forces** is also provided. Good relationships have been formed with other organisations such as Change Step and the Royal British Legion so veterans can be signposted for further support. We have been awarded the Armed Forces covenant gold award which mean

we have a very high standard of policies and procedures in place for those that work for Cardiff Council as well. Many events are delivered throughout the year for the armed forces and their families to be involved in.

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

Children's Play Services has recently moved over to the Early Help team. Community play teams run drop-in sessions across Cardiff for young children and young people aged 5-14 years. Qualified play teams facilitate a wide range of activities as well as encourage the children and young people to invent their own. Every effort is made to accommodate the individual needs of all the children and young people who attend.

Housing Need

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

The **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 Homeless Leasing Scheme provides temporary accommodation in the community for families who find themselves homeless.

The service also has a dedicated Private Sector landlord team. The team manage the **Leasing Scheme Wales**, a Welsh Government initiative that aims to increase access to, and the affordability of, renting privately in Wales. **LETS** (Landlord Enquiries & Tenant Support Service) contact landlords to discuss the various options that Cardiff Council can offer, such as the Leasing Scheme Wales and our own tenant matching scheme, with the hopes of securing additional accommodation in the Private Rented Sector. The team works with both landlords and tenants advising of the support services and benefits of both schemes with the aim of making tenancies successful for both parties.

Specialist Accommodation

The Specialist Accommodation Service provides supported accommodation and outreach support services, targeted at specific groups. This includes single people with complex needs, young people, families, gypsy and travellers and older people. The service provides bespoke services tailored to the needs of the clients with the aim of delivering high quality housing, tenancy sustainment and a range of support interventions to ensure long term positive outcomes can be achieved.

The services for **rough sleepers and homeless people with complex needs** are co-ordinated through the Homeless Multi-Disciplinary 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 6 high quality supported accommodation schemes and provides Housing First and other support services for the most vulnerable citizens. A Multi-Disciplinary Team for young people with complex needs has been established recently and the service also operates 2 managed accommodation schemes which provide long term accommodation with an on-site housing management service to facilitate move on from supported accommodation.

The section operates two residential sites for **Gypsies and Travellers** in Cardiff, together the sites have over 80 pitches. Both sites are supported by a staff team that provides a housing management and support service. There are community facilities on both sites and support is provided by a range of statutory and third sector partners.

The Service manages **10 Community Living** schemes across the city for older people which help promote independent living and prevent social isolation.

The **Family Service** provides temporary accommodation, advice, guidance, and support to families in housing need. The Service operates several supported accommodation schemes across the city and is supported by a floating support team that provides person centred interventions to families, helping them move on into appropriate accommodation.

Support and accommodation for **young people**, including those who are leaving care is managed through the Young Persons Gateway (YPG), a partnership with Llamau and the Salvation Army and all social landlords in Cardiff. Young People move on from YPG accommodation when they are ready for independent living. To ensure this happens as successfully as possible, young people are given training on how to live independently.

Housing Services

The **Housing Service** manages **13,895** Council homes. Teams within the service provide a full range of management and maintenance services for council tenants including tenancy management and enforcement, including responding to anti-social behaviour, responsive and empty property repairs, and compliance with all safety requirements. **Local Action Teams** are improving neighbourhoods by working with residents and encouraging them to take pride in where they live. The teams bring together resources to provide a comprehensive estate management service.

The **Building Improvement Team** control all planned works to properties, including re-cladding projects and ensure that the Welsh Housing Quality Standards are maintained across all stock. The team also carry out Fire Risk Assessments, Surveys and Fire Audits with South Wales Fire & Rescue Service to communal areas of blocks of flats to ensure compliance with the Regulatory Reform (Fire Safety) Order 2005. They also provide monitoring information and statistics from site inspections and Health & Safety checks for repairs.

How we manage and use our existing buildings is one of the biggest areas of impact that can be practically addressed to tackle **climate change**. The Building Improvement Team create bespoke building renovation roadmaps to tackle the decarbonisation of our properties which is crucial in delivering the Council's ambition to be Carbon Neutral. Our improvement programme of works includes fabric energy efficiency measures, ensuring our homes are warmer for our tenants. We are also providing renewable energy generation which reduces carbon emissions and energy consumption – all of which helps our planet.

The Tenant Participation Team consult directly with our tenants and leaseholders, ensuring their voice is heard and giving them a say on how our services can be improved. Alongside holding their own focus groups, the team also incentivise residents to hold their own events and interact with their local neighbours.

The Benefit Assessment teams help over **31,000** households in Cardiff to pay their rent or Council Tax through payment of Housing Benefit and the Council Tax Reduction Scheme. They also administer the Discretionary Housing Payment fund, and free school meals. The team are also responsible for paying other Welsh Government-led schemes including the School Uniform Grant.

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

availability of gendered services to meet specific needs. The team also manage a range of cross cutting projects to commission services across directorate and organisational boundaries.

The Development and Regeneration team is responsible for the delivery of new homes and sustainable communities, new community facilities, supported and specialist accommodation and local regeneration schemes. The team is responsible for maximising the delivery of affordable housing across the city through its own programmes and also in partnership with Welsh Government and Housing Associations, ensuring that the homes we need the most are prioritised.

The team invests significantly in local communities and local facilities and are working to ensure that local regeneration schemes and investment is delivered where it is most needed, ensuring that local communities are resilient and sustainable in the longer-term. The team is committed to achieving the objectives of our **One Planet Cardiff** strategy by delivering low carbon buildings that are sustainable, resilient and harness renewable technology.

3. Progress, Challenges and Priorities for 2023/24

The Adults, Housing & Communities Directorate continued to face unprecedented challenges throughout 2022/23 due to increased demand and problems recruiting and retaining staff, both for our internal services and also for our commissioned services and partners.

Adult Services - Progress

Cardiff Cares Academy, a partnership between Adult Services, Into Work Services and both internal and external care providers has continued to promote careers in the sector, delivering 121 carer job outcomes during the year.

The Council's CRT Homecare Service modernisation programme has gone well during the year, a new scheduling system has been implemented and new rotas have been approved.

A partnership with Community Catalysts to develop microenterprises has commenced, this will support greater use of direct payments and to increase choice and control for service users.

96% of clients felt able to live independently in their homes following support from the Independent Living Services in 2022/23. The team have continued to empower people to remain independent at home and reduce reliance on intensive interventions.

Social work practice within Adult Services continues to be developed with the appointment of two new training officer posts, one of these posts is dedicated to supporting strengths-based approaches.

New pathways to accelerate hospital discharge have been developed and are working well, Discharge to Assess and Discharge to Recover and Assess pathways allow patients to leave hospital and to have their needs assessed in a more appropriate setting.

The expansion of the Complex Needs Day Services for those with Learning Disabilities has ensured that more people received the support they need to help them stay at home and connected to their community.

Joint working between Specialist Accommodation Services and the Mental Health Social Work Service has resulted in the development of a new supported living scheme for those with mental health issues, allowing service users to step down from residential care to greater independence. The "101 press 2" for mental health support phone service has also gone live.

Close working with Public Health Wales and other partners has resulted in targeted activity to reduce health inequalities across the city. This has included targeted events to highlight Bowel Cancer Awareness Month and the development of digital tools to promote awareness– including self-help videos in diverse languages.

Cardiff's profile as an **Age Friendly City** has continued to improve with the development of an Age Friendly Cardiff action plan, the launch of the Community Toilet Scheme and the "Dementia is everyone's business" initiative. Work has also begun on the creation of an Age Friendly Cardiff website to promote the work taking place.

The Adult Safeguarding team continues to deal with enquiries in a timely manner with the percentage of initial enquiries completed within seven days at 93% on average during the year. The Team have produced clearer guidelines for colleagues throughout the Directorate and continue to work in partnership with external agencies to build on and develop good practice guidelines for the teams.

Challenges and Key Priorities:

Recruitment of qualified social workers and occupational therapists remains a challenge as does the increasing complexity of the needs of service users. This has resulted in continued delays in social work assessments, both in hospital and in the community. Cases are carefully prioritised carefully to ensure the highest needs are met.

While the issues with care sector eased during the year, and the availability of both domiciliary care and general residential care have both improved, concerns still remain about the timely availability of with residential care provision for those with higher level needs, both in terms of dementia and learning disabilities.

Key Priorities 2023/24

- Further delivering our commitment to be an Age Friendly and Dementia Friendly City.
- Encouraging employment and preventing discrimination against older people in the job market
- Providing opportunities for all people to get involved in their community and supporting older people to stay active and connected.
- Provide the right help at the right time to help people stay independent at home.
- Working to support timely and safe hospital discharge.
- Delivering good-quality care that meets current and future needs for those that need it.
- Supporting the social care workforce by working with Welsh Government to maintain the Real Living Wage for care workers and further

- developing the Cardiff Cares Academy to provide training, mentoring and employer support.
- Improving the recruitment and retention of social workers and Occupational Therapists by putting in place a comprehensive Workforce Development Plan and by taking a “grow our own” approach to increase qualified staff.
 - Supporting unpaid carers and valuing their role
 - Ensuring our services meet the needs of those living with dementia
 - Improving the support available to people with mental health issues
 - Enhancing the support available for people living with learning disabilities
 - Working with Cardiff & Vale University Health Board (UHB) and Public Health Wales to improve access to services.

Housing & Communities

Significant challenges were faced within Housing and Communities in 2022/23, with services and residents being impacted by “cost of living” crisis. The housing crisis persists, with housing need in the city continuing to increase and demand for homelessness services at levels never seen before.

There are currently around 8,000 people on the housing waiting list. There are also several households living in overcrowded conditions. The Housing Helpline is now the first port of call for residents seeking assistance with housing, with over 58,000 calls received in 2022/23. Considerable work has already been done to prevent homelessness in the city and to support those who do become homeless. Key to this has been the merging of the Housing Solutions and Prevention Teams who are now part of the Advice Service. The Prevention Team provide face to face support from 12 Community Hubs and have reduced the waiting time for an appointment from over a month, to just 6 days. The “cost of living” crisis has placed additional pressures on the service however the introduction of the Rent Arrears Pathway has seen over 1,200 households supported to avoid eviction from their homes. Even with all these demands and pressures, homelessness was prevented in 79% of cases where there was a duty to prevent accepted.

As well as the increase in demand, there have also been increased challenges with moving those in temporary accommodation into permanent accommodation. This has unfortunately negated the use of hotels to temporarily house families. Due to several factors, there continues to be a reduction in the number of private rented accommodation and properties that are available are often too expensive for our clients to afford, adding further to move on challenges. However, significant resources continue to be invested in the new Landlord Enquiry Tenant Support (LETS). The team is working tirelessly to secure additional accommodation in the Private Rented Sector. Their service has been widely promoted, clearly laying out options available to landlords and how they can work with us that will best suit their needs. Crucially, we have continued to develop the Housing Leasing Scheme Wales, which allows landlords to lease their properties to us for 5 years.

To help address increased demand, a range of new supported accommodation has been developed offering support to single homeless people and families tailored to their needs, including the redevelopment of Adams Court and the opening of the new Gasworks Family Accommodation Centre.

Rough Sleeping has remained low in the city in 2022/23. We will continue to support vulnerable people across the city in 2023/24 and make real change to people's lives.

Success has been seen within the Housing First scheme where on average 94% of clients utilising the scheme have broken the cycle of homelessness and have been maintaining their tenancy, which is excellent against a target of 75%.

Housing Services – throughout 2022/23 Housing Services have continued to deliver a range of assistance to council tenants. The New Renting Homes Act 2016, which was introduced in December 2022 is the biggest change to housing law in Wales for decades. It gives more protection for tenants and licensees and makes their rights and responsibilities clearer. Key procedures and processes have been updated across housing services to reflect the legislative changes and communication has been sent to tenants to advise them of the changes.

The backlog of repair work that accrued during the pandemic has been cleared, however there is still more to do to get back to delivering the service seen before the pandemic. A new online repairs system will be launched in 2023/24, making it easier for tenants to report and monitor repairs they need carried out in their properties.

We have always had a strong focus on addressing damp and mould issues in our housing stock with regular monitoring in place. However, there is always room for improvement and following a review we have identified changes that can be made to improve our response to this important issue. This will include a new dedicated expert team, lead by a qualified technical manager that will be able to provide a rapid response to issues raised. A new toolkit will be introduced so that skilled operatives and maintenance persons will have easy access to a range of solutions to address damp and mould issues. New systems and processes will also be created so that any repairs raised in one property are treated as one case to ensure a coordinated approach. This will also provide a better service to our tenants, with less need for repeat visits by several trades. This will also help to identify when severe cases need to be escalated for more intrusive works or where there is a pattern of issues in a block of flats.

The Void Management Unit carry out void repairs to council empty housing properties for new tenants to move in. Over the last year, the team has continued to deliver properties to those that need it the most; As at the end of March 2023, the percentage of our overall property stock that is empty is 1.40%, remaining under the target of 1.5%. In 2023/24 the continued drive will ensure that voids are carefully monitored as move-on is vital if we are to meet the new Rapid Rehousing approach requirements laid out by Welsh Government.

The Building Improvement Unit have overseen the re-cladding works that will continue at Lydstep Flats, Nelson House and Loudoun House. Work will continue on the development of a public housing decarbonisation strategy to compliment the council's One Planet agenda, with plans to tackle and

prioritise carbon reduction in place. The new Welsh Housing Quality Standards will be in place in 2023.

Major programmes of work continue such as roofing and window upgrades and funding has been secured from the Welsh Government to assist with the refurbishment of the remaining British Iron and Steel Federation (BISF) housing properties. This will improve the physical condition of these homes in Llandaff North & Rumney.

To address the issue of overcrowding in our council stock, we will complete and evaluate the pilot where we have carried out innovative solutions. This has included extending existing properties, where this is possible, converting loft space or fixing a modular unit in the garden for example to create more rooms for families. If the pilot has proved successful, we will roll this out further.

Community Services

Libraries & Hubs – In 2022/23 4,599,188 people visited our hubs and libraries, this includes those who visited virtually. As well as in person events and activities, Hubs have also provided a wide range of online events. The Hub website is an easy place to browse many online sessions provided by not only Hub staff but by partner services too. There were over 360,000 views on this website in 2022/23. 2022/23 also saw the reopening of Rhiwbina Hub. Warm and Welcome spaces provided heated spaces in community buildings, including Hubs aimed at keeping people warm throughout the winter months. People were able to have a free hot drink, have a chat with staff, and find out about services available in the hub that could support them.

Care Hubs continue to provide a high-quality day-care environment for our older citizens with high care and support needs. In 2022/23 a range of activities have been provided by the Day Opportunities team including arts and crafts, baking, day trips to local garden centres and visiting local hubs to take advantage of their large print books.

The volunteering service helps those in the city who need it the most including the distribution of food parcels. In 2022/23, 287 volunteers engaged with the service and 1,106 volunteering hours were given throughout the year supporting 443 individuals.

Cardiff Wellbeing and Support Service aims to boost the health and wellbeing of the community and ease some of the negative impacts of the COVID-19 pandemic by providing opportunities to help as many people as possible. The service offers one to one mentoring to help manage wellbeing, activities based on personal interests, alongside events and training. During 2022/23, 12,229 people attended events held by Community Inclusion Officers.

Advice Services – the Into Work Service has continued to support people throughout 2022/23. The number of people who received into work advice

though the Gateway is 77,102, exceeding the target of 51,000. Additionally, at least 1,115 clients have been supported into employment having received tailored support through the Gateway. 347 employers have been assisted by the Into Work team which has again exceeded the target set of 275 for the financial year. £21,320,362 of additional weekly benefit has been identified for clients of the Money Advice team exceeding the target of £14,500,000.

The Cardiff Works Ready team provide training and mentoring to people in our communities who are looking for work in the Council. In the first year of the programme over 130 people were supported by Mentors, with over 50% achieving a positive outcome through completing role specific training, successfully passing the Cardiff Work assessment and securing a Cardiff Works placement.

The Onsite Construction Academy provide training and work experience for individuals wanting to join the construction industry, and once training is completed connect job seekers with employers to offer employment and apprenticeship opportunities across southeast Wales. In 2022/23, 124 unemployed people have become site-ready with the help of the Onsite Construction Academy, with 31 site-ready individuals sustaining employment or apprenticeships for over 12 weeks.

In response to the cost-of-living crisis, dedicated Fuel and Food Poverty Champions were deployed across Community Hubs to provide advice and support to people who are struggling with rising costs.

Benefits – The workload of the teams increased significantly with a number of new support schemes to support residents through the cost of living crisis being administered in 2022/23.

Universal Credit – during 2022/23, 5,989 customers were supported and assisted with their claims for Universal Credit. This is well above the target of 3,000 set but understandable given the economic pressures. The team has ensured that support has remained available across the city through Advice Line. In 2023/24, the service will continue to ensure that support is widely available.

Early Help - in 2022/23, 10,596 people were supported through the Family Gateway. The Family Help Team supported 2,728 people in 2022/23, exceeding the target of 1,750. The service will continue to develop in 2023/24.

Development and Regeneration - in 2022/23, a cumulative total of 843 new council homes were completed. A number of schemes are due for completion before the end of 2023.

79% of residents advised they were satisfied with completed regeneration projects in 2022/23. The service will continue to invest in the regeneration of local communities in 2023/24.

Key Priorities 2023/24

- Continue to promote the help available to prevent homelessness and improve and expand prevention services.
- Work with Welsh Government to understand the resource requirements needed to deliver a rapid re-housing approach to homelessness.
- Increase capacity and improve the quality of our Supported and Temporary Accommodation
- Improve access to the private rented sector and promote this to address housing need, through the Landlord Enquiry and Tenancy Service (LETS) and expansion of the Welsh Government Leasing Scheme
- Respond to the impact that the cost-of-living crisis is having on residents
- Support more people into work
- Ensure the current Council house building programme delivers at least 1,000 new council homes through the Cardiff Living programme and additional schemes currently on site by the end of 2023.
- Deliver new older persons housing which supports independent living
- Deliver future Community, Youth and Wellbeing Hubs with partners
- Improve fire safety in Council homes
- Deliver a robust service to address damp and mould in council properties
- Expand the offer of Flying Start funded childcare into new parts of the city
- Develop the Childrens Play Service
- Fully review Young Person's Services

4. **Well-being Objective 1: Cardiff is a great place to grow up.**
Shifting the balance of care: practice

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S1.27	<p>Conclude the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and well-being for Children Looked After</p>	<p>Laura Garvey-Cubbon (step shared with Children's Services, Education & Lifelong Learning)</p>	Q1	<ul style="list-style-type: none"> • Open first of additional units under Contract 3 of Young Persons Gateway (YPG). • Monitor placements into Contract 3 to ensure savings evidenced for Children's Services. • Set up contract monitoring for Contract 3. • Monitor transfer requests to establish housing need. • Consider update of homeless assessment paperwork in partnership with Children's Services to ensure safeguarding and exploitation information is gathered and understood at earliest stage. • Finalise Private Rented Sector package for young people. 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> • Open remaining units under Contract 3. • Create bespoke housing plans for all young people aged 15+ requiring accommodation leaving residential or foster placements. • Review use of MDT / My Way Home for young people with complex needs requiring accommodation. • Review referrals received into YPG from Children's Services to ensure all prevention avenues have been considered. 	
			Q3	<ul style="list-style-type: none"> • Review transfer requests and outcomes having consideration for all accommodation pathways including Housing First. • Create an accommodation directory to allow clearer understanding of project set up and support provided. • Review success and sustainment of young people moving into Private Rented Sector accommodation. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Allocate first Tai Ffres accommodation. 	
			Q4	<ul style="list-style-type: none"> Complete end of year review for Contract 3. Review prisoner pathway for young people to ensure early intervention and referral into YPG. Review referral and allocation of Tai Ffres accommodation and its impact on YPG. 	

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

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S1.28	<p>Expand the offer of Flying Start funded childcare into new parts of the city through a phased approach following Welsh Government guidance to:</p> <ul style="list-style-type: none"> Maximise child development outcomes to support the best start in life, particularly for our most disadvantaged children; Address inequality and alleviate some of the impacts of deprivation; Support and strengthen Welsh-medium provision; Address gaps in the availability of provision. 	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> Recruit additional teaching and placements staff to ensure Flying Start standards of childcare are maintained. Identify areas where current Flying Start childcare providers can accommodate increased numbers of children & seek approval to vary contracts where applicable. Identify where additional childcare places are needed. Identify existing operational registered childcare providers in those areas and any gaps in provision. Review opportunities to use Early Years & Childcare Capital Grant scheme to apply for funding to support development of provision where needed. Develop an online admission process for newly eligible families, test, finalise and translate. Begin the procurement process to contract with more childcare providers to deliver Flying Start Childcare. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> Identify and contact newly eligible families via letter 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>to inform them of eligibility & direct them to the online admission process.</p> <ul style="list-style-type: none"> • Incorporate information for families in relation to the promotion of Welsh Language childcare/ education into the initial letter and social media posts. • Liaise with Hubs and CFAS for them to provide support to families that need help in completing the admission process. • Induct newly appointed staff. • Use the admission information from families to offer a Flying Start placement. • Continue with the procurement processes to contract additional childcare providers. 	
			Q3	<ul style="list-style-type: none"> • Complete the procurement process and award new contracts to childcare providers. • Audit where additional childcare places are now needed. Potentially conduct another procurement exercise. • Contact newly eligible families to inform them of eligibility and to direct them to the online admission process. • Use the admission information from families to offer them a Flying Start childcare placement. 	
			Q4	<ul style="list-style-type: none"> • Develop a Dynamic Purchasing System for additional childcare providers, including childminders, across the city to join to future proof further expansions. 	
CP S1.30	<p>Complete a full review of Young Person's Services and implement recommendations to:</p> <ul style="list-style-type: none"> • Offer a clear route into joined-up services 	<p>Helen Evans / Suzanne Scarlett</p> <p>(Step shared</p>	Q1	<ul style="list-style-type: none"> • Carry out a mapping exercise to fully understand current services provided or procured by the Council for children and young people. This will assist in identifying any areas of duplication or gaps in services. 	<p><i>To develop and deliver services which are responsive to</i></p>
			Q2	<ul style="list-style-type: none"> • Bring forward proposals that address both the gaps 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
	for young people that can be accessed by young people, families and professionals; <ul style="list-style-type: none"> • Expand the current universal offer, offering more services and activities from more locations; • Ensure the right balance of youth work is available to meet the needs of young people; • Optimise access to school sites and facilities outside of the school day for youth work provision. 	with Education & Lifelong Learning, and Children's Services)		and areas of duplication that have been identified.	Cardiff's inequality gap
			Q3		
			Q4	<ul style="list-style-type: none"> • Implement the agreed proposals which will provide more universal services in more locations and make the best use of existing resources. • Roll out a 'Young Persons virtual hub'. An online one stop shop for services to support children and young people. 	
DDP	Implement & deliver an Early Years & Childcare Capital Small Grants scheme to enable capital funding for childcare providers, in line with Welsh Government guidance.	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> • Develop all application documentation, guidance for scheme and get translated. • Set dates for application process and share with providers. • Launch and promote scheme across Cardiff. • Assess & approve applications. 	To develop and deliver services which are responsive to Cardiff's inequality gap
			Q2	<ul style="list-style-type: none"> • Continue to assess & approve applications. • Share notable practice examples with childcare providers as exemplars. 	
			Q3	<ul style="list-style-type: none"> • Recruit and induct Childcare Business Support Officer to support Capital Small Grants scheme. 	
			Q4	<ul style="list-style-type: none"> • Review scheme documentation & guidelines and make any necessary changes/recommendations for future implementation. 	
DDP	Develop a more integrated approach with partners to support the emotional health and wellbeing of parents, infants, children, and young people.	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> • Complete the induction of the new Specialist Health Visitor and Clinical Psychologist roles in Parents Plus as part of the Early Years Integration Transformation pathway. • Contribute to the development of the Community Connectors role to support families who are on the neurodevelopmental pathway. 	To develop and deliver services which are responsive to Cardiff's inequality gap

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Initiate joint Thinking Together Conversations with Primary Mental Health Workers Work with Children’s Services, Health, Education and Police to improve knowledge and awareness of out of court parenting support pathways and response to unlawful chastisement. 	
			Q2	<ul style="list-style-type: none"> Establish pathways for families with partners that improves access to appropriate services for families at the time that they are looking for help. Work with colleagues in the Health Early Help Single Point of Access (SPOA) to identify how the Joint Formulation with Barnardos Wellbeing and the Thinking Together Conversations with Primary Mental Health Workers can be broadened to link with the SPOA Multi-Disciplinary Team model and improve pathways for young people. Link with education to support families under stress, offer schools more onsite parenting groups. 	
			Q3	<ul style="list-style-type: none"> Broaden the early engagement offer to families in Cardiff with children of a wider age range and in a wider area, in partnership with our new Play Service. Establish thresholds with partners to ensure our offer is for early help, focus on early intervention & prevention. 	
			Q4	<ul style="list-style-type: none"> Submit for assessment of the National Autistic Society Autism Inclusion Award Evaluate Joint Formulation with Barnardos family Wellbeing using a years’ worth of parental/professional feedback 	
DDP	Support the distribution of the All Wales Play	Avril	Q1	<ul style="list-style-type: none"> Establish process with Welsh Government on an 	<i>To develop and</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
	Opportunities Grant (AWPOG) Playworks Funding to Children’s play providers.	Hooper-Williams		annual proposal & monitoring format. <ul style="list-style-type: none"> • Develop new application and evaluation documentation in line with updated guidance and Welsh Government SMART forms. • Meet with partners to review projects and process 2022/23. Update on new guidance and process. • Set application, evaluation dates and process for 2023/24. Share with partners. • Promote funding to Play providers. • Review and submit SMART proposal for approval to Welsh Government. • Notify Providers of approval • Review any requests for training to establish group Play training opportunities. • Complete all financial requirements. 	<i>deliver services which are responsive to Cardiff’s inequality gap</i>
			Q2 <ul style="list-style-type: none"> • Review all applications to run in line with proposed requests, noting and making changes where required. • Complete all financial requirements. 		
			Q3 <ul style="list-style-type: none"> • Meet with Partners to discuss progress and any good practice or concerns to share. • Review all applications to run in line with proposed requests, noting and making changes where required. • Complete all financial requirements. 		
			Q4 <ul style="list-style-type: none"> • Review all applications to run in line with proposed requests, noting and making changes where required. • Complete all financial requirements. • Request completed evaluations from all partners. • Complete and submit SMART monitoring to Welsh Government. 		

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Complete end of year finance for Playworks grant. • Complete Welsh Government claim form. • Review Playworks guidelines and all documentation for the grant - making required updates for 2024/25 	
DDP	Provide a Playwork Alternative Curriculum offer to schools, for children on a Pastoral Support Plan, to support children’s emotional, cognitive, and social development and well-being.	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> • Meet with Vocational Education Team to review current scheme and plans for 2023/24. • Build business case to recruit additional support staff to ensure delivery of play alternative curriculum, maintains high standard and achieves expected outcomes for children. • Review attendance for new starters when spaces become available. • Attend monthly Pastoral Support Plan meetings with each school participating in the programme. Review support for each child and expected outcomes. • Support staff team to attend appropriate training opportunities. • Investigate additional suitable training opportunities for staff team to develop skills in required areas. • Investigate scope to increase number of play sessions per week, considering impact on other areas of work. 	<i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i>
			Q2	<ul style="list-style-type: none"> • Subject to Business Case, Recruit and Induct newly appointed staff. • Support staff team to attend appropriate training opportunities. • Investigate additional suitable training opportunities for staff team to develop skills in required areas. • Review attendance for new starters when spaces become available. • Attend monthly Pastoral Support Plan meetings with 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				each school participating in the programme. Review support for each child and whether expected outcomes are being achieved.	
			Q3	<ul style="list-style-type: none"> • Receive new referrals for September start. Including School applications, parents' information and My Book. • Meet with Vocational Education Team manager to review current scheme and progress (6 monthly). • Investigate scope to increase number of play sessions per week, considering impact on other areas of work. • Attend monthly Pastoral Support Plan meetings with each school participating in the programme. Review support for each child and whether expected outcomes are being achieved. 	
			Q4	<ul style="list-style-type: none"> • Review current year attendance, referral process and make required changes. • Review programme for template to work with other hard to reach groups. • Attend monthly Pastoral Support Plan meetings with each school participating in the programme. • Review support for each child and whether expected outcomes are being achieved. 	
DDP	<p>Review and analyse demographic data relating to families accessing support from CFAS to:</p> <ul style="list-style-type: none"> • Increase accessibility for families with wider ranging needs, particularly disabilities and additional learning needs. • Develop and enhance relationships 	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> • Review recording practices with a view to more easily identifying specialist areas of need already supported by the service. • Launch the new online Index registration form and promote to partner agencies and families. • Establish a task and finish group to review current feedback processes and explore new and innovative ways to seek the views of service users. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<p>with new and existing stakeholders.</p> <ul style="list-style-type: none"> Utilise the services online presence to share key messages and encourage self-referrals. 			<ul style="list-style-type: none"> Update social media strategy to ensure it meets best practice guidelines for individuals with specific needs. 	
			Q2	<ul style="list-style-type: none"> Implement agreed changes to recording practices to enable an easier analysis of specialist needs. Work with NDP Community Connectors to raise awareness of the Index and explore automatic registration processes. Develop a draft feedback strategy for consultation with service users and partner agencies. 	
			Q3	<ul style="list-style-type: none"> Develop a PowerBI dashboard showing the type of disabilities and additional needs of children and young people referred to the service. Review the new Index registration form, analyse the impact on the return rate, the quality of feedback received and how this has been utilised to inform service development. Implement CFAS feedback strategy Undertake a review of website accessibility in line with best practice guidelines and feedback received from service users. 	
			Q4	<ul style="list-style-type: none"> Review Power BI data to ascertain gaps in service provision Review implementation of the CFAS feedback strategy to ascertain the impact on the return rate, quality of feedback received and how this has been utilised by the to inform service development. Implement changes to website following accessibility review. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K1.34	The number of people supported through the Family Gateway	7, 058	10,340	10,849	9,000	Avril Hooper-Williams
CP K1.35	The number of people supported by the Family Help Team and Family Help Disability Team	New Measure	New Measure	New Measure	2,500	Avril Hooper-Williams
CP K1.36	The percentage of families referred to Family Help, showing evidence of positive distance travelled	71%	78%	85%	85%	Avril Hooper-Williams
DDP	Percentage of individuals with evidence of distance travelled following a parenting intervention/programme with Cardiff Parenting Service	96%	96%	96%	96%	Avril Hooper-Williams
DDP	Number of 5-14 year olds accessing play provision	8,791	24,634	27,025	26,000	Avril Hooper-Williams

Well-being Objective 2: Cardiff is a great place to grow older
Supporting older people to stay active and connected in an Age-Friendly City

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S2.01	<p>Work with a wide range of partners to deliver our commitment to be an Age Friendly and Dementia Friendly City by:</p> <ul style="list-style-type: none"> • Playing a full part in the World Health Organisation’s Network of Age-Friendly Cities; • Measuring our success through a city-wide evaluation framework and key performance indicators; • Recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly 	Nicola Pitman	Q1	<ul style="list-style-type: none"> • Working in collaboration with Public Service and third sector partners, use the Age Friendly evaluation framework to review progress towards an Age Friendly Cardiff and publish the first annual report. • Build a case study around the significant performance improvement in relation to the numbers of organisations pledging to dementia friendly action with the aim of securing the Regional Partnership Board’s ongoing support. • Contribute to the delivery of Dementia Action week – including via a Dementia Friendly Cardiff Festival and widespread promotion of the Volunteer Scheme and the Dementia Friendly Cardiff website. • Launch Age Friendly Cardiff Forum. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> • Review internal and partner Age Friendly KPIs and reframe where appropriate. • Report progress in relation to Age Friendly Cardiff’s Action Plan to Public Services Board and all stakeholders. • Deliver Age Friendly Cardiff – first year celebration city wide event. 	
			Q3	<ul style="list-style-type: none"> • Involve users in testing our Dementia Friendly and Age Friendly websites to identify areas for improvement and future development. 	
			Q4	<ul style="list-style-type: none"> • Evaluate the performance of the Age Friendly and Dementia programmes. • Publish end of year review of Dementia Friendly City to report progress. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S2.02	<p>Encourage employment and prevent discrimination against older people in the job market by:</p> <ul style="list-style-type: none"> Recruiting a designated employment mentor to support older people to access employment opportunities; Working in partnership with the Department of Work and Pensions to deliver Adult Learning's 50+ Employable Me course and engage employers to offer guaranteed interviews to participants completing training; Increasing digital sessions across the city supporting older people with digital deprivation, continuing with the digital tablet gifting scheme; Encouraging employers to sign up to the "Age Friendly Employer Pledge" scheme operated by the Centre for Ageing Better and developing Cardiff-specific reporting to track progress. 	Hayley Beynon/ Nicola Pitman	Q1	<ul style="list-style-type: none"> Host a city-wide jobs fair in partnership with DWP, engaging local employers who value the skills and experience of older people, and are committed to providing employment opportunities for older employees. Review current timetable of Digital Sessions across the city, reviewing demand and gaps in provision, expanding in to further Council Buildings, Supported Accommodation Settings and Community Venues. Work with the Centre for Ageing Better to create bilingual pledge materials to ensure fully translated pledge pack. Work with the Centre for Ageing Better to ensure oversight of numbers of organisations in Cardiff who undertake Age Friendly pledges. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> Recruit designated Employment Mentors to work across the city, as part of a cluster approach, supporting older people to upskill and secure employment or volunteering opportunities. Work in partnership with the Academy to run digital courses for Council Teams where upskilling is required for non-PC users and older employees. Build Employer Pledge content into the Age Friendly Website to promote Age Friendly Employers to Older people and also to raise awareness of the pledging process to organisations. Capitalise on Council touchpoints with all Employers including Commissioning, Procurement, Into Work and Economic Development to generate awareness and increase Age Friendly pledges. 	
			Q3	<ul style="list-style-type: none"> Set up a programme of Adult Learning's 50+ 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>Employable Me courses, delivering across the city; using the Employer Liaison team to engage with local employers to secure guaranteed interviews for learners.</p> <ul style="list-style-type: none"> • Present and promote Age Friendly Employer pledge scheme to Public Service Board • Promote the Age Friendly Employer pledge scheme within the wider Age Friendly Cardiff network. • Capitalise on promotional opportunities including via Newsletters (Age Friendly Cardiff, Health and Wellbeing News, Care'Diff), social media, E-mail, Events, Job Fairs) 	
			Q4	<ul style="list-style-type: none"> • Work with the Cardiff Works team to secure specific roles for older jobseekers, as a pathway into working for the Local Authority; using the Cardiff Works Engagement Officer to reach out to communities where there is a higher population of unemployment in the 50+ age group. • Review performance of the initiative both in relation to organisations within Cardiff taking up the pledge and Cardiff focused activities and achievements against Age Friendly Employer actions e.g. Health and Wellbeing, Retirement preparation and supporting older employees. 	
CP S2.03	<p>Provide opportunities for all people to get involved in their community, and in particular to support older people to stay active and connected, including:</p> <ul style="list-style-type: none"> • Working with community groups and volunteers to offer a wide range of activities, events and opportunities to get involved; 	Bev King	Q1	<ul style="list-style-type: none"> • Finalise the community volunteer team set up and recruitment and set up volunteer role profiles. • Development of Hubs for All pilot to include identification of Community Hub venues and recruitment of peripatetic team. • Complete recruitment processes and training programme for Age Friendly Advice officers and Hubs for all peripatetic team 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<ul style="list-style-type: none"> • Improving access to activities through a “Hubs for All” approach; • Working with the University Health Board to establish Wellbeing Hubs and to fully integrate health initiatives into all Hubs; • Strengthening the advice and support available in Hubs for older people and carers; • Developing further monitoring to demonstrate the effectiveness of the actions taken to prevent loneliness and isolation. 		Q2	<ul style="list-style-type: none"> • Ensure the website is updated listing all volunteer role profiles available, in conjunction with Into Work Services to ensure no duplication. New team to have a high presence in outreach venues to encourage volunteering. • Undertake evaluation of current age-focused Health engagement programmes via Hubs and capitalise on opportunities to expand health awareness programmes in collaboration with UHB and Public Health Wales • Develop Hubs for All booking processes and programme – to include consideration of building unpaid carer confidence in accessing respite via this offer. • Build Hubs for All person-centred activity programme mirroring the personalised and community focused activity programmes of the Care Hubs. 	
			Q3	<ul style="list-style-type: none"> • Obtain feedback and suggestions from volunteers on how we can improve our offer to volunteers and suggestions for improvement. • Establish focus groups of current service users to review current Age Friendly activity programmes and identify additional needs. • Promote Hubs for All service utilising all channels – including Care’Diff, Age Friendly Cardiff and Health and Wellbeing newsletters, the Ageing well network and via social media channels and websites 	
			Q4	<ul style="list-style-type: none"> • Following volunteer feedback and suggestions, review volunteer offer and evaluate/amend role profiles offered. • Review service continuity i.e. Day Opportunities and 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24	*Link to Equality Objective
			<p>Health and Wellbeing mentors to ensure that service users are being signposted effectively following engagement with targeted teams</p> <ul style="list-style-type: none"> Evaluate the Hubs for All pilot and scope potential to expand programme to additional Hub locations 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.01	The number of digital Dementia Friendly City events held	558	1,035	2,616	2,300	Nicola Pitman
CP K2.02	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	New Measure	New Measure	89%	85%	Nicola Pitman
CP K2.03	The number of events held to support people to keep active and stay mobile	New Measure	New Measure	New Measure	500	Nicola Pitman
CP K2.04	The number of participants at the events held to support people to keep active and stay mobile	New Measure	New Measure	New Measure	8,000	Nicola Pitman
CP K2.05	The number of events held to support people to remain connected and stay social	New Measure	New Measure	New Measure	1,400	Nicola Pitman
CP K2.06	The number of participants at the events held to support people to remain connected and stay social	New Measure	New Measure	New Measure	15,000	Nicola Pitman

Supporting older people to live independently at home through strengths-based preventative services

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP / DDP S2.04	<p>Provide the right help at the right time to help people stay independent at home by:</p> <ul style="list-style-type: none"> • Building on our First Point of Contact Service to develop a multi-disciplinary team approach focused on supporting independence, and extend this to the hospital and to the community on a locality basis; • Fully embedding empowering and strengths-based social work through improved training and support; • Working with partners and across services to develop a trusted assessor approach • Modernising our homecare service to provide both a full reablement service and short-term emergency care; 	Carolyn Palmer	Q1	<ul style="list-style-type: none"> • Scope the current "as is" within Social Work, First Point Of Contact (FPOC) and Occupational Therapy (OT) Community access points. • Further develop the Integrated Discharge Hub to incorporate the Pink Army and set out the role of all partners to ensure the correct pathway is identified. • Trial this via the Discharge to Recover and Assess (D2RA) in-reach model. • Agree the Trusted Assessor Standard Operating Procedure and training matrix. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> • Incorporate the Trusted Assessor protocols in community and hospital settings with identified Local Authority staff. • Implement new homecare rotas aligned to providing reablement and continuity of care. 	
			Q3	<ul style="list-style-type: none"> • Evaluate the "as is" within Social Work, First Point Of Contact (FPOC) and Occupational Therapy (OT) Community access points. • Determine via working groups the "to be" model for access to services. • Develop the proposed "to be" triage and flow model. • Develop "strengths-based" training for existing staff and update the onboarding new staff. • Explore and develop the Trusted Assessor for Health Community Resource Team Therapist to refer for equipment and adaptations. 	
			Q4	<ul style="list-style-type: none"> • Trial stage 1 of new triage within Social Work, First Point of Contact (FPOC) and Occupational Therapy community access points. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Determine stages 2 & 3 of new triage within Social Work, First Point Of Contact (FPOC) and Occupational Therapy community access points. 	
CP / DDP S2.04	<p>Provide the right help at the right time to help people stay independent at home by:</p> <ul style="list-style-type: none"> Embedding the use of new technology and equipment to support independence and developing proposals for an Independent Living Wellbeing Centre; 	Carolyn Palmer	Q1	<ul style="list-style-type: none"> Review the trial of TEC- with both prescribers and service users - create a spread and scale model for Social Work /Occupational Therapy and access staff. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> Deliver training on TEC. Agree the design of the Independent Living Wellbeing Centre. 	
			Q3	<ul style="list-style-type: none"> Explore expanding the TEC offer to compliment/negate need for some low-level care incorporating equipment and TEC as part of strength - based practice. 	
			Q4	<ul style="list-style-type: none"> Evaluate impact of TEC on supporting independence 	
CP/ DDP S2.04	<p>Provide the right help at the right time to help people stay independent at home by:</p> <ul style="list-style-type: none"> Improving the support available to help older people move to more appropriate housing. Delivering new models of housing with care 	Laura Garvey-Cubbon / Matt Evans	Q1	<ul style="list-style-type: none"> Scope current accommodation provision, demand, services and support currently available to help people to stay living independently where they live now or in more suitable accommodation. Define 'Specialist' Accommodation and current use of provision. Recruit to Specialist Housing Co-ordinator Post. Review and develop new application arrangements for the assessment and allocation of Extra Care and Respite (Llys Enfys). Develop incentives and assistance to help older people to downsize to more suitable accommodation to be provided through the Rehousing Solutions Team. Promote assistance to downsizers to older people under-occupying not registered on the Housing Waiting List. Develop promotional material for Addison House 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				Community Living Scheme. <ul style="list-style-type: none"> • Begin to conduct desktop and critical literature review of best practice in older persons housing with care. 	
			Q2	<ul style="list-style-type: none"> • Review data following scoping exercise for current accommodation provision, demand, services and support available to inform future arrangements and the development of a central housing pathway for Older People and People with Specialist Needs. • Implement new arrangements for Extra Care and Respite (Llys Enfys) • Review responses following consultation exercise with under-occupiers not registered on the Housing Waiting List and response following Addison House promotion. • Continue to conduct desktop and critical literature review of best practice in older persons housing with care. 	
			Q3	<ul style="list-style-type: none"> • Finalise new proposals, procedures and processes following Specialist Accommodation Review to inform the development of the 'Specialist Accommodation' Gateway. • Monitor numbers of older people assisted to move to more suitable accommodation following new approaches to downsizing. • Review progress following implementation of new arrangements for Extra Care/Respite (Llys Enfys) • Allocate Addison House. • Following desktop and critical literature review of best practice in older persons housing, prepare a draft brief for proposals for use in the new housing schemes 	
			Q4	<ul style="list-style-type: none"> • Finalise arrangements for the creation of the 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>‘Specialist Accommodation Gateway’. Development and implementation to be completed 2024-25.</p> <ul style="list-style-type: none"> Review success of additional incentives/support providing by the Rehousing Solutions Team on numbers assisted to move to more suitable accommodation. Finalise proposals for the delivery of new models of housing with care. 	
CP S2.05	<p>Deliver new older persons housing which supports independent living, including:</p> <ul style="list-style-type: none"> Commencing the community living schemes in the Maelfa, St Mellons, Bute Street and Canton; Completing Addison House in Rumney by August 2023; Submitting a planning application for the Michaelston Well-being Village by September 2023. 	Dave Jaques	Q1	<ul style="list-style-type: none"> Commence the Pre-Application Consultation process for the Michaelston College site - May 2023. Start on site to be achieved for the Canton Community Centre Community Living Project – April 2023. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> Submit application for planning at the former Michaelston College site in Ely during September 2023. Start on site to be achieved for the Bute Street community living project – July 2023 Start on site to be achieved for the St. Mellon’s Community Living project – August 2023 	
			Q3	<ul style="list-style-type: none"> Handover of the new development at Addison House on the Eastern High site expected November 2023. Start on site to be achieved for the Maelfa Community Living project 	
			Q4	<ul style="list-style-type: none"> Target planning determination for the Michaelston College site by March 2024. Undertake a consultation event with residents of Addison House to review the project and get residents views of the new development, how they find living in the flats and the use of communal facilities. To include lessons learned. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.07	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	93%	95%	96%	95%	Carolyne Palmer
CP K2.08	The percentage of new cases assisted by First Point of Contact where a more comprehensive assessment is not required	New Measure	New Measure	New Measure	65%	Carolyne Palmer
CP K2.09	The average number of calendar days taken to deliver a disabled adaptation (from initial contact to the works certified completed date)	133	122	141	150	Carolyne Palmer
CP K2.10	The number of service user sessions delivered within Care Hub day services	New Measure	New Measure	New Measure	6,500	Bev King
CP K2.11	The number of care hours delivered by Care Hub day services	New Measure	New Measure	New Measure	40,000	Bev King
CP K2.12	The percentage of people satisfied with services provided by Adult Social Care	New Measure	New Measure	New Measure	70%	Angela Bourge
CP K2.13	The percentage of service users of the Community Resource Team – Homecare Service who were satisfied with the service received from the carers who supported them	New Measure	New Measure	New Measure	95%	Carolyne Palmer

Working in partnership to deliver high-quality sustainable care and support

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S2.06	<p>Work to support timely and safe hospital discharge by:</p> <ul style="list-style-type: none"> Improving and strengthening management arrangements in the Integrated Discharge Hub; Developing a suite of performance indicators by September 2023 to measure the success of pathways out of hospitals and to clearly demonstrate the impact of the Council's activity; Reviewing the success of the hospital discharge pathways for Discharge to Assess (D2A) and Discharge to Recover and Assess (D2RA) and reporting on the findings. 	Carolyne Palmer	Q1	<ul style="list-style-type: none"> Review the current Integrated Discharge Hub (IDH) and evaluate its strengths and weaknesses and propose changes to strengthen service delivery model. Set up winter planning meeting and strategy 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> Work with Paris IT and Care First leads to develop a set of IDH Performance Indicators detailing pathway, time in triage, time to discharge and outcome pathways. Develop comparable improvement data. Put into place any changes to structure and management to support the IDH one system approach. Introduce streamlined referral form. Expand Discharge to Recover and Assess (D2RA) model (subject to available funding) 	
			Q3	<ul style="list-style-type: none"> Put in place all components, and resilience measures to meet winter planning requirements. Have all partners agree and commit to Business Continuity Planning for IDH continuity over winter. 	
			Q4	<ul style="list-style-type: none"> Provide impact evaluation report on the delivery of IDH, Discharge to Assess (D2A) and Discharge to Recover and Assess (D2RA) 	
CP S2.07	<p>Work with care providers to deliver good-quality care that meets current and future needs, to include:</p> <ul style="list-style-type: none"> Further developing locality working through recruitment of local care co- 	Carolyne Palmer / Lisa Wood / Angela Bourge	Q1	<ul style="list-style-type: none"> Secure funds for Care Co-ordinator's and recruit into roles. Work with IPC to undertake desktop review of good practice in other LAs and examples of effective quality rating processes. Commence stage one of engagement with care home 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	ordinator; <ul style="list-style-type: none"> • Embedding a Quality Assurance Framework and developing a set of performance indicators to measure the quality of commissioned care provision; • Refocusing care provision away from general residential care towards home-based care; • Promoting the development of high-quality nursing and dementia care. 			providers to understand what systems they already have in place, what works well - particularly in areas such as service users and staff engagement, evidencing outcomes and quality auditing. <ul style="list-style-type: none"> • Implement a project to improve quality of care and undertake market shaping in collaboration with providers to ensure the market can meet Adult Services commissioning priorities, initially prioritising the cost of care exercise for care homes for older people to inform a fee setting strategy. • Explore opportunities to access capital funding to support market re-shaping for care homes. • Begin scoping of work of Dementia and Care Quality Team. • Begin working with Contract Monitoring and Dementia and Care Quality Team when arranging and analysing care home visits. 	
			Q2	<ul style="list-style-type: none"> • Set Care Co-ordinator process and partnership links. • Engage with care home providers to develop Quality Assurance (QA) framework, test out its key components and learn from experience to inform implementation using a phased approach. • Implement interim QA measures for Domiciliary Care providers to ensure quality scores reflect current practice. • Complete the agreed cost of care exercise with the market and undertake an analysis to understand the implications for a new Fee Setting Strategy for Care Homes for Older People. • Continue scope of Dementia and Care Quality Team. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Establish matrix of meetings and information sharing to ensure the Dementia and Care Quality Team links in with others appropriately. Establish rotas for scheduled reviews of the Dementia and Care Quality Team and establish approaches for unscheduled reviews. 	
			Q3	<ul style="list-style-type: none"> Implement the new Quality Assurance (QA) framework for care homes using phased approach. Implement Managed Locality Networks in Dom Care to support market shaping. Building on the QA work undertaken with Dom Care providers in Q2, initiate further engagement with Dom Care providers replicating methodology used with care home providers to inform development of comprehensive Quality Assurance framework. Develop new Fee Setting Strategy for the Older Persons care home market, with engagement from providers and secure formal sign off in readiness for implementation in Q1 2024/25. Launch capital grant scheme to support reshaping of care home market if funding is secured. Engage with care home providers to sign off the operating model for the Dementia and Care Quality Team and provide clarity for staff in other teams. Commence scheduled review of the Dementia and Care Quality Team. 	
			Q4	<ul style="list-style-type: none"> Implement new QA framework for Dom Care using phased approach. Conclude capital grant scheme and implement 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				mechanisms to monitor impact. <ul style="list-style-type: none"> Review “as is” for Dementia and Care Quality Team. Establish what has worked well in the team and where changes can be made to improve. 	
CP S2.08	<p>Listen to the voices of our citizens and increase their choice in care provision by:</p> <ul style="list-style-type: none"> Improving our engagement with older people, seeking meaningful input and feedback; Increasing choice through direct payments, including the development of micro-enterprises; Piloting a trusted partnership approach with care providers to increase flexibility of care; Reviewing current usage of our services and taking steps to ensure all Cardiff communities are aware of, and have access to, our services. 	<p>Angela Bourge/ Hayley Beynon / Jane Thomas</p>	Q1	<ul style="list-style-type: none"> Develop clear actions for engagement opportunities with older people, utilising connections with people through Day Services and Hubs. Roll out of client feedback surveys and surveys for carers. Create a Micro-Enterprise scoping report outlining what Cardiff does well and what changes, if any, are required for the project to thrive. All recruitment completed, including a Community Catalyst & Micro-Enterprise Coordinator. Continue to operate the Trusted Partner Approach pilot. To ensure services are responding to the needs of our diverse communities and that everyone is aware of the services available, develop a cross directorate Adults, Housing & Communities Equality Action Plan. 	
			Q2	<ul style="list-style-type: none"> Collate the client and carer feedback and review this against current service provision. Use results as a baseline to further understand current position and review future service offers. Complete an Options appraisal on whether the Direct Payment service will remain as-is, move to a hybrid model or move in-house. Review the Trusted Partner Approach pilot related to single to double and double to single handed care and consider opportunities for extending beyond its current scope. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Further develop the Adults, Housing & Communities Equality Action Plan 	
			Q3	<ul style="list-style-type: none"> Implement opportunities identified from feedback from clients and carers. Complete a full service review of the Direct Payments Team – including the roll out of training, to-be process maps and staff structures Develop proposal to extend Trusted Partner Approach if review undertaken in Q2 indicates it is appropriate to do so. Consult widely with key stakeholders for views and comments on the proposed Adults, Housing & Communities Equality Action Plan and implement the plan. 	
			Q4	<ul style="list-style-type: none"> Review implemented changes to ensure that they meet the expectations of feedback received from the original client survey. Prepare client survey to go out in Quarter 1 2024/25. Fully register Micro-Enterprises on the Cardiff directory, providing care and support to members of the community, both via Direct Payments & Self-Funding. Implement extended scope for Trusted Partner Approach if review in Q2 and proposal developed in Q3 indicate it is appropriate to do so. Review and monitor the Adults, Housing & Communities Equality Action Plan. 	
CP S2.09	<p>Support the social care workforce by:</p> <ul style="list-style-type: none"> Working with Welsh Government to maintain the Real Living Wage for care 	<p>Angela Bourge/ Hayley Beynon /</p>	Q1	<ul style="list-style-type: none"> Ensure that the Real Living Wage (RLW) uplift for registerable posts is taken into consideration when finalising fee uplift decisions for 2023/24 Issue variation of contract forms to providers in 	<p><i>To build an inclusive and representative</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
	<p>workers;</p> <ul style="list-style-type: none"> • Further developing the Cardiff Cares Academy to provide training, mentoring and employer support; • Providing proactive support to help care workers achieve registration; • Further developing carer skills to support hospital discharge and reablement. 	<p>Carolyne Palmer</p>		<p>receipt of the RLW uplift to ensure they pass it on to registerable workers.</p> <ul style="list-style-type: none"> • Begin to develop meaningful data collection on provider workforce qualification and registration • Utilise the Shared Prosperity Fund to recruit additional staff to support the increase in people accessing the Cardiff Cares Academy, providing mentoring support to candidates interested in working within the Care Sector. 	<p><i>organisation.</i></p>
			<p>Q2</p>	<ul style="list-style-type: none"> • Follow up any outstanding RLW variation of contract forms that have not been returned. • Undertake face to face checks that eligible staff are being paid the RLW or above as part of the routine contract monitoring arrangements. • Provide targeted support regarding registration and qualifications to those providers most in need of it and develop systems for monitoring impact. • Refresh publicity materials and carry out a publicity campaign, highlighting employment opportunities within the care sector, both Local Authority and external Care Providers, prior to winter pressures. • Create a reablement training matrix for Community Resource Team carers, which empowers the carer to prescribe equipment/aids - delivery of reablement care, review plan, that sets reablement goals, linking in with the holistic approach of Independent Living Services. • Utilise Community Occupational Therapists to support the reablement end to end process and trial for change. 	
			<p>Q3</p>	<ul style="list-style-type: none"> • Continue to follow up any outstanding RLW variation 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>of contract forms that have not been returned.</p> <ul style="list-style-type: none"> • Continue to undertake face to face checks that eligible staff are being paid the RLW or above as part of the routine contract monitoring arrangements. • Review effectiveness of support provided regarding registration and identify any required changes to improve / strengthen arrangements. • Link in with Community Catalyst and Micro-Enterprise Coordinator to establish a pathway for people wanting to work in the Care Sector but with more flexibility through becoming a Micro-Enterprise. • Trial and review new reablement practice 	
			Q4	<ul style="list-style-type: none"> • Monitoring and review compliance with RLW requirements as part of on-going contract monitoring arrangements. • Implement recommendations for strengthening / improving effectiveness of support to providers re workforce registration. • Undertake a full service review of Cardiff Cares Academy ensuring the service meets the needs of employers and candidates • Embed full reablement practice into Community Resource Team (CRT) home care. 	
CP S2.10	Improve recruitment and retention of social workers and occupational therapists by putting in place a comprehensive Workforce Development Plan and by taking a “grow our own” approach to increase qualified staff.	Angela Bourge	Q1	<ul style="list-style-type: none"> • Develop and consult on Workforce Development Plan • Review current “Grow our Own” initiatives and make recommendations for future arrangements 	<i>To build an inclusive and representative organisation.</i>
			Q2	<ul style="list-style-type: none"> • Put in place monitoring arrangements to track progress and the impact of agreed Workforce Development action plan. • Ongoing monitoring and review of Workforce Strategy actions 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Develop arrangements for extending “Grow our Own” 	
			Q3	<ul style="list-style-type: none"> Ongoing monitoring and review of Workforce Strategy actions Implement new “Grow our Own” arrangements and develop monitoring arrangements to evidence impact 	
			Q4	<ul style="list-style-type: none"> Ongoing monitoring and review of Workforce Strategy actions 	
DDP	<p>Continue to review and modernise services, including:</p> <ul style="list-style-type: none"> Carrying out a review of the Emergency Duty Team Finalising the review of the Internal Supported Living service Investigating opportunities for more joined up working across the directorate Strengthening management arrangements within Adult Services 	Jane Thomas	Q1	<ul style="list-style-type: none"> Complete consultation on the review of the Emergency Duty Team (EDT) and finalise the proposals. Complete consultation on Internal Supported Living (ISL) review and make decision on the way forward. Bring forward proposals for increased joined up working across the Adults Housing and Communities Directorate. Bring forward proposals for a review and strengthening of management within Adult Services 	
			Q2	<ul style="list-style-type: none"> Implement EDT changes. Commence implementation of any changes agreed as a result of the ISL review. Commence implementation of any changes agreed as a result the Joined Up working and Management Reviews. 	
			Q3	<ul style="list-style-type: none"> Complete implementation of ISL review Complete implementation of any changes identified as part of the Joined Up Working and Management Reviews 	
			Q4	<ul style="list-style-type: none"> Review success of the changes made and identify any further action needed. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.14	The percentage of permanent social worker vacancies in Adult Services	New Measure	New Measure	New Measure	12%	Angela Bourge
CP K2.15	The total number of domiciliary care workers in Cardiff registered with Social Care Wales	New Measure	New Measure	New Measure	2,600	Angela Bourge
CP K2.16	The number of domiciliary care workers registered with Social Care Wales in Cardiff as a percentage of the total number of domiciliary care workers registered in Wales	New Measure	New Measure	New Measure	7.5%	Angela Bourge
CP K2.17	The average time from referral to the Brokerage Team to the start of domiciliary care	New Measure	New Measure	New Measure	14 Days	Angela Bourge
CP K2.18	The average number of people waiting for domiciliary care at month end	New Measure	New Measure	New Measure	<30	Angela Bourge
DDP	Number of people aged 65 and over in residential care per 10,000 population.	76.6	63.0	67.6	No Target but year on year reduction	Lisa Wood
DDP	Number of placements in residential care prevented	New Measure	New Measure	New Measure	To be developed	Lisa Wood
DDP	Integrated Discharge Hub - Number of referrals triaged within 1 working day	New Measure	New Measure	New Measure	85%	Carolyne Palmer
DDP	Discharge medically fit people within 72 hours of triage	New Measure	New Measure	New Measure	To be developed	Carolyne Palmer
DDP	Review care package following discharge within 10 days at home	New Measure	New Measure	New Measure	To be developed	Carolyne Palmer

Supporting unpaid carers and valuing their role

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S2.11	<p>Listen to unpaid carers and families to ensure we provide the help they need by:</p> <ul style="list-style-type: none"> • Consulting and co-producing services with carers; • Reviewing the range of respite provided; • Improving advice services and support for carers; • Reviewing the carer’s assessment process to improve take-up. 	Nicola Pitman	Q1	<ul style="list-style-type: none"> • Launch carers support groups within Community Hubs across all districts. Develop Care’Diff brand and platform. • Launch and distribute widely Care’Diff Newsletter. • Publish respite consultation report and highlight key areas of focus from the unpaid carer feedback within the report. • Establish information governance elements related to data management to create unpaid carers database to distribute newsletters, event information, financial support opportunities etc. • Working with Carers Wales, deliver bitesize training sessions for unpaid carers – including support to get their voice heard in decision making. • Hold facilitated focus groups in conjunction with Carers Wales and unpaid carers in receipt of carers assessments to better understand the unpaid carers end to end journey. • Host assessment focused Carers Officers Learning and Improvement Network meeting – to identify examples of best practice in relation to unpaid carers assessments within Local Authorities. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> • Build content and advice within the carers pages of the Age Friendly Cardiff website. • Recruitment of Age Friendly Advice officers and development of Age Friendly Advice offer across the Community Hubs. • Ensure Carer targeted information is included within signposting map of financial, practical and health and 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>wellbeing support to include the following areas of focus:</p> <ul style="list-style-type: none"> • Money – Grants/Carers Allowance/benefits/help with bills/Help with care costs • Power of Attorney • Respite • Peer Support • Getting out and About • Looking After yourself • Training Opportunities • Social Prescribing • Develop pilot and booking programme for Hubs For All – to include consideration of building unpaid carer confidence in accessing respite. • Utilise all communication channels to ensure effective promotion of availability of respite flats at Llys Enfys – including Care’Diff, Age Friendly Cardiff and Dementia Friendly Cardiff websites. • Evaluate findings of the unpaid carers assessment themed focus groups in collaboration with Carers Wales and establish areas for improvement within existing assessment process. • Work with Carers Wales to host facilitated focus groups with unpaid carers to establish training and wider support needs (to include mental health and wellbeing). 	
			Q3	<ul style="list-style-type: none"> • Scope opportunities to establish a digital platform for unpaid carer focused training. • Launch self-identification promotional campaign by developing targeted resources and distributing widely via community networks including GP surgeries. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Promote wider respite availability via external service providers utilising the Carer pages of the Age Friendly Cardiff and website and the Care'Diff Newsletter Raise awareness of unpaid carers rights during Carers Rights Day 23rd November including the right to receive a carers assessment and support. Utilise the unpaid carer focus groups as a sounding platform to collectively agree the new person-centred carer's assessment process prior to roll out in Q4. 	
			Q4	<ul style="list-style-type: none"> Deliver internal communications with targeted staff groups to develop awareness of opportunities for unpaid carer respite residential and non-residential (including age friendly programmes within Hubs/Hubs for All/Inclusion groups etc). Additionally promote respite availability via the Care'Diff Newsletter and the Care'Diff distribution platform Evaluate Hubs for All Pilot and scope potential to expand respite availability at additional Hub venues. Roll out the new carers assessment process. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.19	The percentage of eligible carers who were offered a carer's assessment	New Measure	New Measure	New Measure	60%	Lisa Wood
DDP	The percentage of eligible carers who accepted the offer.	New Measure	New Measure	New Measure	To be developed	Lisa Wood/ Carolyn Palmer
DDP	The percentage of those who accepted the offer, for whom an assessment was completed.	New Measure	New Measure	New Measure	To be developed	Lisa Wood/ Carolyn Palmer

Ensuring our services meet the needs of those living with dementia

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S2.12	<p>Support people with dementia to stay at home wherever possible by:</p> <ul style="list-style-type: none"> • Reviewing best practice in supporting people with dementia to live in the community and using this to inform future commissioning; • Reviewing the dementia training required to ensure that staff can tailor the correct care and support to the person and their family in their home. 	<p>Angela Bourge / Lisa Wood / Claire Hiles</p>	Q1	<ul style="list-style-type: none"> • Relevant managers and staff to attend Community of Practise (COP) sessions linked into ICP and Health Service sessions. • Review outcomes for complaints regarding dementia care and establish themes. • Review dementia training previously available and in conjunction with colleagues from the UHB, consider options for more accessible training that better meets needs whilst covering all key components. • Deliver the virtual dementia tour bus experiential training. • Proactively participate in PhD research related to how social workers perceive race and ethnicity in the context of dementia by way of a workshop and individual 1:1's. • Ensure that the desktop and critical literature review of best practice in older persons housing fully takes into account the learning and best practice on dementia. • Represent at regional dementia programme, influencing understanding of regional priorities including, breadth of meetings and service provision • Through the Ageing Well Board, ensure that priorities are aligned across directorate and partnership. 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> • Evaluate effectiveness of Community of Practice (COP) and its likely impact on care provision. • Maintain attendance at partnership meetings and network with dementia care providers to inform future commissioning . 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Draw themes from dementia complaints about service and look at preventative measures and service responses. • Look at case narratives and examples of good practice. • Commission new arrangements for more accessible dementia training. • Begin to review impact of the virtual dementia tour bus experiential training. • Participate in current research areas including dementia and ethnicity. • Promote Dementia Week. • Review the outcome of the review of best practice into older persons housing and how this aligns with the learning on dementia. 	
			Q3	<ul style="list-style-type: none"> • Launch new dementia Learning Network for care home providers following launch of Dementia Community of Practice (COP) in Q2. • Continue to maintain attendance at COP and all relevant meetings to support partnership working in the community. • Evaluate process regarding a dementia complaint and outcome. How is learning shared? • Deliver new arrangements for dementia training • Evaluate impact of the virtual dementia tour bus training on practice • Incorporate best practice in working with people with dementia into the development of the service model and physical aspects of future housing developments for older people. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q4	<ul style="list-style-type: none"> Evaluate strength of Community of Practice (COP) and other professional information sharing sessions to establish outcomes. Review feedback on dementia training held during year, assess impact and inform commissioning plans for 24/25. Ensure new delivery models for older persons housing are fully informed by the learning on dementia. 	
DDP	Develop a full set of indicators and targets to monitor success of implementing the Ageing Well Strategy	Jane Thomas	Q1	<ul style="list-style-type: none"> Identify key activities to be monitored and develop draft indicators 	
			Q2	<ul style="list-style-type: none"> Commence collation of information for the indicators 	
			Q3	<ul style="list-style-type: none"> Review information and develop targets where possible 	
			Q4	<ul style="list-style-type: none"> Review indicators and further develop these as necessary 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.20	The percentage of Council staff completing Dementia Friends training	52%	49.8%	54.4%	85%	Nicola Pitman
DDP	The number of digital Dementia Friendly City events held	558	1,035	2,616	2,300	Nicola Pitman
DDP	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	20	16	79	40	Nicola Pitman
DDP	The number of ambassadors recruited to promote Dementia Friendly Cardiff	New Measure	New Measure	New Measure	4 per district	Nicola Pitman
CP K2.21	The number of over 75s new to residential care	New Measure	New Measure	New Measure	No target, but year-on-year reduction	Lisa Wood

Well-being Objective 3: Supporting people out of poverty
Supporting those most impacted by the cost-of-living crisis

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S3.01	<p>Respond to the impact that the cost-of-living crisis is having on residents by:</p> <ul style="list-style-type: none"> • Ensuring that ongoing support is available which can be accessed in person, through the Adviceline or webchat, or by email; • Promoting the rent arrears pathway and reviewing how rent arrears cases in all tenures are managed, so that they are dealt with rapidly, whilst using the most appropriate financial support to prevent homelessness; • Continuing the legacy of Together For Cardiff, working with third sector organisations, including Cardiff Foodbank, and businesses to support those in poverty 	Hayley Beynon	Q1	<ul style="list-style-type: none"> • Upskill the Advice Line staff knowledge so they are able to offer more ‘same day advice’ reducing the need to refer to other teams and the customer’s wait time for support. • Establish timetabled face to face Welfare Liaison support for Council Contract Holders in areas of high Council properties including Central, Ely and St Mellons Hubs. • Support Care Experienced Young People and the Personal Assistance Service by providing one to one tailored money advice support. The offer will provide a new one to one dedicated young person’s money advisor that can help with better off calculations and advice on Basic Income Pilot. These sessions will be held at youth clubs and hubs, supported accommodation, virtually or via a home visit if required. • Work with Community Foundation Wales to formalise the Together for Cardiff Fund arrangement, setting out a Funding Agreement and Memorandum of Understanding; securing legal and financial advice from council officers. 	<p><i>To develop and deliver services which are responsive to Cardiff’s inequality gap.</i></p>
Q2	<ul style="list-style-type: none"> • Review the locations services are currently delivered from. Adjusting provision to meet demand where appropriate. Exploring and providing services from new locations including, schools and hospitals with a focus on providing services where there are currently no council buildings present. 				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Further align the Welfare Liaison and Money Advice Team, with the Advice line manging calls on behalf of the Welfare Liaison team to reduce waiting times and make better use of resources. • Review all current Cost of Living publicity/marketing materials and our website to ensuring information is accurate and up to date and available in community languages. • Work with third sector organisations to continue the Fuel Voucher Scheme, securing funding from businesses/Together for Cardiff Fund in readiness for the end of Government Support Schemes and colder weather. 	
			Q3	<ul style="list-style-type: none"> • Deliver publicity campaign for Council Contract Holders and Welfare Liaison Team to encourage early take up of support before falling in to rent arrears. Campaign to include potential rename and rebranding in line with Advice Service identity. • Review accounts of customers who accessed Cost Of Living Discretionary Scheme (COLDS) Funding, to offer further support to ensure they are not at risk of falling back into debt. • Utilise the Food & Fuel Champions to provide support in Council and partner Warm & Welcome spaces. • Evaluate the Advice Contract, reviewing outcomes and impact the support has been for citizens of Cardiff. Reviewing any duplication of support and gaps in provision, in readiness for a new Contract term. 	
			Q4	<ul style="list-style-type: none"> • Increase publicity of the Welfare Liaison Team targeting those potentially eligible for DHP / Rent Rescue and who would be unaware of the services. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Engage with Community Inclusion Officers across Housing & Communities, to jointly target communities who do not currently access Council Advice Services and who would benefit from Money Advice /Welfare Liaison Support. Provide support to the Together for Cardiff Trust fund to organise annual event to raise awareness of the fund amongst businesses and third sector organisations. 	
CP S3.03	<p>Support more people into work:</p> <ul style="list-style-type: none"> Through the newly expanded Into Work Service, creating new bespoke employment and training packages to meet any new or emerging workforce demands in the city; Working alongside major regeneration projects, including the new Indoor Arena, to support local people into the new jobs the projects create; Supporting people who are in work to secure higher paid and more sustained employment, through intensive in-work mentoring and upskilling. 	Hayley Beynon	Q1	<ul style="list-style-type: none"> Develop and roll out a city-wide engagement plan, to reach and engage with groups not previously engaged with employment and council services. Utilising the new Engagement team and Community Inclusion Officers to work with under-represented and priority groups, such as those with Additional Learning Needs, Economically Inactive, Carers, and at risk of homelessness, living in the Southern Arc of the City. Consult with HR and Senior Managers to create a new subsidised 3 month work placement for young people and under-represented groups via Cardiff Works funded by Cardiff Works Income for placements within the Council. Deliver specific Onsite Construction Academy training provision for clients, who have been identified by Employment Mentors as having a background in construction; working with employers to set up interviews following training. Use the new Training Coordinator post to create training plans for jobseeker customers for different employment sectors by working with Adult Learning to create bespoke packages and utilising barriers fund to source higher level training course. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> • Host a Bright Start Event highlighting the success / placements young people experiencing looked after care have completed, engaging employers who have supported the scheme. • Create employment specific project teams to support priority sectors within the city including Cardiff Council as an employer, drawing best practice from the Cardiff Cares Academy model; in particular to support HGV, Teaching Assistants, Hospitality and Catering roles. • In partnership with Economic Development, develop a rolling engagement plan to support citizens living in Cardiff South access employment opportunities as part of the Atlantic Wharf developments. • Roll out the 3 month placement scheme via Cardiff Works 	
			Q3	<ul style="list-style-type: none"> • Using the Social Value Officer to work in partnership with the Procurement team to ensure that Social Value commitments in Local Authority contracts are met, accessing training and employment opportunities for Into Work customers. • Increase the number of external Bright Start placements available to care experienced young people across a range of sectors, giving young people a varied range of opportunities. • Work in partnership with the Adult Services team to identify people with additional learning needs/autism to support with upskilling, employment and volunteering opportunities; and providing support to employers through the new Local Supported Employment Project. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q4	<ul style="list-style-type: none"> Align the work of the Youth Employment team and Personal Assistant (PA) Service, to ensure every care experienced young person with a PA has access to Bright Start placements, funding for training, employment help and wellbeing support. Undertake a review of Social Prosperity Funding and CfW+ employment delivery and funding, ensuring services are constantly adapting to meeting the needs of residents and the local economy. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K3.03	The number of Council posts filled through placements from Cardiff Works	4,075	4,593	4,227	2,800	Hayley Beynon
CP K3.04	The number of interventions which supported people receiving into work advice through the Employment Gateway	49,756	62,512	77,102	55,000	Hayley Beynon
CP K3.05	The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	814	1,241	1,115	1,200	Hayley Beynon
CP K3.06	The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	6.08%	15%	13%	<12%	Hayley Beynon
CP K3.07	The percentage of Into Work clients who identify as being from a Black, Asian or Minority Ethnic background	New Measure	New Measure	New Measure	Monitor KPI, no target set	Hayley Beynon
CP K3.08	The number of employers which have been assisted by the Council's employment support service	237	266	347	300	Hayley Beynon
CP K3.09	The number of customers helped with Universal Credit financial support	2,841	3,708	5,989	3,000	Hayley Beynon
CP K3.10	Additional weekly benefit identified for clients of the Advice Team	£15,447,013	£17,220,466	£21,320,362	£17,000,000	Hayley Beynon

Embedding our new approach to tackling homelessness and ending rough sleeping

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S3.06	<p>Continue to promote the help available to prevent homelessness, and improve and expand prevention services in the community by March 2024, including:</p> <ul style="list-style-type: none"> • Making prevention support accessible online, by telephone, regularly available in community locations and in a home setting via home visits, to increase the number of people seeking help at an early stage; • Providing a dedicated caseworker to all but the most straightforward cases; • Ensuring prevention support is available immediately and for as long as is required to resolve the threat of homelessness. 	Hayley Beynon	Q1	<ul style="list-style-type: none"> • Evaluate current demand for Housing Solutions and Prevention Officers across the city. Adjusting availability to meet this demand. • Ensure input into the new Housing Website – creating a section for homeless prevention and understanding the implications of the new webchat facility. • Create new processes for cases when home visits are required. Roll out these home visits and monitor the effectiveness of these, particularly for parental notices to quit. • Set a baseline for the length of time that individuals and families have to wait for a prevention appointment, then seek to improve this on a monthly basis. 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> • Review the work of the Housing Helpline service including opening hours, improving on current waiting times and abandoned calls, ensuring that as many enquiries / calls are answered. • Create a more effective triaging process at entry into the service based on the needs of the individual or family. Less complex cases to be managed by the Housing Solutions Officer. All other cases to be case loaded to a dedicated Senior Housing Solutions Officer or Prevention Officer depending on the complexity of the case, utilising Floating Support services to provide rapid intervention for the most complex cases. • Reduce duplication between homeless support teams, setting clear boundaries to ensure customer journey is as streamlined as possible. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Carry out audits on Prevention and Housing Solution Officer work to ensure that correct advice is given and that regular client contact is made. Review the current training for the Housing Helpline and consider additional training requirements. 	
			Q3	<ul style="list-style-type: none"> Expand the Prevention Team provision into further outreach locations, including co-location for the Prison Prevention Officer with Probation/Prison, and Llamau/Hafan Gobaith for the Young Person's Prevention Officer. Complete the update of Housing Solutions & Prevention procedures and process maps, to ensure support for customers is timely and streamlined, providing support for as long as is required. 	
			Q4	<ul style="list-style-type: none"> Work with partners to ensure the Prisoner Pathway is proactive in supporting people, ensuring homeless applications are received quickly. Review and evaluate the impact of the new processes and procedures to ensure that caseload for prevention officers has reduced and waiting times are kept to a minimum, whilst prevention rates remain high. 	
CP S3.07	Work with Welsh Government to understand the resource requirements needed to deliver a rapid re-housing approach to homelessness.	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> Meet with Welsh Government to seek feedback on the Rapid Rehousing Plan submitted and discuss their views on resource requirements outlined in the plan. Continue to attend the Welsh Government Rapid Rehousing Task & Finish Groups to feed back the challenge of delivering rapid rehousing whilst responding to the current increase in homeless demand. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> Consider Welsh Government feedback on the 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				resource requirements submitted in the Rapid Rehousing Plan. <ul style="list-style-type: none"> Undergo further data analysis on projected homelessness demand, housing market conditions and permanent accommodation pipeline to outline updated resource requirements, including staffing and grant allocation. 	
			Q3	<ul style="list-style-type: none"> Submit updated resource requirement plan to Welsh Government. 	
			Q4	<ul style="list-style-type: none"> Seek feedback from Welsh Government on submitted plan and continue to bid for available funding. 	
CP S3.08	Increase Temporary Accommodation capacity to address homelessness pressures by: <ul style="list-style-type: none"> Delivering phase 2 of the Gasworks site by August 2023; Increasing the number of buy backs; Working with Registered Social Landlord partners to identify difficult-to-let properties and finding suitable occupants; Increasing the number of managed schemes to improve move-on into permanent accommodation; Exploring other meanwhile use of development land. 	Laura Garvey-Cubbon / Louise Bassett / Dave Jaques	Q1	<ul style="list-style-type: none"> Ensure factory production of modular units commences and that the groundworks package is underway on site. Continue to identify suitable properties to purchase from market and ensure suitable budget is in place to continue buy-backs at scale. Review difficult-to-house cases in Temporary Accommodation and consider buying specific properties for them through the buy-back scheme. Continue to work with Registered Social Landlord colleagues to discuss hard to let properties, considering all possible usage for the property e.g. Homeless Leasing Scheme /permanent/supported accommodation. Develop management agreements on Bay Chambers Identify potential sites with RSL partners to develop a short term and longer term property plan for managed scheme Identify further sites to be considered for meanwhile use. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> • Ensure first modular units arrive on site at Gasworks 2 July/August 2023 and achieve handover of phase 1 by September 2023 • Continue to update RSL partners regularly at RSL quarterly meeting on housing need and homelessness in Cardiff. • Prepare for the handover of Bay Chambers Scheme by Sept 2023. • Continue to identify suitable mechanisms to add additional meanwhile use sites into the Housing Delivery Programme. 	
			Q3	<ul style="list-style-type: none"> • Achieve handover of phase 2 Gasworks modular units • Review difficult-to-house cases on Immediate and Band A with a need for adaptations and consider buying back properties for them through the buy-back scheme • Develop Management Agreement for Colchester Avenue Scheme. • Achieve no less than 25 property purchases by end of Q3 	
			Q4	<ul style="list-style-type: none"> • Achieve handover of final phases of Gasworks 2 modular project • Complete handover of Colchester Avenue Scheme by January 2024. • Review use of buy backs, considering further expansion of the scheme and whether targeted work in TA and the waiting list has been successful. 	
CP S3.09	Improve access to the private rented sector and promote this to address housing need , through the Landlord Enquiry and Tenancy Service (LETS) and expansion of the	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> • Implement ability for landlords to claim Optimised Retrofit Programme funding, offering another incentive to landlords to join the Leasing Scheme Wales. 	<i>To develop and deliver services which are</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
	Welsh Government Leasing Scheme			<ul style="list-style-type: none"> • Produce landlord newsletter to provide updates on available schemes and support available. • Continue to attend Cardiff Landlord Forum providing a drop-in service at each forum and a briefing each quarter. • Produce publicity action plan for 2023/24. • Monitor early landlord engagement process aimed at contacting all landlords as soon as a notice is issued to promote the service. • Target landlords / properties on the Empty Homes List to encourage bringing the property back to rental standard and working with LETS. • Finalise website updates to better publicise schemes and provide relevant information. 	<i>responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> • Review current team structure to ensure staffing levels are able to meet the demand of the service. • Review all processes to ensure a smooth customer journey. • Implement changes to the incentives package, ensuring flexibility within any agreed package. • Commence landlord surgery in Community Hubs around the City • Review current incentives packages offered and seek feedback from landlord and agents around improvements to the packages. 	
			Q3	<ul style="list-style-type: none"> • Review partnership with Shared Regulatory Services 	
			Q4	<ul style="list-style-type: none"> • Review publicity plan in place using information obtained on successful publicity. • Meet target of bringing 40 additional properties onto the Leasing Scheme Wales. 	
CP	Develop innovative housing solutions to	Ellen Curtis /	Q1	<ul style="list-style-type: none"> • Develop incentives and assistance for downsizing to 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
S3.10	<p>address issues such as overcrowding, under-occupation, lack of family accommodation and lack of adapted properties by:</p> <ul style="list-style-type: none"> • Promoting mutual exchanges; • Providing tailored support to those who wish to downsize; • Expanding the use of modular extensions; • Reviewing the co-ordination and use of adapted and older persons accommodation. 	<p>Laura Garvey-Cubbon</p>		<p>be provided through Rehousing Solutions Team and under-take exercise to promote services to older people under-occupying not registered on the Housing Waiting List.</p> <ul style="list-style-type: none"> • Review 2022/23 pilot to establish best property route (buyback/void/DFS/other) for POD/Extension, considering costs and length of time to complete. • Develop and finalise promotional material for Addison Housing Community Living Scheme. • Review success of new approaches to the allocation of adapted accommodation for people with physical disabilities on the housing waiting list and identify areas for improvement/alternative solutions to address this housing need. • Develop new approaches and solutions to addressing overcrowding using data held on housing waiting list. 	<p><i>deliver services which are responsive to Cardiff's inequality gap</i></p>
			<p>Q2</p>	<ul style="list-style-type: none"> • Review response following consultation exercise with under-occupiers not registered on the Housing Waiting List and response following Addison House promotion. • Implement any new approaches to the assessment and allocation of adapted accommodation to improve the housing outcomes for people with physical disabilities. • Following the conclusion of the review of the pilot, work with the Allocations team to identify overcrowded families on the waiting list and seek solutions to these considering lessons learnt from the pilot. • Consider possibility of incorporating Disabled Facility Grants to solve both disability needs and overcrowding. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Finalise new arrangements and develop processes relating to overcrowding. 	
			Q3	<ul style="list-style-type: none"> Monitor progress for 'right sizing'. Monitor progress on new approaches to overcrowding. Complete Addison House allocations Create new mutual exchanges dedicated officer to promote, encourage and support more mutual exchanges. 	
			Q4	<ul style="list-style-type: none"> Review success of new approaches to downsizing and service user feedback on their housing experience following new arrangements and identify areas for improvement. Review outcomes for meeting the housing needs of people with physical disabilities following the implementation of innovative solutions to address this need. Review all modular / Pod extensions to assess outcomes including cost, timescales and customer impact. Should the scheme be expanded further? Review success of new approaches to overcrowding, identifying areas for review/improvement. 	
CP S3.11	<p>Improve the quality of our Supported and Temporary Accommodation by:</p> <ul style="list-style-type: none"> Completing the phasing out of accommodation that no longer meets the required standards; Reducing the use of hotel accommodation for families. 	Louise Bassett	Q1	<ul style="list-style-type: none"> Review the outcome of phase 2 closures of unsuitable accommodation projects. Plan for phase 3 closures of single persons accommodation. Continue to review all sites and develop potential property plans for remodelling/replacement of supported accommodation sites. Option appraisal on continued use of Countisbury House and explore potential purchase of site 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> Alternative use of properties which are due to close to be explored and options for repurposing developed. Review planned closures of schemes to ensure March 2024 date for closure is achievable, adjust target date if appropriate. 	
			Q3	<ul style="list-style-type: none"> Continue to review and undertake option reviews on all supported accommodation sites in readiness for phase 3 closure/remodelling by March 2024. 	
			Q4	<ul style="list-style-type: none"> Complete phase 3 closures/remodelling by March 2024 Continue to review and undertake option reviews on all supported accommodation sites in readiness for next phase of closure/remodelling/replacement. 	
CP S3.12	<p>Ensure that the complex needs of homeless people are met by:</p> <ul style="list-style-type: none"> Further developing the Multi-Disciplinary Team (MDT) and ensuring clear pathways are in place for move-on to mainstream services when appropriate; Ensuring that appropriate health and support services are available in hostels and supported accommodation; Fully training staff and focusing on assertive re-engagement with those that may fall out of services as well as providing meaningful opportunities for residents to train and volunteer; Continuing to support and assist rough sleepers to access and maintain accommodation by reviewing and 	Matt Evans	Q1	<ul style="list-style-type: none"> Conduct a review into the existing MDT with a focus on identifying specific pathways of substance misuse, housing and health services. Use this review to identify gaps in service. Review existing Diversionary Activities Service, exploring opportunities on offer and establishing whether they are fit for purpose and provide meaningful outcomes. In line with the expansion of specialist housing service, review the business support service to ensure current levels are sustained and enhanced. Provide recommendations for service improvements in line with this review. 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> Review all complex needs projects to ensure we can facilitate health interventions equally across the service, specifically optometry, the dietician and assertive outreach GP services. This to be completed in partnership with Health colleagues, with 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	developing our assertive outreach approach and further developing and promoting the benefits of Diversionary Activities.			consideration for health inclusion across the wider homeless population in Cardiff. <ul style="list-style-type: none"> Identify suitable opportunities for clients to engage with training and volunteering, linking in with Advice Services to achieve this. Review success of the pilot for the Young Persons MDT. Review to have specific focus on health gaps with a view of securing health professionals as part of the team. Consider lessons learnt and areas for development to enhance the service moving forward. 	
			Q3	<ul style="list-style-type: none"> Work with Health colleagues to review the success of health pilot “Attend Anywhere” in Ty Ephraim. From this review consider expansion and resources to ensure this can be rolled out across all complex needs services. Review the success of the “The Pantry” foodbank scheme which was created to address food poverty in partnership with dieticians / MDT. 	
			Q4	<ul style="list-style-type: none"> Review the success of the Managed Block scheme at Blue Dragon. Review the impact of Out of Hours accommodation service. Review demand on the service and consider further accommodation options. 	
CP S3.13	Prevent youth homelessness and ensure that young people leaving care are supported by: <ul style="list-style-type: none"> Reviewing and enhancing advice and mediation services, with particular regard to young people; Considering targeted interventions and 	Hayley Beynon / Laura Garvey-Cubbon/ Dave Jaques	Q1	<ul style="list-style-type: none"> Review Llamau contract to ensure quality of assessments for homeless young people; greater working with the Young Person’s Prevention Officer, allowing Llamau to concentrate on mediation for Parental Notices to Quit. Open first additional units in contract 3 of Young Persons Gateway (YPG) 	<i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<p>support for school-aged children and their families;</p> <ul style="list-style-type: none"> • Ensuring the young person’s gateway accommodation meets current needs, reviewing and increasing capacity within the gateway as needed; • Developing the Citadel supported housing scheme for young people with complex needs. 		Q2	<ul style="list-style-type: none"> • Use social media, webchat, websites as an alternative method of receiving homelessness advice for young people; linking in with a young person specific publicity campaign. • Better join up with the PA Service by co-locating in young person buildings and earlier working to prevent risk of homelessness. • Closer working with schools to identify young people at risk of homelessness. • Open remaining additional units in contract 3 of YPG 	
			Q3	<ul style="list-style-type: none"> • Setting clear criteria for Young Person’s Prevention Officer cases and establishing a referral process for those who sit outside of the criteria. • Contributing to the wider work of bringing together youth appropriate information on housing and homelessness for the Virtual Youth Hub. • Review data from Children’s Services detailing housing needs of those aged 15+ to ensure provision meets future demand. • Allocate first Tai Ffres accommodation. • Ensure input into the new virtual online Youth Hub Website, with dedicated resources for young people on homelessness and housing. • Complete Preliminary site clearance and preparatory works for the Citadel. 	
			Q4	<ul style="list-style-type: none"> • Carry out briefings for young people services across the authority, including Youth Service, Into Work, the PA Service, Children’s Services, for earlier referrals to the service. • Feeding-in to wider young person provision work with 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24	*Link to Equality Objective
			<p>online resources for app/website.</p> <ul style="list-style-type: none"> Review yearly YPG waiting list data and consider need for further expansion Formal commencement on site to deliver the Citadel project in partnership with Wates. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K3.13	The percentage of households threatened with homelessness successfully prevented from becoming homeless	76%	80%	79%	80%	Hayley Beynon
CP K3.14	The percentage of people presenting to the homelessness service who are homeless on the day, without previously seeking prevention help	New Measure	New Measure	New Measure	<40%	Hayley Beynon
CP K3.15	The average waiting time for a homelessness prevention appointment	New Measure	New Measure	New Measure	<7 days	Hayley Beynon
CP K3.16	The number of additional properties on the Leasing Scheme Wales	New Measure	New Measure	New Measure	40	Laura Garvey-Cubbon
CP K3.17	The total number of rough sleepers in the city	New Measure	17.5	26	<20	Matt Evans
CP K3.18	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	95%	93%	94%	85%	Matt Evans

Well-being Objective 4: Safe, confident and empowered communities
Building new Council homes and investing in community facilities

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S4.01	Ensure the current Council house building programme delivers at least 1,000 new council homes through the Cardiff Living programme and additional schemes currently on site by the end of 2023.	Dave Jaques	Q1	<ul style="list-style-type: none"> Ensure all live development projects are resourced adequately and progress monitored 	
			Q2	<ul style="list-style-type: none"> Achieve handover of Wakehurst Place & lowerth Jones sites 	
			Q3	<ul style="list-style-type: none"> Achieve Handover of Addison House, Brookfield Drive and significant number of units at the Gasworks site. 	
			Q4	<ul style="list-style-type: none"> No milestones in Q4. 	
CP S4.02	Expand the scale and pace of the programme by implementing a new council-led commercial housing development partnership and ensure that sufficient sites are identified to build at least 4,000 new homes overall , including the delivery of properties for rent or sale to keyworkers.	Dave Jaques	Q1	<ul style="list-style-type: none"> Appoint the consultant team for the 2nd partnership programme and agree main principles and minimum requirements 	
			Q2	<ul style="list-style-type: none"> Finalise the list of development sites for the 2nd Partnership and begin soft market testing 	
			Q3	<ul style="list-style-type: none"> Finalise the tender pack and begin competitive dialogue procedure. 	
			Q4	<ul style="list-style-type: none"> Update Cabinet on progress for appointing partner developer for 2nd partnership. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S4.05	<p>Invest in our local communities by:</p> <ul style="list-style-type: none"> • Preparing and adopting a new Regeneration Strategy to support district and local centres, and 15-minute city principles; • Developing regeneration opportunities for the South Riverside Business Corridor including Cowbridge Road East and the Roath/Adamsdown Business Corridor including Clifton Street and Broadway; • Continuing to implement the current estate improvement programme with a focus on better integrating new housing development with local community investment wherever possible; • Securing Welsh Government Targeted Regeneration Investment Programme (TRIP) funding for projects; • Implementing a further three-year programme for Neighbourhood Renewal Schemes (NRS) based on ideas submitted by Ward Members. 	Rebecca Hooper	Q1	<ul style="list-style-type: none"> • Complete the first draft an overarching framework for the regeneration of district and local centres & a 15minute city toolkit by June 2023 (identifying key principles & priorities). • Carry out an engagement programme for Cowbridge Road East (CRE) regeneration scoping by April 2023. • Complete scoping work and a project brief for a future estate regeneration scheme at Caerwent Rd/ Penmark Green • Agree a funding route & project scope for the Trowbridge Green estate regeneration & consider alternative delivery routes. • Prioritise schemes supported under the Transforming Towns funding allocation. 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
Q2	<ul style="list-style-type: none"> • Engage with services areas on the draft regeneration strategy and 15minute city toolkit, obtaining feedback to help shape the strategy. • Prepare a Cabinet report to seek approval for the strategy by August. • Prepare project brief for a placemaking plan for Cowbridge Road East (CRE), following the review of the community engagement report and secure Transforming Towns funding to progress the plan design. • Undertake scoping work to review regeneration priorities around the agreed council housing development schemes to identify opportunities to integrate local regeneration projects with new-build schemes. • Commence engagement work with ward councillors & service areas on year 1 NRS schemes. 				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q3	<ul style="list-style-type: none"> • Prepare a first draft of a Cowbridge Road East (CRE) placemaking plan and outline an engagement plan on proposals. Review these with Ward Councillors to reach agreement on next steps. • Secure Cabinet approval for the regeneration strategy & toolkit and prepare wider engagement on the strategy. • Commence a start on site for one estate regeneration scheme. • Deliver priority schemes under the Transforming Towns placemaking allocation. • Prepare project briefs & engagement plans for year 1 NRS schemes • Work with transportation to progress design ideas for the Roath/ Adamsdown Business Corridor. 	
			Q4	<ul style="list-style-type: none"> • Engage with residents, business and the wider community on the placemaking plan and possible schemes for Cowbridge Road East (CRE) with funding opportunities identified. • Prepare transforming towns funding applications for district centre schemes as identified. • Commence design work on year 1 NRS schemes by March 2024. • Implement actions in the regeneration strategy and roll out the toolkit across the Council. 	
CP S4.06	<p>Investigate and deliver future Community, Youth and Wellbeing Hubs with partners, including:</p> <ul style="list-style-type: none"> • Progressing plans for a youth hub in the city centre and agree a preferred option by 	Rebecca Hooper	Q1	<ul style="list-style-type: none"> • Review design options for the delivery of a city centre youth hub by May 2023. • Engage with and seek agreement from the youth hub project team on the proposals. • Conclude RIBA stage 2 work for the city centre youth Hub by June 2023. 	<i>To develop and deliver services which are responsive to Cardiff's</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	Autumn 2023; <ul style="list-style-type: none"> Securing planning permission for a new Health and Wellbeing Hub at Ely & Caerau by December 2023; Exploring options for new Hubs on strategic planning sites and larger housing and regeneration projects. 		Q2	<ul style="list-style-type: none"> Agree Heads of Terms with CAVUHB for the Ely & Caerau Parkview Wellbeing Hub by September Work closely with CAVUHB on all council related elements of the scheme- existing hub, POS and planning & encourage community engagement on proposals. 	<i>inequality gap</i>
		Q3	<ul style="list-style-type: none"> Prepare a Cabinet report on proposals for the city centre youth hub project by October. Support CAVUHB in their Full Business Case for the Health & Wellbeing Hub at Ely Progress joint design work & service planning on combined Health and Wellbeing hubs for strategic sites at Lisvane and Plasdwr & the Michaelston Hub. 		
		Q4	<ul style="list-style-type: none"> Work towards a full planning application submission with CAVUHB on the Ely Health Hub Progress to RIBA stage 3 design work on the City Centre Youth Hub 		
CP S4.07	Work in partnership with Registered Social Landlords to maximise the amount of affordable housing that can be delivered through the Social Housing Grant Programme, including: <ul style="list-style-type: none"> Implementing a five-year plan to build the specialist and supported accommodation required; Achieving a full spend of allocated Welsh Government funding; Maximising opportunities to secure additional monies. 	Dave Jaques	Q1	<ul style="list-style-type: none"> Approve the Programme Development Plan (PDP) and grant allocation for 2022/23. 	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
		Q2	<ul style="list-style-type: none"> Monitor progress across the Social Housing Grant programme and identify any risks 		
		Q3	<ul style="list-style-type: none"> Monitor progress across the Social Housing Grant programme and identify any risks 		
		Q4	<ul style="list-style-type: none"> Provide an update report on grant spend for the year and if any schemes have been added to programme to take slippage from other regions. 		
CP S4.09	Improve fire safety in homes by: <ul style="list-style-type: none"> Continuing to communicate and work with 	Colin Blackmore	Q1	<ul style="list-style-type: none"> Ensure that Fire Safety Issues are communicated following annual Fire Risk Assessments or as 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<p>Council tenants to ensure high-rise buildings are safe and suitable for occupants;</p> <ul style="list-style-type: none"> Continuing to deliver improvement measures including re-cladding and sprinkler installations in Council properties; Ensuring regular fire safety assessments are carried out and acted on in Council properties; Working with partner organisations including South Wales Fire & Rescue Service in regard to training and high-rise familiarisation events; Continuing to work with Welsh Government and stakeholder organisations in the development of their Building Safety Programme for medium and high-rise buildings in the private sector. 	(step shared with Economic Development)		<p>identified/required to our tenants throughout the year.</p> <ul style="list-style-type: none"> Introduction of new dedicated compliance team including a technical manager and maintenance persons to carry out and monitor fire safety works in low and high raise flats. Continue re-cladding work at Lydstep High-rise (3 blocks). Project Management consultant to be appointed to assist with works at Loudoun & Nelson high-rise. Sprinkler installation to be signed off at Lydstep and Loudoun & Nelson High-rise. Sprinkler designs to be commissioned for Beech & Sycamore House (Highrise). Fire Risk Assessments programmed and completed as required. 	
			Q2	<ul style="list-style-type: none"> Continue re-cladding work at Lydstep High-rise (3 blocks). Commence Loudoun & Nelson over-cladding tender documentation and associated Cabinet reports. Mini tender sprinkler designs for Beech & Sycamore House (High rise). 	
			Q3	<ul style="list-style-type: none"> Complete recladding works at Lydstep. Issue Loudoun & Nelson over cladding tender documentation to market. Issue sprinkler work to contractors for Beech & Sycamore House (Highrise). Fire Risk Assessments programmed for completion. 	
			Q4	<ul style="list-style-type: none"> Hand over Lydstep site. Award Loudoun & Nelson over cladding tender to contractor. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Beech & Sycamore House (Highrise) sprinkler installation to commence. 	
DDP	Progress with the BISF property External Wall Insulation (EWI) scheme in Llandaff North and Rumney.	Colin Blackmore	Q1	<ul style="list-style-type: none"> Produce mini tender documentation for both Llandaff North & Rumney schemes and issue to contractors. Appoint retrofit coordinator (scheme decarbonisation consultant) 	
			Q2	<ul style="list-style-type: none"> Award frameworks to winning contractors (2 contractors). Consult with residents. Start site setup 	
			Q3	<ul style="list-style-type: none"> Commence work at both locations – Llandaff North & Rumney. 	
			Q4	<ul style="list-style-type: none"> Continue works. 	
DDP	Take a more strategic approach to tackling Anti-Social Behaviour (ASB) in our council homes by listening to what tenants want and understanding their concerns.	Sandra Canham	Q1	<ul style="list-style-type: none"> Proactively engage with the community – review current ASB surgeries. Establish Victim Support Service with new officer. Identify ASB Hotspots and develop action plans and Operational Groups to pull in stakeholders such as the Police, Youth Offending Service (YOS) and the Local Action Team to deal with the issues. Review relationships with internal and external partners such as Noise Pollution and Adult Services/SAFE, RSL's and the Police. This can then feed into hotspot work. Create a bespoke survey for Tenancy, ASB and Sustainment Teams to understand the issues being faced by tenants. 	
			Q2	<ul style="list-style-type: none"> Proactively engage with the community – continue with existing surgeries and identify locations for new surgeries. Set targets for the Victim Support Service and monitor 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				Service Level Agreement. <ul style="list-style-type: none"> Hotspots – Develop Action Plan and identified initiatives with the police, YOS, and Local Action Team to deal with ASB issues. Identify any new hotspots. Develop/review any SLA, procedures/meetings with partners. This could include regular meetings/forum for RSL's. 	
			Q3	<ul style="list-style-type: none"> Proactively engage with the community – set up new surgeries. Hotspots – Progress Action Plan, identify any new hotspots. Put in place joint initiative with partners such as regular reviews/meetings, forum for RSL's. Analyse the results of the tenant survey – where appropriate carry out any recommendations. 	
			Q4	<ul style="list-style-type: none"> Proactively engage with the community – review attendance/engagement at surgeries Review Victim Support Service and monitor SLA. Hotspots – Review Action Plan and Outcomes. Relationships with partners – Review meetings/forums/attendance and adjust. 	
DDP	Develop The Local Action Team to build on community engagement to empower communities to take pride in where they live.	Ellen Curtis	Q1	<ul style="list-style-type: none"> Create a 3 year 'clean up' programme across Cardiff whilst engaging with key teams such as Tenancy Management, Waste Management and Caretaking Services to ensure a joined-up approach. This will include localised joint 'street action days' with Waste Management. Create KPI's to measure and benchmark success from previous years including refining the 'Are you proud of where you live?' residents survey to ensure we can measure impact of the Local Action Teams in amongst 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				communities.	
			Q2	<ul style="list-style-type: none"> Build on relationships already established via the 'Cardiff Art Project' to promote anti littering and carrying out joint litter pick activities with pupils. 	
			Q3	<ul style="list-style-type: none"> Work with the Community Inclusion Officers, Community Hubs, Tenant Participation Teams and Cardiff third sector to engage communities to define what a 'street champion' is with a view to encourage residents to take up the role. As well as promoting other voluntary roles as part of the 'street champion' 	
			Q4	<ul style="list-style-type: none"> Review success based on KPI's set out in Q1 with a view to set further targets for next year using lessons learnt to refine processes and approaches. 	
DDP	<p>Continue to monitor our rent levels by:</p> <p>Using the Joseph Rowntree Foundation Living Rents to measure affordability.</p> <p>Supporting the Welsh Government to develop a national approach to measuring affordability.</p> <p>Ensuring that help is available for tenants who are struggling financially.</p> <p>Ensuring no eviction takes place for rent arrears where the tenant is working with us to resolve the issue.</p>	Sandra Canham	Q1	<ul style="list-style-type: none"> Look at average rent information across our housing stock and consider reviewing those with high arrears. Provide information to Welsh Government confirming rent setting. (declaration) Examine the schemes available in 2023/24 to help tenants who are struggling financially and set criteria for one off DHP/Rent Rescue. Review arrears data from 2022/23 and set realistic targets. 	
			Q2	<ul style="list-style-type: none"> Review one off DHP/Rent Rescue criteria and ensure new criteria is meeting the needs of those most in need of financial help. Review working practices with Welfare Liaison Team to ensure affordable agreements are being made and continued support is provided to contract holders. 	
			Q3	<ul style="list-style-type: none"> Undertake Rent Setting Consultation with contract holders. Examine Rent Setting proposals and make decision to 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				go to Cabinet for approval.	
			Q4	<ul style="list-style-type: none"> Review overall arrears and all schemes to evaluate success. Review outcomes of new ways of working with Advice Services and Tenancy Management and consider any changes for the coming year. 	
DDP	<p>Review the Tenant Participation Team programmes to ensure that more tenants are reached.</p> <p>Provide more opportunities for tenants to get involved and have their say including via regular survey engagement.</p>	Bev King	Q1	<ul style="list-style-type: none"> Review “as is” position of the current Tenants Participation offer in collaboration with tenants. Establish inclusive focus groups to identify areas of participation, engagement and support in conjunction with tenants (16-25, Adult and Older persons) ensuring that underserved communities and key groups (e.g. unpaid carers, young parents) are represented. 	
			Q2	<ul style="list-style-type: none"> Develop new co-produced engagement programme. Relaunch Tenants Times newsletter and improve website and social media presence. Undertake “mystery shopping” exercise 	
			Q3	<ul style="list-style-type: none"> Develop a comprehensive communication strategy to promote service and build on tenant's engagement as well as opportunities to provide support. Creating a timetable of events for tenants to provide feedback on services. Capitalise on all internal and external communication touchpoints with tenants including Youth Council, Child Friendly City, Age Friendly City, Youth services etc. Ensure promotional opportunities are fully exploited to reach tenants – including via additional internal newsletters (Age Friendly Cardiff, Health and Wellbeing newsletter, Care'Diff etc) 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q4	<ul style="list-style-type: none"> Evaluate efficacy of the new programme including via survey feedback and identify areas for development. 	
DDP	<p>Deliver a robust, joined up, rapid response service in order to address damp and mould in council properties by:</p> <ul style="list-style-type: none"> Delivering an action plan for addressing damp and mould led by a case management approach which addresses and all aspects of the individual case. Creating a new dedicated team that will carry out damp and mould works in the home. Effectively communicating and engaging with contract holders whilst providing support and advice to prevent and address damp and mould. 	Ellen Curtis / Colin Blackmore	Q1	<ul style="list-style-type: none"> Review existing processes and gather requirements to enable a case management approach. Carry out a case management pilot. Develop an action plan and create different work streams with appointed leads to drive workstreams forward. Workstreams will include: <ul style="list-style-type: none"> Case Management Increasing resources and meeting demand Prevention, advice and support Management Information/Data Monitoring Inspection and decision making process. Develop key performance indicators to measure success. Create new dedicated officer to support RRU to deal with the increase in communications from tenants regarding damp and mould issues. 	
			Q2	<ul style="list-style-type: none"> Redesign process from end to end. Adopt the new case management approach that ensures a full assessment of circumstances and a package of support is provided. Complete recruitment of damp and mould team and further develop working processes for referrals into the team, responding to complaints, effective start to end case management, customer liaison, referrals into other department such as Money Advice and a streamlined, swift and customer friendly approach to the repairs that we do. Create a 'toolkit' for operatives and maintenance persons, providing differing solutions to address damp and mould. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Complete and roll out a new video and leaflet providing advice to contract holders on shared responsibilities for preventing and addressing damp and mould 	
			Q3	<ul style="list-style-type: none"> Develop a bespoke training package and inspection form for all inspecting Technical Staff based on key advice from internal and external experts to ensure consistency in the repairs that we carry out. Establish a clear path of escalation for severe cases, ensuring these are reviewed by a 'damp board' to resolve. 	
			Q4	<ul style="list-style-type: none"> Measure success of new approach using KPI's identified in action plan and set targets based on KPI results with a view for continuous improvement (shorter timescales and less complaints) Identify and implement an IT system that provides visibility of cases at all stages and meaningful data to monitor performance and identify trends. Review and amend processes where required to ensure service is fit for purpose 	
DDP	<p>Establish the Repairs Academy to assist with workforce planning in the Responsive Repairs Unit to ensure that there are no gaps in resource, experience, and skills by:</p> <ul style="list-style-type: none"> Providing a support system for apprentices and trainee's; giving them the best possible chance to qualify and obtain as much experience as possible whilst employed by Cardiff Council. 	Ellen Curtis	Q1	<ul style="list-style-type: none"> Analyse what trades are key to ensure effective service delivery and use this information to start recruitment of 6 trade apprentices working closely with Cardiff and Vale College. Work with Into Work Team to increase the pool of potential applicants. Establish key performance indicators to measure success of the Academy. 	
			Q2	<ul style="list-style-type: none"> Appointment of remaining trainee positions, providing a non-academic route into the Responsive Repairs Unit. The successful candidates will be given the 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	<ul style="list-style-type: none"> Giving a more diverse range of people the opportunity to explore their interest in Construction, with the option of different routes in to the Sector; regenerating the experience and skills held by our existing workforce. 			<p>opportunity to build experience across all trades, with support from the Academy encouraging them to discover where their natural passion and skills are.</p> <ul style="list-style-type: none"> Arrange all necessary training and provide support to the trainee's – assigning a suitable mentor from the 150+ operatives within the workforce. Work with internal training teams to develop mentoring programme for Repairs Schedulers to provide on hand support assist with staff retention on this area. Work with Women's Network to encourage more women into trade-based careers with Responsive Repairs. Appointment of 6 Trade Apprentices in September 2023 	
			Q3	<ul style="list-style-type: none"> Provide support and mentoring for apprentices; offering guidance in relation to their college work and training to allow them to maximise the experience. Initiate the development of a promotional video focussing on existing tradeswomen and their experience of working for the council with a view to encouraging women into tradesperson roles in Responsive Repairs 	
			Q4	<ul style="list-style-type: none"> Measure success of Academy using KPI's identified in Q1. Obtain feedback from Corporate Apprentices and trade apprentices and analyse this information to ensure that we are learning lessons to further develop our approach. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.01	The number of homes capable of being delivered on approved sites in the housing development programme (Target to be achieved by September 2023. Sites for 3,368 homes already approved.)	New Measure	New Measure	New Measure	632	Dave Jaques
CP K4.02	Total number of new Council homes completed through the current housing delivery programme (Target to be achieved by December 2023.)	New Measure	New Measure	New Measure	1,000 cumulative	Dave Jaques
CP K4.03	Total number of new homes completed and provided through all housing delivery programmes (Target to be achieved by 2035.)	New Measure	New Measure	New Measure	4,000 cumulative	Dave Jaques
CP K4.04	Total number of new affordable housing units (Council and Housing Association) completed per annum	New Measure	New Measure	New Measure	300	Dave Jaques
CP K4.08	The amount of external funding secured to deliver regeneration initiatives in communities (including Section 106 monies for community facilities, Welsh Government grants, and health & social care grants)	New Measure	New Measure	New Measure	£1m per annum	Rebecca Hooper
CP K4.09	The number of funding bids submitted per year	New Measure	New Measure	New Measure	4	Rebecca Hooper
CP K4.10	The number of in-person visitors to libraries and Hubs across the city	New Measure	New Measure	New Measure	1.5 million	Bev King
CP K4.11	The number of virtual visits to our 24-hour digital library	New Measure	New Measure	New Measure	Baseline being set	Bev King
CP K4.12	The number of physical books borrowed from libraries and Hubs across the city	New Measure	New Measure	New Measure	1.4 million	Bev King
CP K4.13	The number of digital books downloaded from our 24-hour digital library	New Measure	New Measure	New Measure	1 million	Bev King
CP K4.14	The number of page views on the Hubs website	N/A	111,006	360,678	300,000	Bev King
CP K4.15	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	97.9%	96%	97%	95%	Bev King
CP K4.16	The number of visits (page views) to the volunteer portal	156,153	112,622	80,416	75,000	Hayley Beynon

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.17	The number of hours given volunteering within Housing & Communities	New Measure	New Measure	New Measure	18,000	Hayley Beynon/ Bev King

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

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S4.10	<p>Ensure that all people, however vulnerable, retain a voice in their care by:</p> <ul style="list-style-type: none"> Ensuring our social workers take a strengths-based approach to mental capacity and ensure that, as far as possible, older people retain voice and control; Preparing for the implementation of the new Liberty Protection Safeguards legislation and mainstreaming these within our services; Recommissioning Advocacy Services in line with the commitments set out in the Cardiff & Vale Advocacy Strategy by March 2024; Reviewing and enhancing our Direct Payments Services to adults, reviewing policies and procedures to ensure safety of service users and encouraging the development of micro-enterprises to increase accessibility to direct payments. 	<p>Angela Bourge / Matt Russell / Hayley Beynon</p>	Q1	<ul style="list-style-type: none"> Develop and embed a strengths-based approach to practice with an outcome focus - putting in place a strengths based delivery Action Plan. Strengths-based training refresher workshops held for managers. Complete data collection of Deprivation of Liberty Safeguards (DoLS) cases across the service including Children's Services. Work with partners and agree on priorities for utilising Welsh Government funding to support Mental Capacity Act Training and reducing further the number of outstanding DoLS cases. Prepare documents for new Advocacy Services tender Create a Micro-Enterprise scoping report outlining what Cardiff does well and what changes, if any, are required for the project to thrive. All recruitment to be completed, including a Community Catalyst & Micro-Enterprise Coordinator. 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> Commence two-day training on strengths-based practice. Commence "bite sized" strengths-based training 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>workshops.</p> <ul style="list-style-type: none"> Analyse the Deprivation of Liberty Safeguards (DoLS) data gathered via mapping across service areas and identify likely number of cases that would come under new Liberty Protection Safeguards legislation. Roll out Mental Capacity Act Training across service areas to ensure that knowledge and principles are embedded in practice. Go out to tender for new advocacy contracts Complete an options appraisal on whether the Direct Payment service will remain as-is, move to a hybrid model or move in-house. 	
			Q3	<ul style="list-style-type: none"> Commence one day strengths-based refresher training Commence strengths-based mentor programme Continue roll out of Mental Capacity Act Training Work with ECLIPSE implementation team to ensure that Liberty Protection Safeguard data can be captured on new system. Conclude Advocacy tender and issue contract awards Complete a full service review of the Direct Payments Team – including the roll out of training, “to-be” process maps and staff structures. 	
			Q4	<ul style="list-style-type: none"> Review and evaluate strengths-based training to inform direction in 2024/25. Review progress on grant spend and re-directed resources as required to ensure Welsh Government funding for Liberty Protection Safeguards is fully utilised to meet objectives identified. Consider implementation timetable based on any Welsh Government announcements and put together an options appraisal paper on how Liberty Protection 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<p>Safeguard legislation can be implemented across the Local Authority.</p> <ul style="list-style-type: none"> • Launch new Advocacy Services, undertake awareness raising and implement monitoring arrangements. • Fully register Micro-Enterprises on the Cardiff directory, providing care and support to members of the community, both via Direct Payments & Self-Funding 	
CP S4.11	<p>Improve the support available to people with mental health issues by:</p> <ul style="list-style-type: none"> • Supporting the Health Board with their Community Transformation project and the review of services to meet the needs of those individuals who may not require formal care and support services; • Further developing the Health and Wellbeing service within the Hubs, providing support and advice and finding community solutions for individuals with low-level mental health issues; • Identifying additional accommodation and support solutions to support people with mental health issues to move from residential services to live independently, taking all necessary steps to ensure alternative solutions are safe and appropriate; • Developing proposals for improving the environment for Ty Canna day services for mental health, continuing to build on 	<p>Matthew Russell / Bev King/ Louise Bassett</p>	Q1	<ul style="list-style-type: none"> • Support the Health Board in identifying an appropriate venue for the new Sanctuary service. • Further develop the Health and Wellbeing Service by establishing a partnership with Papyrus – the national charity dedicated to the prevention of young suicide. Proposed programme includes roll out of sample “Hope” boxes to all Community Hubs during Mental Awareness Week (filled with personalised items that bring comfort during points of crisis) and resources that will support young people to develop their own. • Repurpose Mind 11 units of supported housing to assist with Hospital discharge and limited move on from residential placements. • Review success of Malvern Drive & Brithdir House • Identify new build sites or possible modular build locations as new opportunities to step down for residential care. 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> • With the Health Board, review progress and issues with the new “111 press 2” service • Work with Health to commence the Sanctuary service. • Increase referrals into Health and Wellbeing Mentor programme by using all distribution channels and vehicles including via newsletters and Age Friendly 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	volunteer support and completing early-stage design in partnership with Ty Canna service user representatives/ volunteers and cost feasibility work by September 2023			distribution networks. <ul style="list-style-type: none"> Review and identify cases that could step down from residential placements. Develop a property pipeline to manage demand pressures (short term and longer term). Complete early-stage design for new Ty Canna building in collaboration with Ty Canna team and volunteers. 	
			Q3	<ul style="list-style-type: none"> Continue to work with the Health Board in relation to the Sanctuary Service and “111 press 2” service to ensure it is meeting its objectives and address any issues. Increase the number of activities that are delivered city wide by Inclusion Officers and increase participation by working with Age Friendly partners (tracked through preventing social isolation KPIs) Identify suitable candidates for Colchester Avenue Scheme Agree numbers and commission 1 support provider to work on Colchester Avenue site. Work with design team, the Ty Canna team and volunteers on a funding bid for new Ty Canna building. 	
			Q4	<ul style="list-style-type: none"> Review Sanctuary Service and “111 press 2” Deliver “do something different” events programme in all Community Hubs to encourage communities to participate in new experiences and activities with the aim of boosting moods and benefiting social inclusion Finalise arrangements for Colchester Avenue Scheme and move in plans. Review Mind Scheme increase number to 26 units by April 2024 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Submit funding bid for new Ty Canna building 	
CP S4.12	<p>Enhance the support available for people living with learning disabilities by:</p> <ul style="list-style-type: none"> Further developing the Complex Needs Day Service, expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community; Improving and increasing overnight respite, setting out proposals for building development; Developing proposals for new accommodation and support options to promote independence and facilitate step-down from residential care. 	Emma Mulinder / Louise Bassett	Q1	<ul style="list-style-type: none"> Continue gathering information and work alongside pupils who are leaving school in July 2023 and have been referred to Ty'r Bont to co-produce a support plan. Continue to develop the respite project to increase capacity in current provision and identify future demand. Complete I work regarding building specification Understand need/demand pressures for new accommodation and support options (current & future) Review current plans and build on success with core and cluster model. Develop proposals and action plan to deliver on objectives. 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> Work with transition partners to capture future demand. Arrange keep in touch days for young people in transition from school to the Complex Needs Day Service. Continue to develop respite, identifying the specification moving forward. Identify suitable cases to step down from residential placements into independent living. Develop an option appraisal on scheme for younger people with learning disabilities. 	
			Q3	<ul style="list-style-type: none"> Using the data captured, develop a detailed forecast of future demand, analyse resources required and workforce development needs for the Complex Needs Day Service. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Complete transition to Complex Needs Day Services for 2023 school leavers. • Identify 2024 transition referrals. • Complete an options appraisal paper for future commissioning of respite services. • Develop property plans to match demand and source potential sites for short term/longer term use, including modular build. • Develop commissioning plans for care and support element. 	
			Q4	<ul style="list-style-type: none"> • Develop an implementation plan for the Complex Needs Day Service that includes resource allocation, workforce requirements and a risk management plan. • Upskill the workforce to be able to meet the needs of 2024 school leavers referred to Ty'r Bont. • Start gathering information in preparation for working alongside pupils who are leaving school in July 2024 and have been referred to Ty'r Bont. • Review respite provision and complete a business case for future services if data evidence shows increased demand. • Review successes of accommodation schemes brought online over the last 12 months. 	
CP S4.13	<p>Improve services for people with autism by:</p> <ul style="list-style-type: none"> • Ensuring all staff have access to the appropriate level of training to meet the needs of autistic people; • Developing a specialist approach to neurodiversity within Adult Services. 	<p>Angela Bourge / Matt Russell</p>	Q1	<ul style="list-style-type: none"> • Ensure that staff are completing the appropriate E-Learning modules in line with their role and responsibilities: <ul style="list-style-type: none"> ○ Level 1 - Understanding Autism ○ Level 2 - Autism skilled • Complete recruitment into all posts within the Neurodiversity Service (Social Workers, social work assistant, support workers plus admin support) 	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> • Develop specialist training program for Neurodiversity Service. • Begin to deliver Level 3 training – “Autism Enhanced” • Develop referral pathway into Neurodiversity Service. • Soft launch of Neurodiversity Service 	
			Q3	<ul style="list-style-type: none"> • Review and evaluate autism training to inform 2024/25. • Review referral pathway for the Neurodiversity Service and demand on service, ensuring resources are sufficient 	
			Q4	<ul style="list-style-type: none"> • Ensure staff have completed the appropriate autism learning in line with their role and responsibilities. • Review of Neurodiversity Service, including referral pathway, demand, staffing levels and training need. 	
CP S4.14	<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> • Implementing the Regional Safeguarding Board’s Annual Plan; • Continuing to develop and implement the Safeguarding Adolescents From Exploitation (SAFE) Model during the year; • Monitoring the adult safeguarding referrals received and develop a pro-active multi-agency response to re-occurring issues. 	<p>Dave Murray-Dickson (step shared with Children’s Services and Performance & Partnerships)</p>	Q1	<ul style="list-style-type: none"> • Review Regional Safeguarding Boards (RSB) Annual Plan and ensure AHC Joint SMT are aware of key actions. • Liaise with Childrens Services to review SAFE agenda for 2023/2024 and developments under the SAFE partnership. • Consolidate data from 2022/2023 into an Annual Adult Safeguarding Report with analysis of trends and redefined service specific strategic objectives. 	
			Q2	<ul style="list-style-type: none"> • Initiate service level strategic development activities in line with RSB priorities. • Provide feedback through RSB Policy & Procedure Subgroup to the RSB on progress. • Initiate development of SAFE developments within Adult Services in partnership with Children’s Services and key partners, in line with the strategic priorities of the service area and wider local authority. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Continue collection of Welsh Government data and service level performance metrics alongside trend data for the 2023/2024 year. Provide quarterly reports via Joint AHC SMT on emerging trends and service performance. 	
			Q3	<ul style="list-style-type: none"> Continued participation in RSB Subgroups and Task & Finish groups. Review SAFE development activities for effectiveness. Continue collection of Welsh Government data and service level performance metrics alongside trend data for the 2023/2024 year. Continue quarterly reporting through Joint AHC SMT on emerging trends and service performance. 	
			Q4	<ul style="list-style-type: none"> Prepare for annual consolidation of development activities. Participate in end of year activities within the CVRSB calendar. Provide analysis of annual trends prior to end of year data in preparation for following year. 	
CP S4.15	<p>Work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city, including:</p> <ul style="list-style-type: none"> Promoting health screenings; Promoting the take-up of vaccinations. Combatting childhood obesity. 	Nicola Pitman	Q1	<ul style="list-style-type: none"> Contribute to Bowel Cancer Awareness Month by ensuring health promotion resources are made available within Community Hubs. Launch Community Health Connect You Tube channels hosting Arabic, Somali, Urdu and Bengali versions of Cancer Research UK's screening test video. Continue roll out of Health promotion screens to Hubs. Working in collaboration with the Health Board patient experience team deliver prevention project placing bibliotherapy focused vending machines within four hospital sites (Welsh Government grant funding has been secured for project) 	<i>To lead the way on equality and inclusion in Wales and beyond</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q2	<ul style="list-style-type: none"> Carry out city-wide language assessment to ensure targeted health promotional resources reach all communities. Explore opportunities to work with Public Health Wales on roll out of community screening champion recruitment campaigns. Deliver Summer Reading Challenge activity-based events programme (themed around sport) through working with partners. 	
			Q3	<ul style="list-style-type: none"> Capitalise upon relevant Council touchpoints with customers e.g, registration services to share health promotional materials including childhood vaccination. Contribute to HIV testing week awareness campaigns. 	
			Q4	<ul style="list-style-type: none"> Review progress against health analytics in collaboration with Public Health Wales and the Health Board. 	
CP S4.16	<p>Work with Cardiff & Vale University Health Board (UHB) and Public Health Wales to improve access to services by:</p> <ul style="list-style-type: none"> Contributing to a partnership approach to improve community-based services to prevent hospital admissions; Supporting work by Cardiff & Vale UHB to improve health support available to marginalised groups including refugees, asylum seekers, prison leavers and the homeless population including rough sleepers 	Carolyne Palmer / Louise Bassett	Q1	<ul style="list-style-type: none"> Contribute to the Pan Cluster Development Group (PCDG) to support older people to remain at home Establish a workstream and develop an action plan to take forward Health inclusion/substance misuse services alignment. Secure joint funding for a post to take forward work. 	
			Q2	<ul style="list-style-type: none"> Working in partnership with the @home programme to create an intermediate care model which will deliver a rapid response service aimed at reducing admissions, through an integrated MDT inclusive of a medical team, who will in-reach into the community to avoid conveyance to hospital. Explore opportunities to work with Cardiff & Vale Health Inclusion Service (CAVHIS) to make further 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				inclusion health service changes, including expanding the MDT approach, walk-in clinics, co-location with other services, and hospital in-reach with consideration to resourcing required.	
			Q3	<ul style="list-style-type: none"> • Trial the intermediate care model, in partnership with First Point of Contact, Community Resource Team and community wellbeing services, on a focussed cohort to evaluate the impact on: GP, the citizen and numbers conveyed to hospital. • Develop an action plan to improve continuity of care for people with health needs being discharged from prison/hospital into homelessness. 	
			Q4	<ul style="list-style-type: none"> • Review progress to date and develop longer term plans to improve health services to marginalised groups. • Review progress of work with UHB to develop community approach to prevent hospital admissions and consider next steps. 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.18	The number of individuals with mental health issues/ learning disabilities who have been supported to step down to greater independence	New Measure	New Measure	New Measure	Monitor KPI, no target set	Louise Bassett
DDP	Number of young people with complex support needs in transition from school to Adult Services referred to the Complex Needs Day Service	New Measure	New Measure	New Measure	Annual Target to be developed	Emma Mulinder
DDP	Number of young people with Learning Disabilities with complex support needs in transition from school to Adult Services who chose to stay in local education	New Measure	New Measure	New Measure	Annual Target to be developed	Emma Mulinder

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
DDP	Number of people with Learning Disabilities supported by the Complex Needs Days Service to continue living at home through preventative services	New Measure	New Measure	New Measure	Quarterly Target to be developed	Emma Mulinder
CP K4.19	The number of adult protection enquiries received	N/A	1,685	1,696	Not appropriate to set target	Dave Murray-Dickson
CP K4.20	The percentage of adult protection enquiries completed within seven days	98.90%	99%	93%	99%	Dave Murray-Dickson

Creating safe and inclusive communities

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
CP S4.20	Tackle all forms of violence against women and girls and take action to strengthen the support available by approving and delivering a refreshed regional Violence against Women, Domestic Abuse and Sexual Violence Strategy 2023-26.	Louise Bassett	Q1	<ul style="list-style-type: none"> Publish revised strategy and circulate along with detailed implementation plan 	
			Q2	<ul style="list-style-type: none"> Implement the agreed recommendations from the Safe Lives review of MARAC operations: <ul style="list-style-type: none"> Overarching regional MARAC Steering Group Appoint Cardiff MARAC Coordinator Improve data monitoring and regular reporting 	
			Q3	<ul style="list-style-type: none"> Develop a workforce training needs assessment. Work with colleagues in the Corporate Equality Team to develop and implement a Convention on the Elimination of Discrimination Against Women (CEDAW) city action plan. 	
			Q4	<ul style="list-style-type: none"> Assist partners to update workplace policies to include sexual harassment. Establish a task and finish group to review data collection with partners in the region. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> Develop clear protocol for integration and operation of daily discussions with MARAC meetings and management. 	
CP S4.21	<p>Ensure all those who experience domestic abuse can access specialist support by completing the review of refuge accommodation in the city by March 2024 and developing full proposals for change.</p>	Louise Bassett	Q1	<ul style="list-style-type: none"> Collate data on demand and usage of existing provision and identify current pathways 	
			Q2	<ul style="list-style-type: none"> Review current arrangements and demand for services for women with complex needs 	
			Q3	<ul style="list-style-type: none"> Explore best practice and undertake stakeholder engagement in the design of proposals 	
			Q4	<ul style="list-style-type: none"> Develop a proposal for future use of refuge provision including agreed pathway through support 	
DDP	<p>Improve and develop services for Gypsy, Roma & Traveller communities residing on local authority sites by:</p> <ul style="list-style-type: none"> Introducing a replacement Allocation Policy Improving on site community facilities Increasing the quantity of culturally appropriate accommodation available, to meet the short term needs, of Gypsy & Traveller communities in Cardiff. Developing a strategy for transient site / temporary stopping places/ negotiated stopping in light of new 	Matt Evans	Q1	<ul style="list-style-type: none"> Obtain quotes for the provision of WIFI on local authority sites in order to address digital inequalities and identify funding streams in partnership with Welsh Government. Request concept designs for developing the existing Shirenewton office building into a multi-purpose space which can accommodate different services and partners. Planning determination for extension of Shirenewton Gypsy & Traveller Site expected in May 2023 – Expansion would see the development of 4 additional pitches. 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> Finalise Draft Allocation Policy to replace the existing point-based system which is in use across sites. Develop a partnership engagement strategy and equality impact assessment in line with proposed development of Shirenewton site office. Collaborate with South Wales Police and other Local Authorities in developing replacement unauthorised encampment protocol. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
	legislation “Police Crime Sentencing and Courts Act 2022”			<ul style="list-style-type: none"> As part of the result of the Gypsy & Traveller Accommodation Assessment, identify a suitable location for a new Gypsy & Traveller site. 	
			Q3	<ul style="list-style-type: none"> Explore opportunities for the Allocation Rehousing Unit or Gateways within specialist accommodation to take ownership of the proposed Allocation Policy once effective. Meet with planning colleagues to discuss feasibility and possible location for Transient site/negotiated stopping areas and whether this should be addressed as a regional approach or at a local level. Construction procurement initiated for the Shirenewton expansion scheme 	
			Q4	<ul style="list-style-type: none"> Installation of Wifi provision on sites Seek approval from Cabinet for the replacement Gypsy & Traveller Service Allocation Policy Engage with Partners to develop services on site, in anticipation of site office development, e.g. South Wales Police, Health & Education 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.23	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	70%	51%	84%	85%	Louise Bassett

Well-being Objective 6: One Planet Cardiff

Decarbonising the city and leading a green recovery

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
CP S6.05	Increase energy efficiency and reduce carbon emissions through a Housing Energy Efficiency Retrofit programme across all tenures of housing, reaching 2,000 domestic retrofit measures per year by 2024 and including measures delivered through Housing Revenue Account funding, Government and energy company funding, facilitated via our Affordable Warmth Partnership, and via engagement with landlords and letting agents to ensure compliance with Minimum Energy Efficiency Standard (MEES) Regulations.	Colin Blackmore (step shared with Planning, Transport & Environment and Economic Development)	Q1	<ul style="list-style-type: none"> Continue to deliver planned programmes of works to upgrade public housing – benefiting from measures like window upgrades, heating upgrades, loft and wall insulation (circa 200 homes per quarter). Identify 9 blocks of flats to undergo decarbonisation work utilising Optimised Retrofit Programme (ORP) funding. Continue with re-cladding works at Lydstep House high rise block. Appoint project consultants for re-cladding works at Loudoun House & Nelson House high rise blocks. Issue tender to deliver a mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties in Llandaff North and Rumney (up to 252 properties) 	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
Q2	<ul style="list-style-type: none"> Commence survey work on the 9 blocks of flats to be decarbonised utilising Optimised Retrofit Programme (ORP) funding. Prepare tender exercise for re-cladding works at Loudoun House & Nelson House. Award contract to deliver the mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties. Identify an additional resource to concentrate on creating a strategy for the decarbonisation of Cardiff Housing stock. 				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
			Q3	<ul style="list-style-type: none"> • Commence decarbonisation works on the 9 blocks of flats utilising Optimised Retrofit Programme (ORP) funding. • Complete re-cladding works at Lydstep House. • Issue tender for re-cladding works at Loudoun House & Nelson House. • Commence works on the mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties. • Work with Welsh Government to fully understand the implications of WHQS 2 and what funding is required to deliver these new requirements. • Create a draft of a strategy for the decarbonisation of Cardiff Housing stock 	
			Q4	<ul style="list-style-type: none"> • Commence decarbonisation works on the 9 blocks of flats utilising Optimised Retrofit Programme (ORP) funding. • Complete re-cladding works at Lydstep House. • Issue tender for re-cladding works at Loudoun House & Nelson House. • Commence works on the mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties. • Work with Welsh Government to fully understand the implications of WHQS 2 and what funding is required to deliver these new requirements. • Create a draft of a strategy for the decarbonisation of Cardiff Housing stock 	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K6.02	The number of energy efficiency measures installed in Council-owned domestic properties	New Measure	New Measure	New Measure	750	Colin Blackmore

Well-being Objective 7: Modernising and integrating our public services.
Improving the Council’s digital offer and enhancing the use of data

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
DDP	Continue to develop and improve digital methods of service delivery across Adults, Housing & Communities including “Repairs Online”.	Sandra Canham	Q1	<ul style="list-style-type: none"> • Scope out other teams who require DocuSign in Housing. • Scope out teams requiring documents added to Scan stations. • Meet with ICT to discuss costs and requirements for web chat for Finance, Debt Enforcement and Housing Advice Line and scope out requirements for email and SMS services. • Continue to meet with ICT and Civica to discuss Workflow upgrade. • Scope out requirements for Responsive Repairs Unit (RRU) for informational videos on basic repairs, to create a library on the website / public facing SharePoint. • Work with Stones Throw Media to complete the Condensation Awareness Video • Housing Online My Repairs – Complete Design. End to End User Acceptance Testing to be undertaken including Officers, SAP Support and ICT. • Implement English Version of INTERFINDER • Scope out a Respite booking system • Create a database for the Gypsy Traveller Sites service. • First phase of Power BI Core Data to be completed including Housing Waiting List Automation and dashboards and Complaints and Enquiries data. • Fully set up governance and working groups for the implementation of Eclipse and agree timeline. 	
			Q2	<ul style="list-style-type: none"> • Advertise and launch first phase of scan stations for 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24	*Link to Equality Objective
			<p>Housing.</p> <ul style="list-style-type: none"> • Housing Website to go live. • Develop My Scan. • Scope out and consider Self Service payment point project. • Roll out condensation awareness video. • Meet with teams across Housing requiring DocuSign and gather document information and users. • Train the Trainer days to be conducted in preparation for Repairs Online going live. Trainers to cascade training to relevant officers in Hubs and the Responsive Repairs Unit using “Repair Finder” and the “Housing Online” computer system for office staff. • Meet with teams across the service to scope out document types for scan stations. • Implement Welsh Version of INTERFINDER. Phase 1 Go Live NEC Housing Back Office Function. • Work with ICT to implement required build for web chat. • Continue to meet with ICT and Civica to discuss Workflow upgrade. • Review quotes for RRU for informational videos on basic repairs, to create a library on the website / public facing SharePoint to establish if these are cost effective. • Delivery of Respite booking system. • Go Live for the Gypsy Traveller Sites service. • 2nd phase of Power BI Core Data to be completed. • Ensure outcomes of the Process Review in Adult Services can be accommodated within Eclipse. • Prepare for the replacement of Com Care with Eclipse 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
				Finance.	
			Q3	<ul style="list-style-type: none"> • Phase 1 Go live Housing Online My Repairs. • Phase 2 of Housing implementation for scan stations. • Go Live with Housing web chat. • Implement DocuSign for new teams. • Implement My Scan. • Investigate to see if scope for RRU for informational videos on basic repairs needs to be changed or if affordable. • 3rd phase of Power BI Core Data to be completed. • Replace Com Care with Eclipse Finance. • Continue to prepare for implementation of Eclipse. 	
			Q4	<ul style="list-style-type: none"> • Phase 3 scan stations and my scan full implementation across housing. • Review Housing Website content and progress with Housing Online My Repairs. • Final phase of Power BI Core Data to be completed. • Continue to prepare for the implementation of Eclipse. 	

Ensuring the Council represents and responds to the diversity of Cardiff's Communities

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
DDP	<p>Ensure our services respond to the diversity of Cardiff's Communities, and that everyone is aware of, and has access to them by:</p> <ul style="list-style-type: none"> Developing an Adults, Housing & Communities Equality Action Plan Working with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city. Continuing to deliver against our commitments in response to the Race Equality Taskforce recommendations. 	Jane Thomas	Q1	<ul style="list-style-type: none"> Complete an analysis of equalities data held across the directorate and conduct research into best practice in the delivery of inclusive services. Use findings from the data analysis and research to identify gaps in service delivery. Contribute to Bowel Cancer Awareness Month by ensuring health promotion resources are made available within Community Hubs. Launch Community Health Connect You Tube channels hosting Arabic, Somali, Urdu and Bengali versions of Cancer Research UK's screening test video. Continue roll out of Health promotion screens to Hubs. Working in collaboration with the Health Board patient experience team deliver prevention project placing bibliotherapy focused vending machines within four hospital sites (Welsh Government grant funding has been secured for project) Proactively participate in PhD research related to how social workers perceive race and ethnicity in the context of dementia via a workshop and individual one-to-ones. Continue to monitor and increase participation of ethnic minority groups in the Into Work Advice Service by delivering regular targeted engagement events and monitoring progression of participation. 	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> Develop the Equality Action Plan. Carry out city-wide language assessment to ensure targeted health promotional resources reach all communities. 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		*Link to Equality Objective
				<ul style="list-style-type: none"> • Explore opportunities to work with Public Health Wales on roll out of community screening champion recruitment campaigns. • Deliver Summer Reading Challenge activity-based events programme (themed around sport) through working with partners. • Maintain contact with PhD student to ascertain progress of research findings related to how social workers perceive race and ethnicity in the context of dementia and establish timeframe to receive initial summary of findings. 	
			Q3	<ul style="list-style-type: none"> • Consult widely with key stakeholders for views and comments on the proposed Equality Action Plan and implement the plan. • Capitalise upon relevant Council touchpoints with customers e.g, registration services to share health promotional materials including childhood vaccination. • Contribute to HIV testing week awareness campaigns • Receive initial summary of findings from PhD student research related to how social workers perceive race and ethnicity in the context of dementia. Consider recommendations for improvement through structured conversations with all social work senior management. • Continue to widen access and visibility of the Cardiff Works Service ensuring barriers are reduced for ethnic minority job seekers. 	
			Q4	<ul style="list-style-type: none"> • Review and monitor the Equality Action Plan. • Review progress against health analytics in collaboration with Public Health Wales and the Health 	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* Link to Equality Objective
				<p>Board.</p> <ul style="list-style-type: none"> • Deliver any appropriate recommendations for improvement from the PhD student research related to how social workers perceive race and ethnicity in the context of dementia. • Continue to ensure an outreach, engagement, and communications programme are delivered to raise awareness of the Cardiff Works Service to ethnic minority job seekers. 	

5. 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.

The Adult Services Risk Register can be found [here](#)

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

6. 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.

Recommendations are set out below:

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
<p>CIW Risk Based Inspection November 2020</p>	<p>DIRECT PAYMENTS: In adults services we found direct payments not routinely offered. The local authority must ensure people are routinely offered and supported to make informed choices about accessing direct payments and how the level of control they wish to maintain over their own care and support can be achieved.</p>	<p>Ensure people are consistently and correctly advised about direct payments:</p> <ul style="list-style-type: none"> • Monitor data on direct payments offered / in place - on a team basis. • Explore opportunities to include mandatory fields for DP on CareFirst / Eclipse to ensure offer is appropriately captured. • Review information on DP and update to ensure clear written information is available. • Set out communication strategy for citizens, professionals and other colleagues. <p>Review procedures including Safeguarding arrangements to give confidence to professionals on the use of direct payments.</p> <p>Review current arrangements for Direct Payments and complete options appraisal for future arrangements</p> <p>April 2023 Update: Work has been undertaken to look at strengthening offer via Micro enterprises. The Micro-Enterprise project in</p>	<p>Jane Thomas</p>	<p>See April 2023 Update</p>

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
		<p>partnership with Community Catalysts CIC has been officially launched. Funding was secured from the Shared Prosperity Fund. A Project Manager has been appointed who is currently writing a scoping report outlining what Cardiff does well, and what Cardiff needs for the Micro-Enterprise project to thrive.</p> <p>The Catalyst, who will be responsible for recruiting, training & mentoring Micro-Enterprises has also been appointed, and is due to start in Q1 of 2023/24.</p> <p>Awareness training modules for staff are in development – expected to be launched in June '23.</p> <p>Options being considered for future delivery of the service.</p>		
<p>CIW Risk Based Inspection November 2020</p>	<p>CARERS ASSESSMENTS: In Adults Services some carers were refusing carers' assessments wanting the focus to be on the needs of the cared for. Managers need to consider the variation in practice between teams and promote learning from its own areas of positive practice. The local authority must ensure carers are provided with the right information, advice and assistance to support them</p>	<p>Review how carers assessments are carried out and communicated:</p> <ul style="list-style-type: none"> • Review monitoring of carers assessments • Consider increased intervention at First Point of Contact. • Review how carers assessments are communicated to ensure the potential benefits to carers are promoted. • Consider approach currently used and context/title of document. • Consult with appropriate partners to establish carer friendly system. • Plan the full approach from initial referral and onward into Locality Team and link assessment with Carefirst/Eclipse work. • Carers Gateway currently provides support, ensure this fully promotes carers assessments • Provide additional community support groups through the Hubs and promote carers assessment as part of this. 	<p>Jane Thomas</p>	<p>See April 2023 Update</p>

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
		<p>April 2023 Update:</p> <ul style="list-style-type: none"> • A review of the Carers Assessment Team and its working partnership with Independent Living Services (ILS) Visiting Team and FPOC will be carried forward into Q1 2023/24. • The facilitating of focus groups with service users who have received assessments to understand the customer journey etc is in hand – dates/venue has been set and Carers Wales are working on the invite. 		
<p>CIW Risk Based Inspection November 2020</p>	<p>ADVOCACY: Some practitioners were aware of arrangements to commission formal advocacy whilst others were not. The local authority must ensure consistent consideration is given to both informal and formal advocacy as outlined in Part 10 Code of Practice for 2014 Act.</p>	<p>Ensure consistent approach to advocacy across the teams by:</p> <ul style="list-style-type: none"> • Implement advocacy strategy following consultation • Undertake awareness raising sessions for teams re gateway and range of advocacy services available • Ensure clear guidance is available based on code of practice • Introduce monitoring reports to ensure advocacy is used appropriately across the teams • Re-commission IPA arrangements to meet identified needs – based on an analysis of data provided by the Gateway. <p>April 2023 Update:</p> <ul style="list-style-type: none"> • Retendering of advocacy services is currently underway – using the commissioning model set out in the advocacy strategy. • New contracts are expected to commence in October 2023. 	<p>Jane Thomas</p>	<p>See April 2023 Update</p>

Internal Audit Recommendations

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

Our open internal audit recommendations can be found [here](#)

Directorate Performance Data: Audit

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	Percentage of audit recommendations completed within the agreed timescale	N/A	N/A	75%	No Target

7. 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 may be set out below:

There are no open recommendations at present – Cardiff Council’s Support to Residents with the Cost-of-Living Task & Finish Inquiry recommendations have not yet been accepted by cabinet. Cabinet report to be submitted in July 2023.

8. Workforce Planning & Development

Workforce Planning helps services to identify the capacity and capability it needs within the workforce to effectively deliver services within its available budget.

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 and services have the right people with the right skills in the right place at the right time and at the right cost.

It is important that SMT have an oversight of the Council's workforce, including areas where Directorates need to take specific actions to address areas of concern or potential challenges - e.g. staff shortages, surpluses, PI targets, competency gaps, succession planning, increasing the diversity of your workforce etc. In addition, it is important to include areas where you are proactively taking action to prevent potential issues.

Therefore, you will need to include this information, and the actions that you will be taking to address the issues, within this Workforce Planning section of your Directorate Delivery Plan.

If you require any assistance, or have any queries, please contact the HR Organisational Development Team who will be able to support you throughout this process.

Detailed guidance on workforce planning is available on the Council's [intranet](#).

The full Adult Services Workforce Plan can be found [here](#). We are currently developing a new Adult Services Workforce Development Strategy and key actions from this are listed below:

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
Carefully monitor recruitment to identify trends and to ensure vacant posts are advertised quickly.	Service Improvement Manager	August 2023
Target recruitment from diverse local communities in Cardiff, working closely with community leaders and	OM Strategy,	September 2023

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
local organisations.	Performance & Resources	
Review the market supplement annually to ensure it is working.	Service Improvement Manager	September 2023
Complete work to implement a new structure for Adult Services that provides opportunities for career progression in order to improve management capacity and to support professional development and retention.	Director, Adults, Housing & Communities	December 2023
Complete work on a new induction framework for staff and implement this.	Training and Development Manager	September 2023
Review available management training opportunities and consider most appropriate programme to roll out to managers.	Training and Development Manager	September 2023
Continue to develop the Social Work Resource Assistant Pilot.	Business Support Managers	August 2023
Continue to implement strength-based approaches within Adult Services and ensure mechanisms are in place to monitor quality of practice and impact by re-launch mentoring and other support arrangements to ensure collaborative communications is firmly embedded in practice.	Training and Development Manager	December 2023
Develop a shared workforce-wide vision to ensure strength-based approaches become fully embedded in practice by offering training, mentoring and ensuring practice tools support strength-based, outcome focus practice.	Case-management OMs / Quality Assurance Manager	December 2023
Fully develop the Trusted Assessor Approach completing work on the training and competency matrix to	Training and	September 2023

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
include clarification on the type of training that is required for different roles that will undertake the Trusted Assessor Approach.	Development Manager	
Upskill staff to confidently carry out a trusted assessor role.	Training and Development Manager	September 2023
Undertake work to review the Occupational Therapist career pathway to provide appropriate career progression activities for OTAs and Senior OTAs.	OM Independent Living Services	August 2023
Review arrangements for secondments to the Social Work degree course and consider other options for growing our own social workers	Training and Development Manager & ASMT	September 2023
Join up services to make best use of resources and to provide more progression opportunities for our staff	Director Adults Housing & Communities	September 2023
Review our support roles to ensure they allow staff to develop their skills	Case Management Oms & Business Support Managers	December 2023
Re-launch the Social Work Cardiff Website to ensure a stronger Adult Services presence.	OM Strategy, Performance & Resources	August 2023
Redesign our job adverts and review and update our Job Descriptions and Person Specifications to ensure they provide the best opportunities to recruit to vacant posts.	OM Strategy, Performance & Resources / All OMs	Adverts 2023 JDs/ Person Specs Dec 2023

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
Embed the Exit Interview process into practice and learn lessons from what this tells us about retention.	Complaints & Compliments Manager	August 2023

The full Housing & Communities Workforce Plan can be found [here](#). Key actions from the Housing & Communities Workforce Plan are listed below:

Key Housing & Communities Workforce Planning Actions	Lead Officer	Action Date
Review of staffing to ensure it is representative of the communities we serve.	Service Improvement Manager / All Operational Managers	June 2023
Attracting new people into Housing and Communities inclusive to those that are of BAME background, have a disability and those who are over 50 by undertaking a full review of job adverts.	All Operational Managers / Into Work Manager / Service Improvement Manager	July 2023
Review of recruitment / interview process for non-office related posts	Housing Services Operational Manager	August 2023
Full review of Job Descriptions and Person Specifications to assess if they are fit for purpose as roles and service areas have developed.	All Operational Managers/ Service Improvement	September 2023

Key Housing & Communities Workforce Planning Actions	Lead Officer	Action Date
	Manager	
Succession planning to be addressed within all service areas	Service Improvement Manager/ All Operational Managers	October 2023
Training of specialist skills to be sources to offer staff the ability to upskill.	Staff Development Coordinator (when filled) / Service Improvement Manager	October 2023
Continue to support the council with Trainee and Apprenticeships. Where able increasing new Traineeship and Apprenticeship roles across the service.	All Operational Managers	September 2023
To show commitment to our corporate parent responsibilities and encourage young people to work for the council by OM's promoting and encouraging the scheme across the Directorate. (Bright futures /start)	Operational Manager - Advice	July 2023
Reviewing long-term agency placements and taking appropriate actions in line with the policy of reducing the use of agency workers on long-term assignments.	Cardiff Works Manager/OM Advice	July 2023
To ensure the role of Cardiff Works and Cardiff Works Ready is being fully utilised across the authority. Making managers aware of the resources within Cardiff Works and to also myth bust around associated costs. Ensuring candidates that need further support and development are directed to Cardiff Works Ready for mentoring.	Operational Manager Advice	July 2023

Key Housing & Communities Workforce Planning Actions	Lead Officer	Action Date
Utilise emerging technology to help support staff to deliver services.	Operational Manager Tenant Services / Service Improvement Manager	July 2023
Sharper focus on work to support the One Plant agenda, including a dedicated officer to take the lead on increasing energy efficiency and reducing carbon emissions via the Housing Energy Efficiency and Retrofit Programme in our Council stock and across our fleet. Also, to include new requirements for WHQS2.	Assistant Director	July 2023
The Into work team to be the first point of contact, assisting and supporting with recruitment issues across the council.	Into Work Manager/ Operational Manager Advice	July 2023

Directorate Performance Data: Sickness Absence and Wellbeing

Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	N/A	12.50	14.38	13.00
% Sickness Absence Short-term	N/A	32%	35%	No Target
% Sickness Absence Long-term	N/A	68%	65%	No Target

Training and Personal & Professional Development

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	Personal Review Compliance: Percentage of staff that have completed a Personal Review (excluding school staff)	N/A	97%	98%	100%
	Personal Review Quality: % of Reviewees providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	33.25%	No Target
	Personal Review Quality: % of Reviewers providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	5.97%	No Target
	Personal Review Output: % Overachieving	N/A	N/A	20.70%	No Target
	Personal Review Output: % Achieving	N/A	N/A	70.24%	No Target
	Personal Review Output: % Developing	N/A	N/A	8.50%	No Target
	Personal Review Output: % Underachieving	N/A	N/A	0.56%	No Target
	% of staff completing mandatory training modules: Dementia Friendly	N/A	43.3%	45%	85%
	% of staff completing mandatory training modules: Violence Against Women	N/A	72.7%	94%	85%

Directorate Performance Data: Apprenticeships and Trainees

The Council continues to provide numerous opportunities for Apprentices and Trainees in a range of services. As part of developing the 2023/24 Corporate Plan it has been agreed that Directorates will include target in their Directorate Delivery Plans for new opportunities provided in year. This does not need to be a definitive number and could be a range based on the size and nature of the directorate, which will be monitored on a quarterly basis.

HR will review all targets set by Directorates against the overall target for apprenticeships and trainees as set in the Corporate Plan.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	The number of new apprenticeship and trainee placements provided within the Directorate within the year	58	49	45	50 - 60

9. Race Equality Task Force Recommendations

In July 2020, Cabinet agreed to establish a Race Equality Taskforce to work with the Council and public sector partners to identify practical opportunities for change that would improve race equality in Cardiff and find new ways to improve outcomes for Ethnic Minority residents. The Taskforce published its final report in March 2022 which made 28 recommendations across the 5 thematic areas.

The recommendations of the Taskforce were [considered by the Cabinet in December 2022](#). Each recommendation relating directly to the Cabinet has been accepted in full and is supported by [clear implementation arrangements](#).

Cabinet also agreed that the Council's response to the Race Equality Task Force Recommendations, and any associated performance measures, would be embedded within the Directorate Delivery Plans. Please include below any Task Force Actions relevant to your directorate.

Recommendations relating to our Directorate are set out below:

Ref	Race Equality Task Force Recommendation	Lead Officer
1.3	<p>Use planning and commissioning powers to require employers to recruit apprenticeships from disadvantaged groups and to increase transparency about the diversity of their workforces</p> <p>Commitments:</p> <ul style="list-style-type: none"> ➤ Deliver the Council's Socially Responsible Procurement Policy including ensuring maximum social value is delivered through the Council's contracts. This will include ensuring that the Social Value TOMs are included in all contracts over £250,000 and monitoring the Social Value Portal and tendered contracts to ensure commitments are being met. ➤ Strongly encourage contractors to utilise the Into Work and Cardiff Commitment provision when seeking new staff in order to support an increase in diversity of their contracted workforces by employing from underrepresented and disadvantaged groups. 	Hayley Beynon (joint with John Paxton)
1.5	<p>Increase participation of ethnic minority groups in the Into Work Advice Service</p> <p>Commitments:</p> <ul style="list-style-type: none"> ➤ Continue to deliver regular targeted engagement events and monitor progression of participation. ➤ Gather data of participation within services delivered by Into Work ensuring it is regularly monitored. 	Hayley Beynon
1.6	<p>Improve access to and visibility of Cardiff Works for ethnic minority groups</p> <p>Commitments:</p>	Hayley Beynon

Ref	Race Equality Task Force Recommendation	Lead Officer
	<ul style="list-style-type: none"> ➤ Continue to widen access and visibility of service, monitoring the impact of changes made to the Cardiff Works service in 2021/22 to ensure barriers are reduced for ethnic minority job seekers ➤ Continue to ensure an outreach, engagement, and communications programme are delivered to raise awareness of the service to ethnic minority job seekers. 	
1.8	<p>Cardiff Council should explore employer led ESOL (English for Speakers of other languages) for Council Staff where their language skills are a barrier to progression.</p> <p>Commitment:</p> <ul style="list-style-type: none"> ➤ Provide and promote ESOL provision to support staff whose English language skills are a potential barrier to career development within the organisation. 	Hayley Beynon

Measuring Progress

Measure	2022/23 Result
Monthly applicants from ethnic minority backgrounds into Cardiff Works.	227 (33%)
Number of staff completing ESOL courses	0*

*The directorate is unable to deliver ESOL training but has committed to promoting the course via the Skills for Work and Life Team. This however has been limited in 2022/23.

The latest update of our Race Equality Taskforce Recommendations can be found [here](#)

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 Self Evaluations (CSSE) are to be circulated in June / July 2023. Once they have been completed for Adult Services and Housing & Communities and actions will be included here:

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

Directorate Performance Data: Safeguarding

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	% of staff completing mandatory training modules: Corporate Safeguarding	82%	68.5%	93%	85%
	Number of referrals from directorates into Children's services	N/A	N/A	474	N/A
	Number of referrals from directorates into adult services	N/A	N/A	272	N/A

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:

There are no recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Adults, Housing & Communities Directorate

Directorate Performance Data: Welsh Language

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	% of staff completing training modules: Welsh language e-learning module	12%	N/A	53%	No Target
	% of staff attending beginners Welsh course	N/A	N/A	TBC	No Target

12. Information Governance

Provided below, for monitoring performance and compliance, are details relating to information governance within the Directorate.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	N/A	94%	97%	85%
	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	N/A	95%	100%	85%
	Number of data breaches	N/A	91	80	No target
	% of staff completing mandatory training modules: Bob's Business	N/A	N/A	76%	85%
	Data Protection Essentials	N/A	N/A	15% as at 6/6/23	N/A

13. Citizen Satisfaction (section to be developed over 2023/24)

This section may include:

- Ask Cardiff questions (where appropriate)
- Service User Specific Surveys
- Complaints and compliments