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AGENDA

Committee	COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE
Date and Time of Meeting	WEDNESDAY, 16 MAY 2018, 4.30 PM
Venue	COMMITTEE ROOM 3 - COUNTY HALL
Membership	Councillor McGarry (Chair) Councillors Ahmed, Asghar Ali, Carter, Goddard, Jenkins, Kelloway and Lent

1 **Apologies for Absence**

To receive apologies for absence.

2 **Declarations of Interest**

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 **Minutes** (*Pages 3 - 10*)

To approve as a correct record the minutes of the meeting held on 18 April 2018.

4 **Social Services/Adult Services Directorate Business Plan** (*Pages 11 - 86*) 4.35 pm

- a) Councillor Susan Elsmore (Cabinet Member – Social Care, Health & Well-Being) will be invited to make a statement.
- b) Councillor Lynda Thorne (Cabinet Member – Housing & Communities) will be invited to make a statement.
- c) Sarah McGill (Corporate Director for People and Communities), and Kim Brown (Service Manager, Policy & Performance) will be in attendance to give a presentation and answer Members' questions.

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

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- 5 Winter Pressures - Report of Services across People & Communities** (Pages 87 - 92) 5.15 pm
- a) Councillor Susan Elsmore (Cabinet Member – Social Care, Health & Well-Being) will be invited to make a statement.
 - b) Councillor Lynda Thorne (Cabinet Member – Housing & Communities) will be invited to make a statement.
 - c) Sarah McGill (Corporate Director for People and Communities) will be in attendance to give a presentation and answer Members' questions.
- 6 Building Resilient Communities through the further development of Community Hubs** (Pages 93 - 108) 5.45 pm
- a) Councillor Lynda Thorne (Cabinet Member – Housing & Communities) will be invited to make a statement.
 - b) Sarah McGill (Corporate Director for People and Communities) and Jane Thomas (Assistant Director, Housing & Communities) will be in attendance to give a presentation and answer Members' questions.
- 7 Homelessness & Housing Need Strategy Development** (Pages 109 - 122) 6.30 pm
- a) Councillor Lynda Thorne (Cabinet Member – Housing & Communities) will be invited to make a statement.
 - b) Sarah McGill (Corporate Director for People and Communities) and Jane Thomas (Assistant Director, Housing & Communities) will be in attendance to give a presentation and answer Members' questions.
- 8 Way Forward** 7.00 pm
- 9 Date of next meeting**
- The next meeting of the Community and Adult Services Scrutiny Committee is scheduled for 6 June 2018.

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 10 May 2018

Contact: Andrea Redmond, 02920 872434, a.redmond@cardiff.gov.uk

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

18 APRIL 2018

Present: Councillor McGarry(Chairperson)
Councillors Ahmed, Asghar Ali, Jenkins, Kelloway and Lent

56 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Carter and Goddard.
Councillor Jenkins advised that he would be half an hour late arriving.

57 : DECLARATIONS OF INTEREST

None received.

58 : MINUTES

The minutes of the meeting held on 14 March 2018 were agreed as a correct record and signed by the Chairperson.

59 : COMMUNITIES, HOUSING & CUSTOMER SERVICES DIRECTORATE
BUSINESS PLAN

The Chairperson welcomed Councillor Susan Elsmore (Cabinet Member – Social Care, Health & Well-Being), Councillor Lynda Thorne (Cabinet Member – Housing & Communities), Sarah McGill (Corporate Director for People and Communities), Jane Thomas (Assistant Director, Housing & Communities) and Nick Blake (Business Support Manager) to the meeting.

The Chairperson invited Councillor Elsmore to make a statement in which she said it was great to see the work that had been done with Independent Living, particularly the focus on reducing hospital admissions, effective discharge systems with integration work with partners. Councillor Elsmore commended the work already done across preventative services.

The Chairperson invited Councillor Thorne to make a statement in which she said that these were exciting proposals that had already been well received by the Scrutiny Committee. Councillor Thorne made reference to self-assessment of performance during 2017-18 and considered that the figures particularly in relation to homelessness were remarkable and she wished to express her thanks to all staff involved, both Front Line Staff and Senior Officers.

Members were provided with a presentation on the Communities, Housing & Customer Services Directorate Business Plan after which the Chairperson invited questions and comments from Members;

- Members asked how confident the Cabinet Member was in being able to deliver 1000 new council homes by 2022 and were advised that she was very confident. Officers added that they are 100% focussed on that target.

- Members made reference to rough sleepers using iconic buildings and the impression this gives to visitors. Members asked what was being done to address this. The Cabinet Member explained that there are differing views on whether rough sleepers should be moved on or not, adding that there is lots of work being done with the Police, particularly in relation to aggressive begging. Officers added that rough sleepers have a whole range of complex issues, they need tailored support, a range of accommodation options such as group accommodation and it would be interesting to see what difference the Give DIFFerently campaign has.

A discussion took place about the importance of distinguishing between rough sleepers and aggressive begging and Operation Purple Ash.

- Members noted that other local authorities have a zero tolerance approach to aggressive begging whereby people are reported and arrested and asked if this was something Cardiff would consider. The Cabinet Member explained that they work with the Police and Outreach workers on this and there was a “five step approach” being drawn up to deal with this.
- Members referred to Youth Hubs and asked for clarification on the funding. Officers advised that they have been successful in obtaining Capital Funding for Youth Hubs and also Charles Street City Centre Youth Hub and would be using existing services and putting them into the buildings.
- Members noted that the reference to the risk of welfare reform/universal credit was listed as significant and asked what was being done to mitigate that risk. Officers explained that it was a red risk as there was a huge amount of people involved. To mitigate this there were increased staffing levels, procedures to deal with rent arrears and lots of preparation work being done. However, it would remain a red risk as there were other external factors involved such as landlords dropping out of the scheme, tenants in rent difficulties etc. There needed to be a focus on Into Work services too.

AGREED – That the Chairperson on behalf of the Committee writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

60 : INFORMATION, ADVICE & ASSISTANCE

The Chairperson welcomed Barbara Kerridge, Riverside Advice Centre to the meeting. Barbara Kerridge outlined her presentation to Committee as follows:

Specialist Welfare Rights Advice Services in Cardiff for Vulnerable people Riverside Advice;-

- *Delivers a specialist Welfare Rights services and has been delivering Advice services since 1975.*
- *Has the Legal Aid Specialist Quality Mark and has this and a Legal Aid Contract for Welfare Rights Advice since 1997*

- *Receives the majority of our Welfare Rights Advice casework from referrals from Council funded services, but no funding from Cardiff Council to support this work.*

Until 2013 (when the UK Government took most of Social Welfare Legal Aid out of scope) Riverside Advice had the largest Social Welfare Legal Aid Contract in Wales. 1500 specialist cases for Welfare Benefits and Debt a year. This was a major loss of Specialist level Advice services to Cardiff and not replaced.

Riverside Advice still has a Legal Aid Contract for what is left of Social Welfare Legal Aid for Housing and Welfare Benefits Upper Tribunals casework.

Since September 2015 Riverside Advice has had no funding from Cardiff Council, when the Welfare Rights Advice funding from all Council Departments (Communities and Housing and Adult Services) was placed into the Communities and Housing single contractor Hub Advice Contract, and Children's Services Advice funding had gone into Families First Contracts.

Previously Riverside Advice had Cardiff Council funding from;-

- *Communities and Housing for Asian Language and Open Door service*
- *Communities and Housing for the City Centre service delivered from Bridge Street, (one year)*
- *Adult Services for Specialist Welfare Benefits service for Carers*
- *Children Services under Sure Start funding for Welfare Rights for Families with Children 4 and under.*

This amalgamation of Welfare Rights Advice funding for several organisations and bespoke services into essentially one funding pot has led to lack of specialist, expert and bespoke Welfare Rights Advice services in Cardiff. These type of services are particularly required for vulnerable people who often have specific access requirements, such as unable to cope with triage systems and different levels of advisors and waiting in queue with other people.

Due to the amalgamation of the Advice grants into one single contract the loss of funding contributed to closure of Cardiff Law Centre, and lead to closure of Age Concerns Welfare Rights Unit, Somali Advice closing and loss of the bespoke work delivered by these organisations and only leaving the couple of independent Welfare Rights Advice organisations left, such as Riverside Advice with high risk of a possible funding crisis and closure.

80% of Riverside Advice's Welfare Rights casework services are by referral from support workers and organisations from all sectors, particularly from Cardiff Council funded services. These are for the most vulnerable people, with high level of Mental Health illnesses and chaotic life styles, people who would not be able to cope with the Advice Hub in terms of accessing advice services there. These vulnerable people are therefore referred to Riverside Advice as the support organisations believe they are the only organisation that delivers services to meet their needs. This is stated in reference letters they have for a variety of Support organisations to demonstrate this need.

Riverside statistics demonstrate that in the last year, since Support People Contract was awarded to just 3 organisations Gwalia, United Welsh and Salvation Army that these organisations collectively referred over 200 people to Riverside Advice. This at @ £200 - £250 a case (Legal Aid costings – and often under resourced at that rate) this is £40,000 to £50,000 of specialist case work in Welfare Benefits and Debt with no specific funding for this work.

Many other organisations and services such as Llamau, Ty Canna, Advice HUB, Housing Options and internal Council Services such as Social Workers and Probation also refer there service users to Riverside Advice from Council funded services.

There is a great need to recognise this critical situation and to fund a specialist and expert Welfare Rights service which is in addition and outside what is possible within the funded City Centre Hub style service. Particularly as this Welfare Rights case work is essential to good outcomes of the work delivered by other key Council funded services for vulnerable people. Specialist and expert Welfare Rights is also key to those Cardiff Council funded services providing successful outcomes for their service users, i.e. if vulnerable peoples finances, Benefits and Debt are not sorted there is much more likely of another future crisis and spiral downwards – then requiring more assistance and costs to other Council funded services. Welfare Rights prevents poverty and is key preventative work.

Riverside Advice understand that most of the Advice services have now been removed from Families First – due to Welsh Government rules. They were told by Adult /Social Services that Welfare Rights - even though there is a direct link between poverty/ finances, health and well-being, and impacting on stability of families, - Welfare Rights is not in their remit – or ‘any of their business’.

The much needed and promised Cardiff Welfare Rights Advice Review incorporating the views of all the Advice Providers (many now shut as noted above), in existence at that time, as directed by Community & Adult Services Scrutiny Committee (CASSC in November 2012) did not materialise. This review was for Advice Providers to work with the Cardiff Council during 2013 to look at needs and demands in the development of futures Advice services for Cardiff. Unfortunately this Review never materialised before the Advice Single Provider Contract for Hub Advice Package was announced and finalised in October 2013 without the Review. Riverside Advice have no wish to go back over the circumstances of why this Advice Review did not happen, or why the concerns from the previous Advice Review by BDO on the potential issues related to a centralise HUB style model were not recognised, but want to move forward to establish and recognise the issues and needs now.

The Council needs to recognise that if due to cuts in any other Advice funding streams, - as always possible, and the remaining independent Welfare Rights organisations may be forced to closure. If this happens there is no capacity or other Advice services in Cardiff for the vulnerable people who are currently being referred to Riverside Advice from Council funded services to go. This is specialist casework for nearly 1000 vulnerable people a year from across Cardiff for Welfare Benefits and Debt casework and raising nearly £2,000,000 of income for them in Welfare Benefits resulting from challenges and Appeal Tribunals. Where will these vulnerable people’s specialist Welfare Benefit, Debt and Housing issues be resolved?

If vulnerable people's financial issues are not resolved this is likely to result in further costs to other Cardiff Council funded services, - such as Housing, Social Services, due to potential homelessness and family breakdown and effecting children, - all real and researched outcomes as results of financial deprivation.

We hope this Scrutiny Committee can address these real concerns. The Advice sector needs some support to not only deliver the specialist casework for vulnerable people, but importantly for infrastructure to prevent any amount of funding loss resulting in viability issues and potential closures which will result in the loss of all the other Advice funding and services that those organisations have and deliver for the people of Cardiff. The impact of this on vulnerable people will be very serious.

The Chairperson thanked Barbara Kerridge for her presentation and invited questions and comments from Members:

- Members noted the comments around advice provided by Hubs, noting that Hubs are fairly new and asked if Barbara Kerridge considered that the current provision is working or whether something needs to change so that vulnerable people can get the advice they need. Ms Kerridge considered that Hubs were fine for people who are able to identify their own problems and can cope with the triage system in Hubs, however it was very different for vulnerable people - at Riverside Advice people are able to access specialist advisor process straight away with no triage.
- Members noted that most referrals to Riverside Advice came from other organisations and Council staff in Hubs and asked what percentage of referrals were from Council staff at Hubs. Ms Kerridge advised that she could get those statistics and provide them to the Committee.
- Members noted that Riverside Advice was funded by a number of organisations and asked which one was at most risk of stopping funding. Members were advised that the British Gas Energy Trust who support Riverside Advice with a significant amount, are reviewing who they support, this was a key threat as people will tender for the reviewed funding so there was a real risk of this stopping.

The Chairperson welcomed Councillor Susan Elsmore (Cabinet Member – Social Care, Health & Well-Being), Sarah McGill (Corporate Director for People and Communities), Carolyne Palmer (Operational Manager, Prevention Services) and Lisa Wood (Operational Manager Locality Services - First Contact & Assessment).

The Chairperson invited questions and comments from the above witnesses on Barbara Kerridge's presentation.

- Officers considered they could pick up on some of the points raised in Ms Kerridge's presentation, especially in relation to Council Support Services.
- Officers noted the points made with regards to Mental Health Services and considered there needed to be a joined up approach.

- Officers agreed that there may be a lack of information on what services currently exist and this would be looked into.

The Chairperson invited Councillor Elsmore to make a statement in which she said that she had visited Llandough Hospital and the service based there, she considered that the work ahead with Health colleagues will be a challenge but she feels the time is right; lots of work has already been done and it was time for a culture change to drive forward the wellbeing outcome of which, independence was key.

Members were provided with a presentation on Information, Advice and Assistance after which the Chairperson invited questions and comments from Members;

- Members asked what was being done to seek out people in the community who need help but are not aware of the services available to them. Officers advised that currently the service is not advertised to the public generally but it does appear on screens in GP surgeries. Most of the people who use the service find out about it from locality based/community groups, advice centres, word of mouth and Hubs. Officers explained that they want to get a better understanding of the demand and how it will be dealt with before determining an approach to advertising it to the public.
- Members noted the references to a need for a change in culture and a reduced amount of inappropriate use of social worker time. Members asked why the Act was needed to initiate such changes. Officers stated that the Act defines the need for IAA but doesn't say how far it has to go, Cardiff is taking a considerably comprehensive approach and bringing services together, complying fully with the Act but going further than required.

Councillor Elsmore added that there had been some tough decisions to make over recent years, Cardiff had been looking at best practice and it was considered that a strengths based approach was needed, encouraging people to do lots for themselves, involving communities and community centres. Councillor Elsmore added that the current administration has a One Council approach, the Act was a driver that has some impact but decisions made by the Council and what Cardiff offers goes much further than required.

Councillor Thorne added that things needed to change, there had been issues with bed blocking and insufficient care home spaces, people staying in hospital until a correct offer became available, not necessarily a care home offer but a range of services. Councillor Thorne added that the Act and budgetary constraints had been drivers as it was necessary to do more with less in the current climate.

- Members referred to the Community and Adult Services Scrutiny Committee 2015 Inquiry into 'Information, Advice and Assistance for Mental Health Service Users in Cardiff', and particularly Recommendations 3 and 7, asking what was being done. With reference to Recommendation 3, Officers explained that the provision is there and integration was needed from the lowest level wellbeing, there was lots of work being undertaken with the Health Board. There was now a new model to explore and develop further, Cardiff is compliant they want to be much more than that.

- With reference to Recommendation 7 and mental health first aid training for first point of contact staff, Officers advised that training is being planned currently, as it's a specialism it was important to invest time and effort into this. It was also important to look at different pathways and not just using GP's.

AGREED – That the Chairperson on behalf of the Committee writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

61 : EXTENSION OF CONTRACTS IN RELATION TO THE SUPPORTED LIVING SERVICE FOR ADULTS WITH A LEARNING DISABILITY

The Chairperson welcomed Councillor Susan Elsmore (Cabinet Member – Social Care, Health & Well-Being), Sarah McGill (Corporate Director for People and Communities) and Denise Moriarty (Strategic Lead Planning Officer, Adult Services) to the meeting.

The Chairperson invited Councillor Elsmore to make a statement in which she said this briefing provided Members with an opportunity to hear the circumstances around why the extension of the contract was proposed.

Members were provided with a presentation on the Extension of contracts in relation to the Supported Living Service for Adults with a Learning Disability, after which the Chairperson invited questions and comments from Members;

- Members noted the cost of £16m per annum, which supported 320 people, equating to £50k per person, per year, and asked if this was considered good value for money. Officers stated that that would be an average cost per person but it was important to look at what that included. People have a wide range of support packages, some examples such as 2:1 support, 24 hour lived-in support were given. Officers considered that it was a reasonable cost for such packages and as the contract moves forward, they would be looking at its sustainability in all areas.
- Members asked if the Council has ever provided these services in house and officers advised that yes there is a current in house Supported Living Programme. Members were advised that the cost of this was £2million, over 11 schemes, supporting 30 people which equated to £90k per person. Officers could see how people may perceive this as inequitable service and that this would be considered as the contract moves forward.
- Members asked for more information on the geographical areas and were advised that a map could be provided. Officers also explained that different areas have different costs even if with the same provider. Officers will look at what needs to be reviewed, including geographical areas, as the contract moves forward.
- Members asked if there were any proposed changes to the contract and were advised that there were not.

- Members noted that only 2 complaints received from 320 people was very good.

AGREED – That the Chairperson on behalf of the Committee writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

62 : DATE OF NEXT MEETING

16 May 2018 at 5.00pm

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE

16 MAY 2018

SOCIAL SERVICES DIRECTORATE DELIVERY PLAN 2018-19

Purpose of Report

1. To provide Members with an overview of the People and Communities: Social Services Directorate Delivery Plan 2018-19, to facilitate the scrutiny of the Plan, attached at **Appendix A**.

Scope of Scrutiny

2. The Committee's Terms of Reference give responsibility for scrutinising a range of services that fall within three Directorate Delivery Plans. The Social Services Directorate Delivery Plan 2018-19 will be considered at this meeting and is attached at **Appendix A**. At last month's Scrutiny Committee meeting, Members considered the People and Communities Delivery Plan. The relevant sections of the Resources Delivery Plan which relate to the crime and disorder/community safety parts of this Committee's Terms of Reference will be circulated outside of Committee for Members' information¹.
3. This item will enable the Committee to pass comments to the relevant Cabinet Member and senior officers to consider before they finalise the Directorate Delivery Plan.

¹ This Plan is subject to scrutiny by the Policy Review and Performance Scrutiny Committee.

The Council’s Strategic Planning Framework

4. The Council’s integrated strategic planning framework (see diagram below) sets out the “golden thread” in meeting the Council’s four key priorities of:

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



5. The Delivery Plan follows a standard format, which is:
- Corporate Introduction
 - Directorate Profile
 - Directorate Self-Assessment of Performance 2017/18.
 - Moving Forward: Context, Opportunities and Challenges
 - Contributing to Cardiff's Well-Being Objectives
 - Delivering Welsh Language Standards
 - Strategic Directorate Priorities

Social Services Directorate Delivery Plan 2018-19

6. The Plan is attached at **Appendix A**. Members are reminded that some of the work of this Directorate falls outside the remit of this Committee i.e. Children's Services. To assist Members, listed below are the pages relevant for each key section:
- a. Directorate Profile – **page 3** of the Plan
 - b. Directorate Self-Assessment of Performance 2017/18 – **pages 4-8** of the Plan
 - c. Moving Forward: Context, Opportunities and Challenges – **page 9** of the Plan
 - d. Contributing to Cardiff's Well-Being Objectives – **page 9** of the Plan
 - e. Delivering Welsh Language Standards – **pages 9-10** of the Plan
 - f. Strategic Directorate Priorities – **pages 11-65** of the Plan, which includes
 - Summary of Priorities
 - Risk Management
 - Dependencies
 - Key Actions
7. The Directorate's **Self-Assessment of Performance during 2017-18** (pages 4-8) sets out what the Directorate has done well, what the Directorate could/should have done better and what opportunities and challenges the Directorate faced. Within the terms of reference of this Scrutiny Committee. The Directorate set this out under the following headings:

Key Achievements

- Working with people to define and co-produce personal well-being outcomes that people wish to achieve
- Working with people and partners to protect and promote people's physical and mental health and emotional well-being
- Taking steps to protect and safeguard people from abuse, neglect or harm
- Encouraging and supporting people to learn, develop and participate in society
- Supporting people to safely develop and maintain healthy domestic, family and personal relationships
- Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs
- Our workforce and how we support their professional role
- Our financial resources and how we plan for the future

What we could have done better

- Development of a Safeguarding Vision and Strategy across the Directorate and work to strengthen Adult Protection procedures.
- Further progressed the restructure of the Youth Offending Service.
- Further progressed the Community Services Review with Health colleagues.
- Development of a Social Services Quality Assurance Framework to bring together the quality assurance and learning elements of key activities in the Directorate.
- Increasing Directorate capacity to deliver bilingual services.
- Accelerating the reduction of the vacancy rate for social workers in Children's Services.
- Further developed Strategies for Learning Disability Day Opportunities and Older People's Housing with colleagues.
- Further progressed review of Supported Living commissioning process for adults with mental health issues with Health colleagues.

9. The **Moving Forward: Context, Opportunities and Challenges Section** on page 8 and 9 of the Plan sets out issues that the Directorate must take into account in planning future delivery. This highlights:

Opportunities

- Funding Flexibilities – Welsh Government grant funding advice
- Further integration work
- Re-designing services
- Working towards achieving Child Friendly City status
- Working towards achieving Dementia Friendly City status
- Agile mobile working
- Strengthen the social care client record system

Challenges

- Implementing and embedding strengths based approaches across the Directorate.
- Demand and budgetary pressures and the volume and complexity of case work across the Directorate.
- Health agenda – Welsh Government focus on social care integration.
- Smooth transition to new senior management arrangements.
- Implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 and impact on wider social care sector.
- Managing the increasing number of looked after children and the impact of this upon service delivery and resources.
- Recruiting to vacant and newly created social worker posts.
- Raising the profile of Adult Services, with particular focus on learning disability, sensory impairment and mental health services.
- Fragility of the domiciliary and nursing care market - limited capacity in the market remains a concern for Cardiff because it reduces the ability to start new packages of care. This leads to increased waiting times and delays in hospital discharge.

- Challenges regarding Continuing Health Care (CHC) funding - we need to better equip Social Workers with the skills and confidence to address the challenges in negotiating funding responsibilities with Health partners in relation to individual packages of care.

10. The **Strategic Directorate Priorities** Section from page 11 onwards sets out in detail, under each Strategic Directorate Priority the following:

- Summary of Priorities
- Key Performance Indicators
- Risk Management
- Dependencies
- Key Actions - Individual Headline Actions, with
 - Start/End Date
 - Responsible Officer
 - Key Milestones for each quarter in 2018/19
 - Link to Equality Objective

11. The key actions (from page 14 onwards) relevant to this Scrutiny Committee are:

- | | | |
|-------------|--------------|-------------|
| • CP17 – SS | • DP11 – SS | • DP4 – AS |
| • CP6 – SS | • DP2 – AS | • DP9 – AS |
| • CP7 – SS | • DP3 – AS | • CP13 – SS |
| • DP5 – SS | • CP11 – AS | • CP14 – SS |
| • DP7 – AS | • DP1- AS | • CP15 – SS |
| • CP1 – SS | • DP12 – AS | • DP14 – SS |
| • DP8 – SS | • DP 18 – AS | • DP15 – SS |
| • CP3 – SS | • CP2 – SS | • DP16 – AS |

Way Forward

12. Councillor Susan Elsmore (Cabinet Member Social Care, Health, and Well Being) has been invited to make a statement. Sarah McGill (Corporate Director for People and Communities), and Kim Brown (Service Manager, Policy & Performance) will give a presentation and answer Members' questions.

13. Whilst the majority of the content of the Social Services Delivery Plan falls within Councillor Elsmore's Portfolio, Councillor Lynda Thorne (Cabinet Member, Housing & Communities) has been invited to make a statement on issues that cross-over into her portfolio, including DP12-AS (page 38) *"Implement the Older People's Housing Strategy....."* and DP18-AS (page 39) *"Work with Communities..... to tackle social isolation"*

14. Members may wish to explore the following areas:
 - a. How the Directorate is supporting delivery of the Council's Key Priorities (*paragraph 5 of this report*) and Cardiff's Well-Being Objectives (*paragraph 10 of this report*) via the commitments detailed in the Strategic Directorate Priorities Section (*page 14 of the Plan onwards*);
 - b. How the Directorate's priorities were identified and what criteria were used;
 - c. Whether the milestones and timescales for commitments are appropriate and achievable;
 - d. What the arrangements are for monitoring the implementation of the Delivery Plan commitments;
 - e. Whether the performance measures are appropriate and fit for purpose;
 - f. The Directorates' resource levels and whether these are sufficient to resource the commitments in Strategic Directorate Priorities Section;
 - g. The key challenges facing the Directorate and how they are planning for the future; and
 - h. The Directorate' key achievements during 2017/18.

Legal Implications

15. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

16. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. consider the information in this report and the Plan attached at **Appendix A**;
- ii. decide whether it wishes to make any comments or recommendations to the relevant Cabinet Member and Officers on the Directorate Delivery Plan; and
- iii. discuss whether any of the issues considered should be built into the Committee's work programme for 2018/19.

DAVINA FIORE

Director of Governance and Legal Services

10 MAY 2018

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Delivery Plan 2018/19



1. Introduction

1.1 Golden Thread



1.2 Directorate Delivery Plan (DDP)

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

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

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

1.3 Measuring Progress

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

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

Key Terms

The Well-being of Future Generations (Wales) Act

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

The 7 Well-being Goals

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

City Wide Outcomes

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

Council Priorities

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

Well-being Objectives

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

Steps

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

Measuring Progress

Progress will be measured by a basket of indicators.

2. Directorate Profile

Early Intervention & Prevention Services for children and families

- Delivery and co-ordination of a partner wide Early Help Strategy.
- Development and delivery of the 'Families First' programme.
- Integrated Family Support Service - supports the needs of vulnerable families in crisis.

Targeted Services for children and families

- Intake & Assessment, including child protection investigation, intervention and support.
- Child in Need Services, including Child Health & Disability.

Specialist Services for Children and Young People

- Looked After Children Service.
- Fostering Service.
- Residential Service.
- Accommodation Service.

Youth Offending Service - with the aim of preventing anti-social behaviour, offending and re-offending by young people.

Children's Think Safe Team – work with children at greatest risk of Child Sexual Exploitation to reduce risk and increase protective factors.

Safeguarding - Independent Reviewing Officers / Education Safeguarding Officers / Adult Safeguarding / Regional Safeguarding Board Business Unit

Strategy, Performance & Resources – business support / performance management / policy / strategy / commissioning and contract management / CareFirst / Health & Safety / complaints and access to records / workforce training and development / Families First Programme / Disabilities Futures Programme.

Multi Agency Safeguarding Hub

First Point of Contact (FPoC) - information, advice and assistance service for adults.

Adult Assessment - older people or people with physical and/or sensory impairment (aged 18+) who have social care needs.

Reablement Service for adults - Community Resource Teams / Bridging Team / Hospital Social Work Services (UHW and UHL).

Long Term Services - older people, people with physical and/or sensory impairment and people with substance misuse issues.

Learning Disability Services - for adults and children transitioning to services for adults.

Mental Health Services - for adults.

Mental Health Services for Older People – dementia.

Brokerage – Procurement of Domiciliary and Residential Care.

Complex Needs Day Services – Learning Disability.

Older Persons Day Services – older people and dementia.

Internal Supported Living for Learning Disability

Emergency Duty Team - for vulnerable children and adults.

3. Self-Assessment of performance during 2017/18

What we did well

During 2015/16, Cardiff Social Services demonstrated improvement in both performance and quality of services – as evidenced by performance indicators where Cardiff was the most improved Social Services Directorate in Wales. This provided the basis for further improvement and during 2017/18 the ongoing good progress was supported by positive inspection reports in relation to:

- Crosslands Residential Home for Children
- Supported Living

Inspections on the following areas were also undertaken during the year, and the reports for these are pending:

- Mental Health
- Secure Estates

An overview of the key achievements is provided below, noting the relevant Well-being of Future Generations Act well-being goal that the achievement contributes to.

Working with people to define and co-produce personal well-being outcomes that people wish to achieve

Well-being of Future Generations Well-being Goal – A More Equal Wales

- Children and their families are better supported to identify their needs and achieve their own outcomes earlier by establishment of the Early Help front door, Support4Families.
- Improved identification of families' strengths by ongoing implementation of Signs of Safety approach in Children's Services.
- Children and their families are identifying their own worries, strengths and changes needed to achieve their goals by implementing Signs of Safety in Child Protection case conferences and through the work of the Integrated Family Support Team.
- Children's needs are better understood as a result of Children's Services staff being able to spend more time with children and their families following the restructure funded by investment in the service.
- People enabled to make their own choices and take control over the care services they receive by use of Direct Payments for 908 children and adults during 2017/18.
- Voices of people are heard, better listened to and taken into account as a result of moving towards a strengths based approach in Adult Services.

Working with people and partners to protect and promote people's physical and mental health and emotional well-being

Well-being of Future Generations Well-being Goal – A Healthier Wales

- Admission to the looked after system avoided for children during the year as a result of preventative initiatives such as the Adolescent Resource Centre and Rapid Response.
- Improving emotional well-being and mental health of looked after children and young people through the joint funding (with Health) of a Clinical Psychologist to provide consultation to children, young people, carers and social workers.
- Housing provision is better meeting the emotional needs of young people through the joint work of Children's Services and Housing on the Youth Gateway.
- Better outcomes for Cardiff young people by continuing to reduce the number of First Time Entrants into the criminal justice system from 109 in 2016/17 to 73 in 2017/18.
- More timely discharge to a more appropriate care setting by reducing the number of Delayed Transfers of Care (DToC) for social care reasons from 123 in 2016/17 to 110 in 2017/18.
- Quality of care experienced by older people and their relatives in care home settings substantially improved by effective application of the Escalating Concerns procedure.

Taking steps to protect and safeguard people from abuse, neglect or harm

Well-being of Future Generations Well-being Goal – A Healthier Wales

- Improved safeguarding of children in faith communities by the development of policy guidance for Mosques and Madrassas.
- Children are better protected from Child Sexual Exploitation (CSE) as a result of the CSE Strategy and the Think Safe team.
- Peer education in schools has better enabled children to identify when their friends are in danger of Child Sexual Exploitation and / or peer exploitation and know where to go for help (trained Think Safe ambassadors in 14 schools to deliver peer education on 28th February 2018).
- Joint working with the Think Safe team and schools has given boys a better understanding of power, control, sex and the law and are able to better keep themselves safe.
- Young people have been involved in decisions about staff recruitment through having an equal say on recruitment in some Children's Services teams.
- Partners in Education and Health have an increased understanding of their safeguarding responsibilities and when they should refer a professional for safeguarding concerns.
- Response to safeguarding children and adults continues to improve as the Multi Agency Safeguarding Hub is further embedded.
- Effective safeguarding of 3,412 adults receiving domiciliary care and 1,043 adults in residential / nursing care at 31st December 2017 by maintaining the reduction in the number of providers under escalating concerns.
- Further strengthening of safeguarding for adults following implementation of the Social Services and Well-being (Wales) Act 2014 by enhancing the effectiveness of Regional Safeguarding Boards and safeguarding systems in Cardiff.

Encouraging and supporting people to learn, develop and participate in society

Well-being of Future Generations Well-being Goal – A Healthier Wales

- Improved opportunities for looked after children and care leavers via the Bright Starts Traineeship Scheme – 27 young people started a traineeship placement during the year and 2 young people have accepted paid Trainee roles.
- The voice of young people who receive care and support from Children’s Services has been heard in the work towards achieving Child Friendly City status.
- The voice of people with Dementia has been heard in achieving working towards Dementia Friendly City status.
- Life experience for children and adults with visual impairment, hearing loss or dual sensory loss is enhanced by access to appropriate information, equipment and services to facilitate the independence of individuals.
- Improved quality of life for people with dementia through the development of specialist day opportunities and working towards Dementia Friendly City status.

Supporting people to safely develop and maintain healthy domestic, family and personal relationships

Well-being of Future Generations Well-being Goal – A More Equal Wales

- More families receive help at the point they need it through the implementation of the early help Support4Families Service.
- Families are better supported to resolve their difficulties through more timely access to early help through Support4Families community based services.
- Admission to care prevented for 43 children and young people during the year by the Adolescent Resource Centre.
- Children supported to remain living with their siblings through use of sibling attachment assessments.
- More children supported to remain living with family members through an increase in Connected Persons assessments undertaken internationally (including China, Albania, Czech Republic, Portugal, USA and Romania).
- Better meeting the complex needs of older people and people with learning disabilities in their local community by developing Day Opportunities.
- Reduced likelihood of carers reaching crisis point by development of improved processes that will provide a better quality service.

Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

Well-being of Future Generations Well-being Goal – A More Equal Wales

- Improved opportunities for looked after children and care leavers via the Bright Starts Traineeship Scheme – 27 young people started a traineeship placement during the year and 2 young people have accepted paid Trainee roles.
- 16 and 17 year olds are living in more suitable accommodation through implementation of the Youth Gateway conjunction with Housing.
- Care leavers are better supported through higher education by the provision of equipment through the St. David's Day grant (23 care leavers entered higher education in 2017/18).
- More people remain as independent as possible in their own homes through a reablement approach to care and support.

Our workforce and how we support their professional role

- Improvement workforce planning in Adult Services following involvement in Workforce Planning pilot.
- Improved service delivery by supporting staff to be better equipped to carry out their roles:
 - 10 seconded staff were on the Social Work degree course during the year.
 - 25 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
 - Implementation of peer supervision through Signs of Safety.
 - Provision of clinical supervision within some Children's Services teams.

Our financial resources and how we plan for the future

- 15 looked after children were returned to Cardiff during the year with an estimated cost saving of £917,000.
- Adult Services achieved budget underspend of £1,226 million by supporting more people at home, strengthening care planning for those who need care and aligning this to more cost-effective provision and by maximising value for money in the commissioning and procurement of residential and domiciliary packages.
- £3,442 million savings achieved by Social Services overall during the year.
- Appropriate use of public money assured by robust Senior Management oversight of the budget through the Integrated Finance and Service Strategy. The Strategy work undertaken with the Institute of Public Care (IPC) has been highly beneficial and will continue in the Year 2018/19 Action Plan.

What we could have done better

- Development of a Safeguarding Vision and Strategy across the Directorate and work to strengthen Adult Protection procedures.
- Further progressed the restructure of the Youth Offending Service.
- Further progressed the Community Services Review with Health colleagues.
- Development of a Social Services Quality Assurance Framework to bring together the quality assurance and learning elements of key activities in the Directorate.
- Increasing Directorate capacity to deliver bilingual services.
- Accelerating the reduction of the vacancy rate for social workers in Children's Services.
- Further developed Strategies for Learning Disability Day Opportunities and Older People's Housing with colleagues.
- Further progressed review of Supported Living commissioning process for adults with mental health issues with Health colleagues.

Opportunities

- Funding Flexibilities – Welsh Government grant funding advice
- Further integration work
- Re-designing services
- Working towards achieving Child Friendly City status
- Working towards achieving Dementia Friendly City status
- Agile mobile working
- Strengthen the social care client record system

Challenges

- Implementing and embedding strengths based approaches across the Directorate.
- Demand and budgetary pressures and the volume and complexity of case work across the Directorate.
- Health agenda – Welsh Government focus on social care integration.
- Smooth transition to new senior management arrangements.
- Implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 and impact on wider social care sector.
- Managing the increasing number of looked after children and the impact of this upon service delivery and resources.
- Recruiting to vacant and newly created social worker posts.
- Raising the profile of Adult Services, with particular focus on learning disability, sensory impairment and mental health services.
- Fragility of the domiciliary and nursing care market - limited capacity in the market remains a concern for Cardiff because it reduces the ability to start new packages of care. This leads to increased waiting times and delays in hospital discharge.
- Challenges regarding Continuing Health Care (CHC) funding - we need to better equip Social Workers with the skills and confidence to address the challenges in negotiating funding responsibilities with Health partners in relation to individual packages of care.

4. Moving Forward: Context, Opportunities and Challenges

What the Directorate must take into account in planning future delivery Capital Ambition, contextual information, changes in legislation, demographics, budget pressures, technology changes and any other factors that affect the environment in which you operate.

See Opportunities and Challenges above.

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

Social Services by definition are concerned with the well-being of citizens. A substantial part of our effort and focus as a Directorate contributes directly to two of the well-being goals set out in the Well-being of Future Generations Act (2015), namely "A Healthier Wales" and "A More Equal Wales". The direct links between Social Services delivery in Cardiff and the Well-being of Future Generations Act (2015) can be found throughout this plan and are set out in Section 7 below.

Delivering the Welsh Language Standards

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Social Services in Cardiff recognise the importance of meeting Welsh language need as part of routine assessment and care and are committed to providing and developing Welsh language services. Progress made during the year includes:

- A Regional Forum is being formed. This will enhance the coordination of Welsh language activity within the service, with partners, and will be key to resolving difficulties / issues in a coordinated way.
- Welsh language social work posts are in the process of being created.
- Welsh language training opportunities continue to be regularly promoted across the service - from beginner to proficiency training.
- There are positive examples of social workers who are sensitive to identifying Welsh language needs during their casework with positive results. Further work is required to identify how well this is being done across the service and by non-Welsh speaking social workers.
- 60 Welsh speakers in the Directorate.

There was a pre-existing Social Services Strategy called “Mwy na Geiriau” (“More than Just Words”) that recognized the importance of language for the delivery of social care and required Directorates across Wales to improve and build capacity over time.

The Welsh Language Standards Objectives for Social Services are listed in the table below:

Objective	Responsible Officer
Increase opportunities for people to receive Health & Social Care in Welsh by:	
Ensuring that an Active Offer of Welsh language services is communicated to all Social Services staff and within commissioned services	Director of Social Services
Including Welsh language service provision within third sector and independent contract specifications, service level agreements and grant funding processes	Operational Manager, Strategy, Performance, Commissioning and Resources
Developing plans to maximise ability to provide services in Welsh with current Welsh-speaking staff; where gaps in workforce capacity to deliver services in Welsh are identified these should be reflected in the organisation’s Bilingual Skills Strategy	Assistant Director, Children’s Services / Assistant Director, Adult Services

7. Strategic Directorate Priorities

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

	Strategic Directorate Priority	Cabinet Member/s	Directorate Lead	Contributing to:			
				Well-being Goals	Council Priority	Capital Ambition	Council's Well-being Objectives
1	Safeguarding - Children and adults are protected from significant harm and are empowered to protect themselves	Cllr Elsmore / Cllr Hinchey	Operational Manager (OM) Safeguarding	A healthier Wales	Supporting vulnerable people	Working for Cardiff	Safe, confident and empowered communities
2	Prevention & Independence - Children, young people and adults are supported to live safely and independently within their families and communities with the lowest appropriate level of intervention	Cllr Elsmore / Cllr Hinchey	OM Early Intervention & Prevention / OM Targeted Services / OM First Point of Contact & Assessment	A healthier Wales / A more equal Wales	Better education and skills for all	Working for Cardiff	Cardiff is a great place to grow up Cardiff is a great place to grow older Safe, confident and empowered communities
	Care & Support (including transitions) - Adults and looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them; and Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence	Cllr Elsmore / Cllr Hinchey	OM Specialist Services / OM Long Term Services / OM Learning Disabilities / OM Mental Health	A healthier Wales A more equal Wales	Better education and skills for all	Working for Cardiff	Cardiff is a great place to grow up Safe, confident and empowered communities
4	Workforce - Cardiff is the destination of choice for committed social work and social care professionals	Cllr Elsmore / Cllr Hinchey	OM Strategy, Performance and Resources	A healthier Wales	Supporting vulnerable people	Working for Cardiff	Safe, confident and empowered communities
5	Resources - Social Services are provided on the basis of the most efficient and effective use of resources	Cllr Elsmore / Cllr Hinchey	OM Strategy, Performance and Resources	A healthier Wales	Working together to transform services	Working for Cardiff	Cardiff grows in a resilient way

Individual Priorities

Key to Reference Numbers for performance indicators and actions:

- SSWB = Social Services & Well-being (Wales) Act 2014
- CP = Corporate Plan
- DP = Directorate Plan
- SS = Social Services
- CS = Children's Services
- AS = Adult Services

Strategic Directorate Priority 1:

Safeguarding - Children and adults are protected from significant harm and are empowered to protect themselves

Performance – How we will measure our performance against each priority

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Ref	Key Performance Indicators (<i>outcome based where possible</i>)	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
SSWB 27	Percentage of re-registrations of children on local authority Child Protection Registers	3.8%	6.7%	N/A	OM Targeted Services
SSWB 28	Average length of time for all children who were on the Child Protection Register during the year	230 days	250 days	N/A	OM Targeted Services
SSWB 18	Percentage of adult protection enquiries completed within 7 working days	98.0%	99%	99%	OM Safeguarding

Risk Management – Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Children and adults are not adequately protected and safeguarded from abuse, neglect or harm	Red / Amber	Safeguarding - Children and adults are protected from significant harm and are empowered to protect themselves	CP 6 – SS CP 7 – SS DP 5 – SS CP 8 – CS DP 6 – CS DP 7 – AS CP 17 - SS
Failure to recruit sufficient Welsh speaking staff	Amber / Green	See above.	DP 13 – CS
Electronic file storage mechanisms fail to support ease of access to case files leading to decisions being based on incomplete information	Red / Amber	See above.	SharePoint
Issuing of care proceedings is challenging because existing capacity in Children’s, Adult and Legal Services is insufficient to meet demand and undertake required work in a timely manner	Red / Amber	See above.	DP 13 - CS

Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority affected
1.	Communication & Engagement sub group of the Regional Safeguarding Children Board leading re: awareness raising	Safeguarding
2.	National Safeguarding Board re: Disclosure & Barring Service checks	Safeguarding
3.	Welsh Government issue of revised national policy and practice guidance	Safeguarding
4.	Stakeholder and community engagement	Safeguarding
5.	Police, Health and other partners	Safeguarding

Key actions that will be taken to achieve the Strategic Directorate Priority

Equalities – Link between Delivery Plans and Strategic Equality Plan

A decision has been made to link the commitments and actions within the DDPs to the Council's [Strategic Equality Plan 2016 – 2020](#). This will enable Directorates to demonstrate how they are considering equalities and meeting the requirements of the plan and the Equality Act 2010.

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 17 - SS	Ensure that the Council's Corporate Safeguarding Strategy is implemented	April 2018	March 2019	Operational Manager Safeguarding	<p>Q1</p> <ul style="list-style-type: none"> 'E' module Safeguarding training rolled out to new staff and non-Social Worker staff to raise basic safeguarding awareness across the Social Services Directorate <p>Q2</p> <ul style="list-style-type: none"> Relevant contractual arrangements comply with Corporate Safeguarding Policy and external Providers commissioned by Social Services are aware of the requirements <p>Q3</p> <ul style="list-style-type: none"> School and education safeguarding policies reviewed to ensure that they comply with and adhere to the Corporate Safeguarding Policy <p>Q4</p> <ul style="list-style-type: none"> Annual review of Corporate Safeguarding Policy undertaken; feedback on good practice / suggested improvements prepared for Corporate Safeguarding Board 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 6 - SS	Ensure children and adults are protected from risk of harm and abuse by raising awareness among public and professionals of safeguarding issues for the duration of the plan	April 2018	March 2019	Operational Manager Safeguarding	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Number of internal staff and external organisations attending Corporate Safeguarding training and take up of e-learning module monitored, and appropriate action taken <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Contribution to Corporate Safeguarding Board action plan made through membership of relevant sub groups; e.g. Communication and Engagement sub group will lead on raising professional and public awareness of Safeguarding <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Potential recommendations from the National Safeguarding Board taken on board in considering if Disclosure and Barring Service (DBS) checks for elected members and school governors are required and implemented <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Partnership work with stakeholders including the voluntary sector undertaken to implement wider duties within Corporate Safeguarding policy 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 7 - SS	Ensure children and adults are protected from risk of harm and abuse by revising the Child Sexual Exploitation Strategy by March 2019 to encompass new and emerging themes of child and adult exploitation	April 2018	March 2019	Operational Manager Strategic Safeguarding and Partnerships	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Report on the mapping and analysis of support for children exhibiting Harmful Sexual Behaviour and draft implementation plan presented to Children's Services Management Team • Think Safe Team established • New 13+ Team piloted • First draft of revised Child Exploitation Strategy completed • First draft of revised Female Genital Mutilation procedure completed and agreed by Multi-Agency partners and Children's Services Management Team • Adult Services lead to ensure that new and emerging themes of adult exploitation are considered in the revised Child Exploitation Strategy identified <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Consultation on first draft of Child Exploitation Strategy undertaken with partner agencies, community organisations and Children's Services Management Team • Harmful Sexual Behaviour (HSB) - training and consultation arrangements for Children's Services staff scheduled 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> • Services to support children exhibiting Harmful Sexual Behaviour (HSB) agreed • Pilot of new 13+ Team reviewed to establish if anticipated outcomes have been achieved • Awareness raising sessions held for Adult Services Management Team and staff to improve recognition of vulnerable adults at risk of sexual exploitation <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Draft version of Child Exploitation (CE) Strategy presented to Scrutiny and Cabinet • Adult Services contribution included in draft version of revised CE Strategy presented to Scrutiny and Cabinet to ensure that emerging themes of adult exploitation are considered within the strategy <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Child Exploitation Strategy launched for implementation 2019/20 • HSB practice reviewed • Protocol for the early referral of young people approaching adulthood drafted 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
DP 5 - SS	Renew the safeguarding vision and strategy across the Directorate by March 2019 in order to take account of new national policy and practice guidance currently under development	April 2017	March 2019	Operational Manager Safeguarding	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Draft version of revised Vision and Strategy for Safeguarding in Cardiff developed (<i>dependent on new national policy and practice guidance being received from WG</i>) 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Vision and Strategy for Safeguarding ratified across the authority 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Vision and Strategy for Safeguarding launched 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Vision and Strategy for Safeguarding implemented 	
CP 8 – CS	Commission an independent review of the effectiveness of the Multi Agency Safeguarding Hub (MASH) in consultation with the Regional Safeguarding Boards and consider recommendations for change / improvement with a view to implementing changes by March 2020	April 2018	March 2020	Operational Manager, Early Intervention & Prevention	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Multi Agency Safeguarding Hub (MASH) internal review finalised and shared with partners MASH partners agreement to share report with Regional Safeguarding Children's Board obtained 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Outcomes (learning) from review considered Actions and recommendations from review implemented 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Commissioning a separate independent review considered by MASH partners 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Annual analysis of effectiveness of MASH undertaken Independent review commissioned (if agreed) 	
DP 6 - CS	Review and develop mechanisms to improve engagement with communities at large and faith communities in particular by March 2019 to improve the safeguarding of children across the various communities in Cardiff	April 2017	March 2019	Operational Manager Safeguarding	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Wider faith communities identified and engagement process initiated 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
				<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Partnership work undertaken with Muslim Council of Wales to build on the success of the guidance published during 2017/18 to promote safeguarding awareness and training across identified / targeted faith communities 		
				<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Safeguarding guidance for identified faith communities developed and produced with relevant stakeholders 		
				<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> New guidance reviewed and improvements identified and implemented 		

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
DP 7 – AS	Embed strengthened Adult Protection procedures in consultation with staff and partners by March 2019 to ensure that adults are protected from harm	April 2018	March 2019	Operational Manager Safeguarding	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Adult Services led task group established; actions, timescales and processes agreed • Improved data recording arrangements for 2018/19 implemented • Actions for improved Adult Safeguarding processes within the Multi Agency Safeguarding Hub initiated • Options for effective and seamless one point of contact referral process for Adult Safeguarding explored <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Task group action plan progressed • Revised data arrangements reviewed and adapted as required • Wider Adult Services staff introduced to new processes including engagement, communication and referral arrangements within Multi Agency Safeguarding Hub <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • External partner agencies and providers of new arrangements engaged with via agreed forums • Ongoing task group actions embedded 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> • Action plan reviewed and outstanding or further actions agreed • Current data and project activity reviewed to ascertain if process is effective for the future <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • New arrangements implemented • Arrangements reviewed and audited by Task Group 	

Strategic Directorate Priority 2:

Prevention & Independence - Children, young people and adults are supported to live safely and independently within their families and communities with the lowest appropriate level of intervention

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
SSWB 24	Percentage of assessments completed for children within statutory timescales	86.3%	75.6%	75%	OM Targeted Services
SSWB 25	Percentage of children supported to remain living within their family	55.2%	50.9%	50%	OM Targeted Services
SSWB 26	Percentage of looked after children returned home from care during the year	11.6%	8.3%	12%	OM Specialist Services
POS 1	Number of first time entrants to the Youth Justice system	109	75	-5% (71)	OM Youth Offending Service
TBC	Percentage of referrals to the Multi Agency Safeguarding Hub that meet the intervention threshold	New for 2018/19	New for 2018/19	N/A	OM Early Intervention & Prevention
TBC	Percentage of children receiving support from the Adolescent Resource Centre (edge of care) and receiving more than 12 hours of education provision a week	New for 2018/19	New for 2018/19	N/A	OM Early Intervention & Prevention
SSWB 19	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.38	2.33	TBC	AD Adult Services
SSWB 23	Percentage of adults who have received advice and assistance from the Information, Advice & Assistance function and have not contracted the service during the year	86.2%	84.8%	TBC	OM First Contact
SSWB 20	Percentage of adults who completed a period of reablement a) and have a reduced package of care and support 6 months later b) have no package of care and support 6 months later	66.7% 83.4%		N/A N/A	OM First Contact
SCAL 25a	Total number of children and adults in need of care and support using the Direct Payments Scheme	933	908	910	AD Adult Services

Risk Management – Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Family breakdown leading to children becoming looked after	Red / Amber	Prevention & Independence - Children, young people and adults are supported to live safely and independently within their families and communities with the lowest appropriate level of intervention	CP 2 – SS CP 3 – SS CP 15 – SS DP 1 – CS CP 4 – CS CP 5 – CS CP 16 – CS DP 17 - CS
Adults are not aware of their rights and entitlements and are prevented from having control over their day to day lives leading to them requiring interventions from Adult Services	Red / Amber	As above	CP 1 – SS DP 8 – SS DP 2 – SS
Family / carer networks and community support break down leading to adults requiring residential / nursing care	Red / Amber	As above	CP 3 – SS DP 11 – SS CP 11 – AS DP 3 – AS DP 9 – AS DP 10 – AS DP 12 – AS DP 16 – AS DP 18 – AS

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Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority affected
1.	Partner engagement – including Education, Communities, Health, Third Sector and providers	Prevention & Independence
2.	Social Care Wales re: Social Care Wales Care & Support At Home Strategy	Prevention & Independence
3.	Human Resources support for recruitment processes	Prevention & Independence
4.	Institute of Public Care input re: remodelling of Adult Services	Prevention & Independence

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 1 - SS	<p>Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living by:</p> <ul style="list-style-type: none"> Promoting the First Point of Contact Service to prevent unnecessary hospital admissions Developing a First Point of Contact to support people to leave hospital safely and in a timely manner Extending Direct Payments to more people by March 2020 Establishing Re-ablement as the unifying model for the provision of community based domiciliary care 	April 2018	March 2020	<p>Operational Manager, First Point of Contact & Assessment</p> <p>Strategic Lead Planning Officer</p>	<p>Q1</p> <p>First Point of Contact (FPoC)</p> <ul style="list-style-type: none"> Current arrangements reviewed by relevant internal stakeholders to share good practice on the existing Adult and Communities FPoC systems Project Group established to take this work forward in hospitals (excluding Mental Health) across Cardiff <p>Direct Payments</p> <ul style="list-style-type: none"> Campaign to increase awareness of Direct Payments and for service users to consider Direct Payments as an option of meeting their care and support needs scoped and planned by existing project board <p>Establishing Re-ablement as the unifying model</p> <ul style="list-style-type: none"> Occupational Therapy (OT) Manager appointed to establish a bespoke OT Team within the Re-ablement service <p>Q2</p> <p>First Point of Contact (FPoC)</p> <ul style="list-style-type: none"> Process for the implementation of the existing FPoC model across hospitals in Cardiff drafted by Project Group 	<p>Provide support to those who may experience barriers to achieving their full potential</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>Direct Payments</p> <ul style="list-style-type: none"> • Campaign launched across Cardiff, in partnership with relevant stakeholders <p>Establishing Re-ablement as the unifying model</p> <ul style="list-style-type: none"> • Liaison undertaken with Procurement and project group established to work with provider(s) in Cardiff on Outcome Focussed Care Planning, in line with the requirements of the Social Services and Wellbeing (Wales) Act 2014 <hr/> <p style="text-align: center;">Q3</p> <p>First Point of Contact (FPoC)</p> <ul style="list-style-type: none"> • Consultation with Health and relevant external stakeholders undertaken on the final draft process for a replicated FPoC model across hospitals in Cardiff <p>Direct Payments</p> <ul style="list-style-type: none"> • Success of the campaign monitored and evaluated <p>Establishing Re-ablement as the unifying model</p> <ul style="list-style-type: none"> • In partnership with provider(s), small pilot rolled out within Cardiff, to move the outcomes agenda forward within the Re-ablement service 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q4</p> <p>First Point of Contact (FPoC)</p> <ul style="list-style-type: none"> Implementation of agile working across hospitals in Cardiff evaluated and reviewed; improvements implemented <p>Direct Payments</p> <ul style="list-style-type: none"> Improvements identified as a result of the campaign embedded into operational practice <p>Establishing Re-ablement as the unifying model</p> <ul style="list-style-type: none"> Pilot evaluated (and any identified improvements made) with a view to adopting this approach across the sector 	
DP 8 - SS	<p>Review pathways for children with sensory impairments and further develop partnership working across Children's and Adult Services and with 3rd sector sensory impairment organisations during 2018/19 to:</p> <ul style="list-style-type: none"> Improve access to information and services for children and adults with sensory loss. Provide clear and consistent pathways within Social Services and Education Directorates and with 3rd sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff 	April 2018	March 2019	Service Lead Manager	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Current sensory impairment pathways across the Directorate jointly reviewed by Service Managers from Adult and Children's Services Potential improvements identified and application of specific service principles agreed - to support the development of a consistent process that can be rolled out across Social Services to improve access to information and services for children and adults with a sensory loss 	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>Q2</p> <ul style="list-style-type: none"> • Consultation undertaken to ensure that the proposed process will provide clear pathways across the Education Directorate and third sector sensory impairment organisations as well as across Adult and Children’s Services <p>Q3</p> <ul style="list-style-type: none"> • Consultation undertaken with relevant stakeholders on the proposed changes to ensure that the new process is fit for purpose <p>Q4</p> <ul style="list-style-type: none"> • New process rolled out; effectiveness monitored with particular regard to: <ul style="list-style-type: none"> ○ Improving access to information and services for children and adults with sensory loss ○ Providing clear pathways across the Education Directorate and third sector sensory impairment organisations 	
CP 3 – SS	<p>Ensure children and adults are protected from risk or harm and abuse by</p> <ul style="list-style-type: none"> • Continuing implementation with key partners of the “Signs of Safety” model, a strengths-based whole-service methodology for working with children and families in need of care and support; target completion 2022 • Designing and implementing a parallel 	April 2018	March 2022	Assistant Director, Children Services / Assistant Director Adult Services	<p>Q1</p> <ul style="list-style-type: none"> • Signs of Safety (SoS) launched as established model of a Strength Based Approach for Children’s Services • Lead Signs of Safety Social Worker appointed 	<p>Meet our Specific Equality Duties and build equality into everything we do</p> <p>Support wide citizen consultation and engagement with</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
	<p>model in Adult Services by 2022</p>				<ul style="list-style-type: none"> • Quality Assurance (QA) Support Worker for SoS appointed • Preparation for training of relevant staff in an 'Outcome Focused' model undertaken • Plan of work with Institute of Public Care (IPC) for the remodelling of Adult Services established <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Plan of ongoing support and training sessions for teams using the SoS approach developed by SoS Lead in conjunction with the Training Unit • 'Better Conversations' training rolled out across Adult Services • 'Outcome Focused' training commenced • Ongoing training needs of Information, Advice & Assistance (IAA) staff across Social Services established <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Ongoing awareness sessions for multi-agency staff to work with SoS developed • 'Better Conversations' training continued • Outcome focused training continued • Contribution to developments regarding IAA continued 	<p>the Council and the decisions it makes</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • SoS embedded as the model of practice in relevant Children's Services teams • Case management system for recording reflects SoS approach • Take up of Better Conversations training and outcome focused approaches training reviewed and next steps agreed • First cohorts of Social Services staff enrolled on the qualification framework • Engagement with IAA staff on the new training programme undertaken 	
DP 11 – SS	Implement the elements of the Social Care Wales Care & Support At Home Strategy that are relevant to the Local Authority, by March 2021 in order to support people to remain in their own homes for as long as possible	April 2018	March 2021	Operational Manager, Strategy, Performance and Resources	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Series of engagement / awareness raising sessions arranged to promote and support domiciliary care providers to comply with qualification and registration requirements by 2020 • Feasibility of piloting an Outcome Based Approach to the delivery of commissioned domiciliary care packages considered • 'Be a Care Worker' recruitment campaign for social care workers refreshed and launched • Social Care Wales linked with to ensure a robust and consistent approach 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Training / engagement plan to meet the development and support needs of unpaid carers developed • Outcomes pilot implemented with an identified provider if considered to be feasible • Annual Excellence in Social Care Celebratory Event promoted across the sector to secure buy in and take up of places • Robust mechanism for data collection and analysis developed across the social care sector to inform workforce planning <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Training / engagement plan to meet development and support needs of unpaid carers implemented • Delivery of outcomes pilot monitored • Annual Excellence in Social Care Celebratory Event held • Mechanisms to share or align social care workforce planning data for Health and Social Care developed 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Progress against training / engagement plan for unpaid carers reviewed and impact assessed • Outcomes pilot reviewed to determine impact and next steps agreed • Impact of annual Excellence in Social Care Celebratory Event reviewed and arrangements for 2019/20 agreed. • Workforce planning data used to inform Social Care Workforce Development Plan (SCWDP) funding application for 2019/20. 	
DP 1 - CS	Raise awareness during 2018/19 of the entitlement of young carers to have an assessment of their unique needs and ensure that there is appropriate provision to meet assessed needs	April 2017	March 2019	Operational Manager, Early Intervention & Prevention	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Development Officer recruited and in post <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Strategic delivery of awareness raising training co-ordinated • Level of need and gaps in service provision identified • Cardiff and Vale Young Carer's Action Plan progressed • Quarterly reviews with partner agencies introduced to monitor effectiveness of service delivery across the region 	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>Q3</p> <ul style="list-style-type: none"> Effectiveness of current services evaluated in conjunction with service users <p>Q4</p> <ul style="list-style-type: none"> Collaboration undertaken with existing service providers to provide services that will meet the gaps identified in Quarter 2 	
CP 4 – CS	Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by agreeing a refreshed Early Help / Preventative Strategy	April 2018	March 2022	Operational Manager Strategy, Performance and Resources	<p>Q1</p> <ul style="list-style-type: none"> Review of Early Help Strategy commenced New Families First commissioned services launched Reporting arrangements for Support4Families strengthened New early help arrangements communicated to families and other stakeholders in conjunction with the Family Information Service Disability Focus services recommissioning commenced <p>Q2</p> <ul style="list-style-type: none"> Key stakeholders on refreshed Early Help Strategy consulted In-house Parenting and Youth Services implemented 	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> • Early Help Family Support workers mobilised <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Refreshed Early Help Strategy finalised and communication strategy to support progress and relaunch developed • Re-commissioning of Disability Focus services concluded • Review of Early Help Front Door pilot commenced; plans for 2019/20 agreed <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Refreshed Early Help Strategy relaunched • Newly commissioned Families First services for disabled children and their families mobilised • New arrangements for Support4Families mobilised 	
CP 5 - CS	Prevent children entering the criminal justice system and work with children already in the criminal justice system to reduce their re-offending through the interventions delivered by partners in the Cardiff Youth Offending Service (YOS) by March 2019	April 2018	March 2019	Operational Manager, Youth Offending Service	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Work to develop a pilot scheme commenced in conjunction with Education Youth Services (to focus on children and young people who are not in school, at risk of entering the Criminal Justice System (CJS), offending and known to Children's Services) 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> • Enhanced Case Management (ECM) approaches to inform individually tailored responses and practice (including re-offending toolkit) embedded across YOS • Young People Participation Strategy finalised and included in service redevelopment • New Triage service with a focus on preventing children entering the Criminal Justice System (CJS) commissioned <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Service user feedback and evaluation on service delivery and its effectiveness undertaken to inform new interventions that prevent entry to CJS and re-offending • Emerging themes of offending (including knife crime, county lines and exploitation) addressed in close collaboration with Children's Services • Worker from Prevention Services to undertake work with Schools and People & Communities to prevent children being exposed to risk of offending; sessions and interventions to be delivered in a school setting 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> New team of volunteers and mentors to work directly with young people and their families to reduce re-offending recruited Multi-Agency Risk and Resource Panel - pilot implemented 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Effectiveness of ECM in reducing re-offending evaluated Emerging themes of offending monitored for impact Young People's Participation Strategy agreed Feedback and monitoring of new Triage Service undertaken 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Effectiveness of Multi-Agency Risk and Resource Panel evaluated Impact of interventions introduced to reduce re-offending assessed 	
DP 17 – CS	Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) Youth Offending Service Inspection	April 2018	March 2019	Operational Manager, Youth Offending Service	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> To be confirmed <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> To be confirmed <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> To be confirmed 	Build strong and cohesive communities where people feel safe, and able to celebrate

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> To be confirmed 	Cardiff's diversity
DP 2 – AS	Identify and take forward opportunities to work with partners during 2018/19 to promote Public Health and reduce health inequality	April 2018	March 2019	Assistant Director, Adult Services	Quarterly updates to be populated from other relevant milestones	Meet our Specific Equality Duties and build equality into everything we do
DP 3 – AS	Implement the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services in order to effectively support and deliver community based mental health services by March 2020	April 2017	March 2020	Operational Manager, Mental Health	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Work streams 1 & 2 completed by Project Steering Group and the 2 work streams reviewed 	Provide support to those who may experience barriers to achieving their full potential
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Success of the locality model pilot in the Vale of Glamorgan reviewed in partnership with the Vale of Glamorgan and the University Health Board 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Locality model for Cardiff finalised with partners and staff consulted with on the appropriate skill mix 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Locality model piloted in the North or South of Cardiff (<i>subject to the availability of appropriate accommodation</i>) 	
CP 11 - AS	Consolidate Cardiff's status as a recognised Dementia Friendly City during 2018/19 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include:	April 2018	March 2019	Operational Manager, Long Term Services	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Project Board for the integrated model of dementia / older people's mental health day care re-established with representation from Health 	Support wide citizen consultation and engagement with the Council and the decisions it

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
	<ul style="list-style-type: none"> Refurbishing existing day centres to provide dementia support Establishing a specialist dementia day service in partnership with the University Health Board 				<ul style="list-style-type: none"> Work streams needed to progress towards a specialist service identified in partnership with the University Health Board (UHB) <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Work streams report back to the Project Board with findings to feed into an action plan <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Agreed action plan implemented with UHB and integrated day service established at Grand Avenue <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Grand Avenue specialist dementia day service monitored and reviewed with the UHB Refurbishment of existing day centres completed to provide dementia support, by incorporating dementia friendly design principles 	<p style="text-align: center;">makes</p> <p style="text-align: center;">Support wide access to Council information and environments, and participation in Council Services</p>
DP 10 – AS	Embed the new model of Day Opportunities during 2018/19 to ensure that people get the care and support they need, while offering respite to their carers	April 2017	March 2018	Service Lead Manager	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Working group established within Adult Services and Mental Health Services for Older People (MHSOP) to review existing internal day care provision to ensure that citizens are receiving the right care and support while offering respite to their carers 	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> Lessons learnt / good practice from the refurbishment of Minehead Road considered by Working Group 	Provide support to those who may experience barriers to achieving their full potential
				<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Day service access criteria agreed - based on the findings of the internal review Current users of the service reviewed using the new criteria to ascertain which day centre best meets their individual needs 		
				<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Complex needs referrals accepted for specialist older people's mental health day care 		
				<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Model reviewed and refined as required. 		
DP 12 – AS	Implement the Older People's Housing Strategy in partnership with Communities during 2018/19, to ensure that the housing elements that are necessary to support those with care and support needs are available in the right numbers, at the right level, and in the right places across the city	April 2017	March 2019	Service Lead Manager	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Contribution made to the consultation and Cabinet approval of the Strategy in partnership with Communities <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Contribution made to development of implementation plan in partnership with Communities <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Strategy implemented in partnership with Communities 	<p>Provide support to those who may experience barriers to achieving their full potential</p> <p>Meet our specific Equality Duties and build equality into everything we do</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Progress of Strategy monitored / reviewed and identified improvements made in partnership with Communities 	
DP 18 - AS	Work with Communities during 2018/19 to tackle social isolation	April 2018	March 2019	Operational Manager, First Point of Contact & Assessment	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Awareness of social isolation raised within the FPoC team(s) and range of options and opportunities developed for citizens who feel they are at risk of social isolation <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Advice and assistance to hospital patients with regards to social isolation improved, particularly on discharge; including home visit / assessment prior to discharge <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Feedback from citizens and staff on the success of tackling social isolation by the FPoC team(s) reviewed <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Good practice identified and improvements implemented where necessary 	Provide support to those who may experience barriers to achieving their full potential

Strategic Directorate Priority 3:

**Care & Support (including transitions) - Adults and looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them; and
Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence**

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
SCC/025	Percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	95.1%	92.8%	95%	OM Specialist Services
LAC 58	Percentage of children in regulated placements who are placed in Cardiff	63.5%	60.7%	63%	OM Specialist Services
SCC/022a	Percentage attendance of looked after pupils whilst in care in primary schools	96.9%	TBC	98%	OM Specialist Services
SCC/022b	Percentage attendance of looked after pupils whilst in care in secondary schools	94.5%	TBC	95%	OM Specialist Services
SSWB 34a	Percentage of all care leavers who are in education, training or employment at 12 months after leaving care	58.5%	TBC	62%	OM Specialist Services
SSWB 34b	Percentage of all care leavers who are in education, training or employment at 24 months after leaving care	38.2%	TBC	42%	OM Specialist Services
SSWB 35	Percentage of care leavers who have experienced homelessness during the year	17.3%	TBC	8%	OM Specialist Services
SCA/018a	Percentage of eligible adults who are caring for adults that are offered a carers assessment during the year	79.5%	87.2%	90%	OM Long Term Services

Risk Management – Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Looked after children fail to achieve stable, fulfilling and happy lives as young people and adults	Red / Amber	Care & Support (including transitions) - Adults and looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them; and Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence	CP 9 – CS
Placement breakdown for looked after children	Red / Amber	As above	CP 9 – CS CP 10 – CS
Failure to sustain an effective whole system approach that enables adults with significant care and support needs to remain in, or return to, their own homes and reduces the need for / length of hospital stays	Red / Amber	As above	DP 11 – SS CP 13 – SS DP 2 – AS DP 3 – AS DP 4 – AS DP 9 – AS DP 10 – AS DP 12 – AS DP 16 – AS
Young people (including disabled young people) do not have the necessary skills and support to ensure a smooth transition to adult life / independence	Red / Amber	As above	CP 2 – SS DP 8 – SS CP 12 – CS
Young people do not receive the services they need in adulthood or limited services are available because they do not meet required thresholds	Red / Amber	As above	DP 8 - SS

Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority affected
1.	Engagement of partners including Health, Vale of Glamorgan Council, Education, independent fostering agencies and children’s residential care providers, Cardiff & Vale College	Care & Support (including transition)

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 2 - SS	Embed the Disability Futures Programme by March 2023 to develop and implement remodelled services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families (Including developing a Regional Learning Disability Strategy. This can also be cross-referenced with DP 16 – AS)	April 2017	March 2023	Operational Manager, Change Management	<p>Q1</p> <p>Integrated Respite for Children</p> <ul style="list-style-type: none"> Service re-registered with the Care Inspectorate Wales (CIW) and integrated commitment confirmed <p>Integrating Disability Services (formerly known as Complex Needs Service)</p> <ul style="list-style-type: none"> New models of working with the University Health Board and Education agreed <p>Regional Joint Commissioning</p> <ul style="list-style-type: none"> Regional Commissioning for existing ‘Families First’ services explored (<i>dependent on the outcome of extension of ‘Families First’ contracts and re-designing of service specifications</i>) Opportunities for joint commissioning services for disabled children and young people on a regional basis explored 	<p>Provide support to those who may experience barriers to achieving their full potential</p> <p>Support wide access to Council information and environments, and participation in Council Services</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>Transition</p> <ul style="list-style-type: none"> Development, monitoring and evaluation of the Transition Review Interface Group Pilot (TRIG) ongoing to support early planning and timely decision making through the transition to Adult Services <p>Regional Learning Disability Services</p> <ul style="list-style-type: none"> Service deliverables and specifications for a range of respite provision scoped by Cardiff and the Vale of Glamorgan Councils <hr/> <p style="text-align: center;">Q2</p> <p>Integrated Respite for Children</p> <ul style="list-style-type: none"> Officer's Decision Report from 2017/18 implemented <p>Integrating Disability Services</p> <ul style="list-style-type: none"> New models of working across Cardiff piloted <p>Regional Joint Commissioning</p> <ul style="list-style-type: none"> Legal implications assessed Budget allocation for services to be commissioned on a regional basis secured and timetable for procurement developed <p>Transition</p> <ul style="list-style-type: none"> Regional collaboration and partnership working between Social Services, Education and Health established in preparation for the implementation of the Additional Learning Needs (ALN) and 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>Education Tribunal (Wales) Bill in September 2019</p> <p>Regional Learning Disability Services</p> <ul style="list-style-type: none"> Action plan to implement a Joint Cardiff and Vale Health & Social Service Learning Disability Commissioning Strategy developed (including completing a Day Service Action Plan) Regional Learning Disabilities specifications relevant to each service provision agreed <hr/> <p style="text-align: center;">Q3</p> <p>Integrated Respite for Children</p> <ul style="list-style-type: none"> Service transitioned into new arrangements <p>Integrating Disability Services</p> <ul style="list-style-type: none"> Pilot models of working with the University Health Board and Education reviewed <p>Regional Joint Commissioning</p> <ul style="list-style-type: none"> Tender for services in scope for joint commissioning issued <p>Transition</p> <ul style="list-style-type: none"> Regional Transition Protocol reviewed and evaluated <p>Regional Learning Disability Services</p> <ul style="list-style-type: none"> New service(s) implemented 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q4</p> <p>Integrated Respite for Children</p> <ul style="list-style-type: none"> New arrangements reviewed and evaluated <p>Integrating Disability Services</p> <ul style="list-style-type: none"> Pilots to be implemented as new models in 2019/20 agreed with the University Health Board and Education <p>Regional Joint Commissioning</p> <ul style="list-style-type: none"> Contract(s) for jointly commissioned service(s) awarded <p>Transition</p> <ul style="list-style-type: none"> Outcomes from review to support ongoing improvement implemented <p>Regional Learning Disability Services</p> <ul style="list-style-type: none"> New service(s) evaluated and reviewed 	
CP 9 - CS	Ensure the best outcomes for children and young people for whom your Council becomes responsible by embedding the Corporate Parenting Strategy across the Council and partners by March 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children	April 2017	March 2019	Operational Manager, Specialist Services	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Corporate Parenting Advisory Committee (CPAC) work programme (direction of travel, activities and milestones of themes Councillors wish to progress) developed Transitions Review Interface Group (TRIG) – transitions process piloted <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> CPAC work programme progressed TRIG pilot reviewed 	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> TRIG pilot widened to include other stakeholders 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> CPAC work programme reviewed Outcomes from review of TRIG pilot considered against Directorate requirements 	
CP 10 - CS	Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the Council's capacity to commission and provide high quality cost effective placements within the Cardiff area , reducing the need for Looked After Children to be placed out of area by March 2023	April 2018	March 2023	Operational Manager, Specialist Services	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Recommendations from Scrutiny Report considered New children's home becomes operational (in partnership with private sector provider) Productive discussions with other providers progressed 	Provide support to those who may experience barriers to achieving their full potential
				<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Additional new children's homes opened (in partnership with private sector providers) 		
				<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Additional new children's homes opened (in partnership with private sector providers) 		
				<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Additional new children's homes opened (in partnership with private sector providers) 		

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 12 – CS	Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the reach and effectiveness of support to care leavers by strengthening the Bright Starts Traineeship Scheme during the 2018/19	April 2018	March 2019	Operational Manager, Specialist Services	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Portion of Welsh Government traineeship grant utilised to create new post to allow capacity for the Bright Starts Traineeship Scheme to be expanded • Recruitment process concluded • Work to reflect Signs of Safety in Pathway Plan re-design undertaken in consultation with staff • Safeguarding awareness training for trainees provided <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Work placements within the Council and beyond expanded and available • Safeguarding awareness training for trainees provided <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Offer to young people engaging with the scheme developed to include pre-engagement work, creative and well-being workshops, increased levels of support and an opportunity to build on the relationship with Cardiff and Vale College • Safeguarding awareness training for trainees provided 	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Safeguarding awareness training for trainees provided 	
DP 4 - AS	Work with partners to maintain the reduction in Delayed Transfers of Care for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting	April 2017	March 2018	Operational Manager, First Point of Contact & Assessment	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Agile working implemented for Social Workers within the hospital teams to enable Adult Services staff to work across both Health and community settings; these changes will facilitate a more timely and smooth discharge back into the community <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Partnership work with Social Services 'risk panel' undertaken so that a professional Multi-Disciplinary Team made up of Operational and Team Managers from across Adult Services can support and advise Social Workers in the discharge of complex packages of care from hospital back into the community <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Work with Health and other partners undertaken to contribute to the development of Cardiff and the Vale 'winter pressures' plan for 2018/19 <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Implementation of agile working across hospitals in Cardiff reviewed and evaluated and identified improvements implemented 	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
DP 9 - AS	Ensure all eligible unpaid adult carers who are caring for adults during the 2018/19 financial year receive the help and support they need, in the ways they need it	April 2017	March 2018	Operational Manager, Long Term Services	<p>Q1</p> <ul style="list-style-type: none"> New system of telephone screening introduced within the carer's team to target resources at those carers with the greatest need Carers Week supported (11th – 17th June 2018) <p>Q2</p> <ul style="list-style-type: none"> Outreach Programme developed where all Carer Assessment Workers will be involved in outreach sessions in community locations, e.g. Cardiff Hubs and hospitals to raise awareness and provide advice, information and assistance to carers <p>Q3</p> <ul style="list-style-type: none"> Opportunities for the development of an integrated Carers Centre within Cardiff explored with Health Carers Rights Day supported (date to be confirmed) <p>Q4</p> <ul style="list-style-type: none"> Business case for an integrated Carers Centre within Cardiff developed (<i>subject to the availability of accommodation</i>) 	<p>Provide support to those who may experience barriers to achieving their full potential</p> <p>Support wide access to Council information and environments, and participation in Council Services</p>

Strategic Directorate Priority 4

Workforce - Cardiff is the destination of choice for committed social work and social care professionals

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
Staff 1	Percentage of social work vacancies in all teams	22.2%	23.5%	18%	AD Children's Services

Risk Management – Managing risks that could impact upon the achievement of the Directorate's priorities

Page 71	Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
	Cardiff does not attract the required quality and quantity of social care professionals	Amber / Green	Workforce - Cardiff is the destination of choice for committed social work and social care professionals	CP 13 – SS CP 14 - SS DP 14 - SS DP 13 - CS

Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority affected
1.	Engagement of partners including the Vale of Glamorgan Council, Health	Workforce
2.	Human Resources support for recruitment processes	Workforce

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 13 – SS	Continue to develop and support the workforce by implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 to ensure that all relevant professionals are appropriately qualified by 2020	April 2018	March 2020	Director of Social Services	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	Meet our Specific Equality Duties and build equality into everything we do
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	
CP 14 – SS	Contribute to the development of a coherent regional response to the Parliamentary Review of Health and Social Care in Wales in order to facilitate early implementation of an integrated programme of change at pace	April 2018	March 2019	Director of Social Services	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	Meet our Specific Equality Duties and build equality into everything we do
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
DP 13 – CS	Improve recruitment and retention of children's social workers , ensuring the Council achieves and maintains a vacancy rate below 18% by March 2019 to raise standards and drive the quality and competency levels of staff through effective workforce dev in order to enable those with care and support needs to achieve what matters to them	April 2018	March 2019	Operational Manager Strategic Safeguarding and Partnerships	Q1	Meet our Specific Equality Duties and build equality into everything we do
					<ul style="list-style-type: none"> Recruitment campaign refreshed 	
					Q2	
					<ul style="list-style-type: none"> Revised recruitment campaign underway 	
					Q3	
					<ul style="list-style-type: none"> Progress of campaign reviewed 	
					Q4	
					<ul style="list-style-type: none"> Impact of campaign measured (number of posts filled and level of retention across service) 	

Strategic Directorate Priority 5:
Resources - Social Services are provided on the basis of the most efficient and effective use of resources

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner

Risk Management – Managing risks that could impact upon the achievement of the Directorate’s priorities

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Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Social Services do not achieve desired outcomes or meet assessed need sufficiently for children, young people and adults due to under-provision of services	Red / Amber	Resources - Social Services are provided on the basis of the most efficient and effective use of resources	CP 15 - SS
Ineffective service provision	Red / Amber	As above	DP 14 - SS DP 15 – SS
Marketplace is not able to meet the care and support needs of the population	Red	As above	CP 16 – CS DP 16 – AS

Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas

Description of dependency	Improvement Priority affected
Providers	Resources
Vale of Glamorgan Council	Resources

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 15 - SS	Continue to implement a sustainable finance and service delivery strategy across Children's and Adult Services throughout 2018/19, where the commissioning and delivery of services is evidence based, outcome focussed and commercially sound	April 2017	March 2019	Director of Social Services	Q1	Meet our Specific Equality Duties and build equality into everything we do
					<ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	
					Q2	
					<ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	
					Q3	
					<ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	
					Q4	
					<ul style="list-style-type: none"> Milestones TBC when Director of Social Services takes up post 	
DP 14 – SS	Embed the Quality Assurance Framework in Children's Services and adapt for implementation Directorate-wide by March 2019 to ensure that children, families and adults benefit from the highest possible standard of service within resources	April 2017	March 2019	Operational Manager, Safeguarding	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Quality Assurance Manager appointed Quality Assurance Framework (QAF) and the process for auditing case files reviewed to ensure Signs of Safety (SoS) is a core measure and alignment with SoS validated Work programme for Quality Assurance (QA) Team within Children's and Adult Services developed to include case and practice audit Adult and Children Services case auditing tools adapted to fit with the new inspection criteria 	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>set out by Care Inspectorate Wales</p> <ul style="list-style-type: none"> • Priorities in line with the Quality Assurance Framework agreed with Directorate Management Team (DMT) <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Quality Assurance Team recruited • First phase of audits within teams to support practice improvement as prioritised by DMT undertaken • Awareness within the Directorate of the role of the QA Team and the process for Operational, Service and Team Managers to access support from the team promoted <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Planned programme of case auditing and practice evaluation work as agreed in the QA Team work programme implemented • System for monitoring the Leadership / Governance criteria as set out in the new inspection criteria agreed with DMT • Process to monitor the Commissioning criteria set out in the new inspection criteria agreed with DMT 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Implementation of work programme monitored Recommendations from work programme reviewed 	
DP 15 – SS	Integrate the management of Children’s and Adult Services complaints by March 2019 in order to ensure a consistent response to complaints across Social Services	April 2018	March 2019	Operational Manager, Strategy, Performance and Resources	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Existing complaints procedures within Adult and Children’s Services reviewed and joint process agreed that will be implemented across Social Services in line with Welsh Government (WG) guidance including: <ul style="list-style-type: none"> Existing processes and flow charts across both services amended Complaints register for both services designed and agreed to record, monitor and track complaints <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Social Services complaints working group established to review complaint responses, with a view to adopting a more constructive and consistent approach to responding to complaints, e.g. the introduction of a template letter <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Complaints awareness training (based on findings and improvements identified by working group) rolled out across Social Services to inform staff of the joint policy and introduce agreed ‘template letters’ to team managers 	<p style="text-align: center;">Meet our Specific Equality Duties and build equality into everything we do</p> <p style="text-align: center;">Support people to challenge unfair treatment</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Implementation and effectiveness of the integration of Children's and Adult Services complaints reviewed and evaluated; improvements identified and incorporated into a 2019/20 action plan 	
CP 16 - CS	Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by identifying opportunities to deploy grant streams more effectively under new "Flexibilities" arrangements	April 2018	March 2022	Operational Manager, Strategy, Performance and Resources	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Milestones TBC following confirmation of grant funding 	Meet our Specific Equality Duties and build equality into everything we do Provide support to those who may experience barriers to achieving their full potential
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Milestones TBC following confirmation of grant funding 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Milestones TBC following confirmation of grant funding 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Milestones TBC following confirmation of grant funding 	
DP 16 – AS	Identify and take forward opportunities to strengthen our partnerships with the University Health Board and the Vale of Glamorgan Council during 2018/19 to improve outcomes for individuals	April 2018	March 2019	Assistant Director, Adult Services / Operational Manager, Learning Disability	<p style="text-align: center;">Q1</p> <p>Develop a Regional Learning Disabilities Commissioning Strategy with the Vale and University Health Board</p> <ul style="list-style-type: none"> Regional Learning Disabilities Commissioning Strategy exercise scoped with partners and Institute of Public Care (IPC) 	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>Uplift and fee modelling work with the Vale and University Health Board on residential and nursing placements</p> <ul style="list-style-type: none"> Scoping exercise undertaken and analysis of demand within the market completed (including the needs of self-funders) <p style="text-align: center;">Q2</p> <p>Develop a Regional Learning Disabilities Commissioning Strategy with the Vale and University Health Board</p> <ul style="list-style-type: none"> Regional Learning Disabilities Commissioning Strategy drafted with partners and Institute of Public Care (IPC), including completion of a Day Service Action Plan <p>Uplift and fee modelling work with the Vale and University Health Board on residential and nursing placements</p> <ul style="list-style-type: none"> Integrated and consistent approach / model for agreeing fees with providers and quality assurance developed <p style="text-align: center;">Q3</p> <p>Develop a Regional Learning Disabilities Commissioning Strategy with the Vale and University Health Board</p> <ul style="list-style-type: none"> Consultation exercise undertaken with stakeholders on the draft Regional Learning Disabilities Commissioning Strategy 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>Uplift and fee modelling work with the Vale and University Health Board on residential and nursing placements</p> <ul style="list-style-type: none"> • Common contract and specification agreed <hr/> <p style="text-align: center;">Q4</p> <p>Develop a Regional Learning Disabilities Commissioning Strategy with the Vale and University Health Board</p> <ul style="list-style-type: none"> • Final draft of Regional Learning Disabilities Commissioning Strategy submitted to Cabinet for approval <p>Uplift and fee modelling work with the Vale and University Health Board on residential and nursing placements</p> <ul style="list-style-type: none"> • Appropriate integrated market position statement and commissioning strategy agreed 	

Appendix 1 - Directorate Profile

Our Finances

Significant additional resources have been allocated to the Social Services budget in 2018/19 in order to meet existing and new financial pressures, with the overall budget showing a net increase of £8.405 million (5.33%) compared to the controllable base in the current year. This is after taking into account of Directorate savings totalling £5.160 million. Additional funding has been provided to both Children's and Adult Services with budget allocated to meet demographic pressures and exceptional cost and fee increases, a range of financial pressures and the write out of an unachievable savings target from the current financial year. The budget also includes an additional £469,000 to reflect the full year cost of new posts approved as part of the 2017/18 budget. The Final Settlement also included £636,000 to reflect the transfer of a new responsibility in relation to an increase in the capital limits on charges for residential care.

In addition to this, there were transfers into the Final Settlement totalling £4.766 million relating to specific grant funding received in 2017/18 but which has now been built into the Council's general revenue support settlement. These include £2.131 million in relation to the Social Care Workforce Grant, which was to assist local authorities in managing the financial impacts of changing workforce costs, specifically the National Living Wage (NLW). Other specific grants which have transferred in relate to Looked after Children, Carer's Respite, social care for prisoners in the secure estate and the Welsh Independent Living Fund. The £4.766m has also been allocated to Social Services as part of the 2018/19 Budget.

The additional resources allocated to Social Services for 2018/19 includes funding of £400,000 to meet specific financial pressures identified by the Directorate. This includes £85,000 in relation to Cardiff's contribution to the Vale, Valleys & Cardiff Regional Adoption Collaborative Service in order to meet additional pressures on this service as approved by the Joint Committee in December. The balance of £315,000 will be used to support a range of pressures including additional staff for the Internal Day Care Service in Learning Disabilities, an increase in the number of occupational therapy posts in the Review Team and to create additional support worker posts in order to enhance the work of specialist services and to improve support to looked after children, care leavers and homeless young people.

The budget savings proposed by the Directorate for 2018/19 total £5.160 million and are summarised in the following table:

2018/19 Savings	£000
Income Generation	350
Business processes including Digitalisation	120
Review of External Spend	2,290
Prevention & Early Intervention	2,400
Total	5,160

The savings from income generation relate to an increase in service user charges for non-residential services based on changes to the maximum weekly charge a council can make. This is in line with Welsh Government policy. The saving of £2.4 million in relation to prevention and early intervention includes £1.2 million through maximising the impact of the Community Resource Team (CRT) to support more people to become independent. A further saving of £1.2 million is also anticipated as a result of changes to the way domiciliary care services are commissioned and delivered. These changes place the emphasis on supporting people to maximise their level of independence, whilst ensuring they receive the type and level of care and support they require.

Savings of £2.290 million are anticipated through a review of external spend. This includes £820,000 from a review, with Health partners of the relative contributions to care packages to continue to ensure compliance with Continuing Health Care (CHC) guidance. A saving of £680,000 is also anticipated through reducing the number of looked after children placed outside Cardiff. This is in combination with other ongoing preventative initiatives aimed at reducing the number of looked after children in external placements. There are also savings proposed in relation to new care home placements in Adult Services, including £450,000 based on reviewing care home fees and £300,000 based on reducing the number of new care home placements with the focus on helping people to fulfil their wish to continue to live in their own home as opposed to moving into a care home. There are also proposed savings of £40,000 in relation to mainstream awareness raising budgets and £120,000 in relation to business process and digitalisation.

Taking account of the additional resources and Directorate savings, the proposed net budget for Social Services in 2018/19 is £166,093,000.

Further information is available in the Council's Budget Book. The budget book is a summarised version of the Council budget held in the CIS system. The 2018/19 version is being prepared at the time of writing, but a link to 2017/18 is included below.

http://vmweb22.cardiff.gov.uk/cis/documentsearch.php?search_text=budget+book&service_id=0&document_type=ALL&searchmode=EXECUTE&search_ref

Our Workforce

Recognising that our workforce is our most valuable asset, and by identifying and responding to our people priorities, ensures the Council can continue to respond to financial and service delivery challenges and opportunities.

Social Services have an FTE workforce of 942 (625 in Adult Services, 322 in Children's Services and 149 in Strategy, Performance and Resources). 81% (877) of the workforce are female, 4% (25) are BME and 2% (19) are aged 16-24. Social care is very much a female dominated profession so the gender position isn't unusual or unexpected. Ethnicity is clearly not what we would wish for as it doesn't reflect the ethnicity of the wider population in Cardiff, however, it is fairly consistent with the percentage for the Council as a whole (5%). In

relation to young people, our position is slightly below the Council as a whole but there are a couple of factors which make it difficult for us to address this – for example, social worker qualifications mean that the minimum age will be 21 and we are restricted on what types of work experience we can provide in Social Services due to issues of confidentiality.

A Children's Services Workforce Strategy is in place and aims to improve the lives of the people in need of care and support in Cardiff and to keep them safe. This can only be delivered by:

- Having a confident, competent and highly skilled workforce.
- Having a workforce that understands each other's responsibilities and works together to deliver relevant, responsive and high quality services for Cardiff's most vulnerable people.

A key element of this is to improve the effectiveness of our recruitment of permanent social work staff across all teams, and to strengthen the Council's ability to retain a high quality, experienced social care workforce.

The strategy takes account of the Corporate Workforce Strategy and sets out:

- Our commitment to our workforce, ensuring we **recruit and retain suitably qualified and experienced staff**, and that staff have the support, information and skills they need.
- Our framework of priorities to create a culture that supports and enables a **flexible, skilled, motivated and diverse workforce**. It recognises the valuable contribution employees make in delivering our services and is shaped by the aims, vision and values of Cardiff Council. The key priorities are **Workforce Planning, Recruitment, Staff Learning & Development** and **Retention**.
- How Children's Services plans to achieve improvements in the aforementioned priority areas. It supports the development of a **culture of continuous improvement** and allows the Directorate to manage the required changes within the workforce in a structured, planned and fully consulted way.

Adult Services completed a Workforce Planning Action Plan as part of the corporate workforce planning pilot. This sets out our workforce planning priorities and how they will be addressed:

- Training and Development
- Recruitment
- Retention
- Staff Consultation and Engagement
- Workforce Planning

Areas of progress across the Social Services Directorate include:

- Implementation of Social Work traineeship scheme – currently two trainees in place.
- Extension of secondment to social work degree to Adult Services - currently two Adult Services staff seconded in year.
- Launch of Be A Care Worker Campaign
- Celebratory event held for Care Workers – recognising achievement of qualifications and contribution made to sector (Social Care Workforce Partnership).
- Implementation of strength-based approaches.

A regional Workforce Development Training Unit (WDTU) has been established. Whilst it is expected that the provision of a regional WDTU will provide a more efficient use of available resources, the key driver for implementing a regional unit is the creation of an operational model that is most conducive to delivering high quality social care training that meets the changing needs of Social Services and the wider Social Care Sector.

The benefits of the proposed regional WDTR are as follows:

- Promotes more effective deployment of resources.
- Builds on the existing collaborative arrangements for other workforce development solutions.
- Aligns to the Welsh Government's and regional/local transformation agenda.
- Creates opportunities to improve the operating model of the service.

8. Appendix 2 – Additional Directorate Key Performance Indicators

Ref	Key Performance Indicators (outcome based where possible)	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
SSWB 27	Percentage of re-registrations of children on local authority Child Protection Registers	3.8%	6.7%	N/A	OM Targeted Services
SSWB 28	Average length of time for all children who were on the CPR during the year	230 days	250 days	N/A	OM Targeted Services
SSWB 18	Percentage of adult protection enquiries completed within 7 working days	98.0%	97.9%	99%	OM Safeguarding
SSWB 24	Percentage of assessments completed for children within statutory timescales	86.3%	75.6%	75%	OM Targeted Services
SSWB 25	Percentage of children supported to remain living within their family	55.2%	50.9%	50%	OM Targeted Services
SSWB 26	Percentage of looked after children returned home from care during the year	11.6%	8.3%	12%	OM Specialist Services
SCS 1	Number of first time entrants to the Youth Justice system	109	75	-5% (71)	OM Youth Offending Service
85 TBC	Percentage of referrals to the Multi Agency Safeguarding Hub that meet the intervention threshold	New for 2018/19	New for 2018/19	N/A	OM Early Intervention & Prevention
85 TBC	Percentage of children receiving support from the Adolescent Resource Centre (edge of care) and receiving more than 12 hours of education provision a week	New for 2018/19	New for 2018/19	N/A	OM Early Intervention & Prevention
SSWB 19	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.38	2.33	TBC	AD Adult Services
SSWB 23	Percentage of adults who have received advice and assistance from the Information, Advice & Assistance function and have not contracted the service during the year	86.2%	84.8%	TBC	OM First Contact
SSWB 20	Percentage of adult who completed a period of reablement				
	a) and have a reduced package of care and support 6 months later	66.7%	TBC	N/A	OM First Contact
	b) have no package of care and support 6 months later	83.4%	TBC	N/A	
SCAL 25a	Total number of children and adults in need of care and support using the Direct Payments Scheme	905	908	910	AD Adult Services
SCC/025	Percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	95.1%	94.4%	95%	OM Specialist Services

Ref	Key Performance Indicators (outcome based where possible)	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
CS LAC 58	Percentage of children in regulated placements who are placed in Cardiff	63.5%	60.7%	63%	OM Specialist Services
SCC/022a	Percentage attendance of looked after pupils whilst in care in primary schools	96.9%	TBC	98%	OM Specialist Services
SCC/022b	Percentage attendance of looked after pupils whilst in care in secondary schools	94.5%	TBC	95%	OM Specialist Services
SSWB 34a	Percentage of all care leavers who are in education, training or employment at 12 months after leaving care	58.5%	TBC	62%	OM Specialist Services
SSWB 34b	Percentage of all care leavers who are in education, training or employment at 24 months after leaving care	38.2%	TBC	42%	OM Specialist Services
SSWB 35	Percentage of care leavers who have experienced homelessness during the year	17.3%	TBC	8%	OM Specialist Services
SCA/018a	Percentage of eligible adults who are caring for adults that are offered a carers assessment during the year	79.5%	87.2%	90%	OM Long Term Services
Staff 1	Percentage of social work vacancies in all teams	23.5%	23.2%	18%	AD Children's Services
SSWB 29a	Percentage of children achieving the Core Subject Indicator at Key Stage 2	50.0%	87.2%	55%	OM Targeted Services/ OM Specialist Services
SSWB 29b	Percentage of children achieving the Core Subject Indicator at Key Stage 4	18.4%	87.2%	22%	OM Targeted Services / OM Specialist Services
SSWB 30	Percentage of looked after children who have had their teeth checked by a dentist during the year	48.4%	87.2%	70%	OM Specialist Services
SSWB 31	Percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement	84.0%	87.2%	93%	OM Specialist Services
SSWB 32	Percentage of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	13.3%	87.2%	11%	OM Specialist Services
SSWB 33	Percentage of children looked after on 31 March who have had three or more placements during the year	10.9%	87.2%	10%	OM Specialist Services
SSWB 21	Average length of time adults (aged 65 or over) are supported in residential care homes	1,067 days	1,014 days	N/A	OM Long Term Services
SSWB 22	Average age of adults entering residential care home	82	81	N/A	OM Long Term Services

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

16 MAY 2018

PEOPLE & COMMUNITIES – WINTER PRESSURES BRIEFING

Purpose of Report

1. To provide Members with a brief overview of the services within People & Communities in dealing with Winter Pressures. A presentation will be made at this Scrutiny Committee on the effectiveness of winter provision for adult social care and homelessness/rough sleepers in Cardiff.

Background

2. On formulating the Work Programme for this Scrutiny Committee for 2017/18, Members agreed that they would wish to receive briefings on the performance in areas such as Delayed Transfers of Care (DeTOC); and winter plans for homelessness/rough sleepers.
3. The Chair of this Scrutiny Committee discussed and agreed with Cabinet Members and Officers that the most effective way of considering these Items would be to receive a review of how Services dealt with winter pressures in this high demand time. Whilst it is acknowledged that these services are in constant high demand, taking a snapshot in time would focus the pressures services faced, and how they dealt with it.

Issues

Adult Social Care

4. Each health board in Wales has its own plans to cope with winter pressures, developed with the Welsh Ambulance Service and local authorities. The Cardiff & Vale UHB serves a population of 481,900, with 7.3% of population aged over 75¹.
5. In a BBC article (link below) in November 2017, the Cardiff & Vale UHB stated that:

".....there was more work to do on patient flow and further scope for "joined up" working to reduce delayed transfers of care.

An additional ward will be available and it said it was "vital that the work on reducing length of stay was successful".

In order to mitigate winter pressures, proposals included:

- "Enhanced resilience" of the GP out of hours service
- A "rebalance" of activity from acute hospitals into the community
- Promote the "home first" principle through admission avoidance and improved discharge processes.

6. Intrinsically linked with the above is the role of social care in winter pressures planning. At this meeting, Members will receive a presentation on the Council's role, including DeTOC figures during this period.

¹ : <http://www.bbc.co.uk/news/uk-wales-41891709>

Homelessness

7. The Council implemented winter arrangements for rough sleepers/homelessness in Cardiff. This included²:
- Working with homeless charities such as Huggard, the Salvation Army, Wallich and the YMCA to provide hostel accommodation, the breakfast run, a day centre for the homeless, and a night bus service.
 - A wide range of accommodation is available with 216 hostel places for single homeless people, 45 emergency beds, and 390 supported accommodation units. During the winter, there were additional emergency bed spaces -an extra 86 spaces
 - As well as accommodation services, individuals were able to access a wide range of holistic services including medical help and other support services – although available throughout the year, these were publicised again on the launch of the winter arrangements.
8. At this meeting, Members will also hear, as part of the presentation, an update on the effectiveness of the winter arrangements.

Way Forward

9. At this meeting, the following witnesses will be in attendance:
- (i) Councillor Susan Elsmore, Cabinet Member for Social Care, Health & Wellbeing;
 - (ii) Councillor Lynda Thorne, Cabinet Member for Communities & Housing; and
 - (iii) Sarah McGill, Corporate Director for People and Communities
 - (iv) Jane Thomas, Assistant Director, Housing & Communities
 - (v) Lisa Wood, Operational Manager Locality Services - First Contact & Assessment

² Source: <https://www.cardiffnewsroom.co.uk/releases/c/17906.html>

10. Following the presentation, Members will be able to decide if they wish to feed any comments, observations or recommendations to the appropriate Cabinet Member for their consideration.

Legal Implications

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

It is recommended that the Committee note presentation made at this meeting, and consider the future scrutiny of this item.

DAVINA FIORE

Director of Governance and Legal Services

10 May 2018

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

16 MAY 2018

**BUILDING RESILIENT COMMUNITIES THROUGH THE FURTHER
DEVELOPMENT OF COMMUNITY HUBS**

Purpose of Report

1. This report provides the Committee with background information to enable Members to carry out pre-decision scrutiny of the draft proposals for ***“Building Resilient Communities through the Further Development of Community Hubs”*** prior to its consideration by the Cabinet at its meeting on the 17 May 2018.
2. A copy of the draft Cabinet Report is attached at **Appendix A**.

Background

3. At a previous meeting of this Scrutiny Committee (14 March 2018), Members received a pre-decision scrutiny item on the HRA Business Plan, which included an overview of future developments in relation to Hubs Programme. Members were informed that a network of 12 Hubs had already been established through the Hubs Programme, which provides joined-up customer services, with St Mellons Phase 2 being completed in Summer 2018.
4. The report attached at **Appendix A** builds on work done to date, and states that *“the hubs contribute to the achievement of a number of key corporate objectives within the theme of tackling inequalities by delivering a very wide range of locally available integrated services. The project also contributes to*

meeting the objectives of the Transport and Clean Air green paper by enabling better access to services within walking and cycling distance”.

“With the increasing older population, and problem of isolation there is a need to bring together services in other areas of the city with a focus on wellbeing, community engagement and independent living. This report sets out proposals for the next steps in the Hub development programme focused on the West and North of the city and also the further development of Central Library Hub”.

Issues

5. The report set out in **Appendix A** outlines the proposals for the further development of the Hubs. This includes:

- The Development of Community Wellbeing Hubs
- A New Approach to Community Engagement Anchored in the Hubs
- Further Development of Central Library Hub

The draft Cabinet report also sets out proposals regarding *“a new approach to library services, building on best practice to deliver quality library services and events across the city”*. This issue was considered by the Economy & Culture Scrutiny Committee at its meeting on the 10 May 2017.

6. **Appendix A** calls on the Cabinet to:

- i. Approve the approach to developing Community Wellbeing Hubs in the north and west of the city and delegate authority to the Director People and Communities to take this forward in consultation with the Cabinet Member for Housing and Communities. Any proposals that require significant change to current buildings will be the subject of a separate cabinet report.

- ii. Agree the proposals for the new approach to community engagement through the introduction of Community Inclusion Officers anchored in the Hubs.
- iii. To agree a grant programme for Health and Wellbeing and Homework Clubs as set out in the report.
- iv. Agree proposals to improve services and increase joined up working in Central Library Hub
- v. Approve the further development of library services, building on best practice to deliver quality library services and events across the city.

Way Forward

7. At this meeting, Councillor Lynda Thorne (Cabinet Member for Communities and Housing) will be invited to make a statement. Sarah McGill (Corporate Director, People and Communities) and Jane Thomas (Assistant Director, Housing & Communities) will be in attendance to provide Members with a presentation on the proposals and answer Members' questions.
8. Pre-decision scrutiny aims to inform the Cabinet's decisions by making evidence based recommendations. Scrutiny Members are advised to:
 - i) look at the information provided in the report to Cabinet to see if this is sufficient to enable the Cabinet to make an informed decision;
 - ii) check the financial implications section of the Cabinet report to be aware of the advice given;
 - iii) check the legal implications section of the Cabinet report to be aware of the advice given;
 - iv) check the recommendations to Cabinet to see if these are appropriate.
9. Members will then be able to decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration prior to making their decisions on the 17 May 2018.

Legal Implications

10. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. consider the information set out in **Appendix A** to this report;
- ii. consider the information provided in the presentation to this meeting;
- iii. decide whether it wishes to relay any comments or observations to the Cabinet at its meeting on the 17 May 2018; and decide the way forward with regard to any further scrutiny of this issue.

DAVINA FIORE

Director of Governance and Legal Services

10 May 2018

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CABINET MEETING: 17 May 2018

**TITLE: BUILDING RESILIENT COMMUNITIES THROUGH THE
FURTHER DEVELOPMENT OF COMMUNITY HUBS**

REPORT OF DIRECTOR: PEOPLE & COMMUNITIES

AGENDA ITEM:

PORTFOLIO:

Reason for this Report

1. To agree a new approach to building resilient communities through the further development of Community Hubs.

Background

2. The Hub project has been very well received, extending and joining up council and partner services, to provide comprehensive local provision based on the needs of the area.
3. 12 hubs have been delivered, 11 community hubs and a city centre hub in Central Library. In line with the Community Hub Strategy the project focused on those areas of the city where deprivation is greater and people are in the most need of services.
4. The hubs contribute to the achievement of a number of key corporate objectives within the theme of tackling inequalities by delivering a very wide range of locally available integrated services. The project also contributes to meeting the objectives of the Transport and Clean Air green paper by enabling better access to services within walking and cycling distance.
5. With the increasing older population, and problem of isolation there is a need to bring together services in other areas of the city with a focus on wellbeing, community engagement and independent living. This report sets out proposals for the next steps in the Hub development programme focused on the West and North of the city and also the further development of Central Library Hub.
6. In Nov 17 Cabinet agreed a city wide approach to community involvement and engagement, anchored in the hubs and delivered by

council employed staff funded through the Welsh Government Legacy Grant. This was in response to the closure of Communities First from 31st March 2018 and the need to build on the learning from Neighbourhood partnerships while delivering significant efficiencies. This report sets out more detail on the way forward for community involvement and engagement.

Issues

Development of Community Wellbeing Hubs

7. It is proposed to develop Community Wellbeing Hubs in the north and west of the city. The Hub principles and learning together with examples of best practice from the Library Service will be used to inform the development of services. These Community Wellbeing Hubs would offer a wide range of independent living advice; engage the community, particularly older people, in events and activities and involve partner organisations, local community groups and volunteers to enhance service provision and community engagement. They would also provide a venue for health and wellbeing activities and opportunities for social prescribing by GPs.
8. To facilitate this change it is proposed to bring the community branch libraries within the Hub structure. Core council staffing would be retained, however the roles of the staff would be developed to offer a wider range of services based on local need. Some management savings would be achieved through this change.
9. To facilitate this change a review of each area would be carried out to establish local needs. This review would include:
 - An understanding of the demographics of the area and a review of the findings of the wellbeing assessment.
 - Mapping of local services and buildings - to see if more join up can be achieved and to avoid duplication
 - Consultation with local residents about their priorities and requirements
 - Consultation with partners and stakeholders
10. Ward Members and local community groups would be fully involved in this review. Services would be developed based on the outcome of the review and focused on the needs of the area.
11. While investment in Hubs has been significant, and some community libraries have had grant funded improvement, other library buildings are in poor condition. Innovative proposals will be investigated to address building condition. Applications for grant funding will be made where appropriate, however other ways to maximise the potential of the buildings will also be considered which could include combining community use with the provision of housing.

12. Any proposal for significant change to current buildings will be subject to an equality impact assessment and will be brought forward in a separate cabinet report.
13. In addition to the specific focus on wellbeing hubs outlined in this report the learning from the hub programme more generally will be applied in the roll out of the master planning requirements for the new communities of Cardiff. A specification will be developed to assist in the provision of appropriate integrated public sector service facilities to meet the needs of our future citizens.

A New Approach to Community Engagement Anchored in the Hubs

14. In order to consider the best way forward following the closure of Communities First a public consultation exercise was carried out during September 2017. 1,596 responses were received to the survey and analysis of these responses showed potential gaps in community engagement and involvement which were summarised as follows:
 - Support for community groups
 - Building and maintaining local knowledge and networks
 - Formal/structured volunteering/time credits
 - Community events to encourage engagement
 - Signposting/promotion of other organisations and services
15. In Nov 17 Cabinet considered the results of this consultation and agreed to the development of a new approach to community engagement and involvement. This new approach would build on learning from Neighbourhood Partnerships and Communities First to create a new framework for participation across the city.
16. It was agreed that the service would be anchored in the Council's Hubs / Libraries / Well-being Centres and that core engagement and involvement services would be delivered by council employed staff, funded through the Welsh Government Legacy Grant. The new service would be focused on identifying local priorities and initiatives.
17. To take this work forward it is proposed that a Community Inclusion Service is developed within the Hubs to provide "hands on support" for local groups. This new service would deliver 4 key functions:

Co-ordination of engagement opportunities

- Assist with the organisation of consultation events.
- To develop a clear understanding of local priorities
- Identify gaps in services and activities in the area and work with other organisations and the third sector to fill these gaps.
- Reach out to schools and other community venues to link activities to Hubs

Building local knowledge and networks

- Develop knowledge of local services, community groups and any social opportunities
- Signpost individuals and organisations to appropriate services and activities.
- Feed local information into a city wide database to increase visibility of the activity that is taking place.

Helping to Develop “Active Citizen” opportunities

- Encourage individuals to get involved, take ownership and set up groups or activities that benefit the community and encourage social interaction – e.g. knit & natter, choirs, gardening clubs, lunch clubs
- Encourage use of the Volunteer Portal to promote volunteering opportunities
- Support community groups to become established, access funding, promote activities and access rooms in venues to meet or deliver projects
- Find services / activities that fill gaps in service provision at low cost or no cost to the citizen – e.g. art / dance classes
- Networking at a local level to share best practice and link up activities or groups with common aims

Linking with other community based services to create a virtual team

- The Community Inclusion Service would link with other community based services to create a virtual team that works together in each locality; this could include services such as Friends of Parks, Love Where You Live, Independent Living Day Opportunities Team, Tenant Participation Team, various Health and Wellbeing Projects, Homework clubs and third sector groups.
18. Each of the 4 Hub districts would have a Community Inclusion Officer to take forward this work. There would also be a central resource to co-ordinate activity and to provide more specialist assistance where needed.
19. This new approach will provide a more hands on approach to community engagement and represents a move away from the current Neighbourhood Management model, with less focus on co-ordinating statutory partner activities, fewer formal meetings and greater involvement in developing community groups and activities. There will be a streamlined approach which will allow for the significantly reduced funding available from 2018/19.
20. To complement the work of the Inclusion Officers it is proposed to pilot a City wide Health and Well Being Service offering accessible community based activities in partnership with the Third Sector. The service would be funded by the Welsh Government Legacy Fund for an initial pilot of 9 months with an option to extend by 1 year subject to continued Welsh Government funding.

21. The services will include innovative approaches to engagement and service delivery and will offer a variety of health and wellbeing focussed activities. The service will have a number of agreed outputs and will consist of five key delivery strands as set out below:
1. Direct delivery of sessions including Low level Mental Health Support and Confidence Building, some of which will be evidence based interventions such as Stress Control and Mindfulness.
 2. Set up and maintain an agreed number of new befriending, self-help and peer support groups across the city linked to improving health and wellbeing
 3. Provide direct delivery and source suitable delivery partners for low level therapeutic activities such as arts or crafts, music, drama, cookery sessions, gardening, photography, sewing or knit and natter groups
 4. Provide direct delivery and source suitable delivery partners for a range of intergenerational learning and social activities that especially target older people to help avoid social isolation and loneliness
 5. Delivery of weekly homework clubs in the East and South East arc of the City, offering structured learning experiences for children and young people and volunteering opportunities for adults.
22. The provider will be expected to involve volunteers in the delivery of the programme and knowledge and awareness of other services in order to provide basic information, advice and signposting functions will also be a requirement.
23. Services provided will be planned, accessible and well publicised, with clear referrals routes and there will be opportunities for social prescribing by health professionals.
24. Two grants will be offered on competitive basis. One for a city wide health and wellbeing service and the second smaller grant for homework clubs, the aim will be to commence delivery by July 2018.

Further Development of Central Library Hub

25. Central Library Hub offers a very wide range of services and attracts a very high customer footfall. There is an opportunity, however, to further develop and integrate the Hub provision. Currently the Hub operates in two sections, with the Hub Advice Services and the Library provision being under separate management. This has prevented the efficiencies and join up that has been achieved in the other hubs.
26. To improve and better join up services it is proposed to bring Central Library Hub within the Advice Services management structure and to continue the development of the building as a fully integrated Hub. Staff roles will change to deliver a wider range of services for customers although library services will remain a core provision.

27. An improved “meet and greet service” will be put in place on the ground floor to ensure that customers can find the right service for them. Staff will be multi skilled ensuring a better customer experience and increasing resources in some key areas such as digital inclusion. Specialist staff will be on hand for more complex enquires.

28. It is anticipated that this increased join up will deliver staffing efficiencies while also improving services for customers.

A new approach to library services, building on best practice to deliver quality library services and events across the city

29. With the focus on Hubs and integrated service provision, there is need to ensure that the city continues to have a strong core library provision and that the good performance against the Library Standards is maintained. There is much good practice in the Library Service and it is proposed to build on this to provide services across the city, not only within Hubs but also directly into schools and other community buildings.

30. To achieve this it is proposed to create a new Library Strategy and Development Team. This team will use their expertise to develop and enhance the “Library Offer”. The team will work out of Dominions Way book repository and Cathays Heritage Library to develop high quality library services, events and activities.

31. The new service will be underpinned by a strong Library Strategy and action plan which will focus on 5 key themes:

- Books provision and management
- Heritage, culture and information
- Children’s literacy and curriculum support
- Digital creativity
- Community engagement and well being

32. The training of all staff delivering library services will be enhanced and the opportunity to obtain a specialist library NVQ qualification will be offered to staff across the service.

Local Member consultation

33. Local member consultation will take place during the area review stage of the Community Wellbeing Hub project.

Reason for Recommendations

34. To take forward a new approach to building resilient communities through further development of the Hubs.

35. To deliver required financial savings ahead of 2019/20 and to mitigate the impact of the end of Communities First by greater join up of services.

Financial Implications

36. The recommendations within this report are anticipated to result in efficiencies within the service through the streamlining of staffing and management structures, whilst maintaining a core library service and improved customer experience.
37. Revenue savings achieved as part of the finalised proposals will contribute towards future years' budget savings targets.
38. Where proposals involve use of future grant funding streams, this must be in line with grant terms and conditions.
39. The capital programme approved in 2018/19 allows for expansion of hub facilities in Butetown, but no other capital funding is available or deemed required by the Directorate to deliver the strategy set out in this report. In delivering the strategy and any resultant need to address maintenance to properties, alternative options such as more effective use of sites and external grant funding will be considered to make improvements.

Legal Implications (including Equality Impact Assessment where appropriate)

40. As indicated in the text of the Report, there will be a requirement for consultation as proposals are developed and Equality Impact Assessments will be required for specific areas of risk that are identified.

HR Implications

41. Initial consultations have taken place both with Trade Unions and with affected employees regarding the proposals outlined in this report.
42. Any alterations to structures, roles and/or responsibilities will be consulted on in detail with the Trade Unions and affected employees as these changes arise. Any changes will be carried out using the corporately agreed processes.

RECOMMENDATIONS

It is recommended that Cabinet:

1. Approve the approach to developing Community Wellbeing Hubs in the north and west of the city and delegate authority to the Director People and Communities to take this forward in consultation with the Cabinet Member for Housing and Communities. Any proposals that require

significant change to current buildings will be the subject of a separate cabinet report.

2. Agree the proposals for the new approach to community engagement through the introduction of Community Inclusion Officers anchored in the Hubs.
3. To agree a grant programme for Health and Wellbeing and Homework Clubs as set out in the report.
4. Agree proposals to improve services and increase joined up working in Central Library Hub
5. Approve the further development of library services, building on best practice to deliver quality library services and events across the city.

SARAH McGill Corporate Director, People and Communities

Date

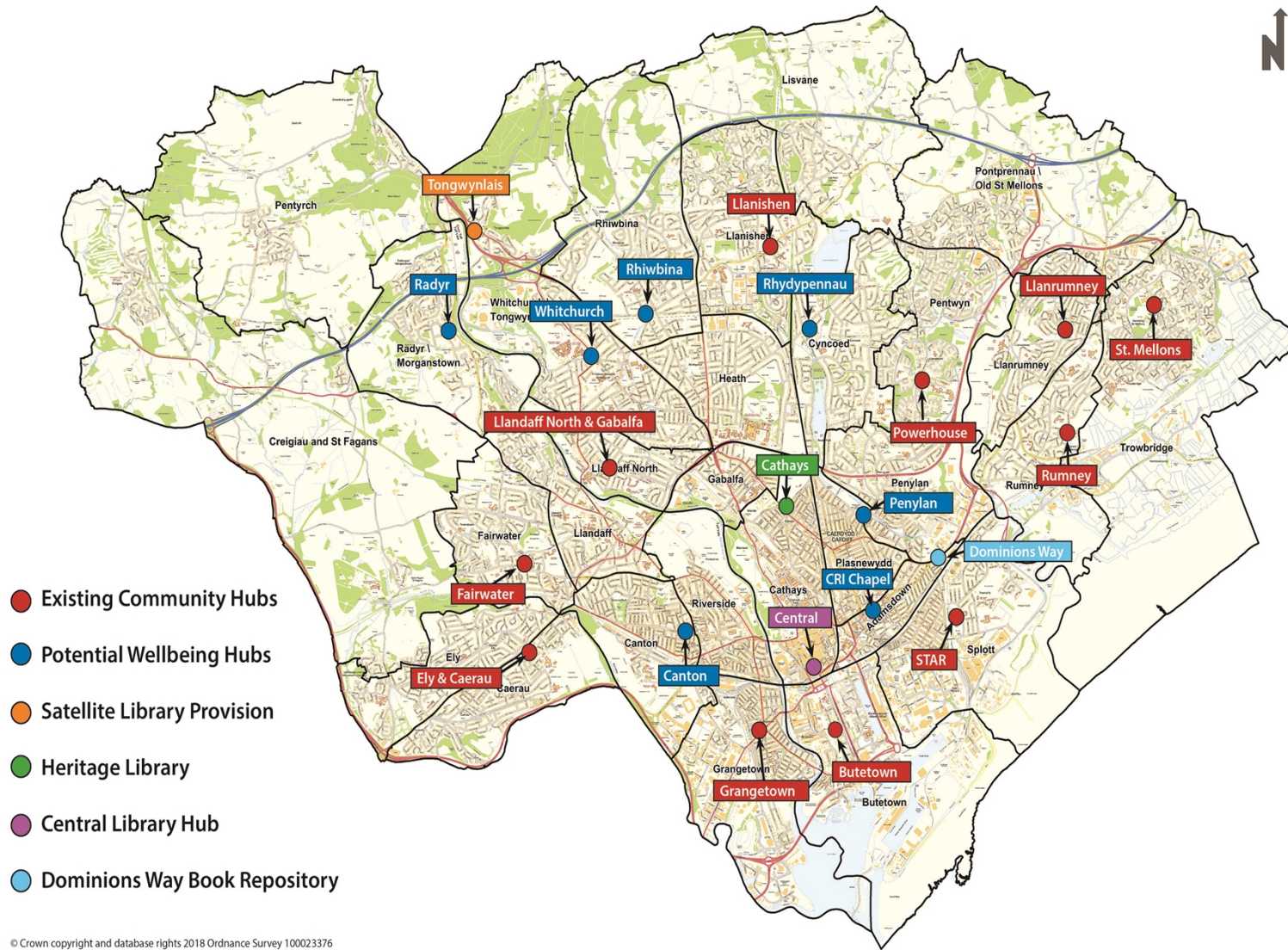
The following appendices are attached:

Appendix 1 – Map of current and potential Hubs

The following background papers have been taken into account

Cabinet Report - Development of a City Wide Employability Provision & a New Approach to Building Resilient Communities (November 17)

Cardiff's Transport & Clean Air Green Paper - Changing how we move around a growing city



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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

16 MAY 2018

**HOMELESSNESS & HOUSING NEED – STRATEGY DEVELOPMENT
BRIEFING**

Purpose of Report

1. To provide Members with an overview of the Council's duties under the Housing (Wales) Act 2014; as well as a briefing paper, attached as Appendix A.

Background

2. The Housing (Wales) Act 2014¹ introduced a fundamental reform to homelessness legislation. The main changes to homelessness legislation came in to effect in April 2015. The main objective of the law is to ensure people who are homeless or facing homelessness receive help as early as possible
3. The legislation introduced a new, inclusive system designed to help everyone at risk from homelessness, not just those in priority groups². The legislation set out:

¹ <https://gov.wales/topics/housing-and-regeneration/services-and-support/homelessness/new-homelessness-legislation/?lang=en>

² *Households with dependent children; Households with a pregnant woman; People who are vulnerable in some way, for example through mental illness or physical disability; Households made homeless by fire, flood or other disaster; Applicants aged 16 or 17; applicants aged 18 to 20 who were previously in care; applicants vulnerable because of domestic violence or the threat of violence; Applicants vulnerable as a result of leaving the armed forces or leaving prison.*

- a new duty to help anyone threatened with homelessness within the next 56 days
- a duty to provide help to any homeless person to help them secure a home
- a power rather than a duty to apply the intentionality test
- new powers for Local authorities to discharge their homelessness duties through finding accommodation in the private rented sector
- stronger duties on Housing Associations to support Local authorities in carrying out their homelessness duties.

4. The purpose of the legislation is to achieve:

- fewer households experiencing the trauma of homelessness better, more targeted, prevention work
- increased help, advice and information for households who receive limited assistance under the previous legislation
- more focus on the service user, helping them to address the causes of homelessness and make informed decisions on finding solutions to their housing problem
- more effective use of the private rented sector as a solution to homelessness
- a stronger emphasis on co-operation and multi-agency working
- greater protection provided for children in households who are homeless or threatened with homelessness as well as additional help for children leaving care.

5. The legislation also introduced changes to local authority homelessness duties. It therefore stipulated:

- A duty to 'take reasonable steps' to prevent homelessness for anyone (and those they normally live with) at risk of homelessness within 56 days. However this duty is subject to the availability of resources. The 'reasonable steps' will need to ensure the applicant has suitable

accommodation that is available for occupation for a period of at least 6 months.

- A duty to assess anyone who is homeless or at risk of homelessness within 56 days or if someone has applied to the authority for help in retaining accommodation. This duty will apply to anyone irrespective of their local connection or intentionality. Authorities will be required to assess the circumstances leading to the person being homeless or at risk of homelessness and the housing needs of the household. The applicant must be informed of the outcome of the assessment.
- It gives local authorities the power to use the private rented sector to discharge their homeless duty.

Issues

6. Attached as **Appendix A** is briefing paper on “***Developing a Homelessness Review***” for Members consideration. This sets out an overview of:
 - Key Objectives
 - A Partnership Approach
 - Overview of Review *including an initial draft outline of the review (Appendix 1) and a draft timetable (Appendix 2)*
7. In addition, attached as **Appendix B** is a copy of the Consultation Sheet that has been sent to partners.
8. At this meeting, Members will receive a presentation on the process being adopted in developing the Strategy as outlined in **Appendix A**. In addition, Members will receive some details of early findings and progress against the rough sleeper strategy.

Way Forward

9. At this meeting, the following witnesses will be in attendance:

- (i) Councillor Lynda Thorne, Cabinet Member for Communities & Housing;
- (ii) Sarah McGill, Corporate Director for People and Communities; and
- (iii) Jane Thomas, Assistant Director, Housing & Communities

10. Following the presentation, Members will be able to decide if they wish to feed any comments, observations or recommendations to the appropriate Cabinet Member for their consideration.

11. Members of this Scrutiny Committee have previously been involved in a range of pre-decision and policy development activities with this issue, including information and data set out in the HRA and Directorate Business Plans; and quarterly PI results via the Committee's Performance Panel. Other items include:

- Rough Sleepers Strategy – 8 March 2017³
- Cardiff Housing Strategy – 6 July 2016⁴
- Private Rented Sector & Homelessness – 2 March 2016⁵
- Housing Allocations – 2 December 2015⁶
- Street Homelessness in Cardiff – 7 October 2015⁷
- Implementing Part 2 of the Housing Wales Act 2014 – 1 April 2015⁸
- Housing Allocations Policy – 3 December 2014⁹
- Homelessness – preparing for the Housing Act 2014 – 1 October 2014¹⁰

³ <http://cardiff.moderngov.co.uk/ieListDocuments.aspx?CId=141&MId=2787&Ver=4&LLL=0>

⁴ <http://cardiff.moderngov.co.uk/ieListDocuments.aspx?CId=141&MId=2434&Ver=4&LLL=0>

⁵ <http://cardiff.moderngov.co.uk/ieListDocuments.aspx?CId=141&MId=2406&Ver=4&LLL=0>

⁶ <http://cardiff.moderngov.co.uk/ieListDocuments.aspx?CId=141&MId=2387&Ver=4&LLL=0>

⁷ <http://cardiff.moderngov.co.uk/ieListDocuments.aspx?CId=141&MId=2377&Ver=4&LLL=0>

⁸ <http://cardiff.moderngov.co.uk/ieListDocuments.aspx?CId=141&MId=287&Ver=4&LLL=0>

⁹ <http://cardiff.moderngov.co.uk/ieListDocuments.aspx?CId=141&MId=177&Ver=4&LLL=0>

¹⁰ <http://cardiff.moderngov.co.uk/CeListDocuments.aspx?Committeed=141&MeetingId=761&DF=01%2f10%2f2014&Ver=2&LLL=0>

Legal Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

It is recommended that the Committee note presentation made at this meeting, and consider the future scrutiny of this item.

DAVINA FIORE

Director of Governance and Legal Services

10 May 2018

Developing a Homelessness Review

Background

Under Section 50 of the Housing (Wales) Act 2014 a local housing authority must periodically carry out a homelessness review for its area, and formulate and adopt a homelessness strategy based on the results of that review.

The Council must adopt a homelessness strategy in 2018 and a new homelessness strategy in every fourth year after that.

Key Objectives

The review should examine the main causes of homelessness as identified through data and how these causes will be addressed. It should focus on the key themes of preventing homelessness, securing accommodation and providing support.

It must also review the resources available to the authority, other public authorities, and voluntary organisations.

Full analysis is required of:

- factors contributing to homelessness in Cardiff
- household types/households with diverse needs
- likely future levels of homelessness and the resources available to meet the needs and for prevention.

A Partnership Approach

While council officers within People and Communities directorate will be responsible for carrying out the review, it will be developed in full partnership with both internal and external partners to ensure that priorities are fully understood.

A consultation exercise with stakeholders will be conducted seeking their comments on the homeless services in Cardiff. Partners will also be invited to take part in stakeholder meetings.

Engagement with homeless people is also vitally important. Homeless clients will be consulted about:

- their own views on their situation (including the reason they became homeless)
- their experience of services and 'what works'
- any barriers to service
- any suggestions for improvements

Overview of Review

It is proposed that the homelessness review follows the structure as follows:

- Introduction
- Advice and Assistance
- Prevention
- Accommodation & Support
- Key Findings

An initial draft outline of the review has been set out in Appendix 1; this will however be informed by the consultation and results of the fact finding analysis.

A draft timetable has been set out in Appendix 2.

1: Introduction	<p>Define homelessness</p> <p>Set out the national and local policy context and refer to appropriate legislation, strategies and policy documents particularly the Housing (Wales) Act 2014 and Ten Year Homelessness Plan.</p> <p>Set out the aims of the review.</p> <p>Set out and analyse trends through a review of data:</p> <ul style="list-style-type: none"> • Main causes of homelessness in Cardiff • Current demand for homelessness services • Projected demand for services • Overview of resources available
2: Advice & Assistance	<p>Set out the advice services currently available, e.g.:</p> <ul style="list-style-type: none"> • Hubs • Housing Options Service • Young Persons Gateway 53 • Voluntary Organisations <p>Analyse data relating to footfall, signposting and advice.</p> <p>Through service user engagement and partner consultation examine good practice and where improvements can be made in relation to the advice and assistance provided.</p>
3: Prevention	<p>Identify prevention work that is being undertaken.</p> <p>Analyse data to establish how prevention work has changed under the new act.</p> <p>Identify through data/consultation with partners/service user views where services are currently targeted, the success of prevention work and what further work could be done.</p>
4: Accommodation & Support	<p>Review current supply of accommodation and how it is used to meet the needs of homeless clients, including:</p> <ul style="list-style-type: none"> • Social Housing (Council and Housing Association) • Temporary Accommodation

- Supported Accommodation
- Emergency Accommodation
- Hostels
- Private Rented Sector

Map current and future demand through:

- Waiting List Information
- Local demographic data
- Core Data

Temporary Accommodation:

Analyse average current length of time that is spent in TA through core data.

Review the role of the Private Rented Sector:

- The current support for private landlords
- Relationship between the Council and Private Sector Landlords

Specialist Pathways / Gateways:

- Young Persons
- Prisoner
- Mental Health
- Hospital Discharge
- Single Persons

Support

- Supporting People Funded Services
- Role of Third Sector Organisations

5: Key Findings

Set out the key findings from the review.

Stage 1

Date	Item / Event
March / April 2018	Engagement and consultation with internal and external partners. Send comments form and enquire about becoming part of stakeholder group. Begin to analyse data and draw out key findings.
April / May 2018	Engagement with service users. Questionnaires / customer journey mapping and case studies to be collated. Collate and examine partner comments and set up stakeholder group. Complete analysis of data and draft Introduction
May/June 2018	Collate all information including service user views, partner comments and draft remaining chapters of review.
July / Aug 2018	Draw out key findings and strategic objectives. Draft Review Report/Presentation

Stage 2

Date	Item / Event
Aug/Sep 2018	Draft Homelessness Strategy
Oct 2018	Stakeholder Consultation.
Nov 2018	Final Draft
Dec 2018	Cabinet Approval and Publication

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Cardiff Council Homelessness Review Comment Sheet



Name:

Organisation:

Contact Details:

Email / Telephone

Publication of Responses

Please note that your comments may be made public as part of the review process.

If you would prefer your name and address not be published, please tick here

Please provide any comments you have about the causes of homelessness in Cardiff and any trends that you are aware of.

Please provide any comments that you have about homeless services in Cardiff.

We are interested in your views on the strengths and weaknesses of current services. Examples of good practice would be welcome and areas for improvement.

Housing Advice & Assistance

Prevention of Homelessness

Accommodation & Support



Specialist Pathways (e.g. Prisoners, Young Persons, Mental Health)

I would like to be involved in stakeholder meetings as part of this review: (Please Tick)

Yes

No

Completed forms should be returned via email to HousingStrategy@cardiff.gov.uk.

Thank you.

This form is available in Welsh / Mae'r ffurflen hon ar gael yn Gymraeg

