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## AGENDA

**Pwyllgor** PWYLLGOR CRAFFU'R ECONOMI A DIWYLLIANT

**Dyddiad ac amser y cyfarfod** DYDD IAU, 10 MAI 2018, 4.30 PM

**Lleoliad** YSTAFELL BWYLLGORA 4 - NEUADD Y SIR

**Aelodaeth** Cynghorydd Howells (Cadeirydd)  
Y Cynghorwyr Ebrahim, Gordon, Gavin Hill-John, Parkhill, Robson,  
Sattar a/ac Stubbs

Tua  
Amser.

### 1 Ymddiheuriadau am Absenoldeb

Derbyn ymddiheuriadau am absenoldebau.

### 2 Datgan Buddiannau

Dylid gwneud hyn ar ddechrau'r eitem agenda dan sylw, yn unol â'r Cod Ymddygiad Aelodau.

### 3 Cofnodion (*Tudalennau 5 - 12*)

Cymeradwyo cofnodion y cyfarfod blaenorol fel gwir gofnod o'r cyfarfod ar 12 Ebrill 2018.

### 4 Cynllun Cyflawni'r Gyfarwyddiaeth Pobl a Chymunedau (*Tudalennau 13 - 44*)

4.35 pm

- a) Bydd y Cynghorydd Lynda Thorne, yr Aelod Cabinet dros Dai a Chymunedau a'r Cynghorydd Sarah Merry, yr Aelod Cabinet a Dirprwy Arweinydd Addysg, Cyflogaeth a Sgiliau, yn cael eu gwahodd i wneud datganiad.

Byddan nhw, ynghyd â Sarah McGill, Cyfarwyddwr Corfforaethol Pobl a Chymunedau, Jane Thomas, Cyfarwyddwr Cynorthwyol Tai a Chymunedau a Nick Blake, Rheolwr Cymorth Busnes ar gael i roi cyflwyniad ac i ateb cwestiynau'r Aelodau;

- b) Cwestiynau gan aelodau'r Pwyllgor;

- c) Ystyrir camau i'w cymryd ar gyfer yr eitem hon ar ddiwedd y cyfarfod.

**5 Adeiladu Cymunedau Gwydn drwy ddatblygu Hybiau Cymunedol ymhellach** (*Tudalennau 45 - 52*) 5.15 pm

- a) Bydd y Cynghorydd Lynda Thorne, Aelod Cabinet dros Dai a Chymunedau, yn cael ei gwahodd i wneud datganiad  
Byddan nhw, ynghyd â Sarah McGill, Cyfarwyddwr Corfforaethol Pobl a Chymunedau, Jane Thomas, Cyfarwyddwr Cynorthwyol Tai a Chymunedau a Nicola Pitman, Rheolwr y Llyfrgell Ganolog, ar gael i roi cyflwyniad ac i ateb cwestiynau'r Aelodau;
- b) Cwestiynau gan aelodau'r Pwyllgor;
- c) Ystyrir camau i'w cymryd ar gyfer yr eitem hon ar ddiwedd y cyfarfod.

**6 Busnes y Pwyllgor** (*Tudalennau 53 - 66*) 6.00 pm

**7 Y Ffordd Ymlaen** 6.10 pm

**8 Dyddiad y Cyfarfod Nesaf**

14 Mehefin 2018 am 4.30pm

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Iau, 3 Mai 2018

Cyswllt: Andrea Redmond, 02920 872434, a.redmond@caerdydd.gov.uk

## **GWE-DARLLEDU**

Caiff y cyfarfod hwn ei ffilmio i'w ddarlledu'n fyw a/neu yn olynol trwy wefan y Cyngor. Caiff yr holl gyfarfod ei ffilmio, heblaw am eitemau eithriedig neu gyfrinachol, a bydd y ffilm ar gael ar y wefan am 12 mis. Cedwir copi o'r recordiad yn unol â pholisi cadw data'r Cyngor.

Gall aelodau'r cyhoedd hefyd ffilmio neu recordio'r cyfarfod hwn

Ar ddechrau'r cyfarfod, bydd y Cadeirydd yn cadarnhau a gaiff y cyfarfod cyfan neu ran ohono ei ffilmio. Fel rheol, ni chaiff ardaloedd y cyhoedd eu ffilmio. Fodd bynnag, wrth fynd i'r ystafell gyfarfod a defnyddio'r ardal gyhoeddus, mae aelodau'r cyhoedd yn cydsynio i gael eu ffilmio ac y defnyddir y lluniau a recordiadau sain hynny o bosibl at ddibenion gwe-ddarlledu a/neu hyfforddi.

Os oes gennych gwestiynau ynghylch gwe-ddarlledu cyfarfodydd, cysylltwch â'r Gwasanaethau Pwyllgorau ac Aelodau ar 02920 872020 neu e-bost [Gwasanethau Democrataidd](#)

Mae'r dudalen hon yn wag yn fwriadol

ECONOMY & CULTURE SCRUTINY COMMITTEE

12 APRIL 2018

Present: Councillor Howells(Chairperson)  
Councillors Ebrahim, Gordon, Gavin Hill-John, Robson and Stubbs

68 : APOLOGIES FOR ABSENCE

Councillor Thomas Parkhill

69 : DECLARATIONS OF INTEREST

The Committee was advised they had a responsibility under Article 16 of the Members' Code of Conduct to notify at the start of the meeting.

70 : MINUTES

The minutes of the 12 February 2018, 13 February 2018, 8 March 2018 and 27 March 2018 were approved as a correct record.

71 : TARGETED REGENERATION INVESTMENT PROGRAMME

The Chairperson welcomed:

- Councillor Lynda Thorne, Cabinet Member, Housing & Communities
- Councillor Russell Goodway, Cabinet Member, Investment & Development
- Sarah McGill, Corporate Director, People & Communities
- Neil Hanratty, Director of Economic Development
- Don Davidson, Neighbourhood Regeneration
- Jon Day, Economic Policy Manager

This item enabled the Committee to receive an update in the Welsh Government's new regeneration programme and the work underway in Cardiff to determine appropriate bids for this. The papers included the Welsh Government guidance on this and the recent report to Cabinet which detailed priority themes and projects for Cardiff.

Don Davidson gave a presentation which outlined the following:

- The Targeted Regeneration Investment Programme (TRIP) was a new Welsh Government funding programme aimed at supporting regeneration projects
- At it's meeting on 15 March, Cabinet received a report on TRIP, noted the funding opportunities and agreed priority themes for bids.
- Aim of TRIP was to invest in Capital Projects which supported economic regeneration, activity was defined in regeneration areas.

- The all-Wales budget for the 3 year programme was £100M with a national allocation for SE Wales region of £44M.
- All project must have a minimum contribution of 30% from non-WG sources. £1.3M was included in the Council's capital programme to assist with match funding requirements.
- WG guidance required programmes to be aligned with regional working arrangements, which in South East Wales equates to Cardiff Capital Region.
- Specific requirements included (i) an overall regional regeneration plan and (ii) regional endorsement of projects proposals, prior to submission to WG.
- There was, however, no mechanism to deal with these matters as part of the current city-region arrangements.
- A regional regeneration plan was currently being drafted, based on contributions from the ten authorities.
- For the purposes of TRIP, the Southern Arc – which contains the city's most deprived neighbourhoods was identified as the target regeneration area.
- Two project themes identified were Business Corridors and Community Hubs to mirror the 'place' and 'people' strands of economic development.
- Business Corridors - Selected on basis of socio-economic need, physical conditions and links to regionally significant City Centre development.
- Priority 1 – South Riverside covers Tudor Street, Lower Cathedral Road and Cowbridge Road East.
- Priority 2 – Roath/Adamsdown includes City Road, Clifton St and surrounding areas.
- Potential project include commercial property improvements, re-use of vacant premises, provision of business start-up units, public realm improvements and 'gateway' improvements to City Centre.
- Community Hubs – Opportunity to build on success of the network of 11 Community Hubs which have already been delivered.
- Focus on extending 'into work' training and advice services, economic outcomes for young people and health & wellbeing barriers to economic activity.
- TRIP was a 3 year programme starting in 2018/19, although WG anticipate that much activity in the first year would focus on project development and bid preparation.

- Regional plan and processes need to be finalised, prior to funding bids being fully developed.
- Feasibility stage work on Business Corridors would be taken forward this year, along with design work on Hub projects.

The Chairperson thanked the Officer for the presentation and invited Members to asked questions.

The Committee was keen to know if the business corridor geographically would extend into Splott.

The Officers explained that Year 2 would focus on City Road, linking into Crwys Road and Clifton Street and further work was required on the scope of the project.

Members of the Committee were concerned with the Welsh Government's guidance requirements on Regional Working not being established with no mechanism in place to deal with this matter. Further, would Appendix 2, the Projects Delivery Plan suggested template, be completed following a successful bid.

The Committee was advised that Regional mechanisms needed to be established and work was on-going to develop this. The Joint Working Arrangement with City Deal was not the appropriate body to govern this and the plan would have to come back to the ten local authorities for approval. Local authorities proposal bids would go to the Regional Board for approval but, as yet there was no mechanism for the Board to make that decision. No structure was in place to date, but an officer's working group had been established to take this forward.

The Committee was further advised that the Projects Delivery Plan suggested template form was to be used as a guide.

Members of the Committee welcomed the business corridors, with South Riverside benefiting from the proposals. These type of projects made a difference to an area with Ann Street, once a dark lane, now being light and rubbish free.

In relation to regeneration measures, Members were keen to see community property enhancement develop in Tudor Street and Cowbridge Road East, with empty units being filled, especially when located above shops.

The Cabinet Member explained empty units were continuously being monitored and accommodated accordingly.

The Members were informed that it was unclear how the funding of £44M had come into being. Lloyd George Avenue and Bute Street were priority areas, with upgrading being made to the landscape. However, this area was not identified in the report as a candidate in the first instance. Further, no specific allocation of funding had been identified for Cardiff and all ten local authorities in the South East Region could bid for funding for specific projects.

The Committee was advised this was a competitive process and there were no guarantees to what Cardiff could get. The Vibrant and Viable Communities bid put together previously wasn't successful initially but subsequent key deliverables put together were successful and Project bids should be genuinely deliverable in order to achieve the funding.

The Members were keen to be consulted on projects and asked that all Ward Member consultation be carried out at the planning stage before formal projects were established.

Members welcomed the paragraph on competitive business starter units and sought further information on community engagement and, thoughts on how projects would fit into other current projects Central Square and Bus Station for example.

The Committee was assured that consultation would commence at the earliest stage of the process. Officers had attended conversation events in parts of the southern arc of the city in order to gain an insight into the issues experienced in communities.

In relation to existing business units and start-up units being encouraged into areas; finding and securing funding was the key, as projects should not be established without knowing if funding was going to be successful.

The Committee was informed that risks in relation to development had been identified where the establishment of Central Square and Central Quay becoming powerful economically, could result in the same issues experienced in Cardiff Bay. It was imperative that communities were not left behind if gentrification of these areas occurred.

RESOLVED: that the views of the Committee would be discussed during the way forward section of the meeting and a letter sent to the Cabinet Member in due course.

## 72 : LOCAL SPORTS PLAN 2018-19

The Chairperson welcomed the following:

- Councillor Peter Bradbury, Cabinet Member, Culture & Leisure
- Steve Morris, Parks & Sports Development Officer
- Laura Williams, Senior Sport Neighbourhood Coordinator from Cardiff Metropolitan University.

Apologies had been received from Kathryn Thomas, Sport Wales.

The item builds on previous scrutiny last November, where the Committee received a progress report on the Joint Venture with Cardiff Metropolitan University to deliver sports services. The Local Sport Plan set out the projects and actions for Cardiff in 2018/19 which were summarised in the cover report at point 10, showing the spread across Cardiff and priority groups.



## Councillor Bradbury Statement

There was no presentation as the information was covered in the plan, which sets out projects and actions designed in the agreement.

The Chairperson invited the Committee to ask questions.

Members of the Committee welcomed the attendance at major events, noting the three events proposed, including the Cardiff 10k Race for Life plus one more. The Committee were keen to see if there was scope to increase beyond three events, a possible 4<sup>th</sup> cycling event.

Members were advised that a cycling partnership had been developed with HSBC, which hopefully encouraged children to start cycling more frequently. It was essential to ensure that more children and young people participated in sporting events and to ensure there were educational pathways to support this.

Major Events had played a pivotal role for Cardiff, with its legacy from 2012, football events, which actively generated high volumes of volunteers. Tennis Wales also ran smaller events, which encouraged young people to join and become part of tennis clubs.

The Committee drew attention to Governing Bodies and asked how the Council could ensure the Governing Bodies reached out to communities that were less likely to participate in sporting events.

The Committee was informed of the review of Sport Wales and how that organisation engaged with communities. There was a wide range of resource talent in the southern arc of the city and not enough work was taking place to increase participation. Sport Wales had been advised of this and to work closely with Governing Bodies to encourage children into organised sport. It was recognised that challenges in Cardiff were unique with its large BME community and aiming to get all communities involved in sport.

It was explained to Members that Governing Bodies engaged with Cardiff Met, unfortunately the workforce of Sport Wales had diminished, and its funding had been reduced to support the activities. One of the suggestions was to up skill local people in the communities and focus on local sporting engagement and participation.

Sport Wales focused on elite aspects of sport and increased participation numbers. The 21<sup>st</sup> Century Schools funding could be allocated to leisure and sport in schools to increase and encourage participation. Engaging with local sporting clubs was also essential, along with monies from Community Chest Grant's.

The Committee was keen to see concentration being focused on organised sport and bringing local sporting events into communities. The 21<sup>st</sup> Century School's programme could provide funding to enhance schools sporting facilities, along with possibilities of income generation.

Members were informed of events engagement ventures, setting up neighbourhood sporting boards with engagements from Leisure Centre Managers and teachers

obtaining local intelligence on sporting requirements. Focus was also being directed towards facilities available at Hub's and development of existing sports clubs to increase participation. School Sporting facilities should be developed for the community with priorities directed towards increased participation by children and young people.

The Committee was advised that school's had access to the White Water Rafting provision for taster sessions and further rowing activities at Channel View Leisure Centre. There was also Llandaff Rowing Club which provided a variety of water based activities in that area. As a result of health & safety measures it was not possible for young people to access both the Ely and Rumney rivers as they were too shallow at present to use for water activities.

The Committee Members drew attention to the high amount of targets in the report and asked how they were going to manage performance against the targets. Further, requested costs were listed and were these bids that have been accepted, or going in to Sport Wales for consideration.

Members were advised that an offer letter from Sport Wales had been received for fully funded grant aid. Over the past five financial years funding had declined, almost £100k less than 2014. The service continued to be delivered and it was recognised providers were managing to do the same with less resources. Planning and mitigating for further cuts were on-going until eventually Sport Cardiff stopped providing a facility.

Members drew attention to budgets efficiency savings being missed over the years and inquired whether Sport Cardiff could deliver more services for less money, as a result of a possible underspend.

Officers assured the Committee that Sport Cardiff could not deliver more for less and it was disappointing that Sport Wales was not present at the meeting to answer questions. Sport Cardiff had continuously challenged Sport Wales on its reduction in funding with cuts being made this year to the lottery element. It was recognised that reducing funding for small projects had an impact over time as these small elements added up and had an impact on resources.

The Committee was advised that as a result of the joint partnership between Sport Cardiff and Cardiff Metropolitan University, programmes were delivered. The targets were challenging to demonstrate the viability of projects including further engagement with women's groups and encouraging students participation in projects as a resource.

The Committee was provided with an update on the position of Community Chest. The organisation was run as a single unit dealing with annual repeat applications year on year. Changes had now been made and Cardiff were the first in Wales to do this differently where Community Chest allocations were taken to Sports Boards to make decisions on funding, as they had local knowledge of the what was needed in the community.

RESOLVED: that the views of the Committee would be discussed during the way forward section of the meeting and a letter sent to the Cabinet Member in due course.

### 73 : COMMITTEE BUSINESS

This item enabled the Committee to consider correspondence and the draft inquiry report.

The Committee were informed that Officers were actively chasing the update regarding the awaited response from GLL Leisure Centre Partnership to the queries raised by service users. The Chairperson stated that if no information was forthcoming by the end of the 24 April 2018, he would write again to Councillor Bradbury.

The Committee noted the correspondence schedule, which provided an update since 8 March 2018.

The Committee welcomed the Funding of the Parks in Cardiff Inquiry and provided the following feedback:

- A clear statement from the administration was required on the vision for Parks.
- This was in-depth study with challenging circumstances
- Members were pleased with the findings and the report reflected how the parks of the city contributed towards the wellbeing of the citizens of Cardiff.
- This was an extensive piece of work and parks worked differently in certain areas of the city. A communication strategy was required and a response on this was required.

RESOLVED: The Committee AGREED:

- Noted the content of the consultation schedule attached at Appendix A.
- Considered the 'Funding of Parks' task group report, attached at Appendix B and endorse the report, subject to any amendments the Committee wish to make for submission to the Cabinet.

### 74 : DATE OF NEXT MEETING

10 May 2018 at 4:30pm

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# People & Communities:

Housing & Communities - delivery plan

2018/19



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WORKING FOR CARDIFF,  
WORKING FOR YOU



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# Directorate Delivery Plan – People & Communities: Housing & Communities

## 1. Introduction

### 1.1 Golden Thread



## Directorate Delivery Plan – People & Communities: Housing & Communities

### 1.2 Directorate Delivery Plan (DDP)

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

Our priorities:

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

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

### 1.3 Measuring Progress

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

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

## Key Terms

### **The Well-being of Future Generations (Wales) Act**

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

### **The 7 Well-being Goals**

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

### **City Wide Outcomes**

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

### **Council Priorities**

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

### **Well-being Objectives**

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

### **Steps**

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

### **Measuring Progress**

- Progress will be measured by a basket of indicators.



## 2. Directorate Profile

Housing & Communities, along with Housing Development, within the People and Communities Directorate, provides a wide range of services to those who live, work or visit the City of Cardiff. Often these services are for the most vulnerable in Cardiff, whose needs can only be effectively met through joined-up delivery of services both with other Council departments and our partners.

Face to Face advice and support is also available through the Hubs rolled out across the City, with Housing & Benefit advice available as well as partner organisations. The Hubs also include Library provision and there are also a number of standalone Libraries. A comprehensive range of library services are delivered which aim to improve the lives of Cardiff citizens through the delivery of reading, information, health, digital, cultural and children's learning opportunities across the City.

To support those out of work or to upskill people into better paid work, especially those affected by Welfare Reform changes, the Service Area delivers a range of support and courses through Adult Community Learning and the Into Work Advice Service. Adult Community Learning provides a broad range of adult learning opportunities across the City, with Learning for Work focused on those who are seeking employment, and Learning for life for those wanting to participate in learning as a recreational activity or for personal development. The Into Work Advice Service includes one to one support for CVs, Job Applications and universal job match as well as digital sessions and free accredited training courses. The team assist businesses with their recruitment needs including holding Jobs Fair events with guaranteed interview opportunities for jobseekers.

The Service Area provides a variety of services to support the most vulnerable people living in Cardiff. Preventative Services provides a whole range of teams who take a whole systems approach in helping older and disabled citizens of Cardiff to live independently in their own homes, reduce hospital admissions, speed up discharge from hospital and help them reconnect to their communities. Preventative Services also works closely with the 3rd Sector, Health services and community groups co-producing outcomes that matter to the citizens of Cardiff.

The Service Area also makes provision for the Homeless, including outreach work with Rough Sleepers, the provision of hostel spaces and other support services for the most vulnerable citizens. Council housing is provided to those most in need, with the Service Area managing 13,440 Council homes. Teams within the Service Area provide a full range of services for tenants including repairs, the turnover of properties that become vacant and maintaining the Welsh Housing Quality Standards across all stock. Teams within the Service Area also help over 36,000 households within Cardiff to pay their rent or Council Tax through payment of Housing Benefit and the Council Tax Reduction Scheme as well as managing a Discretionary Housing Payment fund, helping the most vulnerable people in Cardiff. The Service Area also provides a range of support and engagement services for Council tenants through Tenant participation. The Supporting People programme delivers housing-related support to vulnerable clients in a variety of settings, with the aim of maximising independence. Services are provided in house and by a range of partner support providers who are monitored to ensure the services provided are of a high quality.

As the City continues to grow, the Service Area is building more council homes both for rent and for our assisted home ownership scheme to help address the high housing need. We are exploring innovative construction methods and new ways of using our land and resources to deliver high quality, energy efficient homes more quickly. We have an overall target of building 2000 new council homes, of which 1000 must be delivered by 2022. In addition, the Service Area carries out regeneration works to improve neighbourhoods across the City, including estate regeneration schemes, neighbourhood renewal schemes, improvements to local shopping centres and community facilities, and community safety measures such as alley-gating.

### 3. Self-Assessment of performance during 2017-18

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

**Housing Development** – As part of the Capital Ambition commitment 15 new homes have already been completed, through converted buildings and property purchases, 131 new homes are on site through Cardiff Living, with an additional 12 purchases going through the legal process for completion. 132 homes currently have planning approval, including Cardiff Living and other new builds.

**Landlord Services** – during 2017/18 Caretaking service have maintained clean and clears and both normal and offensive graffiti cleared within the target time throughout the year, with offensive graffiti targeted to be cleared within 24 hours of a report received. Anti-Social Behaviour has also performed well, with both urgent and non-urgent cases contacted within target time throughout the year. The average number of calendar days taken to let lettable units of permanent accommodation came down from 76 days in 2016/17 to 69 days in 2017/18, however this did fall short of the 65 day target.

**Benefit Cap** - The Welfare Reform Team work to reduce the impact on those affected. 175 (Feb 2018) clients have been supported to return to work since the benefit cap introduction in November 2016, 265 have attended both accredited and non-accredited training. 63% of benefit caps have been removed since 2013 due to returning to work and claiming working tax credits. 893 (Feb 2018) clients have received budgeting support and 244 (Feb 2018) are being worked with to become digitally included. Homelessness has been prevented for 78 (Feb 2018) households affected by the benefit cap.

**Homelessness** - 71% of households threatened with homelessness have been successfully prevented from becoming homeless, against a target of 50% for 2017/18. 204 rough sleepers have been assisted into accommodation during 2017/18, against a target of 144. In addition 69% of people experienced successful outcomes through the homelessness reconnection service, against a target of 50%.

**Preventative Services** – during 2017/18 97% of clients felt that Independent Living Services had improved their quality of life and 98% of clients felt able to remain living in their own homes more independently after intervention by Independent Living Services. 73% of clients were dealt with at First Point of Contact, against a target of 65%. In addition to this only 3% of First Point of Contact referrals are then passed to social care. Through the ENABLE system of delivering home adaptations, the process has been streamlined for delivering bath out shower in installations saving an average of 12 weeks. There has also been the development of a new section 33 agreement within Joint Equipment Services to create a level playing field in funding across the region to ensure all partners are meeting their commitments.

**Neighbourhood Regeneration** – during 2017/18 2 new community hubs, Llanedeyrn and Llanishen have been completed and Minehead Road Day Centre has also been improved. Estate regeneration schemes at Trowbridge Mawr and Hodges Square have been completed and work has commenced on the redevelopment of the Maelfa Shopping Centre. An estate regeneration programme has been developed, based on comprehensive assessment of environmental and social conditions across all Council estates. The Neighbourhood Regeneration team also gated, closed or improved 10 alleys or gullies, completed 12 regeneration projects and achieved 91% customer satisfaction with completed schemes.

**Libraries & Hubs** – during 2017/18 the new Heritage and Branch Library in Cathays was opened and a Heritage based events programme has also been developed. The library service has also showed improved performance against the Welsh Public Library Standards framework, with Cardiff ranked highest in Wales for visits per capita, virtual visits per capita and net cost per visit. Improvements were also made on attendance at training, informal training, active borrowers, attendance at events, the total number of volunteers and volunteer hours, the percentage of unplanned closures of static service points and the percentage of mobile/home deliveries missed. Libraries and Hubs also exceeded their target of 3,200,000 visits in the year, with 3,331,807 visits recorded in total for 2017/18.

**Advice Services & Adult Community Learning** - The Money Advice Team at Central Library Hub extended their service during 2017/18, providing outreach sessions at hubs and foodbanks across the city, in total the team has seen almost 17,000 people to provide information, guidance and advice. During these appointments almost £500,000 has been saved, easily reaching the target set for the year and almost £19 million in additional weekly benefit has been claimed, far exceeding the target of £12 million. Into Work Advice Services work to support people into work through work preparation workshops, accredited and non-accredited training and volunteering opportunities, during 2017/18 370 people were assisted into employment by the service. Adult Community Learning also run the Learning for Work programme, funded by Welsh Government, offering a range of flexible learning opportunities, designed to support individuals to take their first steps back into learning and to assist them to progress to further learning, training or employment. During 2017/18 there were 3,182 enrolments onto these courses, an increase of more than 300 compared to the previous year. Overall enrolments for the service increased by more than 600.

**Responsive Repairs** – during 2017/18 98% of emergency repairs carried out by the Responsive Repairs team were completed within the 24 hour target, beating the 95% target, the repairs reporting line achieved a 97% customer satisfaction rate.

#### 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.

**Welfare Reform** brings a wide range of changes which have significant implications for future housing and homelessness services. The roll-out of Universal Credit Full Service commenced on 28<sup>th</sup> February 2018 for new claims and change of circumstances accepted for households with less than three children. From 1<sup>st</sup> February 2019 it is proposed that this will be extended to new claims and change of circumstances accepted for households with three or more children. Finally from July 2019 to March 2022 with large scale migration of remaining claims over to Universal Credit. This is treated as a Corporate Risk and is reviewed regularly.

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants, removal of automatic entitlement to housing costs for under 21s and changes to funded for supported housing. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.		3. Supporting People out of Poverty	3.4 and 3.5

**Integration of services** – the newly formed People and Communities Directorate brings together Social Services with all the services identified within this plan. There will be opportunities to further develop a joined up person centred service with seamless access to support, which will build on our preventative approach ensuring the right intervention at the right time.

**Funding Flexibilities** – The Funding Flexibilities Pathfinders Pilot for Cardiff brings together 10 existing funding streams totalling £33.7 million in annual grants. The current multiple interventions from specific funding has resulted in duplication, no cohesive entry into services or clear progression pathways. Innovative ways of working to align and achieve better outcomes for people have been applied and has a proven to make efficiencies through improved integrated commissioning or by direct delivery models. The flexibilities approach is a natural extension of the work that we have been doing in Cardiff to better align programmes at a local level.

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

*The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The seven well-being goals ('the goals') show the kind of Wales we want to see and this section of the Plan shows how Housing & Communities along with Housing Development contribute towards these goals.*

### Cardiff is a great place to grow up

Within Housing & Communities a lot of work goes on to make Cardiff a great place to grow up. Our Preventative Services section hold intergenerational events with both older people and children, to help develop an understanding of the lives of older people in Cardiff. Libraries deliver a range of services and activities targeted for children to support the development of literacy skills from birth. The Bookstart initiative provides free books for children under 4 years old and all libraries deliver Storytime and Rhymetime for the same age group with some sessions delivered through the medium of Welsh. Activities like these also provide an opportunity for parents to meet up and share experiences, reducing feelings of social isolation. Libraries also work in partnership with Sports Cardiff, delivering free activities for school age children to promote physical literacy. These sessions are run in Ely, Grangetown, Llanrumney, Rumney and St Mellons Hubs. Neighbourhood Development Librarians attend the sessions run by Sports Cardiff in local schools to promote literacy and physical literacy. The Libraries also provide after school sessions and homework help with space to study. The library service also actively promotes the all Wales initiative 'Every Child a Library Member', this includes visits, library inductions and enrolling every child in year 4. During the summer Libraries actively promote the Summer Reading Challenge, which supports school age children to maintain their literacy skills during the school holidays by delivering a range of activities, which are actively promoted in all junior schools prior to the summer break. During 2017/18 7,511 children participated and 5,085 completed the challenge, an increase of 18%. Going into 2018/19 there is also the proposed development of youth hubs in both the City Centre and Butetown.

## Cardiff is a great place to grow older

Within Housing & Communities, the Preventative Services section works to make Cardiff a great place to grow older. The First Point of Contact within Independent Living Services, supports older people in Cardiff to live as independently as possible and improve their wellbeing. The service provides home visits which provide holistic support to help older people live more independently. Housing resettlement officers assisted with 115 hospital discharges that were identified as delayed transfers of care, 19 individuals identified as experiencing delayed transfers of care used step down accommodation, enabling them to leave hospital more quickly. The section also works with older people to combat social isolation, helping them connect with their communities through the Day Opportunities Team. Preventative Services work in partnership with health services, our local older sheltered accommodations and the 3<sup>rd</sup> sector to provide a range of social and health based services for older people in the local area, the 3<sup>rd</sup> sector is supported by Preventative Services to provide volunteer support to help older people with tasks including shopping, gardening, travel and domestic tasks. In collaboration with Hubs, Preventative Services have developed wellbeing Wednesday at hubs around the city, providing the opportunity for older people to take part in activities and events promoting community integration. Neighbourhood Regeneration are currently in the process of upgrading and re-modelling 3 day centres across the city, to provide quality day care facilities.

Two regular Dementia Cafes are running at Cardiff Central Library Hub, following consultation with Alzheimer's Society Cymru and their Service User review panel at Oldwell Court. The Cafes are a safe place for those living with Dementia, their families, carers and health professionals and provide information, signposting and peer support. In addition to this 86% of Library staff are trained as dementia friends, with the remaining few booked in for training during April 2018 and going forward awareness sessions will subsequently be a mandatory part of inductions. 4 Library staff are Dementia Champions and are qualified to carry out Dementia Friends sessions to colleagues and members of the public. A Parkinsons Café is also hosted monthly at Rhydypennau Library, with Parkinsons UK. The Library Service deliver housebound and mobile library services, supporting people who are unable to leave their homes or are in sheltered housing complexes and have limited mobility. There are 1,176 planned mobile stops each year and 80 people are visited by the Housebound Service.

## Supporting people out of poverty

Within Housing & Communities a lot of work goes on to support people out of poverty. An example of this is the work around the Benefit Cap, since the introduction of the cap in November 2016, 709 (Feb 2018) successful applications for Discretionary Housing Payments have been completed, in addition to this homelessness has been prevented for 78 (Feb 2018) households affected by the benefit cap. 197 (Feb 2018) clients have attended training and 175 clients have returned to work. Almost 1,000 (Feb 2018) home visits have been carried out to help households affected by the benefit cap and 188 (Feb 2018) Universal Jobmatch accounts have been opened. The homelessness service has worked closely with clients to prevent homelessness, with a success rate in 2017/18 of 58%. The Preventative Services holistic visits have provided income maximisation advice to more than 1,200 older people. The Money Advice Team at Central Library Hub have extended their service during the year to also provide outreach sessions at hubs and foodbanks across the city, in total the team has seen almost 17,000 people to provide information, guidance and advice. During these appointments almost £500,000 has been saved and almost £19 million in additional weekly benefit has been claimed. Into Work Advice Services work to support people into work through work preparation workshops, accredited and non-accredited training and volunteering opportunities, during 2017/18 370 people were assisted into employment by the service. Adult Community Learning also run the Learning for Work programme, funded by Welsh Government, offering a range of flexible learning opportunities, designed to support individuals to take their first steps back into learning and to assist them to progress to further learning, training or employment. During 2017/18 there were 3,182 enrolments onto these courses, an increase of more than 300 compared to the previous year.

## Cardiff has safe, confident and empowered communities

Housing & Communities work to build and maintain safe, confident and empowered communities. The Neighbourhood Regeneration Team works on regeneration projects such as the Maelfa redevelopment, as well as estate regeneration schemes and neighbourhood renewal schemes. The team also helped to remodel, refurbish existing buildings and even build new for the Community Hub Scheme, which provides a number of services including Into work advice, housing and benefit advice, library services, PC and phone access and partner organisations advice in communities across the city. The Building Improvement Unit and Responsive Repairs work to ensure the council housing stock is maintained to the Welsh Housing Quality Standard, carrying out repairs as required and planned gas servicing through the year.



## A Capital city that works for Wales

Housing & Communities provide support to people who have newly arrived in the city or country through the Library Service, who provide information to signpost them to local services, delivering Croeso, an annual welcome event for students from overseas, providing up to date material to support those undertaking the citizenship test. FAN (Friends and Neighbours) meet monthly in libraries and hubs across the city. The Libraries also deliver a literary and cultural programme of events, including the Crime & Coffee reading group, Open Spaces author talks, Chinese New Year, Japan Open Day, refugee week and Black History month.

## Cardiff grows in a resilient way

As the City continues to grow, Housing & Communities Housing Development Team is working in partnership with Wates as part of the Cardiff Living Scheme to build more homes and more council homes both for rent and for our assisted home ownership scheme to help address the high housing need. We are exploring innovative construction methods and new ways of using our land and resources to deliver high quality, energy efficient homes more quickly. We have an overall target of building 2000 new council homes, of which 1000 must be delivered by 2022. The Preventative Services Day Opportunities Team encourage volunteer opportunities to help people of working age to gain work experience and contribute to their communities. The Library service have developed Cathays Heritage Library, which will serve as the community memory of the people of Cardiff, enabling access to social and economic history sources that will help gain understanding of their past and prepare for their future.

## Modernising and integrating our public services

Housing and Communities are always working to modernise and integrate our services, an example of this is in Preventative Services, where the Independent living Centre is used as an assessment centre for partners across the region in Health, Social Care and Occupational Therapy. The service has also developed a mechanism, in partnership with Social Services and Care & Repair to provide a pathway for older people who need support with sensory impairments. Preventative Services has also created a service level agreement with the Fire Service for a cross service referral mechanism, where home safety checks are carried out by the fire service and any additional needs that are picked up can be passed to Preventative Services for holistic input, and Preventative Services can refer clients to the Fire Service for home safety checks. A new Disabled Facilities Grant framework has been introduced to improve service delivery times, reduce hospital admissions and speed up discharges. Housing and Communities also move to modernise and integrate services through the development of the Community hub network, with 11 hubs in priority neighbourhoods, the last of these is nearly complete and will be handed over during summer 2018. In line with this, Libraries strive to deliver services in safe, modern and fit for purpose buildings.



## 6. Delivering the Welsh Language Standards

Objective	Responsible Officer
<p><b>Forms &amp; Documents:</b> Conduct an audit to ensure that the following are bilingual: Agendas and minutes for meetings, conferences and seminars that are open to the public; Licences; Certificates; Brochures; Leaflets, pamphlets or cards; Policies, strategies, annual reports and plans; Guidelines, Codes of Practice and Rules; Press Statements, record your findings and prepare an Improvement Plan (or IACTs) to address any areas of non-compliance</p>	Sarah McGill
<p><b>Welsh Language Awareness:</b> Ensure that all staff with access to a PC complete the Welsh language awareness e-training on Cardiff Learning Pool site</p>	Sarah McGill
<p><b>Awarding Grants:</b> Ensure that all grantees are aware of the requirement to comply with the Welsh language standards in so far as they relate to the provision of the service(s) and record how the information has been circulated. Conduct an internal audit to ensure that grantees are aware of how the standards relate to their service and record the results including any additional improvement measures.</p>	Sarah McGill
<p><b>Education Courses:</b> Assess the need for all education courses to be delivered in Welsh and publish this information on the Council's website. Ensure that all staff responsible for arranging education courses are aware of the requirement to assess the need for the courses to be delivered in Welsh and evidence how this has been achieved.</p>	Sarah McGill
<p><b>Reception Services:</b> Identify all reception services and ensure that they are delivering bilingual services (or are aware of the process if no Welsh speaker is available) by conducting a mystery shopper exercise. Put measures in place to address any instances of non-compliance. Ensure that all staff are made aware of the Bilingual Reception Service Guidance.</p>	Sarah McGill
<p><b>Signs, Notices &amp; Display Material:</b> Conduct an audit to ensure that all existing signs are bilingual and create new Improvement Actions to address any instances of non-compliance. Ensure that all staff are aware of the requirement to have bilingual signs and notices with the Welsh text positioned first (all signs after 30th March 2016) and evidence how this has been achieved.</p>	Sarah McGill

Objective	Responsible Officer
<p><b>Websites, Online Services &amp; Social Media:</b> Conduct an audit to ensure that all websites are bilingual and put measures in place to address any instances of non-compliance. Ensure that all staff are aware of the requirement that all social media accounts must be bilingual and operate bilingually and record how this information has been circulated</p>	Sarah McGill
<p><b>Public Events:</b> Ensure that all public events organised or funded by us are bilingual by creating a checklist of the following bilingual requirements for each event: Publicity material, signage, audio announcements and services offered to persons attending the event and ensuring that accurate and up to date records are kept that each element is bilingual for each event.</p>	Sarah McGill
<p><b>Meetings:</b> Ensure that all staff are made aware of the Guidance for Holding Meetings and record how the information has been circulated. Conduct an internal audit to ensure that staff are aware of the guidance including offering language choice and arranging a simultaneous translator as required. Record the results of the audit including additional improvement measures for any non-compliance found.</p>	Sarah McGill
<p><b>Telephone Calls:</b> Ensure that all staff have received and are aware of the process for dealing with Welsh language calls and record how the information has been circulated. Conduct an internal audit to ensure that staff are following the agreed process as specified in the guidance including answering the phone bilingually and transferring correctly. Record the results of the audit including additional improvement measures for any non-compliance found.</p>	Sarah McGill
<p><b>Correspondence:</b> Create a data-base of an individual's language choice (Welsh/English) and /or ensure that you have a process in place for recording language choice e.g. SAP CRM. Please record the database or process you have in place. Conduct an audit to ensure that all standard letters and emails are sent bilingually and include a statement regarding language choice. Record the results of the audit including additional improvement measures for any noncompliant letters and/or emails.</p>	Sarah McGill

## 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 Goal	Council Priority
1	Cardiff is a Great Place to grow up	Councillor Sarah Merry	Louise Bassett	A Prosperous Wales, A Healthier Wales, A More Equal Wales	Working for Cardiff
2	Cardiff is a Great Place to grow older	Councillor Susan Elsmore	Carolyne Palmer/Chris O'Sullivan	A Prosperous Wales, A Healthier Wales, A More Equal Wales	Working for Cardiff
3	Supporting People out of Poverty	Councillor Susan Elsmore / Councillor Lynda Thorne	Ian Ephraim/Helen Evans/Louise Bassett/Ellen Curtis	A Prosperous Wales, A Healthier Wales, A More Equal Wales	Working for Cardiff
4	Safe, Confident and Empowered Communities	Councillor Lynda Thorne	Natalie Southgate/Don Davidson/Louise Bassett/Nicola Pitman	A Wales of Cohesive Communities	Working for Cardiff
5	Cardiff's Population Growth is managed in a Resilient Way	Councillor Lynda Thorne	Dave Jaques	A Resilient Wales	Working for the Future

## 8. Individual Priorities

**Strategic Directorate Priority 1:**  
Cardiff is a Great Place to grow up

### Dependencies

No.	Description of dependency	Headline Action
1.1	Effective partnership working and buy in from the community	1.1
1.2	Sustainable partnership funding for the organisation	1.2

### Commitments to Action - what key actions will we take to achieve our improvement priority?

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
CP 1.1	Pilot a “Children First” approach during 2018/19 to join up multi-agency preventative services and funding in order to improve early help to children and families in a specific locality in the city.	April 2018	March 2019	Louise Bassett	Q1: Complete service mapping to understand Service Access and Availability in the Ely and Caerau area.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Identify and develop responses to unmet need in early intervention and preventative approaches/interventions at a local level.	Provide support to those who may experience barriers to achieving their full potential
					Q3: Develop a first point of contact model for families that is linked to the interventions available in the locality.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff’s diversity
					Q4: Pilot a new approach to joining up multi agency services in the Ely and Caerau area.	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
DDP 1.2	Support the Credit Union to deliver “savers projects” within Cardiff Schools that encourages saving and promotes financial literacy.	April 2018	March 2019	Louise Bassett	Q1: Maintain current member and volunteer numbers while supporting more primary and secondary schools to develop school savers club through a targeted campaign.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Undertake partnership sessions with the Credit Union to raise the awareness of the school savers clubs and recruit new volunteers.	
					Q3: Undertake partnership sessions with the Credit Union to raise the awareness of the school savers clubs and recruit new volunteers.	
					Q4: New school savers clubs set up in Primary and Secondary schools and an increase in new members and new volunteers is delivered.	

## Delivering improvement – ‘progress and action’

**Strategic Directorate Priority 2:**  
Cardiff is a Great Place to grow older

### How will we measure our progress against this priority?

Ref	Key Performance Indicators	2016-2017 Result	2017-2018 Result	2018-2019 Target	2019-2020 Target	Owner
CP	The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	New	73%	72%	72%	Carolyne Palmer
CP	The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services	New	New	95%	95%	Carolyne Palmer
CP	The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	200	179	185	180	Carolyne Palmer
CP	The percentage of people who feel reconnected into their community, through intervention from day opportunities.	New	77%	70%	80%	Carolyne Palmer

### Dependencies

No.	Description of dependency	Headline Action
2.1	Effective partnership working	2.2, 2.4
2.2	Input from stakeholders, community interest	2.5

## Commitments to Action - what key actions will we take to achieve our improvement priority?

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
CP 2.1	<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. Key activities will include:</p> <ul style="list-style-type: none"> <li>Promoting the First Point of Contact Service to prevent unnecessary hospital admissions</li> </ul>	April 2018	March 2019	Carolyne Palmer	Q1: Undertake an analysis of the referrals received during the previous year to ascertain the target areas for promotion.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Use the analysis carried out during Q1, and additional areas of focus identified through the population needs assessment, promote the First Point Of Contact to both the public and professionals.	
					Q3: Arrange awareness sessions in partnership with Hubs and Libraries to give information and advice to local communities, focusing on services available to prevent the need for hospital admissions.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Analyse and evaluate the impact of the promotion to determine the objectives required for the following year.	
CP 2.2	<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. Key activities will include:</p> <ul style="list-style-type: none"> <li>Developing a First Point of Contact (hospitals) to integrate more effectively hospital discharge</li> </ul>	April 2018	March 2019	Carolyne Palmer	Q1: Work with Social Services to identify aims and create a project brief, identifying current services that may link into the discharge process impacting on the Local Authorities. Liaise with University Hospital of Wales/University Hospital of Llandough and St. David's discharge teams to arrange mapping of the current discharge process.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Map the current Integrated Discharge Service, and supporting services around discharge, at the University Hospital of Wales/University Hospital of Llandough and St. David's sites, comparing different approaches at site and identifying good/bad practice.	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
					<p>Q3: Map the role of the Community Resource Team and support for discharge, as well as the role of the Social Worker within the Hospital. Evaluate the impact of Social Worker presence and determine the full role of the current contact officers in University Hospital of Wales and University Hospital of Llandough and links to patient discharge and Social Worker.</p> <p>Q4: Evaluate the outcome of the work carried out during Quarters 2 and 3 and map a proposed "To Be" process. Identify the physical and technical resources required to meet the need. Identify 3 wards to trial the new process and evaluate the impact.</p>	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
CP 2.3	<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. Key activities will include:</p> <ul style="list-style-type: none"> <li>Extend the scope of services in Independent Living Services</li> </ul>	April 2018	March 2019	Carolyne Palmer	<p>Q1: Determine the next direction of Independent Living Services around the locality function including wraparound prevention in the community; Hospital discharge; prevention of admittance; slips, trips and falls; frailty nurses and supporting informal carers.</p> <p>Q2: Identify existing services and synergies with the aims of Independent Living Services, identify any duplication or complimentary elements to the Independent Living Services vision.</p> <p>Q3: Map the relevant service and draw up proposed benefits of how the service will contribute to the preventative agenda and pathways to prevention.</p> <p>Q4: Carry out the consultation process to move/change services to include within the scope of Independent Living Services.</p>	<p>Meet our Specific Equality Duties and build equality into everything we do</p> <p>Provide support to those who may experience barriers to achieving their full potential</p> <p>Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity</p>



Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
CP 2.4	Deliver the older person's strategy to support independent living, including fully understanding their housing needs and aligning work between Communities, Health and Social Services.	April 2018	March 2019	Chris O'Sullivan	Q1: Continue to develop the Older Person strategy with input from Health, Social Services and other partners.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Ensure Consultation takes place, to feed into final version for Cabinet approval.	Provide support to those who may experience barriers to achieving their full potential
					Q3: Develop Action plans for the "We Wills", from the Strategy, in conjunction with Health, Social Services and other partners. Set up initial working group meetings for action plans.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Formulate a board and working group, to have a cohesive approach to implementing and aligning the work between Communities, Health and Social Services, and ensure first actions are undertaken.	
CP 2.5	<b>Address social isolation and enhance quality of life of older people</b> by developing intergenerational working within schools, community groups, leisure centres and private sector partners.	April 2018	March 2019	Carolyn Palmer	Q1: Identify key internal and external stakeholders to form a working group to address social isolation in older people, with a focus on building community cohesion. Once established, the group will outline a set of collective objectives to be achieved over the year.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Develop, agree and implement a plan to host a number of community based intergenerational events across the city in association with identified partners.	Provide support to those who may experience barriers to achieving their full potential
					Q3: Finalise event planning and host Intergenerational Events within localities in Cardiff.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Evaluate outcomes and establish sustainability for future Intergenerational working building on the provisions already existing within the community.	

## Delivering improvement – ‘progress and action’

### Strategic Directorate Priority 3: Supporting People out of Poverty

How will we measure our progress against this priority?

Ref	Key Performance Indicators	2016-2017 Result	2017-2018 Result	2018-2019 Target	2019-2020 Target	Owner
CP	The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	New	68.84%	70%	70%	Ian Ephraim
CP	The number of rough sleepers assisted into accommodation	New	204	168	170	Ian Ephraim
CP	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	New	New	50%	50%	Ian Ephraim
CP	Percentage of households threatened with homelessness successfully prevented from becoming homeless	New	71%	70%	70%	Andrea James
CP	The number of people receiving into work advice through the Gateway	42,579	42,343	43,000	43,500	Helen Evans
CP	The number of clients that have been supported into Employment having received tailored support through the Gateway	New	New	623	650	Helen Evans
CP	The number of employers that have been assisted by the council's employment support service	100	118	125	140	Helen Evans
CP	Number of customers supported and assisted with their claims for Universal Credit	681	679	1,500	1,700	Helen Evans
CP	Additional weekly benefit identified for clients of the City Centre Advice Team	£11,995,475	£15,259,881	£16,000,000	£16,500,000	Helen Evans

### Dependencies

No.	Description of dependency	Headline Action
3.1	Positive publicity and public buy in	3.1
3.2	Effective Partnership working and employer relationships	3.2
3.3	Effective partnerships, WG pilot - outcome of findings	3.3
3.4	Stakeholder involvement	3.4
3.5	Successful development of a website and database	3.5

## Commitments to Action - what key actions will we take to achieve our improvement priority?

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
CP 3.1	<p>Deliver the Rough Sleeper Strategy to <b>address rough sleeping in the city</b> by:</p> <ul style="list-style-type: none"> <li>Implementing a 'No First Night Out' policy.</li> <li>Piloting new approaches, including a 'Housing First' model which moves rough sleepers straight from the streets into a home.</li> <li>Delivering the Give DIFFerently campaign</li> </ul>	April 2018	March 2019	Ian Ephraim	Q1: Continue to publicise the Give DIFFerently campaign to businesses and the general public following the full launch in March 2018. This will include case studies to generate rolling news on the positive impact the funding can make.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Bring all additional pod and night shelter spaces into use and develop a process to make sure the availability for direct placements is always available for Outreach staff. Ensure the Housing First pilot reaches full occupancy.	Provide support to those who may experience barriers to achieving their full potential
					Q3: To complete and implement processes aimed at reducing the number of repeated presentations to Gateway (breaking the cycle of homelessness) with attached performance measures.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: To review the effectiveness of the new accommodation initiatives to inform future funding.	
CP 3.2	<p><b>Better support people into work by integrating employment support services.</b> This will include:</p> <ul style="list-style-type: none"> <li>Developing a new gateway into employment and mentoring services accessible across the city,</li> <li>Ensuring that Into Work Advice Services and Adult Community Learning fully aligns with the new employability service</li> <li>Providing effective employer engagement and assistance into self-employment.</li> <li>Promoting and extending volunteering opportunities</li> </ul>	April 2018	March 2019	Helen Evans	Q1: New Employability Services fully operational with robust, monitored referrals set up to and from Adult Community Learning to Into Work Advice Services.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Pop Up Business School coming to Cardiff, in partnership with Wates and Registered Social Landlords, supporting over a hundred people looking for self-employment.	Provide support to those who may experience barriers to achieving their full potential
					Q3: Central jobs fair to be held in Cardiff with more than 40 employers attending.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Look at further funding opportunities to expand the volunteering opportunities currently provided, to include other Directorates.	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
CP 3.3	Use the new opportunities provided by Funding flexibilities to work across departments and funding streams, reviewing and realigning services.	April 2018	March 2019	Louise Bassett	Q1: Map each Grant Programme under the Funding Flexibilities Pilot: Aims and Objectives, Performance Indicators, Key Metrics, Demand Pressures, Outcome Measures and consider which inputs, output and outcomes measures are useful to retain.	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  Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q2: Map delivery mechanisms and timelines for each Grant Programme: Contracted Services, Grants/Service Level Agreements, Direct Delivery, Service Access and Availability.	
					Q3: Map and review: Strategic relevance to the council, wellbeing and area plan, Review evidence base, Review service user & stakeholder consultations, Identify synergies between the services delivered, Identify links to mainstream services and other provision provided by Public Services or Partner Organisations. Identify key themes / Develop new high level outcomes framework.	
					Q4: Report progress on Pilot Projects focused on Themes/Priorities using funding flexibilities and undertake a review and report on initial findings of the funding flexibilities pilot. Report Achievements and Lessons Learned.	
CP 3.4	To ensure support is available to mitigate the roll out of Universal Credit, to include <ul style="list-style-type: none"> <li>The provision of digital access and assistance across the city</li> <li>Working with private landlords to identify how the Council can help them with the change</li> <li>Working with Job Centre plus, Social Landlords and other partners to ensure that vulnerable</li> </ul>	April 2018	March 2019	Helen Evans	Q1: Implement new advice lines for customers and a dedicated landlord line to call for help with Universal Credit and other enquiries.	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
					Q2: Expand support for Universal Credit across the city to include libraries, hubs and other community locations. Co-locating services with the 2 Job Centre Plus offices in Cardiff.	
					Q3: Monitor Personal Budgeting Support and Assisted Digital Support numbers, ensuring join up with Job Centre Plus Social and Private Landlords. Looking at venues of support and amending if required.	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
	<p>individuals get the budgeting support they need.</p> <ul style="list-style-type: none"> <li>The development of an advice telephone line for customers</li> </ul>				Q4: As rollout opens to all families, ensure that publicity is created and partners and stakeholders briefed around this. Support for these larger families will need to be tailored to their needs (including those who are affected by the benefit cap and now claiming Universal Credit).	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
DDP 3.5	Delivering an integrated employment support service including Into Work Advice Services, Adult Community Learning and the Employability Grant.	April 2018	March 2019	Helen Evans	<p>Q1: Adult Community Learning and new employability services to be managed by same management structure to ensure total join up.</p> <p>Q2: New Employability service to include the Gateway, city wide mentoring, new website and one database to be operational.</p> <p>Q3: Create a programme of training from September with Adult Community Learning and into work which complements each other and eliminates any duplication of courses.</p> <p>Q4: Review success and outcomes and amend as required.</p>	<p>Meet our Specific Equality Duties and build equality into everything we do</p> <p>Provide support to those who may experience barriers to achieving their full potential</p> <p>Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity</p>
DDP 3.6	To mainstream the Accommodation Solutions Team to ensure innovative ways forward are used when tackling the overcrowding and under occupation of council properties and ensuring that best use of our stock is maintained.	April 2018	March 2019	Ellen Curtis	<p>Q1: Review team structure and recruit to new posts.</p> <p>Q2: Develop policies and procedures ensuring innovative ways are considered whilst ensuring best use of council stock.</p> <p>Q3: Brief staff on changes to procedures and implement.</p> <p>Q4: Review out comes and how team can continue to improve on providing solutions for complex housing cases.</p>	<p>Meet our Specific Equality Duties and build equality into everything we do</p> <p>Provide support to those who may experience barriers to achieving their full potential</p>

## Delivering improvement – ‘progress and action’

### Strategic Directorate Priority 4:

Safe, Confident and Empowered Communities

How will we measure our progress against this priority?

Ref	Key Performance Indicators	2016-2017 Result	2017-2018 Result	2018-2019 Target	2019-2020 Target	Owner
CP	Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	New	9.9%	100%	100%	Natalie Southgate
CP	The percentage of customers satisfied with completed regeneration projects.	85%	91%	70%	70%	Don Davidson
CP	The number of visits (hits) to the volunteer portal	New	New	50,000	60,000	Louise Bassett
UCP	The number of visitors to Libraries and Hubs across the City	3,241,038	3,331,807	3,300,000	3,300,000	Bev King
CP	The percentage of customers who agreed with the statement “Overall the Hub met my requirements/I got what I needed”	99%	98%	95%	95%	Bev King

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## Dependencies

No.	Description of dependency	Headline Action
4.1	Cabinet approval for Regional Strategy	4.1
4.2	Effective stakeholder engagement	4.1, 4.3
4.3	Successful bidding for Welsh Government funding	4.2
4.4	Effective partnership working	4.5



## Commitments to Action - what key actions will we take to achieve our improvement priority?

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
CP 4.1	Help <b>prevent violence against Women, Domestic Abuse and Sexual Violence</b> by developing a regional strategy, implementing the newly commissioned services for female victims and exploring a regional service for male victims by Summer 2018	April 2018	March 2019	Natalie Southgate	Q1: Launch the new service for female victims and publicise widely. Seek Cabinet approval for the Regional Strategy. Hold a stakeholder workshop to explore requirements for a male victims service.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Implement the regional strategy action plan and monitor progress. Draft a service specification for a male victim service. Review progress of the new female victim service.	Provide support to those who may experience barriers to achieving their full potential
					Q3: Begin tender process for male victims service. Review progress of the new female victim service.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Award contract for male victim service and manage any transition arrangements. Review progress of the regional strategy and the new female victim service contract.	
CP 4.2	Invest in the regeneration of local communities by: <ul style="list-style-type: none"> <li>Complete the further development of the Butetown Pavilion</li> <li>Completing a new retail parade of 9 shop units as part of the Maelfa redevelopment by Spring 2019.</li> <li>Launching a further round of the Neighbourhood Renewal Schemes programme by Autumn 2018.</li> <li>Explore opportunities for further long term investment through the Targeted Regeneration Investment Programme</li> </ul>	April 2018	March 2019	Don Davidson	Q1: Identify opportunities for bids under the Welsh Government Targeted Regeneration Investment Programme.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Invite Ward Members to submit Neighbourhood Renewal Scheme proposals.	Support wide access to Council information and environments, and participation in Council Services
					Q3: Complete the New Maelfa shopping centre.	Provide support to those who may experience barriers to achieving their full potential
					Q4: Implement alterations to Butetown Pavilion.	Build strong 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 2018-2019	Link to Equality Objective
CP 4.3	<p><b>Deliver phase 2 of the neighbourhood partnership scheme</b> to</p> <ul style="list-style-type: none"> <li>Give people a voice in shaping Council services and</li> <li>Better connect people with local service providers and activities in their neighbourhoods.</li> </ul>	April 2018	March 2019	Louise Bassett	Q1: Develop proposal that provides hands on support for individuals and local groups based in the 4 Hub districts.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Undertake mapping exercise of local community organisations/groups/activities in each Hub district to build local networks/knowledge. Hold at least 1 awareness raising/networking/consultation event in each Hub.	Support wide access to Council information and environments, and participation in Council Services
					Q3: Fully mobilise the new approach to community involvement/participation. Develop and publish a Community Involvement Plan.	Support wide citizen consultation and engagement with the Council and the decisions it makes
					Q4: Undertake Stakeholder Engagement and Community Consultation on priorities for 2019/20. Feed local information gathered into a city wide information and advice database.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
CP 4.4	<p>Continue to develop the <b>Community Hub and Well-being programme</b> in collaboration with the University Health Board and other partners. Activities include:</p> <ul style="list-style-type: none"> <li>Completing the extended St Mellons Community Hub by Summer 2018</li> <li>Work with partners to investigate other Hub projects.</li> </ul>	April 2018	March 2019	Don Davidson	Q1: Complete the St Mellons Phase 2 Extension.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Agree plans with the University Health Board for the Cardiff Royal Infirmary Chapel library provision	Support wide access to Council information and environments, and participation in Council Services
					Q3: Agree delivery programme for the Domestic Abuse facility at the Cardiff Royal Infirmary Health & Well-Being Hub.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Develop plans for improvement of Library buildings.	Build strong 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 2018-2019	Link to Equality Objective
CP 4.5	Continue to develop the <b>Community Hub and Well-being programme</b> in collaboration with the University Health Board and other partners. Activities include: <ul style="list-style-type: none"> <li>Developing additional library based hub facilities</li> </ul>	April 2018	March 2019	Nicola Pitman	Q1: Develop strategic vision for the development of Hub Services within Libraries.	Meet our Specific Equality Duties and build equality into everything we do  Support wide access to Council information and environments, and participation in Council Services  Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q2: Identify local needs and collaborate with the Health board and other partners to identify priority groups within the City particularly establishing gaps in wellbeing activity.	
					Q3: Develop and commence delivery of an event programme and health support strategy in association with the University Health Board, as well as additional health related partners – linking in with national campaigns and localised health priorities.	
					Q4: Deliver a range of additional services from the libraries.	
CP 4.6	Continue to develop the <b>Community Hub and Well-being programme</b> in collaboration with the University Health Board and other partners. Activities include: <ul style="list-style-type: none"> <li>Develop a network of youth service hubs</li> </ul>	April 2018	March 2019	Jane Thomas/Don Davidson	Q1: Develop proposals for the City Centre Youth Hub and for the better use of Butetown Pavilion.	Meet our Specific Equality Duties and build equality into everything we do  Support wide access to Council information and environments, and participation in Council Services  Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q2: Finalise plan including any necessary building works.	
					Q4: Seek additional funding if possible to support the Youth Hub projects.	
					Q4: Commence procurement of any necessary building works.	

## Delivering improvement – ‘progress and action’

**Strategic Directorate Priority 5:**  
Cardiff’s Population Growth is managed in a Resilient Way

How will we measure our progress against this priority?

Ref	Key Performance Indicators	2016-2017 Result	2017-2018 Result	2018-2019 Target	2019-2020 Target	Owner
CP	The total number of new council homes provided	New	15	200	400	Dave Jaques

### Dependencies

No.	Description of dependency	Headline Action
5.1	Funding and successful completion of phase 1 of Cardiff Living to enable phases 2 and 3 to progress	5.1
5.2	Funding and the availability of suitable sites	5.2
5.3	Effective partnership working with Wates	4.4

## Commitments to Action - what key actions will we take to achieve our improvement priority?

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
CP 5.1	<b>Deliver at least 2,000 new council homes, of which at least 1,000 will be delivered by May 2022.</b>	April 2018	March 2019	Dave Jaques	Q1: Ensure that the two 'Innovative Housing Projects' using shipping containers are started on site and that Welsh Government funding can be drawn down for these schemes. Achieve a start on site for 16 new council homes at Caldicot Road.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Implement a Council Housing new -build policy and procedures document setting out the council's new-build ambition and the parameters within which 2,000 new homes will be delivered.	Provide support to those who may experience barriers to achieving their full potential
					Q3: Review and agree the high-level financial viability and numbers of properties to be delivered through Phases 2 & 3 of the Cardiff Living Programme. Including a report to Cabinet on progress overall programme delivery.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Ensure that there are an adequate number of development sites identified to deliver 1,000 new council homes by 2022 and at least 2,000 in the longer-term.	
DDP 5.2	Continue to explore and implement Innovative housing models	April 2018	March 2019	Dave Jaques	Q1: Obtain approval to implement the AECOM/Rogers Stark Harbour & Partners innovative housing model and investigate ways to undertake a wider procurement for an off-site volumetric system across a range of sites.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Completion of the Greenfarm hostel shipping container scheme.	Provide support to those who may experience barriers to achieving their full potential
					Q3: Obtain planning permission for the AECOM/Rogers Stark Harbour & Partners sites.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Identify a solution for the Thornhill Road site and submit a planning application for this development.	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
DDP 5.3	Updating of the Local Housing Market Assessment and completion of the area matrix for affordable housing	April 2018	March 2019	Dave Jaques	Q1: Confirm brief for Local Housing Market Assessment update and agree work plan for completing the area matrix.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Draft updated Local Housing Market Assessment. Review the Low Cost Home Ownership Scheme and agree changes required.	Provide support to those who may experience barriers to achieving their full potential
					Q3: Complete updated Local Housing Market Assessment and report to senior managers. Once approved send updated Local Housing Market Assessment figures on housing need to partners.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Complete the AREA MATRIX for all wards and complete the overhaul of the Low Cost Home Ownership Scheme.	
DDP 5.4	Continue to deliver the Cardiff Living programme of development with partner Wates	April 2018	March 2019	Dave Jaques	Q1: Ensure Walker House scheme starts on site and release the marketing for the Low Cost Home Ownership Scheme units at Braunton Road.	Meet our Specific Equality Duties and build equality into everything we do
					Q2: Ensure that Snowden Road & Wilson Rd schemes start on site. Begin the marketing for the Low Cost Home Ownership units at Willowbrook West.	Provide support to those who may experience barriers to achieving their full potential
					Q3: Ensure a start on site for Highfields and take handover of the first 30 council units.	Build strong cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q4: Ensure Ty-Newydd starts on site and receive handover of a further 40 council units. Ensure we have planning approvals for the schools sites to complete appropriations.	

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**

**CABINET MEETING: 17 May 2018**

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

**REPORT OF DIRECTOR: PEOPLE & COMMUNITIES**

**AGENDA ITEM:**

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**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 31<sup>st</sup> 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

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**ECONOMY & CULTURE SCRUTINY COMMITTEE**

**10 MAY 2018**

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**CORRESPONDENCE REPORT**

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**Background**

1. This report provides Members with a correspondence update report.

**Correspondence update**

2. Following most Committee meetings, the Chair writes a letter to the relevant Cabinet Member or officer, summing up the Committee's comments and recommendations regarding the issues considered.
3. At the Committee meeting on 12 April 2018, Members received a report detailing the correspondence sent and received this municipal year. Also at this meeting, Members requested that scrutiny officers seek an update regarding the awaited response from GLL Leisure Centre Partnership to the queries raised by service users, following scrutiny at Committee on 7 December 2017. A verbal update on this will be provided at the Committee meeting.
4. Attached as **Appendix A** is a correspondence schedule which provides an update since 12 April 2018, containing the following information:
  - i. Date the letters were sent;
  - ii. To whom the letter was addressed;
  - iii. The key recommendations set out in the Chair's letters;
  - iv. Date the response was received; and
  - v. The response of the Cabinet Member(s) to those recommendations.
5. The schedule attached at **Appendix A** shows:

- i. *Response Awaited* – from Councillor Thomas to the Chair’s letter following scrutiny of Cardiff Central Bus Station, considered at a special Committee meeting on 27 March 2018.
  - ii. *Response Received* – from Councillor Goodway and Councillor Thorne, to the Chair’s letter following scrutiny of the Targeted Regeneration Initiative Programme, considered at Committee on 12 April 2018.
  - iii. *No Response Required* – from Councillor Bradbury to the Chair’s letter following scrutiny of the Local Sport Plan 2018-19, considered at Committee on 12 April 2018.
6. Copies of the Chair’s letters and any responses received can be found on the Council’s website page for the relevant Committee meeting, with a hyperlink provided at the top of the page, entitled ‘*correspondence following the committee meeting*’.

### **Way Forward**

7. During their meeting, Members may wish to reflect on the responses received to the Chair’s letter, at **Appendix A**.

### **Legal Implications**

8. 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**

9. 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 note the content of the consultation schedule attached at **Appendix A**.

**Davina Fiore**

**Director - Governance and Legal Services**

**3 May 2018**

Mae'r dudalen hon yn wag yn fwriadol

**APPENDIX A – Economy & Culture Scrutiny Committee Correspondence Schedule, as at 3 May 2018**

Date Sent	Sent to	Topic	Points Made	Date reply received	Response
28 March 2018	Cllr Huw Thomas	<b>Bus Station</b>	<p><b>Public Facing Letter:</b></p> <ul style="list-style-type: none"> <li>Members are supportive of the recommendations to Cabinet and wish to commend all those who have worked to deliver the bus station and associated developments; Members are particularly pleased that office space is retained in the revised scheme.</li> <li>Given the public interest in the delivery of a bus station, Members <b>recommend</b> that a communication plan be put in place to ensure the public are properly informed about the work taking place, the various phases of the work and the timescales involved. The delivery of the bus station is a significant project for Cardiff and the region, and it is important</li> </ul>		<b>Response Awaited</b>

Date Sent	Sent to	Topic	Points Made	Date reply received	Response
			<p>residents, commuters, businesses and visitors are kept informed.</p> <p>Members wish to receive:</p> <ul style="list-style-type: none"> <li>- Notification of the operator model to be used at Cardiff Central Bus Station, with the opportunity to carry out further scrutiny of the impact of this model.</li> <li>- Clarification of the possible sites included in the feasibility study for the location of the north-side cycle hub, the timeline for this study to be completed and the decision-taking route that will be used to determine which site is chosen.</li> </ul> <p>Members expect this matter to be subject to timely pre-decision scrutiny, to enable wider views to be ascertained to inform the scrutiny.</p>		

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			<ul style="list-style-type: none"> <li>- An updated floor plan for the bus station and updated plans for the traffic flows, illustrating proposed routes for pedestrians, cyclists, buses, coaches, taxis and cars.</li> </ul>		
13 April 2018	Cllr Goodway & Cllr Thorne	<b>Targeted Regeneration Initiative Programme</b>	<ul style="list-style-type: none"> <li>- Members recognise that the direction from Welsh Government is to foster more regional working across a wider spectrum of local authority work. With this in mind, Members believe it would be prudent to explore the feasibility of establishing governance arrangements that reflect this; this would be preferable to more one-off governance mechanisms.</li> <li>- In the meantime, Members note that reports for decision will be brought to all ten local authorities; in the response to</li> </ul>	<b>1 May 2018</b>	<ul style="list-style-type: none"> <li>- <i>The observations of the Committee about regional working, community engagement and integration with other interventions are helpful, and will be taken on board as work on the programme progresses.</i></li> <li>- <i>this will depend on the content of the actual report.. we currently anticipate bringing forward a report that only relates to approval of a proposed regional regeneration strategy in</i></li> </ul>

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			<p>this letter, I would <b>like clarification</b> as to whether these reports will go to Cabinet or Council.</p> <ul style="list-style-type: none"> <li>- Members.. are very aware of the need to manage expectations, to avoid disillusionment in communities if bids are not successful. Members are pleased to hear that officers recognise this and that there will be on-going dialogue with Welsh Government, regionally and with affected communities</li> <li>- Members are also pleased to hear officers acknowledgment of the need to involve ward councillors at the outset, so that their input is included in the ideas generation phase; we look forward to this taking place for South Riverside initially and then for the other areas as these come forward.</li> </ul>		<p><i>relation to TRI and does not raise any financial implications outside of the approved budget or any increase in the delegation to other governance arrangements. Given this, the report would be presented to Cabinet'</i></p>

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			<ul style="list-style-type: none"> <li>- Members note the issues raised by Councillor Goodway regarding the need for inclusive growth, avoiding the mistakes of previous regeneration projects, by proactively working to ensure local communities benefit from regeneration and that they are not ultimately driven out by gentrification.</li> <li>- Members are particularly pleased to note the emphasis on addressing the need for <i>'centrally located, cost competitive business starter units offering a mix of uses and providing flexible easy-in easy-out lease terms.'</i> Members were also pleased to hear Councillor Thorne's answer that she is supportive of exploring the possibility of a complementary scheme for converting the empty properties above shops into</li> </ul>		



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			<p>affordable housing. Finally, as discussed at the meeting, Members <b>recommend</b> that the boundaries of the South Riverside project be clarified.</p> <ul style="list-style-type: none"> <li>- Members are pleased that Cardiff's proposals include projects to improve the economic outcomes of young people and provide into work advice and training, increasing employability.</li> <li>- Members recognise it is also important to address the health and wellbeing barriers to economic activity. As such, Members support the community hubs' proposals set out in the Cabinet report.</li> <li>- Members note that the above projects rely on successful proposals being awarded funding and that this is a competitive process.</li> </ul>		<ul style="list-style-type: none"> <li>- <b><i>Part of the initial feasibility stage will involve defining project boundaries in more detail.'</i></b></li> </ul>

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13 April 2018	Cllr Bradbury	<b>Local Sports Plan 2018-19</b>	<ul style="list-style-type: none"> <li>- Members are impressed with the breadth and depth of the Local Sports Plan 2018/19 and can see how it focuses on addressing the priority objectives and key considerations set out in our Joint Venture agreement with Cardiff Metropolitan University regarding the delivery of sports services in Cardiff.</li> <li>- The Plan demonstrates how small amounts of funding, coupled with dedicated staff and volunteer provision, can make a huge difference in the delivery of sports across Cardiff. –</li> <li>- Members note that Sports Cardiff will provide quarterly reports, to Cardiff Council, illustrating the delivery of the Local Sports Plan, using both</li> </ul>		<b>No response required</b>

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			<p>quantitative and qualitative measures to demonstrate its impact.</p> <ul style="list-style-type: none"> <li>- Members note and agree with your comments regarding the need to boost grassroots participation ... it is important to ensure that sports facilities based within schools remain accessible and affordable to their local communities.</li> <li>- Members welcome the contributions outlined in the Local Sports Plan re supporting Major Events in Cardiff</li> <li>- Members are pleased to note that Cardiff Council has recently received confirmation that we will receive the funding that was bid for, as set out in the Local Sports Plan 2018/19.</li> <li>- Members note the comments made by witnesses regarding the year on year decrease in funding and that, if this</li> </ul>		

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			<p>continues, there will come a time when activities will reduce, as all efficiency savings/ contributions in kind will have been maximised.</p> <ul style="list-style-type: none"> <li>- We discussed the need for sports governing bodies and Sport Wales to reach out to communities, particularly those with a low participation rate, and to shift their focus from elite sports towards grassroots participation. Members recognise the comments made about the reduction in resources at bodies such as Sport Wales, which means they are more reliant on being able to tap into existing community-based projects.</li> <li>- Finally, Members are pleased that the Joint Venture with Cardiff Metropolitan is paying dividends in terms of enabling sports provision in Cardiff, signposting</li> </ul>		

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			<p>participants to local clubs and assisting those clubs to develop long term, sustainable futures.</p>		