



County Hall  
Cardiff  
CF10 4UW  
Tel: (029) 2087 2000  
  
Neuadd y Sir  
Caerdydd  
CF10 4UW  
Ffôn: (029) 2087 2000

## AGENDA

**Committee** COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

**Date and Time of Meeting** WEDNESDAY, 3 JULY 2019, 4.30 PM

**Venue** COMMITTEE ROOM 4 - COUNTY HALL

**Membership** Councillor Jenkins (Chair)  
Councillors Ahmed, Carter, Ebrahim, Gibson, Goddard, Lent and McGarry

*Time approx.*

**1 Apologies for Absence**

To receive apologies for absence.

**2 Declarations of Interest**

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

**3 Minutes (Pages 5 - 14)**

To approve as a correct record the minutes of the Community & Adult Services Scrutiny Committee Meeting held on 5 June 2019.

**4 Cardiff & Vale of Glamorgan Area Plan for Care & Support Needs 2018 - 23. (Pages 15 - 150)** 4.35 pm

Briefing. This item was originally received by Committee in March 2018. Members have requested its return in order to receive an update on its development.

**5 Social Services Directorate Delivery Plan 2019/20 (Adult Services) (Pages 151 - 246)** 5.05 pm

Performance monitoring.

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- 6 People and Communities Directorate Delivery Plan 2019/20** 5.45 pm  
*(Pages 247 - 366)*
- Performance monitoring.
- 7 Way forward** 6.30 pm
- To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.
- 8 Correspondence Statement** *(Pages 367 - 374)* 6.50 pm
- For Members to consider correspondence sent and received since the last Committee meeting and receive an update on any items outstanding.
- 9 Urgent Items (if any)**
- 10 Date of next meeting**
- The next meeting of the Community & Adult Services Scrutiny Committee is scheduled for 11 September at 4:30pm in Committee Room 4, County Hall, Cardiff.

**Davina Fiore**

**Director Governance & Legal Services**

Date: Thursday, 27 June 2019

Contact: Andrea Redmond, 02920 872434, [a.redmond@cardiff.gov.uk](mailto:a.redmond@cardiff.gov.uk)

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COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

5 JUNE 2019

Present: Councillor Jenkins(Chairperson)  
Councillors McGarry, Carter, Gibson, Goddard and Lent

1 : APPOINTMENT OF CHAIRPERSON & COMMITTEE MEMBERSHIP

The Council at its meeting held on 23 May 2019 appointed Councillor Shaun Jenkins as Chair and the following Members to this Committee:

Councillors Ali Ahmed, Carter, Gibson, Goddard, Lent, McGarry and Naughton (1 vacancy)

2 : TERMS OF REFERENCE

To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of community and adult services, including:

- Public and Private Housing
- Disabled Facilities Grants
- Community Safety
- Neighbourhood Renewal and Communities Next
- Advice & Benefit
- Consumer Protection
- Older Persons Strategy
- Adult Social Care
- Community Care Services
- Mental Health & Physical Disabilities
- Commissioning Strategy
- Health Partnership

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies and health services on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

To be the Council's Crime and Disorder Committee as required by the Police and Justice Act 2006 and any re-enactment or modification thereof; and as full delegate of the Council to exercise all the powers and functions permitted under that Act.

### 3 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ali Ahmed.

### 4 : DECLARATIONS OF INTEREST

None received.

### 5 : MINUTES

The minutes of the Community & Adult Services Scrutiny Committee Meeting held on 1 May 2019 were approved as a correct record and signed by the Chairperson.

### 6 : HOW THE COUNCIL ENGAGES WITH HOUSING ASSOCIATIONS

Members were advised that this item was a briefing on how the Council currently engages with Housing Associations.

The Chairperson advised Members that this Agenda Item would be considered in four parts – firstly, Officers and the Cabinet Member would provide Committee with a short presentation; then witnesses from Cardiff Housing Associations would be called in two separate sessions to provide the Committee with their thoughts on the relationship which will then be followed by a Q&A session with the Cabinet Member and Officers.

The Chairperson welcomed Councillor Lynda Thorne (Cabinet Member for Housing & Communities) Jane Thomas (Assistant Director, Housing & Communities); and David Jaques (Housing Development Manager).

The Chairperson invited the Cabinet Member to make a statement in which she said that she welcomed scrutiny on this item; she believed that the Council has a positive relationship with the Housing Associations and she would be happy if any areas for improvement were identified.

Members were provided with a presentation on the Councils relationship with the Housing Associations.

The Chairperson welcomed Andrew Bateson from Cadwyn, Hayley Selway from Cardiff Community Housing Association; and Scott Sanders & Louise Attwood from Linc Cymru. The Chairperson invited each witness to make a statement.

Scott Sanders stated that the team in Cardiff Council invested time and money in a prudent way, they are solution finders and always look for collaborative working opportunities; with Development they place the right Housing Associations in the right housing developments; with Housing they have a very balanced position in Housing across the City and this managed well by the team. He added that the relationship the Council officers have with the Welsh Government is very important to the

Housing Associations; Council strategies are very clear and easily accessible; the Older Persons Strategy was very welcomed; Linc genuinely feel treated as equals and are involved in all conversations.

Louise Attwood stated that in the development programme she works very closely with Officers; Linc holds a lot of housing stock in Cardiff which it is hoping to double in coming years. Linc also run nursing homes so have a connection with Social care, they would welcome greater collaboration through the extra care scheme. Linc look forward to taking advantage of slippage and adding tenure types, stating it was important to deliver mixed communities. With regard to land protocol, there was a potential to deliver 250 homes and the trust is there to enable that to happen.

Andrew Bateson stated that he echoed the positive relationship with the Council who he considered a strategic partner, especially in delivering strategic support. He considered the support provided by the Local Authority as invaluable and the relationship was key. He outlined challenges as the strategic housing review, which was awaiting Welsh Government supporting recommendations. He considered the Hubs had been very beneficial and worthwhile to tenants. In relation to Homelessness, he considered the partnership with the Local Authority had helped Housing First be such a success and he would wish to see more of this.

Hayley Selway stated that Cardiff Community Housing Association has a very strong relationship with the local authority, especially with a number of gateways such as the Young Persons Gateway. She added that CCHA is a developing organisation and urban regeneration is one of its niches; multi-tenure had only been achieved with the support of the local authority Officers. With regards to Older Persons, CCHA had previously managed the Accessible Housing Register until it fitted better in the Council with the implementation of the Older Persons Strategy. CCHA invests its own money in developing homes for older people; they work closely with the local authority in relation to welfare reform; contribute to the employment and skills agenda with core funding and externally funded schemes. CCHA invest significantly in Community Regeneration and an example of the Flourish project was outlined which relates to In Work Poverty. Challenges shared with the Council were outlined as the need for more ground floor accommodation, lifts in blocks of flats to help with isolation, children in poverty, high rents/high values and the significant issue of mental health including causation and anti-social behaviour.

The Chairperson invited questions and comments from Members;

Members referred to Cadwyn and the need for more resources for intensive support and asked where they would look for the extra resources. Andrew Bateson said that in relation to Housing First, property is the easy bit, the support is the challenge and the solution is joint working.

Members said that there has been a positive picture painted but asked what the Council could do better and what were the opportunities for development. Louise Attwood stated that the Council already recommend areas they can improve. With regard to land protocol, there was a greater recognition that a higher Capital Receipt isn't necessarily the best value. She considered that speeding up the housing

protocol process would be beneficial and more clarity around accessible homes and requirements would assist in delivering homes for Cardiff.

Scott Sanders outlined areas for improvement as being the pace of the planning process especially around section 106; intermediate rents/affordable rents and local housing allowance, looking at the affordability for Cardiff.

Hayley Selway stated that there could be more opportunities to lobby the Welsh Government.

Members asked for more information on Newlife and were advised that it is a furniture upcycling/refurbishment and recycling project. More information could be provided to Members on email.

Members asked for clarity on Linc's report and the statement that said it would be beneficial if RSL's were included in the wording for s106. Members were advised that it is critical for the Housing Associations to be able to borrow against the property; if they are involved in the drafting of the s106 they could avoid having to change this retrospectively which was legal and time intensive, as the third party developer and owner of the asset they should be involved in drafting the wording for the s106.

Members asked how risk is managed in relation to housing people with anti-social behaviour or prison leavers. Members were advised that there is no duty to house prison leavers anymore, but they would come with a risk assessment as would people who had come via the gateway.

Members asked how tenants with anti-social behaviour are managed and were advised that there needs to be a relationship with the Police, Environmental health and sharing information especially for those with complex needs. It was also important to understand where the harm is caused, take a more holistic approach of restorative justice; also trying to design out many issues such as the number of locations etc. and they work closely with the Council on this. It was added that there are also specialist preventative teams, and employing more people who have been support workers, who have the right skill sets.

Members asked if the Council pushes the Housing Associations on the importance of great design. Members were advised that the Housing Associations work to design quality requirements set by the Welsh Government, as organisations they want all of their new homes to be better than, for example, Redrow. Homes are built to the design requirements and beyond such standards as RNIB standards. It was added that Council planners do push the Housing Associations on design and rightly so, there is an emphasis on place making, making sure developments are in the right areas; the Strategic Housing Review includes design standards.

The Chairperson welcomed Jas Baines from Hafod, Josh Dowdall from Taff Housing, Richard Mann & Victoria Miller from United Welsh and Anne Hinchey from Wales & West and invited each of them to make a statement.

Anne Hinchey stated that Wales and West works in 15 of the 22 Welsh local Authorities with a quarter of its properties, 3.5k, in Cardiff. She finds the Council professional, customer focussed, problem solving, non-defensive and collaborative. She added that the understand each other's roles, help each other achieve strategic



aims and aim to complement each other's activities; adding that the staff in the Council are the most professional and organised across Wales and colleagues in Welsh Government also feel the same.

Josh Dowdall stated that Taff has 1.4k homes in Cardiff and excellent relationship with the Council and its Officers on issues such as Housing First, the general management of the common waiting list, universal credit and vulnerable tenants and discretionary housing payments. Challenges being keeping people in their homes and reducing the impact on communities.

Victoria Miller stated that United Welsh echo these comments and highlighted the importance of employability and skills and getting the right mix of tenure and communities for sustainable tenancies. There were challenges around County Lines and working with partners was imperative.

Richard Mann stated that United Welsh was developing 1700 new homes in Cardiff, one of the reasons for their success was the trust with Council Officers which enables them to be agile and take advantages of slippage and opportunities when they arise. He considered there would be benefits to increasing dialogues with RSL's.

Jas Bains stated that he endorsed previous comments and that there was mutual respect between the Housing Associations and the Council. Housing Associations are key contributors to Housing, Support and Care and have a responsibility to society and the wider economy. He considered the role of the Housing Associations to a certain extent is to pick up the gap left by Council Services. With such complex needs to be addressed in today's society, joint working is needed and how the Council engages with Housing Associations to deliver on these is key.

The Chairperson invited questions and comments from Members;

Members asked about the Exclusion Panel and were advised that it was one area of risk management, allocations officers would also be a contact on risk factors; there is a reference system between the Council and the Housing Associations. Checks are carried out, if any information comes forward, meetings are held and references are looked at and an assessment would be made whether the prospective tenant was ready to hold a tenancy. There are supportive tenancies in the first 12 months if needed. It was added that support is also provided before a tenancy is started as it was important to have the right person in the right home at the right time; there is time spent at the front end to eliminate potential problems.

Members referred to the Housing Associations submissions and the reference to Caerphilly and value for money. Members were advised that the Caerphilly example was interesting, they had lots of Capital but needed the increased revenue, and they decided to do things differently and understand the drivers and needs and change the policy around it. It was important to have the agility of RSL's to do this. Empty homes needed to be considered too not just new developments, it was important to have an end use of empty homes; if housing Associations are end users they can bring empty properties into use, pooling powers to work together.

Members asked if there was a potential that the Housing Associations and Council could become rivals if plots are taken for development and were advised that the important things were the outcomes and both needed to work together.

Members asked where resources for intensive support could be pooled from and were advised that they could come from a number of places, there would be a need for lobbying and also a need to invest; specialist staff were important. It was a challenging time for local authorities and there was a need to step up resources accordingly.

The Chairperson welcomed back Cllr Lynda Thorne, Jane Thomas & David Jacques. The Chairperson invited questions and comments from Members;

Members asked how they felt about the comments they had heard on how things could be done differently. Officers were pleased to hear comments from partners and were happy to speak to legal colleagues about the wording in s106 agreements; they were also happy to talk about the different models of delivery.

Members asked for feedback on comments regarding Planning, development opportunities and adding value. Officers stated that collaboration on larger developments can help viability and increased community sustainability. It was important to have sustained mixed communities and the Council will work with Housing Associations to deliver these. Officers were keen to explore further the work around empty homes. The Cabinet Member referred to the Capital cost of land and that market value is paid to the General Fund but there is the benefit of not competing for that land; Capital Receipt is needed to deliver on Capital Ambition.

Members referred to land protocol and asked if there was an opportunity to ask Housing Associations to adhere to the Cardiff Design Standards and Place Making. Officers said there was and that they provide strategic support, have an early involvement and can bring a shared vision on design standards; Planners will have an input too.

Members asked if there was scope to review the Exclusion Panel in terms of duration, times, number of meetings etc. to make it more focussed and effective. Officers stated that they would talk to the managers, provide information in advance of the meetings and the time at meetings would then be more efficient.

Members referred to intensive support and resources needed and asked if working with social services would help. Officers explained that they have Supporting People funding at the moment for supported accommodation; this was under threat though as it is being distributed across Wales and Cardiff may get less. There may be a need to reconfigure existing services.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

## 7 : ADULT SOCIAL SERVICES QUARTER 4 PERFORMANCE REPORT

Members were advised that this item provided Members with an opportunity to address the Quarter 4 Performance Report for Adult Social Services.

The Chairperson welcomed Cllr Susan Elsmore (Cabinet Member for Health, Social Care and Wellbeing); Claire Marchant (Director of Social Services); and Louise Barry (Assistant Director Adult Services).

The Chairperson invited the Cabinet Member to make a statement in which she welcomed the new Chairperson and thanked Councillor McGarry the outgoing Chairperson for her work. The Cabinet Member stated that this was a positive report but there were still areas to work on; lots of policy transformation had been put in place and they were reaping the rewards in terms of outcomes for people. Grand Avenue was now open and was an excellent example of best practice with an award winning building, the managers and staff there are happy and people from the local community are applying for position there.

With regard to delayed transfer of care, there had been a slight increase but it was still below the Welsh average and Cardiff still leads the way. The partnership with the Health Board was positive, there had been an increase in the number of people taking up Direct Payments and being supported to commission their own services.

Members were provided with a presentation on Quarter 4 Performance after which the Chairperson invited questions and comments from Members;

Members asked why there was no target set against satisfaction and were advised that there is not an All Wales target as it is an annual survey that gets returned, the result was 80% people were satisfied and there would an analysis of this data.

Members asked for more information on the £1.3million underspend. Officers advised that this had been due to a mixture of things including delivering a more strength based approach, earlier intervention, some areas needed less higher forms of care especially in mental health; there had also been significant grant funding for winter pressures. It was considered it was an extremely good position to be in. The Cabinet Member said it was indicative of the fiscal discipline which was now being undertaken in the directorate.

Members were pleased to see such a positive report and the considerable improvements that had been made and wished to congratulate the staff.

Members asked if recruitment and retention was still an issue in the directorate and were advised that the main issue was recruiting mental health practitioners, but this was a national issue. There was now a focus on training and supporting our own staff to be accredited.

Members referred to the slight increase in delayed transfers of care and noted that this had happened in the last 2 quarters and asked for more information on this. Officers stated that they are providing reablement for more people, they are getting more people through and supporting them with reablement interventions and less higher care. They are hoping to expand the intake model.

Members asked if there was a risk of spreading the resources too thin, Officers said they want equity and less risk of diluting the service, to give everyone the opportunity to maintain and retain independence. Officers considered that they could make the distinction more clear in the statistics and would do this in the reports going forward.

Members referred to Adults feeling involved in their care and noted the figure who did not feel satisfied. Officers stated that they had more detail behind the statistics and they could analyse this and bring back to Committee. The Cabinet Member added that when looking at complaints versus compliments, the complaints were very low.

Members asked how many stage 1 complaints had been received and Officers advised they would need to get this information and bring back to Committee; the indicator in the report shows the complaints that have been resolved. Members considered it would be good to see the analysis on complaints such as the numbers resolved, moved on, not resolved.

Members referred to training for key staff in Court Protection work and Officers said this would be done for these staff anyway, there were now more cases in the Court of Protection than previously and there was a recognition of a need to train more staff in this arena. Officers added that they know the reasons why this has increased and sometimes it is the Local Authority that starts the action.

Members asked about the progress of implementing the new operating model. Officers said that they had brought the Implementation Plan to a previous Committee, it includes Partners, MASH and work in safeguarding. Officers committed to bringing an update on this to a future Committee.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

## 8 : CORRESPONDENCE STATEMENT

Members considered correspondence sent and received since the last Committee meeting and received an update on any items outstanding.

RESOLVED: To note the report.

## 9 : WORK PROGRAMMING

Members were advised that this item enabled them to consider the proposed schedule of dates for the Community & Adult Services Scrutiny Committee, consider the agenda items for the next two consecutive meetings and to agree an approach to work programming this year.

Members were advised that there would be a Joint CASSC/CYP Scrutiny meeting to consider the Director of Social Services Annual Report on 26 June 2019 at 4.30pm in Committee Room 4, County Hall, Cardiff.

Members considered the date for the October CASSC meeting and given the close proximity to the Cabinet meeting it was thought best to move the CASSC meeting forward by one week to the 2<sup>nd</sup> October 2019.

Members considered the best date for the January meeting would be 8<sup>th</sup> January 2019.

Members considered it best to leave the April date for CASSC for the time being, Cabinet was scheduled for early April so members would wait and see what items came forward and determine a date later on.

Members considered items to be considered at the July and September Committee meetings and determined that the Quarter 4 report could come as an Appendix to the People and Communities Directorate Delivery Plan.

With regard to work programming Members discussed the possible approaches and considered it would be best to have a forum meeting in July.

Members were content with the Annual Report 2018/19.

Members discussed the Closer to Home Task and Finish Inquiry, it was noted that the title of the inquiry would need to change and the Task and Finish Group Members could decide on the new title; Terms of Reference and Membership of the Task and Finish group were also agreed.

Members discussed the Single Persons Gateway Report and it was considered that Members could submit suggestions for recommendations by email and that all Members would agree the recommendations. It was suggested that the report includes the reference to the written submission sent by former Councillor, Eleanor Sanders regarding the Food Banks.

10 : URGENT ITEMS (IF ANY)

None received.

11 : DATE OF NEXT MEETING

The next meeting of the Community & Adult Services Scrutiny Committee is scheduled for 3 July at 4:30pm in Committee Room 4, County Hall, Cardiff.

The meeting terminated at 7.25 pm

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE**

**3 JULY 2018**

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**CARDIFF & VALE OF GLAMORGAN AREA PLAN FOR CARE AND  
SUPPORT NEEDS 2018-2023 – UPDATE**

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**Purpose of Report**

1. To facilitate an update on the Cardiff & Vale of Glamorgan Area Plan for Care and Support Needs 2018-2023.
2. Should Members wish to revise their knowledge of the Area Plan, a copy of it and its subsequent Action plan is attached at **Appendix A**.
3. The Area Plan and its Action Plan originally came to Committee in March 2018 as a pre-decision agenda item. Attached at **Appendix B** is the letter sent to the Cabinet Member following committee's consideration of the Plan.
4. Within the meeting, members will receive an update on the Plan's progress along with the specific requests captured in **Appendix B**.
5. Attached at **Appendix C** is a briefing note containing all of the requested updates detailed in **Appendix B**. This note will be presented to Members within Committee.

## Background

6. The Well-being of Future Generations (Wales) Act 2015 inserted section 14A into the Social Services and Well-being (Wales) Act 2014 which requires local authorities and local health boards to prepare and publish a plan (the Area Plan) setting out the range and level of services they propose to provide, or arrange to be provided, in response to the Population Needs Assessment (PNA).
7. The Area Plan provides the response of the Cardiff and Vale of Glamorgan Regional Partnership Board (CVGRPB) to the findings of the regional Population Needs Assessment (PNA), published on 31st March 2017. The Plan has been prepared on the basis of a 5 year period in line with the requirements for the preparation of a PNA.

## Issues

8. The Area Plan attached as **Appendix A** sets out an overview of how the Plan has been developed, following the Population Needs Assessment which took place between February 2016 and January 2017 (*pages 3-5*). In addition, *pages 6 and 7* of the Plan set out how it contributes towards local and national objectives and outcomes; and how the Plan will be monitored and reviewed.
9. The Plan sets out 13 key regional priorities set out under the following headings:
  - Older People, including People with Dementia
  - Children and Young People, including Children with Complex Needs
  - Learning Disability and Autism
  - Integrated Family Support Services
  - Adult and Young Carers
  - Health and Physical Disabilities
  - Adult Mental Health and Cognitive Impairment
  - Sensory Loss and Impairment
  - Violence Against Women, Domestic Abuse and Sexual Violence



- Asylum Seekers and Refugees
- Offenders
- Veterans
- Substance Misuse

10. Each of the above priorities are then detailed further under the following sub headings:

- What did the Population Needs Assessment Tell us?
- What were the Key Care and Support Needs Identified?
- What are our Key Priorities in response? (*Each of these have been given a unique reference number*)
- Which Well-being Objectives do these Priorities Contribute Towards?
- Which National Outcomes do these Priorities Contribute Towards?

11. The Area Action Plan sets out how partners will achieve the priorities identified under the headings set out in Paragraph 8 above. Each individual priority identified in the Area Plan was assigned a unique number, and how each of these will be achieved is set out in detail, under the following:

- How will we deliver?
- Partner Agencies
- Reporting Mechanism
- Key Actions and Time Frame<sup>1</sup>
- Resources

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<sup>1</sup> Time frame: Short term – 1 year; Medium Term 2-3 years; Long term 4+ years

The Area Action Plan also contains further Appendices, as follows:

- Overview of Population Needs – by Population Group
- List of Cardiff & Vale of Glamorgan Well-being Objectives
- Social Services National Outcomes Framework
- Glossary

12. To aid Members' reference between the Area Plan and Action Plan, the following shows the page numbers, as set out in the original Appendices as follows:

Key Regional Priority	Page(s) in Area Plan	Page(s) in Action Plan
Older People, including people with Dementia	12-14	5-12
Children and Young People, including Children with Complex Needs	15-17	13-20
Learning Disability and Autism	18-20	21-27
Integrated Family Support Services	21-23	28-29
Adult and Young Carers	24-26	30-36
Health and Physical Disabilities	27-29	37-38
Adult Mental Health and Cognitive Impairment	30-32	39-40
Sensory Loss and Impairment	33-35	41-42
Violence Against Women, Domestic Abuse and Sexual Violence	36-38	43-44
Asylum Seekers and Refugees	39-41	45-46
Offenders	42-44	47
Veterans	45-47	48
Substance Misuse	48-50	49-50

13. Following Committee consideration in March 2018, Members requested the item return with specific updates on:

- Clarity of Governance Arrangements/Structures
- Updates/progress on the implementation of priorities that fall under the remit of this Scrutiny Committee, including those being delivered by Partners
- An update on any Plan on Asylum Seekers and Refugees
- Update on how consultation and engagement methods have been streamlined

### **Way Forward**

14. Councillor Susan Elsmore (Cabinet Member Social Care, Health, and Well-being) has been invited to attend for this item. She will be supported by officers from the Social Services Directorate and Cardiff and Vale Integrating Health & Social Care Partnership.

15. Members may decide any comments, observations or recommendations they wish to pass to the Cabinet Member for her consideration following the update received at this meeting.

## **Legal Implications**

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

## **Financial Implications**

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

## **RECOMMENDATIONS**

It is recommended that the Committee:

- i. consider the information provided in this report and the update made at this meeting; and
- ii. decide the way forward with regard to any further scrutiny of this issue.

**DAVINA FIORE**

**Director of Governance and Legal Services**

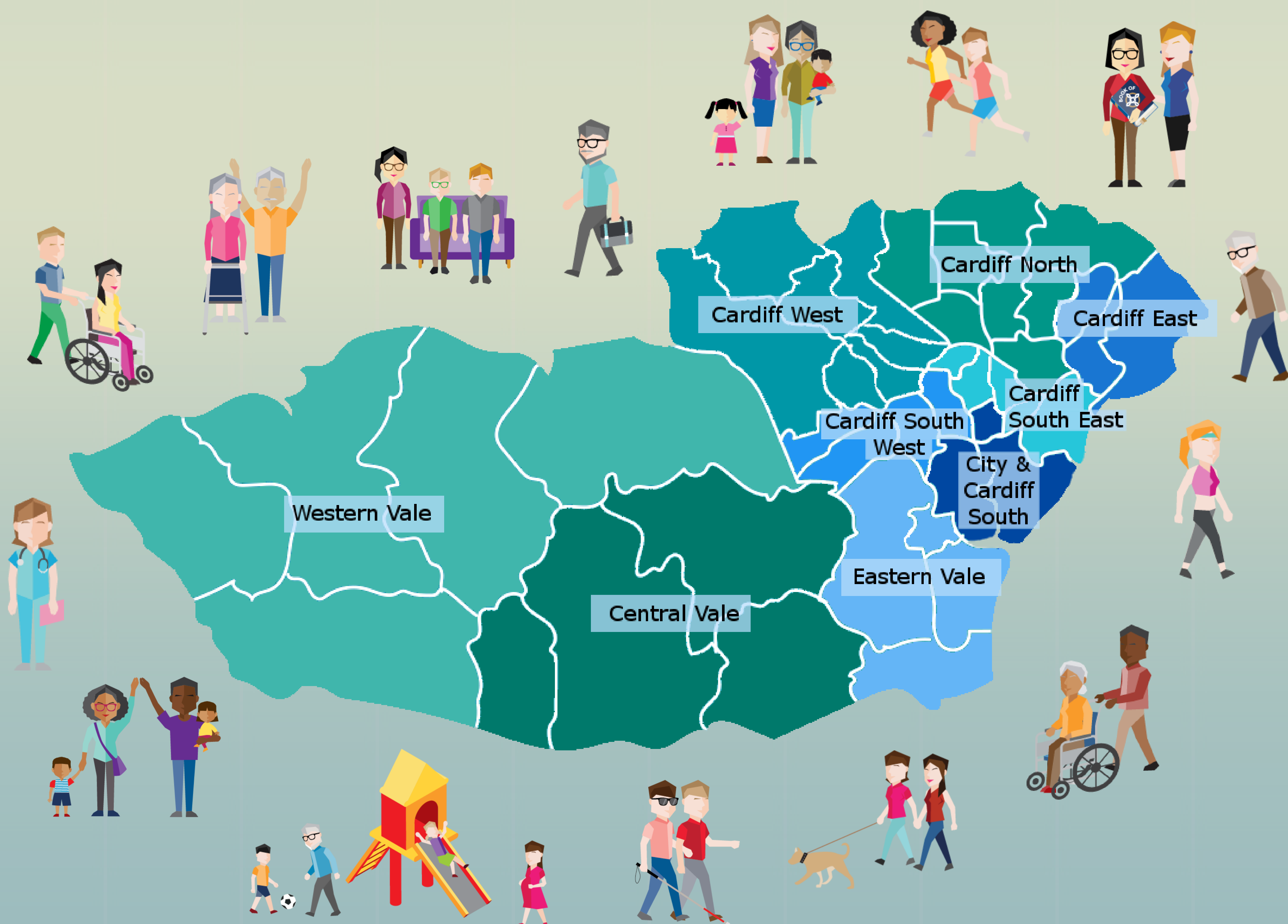
**27 June 2019**

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# Cardiff and Vale of Glamorgan Area Plan for Care and Support Needs

Shaping Our Future Well-being:  
*'Me, My Home, My Community'*

2018-2023



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# What is the Purpose of the Area Plan?

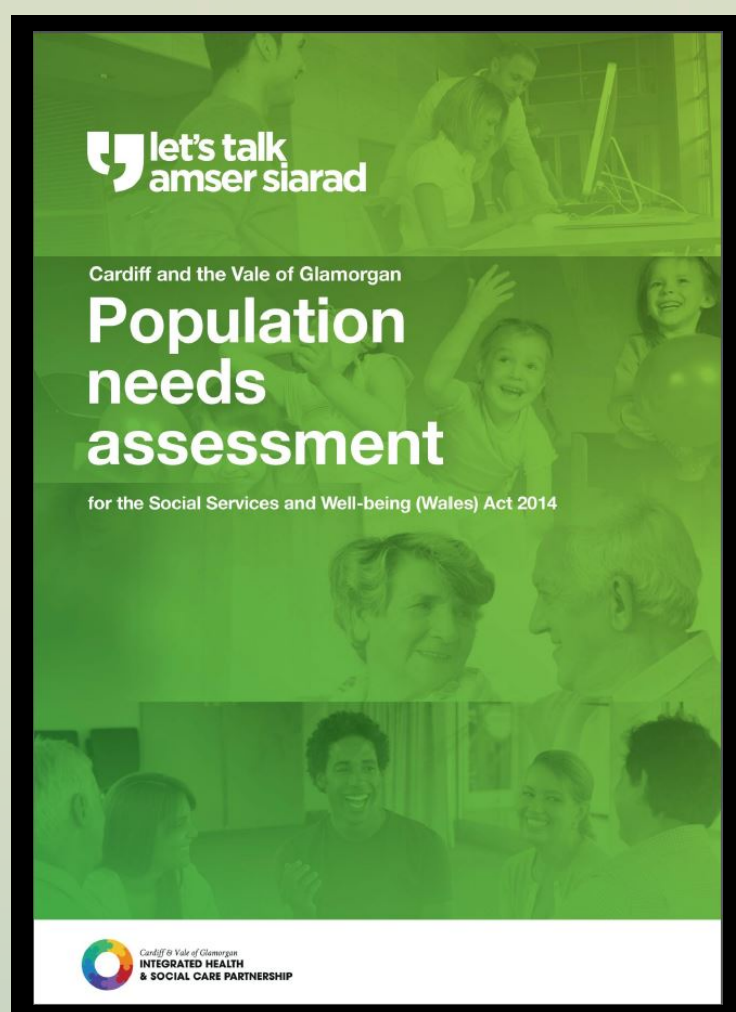
This Area Plan provides the response of the Cardiff and Vale of Glamorgan Regional Partnership Board to the findings of the regional [Population Needs Assessment](#) published on 31st March 2017.

It has been prepared to meet the requirements of the [Statutory Guidance](#) in relation to Area Plans under section 14A of the Social Services and Well-being (Wales) Act 2014. The Act requires a description of the range and level of services proposed to be provided or arranged in response to care and support needs, including the support needs of carers, identified in the population assessment reports.

This Plan has been prepared on the basis of a 5 year period in line with the requirements for the preparation of a Population Needs Assessment.



# What is the Population Needs Assessment?

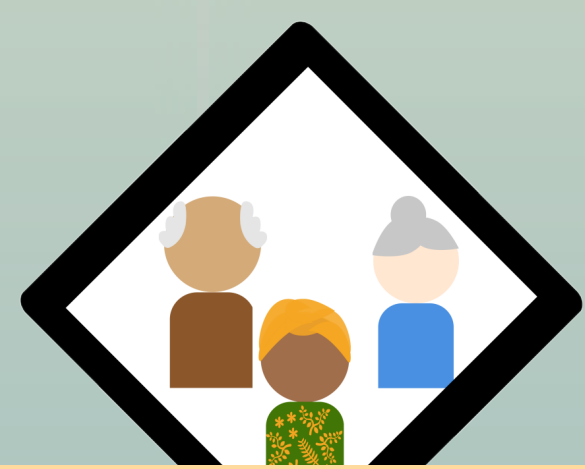


The Social Services and Well-being (Wales) Act 2014 introduced a duty on local authorities and local health boards to prepare and publish an assessment of the care and support needs of the population, including carers who need support.

Partners from the public and voluntary sectors in Cardiff and the Vale of Glamorgan joined forces under the banner 'Let's Talk' to identify the key care and support needs, prevention issues and assets (such as people, buildings, organisations or services which contribute to enhancing or maintaining well-being) in the region.

An assessment was undertaken between February 2016 and January 2017. Over this time, information was brought together from a number of sources: public surveys tailored to the audience; focus group interviews with local residents; a survey of local professionals and organisations providing care or support, including the third sector; service and population data; key documents; and previous work.

Detailed findings on the assessment of the care and support needs across a number of population groups as set out by Welsh Government are presented in the report, which include:



Older People, including People with Dementia



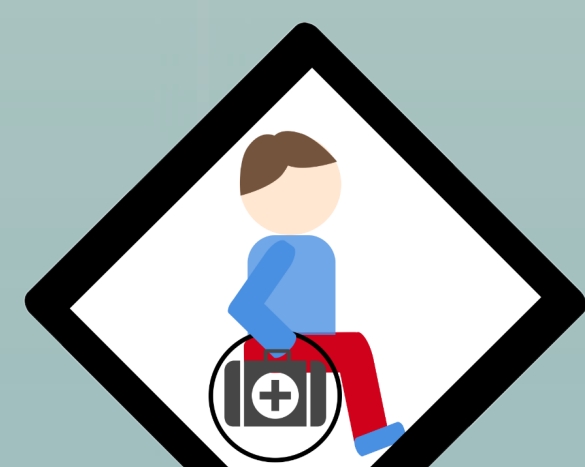
Children & Young People



Learning Disability & Autism



Adult & Young Carers



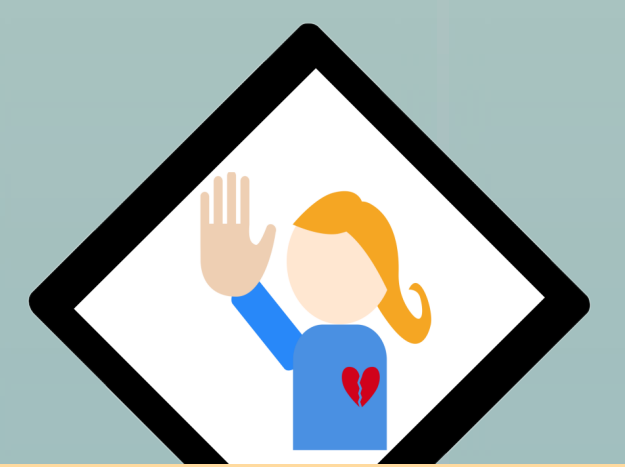
Health & Physical Disabilities



Sensory Loss & Impairment



Adult Mental Health & Cognitive Impairment



Violence Against Women, Domestic Abuse & Sexual Violence

In our region, we also identified the following groups/themes as priorities to review:



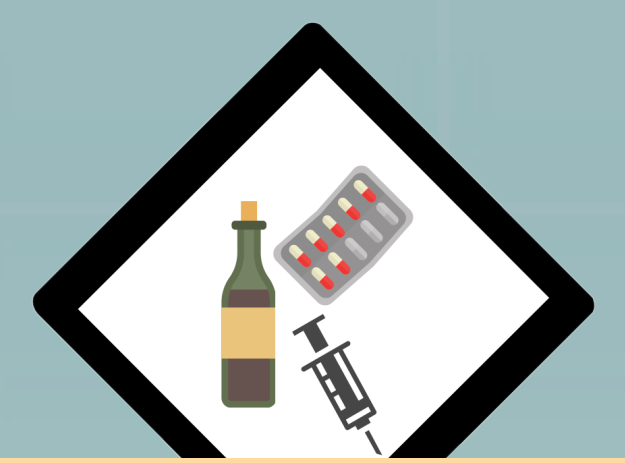
Asylum Seekers & Refugees



Veterans



Offenders



Substance Misuse

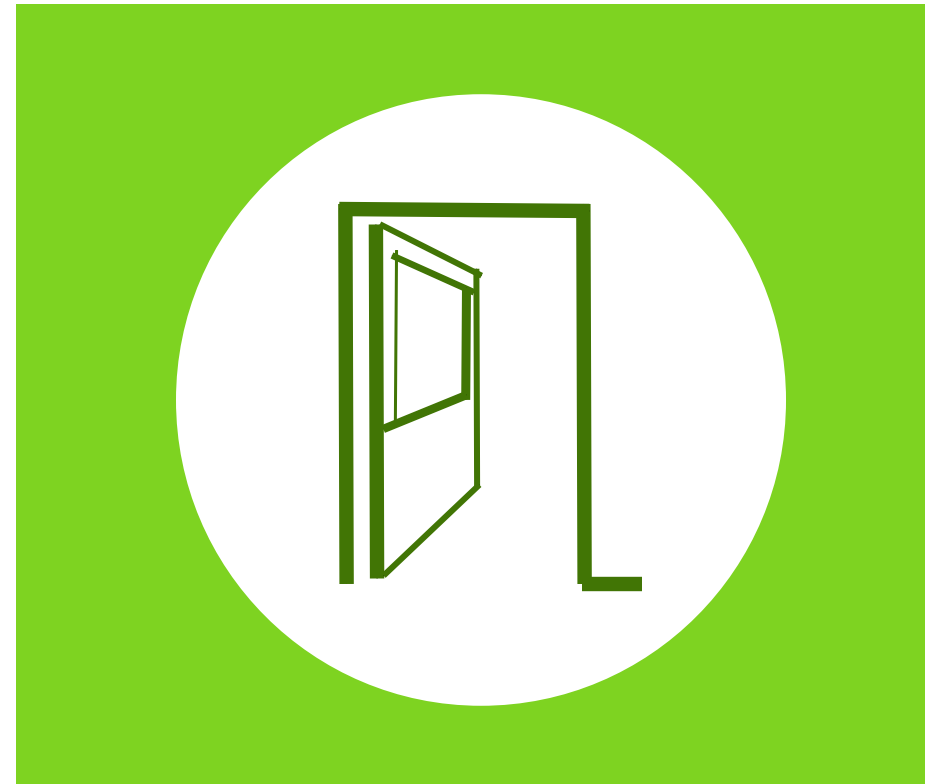
The Population Needs Assessment highlighted a number of cross-cutting key care and support needs for the Cardiff and Vale of Glamorgan population. These include:

**Key Care and Support Needs Identified**  
Key Findings



**Key Finding 1 (KF1)**

Increase citizen involvement in shaping both preventative and reactionary services



**Key Finding 2 (KF2)**

Promote and improve access to high quality and accessible information and advice



**Key Finding 3 (KF3)**

Further support the development of opportunities that enable social and economic well-being



**Key Finding 4 (KF4)**

Strengthen links between schools, vocational opportunities, apprenticeships, further education and adult learning



**Key Finding 5 (KF5)**

Support people to make healthier lifestyle choices to reduce the prevalence of unhealthy behaviours



**Key Finding 6 (KF6)**

Improve access to low level and specialist mental health care and support



**Key Finding 7 (KF7)**

Provide appropriate and safe housing and community environments, to enable people to remain independent



**Key Finding 8 (KF8)**

Improve public transport, to enable better access to services, employment and social activities



**Key Finding 9 (KF9)**

Develop services that prevent the need for more intensive care and support



**Key Finding 10 (KF10)**

Develop services to respond to existing and future care and support needs, including those for carers



**Key Finding 11 (KF11)**

Improve support for people as they transition between services



**Key Finding 12 (KF12)**

Improve organisational working practices, to ensure that services help people to achieve the outcomes they seek

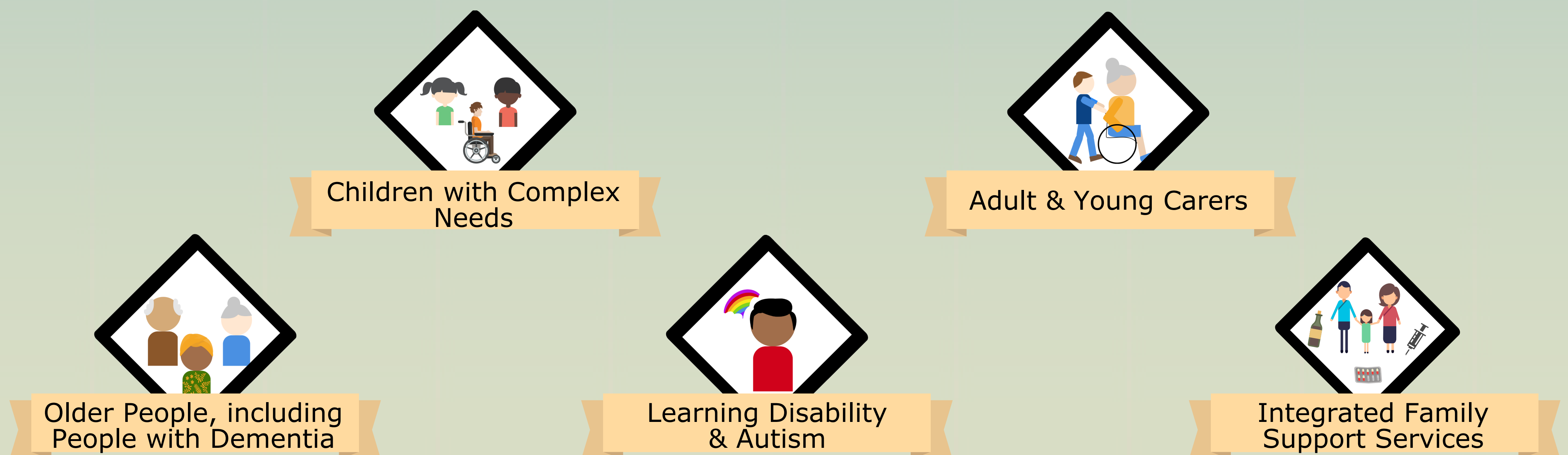
The response of the Regional Partnership Board and other Partnerships/delivery mechanisms to these key findings is reflected in each of the relevant population/theme chapters included in this Plan.

# Addressing the Identified Care and Support Needs

In response to the findings of the Population Needs Assessment, a review was undertaken in relation to all suggested areas for action in the report. This review was done against existing or planned activity in current Partnerships or organisational delivery mechanisms to identify where this work is already being progressed.

Two reports have been produced as a result of this review. The first is this Area Plan, which sets out the key needs identified within the Population Assessment, along with the priority areas for action in response to the findings. In addition, an [Area Action Plan](#) has also been developed, which provides the detail of how these priorities will be delivered. Both reports also set out the contributions to Cardiff and Vale of Glamorgan's Well-being Objectives and the National Social Services Outcomes Framework.

The main focus of both Plans will be the Regional Partnership Board's responsibilities for the integration of services in relation to:



Where there are other care and support themes identified which are led by other Partnerships and planning arrangements across the region, both Plans will signpost to existing reporting mechanisms to enable progress to be monitored.

The Area Plan and Area Action Plan are both available at: [www.cvihs.co.uk/about/what-we-do/cardiff-vale-glamorgan-area-plan/](http://www.cvihs.co.uk/about/what-we-do/cardiff-vale-glamorgan-area-plan/)

## Developing the Area Plan

The development of the Area Plan and Area Action Plan has been informed by a number of sources, including public surveys, focus group interviews with local residents, a survey of local professionals and organisations providing care or support, service and population data, key documents, and current work being undertaken by partner organisations.

Whilst there is no requirement to undertake formal consultation on the Area Plan, those people involved in the production of the Population Needs Assessment were invited to comment on the draft document and to provide input to the Action Plan.

In addition, an online public survey was developed to give people an opportunity to provide comments. Work also took place with Public Service Board colleagues to participate in the engagement on the Well-being Plans and to enable discussion to occur on care and support needs.

As part of the process to develop the Plan, the Partnership has undertaken an Equality and Health Impact Assessment. The Cardiff and Vale of Glamorgan Regional Partnership Board serves a very diverse population and takes into account the requirements of the Equality Act 2010 and Public Health (Wales) Act 2017 to progress equal opportunities for all. The Partnership is committed, through the delivery of this Plan, to promoting positive measures that address inequalities in health and eliminate all forms of unlawful or unfair discrimination on the grounds of age, marriage and civil partnership, disability, race, gender, religion/belief, sexual orientation, gender reassignment or gender identity and pregnancy/maternity.

All feedback received as part of the development of the Plan and subsequent consultation has been considered and reflected in the final documents, as appropriate.



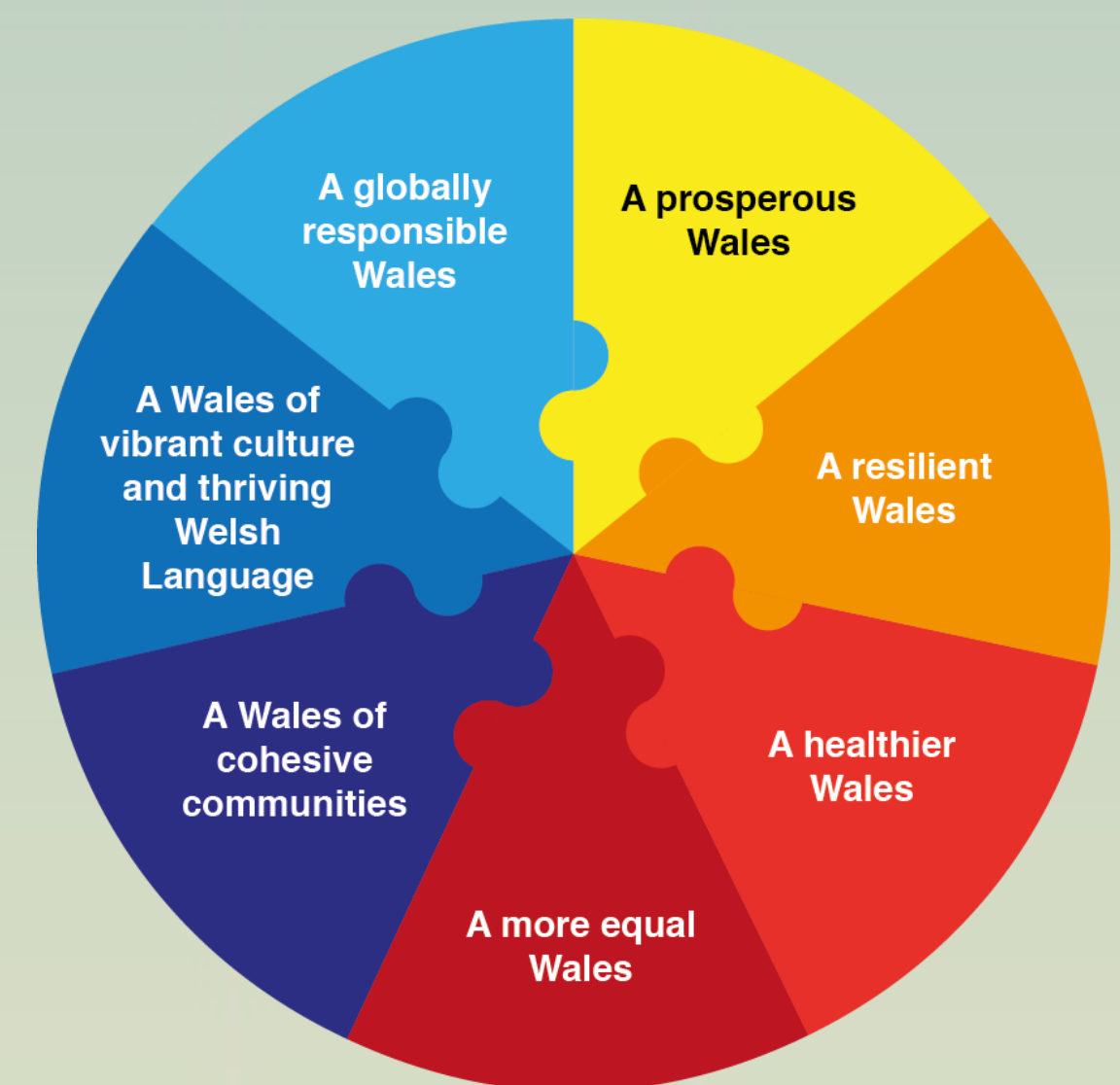
# Contributing towards Local Well-being Objectives

The development of this Plan has been undertaken in close synergy with the Cardiff and Vale of Glamorgan Public Service Boards, in recognition that many of the priorities in this Area Plan will represent the care and support elements of each of the two Well-being Plans.

Well-being Assessments and Plans are a statutory requirement under the Well-being of Future Generations (Wales) Act 2015, which is about improving the economic, social, environmental and cultural well-being of Wales through sustainable development.

The Act places a well-being duty on public sector bodies to take action to achieve 7 well-being goals in accordance with a 'sustainable development principle'. The 7 well-being goals are:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales



To demonstrate application of the 'sustainable development principle', public sector bodies need to:

<u>Prevention</u>	<u>Integration</u>	<u>Collaborate</u>	<u>Involvement</u>	<u>Long-term</u>
				
Focus on prevention by looking at the root causes of issues	Deliver services using an integrated approach	Work in collaboration to find shared, sustainable solutions	Involve others in the achievement of the well-being goals	Look at both short-term and long-term needs

Each of the population/theme chapters in the Area Plan outlines which of the Cardiff and Vale of Glamorgan Well-being Objectives the key actions contribute to as part of a wider understanding of a shared contribution to well-being outcomes. Many of the key actions taken forward in this Plan will contribute to more than one well-being objective given the cross-cutting impact of care and support services:

## Cardiff's Well-being Plan Objectives

						
A Capital City that works for Wales	Cardiff's population growth is managed in a resilient way	Safe, confident and empowered communities	Cardiff is a great place to grow up	Supporting people out of poverty	Cardiff is a great place to grow old	Modernising and integrating our public services

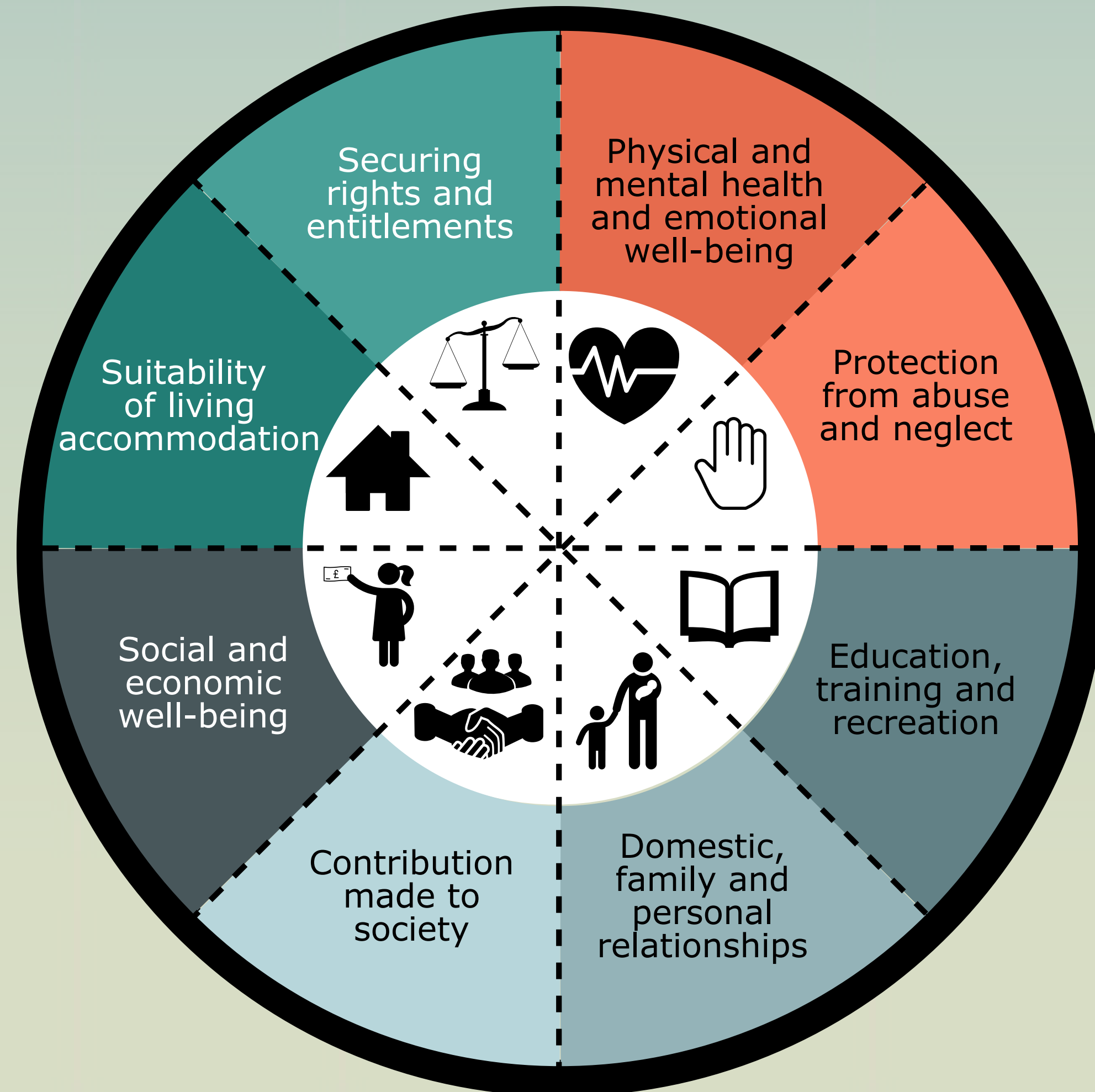
## Vale of Glamorgan's Well-being Plan Objectives

			
Enable people to get involved, participate in their communities and shape local services	Reduce poverty and tackle inequalities linked to deprivation	Give children the best start in life	Protect, enhance and value our environment

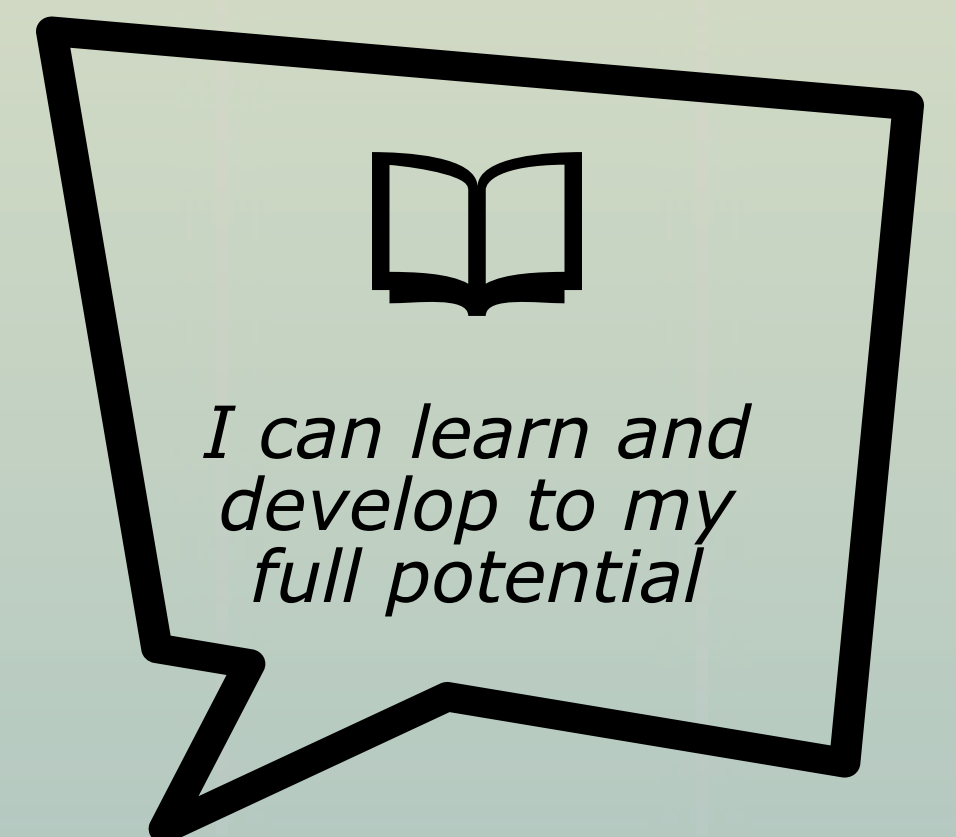
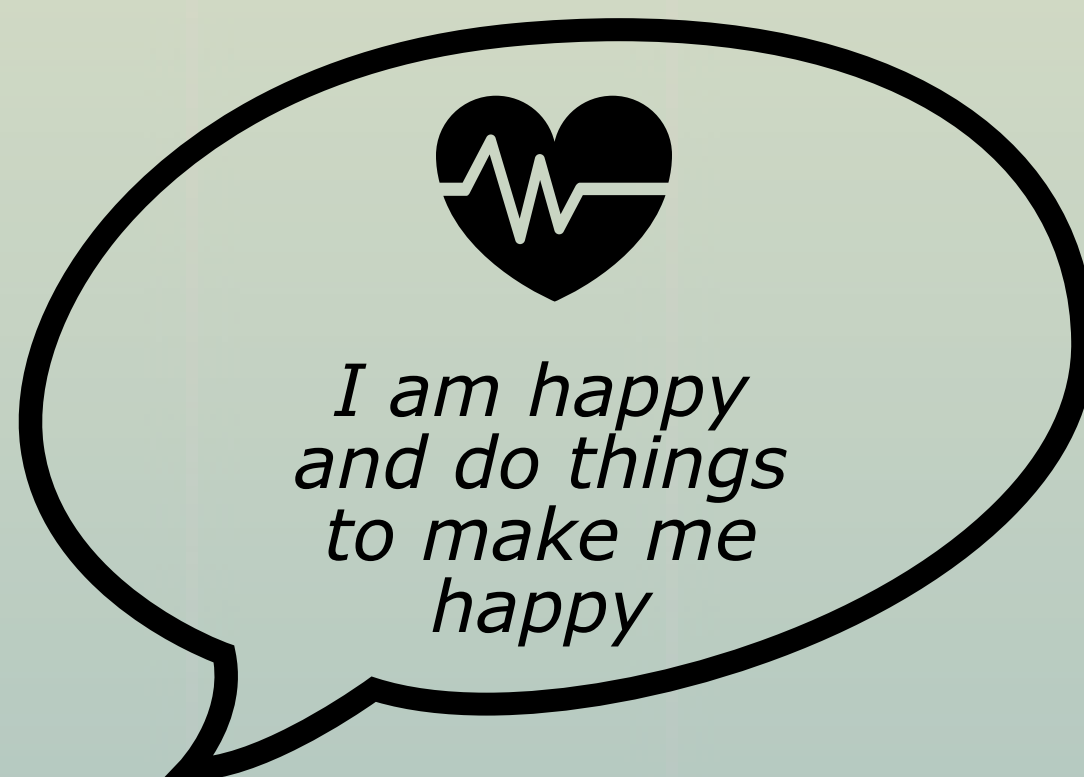
# Contributing towards the Social Services National Outcomes Framework

The [Social Services National Outcomes Framework](#) was developed to fulfil a requirement in the Social Services and Well-being (Wales) Act 2014 to describe well-being for people and carers who need care and support, and provide a consistent approach to measuring well-being.

The Social Services and Well-being (Wales) Act 2014 defines well-being as:



National outcomes for each of the 8 aspects of well-being that are to be achieved by people and carers needing care and support have been developed. For example:



Each chapter details which aspects of well-being the listed key priorities are expected to contribute towards. Further information on the outcomes can also be found in the Action Plan which accompanies this Area Plan at: [www.cvihs.co.uk/about/what-we-do/cardiff-vale-glamorgan-area-plan/](http://www.cvihs.co.uk/about/what-we-do/cardiff-vale-glamorgan-area-plan/)

## Monitoring and Review



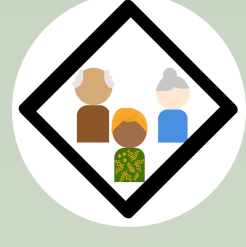


Progress against the delivery of Regional Partnership Board's priorities will be monitored and reviewed within the Board's annual report, which will be published in early 2018/19. The Area Action Plan will be updated and amended as appropriate to reflect the changing policy context, demographics or service pressures.

The priorities being progressed by other Partnerships will be reported via other mechanisms, such as the Public Service Board, or by organisational planning mechanisms, such as the local authority Corporate/Improvement Plans and Cardiff and Vale University Health Board's Integrated Medium Term Plan.

# Overview of Regional Priorities



## Older People, including People with Dementia

### Regional Partnership Board Priorities

-  **OP1.1.** Building on the First Point of Contact and Single Point of Access services, further develop digital services along with easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public
-  **OP1.2.** Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live
-  **OP1.3.** Develop and provide a range of future accommodation options to meet demand and enable people to remain at home for as long as possible
-  **OP1.4.** Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek
-  **OP1.5.** Develop Cardiff and Vale of Glamorgan as a dementia friendly region









## Children with Complex Needs

### Regional Partnership Board Priorities

-  **CYP1.1.** Improve provision for children and young people with Additional Learning Needs
-  **CYP1.2.** Improve integrated provision for children with complex needs, including transition between children's and adult's services

## Children and Young People





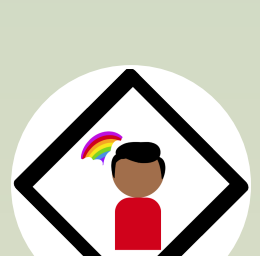
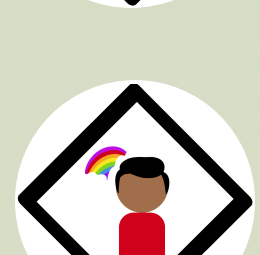
### Other Partnership Board Priorities

-  **CYP2.1.** Increase the role of children and young people in decision making and service delivery
-  **CYP2.2.** Improve educational outcomes
-  **CYP2.3.** Increase the successful transition into employment, education or training of children and young people
-  **CYP2.4.** Increase access to appropriate services for looked after children and children in need, recognising increased rates of emotional and mental health issues
-  **CYP2.5.** Increase support for children and young people affected directly or indirectly by parental relationship breakdown and domestic violence
-  **CYP2.6.** Prevent child sexual exploitation
-  **CYP2.7.** Enable children and young people to be happy and healthy
-  **CYP2.8.** Develop the Welsh skills of children and create new Welsh speakers, to support the Welsh Government's vision of having a million Welsh speakers by 2050

# Overview of Regional Priorities



## Learning Disability and Autism

### Regional Partnership Board Priorities

-  **LDA1.1.** People with learning disabilities are supported to maximise their independence
-  **LDA1.2.** People with learning disabilities are supported to play an active role in society and engage in meaningful day time activities and employment or volunteering
-  **LDA1.3.** People with learning disabilities are valued and included, supported to have a voice, and able to exercise choice and control over their lives
-  **LDA1.4.** People with learning disabilities are enabled to stay healthy and feel safe
-  **LDA1.5.** People with learning disabilities are supported to become lifelong learners
-  **LDA1.6.** Develop a new Integrated Autism Service which all agencies working in integrated, multi-disciplinary ways will provide appropriate services for children, young people and adults with an autism spectrum disorder, addressing their education, health, employment, social interaction and emotional needs






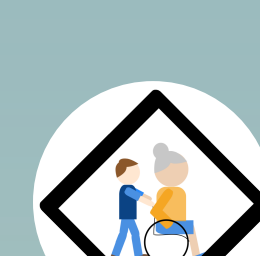
## Integrated Family Support Services

### Regional Partnership Board Priorities

-  **IFSS1.1.** Continue to provide an intensive intervention with families referred by Children's Services where there are serious child protection concerns as a result of parental / carer substance misuse, domestic abuse or mental health
-  **IFSS1.2.** Explore the extension of the Integrated Family Support Service model to include other parental additional needs (e.g. learning disability) and consider how it can help tackle adverse childhood experiences

## Adult and Young Carers

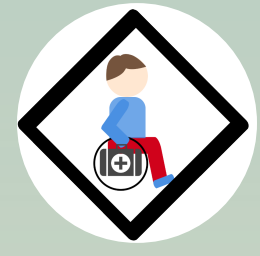
### Regional Partnership Board Priorities

-  **AYC1.1.** Identify and implement a carer engagement model based on best practice
-  **AYC1.2.** Improve physical and emotional support for young carers, including emergency and pre-planned respite and reducing the risk of adverse childhood experiences
-  **AYC1.3.** Improve physical and emotional support for adult carers, including emergency and pre-planned respite
-  **AYC1.4.** Involve carers, including young carers, in the planning of hospital admission and discharge if the person they care for is in hospital
-  **AYC1.5.** Provide easily accessible information to carers and relatives in a range of formats and languages through existing information points, such as primary care and libraries
-  **AYC1.6.** Raise awareness around caring and carers among the public and health and social care professionals, (e.g. adopting an approach similar to Making Every Contact Count), to ensure that carers are identified as early as possible and all involved are aware of their rights as a carer

# Overview of Regional Priorities

## Health and Physical Disabilities

### Other Partnership Priorities



**HPD1.1.** Promote healthy lifestyles and improve and protect the health and well-being of Cardiff and Vale of Glamorgan residents

## Adult Mental Health and Cognitive Impairment

### Other Partnership Priorities



**AMHCI1.1.** Deliver the Cardiff and Vale of Glamorgan 'Together for Mental Health' Plan

## Sensory Loss and Impairment

### Other Partnership Priorities



**SLI1.1.** Deliver the Cardiff and Vale of Glamorgan Eye Care Plan in conjunction with Primary Care, Secondary Care, Cardiff and Vale of Glamorgan University Health Board and Welsh Government



**SLI1.2.** Develop and implement a health board wide action plan to meet the All Wales Standards for Accessible Information and Communication for People with Sensory Loss, in order to improve provision across Primary Care, Secondary Care and Emergency and Unscheduled Care



**SLI1.3.** Explore the establishment of a partnership delivery mechanism to meet the wider needs of people with sensory loss and impairment

## Violence Against Women, Domestic Abuse and Sexual Violence

### Other Partnership Priorities



**VAWDASV1.1.** Deliver the Cardiff and Vale of Glamorgan Violence Against Women, Domestic Abuse and Sexual Violence Strategy (*under development*)

## Asylum Seekers and Refugees

### Other Partnership Priorities



**ASR1.1.** Deliver the Cardiff and Vale of Glamorgan Community Cohesion Delivery Plan 2017/2020 (*under development*)



# Overview of Regional Priorities

## Offenders

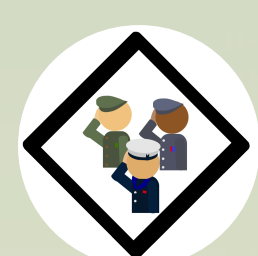
### Other Partnership Priorities



**O1.1.** Ensure that the local criminal justice system works effectively and efficiently, meeting the needs of victims and challenging offenders

## Veterans

### Other Partnership Priorities



**V1.1.** Deliver the Cardiff and Vale of Glamorgan Armed Forces Community Action Plan 2017/2019

## Substance Misuse

### Other Partnership Priorities



**SM1.1.** Deliver the Cardiff and Vale of Glamorgan Substance Misuse and Wellbeing Commissioning Strategy 2016/2020 with a focus on prevention, education, treatment, support and sustainable long-term recovery



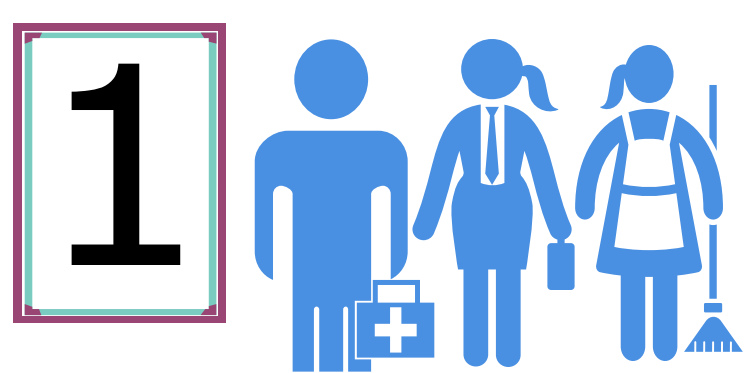
**SM1.2.** Increase the safety of our communities by delivering multi-agency responses in locations where discarded injecting equipment and other drug paraphernalia is prevalent

# 1: Older People, including People with Dementia

## What did the Population Needs Assessment Tell Us?

- In general, Cardiff has a younger population, while the Vale of Glamorgan has a larger older age population more in line with the Wales average. Both areas however, are anticipated to see a continued increase in the number of people over the ages of 65 and 85.
- The Vale of Glamorgan is projected to see the largest increase across both age groups, with 20.5% of their population in 2025 expected to be aged 65-84 (compared to 17.5% in 2015), and 3.8% aged 85 years and above (compared to 2.8% in 2015). Both of these figures are above the projected Wales average of 19.1% and 3.5%, respectively.
- The number of people living with dementia is also projected to rise significantly, with 1 in 3 expected to be affected by dementia in the future. The driver for this is mostly the increase in the over 85 population.

## What were the Key Care and Support Needs Identified?



1

### Need 1 (N1):

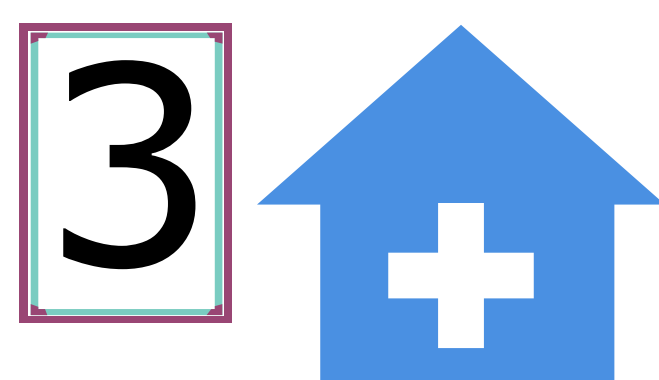
Maintain sustainability of key services supporting older people



2

### Need 2 (N2):

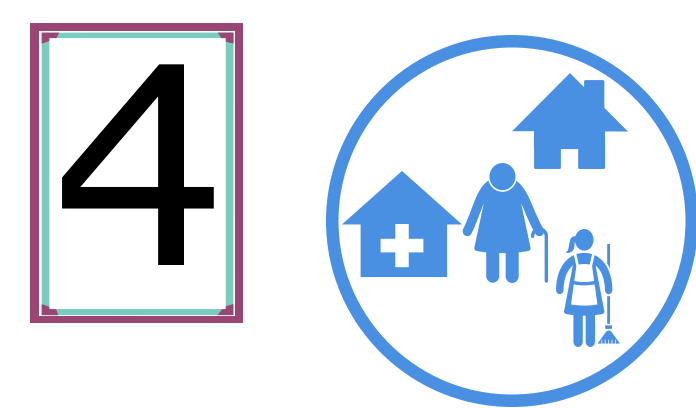
Improve access to information and advice (e.g. 'one stop shop' model)



3

### Need 3 (N3):

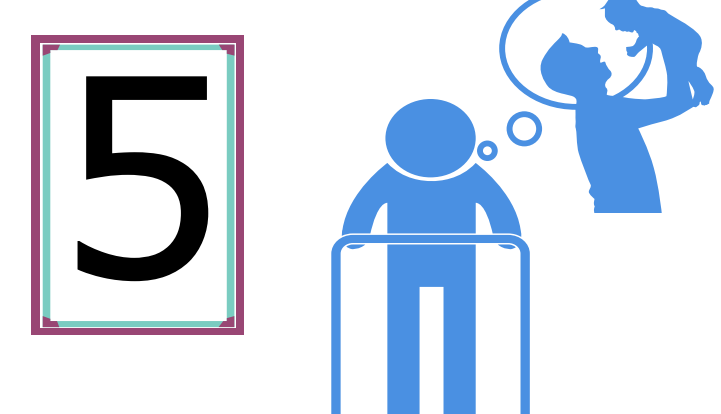
Improve integrated management of mental health and physical issues



4

### Need 4 (N4):

Increase integration of health, housing and social care



5

### Need 5 (N5):

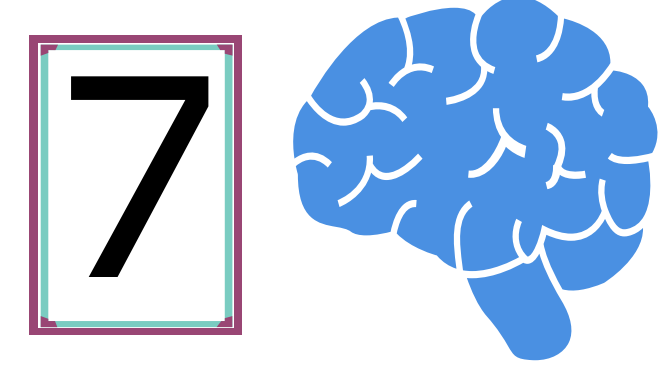
Reduce social isolation and loneliness while maintaining independence



6

### Need 6 (N6):

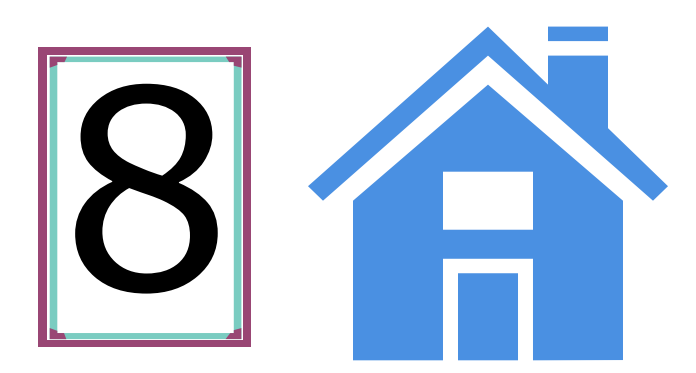
Increase support to access practical help with day-to-day tasks such as shopping and gardening



7

### Need 7 (N7):

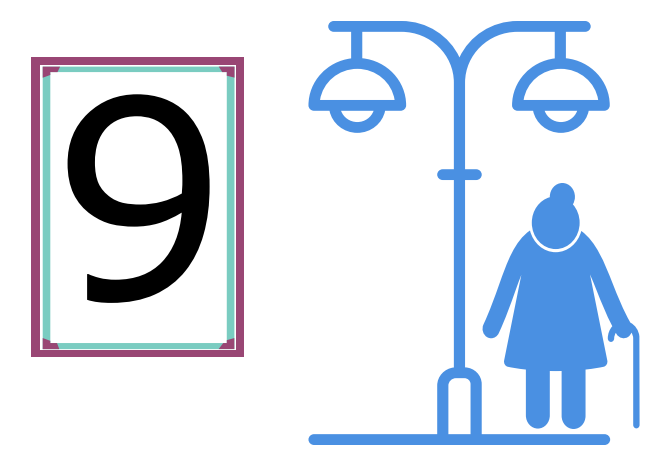
Improve support and information for people with dementia and their family and carers



8

### Need 8 (N8):

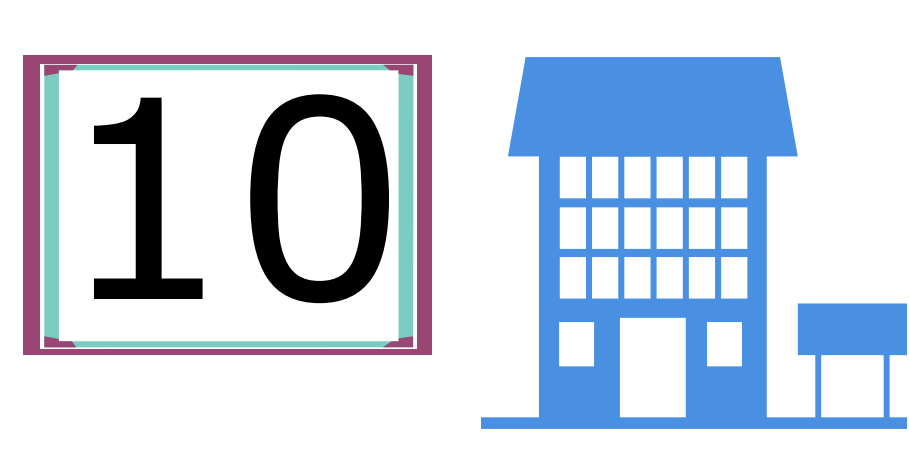
Provide appropriate housing to meet individuals' needs and enable them to remain independent



9

### Need 9 (N9):

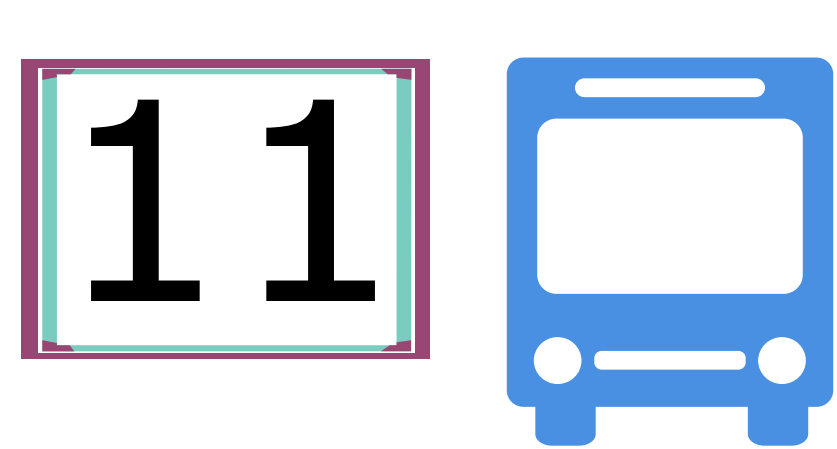
Promote accessible built environments (including good lighting and toilets)



10

### Need 10 (N10):

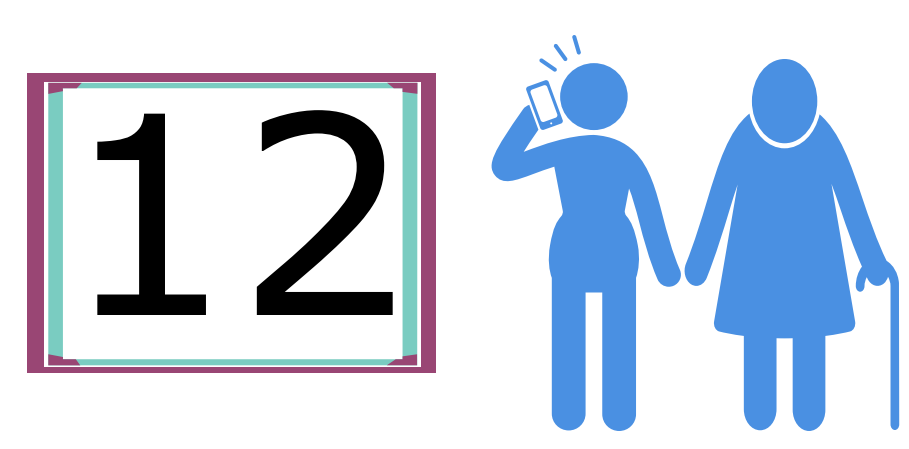
Improve the commissioning of care home places to enable consistent and high quality care



11

### Need 11 (N11):

Improve public transport services to enable access to activities promoting health and well-being



12

### Need 12 (N12):

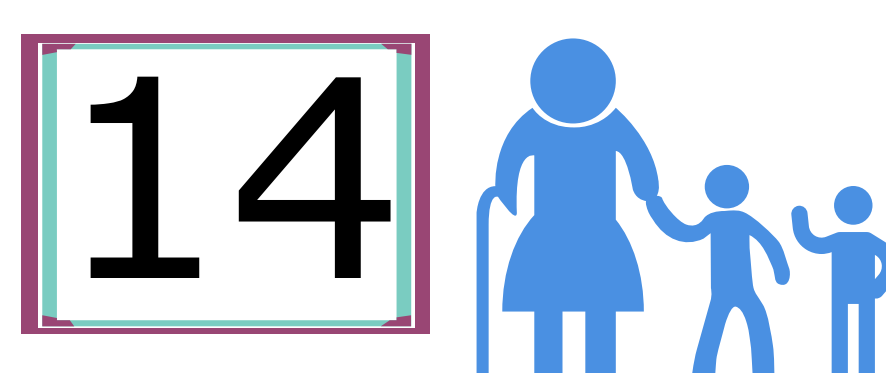
Improve access to different types of advocacy



13

### Need 13 (N13):

Increase digital inclusion to enable access to information and services



14

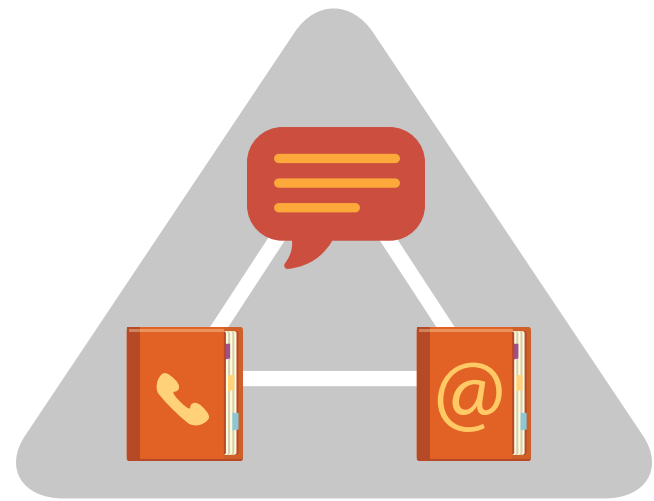
### Need 14 (N14):

Promote inter-generational opportunities in communities

# 1: Older People, including People with Dementia

## What are our Key Priorities in Response?

The key priorities to be delivered by the Regional Partnership Board are:



1.

Building on the First Point of Contact and Single Point of Access services, further develop digital services along with easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public



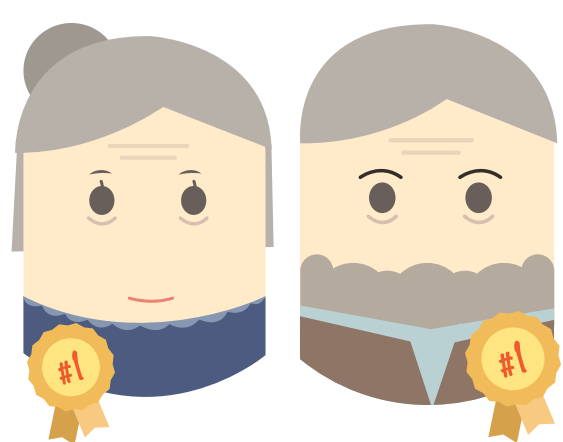
2.

Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live



3.

Develop and provide a range of future accommodation options to meet demand and enable people to remain at home for as long as possible



4.

Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek



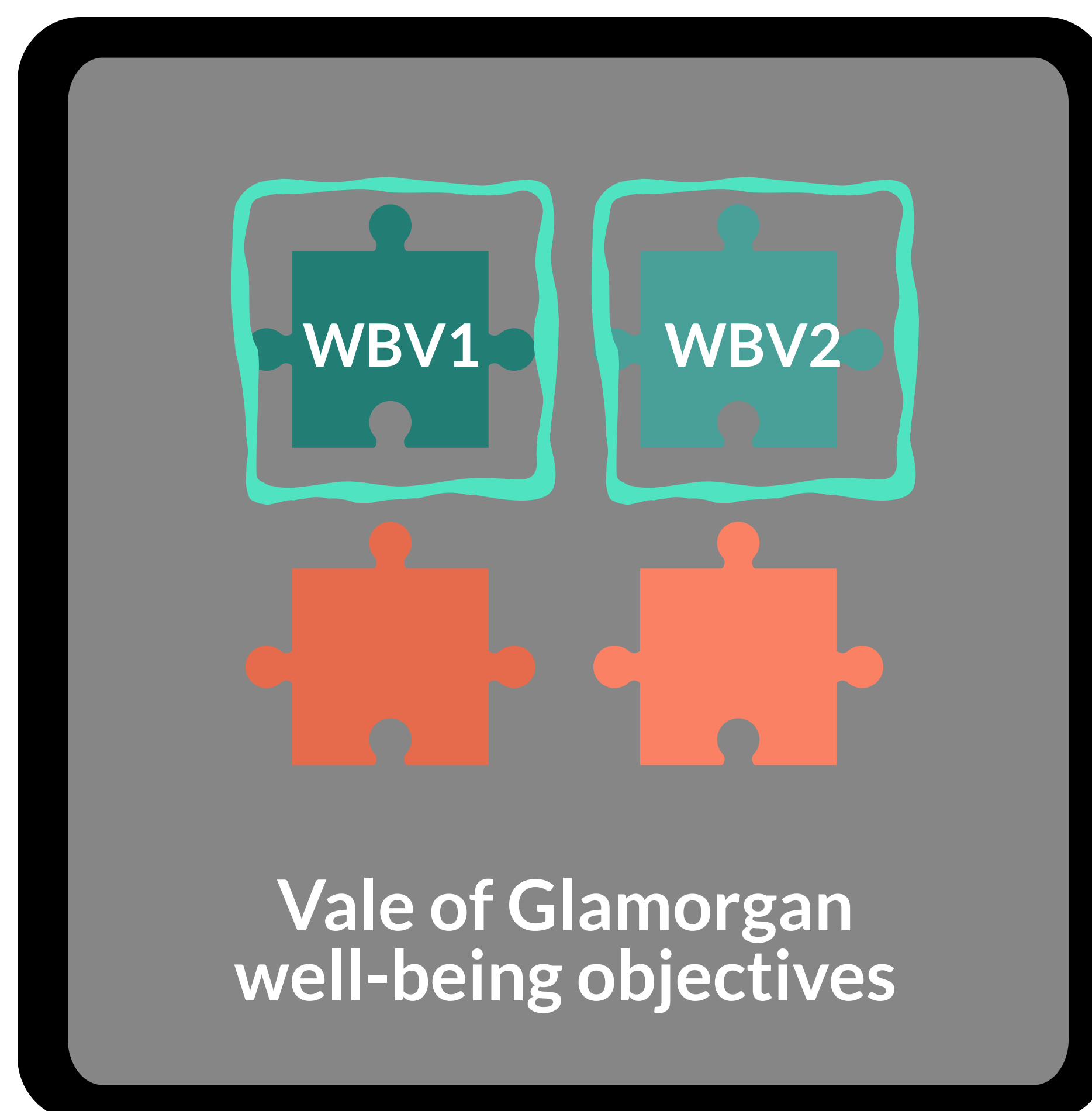
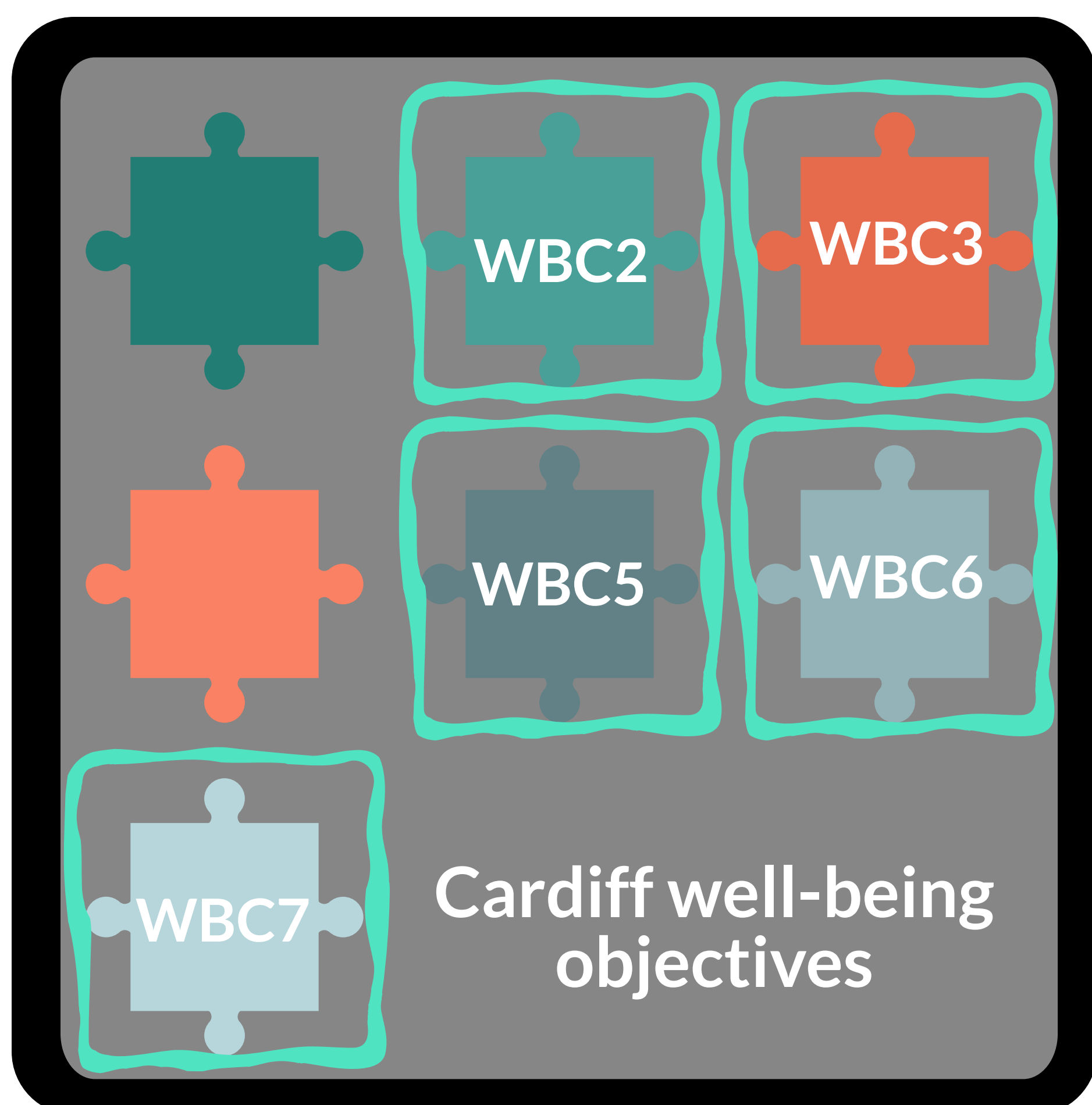
5.

Develop Cardiff and Vale of Glamorgan as a dementia friendly region

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

# 1: Older People, including People with Dementia

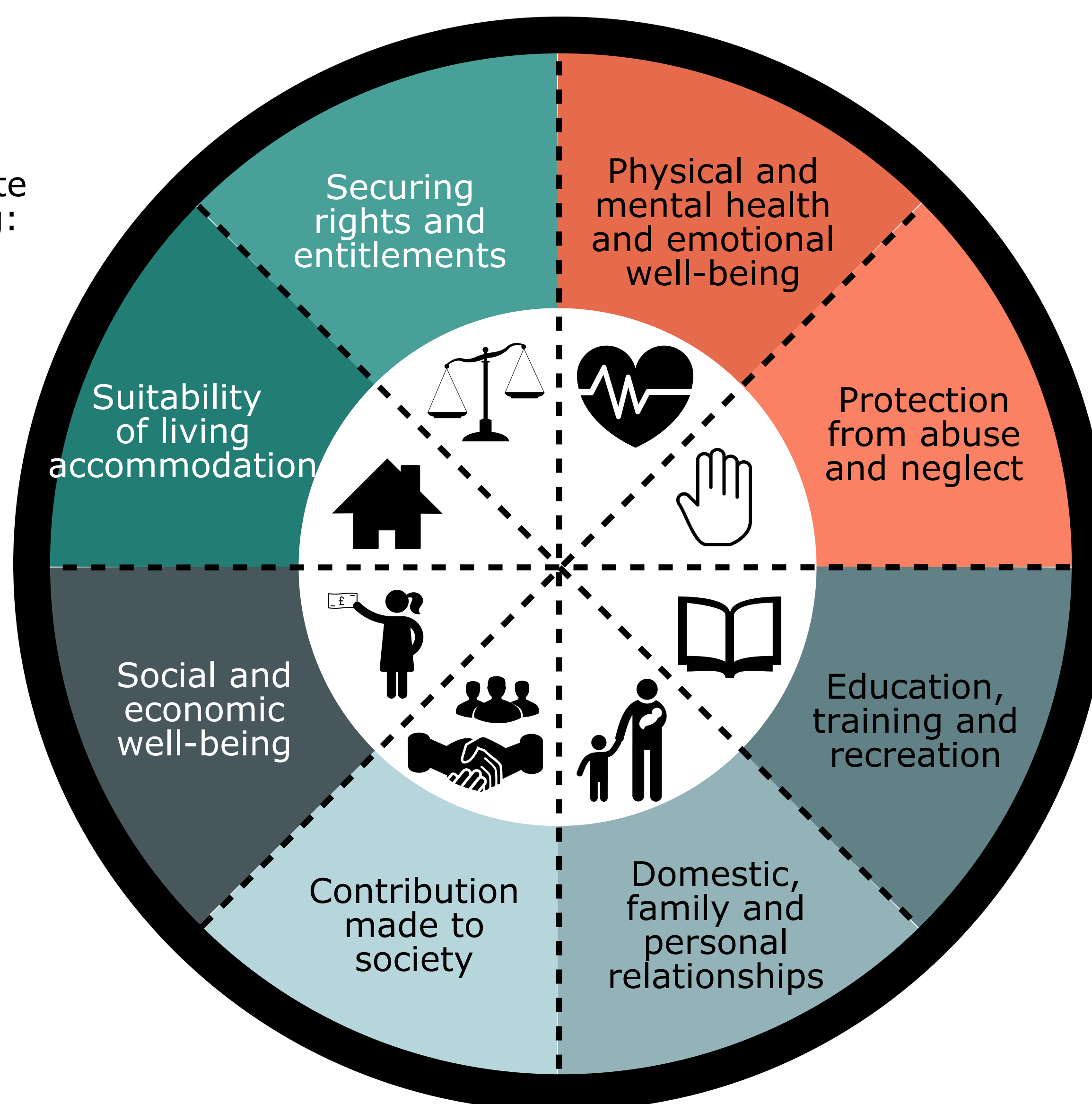
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation



## 2: Children and Young People, including Children with Complex Needs

### What did the Population Needs Assessment Tell Us?

- The population of Cardiff is relatively young compared with the rest of Wales, with the proportion of infants (0-4yrs) significantly higher than the Wales average. In the next 10 years, there will be an increase in the number of people aged 5-16. The proportion of young people in the Vale of Glamorgan is similar to the Wales average.
- In March 2016, there were 340 children on the child protection register in Cardiff, and 100 in the Vale.
- In 2015, in both Cardiff (91%) and the Vale of Glamorgan (90%), school attendance rates of children in need were marginally below the all-Wales average of 92%. Across Wales, 35% of children in need achieve 5 or more A\*-G GCSE passes. In Cardiff, the rate was 31% and in the Vale it was 37%.
- In the Vale of Glamorgan, the percentage of year 11 pupils who go on to be not in education, employment or training (NEET) continues to decrease year on year, and is below the Welsh average. Levels in Cardiff have also declined but remain high compared with the rest of Wales.
- At the 2011 Census, 1,579 young carers were identified in Cardiff and the Vale of Glamorgan, although the Census is recognised as underestimating the number of young carers.

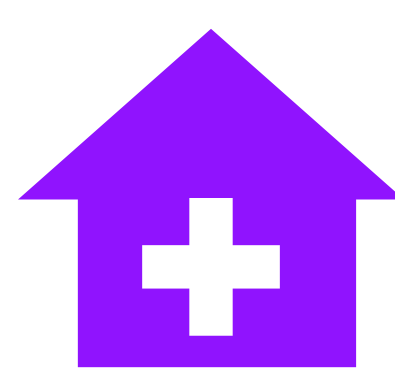
### What were the Key Care and Support Needs Identified?

1



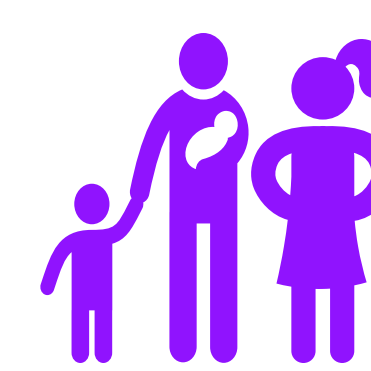
**Need 1 (N1):**  
Improve support for children and young people affected by parental relationship breakdown and domestic violence

2



**Need 2 (N2):**  
Improve access to appropriate services in a timely fashion, including primary care and mental health services, and support for young people with Attention Deficit Hyperactivity Disorder and Autism

3



**Need 3 (N3):**  
Improve access to appropriate services for looked after children and children in need, recognising increased rates of emotional and mental health issues

4



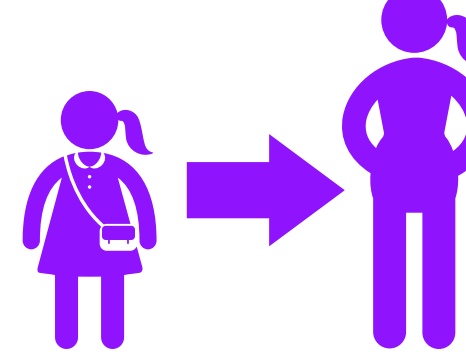
**Need 4 (N4):**  
Increase support for young carers, including respite, and raise awareness of what they do

5



**Need 5 (N5):**  
Increase involvement of children and young people in decisions affecting them

6



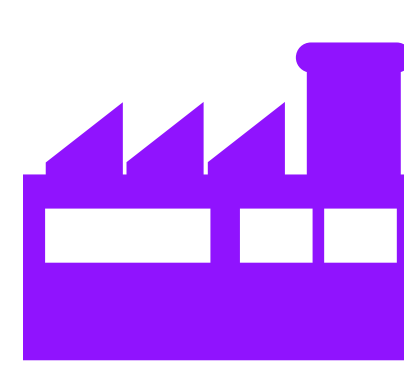
**Need 6 (N6):**  
Enable smoother transitions between children's and adult's services

7



**Need 7 (N7):**  
Provide appropriate and safe accommodation

8



**Need 8 (N8):**  
Further develop vocational educational opportunities and apprenticeships

9



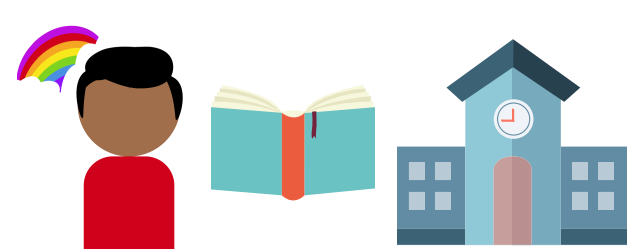
**Need 9 (N9):**  
Respond to the increasing numbers and complexity of needs of children and young people with a disability

## 2: Children and Young People, including Children with Complex Needs

### What are our Key Priorities in Response?

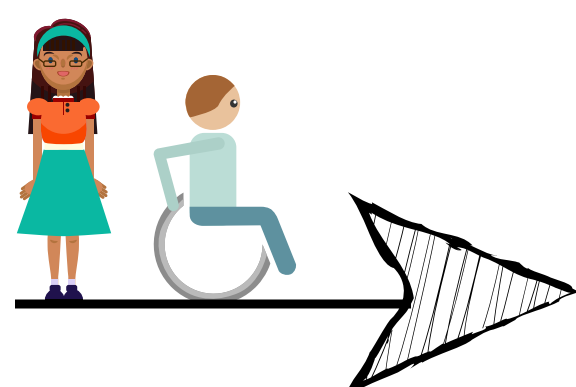
*NB: Key priorities relating to young carers can be found in the 'Adult and Young Carers' section of this plan.*

The key priorities to be delivered by the Regional Partnership Board for children with complex needs are:



**1.**

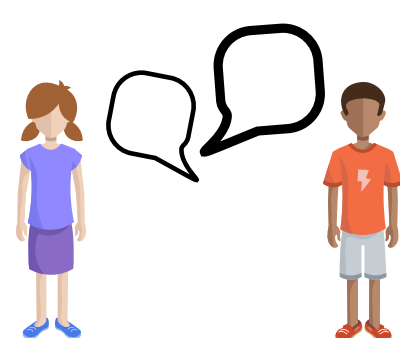
Improve provision for children and young people with Additional Learning Needs



**2.**

Improve integrated provision for children with complex needs, including transition between children's and adult's services

The key priorities to be led by other Partnerships and planning arrangements across the region for children and young people are:



**1.**

Increase the role of children and young people in decision making and service delivery



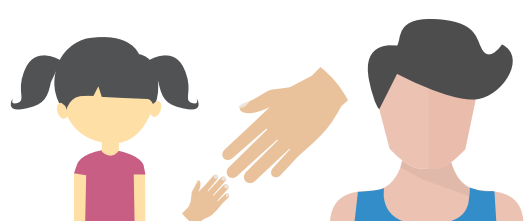
**2.**

Improve educational outcomes



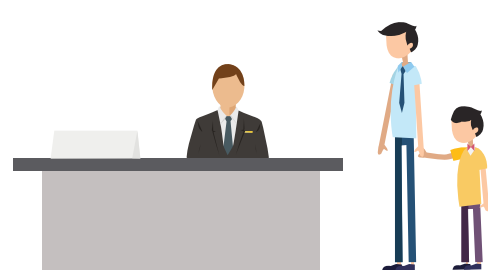
**3.**

Increase the successful transition into employment, education or training of children and young people



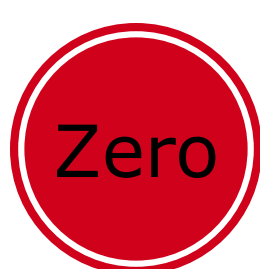
**4.**

Increase access to appropriate services for looked after children and children in need, recognising increased rates of emotional and mental health issues



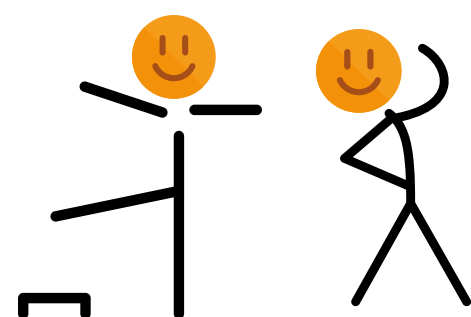
**5.**

Increase support for children and young people affected directly or indirectly by parental relationship breakdown and domestic violence



**6.**

Prevent child sexual exploitation



**7.**

Enable children and young people to be happy and healthy



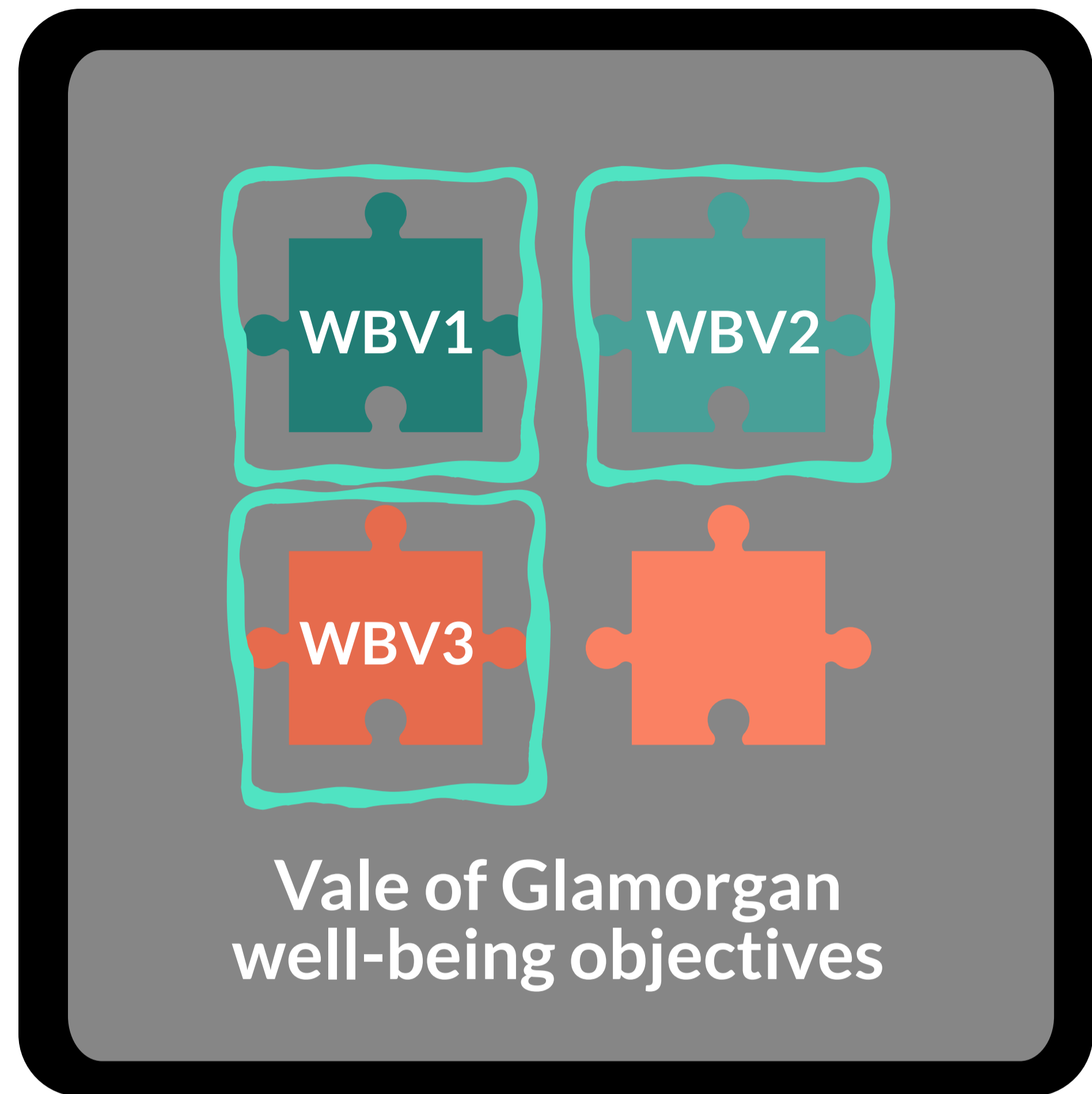
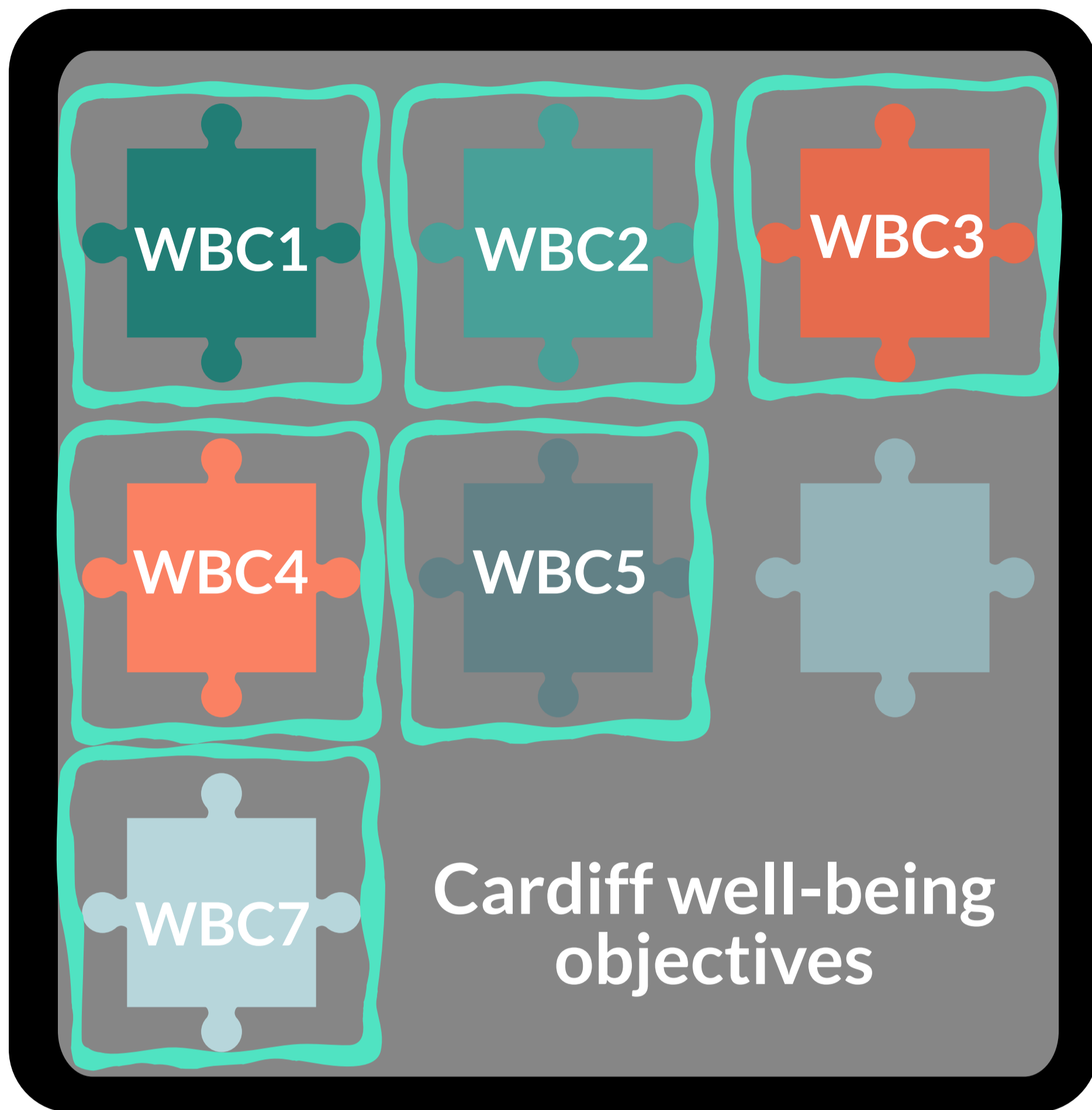
**8.**

Develop the Welsh skills of children and create new Welsh speakers, to support the Welsh Government's vision of having a million Welsh speakers by 2050

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

## 2: Children and Young People, including Children with Complex Needs

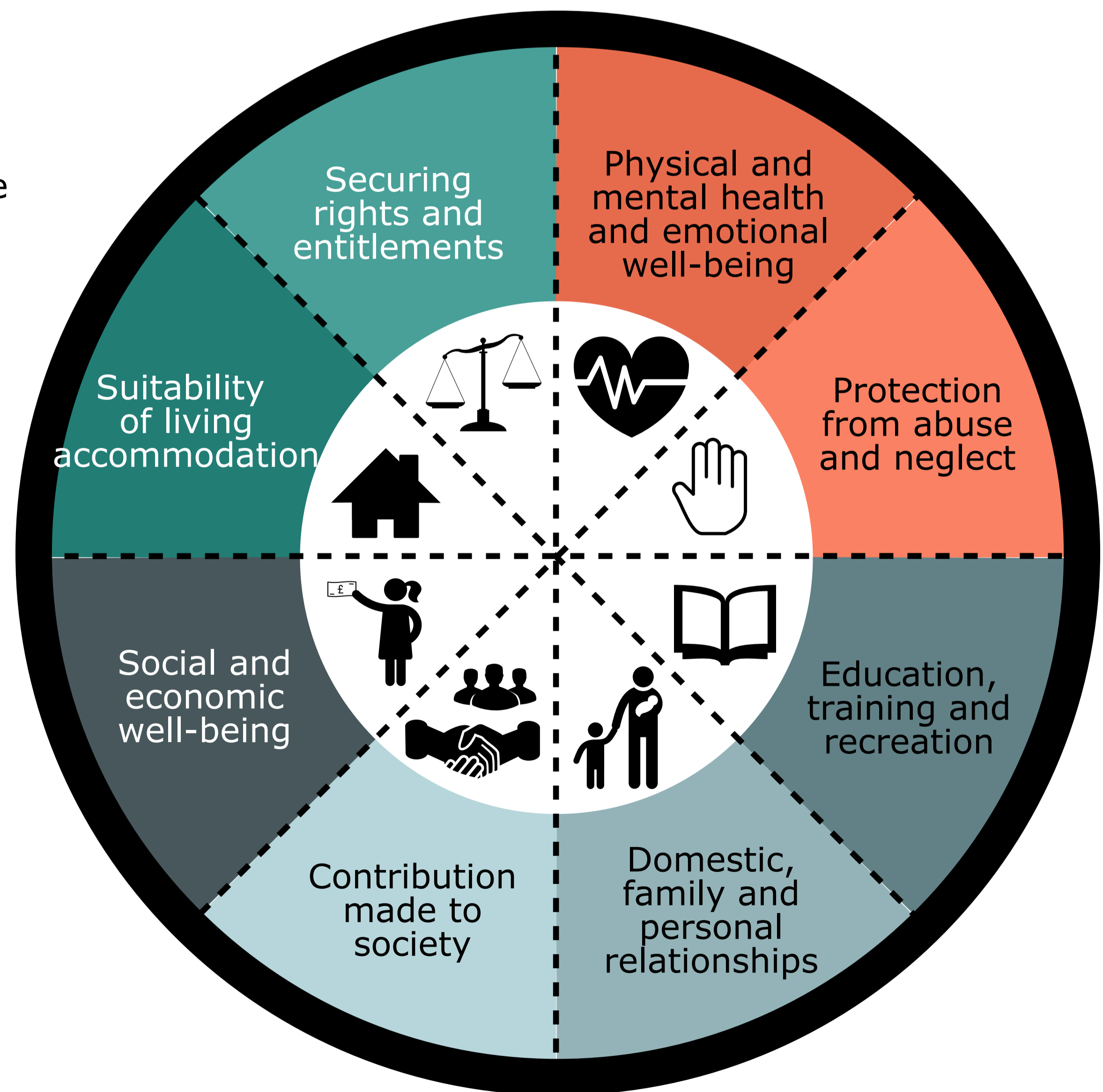
### Which Well-being Objectives do these Priorities Contribute Towards?



### Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation

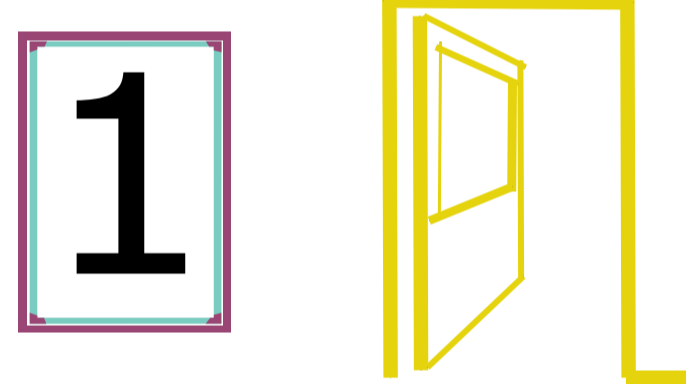


# 3: Learning Disability and Autism

## What did the Population Needs Assessment Tell Us?

- There were 1,426 people registered with a learning disability in Cardiff in 2015/16, and 542 in the Vale of Glamorgan.
- These numbers have stayed roughly stable in the Vale over the last 10 years, but have risen significantly in Cardiff, by around 40%.
- A significant increase is projected in the number of older people with a learning disability in both Cardiff and the Vale of Glamorgan.
- UK research on Autism Spectrum Disorder (ASD) suggests that around 1.2% (116 per 10,000) of children and young people have ASD. However, not all these people will be formally diagnosed.
- Applied to the population of Cardiff gives an estimate of 553 children aged 5-16 with ASD, and 2,778 people aged 17-64 with ASD.
- In the Vale of Glamorgan, this gives an estimate of 210 children aged 5-16 with ASD, and 887 people aged 17-64 with ASD.

## What were the Key Care and Support Needs Identified?



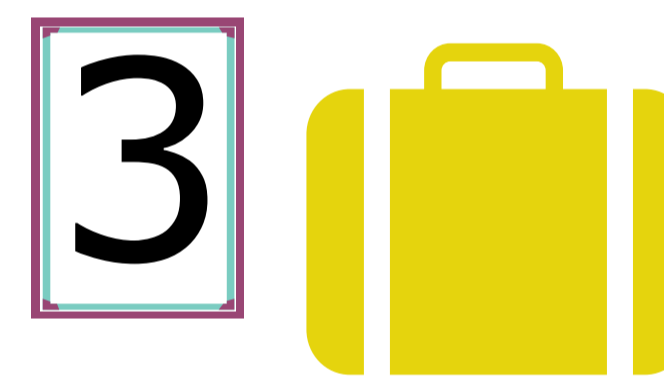
### Need 1 (N1):

Increase the accessibility of information and services



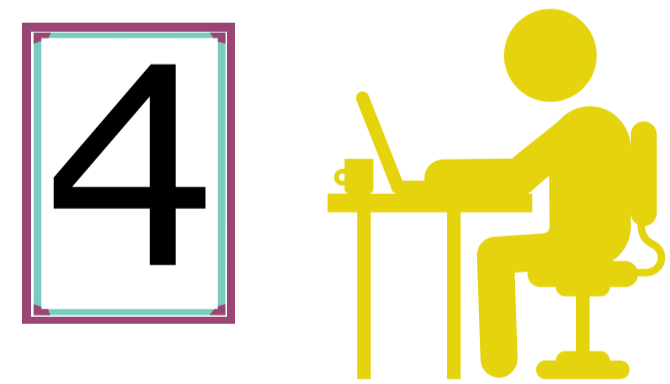
### Need 2 (N2):

Improve public transport services to enable access to activities promoting health and well-being



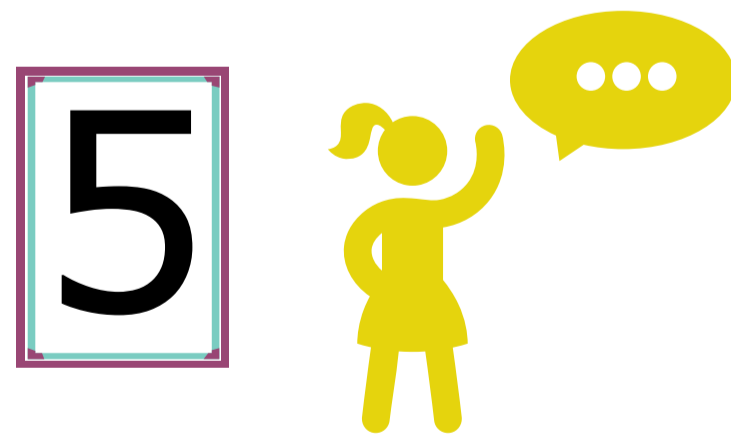
### Need 3 (N3):

Provide respite to those in need



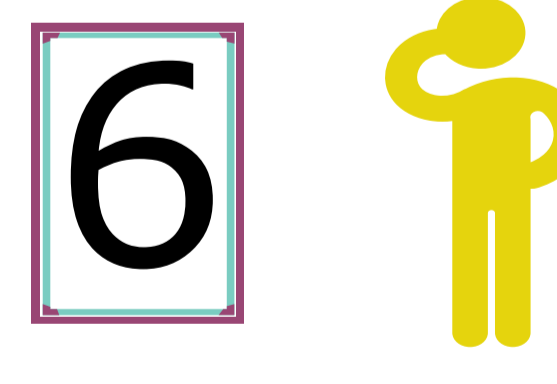
### Need 4 (N4):

Improve access to day opportunities



### Need 5 (N5):

Increase involvement of people requiring services in decisions affecting them



### Need 6 (N6):

Recognise and support people who fall between learning disability and mental health service provision



# 3: Learning Disability and Autism

## What are our Key Priorities in Response?

The key priorities to be delivered by the Regional Partnership Board are:



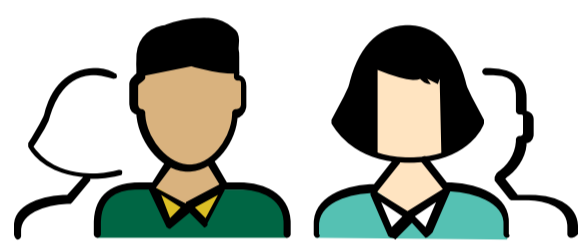
1.

People with learning disabilities are supported to maximise their independence.



2.

People with learning disabilities are supported to play an active role in society and engage in meaningful day time activities and employment or volunteering.



3.

People with learning disabilities are valued and included, supported to have a voice, and able to exercise choice and control over their lives.



4.

People with learning disabilities are enabled to stay healthy and feel safe.



5.

People with learning disabilities are supported to become lifelong learners.



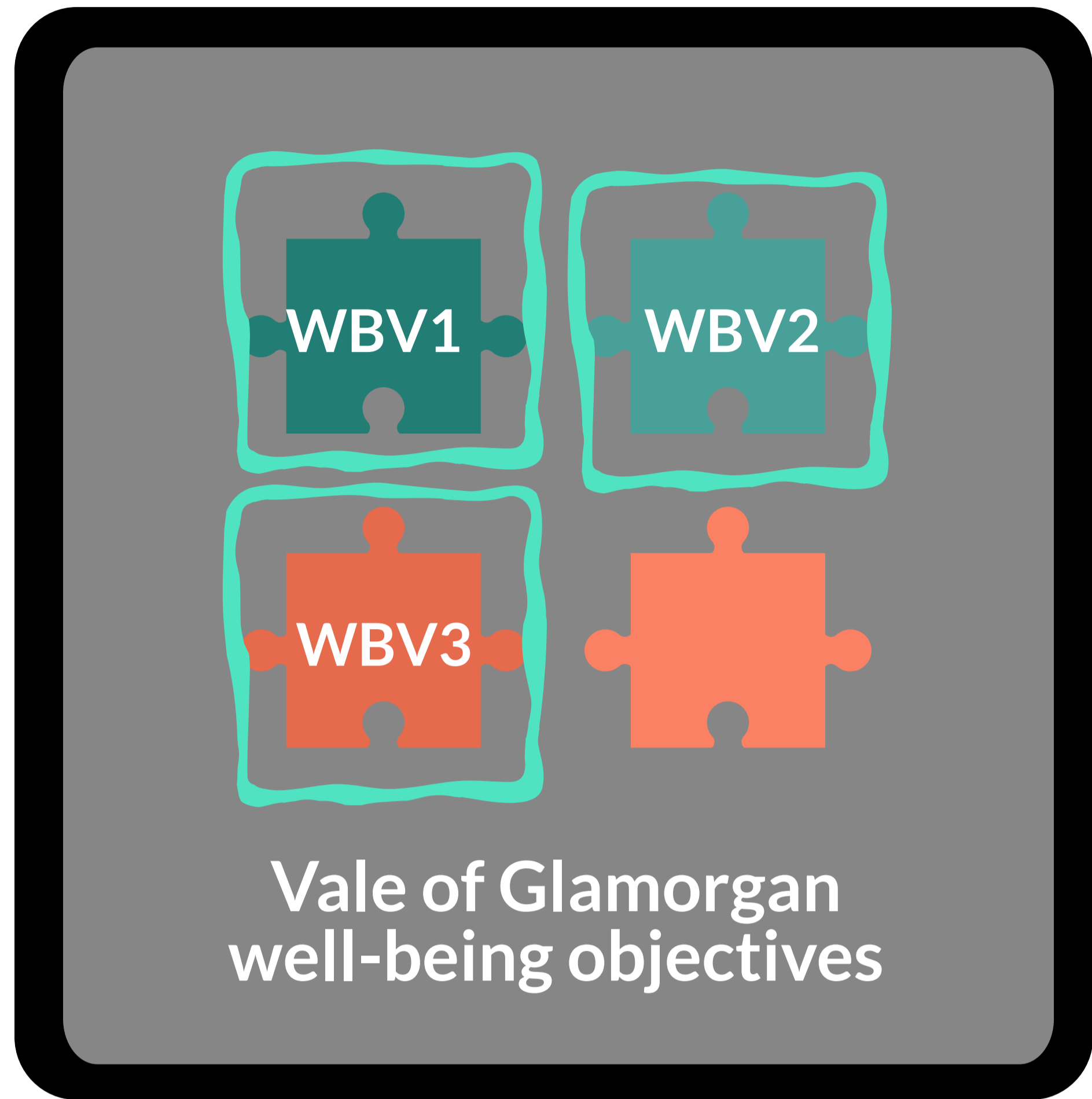
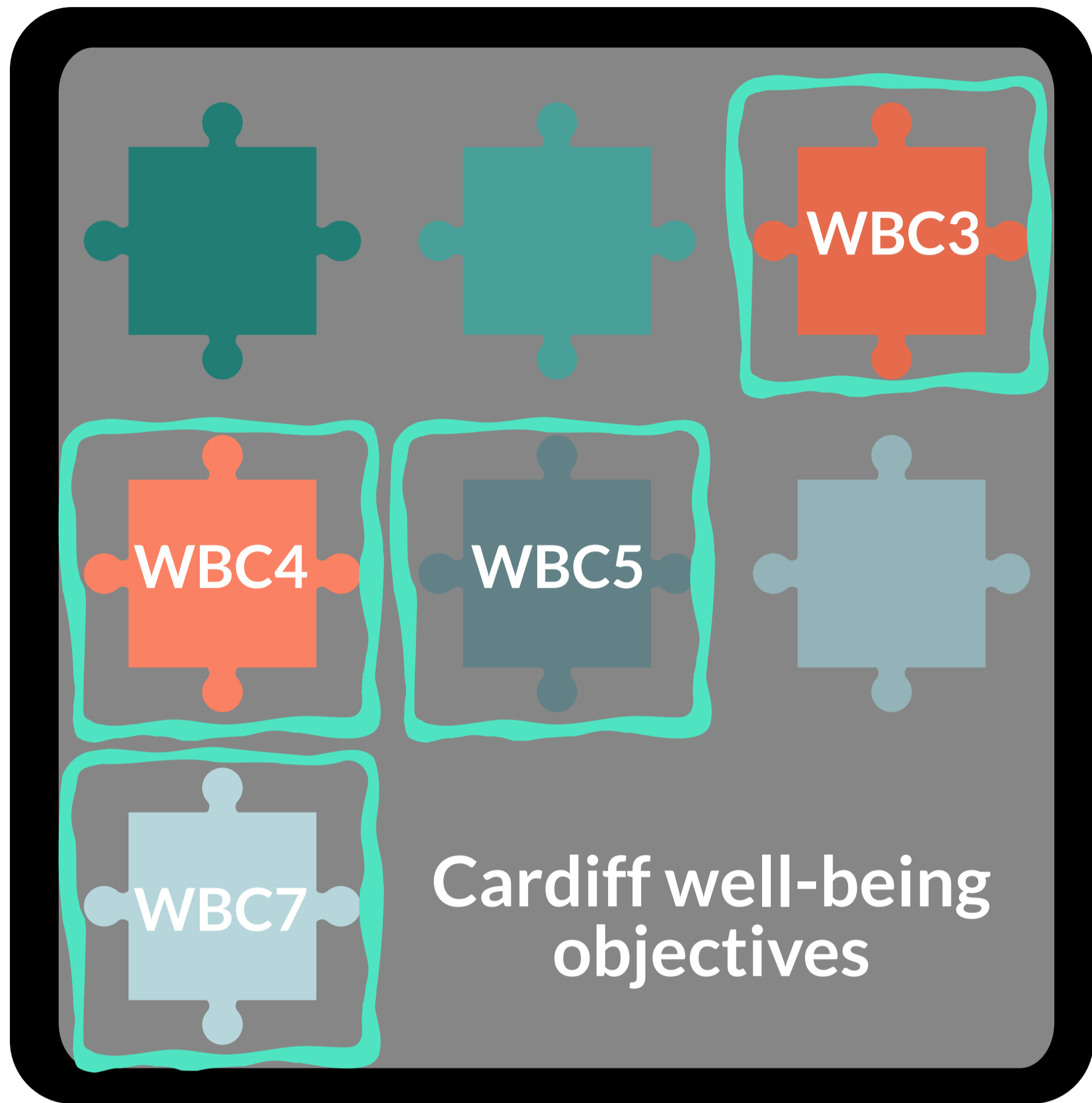
6.

Develop a new Integrated Autism Service which all agencies working in integrated, multi-disciplinary ways will provide appropriate services for children, young people and adults with an autism spectrum disorder, addressing their education, health, employment, social interaction and emotional needs.

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

# 3: Learning Disability and Autism

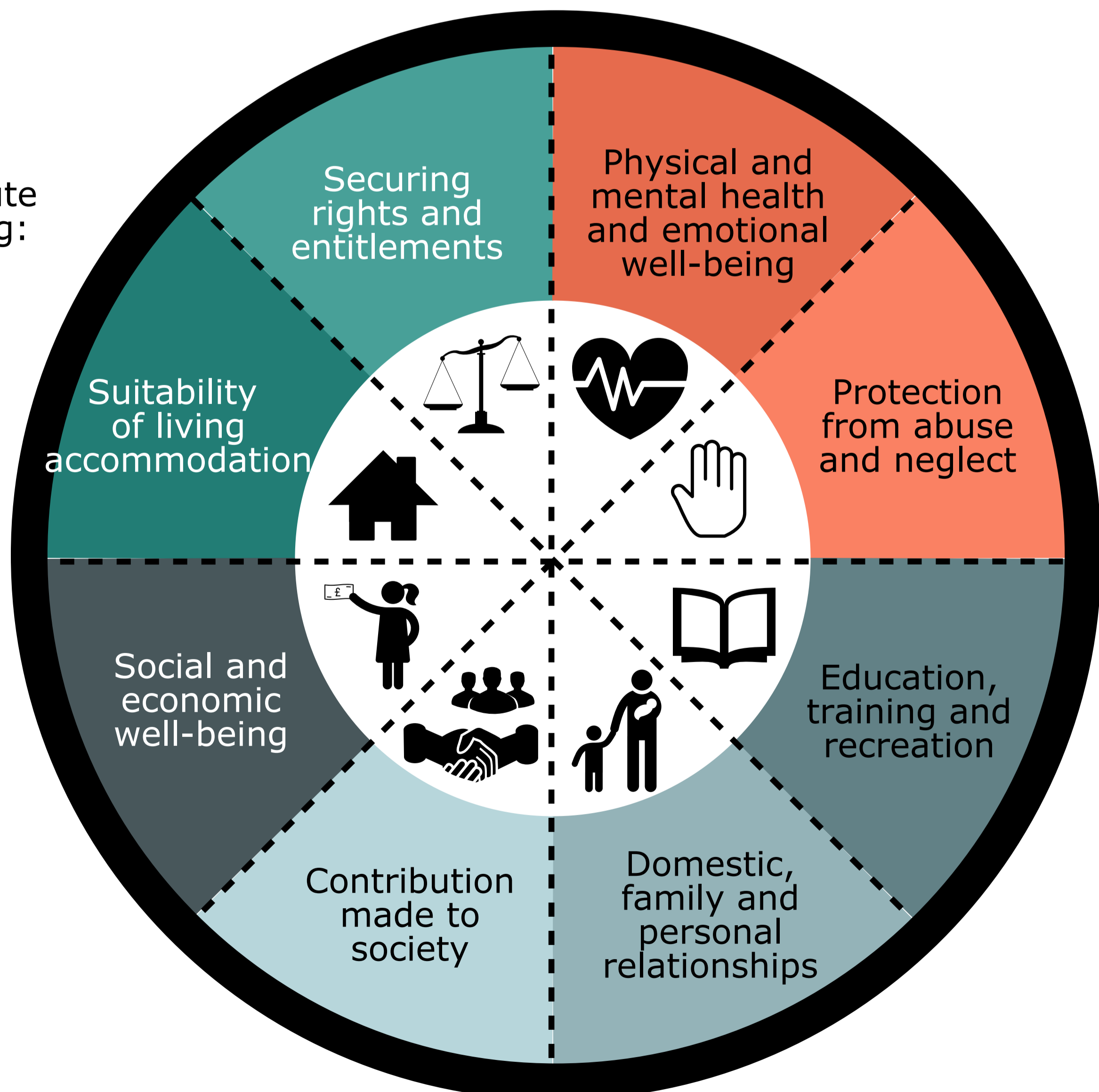
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation




# 4: Integrated Family Support Services


## What did the Population Needs Assessment Tell Us?

- The aim of the Integrated Family Support Team (IFST) is to provide an intensive intervention by a highly skilled, multi-disciplinary team to intervene with families referred by Children's Services from Cardiff Council and Vale of Glamorgan Council social workers, to reduce the level of risk and ensure positive outcomes for the most vulnerable children wherever possible.
- Referrals are made due to there being serious child protection concerns as a result of parental / carer substance misuse. In line with Part 9 of the SSWb Act, the referral criteria has been expanded to now also include families presenting with issues around domestic violence or abuse and mental disorder.
- Since 2012, a joint service has operated across Cardiff and Vale of Glamorgan, with a pooled budget and formal agreement in place between the City of Cardiff Council, Vale of Glamorgan Council and Cardiff & Vale UHB. Cardiff Council acts as the lead authority for the IFST hosted within the single team. Other partners including Cwm Taf Local Health Board (for CAMHS), South Wales Police, National Probation Service, Barnardo's and Action for Children are also signatories to the agreement.
- The Population Needs Assessment separately considered issues relating to families, substance misuse and domestic violence, which have been brought together to inform the RPB priorities for the IFST.

## What were the Key Care and Support Needs Identified?

**1** 

**Need 1 (N1):**  
Improve support for children and young people affected by parental relationship breakdown and domestic violence

**2** 


**Need 2 (N2):**  
Improve access to appropriate services in a timely fashion, including primary care and mental health services, and support for young people with ADHD and Autism

**3** 


**Need 3 (N3):**  
Improve access to appropriate services for looked after children and children in need, recognising increased rates of emotional and mental health issues

**4** 


**Need 4 (N4):**  
Provide appropriate and safe accommodation

**5** 


**Need 5 (N5):**  
Increase involvement of people requiring services in decisions affecting them

**6** 


**Need 6 (N6):**  
Increase timely access to low level mental health services (including counselling and family support)

**7** 

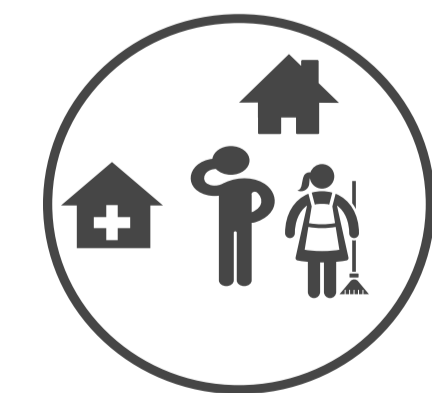
**Need 7 (N7):**  
Improve support for the families of people with mental health issues

**8** 


**Need 8 (N8):**  
Prevent and reduce the incidences of adverse childhood experiences (ACEs)

**9** 

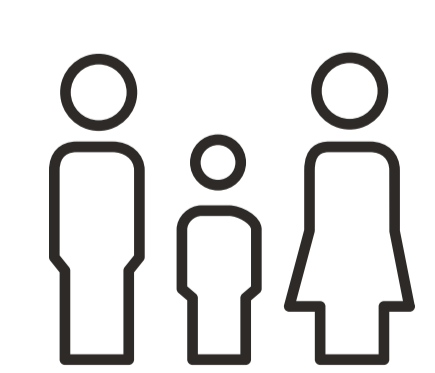
**Need 9 (N9):**  
Ensure approaches are both needs-led and risk-led

**10** 

**Need 10 (N10):**  
Improve co-ordination between substance misuse services

**11** 

**Need 11 (N11):**  
Improve offender access to mental health and substance misuse services, and counselling post-release

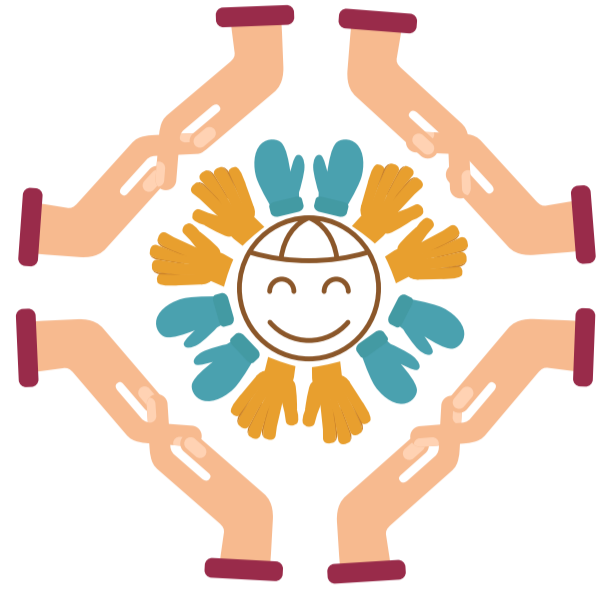
**12** 

**Need 12 (N12):**  
Improve support to offenders and their families to enable family stability

# 4: Integrated Family Support Services

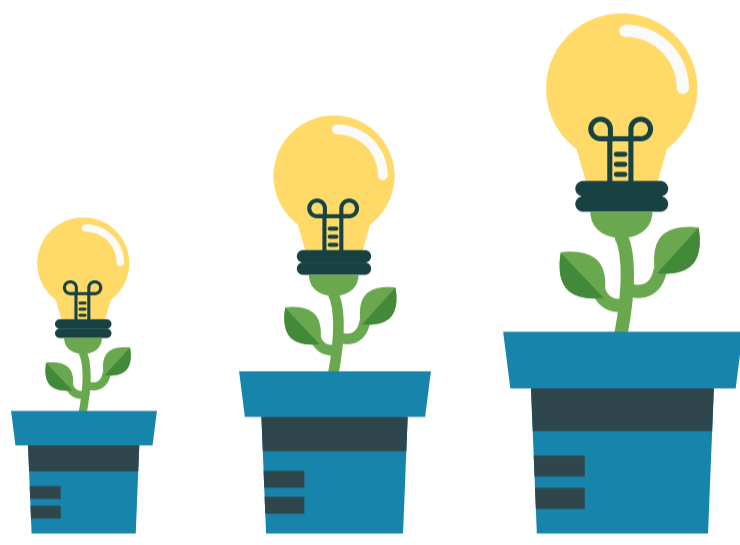
## What are our Key Priorities in Response?

The key priorities to be delivered by the Regional Partnership Board are:



**1.**

Continue to provide an intensive intervention with families referred by Children's Services where there are serious child protection concerns as a result of parental / carer substance misuse, domestic abuse or mental health.



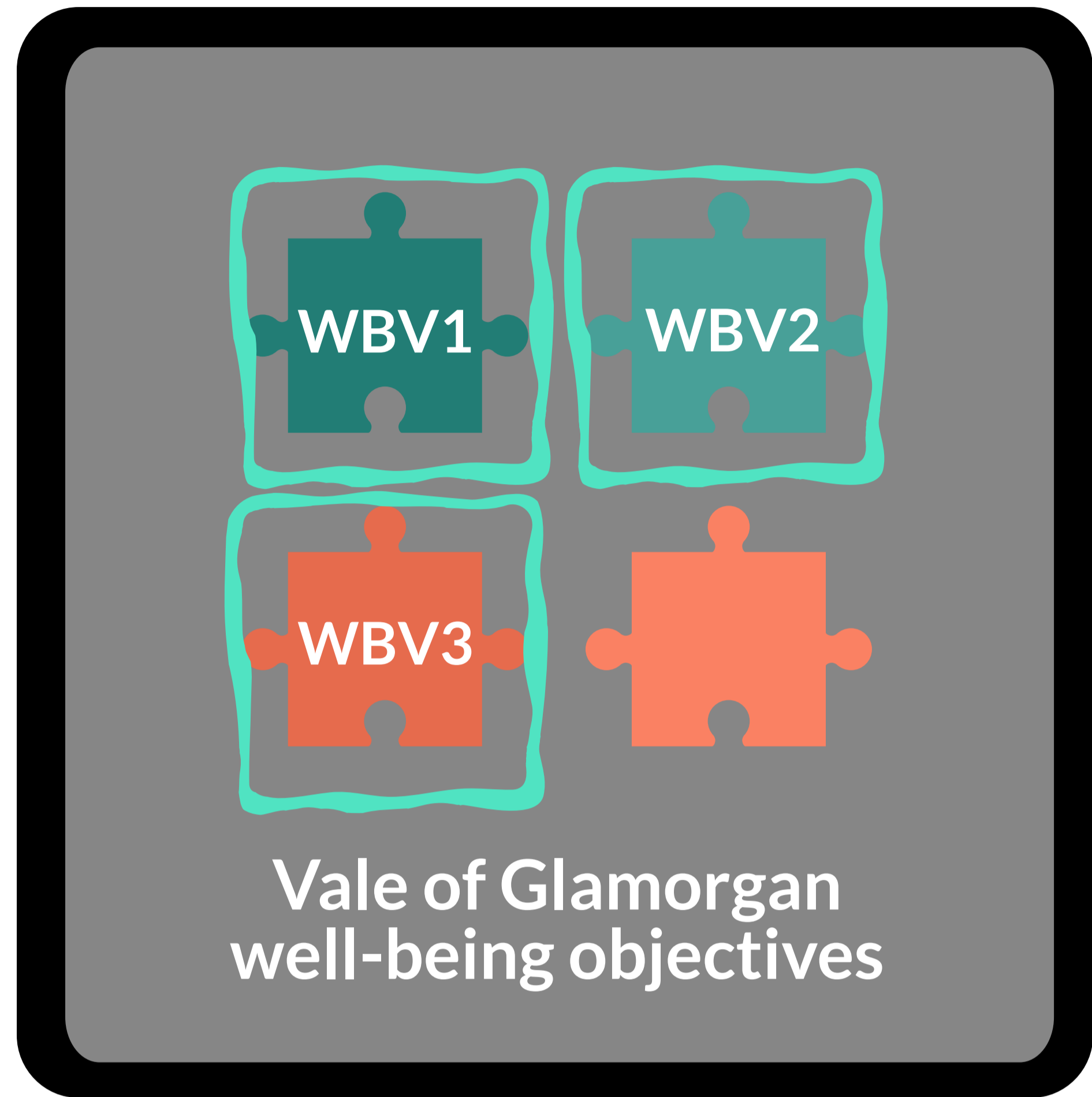
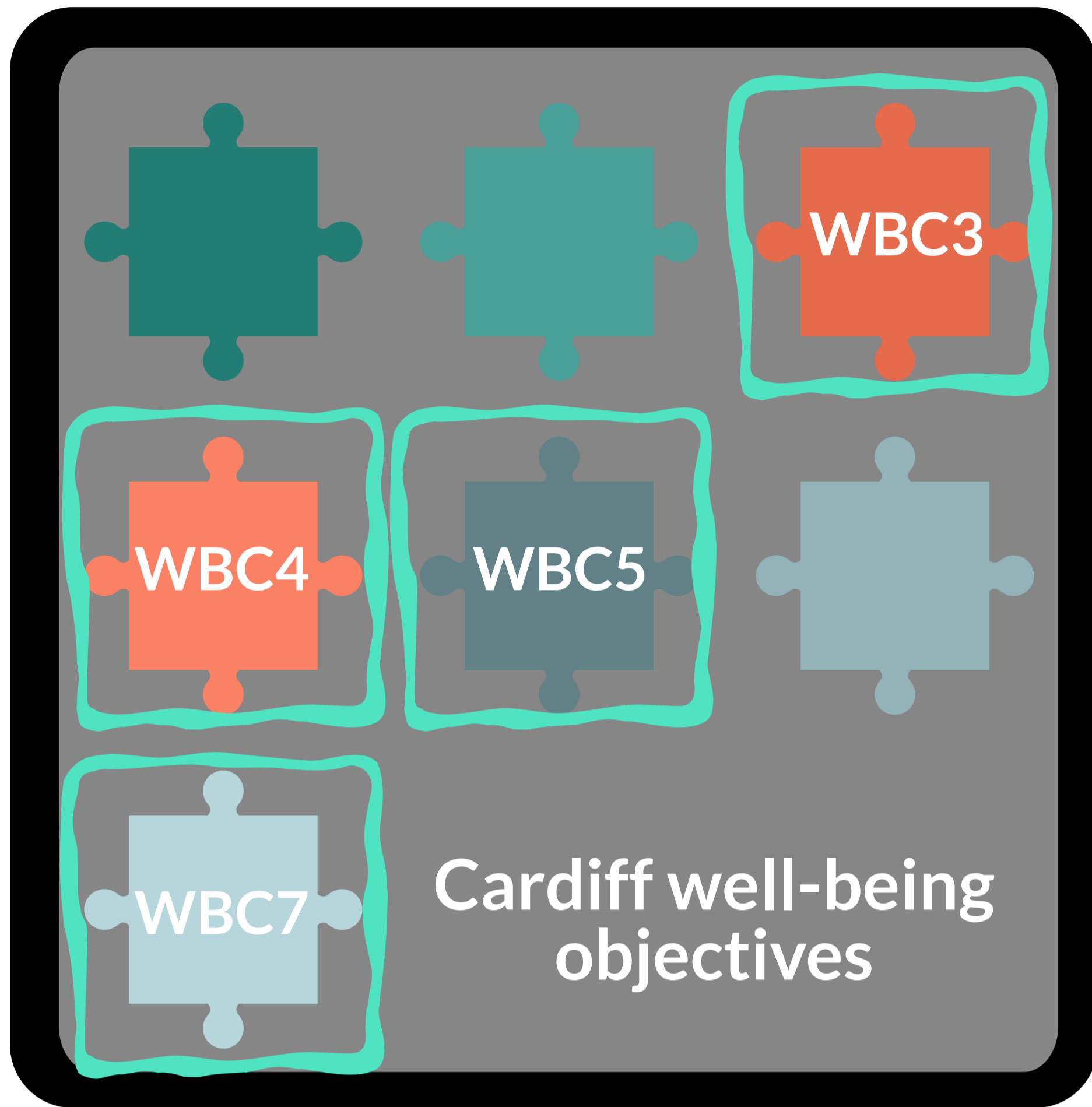
**2.**

Explore the extension of the Integrated Family Support Service model to include other parental additional needs (e.g. learning disability) and consider how it can help tackle adverse childhood experiences.

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

# 4: Integrated Family Support Services

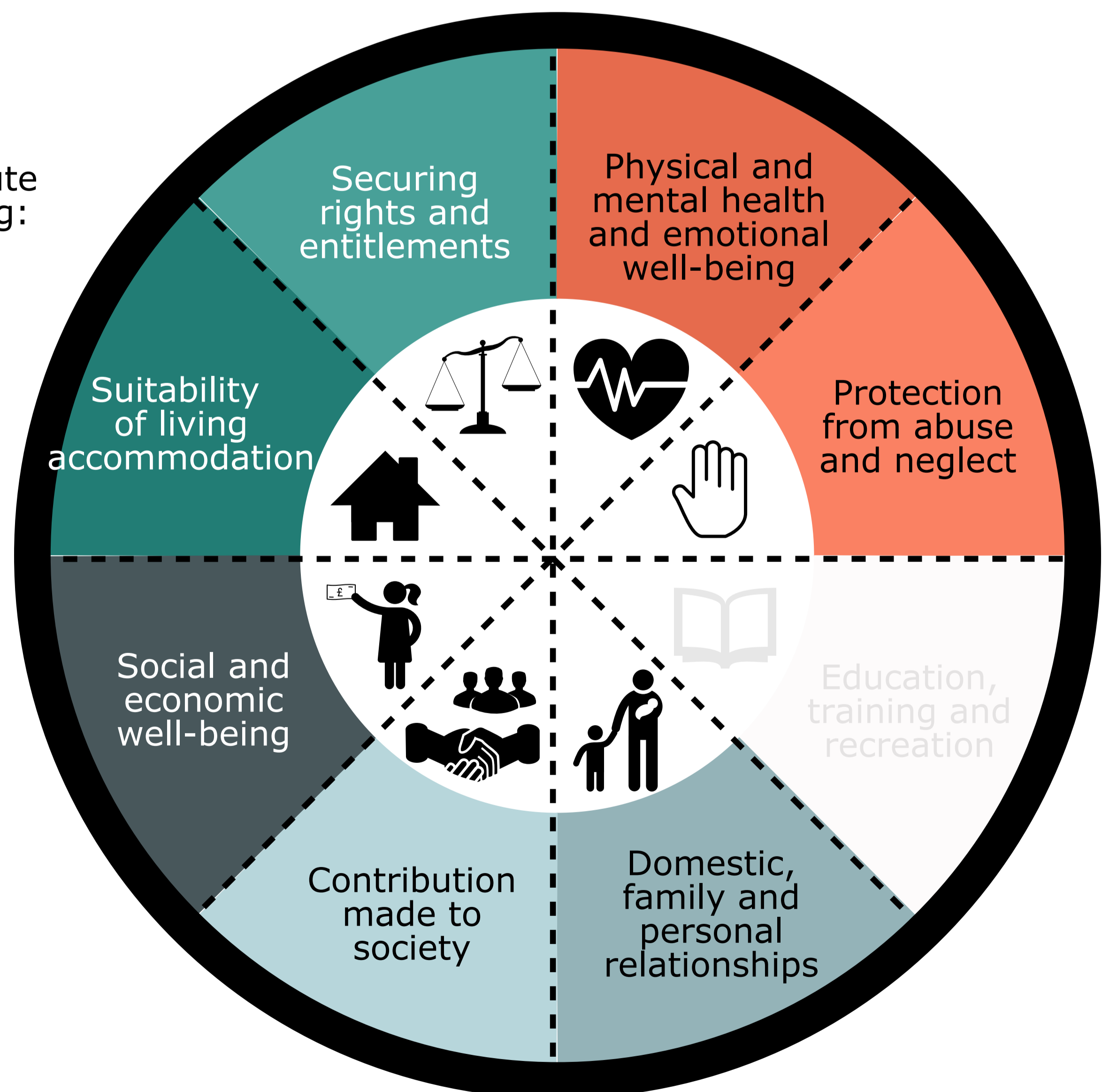
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation



# 5: Adult and Young Carers

## What did the Population Needs Assessment Tell Us?

- At the 2011 Census, 50,580 carers were recorded in Cardiff and the Vale of Glamorgan. This represented a 12% rise over the number in the previous Census 10 years earlier. The percentage of people in the population in each region who identify as carers is below the Wales average.
- A survey of adult carers in Cardiff and the Vale was undertaken in 2011, with 292 respondents. Of the respondents, the majority were female (72%) and caring full time (72%). Most people cared for one person (87%) although over one in ten (13%) cared for two or more people. Two thirds of carers (67%) had been caring for more than 5 years, including nearly half (46%) caring for over 10 years. Three quarters (77%) were aged 40 or over, including a quarter (24%) who were 75 or over.
- A young carer is someone aged 18 or under who helps look after a relative who has a condition, such as a disability, illness, mental health condition, or a drug or alcohol problem.
- At the 2011 Census, 1,579 young carers were identified in Cardiff and the Vale of Glamorgan, although the Census is recognised as underestimating the number of young carers when compared with surveys of school children across the UK in which they are asked if they have caring responsibilities. Young adult carers (aged 18-25) are particularly vulnerable to transition on leaving school, and are more likely to be not in education, employment or training (NEET).

## What were the Key Care and Support Needs Identified?

1



### Need 1 (N1):

Improve access to information (including financial support and services available)

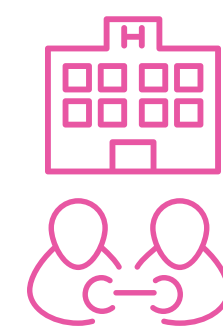
2



### Need 2 (N2):

Improve public transport services to enable access to health and well-being activities

3



### Need 3 (N3):

Ensure the discharge planning process involves consultation with carers

4



### Need 4 (N4):

Provide appropriate housing, to meet individual's needs and enable people to remain independent

5



### Need 5 (N5):

Provide accessible respite care (including emergency respite) for those in need

6



### Need 6 (N6):

Improve the availability of mental health support to carers

7



### Need 7 (N7):

Reduce loneliness and social isolation

8



### Need 8 (N8):

Identify carers and provide support to those in need

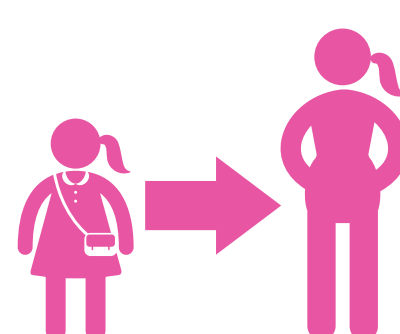
9



### Need 9 (N9):

Improve access to carers' assessments

10



### Need 10 (N10):

Enable smoother transitions between children's and adult's services

11

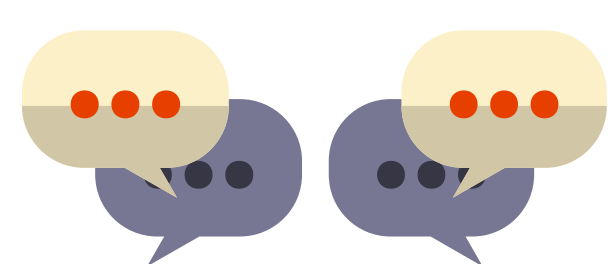


### Need 11 (N11):

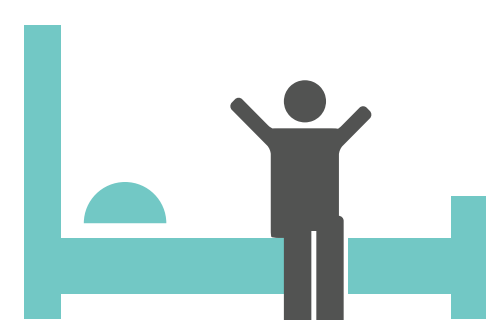
Address perceptions of carers feeling judged by services

## What are our Key Priorities in Response?

The key priorities to be delivered by the Regional Partnership Board are:



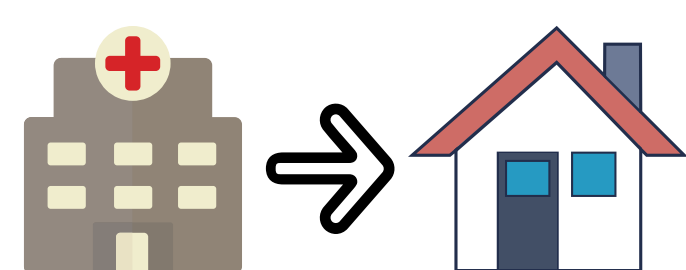
**1.** Identify and implement a carer engagement model based on best practice



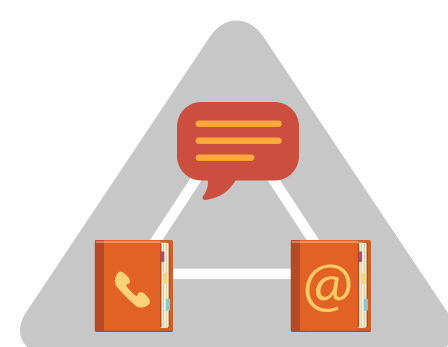
**2.** Improve physical and emotional support for young carers, including emergency and pre-planned respite and reducing the risk of adverse childhood experiences



**3.** Improve physical and emotional support for adult carers, including emergency and pre-planned respite



**4.** Involve carers, including young carers, in the planning of hospital admission and discharge if the person they care for is in hospital



**5.** Provide easily accessible information to carers and relatives in a range of formats and languages, through existing information points, such as primary care and libraries

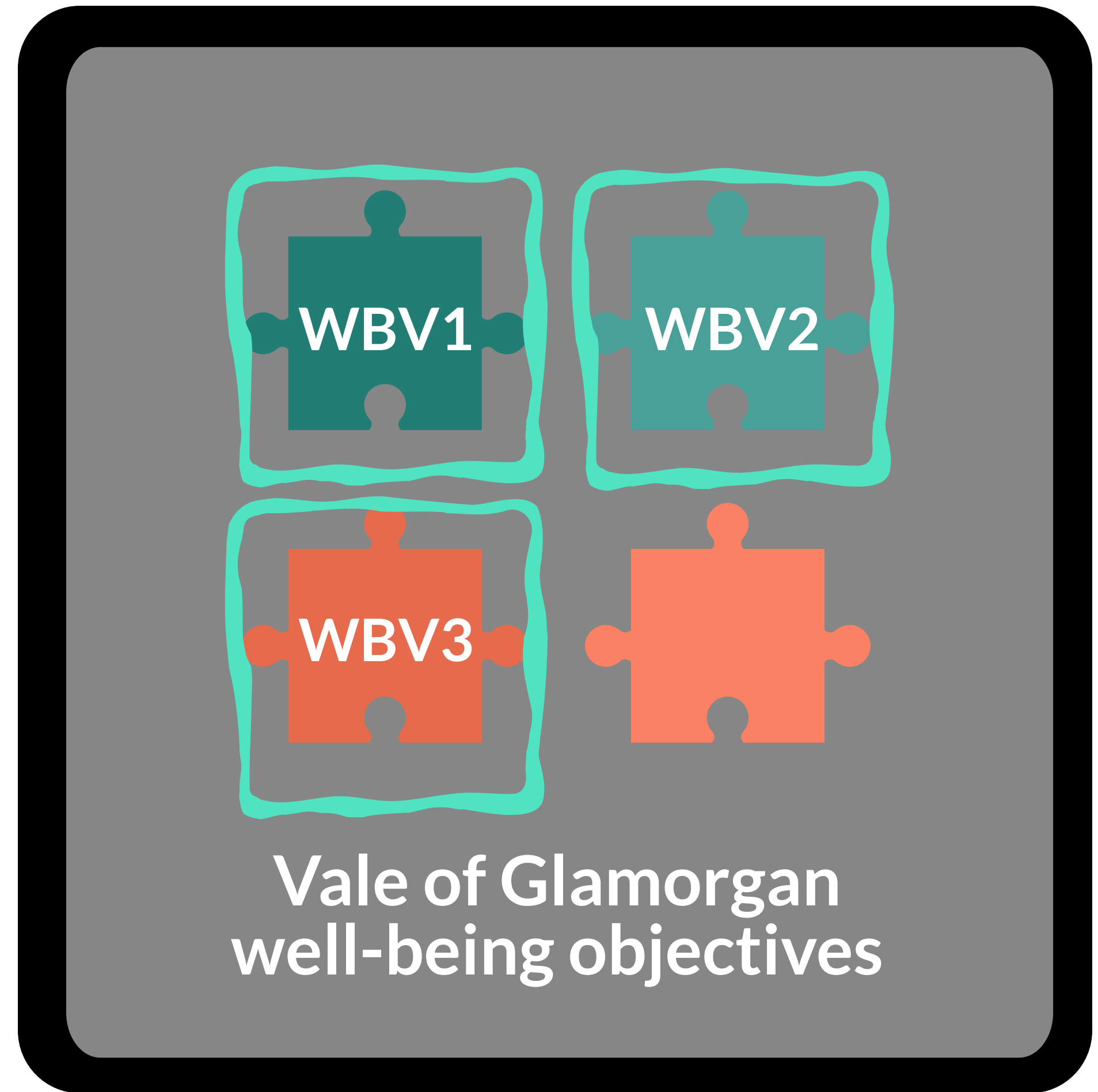
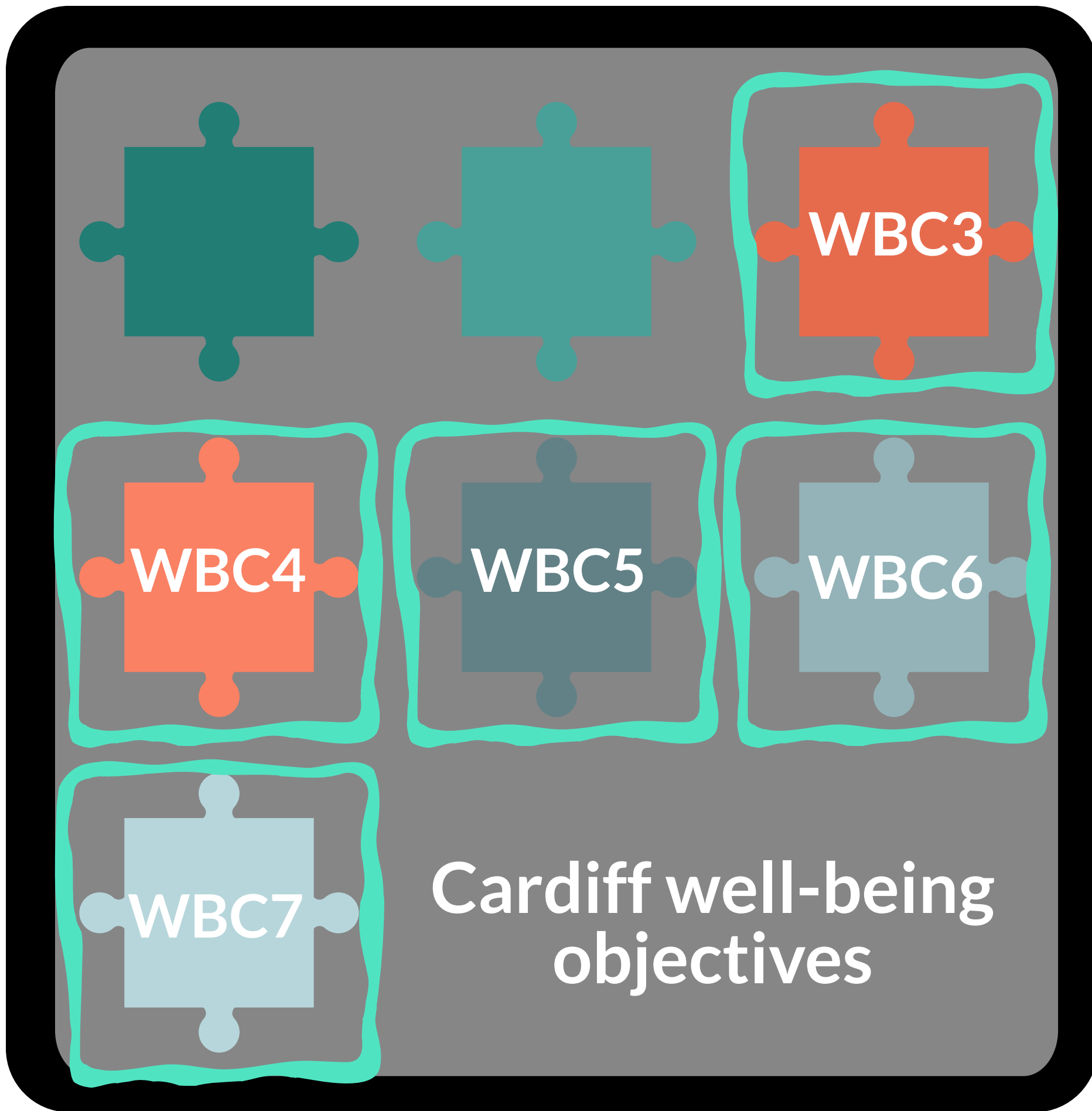


**6.** Raise awareness around caring and carers among the public and health and social care professionals, (e.g. adopting an approach similar to Making Every Contact Count), to ensure that carers are identified as early as possible and all involved are aware of their rights as a carer

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

# 5: Adult and Young Carers

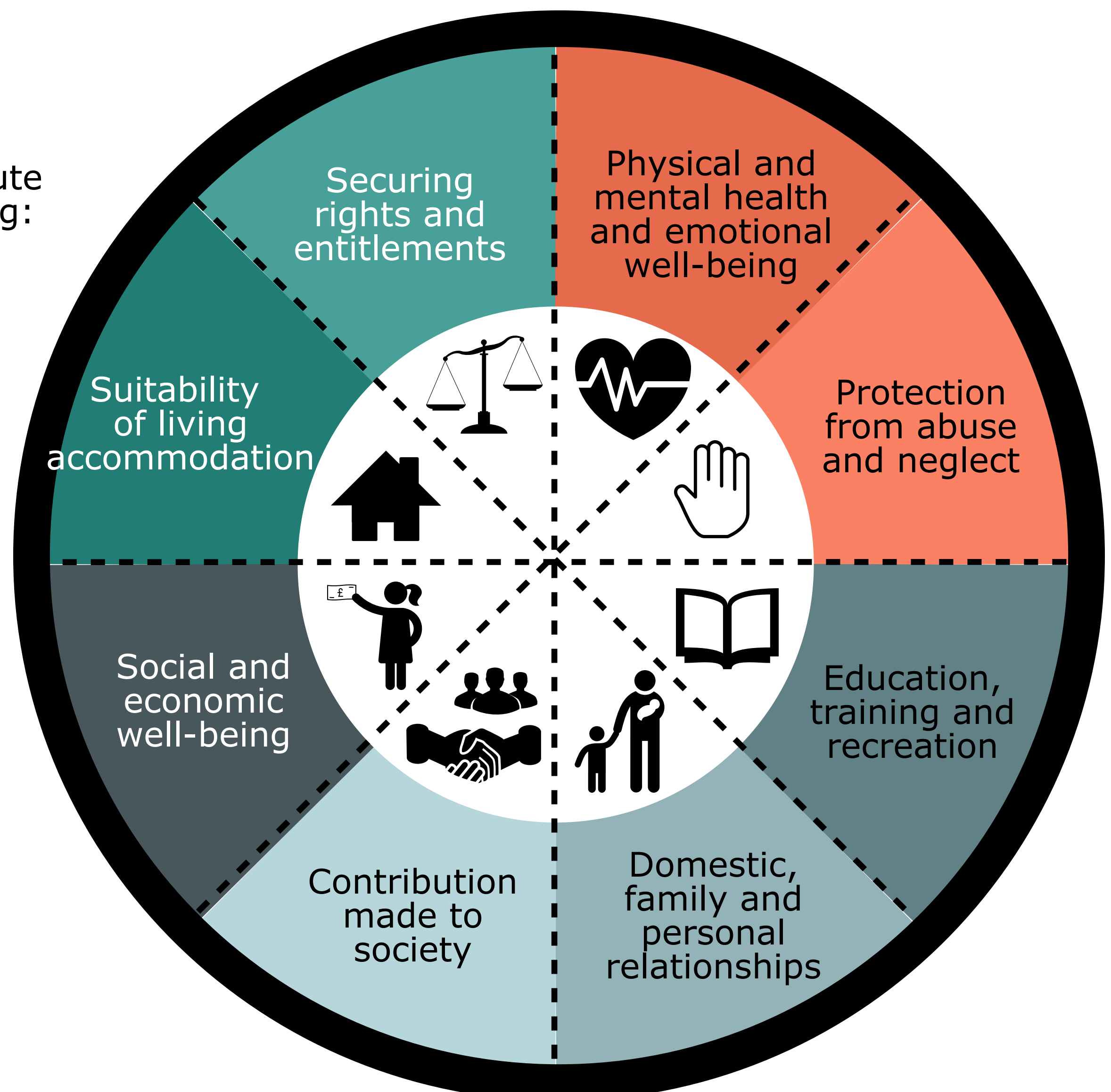
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation





# 6: Health and Physical Disabilities

## What did the Population Needs Assessment Tell Us?

- Over 30,000 people in Cardiff and the Vale of Glamorgan classified themselves in 'bad' or 'very bad' health, a rate of 6.4%. This compared to a Welsh average of 7.4%.
- 1 in 7 of the adult population (15%) considered that their day-to-day activities were limited a lot by a long-term health problem or disability.
- Unhealthy behaviours which increase the risk of disease are endemic among adults in Cardiff and the Vale, although tobacco and alcohol use are showing signs of improving. Many (but not all) of the most common chronic conditions and causes of death may be avoided by making changes in health-related behaviours, e.g. two fifths drink above alcohol guidelines (42% Cardiff, 42% Vale), around two thirds don't eat sufficient fruit and vegetables (64% Cardiff, 68% Vale), over half are overweight or obese (52% Cardiff, 53% Vale), and three quarters don't get enough physical activity (72% Cardiff, 71% Vale).

## What were the Key Care and Support Needs Identified?

1



### Need 1 (N1):

Improve access to information and services

2



### Need 2 (N2):

Maintain and improve the provision and sustainability of community services

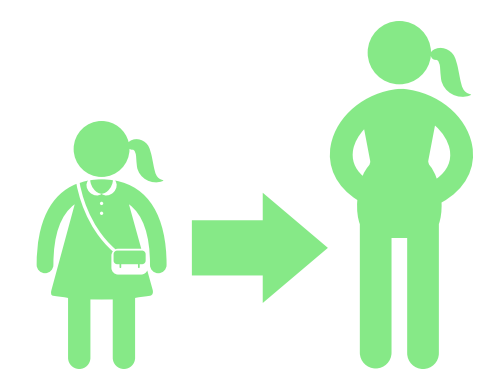
3



### Need 3 (N3):

Improve the flexibility of services, including offering provision closer to home

4



### Need 4 (N4):

Improve transitions between children's and adult's services

5



### Need 5 (N5):

Increase integration of health, housing and social care

6



### Need 6 (N6):

Promote and target services to meet the needs of vulnerable groups

7



### Need 7 (N7):

Improve public transport services to enable access to activities which promote health and well-being

8



### Need 8 (N8):

Improve the use of public buildings to join-up services and maximise resources

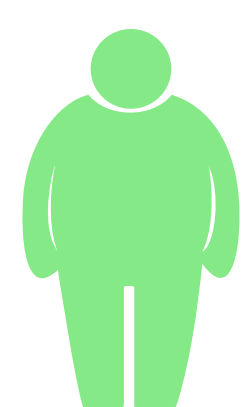
9



### Need 9 (N9):

Provide appropriate housing to meet individuals' needs and enable people to remain independent

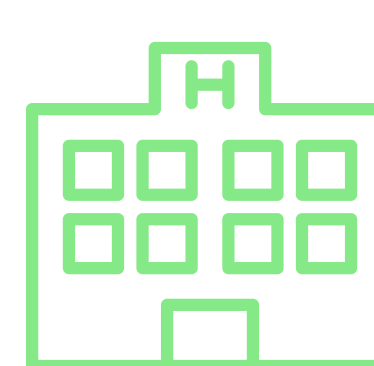
10



### Need 10 (N10):

Reduce the prevalence of unhealthy behaviours

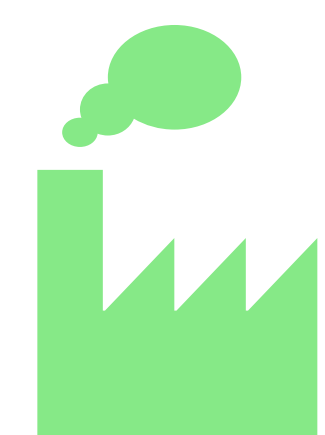
11



### Need 11 (N11):

Respond to the increasing prevalence of long-term conditions

12



### Need 12 (N12):

Reduce the levels of air pollution

13



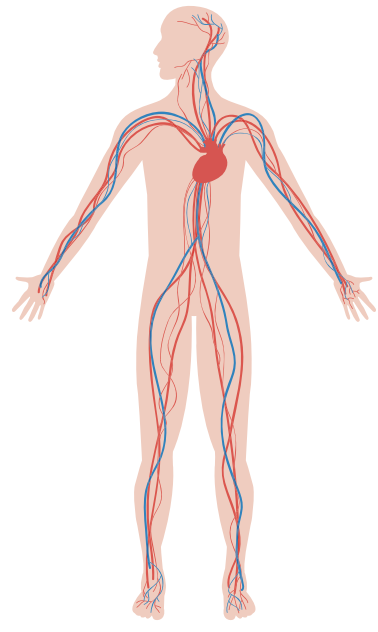
### Need 13 (N13):

Reduce the number of people living in food poverty

## 6: Health and Physical Disabilities

### What are our Key Priorities in Response?

The key priorities to be led by other Partnerships and planning arrangements across the region are:



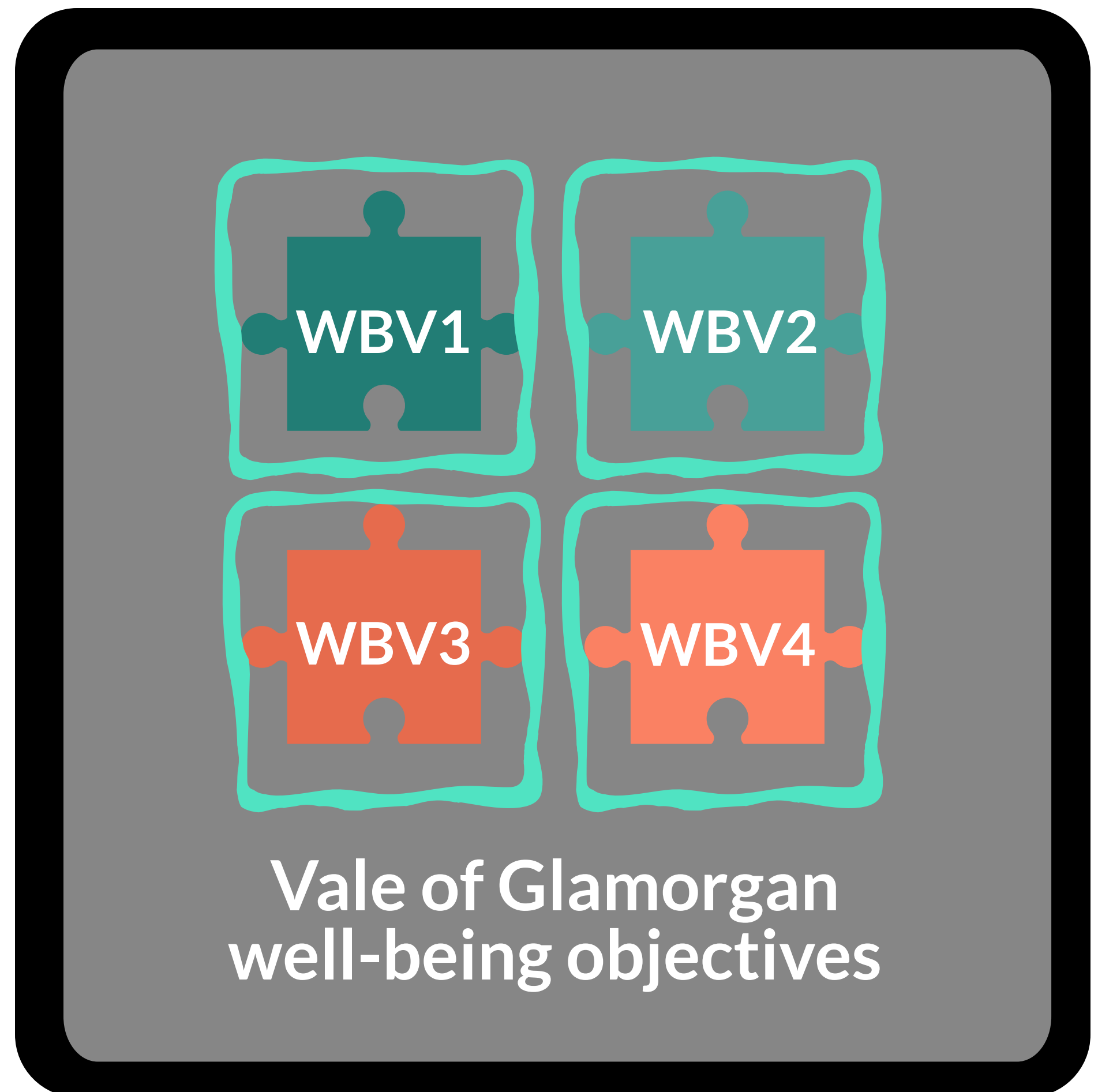
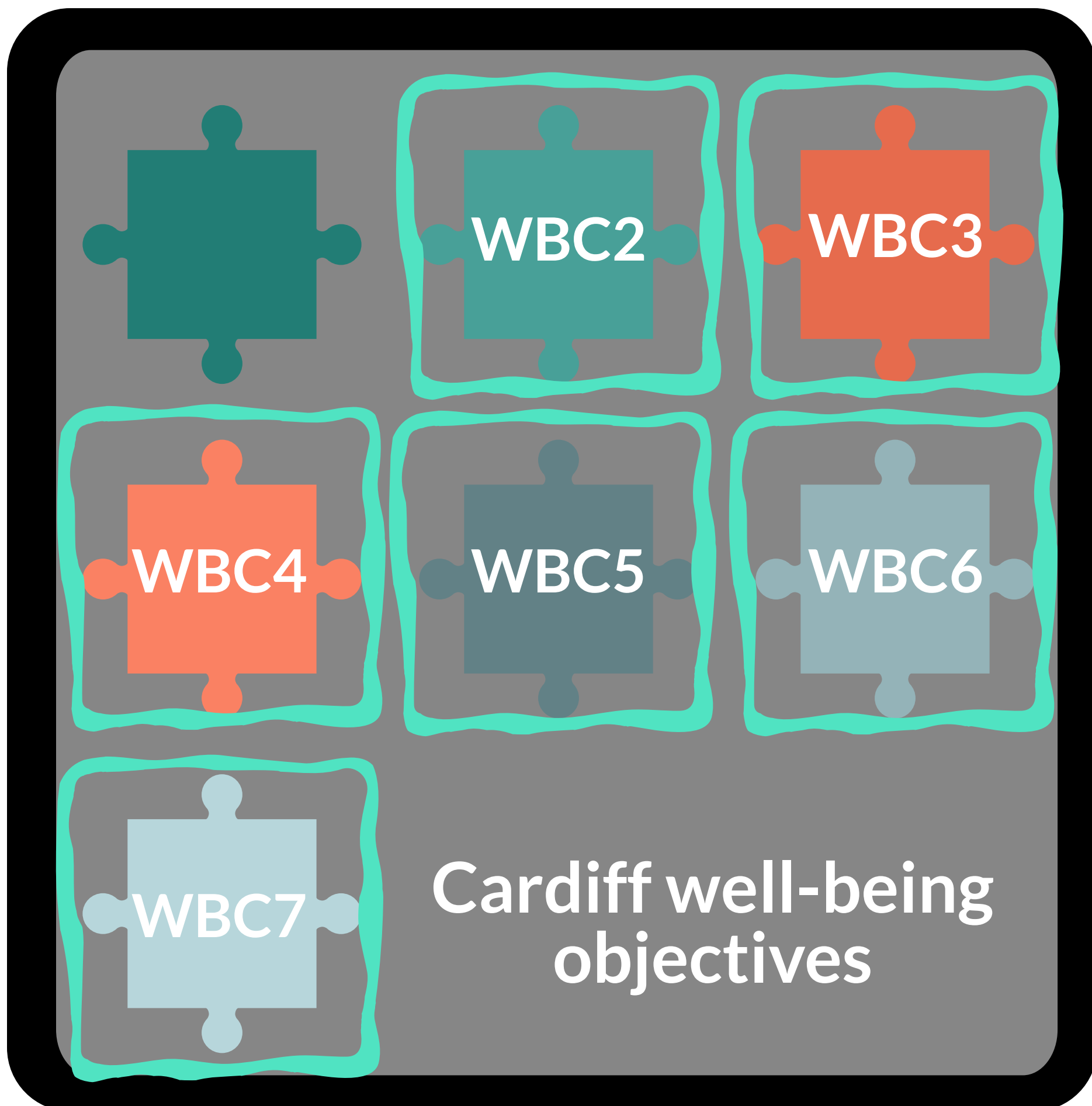
**1.**

Promote healthy lifestyles and improve and protect the health and well-being of Cardiff and Vale of Glamorgan residents

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

# 6: Health and Physical Disabilities

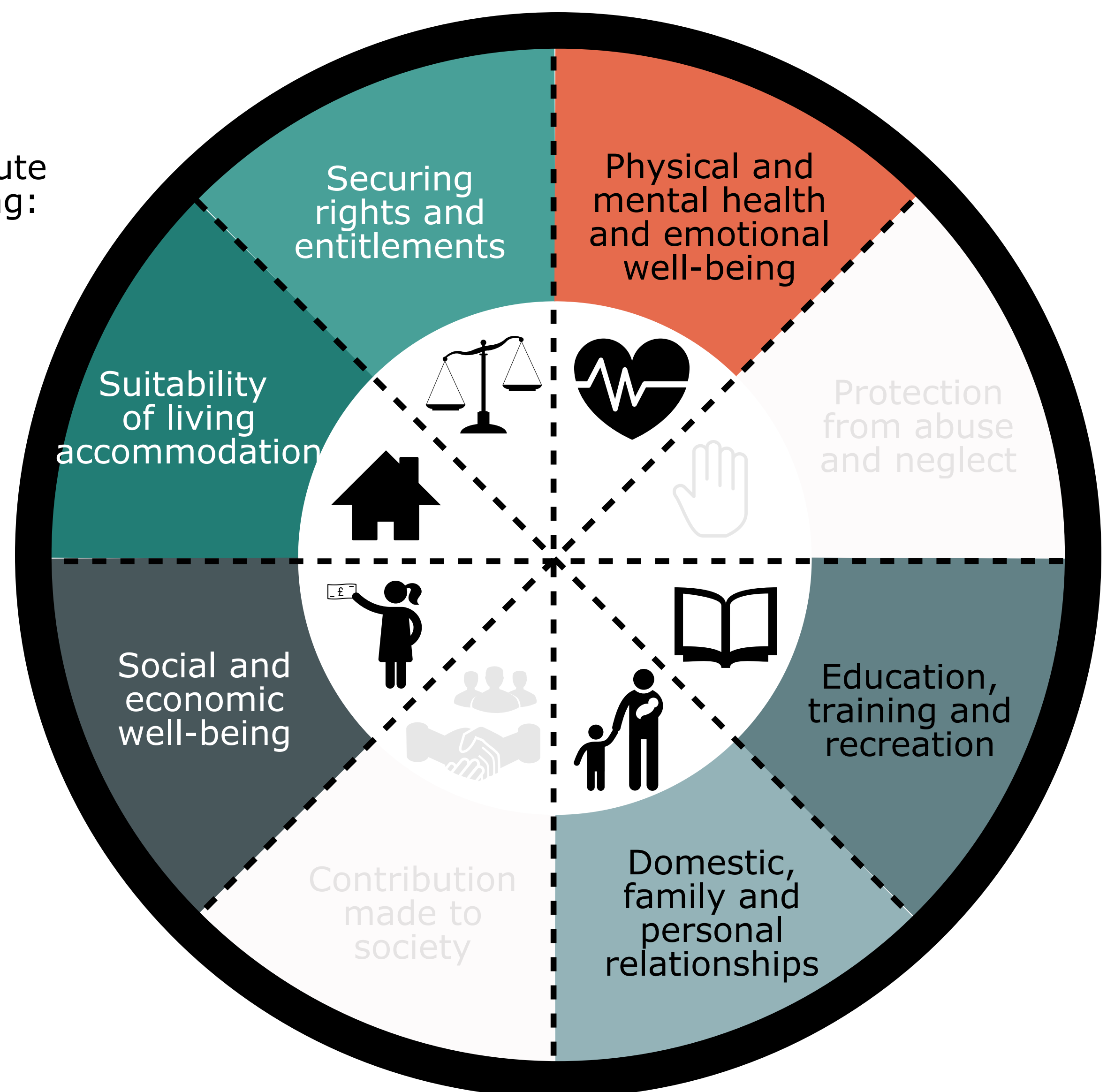
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Education, training and recreation
- Domestic, family and personal relationships
- Social and economic well-being
- Suitability of living accommodation



# 7: Adult Mental Health and Cognitive Impairment

## What did the Population Needs Assessment Tell Us?

- Self-reported mental well-being in Cardiff and the Vale of Glamorgan is in line with the Wales average, although this masks a slightly lower score in Cardiff compared with the Vale of Glamorgan.
- A recent health needs assessment of people with dementia in Cardiff and the Vale of Glamorgan highlighted that dementia had overtaken heart disease as the leading cause of death among women in England and Wales.
- There are estimated to be 5,000 people with dementia in Cardiff and Vale of Glamorgan, nearly 6 in 10 (58%) of whom have a diagnosis.

## What were the Key Care and Support Needs Identified?



1

### Need 1 (N1):

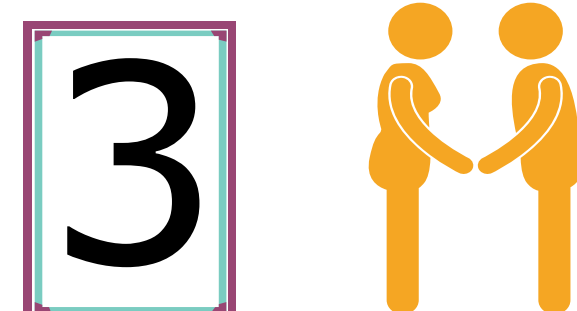
Increase timely access to low level mental health services (including counselling and family support)



2

### Need 2 (N2):

Improve the join up of information, advice and services



3

### Need 3 (N3):

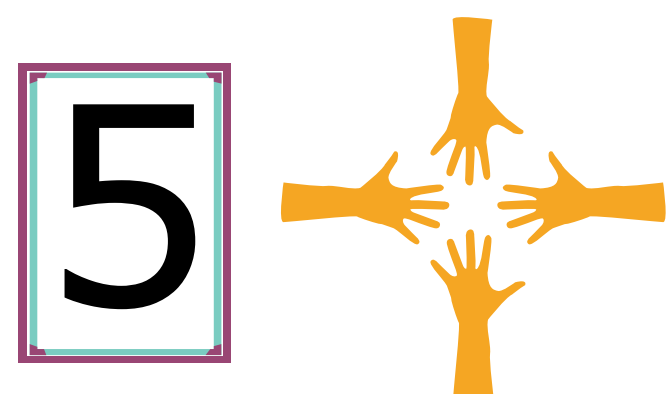
Reduce loneliness and isolation (especially among people with dementia, asylum seekers and refugees)



4

### Need 4 (N4):

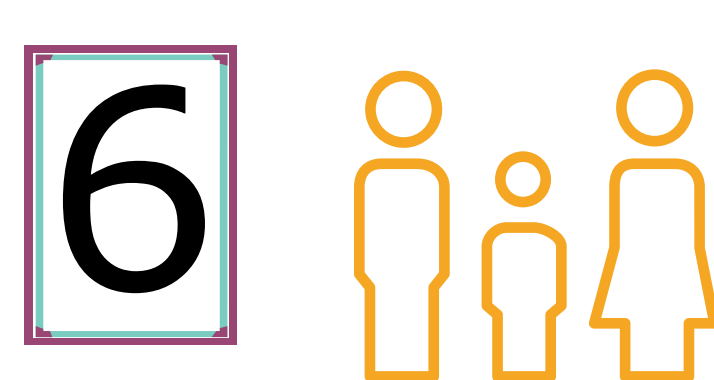
Provide appropriate housing, to meet individual's needs and enable people to remain independent



5

### Need 5 (N5):

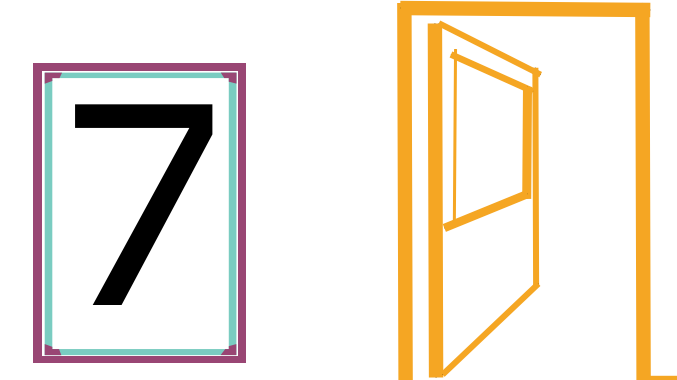
Continue partnership approach between statutory services and with the third sector



6

### Need 6 (N6):

Improve support for the families of people with mental health issues



7

### Need 7 (N7):

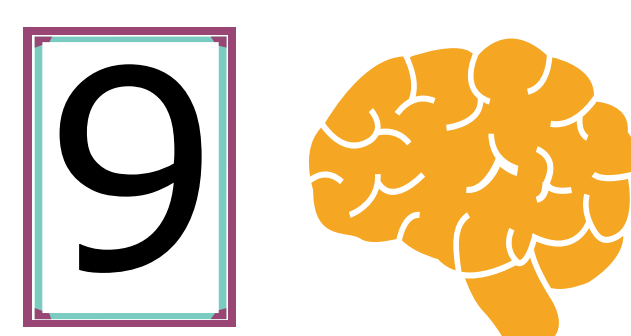
Improve access to services such as community hubs and one-stop shops



8

### Need 8 (N8):

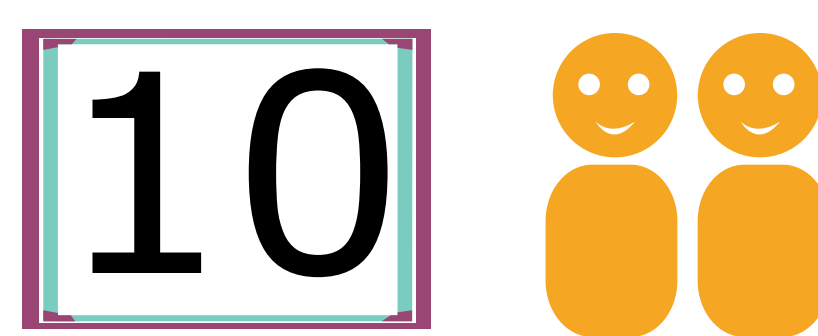
Improve information and support for GPs to inform decisions around referrals



9

### Need 9 (N9):

Improve support for people with dementia, their families and carers



10

### Need 10 (N10):

Improve peer support and mentoring to guide people through the system

# 7: Adult Mental Health and Cognitive Impairment

## What are our Key Priorities in Response?

The key priorities to be led by other Partnerships and planning arrangements across the region are to deliver the Cardiff and Vale of Glamorgan 'Together for Mental Health' Plan, which includes ensuring that:



**1.** People in Cardiff and Vale of Glamorgan are more resilient and better able to tackle poor mental well-being when it occurs



**2.** The quality of life for people is improved, particularly through addressing loneliness and unwanted isolation.



**3.** Services meet the needs of the diverse population of Cardiff and Vale of Glamorgan



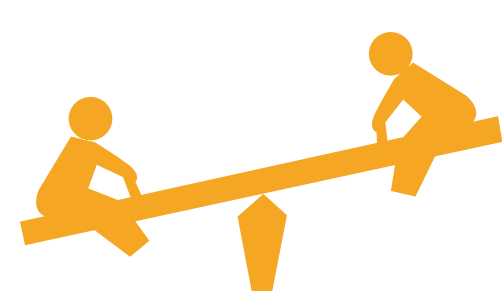
**4.** People with mental health problems, their families and carers are treated with dignity and respect



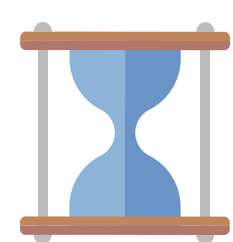
**5.** All children have the best possible start in life, which is enabled by giving parents / care givers the support needed



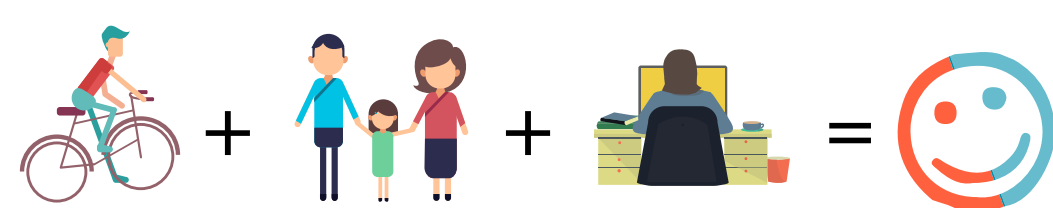
**6.** All children and young people are more resilient and better able to tackle poor mental well-being when it occurs



**7.** Children and young people experiencing mental health problems get better sooner



**8.** People with a mental health problem have access to appropriate and timely services



**9.** People of all ages experience sustained improvement to their mental health and well-being through access to positive life chances

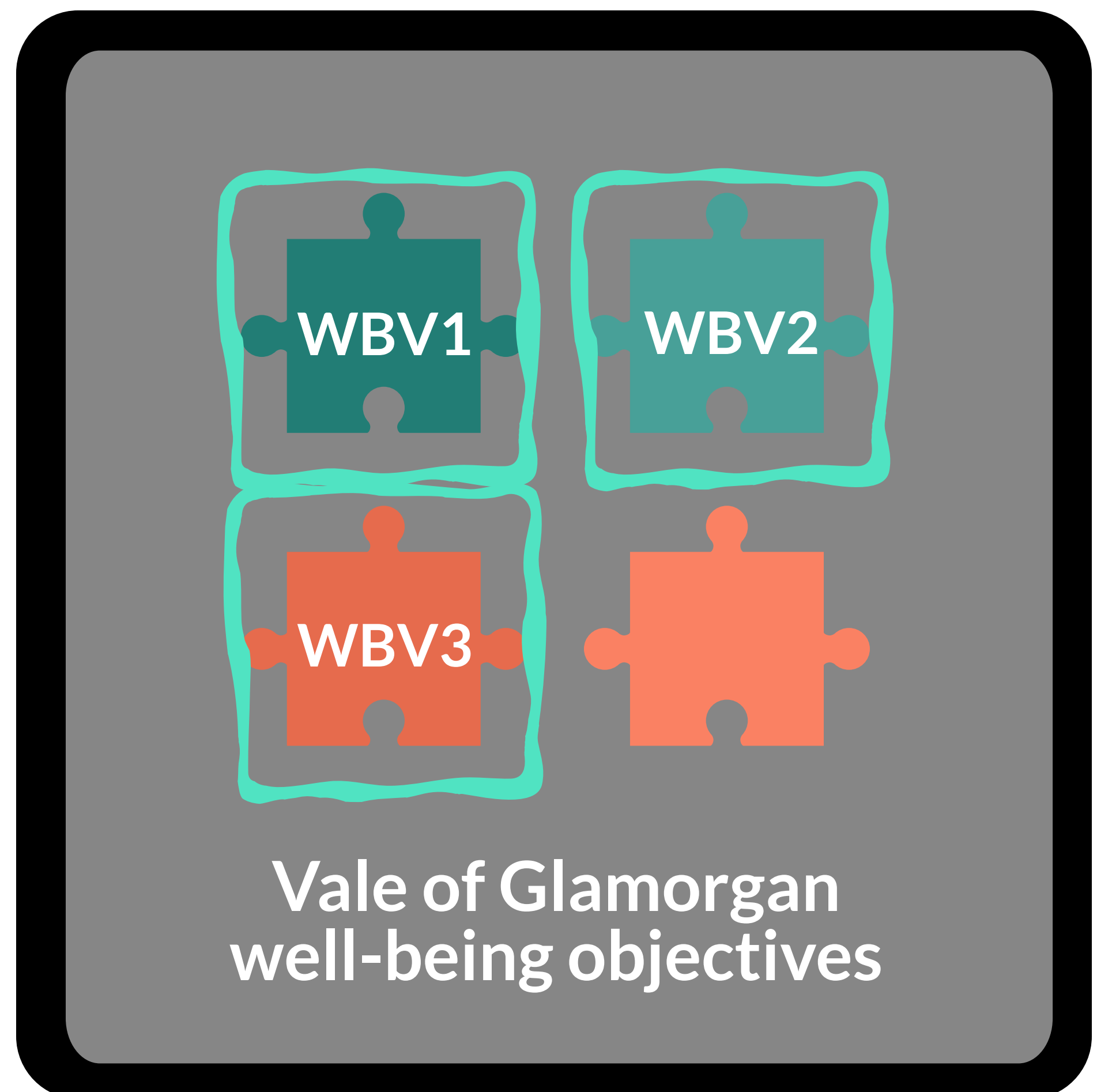
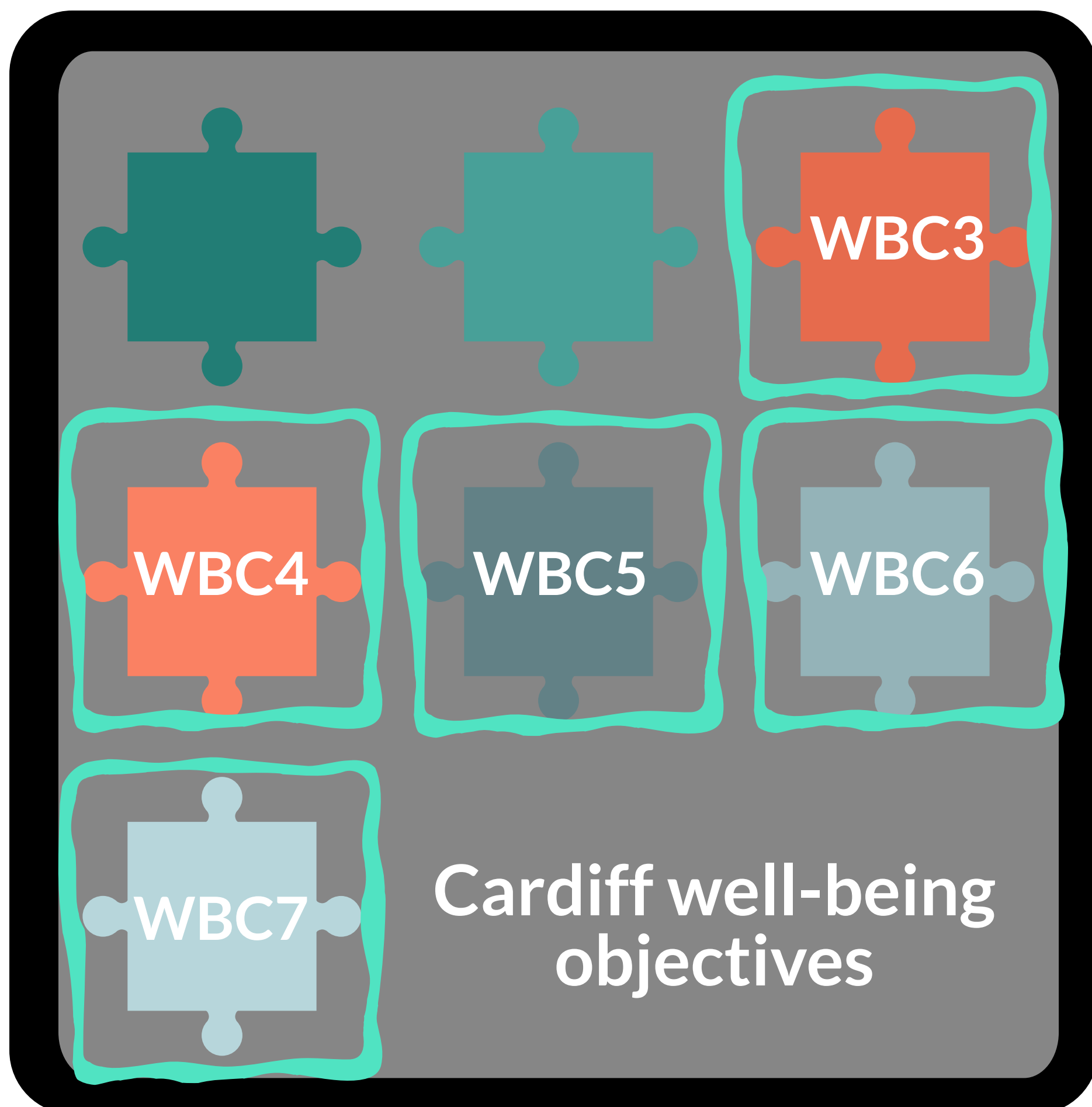


**10.** Cardiff & Vale of Glamorgan is a dementia-friendly region

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

# 7: Adult Mental Health and Cognitive Impairment

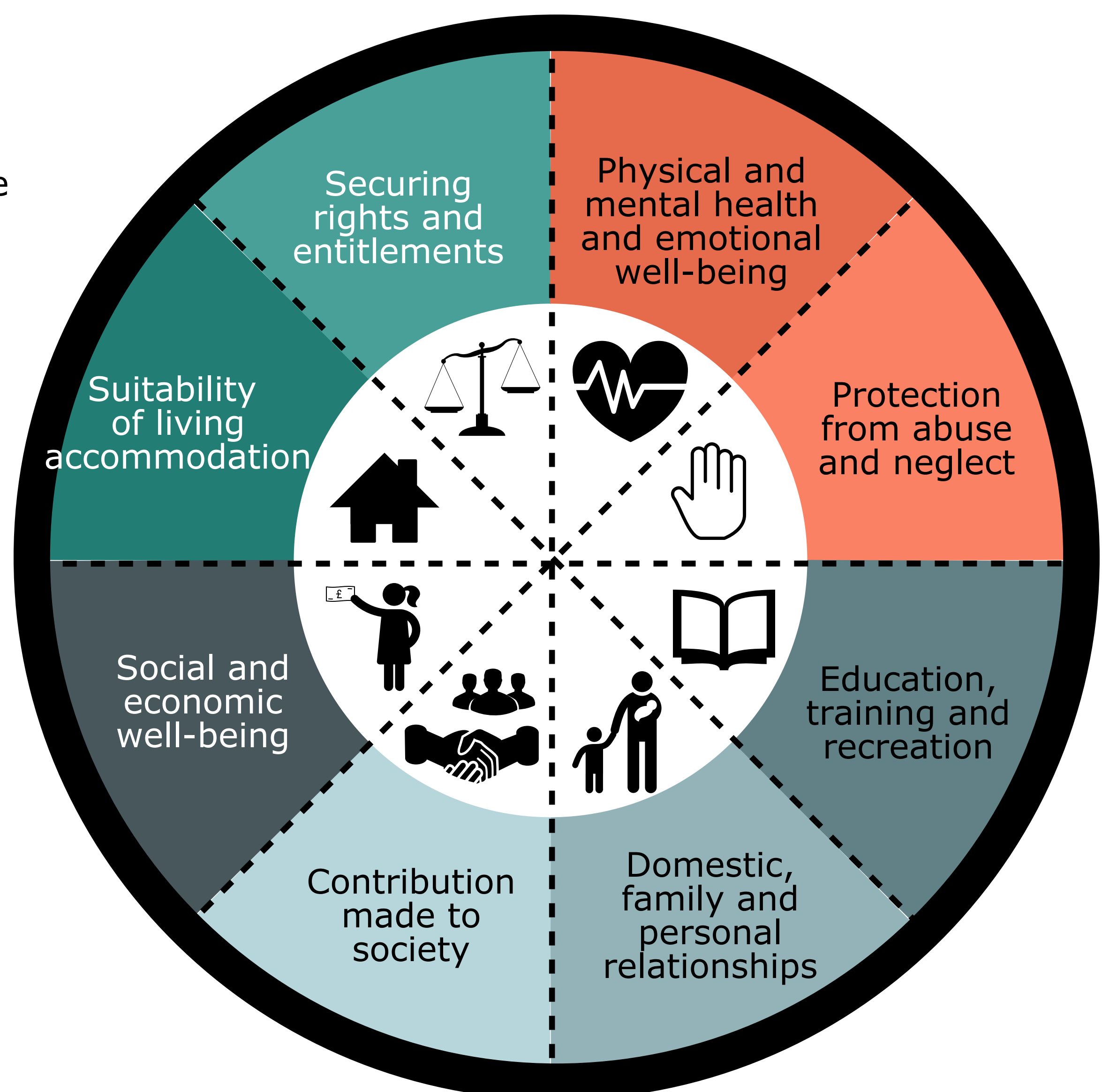
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation



# 8: Sensory Loss and Impairment

## What did the Population Needs Assessment Tell Us?

- There are an estimated 9,430 people living with some degree of sight loss in Cardiff and 4,560 people in the Vale of Glamorgan. Of these, 1,230 are living with severe sight loss in Cardiff and 610 in the Vale.
- In Cardiff, there are 11,980 people with early age-related macular degeneration (AMD) and 6,030 in the Vale. In addition, there are 2,870 people living with cataracts in Cardiff and 1,450 in the Vale, along with 7,230 people in Cardiff and 2,560 in Vale with diabetic retinopathy. Numbers of people with diabetic retinopathy are expected to rise significantly in Cardiff (17% compared to the Wales average of 6%), and 5% in the Vale.
- It is estimated that 28,900 people have moderate or severe hearing impairment in Cardiff, and 14,100 in the Vale.
- In Cardiff, it is estimated that 1,840 people are living with dual sensory loss (i.e. sight and hearing) of any severity, along with 860 people with the Vale.

## What were the Key Care and Support Needs Identified?

**1** 


**Need 1 (N1):**  
Improve accessible communication and provision of information on services available

**2** 


**Need 2 (N2):**  
Improve opportunities for increasing mobility and rehabilitation

**3** 

**Need 3 (N3):**  
Review purpose and use of registers for sensory impairment

**4** 

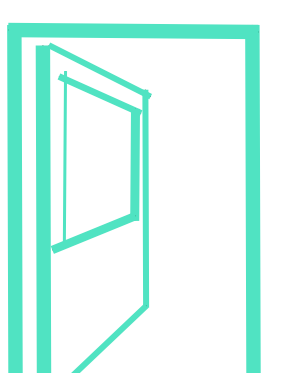
**Need 4 (N4):**  
Increase opportunities to improve social interaction, mental health and well-being

**5** 


**Need 5 (N5):**  
Improve the provision of person centred equipment and technology

**6** 

**Need 6 (N6):**  
Ensure appropriate housing to meet individual's needs and enable independent living

**7** 

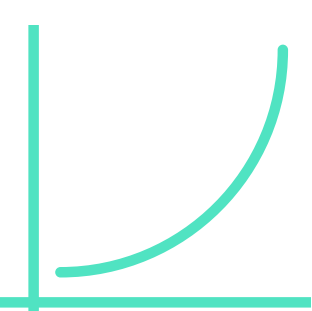
**Need 7 (N7):**  
Improve access to appropriate specialist services and assessments

**8** 

**Need 8 (N8):**  
Continue partnership approach between statutory services and with the third sector

**9** 

**Need 9 (N9):**  
Identify people with complex needs and sensory impairment who require additional support

**10** 

**Need 10 (N10):**  
Improve planning for increase in prevalence of people with sight loss

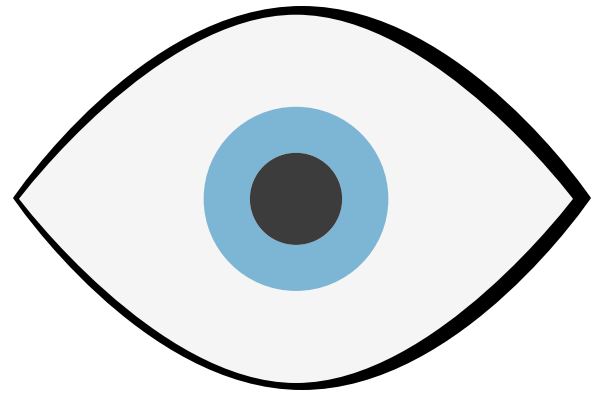
**11** 

**Need 11 (N11):**  
Recognise and address diagnosed hearing impairment among older people in care homes

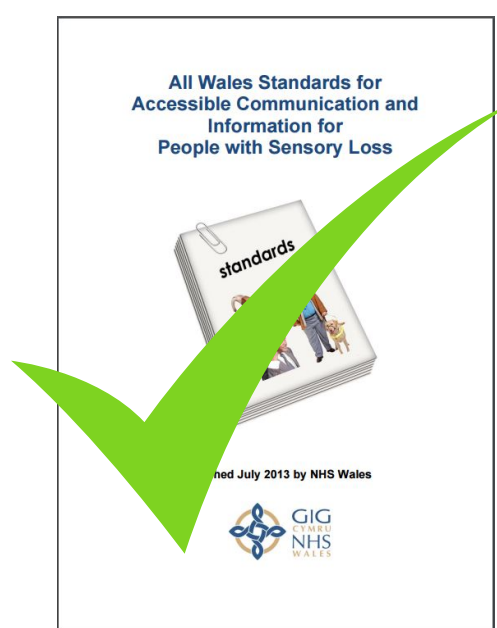
# 8: Sensory Loss and Impairment

## What are our Key Priorities in Response?

The key priorities to be led by other Partnerships and planning arrangements across the region are:



1. Deliver the Cardiff and Vale of Glamorgan Eye Care Plan in conjunction with Primary Care, Secondary Care, Cardiff and Vale of Glamorgan University Health Board and Welsh Government



2. Develop and implement a health board wide action plan to meet the All Wales Standards for Accessible Information and Communication for People with Sensory Loss, in order to improve provision across Primary Care, Secondary Care and Emergency and Unscheduled Care



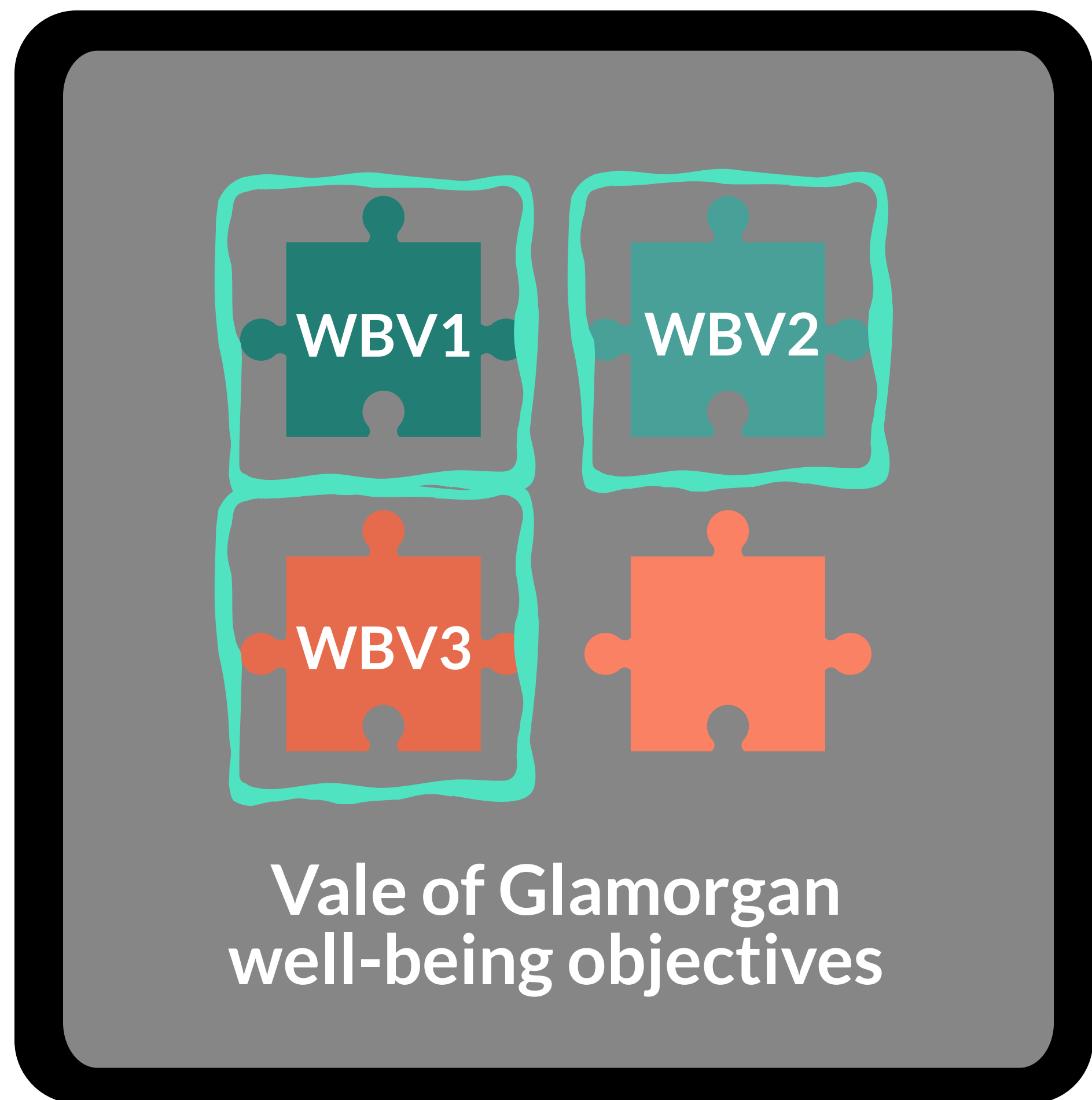
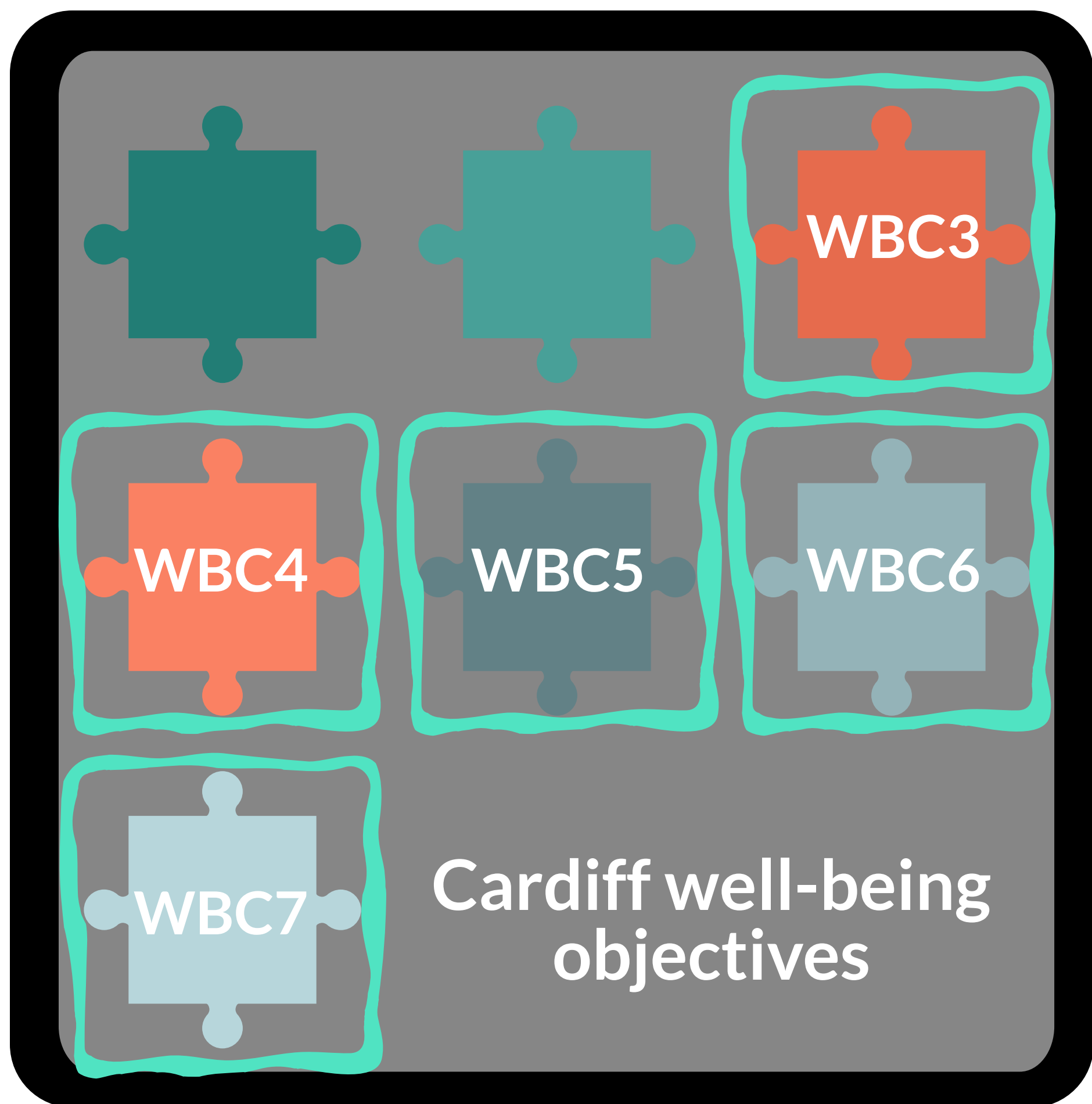
3. Explore the establishment of a partnership delivery mechanism to meet the wider needs of people with sensory loss and impairment

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved



# 8: Sensory Loss and Impairment

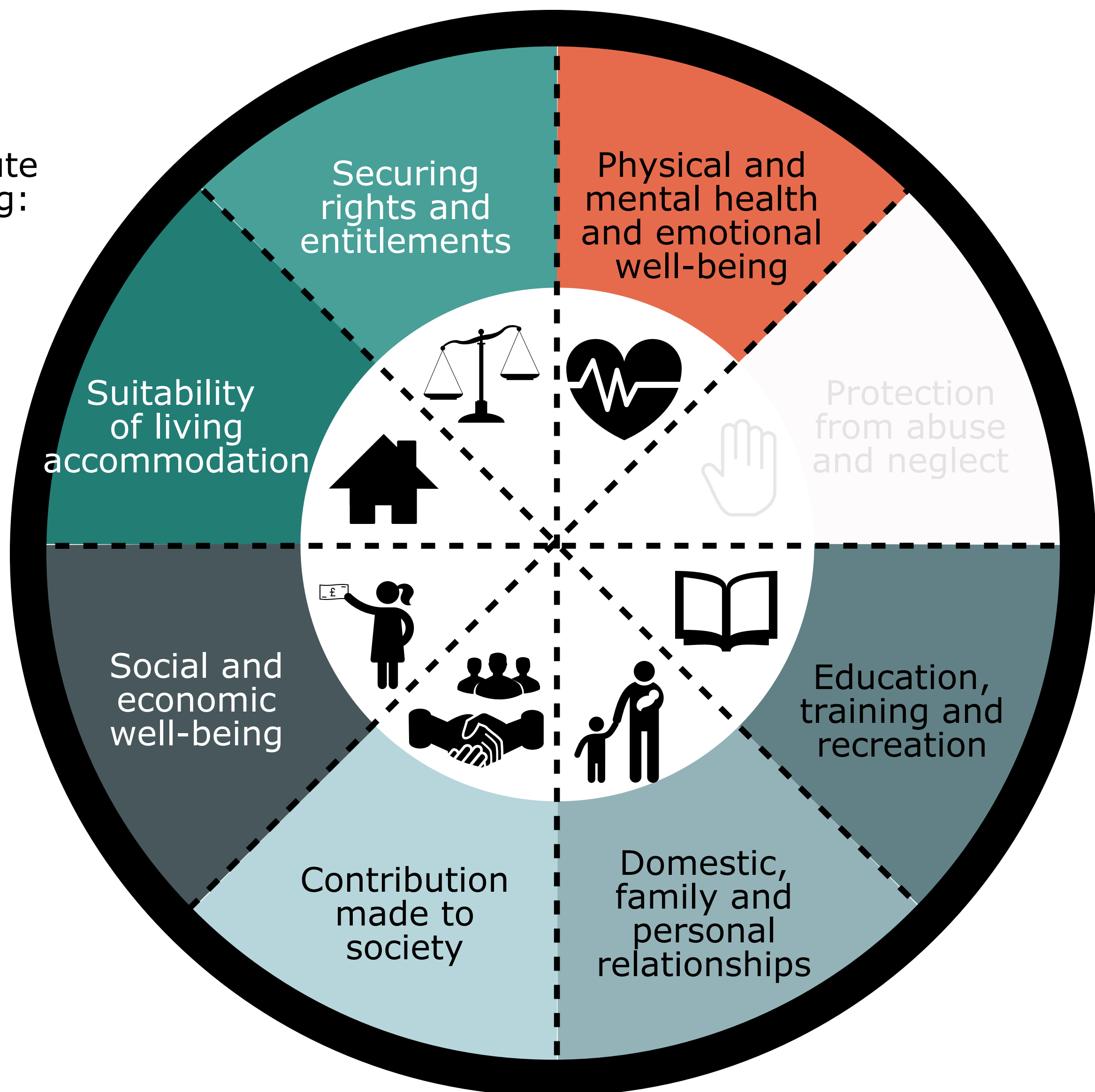
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation

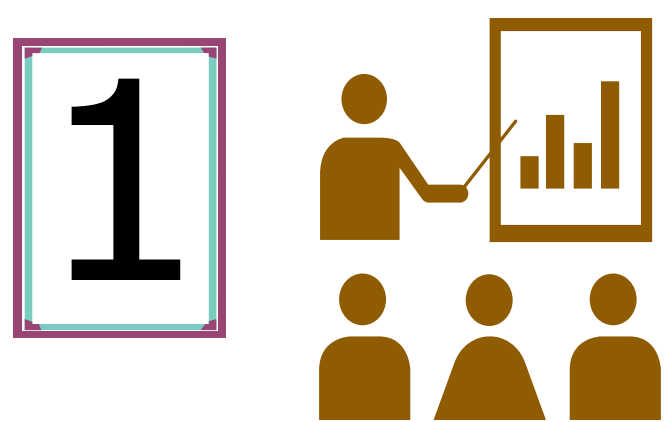


# 9: Violence Against Women, Domestic Abuse and Sexual Violence

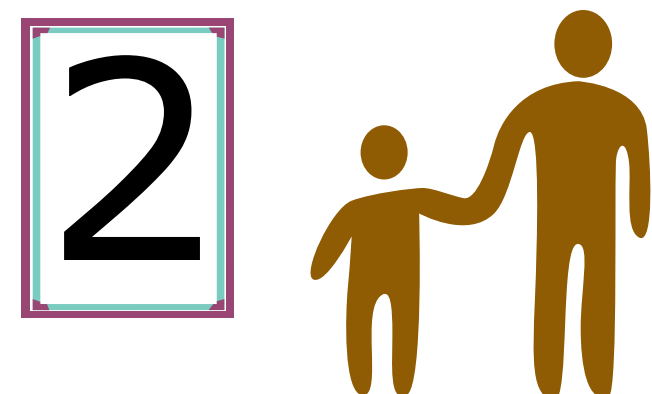
## What did the Population Needs Assessment Tell Us?

- In Cardiff, there were 2,362 incidents of violence against the person (either gender), 2,263 domestic incidents and 57 sexual offences reported to South Wales Police during 2015/16. In the Vale of Glamorgan, the corresponding figures were 2,279 incidents of violence against the person, 1,936 domestic incidents and 204 reported sexual offences.
- In Cardiff, 3,145 referrals relating to domestic abuse were made by the Police, including 1,060 high risk referrals. In the Vale, 1,936 referrals were made by the Police, including 63 high risk referrals.
- Of children in need and protection in Cardiff, 15% in 2015 had a record of domestic abuse being a factor. In the Vale, this was much higher at 51% compared to a Wales average of 23%.

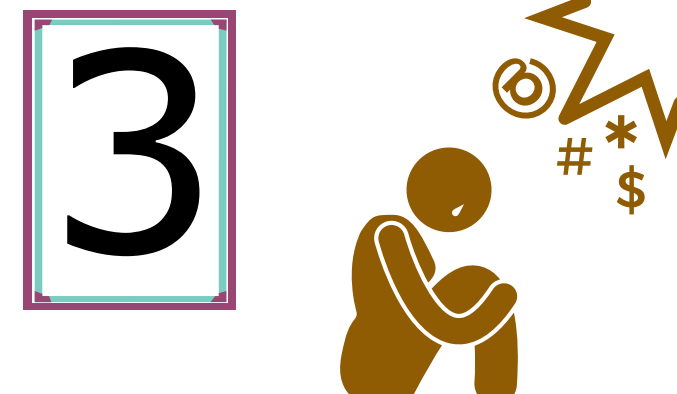
## What were the Key Care and Support Needs Identified?



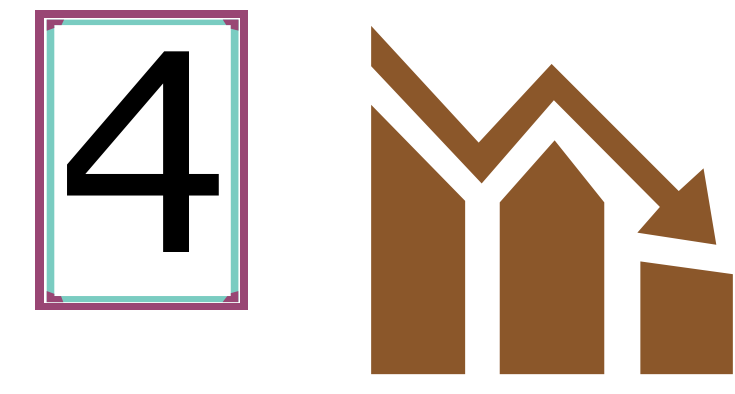
**Need 1 (N1):**  
Undertake awareness raising in schools to promote healthy relationships



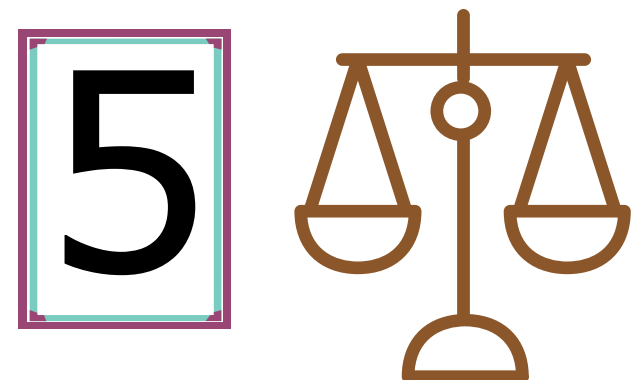
**Need 2 (N2):**  
Promote the use of positive male role models



**Need 3 (N3):**  
Provide support and safeguarding to children in households where there is domestic abuse



**Need 4 (N4):**  
Prevent and reduce adverse childhood experiences (ACEs)



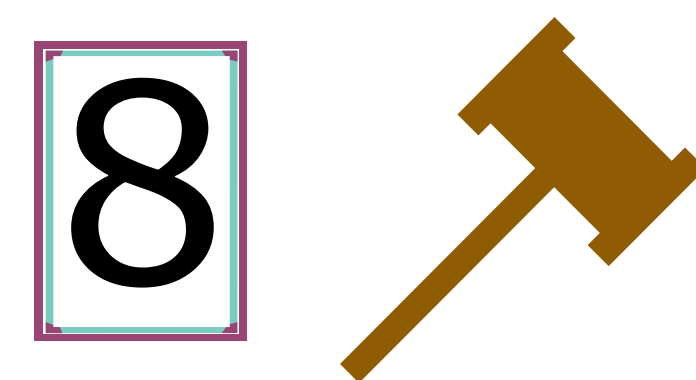
**Need 5 (N5):**  
Ensure approaches are both needs-led and risk-led



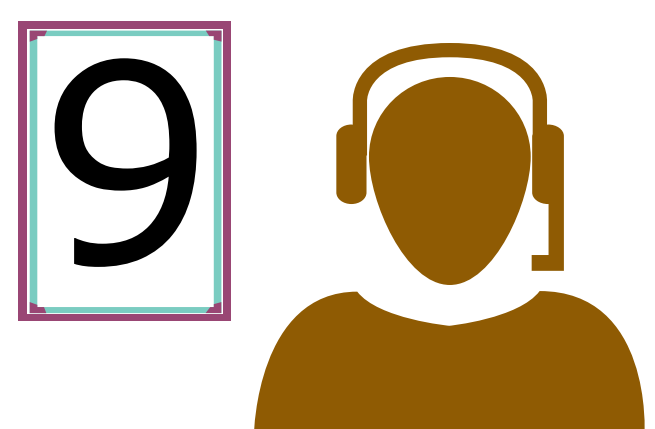
**Need 6 (N6):**  
Increase the accountability of perpetrators



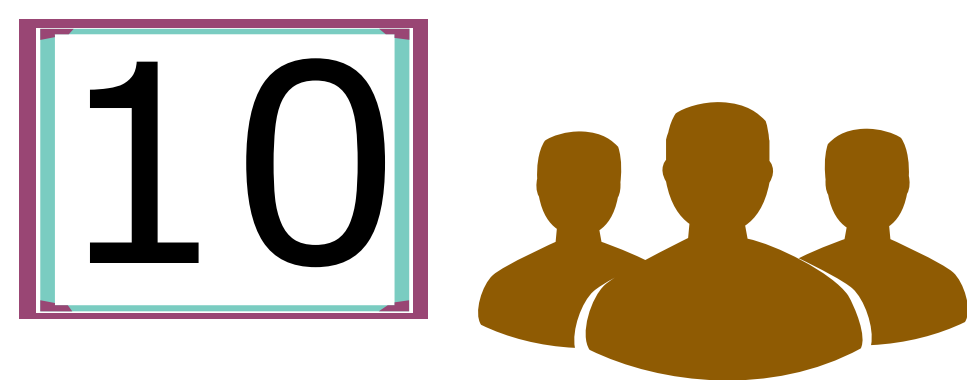
**Need 7 (N7):**  
Promote early reporting and the implementation of 'Ask and Act'



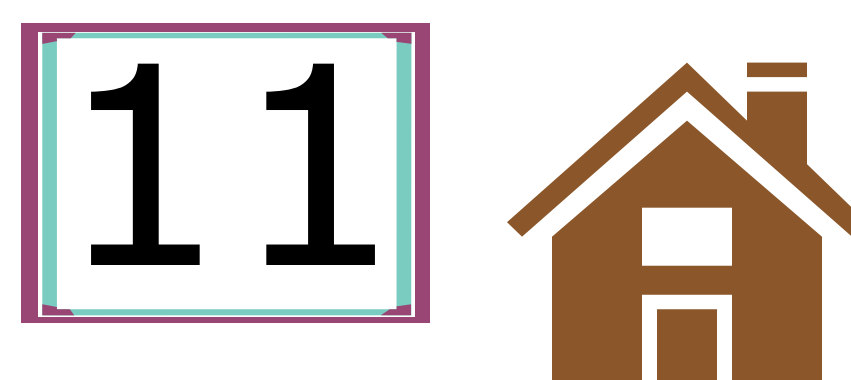
**Need 8 (N8):**  
Improve transparency in family courts



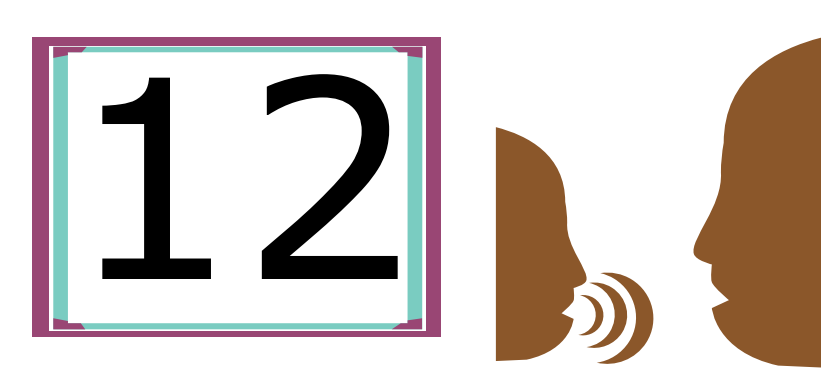
**Need 9 (N9):**  
Improve access to information on existing services and support



**Need 10 (N10):**  
Raise awareness in communities of how they can identify and support people experiencing domestic abuse and sexual violence



**Need 11 (N11):**  
Provide appropriate, safe and secure accommodation



**Need 12 (N12):**  
Improve the availability of age-appropriate counselling

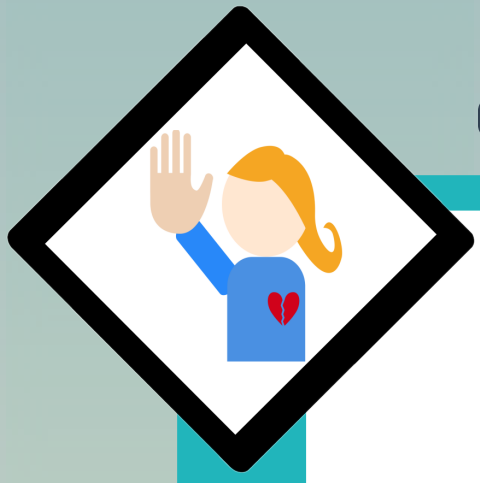


**Need 13 (N13):**  
Reduce incidences of child sexual exploitation

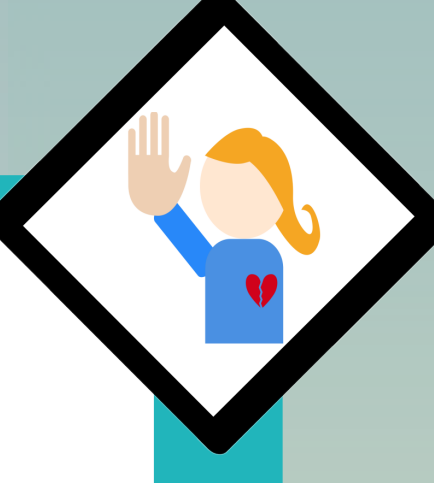


**Need 14 (N14):**  
Reduce incidents of 'honour'-based violence

# 9: Violence Against Women, Domestic Abuse and Sexual Violence



## What are our Key Priorities in Response?



The key priorities to be led by other Partnerships and planning arrangements across the region are:

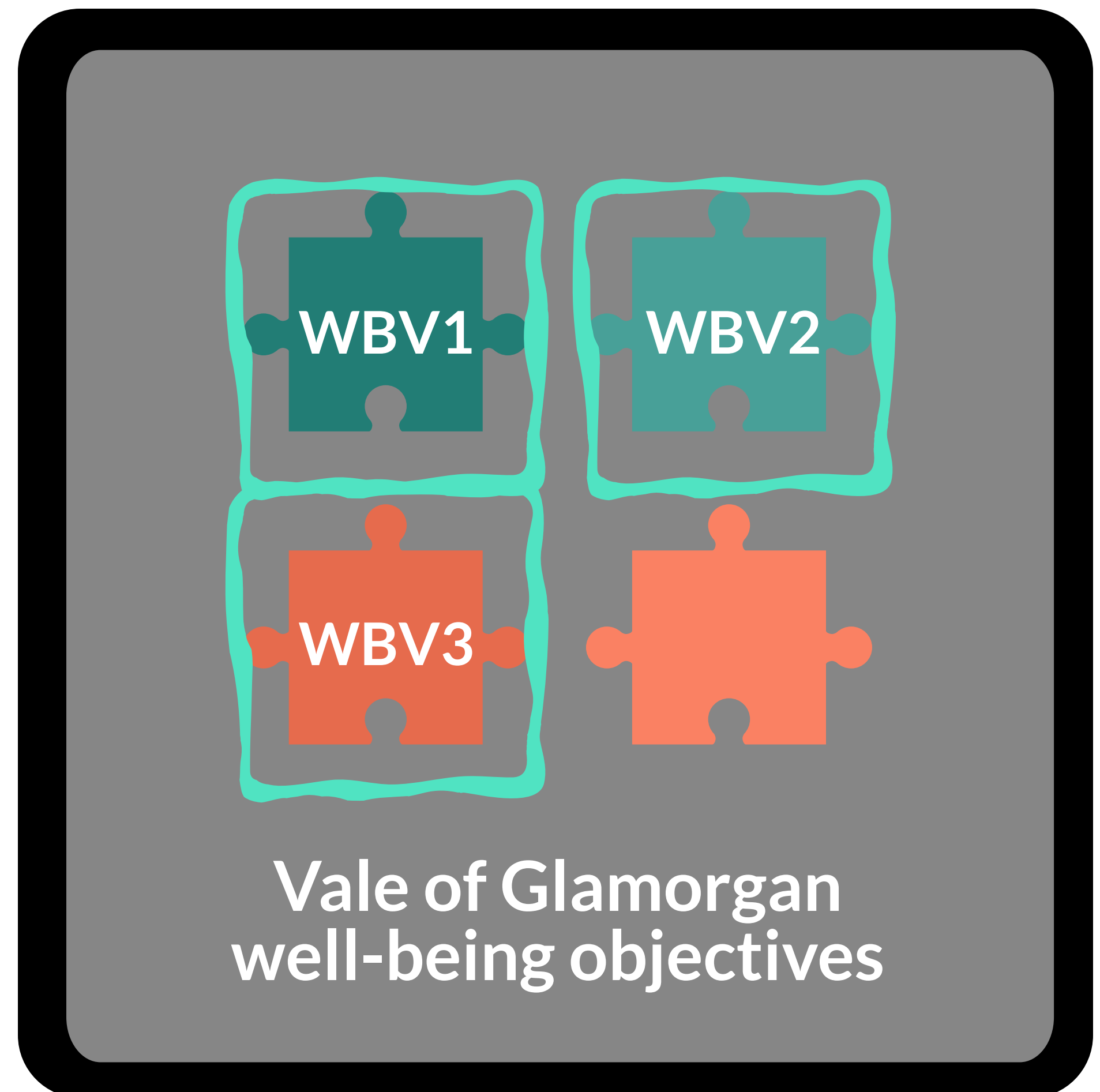
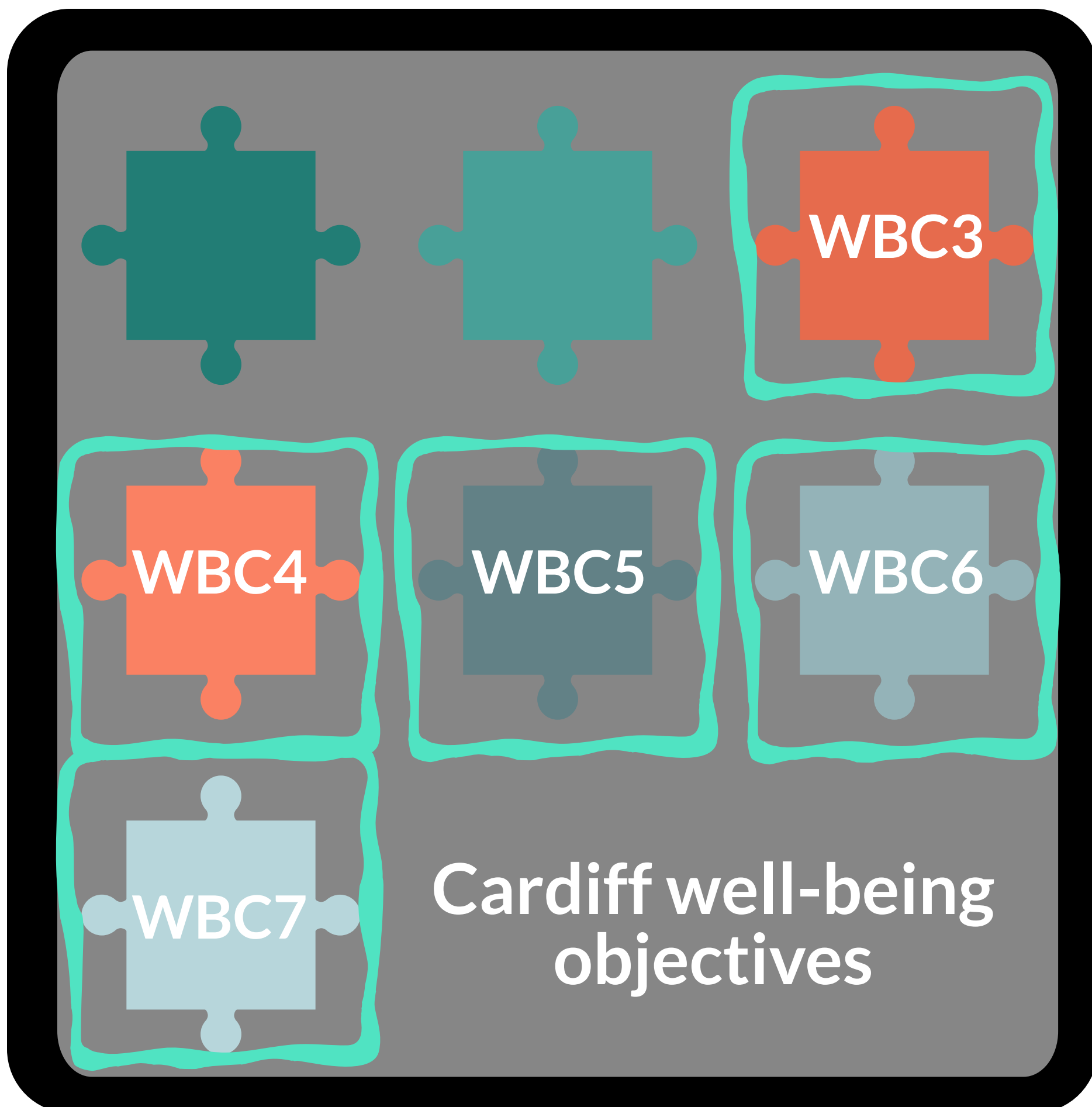


1. Deliver the Cardiff and Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy (*under development*)

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

# 9: Violence Against Women, Domestic Abuse and Sexual Violence

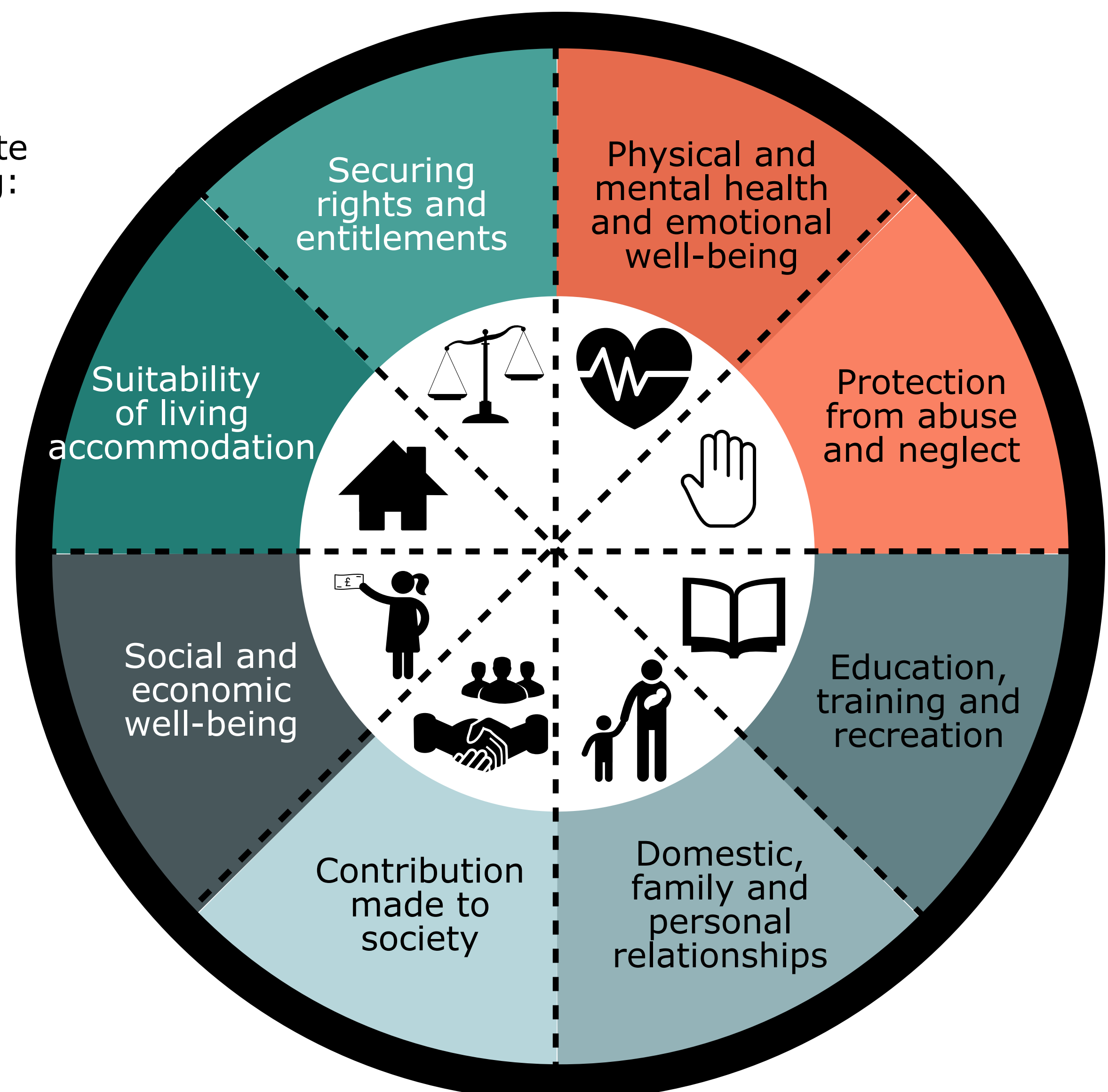
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation

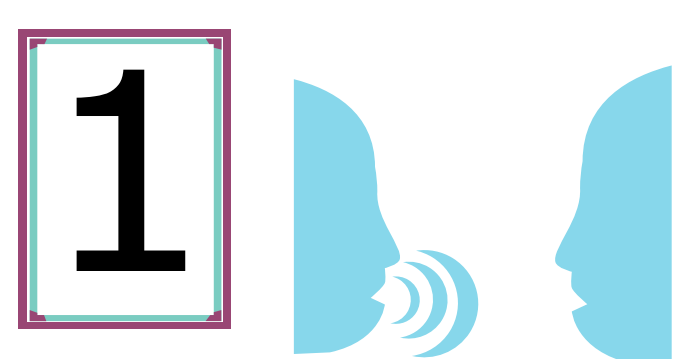


# 10: Asylum Seekers and Refugees

## What did the Population Needs Assessment Tell Us?

- Cardiff is both an initial accommodation centre and dispersal centre for UK asylum seekers. Asylum seekers are located across Cardiff, but with the highest concentration in South Cardiff. The Syrian Resettlement Programme operates in both Cardiff and the Vale of Glamorgan.
- At the time of the 2011 Census, 15% of people living in Cardiff were non-UK born, compared with 6% in the Vale and 7% in Wales as a whole. In 2015, Cardiff had the highest positive net level of immigration compared to the rest of Wales, with around 1,900 net international immigrants.

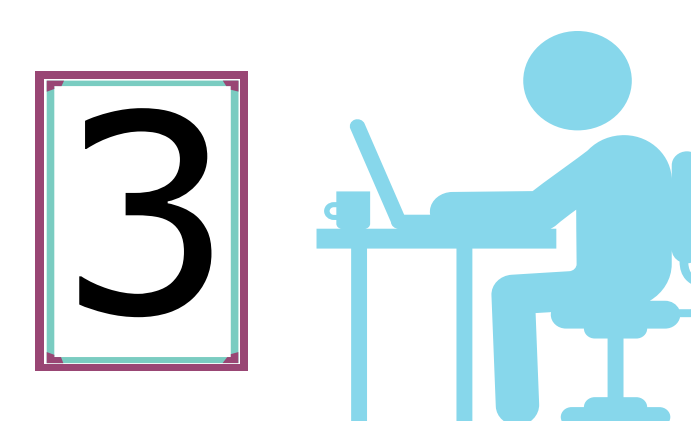
## What were the Key Care and Support Needs Identified?



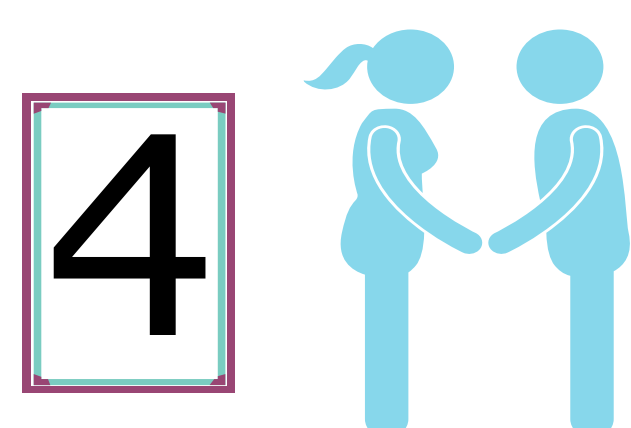
**Need 1 (N1):**  
Improve access to English for Speakers of Other Languages (ESOL) and interpretation for public services



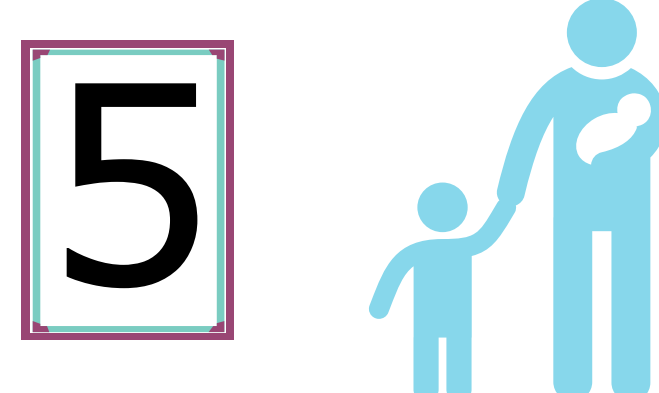
**Need 2 (N2):**  
Improve access to information on education, hate crime, health and service provision



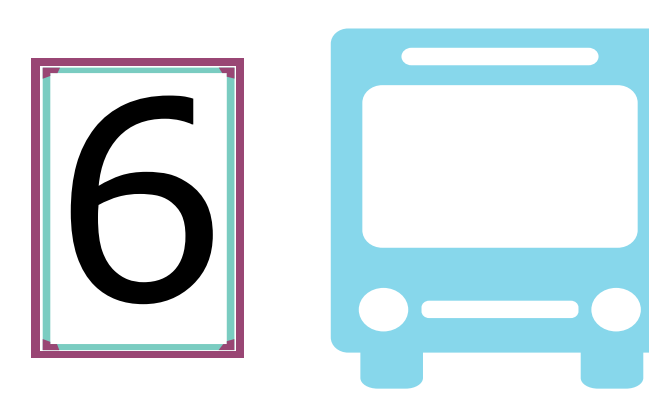
**Need 3 (N3):**  
Improve access to the labour market



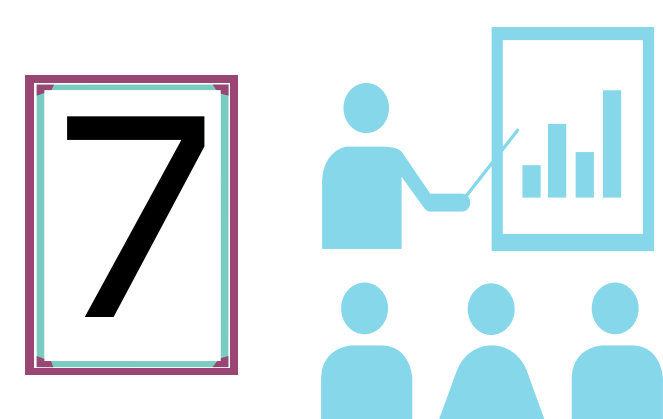
**Need 4 (N4):**  
Provide support to help establish links in the community



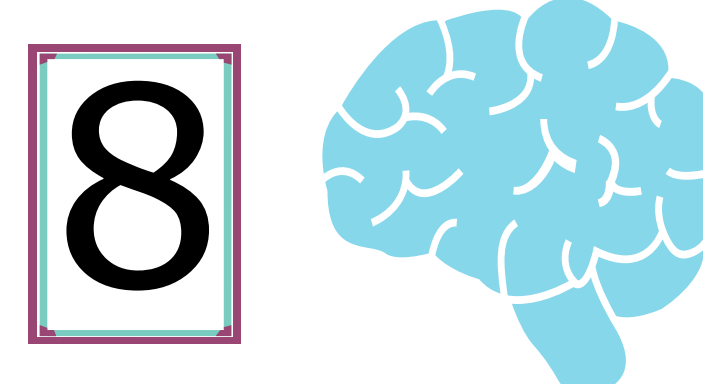
**Need 5 (N5):**  
Increase involvement of children and young people in decisions affecting them



**Need 6 (N6):**  
Improve public transport services, to enable access to health and social activities



**Need 7 (N7):**  
Improve engagement with schools



**Need 8 (N8):**  
Improve access to community mental health services

# 10: Asylum Seekers and Refugees

## What are our Key Priorities in Response?

The key priorities to be led by other Partnerships and planning arrangements across the region are:

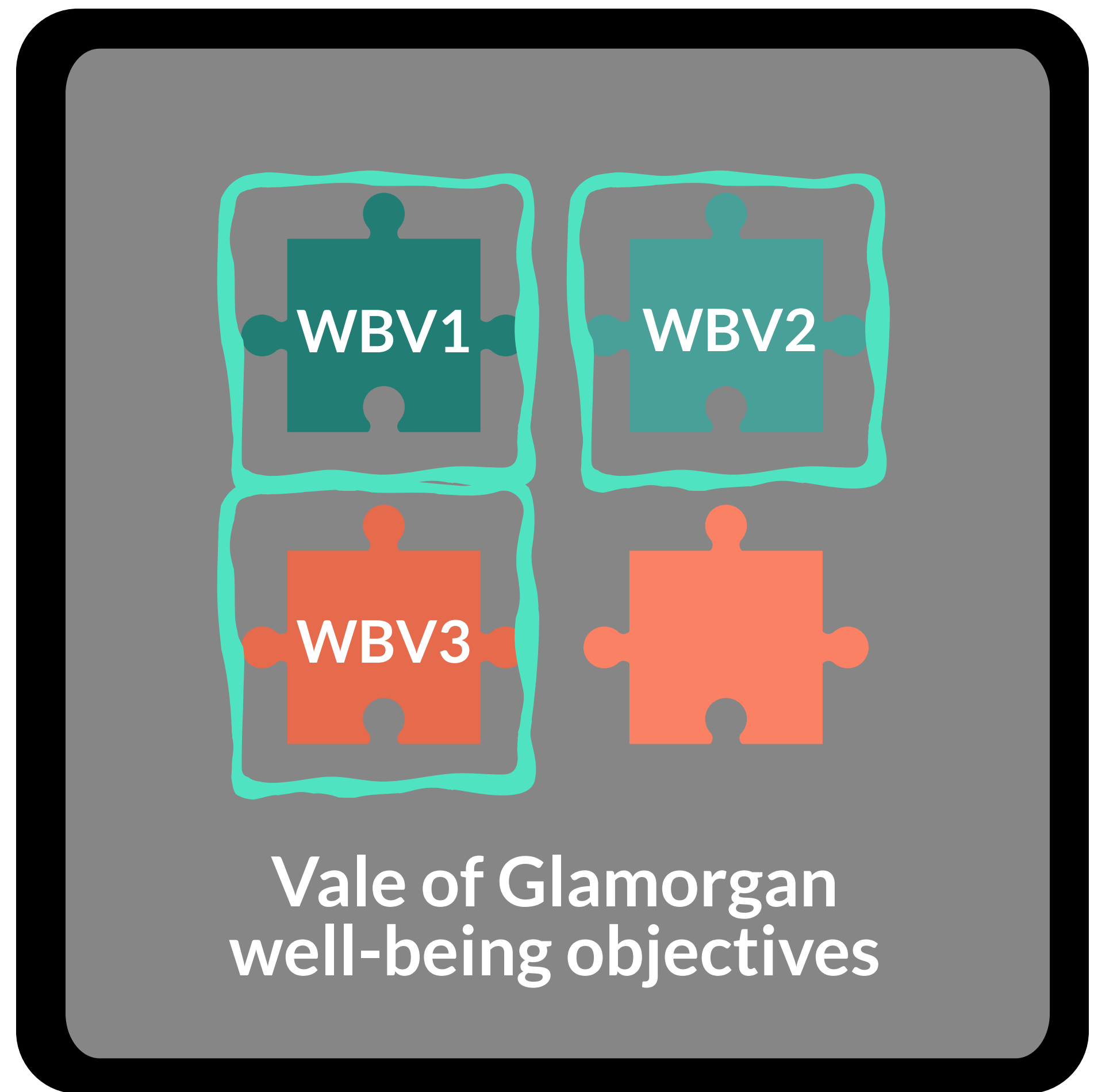
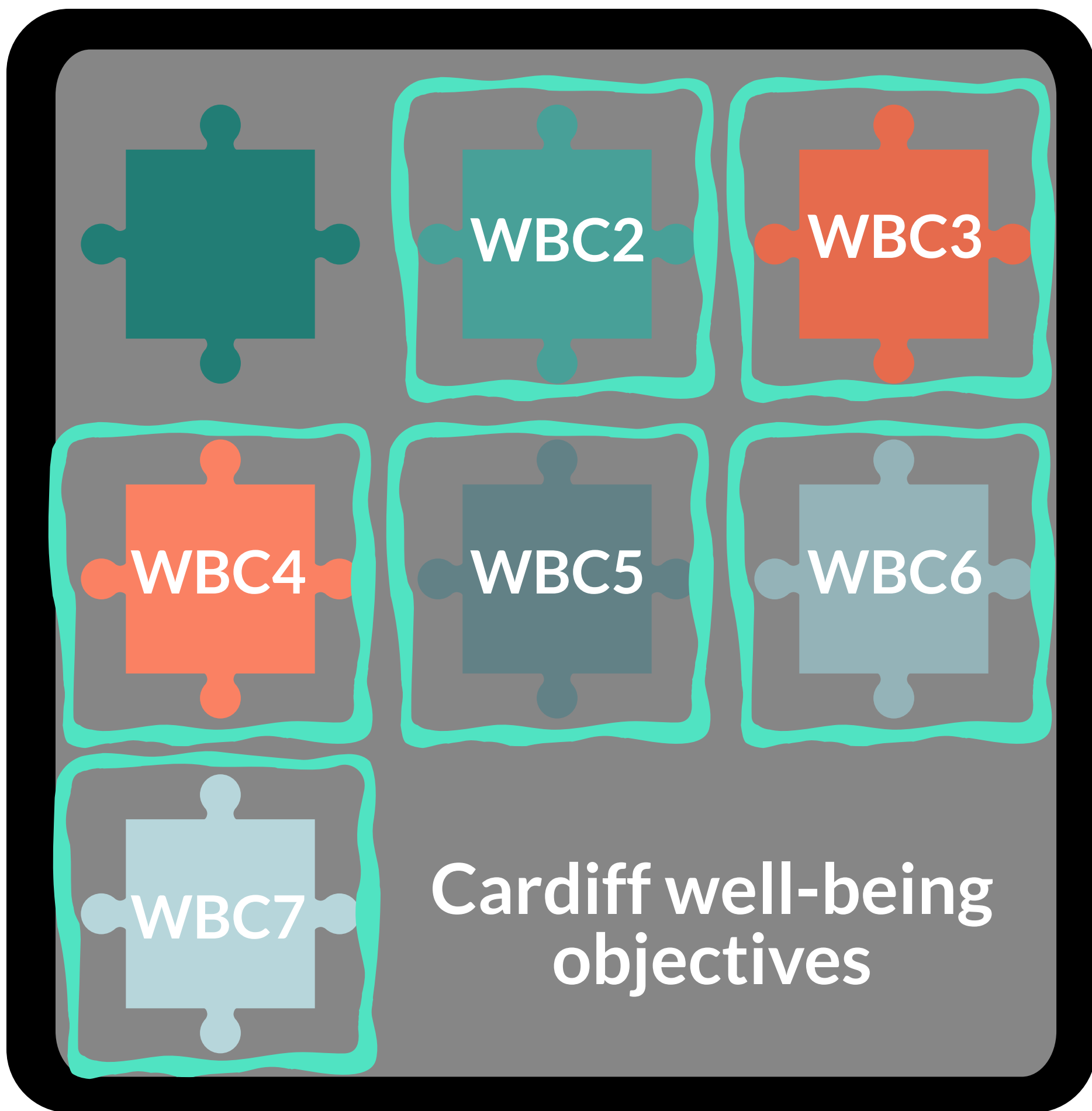


1. Deliver the Cardiff and Vale of Glamorgan Community Cohesion Delivery Plan 2017/2020 (*under development*)

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

# 10: Asylum Seekers and Refugees

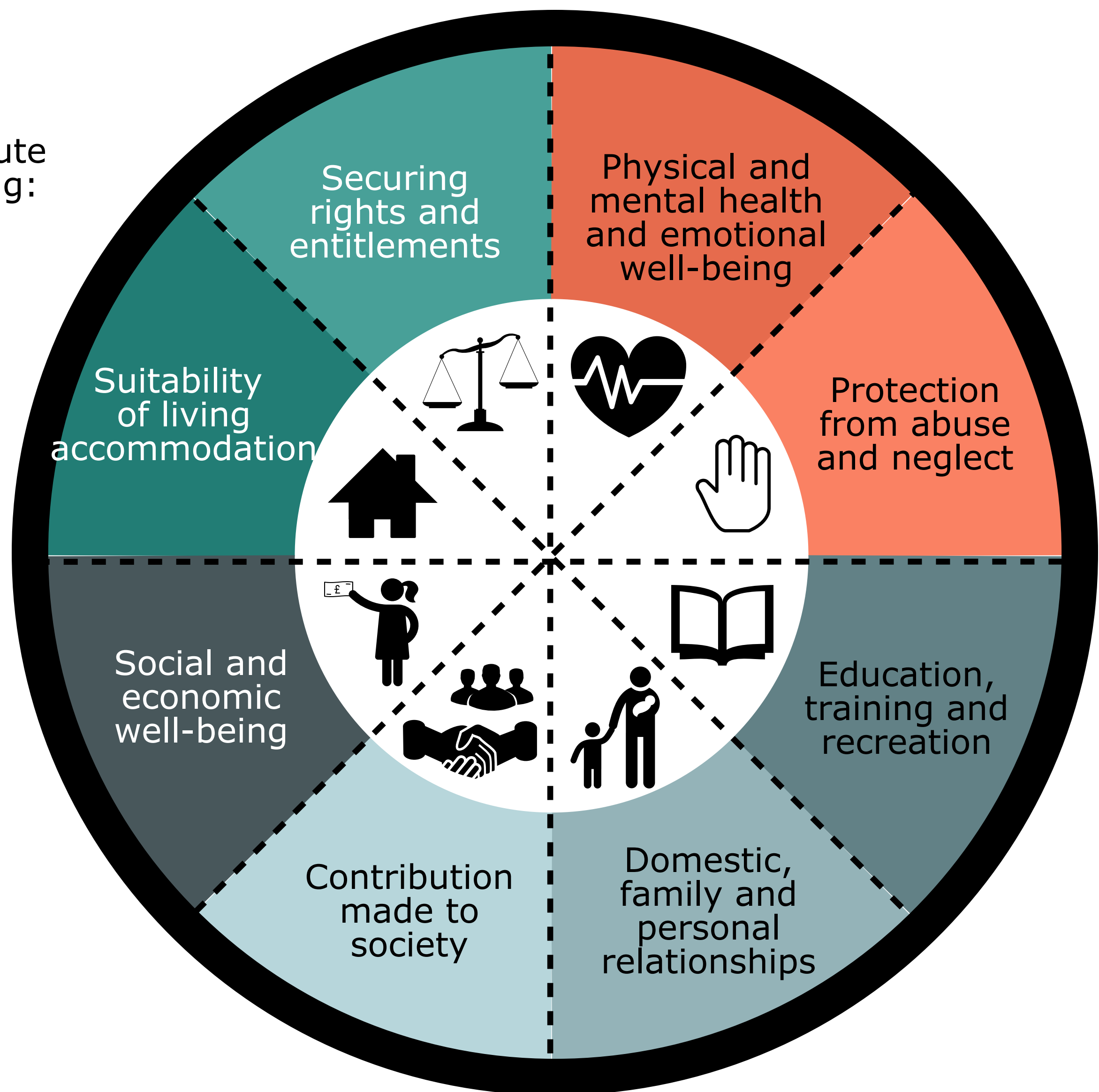
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

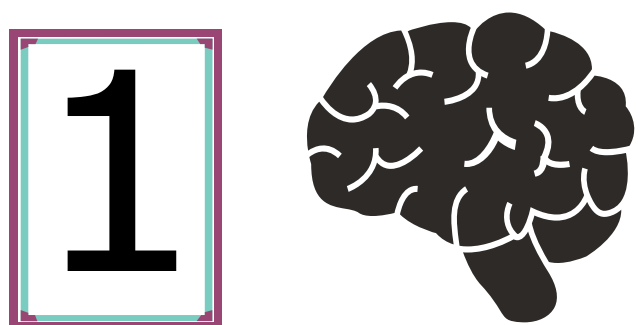
- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation



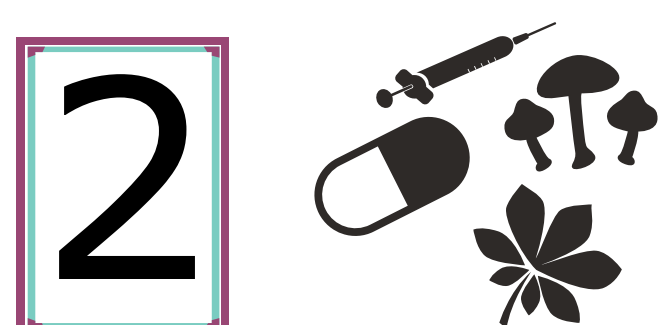
## What did the Population Needs Assessment Tell Us?

- HM Prison Cardiff is a local prison serving the courts and holding offenders serving sentences of up to 2 years. In December 2016, HM Prison Cardiff held 771 men and had an operational capacity of 820.
- The prison has an average of 384 new prisoners per month and an estimated 4,602 annually.
- Around half of all offenders at HMP Cardiff give a home address in the Cardiff area, with fewer than 5% from the Vale of Glamorgan.
- Over half the offenders are aged 21-39, and all are male. A small number of female offenders from Cardiff are held in HMP Eastwood Park, with a few from the Vale of Glamorgan.
- During 2015/16, 510 offences were committed by young people seen in the Youth Offending Service in Cardiff, compared to 164 offences in the Vale. In Cardiff, the most common offences were theft, violence against the person and motoring offences. In Vale, they were violence against the person, criminal damage and public order offences.

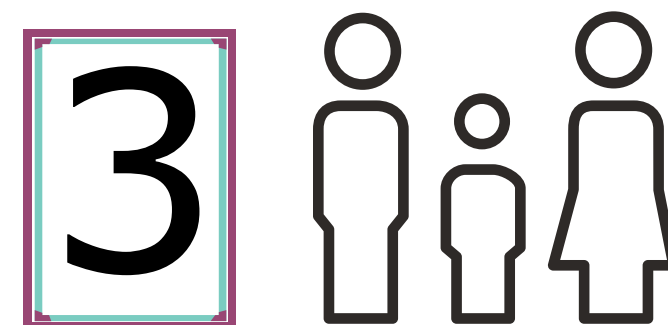
## What were the Key Care and Support Needs Identified?



**Need 1 (N1):**  
Improve access to mental health and substance misuse services, and counselling post release



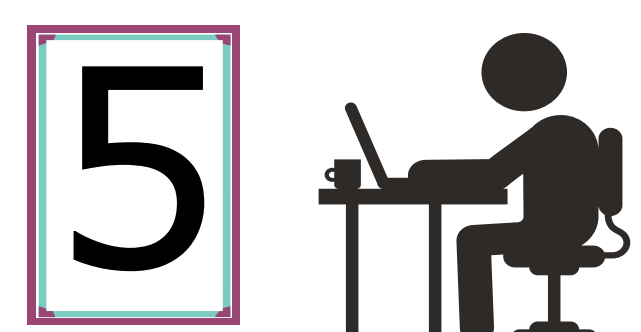
**Need 2 (N2):**  
Respond to the increase in use of new psychoactive substances



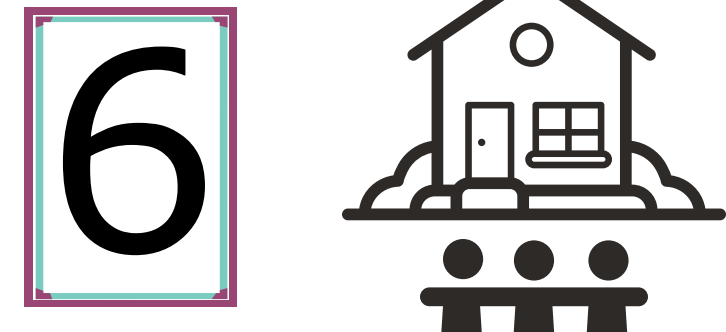
**Need 3 (N3):**  
Improve support to enable family support and stability



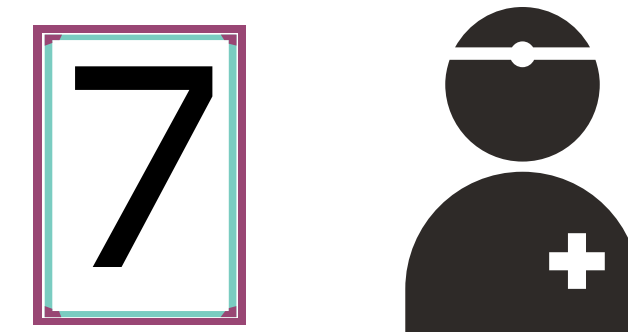
**Need 4 (N4):**  
Provide appropriate housing and support



**Need 5 (N5):**  
Improve access to information on employment and welfare benefits support



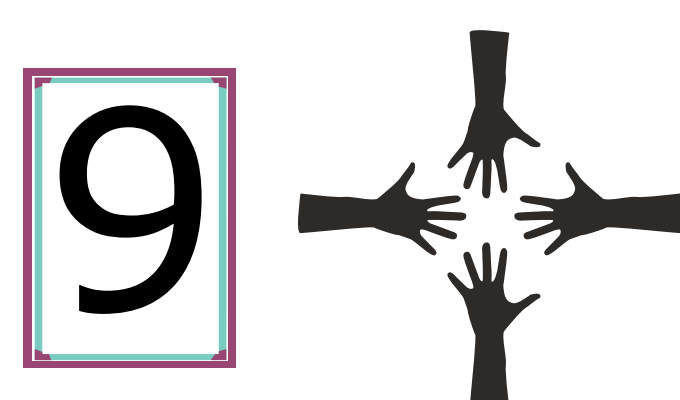
**Need 6 (N6):**  
Provide youth support services and activities and increase youth engagement



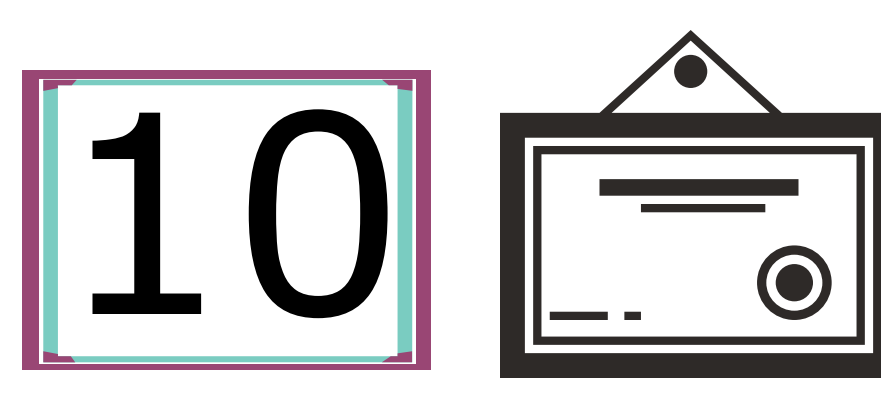
**Need 7 (N7):**  
Promote healthy lifestyles (including sexual health)



**Need 8 (N8):**  
Increase engagement in education and community activities



**Need 9 (N9):**  
Improve communication and partnership working between services

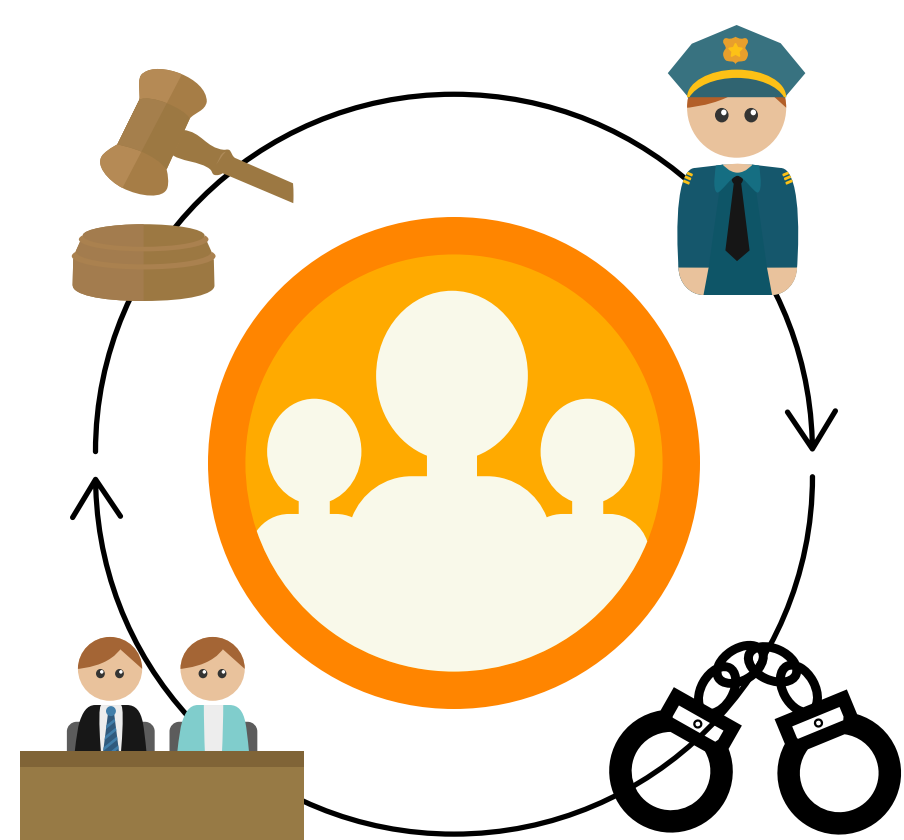


**Need 10 (N10):**  
Promote opportunities for continued adult learning and development of life skills



## What are our Key Priorities in Response?

The key priorities to be led by other Partnerships and planning arrangements across the region are:

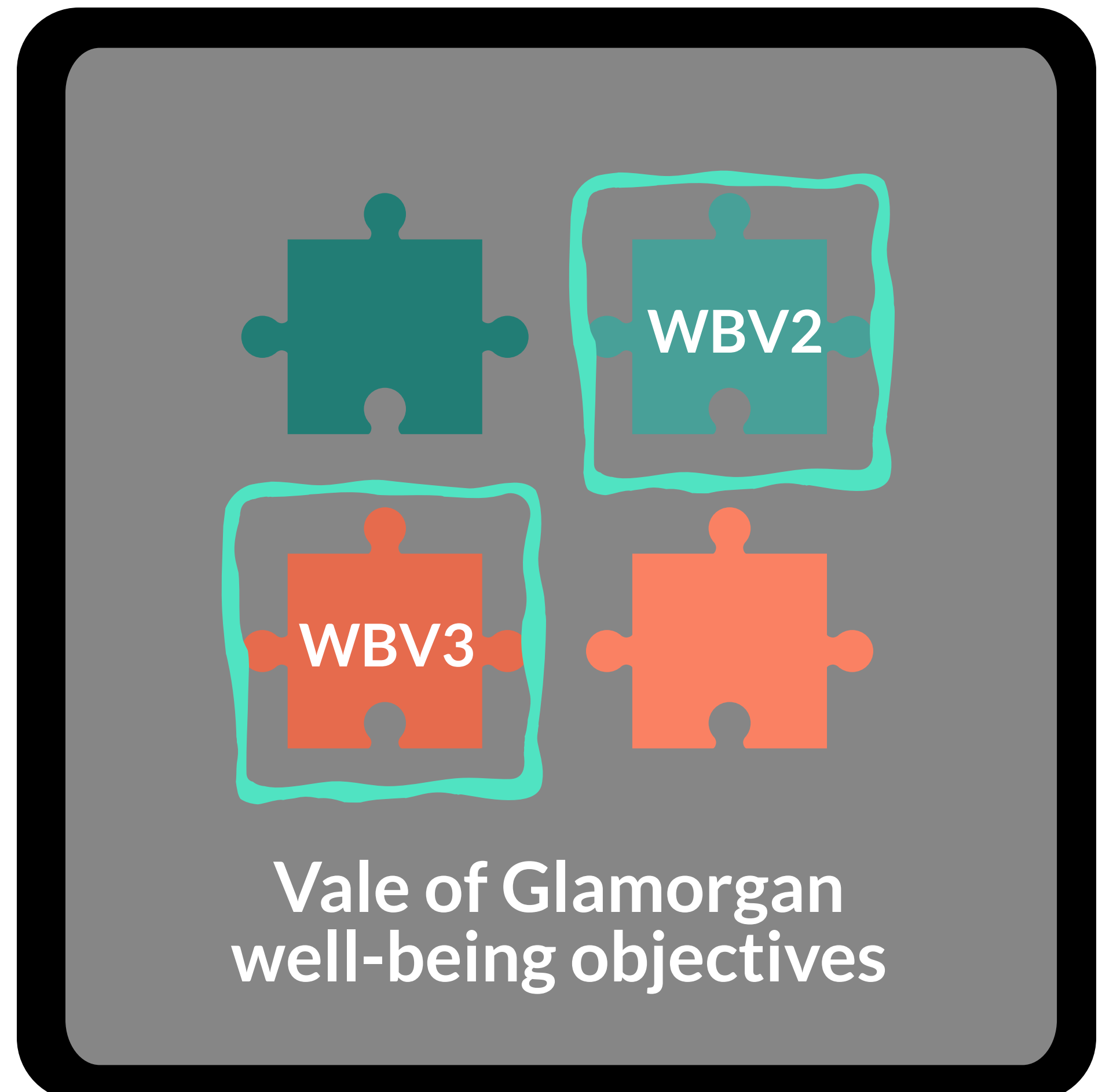
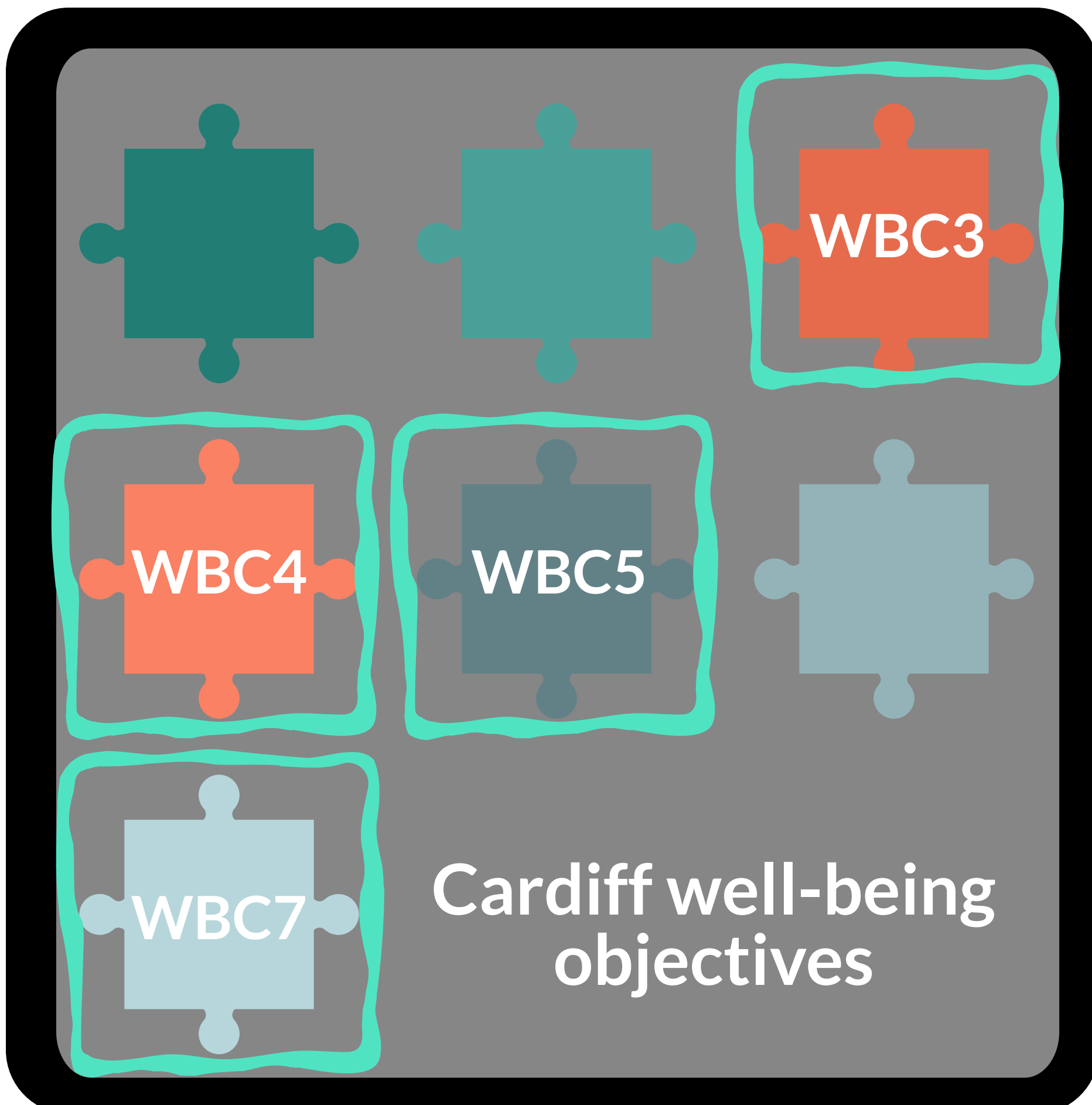


**1.**

Ensure that the local criminal justice system works effectively and efficiently, meeting the needs of victims and challenging offenders

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

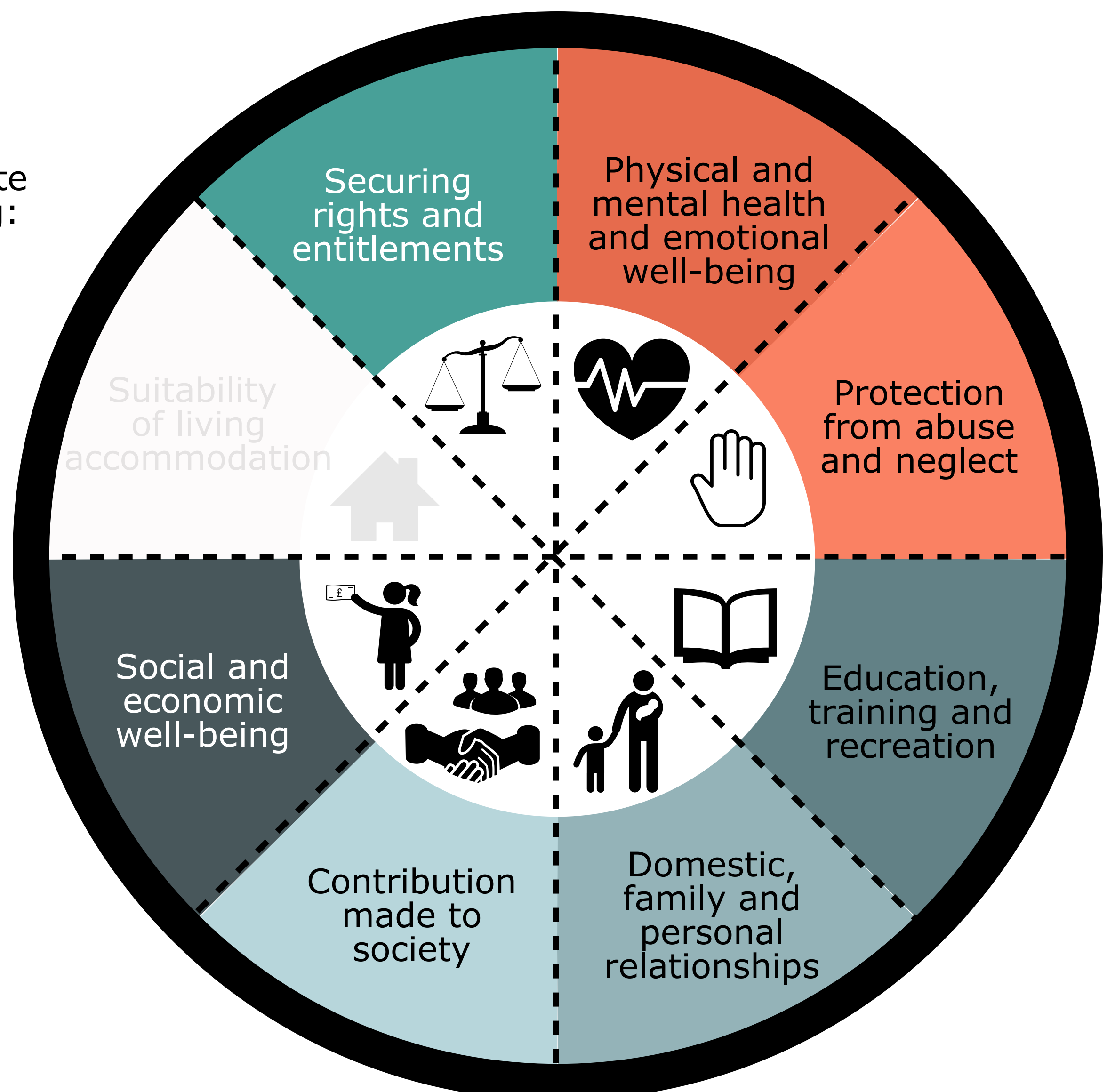
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being



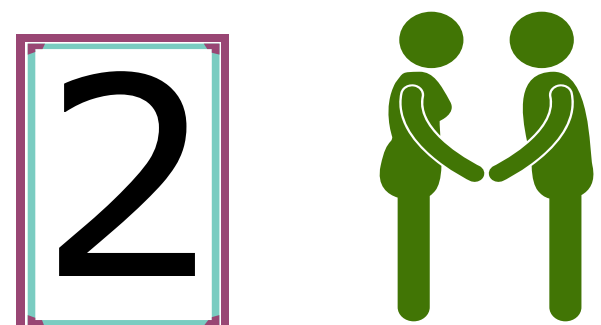
## What did the Population Needs Assessment Tell Us?

- There are around 5.61 veterans per 1,000 residents in Cardiff and Vale of Glamorgan, below the Wales average of 6.24 and the second lowest rate in Wales.
- This rate masks a very low rate in Cardiff (3.29) compared to 11.96 in the Vale of Glamorgan – the highest rate in Wales.

## What were the Key Care and Support Needs Identified?



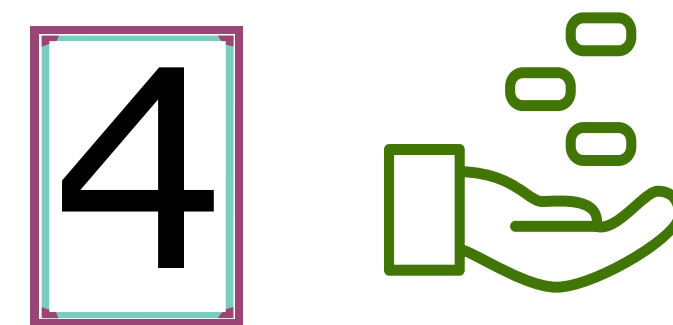
**1**  
**Need 1 (N1):**  
Improve mental health diagnosis and care



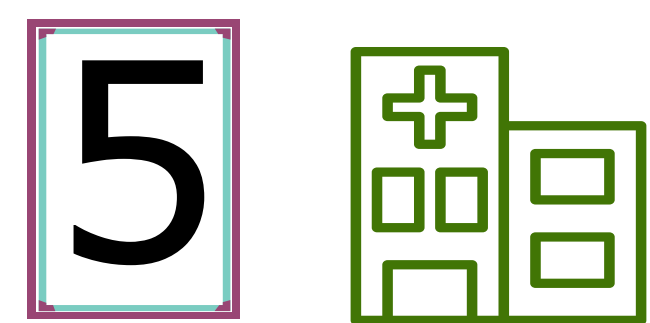
**2**  
**Need 2 (N2):**  
Reduce social isolation



**3**  
**Need 3 (N3):**  
Improve access to housing



**4**  
**Need 4 (N4):**  
Improve the availability of financial advice



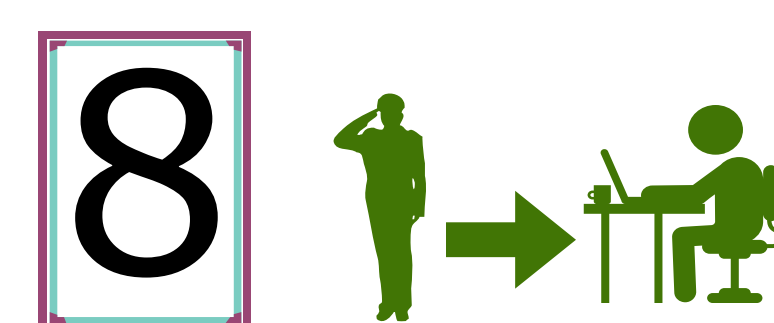
**5**  
**Need 5 (N5):**  
Improve the provision of services for all conditions affecting veterans, not just post-traumatic stress disorder



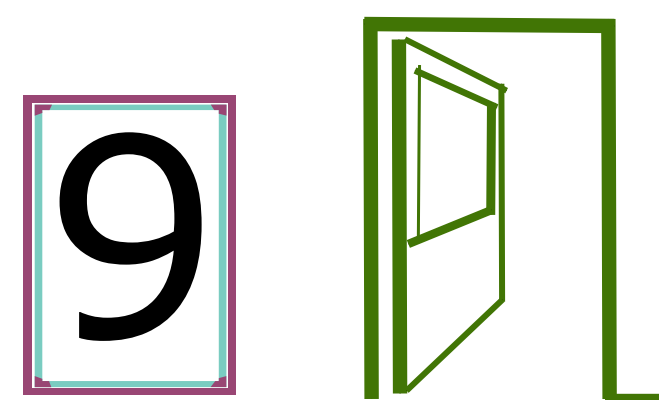
**6**  
**Need 6 (N6):**  
Reduce substance misuse and self medication



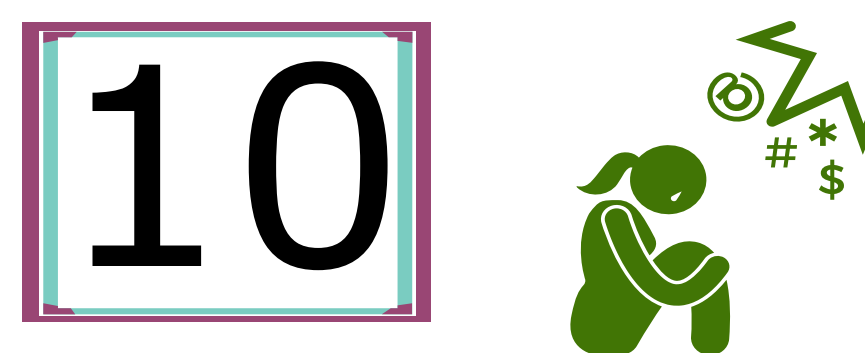
**7**  
**Need 7 (N7):**  
Increase early diagnosis and preventative treatment to reduce long-term limiting illnesses



**8**  
**Need 8 (N8):**  
Improve transition between active service and civilian life



**9**  
**Need 9 (N9):**  
Improve access to information and services



**10**  
**Need 10 (N10):**  
Reduce safeguarding issues relating to domestic violence

## What are our Key Priorities in Response?

The key priorities to be led by other Partnerships and planning arrangements across the region are:

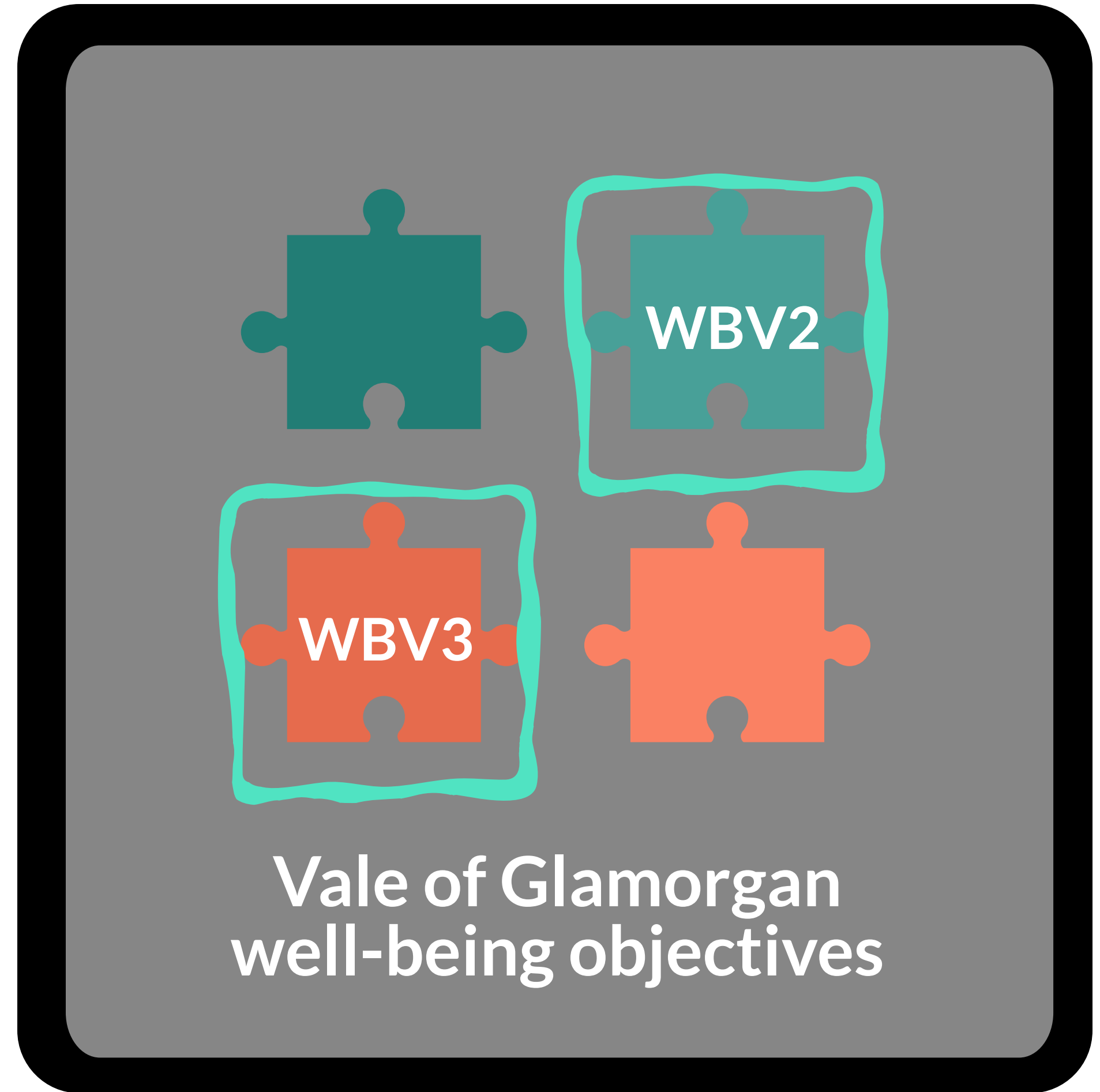
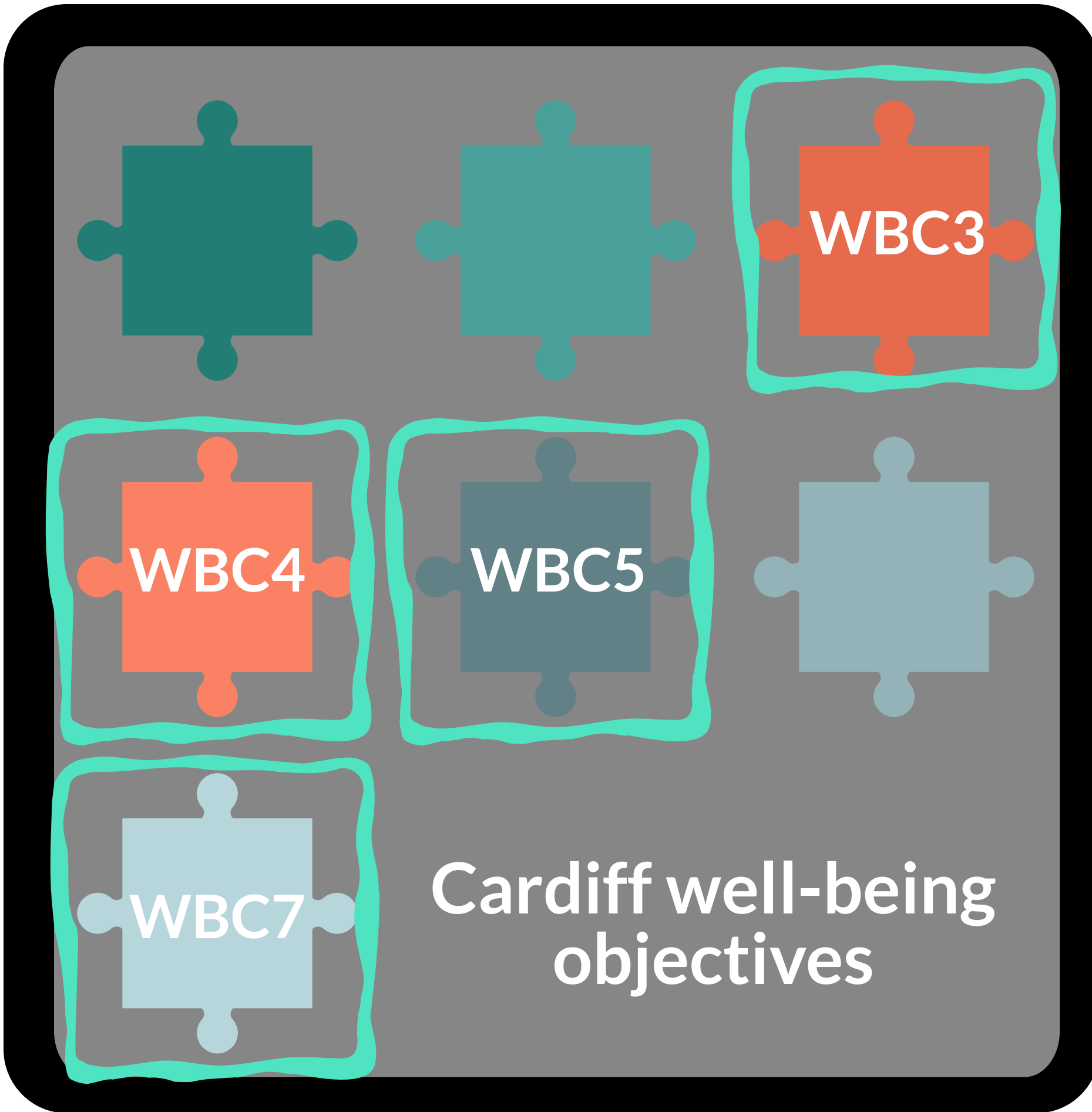


1.

Deliver the Cardiff and Vale of Glamorgan Armed Forces Community Action Plan 2017/2019

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

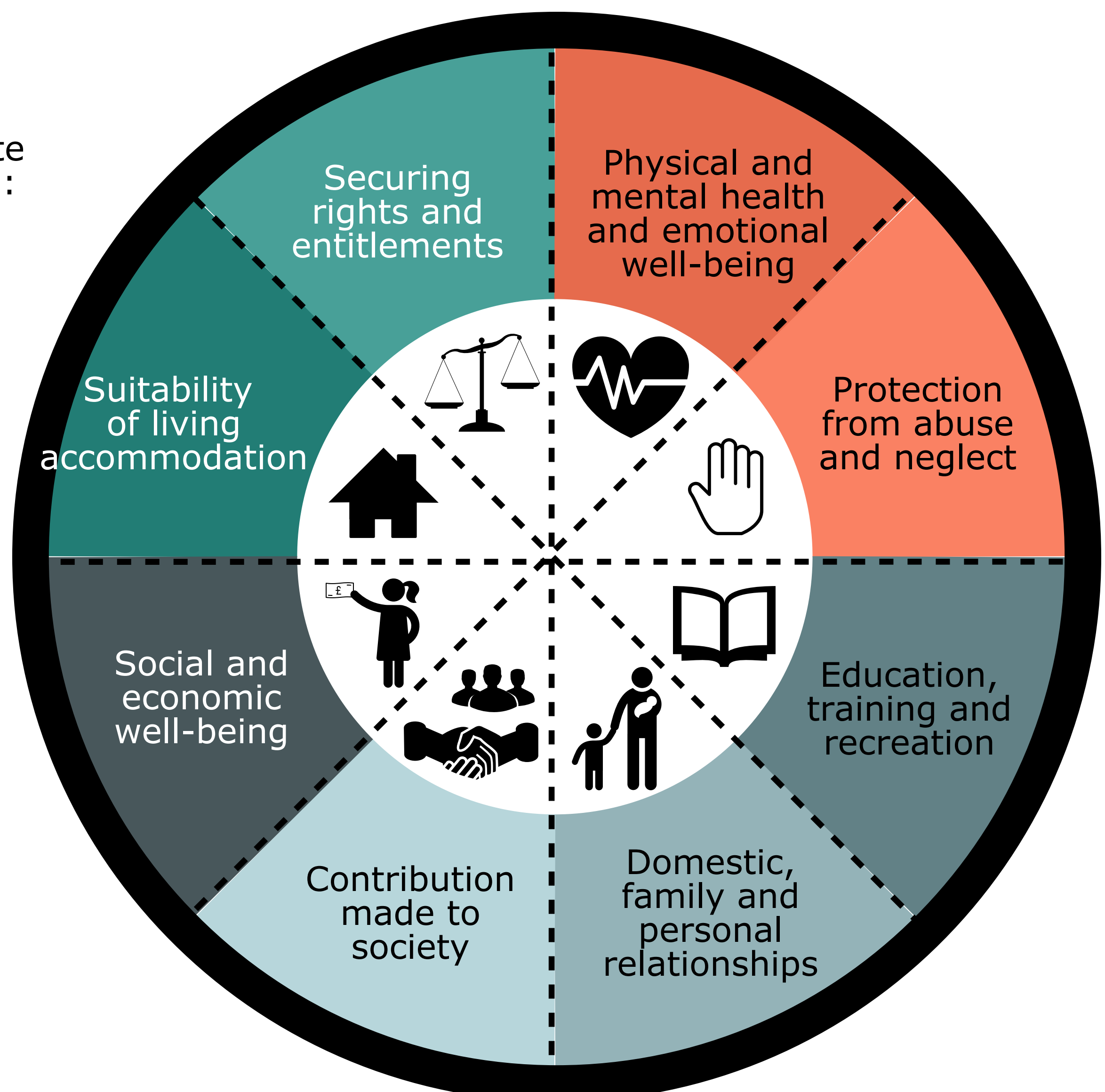
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

- Securing rights and entitlements
- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation



# 13: Substance Misuse

## What did the Population Needs Assessment Tell Us?

- The number of males referred to substance misuse services in Cardiff and the Vale of Glamorgan is consistently higher than the number of females, despite there being slightly more women in the region than men.
- Alcohol is the most misused substance for which referrals are made to substance misuse services in Cardiff and the Vale, followed by heroin, cannabis and cocaine.

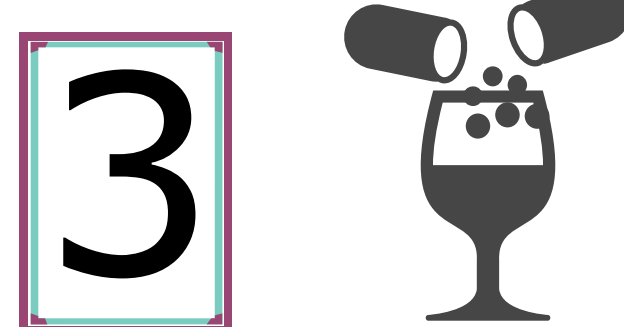
## What were the Key Care and Support Needs Identified?



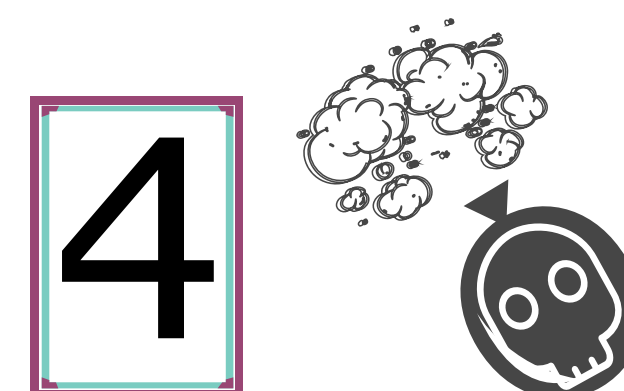
**1**  
**Need 1 (N1):**  
Respond to the increased number of people buying illicit substances online



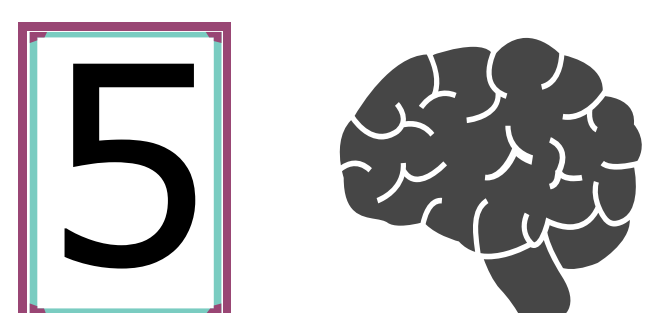
**2**  
**Need 2 (N2):**  
Respond to the growing 'hidden population' misusing prescription and over the counter medication



**3**  
**Need 3 (N3):**  
Reduce the misuse of neuropathic medications with alcohol and drugs



**4**  
**Need 4 (N4):**  
Reduce the use of synthetic cannabinoids and nitrous oxide



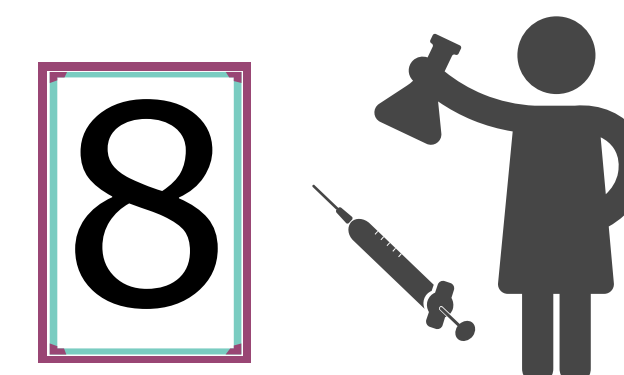
**5**  
**Need 5 (N5):**  
Improve the identification, service co-ordination and delivery for individuals with a dual diagnosis (co-occurring substance misuse and mental health issues)



**6**  
**Need 6 (N6):**  
Respond to the increasing prevalence of alcohol related brain damage (ARBD)



**7**  
**Need 7 (N7):**  
Respond to the growing impact of 'legal highs' on emergency services



**8**  
**Need 8 (N8):**  
Respond to the increased distribution of more potent heroin



**9**  
**Need 9 (N9):**  
Reduce the number of older people (50+ years) misusing alcohol through loneliness and boredom



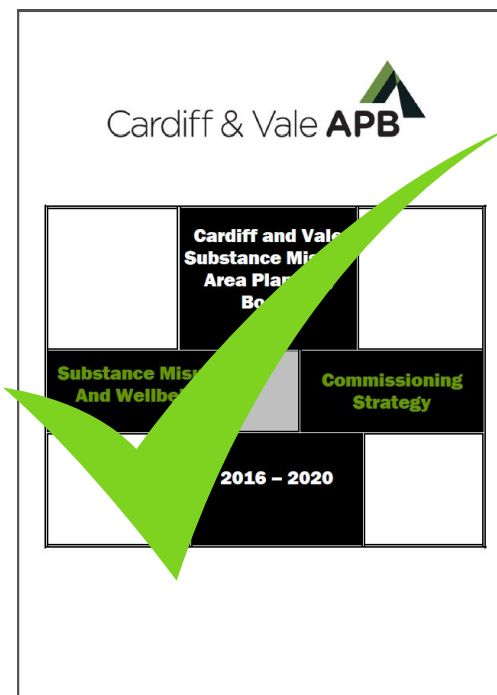
**10**  
**Need 10 (N10):**  
Review access to substance misuse services (including opening hours)



**11**  
**Need 11 (N11):**  
Improve co-ordination between services

## What are our Key Priorities in Response?

The key priorities to be led by other Partnerships and planning arrangements across the region are:



1.

Deliver the Cardiff and Vale of Glamorgan Substance Misuse and Wellbeing Commissioning Strategy



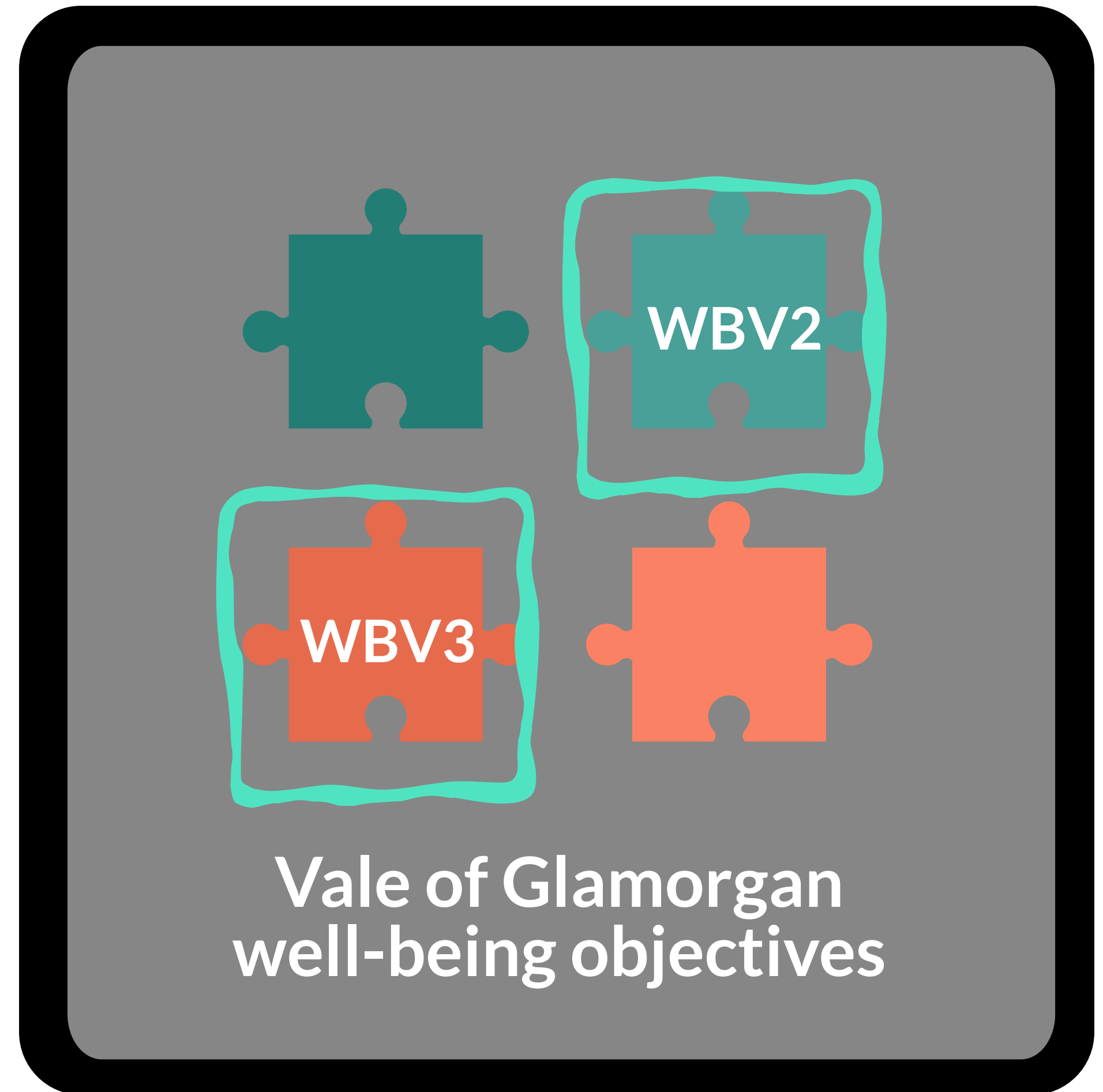
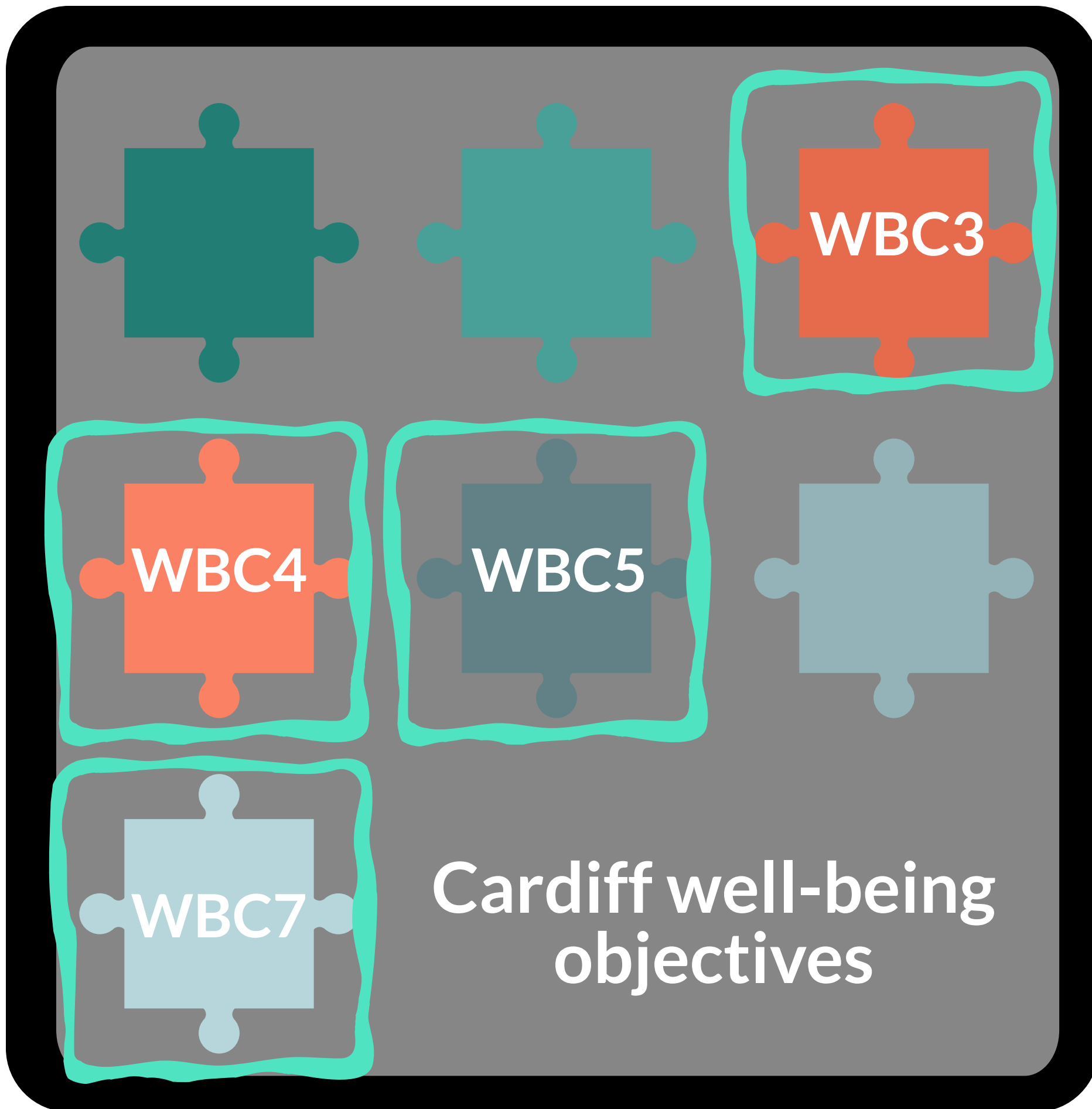
2.

Increase the safety of our communities by delivering multi-agency responses in locations where discarded injecting equipment and other drug paraphernalia is prevalent

Please refer to the '[Cardiff and Vale of Glamorgan Area Action Plan 2018/23](#)' for details on how these key priorities will be achieved

# 13: Substance Misuse

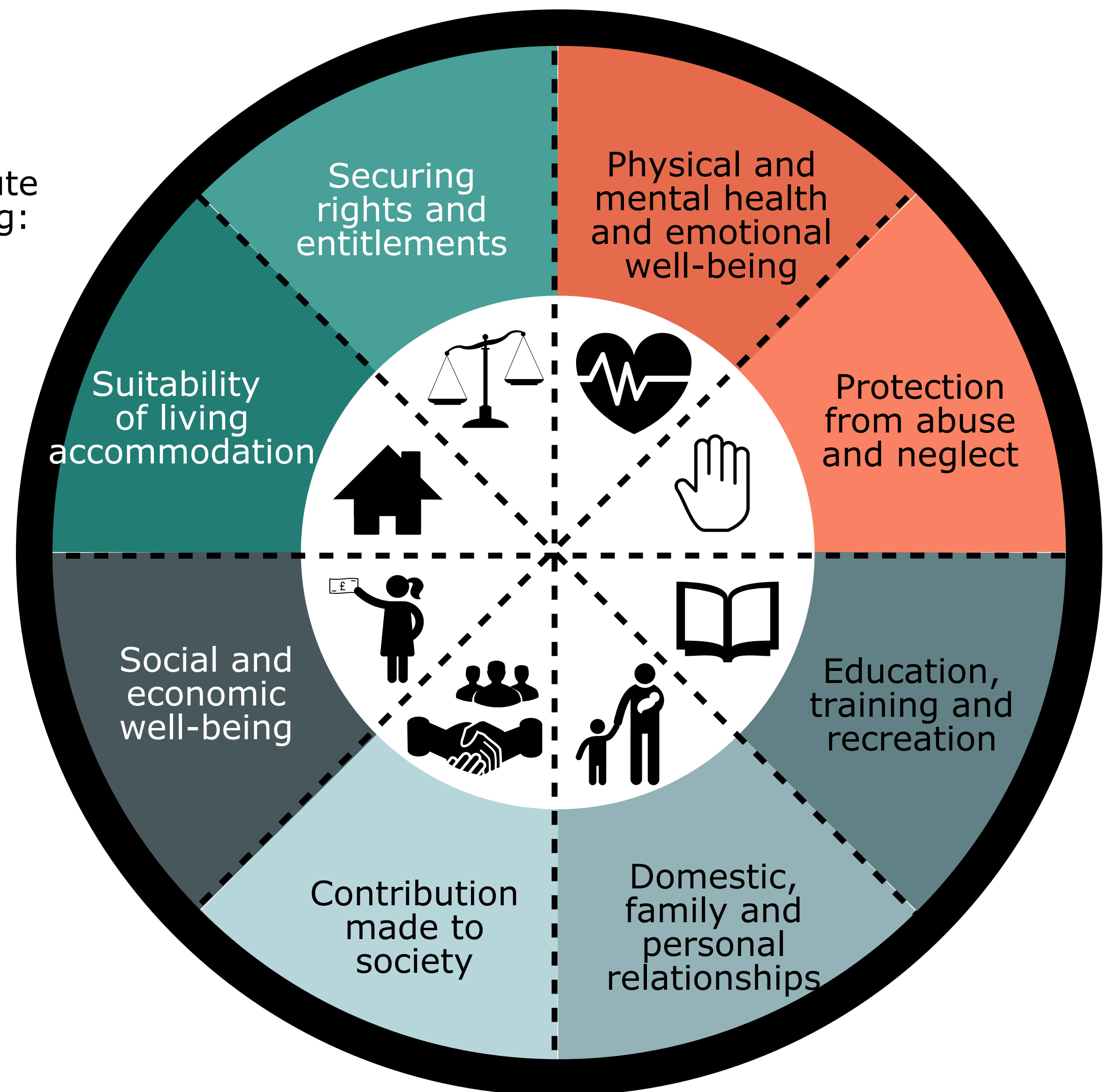
## Which Well-being Objectives do these Priorities Contribute Towards?



## Which National Outcomes do these Priorities Contribute Towards?

The key priorities are expected to contribute towards the following aspects of well-being:

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- Physical and mental health and emotional well-being
- Protection from abuse and neglect
- Education, training and recreation
- Domestic, family and personal relationships
- Contribution made to society
- Social and economic well-being
- Suitability of living accommodation



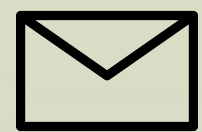


**For further information, please contact:**

Cardiff and Vale of Glamorgan Integrated Health and Social Care Partnership



02920 335 071



[hsc.integration@wales.nhs.uk](mailto:hsc.integration@wales.nhs.uk)



[www.cvihsc.co.uk](http://www.cvihsc.co.uk)



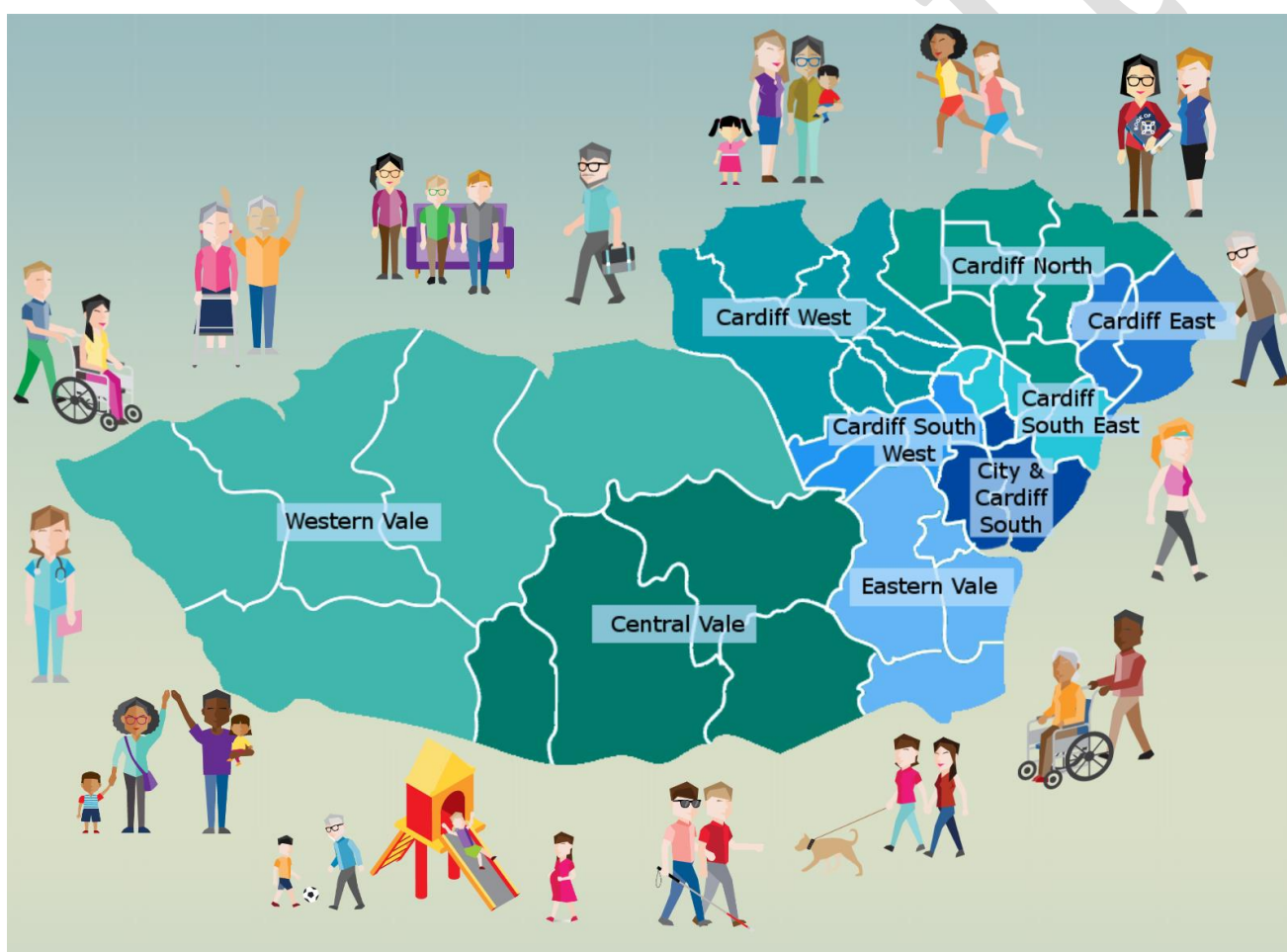
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**FINAL DRAFT**

# **Cardiff and Vale of Glamorgan Area Action Plan for Care and Support Needs 2018-2023**



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## Introduction

*This Action Plan should be read in conjunction with the ‘Cardiff and Vale of Glamorgan Area Plan for Care and Support Needs 2018-2023’ which sets out the Key Population Needs identified in the Population Assessment and the priorities developed in response by the Cardiff and Vale of Glamorgan Regional Partnership Board (RPB). This document can be found at <http://www.cvihsc.co.uk/about/what-we-do/cardiff-vale-glamorgan-area-plan/>*

### How was the Area Plan and Area Action Plan developed?

The development of the Area Plan and Area Action Plan have been informed by a number of sources including public surveys; focus group interviews with local residents; consultation at community events and venues; a survey of local professionals and organisations providing care or support; stakeholder workshops; service and population data; key documents, and current work being undertaken by partner organisations.

Two reports have been produced as a result of this review. The first is the [Area Plan](#), which sets out the key needs identified within the Population Assessment, along with the priority areas for action in response to the findings. In addition, this **Area Action Plan** has also been developed, which provides the detail of how these priorities will be delivered. Both reports also set out the contributions to Cardiff and Vale of Glamorgan's Well-being Objectives and the National Social Services Outcomes Framework.

The main focus of the Area Plan and Action Plan will be the Regional Partnership Board's responsibilities for the integration of services in relation to:



Where there are other care and support themes identified which are led by other Partnerships and planning arrangements across the region, both Plans will signpost to existing reporting mechanisms to enable progress to be monitored.

### Consultation and Engagement

Whilst there is no requirement to undertake formal consultation on the Area Plan, those people involved in the production of the Population Needs Assessment were invited to comment on the draft document and to provide input to the Action Plan.

In addition, an online public survey was developed to give people an opportunity to provide comments. Work also took place with Public Service Board colleagues to participate in the engagement on the Well-being Plans and to enable discussion to occur on care and support needs.

As part of the process to develop the Plan, the Partnership has undertaken an Equality and Health Impact Assessment. The Cardiff and Vale of Glamorgan Regional Partnership Board serves a very diverse population and takes into account the requirements of the Equality Act 2010 and Public Health (Wales) Act 2017 to progress equal opportunities for all. The Partnership is committed, through the delivery of this Plan, to promoting positive measures that address health inequalities and eliminate all forms of unlawful or unfair discrimination on the grounds of age, marriage and civil partnership, disability, race, gender, religion/belief, sexual orientation, gender reassignment or gender identity and pregnancy/maternity.

All feedback received as part of the development of the Plan and subsequent consultation has been considered and reflected in the final documents as appropriate.

### **Monitoring and Review**

The Action Plan will be reviewed and updated as required by the Cardiff and Vale of Glamorgan RPB, and progress will be reported within the Board's Annual Report.

***This Action Plan is available in Welsh upon request***

## Action Plan 2018-2023



### 1. Older People, including People with Dementia

How are we addressing the care and support needs of older people?

#### 1. Regional Partnership Board Priorities

**OP1.1: Building on the First Point of Contact and Single Point of Access services, further develop digital services along with easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.**

**Response to PNA Needs:** N1-N2, N4, N6-N7, N12-N13

**Contribution to Well-being Objectives:** WBC3, WBC6-WBC7, WBV1

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1, 7.2. 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism			
<ul style="list-style-type: none"> <li><a href="#">‘Me, My Home, My Community’ – Cardiff and Vale of Glamorgan Market Position Statement 2017-2022</a></li> <li><a href="#">Cardiff and Vale of Glamorgan Joint Regional Statement of Strategic Intent – Services for Older People</a></li> <li><a href="#">Draft Cardiff and Vale of Glamorgan Dementia Strategy 2017-2027</a></li> <li><a href="#">Care and support at home in Wales Five-year strategic plan 2017-2022</a></li> <li><a href="#">Cardiff Council Ageing Well in Wales Local Delivery Plan</a></li> <li><a href="#">Vale of Glamorgan Local Service Board Ageing Well Plan</a></li> <li><a href="#">Welsh Government Strategy for Older People in Wales 2013-2023</a></li> </ul>	Local Authorities, CVUHB, Third Sector, Dewis, GPs, Veteran Organisations, SWFRS, SWP, WAST, Public Health Wales, RSLs	<ul style="list-style-type: none"> <li>RPB Annual Report</li> <li>Director of Social Services’ Annual Reports</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Ongoing development of Dewis Cymru’s content and functionality as an online care and support resource to ensure information is comprehensive, up-to-date and accessible</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>ICF Written Agreement</li> <li>Core budgets</li> </ul>	√	√	√
<ul style="list-style-type: none"> <li>Build greater public and workforce awareness of information and advice services,</li> </ul>	Short-				

particularly for those who are not currently accessing services	term	<ul style="list-style-type: none"> <li>Community assets</li> <li>Volunteers</li> <li>Carers</li> <li>Third sector support</li> <li>Community groups</li> </ul>			
<ul style="list-style-type: none"> <li>Develop intelligence to understand the potential unmet demand for assessment and services. Considerations to include: <ul style="list-style-type: none"> <li>Where demand is currently being generated and/or diverted</li> <li>Development of an evidence base to measure the impact of preventative services</li> <li>Understanding the cost-benefits of investment in intermediate care and other services that help people return earlier to a better state of health and independence, e.g. Community Resource Team/Service</li> </ul> </li> </ul>	Medium-term				

**OP1.2: Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live.**

**Response to PNA Needs:** N1-N2, N4-N9, N11-N14  
**Contribution to Well-being Objectives:** WBC3, WBC5-WBC7, WBV1-WBV2  
**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1, 7.2. 8.1

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How will we Deliver?	Partner Agencies	Reporting Mechanism			
<ul style="list-style-type: none"> <li><a href="#">‘Me, My Home, My Community’ – Cardiff and Vale of Glamorgan Market Position Statement 2017-2022</a></li> <li><a href="#">Cardiff and Vale of Glamorgan Joint Regional Statement of Strategic Intent – Services for Older People</a></li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> <li><a href="#">Draft Cardiff and Vale of Glamorgan Dementia Strategy 2017-2027</a></li> <li><a href="#">Care and support at home in Wales Five-year strategic plan 2017-2022</a></li> <li><a href="#">Cardiff Council Ageing Well in Wales Local Delivery Plan</a></li> <li><a href="#">Vale of Glamorgan Local Service Board Ageing Well Plan</a></li> <li><a href="#">Welsh Government Strategy for Older People in Wales 2013-2023</a></li> </ul>	Local Authorities, CVUHB, Third Sector, Dewis, GPs, Veteran Organisations, SWFRS, SWP, WAST, RSLs, Care Providers, Transport Providers, Community and Faith Groups, Sensory Loss organisations.	<ul style="list-style-type: none"> <li>RPB Annual Report</li> <li>Director of Social Services’ Annual Reports</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Development of strategies for preventative services to support their long-term</li> </ul>	Medium	<ul style="list-style-type: none"> <li>ICF Written</li> </ul>			

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
---------------------	-------------------------	----------------------

<p>sustainability, in the context of financial pressures on all agencies. Considerations to include:</p> <ul style="list-style-type: none"> <li>- Sustainable funding</li> <li>- The use of community assets to promote community resilience</li> <li>- Library and adult education provision</li> <li>- Promoting community engagement</li> <li>- Tackling social isolation and loneliness</li> <li>- Development of digital skills, potentially through skill exchanges with young people in college</li> <li>- Falls prevention</li> <li>- Day opportunities</li> <li>- Assistive technology</li> <li>- Rapid response adaptations</li> <li>- Healthy lifestyles, including knowledge and skills on healthy diet</li> <li>- Access to public transport</li> <li>- Dental services</li> <li>- Housing related support</li> <li>- Occupational health</li> </ul>	- term	<p>Agreement</p> <ul style="list-style-type: none"> <li>• Core budgets</li> <li>• Community assets</li> <li>• Volunteers</li> <li>• Carers</li> <li>• Third sector support</li> <li>• Community groups</li> </ul>	✓	✓	✓
<ul style="list-style-type: none"> <li>• Further develop the social value sector, including social enterprises, through greater delivery of community based services.</li> </ul>	Short - medium term				
<ul style="list-style-type: none"> <li>• Further develop locality working. Considerations to include: <ul style="list-style-type: none"> <li>- Clarification on the definition and scope</li> <li>- Mapping of existing locality resources in each neighbourhood/cluster.</li> <li>- Development of future multi-disciplinary locality teams.</li> <li>- The active use of well-being and community hubs to tackle social isolation.</li> <li>- The use of 'Community Navigator/Connector' roles.</li> </ul> </li> </ul>	Short - medium term				

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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**OP1.3: Develop and provide a range of future accommodation options to meet demand and enable people to remain at home for as long as possible.**

**Response to PNA Needs:** N1-N2, N4-N6, N8-N11, N14

**Contribution to Well-being Objectives:** WBC2, WBC6, WBV1

**Contribution to National Outcomes:** 1.1-1.6, 7.2, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism			
<ul style="list-style-type: none"> <li>• <a href="#">‘Me, My Home, My Community’ – Cardiff and Vale of Glamorgan Market Position Statement 2017-2022</a></li> <li>• <a href="#">Cardiff and Vale of Glamorgan Joint Regional Statement of Strategic Intent – Services for Older People</a></li> <li>• <a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li>• <a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> <li>• <a href="#">Shaping our Future Well-being Strategy</a></li> <li>• <a href="#">Draft Cardiff and Vale of Glamorgan Dementia Strategy 2017-2027</a></li> <li>• <a href="#">Care and support at home in Wales Five-year strategic plan 2017-2022</a></li> <li>• <a href="#">Cardiff Council Ageing Well in Wales Local Delivery Plan</a></li> <li>• <a href="#">Vale of Glamorgan Local Service Board Ageing Well Plan</a></li> <li>• <a href="#">Welsh Government Strategy for Older People in Wales 2013-2023</a></li> </ul>	<p>Local Authorities, CVUHB, Third Sector, RSLs, Private Sector, Care Providers</p>	<ul style="list-style-type: none"> <li>• RPB Annual Report</li> <li>• Local Authority Housing Strategies</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• Review local housing strategies in light of current provision and develop joint regional ‘accommodation with care and support’ strategies (where appropriate/feasible). Considerations to include:               <ul style="list-style-type: none"> <li>- Evaluation of the level of accommodation with care provision required now and in the future</li> <li>- Conducting a pilot on intergenerational housing</li> <li>- A joint agreement on the eligibility criteria for social housing</li> <li>- A greater understanding of Local Development Plans and how to influence what housing gets built on development sites.</li> <li>- New building developments are fit for a growing older population, including</li> </ul> </li> </ul>	<p>Medium - term</p>	<ul style="list-style-type: none"> <li>• ICF Written Agreement</li> <li>• Core budgets</li> <li>• JES Pooled Fund</li> <li>• Older People Care Accommodation Pooled Fund</li> <li>• RSLs</li> </ul>	<p>✓</p>	<p>✓</p>	<p>✓</p>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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accessibility requirements					
<ul style="list-style-type: none"> <li>Develop a regional approach for domiciliary care and residential and nursing home care, with the aim of stabilising the market. Considerations to include: <ul style="list-style-type: none"> <li>Opportunities for joint commissioning</li> <li>Sharing good commissioning practices across the region</li> <li>How to further develop good working relationships with providers</li> <li>Outcome based commissioning</li> <li>Joint forums/shared learning</li> <li>The use of care homes to tackle social isolation and loneliness</li> <li>How to converge costs</li> <li>How to improve quality and achieve consistency across the sector</li> <li>How to manage the growth (and decline) of the three markets</li> <li>Demands placed on the sectors by regulatory bodies</li> <li>Needs of self-funders</li> </ul> </li> </ul>	Medium – long term	<ul style="list-style-type: none"> <li>Supporting People</li> <li>Care Providers</li> <li>Community assets</li> <li>Volunteers</li> <li>Carers</li> <li>Third sector support</li> <li>Community groups</li> </ul>			
<ul style="list-style-type: none"> <li>Develop effective tools to enable older people to engage in the self-assessment of their own care and support requirements and health conditions. Considerations to include: <ul style="list-style-type: none"> <li>IT systems</li> <li>Development of Health ‘CVs’ for every older person across the region</li> <li>Training for older people on chronic condition self-management</li> <li>Balanced diet education, including cooking skills</li> </ul> </li> </ul>	Medium -term				
<ul style="list-style-type: none"> <li>Review effectiveness of Joint Equipment Store and explore commercial opportunities.</li> </ul>	Short-medium term				

**OP1.4: Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plans reflect what is important to them and achieves the outcomes they seek.**

**Response to PNA Needs:** N1-N4, N7-10, N12

**Contribution to Well-being Objectives:** WBC6-WBC7, WBV1

**Contribution to National Outcomes:** 1.1-1.6, 2.1- 2.3, 3.1-3.3, 4.2, 7.1, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li><a href="#">‘Me, My Home, My Community’ – Cardiff and Vale of</a></li> </ul>	Local Authorities, CVUHB, GPs,	<ul style="list-style-type: none"> <li>RPB Annual Report</li> </ul>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li><a href="#">Glamorgan Market Position Statement 2017-2022</a></li> <li><a href="#">Cardiff and Vale of Glamorgan Joint Regional Statement of Strategic Intent – Services for Older People</a></li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> <li><a href="#">Draft Cardiff and Vale of Glamorgan Dementia Strategy 2017-2027</a></li> <li><a href="#">Care and support at home in Wales Five-year strategic plan 2017-2022</a></li> <li><a href="#">Cardiff Council Ageing Well in Wales Local Delivery Plan</a></li> <li><a href="#">Vale of Glamorgan Local Service Board Ageing Well Plan</a></li> <li><a href="#">Welsh Government Strategy for Older People in Wales 2013-2023</a></li> </ul>	Third Sector, Care Providers, WAST				
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Further explore opportunities to establish Discharge to Assess models of care.</li> </ul>	Short-medium term	<ul style="list-style-type: none"> <li>ICF Written Agreement</li> <li>Core budgets</li> <li>Carers</li> </ul>	√	√	√
<ul style="list-style-type: none"> <li>Rationalise, refine and unify assessment, diagnosis and planning pathway. Considerations to include: <ul style="list-style-type: none"> <li>The application of a strength- and not deficit-based approach.</li> <li>Outcomes based commissioning</li> <li>Issues negotiating the crossover points in the transition process.</li> <li>Undertaking integrated assessments in partnership with older people and their families and carers, and that the options available – including the consequences of those options such as financial commitments – are taken into account.</li> <li>The proportionate level of assessment required – i.e. what is the least we need to do to meet an individual’s needs – is undertaken in the most appropriate location, and clarity that proportionate assessments apply to all ages, not just older people.</li> <li>Practices similar to the successful ‘family conference’ model</li> <li>Mechanisms that enable providers to respond to sudden changes in circumstances and the different outcomes required</li> </ul> </li> </ul>	Medium – long term	<ul style="list-style-type: none"> <li>JES Pooled Fund</li> <li>Older People Care Accommodation Pooled Fund</li> <li>Heath and social care workforce</li> </ul>			
<ul style="list-style-type: none"> <li>Enable ongoing, systematic engagement as a way of understanding what matters to</li> </ul>	Short-				

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<p>older people. Considerations to include:</p> <ul style="list-style-type: none"> <li>- Engaging older people who are typically harder to reach, including home owners</li> </ul>	medium term				
<ul style="list-style-type: none"> <li>• In line with Part 10 Code of Practice, arrange provision of Independent Professional Advocacy, and ensure access to other forms of advocacy where required.</li> </ul>	Short-term				
<ul style="list-style-type: none"> <li>• Undertake collective workforce planning across health, housing and social care sectors to support integration. Considerations to include: <ul style="list-style-type: none"> <li>- Ageing workforce/succession planning</li> <li>- Supply of professional workforce, including GPs, nursing and therapy staff</li> <li>- Developing the quality and skills of workforce</li> <li>- Impact of domiciliary care registration (Regulation and Inspection of Social Care Act)</li> <li>- Joint recruitment campaigns to attract workforce in the care sector</li> <li>- Terms and conditions across health and social care</li> <li>- Development of integrated teams/joint posts/joint recruitment</li> <li>- Training in commissioning, procurement and performance management to support the development of effective services</li> </ul> </li> </ul>	Short-medium term				

#### OP1.5: Develop Cardiff and Vale of Glamorgan as a dementia friendly region

**Response to PNA Needs:** N1-N14

**Contribution to Well-being Objectives:** WBC6-WBC7, WBV1

**Contribution to National Outcomes:** 1.1-1.6, 2.3, 3.1-3.3, 4.2, 5.2, 6.1, 7.1, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li>• <a href="#">Draft Cardiff and Vale of Glamorgan Dementia Strategy 2017-2027</a></li> <li>• <a href="#">‘Me, My Home, My Community’ – Cardiff and Vale of Glamorgan Market Position Statement 2017-2022</a></li> <li>• <a href="#">Cardiff and Vale of Glamorgan Joint Regional Statement of Strategic Intent – Services for Older People</a></li> <li>• <a href="#">Shaping our Future Well-being Strategy</a></li> <li>• <a href="#">Care and support at home in Wales Five-year strategic plan 2017-2022</a></li> </ul>	<p>Local authorities, CVUHB, Third Sector, Alzheimer’s Society, Dementia friendly Groups, Community and faith groups, Care providers, Private Sector, SWP, SWFRS, Public Health Wales, WAST, Businesses</p>	<ul style="list-style-type: none"> <li>• RPB Annual Report</li> </ul>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li>• <a href="#">Cardiff Council Ageing Well in Wales Local Delivery Plan</a></li> <li>• <a href="#">Vale of Glamorgan Local Service Board Ageing Well Plan</a></li> <li>• <a href="#">Welsh Government Strategy for Older People in Wales 2013-2023</a></li> </ul>					
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• Further promote the development of ‘dementia friendly’ communities and achieve ‘dementia friendly’ status on a regional level. Considerations to include: <ul style="list-style-type: none"> <li>- Availability of support services for people with dementia, including early on-set dementia</li> <li>- Increasing the number of dementia friends</li> <li>- Workforce development</li> <li>- Awareness raising with children and young people</li> <li>- Development of dementia friendly accommodation</li> </ul> </li> </ul>	Short-medium term	<ul style="list-style-type: none"> <li>• ICF Written Agreement</li> <li>• Core budgets</li> <li>• Community assets</li> <li>• Dementia Friends</li> <li>• Volunteers</li> <li>• Carers</li> <li>• Third sector support</li> <li>• Community groups</li> <li>• Older People Care Accommodation Pooled Fund</li> </ul>	✓	✓	✓

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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## 2. Children and Young People (Including Children with Complex Needs)



Children with Complex Needs



Children and Young People

How are we addressing the care and support needs of children and young people?

### 1. Regional Partnership Board Priorities – Children with Complex Needs

*\*Nb Actions relating to young carers can be found in the 'Adult and Young Carers' section of the Plan\**

#### CYP1.1: Improve provision for children and young people with Additional Learning Needs

Response to PNA Needs: N2-N3, N5-N9

Contribution to Well-being Objectives: WBC3-WBC5, WBV1-WBV3

Contribution to National Outcomes: 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism			
<ul style="list-style-type: none"> <li><a href="#">ALN and Education Tribunal (Wales) Bill and Transformation programme</a></li> <li><a href="#">WG Autism Spectrum Disorder Strategic Action Plan</a></li> <li><a href="#">Integrated Autism Service</a></li> <li><a href="#">Cardiff and Vale of Glamorgan Index of children and young people with disabilities or additional needs</a></li> <li><a href="#">Disabilities Futures Programme</a></li> </ul>	WG, Local Authorities, Schools, CVUHB, Third Sector, WLGA	<ul style="list-style-type: none"> <li>Disability Futures Programme</li> <li>Quarterly reporting to WG/WLGA on IAS implementation</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Increase collaboration between health, social services and education to ensure a joined up approach to support and care.</li> </ul>	Short-medium term	<ul style="list-style-type: none"> <li>Education budgets</li> <li>WG/WLGA/Public Health Wales – IAS</li> </ul>	√	√	
<ul style="list-style-type: none"> <li>Increase the emphasis on early intervention support in schools through closer working with Welfare services and provision of additional training for all staff in primary schools</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>ICF – IAS Funding</li> <li>Central South Consortium Joint Education Service</li> </ul>			
<ul style="list-style-type: none"> <li>Improve transition between early years education providers, schools and post-16 education for children and young people with complex needs</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>Cardiff and Vale of Glamorgan's Index of children and young people</li> </ul>			
<ul style="list-style-type: none"> <li>Increase participation of children and young people with complex needs in</li> </ul>	Short-				

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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the planning and assessment process	term	with disabilities or additional needs			
		<ul style="list-style-type: none"> <li>Families First</li> </ul>			

**CYP1.2: Improve integrated provision for children with complex needs, including the transition between children and adult services**

**Response to PNA Needs:** N2-N3, N5-N8

**Contribution to Well-being Objectives:** WBC3-WBC5, WBV1-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li><a href="#">Disabilities Futures Programme</a></li> <li><a href="#">National Integrated Autism Service</a></li> <li><a href="#">Cardiff and Vale of Glamorgan Index of children and young people with disabilities or additional needs</a></li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> <li><a href="#">Additional Learning Needs and Education Tribunal (Wales) Bill</a></li> </ul>	Local Authorities, CVUHB, Third Sector, WLGA, WG, Schools	<ul style="list-style-type: none"> <li>Disability Futures Programme</li> <li>Quarterly Reporting to WG/WLGA on IAS implementation</li> </ul>

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Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
Implement the Disabilities Futures Programme to include: <ul style="list-style-type: none"> <li><b>Regional joint commissioning of services for disabled children</b> – to include a focus on Families First and regional opportunities to commission within the Disability Focus element of services.</li> </ul>	Short-medium term	<ul style="list-style-type: none"> <li>ICF – part of a Written Partnership Agreement</li> <li>Local authority/CVUHB core budgets</li> </ul>	√	√	√
<ul style="list-style-type: none"> <li><b>Integrating services for children with complex needs</b> – to include development of pilot projects to demonstrate integrated practice and inform future delivery methods</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>National Integrated Autism Service</li> <li>Cardiff and Vale of Glamorgan's Index of children and young people with disabilities or additional needs</li> </ul>			
<ul style="list-style-type: none"> <li><b>Development of a regional transition protocol for disabled young people</b> to improve the experience of young people transitioning to adult services from children's services and early identification of needs to support planning into adulthood.</li> </ul>	Medium-term				

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li>• <b>Arrange provision of Independent Professional Advocacy</b> and ensure access to other forms of advocacy for everyone who requires it (in line with Part 10 Code of Practice).</li> </ul>	Short-term				
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## 2. Other Partnership Activity

A number of care and support needs for **children and young people** were raised in the PNA, whereby responsibilities for addressing these lie with other Partnerships than the Regional Partnership Board. This Plan provides links to other delivery mechanisms and strategies in place to address the care and support needs identified:

### CYP2.1: Increase the role of children and young people in decision making and service delivery

Response to PNA Need: N5

Contribution to Well-being Objectives: WBC4, WBC7, WBV1, WBV3

Contribution to National Outcomes; 1.1-1.6, 3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1

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How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• <a href="#">Cardiff Youth Council</a></li> <li>• <a href="#">Cardiff Sprout</a></li> <li>• <a href="#">Vale of Glamorgan Youth Cabinet</a></li> <li>• <a href="#">Vale Youth Forum</a></li> <li>• <a href="#">Cardiff Child Rights Partner Programme</a> and <a href="#">UNICEF 'Child Friendly City'</a></li> <li>• <a href="#">UN Convention on the Rights of the Child</a></li> </ul>	Public Service Boards Local Authorities, CVUHB, Schools, Third Sector, Youth Councils, SWP	<ul style="list-style-type: none"> <li>• PSB Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Local authorities</li> <li>• Schools</li> <li>• CVUHB</li> <li>• Third Sector</li> <li>• Youth Councils</li> <li>• Families First</li> <li>• Meic</li> <li>• Young Commissioners (Families First)</li> <li>• SNAP</li> </ul>	✓	✓	✓

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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CYP2.2: Improve educational outcomes						
Contribution to PNA Priorities: N8						
Contribution to Well-being Objectives: WBC4-WBC5, WBV2-WBV3						
Contribution to National Outcomes: 4.1- 4.2, 6.1, 7.3-7.4						
How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li><a href="#">Cardiff 2020 – A renewed vision for education and learning in Cardiff</a></li> <li><a href="#">Cardiff Commitment Youth Engagement and Progression Strategy</a></li> <li><a href="#">Vale of Glamorgan Achievement for All Service Plan 2017-2021</a></li> <li><a href="#">Vale of Glamorgan Children and Young People Service Plan 2017-2021</a></li> <li><a href="#">Central South Consortium Business Plan 2017-2020</a></li> </ul>	Local Authorities, Schools, Central South Education Consortium (CSC), Flying Start, Families First, Third Sector	<ul style="list-style-type: none"> <li>Examination results</li> <li>WG/Local authority Key Stage Performance Reports</li> <li>Local authority Corporate/Improvement Plan Quarterly Reports</li> </ul>	<ul style="list-style-type: none"> <li>Education budgets</li> <li>Central South Consortium Joint Education Service</li> <li>Youth Support Services</li> <li>Flying Start</li> <li>Families First</li> <li>Third Sector Support</li> </ul>	√	√	

CYP2.3: Increase the successful transition into employment, education or training of children and young people						
Contribution to PNA Priorities: N8						
Contribution to Well-being Objectives: WBC4-WBC5, WBV2-WBV3						
Contribution to National Outcomes: 4.1- 4.2, 6.1, 7.3-7.4						
How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li><a href="#">Cardiff 2020 – A renewed vision for education and learning in Cardiff</a></li> <li><a href="#">Cardiff Commitment Youth Engagement and Progression Strategy</a></li> </ul>	Local authorities, Schools, Central South Education	<ul style="list-style-type: none"> <li>Examination results</li> <li>Local authority Corporate/Improvement Plan Quarterly Reports</li> </ul>	<ul style="list-style-type: none"> <li>Education budgets</li> <li>Central South Consortium Joint Education Service</li> </ul>	√	√	√

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li><a href="#">Strategy</a></li> <li><a href="#">Vale of Glamorgan Achievement for All Service Plan 2017-2021</a></li> <li><a href="#">Vale of Glamorgan Children and Young People Service Plan 2017-2021</a></li> <li><a href="#">Central South Consortium Business Plan 2017-2020</a></li> <li><a href="#">Vale of Glamorgan Aspire to Achieve and Inspire to Work Programmes</a></li> </ul>	<p>Consortium (CSC), Careers Wales, Third Sector, Training Organisations, CAVC</p>	<ul style="list-style-type: none"> <li>Public Service Boards</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Youth Support Services</li> <li>Flying Start</li> <li>Families First</li> <li>Third Sector Support</li> </ul>			
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**CYP2.4: Increase access to appropriate services to children in need of care and support, recognising increased rates of emotional and mental health issues**

**Contribution to PNA Priorities:** N1-N3, N5-N9

**Contribution to Well-being Objectives:** WBC3-WBC5, WBV1-WBCV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li><a href="#">Cardiff and Vale LSCB Business Plan</a></li> <li><a href="#">Cardiff Early Help Strategy</a></li> <li><a href="#">Cardiff and Vale Integrated Family Support Service</a></li> <li><a href="#">Vale of Glamorgan Corporate Strategy for Children in Need of Care and Support</a></li> <li><a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li><a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	<p>Local Authorities, CVUHB, Third Sector, Schools</p>	<ul style="list-style-type: none"> <li>Cardiff and Vale Local Safeguarding Board</li> <li>Public Service Boards</li> </ul>	<ul style="list-style-type: none"> <li>Cardiff and Vale of Glamorgan Integrated Family Support Services (Partnership Agreement)</li> <li>Cardiff and Vale of Glamorgan Regional Safeguarding Children Board</li> <li>Families First Team around the Family</li> </ul>	✓	✓	✓

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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			<ul style="list-style-type: none"> <li>• Cardiff and Vale of Glamorgan Information, Advice and Assistance</li> <li>• Cardiff Multi-agency Safeguarding Hub</li> <li>• CAMHS/Emotional Well-being Services</li> <li>• Cardiff Council LAC Traineeship Scheme</li> </ul>			
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**CYP2.5: Increase support for children and young people affected directly or indirectly by parental relationship breakdown and domestic violence**

**Contribution to PNA Priorities:** N1-N3, N5, N7

**Contribution to Well-being Objectives:**, WBC3-WBC5, WBV1-WBCV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

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How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• <a href="#">Welsh Government VAWDASV Strategy 2016-2021</a></li> <li>• Cardiff Child Sexual Exploitation Strategy</li> <li>• Vale of Glamorgan Child Sexual Exploitation Strategy</li> <li>• <a href="#">The National Training Framework on violence against women, domestic abuse and sexual violence</a></li> <li>• Cardiff and Vale of Glamorgan VAWDASV Strategy - <i>under development</i></li> </ul>	Local Authorities, CVUHB, SWP, Probation, Third Sector, Schools, WG	<ul style="list-style-type: none"> <li>• Cardiff and Vale of Glamorgan VAWDASV Strategy – reporting to PSBs, Cardiff Safer and Cohesive Communities Programme Board and Safer Vale</li> </ul>	<ul style="list-style-type: none"> <li>• Core budgets</li> <li>• IFSS</li> <li>• Supporting People</li> </ul>	<b>√</b>	<b>√</b>	

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li>• <a href="#">Roll out of IRIS</a></li> <li>• <a href="#">South Wales Police and Crime Reduction Plan 2017-21</a></li> <li>• <a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li>• <a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>						
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**CYP2.6: Prevent child sexual exploitation**

**Contribution to PNA Priorities:** N1-N3, N5, N7

**Contribution to Well-being Objectives:** WBC3-WBC5, WBV1-WBCV3

**Contribution to National Outcomes:** 1.1-1.2, 2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• <a href="#">National Action Plan to Tackle Child Sexual Exploitation (Wales)</a></li> <li>• <a href="#">Cardiff and Vale LSCB Business Plan</a></li> <li>• <a href="#">CSE Prevention Strategy for the NHS 2016-2019</a></li> <li>• <a href="#">South Wales Police and Crime Reduction Plan 2017-21</a></li> </ul>	Local Authorities, CVUHB, SWP, Probation, Third Sector	<ul style="list-style-type: none"> <li>• Cardiff and Vale Local Safeguarding Board</li> </ul>	<ul style="list-style-type: none"> <li>• LSCB</li> <li>• Third Sector</li> <li>• WG</li> </ul>	✓	✓	

**CYP2.7: Enable children and young people to be happy and healthy**

**Contribution to PNA Priorities and Well-being Objectives:** N2, WBC2, WBC4, WBC7, WBV2, WBV3

**Contribution to National Outcomes:** 1.1-1.2, 2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• <a href="#">Cardiff Families First</a> and <a href="#">Vale of Glamorgan Families First</a></li> </ul>	Local Authorities,	<ul style="list-style-type: none"> <li>• PSB Well-being Plans</li> <li>• Local Authority Corporate</li> </ul>	<ul style="list-style-type: none"> <li>• Local authority – play/leisure</li> </ul>	✓	✓	

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li>• <a href="#">Cardiff Childcare Sufficiency Assessment 2017</a></li> <li>• <a href="#">Vale of Glamorgan Childcare Sufficiency Assessment 2016/17</a></li> <li>• <a href="#">Vale of Glamorgan Family Information Service</a></li> <li>• <a href="#">Cardiff and Vale Local Public Health Plan 2016/17-2018/19</a></li> <li>• <a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li>• <a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	CVUHB, Public Health Wales, Third Sector, Schools	Plans <ul style="list-style-type: none"> <li>• Annual Report of the Director of Public Health</li> </ul>	<ul style="list-style-type: none"> <li>• Third Sector</li> <li>• Families First</li> <li>• Schools</li> <li>• Family Information Service</li> <li>• Dewis Cymru</li> <li>• Flying Start</li> </ul>			
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**CYP2.8: Develop the Welsh skills of children and create new Welsh speakers, to support the Welsh Government’s vision of having a million Welsh speakers by 2050**

**Contribution to PNA Priorities:** N2, N6  
**Contribution to Well-being Objectives:** WBC1, WBC4, WBV3  
**Contribution to National Outcomes:** 1.1-1.2, 2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• <a href="#">Cardiff Welsh in Education Strategic Plan 2017-2020</a></li> <li>• <a href="#">Vale of Glamorgan Welsh in Education Strategic Plan 2017-2020</a></li> </ul>	Local Authorities, Schools, WG, Central South Education Consortium, CVUHB, Third Sector	<ul style="list-style-type: none"> <li>• Local authority corporate reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Education and early years budgets</li> <li>• Third Sector</li> <li>• Flying Start</li> <li>• Families First</li> </ul>	<b>v</b>		

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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### 3. Learning Disability and Autism

#### How are we addressing care and support needs?

#### 1. Regional Partnership Board Priorities

##### LDA.1.1 People with learning disabilities are supported to maximise their independence

Response to PNA Needs: N1-N6

Contribution to Well-being Objectives: WBC3-WBC5, WBC7, WBV1-WBV3

Contribution to National Outcomes: 1.1-1.6, 2.1-2.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism			
<ul style="list-style-type: none"> <li><a href="#">Cardiff Council Learning Disability Strategy 2012-2017</a></li> <li><a href="#">Vale of Glamorgan Council Learning Disability Strategy 2014-2017</a></li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> <li><a href="#">Cardiff and Vale UHB IMTP</a></li> <li>Cardiff and Vale UHB Health Inspectorate Wales Learning Disability Action Plan</li> <li><a href="#">Disabilities Future Programme</a></li> <li><a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li><a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	Local Authorities, CVUHB, Third Sector, Colleges, RSLs, Care Providers, Cardiff People First, Vale of Glamorgan People First, ABMU Health Board, Learning Disability Wales, SWP	<ul style="list-style-type: none"> <li>RPB Annual Report</li> <li>Director of Social Services' Annual Report</li> <li>Corporate Plans/CVUHB IMTP</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Develop a Cardiff and Vale of Glamorgan Learning Disability Commissioning Strategy. Considerations to include:               <ul style="list-style-type: none"> <li>- Domiciliary care</li> <li>- Access to information and advice</li> <li>- The uptake of Direct Payments</li> <li>- Range of respite opportunities</li> </ul> </li> </ul>	Short-medium	<ul style="list-style-type: none"> <li>Core budgets</li> <li>ICF</li> </ul>	√	√	√

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Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li>- Remodelling of specialist learning disability services</li> <li>- Housing needs over next 5-10 years</li> <li>- Commissioning new Supported Living schemes</li> <li>- Transition commissioning of services for young people moving to adult services</li> <li>- Provision of Independent Professional Advocacy and access to other forms of advocacy for everyone who requires it (in line with Part 10 Code of Practice)</li> <li>- Development of regional services for adults with learning disabilities (as part of the Disabilities Futures Programme) to enable those with more complex needs to access services closer to home</li> <li>- Implementation of the Orange Wallet Scheme and development of support networks for independent travel</li> </ul>					
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**LDA.1.2 People with learning disabilities are supported to play an active role in society and engage in meaningful day time activities and employment or volunteering.**

**Response to PNA Need:** N1-6

**Contribution to Well-being Objectives:** WBC3, WBC4, WBC5, WBC7, WBV1, WBV2, WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li>• Cardiff Council and Vale of Glamorgan Council Adult Learning Disability Day Opportunity Strategy 2014-2017</li> <li>• <a href="#">Disabilities Future Programme</a></li> <li>• <a href="#">Cardiff Council Learning Disability Strategy 2012-2017</a></li> <li>• <a href="#">Vale of Glamorgan Council Learning Disability Strategy 2014-2017</a></li> <li>• <a href="#">Shaping our Future Well-being Strategy</a></li> </ul>	Local Authorities, CVUHB, Third Sector, Colleges, RSLs, Care Providers, Cardiff People First, Vale of Glamorgan People First, ABMU Health Board, Learning Disability Wales, Shaw Trust, Private Sector	<ul style="list-style-type: none"> <li>• RPB Annual Report</li> <li>• Corporate Plans</li> <li>• Director of Social Services' Annual Report</li> </ul>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li><a href="#">Cardiff and Vale UHB IMTP</a></li> <li>Cardiff and Vale UHB Health Inspectorate Wales Learning Disability Action Plan</li> </ul>					
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Develop a Cardiff and Vale of Glamorgan Learning Disability Commissioning Strategy. Considerations to include: <ul style="list-style-type: none"> <li>- Training staff to respond to changing service user needs, aspirations and priorities.</li> <li>- Provision of Independent Professional Advocacy and access to other forms of advocacy for everyone who requires it (in line with Part 10 Code of Practice)</li> <li>- Implementation of the Orange Wallet Scheme and development of support networks for independent travel</li> </ul> </li> </ul>	Short-medium term	<ul style="list-style-type: none"> <li>Core budgets</li> <li>ICF</li> </ul>	√	√	√

### LDA.1.3 People with learning disabilities are valued and included, supported to have a voice, and able to exercise choice and control over all aspects of their lives

**Response to PNA Need:** N1-N2, N4-N5

**Contribution to Well-being Objectives:** WBC3-WBC5, WBC7, WBV1-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li><a href="#">Cardiff Council Learning Disability Strategy 2012-2017</a></li> <li><a href="#">Vale of Glamorgan Council Learning Disability Strategy 2014-2017</a></li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> <li><a href="#">Cardiff and Vale UHB IMTP</a></li> <li>Cardiff and Vale UHB Health Inspectorate Wales Learning Disability Action Plan</li> </ul>	Local Authorities, CVUHB, Third Sector, Colleges, RSLs, Care Providers, Cardiff People First, Vale of Glamorgan People First, ABMU Health Board, Learning Disability Wales, Public Transport Providers	<ul style="list-style-type: none"> <li>RPB Annual Report</li> <li>Corporate Plans/IMTP</li> <li>Director of Social Services Annual Report</li> </ul>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li><a href="#">Disabilities Future Programme</a></li> </ul>					
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Develop a Cardiff and Vale of Glamorgan Learning Disability Commissioning Strategy. Considerations to include:             <ul style="list-style-type: none"> <li>The uptake of Direct Payments</li> <li>Provision of Independent Professional Advocacy and access to other forms of advocacy for everyone who requires it (in line with Part 10 Code of Practice)</li> <li>Implementation of the Orange Wallet Scheme and development of support networks for independent travel</li> <li>Raising awareness and development of opportunities for service users to form social networks within the community and peer groups</li> <li>The development of peer mentoring and volunteering opportunities for people with learning disabilities</li> </ul> </li> </ul>	Short-medium term	<ul style="list-style-type: none"> <li>Core budgets</li> <li>ICF</li> </ul>	✓	✓	✓

#### LDA.1.4 People with learning disabilities are enabled to stay healthy and feel safe.

**Response to PNA Need:** N1-N6

**Contribution to Well-being Objectives:** WBC3-WBC5, WBC7, WBV1-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li><a href="#">Cardiff and Vale Local Public Health Plan 2016/17-2018/19</a></li> <li><a href="#">Cardiff Council Learning Disability Strategy 2012-2017</a></li> <li><a href="#">Vale of Glamorgan Council Learning Disability Strategy 2014-2017</a></li> <li><a href="#">Draft Cardiff and Vale of Glamorgan Dementia Strategy 2017-2027</a></li> </ul>	Local Authorities, CVUHB, Third Sector, Schools/Colleges, RSLs, Care Providers, Cardiff People First, Vale of Glamorgan People First, ABMU Health Board, Learning Disability	<ul style="list-style-type: none"> <li>RPB Annual Report</li> <li>Corporate Plans/IMTP</li> <li>Director of Social Services Annual Report</li> <li>Annual Report of the Director of Public Health</li> </ul>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li>• <a href="#">Shaping our Future Well-being Strategy</a></li> <li>• <a href="#">Cardiff and Vale UHB IMTP</a></li> <li>• Cardiff and Vale UHB Health Inspectorate Wales Learning Disability Action Plan</li> <li>• <a href="#">Disabilities Future Programme</a></li> <li>• <a href="#">Care and support at home in Wales Five-year strategic plan 2017-2022</a></li> <li>• <a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li>• <a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	Wales, Public Health Wales, SWP, SWFRS, Public Transport Providers				
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• Develop a Cardiff and Vale of Glamorgan Learning Disability Commissioning Strategy. Considerations to include: <ul style="list-style-type: none"> <li>- Commissioning of specialist LD residential and dementia services</li> <li>- Housing needs over next 5-10 years</li> <li>- Remodelling of specialist learning disability services</li> <li>- Range of respite opportunities</li> <li>- Improving pathways into primary and secondary healthcare</li> <li>- Provision of Independent Professional Advocacy and access to other forms of advocacy for everyone who requires it (in line with Part 10 Code of Practice)</li> <li>- Training and support in safety when using technology</li> <li>- Ensuring that commissioned services have appropriate regard to safeguarding</li> </ul> </li> </ul>	Short-medium term	<ul style="list-style-type: none"> <li>• Core budgets</li> <li>• ICF</li> </ul>	✓	✓	✓
<ul style="list-style-type: none"> <li>• Raise awareness of personal safety and work with the Neighbourhood Police and PACT meetings to raise awareness of hate crime directed at service users</li> </ul>	Short-medium term				

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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**LDA.1.5 People with learning disabilities are supported to become lifelong learners.**

**Response to PNA Need:** N1-N2, N4-N5

**Contribution to Well-being Objectives:** WBC3-WBC5, WBC7, WBV1-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.2-7.5

How will we Deliver?	Partner Agencies	Reporting Mechanism			
<ul style="list-style-type: none"> <li><a href="#">Cardiff Council Learning Disability Strategy 2012-2017</a></li> <li><a href="#">Vale of Glamorgan Council Learning Disability Strategy 2014-2017</a></li> <li>Cardiff Council and Vale of Glamorgan Council Adult Learning Disability Day Opportunity Strategy 2014-2017</li> <li><a href="#">Disabilities Future Programme</a></li> </ul>	Local Authorities, CVUHB, Third Sector, Colleges, Care Providers, RSLs, Cardiff People First, Vale of Glamorgan People First, Libraries	<ul style="list-style-type: none"> <li>RPB Annual Report</li> <li>Corporate Plans</li> <li>Director of Social Services Annual Report</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Develop a Cardiff and Vale of Glamorgan Learning Disability Commissioning Strategy. Considerations to include:                             <ul style="list-style-type: none"> <li>Commissioning of college placements for post 16 education</li> <li>Ensuring community education classes are accessible to people with learning disabilities in terms of cost</li> </ul> </li> </ul>	Short – medium term	<ul style="list-style-type: none"> <li>Core budgets</li> </ul>	√	√	√

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**LDA.1.6 Develop a new Integrated Autism Service which all agencies working in integrated, multi-disciplinary ways will provide appropriate services for children, young people and adults with an autism spectrum disorder, addressing their education, health, employment, social interaction and emotional needs**

**Response to PNA Need:** N1-N6

**Contribution to Well-being Objectives:** WBC3-WBC5, WBC7, WBV1-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism			
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Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li>Cardiff and Vale of Glamorgan Council ASD Strategy 2016-2020</li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> </ul>	CVUHB, Local Authorities, Schools, WG, WLGA, Third Sector	<ul style="list-style-type: none"> <li>RPB Annual Report</li> <li>Quarterly reporting to WG</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Increase awareness of the pathway to diagnosis</li> </ul>	Short – medium term	<ul style="list-style-type: none"> <li>Integrated Autism Service</li> <li>Core services</li> <li>ICF</li> <li>Third Sector</li> <li>Diagnostic Toolkits</li> <li>Together for Children and Young People Framework: Neurodevelopmental Work stream</li> <li>Education Training Programmes</li> <li>Parenting Programmes</li> </ul>	√	√	
<ul style="list-style-type: none"> <li>Improve support and interventions including support for:               <ul style="list-style-type: none"> <li>emotional and behavioural issues</li> <li>issues relating to core symptoms of Autism and daily living skills</li> <li>access to leisure and social opportunities</li> </ul> </li> </ul>	Short – medium term				
<ul style="list-style-type: none"> <li>Improve support to individuals and businesses to enable access employment opportunities</li> </ul>	Short – medium term				
<ul style="list-style-type: none"> <li>Enable family and carers to access information and training in understanding Autism and how to support the individuals that they care for</li> </ul>	Short – medium term				
<ul style="list-style-type: none"> <li>Implement a new Integrated Autism Service</li> </ul>	Short-term				

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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## 4. Integrated Family Support Services

### How are we addressing care and support needs?

#### 1. Regional Partnership Board Priorities

**IFSS1.1** Continue to provide an intensive intervention with families referred by Children’s Services where there are serious child protection concerns as a result of parental / carer substance misuse, domestic abuse or mental health.

**IFSS1.2** Explore the extension of the Integrated Family Support Service model to include other parental additional needs (e.g. learning disability) and consider how it can help tackle adverse childhood experiences.

**Response to PNA Need:** N1-N12  
**Contribution to Well-being Objectives:** WBC3-WBC5, WBC7, WBV1-WBV3  
**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 5.1-5.2, 6.1-6.2, 7.1-7.3, 8.1

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How will we Deliver?	Partner Agencies	Reporting Mechanism			
<ul style="list-style-type: none"> <li><a href="#">Cardiff and Vale of Glamorgan Integrated Family Support Service</a></li> <li><a href="#">Cardiff and Vale LSCB Business Plan</a></li> <li><a href="#">Cardiff Early Help Strategy</a></li> <li><a href="#">Vale of Glamorgan Children and Young People Service Plan 2017-2021</a></li> <li><a href="#">Substance Misuse and Well-being Commissioning Strategy 2016-2020</a></li> <li><a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li><a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	<p>Local Authorities, CVUHB, SWP, Probation, Third Sector, Family members and community</p>	<ul style="list-style-type: none"> <li>IFSS Annual Report</li> <li>RPB Annual Report</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Provide a volunteer programme that helps parents to practice the skills they learn from social services intervention, within a supportive community</li> </ul>	<p>Medium-term</p>	<ul style="list-style-type: none"> <li>IFSS Core Budget (Pooled Fund)</li> </ul>	<p>√</p>	<p>√</p>	

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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setting. This may involve helping with bedtime routine, playing with the children while the parent makes a meal or being on the end of a phone if a crisis hits. Support at this level can keep families together, improve parenting outcomes, safeguard children and ultimately reduce substance misuse.		<ul style="list-style-type: none"> <li>• Families First</li> <li>• Flying Start</li> <li>• Core Budgets</li> <li>• Area Planning Board</li> <li>• VAWDASV funding</li> </ul>			
<ul style="list-style-type: none"> <li>• Offer parents training and support in leading healthy lifestyles, including accredited 'Get Cooking' courses</li> </ul>	Short-medium term				
<ul style="list-style-type: none"> <li>• Explore greater collaborative working in relation to the work on Adverse Childhood Experiences via the National Ace Hub.</li> </ul>	Short-term				
<ul style="list-style-type: none"> <li>• IFST training development - to deliver IFST training to social work students who are in the second year of the Masters program.</li> </ul>	Short-medium term				
<ul style="list-style-type: none"> <li>• Ongoing work regarding the delivering of IFST Safety Planning training to social work practitioners in the Vale of Glamorgan.</li> </ul>	Short-medium term				

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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## 5. Adult and Young Carers



### How are we addressing care and support needs?

#### 1. Regional Partnership Board Priorities

##### AYC1.1: Identify and implement a carer engagement model based on best practice

**Response to PNA Need:** N1, N8-N10

**Contribution to Well-being Objectives:** WBC3, WBC5, WBV1, WBV2

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism			
<ul style="list-style-type: none"> <li>Cardiff and Vale of Glamorgan Local Authority Carers Workstream</li> <li><a href="#">Carers Information and Consultation Strategy</a></li> <li><a href="#">Cardiff and the Vale Carers Support and Information Network Group (CSING)</a></li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> <li><a href="#">Carers Strategy for Wales</a></li> </ul>	CVUHB, Local Authorities, Carers, CS3C, GVS, Carers Trust Wales/SE Wales	<ul style="list-style-type: none"> <li>Carers Information and Consultation Strategy – Annual Report</li> <li>RPB Annual Report</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Support and monitor the delivery of Phase 2 of the Carers Engagement Project to build on Phase 1 findings which considered potential carer forum models and barriers to engagement.</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Core budgets</li> <li>Third Sector</li> </ul>	√	√	

**AYC1.2 Improve physical and emotional support for young carers, including emergency and pre-planned respite and reducing the risk of Adverse Childhood Experiences (ACEs)**

**Response to PNA Need:** N1-N2, N4-N9

**Contribution to Well-being Objectives:** WBC3-WBC7, WBV1-WBCV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism			
<ul style="list-style-type: none"> <li>Young Carers Action Plan</li> <li><a href="#">Carers Information and Consultation Strategy</a></li> <li>Cardiff and Vale of Glamorgan Local Authority Carers Workstream</li> <li><a href="#">Cardiff and the Vale Carers Support and Information Network Group (CSING)</a></li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> <li><a href="#">Carers Strategy for Wales</a></li> </ul>	CVUHB, Local Authorities, YMCA, Carers, Schools, CS3C, GVS, Carers Trust Wales/SE Wales	<ul style="list-style-type: none"> <li>Carers Information and Consultation Strategy – Annual Report</li> <li>RPB Annual Report</li> </ul>			
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Improve information sharing and recording concerning known/identified Young Carers</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Core budgets</li> <li>Cardiff East Young Carers Project</li> <li>Cardiff West Young Carers Project</li> <li>Vale of Glamorgan Young Carers Project</li> <li>Cardiff and Vale Young Carers Club</li> <li>Carers Trust South East Wales</li> <li>Young Carers Toolkit</li> </ul>	√	√	
<ul style="list-style-type: none"> <li>Improve the Identification of “hidden” Young Carers</li> </ul>	Short-medium term				
<ul style="list-style-type: none"> <li>Work with Wellbeing and Mental Health Services to ensure appropriate identification of Young Carers and referrals to support</li> </ul>	Medium-term				
<ul style="list-style-type: none"> <li>Identify and support Young Carers Champions in secondary schools as good practice</li> </ul>	Short-term				
<ul style="list-style-type: none"> <li>Develop a Young Carers ID card</li> </ul>	Medium-term				
<ul style="list-style-type: none"> <li>Develop GP Carer Accreditation Scheme</li> </ul>	Short-				

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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	term	<ul style="list-style-type: none"> <li>• Young Carers Network</li> <li>• Families First</li> <li>• WG Carer Respite Funding</li> </ul>				
• Support the development of a Pharmacy Carer Accreditation Scheme	Short-term					
• Plan and deliver actions to provide additional respite in response to WG Carers Respite Funding	Short-term					
• Explore greater collaborative working in relation to the work on Adverse Childhood Experiences via the National Ace Hub	Short-term					
• Develop accredited programmes for Young Carers to recognise their skills and experience	Medium-term					
• Review Carers Pathway	Short-term					
• Other actions to be considered by Cardiff and Vale of Glamorgan Local Authority Carers Workstream. Considerations to include: <ul style="list-style-type: none"> <li>- Support for young carers who work</li> <li>- Advocacy that is proactively offered, explained and independent from the advocacy for the person they care for</li> </ul>	Short-medium term					

### AYC1.3: Improve physical and emotional support for adult carers, including emergency and pre-planned respite

**Response to PNA Need:** N1, N5, N8-N9

**Contribution to Well-being Objectives:** WBC4, WBC6-WBC7, WBV1, WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 5.2, 6.1-6.2

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li>• Cardiff and Vale of Glamorgan Local Authority Carers Workstream</li> <li>• <a href="#">Carers Information and Consultation Strategy</a></li> <li>• <a href="#">Cardiff and the Vale Carers Support and Information Network Group (CSING)</a></li> <li>• <a href="#">Shaping our Future Well-being Strategy</a></li> </ul>	CVUHB, Local Authorities, Carers, CS3C, GVS, CAVAMH	<ul style="list-style-type: none"> <li>• Carers Information and Consultation Strategy – Annual Report</li> <li>• RPB Annual Report</li> </ul>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li><a href="#">Nexus</a></li> <li><a href="#">Carers Strategy for Wales</a></li> </ul>					
Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Cardiff and Vale of Glamorgan Carers Workstream to identify required physical and emotional support needs. Considerations to include: <ul style="list-style-type: none"> <li>Support for adult carers who work</li> <li>Counselling, other talking therapies and mental health support</li> <li>Provision of training to carers to help them undertake their caring role</li> <li>Intergenerational and mixed support groups</li> <li>Advocacy that is proactively offered, explained and independent from the advocacy for the person they care for</li> </ul> </li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>Core budgets</li> <li>WG Carer Respite Funding</li> <li>ICF</li> <li><a href="#">Cardiff and Vale of Glamorgan Carers Directory</a></li> </ul>	✓	✓	✓
<ul style="list-style-type: none"> <li>Plan and deliver actions to provide additional respite in response to WG Carers Respite Funding</li> </ul>	Short-term				

**AYC1.4: Involve carers, including young carers, in the planning of hospital admission and discharge if the person they care for is in hospital**

**Response to PNA Need:** N1, N3, N8-N9, N11

**Contribution to Well-being Objectives:** WBC3-WBC4, WBC6, WBV1, WBV3

**Contribution to National Outcomes:** 1.1-1.6, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li>Cardiff and Vale of Glamorgan Local Authority Carers Workstream</li> <li><a href="#">Carers Information and Consultation Strategy</a></li> <li><a href="#">Cardiff and the Vale Carers Support and Information Network Group (CSING)</a></li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> <li>Cardiff and Vale Unscheduled Care Transformation</li> </ul>	CVUHB, Local Authorities, Carers, CS3C, GVS, Age Connects, Carers Trust Wales/SE Wales	<ul style="list-style-type: none"> <li>Carers Information and Consultation Strategy – Annual Report</li> <li>RPB Annual Report</li> </ul>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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Programme						
<ul style="list-style-type: none"> <li><a href="#">Carers Strategy for Wales</a></li> </ul>						
Key Actions		Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Ensure the inclusion of Carers within hospital admission and discharge planning as part of the Cardiff and Vale UHB Unscheduled Care Transformation Programme. Considerations to include: <ul style="list-style-type: none"> <li>Provision of training/showing carers what needs to be done to support the person being cared for at home</li> <li>Provide carers information to take home in a language and format which is accessible to them</li> <li>Provide follow up support to carers after the person they care for has returned home</li> <li>Ensure the availability of medication from the pharmacy to enable discharge, and support for carers to understand the medication and that it is taken appropriately</li> </ul> </li> </ul>		Short-medium term	<ul style="list-style-type: none"> <li>Core budgets</li> <li>ICF</li> <li><a href="#">Cardiff and Vale of Glamorgan Carers Directory</a></li> </ul>	√	√	

**AYC1.5: Provide easily accessible information to carers and relatives in a range of formats and languages, through existing information points, such as primary care and libraries.**

**Response to PNA Need:** N1, N8-N9

**Contribution to Well-being Objectives:** WBC4, WBC6-WBC7, WBV1, WBV3

**Contribution to National Outcomes:** 1.1-1.6

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li>Cardiff and Vale of Glamorgan Local Authority Carers Workstream</li> <li><a href="#">Carers Information and Consultation Strategy</a></li> <li><a href="#">Cardiff and the Vale Carers Support and Information Network Group (CSING)</a></li> </ul>	CVUHB, Local Authorities, Carers, CS3C, GVS, YMCA, Carers Trust Wales/SE Wales	<ul style="list-style-type: none"> <li>Carers Information and Consultation Strategy – Annual Report</li> <li>RPB Annual Report</li> </ul>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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<ul style="list-style-type: none"> <li>• <a href="#">Shaping our Future Well-being Strategy</a></li> <li>• <a href="#">Carers Strategy for Wales</a></li> </ul>						
Key Actions		Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• Actions to be considered by Cardiff and Vale of Glamorgan Local Authority Carers Workstream. Considerations to include: <ul style="list-style-type: none"> <li>- Culturally appropriate information in a variety of formats and languages aimed specifically at carers and family members on what they need to know about an individual's health condition, as well as meeting their own care and support needs</li> <li>- Available on- and off-line in a variety of formats and easily accessible in such places as GPs, clinics, hospitals, community centres, libraries and a wide-range of community services</li> </ul> </li> </ul>		Short-term	<ul style="list-style-type: none"> <li>• Core budgets</li> <li>• WG Carer Transitional Funding</li> <li>• Families First</li> <li>• ICF</li> <li>• <a href="#">Cardiff and Vale of Glamorgan Carers Directory</a></li> <li>• Dewis</li> </ul>	✓	✓	

**AYC1.6: Raise awareness around caring and carers among public and health and social care professionals, (e.g. adopting an approach similar to Making Every Contact Count), to ensure that carers are identified as early as possible and all involved are aware of their rights as a carer**

**Response to PNA Need:** N8-N9, N11

**Contribution to Well-being Objectives:** WBC4, WBC6-WBC7, WBV1, WBV3

**Contribution to National Outcomes:** 1.1-1.6

How will we Deliver?	Partner Agencies	Reporting Mechanism
<ul style="list-style-type: none"> <li>• Young Carers Action Plan</li> <li>• Cardiff and Vale of Glamorgan Local Authority Carers Workstream</li> <li>• <a href="#">Carers Information and Consultation Strategy</a></li> <li>• <a href="#">Cardiff and the Vale Carers Support and Information Network Group (CSING)</a></li> <li>• <a href="#">Shaping our Future Well-being Strategy</a></li> <li>• <a href="#">Carers Strategy for Wales</a></li> </ul>	CVUHB, Local Authorities, Carers, CS3C, GVS	<ul style="list-style-type: none"> <li>• Carers Information and Consultation Strategy – Annual Report</li> <li>• RPB Annual Report</li> </ul>

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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Key Actions	Time frame	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Development of a generic Young Carers training package, including e-learning, involving young carers in the process</li> </ul>	Short-medium term	<ul style="list-style-type: none"> <li>Core budgets</li> <li>Families First</li> <li><a href="#">Cardiff and Vale of Glamorgan Carers Directory</a></li> <li>Dewis Wales</li> </ul>	✓	✓	
<ul style="list-style-type: none"> <li>Other actions to be considered by Cardiff and Vale of Glamorgan Local Authority Carers Workstream. Considerations to include: <ul style="list-style-type: none"> <li>More awareness amongst professionals of the different needs and experiences of carers from diverse communities</li> <li>More awareness in diverse communities of what being a carers is and the support available</li> <li>Easier access to carers' assessments</li> <li>Greater awareness that all carers are entitled to a carer's assessment</li> <li>Asking adult and young carers whether they are willing and able to care</li> </ul> </li> </ul>	Short-medium term				

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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## 6. Health and Physical Disabilities



### How are we addressing health and physical disability care and support needs?

#### 1. Other Partnership Activity

A number of care and support needs in relation to **health and physical disabilities** were raised in the PNA, whereby responsibilities for addressing these lie with other Partnerships than the Regional Partnership Board. This Plan provides links to other delivery mechanisms and strategies in place to address the care and support needs identified:

#### HPD1.1: Promote healthy lifestyles and improve and protect the health and well-being of Cardiff and Vale of Glamorgan residents.

Contribution to PNA Priorities: N1-N13

Contribution to Well-being Objectives: WBC2-WBC7, WBV1-WBV4

Contribution to National Outcomes: 1.1-1.2, 2.1-2.3, 4.1-4.2, 5.2, 7.2-7.4, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>• <a href="#">Shaping our Future Well-being Plan 2015-2025</a></li> <li>• <a href="#">Cardiff and Vale Integrated Medium Term Plan</a></li> <li>• <a href="#">Cardiff and Vale Local Public Health plan 2016/17-2018/19</a></li> <li>• <a href="#">Cardiff Well-being Plan</a> and <a href="#">Vale of Glamorgan Well-being Plan</a></li> <li>• <a href="#">Primary Care Plan/GP Cluster Plans</a></li> <li>• <a href="#">Wellbeing 4U Service</a></li> <li>• <a href="#">Cardiff Independent Living Service</a></li> <li>• <a href="#">Strategic Equality Plans</a></li> <li>• <a href="#">Cardiff Housing Strategy 2016-</a></li> </ul>	CVUHB, GPs, Public Health Wales, Local Authorities, Third Sector, Food Cardiff, Summer Holiday Enrichment Programme (SHEP), RSLs, Transport Providers	<ul style="list-style-type: none"> <li>• CVUHB IMTP</li> <li>• Annual Report of the Director of Public Health</li> <li>• Well-being Plan Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Core budgets</li> <li>• Primary Care Fund</li> <li>• ICF</li> <li>• Dewis</li> <li>• Public health</li> <li>• Housing</li> <li>• Transport</li> </ul>	√	√	√

<p><u>2021</u></p> <ul style="list-style-type: none"> <li>• <a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> <li>• <a href="#">Cardiff Local Development Plan 2006-2026</a></li> <li>• <a href="#">Vale of Glamorgan Local Development Plan 2011-2016</a></li> <li>• <a href="#">Cardiff Transport Strategy – Keep Cardiff Moving</a></li> <li>• <a href="#">Vale of Glamorgan Local Transport Strategy</a></li> </ul>						
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Final Draft

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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## 7. Adult Mental Health and Cognitive Impairment



### How are we addressing care and support needs?

#### 1. Other Partnership Activity

A number of care and support needs in relation to **adult mental health and cognitive impairment** were raised in the PNA, whereby responsibilities for addressing these lie with other Partnerships than the Regional Partnership Board. This Plan provides links to other delivery mechanisms and strategies in place to address the care and support needs identified:

#### **AMHCI 1.1: Deliver the Cardiff and Vale of Glamorgan 'Together for Mental Health' Plan, which includes ensuring that:**

- People in Cardiff and Vale of Glamorgan are more resilient and better able to tackle poor mental well-being when it occurs
- The quality of life for people is improved, particularly through addressing loneliness and unwanted isolation
- Services meet the needs of the diverse population of Cardiff and Vale of Glamorgan
- People with mental health problems, their families and carers are treated with dignity and respect
- All children have the best possible start in life, which is enabled by giving parents / care givers the support needed
- All children and young people are more resilient and better able to tackle poor mental well-being when it occurs
- Children and young people experiencing mental health problems get better sooner
- People with a mental health problem have access to appropriate and timely services
- People of all ages experience sustained improvement to their mental health and well-being through access to positive life chances
- Cardiff and Vale of Glamorgan is a dementia friendly region

**Contribution to PNA Priorities:** N1-N11

**Contribution to Well-being Objectives:** WBC3-WBC7, WBV1-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1



How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Cardiff and Vale Local Mental Health Partnership Board</li> <li><a href="#">Draft Cardiff and Vale of Glamorgan Dementia Strategy 2017-2027</a></li> <li><a href="#">WG Together for Mental Health Delivery Plan 2016-2019</a></li> <li><a href="#">Shaping our Future Well-being Strategy</a></li> <li><a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li><a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	CVUHB, Local Authorities, SWP, GPs, WAST, CAVAMH, Third Sector	<ul style="list-style-type: none"> <li>Cardiff and Vale Local Mental Health Partnership Board Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>Core Budgets</li> <li>ICF Capital</li> </ul>	✓	✓	✓

## 8. Sensory Loss and impairment



### How are we addressing care and support needs?

#### 1. Other Partnership Activity

A number of care and support needs in relation to **sensory loss and impairment** were raised in the PNA, whereby responsibilities for addressing these lie with other Partnerships than the Regional Partnership Board. This Plan provides links to other delivery mechanisms and strategies in place to address the care and support needs identified:

**SLI 1.1: Deliver the Cardiff and Vale of Glamorgan Eye Care Plan in conjunction with Primary Care, Secondary Care, Cardiff and Vale of Glamorgan University Health Board and Welsh Government**

**SLI 1.2 Develop and implement a health board wide action plan to meet the All Wales Standards for Accessible Information and Communication for People with Sensory Loss, in order to improve provision across Primary Care, Secondary Care and Emergency and Unscheduled Care**

**SLI 1.3 Explore the establishment of a partnership delivery mechanism to meet the wider needs of people with sensory loss and impairment**

**Contribution to PNA Priorities:** N1-N11

**Contribution to Well-being Objectives:** WBC3-WBC4, WBC5-WBC7, WBV1-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Cardiff and Vale of Glamorgan Eye Care Plan</li> <li><a href="#">CVUHB Strategic Equality Plan</a></li> <li><a href="#">All Wales Standards for Accessible Communication and Information for People with Sensory Loss</a></li> <li>CVUHB 'Standards for Accessible</li> </ul>	CVUHB, GP Clusters, Health board Eye Care Collaborative Groups and public health	<ul style="list-style-type: none"> <li>Eye Care Steering Board</li> <li>CVUHB IMTP</li> <li>CVUHB Strategic Equality Plan</li> <li>Sensory Loss Steering Group</li> </ul>	<ul style="list-style-type: none"> <li>Core Resources</li> <li>Eye Care Wales</li> <li>Low Vision Service Wales</li> <li>Dewis</li> </ul>	✓	✓	✓

<p>Information and Communication for People with Sensory Loss' Action Plan</p> <ul style="list-style-type: none"> <li>• <a href="#">Deaf and Hard of Hearing Mental Health Network</a></li> <li>• <a href="#">Cardiff Council Sensory Service</a></li> <li>• <a href="#">Vale of Glamorgan Council Sensory Service</a></li> </ul>	<p>lead, School Nurses, Orthoptists, Optometrists, Optometry Wales, Third Sector, Local authorities, Older Person's Commissioner</p>					
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Final Draft

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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## 9. Violence Against Women, Domestic Abuse and Sexual Violence



### How are we addressing care and support needs?

#### 1. Other Partnership Activity

A number of care and support needs in relation to **violence against women and men, domestic abuse and sexual violence** were raised in the PNA, whereby responsibilities for addressing these lie with other Partnerships than the Regional Partnership Board. This Plan provides links to other delivery mechanisms and strategies in place to address the care and support needs identified:

#### VAWDASV 1.1 Deliver the Cardiff and Vale of Glamorgan Violence Against Women, Domestic Abuse and Sexual Violence Strategy

**Contribution to PNA Priorities:** N1-N14

**Contribution to Well-being Objectives:** WBC3-WBC7, WBV1-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Cardiff and Vale of Glamorgan VAWDASV Strategy – <i>under development</i></li> <li><a href="#">WG National Strategy on Violence Against Women, Domestic Abuse and Sexual Violence – 2016-2021</a></li> <li><a href="#">The National Training Framework on violence against women, domestic abuse and sexual violence</a></li> <li><a href="#">South Wales Police and Crime Reduction Plan 2017-21</a></li> <li><a href="#">IRIS (Identification and Referral to Improve Safety) Project</a></li> </ul>	Local Authorities, CVUHB, GPs, SWP, National Probation Service, PCC, Wales Community Rehabilitation Company, LSCB, Cardiff Women’s Aid, Atal Y Fro, Safer Wales, BAWSO,	<ul style="list-style-type: none"> <li><a href="#">Public Service Boards</a></li> <li>Cardiff and Vale VAWDASV Board (from April 18)</li> <li><a href="#">Cardiff Safer and Cohesive Communities Programme Board</a></li> <li><a href="#">Safer Vale Partnership</a></li> <li><a href="#">Local Safeguarding Children Board</a></li> </ul>	<ul style="list-style-type: none"> <li>Core Budgets</li> <li>Welsh Government/PCC VAWDASV funding</li> <li>Supporting People</li> <li>IFSS</li> <li>Cardiff Multi-Agency Safeguarding Hub (MASH)</li> <li>Families First</li> <li>Flying Start</li> <li>Area Planning Board</li> </ul>	✓	✓	✓

<ul style="list-style-type: none"> <li>• <a href="#">White Ribbon Campaign</a></li> <li>• <a href="#">Local Safeguarding Children’s Board</a></li> <li>• <a href="#">Child Sexual Exploitation (CSE) Prevention Strategy for the NHS in Wales 2016 – 2019</a></li> <li>• <a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li>• <a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	Third Sector		<ul style="list-style-type: none"> <li>• Cardiff Signs of Safety</li> </ul>			
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Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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## 10. Asylum Seekers and Refugees



Asylum Seekers and Refugees

### How are we addressing care and support needs?

#### 1. Other Partnership Activity

A number of care and support needs in relation to **asylum seekers and refugees** were raised in the PNA, whereby responsibilities for addressing these lie with other Partnerships than the Regional Partnership Board. This Plan provides links to other delivery mechanisms and strategies in place to address the care and support needs identified:

#### ASR1.1 Deliver the Cardiff and Vale of Glamorgan Community Cohesion Delivery Plan 2017-2020

**Contribution to PNA Priorities:** N1-N8,

**Contribution to Well-being Objectives:** WBC2-WBC7, WBV1-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

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How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li><a href="#">Welsh Government National Community Cohesion Delivery Plan 2017-2020</a></li> <li>Cardiff and Vale of Glamorgan Community Cohesion Delivery Plan 2017-2010 (<i>under development</i>)</li> <li><a href="#">Welsh Government Refugee &amp; Asylum Seeker Delivery Plan 2016-2019</a></li> <li><a href="#">Cardiff Well-being Plan</a> and <a href="#">Vale of Glamorgan Well-being Plan</a></li> <li><a href="#">Cardiff City of Sanctuary</a></li> <li>Inclusive Cardiff Network: Inclusive Cities Project (<i>under development</i>)</li> <li>Local Strategic Framework on New and</li> </ul>	Local authorities, CVUHB, GPs, Public health Wales, Welsh Refugee Coalition, Third Sector, RSLs, Displaced People in Action	<ul style="list-style-type: none"> <li>Public Service Boards</li> <li><a href="#">Cardiff Safer &amp; Cohesive Communities Programme Board</a></li> <li>Syrian Resettlement Leadership &amp; Operational Groups</li> </ul>	<ul style="list-style-type: none"> <li>Core budgets</li> <li>WG Community Cohesion Funding</li> <li>Home Office Syrian Resettlement Programme Funding</li> <li>CVUHB Cardiff Health Access Practice (CHAP) Service</li> </ul>	√	√	√

Emerging Communities <ul style="list-style-type: none"><li><a href="#">Cardiff Housing Strategy 2016-2021</a></li><li><a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li></ul>						
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Final Draft

Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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## 11. Offenders



### How are we addressing care and support needs?

#### 1. Other Partnership Activity

A number of care and support needs in relation to **offenders** were raised in the PNA, whereby responsibilities for addressing these lie with other Partnerships than the Regional Partnership Board. This Plan provides links to other delivery mechanisms and strategies in place to address the care and support needs identified:

O1.1 Ensure that the local criminal justice system works effectively and efficiently, meeting the needs of victims and challenging offenders						
Contribution to PNA Priorities: N1-N10						
Contribution to Well-being Objectives: WBC3-WBC5, WBC7, WBV2-WBV3						
Contribution to National Outcomes: 1.1-1.6, 2.1, 2.3, 3.1, 3.3, 4.1, 5.2, 6.1-6.2, 7.3						
How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li><a href="#">South Wales Police and Crime Reduction Plan 2017-21</a></li> <li><a href="#">Transforming Summary Justice Programme</a></li> <li><a href="#">Cardiff and Vale Substance Misuse and Wellbeing Commissioning Strategy 2016-2020</a></li> <li><a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li><a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	SWP, SWP PCC, National Probation Service, HMP Cardiff, Wales Community Rehabilitation Company, Local Authorities, CVUHB, Third Sector, Ministry of Justice, Welsh Government, Housing, RSLs	<ul style="list-style-type: none"> <li><a href="#">Public Service Boards</a></li> <li><a href="#">Cardiff Safer and Cohesive Communities Programme Board</a></li> <li><a href="#">Safer Vale Partnership</a></li> </ul>	<ul style="list-style-type: none"> <li>Core Budgets</li> <li>Police and Crime Commissioner / National Offender Management Service budget for the Offender Intervention Service (Cardiff and Vale component)</li> <li>IFSS</li> <li>Cardiff Multi-Agency Safeguarding Hub (MASH)</li> <li>Families First</li> <li>Area Planning Board</li> </ul>	√	√	√

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Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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## 12. Veterans



### How are we addressing care and support needs?

#### 1. Other Partnership Activity

A number of care and support needs in relation to **veterans** were raised in the PNA, whereby responsibilities for addressing these lie with other Partnerships than the Regional Partnership Board. This Plan provides links to other delivery mechanisms and strategies in place to address the care and support needs identified:

#### V1.1 Deliver the Cardiff and Vale of Glamorgan Armed Forces Community Action Plan 2017/2019

**Contribution to PNA Priorities:** N1-N10

**Contribution to Well-being Objectives:** WBC3-WBC5, WBC7, WBV2-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1, 2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1

How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li>Cardiff and Vale Armed Force Community Covenant Action Plan 2017/2019</li> <li><a href="#">Veterans Mental Health Support Group</a></li> <li><a href="#">Cardiff Armed Forces Community Covenant</a></li> <li><a href="#">Vale of Glamorgan Armed Forces Community Covenant</a></li> <li><a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li><a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	CVUHB, Local authorities, GPs, Public Health, Veterans' NHS Wales, Royal British Legion 160 Brigade Serving Personnel & Veterans' Agency, Third Sector, Housing, RSL	<ul style="list-style-type: none"> <li>Cardiff and Vale Armed Forces Forum</li> <li>CVUHB IMPTP</li> </ul>	<ul style="list-style-type: none"> <li>Veterans' NHS Wales Hub</li> <li>Veterans Population Needs Assessment</li> <li><a href="#">Call to Mind : Wales</a></li> </ul>	✓	✓	✓

## 13. Substance Misuse



### How are we addressing care and support needs?

#### 1. Other Partnership Activity

A number of care and support needs in relation to **substance misuse** were raised in the PNA, whereby responsibilities for addressing these lie with other Partnerships than the Regional Partnership Board. This Plan provides links to other delivery mechanisms and strategies in place to address the care and support needs identified:

**SM1.1 Deliver the Cardiff and Vale of Glamorgan Substance Misuse and Wellbeing Commissioning Strategy with a focus on prevention, education, treatment, support and sustainable long –term recovery.**

**SM1.2 Increase the safety of our communities by delivering multi-agency responses in locations where discarded injecting equipment and other drug paraphernalia is prevalent**

**Contribution to PNA Priorities:** N1-N11

**Contribution to Well-being Objectives:** WBC3-WBC5, WBC7, WBV2-WBV3

**Contribution to National Outcomes:** 1.1-1.6, 2.1-2.3, 3.1-3.3, 4.1-4.2, 5.1-5.2, 6.1-6.2, 7.1-7.5, 8.1



How will we Deliver?	Partner Agencies	Reporting Mechanism	Resources	IAA	Preventative	Alternative models
<ul style="list-style-type: none"> <li><a href="#">Cardiff and Vale Substance Misuse and Wellbeing Commissioning Strategy</a></li> <li><a href="#">Cardiff Housing Strategy 2016-2021</a></li> <li><a href="#">Vale of Glamorgan Local Housing Strategy 2015-2020</a></li> </ul>	CVUHB, Local Authorities, SWP, Third Sector, NOMS, Wales Community Rehabilitation Company, National Probation Service	<ul style="list-style-type: none"> <li>Cardiff and Vale Substance Misuse Area Planning Board (APB)</li> <li>APB Annual Report</li> <li>APB Quarterly Welsh Government Dashboard</li> </ul>	<ul style="list-style-type: none"> <li>£3.46m Substance Misuse Grant Funding</li> <li>£2.52m NHS ring-fenced allocation for substance Misuse</li> <li>Cardiff and Vale local authorities social services substance misuse teams</li> <li>Cardiff and Vale local authorities community</li> </ul>	√	√	√



			<p>care budgets for residential rehabilitation placements</p> <ul style="list-style-type: none"> <li>• Police and Crime Commissioner / National Offender Management Service budget for the Offender Intervention Service (Cardiff and Vale component)</li> </ul>			
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Final Draft



Short-term = 1 year	Medium term = 2-3 years	Long-term = 4+ years
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Overview of Population Needs – by Population Group

<p><b>1. Older People</b></p>  <p>Older People, Including People with Dementia</p>	N1 – Maintain sustainability of key services supporting older people	N2 – Improve access to information and advice (e.g. one stop shop model)
	N3 – Improve integrated management of mental health and physical issues	N4 – Increase integration of health, housing and social care
	N5 – Reduce social isolation and loneliness while maintaining independence	N6 – Increase support to access practical help with day-to-day tasks such as shopping and gardening
	N7 – Improve support and information for people with dementia, their family and carers	N8 – Provide appropriate housing to meet individuals’ needs and enable people to remain independent
	N9 – Promote accessible built environments (including good lighting and toilets)	N10 – Improve the commissioning of care home places to enable consistent and high quality care
	N11 – Improve public transport services to enable access to activities promoting health and well-being	N12 – Improve access to different types of advocacy
	N13 Increase digital inclusion to enable access to information and services	N14 Promote inter-generational opportunities in communities
<p><b>2. Children and Young People</b></p>  <p>Children and Young People</p>	N1 – Improve support for children and young people affected by parental relationship breakdown and domestic violence	N2 – Improve access to appropriate services in a timely fashion, including primary care and mental health services, and support for young people with ADHD and Autism
	N3 – Improve access to appropriate services for looked after children and children in need, recognising increased rates of emotional and mental health issues	N4 – Increase support for young carers, including respite, and raise awareness of what they do
	N5 – Increase involvement of children and young people in decisions affecting them	N6 Enable smoother transitions between children’s and adult’s services
	N7 – Provide appropriate and safe accommodation	N8 – Further develop vocational educational opportunities and apprenticeships
	N9 – Respond to the increasing numbers and complexity of needs of children and young people with a disability	

<b>3. Learning Disability and Autism</b>  Learning Disability and Autism	N1 – Increase the availability of information and services	N2 – Improve public transport services to enable access to activities promoting health and well-being
	N3 – Provide respite to those in need	N4 – Improve access to day opportunities
	N5 – Increase involvement of people requiring services in decisions affecting them	N6 – Recognise and support people who fall between learning disability and mental health service provision
<b>4. Integrated Family Support Services</b>  Integrated Family Support Services	N1 – Improve support for children and young people affected by parental relationship breakdown and domestic violence	N2 – Improve access to appropriate services in a timely fashion, including primary care and mental health services, and support for young people with ADHD and Autism
	N3 – Improve access to appropriate services for looked after children and children in need, recognising increased rates of emotional and mental health issues	N4 – Provide appropriate and safe accommodation
	N5 – Increase involvement of people requiring services in decisions affecting them	N6 – Increase timely access to low level mental health services (including counselling and family support)
	N7 – Improve support for the families of people with mental health issues	N8 - Prevent and reduce the incidences of adverse childhood experiences (ACEs)
	N9 – Ensure approached are both needs-led and risk-led	N10 – Improve co-ordination between substance misuse services
	N11 – Improve offender access to mental health and substance misuse services, and counselling post-release	N12 – Improve support to offenders and their families to enable family stability
<b>5. Adult and Young Carers</b>  Adult and Young Carers	N1 – Improve access to information (including financial support and services available)	N2 – Improve public transport services to enable access to health and well-being activities
	N3 – Ensure the discharge planning process involves consultation with carers	N4 – Provide appropriate housing to meet individuals' needs and enable people to remain independent
	N5 Provide accessible respite care (including emergency respite) for those in need	N6 – Improve the availability of mental health support to carers
	N7 – Reduce loneliness and social isolation	N8 – Identify carers and provide support to those in need
	N9 – Improve access to carers' assessments	N10 – Enable smoother transitions between children's and adult's services

	N11 – Address perceptions of carers feeling judged by services	
<b>6. Health and Physical Disabilities</b>  Health and Physical Disabilities	N1 – Improve access to information and services	N2 – Maintain and improve the provision and sustainability of community services
	N3 – Improve the flexibility of services, including offering provision closer to home	N4 – Improve transitions between children’s and adult’s services
	N5 – Increase integration of health, housing and social care	N6 – Promote and target service to meet the needs of vulnerable groups
	N7 – Improve public transport services to enable access to activities which promote health and well-being	N8 – Improve the use of public buildings to join-up services and maximise resources
	N9 – Provide appropriate housing to meet individuals’ needs and enable people to remain independent	N10 – Reduce the prevalence of unhealthy behaviours
	N11 – Respond to the increasing prevalence of long-term conditions	N12 – Reduce the levels of air pollution
	N13 – Reduce the number of people living in food poverty	
<b>7. Adult Mental Health and Cognitive Impairment</b>  Adult Mental Health and Cognitive Impairment	N1 – Increase timely access to low level mental health services (including counselling and family support)	N2- Improve the join-up of information, advice and services
	N3 – Reduce loneliness and isolation (especially among people with dementia, asylum seekers and refugees)	N4 – Provide appropriate housing to meet individuals’ needs and enable people to remain independent
	N5 – Continue partnership approach between statutory services and with the third sector	N6 – Improve support for the families of people with mental health issues
	N7 – Improve access to services such as community hubs and one-stop-shops	N8 – Improve information and support for GPs to inform decisions around referrals
	N9 – Improve support for people with dementia, their families and carers	N10 – Improve peer support and mentoring to guide people through the system
<b>8. Sensory Loss and Impairment</b>	N1 – Improve accessible communication and provision of information on services available	N2 – Improve opportunities for increasing mobility and rehabilitation
	N3 – Review purpose and use of registers for sensory impairment	N4 – Increase opportunities to improve social interaction, mental health and well-being
	N5 – Improve the provision of person centred equipment and technology	N6 – Ensure appropriate housing to meet individuals’ needs and enable independent living

 <p>Sensory Loss and Impairment</p>	N7 – Improve access to appropriate specialist services and assessments	N8 – Continue partnership approach between statutory services and with the third sector
	N9 – Identify people with complex needs and sensory impairment who require additional support	N10 – Improve planning for increase in prevalence of people with sight loss
	N11 – Recognise and address diagnosed hearing impairment among older people in care homes	
<b>9. Violence Against Women, Domestic Abuse and Sexual Violence</b>  <p>Violence Against Women, Domestic Abuse and Sexual Violence</p>	N1 – Undertake awareness raising in schools to promote healthy relationships	N2 – Promote the use of positive male role models
	N3 – Provide support and safeguarding to children in households where there is domestic abuse	N4 – Prevent and reduce the incidences of adverse childhood experiences (ACEs)
	N5 – Ensure approaches are both needs-led and risk-led	N6 – Increase the accountability of perpetrators
	N7 – Promote early reporting and the implementation of “Ask and Act”	N8 – Improve transparency in family courts
	N9 – Improve access to information on services and support that is available	N10 – Raise awareness in communities of how they can identify and support people experiencing domestic abuse and sexual violence
	N11 – Provide appropriate, safe and secure accommodation	N12 – Improve the availability of age-appropriate counselling
	N13- Reduce incidences of child sexual exploitation	N14 – Reduce incidences of ‘honour’-based violence
<b>10. Asylum Seekers and Refugees</b>  <p>Asylum Seekers and Refugees</p>	N1 – Improve access to ESOL and interpretation for public services	N2 – Improve access to information on education, hate crime, health and service provision.
	N3 – Improve access to the labour market	N4 – Provide support to help establish links in the community
	N5 – Increase the availability of childcare	N6 – Improve public transport services to enable access to health and social activities
	N7 – Improve engagement with schools	N8 – Improve access to community mental health services
<b>11. Offenders</b>	N1 –Improve access to mental health and substance misuse services, and counselling post release	N2 – Respond to the increase in use of new psychoactive substances
	N3 – Improve support to enable family stability	N4 – Provide appropriate housing and support
	N5 – Improve access to information on employment and welfare	N6 – Provide youth support services and activities

 <p>Offenders</p>	benefits support	
	N7 – Promote healthy lifestyles (including sexual health)	N8 – Increase engagement in education and community activities
	N9 – Improve partnership working and communication between services	N10 – Promote opportunities for continued adult learning and development of life skills
<b>12. Veterans</b>  <p>Veterans</p>	N1 – Improve mental health diagnosis and care	N2 – Reduce social isolation
	N3 – Improve access to housing	N4 – Improve the availability of financial advice
	N5 – Improve the provision of services for all conditions affecting veterans, not just post-traumatic stress disorder	N6 – Reduce substance misuse and self-medication
	N7 – Increase early diagnosis and preventative treatment to reduce long-term limiting illnesses	N8 – Improve transition between active service and civilian life
	N9 – Improve access to information and services	N10 – Reduce safeguarding issues relating to domestic violence
<b>13. Substance Misuse</b>  <p>Substance Misuse</p>	N1 – Respond to the increased number of people buying illicit substances online	N2 – Respond to the growing 'hidden population' misusing prescription and over the counter medication
	N3 – Reduce the misuse of neurophatic medications with alcohol and drugs	N4 – Reduce the use of synthetic cannabinoids and nitrous oxide
	N5 – Increase awareness of dual diagnosis (substance misuse and mental health issues in one individual)	N6 – Respond to the increasing prevalence of alcohol related brain damage (ARBD)
	N7 – Respond to the growing impact of 'legal highs' on emergency services	N8 – Respond to the increased distribution of more potent heroin
	N9 – Reduce the number of older people (50+ years) misusing alcohol through loneliness and boredom	N10 – Review access to substance misuse services (including opening hours)
	N11 – Improve co-ordination between services	



## Cardiff and Vale of Glamorgan Well-being Objectives

Cardiff Well-being Objectives	Vale of Glamorgan Well-being Objectives
<b>WBC1</b> - A Capital City that works for Wales	<b>WBV1</b> - Enable people to get involved, participate in their communities and shape local services
<b>WBC2</b> - Cardiff's population growth is managed in a resilient way	<b>WBV2</b> - Reduce poverty and tackle inequalities linked to deprivation
<b>WBC3</b> - Safe, confident and empowered communities	<b>WBV3</b> - Give children the best start in life
<b>WBC4</b> - Cardiff is a great place to grow up	<b>WBV4</b> - Protect, enhance and value our environment
<b>WBC5</b> - Supporting people out of poverty	
<b>WBC6</b> - Cardiff is a great place to grow old	
<b>WBC7</b> - Modernising and integrating our public services	

## Social Services: The National Outcomes Framework for People who Need Care and Support, and Carers who need Support

<http://gov.wales/topics/health/socialcare/well-being/?lang=en>

What well-being means	National well-being outcomes
1. Securing rights and entitlements. Also for adults: control over day-to-day life.	1.1 I know and understand what care, support and opportunities are available and use these to help me achieve my well-being 1.2 I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being 1.3 I am treated with dignity and respect and treat others the same 1.4 My voice is heard and listened to 1.5 My individual circumstances are considered 1.6 I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me
2. Physical and mental health and emotional well-being Also for children: physical, intellectual, emotional, social and behavioural development.	2.1 I am healthy and active and do things to keep myself healthy 2.2 I am happy and do the things that make me happy 2.3 I get the right care and support, as early as possible.
3. Protection from abuse and neglect.	3.1 I am safe and protected from abuse and neglect 3.2 I am supported to protect the people that matter to me from abuse and neglect 3.3 I am informed about how to make my concerns known.
4. Education, training and recreation.	4.1 I can learn and develop to my full potential 4.2 I do the things that matter to me.
5. Domestic, family and personal relationships.	5.1 I belong 5.2 I contribute to and enjoy safe and healthy relationships.
6. Contribution made to society.	6.1 I engage and make a contribution to my community 6.2 I feel valued in society.
7. Social and economic well-being. Also for adults: participation in work.	7.1 I contribute towards my social life and can be with the people that I choose 7.2 I do not live in poverty 7.3 I am supported to work 7.4 I get the help I need to grow up and be independent 7.5 I get care and support through the Welsh language if I want it.
8. Suitability of living accommodation.	8.1 I live in a home that best supports me to achieve my well-being.

## Glossary

A	
ABMU	Abertawe Bro Morgannwg University Health Board
ACEs	Adverse Childhood Experiences
ACEs Hub	National Hub set up by Cymru Well Wales to tackle the negative impact of Adverse Childhood Experiences
ADHD	Attention Deficit Hyperactivity Disorder
ALN	Additional Learning Needs
AMD	Age-related Macular Degeneration
AMHCI	Adult Mental Health and Cognitive Impairment
APB	Area Planning Board
ARBD	Alcohol Related Brain Damage
ASD	Autism Spectrum Disorder
ASR	Asylum Seekers and Refugees
AYC	Adult and Young Carers
B	
BAWSO	Black Association of Women Step Out
C	
C3SC	Cardiff Third Sector Council
CAMHS	Child and Adolescent Mental Health Services
CAVAMH	Cardiff and Vale Action for Mental Health
CAVC	Cardiff and Vale College
CHAP	Cardiff Health Access Practice - Healthcare Services operating from Cardiff Royal Infirmary for people who find it difficult to visit mainstream GP services
CSC	Central South Education Consortium
CSE	Child Sexual Exploitation

CSING	Cardiff and the Vale Carers Support and Information Network Group
CVIHSC	Cardiff and Vale of Glamorgan Integrated Health and Social Care Partnership
CVUHB	Cardiff and Vale University Health Board
CYP	Children and Young People
<b>E</b>	
ESOL	English for Speakers of Other Languages
<b>G</b>	
GCSE	General Certificate of Secondary Education
GPs	General Practitioners
GVS	Glamorgan Voluntary Service
<b>H</b>	
HMP	Her Majesty's Prison
HPD	Health and Physical Disabilities
<b>I</b>	
IAA	Information, Advice and Assistance
IAS	Integrated Autism Service
ICF	Integrated Care Fund
ID	Identification
IFSS	Integrated Family Support Service
IFST	Integrated Family Support Team
IMTP	(Cardiff and Vale UHB) Integrated Medium Term Plan
IT	Information Technology
<b>J</b>	
JES	Joint Equipment Service
<b>K</b>	
KF	Key Finding
<b>L</b>	
LAC	Looked After Children

LD	Learning Disabilities
LDA	Learning Disabilities and Autism
LSCB	Local Safeguarding Children's Board
<b>N</b>	
NEET	Not in Education, Employment or Training
NEXUS	Nexus is delivered via CAVAMH and involves those who use older people's mental health services and their carers to have say in the way that those services are planned, run and developed
NOMS	National Offender Management Service
<b>O</b>	
O	Offenders
OP	Older People
<b>P</b>	
PACT	Police and Communities Together
PCC	Police and Crime Commissioner
PNA	Population Needs Assessment
PSB	Public Service Board
<b>R</b>	
RPB	Regional Partnership Board
RSL	Registered Social Landlord
<b>S</b>	
SE Wales	South East Wales
SLI	Sensory Loss and Impairment
SM	Substance Misuse
SSWb	Social Services and Wellbeing
SWFRS	South Wales Fire and Rescue Service
SWP	South Wales Police
<b>T</b>	
TBC	To be confirmed

The Vale	The Vale of Glamorgan
<b>V</b>	
V	Veterans
VAWDASV	Violence Against Women, Domestic Abuse & Sexual Violence
<b>W</b>	
WAST	Welsh Ambulance Services NHS Trust
WBC	Well-being Cardiff
WBV	Well-being Vale
WG	Welsh Government
WLGA	Welsh Local Government Association



Cardiff & Vale of Glamorgan  
**INTEGRATED HEALTH  
& SOCIAL CARE PARTNERSHIP**

**PARTNERIAETH IECHYD  
& GOFAL CYMDEITHASOL INTEGREDIG**  
*Caerdydd & Bro Morgannwg*

### **For further information, please contact:**

Cardiff and Vale of Glamorgan Integrated Health and Social Care Partnership



02920 335 071



[hsc.integration@wales.nhs.uk](mailto:hsc.integration@wales.nhs.uk)



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My Ref: Scrutiny/Correspondence/Cllr McGarry

15 March 2018

Councillor Susan Elsmore  
Cabinet Member Social Care, Health & Well-Being  
County Hall  
Cardiff  
CF10 4UW



Dear Susan,

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 14 MARCH 2018**  
**CARDIFF & VALE OF GLAMORGAN AREA PLAN FOR CARE AND SUPPORT NEEDS**  
**2018-23**

As Chair of the Community & Adult Services Scrutiny Committee, I wish to thank you and officers for attending Committee and providing Members with an opportunity to consider the Cardiff & Vale of Glamorgan Area Plan for Care and Support Needs 2018-23. Members of the Committee have requested that I feed back the following comments and observations to you:

The Committee supports the Area Plan and corresponding Action Plan and commends the report to Cabinet.

Members agreed that the Action Plan provided a clear commitment towards more joined-up working, as well as drawing together the breadth of work that is already happening across the RPB and beyond. Members felt that the Plan was very clearly set out, easy to read, and appreciated the clear links with Wellbeing Objectives, Social Services Outcomes and Capital Ambition.

Members stated that they recognised the challenges faced in terms of governance structures, and that the Plan, in its current form, sets out a starting point for addressing this issue going forward. They also accepted that the development of the Plan had presented an opportunity for these discussions to start taking place and this is to be commended. However, the Committee would like to see, as a matter of priority, further clarity in terms of governance structures - particularly between the RPB, PSB and other statutory bodies, as this was not clear. This is to ensure that the raft of priorities and commitments set out in the Plan are implemented, are able to be monitored and reviewed, and most importantly, ensure

that the Plan presented the opportunity to provide real tangible improvements to people's lives.

Arising from the Q&A session, Members noted that some of the priorities set out in the Action Plan were not the responsibility of the RPB, and therefore did not have "key actions" against them. Whilst Members appreciated the inclusion of these in the Plan, going forward Members suggested that this be more clearly presented, to avoid confusion, and to place further responsibility on those delivering priorities outside of the RPB. Linked with this, these organisations should be encouraged to contribute to the Plan as per the organisations within the RPB.

Members noted that the Plan would not result in major changes being made in Social Services structures, staff and management. They welcomed the fact that the Plan provided the Service with a clear vision and direction on where services are going and how they are going to be delivered.

Members stated that they would welcome an update on any plans that were highlighted as "under development" in the Area Plan. In particular, Members would like an update (via the PSB) on when the Cohesion Plan on Asylum Seekers and Refugees will be available for Scrutiny, as this issue had been delayed for some time.

Members observed that, in terms of mechanisms for involving people in decisions that affect them, currently, they would fall under the particular methods adopted by the organisation providing the service. The Committee felt that this should be reviewed during the current year to ensure a consistent approach and avoid duplication.

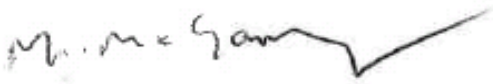
Overall, the Committee stated that it would be very interested to monitor the implementation of the Area Plan and Action Plan during the coming year and, in line with the issues raised in this letter, would be particularly keen to receive updates on the following issues:

- Clarity of Governance Arrangements/Structures
- Updates/progress on the implementation of priorities that fall under the remit of this Scrutiny Committee, including those being delivered by Partners
- An update on any Plan on Asylum Seekers and Refugees
- Update on how consultation and engagement methods have been streamlined

I will work with yourself and Officers to programme these into the Committee's Work Programme for 2018/19. I will also speak to Councillor Bridgeman as Chair of the Children & Young People Scrutiny Committee to ensure that issues that fall within the remit of his Scrutiny Committee are also picked up and addressed.

Thank you again to you and officers for attending. I hope you find the Committee's comments useful.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Mary McGarry', with a stylized flourish at the end.

**COUNTY COUNCILLOR MARY M<sup>C</sup>GARRY**

**Chairperson - Community & Adult Services Scrutiny Committee**

Cc: Sarah McGill, Corporate Director People and Communities  
Tony Young, Director of Social Services  
Rachel Jones, Assistant Director Integrating Health & Social Care  
Amanda Phillips, Assistant Director, Adult Services  
Cabinet Support Office

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## COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 3<sup>rd</sup> JULY 2019

### CARDIFF & VALE OF GLAMORGAN AREA PLAN FOR CARE AND SUPPORT NEEDS 2018-23

#### 1. Introduction

Scrutiny Members scrutinised the Area Plan and corresponding Action Plan in March 2018. This report provides a comprehensive update on the progress of the Regional Partnership Board in implementing the priorities of the Area Plan.

#### 2. Clarity of Governance Arrangements/Structures

In March 2019, Scrutiny Members requested further clarity in terms of governance structures, particularly between the Regional Partnership Board and the Public Service Board. The minutes of both Boards are now shared routinely for information at every formal meeting. In addition, opportunities are being explored for developing further regional working between the Cardiff and Vale of Glamorgan Public Service Boards.

#### 3. Updates/progress on the implementation of priorities that fall under the remit of this Scrutiny Committee, including those being delivered by Partners

Updates on Area Plan priority areas are provided as follows:

##### a. Older People Priorities

###### Area Plan Priorities for Older People

**OP1.1: Building on the First Point of Contact and Single Point of Access services, further develop digital services along with easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.**

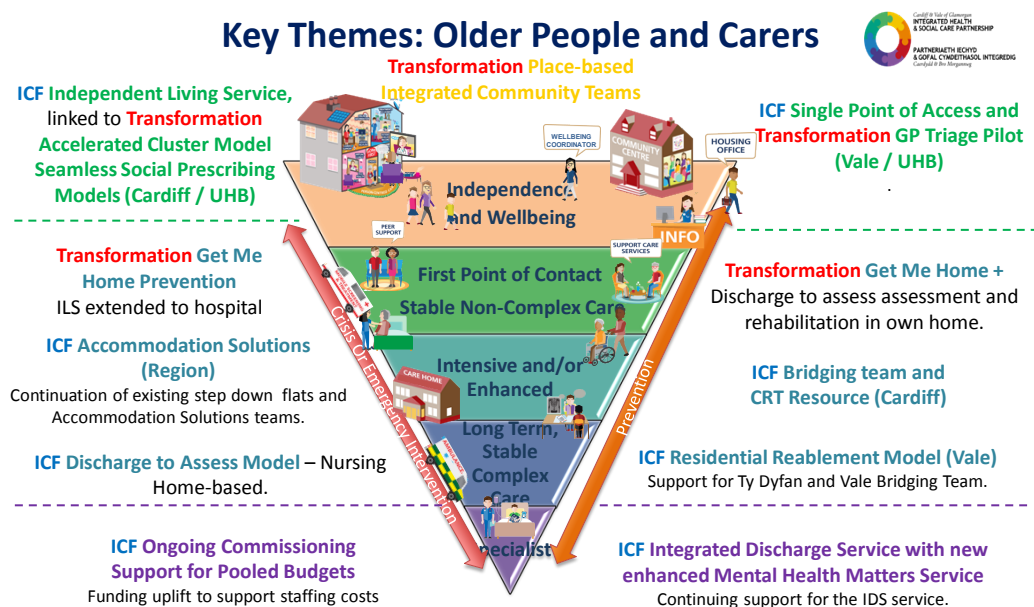
**OP1.2: Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live .**

**OP1.3: Develop and provide a range of future accommodation options to meet demand and enable people to remain at home for as long as possible.**

**OP1.4: Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.**

*Figure 1* demonstrates how investment from the Integrated Care Fund and Transformation Fund is being utilised to develop preventative practices and community-focused services for Older People across the region.

Figure 1



**4,800** visits have been undertaken by Cardiff Independent Living Services to help citizens live more independently. This has contributed to **76%** of all Adult Services enquiries being addressed by ILS directly.

Transformation Funding has been used to expand this service with the ILS Get Me Home team now visiting **8** wards regularly to support discharge planning. **199** patients were supported in the first **3** months of implementation.

In the Vale of Glamorgan, **6,905** cases have been successfully resolved by a nurse-led multi-disciplinary triage team to retain people in the community or to expedite discharge from hospital. This has contributed to **79%** of all adult service enquiries being resolved without the need for further referral.

The Regional Partnership Board has also tested the effectiveness of various Discharge to Assess pathways. **200** people have received reablement and assessment following their hospital stay. 85% were then able to return home with a reduced package of care.

A Get Me Home+ model has now been established to pilot reablement and assessment in peoples own homes for people. **39** people have been supported so far, expediting **32** hospital discharges.

The region is trialling an Accelerated Cluster Model utilising Transformation Funding. This project seeks to improve population health through a joined up system of communities, third and independent sector partners, and primary and community services. The project co-ordinates the well-being workforce at a locality level, including social prescribers, community connectors and a community development resource.

## **b. People with Dementia**

**OP1.5: Develop Cardiff and Vale of Glamorgan as a dementia friendly region**

**Objectives for 2018/19:**

**Increase the number of dementia friends in the region**

**Increase the number of dementia friendly services/businesses**

In 2018-19 the Partnership has achieved the following progress:

- Launch of Cardiff as a Dementia Friendly City in May 2018
- Ongoing work in the towns of the Vale of Glamorgan to becoming dementia friendly
- Over **25,800** people are now dementia friends in Cardiff and the Vale of Glamorgan.

In addition, the Partnership has initiated **6** key programmes of work to support delivery of its Local Dementia Strategy.

The Partnership has also used ICF Capital funding to create dementia friendly environments in various facilities across the region to assist ongoing assessment, diagnosis and local provision of appropriately-designed accommodation for long term care.

## **c. Children and Young People (including those with Complex Needs)**

### **Area Plan Priorities**

**CYP1.1: Improve provision for children and young people with Additional Learning Needs**

**CYP1.2: Improve integrated provision for children with complex needs, including the transition between children and adult services**

**CYP2.1: Increase the role of children and young people in decision making and service delivery**

**CYP2.2: Improve educational outcomes**

**CYP2.3: Increase the successful transition into employment, education or training of children and young people**

The Regional Partnership Board has reviewed its current governance arrangements for children's services and agreed that a new strategic partnership, reporting to the Board, should be established to drive forward key service developments across the region. The role of this multi-disciplinary partnership will be to deliver the systemic changes needed to overcome the barriers we face in achieving our vision for children, young people and families.

The following priority areas have been identified:

- Develop a shared framework with agreed common approaches to working with children and young people across the region;
- Drive the shift in the balance of support and services towards early help;
- Drive a forward-looking approach to service change and enhance the level of influence of children and their families;
- Develop and deliver changes in practice across some agreed integrated care pathways;
- Drive a joint and shared approach to workforce development and deployment.
- Utilise new ICF and Transformation funding to develop key services for children on the edge of care including Family Group Conferencing, Therapeutic Interventions and Re-unification.

The **Integrated Disability Services Pilot** project tests the concept of integrated working between agencies to reduce duplication, streamline services, reduce complexity for parents and potentially identify potential cost avoidance opportunities within existing services.

An integrated pathway aims to formalise the way in which agencies work together to support people with complex needs during childhood and also through their transition phase into adulthood and beyond. Various elements of this pathway have been developed and piloted with a specially identified cohort of **94** children.

This year:

- **318** referrals were received by front door learning disability services, streamlining referrals and need from initial contact with the service.
- **30** parents have received support to deal with children with ASD
- **31** young people have been involved in a trial of pre-diagnostic school interventions within the Vale;
- **74** children have been observed at school to support ND Diagnostic processes;
- **2** 'Unpicking ND Differences' training days have been delivered to ALNCOs across the region.



## d. Learning Disabilities and Autism

### Area Plan Priorities

- 1.1 People with learning disabilities are supported to maximise their independence**
- 1.2 People with learning disabilities are supported to play an active role in society and engage in meaningful day time activities and employment or volunteering.**
- 1.3 People with learning disabilities are valued and included, supported to have a voice, and able to exercise choice and control over all aspects of their lives**
- 1.4 People with learning disabilities are enabled to stay healthy and feel safe.**
- 1.5 People with learning disabilities are supported to become lifelong learners.**
- 1.6 Develop a new Integrated Autism Service which all agencies working in integrated, multi-disciplinary ways will provide appropriate services for children, young people and adults with an autism spectrum disorder, addressing their education, health, employment, social interaction and emotional needs**

The Integrating Disability Services Pilot project tests the concept of integrated working between agencies to reduce duplication, streamline services, reduce complexity for parents and potentially identify potential cost avoidance opportunities within existing services.

This year:

- **25** parents with learning disabilities were supported to improve outcomes for children in their care and prevent family breakdown;
- **231** existing packages of care were reviewed to facilitate community-based alternatives to ongoing support needs.
- **24** adults with Learning Disabilities received family-based respite provision as opposed to Residential Home-based approach.
- **7** adults with complex needs gained regional access to existing day opportunities having previously been excluded as a result of complex needs.

The Integrated Autism Service offers support to adults with autism and their parents and carers, as well as parents of children with autism. This includes advice & signposting, consultation to professionals, individual work and a range of group interventions. The teams pathways and processes are now well established. Many positive working relationships have been made. This has led to joint-working and additional services for people with autism, such as a bespoke Confidence Building course designed by Innovate Trust.

Throughout 2018-2019 the referral numbers for diagnostic assessment have steadily increased. The team have reviewed the process for diagnostic assessment and made changes with a view to improving efficiency, whilst maintaining a high standard. Despite this, the waiting list continues to lengthen due to demand exceeding the capacity of the team.

Referral rates for support fluctuate; however, the number of people receiving support continues to gradually increase.

## e. Carers

### Area Plan Priorities

**AYC1.1:** Identify and implement a carer engagement model based on best practice

**AYC1.2** Improve physical and emotional support for young carers, including emergency and pre-planned respite and reducing the risk of Adverse Childhood Experiences (ACEs)

**AYC1.3:** Improve physical and emotional support for adult carers, including emergency and pre-planned respite

**AYC1.4:** Involve carers, including young carers, in the planning of hospital admission and discharge if the person they care for is in hospital

**AYC1.5:** Provide easily accessible information to carers and relatives in a range of formats and languages, through existing information points, such as primary care and libraries.

**AYC1.6:** Raise awareness around caring and carers among public and health and social care professionals, (e.g. adopting an approach similar to Making Every Contact Count), to ensure that carers are identified as early as possible and all involved are aware of their rights as a carer

A proposal was submitted for a Cardiff and Vale Carers Gateway, following work undertaken by Carers Trust SEW which looked at the need for this service and the preferred model of service. An ICF proposal has now been allocated funding and this service will be procured from the third sector in 2019.

The Carers Trust SEW Carers Expert Panel is meeting regularly and engaging with more carers. The Panel has supported recruitment of a carer representative to the RPB in liaison with GVS and C3SC.

Project workers with our partners at YMCA have undertaken a number of awareness raising sessions at school assemblies, with GP's, University students and with professionals to raise awareness and to identify 'hidden' young carers.

Carers Trust SEW have continued their Young Carers in Schools accreditation project, successfully supporting schools to achieve the accreditation and supporting them to become more young carer aware.

The UHB's Patient Experience Team undertake education sessions to encourage staff to recognise carers and to involve them in discharge planning. To date **3,193** newly appointed staff have undertaken the carer awareness training and **741** staff have attended additional sessions.

In February 2018 the Health Board commenced the principles of John's Campaign, looking at how we can support carers when the person they care for is admitted into hospital, and value their input in to the patients care plan.

The young carers work to identify carers in schools and GP practices has seen a demonstrable increase in our early identification of young carers and our ability to provide support for their roles.

A series of **14** bilingual Fact Sheets for Carers have been produced in five languages and made available to support Carers.

## f. Other Priority Actions

In addition to the Priority Population Groups highlighted above the following progress has also been made against key priorities to enable integration:

### i) Housing

The Health Housing and Care Board has been formed to address the needs identified in the RPB's Housing Learning and Improvement Network (LIN) report commissioned for the region using ICF funding in 2017-18. The membership consists of all Registered Social Landlords (RSLs) within the Region, Local Authority Housing and Building leads and the UHB primary and community care leads.

The Board has been set up to consider and respond to the recommendations of Housing LIN's Report and consider the development of future Capital Plans across the region. Two RSL representatives from the board have been selected to sit on the RPB

Cardiff Council and Vale of Glamorgan Council's Older Persons Housing Strategies for 2018-2022 have been developed.

The Board will now prioritise the following:

- Delivery of the two local authority Older Persons Housing Strategy work streams
- Inform the development of new Cluster Care Models which promote Asset Based Community Development (ABCD), early intervention and prevention, social prescribing/well-being services and independent living.
- Consider opportunities to develop new housing and well-being 'hubs', to include virtual housing options services, and which may include consideration of social enterprises and joint working with General Practice services.
- Consider opportunities for the development of technology enabled health care and support within housing and accommodation.

### ii) Social Value

The Social Value Forum is supported by a Steering Group with the membership consisting of representatives from Cardiff Council, Vale of Glamorgan Council, Cardiff and Vale UHB, appointed Social Value Champions and the Third Sector representatives of the Regional Partnership Board.

The Forum has met on 4 occasions in the past year and has developed [Maximising Social Value in Cardiff and the Vale of Glamorgan. A toolkit for commissioners, Procurers and Providers](#)". Designed for any person or team involved with commissioning, procuring or delivering services seeking to create social value, its aim is to highlight some of the great work going on within and outside of the Cardiff and Vale region and to help achieve a consistent approach to the understanding and maximisation of social value.

### iii) Regional Commissioning Programme

The Regional Commissioning Board directs a programme of work on behalf of the RPB to ensure the partnership bodies work effectively together to:

- ensure that services and resources are used in the most effective and efficient way to improve outcomes for people in their region;
- Promote the establishment of pooled arrangements where appropriate;

- Consider regional contracting and fee setting.

In 2018-19 the Board has continued to oversee a Transactional Pooled Fund for Care Home Accommodation Services for Older People and has made arrangements to continue this practice in 2019-20. Revised Terms of Reference for the Board were approved by the RPB in June 2019 along with a programme of work with the aim of aligning provider engagement, fee negotiations and uplift for Care Home Accommodation Services and Domiciliary Care Services in the long term.

#### **4. An update on any Plan on Asylum Seekers and Refugees**

Together, Cardiff and Vale of Glamorgan Councils receive annual funding from Welsh Government to deliver the national Community Cohesion Strategy and accompanying delivery plan. A Regional Refugee Leadership Committee is now in place with oversight of the Resettlement Programme. Chaired by the Cabinet Member for Social Care, Health & Wellbeing in Cardiff, the Committee meets quarterly and includes all public sector partners including Health and Police, and also faith group and third sector representatives. The delivery plan for 2019-2020 includes the following action regarding refugees and asylum seekers:

##### **Objective 3: Supporting migrants, refugees and asylum seekers and host communities during the integration process**

**Action 3.1** *Community Cohesion Co-Ordinators will support Local Authorities to mainstream activity in relation to Refugees and Asylum seekers in existing and new dispersal areas, the Vulnerable Persons Resettlement programme, children's schemes and other schemes so that Local Authorities can meet emerging needs*

The delivery plan is suitably flexible to enable Cohesion Co-Ordinators to respond to emerging issues, trends and opportunities. A summary of actions delivered within the Cardiff and Vale of Glamorgan cohesion region is provided below as illustration of the local activities that have recently been delivered to support refugees and asylum seekers.

The key actions planned for delivery during 2018-2019 are as follows:

- Monthly participation in meetings with the Home Office regarding the transition of asylum accommodation, including at a Chief Executive level, to inform future delivery and improve the quality of asylum accommodation in Cardiff and the service offered to asylum seekers by the accommodation and support providers;
- Creation of a 'move-on' task and finish group to create clear and consistent pathways for refugee families, to transition into suitable accommodation as they leave asylum accommodation. This seeks to reduce late presentations to homelessness services through early advice and referral to appropriate agencies at the right time;
- Council officers participate in the following quarterly strategic forums convened by the Welsh Local Government Association: Resettlement Forum, Wales Migration Stakeholders Group, Wales Asylum Board; Wales Strategic Migration Partnership Executive Board;
- Delivery of four thematic workshops, including partners from the private, voluntary and education sectors, to inform the development of Cardiff's Inclusive Cities Action plan, which includes refugees as one of many groups of newcomers in the city who may face barriers in accessing services and employment or experience social exclusion. The plan focuses on the themes of employment, communications, social contact and language acquisition, and aligns

to the council's Corporate Plan and Cardiff's Well-Being Plan where possible. The plan is due to be published later in the year and will detail multi-sector actions to promote inclusion and welcome in the city. Cardiff will continue to participate in the Inclusive Cities project during phase 2 from 2019-2022 and mentor another UK city to transfer our best practice in this area as a founder city of the programme.

- Cardiff Council successfully applied to Phase 2 of the URBACT III Rumourless Cities Project, a European Regional Development Fund (ERDF) programme. This funding provides additional capacity to develop local communications on Cardiff's migration story and develop further opportunities for new and established communities to come together through sport and arts. The project is being delivered in partnership with a number of local organisations, including Oasis and Cardiff City Foundation.
- Council officers advised on the Welsh Government's application to the Asylum, Migration and Integration Fund, which successfully secured £2 million to deliver additional support to refugees in Wales through the *Re:Start Refugee Integration* project. Cardiff and Vale College are working closely with Cardiff Council and other partners to deliver this, and the council hope to soon host an employer-engagement officer on a part-time basis to align the *Re:Start* refugee support programme with the Inclusive Growth Board and opportunities through the Cardiff City Deal to deliver better employment outcomes for refugees in the city and region.

In 2019-2021, Cardiff and Vale of Glamorgan, as a cohesion region, will receive an additional £95,000 per year from the Welsh Government, through an expanded community cohesion programme, financed through EU Transition Funds. This additional resource has enabled the two councils to employ an additional three officers, who will deliver grassroots engagement within communities across the full spectrum of cohesion themes. This includes work to support EU nationals to apply to the EU Settlement Scheme, monitor community tensions and implement mitigation actions in response to any local tensions. The inclusion of refugees and asylum seekers will remain a particular priority for Cardiff, as an asylum dispersal area, throughout the lifespan of the expanded programme."

## **5. Update on how consultation and engagement methods have been streamlined**

The Integrated Health and Social Care Partnership have taken forward a number of consultation and engagement programmes in the past year which have been co-ordinated regionally. These include:

- Development of a Learning Disabilities Strategy which was launched formally in June 2019 and included participation by a number of services users and their families;
- Regional Commissioning Arrangements for Care Home Provision have included a consultation with providers on an initial draft service specification;
- A consultation on 'Supporting Young Carers' is underway currently.

The Partnership has secured some additional funding for 2019-20 onwards to support the development of a framework for engagement which will lend further structure to the ongoing engagement plan.

## **6. Ministerial Meeting**

The attention of Committee Members is drawn to a recent meeting between the Minister for Health and Social Services, the Cabinet Member for Social Care, Health and Well-being at Cardiff Council and other members of the Regional Partnership Board. Partners were able to update the Minister on the positive working relationships which had developed across the region and cited the beneficial impact of shared plans to address winter pressures over 2018 to 2019.

In comparison with other regions Cardiff and the Vale of Glamorgan had been able to demonstrate a sustained reduction in Delayed Transfers of Care and in the length of stay for emergency patients admitted to hospital. This is in part due to the additional investment provided via the Integrated Care Fund and the Transformation Fund which are due to end in March 2021 and September 2020 respectively. The Partnership will be seeking to factor continued support for these services into financial planning rounds over the coming months. In addition, it continues to pursue negotiations with Welsh Government as to the attainment of additional Transformation funding for Children at the edge of care and Older People

## **7. CONCLUSION**

The Community and Adult Services Scrutiny Committee is asked to note the update in relation to progress and implementation of the Cardiff and Vale of Glamorgan Area Plan for Care and Support Needs 2018-23.

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE**

**3 JULY 2019**

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**SOCIAL SERVICES DIRECTORATE DELIVERY PLAN 2019-20**

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**Purpose of Report**

1. To provide Members with an overview of the draft Social Services Directorate Delivery Plan 2019-20, attached at **Appendix A**.
2. Attached at **Appendix B** is the presentation which will be delivered to Members during Committee.

**Scope of Scrutiny**

3. The Committee's Terms of Reference give responsibility for scrutinising a range of services that fall within three Directorate Delivery Plans. The Social Services Directorate Delivery Plan 2019-20 will be considered at this meeting and is attached at **Appendix A**.
4. This item will enable the Committee to pass comments to the relevant Cabinet Member and senior officers to consider before they finalise the Directorate Delivery Plan.

## The Council's Strategic Planning Framework

5. The Council's integrated strategic planning framework (see diagram below) sets out the "golden thread" in meeting the Council's four key priorities of:

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





6. The Delivery Plan follows a standard format, which is:
- Corporate Introduction
  - Directorate Profile
  - Directorate Self-Assessment of Performance 2018/19.
  - Moving Forward: Context, Opportunities and Challenges
  - Contributing to Cardiff's Well-Being Objectives
  - Delivering Welsh Language Standards
  - Strategic Directorate Priorities

### **Social Services Directorate Delivery Plan 2019-20**

7. The Plan is attached at **Appendix A**. Members are reminded that some of the work of this Directorate falls outside the remit of this Committee i.e. Children's Services.

To assist Members, listed below are the pages relevant for each key section:

- a. Directorate Profile – **page 4** of the Plan
  - b. Directorate Self-Assessment of Performance 2018/19 – **pages 5-9** of the Plan
  - c. Moving Forward: Context, Opportunities and Challenges – **page 10** of the Plan
  - d. Contributing to Cardiff's Well-Being Objectives – **page 10** of the Plan
  - e. Delivering Welsh Language Standards – **pages 10-11** of the Plan
  - f. Strategic Directorate Priorities – **pages 12-68** of the Plan, which includes
    - Summary of Priorities
    - Dependencies
    - Risk Management
    - Key Actions
8. The Directorate's **Self-Assessment of Performance during 2018-19** (pages 5-9) sets out what the Directorate has done well, what the Directorate could/should have done better and what opportunities and challenges the Directorate faced. Within the terms of reference of this Scrutiny Committee. The Directorate set this out under the following headings:

## Key Achievements

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

## What we could have done better

- Development of a Safeguarding Vision and Strategy across the Directorate.
- Further progressed the Community Services Review with Health colleagues.
- Further progressed strengths based approaches in Adult Services.
- Increasing Directorate capacity to deliver bilingual services.

9. The **Moving Forward: Context, Opportunities and Challenges Section** on pages 9 - 11 of the Plan sets out issues that the Directorate must take into account in planning future delivery. This highlights:

## Opportunities

- Cardiff and Vale Regional Partnership Board transformation proposals
- Capitalising on opportunities resulting from Healthier Wales
- Re-designing services

- Working towards achieving Child Friendly City status and Dementia Friendly City status
- Strengthen the social care client record system

### Challenges

- Brining policies and procedures up to date
- Raising the profile of Adult Services, with particular focus on learning disability, sensory impairment and mental health services
- Implementing and embedding strength based approaches across the Directorate and the associated cultural change
- Demand and budgetary pressures and the volume and complexity of case work
- Implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 and impact on wider social care sector.
- Potential impact of Brexit on workforce and procurement
- Fragility of the domiciliary and nursing care market - working with providers to implement the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016.
- Challenges regarding Continuing Health Care funding for adults and Continuing Care funding for children - we need to better equip Social Workers with the skills and confidence to address the challenges in negotiating funding responsibilities with Health partners in relation to individual packages of care.

10. The **Strategic Directorate Priorities** Section from page 12 onwards sets out in detail, under each Strategic Directorate Priority the following:

- Summary of Priorities
- Key Performance Indicators
- Risk Management
- Dependencies
- Key Actions - Individual Headline Actions, with
  - Start/End Date
  - Responsible Officer

- Key Milestones for each quarter in 2019/20
- Link to Equality Objective

11. The key actions (from page 16 onwards) relevant to this Scrutiny Committee are:

- |             |             |             |
|-------------|-------------|-------------|
| • CP5 – AS  | • DP15 - AS | • CP23 – SS |
| • CP6 – AS  | • DP16 – AS | • DP21 – SS |
| • CP7 – AS  | • DP17 - AS | • DP22 - SS |
| • CP8 – AS  | • CP17 – SS | • DP24 – SS |
| • CP9 – AS  | • CP18 – SS | • DP25 – SS |
| • DP1 - SS  | • CP19 – SS | • DP27 – AS |
| • CP10 - SS | • DP19 – SS | • DP28 – AS |
| • CP14 – AS | • DP18 - SS |             |
| • CP15 - AS | • DP19 – SS |             |
| • CP16 – AS | • DP20 – AS |             |
| • DP6 – SS  | • CP21 – SS |             |
| • DP10 - SS |             |             |
| • DP14 – AS |             |             |

## Way Forward

12. Councillor Susan Elsmore (Cabinet Member Social Care, Health, and Well-being) has been invited to attend for this item. She will be supported by officers from the Social Services Directorate.

13. Members may wish to explore the following areas:

- a. How the Directorate is supporting delivery of the Council’s Key Priorities and Cardiff’s Well-Being Objectives (*paragraph 5 of this report*) via the commitments detailed in the Strategic Directorate Priorities Section (*page 12 of the Plan onwards*);

- b. How the Directorate's priorities were identified and what criteria were used;
- c. Whether the milestones and timescales for commitments are appropriate and achievable;
- d. What the arrangements are for monitoring the implementation of the Delivery Plan commitments;
- e. Whether the performance measures are appropriate and fit for purpose;
- f. The Directorates' resource levels and whether these are sufficient to resource the commitments in Strategic Directorate Priorities Section;
- g. The key challenges facing the Directorate and how they are planning for the future; and
- h. The Directorate' key achievements during 2018/19.

## **Legal Implications**

14. 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**

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

## **RECOMMENDATIONS**

The Committee is recommended to:

- i. consider the information in this report and the Plan attached at **Appendix A**;
- ii. decide whether it wishes to make any comments or recommendations to the relevant Cabinet Member and officers on the Directorate Delivery Plan; and
- iii. discuss whether any of the issues considered should be built into the Committee's work programme for 2019/20.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**27 June 2019**

# Delivery Plan 2019/20

## Social Services

Appendix A

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# 1. Introduction

## 1.1 Golden Thread





## 1.2 Directorate Delivery Plan (DDP)

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

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

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

## 1.3 Measuring Progress

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

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

### Key Terms

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

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

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

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

#### **City Wide Outcomes**

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

#### **Council Priorities**

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

#### **Well-being Objectives**

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

#### **Steps**

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

#### **Measuring Progress**

Progress will be measured by a basket of indicators.

## The Well-Being of Future Generations

The Well-Being of Future Generations Act Requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. It sets out **five ways of working** needed for Public Bodies to achieve the seven well-being goals

### The 5 Ways of Working

-  **Long term**  
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
-  **Prevention**  
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
-  **Integration**  
Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
-  **Collaboration**  
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
-  **Involvement**  
The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

## 2. Directorate Profile

### Multi Agency Safeguarding Hub

#### Early Intervention & Prevention Services for children and families

- Cardiff Family Advice Service – Family Gateway Service / Family Help Service / Family Support Service.
- Integrated Family Support Service - supports the needs of vulnerable families in crisis.
- Adolescent Resource Centre.

#### Targeted Services for children and families

- Intake & Assessment, including child protection investigation, intervention and support.
- Children Receiving Care and Support Services, including Child Health & Disability.

#### Specialist Services for Children and Young People

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

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

**Youth Offending Service** – prevention of anti-social behaviour, offending and re-offending by young people.

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

**Strategy, Commissioning & Resources** – business support / policy / strategy / commissioning and contract management / Health & Safety / workforce training and development / Disabilities Futures Programme.

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

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

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

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

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

**Mental Health Services** - for adults.

**Mental Health Services for Older People** – dementia.

**Brokerage** – Procurement of Domiciliary and Residential Care.

**Complex Needs Day Services** – Learning Disability.

**Older Persons Day Services** – older people and dementia.

**Internal Supported Living for Learning Disability**

**Emergency Duty Team** - for vulnerable children and adults.

### 3. Self-Assessment of performance during 2018/19

#### What we did well

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

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

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

- Children and their families are better supported to identify their needs and achieve their own outcomes earlier by establishment of Support4Families to enable cases to be “stepped down” appropriately.
- Children and their families are enabled by the implementation of Signs of Safety across Children’s Services to identify their own strengths, worries and changes needed to achieve their goals.
- Children’s voices are heard and Child’s Rights are becoming embedded in everything we do.
- Young people have been involved in decisions about staff recruitment through having a say in recruitment in some Children’s Services teams.
- Young people with disabilities are able to inform their transition plan.
- People enabled to make their own choices and take control over the care services they receive by use of Direct Payments.
- Voices of people are heard, better listened to and taken into account as a result of implementing a strengths based approach in Adult Services.
- People are better supported to experience a timely discharge from hospital and given information and advice about Council services and activities in their communities as a result of the Get Me Home and Get Me Home + Service.

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

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

- Better placed to provide more continuity of support that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff (commencing early in 2019/20).
- Better outcomes for young people engaged with the Youth Offending Service through the pilot of the Enhanced Case Management project (psychologically informed model).
- Admission to care prevented for 53 children and young people during the year by the Adolescent Resource Centre.
- Better addressing parent well-being and improved family planning through the introduction of the Reflect Service.
- More people with mental health problems are being supported in the community following the expansion of Ty Canna.
- People are experiencing timely discharge from hospital to a more appropriate care setting as evidenced by the number of Delayed Transfers of Care (DToC) for social care reasons (110 in 2018/19 which is the same as in 2017/18).

- Quality of care experienced by older people and their relatives in care home settings substantially improved by effective application of the Escalating Concerns procedure.

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

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

- Children are better protected from Child Sexual Exploitation (CSE) as a result of the impact of the CSE Strategy and the Think Safe! Team.
- Peer education in schools has better enabled children to identify when their friends are in danger of Child Sexual Exploitation and / or peer exploitation and know where to go for help (trained Think Safe! ambassadors in 14 schools to deliver peer education).
- Joint working with the Think Safe! Team and schools has given boys a better understanding of power, control, consent and the law and they are able to better keep themselves safe.
- Partners in Education and Health have increased understanding of their safeguarding responsibilities and when they should refer a professional for safeguarding concerns.
- Improved awareness of safeguarding in some communities by the provision of a comprehensive safeguarding policy and associated training.
- Further strengthening of safeguarding for adults by the introduction of targeted resource with the creation of a Service Manager post with an adult safeguarding focus.
- Further strengthening of safeguarding with the regional development of a new escalating concerns process in Adult Services and the development of a new children's escalating concerns process to strengthen arrangements for addressing provider performance in order to achieve better outcomes.
- Consistent application of the Council's Escalating Concerns Procedure.
- Improvement in awareness of safeguarding across the Council by introduction of a new Corporate Safeguarding Policy and mandatory 'e'-learning module on Safeguarding Awareness. However, further work is required and we aim to ensure that every member of the workforce, not just staff who work directly with adults and children, understands safeguarding and knows what to do if they have concerns.
- Improved safeguarding partnership arrangements through the Regional Safeguarding Boards.

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

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

- Improved opportunities for children looked after and care leavers via the Bright Start Traineeship Scheme – 33 trainees supported in work placements and 1 trainee entered a paid traineeship at 31<sup>st</sup> December 2018.
- The voice of young people who receive care and support from Children's Services has been heard in the working towards Child Friendly City status process.
- More children engaged with preventative services to prevent anti social behaviour from escalating in communities.
- Life experience for children and adults with visual impairment, hearing loss or dual sensory loss is enhanced by access to appropriate information, equipment and services to facilitate the independence of individuals.
- The voice of people with Dementia continues to be heard in achieving 'working towards' Dementia Friendly City status. Staff awareness of dementia improved through corporate training programme.

- Improved quality of life for people with dementia through the development of specialist day opportunities and working towards Dementia Friendly City status.

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

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

- More families receive help at the point they need it through the implementation of the Support4Families Service.
- Admission to care prevented for 53 children and young people during the year by the Adolescent Resource Centre.
- Admission to care prevented for children and young people during the year by Rapid Response workers.
- More children supported to remain living with family members through an increase in Connected Persons assessments undertaken internationally (including China, Albania, Czech Republic, Portugal and Romania).
- Low level Sexually Harmful Behaviour is better addressed by the provision of a specialist post.
- Permanence secured for children with 40 adoptions during the year.
- Better meeting the complex needs of older and people with learning disabilities in their local community by developing Day Opportunities.
- Better meeting the complex needs of older and people with learning disabilities in their local community by developing specialist targeted Day Opportunities. Positive impact on people and carers reported following opening of Grand Avenue Day Centre.
- Reduced likelihood of carers reaching crisis point by development of improved processes that will provide a better quality service.

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

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

- Improved opportunities for children looked after and care leavers via the Bright Start Traineeship Scheme – 33 trainees supported in work placements and 1 trainee entered a paid traineeship at 31<sup>st</sup> December 2018.
- Better placed to provide more continuity of support that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff (commencing early in 2019/20).
- Care leavers are better supported through higher education by the provision of equipment through the St. David's Day grant (19 care leavers in higher education, including 6 new entrants).
- Better placed to enable more people to remain as independent as possible in their own homes through our commissioning activity. For example, during the year we commissioned supported living accommodation for vulnerable adults with substance misuse and we commenced the procurement process for the recommissioning of supported living accommodation for adults with a learning disability.
- Better placed to increase the range of accommodation options to meet the needs of older people with physical frailty and dementia issues with the development of the Older Person's Housing Strategy.

### ***Our workforce and how we support their professional role***

- Improved workforce planning in Adult Services following involvement in Workforce Planning pilot.
- Improved workforce planning in Children's Services following implementation of Workforce Strategy.

- Improved support for decision making and the sharing of risk by the introduction of a Resource Panel and Public Law Outline Panel.
- Improved service delivery by supporting staff to be better equipped to carry out their roles:
  - 10 seconded staff were on the Social Work degree course during the year.
  - 27 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
  - 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them.
  - Provision of peer supervision through Signs of Safety.
  - Provision of clinical supervision within some Children's Services teams.
- Staff are better equipped to work with families using a strength based approach following Signs of Safety training.
- Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

### ***Our financial resources and how we plan for the future***

- 23 children looked after were returned to Cardiff or transitioned to lower cost placements with an estimated cost saving of £1.080 million against a budget of £7.5 million.
- Adult Services achieved budget underspend of £1.362 million against a budget of £111.368 million by supporting more people at home, strengthening care planning for those who need care and aligning this to more cost-effective provision and by maximising value for money in the commissioning and procurement of residential and domiciliary packages.
- Improved effectiveness of screening of new referrals and signposting to appropriate alternative services.
- Appropriate use of public money assured by robust Senior Management oversight of the budget through the Integrated Service and Finance Strategy.
- Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government. £1.737 million in 2018/19 across Cardiff, Vale of Glamorgan and University Health Board for children with complex needs and adults with learning disabilities; £3.743 million in 2018/19 for older people.
- Clarity of direction and improved monitoring of performance with the development of a Children's Services Strategy and associated Performance Framework based on the child's journey.
- Successful transformation bid to Welsh Government by Regional Partnership Board being used to further develop prevention and resilient communities.

## What we could have done better

- Development of a **Safeguarding Vision and Strategy** across the Directorate.
- Better raised awareness of the entitlement of **young carers** to have an assessment of their unique needs and ensure that there is appropriate provision to meet assessed needs.
- Improving capacity to commission and provide **high quality cost effective placements** for children looked after within Cardiff.
- Timeliness of provision of **adoptive placements**.
- Further embedded the **Corporate Parenting Strategy** across the Council.
- Further progressed the **Community Services Review** with Health colleagues.
- Accelerating the reduction of the **vacancy rate for social workers in Children's Services**.
- Further progressed **strengths based approaches** in Adult Services.
- Increasing Directorate capacity to deliver **bilingual services**.

## Opportunities

- Cardiff and Vale Regional Partnership Board **transformation proposals**.
- Capitalising on opportunities resulting from **Healthier Wales**.
- **Re-designing services**.
- Working towards achieving **Child Friendly City** status and **Dementia Friendly City** status.
- Strengthen the social care **client record system**.

## Challenges

- Managing the **increasing number of children looked after** and the impact of this upon service delivery and resources.
- Bringing **policies and procedures** up to date.
- Raising the profile of Adult Services, with particular focus on learning disability, sensory impairment and mental health services.
- Implementing and embedding **strengths based approaches** across the Directorate and the associated cultural change.
- Demand and budgetary pressures and the volume and complexity of case work across the Directorate.
- Addressing **recruitment and retention** of social workers in Children's Services.
- Implementation of the **Regulation and Inspection of Social Care (Wales) Act 2016** and impact on wider social care sector.
- Potential impact of **Brexit** on workforce and procurement.
- Fragility of the **domiciliary and nursing care market** - working with providers to implement the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016.
- Challenges regarding **Continuing Health Care funding for adults and Continuing Care funding for children** - we need to better equip Social Workers with the skills and confidence to address the challenges in negotiating funding responsibilities with Health partners in relation to individual packages of care.



## 4. Moving Forward: Context, Opportunities and Challenges

See Opportunities and Challenges above.

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

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

## 6. Delivering the Welsh Language Standards

Social Services in Cardiff recognise the importance of meeting Welsh language need as part of routine assessment and care and are committed to providing and developing Welsh language services. There was a pre-existing Social Services Strategy called "Mwy na Geiriau" ("More than Just Words") that recognized the importance of language for the delivery of social care and required Directorates across Wales to improve and build capacity over time.

Progress made during the year includes:

- A Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has been formed to take forward the objectives of More Than Just Words. This will enhance the coordination of Welsh language activity within the service, with partners, and will be key to resolving difficulties / issues in a coordinated way.
- The regional forum has met several times during the year, sharing practice and learning across our three organisations. The group has begun to discuss the following themes under the More than Just Words (MTJW) objectives and will collectively be taking associated actions forward during 2019/20:
  - **Objective 1: National and Local Leadership, and National Policy**  
Increasing profile of group and MTJW objectives, through appropriate organisational and partnership governance structures.
  - **Objective 2: Mapping, Auditing, Data Collection and Research**  
Understanding sources and limitations of available data.  
Work towards developing a community and workforce profile during 2019/20.

- **Objective 3: Service Planning, Commissioning, Contracting & Workforce Planning and Objective 4: Promotion & Engagement**

Attracting and developing the Welsh language workforce, and strengthening links to organisations Workforce Strategies.  
Evaluating what works and what can be developed in staff language skill training.  
Understanding how and which standards to communicate to contracted providers.

- **Objective 5: Education and Objective 6: Welsh in the Workplace**

Welsh language training opportunities continue to be regularly promoted, from beginner to proficiency training.

Awareness training is a compulsory element of induction training in social care and forms part of the social work placement induction programme and a mandatory element of the First Three Years in Practice training programme.

- Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups. 10 Social Services staff have undertaken Welsh language training during the year.
- Positive examples of social workers who are sensitive to identifying Welsh language needs during casework with positive results. Further work is required to identify how well this is being done across the service and by non-Welsh speaking social workers.
- A meeting is planned with Cardiff social care providers (pending advice from Legal) to clarify with them their duties around the Welsh language, and where necessary support them to change.
- 130 Welsh speakers (to varying degrees of proficiency) in the Directorate.

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

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

## 7. Strategic Directorate Priorities

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

	Strategic Directorate Priority	Cabinet Member/s	Directorate Lead	Contributing to:			
				Well-being Goals	Council Priority	Capital Ambition	Council's Well-being Objectives
1	<b>Early Intervention, Prevention &amp; Well-being</b> - Children, young people and adults are supported to live safely and independently within their families and communities with the lowest appropriate level of intervention	Cllr Elsmore / Cllr Hinchey	Operational Managers	A healthier Wales / A more equal Wales	Better education and skills for all	Working for Cardiff	Cardiff is a great place to grow up  Cardiff is a great place to grow older  Safe, confident and empowered communities
2	<b>Outcome focused (strengths based practice) care, support, planning and commissioning</b> - children, families, adults and carers experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them	Cllr Elsmore / Cllr Hinchey	Operational Managers	A healthier Wales  A more equal Wales	Better education and skills for all	Working for Cardiff	Cardiff is a great place to grow up  Safe, confident and empowered communities
3	<b>Safeguarding</b> - Children and adults are protected from significant harm and are empowered to protect themselves	Cllr Elsmore / Cllr Hinchey	Operational Managers	A healthier Wales	Supporting vulnerable people	Working for Cardiff	Safe, confident and empowered communities
4	<b>Resources</b> - Social Services are provided on the basis of the most efficient and effective use of resources	Cllr Elsmore / Cllr Hinchey	Operational Managers	A healthier Wales	Supporting vulnerable people  Working together to transform services	Working for Cardiff	Safe, confident and empowered communities  Cardiff grows in a resilient way

## Individual Priorities

### Key to Reference Numbers for performance indicators and actions:

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

### Strategic Directorate Priority 1:

**Early Intervention, Prevention and Well-being** - Children, young people and adults are supported to live safely and independently within their families and communities with the lowest appropriate level of intervention

### Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators (outcome based where possible)	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
Early Help 1	Number of people supported through the Family Gateway	New for 2019/20	New for 2019/20	No Target	Operational Manager
Early Help 2	Number of people supported by the Family Help Team	New for 2019/20	New for 2019/20	No Target	Operational Manager
Early Help 3	Number of people supported by the Family Support Team	New for 2019/20	New for 2019/20	No Target	Operational Manager
SSWB 25	Percentage of children supported to remain living within their family	51.0%	50.2%	53%	Operational Manager
SSWB 26	Percentage of children looked after returned home from care during the year	8.8%	5.9%	10%	Operational Manager
YOS 1	Number of first time entrants to the Youth Justice system	75	105	-5% (100)	Operational Manager
SSWB 23	Percentage of adults who have received advice and assistance from the Information, Advice & Assistance function and have not contracted the service during the year	84.8%		TBC	Operational Manager

Ref	Key Performance Indicators (outcome based where possible)	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
SSWB 20 (PI amended)	Percentage of adults who completed a period of reablement a) and have a reduced package of care and support 6 months later b) have no package of care and support 6 months later	85.3% 77.2%		N/A N/A	Operational Manager
CRT 1	Number of people who accessed the Community Resource Team	New for 2019/20	New for 2019/20	1,400	Operational Manager
CRT 2	Total hours of support provided by the Community Resource Team	New for 2019/20	New for 2019/20	30,000	Operational Manager
Dem 1	Percentage of staff completing dementia friends training	New for 2019/20	New for 2019/20	40%	Assistant Director Adult Services
Dem 2	Number of businesses pledging their commitment to work towards becoming Dementia Friendly	New for 2019/20	New for 2019/20	40	Assistant Director Adult Services
Dem 3	The number of Dementia Friendly city events held	New for 2019/20	New for 2019/20	200	Assistant Director Adult Services

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

Definition of Risk	RAG Rating	Strategic Directorate Priority Affected	Headline Action Reference
Failure to effectively manage demand (in Children’s Services) resulting in increase in number of children looked after and the service and financial pressures this presents (Corporate Risk Register and Senior Management Assurance Statement)	Red	Early Intervention, Prevention and Well-being - Children, young people and adults are supported to live safely and independently within their families and communities with the lowest appropriate level of intervention	CP 1 CS
Families are not aware of the right help and support available for children and young people and therefore cannot access services in a timely manner (Directorate Risk Register)	Red / Amber	As above	CP 1 CS CP 2 CS CP 3 CS CP 4 CS DP 1 SS DP 2 CS DP 3 CS DP 4 CS DP 5 CS DP 6 SS

Definition of Risk	RAG Rating	Strategic Directorate Priority Affected	Headline Action Reference
Adults are not aware of the right help and support available and therefore cannot access services in a timely manner (Directorate Risk Register)	Red / Amber	As above	DP 1 SS DP 6 SS DP 14 AS
Family / carer networks and community support break down leading to adults requiring residential / nursing care (Directorate Risk Register)	Red / Amber	As above	CP 5 AS CP 6 AS CP 7 AS CP 8 AS CP 9 AS CP 14 AS CP 15 AS CP 16 AS DP 14 AS DP 15 AS DP 16 AS DP 17 AS

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

No.	Description of Dependency	Strategic Directorate Priority Affected
1	Housing & Communities Directorate	Early Intervention, Prevention and Well-being
2	Institute of Public Care	As above
3	Other Council Directorates	As above
4	Partner engagement – including Vale of Glamorgan, Health, Education, Leisure, Third Sector, providers and stakeholders	As above
5.	Local businesses	As above
6	Private sector partners	As above
7	Parents	As above

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

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
CP 1 CS	<p>Launch the <b>new delivery model for an integrated early help and prevention service</b> for families, children and young people by June 2019 that brings together a variety of multi-agency provision across three distinct services; Family Gateway, Family Help and Family Support with the aim of reducing the impact of adverse childhood experiences on well-being</p> <p>N.B. The Cardiff Family Advice Service is under the Housing and Communities Directorate. Children's Services is directly responsible for the 'Family Support' element, although robust joint working is required in order to deliver a fully integrated service</p>	April 2018	June 2019	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Recruitment process for the Family Support element of the Cardiff Family Advice Service (CFAS) completed</li> <li>Staff training programme for the team developed and delivered</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Continuous improvement and development ensured through robust support and challenge; work undertaken with the Institute of Public Care to ensure connectivity and fluidity between the various components of the service</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Robust tools to measure outcomes implemented to effectively measure the impact of the support and interventions delivered by the Family Support team</li> <li>Awareness raising undertaken for all Children's Services staff re: the resources available within the CFAS and how best to access those for families</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Safeguarding concerns that currently go direct to the Multi Agency Safeguarding Hub incorporated into the CFAS</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
CP 2 CS	<b>Develop a place based approach to enhancing well-being and protection for vulnerable children and families</b> , trialling new ways of working in an area of the city by March 2020	April 2019	March 2020	Assistant Director, Children's Services	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Business Analysts to scope out Referral pathways across Children's Services scoped out</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Place based working opportunities identified via consultation with key stakeholders</li> <li>Demand across geographical localities determined</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Potential locality sites for in reach / out reach opportunities confirmed</li> <li>Accommodation Strategy completed</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Place Based Planning finalised with key partners</li> <li>Accommodation Strategy implemented</li> <li>Demand / resource ratio for each locality reviewed</li> </ul>	Provide support to those who may experience barriers to achieving their full potential
CP 3 CS	<b>Support young carers and care leavers</b> with a range of interventions, including into-work support, trialling assistance with transport needs and wider well-being provision	April 2018	March 2020	Assistant Director, Children's Services  Operational	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Process / pathway of how young carers are identified and assessed through early help arrangements clarified</li> </ul>	Provide support to those who may experience barriers to achieving their full potential



Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
	<i>N.B. For progress relating to care leavers, please see action reference CP 15 CS</i>			Manager	<ul style="list-style-type: none"> <li>Capacity and process for conducting young carers assessments within Social Services in line with the Social Services and Well-being (Wales) Act 2014 confirmed</li> <li>Young carer's e-learning module disseminated to all staff</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Young Carers Policy for Cardiff produced and disseminated</li> <li>Contribution made to a joint Cardiff and the Vale Young Carers Strategy</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Awareness of young carers, the Young Carers Policy and Young Carers Strategy raised - including all staff, senior management and elected members as well as other Directorates and partner organisations</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Support provision available for young carers across Cardiff expanded, coordinated and communicated</li> </ul>	
CP 4 CS	Complete a service review of the <b>Youth Offending Service</b> by 2020 and review the effectiveness of interventions by the service to offending / re-offending rates	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Existing interventions offered across both statutory and non-statutory work reviewed</li> <li>Plan to deliver a range of preventative interventions to schools developed</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
					<ul style="list-style-type: none"> <li>• Draft Youth Offending Service (YOS) annual work plan shared with the YOS Management Board</li> <li>• Policies and procedures reviewed and updated</li> <li>• YOS benchmarked against Youth Offending Services recently inspected</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Existing resources reviewed in line with demand on the services</li> <li>• Research undertaken regarding national best practice for a range of interventions</li> <li>• Prevention Service promoted across the city</li> <li>• Information sharing protocols reviewed with YOS Board members</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Arrangements for Junior Attendance Centre reviewed</li> <li>• Commissioned services review completed</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Recommendations from reviews implemented if applicable</li> </ul>	<p>Cardiff's diversity</p> <p>Provide support to those who may experience barriers to achieving their full potential</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
CP 5 AS	Commence a phased implementation of the <b>new model for Community Resource Teams, including the Get Me Home Plus Service</b> , by March 2020 to improve and expand the provision to enable people to remain independent at home	April 2018	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Recruitment of Home Care Co-ordinators and re-ablement carers to ensure the appropriate skill mix to further allow the improvement and expansion of the service</li> <li>• Pilot phases of Get Me Home and Get Me Home Plus projects evaluated and initiatives rolled out using learning from pilot phase</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Training for new staff cohort provided where relevant</li> <li>• More people supported to be discharged from hospital: <ul style="list-style-type: none"> <li>○ With no support</li> <li>○ Through a reablement pathway</li> </ul> </li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Partnership working with Health to implement the new model for Community Resource Teams (CRT)</li> <li>• More people supported to be discharged from hospital: <ul style="list-style-type: none"> <li>○ With no support</li> <li>○ Through a reablement pathway</li> </ul> </li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Success of the new model reviewed and required improvements identified</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
					<ul style="list-style-type: none"> <li>More people supported to be discharged from hospital:               <ul style="list-style-type: none"> <li>With no support</li> <li>Through a reablement pathway</li> </ul> </li> </ul>	
CP 6 AS	Implement the ' <b>Discharge to Assess</b> ' model by March 2021, building on the success of the First Point of Contact (FPoC), enabling more people to be discharged safely through the development of night care services	April 2019	March 2021	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Recruitment of night sitting carers to develop night care services</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Training for new staff cohort provided where relevant</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Partnership working with First Point of Contact (FPoC) and Health to implement the 'Discharge to Assess' model</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Success of the new model reviewed and required improvements identified</li> </ul>	Provide support to those who may experience barriers to achieving their full potential
CP 7 AS	As a <b>Dementia Friendly City</b> , support those affected to contribute to, and participate in, mainstream society by: <ul style="list-style-type: none"> <li>Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021</li> <li>Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through</li> </ul>	April 2019	April 2021	Assistant Director, Adult Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Work commenced to raise awareness with all service areas of the corporate commitment to Dementia Friendly Cardiff (pending development of e-module training)</li> <li>Contribution made to development of a communication plan to encourage business to create supportive dementia environments</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
	<p>the Cardiff Academy by March 2020</p> <ul style="list-style-type: none"> <li>Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme</li> <li>Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia</li> <li>Delivering locality-focused dementia awareness events</li> </ul>				<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Mandatory e-module training is completed by all Adult Services staff within agreed timescales</li> <li>Work undertaken with corporate colleagues on the development of appropriate website content</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Work undertaken with web team to build accessible and bespoke website</li> <li>Work to develop bilingual support services for those affected by Dementia supported</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Dementia focused website launched in collaboration with corporate colleagues</li> </ul>	
CP 8 AS	<p><b>Address social isolation and enhance quality of life of older people</b> by developing inter-generational working within schools, community groups, leisure centres and private sector partners</p>	April 2018	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Inter-generational working within Older People Day Centres implemented by Day Services Managers</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Advice and assistance to hospital patients with regards to social isolation improved as part of the 'Get Me Home Plus' service</li> </ul>	<p>Build strong and 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 2019/20	Link to Equality Objective
					<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Awareness raising of social isolation within the FPoC social worker team/s continued and range of options available to citizens who feel they are at risk of social isolation, and their families, (including Dewis Cymru and Day Opportunities)</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Progress reviewed with Communities, Education, Leisure and Private Sector partners; good practice shared and required improvements identified</li> </ul>	
CP 9 AS	Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a ' <b>Healthier Wales</b> ' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible	April 2018	March 2021	Director of Social Services	Please see CRT action CP 5 AS for quarterly updates	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
DP 1 SS	Deliver a <b>rights based approach</b> for adults and children	April 2019	March 2020	Director of Social Services	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Children and young people engaged in development of Children's Services Strategy</li> <li>System in place to collate number of CYP whose care plans are changed as a result of their voices being heard</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Children's rights training arranged for all managers in Children's Services</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
					<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Adults and carers engaged in development of Adult Services Strategy</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Gap analysis undertaken to determine compliance with delivering a rights based approach across the Directorate</li> </ul>	
DP 2 CS	Develop a <b>Parent's Participation Charter</b> to improve our partnership working with parents	April 2019	March 2020	Assistant Director, Children's Services	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Specification for tender drafted</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Tender awarded and work on the charter commenced</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Training around parent participation developed (part of tender)</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Impact of charter and training audited on how well engaged parents are with the care planning for their children</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do
DP 3 CS	Understand the <b>impact of poverty</b> and routinely use advice and into work services to maximise income and resolve family income and housing issues	April 2019	March 2020	Assistant Director, Children's Services	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Baseline of knowledge around impacts of poverty across Children's Services workforce and referral rates from Children's Services into Advice and Into Work Services developed</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
					<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Training and awareness plan developed</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• System set up to monitor referrals from Children's Services to Advice and Into Work Services</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Impact of training and awareness raising session on referral routes reviewed</li> </ul>	
DP 4 CS	Develop and implement a <b>service for young carers</b>	April 2019	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Specification developed in conjunction with key stakeholders</li> <li>• Options appraisal undertaken regarding preferred delivery model</li> <li>• Decision on delivery model confirmed</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Actions for the development of agreed service identified and implemented</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• New service launched</li> <li>• Awareness raising with Family Gateway, schools, social workers etc. undertaken</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Arrangements monitored and reviewed to inform future planning</li> </ul>	Provide support to those who may experience barriers to achieving their full potential



Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019/20	Link to Equality Objective
DP 5 CS	Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) <b>Youth Offending Service Inspection</b>	April 2018	September 2019	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Work on case management Quality Assurance processes relating to a young person's pathway through the Youth Offending Service (YOS) commenced</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Procedures relating to the management and review of risk and exit planning for all young people engaging in YOS interventions created / reviewed</li> <li>Range of case management Quality Assurance processes relating to a young person's pathway through the service introduced</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>N/A</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>N/A</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

## Strategic Directorate Priority 2:

### Outcome focused (strengths based practice) care, support, planning and commissioning

Children, families, adults and carers experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them

### Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators (outcome based where possible)	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
PAM/028 (SSWB 24)	Percentage of assessments completed for children within statutory timescales	75.7%	70.1%	75%	Operational Manager
YOS 2	Number of children re-offending within 6 months of their previous offence	52.1% (2016/17)		Baseline to be established	Operational Manager
SCC/025	Percentage of statutory visits to children looked after due in the year that took place in accordance with regulations	94.4%		95%	Operational Manager
CS LAC 58	Percentage of children in regulated placements who are placed in Cardiff	60.9%	56.4%	60%	Operational Manager
CS LAC 61	Percentage of children in regulated placements who are placed in Cardiff and neighbouring authorities	79.9%	76.5%	80%	Operational Manager
No reference	Children looked after placed with parents	119 14%	142 16%	15%	Operational Manager
No reference	Children looked after in kinship placements	74 9%	101 11%	Increase where appropriate	Operational Manager
No reference	Children looked after fostered by Local Authority foster carers	102 12%	101 11%	Increase actual to 110	Operational Manager
No reference	Children looked after fostered by external foster carers	391 47%	391 43%	Reduce as a % of overall population	Operational Manager
No reference	Children looked after placed in residential placements	54 7%	70 8%	Reduce; increase Cardiff provision	Operational Manager
No reference	Children looked after supported to live independently	46 6%	41 5%	No Target	Operational Manager
No reference	Children looked after placed for adoption	32 4%	35 4%	No Target	Operational Manager
No reference	Children looked after in other placements	12 1%	21 2%	No Target	Operational Manager

Ref	Key Performance Indicators (outcome based where possible)	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
SCC/022a	Percentage attendance of looked after pupils whilst in care in primary schools	96.6%		98%	Operational Manager
SCC/022b	Percentage attendance of looked after pupils whilst in care in secondary schools	95.4%		95%	Operational Manager
SSWB 29a	Percentage of children achieving the Core Subject Indicator at Key Stage 2	50.0%		55%	Operational Managers
SSWB 29b	Percentage of children achieving the Core Subject Indicator at Key Stage 4	12.0%		15%	Operational Managers
SSWB 30	Percentage of children looked after who have had their teeth checked by a dentist during the year	59.6%		65%	Operational Manager
SSWB 31	Percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement	83.5%		90%	Operational Manager
SSWB 32	Percentage of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	10.0%		10%	Operational Manager
PAM/029 (SSWB 33)	Percentage of children looked after on 31 March who have had three or more placements during the year	9.0%		9%	Operational Manager
SSWB 34a	Percentage of all care leavers who are in education, training or employment at 12 months after leaving care	49.4%		62%	Operational Manager
SSWB 34b	Percentage of all care leavers who are in education, training or employment at 24 months after leaving care	48.2%		52%	Operational Manager
SSWB 35	Percentage of care leavers who have experienced homelessness during the year	21.0%		18%	Operational Manager
SCAL 25a	Total number of children and adults in need of care and support using the Direct Payments Scheme	908	966	1,000	Assistant Director Adult Services
PAM/024 (SSWB 13)	Adults who are satisfied with the care and support they received	83.6% PI amended		85%	Operational Manager
SSWB 12	Adults reporting that they felt involved in any decisions made about their care and support	76.7% PI amended		80%	Operational Manager
PAM/025 SSWB 19	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.33	3.18	2.33	Assistant Director Adult Services
SCA/018a	Percentage of eligible adults who are caring for adults that are offered a carers assessment during the year	87.2%	93.6%	90%	Operational Manager
TBC	Number of people placed direct in residential homes on discharge from hospital	Data development	Data development	Data development	Operational Manager

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
SSWB 21	Average length of time adults (aged 65 or over) are supported in residential care homes	1,014 days	233 days	N/A	Operational Manager
SSWB 22	Average age of adults entering residential care home	81	84	N/A	Operational Manager

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

Definition of Risk	RAG Rating	Strategic Directorate Priority Affected	Headline Action Reference
Children looked after fail to achieve stable, fulfilling and happy lives as young people and adults (Directorate Risk Register)	Red / Amber	Outcome focused (strengths based practice) care, support, planning and commissioning - children, families, adults and carers experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them	CP 11 CS CP 12 CS CP 13 CS DP 12 CS DP 13 CS
Placement breakdown for children looked after (Directorate Risk Register)	Red / Amber	As above	CP 11 CS CP 12 CS CP 13 CS
Failure to sustain an effective whole system approach that enables adults with significant care and support needs to remain in, or return to, their own homes and reduces the need for / length of hospital stays (Directorate Risk Register)	Red / Amber	As above	CP 5 AS CP 6 AS CP 7 AS CP 8 AS CP 9 AS CP 14 AS CP 15 AS CP 16 AS DP 14 AS DP 15 AS DP 16 AS DP 17 AS

Definition of Risk	RAG Rating	Strategic Directorate Priority Affected	Headline Action Reference
Young people (including disabled young people) do not have the necessary skills and support to ensure a smooth transition to adult life / independence (Directorate Risk Register)	Red / Amber	As above	DP 7 SS DP 8 SS DP 9 SS DP 11 CS
Young people do not receive the services they need in adulthood or limited services are available because they do not meet required thresholds (Directorate Risk Register)	Red / Amber	As above	DP 7 SS DP 8 SS DP 9 SS DP 11 CS

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

No.	Description of Dependency	Strategic Directorate Priority Affected
1	Engagement of partners including Health, Vale of Glamorgan Council, Education, independent fostering agencies and children's residential care providers, Cardiff & Vale College, third sector	Outcome focused (strengths based practice) care, support, planning and commissioning - children, families, adults and carers experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them
2	Regional Adoption Service	As above
3	Courts	As above
4	Corporate Parenting Advisory Committee	As above
5	Institute of Public Care	As above
6	Child and Adolescent Mental Health Service	As above

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

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
CP 10 SS	Continue the implementation of a <b>strengths based approach to social work practice to put individuals, families and communities</b>	April 2016	March 2022	Assistant Director, Children's	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Progress against previous project milestones reviewed</li> </ul>	Meet our Specific Equality Duties

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
	<p>at the centre of their own well-being by:</p> <ul style="list-style-type: none"> <li>Refreshing the 'Signs of Safety' Implementation Plan to embed strength based practice in partnership with families to support children to remain with families with a safety plan by March 2022</li> <li>Establishing and embedding strengths based practice in Adult Services by March 2022</li> </ul>			Services / Assistant Director, Adult Services	<ul style="list-style-type: none"> <li>Liaise with Signs of Safety consultancy undertaken to advise on next steps</li> <li>New steering group membership agreed</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>New project milestones developed including creating new training programme and staff briefings</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Audit to measure effectiveness of Signs of Safety developed</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Signs of Safety / strength based approach fully implemented across the whole care planning process to include Family Group Conferences and reunification framework</li> </ul>	and build equality into everything we do
CP 11 CS	<p>Enable more children to be placed nearer to home by:</p> <ul style="list-style-type: none"> <li>Developing a comprehensive <b>Commissioning Placement Strategy and Market Position Strategy</b> to map need against resources and influence the local market to provide a range of provision to meet the needs of children looked after by September 2019</li> </ul>	April 2018	September 2019	Operational Managers	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Offer to local authority <b>foster carers</b> improved; including an uplift of fees</li> <li>Needs analysis and review of the current cohort of children looked after in <b>residential provision and supported accommodation</b> undertaken</li> <li>Progression plans developed for all young people in <b>residential provision and supported accommodation</b></li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
	<ul style="list-style-type: none"> <li>Increasing the number of <b>Local Authority foster carers</b> (including kinship carers) by March 2020</li> <li>Increasing the range of <b>local residential provision</b> by commissioning 20 new placements by March 2020</li> <li>Working with the Regional Adoption Service to increase the number of <b>adoptive placements</b> by March 2020</li> </ul>				<ul style="list-style-type: none"> <li>Cabinet decision on development of <b>new residential children's home for 16–19 year olds</b></li> <li>Planning for <b>emergency residential children's home</b> commenced</li> <li>Registration of <b>Ty Storie</b> concluded and staff transferred into Council</li> <li>Feasibility study on <b>regional edge of secure residential home</b> proposal concluded</li> <li>Posts created as part of recent bid for <b>adoption support</b> recruited to</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Suite of marketing materials and merchandise for the <b>fostering</b> recruitment campaign developed and website updated to reflect the new materials</li> <li>Commissioning Strategy for Children's Services and Market Position Statement / Sufficiency Statement regarding <b>residential care provision</b> completed</li> <li><b>Progression plans implemented</b> where appropriate</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<ul style="list-style-type: none"> <li>• Steering group for implementation of <b>new residential children’s home for 16–19 year olds</b> set up and detailed implementation plan developed</li> <li>• Decision on delivery model for <b>emergency respite home</b> and building secured</li> <li>• Recruitment campaign developed with regional <b>adoption</b> service especially to target BME communities</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Calendar of <b>foster carer</b> recruitment opportunities developed to link with ongoing events across the city</li> <li>• Application to register <b>new residential children’s home for 16–19 year olds</b> submitted; recruitment of staff progressed; work on building renovations completed</li> <li>• Implementation of <b>emergency respite home</b> progressed in line with agreed delivery model, including registration and opening</li> <li>• Implementation plan developed for <b>edge of secure provision</b> if feasibility study identified need</li> <li>• Recruitment campaign progress reviewed via regional <b>adoption</b> operational group; additional support considered if appropriate</li> </ul>	



Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Proposed changes to the <b>fostering</b> team implemented bringing together all substitute family care into one service area</li> <li><b>Progression plans actioned</b> to bring young people closer to home where appropriate as part of detailed 'right care right child' project plan</li> <li><b>New residential children's home for 16–19 year olds</b> registered and open</li> <li>Actions set out in implementation plan for <b>edge of care provision</b> progressed if feasibility study identified need</li> <li><b>Adoption</b> recruitment progress reviewed against national targets and trends</li> </ul>	
CP 12 CS	<p>Ensure the best outcomes for children and young people for whom the council has a responsibility by:</p> <ul style="list-style-type: none"> <li>Improving <b>educational outcomes for children looked after</b> by March 2020</li> <li>Improving <b>transition and progression into education, employment or training for care leavers</b> by March 2020</li> <li>Increasing the <b>accommodation and</b></li> </ul>	April 2018	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Strategic senior management meetings between Children's Services and Education including children looked after leads organised</li> <li>Full transfer arrangements in place for the Bright Sparks scheme to move to the Into Work Service including referral routes.</li> <li>Needs analysis of current cohort of care leavers undertaken</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
	<p>support for care leavers by March 2020</p>				<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Arrangements for developing Personal Education Plans (PEPs) for all children looked after and process for reviewing educational attainment reviewed</li> <li>• Audit of all Pathway Plans undertaken to ensure compliant with legislation and effective in relation to improving attainment and access to Education, Training and Employment</li> <li>• Effectiveness of PEPs in contributing to educational attainment audited</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Actions arising out of the audit of pathway plans for care leavers implemented</li> <li>• Current support arrangements for care leavers reviewed as part of the Children's Services restructure</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Report prepared for Corporate Parenting Advisory Committee (CPAC) on educational attainment of children looked after and actions during year to minimise gap between attainment of children looked after and children not looked after</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<ul style="list-style-type: none"> <li>Report prepared for CPAC on levels of care leavers in Education, Training and Employment advising of any proactive actions taken to improve performance over the year</li> <li>Report prepared for CPAC on the effectiveness of the current care leaver arrangements and any improvements that have been made during the year</li> </ul>	
CP 13 CS	<b>Improve care planning arrangements for children looked after</b> by reducing the time taken to progress cases through the court process by March 2020 (target 77%)	April 2018	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Care Planning Practice Guidance with clear timescales developed</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Engagement with social workers on Practice Guidance undertaken</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Practice Guidance implemented</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Effectiveness of Practice Guidance reviewed and amended accordingly</li> </ul>	Provide support to those who may experience barriers to achieving their full potential
CP 14 AS	<b>Develop a new way of delivering domiciliary care</b> by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Accommodation Strategy	April 2017	March 2021	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Scoping and options appraisal exercise supported by Institute of Public Care undertaken</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<ul style="list-style-type: none"> <li>Project structure implemented to include appropriate governance, delivery and stakeholder groups</li> <li>Full data analysis completed</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Key features of future model established</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Overall approach and commissioning model that reflects the options appraisal and outcome of the stakeholder groups agreed and approved</li> <li>Clear way forward on the scope, purpose and key features of the model set</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Model finalised and required authorisation (ODR or Cabinet) obtained to begin tender process</li> <li>Planning for tender process completed</li> </ul>	Cardiff's diversity
CP 15 AS	<p>Support people with learning disabilities to be more independent by implementing a <b>Regional Learning Disabilities Commissioning Strategy</b> by March 2020</p> <p><i>N.B. includes day opportunities</i></p>	April 2018	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Regional action plan agreed and implementation commenced</li> <li>Official launch of regional Learning Disabilities Strategy 17<sup>th</sup> – 23<sup>rd</sup> June 2019 with relevant partners and Councillors</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Task &amp; Finish groups established and work streams agreed to deliver implementation of the regional action plan</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Progress of Task and Finish group work streams monitored by Learning Disability implementation group to ensure regional action plan objectives are being met</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Success of regional action plan reviewed and evaluated by Learning Disability implementation group</li> </ul>	
CP 16 AS	Implement the recommendations of the <b>Community Services Review</b> in collaboration with the University Health Board, regarding the future model of Community Mental Health Services, in order to effectively support and deliver community based mental health services by March 2020	April 2018	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Milestones to be completed on receipt of Action Plan for Cardiff Locality from Cardiff &amp; Vale University Health Board</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>As above</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>As above</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>As above</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
DP 6 SS	Empower people to remain independent at home and reduce reliance on intensive interventions by appropriately offering <b>Direct Payments</b> to people	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Direct Payments (DP) promoted across Adult and Children’s Services; education and training on DPs provided in partnership by DP support team and provider DEWIS CIL</li> <li>• Official launch by the DP support team and the provider DEWIS CIL with relevant Councillors</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Partnership working with provider DEWIS CIL to develop DP support service action plan which includes recruiting a “pool” of Personal Assistants (PAs) to offer a system of cover for users of the scheme if their PAs are unavailable (e.g. sickness or annual leave)</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Mandatory DP inputting fields on the Client Record System (CRS) in place to enable DP offers and take up to be accurately recorded and effectively monitored</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Analysis of CRS DP information undertaken to improve DP offers and take up</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
DP 7 SS	Enable all young people with additional learning needs who are known to Social Services to play an active and central role in planning for their <b>transition to adulthood</b> (Disability Futures Programme)	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Workforce person centred planning to identify training needs commenced</li> </ul>	Provide support to those who may experience barriers to achieving their full potential
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Baseline information collated to establish if young people currently have control and a voice in planning for their transition to adulthood</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Performance indicator(s) developed from collated baseline information in partnership with young people transitioning to effectively monitor if they are engaged in the process</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Findings and recommendations presented to Disability Futures Programme Board (DFPB)</li> </ul>	
DP 8 SS	Update guidance on <b>Multi-Agency Transition Planning</b> for young people with Learning Disabilities (LD) and Additional Learning Needs (ALN) (Disability Futures Programme)	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Guidance on Multi-Agency Transition Planning for young people with Learning Disabilities (LD) and Additional Learning Needs (ALN) updated</li> </ul>	Provide support to those who may experience barriers to achieving their full potential
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Consultation / engagement with other stakeholders including Health and Education</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Individual Delivery Plans (IDPs) piloted and Multi-Agency Transition Process evaluated</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Success of pilot reviewed and implications in taking forward the implementation of the Additional Learning Act (ALN) in September 2020 considered</li> </ul>	
DP 9 SS	<p>Review <b>pathways for children with sensory impairments</b> and further develop partnership working across Children's and Adult Services and with 3<sup>rd</sup> sector sensory impairment organisations during 2019/20 to:</p> <ul style="list-style-type: none"> <li>Improve access to information and services for children and adults with sensory loss</li> <li>Provide clear and consistent pathways between Social Services and Education Directorates and with 3<sup>rd</sup> sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff</li> </ul>	April 2018	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Sensory Impairment worker from Children's Services allocated to strengthen the offer to children with sensory impairments and take the lead in this area of work</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Action plan to deliver clear and consistent pathways to support children and adults with sensory impairments in Cardiff developed with partners and implementation commenced</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Audiology registration service developed with Health and in place to provide a single point of access (front door) for all partners</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Action plan reviewed with partners</li> </ul>	



Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
DP 10 SS	<p>Implement Social Services key <b>commissioning priorities</b> through development of commissioning strategies for children and adults</p> <p><i>N.B. Please also see the following actions: Children's Commissioning Placement Strategy (including fostering and residential care) – CP 11 CS Domiciliary Care - CP 14 AS Regional Learning Disabilities Commissioning Strategy – CP 15 AS Cost of care exercise – DP 28 AS</i></p>	April 2019	March 2021	Operational Managers	<p style="text-align: center;"><b>Q1</b></p> <p><b>Learning Disability Supported Living</b></p> <ul style="list-style-type: none"> <li>• Authority to invite to tender obtained</li> <li>• Invitation to tender (ITT) issued</li> </ul> <p><b>Children's Sessional Support Sourcing Strategy</b></p> <ul style="list-style-type: none"> <li>• Analysis of spend commenced</li> <li>• Engagement with providers undertaken</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <p><b>Learning Disability Supported Living</b></p> <ul style="list-style-type: none"> <li>• ITT evaluation and presentation undertaken</li> <li>• Officer Decision Report published</li> <li>• Contract awarded</li> </ul> <p><b>Children's Sessional Support Sourcing Strategy</b></p> <ul style="list-style-type: none"> <li>• Options appraisal for preferred procurement model undertaken</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <p><b>Learning Disability Supported Living</b></p> <ul style="list-style-type: none"> <li>• Privacy Impact Assessment completed</li> <li>• Contract commenced</li> </ul>	<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>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<p><b>Children’s Sessional Support Sourcing Strategy</b></p> <ul style="list-style-type: none"> <li>Preferred model for commissioning agreed and aligned to Adult Services; procurement commenced</li> </ul>	
					<p><b>Q4 Learning Disability Supported Living</b></p> <ul style="list-style-type: none"> <li>Contract monitored and reviewed</li> </ul> <p><b>Children’s Sessional Support Sourcing Strategy</b></p> <ul style="list-style-type: none"> <li>Procurement concluded and new arrangements put in place</li> </ul>	
DP 11 CS	Improve integrated working for <b>children with continuing care and complex health needs</b> (Disability Futures Programme)	April 2019	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Joint continuing care protocol and implementation plan launched with partners</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Workforce planning needs considered and implemented to ensure appropriate skill mix to deliver the protocol</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Improved integrated working for children with continuing care and complex health needs evidenced through Results Based Accountability monitoring and reporting</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Success of continuing care protocol reviewed and evaluated against Welsh Government guidance</li> </ul>	
DP 12 CS	Review and rewrite the <b>Corporate Parenting Strategy</b> by December 2019 to promote the achievement of the same positive outcomes for children looked after that every good parent would want for their own children	April 2019	December 2019	Assistant Director, Children's Services	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Capacity to undertake rewrite secured</li> <li>Benchmarking with other local authorities undertaken</li> <li>Key priorities of new Children's Services Strategy and other key documents incorporated into Corporate Parenting Strategy</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Engagement plan to include views of young people, parents, carers and partners developed</li> <li>First draft of Strategy developed</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Revised strategy presented to Corporate Parenting Advisory Committee and other appropriate forums</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Action plan arising from Strategy developed</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
DP 13 CS	Implement the <b>care planning protocol</b> by March 2020 to ensure effective care planning and risk assessing using a strengths based model	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Care Planning protocol sent to all Children's Services staff</li> <li>• All new starters provided with a copy of the protocol as part of an induction pack (ongoing)</li> <li>• Signs of Safety lunchtime briefings include sessions on safety / care planning</li> <li>• Training provided around Assessments / Care Planning / Risk Assessing (ongoing)</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• OM attendance at Team Meetings to raise awareness of protocol</li> <li>• 7 minute briefings sent outlining key factors to be taken into consideration when care planning at any stage of involvement</li> <li>• Children's Services policies relating to specific areas referenced within the protocol (e.g. PWP) updated and stored on CIS</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• OM attendance at Team Meetings to raise awareness of protocol</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<ul style="list-style-type: none"> <li>7 minute briefings sent outlining key factors to be taken into consideration when care planning at any stage of involvement</li> <li>Children's Services policies relating to specific areas referenced within the protocol (e.g. PWP) updated and stored on CIS</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Protocol reviewed to ensure up to date with Cardiff process and national legislation; staff consulted about amendments required</li> <li>Implementation plan for following quarter assessed and reviewed</li> </ul>	
DP 14 AS	Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living by implementing <b>First Point of Contact</b> in hospitals by March 2020	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>First Point of Contact (FPoC) implemented on two wards at University Hospital Wales (UHW)</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>FPoC arrangements at UHW reviewed; good practice and /or required improvements identified to inform the new 'Discharge to Assess' model</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>FPoC work in partnership with Health to implement the 'Discharge to Assess' model</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Success of new 'Discharge to Assess' model reviewed by FPoC with Health and required improvements identified</li> </ul>	
DP 15 AS	Continue to develop and enhance <b>community support and day opportunities for adults with mental ill health</b> throughout 2019/20	April 2019	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Pressure bid secured for day opportunity transition workers in Ty Canna to work closely with Child and Adolescent Mental Health Service (CAMHS) to support children and young adults under the age of 25 with mental ill health transitioning to Adult Services</li> <li>Transition team established, team manager allocated and 4 transition workers recruited</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Induction and training of day opportunity transition workers undertaken to ensure the most appropriate skill mix to deliver service</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Appropriate caseloads allocated to day opportunity transition workers to support children and young adults under the age of 25 with mental ill health holistically in the community</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Effectiveness of day opportunity transition workers monitored, reviewed and evaluated and required improvements identified</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
DP 16 AS	Ensure eligible <b>unpaid adult carers</b> , caring for adults, during the 2019/20 financial year are supported to work towards achieving their personal outcomes	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Carers consulted on new Cardiff &amp; Vale Carers Strategy in partnership with Vale of Glamorgan Council and Cardiff &amp; Vale University Health Board</li> <li>Regional action plan developed</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Engagement undertaken with 3<sup>rd</sup> sector organisations who run regular support groups and activities to raise carer awareness</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Carers supported through the hospital discharge process by working with the 'Get Me Home Plus' service</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Stronger links with GP surgeries developed to provide carer information at surgeries, and offer a direct referral service into the Carers Support Team to refer carers for a Carer Assessment</li> </ul>	Provide support to those who may experience barriers to achieving their full potential
DP 17 AS	Work with partners to maintain the reduction in <b>Delayed Transfers of Care</b> for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting	April 2019	March 2021	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Review of people entering residential care undertaken, including an audit of patients discharged from hospital to residential care</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Training for new staff cohort for expanded Community Resource Team (CRT) model including 'Get Me Home Plus' Service and 'Discharge to Assess' model provided</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Partnership work with Health and other partners to contribute to the development of Cardiff and the Vale 'winter pressures' plan for 2019/20</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Success of the new 'Discharge to Assess' model reviewed and required improvements identified</li> </ul>	



**Strategic Directorate Priority 3:**  
**Safeguarding - Children and adults are protected from significant harm and are empowered to protect themselves**

**Performance – How we will measure our performance against each priority**

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
SSWB 27	Percentage of re-registrations of children on local authority Child Protection Registers	6.6%	4.8%	N/A	Operational Manager
SSWB 28	Average length of time for all children who were on the Child Protection Register during the year	250 days	233 days	N/A	Operational Manager
SSWB 18	Percentage of adult protection enquiries completed within 7 working days	97.9%	84.0%	99%	Operational Manager
RES 15	Percentage of Council staff completing Safeguarding Awareness Training	New for 2019/20		100%	Operational Manager
TBC	Part IV Referrals	Data development	Data development	Data development	Operational Manager
TBC	Professional Concerns	Data development	Data development	Data development	Operational Manager
TBC	Escalating Concerns	Data development	Data development	Data development	Operational Manager

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

Definition of Risk	RAG Rating	Strategic Directorate Priority Affected	Headline Action Reference
Systemic failure in the effectiveness of the Council’s safeguarding arrangements together with other statutory safeguarding partners (Corporate Risk Register)	Red / Amber	Safeguarding - Children and adults are protected from significant harm and are empowered to protect themselves	CP 18 SS

Definition of Risk	RAG Rating	Strategic Directorate Priority Affected	Headline Action Reference
Children and adults are not adequately protected and safeguarded from abuse, neglect or harm (Directorate Risk Register)	Red / Amber	As above	CP 17 SS CP 18 SS CP 19 SS CP 20 CS DP 18 SS DP 20 AS
Electronic file storage mechanisms fail to support ease of access to case files leading to decisions being based on incomplete information (Directorate Risk Register)	Red / Amber	As above	SharePoint
Issuing of care proceedings is challenging because existing capacity in Children's, Adult and Legal Services is insufficient to meet demand and undertake required work in a timely manner (Directorate Risk Register)	Red / Amber	As above	CP 13 CS CP 22 CS
Social workers practising in Cardiff without being registered with Social Care Wales (Directorate Risk Register)	Green	As above	SBAR
Uncertainties resulting from Brexit impact on the social care sector's ability to meet its primary responsibilities, particularly in relation to the EU Settlement Scheme, workforce and supply of medical devices and clinical consumables.	Red	As above	SBAR

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

No.	Description of Dependency	Strategic Directorate Priority Affected
1	Police, Health and other partners	Safeguarding
2	Vale of Glamorgan Council	As above
3	Welsh Government for ratification of revised national procedures	As above
4	Cardiff and Vale of Glamorgan Regional Safeguarding Boards	As above
5	Other Council Directorates	As above
6	Cardiff Academy	As above
7	Regional Training Unit	As above
8	Communication & Engagement sub group of the Regional Safeguarding Children Board leading re: awareness raising	As above
9	Local community / cultural groups	As above

No.	Description of Dependency	Strategic Directorate Priority Affected
10	NSPCC	As above
11	Parents / guardians / families / general public	As above
12	Corporate communications team	As above

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

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
CP 17 SS	<p>Implement the new <b>'All Wales' Safeguarding Procedures</b> by March 2020 - in collaboration with staff and partners - to ensure that adults and children at risk are protected from harm</p> <p><i>N.B. Progress is dependent on Welsh Government ratification of the procedures. Milestones are subject to change until this has been achieved.</i></p>	April 2018	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Final draft of 'All Wales' Safeguarding Procedures completed by Cardiff and Vale Regional Safeguarding Boards and submitted to Welsh Government (WG) for ratification</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Liaison undertaken with WG and Cardiff and Vale Regional Safeguarding Boards regarding launch of 'All Wales' Safeguarding Procedures</li> </ul>	
					<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Training rolled out across Social Services to embed 'live' 'All Wales' Safeguarding Procedures into work practice</li> </ul>	
					<p><b>Q4</b></p> <ul style="list-style-type: none"> <li>'All Wales' Safeguarding Procedures rolled out across all corporate Directorates.</li> <li>Implementation of 'All Wales' Safeguarding procedures reviewed and relevant improvements identified</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
CP 18 SS	Implement the Council's <b>Corporate Safeguarding Policy</b> by March 2020 to ensure an effective approach to implementation is embedded across the Council	April 2019	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Service Manager to lead on Council's Corporate Safeguarding Policy appointed</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Service Manager leading on implementation and delivery of Council's Corporate Safeguarding Policy action plan</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Liaison undertaken with Cardiff Academy to monitor compliance with the mandatory 'e' - learning module on Safeguarding Awareness; appropriate action taken</li> <li>Liaison undertaken with Regional Training Unit (RTU) to incorporate Safeguarding Awareness into the Corporate Induction Programme for new recruits</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Annual Corporate Safeguarding Report to Cardiff and Vale Regional Safeguarding Boards submitted</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
CP 19 SS	Implement an <b>Exploitation Strategy</b> to encompass new and emerging themes of child and adult exploitation	April 2018	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Exploitation Strategy Action Plan populated in consultation with senior managers</li> <li>Deadlines for key partners to contribute actions for inclusion in the plan agreed</li> <li>Strategy and action plan distributed for final consultation</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Final strategy agreed and presented to key bodies for ratification</li> </ul>	
					<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Regional launch event held and partners encouraged to sign up to a 'pledge' to support the goals outlined in the strategy</li> </ul>	
					<p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Key actions delivered as per the action plan</li> <li>Discussions with the Vale of Glamorgan Council regarding development of a <b>joint regional Exploitation Strategy</b> initiated</li> </ul>	
CP 20 CS	Review arrangements within the <b>Multi Agency Safeguarding Hub</b> to take account of the new Early Help Service	April 2018	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Revised Multi-Agency Safeguarding Hub (MASH) arrangements agreed with public sector partners across the region</li> </ul>	
					<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>New MASH model implemented</li> </ul>	
					<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>MASH performance monitored through Cardiff Local Operational Safeguarding Group</li> </ul>	
					<p><b>Q4</b></p> <ul style="list-style-type: none"> <li>MASH performance monitored through Cardiff Local Operational Safeguarding Group</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<ul style="list-style-type: none"> <li>• Clear referral route mapped out</li> <li>• Clear threshold criteria established</li> <li>• Staff training plan developed that includes the adoption of the 'Signs of Safety' approach to safeguarding and well-being</li> </ul>	
DP 18 SS	Ensure children and adults are protected from risk of harm and abuse by <b>raising awareness</b> among public and professionals for the duration of the plan	April 2018	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Female Genital Mutilation discussions taken forward by working in partnership with local community / cultural groups within Cardiff; to agree an overarching group to raise awareness and develop a consistent approach across the city</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Partnership working with the NSPCC, parents, guardians and families to safeguard children who participate in sports, leisure and entertainment activities</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Partnership working with the Regional Safeguarding Boards, partners and relevant stakeholders to organise and promote National Safeguarding Week in November 2019</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Liaison with Corporate Communications undertaken to develop use of social media to raise awareness of safeguarding with both the public and working professionals</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
DP 19 SS	Embed the <b>Quality Assurance Framework</b> in Adult and Children's by March 2020 to ensure that children, families and adults benefit from the highest possible standard of service within resources	April 2018	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Children's Services Quality Assurance Framework (QAF) sent to Operational Managers for consultation and signed off</li> <li>Consultation with Adult Services re: combined QAF commenced</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do
					<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Children's Services QAF rolled out across all teams</li> <li>Consideration given to dovetailing Children's and Adult Services frameworks</li> </ul>	
					<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Implementation of QAFs reviewed</li> <li>Consultation with managers re: potential changes undertaken</li> </ul>	
					<p><b>Q4</b></p> <ul style="list-style-type: none"> <li>QAFs reviewed and amended if required</li> </ul>	
DP 20 AS	Strengthen the relationship between Adult Services teams and <b>adult safeguarding</b>	April 2019	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Quality audit of all cases in last 12 months undertaken</li> <li>Intensive 3 day training for all Designated Lead Managers (DLMs) and OMs in Adult Services run</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<ul style="list-style-type: none"> <li>• Communication to all Adult Services staff on duty to report refreshed</li> <li>• Develop local performance indicators to track improvement actions</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Refresher training for Adult Services undertaken</li> <li>• Audit completed and recommendations implemented</li> <li>• Volume of outstanding investigations reduced</li> <li>• New operating model implemented</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Implementation of new operating model ongoing</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• New operating model evaluated</li> </ul>	



**Strategic Directorate Priority 4**

**Resources - Social Services are provided on the basis of the most efficient and effective use of resources**

**Performance – How we will measure our performance against each priority**

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
Staff 1	Percentage of social work vacancies in all teams	23.2%	30.4%	24%	AD Children's Services
RISCA 1	Number of domiciliary care workers registered with Social Care Wales	New for 2019/20	New for 2019/20	250	Operational Manager

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

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Definition of Risk	RAG Rating	Strategic Directorate Priority Affected	Headline Action Reference
Cardiff does not attract the required quality and quantity of social care professionals (Directorate Risk Register)	Amber / Green	Resources - Social Services are provided on the basis of the most efficient and effective use of resources	CP 10 SS CP 21 SS CP 22 CS DP 19 SS DP 23 CS DP 24 CS
Children's Services Social Work Vacancies - The percentage of vacancies is corporately a significant indicator for achieving outcomes in the service area as a permanent, competent workforce is critical to good standards of practice. The reliance upon agency workers to cover gaps in the social work workforce is costly. There is a lack of availability of suitable agency to cover vacancies which poses a significant challenge to managing the work load on a temporary basis, whilst the workforce recruitment and retention strategy is implemented. (Senior Management Assurance Statement)	Amber / Green	As above	CP 10 SS CP 21 SS CP 22 CS DP 19 SS DP 21 SS DP 22 SS DP 23 CS

Definition of Risk	RAG Rating	Strategic Directorate Priority Affected	Headline Action Reference
Failure to recruit sufficient Welsh speaking staff (Directorate Risk Register)	Amber / Green	As above	CP 22 CS
Decrease in the social care workforce, despite best efforts to promote social care as a positive career choice as a result of requirements placed on social care providers and workforce in relation to implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) requirements re: qualifications and registration by 2020. This is compounded by the potential restrictions on the free movement of labour arising from the UK leaving the European Union. (Senior Management Assurance Statement)	Amber / Green	As above	CP 21 SS
Social Services do not achieve desired outcomes or meet assessed need sufficiently for children, young people and adults due to under-provision of services (Directorate Risk Register)	Red / Amber	As above	CP 11 CS CP 23 SS DP 10 SS
Placement Availability for Children. Significant increase in demand for residential and foster care placements for children looked after with insufficient range and availability of placements both in house and within the area resulting in an increased number of children being placed outside of Cardiff and neighbouring authorities. (Senior Management Assurance Statement)	Red / Amber	Resources - Social Services are provided on the basis of the most efficient and effective use of resources	CP 11 CS
Ineffective service provision (Directorate Risk Register)	Red / Amber	As above	CP 23 SS DP 25 SS DP 26 CS DP 27 AS DP 28 AS
Marketplace is not able to meet the care and support needs of the population (Directorate Risk Register)	Red / Amber	As above	DP 27 AS DP 28 AS
Social Services subject to judicial review re: domiciliary, residential and nursing care fees (Directorate Risk Register & Senior Management Assurance Statement)	Amber / Green	As above	DP 28 AS

Definition of Risk	RAG Rating	Strategic Directorate Priority Affected	Headline Action Reference
Social Services current Finance Systems are unsupported and non-compliant. This presents an immediate risk to providing a dependable finance coordinated service across the Directorate (including payment to Providers and Foster Carers). The Directorate is currently exploring the option of implementing the finance module of the current case management system. (Senior Management Assurance Statement)	Green	As above	DP 24 SS

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

No.	Description of Dependency	Strategic Directorate Priority Affected
1	Social Care Wales	Resources
2	Providers	As above
3	Other Council Directorates, including Human Resources support for recruitment processes	As above
5	Other Council Directorates, including HR, Service Accountancy for budget monitoring, ICT and Communications	As above
6	Partners	As above
7	Providers	As above
8	CareFirst provider - OLM	As above

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

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
CP 21 SS	Continue to develop and support the workforce by implementing the requirements of the <b>Regulation and Inspection of Social Care (Wales) Act 2016</b> and ensuring that all relevant professionals are appropriately qualified and registered by March 2020	April 2018	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Continued promotion of the requirement for Registration of Social Care staff including joint events with Social Care Wales (SCW) and links to SCW website</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<ul style="list-style-type: none"> <li data-bbox="1256 284 1872 347">• Access to qualifications required for Registration promoted and provided</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li data-bbox="1256 427 1872 523">• Care Managers supported to utilise the option of 'Confirming Competence' of experienced staff as a route to Registration</li> <li data-bbox="1256 563 1872 659">• Digital Hub developed to support providers to link their own induction training with the All Wales Induction Framework</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li data-bbox="1256 738 1872 834">• Drop in access arranged to support managers and staff through the Registration process</li> <li data-bbox="1256 874 1872 938">• IT equipment for use with qualification work and Registration provided on loan</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li data-bbox="1256 1018 1872 1114">• Work undertaken with Social Care Wales to identify non-compliance of providers and provide assistance where required</li> <li data-bbox="1256 1153 1872 1249">• Support visits to provider's premises undertaken to aid completion of the Registration process</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
CP 22 CS	Continue to develop and support the workforce by <b>delivering a reduction in agency workforce and vacancies in the children's social workers</b> by implementing a recruitment and retention strategy and refreshed workforce plan by March 2020	April 2016	March 2020	Operational Manager	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Post to drive forward recruitment and retention work stream recruited to</li> <li>• New secondment scheme introduced</li> <li>• Systems to retain final year students developed</li> <li>• Supervision Improvement Plan initiated</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Development of internal recruitment agency considered</li> <li>• New agency rates set to drive forward best value for money and ensure equity</li> <li>• Revised recruitment process developed to ensure efficiencies and timeliness</li> <li>• Workers asked via a survey for ideas on how they can better participate in shaping the service</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Recruitment campaign via social media finalised including new merchandise and marketing approach</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Revised Cardiff offer including rates of pay reviewed and implemented</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
CP 23 SS	Deliver a three year plan that combines <b>service and financial planning</b> for Adult and Children's Social Services	April 2017	March 2020	Director of Social Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>3 year plans for Adult and Children's Services developed co-productively</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>3 year plans approved by Cabinet</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Relevant milestones in 3 year plans delivered, with young people and adults involved in measuring and monitoring outcome</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Relevant milestones in 3 year plans delivered, with young people and adults involved in measuring and monitoring outcome</li> </ul>	
DP 21 SS	Implement projects resulting from <b>additional funding</b> including Integrated Care Fund, successful pressure bids and transformation fund	April 2019	March 2020	Director of Social Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Funding secured and budgets aligned</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Agreed projects initiated</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Project work ongoing</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Projects reviewed and any underspends identified</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
DP 22 SS	<b>Restructure senior management</b> to ensure that we are able to meet the current and future challenges	April 2019	March 2020	Director of Social Services	<b>Q1</b> • First phase of restructure of commenced	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
					<b>Q2</b> • First phase of restructure of completed	
					<b>Q3</b> • Second phase of restructure of commenced	
					<b>Q4</b> • Second phase of restructure of completed	
DP 23 CS	<b>Develop an operating model</b> (including a case transfer procedure) to ensure a 'seamless service' with the needs of people using our service having priority	April 2019	March 2020	Operational Manager	<b>Q1</b> • Case Transfer Procedure agreed	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
					<b>Q2</b> • Case Transfer Procedure implemented	
					<b>Q3</b> • Implementation of Case Transfer Procedure reviewed	
					<b>Q4</b> • Any actions identified from Case Transfer Procedure review implemented if required	
DP 24 SS	<b>Implement CareFinance</b> across Adult and Children's Services by 2022 to replace current finance systems that are no longer supported  <i>N.B. Process and expectation information from OLM not yet received so milestones</i>	April 2019	TBC on receipt of detail from OLM	Operational Manager	<b>Q1</b> • Test environment set up • Project Group launched • Communication Strategy agreed	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
	<i>are subject to change. Implementation will be phased in over a period of time. The actions reflect what will need to happen but timeframes are likely to be fluid as service areas are phased in.</i>				<ul style="list-style-type: none"> <li>• Early adopters agreed and awareness raising sessions with early adopter teams undertaken</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Familiarity work and testing undertaken</li> <li>• Business process alignment undertaken (To Be Processes)</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Set up training delivered</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Data migration undertaken</li> <li>• End user training delivered</li> </ul>	
DP 25 SS	<b>Develop Performance Frameworks</b> for Adult and Children's Services to support a whole system approach to improving and monitoring performance	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Meetings held with OMs to determine weekly reporting requirements and draft weekly reports developed for agreement with OMs and roll out across Adult Services</li> <li>• Continued development of scorecards across Children's Services</li> <li>• Work on core data for Fostering, Kinship, Support for Families and Court Proceedings and Discharges (CPAD) commenced</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do



Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Pending agreement of pathway / journey for adults, work undertaken with the OMs and services to develop monthly scorecards including key information to reflect and monitor an adult's pathway / journey</li> <li>• Children's Services scorecards reviewed</li> <li>• Continued development of core data for Kinship, Fostering, Support for Families &amp; CPAD</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Monthly scorecard for Adult Services implemented following agreement of content by OMs</li> <li>• Core data set developed with OMs and services, drawing on information already reported in the weekly report and scorecards</li> <li>• Core data developed across other areas of Children Services</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Core data sets for Adult and Children's Services implemented.</li> <li>• Performance framework reviewed with OMs and performance team and improvements made where necessary</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
DP 26 CS	Put relevant and up to date <b>policies and procedures</b> in place to ensure that we meet our statutory duties and responsibilities  <i>N.B. Progress is dependent on recruitment to a new post following Job Evaluation and post creation process. Milestones are subject to change when these processes are completed.</i>	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Development of policies externally commissioned in 2018/19 that remain outstanding monitored and reviewed</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Schedule for prioritising policy / procedure development, mechanism for sign off and implementation process agreed</li> <li>Work undertaken with ICT to agree online solution for publishing</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Policy and procedure development progressed as per schedule</li> <li>Position regarding externally commissioned policies revisited</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>All policies / procedures agreed and signed off</li> <li>Online solution finalised with ICT / Comms to meet publishing timeframe</li> <li>Up to date policies and procedures available online and all staff notified</li> </ul>	<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>
DP 27 AS	Identify and take forward opportunities to <b>strengthen our partnerships</b> during 2019/20 to improve outcomes for individuals	April 2018	March 2020	Director of Social Services	To be updated from relevant information from other milestones	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019/20	Link to Equality Objective
DP 28 AS	Undertake <b>cost of care exercise</b> with care home providers to support evidence based fee setting methodologies for commissioned services	April 2019	March 2020	Operational Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Final round of 1 to 1 provider meetings to confirm accuracy of date and exercise undertaken</li> <li>Meetings held with senior council officers to consider the information obtained during the exercise</li> <li>Information on cost of care confirmed</li> <li>Meetings held with providers to share cost of care information</li> <li>Internal and external discussions on how to use the cost of care information commenced</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Changes that reflect the outcome of the cost of care exercise agreed and implemented</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Work undertaken with providers in relation to the cost of care continued</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Work undertaken with providers in relation to the cost of care continued</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do

## Appendix 1 - Directorate Profile

### Our Finances

Significant additional resources have been allocated to the Social Services budget in 2018/19 in order to meet existing and new financial pressures, with the overall budget showing a net increase of £5.331 million (3.19%) compared to the controllable base in the current year. This is after taking into account Directorate savings totalling £6.0 million. Additional funding has been provided to both Children's and Adult Services with budget allocated to meet demographic pressures and exceptional cost and fee increases and a range of financial pressures. These pressures are partly offset by an assumed £3.0m of additional specific grant funding which has been reflected in the Social Services budget for 2019/20. This is based on an all Wales allocation of £30m, announced by the Minister in October 2018 in order to meet the growing demand for social care services. The allocation was confirmed in the Final Settlement in December. This is in addition to further grant funding which will be channelled via the Regional Partnership Boards and which will strengthen integrated working and the development of seamless models of care. The Final Settlement also included £637,000 to reflect the transfer of a new responsibility in relation to an increase in the capital limits on charges for residential care. This sum has been allocated to Social Services and is reflected in the budget increase set out above. After taking into account these various factors, the overall position shows a net increase of £4.936m (8.89%) to the Children's Services Budget and £395,000 (0.35%) to the Adult Services Budget as compared to the controllable base in the current year.

In Children's Services an additional £5.546m has been allocated in order to reflect the budget pressures evident in the current financial year. This is largely due to the increasing number and cost of children looked after with on-going pressures on budgets for external placements, internal fostering and leaving care. An allocation of £1.150m has also been made to reflect anticipated demographic pressures in 2019/20. As in the current financial year, a specific contingency allocation will be made in order to fund any further growth in external placements, should this become evident during the year. The contingency budget in 2019/20 will be £2.0m, an increase of £1.050m compared to the equivalent budget in 2018/19. The budget for Adult Services has been increased by £1.2m in order to meet demographic growth in 2019/20 with a further allocation of £2.6m also provided in order to reflect potential fee increases in the coming year.

Funding of £1.339m has been allocated to meet specific financial pressures identified by the Directorate. This includes £500,000 in relation to the potential cost implications of the Supported living Tender in 2019/20 (with a potential further £500,000 in 2020/21). These sums will initially be held in contingency with their release dependent on the outcome of the tender process. Funding of £335,000 has been allocated for an additional team to enable an extension of the Adolescent Resource centre. The additional resource will allow the service to be extended to younger children. Children's Services will also receive an additional £300,000 to support the implementation of a new fostering business model. The approved pressures also include £108,000 to fund four transitional outreach workers at Ty Canna, £64,000 for increased capacity for information governance relating to disclosures in care proceedings and £32,000 for devices to support

safe systems for lone working. A further sum of £31,000 for lone working support will be allocated from the Financial Resilience Mechanism (FRM). An allocation of £55,000 will also be made from the FRM for a review of the Emergency Duty Team and a one off allocation of £20,000 made for a pilot project in relation to care leaver and young carer transport.

The budget savings proposed by the Directorate for 2019/20 total £6,000 million and are summarised in the following table:

<b>2019/20 Savings</b>	<b>£000</b>
Review of External Expenditure	2,500
Strength based practice and preventing escalation of need.	3,500
<b>Total</b>	<b>6,000</b>

Savings of £2.5 million are anticipated through a review of external expenditure. This includes £1.5 million as a result of supporting more children in Cardiff and through Council provision thereby reducing the requirement for expensive external placements. To support this, a new fostering service will be implemented from April 2019. A saving of £1m is also anticipated through improving the cost effectiveness of commissioning arrangements by seeking opportunities for rationalisation. The saving of £3.5m in relation to strength based practice and preventing escalation includes £1m through maximising the impact of the Community Resource Team to support more people to become independent. A saving of £1m is also anticipated through improving the use and effectiveness of community provision. This will involve joined up working with partners and other organisations to ensure individuals are supported to maximise their independence. Other savings include £500,000 through safely reducing the number of children entering care by enhancing protective factors within the home and community, £500,000 by enabling people with a learning disability to live the lives they want to live with reduced community support and £500,000 to achieve the same outcome for people with mental health issues.

Taking account of the additional resources and Directorate savings, the proposed net budget for Social Services in 2019/20 is £172,346,000, albeit £2,500,000 of this figure will initially be held in corporate contingency pending any further growth in external children's placements and the outcome of the tender for supported living services for those with learning disabilities.

## Our Workforce

Social Services have an FTE workforce of 975 (525 in Adult Services, 309 in Children's Services and 141 in Strategy, Performance and Resources). 82% (939) of the workforce are female, 7% (79) are BME and 3% (29) are aged 16-24. Social care is very much a female dominated profession so the gender position isn't unusual or unexpected. Ethnicity is clearly not what we would wish for as it doesn't reflect the ethnicity of the wider population in Cardiff, however, it is fairly consistent with the percentage for the Council as a whole. In relation to young people, our position is slightly below the Council as a whole but there are a couple of factors which make it difficult for us to address this – for example, social worker qualifications mean that the minimum age will be 21 and we are restricted on what types of work experience we can provide in Social Services due to issues of confidentiality.

A Children's Services Workforce Project Group was established during the year working to an action plan which is divided into three priorities: Recruitment, Retention and Career Development. Key elements of the action plan include:

- Increasing exposure in the marketplace with a targeted recruitment programme (see below).
- Development of a website to promote social work in Cardiff and improve the application process.
- Development of a Recruitment, Retention & Reward Strategy.
- Wider range of student placements and consider the feasibility of a sponsored programme to select the best possible candidates for Cardiff Children's Services.
- Commitment to the First Three Years in Practice.
- Improved and transparent developmental opportunities for existing staff.
- Appropriately 'stepped down' cases to sustain manageable caseloads.
- Consistent approach to tasks with clear expectations and measurements.
- Clear and consistent induction and supervision processes and policies.
- Gain a clearer understanding of turnover to input into workforce planning.
- Strengthen mechanisms for staff engagement and participation, ensuring there is a loop back into service planning and development, creating a culture where everyone feels valued.
- Improve our performance reporting and strengthen our workforce planning arrangements.

The newly refreshed UK wide recruitment campaign is underway to address the high numbers of social worker vacancies in Children's Services. The 'strap-line' for Cardiff's Children's Service is **'With You... With the Child... Every step of the way!** The campaign aims to recruit passionate and innovative social workers into the service by highlighting the amazing opportunities available, plus emphasising the benefits of working for Cardiff Council. The ambition is to support the workforce by reducing caseloads so that social workers can do what they do best; work directly with children, young people and their families. A change of skill mix is also being implemented in Children's

Services with the intention of reducing social work vacancies and recruiting to support worker posts. It is too early to comment on the success of the campaign at this time.

2 people successfully completed the social work traineeship following the launch of the scheme in 2018 – one individual has now gone on to a seconded post as a Social Work Assistant, the other is seeking a post in Social Services in order to gain further experience. Both are hoping to undertake the Social Work degree in the near future.

76 people attended an annual celebratory event to commend the work of the sector and recognise achievements in qualifications. Certificates were awarded for a range of levels of Health and Social Care qualifications. There are currently 63 learners enrolled at various stages of acquiring their QCF diplomas.

Considerable work has been undertaken to raise awareness of Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) requirements to ensure that the sector is RISCA ready. Activities have included engagement regarding registration at Provider Forums, Manager Forums, regular information emails, workshops in collaboration with Social Care Wales (SCW), phone calls to providers as well as RISCA and registration being on the agenda of any appropriate meetings. Contact has been made with all providers in Cardiff. However, this is mainly with managers and it is not yet clear if the information is reaching Care Workers, therefore we are raising awareness at all training events where Care Staff are present. Registration remains slow with a reported reluctance amongst staff to pay the registration fee and only 60 Care Workers registered in Cardiff at the time of writing (1 of whom is a Cardiff Council staff member, the rest are external providers).

To further address this we are increasing the number of sessions being offered, undertaking targeted workshops and phone calls to providers we know are not yet engaged in the process. We are also targeting internal staff to ensure all have the necessary qualification to register. For those eligible under confirmed competency, assistance is offered by the training team as well as Social Care Wales to support the process.

Communication with Qualifications Wales about the concerns of the sector around the scale of reform over a short period has resulted in the new qualifications being introduced over two years rather than one.

## Appendix 2 – Additional Directorate Key Performance Indicators

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
Early Help 1	Number of people supported through the Family Gateway	New for 2019/20	New for 2019/20	No Target	Operational Manager
Early Help 2	Number of people supported by the Family Help Team	New for 2019/20	New for 2019/20	No Target	Operational Manager
Early Help 3	Number of people supported by the Family Support Team	New for 2019/20	New for 2019/20	No Target	Operational Manager
SSWB 25	Percentage of children supported to remain living within their family	51.0%	50.2%	53%	Operational Manager
SSWB 26	Percentage of children looked after returned home from care during the year	8.8%	5.9%	10%	Operational Manager
YOS 1	Number of first time entrants to the Youth Justice system	75	105	-5% 100	Operational Manager
SSWB 23	Percentage of adults who have received advice and assistance from the Information, Advice & Assistance function and have not contracted the service during the year	84.8%	81.1%	TBC	Operational Manager
SSWB 20	Percentage of adult who completed a period of reablement a) and have a reduced package of care and support 6 months later b) have no package of care and support 6 months later	85.3% 77.2%		N/A N/A	Operational Manager
CRT 1	Number of people who accessed the Community Resource Team	New for 2019/20	New for 2019/20	1,400	Operational Manager
CRT 2	Total hours of support provided by the Community Resource Team	New for 2019/20	New for 2019/20	30,000	Operational Manager
Dem 1	Percentage of staff completing dementia friends training	New for 2019/20	New for 2019/20	40%	Assistant Director, Adult Services
Dem 2	Number of businesses pledging their commitment to work towards becoming Dementia Friendly	New for 2019/20	New for 2019/20	40	Assistant Director, Adult Services
Dem 3	The number of Dementia Friendly city events held	New for 2019/20	New for 2019/20	200	Assistant Director, Adult Services
PAM/028 (SSWB 24)	Percentage of assessments completed for children within statutory timescales	75.7%	70.1%	75%	Operational Manager
YOS 2	Number of children re-offending within 6 months of their previous offence	52.1% (2016/17)		Baseline to be established	Operational Manager
SCC/025	Percentage of statutory visits to children looked after due in the year that took place in accordance with regulations	94.4%		95%	Operational Manager



Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
CS LAC 58	Percentage of children in regulated placements who are placed in Cardiff	60.9%	56.4%	60%	Operational Manager
CS LAC 61	Percentage of children in regulated placements who are placed in Cardiff and neighbouring authorities	79.9%	76.5%	80%	Operational Manager
No reference	Children looked after placed with parents	119 14%	142 16%	15%	Operational Manager
No reference	Children looked after in kinship placements	74 9%	101 11%	Increase where appropriate	Operational Manager
No reference	Children looked after fostered by Local Authority foster carers	102 12%	101 11%	Increase actual to 110	Operational Manager
No reference	Children looked after fostered by external foster carers	391 47%	391 43%	Reduce as a % of overall population	Operational Manager
No reference	Children looked after placed in residential placements	54 7%	70 8%	Reduce; increase Cardiff provision	Operational Manager
No reference	Children looked after supported to live independently	46 6%	41 5%	No Target	Operational Manager
No reference	Children looked after placed for adoption	32 4%	35 4%	No Target	Operational Manager
No reference	Children looked after in other placements	12 1%	21 2%	No Target	Operational Manager
SCC/022a	Percentage attendance of looked after pupils whilst in care in primary schools	96.6%		98%	Operational Manager
SCC/022b	Percentage attendance of looked after pupils whilst in care in secondary schools	95.4%		95%	Operational Manager
SSWB 29a	Percentage of children achieving the Core Subject Indicator at Key Stage 2	50.0%		55%	Operational Managers
SSWB 29b	Percentage of children achieving the Core Subject Indicator at Key Stage 4	12.0%		15%	Operational Managers
SSWB 30	Percentage of children looked after who have had their teeth checked by a dentist during the year	59.6%		65%	Operational Manager
SSWB 31	Percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement	83.5%		90%	Operational Manager
SSWB 32	Percentage of children looked after looked after experiencing a non transitional change of school, during the year	10.0%		10%	Operational Manager
PAM/029 (SSWB 33)	Percentage of children looked after on 31 March who have had three or more placements during the year	9.0%		9%	Operational Manager

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
SSWB 34a	Percentage of all care leavers who are in education, training or employment at 12 months after leaving care	49.4%		62%	Operational Manager
SSWB 34b	Percentage of all care leavers who are in education, training or employment at 24 months after leaving care	48.2%		52%	Operational Manager
SSWB 35	Percentage of care leavers who have experienced homelessness during the year	21.0%		18%	Operational Manager
SCAL 25a	Total number of children and adults in need of care and support using the Direct Payments Scheme	908	966	1,000	Assistant Director, Adult Services
PAM/024 (SSWB 13)	Adults who are satisfied with the care and support they received	83.6% PI amended		85%	Operational Manager
SSWB 12	Adults reporting that they felt involved in any decisions made about their care and support	76.7% PI amended		80%	Operational Manager
PAM/025 (SSWB 19)	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.33	3.18	2.33	Assistant Director, Adult Services
RISCA/018a	Percentage of eligible adults who are caring for adults that are offered a carers assessment during the year	87.2%	93.6%	100%	Operational Manager
TBC	Number of people placed direct in residential homes on discharge from hospital	Data development	Data development	Data development	Operational Manager
SSWB 21	Average length of time adults (aged 65 or over) are supported in residential care homes	1,014 days	937 days	N/A	Operational Manager
SSWB 22	Average age of adults entering residential care home	81	84	N/A	Operational Manager
SSWB 27	Percentage of re-registrations of children on local authority Child Protection Registers	6.6%	4.8%	N/A	Operational Manager
SSWB 28	Average length of time for all children who were on the CPR during the year	250 days	233 days	N/A	Operational Manager
SSWB 18	Percentage of adult protection enquiries completed within 7 working days	97.9%	84.0%	99%	Operational Manager
RES 15	Percentage of Council staff completing Safeguarding Awareness Training	New for 2019/20		100%	Operational Manager
TBC	Part IV Referrals	Data development	Data development	Data development	Operational Manager
TBC	Professional Concerns	Data development	Data development	Data development	Operational Manager
TBC	Escalating Concerns	Data development	Data development	Data development	Operational Manager
Staff 1	Percentage of social work vacancies in all teams	23.2%	30.4%	24%	Assistant Director, Children's Services
RISCA 1	Number of domiciliary care workers registered with Social Care Wales	New for 2019/20	New for 2019/20	250	Operational Manager



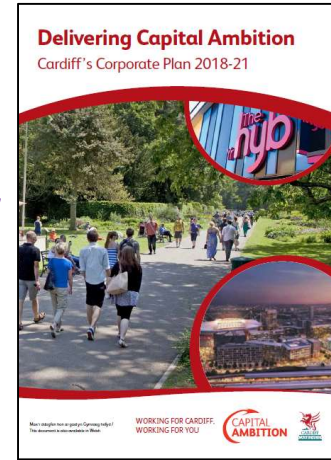
# Community & Adult Services Scrutiny Committee

Claire Marchant, Director of Social Services  
Directorate Delivery Plan – Social Services  
3<sup>rd</sup> July 2019



Gweithio dros Gaerdydd, gweithio gyda'n gilydd  
Working for Cardiff, working together





# Outcomes – 2018/19

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

- People enabled to **make choices and take control** over care services they receive - Direct Payments.
- **Voices of people** are heard, better listened to and taken into account as a result of implementing a strengths based approach in Adult Services.
- People are better supported to experience **timely hospital discharge** and given information / advice about Council services and activities in their communities as a result of Get Me Home and Get Me Home + Service.

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

- More people with mental health problems **supported in the community** following expansion of Ty Canna.
- People experiencing **timely hospital discharge** to a more appropriate care setting - number of Delayed Transfers of Care for social care reasons (110 in 2018/19 which is the same as in 2017/18).
- **Quality of care experienced** by older people and their relatives in care home settings substantially improved by effective application of the Escalating Concerns procedure.

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

- Further **strengthening of safeguarding** for adults – outcome of service review.
- Consistent application of the Council's **Escalating Concerns Procedure**.
- Improvement in **awareness of safeguarding** across the Council by introduction of a new Corporate Safeguarding Policy and mandatory 'e'-learning module on Safeguarding Awareness.
- Improved **safeguarding partnership arrangements** through the Regional Safeguarding Boards.



# Outcomes – 2018/19

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

- Life experience for adults with **visual impairment, hearing loss or dual sensory loss** is enhanced by access to appropriate information, equipment and services to facilitate independence of individuals.
- The **voice of people with Dementia** continues to be heard in achieving ‘working towards’ Dementia Friendly City status. **Staff awareness of dementia** improved through corporate training programme.
- Improved **quality of life for people with dementia** through the development of specialist day opportunities and working towards Dementia Friendly City status.

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

- Better **meeting the complex needs of older and people with learning disabilities** in their local community by developing specialist targeted Day Opportunities.
- Positive impact on people and carers reported following opening of **Grand Avenue Day Centre**.
- **Reduced likelihood of carers reaching crisis point** by development of improved processes that will provide a better quality service.

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

- Better placed to enable more **people to remain as independent as possible** in their own homes.
- Better placed to **increase the range of accommodation options to meet the needs of older people** with physical frailty and dementia issues with the development of the Older Person’s Housing Strategy.



# Outcomes – 2018/19

## *Our workforce and how we support their professional role*

- Improved **workforce planning** in Adult Services following involvement in Workforce Planning pilot.
- Improved service delivery by **supporting staff** to be better equipped to carry out their roles:
  - 10 seconded staff were on the Social Work degree course during the year.
  - 27 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
  - 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them.
  - 7 Operational Managers supported to undertake Middle Manager Development Programme.
- Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

## *Our financial resources and how we plan for the future*

- Adult Services achieved **budget underspend** of £1.362 million against a budget of £111.368 million.
- **Improved / enhanced service delivery** leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government. £1.737 million in 2018/19 across Cardiff, Vale of Glamorgan and University Health Board for children with complex needs and adults with learning disabilities; £3.743 million in 2018/19 for older people.
- Successful **transformation bid** to Welsh Government by Regional Partnership Board being used to further develop prevention and resilient communities.



# Wellbeing Objective: Cardiff is a Great Place to Grow Up

## Directorate Plan

- Review pathways to Adult Services for children with **sensory impairments**
- Active and central role in planning for **transition to adulthood** for young people with additional learning needs
- Update guidance on **Multi–Agency Transition Planning**





# Wellbeing Objective: Cardiff is a Great Place to Grow Older

## Corporate Plan

- New model for **Community Resource Teams**, including Get Me Home Plus
- Implement **Discharge to Assess** model
- New way of delivering **domiciliary care**
- **Dementia Friendly City**
- Address **social isolation**



# Wellbeing Objective: Cardiff is a Great Place to Grow Older

## Directorate Plan

- Deliver a **rights based approach**
- Appropriately offer **Direct Payments** to people
- Ensure eligible **unpaid adult carers**, caring for adults, are supported
- Work with partners to maintain the reduction in **Delayed Transfers of Care** for social care reasons
- Conclude a **cost of care exercise** with care home providers



# Wellbeing Objective: Cardiff is a Great Place to Grow Older

## Performance Measures – Corporate Plan:

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
Adults who are satisfied with the care and support they received	83.6%	TBC	85%	AD, Adult Services
Adults reporting that they felt involved in any decisions made about their care and support	76.7%	TBC	80%	AD, Adult Services
Percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later	85.3%	83.9%	N/A	Operational Manager
Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.33	3.18	2.33	AD, Adult Services
Number of people who accessed the Community Resource Team	New	New	1,400	Operational Manager
Total hours of support provided by the Community Resource Team	New	New	30,000	Operational Manager
The percentage of Council Staff completing Dementia Friends training	New	New	40%	AD, Adult Services
The number of businesses pledging their commitment to work towards becoming Dementia friendly	New	New	40	AD, Adult Services
The number of Dementia Friendly City events held	New	New	200	AD, Adult Services



# Wellbeing Objective: Safe, Confident & Empowered Communities

## Corporate Plan

- **Corporate Safeguarding Policy**
- **Child and Adult Exploitation Strategy**
- **Implement the new All Wales Adult Safeguarding Procedures**
- **Implement improvement plans for Deprivation of Liberty Safeguards**
- **Implement a Regional Learning Disabilities Commissioning Strategy**
- **Implement recommendations of Community Services Review**
- **Continue implementation of strengths-based approach to social work practice**
- **Implement Healthier Wales proposals**
- **Implement requirements of RISCA**
- **Service and financial planning**



# Wellbeing Objective: Safe, Confident & Empowered Communities

## Directorate Plan

- **Raise awareness** of safeguarding among public and professionals
- Implement fully the improvement plan for **adult safeguarding**
- Implement new system of **provider quality assurance**
- Develop new **day opportunities** in Fairwater
- Develop and enhance **community support and day opportunities for adults and young people in transition with mental ill health** (Ty Canna)
- Develop a **locality operating model**
- Implement projects resulting from **additional funding**
- Implement Social Services **key commissioning priorities**
- Implement **new senior management arrangements**
- Identify and take forward opportunities to **strengthen our partnerships**
- Develop **performance frameworks**
- Embed **Quality Assurance Framework**
- Implement **CareFinance**
- Work with partners to promote **Public Health**



# Wellbeing Objective: Safe, Confident & Empowered Communities

## Performance Measures – Corporate Plan:

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
Percentage of Council Staff completing Safeguarding Awareness Training	New	New	100%	Operational Manager
Percentage of adult protection enquiries completed within 7 working days	97.9%	84.0%	99%	Operational Manager
Number of domiciliary care workers registered with Social Care Wales	New	New	250	Operational Manager



**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE**

**3 JULY 2019**

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**PEOPLE AND COMMUNITIES: HOUSING & COMMUNITIES DIRECTORATE  
DELIVERY PLAN 2019-20**

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**Purpose of Report**

1. To provide Members with an overview of the People and Communities: Housing & Communities Directorate Delivery Plan 2019-20, to facilitate scrutiny of the Plan, attached at **Appendix A**.
2. **Appendix B** is an additional People & Communities Delivery Plan which focuses on Business Performance, Policy, Housing Development and Regeneration.
3. As agreed at Full Committee on 5 June 2019, attached as an aide to the Delivery Plans at **Appendix C** and **Appendix D** is the People & Communities Quarter 4 Performance Reports.
4. **Appendix E** is the presentation which will be delivered to Members at Committee.

**Scope of Scrutiny**

5. The Committee's Terms of Reference give responsibility for scrutinising a range of services that fall within three Directorate Delivery Plans. The People and Communities: Housing & Communities Directorate Delivery Plan 2019-20 will be considered at this meeting and is attached at **Appendix A and B** respectively.
6. The scrutiny of Directorate Delivery Plans enables Members to assess whether these plans are focusing on the right issues and are robust. It also enables Members

to check the process for monitoring the implementation of the Delivery Plan. This assists in ensuring that the Council has a robust performance management framework in place, by providing appropriate challenge to ensure Delivery Plans are fit for purpose.

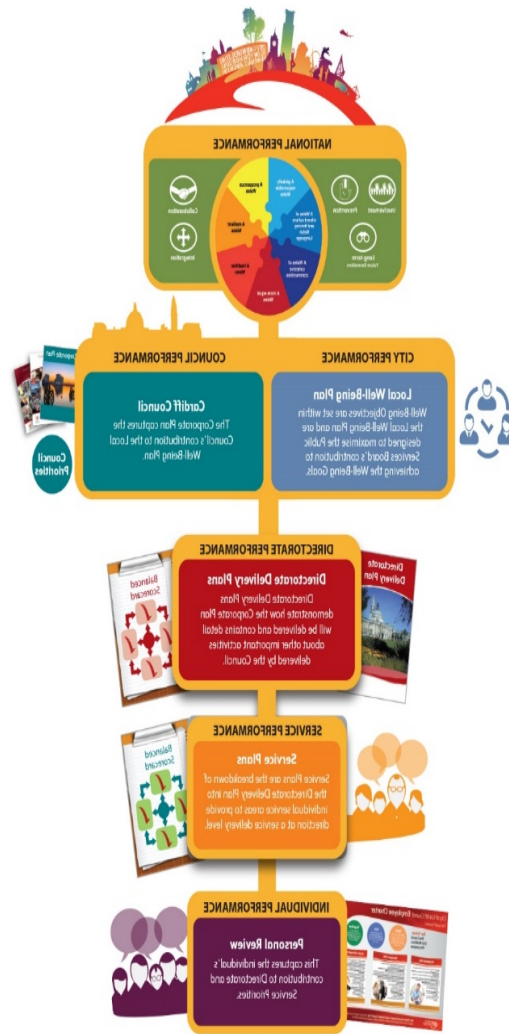
7. This item will enable the Committee to pass comments to the relevant Cabinet Member and senior officers to consider before they finalise the Directorate Delivery Plan.
8. The majority of the People and Communities: Housing & Communities falls within the remit of this Committee, apart from Libraries and Adult Community Learning which the Economy and Culture Scrutiny Committee has the lead in scrutinising.
9. Members are reminded that the majority of Performance and Partnership work (attached at **Appendix B**) falls under the remit of the Policy Review and Performance Scrutiny Committee. Community Safety is the only aspect of the Performance and Partnership section within the plan which falls under the remit of this Committee.

### **The Council's Strategic Planning Framework**

10. The Council's integrated strategic planning framework (see diagram below) sets out the "golden thread" in meeting the Council's four key priorities of:

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





11. Both Delivery Plans (**Appendix A & B**) follow a standard format, which is:

- Corporate Introduction
- Directorate Profile
- Directorate Self-Assessment of Performance 2018/19.
- Moving Forward: Context, Opportunities and Challenges
- Contributing to Cardiff's Well-Being Objectives
- Delivering Welsh Language Standards
- Strategic Directorate Priorities

**Appendix B has three additional sections which cover:**

- Performance & Partnership
- Business, Performance & Policy
- Housing Development & Regeneration

Members are reminded that the areas which fall into Community and Adult Services terms of reference contained within **Appendix B** are Community Safety and Housing Development and Regeneration.

**People and Communities: Housing & Communities Directorate Delivery Plan 2019-20**

12. People and Communities: Housing & Communities Directorate Delivery Plan 2019-20 is attached at **Appendix A**. Members are reminded that some of the work of this Directorate falls outside the remit of this Committee i.e. adult community learning and libraries. To assist Members, listed below are the pages relevant for each key section:

- a. Directorate Profile – **page 4** of the Plan
- b. Directorate Self-Assessment of Performance 2018/19 – **pages 5 - 6** of the Plan
- c. Moving Forward: Context, Opportunities and Challenges – **page 6** of the Plan
- d. Contributing to Cardiff's Well-Being Objectives – **pages 7 - 10** of the Plan
- e. Delivering Welsh Language Standards – **pages 11 - 12** of the Plan
- f. Strategic Directorate Priorities – **pages 13 - 37** of the Plan, which includes
  - o Delivering improvement – progress and action
  - o Dependencies
  - o Risk Management

13. People and Communities Directorate Delivery Plan which relates to Business Performance, Policy and Housing Development is attached at **Appendix B**. To assist Members, listed below are the pages relevant for this Committee:

- a. Directorate Profile – **pages 4 - 5** of the Plan
- b. Directorate Self-Assessment of Performance 2018/19 – **pages 6 - 7** of the Plan
- c. Contributing to Cardiff's Well-Being Objectives – **pages 9 - 11** of the Plan
- d. Strategic Directorate Priorities – **pages 23 - 38** of the Plan, which includes
  - o Delivering improvement – progress and action
  - o Dependencies
  - o Risk Management

14. The Directorate's **Self-Assessment of Performance during 2018-19** (page 5 - 7) sets out what the Directorate has done well, what the Directorate could/should have done better and what opportunities and challenges the Directorate faced. Within the terms of reference of this Scrutiny Committee, this includes:

- Housing Development
- Landlord Services
- Benefit Cap
- Homelessness
- Preventative Services
- Neighbourhood Regeneration
- Responsive Repairs
- Community Safety
- Advice Services and Hubs (*these cut across the responsibilities of this Scrutiny Committee and the Economy & Culture Scrutiny Committee*)

14. The **Moving Forward: Context, Opportunities and Challenges Section** on page 6 of **Appendix A**, sets out issues that the Directorate must take into account in planning future delivery. This highlights:

- Renting Homes (Wales) Act 2016
- Welfare Reform

15. **Contributing to Cardiff's Well-Being Objectives** (pages 7-11) sets out how the Directorate will contribute towards the 7 well-being goals set out in the Well-being of Future Generations (Wales Act). These are:

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting People out of Poverty
- Cardiff has safe, confident and empowered communities
- A Capital City that works for Wales
- Cardiff grows in a resilient Way
- Modernising and integrating our public services

16. The **Strategic Directorate Priorities** Section from page 13 onwards sets out in detail, under each Strategic Directorate Priority the following:

- Key Performance Indicators
- Dependencies
- Commitments to Action - Individual Headline Actions, with
  - Start/End Date
  - Responsible Officer
  - Key Milestones for each quarter in 2019/20
  - Link to Equality Objective

17. Attached as an aide to the Delivery Plan at **Appendix C**, is the Quarter 4 Performance Report for People & Communities which provides an overview of directorate performance during the period January – March 2019 and is used to inform the Directorate Delivery Plan.

18. A Key part of performance management is the review of performance indicators which is attached as **Appendix D**.

## Way Forward

19. Councillor Susan Elsmore (Cabinet Member Social Care, Health, and Well-being) and Councillor Lynda Thorne (Cabinet Member, Housing & Communities) have been invited to each make a statement. The Cabinet Members will be supported by officers from the People & Communities directorate.

20. Members may wish to explore the following areas:

- a. How the Directorate is supporting delivery of the Council's Key Priorities (*paragraph 9 of this report*) and Cardiff's Well-Being Objectives (*paragraph 15 of this report*) via the commitments detailed in the Strategic Directorate Priorities Section (*page 13 of the Plan onwards*);
- b. How the Directorate's priorities were identified and what criteria were used;

- c. Whether the milestones and timescales for commitments are appropriate and achievable;
- d. What the arrangements are for monitoring the implementation of the Delivery Plan commitments;
- e. Whether the performance measures are appropriate and fit for purpose;
- f. The Directorates' resource levels and whether these are sufficient to resource the commitments in Strategic Directorate Priorities Section;
- g. The key challenges facing the Directorate and how they are planning for the future; and
- h. The Directorate' key achievements during 2018/19.

## **Legal Implications**

21 .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**

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

## **RECOMMENDATIONS**

The Committee is recommended to:

- i. consider the information in this report and the Plan attached at **Appendices A - D**;
- ii. decide whether it wishes to make any comments or recommendations to the relevant Cabinet Member and Officers on the Directorate Delivery Plan; and
- iii. discuss whether any of the issues considered should be built into the Committee's work programme for 2019/20.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**27 June 2019**

# People & Communities:

## Housing & Communities Directorate Delivery Plan



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gweithio gyda'n gilydd

Working for Cardiff,  
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	Description	Pages
1.	Corporate Introduction	
2.	Directorate Profile	
3.	Directorate Self-Assessment of Performance	
4.	Moving Forward: Context, Opportunities and Challenges	
5.	Contributing to Cardiff's Well-being Objectives	
6.	Delivering the Welsh Language Standards	
7.	<b>Strategic Directorate Priorities</b> <ul style="list-style-type: none"><li>• Delivering Improvement – progress and action</li><li>• Dependencies</li><li>• Risk Management</li></ul>	
8.	Appendix 1 – Financial and Workforce Profile	
9.	Appendix 2 - Additional Directorate Key Performance Indicators	



# 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, 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 Community Hubs rolled out across the City, with Housing & Benefit advice available as well as services from partner organisations. Libraries and Hubs provide a comprehensive range of library services 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, the Service Area delivers a range of support and courses through Adult Learning and the Into Work Advice Service. Adult Learning provides a broad range of adult learning opportunities across the City, with Learning for Work programme focussing on those who are seeking employment. They offer term and non-term time courses, which are mostly accredited and can support people on their journey back to work. Through a Gateway, the newly expanded Into Work Advice Service is accessed via job clubs in over 40 locations across the city, an advice line and website, as well as social media channels. Light touch support (CV's, job application forms, help with Universal Credit) can be provided through the Gateway. A needs assessment is also carried out to ensure that clients get the right support first time every time. The team can also provide in depth mentoring support for those that need that extra help wherever they live in the city. Into Work advice services also have specialist teams which include, employer engagement, self-employment, volunteering, adult and youth teams.

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The Service Area provides a variety of services to support the most vulnerable people living in Cardiff. Independent Living 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. Independent Living Services also works closely with the 3rd Sector, Health services and community groups co-producing outcomes that matter to the citizens of Cardiff.

From the 1st April 2019 the Service Area will deliver a new programme of services available to Families, Parents, Children and Young People in Cardiff: Cardiff Family Advice and Support (CFAS). CFAS will bring together a range of existing and new IAA (information, advice and assistance) services for children, young people and their families in Cardiff through the development of a single point of entry. This clear, accessible referral route is for anyone who has well-being concerns about a child or wants to learn more about support available for families. The services within CFAS include, Flying Start, Cardiff Parenting Team, Childcare Offer for Wales, Childcare Business Support and Childcare Workforce Development. There are also the newly created teams CFAS Gateway team, Family Help with the aim of providing IAA to families, children and young people.

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 13,499 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.

## Self-Assessment of performance during 2018-19

**Landlord Services** (Housing Services) – Both offensive and non-offensive graffiti has been cleared within their target times throughout 2018/19 with 100% of normal graffiti cleared within 10 days and 99% of offensive graffiti cleared within 1 day. Similarly the caretaking service has maintained block cleaning with 92% of visits completed on time. The Antisocial Behaviour team have also exceeded target with 99% of urgent antisocial behaviour cases contacted within 1 working day. Recruitment has taken place within the Voids team which is positive news as the team now has a range of skills and trades available in-house.

**Universal Credit** – during 2018/19 5,375 customers have been supported and assisted with their claims for Universal Credit which is well above the target of 1,500 and has far exceeded the targets set by the DWP. The team has ensured support is available across the city including a new advice line, trained advisors in job centres and Hubs as well as training provided to the Landlord liaison team to support landlords whose tenants claim universal credit.

**Homelessness** – Homelessness was prevented in 77% of cases during 2018/19 where we had a duty to prevent homelessness which is above the target set of 70%. (PAM) In addition 82% of people have experienced successful outcomes through the homelessness reconnection service, which is well above the target of 70%. In addition, 91% of clients utilising the Housing First scheme have broken the cycle of homelessness and have been maintaining their tenancy which is excellent against a target of 50%.

**Preventative Services** – 86% of people felt reconnected into their community through intervention from day opportunities during 2018/19 and 99% of clients felt able to live independently in their homes following support from the Independent Living Services. The team has worked hard to empower people to remain independent at home and reduce reliance on intensive interventions exemplified by the introduction of a Falls clinic in partnership with health and the introduction of a social worker located in the hospital to assist in more effective hospital discharge. 75% of new cases have been directly dealt with at the First Point of Contact without resulting in an onward referral to Adult Services against a target of 72%. The Disabled Facilities Grant performance continues to improve, with an average 188 days to deliver, compared to the Welsh average of 219 days.

**Libraries & Hubs** – Hubs and libraries have continued to develop the Community Hub and Well-being programme in collaboration with the University Health Board and work has commenced to deliver an events programme within the Hubs. Customer satisfaction remains high with 98% (Jan 2019) of customers agreeing that 'Overall the Hub met with their requirements'. The number of visitors to Libraries and Hubs successfully met the yearly target of 3,300,000 visitors with 3,400,078 during 2018/19.

**Advice Services and Adult Learning** – The newly expanded into work services is now fully operational. The team are in over 40 locations across the city with mentoring provision now available to all regardless of postcode, length of time on benefits or whether in or out of work. The number of people receiving into work advice through the Gateway is 45,497 people this year, on target to meet the 43,000 expected. Additionally 737 clients have been supported into employment having received tailored support through the Gateway already exceeding the target of 623 for the year. 211 employers have also been assisted by the councils Into Work team which has again exceeded the target set of 125 for the financial year. £16,197,903 additional weekly benefit has already been identified for clients of the Money Advice team even exceeding the target of £13,000,000, with total footfall of over 17,500. The Adult Learning teams provide short and longer courses in over 70 locations across the city. The teams have seen a total of 8,821 enrolments, an increase of 8.29% on the previous year. 56% of learners have never been on an adult learning course previously and the % of those successfully passing their courses is 94%, with 91% seeing their course to completion.

**Responsive Repairs** – during 2018/19 98.43% of emergency repairs carried out by the Responsive Repairs team were completed within the 24 hour target, beating the 95% target, in addition 95% of the standard repairs were completed in time. The development of an in-house team to carry out any necessary works to re-let void properties quickly has shown progress with plans to develop an additional team, the turn-around time of the internal team is faster than that of a contractor.

### 3. 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.

**Renting Homes (Wales) Act 2016:** This new legislation will have significant implications for housing and homelessness services. The Act replaces various pieces of housing legislation into one legal framework and it is estimated to come into force in early 2020. The implications for our housing management services are significant, with a large number of key processes and procedures needing to change. In addition, homeless advice and supported accommodation such as hostels will also be affected.

**Welfare Reform** brings a wide range of changes which have significant implications for future housing and homelessness services. Universal Credit Full Service must now be claimed by most working age households in Cardiff that need make a new claim for means tested assistance. It is proposed that the large scale migration of remaining claims over to Universal Credit will start around November 2020 and is estimated to be completed by the end of 2023. 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 Welfare Reforms including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants and the freeze on Local Housing Allowance rates. The inability to predict the future demand for services, the ongoing changes announced by Central Government together with the large number of citizens affected makes these changes a significant risk.		3. Supporting People out of Poverty	

## 4. 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. Libraries & Hubs deliver a range of services and activities targeted for children to support the development of literacy skills from birth. The Book start initiative provides free books for children under 4 years old, Storytime and Rhyme time sessions for the same age group are held within Libraries and Hubs with some being 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. Hubs & Libraries 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. To further assist with learning opportunities after school sessions and homework clubs with space to study are held within Libraries and Hubs. The Library service actively promotes the all Wales initiative 'Every Child a Library Member'; this includes school visits, library inductions and enrolling every child in year 4. During the summer Hubs & Libraries promote the Summer Reading Challenge with themed events & activities to support school age children in maintaining their literacy skills during the school holidays, these are promoted in all junior schools prior to the summer break. During 2018/19 7,409 children participated and 4,818 completed the challenge.

## Cardiff is a great place to grow older

Within Housing & Communities, the Independent Living Service works to make Cardiff a great place to grow older. Independent Living Services supports older people in Cardiff to live as independently as possible and improve their wellbeing. The service provides tailored holistic support to help older people live more independently by finding out “What Matters” to them. During 2018-19 Independent Living Services have found 8.351 alternative solutions to support and maintain independence.

Independent Living Services is the co-production of 8 unique teams working towards the same objectives of empowering older people to remain independent at home, reducing risk of hospital admission, accelerate safe hospital discharge, re-engaging people with their communities and reducing demands upon social care through the provision of alternative solutions in partnership with Health, Social Care, Housing and 3rd Sector.

In 18/19 Independent Living Services has expanded to include a floating support service, enabling us to provide more hands on support to the most vulnerable in Cardiff. Independent Living Services has also began the Get Me Home Pilot in partnership with our health colleagues providing easier access to council and community services within University hospital to improve patient flows and reduce bed blocking.

Dementia Cafes are running at Cardiff Central Library Hub, Canton Library & Grangetown Hub with planned expansion across the city, this follows 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; providing information, signposting and peer support. In addition to this 86% of Hub & Library staff are trained as Dementia Friends, with more sessions scheduled; new staff are booked onto mandatory Dementia Awareness Sessions as part of their induction training. Trained Library Dementia Champion staff are qualified to carry out Dementia Friends sessions to colleagues and members of the public. Parkinson’s Cafés are hosted monthly at Ely & Caerau Hub & 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 is done to support people out of poverty. For example, since the introduction of the Benefit cap in November 2016, 1,283 successful applications for Discretionary Housing Payments have been completed, in addition to this homelessness has been prevented for 96 households affected. 403 clients have attended training and 336 clients have returned to work. Almost 1,500 home visits have been carried out to help households affected. The homelessness service has worked closely with clients to prevent homelessness, with a success rate of 77% during 2018-19.

The Advice teams help to support people out of poverty by providing Into work Advice for people who are out of work or are looking to upskill in their current roles into better paid/ permanent / or full time posts, during 2018/19 737 people were assisted into employment by the service. Adult Learning helps those take their first steps on their journey into work by providing work skills training as well as accredited, non-accredited and soft skills training.

During 2018/2019, the Money Advice team, provided help in 23 locations including all the Foodbanks across the city. This has helped to support vulnerable and low income people. The team assist with basic budgeting, debt, accessing grants, discounts and benefits and also helping people with their Universal Credit claims. The advisers do this in a number of ways and have close working relationships with other council departments and in partnership with Cardiff Advice Service (made up of Citizens Advice and the Speakeasy Advice Centre) for more specialist advice. Benefit health checks are done using trusted websites, benefit appeals are completed by staff trained by Cardiff Advice Service, and issues with priority debts such as Council Tax are dealt with efficiently, thanks to a process developed to assist the individual.

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In total, the team has seen over 17,500 people to provide information, guidance and advice. During these appointments more than £725,000 has been saved and over £16 million in additional weekly benefit claims has been identified. More than 5,500 calls have been received by the Advice Line which offers assistance and signposting for both Into Work and Money Advice. The Money advice team are consistently hitting targets of both waiting times and service times.

## Cardiff has safe, confident and empowered communities

The Building Improvement Unit and Responsive Repairs work to ensure the council housing stock is maintained to the Welsh Housing Quality Standard, carrying out repairs as required and planned gas servicing 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. The Into Work team have a specific refugee project that can help those who have arrived in the UK to look for employment, education and training opportunities. To date 138 have been supported and 40 have been successful in gaining employment. The Adult Learning team also provide Informal Conversational English (ICE) courses where learners who are attending more formal English for Speakers of Other Languages (ESOL) can attend weekly to practise their English in less formal surrounding and learning more about Cardiff and the culture of Wales.



## Cardiff grows in a resilient way

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 Independent Living 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. Independent Living 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 Wellbeing Hub network, with 11 hubs in priority neighbourhoods, and plans for a rollout of Wellbeing hubs and Youth Hubs in additional areas across the city in the coming year.

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Our benefit assessment teams are also rolling out risk based review verification, which will see far more automation of assessment work. The Hubs will also be introducing scan stations in the coming year, where customers can self-serve and scan evidence that the Authority require for the assessment of benefits initially, but this can be potentially rolled out to their service areas in the Council who require documentation from members of the public.

The way that the service communicates with citizens has also been modernised, e.g. web chat with the Into work services, ensuring websites are updated and using social media platforms across the services.

## 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 noncompliance</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

## 5. 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 Graham Hinchey	Avril Hooper	A Prosperous Wales, A Healthier Wales, A More Equal Wales	Working for Cardiff
Page 268	Cardiff is a Great Place to grow older	Councillor Susan Elsmore	Carolyne Palmer/Dave Jaques/Ellen Curtis/Nicola Pitman/Laura Garvey	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/Laura Garvey/Bev King	A Prosperous Wales, A Healthier Wales, A More Equal Wales
4	Safe, Confident and Empowered Communities	Councillor Lynda Thorne	Natalie Southgate/Bev King	A Wales of Cohesive Communities	Working for Cardiff

## 6. Individual Priorities

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

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
	Early Help:					
	The number of people supported through the Family Gateway	New	New	No Target	TBC	Avril Hooper
	The number of people supported by the Family Help Team	New	New	No Target	TBC	Avril Hooper
	The number of people supported by the Family Support Team	New	New	No Target	TBC	Avril Hooper

## 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 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
Page 270 CP	Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to Children & Young People Emotional and Mental Health Support.	April 2019	March 2020	Avril Hooper	Q1: Ensure that as part of the phased launch of the new early help ensure that appropriate referral mechanisms are in place for Children & Young People to access Emotional Mental Health Support	5. Provide support to those who may experience barriers to achieving their full potential	5. Children have good physical, mental and emotional health and know how to stay healthy.
					Q2: Set up and review both re-referrals to the early help service and Children and Young People signposted to alternative support who didn't meet their threshold for support		
					Q3: Ensure that as part of the full launch that appropriate partners are consulted and are prepared to receive increased referrals from the Early Help Service		
					Q4: Following full launch of the new Early Help service, review the needs of children and young people being referred through to ensure that appropriate support is available		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
	<p>Develop a new delivery model for an integrated early help and prevention service for families, children and young people by March 2020, with the aim of reducing the impact of adverse childhood experiences on their well-being:</p> <ul style="list-style-type: none"> <li>• Launching the new delivery model by June 2019 that will bring together a variety of multi-agency provision across three distinct services; family gateway, family help and family support.</li> </ul>	April 2019	March 2020	Avril Hooper	<p>Q1: Establish new staffing establishment for the Early Help intervention and prevention service, including any TUPE arrangements, recruitment to vacant posts and staff accommodation Establish service name and branding Establish technological solutions to support the service including telephony and case management systems Train staff in core skills, legislation and underpinning knowledge</p> <p>Q2: Establish/review performance monitoring arrangements Continue staff training</p> <p>Q3: Launch service Work with schools and other partners offering services to children and families, to establish collective Early Help responses across a wider workforce Develop an Early Help training programme for the wider workforce</p> <p>Q4: Review service effectiveness and develop responses to identified unmet need</p>	5. Provide support to those who may experience barriers to achieving their full potential	3. All children and young people grow up in a safe and supportive home.

## 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	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
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 percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	73%	75%	70%-80%	70%-80%	Carolyne Palmer
CP	The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	179	188	180	180	Carolyne Palmer
CP	The percentage of people who feel reconnected into their community, through intervention from day opportunities.	77%	86%	80%	80%	Carolyne Palmer
CP	The percentage of Council staff completing Dementia Training	New	New	40%	100%	Claire Marchant/ Nicola Pitman
CP	The number of businesses pledging their commitment to work towards becoming dementia friendly	New	New	40	TBC	Claire Marchant/ Nicola Pitman
CP	The number of Dementia Friendly City Events Held	New	New	200	TBC	Claire Marchant/ Nicola Pitman



## 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 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
Page 273 DDP	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: <ul style="list-style-type: none"> <li>Developing a First Point of Contact (hospitals) to integrate more effectively hospital discharge</li> </ul>	April 2019	March 2020	Carolyne Palmer	Q1: Evaluate the impact of the pilot service in A4 and C6 ward. Develop service to cover further wards. And review the pilot to incorporate delivery changes from lessons learnt.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Recruit and train new team members, and work with Health the find additional wards to place contact services in. Develop further monitoring on the impact on discharge: from PDD to actual, with evidence based information on the impact Contact had.		
					Q3. Evaluate the activity on the new wards to ensure efficient use of services. Change if required.		
					Q4. Create an evaluation report, to include potential sustainability solutions in conjunction with Health.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
Page 274 CP	Deliver the older person's strategy to support independent living, fully understanding their housing needs and aligning work between Council and Health Services including: <ul style="list-style-type: none"> <li>Working to build and refurbish care-ready schemes for older people;</li> </ul>	April 2019	March 2020	Dave Jaques/Ellen Curtis	Q1: Agree the final specification for our planned Care-Ready Older person schemes & ensure all proposed schemes meet this and are agreed with Housing Allocations Team. Agree a concept plan for Worcester Court and Broadlands House refurbishment.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Achieve planning permission to build the Maelfa Phase 2 Independent Living Scheme. Complete Clos Y Nant and Brentwood Court refurbishment schemes.		
					Q3: Achieve Planning consent for the St Mellons Care-Ready scheme. Consult on the concept plan for refurbishment of Worcester Court and Broadlands House		
					Q4: Complete a tender process for the appointment of a contractor for the St Mellons Care-Ready scheme. Finalise plans and proposal for refurbishment for Worcester Court & Broadlands House. Complete Minton Court & Poplar House refurbishments Schemes.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
	<p>Deliver the older person's strategy to support independent living, fully understanding their housing needs and aligning work between People &amp; Communities, Health and Social Services including:</p> <ul style="list-style-type: none"> <li>Developing an Older Persons &amp; Accessible Homes Unit to provide person-centred information, advice and assistance;</li> </ul>	April 2019	March 2020	Ellen Curtis	<p>Q1: Arrange for any staff in scope TUPE into Council. Commence scoping of the work &amp; definition of the work of the new service. Make amendments to the social housing allocation policy.</p> <p>Q2: Full review of Accessible Homes process in partnership with RSLs. Further scoping &amp; definition of the work of the new Unit, including the allocation of accessible homes, specialist advice to be provided and changes to the extra care waiting list. Performance Indicators agreed</p> <p>Q3: Define and consult on new staffing arrangements. Implement new staffing arrangements. Recruit and train new staff</p> <p>Q4: Full implementation of new unit / services</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP Page 276	<p>To proactively work with contractors and expand in house team to ensure void turnaround times are reduced.</p> <ul style="list-style-type: none"> <li>• New Contractor commencing works 1st May 2019</li> <li>• Consider an in house team expansion during 2019</li> <li>• Monitor present contractors to ensure performance improves to expected time scales on regular basis.</li> </ul>	April 2019	March 2020	Ellen Curtis	Q1: Work with new contractor to enable them to “gear up” with correct trades and commence works on void properties in a sensible and effective manner. To also continue with regular meetings with current contractors and monitor their performance. Apply penalties where appropriate.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff’s diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Review work of in house team and prepare business plan for expansion. Continue to monitor performance.		
					Q3: Subject to business plan recruit in house operatives to carry out voids works. Continue to monitor performance.		
					Q4: Review work load distribution of void properties. Continue to monitor performance.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
	<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> <li>• Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021;</li> <li>• Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020;</li> <li>• Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council's awareness and engagement programme;</li> <li>• Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia;</li> <li>• Delivering locality-focused dementia awareness events.</li> </ul>	April 2019	March 2020	Nicola Pitman	<p>Q1: Finalise development of E-module and raise awareness with all service areas of the corporate commitment of the Dementia Friendly City and how they can contribute. Develop activities within Community &amp; Wellbeing Hubs across the City to support those affected by Dementia and their Carers. Develop a communication plan to encourage business to create supportive dementia environments.</p> <p>Q2: Introduce mandatory E-module training and moderate completion rates. Conclude website consultation with partners, stakeholders, businesses and those affected by Dementia. Develop website content working with service areas and external groups. Assess business take up.</p> <p>Q3: Work with web team to build accessible and bespoke website. Further develop bilingual support services for those affected by Dementia.</p> <p>Q4: Develop marketing plan and deliver launch of Dementia focused website. Evaluate position in relation to the key actions including business take up, compliance levels amongst service areas for completion of E-module training.</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
Page 278 CP	Address social isolation and enhance quality of life of older people by developing inter-generational working with schools, Hubs, community groups and private sector partners.	April 2019	March 2020	Carolyne 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 engagement. Once established the group will outline a set of collective objectives to be achieved over the year	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Develop, agree and implement a plan to host a number of community based intergenerational events across the city in association with identified partners.		
					Q3: Finalise event planning and host Intergenerational Events within localities in Cardiff		
					Q4: Evaluate outcomes and establish sustainability for future Intergenerational working building on the provisions already existing within the community		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	Deliver the Older Persons Strategy by developing a robust action plan and monitoring progress closely through working groups.	April 2019	March 2020	Laura Garvey	<p>Q1: Finalise the Strategy's action plan following consultation with partners and stakeholders.</p> <p>Q2: Establish regular working groups to monitor implementation</p> <p>Q3: Monitor strategy's progress and update action plan</p> <p>Q4: Review progress against targets and success of working groups.</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.

## 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	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
CP	The number of interventions which supported people receiving into work advice through the gateway.	42,343	45,497	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	737	623	650	Helen Evans
CP	The number of employers which have been assisted by the council's employment support service	118	211	200	200	Helen Evans
CP	Number of customers supported and assisted with their claims for universal credit	679	5,375	1,500	1,700	Helen Evans
CP	Additional weekly benefit identified for clients of the city centre advice team.	£15,259,881	£16,197,903	£13,000,000	£13,000,000	Helen Evans
CP	The number of multiagency interventions that supported rough sleepers into accommodation	New	157	168	168	Ian Ephraim
CP	The percentage of households threatened with homelessness successfully prevented from becoming homeless	New	77%	70%	70%	Andrea James
CP	The % of people who experienced successful outcomes through the homelessness reconnection service.	New	82%	70%	70%	Ian Ephraim
CP	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	New	91%	60%	60%	Ian Ephraim
CP	The number of people positively moved on from second stage accommodation	New	New	150	150	Andrea James



## 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 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
Page 281 CP	<p>Better support people into work by integrating employment support services. This will include:</p> <ul style="list-style-type: none"> <li>• Ensure the Gateway into employment is accessible across the city;</li> <li>• Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new employability service by September 2019;</li> <li>• Providing effective employer engagement and assistance into self-employment;</li> <li>• Promoting and extending volunteering opportunities by October 2019.</li> </ul>	April 2019	March 2020	Helen Evans	Q1: Review current footfall across the city and amend service provision as required, ensuring all areas of the city are covered. Work with Communications team to explore other ways of communicating with clients e.g. SnapChat, Instagram	5. Provide support to those who may experience barriers to achieving their full potential	4. All children and young people access high quality education that promotes their rights and helps them develop their skills and talents to the full.
					Q2: Full service review to be carried out on Adult Learning to ensure complete join up with Into Work Services.		
					Q3: Central jobs fair to be held. Pop up business school to be investigated for Cardiff, as well as reviewing all self-employment start-ups that have been supported to date to ensure they are still trading.		
					Q4: Volunteer portal to be advertised further and ownership taken of updating opportunities. Support other service areas who are looking to use volunteering using the model provided as best practice.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
Page 282 <sup>CP</sup>	<p>Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by</p> <ul style="list-style-type: none"> <li>• Providing digital access and assistance across the city;</li> <li>• Working with private landlords to identify how the Council can help them with the change by March 2020;</li> <li>• Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need;</li> <li>• Develop further the telephone advice line for customers.</li> </ul>	April 2019	March 2020	Helen Evans	Q1: Review of current digital access across the city to make sure it is meeting the needs of clients. All Hub staff (including those in wellbeing hubs) to be trained on Universal Credit to be able to support clients ongoing.	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2: Rebranding of the Landlord team with additional training and own website for Landlords to access.		
					Q3: Scrutinise all data available and produce a report with recommendations for Welsh Government / Department of Work and Pensions about the impact the lack of Personal Budget Support is having on citizens and the number of clients still requiring digital assistance from the advice teams		
					Q4: Investigate other opportunities for the advice line to expand the knowledge of the staff and enquires that can be answered.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
PDP Page 283	To fully review the Adult Learning service taking into account the potential of a 50% reduction in the Community Education Grant in 2020	April 2019	March 2020	Helen Evans	Q1: Carry out full review of the Learning for Work programme. Including courses, location, budgets and staffing	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2: Develop proposals for change which respond to reduced grant levels, modernise the offer and provide an excellent service for customers		
					Q3: Consult on any changes with staff / members and service users.		
					Q4: Review consultation and carry out changes proposed and agreed		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
	<p>Deliver the Rough Sleeper Strategy and the homelessness strategy to address rough sleeping in the city by:</p> <ul style="list-style-type: none"> <li>• Extending a 'No First Night Out' policy;</li> <li>• Extending the capacity of the Housing First scheme to make better use of the private rented sector;</li> <li>• Building on the multi-agency team around rough sleepers to include substance misuse, probation and mental health services</li> <li>• Implementing the diversionary pathway for anti-social behaviour and begging in partnership with South Wales Police</li> </ul> <p>(To provide a range of platforms to promote engagement with services and to provide opportunities through meaningful activities.)</p>	April 2019	March 2020	Ian Ephraim/ Laura Garvey	<p>Q1: Implement the Multi-disciplinary team and agree aims, objectives and monitoring methods. Complete joint Implementation of diversionary pathway with SWP. Monitor number of tent dwellers assisted into accommodation and review success of the policy. Improve monitoring of emergency accommodation to better understand needs and reduce use of floor space. Deliver additional and improved emergency accommodation.</p> <p>Q2: Secure venue for a dedicated centre for diversionary activities, delivering a full 7 day Activity/Opportunity programme across the city. Further develop the PRS Housing First scheme to include pairs and specialist scheme for prison leavers. Monitor multi-disciplinary team against reporting requirements. Monitor safeguarding referrals for vulnerable rough sleepers and feedback to the Public Service Board. Better publicise rough sleeping services, expanding use of social media city centre advertising opportunities.</p> <p>Q3: Deliver 'satellite' Pods in time for Cold Weather provision commencing. Reach full capacity of expanded PRS Housing First Scheme. Evaluate success of extension to pairs and prison leavers. Ensure Reconnection adopt an assertive outreach approach to increase no. of clients assisted and address disengagement.</p> <p>Q4: Evaluate multi-disciplinary team against targets. Review the PRS Housing First Scheme Ensure transition arrangements are in place for clients accessing Cold Weather provision Review all funding used to support rough sleeper services and seek appropriate funding based on review outcomes.</p>	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
	<p><b>Deliver the Homelessness Strategy, working with partners to prevent homelessness and meet housing needs, by:</b></p> <ul style="list-style-type: none"> <li>Improving housing advice and better publicising services</li> <li>Developing more focussed and targeted prevention services</li> <li>Supporting private landlords to let properties to homeless households</li> <li>Reviewing specialist pathways into accommodation</li> <li>Implementing changes to the Cardiff Housing Allocation Scheme to meet the needs of homeless people</li> <li>Assisting the most vulnerable by addressing the underlying causes of homelessness</li> <li>Increasing move on options from temporary and hostel accommodation</li> </ul>	April 2019	March 2020	Andrea James/ Laura Garvey	<p>Q1: Finalise the Homelessness Strategy action plan. Establish regular working groups to monitor implementation. Complete staffing review to ensure staff are able to deliver new service. Develop processes &amp; procedures for new roles.</p> <p>Q2: Train staff in specialist prevention skills to deliver a toolbox of prevention options Develop publicity strategy through new advice service e.g. website and social media Contribute to the review of the Welsh Government prisoner pathway to ensure vulnerable client's needs are met on their release from prison.</p> <p>Q3: Review performance against targets following implementation of service review Monitor increase of PRS landlords working with the service Train accommodation &amp; support providers on move-on, particularly support to help access PRS.</p> <p>Q4: Monitor move-on improvements with providers. Introduce online webchat. Extend homeless services to the remainder of the Community Hubs.</p>	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
	Improve equalities monitoring to better understand the diverse housing needs and inform future service delivery	April 2019	March 2020	Laura Garvey	<p>Q1: Identify gaps in data on Northgate system and develop a plan for filling any gaps identified. Explore the reasons for the differential impact of homelessness on some groups (younger men and those from certain ethnic backgrounds) by breaking down current data.</p> <p>Q2: Review internal processes and information sharing between departments to improve equality data. Increase identification criteria in equalities monitoring in homelessness. Expand Older Person's floating support monitoring to include wider options for mental health classification, including dementia.</p> <p>Q3: Implement necessary processes and procedures to ensure equality data is captured across housing services. Train staff on new processes and procedures. Evaluate how religion affects Older Person's housing need, completing consultation with groups affected.</p> <p>Q4 Carry out consultation with groups that are differentially affected by homelessness in order to establish how services can be improved. Audit new process and procedures to ensure improved equalities data.</p>	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP	Improve the digitalisation of housing services.	April 2019	March 2020	Laura Garvey	Q1: Scope out timescales for key projects and develop Housing Digitalisation action plan, consulting with key partners and stakeholders.	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2: Develop project plan for moving rent accounts online. Consult with key individuals affected and establish working groups for project.		
					Q3: Continue to progress project plan for moving rent accounts online. Scope out timescales and plan for launching the housing waiting list online.		
					Q4: Progress the rent accounts online project to testing and implementation phase. Develop working groups and finalise action plan for launching the housing waiting list online.		
DDP	Modernise and review Housing Benefit / Council Tax Reduction Scheme assessment teams	April 2019	March 2020	Helen Evans	Q1: Implement Risk Based Verification	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2: Launch new and expanded Landlord service		
					Q3: Review the impact of Risk Based Verification on workload for assessors		
					Q4: Fully review and make changes as required to the management and staffing arrangements, taking into account the impact that Risk Based Verification and Universal Credit have on the workload of the teams.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP Page 288	Ensure full integration of libraries into Hubs and upskilling of Hub staff.	April 2019	March 2020	Helen Evans/Bev King	Q1. Review current levels of digital skills across the Hubs. Review and amend all Hub procedures and process maps and create new training plans for Hub staff. Consider and implement new and innovative ways to increase new library members and book issues.	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2. Carry out digital skills training as required and roll out new training for Hub staff (to include Bus pass, basic money advice and housing advice)		
					Q3. Carry out monthly briefing sessions for all seniors across the Hub to be carried out by trainers / experts on the subject matter. Seniors to then disseminate to their teams		
					Q4. Ensure quality across the Hubs after the changes have been implemented – to include staff audits and mystery shopping		
DDP	Develop a long term strategy on the management of damp and condensation in council homes	April 2019	March 2020	Colin Blackmore	Q1: Identify available data on damp and condensation. Review findings of BRE report.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	3. All children and young people grow up in a safe and supportive home.
					Q2: Review statistical data to analyse possible damp / condensation trends.		
					Q3: Identify measures of success in treating damp / condensation. Review best practice in resolving damp / condensation issues and any changes necessary to practice.		
					Q4: Report on longer term strategy for dealing with persistent issues and measures to eradicate.		



## 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	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 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 % of all staff	10%	51%	100%	100%	Natalie Southgate
CP	The number of visitors to libraries and hubs across the city.	3,344,686	3,400,078	3,300,000	3,300,000	Bev King
CP	The % of customers who agreed with the statement "Overall the hub met my requirements / I got what I needed"	98%	98%	95%	95%	Bev King
CP	The number of visits (Page views) to the volunteer portal	New	70,856	55,000	55,000	Helen Evans
CP	High risk domestic abuse victims referred by South Wales Police contacted by the specialist service within 1 calendar day of receiving the referral	NEW	NEW	NEW	90%	Natalie Southgate

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## 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 2019-2020	Link to Equality Objective	Link to Child Friendly
Page 290 CP	Deliver the actions identified in the Cardiff and Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the commissioning of a regional service for male victims.	April 2019	March 2020	Natalie Southgate	Q1: Develop and adopt revised VAWDASV workplace policies and encourage all partners to do the same	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	3. All children and young people grow up in a safe and supportive home.
					Q2: Actively seek engagement and input from victims and survivors that represent all crime types and protected characteristics		
					Q3: Undertake a tendering exercise to commission a specialist regional service for male victims of domestic abuse and sexual violence		
					Q4: Explore options for delivering a range of community perpetrator interventions		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly
	<p><b>Continue to deliver the Community Well-being Hubs programme</b>, in collaboration with partners, including:</p> <ul style="list-style-type: none"> <li>Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers.</li> <li>Developing additional library based hub facilities</li> </ul>	April 2019	March 2020	Bev King	<p>Q1: Evaluate mapping and community consultation for Whitchurch &amp; Rhydypennau to enable tailoring of services to local community needs focusing on Health &amp; Wellbeing and additional Hub services. Complete training of Library and Community Inclusion Officers to allow delivery of additional Hub services. Finalise interior design packages for Whitchurch &amp; Rhydypennau.</p> <p>Q2: Community Inclusion Officers to pursue Community links, making best use of partner knowledge seeking to fill social isolation gaps &amp; ensuring group venues / locations are fit for purpose. Deliver an event programme in conjunction with Community Inclusion Officers &amp; interested stakeholders– linking in with national campaigns and localised health priorities.</p> <p>Q3: Plan &amp; implement relocation of service provision during refurbishment of Whitchurch &amp; Rhydypennau. Tailor services &amp; event programme during refurbishment to maintain community events where possible using venues within the local area. Ensure Community budget spend is appropriate to need across all districts</p> <p>Q4: Re-open Whitchurch and Rhydypennau Wellbeing hubs. Evaluate &amp; review Wellbeing Hub facilities, in conjunction with feedback from customer surveys, Hub staff &amp; Community Inclusion Officers.</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly
DDP Page 292	Deliver a new Hubs and Library Services Strategy. The strategy will ensure that the Universal Offers are fully delivered to citizens and will focus on the following key aims: <ul style="list-style-type: none"> <li>• Encouraging Reading</li> <li>• Promoting Health, Well-being and Community Inclusion</li> <li>• Supporting Children and Young People</li> <li>• Providing Information and Advice &amp; Promoting Digital Inclusion</li> <li>• Tackling Poverty by helping people into Work &amp; Encouraging Learning</li> <li>• Celebrating Heritage and Culture</li> </ul>	April 2019	March 2020	Bev King	Q1: Finalise Hubs & Libraries Strategy and put forward for Cabinet approval	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Undertake training with staff to ensure key strategic aims are communicated and embedded within team		
					Q3: Publish and promote strategy to Cardiff's communities.		
					Q4: Evaluate effectiveness of strategy through use of performance assessment indicators (including the Welsh Public Library Standards) as well as customer feedback		

# People & Communities Directorate Delivery Plan:

- Business Performance and Policy Team
- Housing Development & Regeneration
- Performance & Partnerships



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Gweithio dros Gaerdydd,  
gweithio gyda'n gilydd

Working for Cardiff,  
working together



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## Directorate Delivery Plan – People & Communities:

- Business Performance & Policy Team
- Housing Development & Regeneration
- Performance & Partnerships

### 1. Introduction

#### 1.1 Golden Thread



## Directorate Delivery Plan – People & Communities:

- **Business Performance & Policy Team**
- **Housing Development & Regeneration**
- **Performance & Partnerships**

### 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

### • Performance & Partnerships

Within Performance & Partnerships the Corporate Performance Team work with customers and partners (internal and external) to support the council's priorities and outcomes for citizens. We provide a consistent performance structure and framework that enables appropriate support to directorates to drive improvement and generate evidence to demonstrate this. Alongside, Cardiff Research Centre (CRC) delivers robust research, information and consultation services for Cardiff Council and its partner organisations. The services provided includes a wide range of collection, interpretation and analysis of primary and secondary data, including demographic, socio-economic and Census data, as well as carrying out specialised studies, research and consultation projects. The team also manage the Cardiff Citizens panel and facilitate focus groups, as well as providing advice and support on research and questionnaires, and mapping services.

The Cabinet office provides support for the Leader and the Council's Cabinet, this includes Administrative support, such as correspondence management and coordinating meetings; Cabinet business support, which includes managing the Cabinet decision making process, managing cabinet briefings and publishing key decisions taken by Cabinet and the Senior Management Team; Corporate policy, such as turning manifesto commitments into organisational priorities, leading the development on strategic corporate policy such as the Corporate Plan and ensuring the Leader and Cabinet are well briefed and prepared for key meetings.

The Equalities Team provides an important advisory function and supports policy development and performance management to ensure that the Council can meet its duties and develop accessible services and policies that help everyone fulfil their full potential. It also provides a bridge between the Council and 'seldom heard' communities, helping to understand and reduce any barriers to services and integration that might arise. Bilingual Cardiff is responsible for overseeing the implementation and monitoring of the Welsh Language Standards, including ensuring Elected Members and all staff are aware of their responsibilities and have information, advice and support needed to comply with the legislation. Bilingual Cardiff also provides English/Welsh and Welsh/English translation services across all Directorates as well as a simultaneous translation service both internally and externally. They are also responsible for the development of the Bilingual Cardiff city wide strategy.

The Councils' award-winning media and communications team helps to promote the work of the council to both residents and staff. It is responsible for managing media enquiries, writing press releases, creating content for the authority's social media channels, the Cardiff Newsroom website and for delivering Council communications and marketing campaigns across the city.

The Community Safety Team is responsible for the coordination of all community safety activities across the Council and the wider community safety partnership, providing support for the Community Safety Leadership and Delivery Boards. The Community Safety priorities identified by the Leadership Board for this year are City Centre and Street Sleepers, County Lines and Exploitation, Prevent & CONTEST and Area based working around the City's Hubs. In addition, the team is also responsible for:

- Community Cohesion, in particular taking forward the Welsh Government's Community Cohesion Action Plan locally. This includes work with groups such as gypsies and travellers, migrants, refugees, asylum seekers and BME groups.
- Counter Extremism Community Engagement, including working with civic society groups to challenge extremist narratives; and the coordination and promotion of bids in relation to the Building a Stronger Britain together funding.

- **Business, Performance & Policy**

The People and Communities Directorate brings together over 40 separate services unified by key service objectives that, will be easier and more cost effective to deliver in a joined up, integrated way. The Business Performance & Policy team provides a wide range of support to the senior management team for the Directorate. The team ensure relevant and timely performance management information is available, through the provision of an effective performance management framework, as well as managing corporate and statutory submissions. The team works with the management team to develop and report on the Directorate Delivery Plan, as well as feeding into the Corporate Plan.

The team coordinates complaints and enquiries, providing high level support to managers throughout the process, ensuring that the Council's complaints policy is adhered to, both within the Directorate and across the council as a whole as the Corporate complaints manager. The team is also the council's point of contact for the Public Services Ombudsman for Wales.

- **Housing Development & Regeneration**

As the City continues to grow, it's important the housing needs of all citizens are understood and planned for. Housing Development & Regeneration are working to build more council homes both for rent and for our assisted home ownership scheme to help address the high housing need. The team holds the strategic housing role for the city, and is responsible for assessing housing need and allocating housing grants to Housing Associations, The team are also exploring innovative construction methods and new ways of using our land and resources to deliver high quality, energy efficient homes more quickly. The team have an overall target of building at least 2,000 new council homes, of which 1,000 must be delivered by May 2022. In addition, the team 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.

## Self-Assessment of performance during 2018-19

*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*

- **Performance & Partnerships**

Over the year there have been a number of achievements for Performance & Partnerships, including the Communications team successfully increasing the use and engagement of Social Media channels. In addition, a number of City Wide Communications campaign took place on various issues.

The Equalities team also delivered Equalities training via the Cardiff Academy during 2018-19. The Stonewall Workplace Equality Index ranking also improved from 300 to 198 during the year, following work with the LGBT network and Stonewall. The Strategic Equality plan was delivered by the team, as well as the implementation of the Council Budget Equality Impact Assessment Process. The year also saw the delivery of an Equality session for Corporate Apprentices.

Bilingual Cardiff successfully promoted Diwrnod Shwmae in October and Dydd Miwsig Cymru in February across the Council. The team also launched C4, Clwb Cymraeg Cyngor Caerdydd (Cardiff Council Welsh Language Club), which took place in March 2019 at Yr Hen Llyfrgell. In addition, the Welsh Language Commissioners Assurance report was positive and acknowledged service improvements across the board.

- **Business, Performance & Policy**

Over the year, the Housing & Communities performance team have further rolled out the monthly core data set as part of the performance framework. This has included the further development of the data set for Employment Services and Advice, as well as significant updates and additions to the Homelessness Core data set. New core data sets have been developed, including Hostels & Support Services, Fostering, Capital Ambition Delivery Team and ICT. The team have also developed and produced Performance & Project reports for a number of the Programme Boards under the Resilient Portfolio, specifically the Inclusive Growth Board, the Improving Outcomes for Children Board, and the Improving Outcomes for Adults Board.

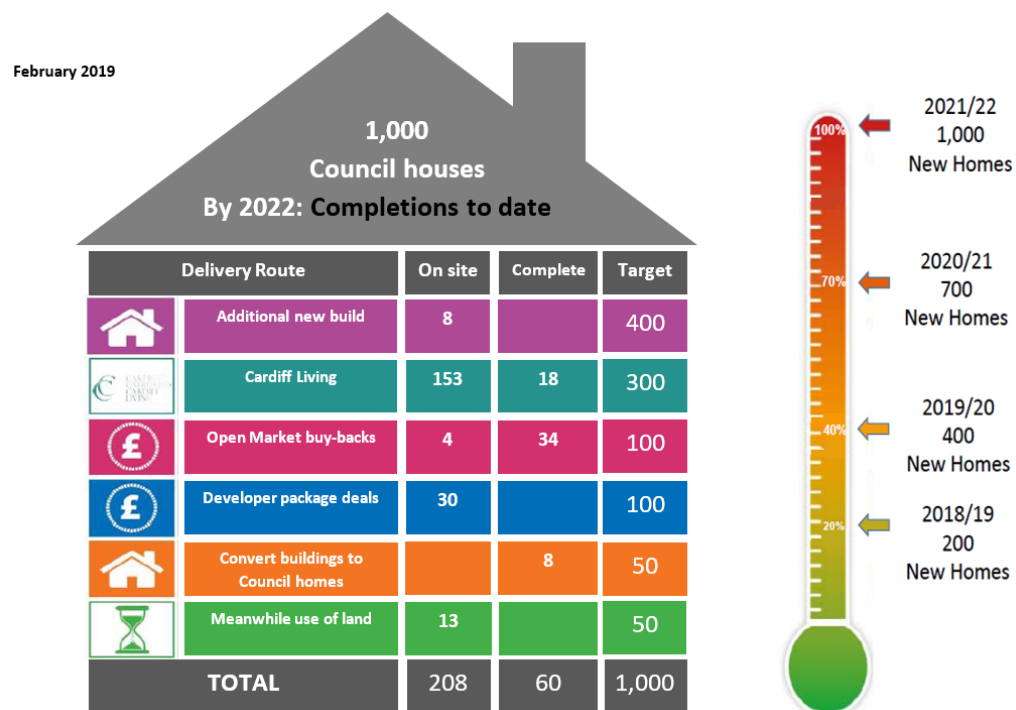
Through the year the complaints team have continued to work to provide the best service possible. Within Social services complaints, the biggest progress has been the service moving over to Comino, the case management system already used by Housing, In addition, all complaints were acknowledged within the 2 workings days timescale, while 24 stage 1 complaints have been successfully prevented so far this year through addressing issues quickly and simply before entering the complaints process. A huge increase in compliments being reported allows the team to showcase the positive work carried out within social services. To support young people wanting to make a complaint, each one has been visited by the complaints officers to assist them in making their complaint.

Social Services Performance & Planning held a pivotal role in the Bright Spots survey during the year, ensuring that responses significantly exceeded requirements and expectations. The team also developed new reports, a weekly exceptions report for Childrens Management Team, a weekly monitoring report for Adult Safeguarding, monthly performance report cards by service and operational manager, draft scorecards relating to the child's journey through the service in line with the draft performance framework for Children's Services and Infovview reports for Adult Services. The

team also developed a draft scorecard for Corporate Safeguarding and new style reports for Scrutiny committees that have been well received. The team carried out a significant amount of work around developing information on the workforce. E-modules have been developed and released and new CareFirst documents have been developed for new/amended areas including Early Help, Integrated Family support, Ty Storrie, occupational Therapy and to reflect Signs of Safety. Work has also been undertaken with Safeguarding, including updating the adult safeguarding process and the production of an e-learning module on referring to the team.

- [Housing Development & Regeneration](#)

### Housing Development



**Neighbourhood Regeneration** – Neighbourhood regeneration projects delivered in 2018/19 have had a positive impact in local communities across the city. Customer satisfaction with completed schemes is 93% (Jan 2019), well above the target of 75% for the year. Highlights include (i) completion of Phase 1 of the Maelfa shopping centre redevelopment; (ii) final phase of commercial property improvements in Clare Road; (iii) opening the new St Mellons Community Hub; (iv) refurbishment of Grand Avenue and Fairwater Day Centres; and (v) securing grant funding for Butetown Youth Hub. 3 year programmes setting out future priorities for Estate Regeneration projects and Neighbourhood Renewal Schemes have been agreed, together with priorities for the popular Alley-Gating programme.

### 3. **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.*

**Brexit** - The Council and the Directorate face challenges that Brexit (and any subsequent decisions) will create severe disruption to the City and hinder its ability to continue to deliver effective services. This in particular for the People & Communities Directorate could affect workforce, key suppliers and business continuity. Work is being undertaken by relevant officers to identify specific service risks and to monitor these.

## 4. 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.*

**The diverse services provided within People & Communities contribute in some way to all of the Wellbeing goals. The main contributions for the services included in this plan are:**

- **Performance & Partnerships**

Within Performance and Partnerships, Cabinet, Research, Performance and Policy operate in a sustainable manner and ensure robust planning and decision making in the medium and longer term to ensure the decisions made now do not negatively impact on the services provided in the future, working towards **Modernising and integrating our public services** and **Cardiff grows in a resilient way**.

The Equalities team contributes to most of the wellbeing objectives, specifically **Cardiff is a great place to grow up, Cardiff is a great place to grow older, Supporting people out of poverty** and **Cardiff has safe, confident and empowered communities**. The team does this by providing a bridge between the Council and 'seldom heard' communities, helping to understand and reduce any barriers to services and integration that might arise.

Bilingual Cardiff, through the implementation and monitoring of the Welsh Language Standards, as well as the provision of translation services, contribute the **Cardiff is a great place to grow up, Cardiff is a great place to grow older** and **A Capital city that works for Wales**, ensuring that Welsh speakers young or old can access council services in their preferred language and that the language is promoted across the city.

The Community Safety team work to ensure **Cardiff has safe, confident and empowered communities**, including Prevent work, community cohesion and antisocial behaviour, working in partnership with public sector partners, including south wales police.

- [Business, Performance & Policy](#)

By supporting the People & Communities management team, the Business Performance & Policy team contributes to a number of Wellbeing objectives. Through ensuring the Independent Living Services and Adult Services areas of the Directorate, as well as Housing are working as efficiently as possible through performance data, managing complaints and enquiries, and providing ad-hoc support to the management team as needed, the team contributes to **Cardiff is a great place to grow older**. Through providing the same services to children's services, and the recent addition of Flying Start to the Directorate, the team also contributes to **Cardiff is a great place to grow up**.

The support provided to the Housing & Communities section of the Directorate as well as Housing Development & Regeneration allows the team to contribute towards **Supporting people out of poverty**, through assisting the Advice and Employment services which includes Benefits, Housing Services providing council housing to those most in need, as well as the housing development team building council and affordable homes.

The Neighbourhood Regeneration Team, in consultation with community stakeholders and partner organisations, plans and implements a wide variety of regeneration projects which works towards **Cardiff has safe, confident and empowered communities**. These range from multi-million pound redevelopment schemes, such as the Maelfa regeneration project, to local improvement schemes which make a real difference at neighbourhood level. The team coordinates investment programmes to modernise and remodel community buildings, such as Community Hubs and Day Centres, enabling more joined-up and better service delivery in response to changing customer needs. In addition, it implements alley-gating schemes which help people feel safer in their homes and in their communities. The work carried out by the team across the Directorate also feeds into **Cardiff has safe, confident and empowered communities** through Housing & Communities, particularly the Anti-Social behaviour team, Independent Living Services and Adult services supporting people to remain empowered at home, and Children's Services keeping the children across Cardiff safe.

Through supporting a data driven management approach across the Directorate, and ensuring that services are designed to meet the growing demand and need of Cardiff residents, the team contributes to **Modernising and integrating our public services** and **Cardiff grows in a resilient way**. The team works with colleagues across Wales, including Welsh Government and the Public Services Ombudsman for Wales, as well as carrying out regular benchmarking exercises with another Welsh Authorities and sharing best practice, contributing to **A Capital city that works for Wales**.

- [Housing Development & Regeneration](#)

Housing Development & Regeneration primarily work towards **Cardiff grows in a resilient way**, although through the provision of council and affordable housing, the team also contributes to **Supporting people out of poverty**. In order to achieve the Council's aspiration of delivering at least 2,000 new council homes in the longer term a development programme representing the largest local authority led build programme in Wales has been set in place. A number of delivery methods are being utilised including traditional build projects using Design & Build contracts, buying property from the market, Developer led Package Deals and our existing Cardiff Living partnership. Our objectives are to build quality, energy efficient homes in areas of high need whilst creating sustainable & attractive places to live.

The Councils Cardiff Living partnership with Wates Residential continues to go from strength to strength. This partnership will see around 1,500 new homes built across the city on council land with at least 600 of these being new council homes. To date Wates are on site with 6 schemes and have completed and handed over 1 scheme. A further 6 development schemes have planning consent. These phase 1 sites will deliver 195 new council homes and 291 homes for sale once complete.

Our additional build programme is progressing at pace with schemes out to tender, in planning or on site. Our innovative schemes converting shipping containers into flats for temporary accommodation have commenced on site as has our new build scheme at Courtney Road. We have had 4 schemes approved for the Welsh Government Innovative Housing Grant Programme including a PassivHaus scheme at Highfields, Heath and a modular scheme at Crofts Street Plasnewydd.

We are particularly focused on delivering new homes which tackle a specific housing need and are not normally built in large numbers through traditional affordable housing delivery routes – such as ‘Care Ready’ older person housing schemes, larger family homes or properties providing a specific need for Health & Social care, also contributing to **Cardiff is a great place to grow up** and **Cardiff is a great place to grow older**.



## 5. Delivering the Welsh Language Standards

Objective	Responsible Officer
<p><b>Forms &amp; Documents:</b> Continually 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

## 6. Directorate Actions

Strategic Directorate Priority	Cabinet Member(s)	Directorate Lead	Contributing to:	
			Well-being Goal	Capital Ambition Priority
Performance & Partnerships	Councillor Thomas, Councillor Weaver, Councillor Bradbury	Assistant Director Performance & Partnerships (Vacant)	Cardiff is a great place to grow up, Cardiff is a great place to older, Supporting people out of poverty, Safe, confident & empowered communities, A capital city that works for Wales, Cardiff grows in a resilient way, Modernising & integrating our public services	1: Working for Cardiff
Business, Performance & Policy	Councillor Thorne, Councillor Elsmore, Councillor Hinchey	Nick Blake	Cardiff is a great place to grow up, Cardiff is a great place to older, Supporting people out of poverty, Safe, confident & empowered communities, A capital city that works for Wales, Cardiff grows in a resilient way, Modernising & integrating our public services	1: Working for Cardiff
Housing Development & Regeneration	Councillor Lynda Thorne	Dave Jaques	Cardiff is a great place to grow up Cardiff is a great place to older Supporting people out of poverty, Cardiff grows in a resilient way	1: Working for Cardiff 3: Working for the Future

## 7. Individual Priorities

### Performance & Partnerships

#### Communications & Media

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2022 Target	Owner
RES9	Increase the number of "Likes" on Facebook (CP)	15,532 (66.94%)	TBC	24,000	TBC	Tim Gordon
RES8	Increase the number of "Followers" on Twitter	87,391 (16.93%)	TBC	3% increase on the 2018-19 outturn	TBC	Tim Gordon
TBC	Increase the number of "followers" on Instagram	N/A	TBC	10% increase on the 2018-19 outturn	TBC	Tim Gordon
RES4	Maintain customer/citizen satisfaction with Council Services (CP)	57.4%	64.10%	75%	TBC	Gareth Newell
RES2 2	Increase the engagement for the Council's Social Media accounts*	15,532 (66.94%)	TBC	24,000	TBC	Tim Gordon

\*For monitoring in relation to Core Cities only, not to be reported

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
DDP P&P1	Communicate the Council's Capital Ambition internally and externally	April 2019	March 2020	Tim Gordon	Q1-4: Undertake staff engagement sessions via SMF (Senior Management Forum), CMF (Cardiff Manager's forum) Publish press releases and social media content highlighting the Capital Ambition and publicise the successes aligned to it, incorporating the hashtags #workingforyou and #capitalambition Review and refresh the Council's Communication Strategy	3. Support wide citizen consultation and engagement with the Council and the decisions it makes	1: Every child and young person is valued, respected and treated fairly.

## Performance, Policy, Partnership & Citizen Focus

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
DDP P&P2	Respond to the Welsh Government's local government reform agenda	April 2019	March 2020	Gareth Newell	Q1: Respond to Welsh Government Draft Bill on Local Government Reform	1.Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: Prepare for implementation of new legislation.		
					Q3:		
					Q4:		
DDP P&P3	Deliver a co-ordinated local response to the UK leaving the European Union	April 2019	March 2020	Gareth Newell	Q1: <ul style="list-style-type: none"> <li>Put in place local support to enable EU Citizens in Cardiff to access the EU Citizen Settlement scheme by April 2018</li> <li>Ensure a cross public service approach to services and communications through the Cardiff Public Services Board</li> </ul>	1.Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: TBC		
					Q3: TBC		
					Q4: TBC		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P4	Support people and communities to be more engaged with the work of the Council	April 2019	March 2020	Gareth Newell	Q1: Review currently citizen engagement methodologies, with a focus on improving reach into 'seldom heard' communities (aligned to action 9.1).	3. Support wide citizen consultation and engagement with the Council and the decisions it makes	1: Every child and young person is valued, respected and treated fairly.
					Q2: Implement outcomes of review and deliver Ask Cardiff Survey		
					Q3: Deliver Council's budget consultation		
					Q4:		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
DDP P&P5	Work with Corporate Enablers and Stakeholders to strengthen performance management arrangements corporately and across the Council	April 2019	March 2020	Sarah Northam	Q1: Work with other enablers to identify ways to integrate corporate information into quarterly reports Investigate the feasibility of performance management framework being built into the corporate induction Further develop "how to" tools within the Performance Management Framework	1. Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: Review and refine corporate information integrated into quarterly reports Work with the Academy to develop Performance management induction content Work with Communications to brand performance management "how to" tools		
					Q3: Review and refine corporate information integrated into quarterly reports Work with the Academy to develop Performance management induction content Release and publish "how to" tools		
					Q4: Further identify "how to" tools based on feedback from stakeholders Review effectiveness of integrated corporate information in quarterly reports		

## Bilingual Cardiff

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2022 Target	Owner
	The number of staff with Welsh language skills	New	New	20% increase by 2021/22	20% increase by 2021/22	Ffion Gruffudd
	The number of staff attending Welsh courses	New	New	10% increase by 2021/22	10% increase by 2021/22	Ffion Gruffudd

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
DDP P&P6	Lead on the implementation of the Welsh Language Standards across all Council Directorates and prepare Annual Monitoring Report to meet legislative requirements	April 2019	March 2020	Ffion Gruffudd	Q1: Prepare and publish the Welsh Language Standards Annual Report by 30th June 2019.	1. Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: Implement actions to deliver the Welsh Language Standards across Directorates		
					Q3: Monitor delivery of the actions across all Directorates		
					Q4: Collate monitoring information from Directorates in preparation for the Annual Monitoring Report to the Welsh Language Commissioner		
CP P&P7	Implement the city wide Bilingual Cardiff Strategy 2017-2022 to promote and facilitate the Welsh language in Cardiff	April 2019	March 2020	Ffion Gruffudd	Q1: Review the strategy and revise action plan, as necessary, in line with the independent external review	1. Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: Publicise the city wide Bilingual Cardiff Strategy and revised Action Plan to ensure engagement and commitment from partner organisations.		
					Q3: Present the review and revised Action Plan to the Bilingual Cardiff Members Working Group		
					Q4: Update from all partners on progress for the Welsh Language Standards Report		



Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P8	Deliver the Council's priorities within the Strategic Equality Plan 2016-2020 and launch a new Strategic Equality Plan by April 2020	April 2019	March 2020	Gareth Newell	Q1: Agree 2019-2020 action plan and milestones with each Directorate	1. Meet our Specific Equality Duties and build equality into everything we do	1: Every child and young person is valued, respected and treated fairly.
					Q2: Report on work done to implement actions Undertake development work to inform the Councils third Strategic Equality Plan		
					Q3: Report on work done to implement actions Draft the Strategic Equality Plan for agreement by Cabinet		
					Q4: Prepare 2019-2020 Annual Report and report to Cabinet		

## Community Safety

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P9	Implement the Welsh Government Cohesion Action Plan and review local delivery from 2019-20	April 2019	March 2020	Sian Sanders	Q1: Complete community mapping to support the development of a new citizen engagement strategy with particular focus on groups vulnerable to harassment or experiencing community tensions Launch the Inclusive Cities Action Plan Mobilise the Rumourless Cities Local Group to create a transfer plan to implement an anti-rumour strategy in Cardiff	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	4. All children and young people access high quality education that promotes their rights and helps them develop their skills and talents to the full.
					Q2: Complete citizen engagement strategy and monitor implementation of Inclusive Cities Action Plan and Rumourless Cities Transfer Plan Complete review of hate crime, modern day slavery and tension monitoring training		
					Q3: Monitor the implementation of the citizen engagement strategy, including Inclusive Cities Action Plan and Rumourless Cities Transfer Plan		
					Q4: Monitor the implementation of the citizen engagement strategy Monitor the implementation of the Inclusive Cities Action Plan Monitor the implementation of the Rumourless Cities Transfer Plan		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P10	Implement the Home Office Counter Extremism Strategy and review local delivery from 2019-20	April 2019	March 2020	Nick Olsen	<p>Q1: Assist partners to establish an effective network to monitor community tensions about issues surrounding extremism, harmful narratives, hate crime, and quality of life</p> <p>Q2: Build links with senior Council officials, elected Councillors and statutory partners to increase the understanding of the extremism agenda and the impact it can have on communities Identify and build relationships with individuals and groups in the Local Authority area who are credible and doing important work to build stronger communities and/or counter extremism. This will include faith groups and civil society organisations Identify and support groups into other funding streams which meet counter-extremism objectives Develop and support local initiatives that help to counter extremism challenges and/or promote our shared values within Cardiff</p> <p>Q3: Ensure that national insights and analysis on extremism are used to help shape local strategy and interventions. Identify areas where the work cuts across other agendas - such as hate crime, violence against women and girls, cohesion and integration - and exploit opportunities for joint working</p> <p>Q4: Support the evaluation of relevant projects in the area, working with evaluation experts and contractors to do so Facilitate a network of individuals and groups who are countering extremism within the local area and encourage the sharing of best practice</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	4. All children and young people access high quality education that promotes their rights and helps them develop their skills and talents to the full.

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective	Link to Child Friendly Cities
CP P&P11	Develop an action plan to deliver the outcomes of the Young People and Drugs Joint Scrutiny Committee Report within six months of the Scrutiny report being approved	April 2019	March 2020	Alison Jones	Q1: Initial response to Scrutiny in April 2019; commence development of action plan with partners	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	5. Children have good physical, mental and emotional health and know how to stay healthy.
					Q2: Coordinate action plan with partners – sign off at Community Safety Boards in July 2019; report action plan to Scrutiny		
					Q3: Coordinate the implementation of the action plan		
					Q4: Monitor progress of action plan via the Community Safety Boards; report progress to Scrutiny		
DDP P&P12	Deliver the Community Safety Partnership with a focus on shared priorities	April 2019	March 2020	Alison Jones	Q1: Agree new governance arrangements and core Community Safety priorities in consultation with key stakeholders	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	5. Children have good physical, mental and emotional health and know how to stay healthy.
					Q2: Deliver a multi-partner conference on the Cardiff Community Safety model Develop an implementation plan following the conference, with input from all partners		
					Q3: Further develop a range of performance measurements and data sets to inform the work of the Community Safety Boards and Task Groups taking forward the community safety priorities		
					Q4: Undertake a partnership alignment exercise and this be considered by the Community Safety Leadership Board		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP1	Carry out a review of complaint closure surveys throughout Social Services, analysing the responses received and implementing changes as a result	April 2019	March 2020	Bethan Davis	Q1: Send feedback forms about the complaints process to citizens from Childrens and Adult Services who made a complaint during this period.	2. Support wide access to Council information and environments, and participation in Council Services	3. All children and young people grow up in a safe and supportive home.
					Q2: Create a folder in which all feedback is accessible and send all Quarter 4 complainants a feedback form.		
					Q3: Analyse information and report on any themes and trends. Provide understanding of the number of feedback forms from Quarter 2 &3.		
					Q4: Provide a written report which will provide formal understanding of complainants views about the process and consider any changes which can be made to improve the service.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP2	Develop information on the Social Services Complaints process for inclusion in induction packs for new starters, working with the Training and Development Team	April 2019	March 2020	Bethan Davis	Q1: Gather information about the complaints process, factsheet, WAG and helpful tips for new starters.	2. Support wide access to Council information and environments, and participation in Council Services	3. All children and young people grow up in a safe and supportive home.
					Q2: Discuss complaints training with OM in Training to develop how complaints information can fit with this.		
					Q3: Firm up plans with the Training Department on the summer dates for delivery of training by myself and diary the sessions.		
					Q4: Gain views from the Training Department about the delivery of our complaints training and secure future dates for the next starters and students.		
DDP BPP3	Carry out a benchmarking exercise of complaints in Social services across Wales and carry out analysis of the results.	April 2019	March 2020	Bethan Davis	Q1: Gather information from counterparts in other welsh authorities in preparation for analysis	2. Support wide access to Council information and environments, and participation in Council Services	3. All children and young people grow up in a safe and supportive home.
					Q2: Provide the information to senior managers to reflect on and consider in a brief report.		
					Q3: Consider any comparisons e.g. the numbers received in each discipline, numbers of S1's and S2's and any themes.		
					Q4: Analyse the information and share this in Children's and Adult's Services. Highlight strengths and areas for further consideration.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP5	Develop manager surveys for Social Services and Corporate Complaints to identify areas of best practice and areas for development	April 2019	March 2020	Rory Williams	Q1: Develop survey and to distribute to senior management and colleagues.	2. Support wide access to Council information and environments, and participation in Council Services	3. All children and young people grow up in a safe and supportive home.
					Q2: Collate results of survey and to feed back during six-monthly Corporate Complaints Meeting and to the Business Performance and Policy Manager so appropriate action can be taken and improvements made		
					Q3: Identify and address any issues that have arisen and implement improvements during the quarter.		
					Q4: Continue to review service and consider whether this is worthwhile developing manager surveys on an annual basis.		
DDP BPP6	Develop principles and guidance for the appropriate content in responses to Assembly Members	April 2019	March 2020	Rory Williams	Q1: Arrange meeting with Cabinet Office and establish what Cabinet Members expect from a response. Following this, develop principles and guidance that Operational Managers need to consider.	2. Support wide access to Council information and environments, and participation in Council Services	2. Every child and young person has their voice, needs and priorities heard and taken into account.
					Q2: Distribute principles and guidance for appropriate content to Operational Managers within Social Services.		
					Q3: Review process regularly to ensure it is fit for purpose and also ensure new Operational Managers are briefed.		
					Q4: Continue to review principles and guidance		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP7	Bring together the new People and Communities Business, Performance and Policy Team through team meetings and sharing knowledge of different roles, responsibilities and pieces of work.	April 2019	March 2020	Nick Blake	Q1: Creation and full dissemination of team plan across and the set up and regular managers meetings in place	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Hold an all team workshop so that all members		
					Q3: Explore opportunities for future integration including, shadowing and co-locating similar functions		
					Q4: Carry out a short staff survey within the team to identify opportunities for further improvement		
DDP BPP8	Bring together the compliance reports produced for the Directorate into one regular report for managers, including mobile phones, sickness, e-learning and ALERT.	April 2019	March 2020	Nick Blake	Q1: Review current compliance reports being run across the directorate, identifying any gaps.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Recommend a new simplified model to ensure that reports are run and disseminated efficiently		
					Q3: Implement new way of working		
					Q4: Complete year-end compliance reports and review impact of new approach.		



Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP9	Further develop the Housing & Communities core data set, developing reports for new areas to the Directorate to ensure detailed, relevant performance information is available to managers	April 2019	March 2020	Katie Prichard	Q1: Further develop core data for Hostel & support services and create core data for the Flying Start Service.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Develop a core data set for the new Early Help service including Family gateway, Family help and Family support		
					Q3: Develop core data sets for Supporting People and Compliance in line with the growth of these services		
					Q4: Ensure all sections of Housing & Communities core data are up to date and relevant, and produced within time.		
DDP BPP10	Develop a model of performance management that can be used by Directorates across the council, and investigate the potential for digital solutions to enhance access to data.	April 2019	March 2020	Katie Prichard	Q1: Link in with colleagues in Customer and Digital Services to learn about the capabilities of Power BI software.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Work with other Directorates to support the development of a core data set that is suitable for their work.		
					Q3: Work with central colleagues to build join up between the detailed monthly core data and quarterly performance reporting		
					Q4: Continue to roll our monthly Core data across the council, learning from the varied application to different areas of work, and linking to quarterly performance reporting.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP11	Develop the People & Communities Sharepoint site, to include relevant reports and information as well as details of the teams and services provided by the Directorate	April 2019	March 2020	Katie Prichard	Q1: Add The Directorate Delivery Plans, Section Plans and existing core data sets to the sharepoint site and cascade the site link across the Directorate through the management team.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Collate existing information on the teams and services within the Directorate and work with managers to update and ensure all relevant information is included.		
					Q3: Add all the teams and services detail to the sharepoint site and share with the Senior Management Team and Elected Members for information and reference.		
					Q4: Ensure the Site is updated regularly, including monthly core data uploads and the recording of any staff or service changes.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP12	Develop Section plans across Social Services for managers to share with staff, detailing their link through the golden thread and the integration of the Wellbeing of Future Generations Act	April 2019	March 2020	Helen Davies	Q1: Roll out section plans across Social Services for to managers so that they can disseminate to staff and raise awareness of their 19/20 objectives and measures and the link to the Social Services Directorate Plan, Corporate Plan and the Wellbeing of Future Generations Act.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Arrange and deliver awareness raising sessions to teams on the importance of performance information and their section plans and the important the link to the Social Services Directorate Plan, Corporate Plan and the Wellbeing of Future Generations Act.		
					Q3: Monitor the sharing, implementation, delivering and progress of the section plans with the relevant Team Manager.		
					Q4: Team Managers to submit end of year progress report on their 19/20 section plans to performance team.		
DDP BPP13	Develop and Roll out Sharepoint for the CareFirst Team drives	April 2019	March 2020	Karolyn Danielsen/ Denise Symes	Q1: Complete the building and testing of the site	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Ensure go-live is carried out within quarter		
					Q3: Identify and address any issues post roll out		
					Q4: Continue to maintain the Sharepoint site		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP14	Develop and build CareFinance for Social Services. This will be a phased development starting with Fostering in Children's Services, then moving on to Adult Residential Services, followed by Adult Domiciliary Services and lastly Children's Placements/Support Services, including the development of e-learning modules to support staff	April 2019	March 2020	Karolyn Danielsen/ Denise Symes	Q1: Set up test environment and launch project group. Agree the communication strategy and identify early adopters, carrying out awareness raising sessions with the early adopter teams.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Undertake familiarity work and business process alignment (To be processes)		
					Q3: Deliver training in set up		
					Q4: Deliver end user training and undertake data migration		
DDP BPP15	Redevelop the current Carefirst training programme, including further development of e-learning modules.	April 2019	March 2020	Karolyn Danielsen/ Denise Symes	Q1: Planning and preparation	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Start building e-learning modules for social services staff to understand how to use CareFirst		
					Q3: Testing and amendments. Revisit / redesign training content of one to one sessions / classroom sessions with users		
					Q4: By the end of Quarter this will become the accepted way of training CareFirst to end users		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP16	Facilitate the procurement, set up and distribution of new mobile phone handsets including the implementation of Office 365 across Social Services to replace the existing now obsolete unsupported Microsoft handsets	April 2019	March 2020	Karolyn Danielsen/ Denise Symes	Q1: Order and receive phones and ICT to complete facilitation. Allocate phones and Office 365 training to team managers	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Allocate phones to social work staff in community teams and provide training on Office 365 to the social work staff		
					Q3: Allocate phones to social work staff in community teams and provide training on Office 365 to the social work staff		
					Q4: Complete the distribution and training and maintain the new phone stock.		
DDP BPP17	Develop a performance framework for Adult Services including weekly performance reports, a monthly core data set and scorecard for each section	April 2019	March 2020	Sonia Hutchings	Q1: Meet with OMs to determine weekly reporting requirements. Following this develop draft weekly reports for agreement with OMs for roll out across Adult Services.	1. Meet our Specific Equality Duties and build equality into everything we do	1. Every child and young person is valued, respected and treated fairly.
					Q2: Pending agreement of pathway/journey for adults, work with the OMs and service area to develop monthly scorecards to include key information to reflect and monitor an adult's pathway/journey.		
					Q3: Implement the monthly scorecard once content has been agreed by OMs and service area. Develop core data set with OMs and service area, drawing on information already reported on in the weekly report and scorecards.		
					Q4: Implement the core data set. Review the performance framework with OMs and performance team and make improvements where necessary.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP BPP18	Continue to develop a performance framework for Childrens Services including weekly performance reports, a monthly core data set and scorecard for each section	April 2019	March 2020	Sharon Lewis	Q1: Continue to develop scorecards across Children Services, commence work on core data for Fostering, Kinship, Support for Families & CPAD.	1. Meet our Specific Equality Duties and build equality into everything we do	3. All children and young people grow up in a safe and supportive home.
					Q2: Review scorecards, continue to develop core data for Fostering, Kinship, Support for Families & CPAD.		
					Q3: Core data development across all other areas of Children Services.		
					Q4: Implement the core data set. Review the performance framework for Children's Services and make improvements where necessary.		

## Delivering improvement – ‘progress and action’

### Housing Development & Regeneration

How will we measure our progress against this priority?

Ref	Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
CP	Total number of new Council homes provided	15	60	400 cumulative	700 cumulative	Dave Jaques
CP	The % of customers satisfied with completed regeneration projects	91%	93%	75%	75%	Don Davidson

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP HDNR1	<b>Deliver at least 2,000 new Council homes</b> , of which at least 1,000 will be delivered by May 2022.	April 2019	March 2020	Dave Jaques	<p>Q1: Achieve a start on site for the Caldicot Road scheme (additional Build programme). Ensure a Cabinet report is submitted for the wider bid programme, identifying the pipeline of development sites, appropriating these for planning purposes, setting out the resource requirements &amp; the delivery methods.</p> <p>Q2: Achieve Planning consent for the St. Mellons sites &amp; the Maelfa Independent Living Scheme &amp; appoint consultants to bring forward an outline planning submission for the Channel View regeneration scheme. Complete the purchase of the lowerth Jones development site from the Cardiff &amp; Vale Health Board.</p> <p>Q3: Put in place the additional resources required to deliver the build programme. Ensure that a tender package of sites suitable for modular construction are released to the market.</p> <p>Q4: Review and update the 'Cardiff specification' for new build setting out the required standards that we will build to, the approach to public realm &amp; amenity space, ensuring that we are creating sustainable &amp; energy efficient buildings which meet housing need &amp; create attractive places to live.</p>	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.



Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
CP HDNR2	<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> <li>• Delivering a new 3-year programme of Neighbourhood Renewal Schemes;</li> <li>• Completing Phase 2 of the Maelfa redevelopment scheme by Summer, 2020;</li> <li>• Implementing priority schemes identified in the Estate Regeneration Programme;</li> <li>• Progressing opportunities for funding through the Targeted Regeneration Investment Programme.</li> </ul>	April 2019	March 2020	Don Davidson	Q1: Consult on estate regeneration plans for lower Llanrumney and Round Wood. Commence design of Year 1 Neighbourhood Renewal Schemes	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Complete demolition of remainder of Maelfa shopping centre. Submit funding bids for South Riverside business corridor		
					Q3: Consult on Year 1 Neighbourhood Renewal Schemes. Commence regeneration work at Lower Llanrumney and Round Wood.		
					Q4: Complete Phase 2 construction works at the Maelfa. Implement Year 1 Neighbourhood Renewal Schemes		
CP HDNR3	<p><b>Continue to deliver the Community Well-being Hubs programme</b>, in collaboration with partners, including:</p> <ul style="list-style-type: none"> <li>• Progressing plans for Youth Hubs in the City Centre, Butetown and Ely;</li> <li>• Working with the Health Board on the Cardiff Royal Infirmary and other Wellbeing Hubs;</li> <li>• Exploring opportunities for investment in Community Well-being Hubs;</li> </ul>	April 2019	March 2020	Don Davidson	Q1: Finalise plans for Butetown Youth Hub. Commence work on the domestic abuse facility at CRI	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Finalise plans for improvements to Whitchurch and Rhydypennau well-being hubs. Agree funding route for City Centre Youth Hubs.		
					Q3: Commence refurbishment work at Whitchurch and Rhydypennau well-being hubs. Commence refurbishment at Butetown Youth Hub		
					Q4: Complete work on the domestic abuse facility at CRI. Complete work at Butetown Youth Hub		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP HDNR4	Expansion of the Assisted Home Ownership Scheme & buy-backs programme	April 2019	March 2020	Dave Jaques	Q1: Write an ODR to agree the proposed updated Assisted Home Ownership Programme to enable the new process and assessment criteria to be implemented Identify additional resources needed to increase buy-back scheme.	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2: Identify additional opportunities for targeting within the AHO programme particularly around the prevention of homelessness.		
					Q3: Target marketing the AHO scheme to those lower down on the Housing Waiting List & Update AHO Webpages		
					Q4: Complete 60 buy-backs for the year.		
DDP HDNR5	Update the area matrix for affordable housing	April 2019	March 2020	Dave Jaques	Q1: update the database with the new build schemes proposed over the next 5 years. Update the RSL stock information and the Council stock information.	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2: Agree the format for the Ward 'score Cards' and produce drafts for each ward & review these with RSL's		
					Q3: Review waiting list information and Housing need data & combine this with stock & development information to complete the need/delivery information across each Ward		
					Q4: complete the mapping of the new build sites to complete an interactive map of the city identifying need info and stock/development info.		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2019-2020	Link to Equality Objective	Link to Child Friendly Cities
DDP HDNR6	Continue to deliver the Cardiff Living Programme with development partner Wates	April 2019	March 2020	Dave Jaques	Q1: Ensure an update is included in the New housing Delivery Cabinet Report covering the Cardiff Living Programme detailing the updated costs, budgets & numbers of units to be delivered through the phase 2/3 of the programme. Achieve a start on site for the Highfields & Briardean developments.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity.	1. Every child and young person is valued, respected and treated fairly.
					Q2: Agree the details for the updated energy pilot project & arrange meeting with Welsh Government to agree their input. This will include a complete review of standard build, Fabric First, Modular, Passivhaus & 'Zero Carbon'		
					Q3: Commence the final scheme within phase 1 – Llandudno Road		
					Q4: Commence on site with the Rumney High development site as part of the phase 2 development programme.		
DDP HDNR7	Develop a strategy focused on increasing employment & apprenticeship opportunities & community benefits across our new build programme	April 2019	March 2020	Dave Jaques	Q1: Identify resource and set out aims/objectives/parameters for Employment & training opportunities in line with the Cardiff Living Package. Discuss opportunities & vision with Into Work teams, Y.O.T & Bright Sparks and review opportunities with Procurement & Council Commitment.	5. Provide support to those who may experience barriers to achieving their full potential	1. Every child and young person is valued, respected and treated fairly.
					Q2: Write Strategy detailing opportunities, constraints, budget & desired outcomes covering all delivery routes.		
					Q3: Identify specific projects working with Youth Offending Team & Bright Sparks		
					Q4: complete a review of what's been delivered in the year and set in place objectives for 3 years.		

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**2018/19 Quarter 4 Performance Reporting****APPENDIX C****Section 1: Corporate Plan Steps – Lead directorate**

Wellbeing Objective	Steps	RAG	Q4 Update
1.2	Deliver the older person's strategy to support independent living, including fully understanding their housing needs and aligning work between People & Communities, Health and Social Services.		<p>The Older Persons Strategy was considered and approved by Cabinet on 21<sup>st</sup> March. An action plan is under development to take forward the commitments made, with working groups to be established.</p> <p>Implementation of the Strategy will be overseen by the Cardiff and Vale Health, Housing and Care Programme Board, made up of representatives from Housing and Adult Services, Health and the Registered Social Landlords (RSL).</p>
1.2	Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners.		<p>The evaluation of events has led to greater diversity of activities to be included at future events.</p> <p>An active body/healthy mind event was organised at the end of March that included a wide range of activities that target older men and women to participate in physical activity; the activities included walking multi sports such as netball, football and badminton. The event was intergenerational, with children from years 4 and 5 attending from Bishops Child Primary School, and included partner stands for information and advice.</p> <p>Partnership working with Cardiff City FC Foundation has developed into a regular walking football activity being provided.</p>
1.3	<p>Better support people into work by integrating employment support services. 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 align with the new employability service;</li> <li>• Providing effective employer engagement and assistance into self-employment;</li> </ul>		<p>Volunteering has now been expanded into all Hubs, libraries and Adult Learning. This has resulted in nearly 150 volunteers across the teams. The volunteer coordinator has shared best practise with other service areas to support their volunteering opportunities. The team has taken on the responsibility of the volunteer portal, further expanding opportunities available and visible to all citizens in Cardiff</p>

	<ul style="list-style-type: none"> <li>Promoting and extending volunteering opportunities.</li> </ul>		
1.3	<p>Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none"> <li>Providing 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 Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need;</li> <li>Developing a telephone advice line for customers.</li> </ul>		<p>Front line staff have been trained to identify when families will be required to claim Universal Credit and tailored support, advice and guidance through the claim process is available in all hubs and at outreach locations across the city. Partners and Stakeholders are regularly updated on changes to the Universal Credit full service new claim gateway through various operational and strategic meetings. A joint project between the Local Authority and floating support provider has recently targeted interventions for benefit cap families who stand to lose more money by moving to Universal Credit, learning from this project will inform on how we can best engage with this client group as Universal Credit full service is claimed by more and more families in Cardiff.</p>
1.3	<p>Deliver the Rough Sleeper Strategy to address rough sleeping in the city 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>		<p>The next phase of Give DIFFerently and the launch of the Homeless Charter did not take place. Seeking update from FOR Cardiff</p> <p>The Nightshelter opened as planned. Huggard pods yet to go live. Now advised that they are due to come into use April 2019.</p> <p>Cardiff Council and Salvation Army Housing First pilot schemes now fully operational and scheduled to reach full capacity in 2019/20. Further discussion due with Welsh Government regarding extending the schemes for a pilot for prison leavers with a history of multiple sentences and rough sleeping.</p> <p>The multi-disciplinary team now in place and processes being set up. Discussion underway regarding ongoing funding to embed service delivery across all providers.</p>
1.4	<p>Help prevent violence against women, domestic abuse and sexual violence by developing a regional strategy, implementing the newly-commissioned services for female victims and exploring a regional service for male victims by summer 2018.</p>		<p>Needs assessment exercise underway to collate data across the wider region relating to male victims. A meeting has been arranged in May for all partners to agree the scope of the commissioning. At present the Vale of Glamorgan and Bridgend Council are on board, and a number of other authorities are showing interest.</p> <p>Strategy action plan continues to be implemented and the female victims service working well and being regularly monitored</p>
1.4	<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> <li>Completing the further development of the</li> </ul>		<p>The new Maelfa Retail Parade was completed in March, and traders have moved from the old centre into their new shops. Investment in the new shopping centre has been</p>

	<p>Butetown Pavilion Scheme;</p> <ul style="list-style-type: none"> <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>• Exploring opportunities for further long-term investment through the Targeted Regeneration Investment Programme.</li> </ul>		<p>complemented by the external refurbishment of the Maelfa Tower Block, transforming the heart of the Llanedeyrn Estate.</p> <p>A new 3 year programme of Neighbourhood Renewal Schemes has been approved, based on ideas submitted by local councillors as priorities for their Wards.</p> <p>A strategy for the South Riverside Business Corridor has been prepared, and Welsh Government grant funding has been secured for commercial property improvements in Tudor Street.</p> <p>A Welsh Government Targeted Regeneration Grant has been approved for converting the Butetown Pavilion into a Youth Hub. Because of delay in funding approvals, implementation is now scheduled for Autumn 2019.</p>
<p>1.4</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 335</p>	<p>Continue to develop the Community Hub and Well-being programme 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>• Working with partners to investigate other Hub projects such as: <ul style="list-style-type: none"> <li>- Developing additional library-based Hub facilities;</li> <li>- Developing a network of youth service Hubs.</li> </ul> </li> </ul>		<p>The new St Mellons Hub was completed in summer, 2018, and now offers a full range of Council and partner services for the local community.</p> <p>Plans have been agreed for conversion of the CRI Chapel to a library/café/ information centre and these form the basis of a business plan being developed by the Health Board.</p> <p>A scheme has been agreed for conversion of unused space at the CRI into a one-stop shop for domestic abuse services. Refurbishment work is in progress and due for completion in January 2020.</p> <p>Plans for the conversion of Whitchurch and Rhydepennau Libraries into Community Wellbeing Hubs have been prepared. Community consultation showed strong support for the improvements.</p>
<p>3.1</p>	<p>Deliver at least 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022.</p>		<p>The strategy for delivering against the Capital Ambition target is in place and is going to Cabinet in May. The Cardiff Living programme is Capable of delivering around 599 new council homes and the 'Additional Build' programme includes 22 sites and can deliver around 1,500 new council homes if all the sites come forward. We are also continuing with the Buy-Backs scheme.</p>

**Section 2: Corporate Plan Steps – shared responsibility**

Wellbeing Objective	Step	Shared with:	RAG	Q4 Update
1.1	<p>Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by:</p> <ul style="list-style-type: none"> <li>• Agreeing a refreshed Early Help / Preventative Strategy</li> <li>• <b>Piloting 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 Ely and Caerau.</b></li> <li>• Identifying opportunities to deploy grant streams more effectively under new “Funding Flexibilities” arrangements.</li> </ul>	EDU, SOC		<p>The phased approach to roll out the integrated Cardiff Family Advice and Support Service will continue in 2019-20</p> <p>Family Gateway and Family support will sit alongside Flying Start and the Cardiff Parenting Service to form a comprehensive and integrated Service for Families across the City</p> <p>Accommodation to co-locate teams will consist of a Central space for Gateway team (Eastmoors) and locality teams based in East (Rumney Hub) and West (Ely &amp; Caerau Children Centre)</p>
	<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>• <b>Promoting the First Point of Contact Service to prevent unnecessary hospital admissions;</b></li> <li>• <b>Developing a First Point of Contact (hospitals) to integrate more effectively hospital discharge;</b></li> <li>• <b>Extending the scope of services to the Independent Living Services;</b></li> <li>• Extending Direct Payments to more people;</li> <li>• Establishing re-ablement as the unifying model for the provision of community based domiciliary care.</li> </ul>	SOC		<p>The call volumes for First Point of Contact (FPOC) have increased into service in 18/19 by 26% compared to 17/18. Suggesting effective promotion of the service. Evaluation of the impact the FPOC service has helped with the development of action plans in 19/20 to pilot a locality approach encouraging closer working with primary care services and commencing development of a social prescribing model in partnership with health that will encourage more self-help.</p> <p>The First Point of Contact Hospitals (Now Get Me Home) pilot commenced in December and has proved successful in supporting hospital discharge, providing community based support for independent living and more integrated working with Health and Social Services. Work is underway to expand this service into additional wards with recruitment already underway.</p> <p>Pilot working in localities has commenced in quarter 4 adopting a more integrated approach with primary care for social prescribing. Initial consultation with partners commenced and work is underway on a pre tender exercise to develop a digital</p>



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				system for social prescribing. The introduction of First Point of Contact hospitals has also increased the scope of Independent Living Services in supporting the transition from Hospital to Home.
1.3	Use the new opportunities provided by Funding Flexibilities to work across directorates and funding streams, reviewing and realigning services.	EDU		Independent evaluation has been commissioned by WG on the Flexible Funding Pilot. Interim report available with the end of year phase of the evaluation ongoing
1.4	Respond to the Parliamentary Review of Health and Social Care in Wales, which makes the case for reforming Wales' health and care system, particularly the way care and support is provided.	SOC		The Older Persons Strategy will be considered by Cabinet on 21 <sup>st</sup> March. An action plan is under development to take forward the commitments made, with working groups to be established. Implementation of the Strategy will be overseen by the Cardiff and Vale Health, Housing and Care Programme Board, made up of representatives from Housing and Adult Services, Health and the RSLs.
1.4	Deliver Phase 2 of the neighbourhood partnership scheme to: <ul style="list-style-type: none"> <li>• Give people a voice in shaping Council services;</li> <li>• Better connect people with local service providers and activities in their neighbourhoods.</li> </ul>			All Community Inclusion Officers in post and stakeholder/community engagement work is underway. Good progress made by the team on initial information gathering/engagement with community groups and community project development has started. Work commenced and will continue into 2019/20 to update the Dewis database with information. Information will inform work plans for 2019/20
Page 337	Consider emerging guidance on undertaking statutory Health Impact Assessments to inform the development of the Corporate Plan 2019/22.	ALL		This requirement will be scoped as part of the framework for the Directorate Delivery plan for 2019/2020.
1.4	Ensure that the Council's Corporate Safeguarding Strategy is implemented.	ALL		This requirement will be scoped as part of the framework for the Directorate Delivery plan for 2019/2020.

**Section 3: Capital Ambition Commitments not in Corporate Plan**

Capital Ambition Commitment	RAG	Update
<p>Work at the Community level to break down barriers between Council departments, between the Council and other public services and to forge stronger links with residents and communities.</p>		<p>Family Gateway and Family support will sit alongside Flying Start and the Cardiff Parenting Service to form a comprehensive and integrated Service for Families across the City.</p> <p>Evaluation of events lead to greater diversity of activities to be included at future events. An event has been organised for the end of March that includes a wide range of activities that target older men and women to participate in physical activity as well as being intergenerational and including partner stands for information and advice Partnership working with Cardiff City FC Foundation has developed into a regular walking football activity being provided.</p> <p>Volunteering has now been expanded into all Hubs, libraries and Adult Learning. This has resulted in nearly 150 volunteers across the teams. The volunteer coordinator has shared best practise with other service areas to support their volunteering opportunities. The team has taken on the responsibility of the volunteer portal, further expanding opportunities available and visible to all citizens in Cardiff.</p> <p>The new Maelfa Retail Parade was completed in March, and traders have moved from the old centre into their new shops. Investment in the new shopping centre has been complemented by the external refurbishment of the Maelfa Tower Block, transforming the heart of the Llanedeyrn Estate. A new 3 year programme of Neighbourhood Renewal Schemes has been approved, based on ideas submitted by local councillors as priorities for their Wards. A strategy for the South Riverside Business Corridor has been prepared, and Welsh Government grant funding has been secured for commercial property improvements in Tudor Street. A Welsh Government Targeted Regeneration Grant has been approved for converting the Butetown Pavilion into a Youth Hub. Because of delay in funding approvals, implementation is now scheduled for autumn, 2019.</p> <p>Needs assessment exercise underway to collate data across the wider region relating to male victims of Domestic and Sexual Violence. Meeting arranged for all partners to agree the scope of the commissioning.</p>

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		Strategy action plan continues to be implemented and the female victims service working well and being regularly monitored
Support the Credit Union to deliver “savers projects” within Cardiff Schools that encourages saving and promotes financial literacy.		3 new primary schools have joined the scheme this year. Due to a busy curriculum, secondary school uptake is difficult. A new approach started in Q4, with year 6 parents & pupils being prepared to run a club themselves in year 7

**Section 4: Capital Ambition Delivery Programme – Programme Board requirements**

Please identify:

- New risks and Issues – since last Programme Board
- Project Milestones Update
- Decisions to be escalated to Programme Board

<b>Wellbeing Objective</b>	<b>Q4 Update</b>
1.3	<b><u>Employment Support Services (Inclusive Growth)</u></b>
1.4	<b><u>Volunteering (Inclusive Growth)</u></b>
1.3	<b><u>Funding Flexibilities (Inclusive Growth)</u></b>

**Section 5: Key directorate progress / Key directorate challenges**

Key Progress / Good News	Key Challenges (Min x3)
<p><b>Maelfa Regeneration</b> - The new Maelfa Retail Parade was completed in March, and traders have moved from the old centre into their new shops. Investment in the new shopping centre has been complemented by the external refurbishment of the Maelfa Tower Block, transforming the heart of the Llanedeyrn Estate.</p>	<p><b>Voids</b> - The new Building Maintenance Framework was put in place for Council residential properties from 2nd of January 2018. In August 2018 one contractor provided formal notice to quit, with strategic meetings put in place to ensure a smooth handover, one contractor agreed to take on some voids, however issues in completing works on vacant properties are anticipated. Following an invitation to tender issued in January, with a closing date of February, a new contractor has been appointed and with time allowed for gearing up, is expected to be delivering work from the 1<sup>st</sup> of May.</p> <p>The new contract will also allow for a cascade, so that another suitable contractor can be appointed if required without tendering again. A new in house Voids Team is being further developed to deliver some void properties and this is proving to be successful and consideration is being given to expand the in house team further. Void performance continues to be affected with reporting 90.7 days turnaround at the end of the year.</p>
<p><b>Childcare Offer for Wales in Cardiff</b> - The Childcare Offer for Wales provides funded Foundation Phase Nursery early years education and childcare for eligible working parents of 3 to 4 year olds. Totalling up to 30 hours per week of combined early education and childcare during term time and up to 30 hours of childcare during 9 weeks of the school holidays, the Childcare Offer aims to assist parents, particularly mothers, to return to work; to increase the disposable income of low income working families and to support child development and school readiness.</p>	<p><b>Early Help</b> – The new service, Cardiff Family Advice and Support is currently in the transition and mobilisation phase, and is aiming to be up and running by the 1<sup>st</sup> of April 2019 with a phased implementation to deliver an integrated service. A large amount of work needs to take place before the service can launch, this is a key priority and will be very closely monitored.</p>
<p><b>Welsh Housing Quality Standard</b> - The Wales Audit Office found the Council’s arrangements to maintain compliance with the Welsh Housing Quality Standard (WHQS) effective, and to be making a positive difference to residents’ lives. The Council met the standard in 2012 and maintenance of the standard was found to be well integrated into the strategic housing function. The report also described the comprehensive information on the condition of the whole of the housing stock to direct investment priorities, with a financed and deliverable programme in place for the repair and improvement of the housing stock, including</p>	<p><b>Homelessness</b> – there is significant demands on our homelessness services with 7,000 new presentations/referrals during the year to help prevent homelessness, or to help secure accommodation if homelessness has already occurred. The team have a number of ways to prevent homelessness occurring including landlord mediation, rent rescue, family mediation and target hardening. If the homeless presentation is made when homelessness has already occurred, the team provide intensive support to assist in</p>

addressing acceptable fails. The Council was also identified as having a strong customer care focus, particularly in the way we interact with our tenants.

accessing private or social housing, or mediating with the previous landlord to return to previous accommodation.

Support is also available for rough sleepers, including the homelessness reconnection service, where staff work to reconnect those with no local connection to Cardiff with friends and family, or with their local authority. For the most complex rough sleepers, the Housing First Pilot works to begin with a tenancy for the individual, providing intensive, wrap around support to allow them to maintain the tenancy. Despite all the support available, there is an issue at present with rough sleepers living in tents within the city centre. This is being managed with a multi-agency response to address the many issues that cause rough sleeping. To date 19 vacant tents have been removed, with 23 tent dwellers/rough sleepers supported into accommodation provision. It is key to note that no one has to sleep out, the services are available to all who engage with officers. The homelessness service as a whole prevents homelessness for a significant number of people, with 1713 households threatened with homelessness successfully prevented from becoming homeless.

<p>addressing acceptable fails. The Council was also identified as having a strong customer care focus, particularly in the way we interact with our tenants.</p>	<p>accessing private or social housing, or mediating with the previous landlord to return to previous accommodation.</p> <p>Support is also available for rough sleepers, including the homelessness reconnection service, where staff work to reconnect those with no local connection to Cardiff with friends and family, or with their local authority. For the most complex rough sleepers, the Housing First Pilot works to begin with a tenancy for the individual, providing intensive, wrap around support to allow them to maintain the tenancy. Despite all the support available, there is an issue at present with rough sleepers living in tents within the city centre. This is being managed with a multi-agency response to address the many issues that cause rough sleeping. To date 19 vacant tents have been removed, with 23 tent dwellers/rough sleepers supported into accommodation provision. It is key to note that no one has to sleep out, the services are available to all who engage with officers. The homelessness service as a whole prevents homelessness for a significant number of people, with 1713 households threatened with homelessness successfully prevented from becoming homeless.</p>

**Section 6: Emerging Directorate Performance Issues**

**Please identify any performance issues from Directorate level performance reporting (Not covered in sections above) which may benefit from discussion by or escalation to PSG / SMT**

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Directorate Ref	WBO	Key Performance Measure	Lead Directorate	Full Year Target	Corporate Plan KPI?	Frequency	Smaller is better?	2018/19 Quarter 1					2018/19 Quarter 2					2018/19 Quarter 3					2018/19 Quarter 4					2018/19 Full Year (Cumulative)				
								Q1 Target	Q1 Result	% Variance to Target	RAG Rating	Comment	Q2 Target	Q2 Result	% Variance to Target	RAG Rating	Comment	Q3 Target	Q3 Result	% Variance to Target	RAG Rating	Comment	Q4 Target	Q4 Result	% Variance to Target	RAG Rating	Comment	Target	Result	% Variance to Target	RAG Rating	Comment
1.2		The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services	People & Communities	95%	Y	Quarterly	N	95%	100%	5.26%	Green	of 204 people who responded to the question	95%	100%	4.96%	Green	137 out of 138 respondents. Q2 result is 99.28%	95%	99%	4.27%	Green	Q3 - 188 out of 192 respondents. Q3 Result - 98%	95%	99%	4.21%	Green	Q4 - 131 out of 135 respondents. Q4 Result - 97%	95%	99%	4.21%	Green	660 out of 669 respondents.
1.2		The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	People & Communities	72%	Y	Quarterly	N	72%	74.69%	3.74%	Green	of 727 cases dealt with 543 were dealt with directly at FPOC	72%	75.00%	4.17%	Green	Q2 - 828 cases dealt with, 623 were dealt with directly at FPOC. Q2 Result is 75%	72%	75.51%	4.88%	Green	Q3 - 744 cases dealt with, 570 were dealt with directly at FPOC. Q3 Result is 76.61%	72%	75.30%	4.58%	Green	Q4 - 790 cases dealt with, 590 were dealt with directly at FPOC. Q4 result is 74.68%	72%	75.30%	4.58%	Green	YTD - 3089 cases dealt with, 2326 were dealt with directly at FPOC.
1.2		The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	People & Communities	190	Y	Quarterly	Y	190	187	1.58%	Green	DFS001 result	190	183	3.68%	Green	Q2 result - 177 DFS001 result	190	183	3.68%	Green	Q3 Result - 184 DFS001 result	190	194	-2.11%	Yellow	Q4 Result - 233 DFS001 result	190	194	-2.11%	Yellow	In quarter 233 DFS001 figure.
1.2		The percentage of people who feel reconnected into their community through intervention from day opportunities	People & Communities	70%	Y	Quarterly	N	70%	89%	27.14%	Green	56 people were surveyed, 50 people felt reconnected	70%	88%	25.71%	Green	64 people were surveyed, 55 people felt reconnected. Q2 result - 86%	70%	86%	22.86%	Green	Q3 - 80 people surveyed, 67 people felt reconnected. Q3 figure 84%	70%	86%	22.86%	Green	Q4 - 66 people surveyed, 57 felt reconnected Q4 result is 86%	70%	86%	22.86%	Green	YTD - A total of 266 people surveyed and 229 felt reconnected
1.3		The number of people receiving into work advice through the Gateway	People & Communities	43,000	Y	Quarterly	N	10,750	10,069	-6.33%	Yellow	updated figure	21500	20984	-2.40%	Yellow	Updated Q2 Result - 10,915	32,250	31,721	-1.64%	Yellow	Updated Q3 Result - 10,737	43,000	45,497	5.81%	Green	Q4 Result - 13,776	43,000	45,497	5.81%	Green	YTD Result - 45,497
1.3		The number of clients that have been supported into employment having received tailored support through the Gateway	People & Communities	623	Y	Quarterly	N	156	201	28.85%	Green	re-updated figure	312	367	17.63%	Green	Updated Figure	467	586	25.48%	Green	Updated Figure	623	737	18.30%	Green	Q4 Result - 151	623	787	26.32%	Green	YTD Result - 787
1.3		The number of employers that have been assisted by the Council's employment support service.	People & Communities	80	Y	Quarterly	N	20	87	335.00%	Green		40	174	335.00%	Green	Q2 Result - 87	60	193	221.67%	Green	Q3 Result - 19	80	211	163.75%	Green	Q4 Result - 18	80	211	163.75%	Green	YTD Result - 211
1.3		The number of customers supported and assisted with their claims for Universal Credit	People & Communities	1,500	Y	Quarterly	N	375	767	104.53%	Green		750	2,170	189.33%	Green	Q2 Result - 1,403	1125	3644	223.91%	Green	Q3 Result - 1,474	1,500	5,375	258.33%	Green	Q4 Result - 1,731	1,500	5,375	258.33%	Green	YTD Result - 5,375
1.3		Additional weekly benefit identified for clients of the City Centre Advice Team	People & Communities	£13m	Y	Quarterly	N	3,250,000	4,297,134	32.22%	Green		6,500,000	£8,641,638	32.95%	Green	Q2 Result £4,344,504	9,750,000	12,663,585	29.88%	Green	Q3 Result - £4,021,947	13,000,000	16,197,903	24.60%	Green	Q4 result £3,534,318	13,000,000	16,197,903	24.60%	Green	
1.3		The number of rough sleepers assisted into accommodation	People & Communities	168	Y	Quarterly	N	42	55	30.95%	Green		84	83	-1.19%	Yellow		126	115	-8.73%	Yellow	Q3 result 32. Relatively mild weather and more service users residing in tents against our outreach team's advice has made rough sleepers more comfortable, enabling them to stay on the street rather than engaging with the support provision available.	168	157	-6.55%	Yellow	Q4 Result - 42	168	157	-6.55%	Yellow	YTD - 157
1.3		The percentage of households threatened with homelessness successfully prevented from becoming homeless	People & Communities	60%	Y	Quarterly	N	60%	72%	20.00%	Green	Updated - 416 households, 301 prevented from becoming homeless	60%	74%	23.33%	Green	Updated - 547 households, 411 prevented from being homeless. Q2 Result - 75%	60%	75%	24.42%	Green	Updated - 595 households, 451 prevented from being homeless. Q3 Result 76%	60%	77	#####	Green	679 households, 550 prevented from being homeless. Q4 result 81%	60%	77	#####	Green	YTD 2,237 households, 1,713 prevented from being homeless.
1.3		The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	People & Communities	70%	Y	Quarterly	N	70%	85%	21.21%	Green	28 people have been successfully reconnected during Q1	70%	77.78%	11.11%	Green	Q2 Result is 70%. 21 people have been successfully reconnected during Q2.	70%	78.49%	12.13%	Green	Q3 result is 80%. 24 people have been successfully reconnected in Q3.	70%	81.75%	16.79%	Green	30 people were successfully reconnected in Q4	70%	81.75%	16.79%	Green	103 people were successfully reconnected this year.
1.3		The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	People & Communities	50%	Y	Quarterly	N	50%	100%	100.00%	Green	All 5 clients are successfully maintaining their tenancies	50%	100%	100.00%	Green	All 5 clients are successfully maintaining their tenancies	50%	100%	100.00%	Green	All 8 clients are successfully maintaining their tenancies, Q3 result is 100%	50%	91%	82.00%	Green	At the end of Q4, 10 clients were utilising Housing First out of 11.	50%	91%	82.00%	Green	One client has relinquished his tenancy for his own safety but is still being supported by the service and the service is currently looking for a new suitable tenancy.
1.4		The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	People & Communities	100%	Y	Quarterly	N	100%	16%	-84.00%	Red	2,091 against a headcount (including schools) of 13,093	100%	27.24%	-72.76%	Red	1,475 in Q2, making a total of 3,566 against a headcount of 13,093	100%	33%	-67.00%	Red	697 in Q3 making a total of 4,263 against a headcount of 13,093.	100%	51.49%	-48.51%	Red	2,479 in Q4 making a total of 6,742 against a headcount of 13,093.	100%	51.49%	-48.51%	Red	YTD - 6,742 completed against a headcount of 13,093.
1.4		The percentage of customers satisfied with completed regeneration projects	People & Communities	70%	Y	Quarterly	N	70%	83%	18.57%	Green	24 surveyed, 20 Satisfied 4 unsure or unsatisfied	70%	88%	26.37%	Green	Q2 Result - 91% From 2 feedback surveys, 54 surveyed, 5 unsure or not satisfied	70%	92%	31.57%	Green	Q3 Result - 100% 35 Responses, 35 Satisfied	70%	93.20%	33.14%	Green	Q4 Result - 34 responses, 33 satisfied, 97% satisfaction rate	70%	93.20%	33.14%	Green	YTD - 93.20% 147 responses, 137 satisfied
1.4		The number of visitors to libraries and Hubs across the city	People & Communities	3,300,000	Y	Quarterly	N	660,000	634,282	-3.90%	Yellow	Exceeds the Q1 result last year (633,806)	1,320,000	1,321,762	0.13%	Green	Q2 Result - 691,407	1,980,000	1,955,011	-1.26%	Yellow	Q3 Result - 632, 168, currently slightly below target, this is a result of a number of minor issues which are being resolved and expected to pick up during quarter 4 and meet the annual target.	3,000,000	3,400,748	13.36%	Green		3,000,000	3,400,748	13.36%	Green	
1.4		The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	People & Communities	95%	Y	Quarterly	N	95%	97%	2.11%	Green	AMENDED in Q2 1,378 people agreed with the statement, 1,418 people answered the question	95%	98.00%	3.16%	Green	Q2 result 99% During Q2 1,644 people agreed with the statement, 1,668 people answered the question	95%	98%	3.16%	Green	Updated Q3 Result 98%. 1,827 people agree with the statement, 1,859 people answered the question	95%	98%	3.16%	Green	Q4 Result - 97% 1,793 agree with the statement, 1,852 people answered the question	95%	98%	3.16%	Green	YTD - 6,642 agree with the statement, 6,797 people answered the question
1.4		The number of visits (hits) to the volunteer portal	People & Communities	50,000	Y	Quarterly	N	12,500	13,363	6.90%	Green	(Page views)	25,000	31,330	25.32%	Green	Q2 Result - 17,967 (page views)	37,500	49,459	31.89%	Green	Q3 Result - 18,129	50,000	70,856	41.71%	Green	Q4 Result - 21,397	50,000	70,856	41.71%	Green	YTD - 70,856
3.1		Total number of new Council homes completed and provided	People & Communities	200	Y	Quarterly	N	20	23	15.00%	Green		50	36	-28.00%	Red	The current handover projections indicate that 140 new homes will be delivered by 31st March 2019, although the 6 development schemes on site will deliver 165 new council homes once complete. (Q1 - 13)	60	53	-11.67%	Red	The handover of a 9 flat block has been delayed due to fire door regulations which is an industry wide issue and is now due to take place in early Q4.	200	65	-67.50%	Red	65 new council homes made up of 20 new builds through Cardiff Living, 37 buy-backs and 8 conversions	200	65	-67.50%	Red	65 new council homes have been built and provided with a further 203 currently on site

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# Community & Adult Services Scrutiny Committee

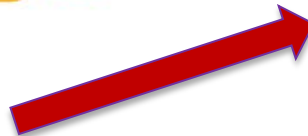
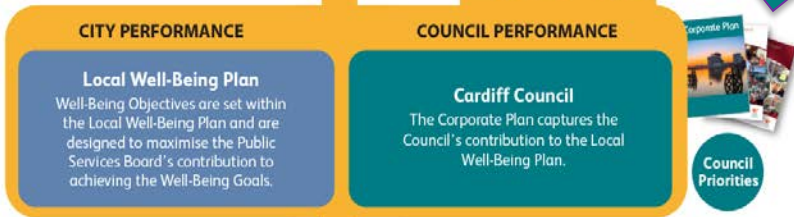
Sarah McGill, Corporate Director for People & Communities  
Directorate Delivery Plans  
3<sup>rd</sup> July 2019

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Gweithio dros Gaerdydd, gweithio gyda'n gilydd  
Working for Cardiff, working together





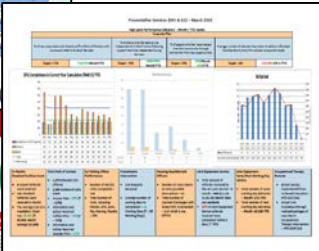
**Key Performance Indicators**

Performance Indicator	Target 2018/19	Result 2018/19	Next Year's Target 2019/21
1. The percentage of staff with a 'Good' or 'Very Good' performance rating	75%	75%	75%
2. The percentage of staff with a 'Satisfactory' or 'Needs Improvement' performance rating	25%	25%	25%
3. The percentage of staff with a 'Poor' or 'Unsatisfactory' performance rating	0%	0%	0%
4. The percentage of staff with a 'Very Good' performance rating	10%	10%	10%

Working for Cardiff, working together

**ILS Visiting Team Commitments/Measures**

Team Commitments	Quarter	Milestones
1. Review the current performance of the team	Q1	1.1. Review the current performance of the team
2. Review the current performance of the team	Q2	2.1. Review the current performance of the team
3. Review the current performance of the team	Q3	3.1. Review the current performance of the team
4. Review the current performance of the team	Q4	4.1. Review the current performance of the team



**Delivery Plan Milestones**

Directorate Commitment	Quarter	Milestones
1. Review the current performance of the team	Q1	1.1. Review the current performance of the team
2. Review the current performance of the team	Q2	2.1. Review the current performance of the team
3. Review the current performance of the team	Q3	3.1. Review the current performance of the team
4. Review the current performance of the team	Q4	4.1. Review the current performance of the team



# Wellbeing Objective: Cardiff is a Great Place to Grow Older

## Corporate Plan:

- Deliver the Older Person's Housing Strategy to support independent living, fully understanding their housing needs and aligning work between Council and Health Services including:
  - Working to build and refurbish care-ready schemes for older people;
  - Developing an Older Persons & Accessible Homes Unit to provide person-centred information, advice and assistance;
- Address social isolation and enhance quality of life of older people by developing inter-generational working with schools, Hubs, community groups and private sector partners.



# Wellbeing Objective: Cardiff is a Great Place to Grow Older

## Corporate Plan:

- As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:
  - Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021;
  - Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020;
  - Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council's awareness and engagement programme;
  - Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia;
  - Delivering locality-focused dementia awareness events.

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# Wellbeing Objective: Cardiff is a Great Place to Grow Older

## Performance Measures:

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
The percentage of Council staff completing Dementia Training	New	New	40%	100%	Claire Marchant/ Nicola Pitman
The number of businesses pledging their commitment to work towards becoming dementia friendly	New	New	40	TBC	Claire Marchant/ Nicola Pitman
The number of Dementia Friendly City Events Held	New	New	200	TBC	Claire Marchant/ Nicola Pitman



# Wellbeing Objective:

## Cardiff is a Great Place to Grow Older

### Directorate Delivery Plan:

- 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:
  - Developing a First Point of Contact (hospitals) to integrate more effectively hospital discharge

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To proactively work with contractors and expand in house team to ensure void turnaround times are reduced.

- New Contractor commencing works 1st May 2019
  - Consider an in house team expansion during 2019
  - Monitor present contractors to ensure performance improves to expected time scales on regular basis.
- Deliver the Older Persons Strategy by developing a robust action plan and monitoring progress closely through working groups.





# Wellbeing Objective: Cardiff is a Great Place to Grow Older

## Performance Measures:

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services	New	New	95%	95%	Carolyn Palmer
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	73%	75%	70%-80%	70%-80%	Carolyn Palmer
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	179	188	180	180	Carolyn Palmer
The percentage of people who feel reconnected into their community, through intervention from day opportunities.	77%	86%	80%	80%	Carolyn Palmer



# Wellbeing Objective: Supporting People out of Poverty

## Corporate Plan:

- Better support people into work by integrating employment support services. This will include:
  - Ensure the Gateway into employment is accessible across the city;
  - Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new employability service by September 2019;
  - Providing effective employer engagement and assistance into self-employment;
  - Promoting and extending volunteering opportunities by October 2019.



# Wellbeing Objective: Supporting People out of Poverty

## Performance Measures:

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
The number of interventions which supported people receiving into work advice through the gateway.	42,343	45,497	43,000	43,500	Helen Evans
The number of clients that have been supported into employment having received tailored support through the Gateway	New	737	623	650	Helen Evans
The number of employers which have been assisted by the council's employment support service	118	211	200	200	Helen Evans
Number of customers supported and assisted with their claims for universal credit	679	5,375	1,500	1,700	Helen Evans
Additional weekly benefit identified for clients of the city centre advice team.	£15,259,881	£16,197,903	£13,000,000	£13,000,000	Helen Evans



# Wellbeing Objective: Supporting People out of Poverty

## Corporate Plan:

- Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:
  - Providing digital access and assistance across the city;
  - Working with private landlords to identify how the Council can help them with the change by March 2020;
  - Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need;
  - Develop further the telephone advice line for customers.

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# Wellbeing Objective: Supporting People out of Poverty

## Corporate Plan:

- Deliver the Rough Sleeper Strategy and the homelessness strategy to address rough sleeping in the city by:
  - Extending a 'No First Night Out' policy;
  - Extending the capacity of the Housing First scheme to make better use of the private rented sector;
  - Building on the multi-agency team around rough sleepers to include substance misuse, probation and mental health services
  - Implementing the diversionary pathway for anti-social behaviour and begging in partnership with South Wales Police

(To provide a range of platforms to promote engagement with services and to provide opportunities through meaningful activities.)



# Wellbeing Objective: Supporting People out of Poverty

## Performance Measures:

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
The number of multiagency interventions that supported rough sleepers into accommodation	New	157	168	168	Ian Ephraim
The percentage of households threatened with homelessness successfully prevented from becoming homeless	New	77%	70%	70%	Andrea James
The % of people who experienced successful outcomes through the homelessness reconnection service.	New	82%	70%	70%	Ian Ephraim
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	New	91%	60%	60%	Ian Ephraim
The number of people positively moved on from second stage accommodation	New	New	150	150	Andrea James



# Wellbeing Objective: Supporting People out of Poverty

## Directorate Delivery Plan:

- To fully review the Adult Learning service taking into account the potential of a 50% reduction in the Community Education Grant in 2020.
- Deliver the Homelessness Strategy, working with partners to prevent homelessness and meet housing needs, by:
  - Improving housing advice and better publicising services
  - Developing more focussed and targeted prevention services
  - Supporting private landlords to let properties to homeless households
  - Reviewing specialist pathways into accommodation
  - Implementing changes to the Cardiff Housing Allocation Scheme to meet the needs of homeless people
  - Assisting the most vulnerable by addressing the underlying causes of homelessness
  - Increasing move on options from temporary and hostel accommodation



# Wellbeing Objective: Supporting People out of Poverty

## Directorate Delivery Plan:

- Improve equalities monitoring to better understand the diverse housing needs and inform future service delivery
- Improve the digitalisation of housing services.
- Modernise and review Housing Benefit / Council Tax Reduction Scheme assessment teams
- Ensure full integration of libraries into Hubs and upskilling of Hub staff.
- Develop a long term strategy on the management of damp and condensation in council homes





# Wellbeing Objective: Safe, Confident and Empowered Communities

## Corporate Plan:

- Deliver the actions identified in the Cardiff and Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the commissioning of a regional service for male victims.

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Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
Council staff completing the Level 1 online module of the National Training Framework on Violence against women, domestic abuse and sexual violence as a % of all staff	10%	51%	100%	100%	Natalie Southgate
High risk domestic abuse victims referred by South Wales Police contacted by the specialist service within 1 calendar day of receiving the referral	NEW	NEW	NEW	90%	Natalie Southgate



# Wellbeing Objective: Safe, Confident and Empowered Communities

## Corporate Plan:

- Continue to deliver the Community Well-being Hubs programme, in collaboration with partners, including:
  - Progressing plans for Youth Hubs in the City Centre, Butetown and Ely;
  - Working with the Health Board on the Cardiff Royal Infirmary and other Wellbeing Hubs;
  - Exploring opportunities for investment in Community Well-being Hubs;
  - Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers.
  - Developing additional library based hub facilities

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# Wellbeing Objective: Safe, Confident and Empowered Communities

## Corporate Plan:

- Invest in the regeneration of local communities by:
  - Delivering a new 3-year programme of Neighbourhood Renewal Schemes;
  - Completing Phase 2 of the Maelfa redevelopment scheme by Summer, 2020;
  - Implementing priority schemes identified in the Estate Regeneration Programme;
  - Progressing opportunities for funding through the Targeted Regeneration Investment Programme.



# Wellbeing Objective: Safe, Confident and Empowered Communities

## Directorate Delivery Plan:

- Deliver a new Hubs and Library Services Strategy. The strategy will ensure that the Universal Offers are fully delivered to citizens and will focus on the following key aims:
  - Encouraging Reading
  - Promoting Health, Well-being and Community Inclusion
  - Supporting Children and Young People
  - Providing Information and Advice & Promoting Digital Inclusion
  - Tackling Poverty by helping people into Work & Encouraging Learning
  - Celebrating Heritage and Culture



# Wellbeing Objective: Safe, Confident and Empowered Communities

## Performance Measures:

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
The number of visitors to libraries and hubs across the city.	3,344,686	3,400,078	3,300,000	3,300,000	Bev King
The % of customers who agreed with the statement "Overall the hub met my requirements / I got what I needed"	98%	98%	95%	95%	Bev King
The % of customers satisfied with completed regeneration projects	91%	93%	75%	75%	Rebecca Hooper
The number of visits (Page views) to the volunteer portal	New	70,856	55,000	55,000	Helen Evans



# Wellbeing Objective: Cardiff Grows in a Resilient Way

## Corporate Plan:

- Deliver at least 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022.

## Directorate Delivery Plan:

- Page 366
- Expansion of the Assisted Home Ownership Scheme & buy-backs programme
  - Update the area matrix for affordable housing
  - Continue to deliver the Cardiff Living Programme with development partner Wates
  - Develop a strategy focused on increasing employment & apprenticeship opportunities & community benefits across our new build programme

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	2020-2021 Target	Owner
Total number of new Council homes provided	15	60	400 cumulative	700 cumulative	Dave Jaques



**CYNGOR CAERDYDD  
CARDIFF COUNCIL****COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE****3 July 2019**

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**CORRESPONDENCE REPORT**

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**Background**

1. 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.
  
2. At the Committee meeting on 5 June 2019, Members received an update detailing the correspondence sent and received up to that meeting. Since then, additional correspondence has been sent. The current position is set out below:
  - i. *Awaiting a response* – from the Chair to the Cabinet Member for Social Care, Health and Well-being, providing the Committees comments on the Joint Commissioning Strategy for Adults with a Learning Disability.
  - ii. *Awaiting a response* – from the Chair to the Cabinet Member for Social Care, Health and Well-being, providing the Committees comments on Social Services Quarter 4 Performance Report
  - iii. *Awaiting a response* – from the Chair to the Cabinet Member for Housing & Communities, providing the Committees comments on how the Council engages with Housing Associations.
  
3. Copies of the Chair's letters and 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 Committee Meeting*'. Access to the page can be found [here](#).

## **Way Forward**

4. During their meeting, Members will have the opportunity to reflect on the correspondence update.

## **Legal Implications**

5. 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**

6. 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 reflect on the update on committee correspondence.

**Davina Fiore**

**Director - Governance and Legal Services**

**27 June 2019**

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## CORRESPONDENCE REPORT

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## **Way Forward**

4. During their meeting, Members will have the opportunity to reflect on the correspondence update.

## **Legal Implications**

5. 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**

6. 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 reflect on the update on committee correspondence.

**Davina Fiore**

**Director - Governance and Legal Services**

**27 June 2019**

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