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## AGENDA

<b>Pwyllgor</b>	PWYLLGOR CRAFFU ADOLYGU POLISI A CHRAFFU PERFFORMIAD
<b>Dyddiad ac amser y cyfarfod</b>	DYDD MERCHER, 10 EBRILL 2019, 4.30 PM
<b>Lleoliad</b>	YSTAFELL BWYLLGORA 4 - NEUADD Y SIR
<b>Aelodaeth</b>	Cynghorydd Walker (Cadeirydd) Cynghorwyr Berman, Bowen-Thomson, Boyle, Cunnah, Hudson, Lister a/ac Mackie

### 1 Ymddiheuriadau am Absenoldeb

Derbyn ymddiheuriadau am absenoldeb.

### 2 Datgan Buddiannau

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

### 3 Cofnodion (*Tudalennau 3 - 8*)

Cymeradwyo cofnodion y cyfarfod a gynhaliwyd ar 13 Mawrth 2019 fel gwir gofnod.

### 4 Cyflawni'r Rhaglen Uchelgais Prifddinas (*Tudalennau 9 - 62*)

- Trosolwg/adroddiad cynnydd/trefniadau llywodraethu
- Twf cynhwysol
- 
- Gwella Canlyniadau i Oedolion
- Gwella Canlyniadau i Blant

- Strydlun

5 **Adroddiad Busnes y Pwyllgor** (*Tudalennau 63 - 70*)

6 **Dyddiad y cyfarfod nesaf - 8 Mai 2019**

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Iau, 4 Ebrill 2019

Cyswllt: Kate Rees, 02920 872427, [krees@caerdydd.gov.uk](mailto:krees@caerdydd.gov.uk)

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

13 MARCH 2019

Present: Councillor Walker(Chairperson)  
Councillors Cunnah, Hudson and Mackie

68 : APOLOGIES FOR ABSENCE

Councillors Berman, Boyle, Bowen-Thomson and Lister

69 : DECLARATIONS OF INTEREST

Members had a responsibility under Part 5 (III) of the Constitution, the Members' Code of Conduct, to declare any interest and complete Personal Interest Forms at the commencement of the agenda item in question.

70 : MINUTES

The minutes of the 20 February 2019 were approved as a correct record.

71 : DELIVERY OF THE CAPITAL AMBITION PROGRAMME

The Chairperson welcomed:

Councillor Chris Weaver (Cabinet Member for Finance, Modernisation & Performance)

Christine Salter, (Corporate Director Resources);

Chris Lee (Newly appointed – Corporate Director Resources)

Isabelle Bignall (Chief Digital Officer)

Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)

Simon Reynolds (Corporate Landlord Implementation Manager)

The Committee considered the report on the progress being made regarding the delivery of the Capital Ambition Programme. The programme contained two portfolios, Modernisation and Resilience with the focus of this meeting being the Modernisation portfolio.

The Chairperson invited Councillor Weaver to make a statement.

Councillor Weaver explained he was pleased this item was being scrutinised as it was critical to improve the progress of Capital Ambition.

The Committee received a presentation which outlined the following:

- Background
  - Modernisation: Transformation of corporate systems and processes that support service delivery
  - Resilient Services: Transformation of front-line services
- Governance

- Digital Board – Isabelle Bignall
- Corporate Landlord Programme Board – Neil Hanratty
- Service Review Board – Christine Salter
  
- Current Position – Modernisation Portfolio
  - Corporate Landlord Programme
    - People & Change
    - Architecture Technology
    - 2<sup>nd</sup> Generation Buildings Maintenance Framework
    - Strategic Asset Management Principles
    - Depot Rationalisation
    - Customer One Front Door
    - Office Accommodation
  
    - Digital First Programme
      - Hybrid Mail
      - Virtual Agent Technology
      - Education Information Management
      - Office 365
      - HR Recruit Portal
      - SharePoint
  
    - Service Reviews Programme
      - Civil Parking Enforcement
      - Passenger Transport
      - Social Services Payment Process
      - Sundry Debt
      - Parks
      - Pensions

The Committee was advised of the Programme Dashboard Report and how this supported the projects going forward. Information on Service Reviews, with a summary of key achievements.

The Committee was provided with information on Service Reviews and how they operated within the respective departments.

The Chairperson thanked officers for the presentation and invited the Committee to ask questions.

Members of the Committee were keen to know how areas were chosen for Service Reviews.

The Committee was advised that the original Cabinet Report outlined projects within Capital Ambition Delivery Plan and the Corporate Plan that could be subject of a Service Review. The criteria specified that the review should be shorter, sharper, analysed budget spend, external spend and staffing resources.

Service Reviews were a tool to identify and monitor efficiencies, in order to improve added value. The Committee was informed of the process taken by Directors when identifying Service Reviews, including the benchmarking process used alongside

Core Cities. These were welcomed by Departments and positive messages were being relayed to Senior Management Team. Directors also had specific targets and improvements which were continually being monitored to ensure service delivery.

Members were advised that as part of the Digital Strategy, Electronic Signatures and Office 365 were projects being rolled out across the organisation.

The Committee was provided with information on the benchmarking process used with the Civil Parking Service Review. It was a 12 week process that provided recommendations and the data to support them. Additional data from the WLGA, LGA and the CIPFA benchmarking club were also used as tools to support the service review.

Members of the Committee were keen to be provided with information on best practice within the Parks Departments. The Committee was informed that an initial review had taken place in the Parks Department with a second review introduced to build on the outcome and improvements made by the first review.

Members were advised that the systematically monitoring provided by the Dashboards contributed towards improved productivity, improved governance and development of milestones.

The Committee was updated on the current position regarding Waste Collections and that a Cabinet Report was planned, with the Assistant Director Street Scene, providing an Action Plan outlining a way forward that would potentially become a Service Review.

The Committee received a presentation from the Isabelle Bignall, Chief Digital Officer, which outlined the following:

- Current Digital projects in Capital Ambition Delivery Programme
- Digital Strands that outlined the vision to a connected Cardiff
- Digital Priority Plans
- Connected Education
- Connected Elected Members
- Over-arching Digital Priorities
- Cardiff App and its capabilities
- Fly Tipping Reports
- E-billing
- Roll out of Office 365
- Cyber Security
- Instant Messaging
- Digital Services in 2019

**ACTION:** That the Action Plans be brought to PRAP for consideration.

The Committee was advised that the Cardiff App did not have the ability to send notifications of closed cases once complete, but work was on-going to develop this.

The Chairperson invited the Committee to ask questions.

Members of the Committee were concerned that areas of C2C were being made redundant, as a result of the introduction of the advanced Digital Programme.

The Committee was assured that as the volume of calls was reducing staff were being reallocated to support other service areas including the queries relating to the Education Appeals process.

The Committee noted that calls were categorised into high and low value calls, with high value calls being that of complex issues and bespoke issues.

Members asked about the introduction of Office 365, along with the possibility of a Case Management system that supported councillors case work matters. Members expressed their concerns that the hardware which they used to support them in their role and which supported paperless working was inadequate and indicated that an upgrade to their equipment and software was required.

Members hardware was a priority, with a possible refresh of equipment, even though budgets were tight. Individual cases would be analysed and this would be processed by the Head of Democratic Services.

Councillor Stephen Cunnah agreed to be part of the Members Test Group for Office 365.

The Committee was keen that more services be available on the Cardiff App, in order to support both councillors and residents who used this digital service. The Committee was provided with information on the software systems supporting the Cardiff App and how it relayed information.

Members were assured that work was in place to notify and inform residents of missed waste collections and the reasons behind this through the Cardiff App.

Members of the Committee suggested that courses be run in Hubs for residents who were not confident using technology. Further, Members of the Committee felt that the Council's website was difficult to negotiate and to find information especially the Planning Portal.

**ACTION:** IB agreed to run sessions on website usage for Members.

The Committee was provided with information on the consistency of Schools ICT policies. There were fundamental pillars to be built, as some Schools had opted for alternative ICT supplies to that of the Corporate system.

The Chairperson welcomed Simon Reynolds, Corporate Landlord Implementation Manager.

The Committee was advised that the overall objective of the Corporate Landlord internal change programme was to create one cohesive operating model in the organisation leading on all non-domestic property matters.

The Corporate Landlord Operating Model consisted of:

- Define Plan
- Create and Deliver
- Operate and Maintain

Over the last 12 months restructures had been underway across the functional areas in preparation for implementation of the Corporate Landlord model, these were:

- Strategic Estates
- Capital Projects
- Property Services

This consisted of:

- People and Change Project
- Customer Focus
- One Front Door
- Architecture Technology Project

These were key drivers based on the framework. Phase One would focus on what was required with:

- Framework in place for Work Streams
- One Front Door
  - A key deliverable within the corporate landlord model was the development of a 'One Front Door' (OFD) contact point for all property related communications, this was a single point of contact and was managed through the County Estates (CE) service desk manned by dedicated customer liaison Officers. The purpose was to create a consistent process that provided county estates governance over works undertaken on the state. The OFD had been rolled out across the Educational estate as a pilot that commenced in October 2018. Key to this roll out had been CLO's visiting schools to introduce the pilot scheme along with the roll out of the updated schools handbook.

The Chairperson invited the Committee to ask questions.

The Committee drew attention to reputational damage in schools and what was being done to mitigate this.

Members were assured that reputational damage had been recognised in the framework, with a change being made to the use of external contractors. A restructure had taken place in Property Services, with new external people being brought in to deal with these issues. New processes and procedures had been introduced to improve control and deliver on quality.

The Committee asked if the location of a new recycling centre had been identified in place of Wedal Road.

Members were advised that the project was on-going as part of the Corporate Landlord Programme, which fell under the Asset Management Board. Current depots had been addressed, with centralised locations being discussed.

The Committee asked to see an 'Options Report' once the locations were discussed at the Asset Management Board.

Members were advised that RAMIS was successful, with the Schools Health & Safety Programme being established. An Asbestos Team had also been set up to support this programme and improvements were being realised.

72 : URGENT ITEMS (IF ANY)

None

73 : DATE OF NEXT MEETING

The meeting terminated at 6.50 pm



**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**10 April 2019**

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**Delivering the Capital Ambition Programme**

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**Reason for the Report**

1. To receive an update on the Council's Capital Ambition Delivery Programme (CADP), with a focus being on review of the projects within the Resilient Services portfolio of the Programme.

**Background**

2. In December 2017, Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme, with corresponding governance and performance management arrangements, to lend impetus to the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public services.
3. Capital Ambition is considered as a statement of the Administration's priorities and principles for change to respond to the pressures affecting local public services. It sets out four priorities, each of which contain a series of 'commitments for Cardiff' covering a wide-range of Council services:
  - **Working for Cardiff:** Making sure that all our citizens can contribute to, and benefit from the city's success
  - **Working for Wales:** A successful Wales needs a successful capital city
  - **Working for the Future:** Managing the city's growth in a sustainable way
  - **Working for Public Services:** Making sure our public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.

4. Capital Ambition also set out a series of principles that will underpin the development of the Council in coming years:

- **Getting the Basics Right:** Maintaining a relentless focus on the performance of key statutory services.
- **Digital First:** Making the best use of new technologies to deliver our services, and providing digital access indistinguishable from that available to citizens in every other aspect of their lives.
- **Putting Communities Front and Centre:** Aligning community services, making sure that developments and investments in local communities are well planned and maximise the impact of public investment through a new approach to 'locality working', building on the success of the Community Hub programme.
- **Joining-up of Frontline Services:** Staff from across the Council, and across public services, will work increasingly across departmental and organisational silos, with a focus on delivering the best for citizens, communities and the city.
- **Purposeful Partnerships:** We will build strong partnerships, at the local, city, regional and national level to deliver for Cardiff.
- **A New Deal with Citizens:** Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We need a new deal with citizens through which we can work together to tackle problems and realise our shared ambitions for Cardiff.

5. The Capital Ambition Delivery Programme (CADP) is composed of two discrete components:

- **Modernisation:** Transformation of corporate systems and processes that support service delivery.
- **Resilient Services:** Transformation of front-line services.

6. The Policy Review and Performance Scrutiny Committee has responsibility within its Terms of Reference for scrutiny of the Strategic Programmes and has reviewed the progress of the Modernisation component at its meeting in March and intend to consider the transformation of front-line services contained within the Resilient Services component at this meeting.

### **Issues**

7. The Committee will receive a summary of progress achieved through the CADP against the four programmes within the Resilient Services Portfolio shown below:



8. The Senior Responsible Owner for the Resilient Services Portfolio is Sarah McGill, Corporate Director People & Communities.
9. Programme Boards have been established for each programme, that report to Senior Management Team (SMT) on a regular basis. The programme and project boards are responsible for managing the timely delivery of milestones, as set out in individual project plans.
10. The following appendices are attached to this report:
  - a. Appendix 1 – Portfolio Structure Chart for the Resilient Services Portfolio.
  - b. Appendix 2 – Partnership Governance Arrangements.
  - c. Appendix 3 – Programme Dashboard – Adults
  - d. Appendix 4 – Summary of progress – Resilient Services Portfolio

### **Way Forward**

7. An initial overview presentation will be made to the committee followed by a short presentation on each of the programmes. The Committee will have the opportunity to ask questions after each programme presentation. The following representatives will be in attendance to provide information and respond to any concerns that the committee members may have:

## **Overview and Governance arrangements**

- *Cllr Chris Weaver, (Cabinet Member for Finance, Modernisation & Performance)*
- *Sarah McGill, (Corporate Director, People & Communities)*
- *Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)*

## **Inclusive Growth**

- *Cllr Linda Thorne, (Cabinet Member for Housing and Communities)*
- *Jane Thomas, (Assistant Director in Housing & Communities)*

## **Improving Outcomes for Adults**

- *Cllr Susan Elsmore, (Cabinet Member for Social Care and Health)*
- *Claire Marchant, (Director of Social Services)*

## **Improving Outcomes for Children**

- *Cllr Graham Hinchey, Cabinet Member for Children & Families*
- *Claire Marchant, (Director of Social Services)*
- *Deborah Driffield, (Interim Assistant Director Children's Services)*
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## **Street Scene**

- *Cllr Michael Michael, (Cabinet Member for Clean Streets, Recycling and Environment)*
- *Andrew Gregory, (Director in Operations, Planning, Transport & Environment)*
- *Matt Wakelam, (Assistant Director - Street Scene in Planning, Transport & Environment)*

## **Legal Implications**

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

recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

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

### **RECOMMENDATION**

17. The Committee is recommended to:
- a. consider the information provided at this meeting; and
  - b. determine whether it wishes to relay any comments or observations to the Cabinet Member for consideration; and
  - c. consider the requirements for further scrutiny of this issue.

**Davina Fiore**  
**Director of Governance & Legal Services**  
**04 April 2019**

Mae'r dudalen hon yn wag yn fwriadol



# Portfolio Structure Chart (Draft)

03 April 2019

RS01 - Improving Outcomes for Children		RS02 - Improving Outcomes for Adults		RS03 - Inclusive Growth		RS04 - Street Scene	
Programme RAG		Programme RAG		Programme RAG		Programme RAG	
PFD	Sarah McGill	PFD	Sarah McGill	PFD	Sarah McGill	PFD	Sarah McGill
SRO	Sarah McGill	SRO	Sarah McGill	SRO	Sarah McGill	SRO	Andrew Gregory
PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas
<b>Total Projects</b>	<b>5</b>	<b>Total Projects</b>	<b>5</b>	<b>Total Projects</b>	<b>5</b>	<b>Total Projects</b>	<b>6</b>
Child Placements PEX: Deborah Driffield PM: Kate Hustler CAD-RS001		FPOC - Get Me Home PEX: Carlyne Palmer Lisa Wood PM: Rebecca Duggan RS0103		Social Responsibility PEX: Steve Robinson PM: John Paxton CAD-RS005		Bartec PEX: Jane Cherrington PM: Rebecca Duggan CAD-RS05	
Child Friendly City PEX: Jacqueline Turner PM: Lee Patterson CAD-RS011		Review Community Resource Team PEX: Claire Marchant PM: Lisa Wood Rebecca Duggan RS0107		Improving Employer Engagement PEX: Jane Thomas PM: Helen Evans CAD-RS01		Cleansing Round Re-design PEX: David Pellow PM: Mark Davies CAD-RS103	
Early Help PEX: Jane Thomas PM: Holly Tarren Sean Maidment CAD-RS08		Care & Housing Review PEX: Sarah McGill PM: Jane Thomas RS0110		Targeting of Support Services for the Most Vulnerable PEX: Jane Thomas PM: Suzanne Scarlett Helen Evans CAD-RS03		Ward Action Plans PEX: Matthew Wakelam PM: Mark Davies CAD-RS16	
Children's Services Workforce Planning PEX: Deborah Driffield PM: Jo-Anne Phillips CAD-RS15		Dementia Friendly City PEX: Claire Marchant PM: Nicola Pitman RS0112		Work Experience and Volunteering PEX: Jane Thomas PM: Hayley Beynon Brown Helen Evans CAD-RS04		'Love Where You Live' Expanded Campaign PEX: Matthew Wakelam PM: Mark Davies CAD-RS24	
Disability Futures PEX: Claire Marchant PM: Eve Williams CAD-RS50		Home Care & Support PEX: Claire Marchant PM: RS0323		Into Work Service Development PEX: Jane Thomas PM: Helen Evans Hayley Beynon Brown CAD-RS05		SAB (SuDS Approval Body) PEX: Matthew Wakelam PM: Mark Davies CAD-RS32	
						64% Recycling PEX: Jane Cherrington PM: CAD-RS33	

**Project Stage Key:**



Closing



Delivery



On Hold



Planning/Initiation



Pre Start Up

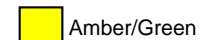


Start Up

**RAG Status Key:**



Green



Amber/Green



Red/Amber

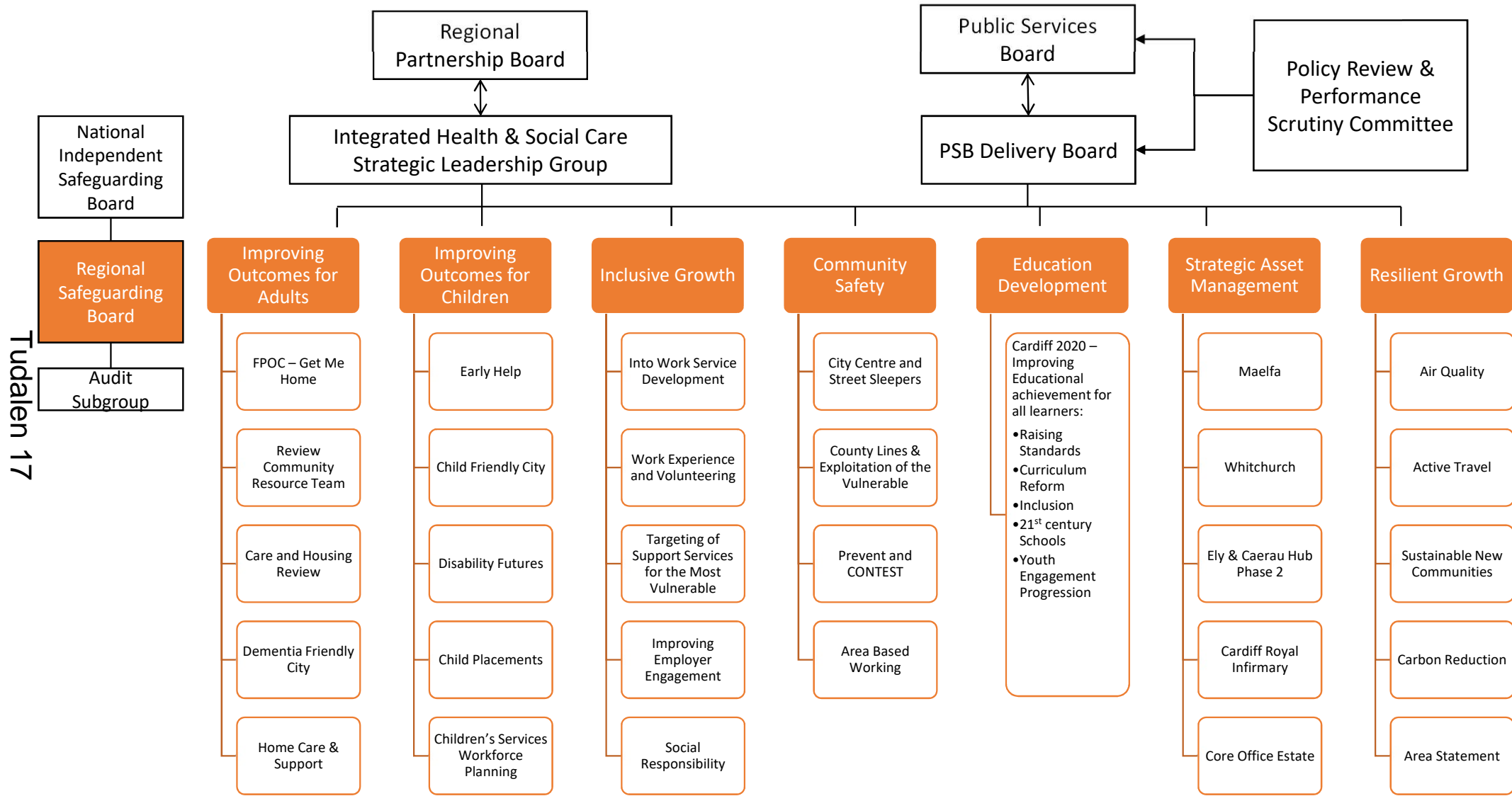


Red

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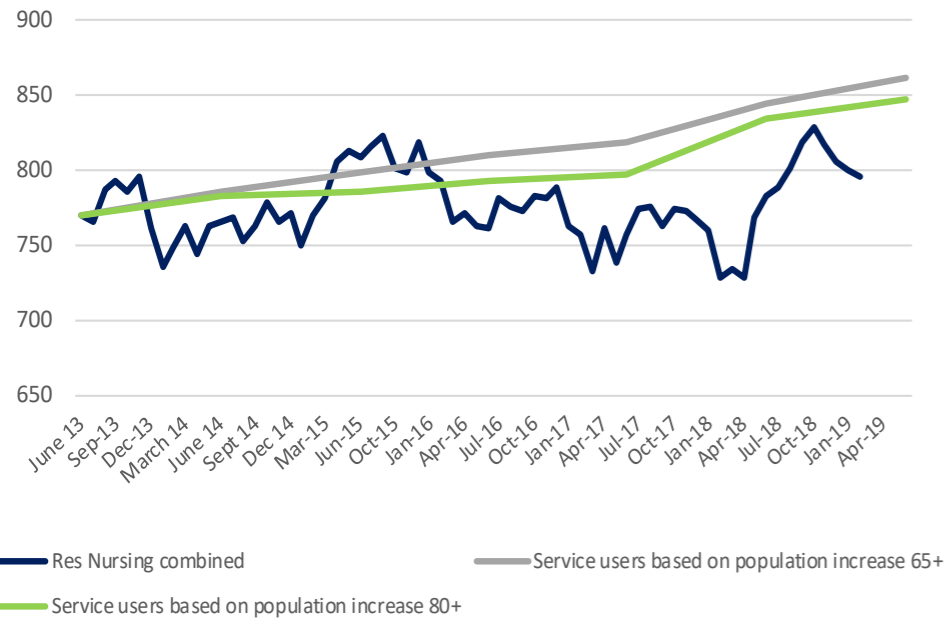
# Partnership: Governance Arrangements



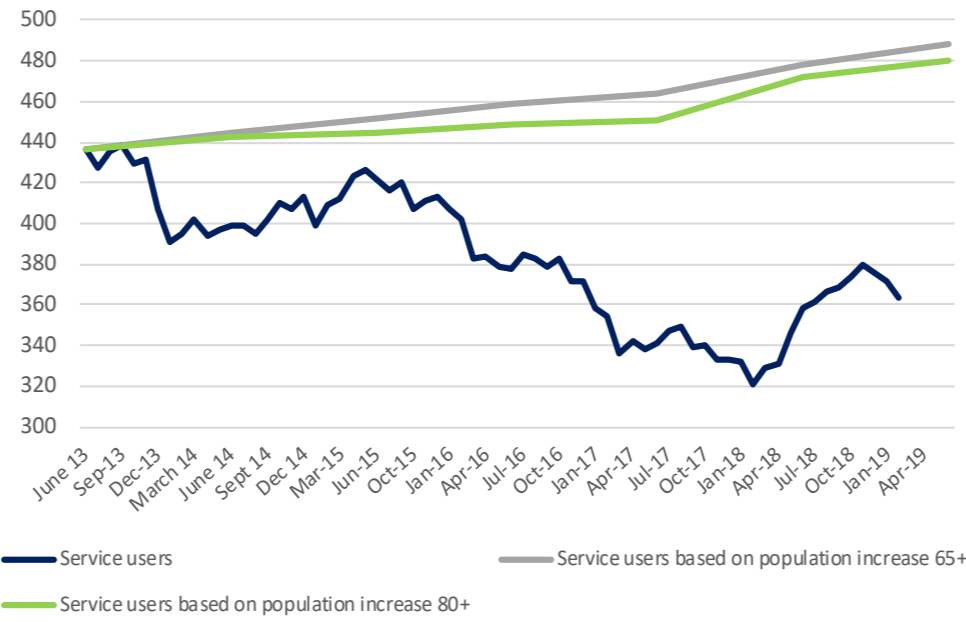
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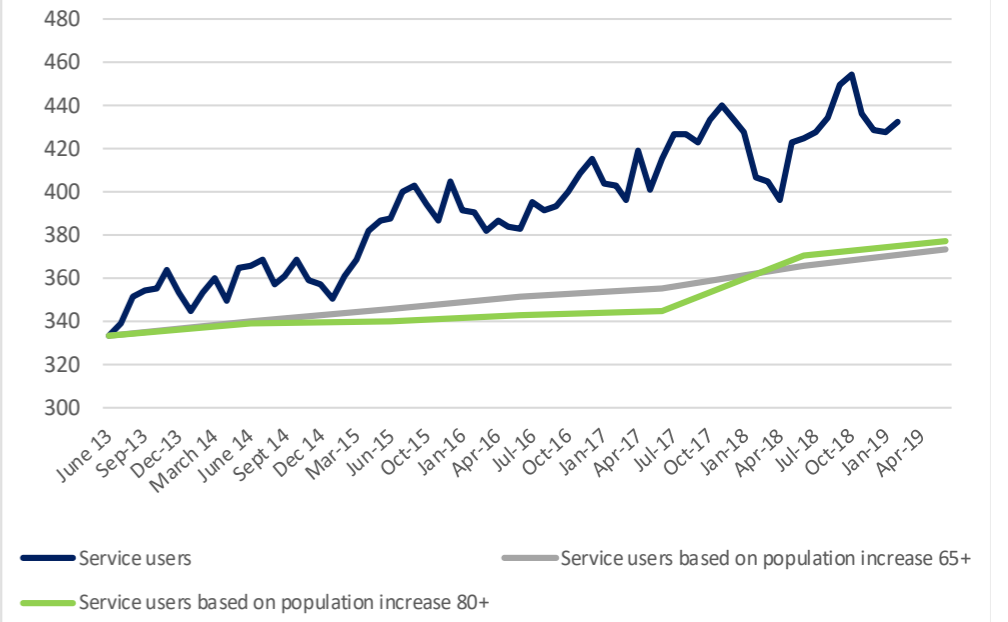
Residential & Nursing placements OP PD MHSOP 65+



Residential Care OP PD MHSOP 65+



Nursing Care OP PD MHSOP 65+

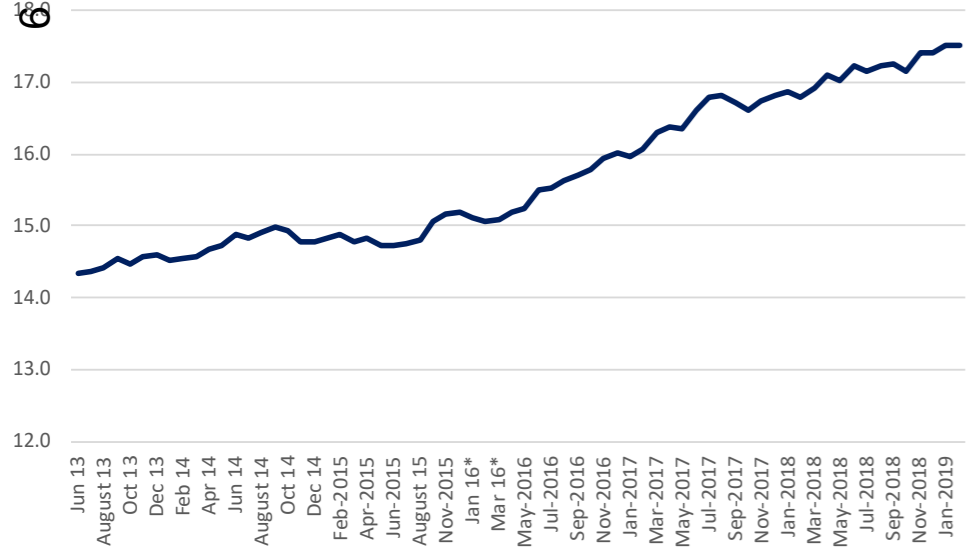


At the end of February 2019, 796 people were in Residential & Nursing Care placements, an increase from 728 in February 2018 and 757 in February 2017.

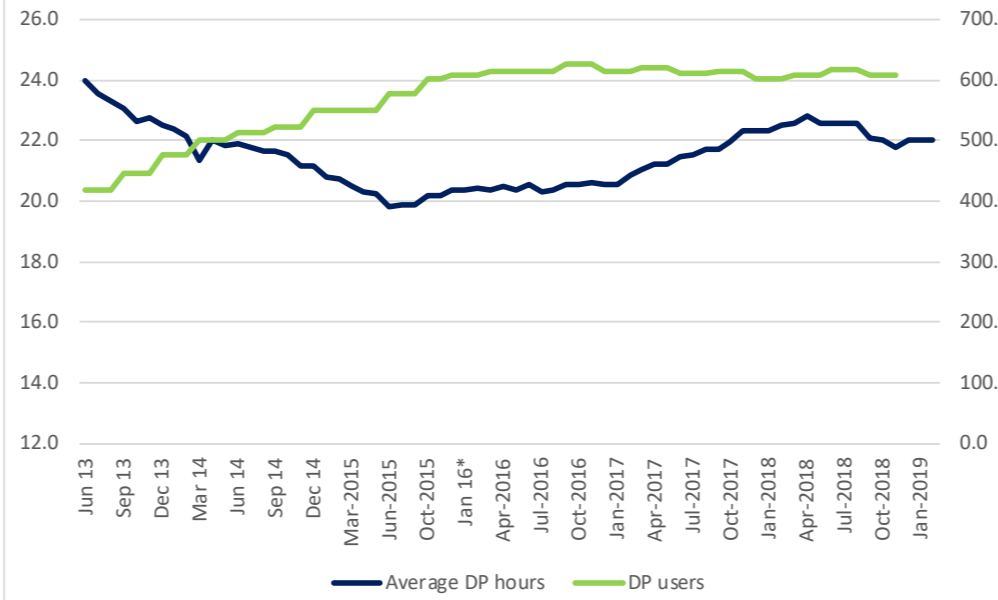
At the end of February 2019, 363 people were in Residential Care placements, an increase from 321 in February 2018.

At the end of February 2019, 433 service users were in Nursing Care placements, a slight increase from 407 in February 2018.

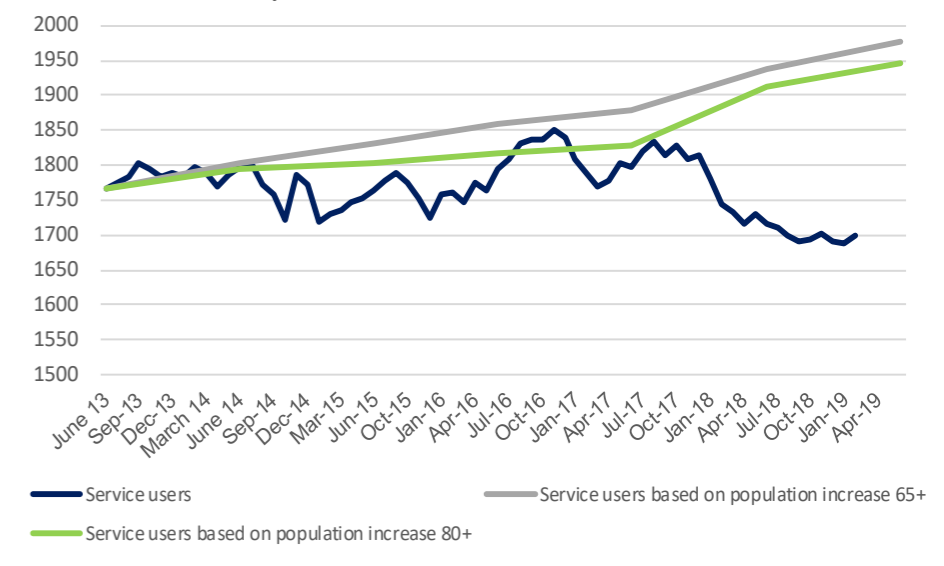
Domiciliary Care & Direct Payments Average Hours Older People, Physical Disabilities & MHSOP 65+



Direct Payments Older People



Domiciliary Care & Direct Payments Older People, Physical Disabilities & MHSOP 65+



At the end of February 2019, the combined average hours were 17.5, an increase from 16.8 in February 2018 and 16.1 in February 2017.

At the end of February 2019, the average hours were 22, a decrease from 22.5 in February 2018 and up from 20.8.1 in February 2017.

At the end of February 2019 there were 1,698 service users accessing 29,788.50 hours of care. This is a small increase in service users and increase in hours from December 2018 when 1,692 service users (0.35% increase) received 29,427 hours of care (1.23% increase) on the number of services users, based on the increasing over 65 population, this would have been 1,964 in February 2019. This indicates a 13.5% reduction in the people over 65 receiving care (266 less people) than expected.

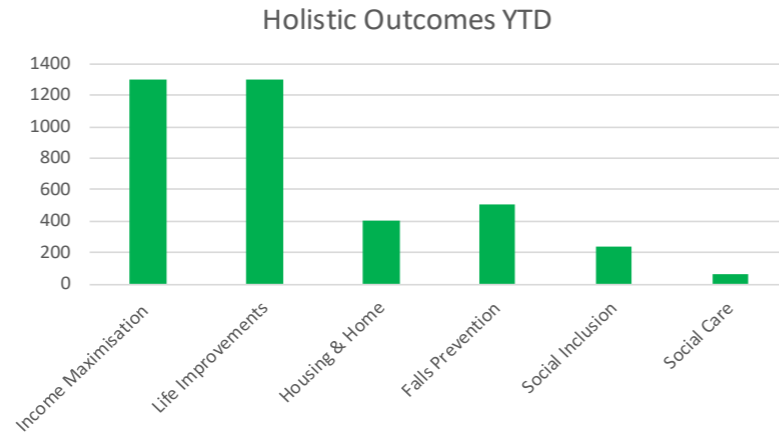
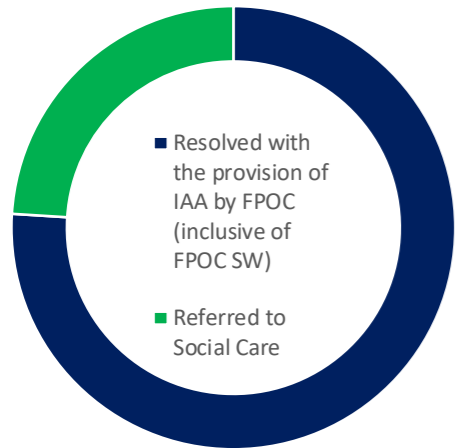
● **Project Executive:** Carolyne Palmer

● **Project Manager:** Becky Duggan

● **Data Lead:** Gavin Howells

## Prevention

First Point of Contact Information, Advice & Assistance YTD February



- During February 259 Wellbeing assessments completed
- 76% of assessments dealt with by FPOC with no onward referral to Social Care

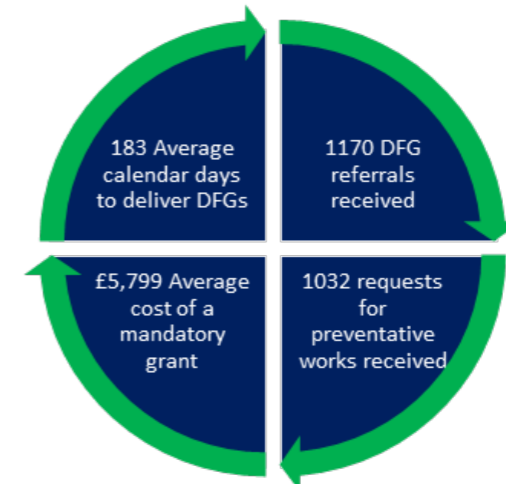
- 389 visits in February inc Holistic, Disabled Facilities Grants, Domiciliary, Residential, Nursing & Respite
- Income Maximisation YTD: £3,385,342

## Equipment and Adaptations

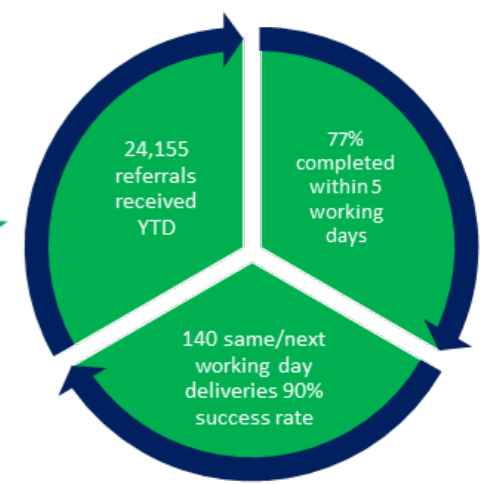
### Occupational Therapy YTD



### Disabled Facilities Grant YTD



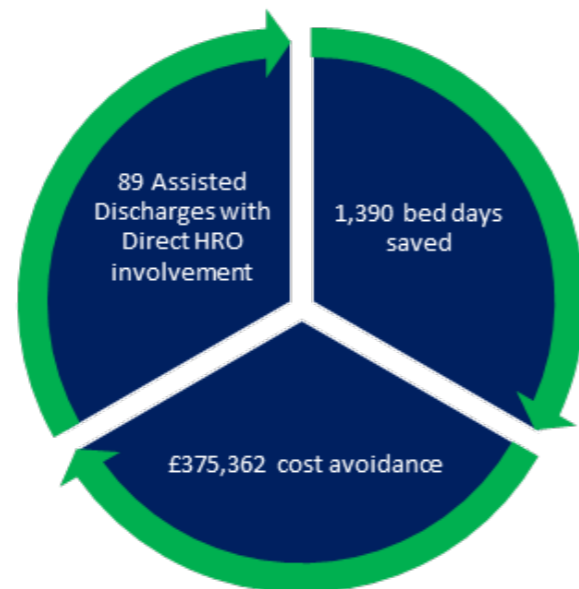
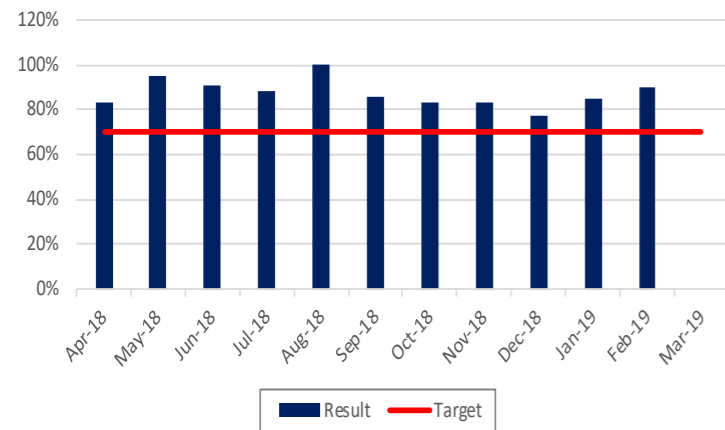
### Joint Equipment Services YTD



## Hospital and Community

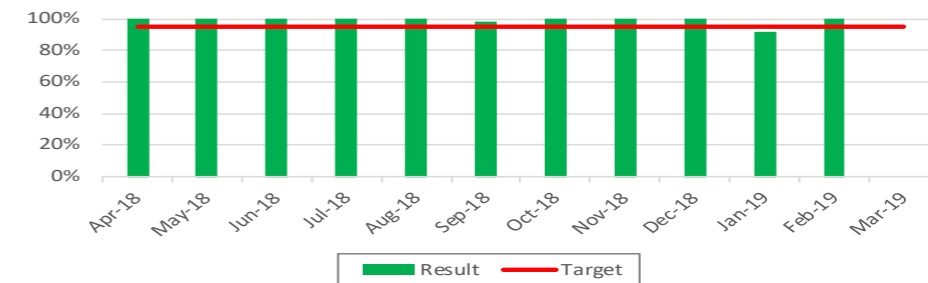
### Assisted Discharges YTD

The percentage of people who feel reconnected into their community through intervention from Day Opportunities



## Customer Satisfaction

The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services



“Personally I feel that this service is beyond a measure, a life line”

“I think that all retired people who are on state pension and need pension credit should be automatically referred to the service, even if not needed at the time they would know about it if things got difficult”

“Rhian was Knowledgeable and keen to help”

“The service you gave me is greatly appreciated. Thank you very much”



● **Project Executive:** Carolyne Palmer

● **Project Manager:** Becky Duggan

● **Data Lead:** Gavin Howells

## Decisions Required at Board

- None at this time

## Key Project Successes

- Launch of Get Me Home Pilot on A4 and C7 at UHW
- Refresh of accommodation and office arrangements to create Council Hub at UHW
- Recruitment for full team complete
- Get Me Home team have been assisting a third ward by extending the service out to C7 at UHW. We have also been providing information and Advice to hospital teams for patients on non pilot wards.

Tudalen 21

## Project Milestones

- Create high level to-be process map for discharge of patients – 4th October (by next GMH Project board) - **COMPLETED**
- Recruitment of pilot Get Me Home team - **COMPLETED**
- Training of new posts mid-September 2018 - **Underway, Completion 23.11.2018**
- Implement pilot GMH solution at Wards C6 & A1 at UHW, November 2018 - **Go Live 26th November, confirmed Wards C6 & A4**
- Implement full robust FPOC GMH service – End April 2019
- Transition planning workshop aranged for the 1st of April
- Second Pilot Feedback Review Session 22.01.19
- Third Feedback Review Session took place 19.02.19

## Risks and Issues

- RS0103\_RSK\_07 - Implementing pilot solution may cause duplication of effort and working relationship issues with third sector provider, Age Connects, whose Discharge Support Officers carry out a similar function to the proposed FPOC Get Me Home Officer.
- RS0103\_RSK\_09 - Adequate Social Work team resources are needed to support the Get Me Home team principles. The pilot will potentially not be successful if the Get Me Home team is not able to pull on this resource swiftly when required.
- RS0103\_RSK\_10 There will be disparity in patient experiences on pilot wards in comparison to other wards at UHW during the pilot period until the new model is rolled out across the rest of the hospital. As the none pilot wards will be working within the current process, however this enables us to evaluate the impact of GMH as a comparison

● **Project Executive:** Lisa Wood

● **Project Manager:** Mike Maguire

● **Data Lead:** Shelly Lyle

## As is:

CRT is comprised of Social Services, Homecare staff and Health staff, usually therapists. The system has been in place for over a decade and has over five different sources of funding. There is a need to review the structure and purpose of the service and to consider future opportunities for development. Staff from both health and social care will work together with an independent resource to consider the current structure and purpose of CRT and to plan to strengthen and develop the service.

## Update:

Target group are in patients in wards A4 and C6, UHW.

The aim is to discharge an individual as soon as that person is declared medically fit by the clinicians. The best place to carry out an assessment for care is in a person's own home. We take people home as soon as it is safe for them, provide a wrap around of care calls on a 24/7 basis.

People want to go home as soon as they can. Long stays in hospital cause muscle wastage, can increase confusion and people are at risk of hospital acquired infections.

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## Core Community Resource Team Services

All CRT Assessments Undertaken following a referral								
Outcome of the Assessment/Home Visit Form	Aug	Sep	Oct	Nov	Dec	Jan	Feb	YTD
Appropriate for CRT	114	105	128	111	113	145	137	1,344
Admitted to hospital	1	1	2	2	4	8	3	35
Deceased								0
Declined further services	4	3	3	2	4	8	5	47
Discharge cancelled by hospital	2	1	1	1	3	1	3	17
Left the area								0
Discharged to Ty Llandaff								0
Not appropriate for CRT	3	1	2	1	2	7	2	33
Telecare only								0
Therapy only	21	28	16	31	28	23	23	244
<b>Total</b>	<b>145</b>	<b>139</b>	<b>152</b>	<b>148</b>	<b>154</b>	<b>192</b>	<b>173</b>	<b>1,720</b>

## Outcomes

All Discharge from Home Care CRT Service								
Outcome of the Service	Aug	Sep	Oct	Nov	Dec	Jan	Feb	YTD
Aim Achieved	61	65	78	52	58	54	50	678
Arrangements made for alternative care	21	15	30	26	16	52	26	275
Admitted to hospital	22	21	23	29	23	23	20	252
Deceased	1	2	1		1	3	2	19
Declined to continue with CRT service			3	1	3	9	2	34
Declined further services - ongoing needs	3		2	2	1	2	2	14
Residential/Nursing Care	2	2		1	1		1	16
Moved out of Area				1		1		7
<b>Total Closures</b>	<b>110</b>	<b>105</b>	<b>137</b>	<b>112</b>	<b>103</b>	<b>144</b>	<b>103</b>	<b>1,295</b>

## Customer Satisfaction

- 78% of Home care assessments found to be appropriate for CRT
- 75% of cases completed a period of CRT reablement
- 22% of CRT home care resulted in ongoing long term care
- 70% of cases that were completed in a period of reablement were 'Aim Achieved'
- 30% 'Aim achieved' from Bridging
- 70% 'Aim Achieved' from CRT



● **Project Executive:** Lisa Wood

● **Project Manager:** Mike Maguire

● **Data Lead:** Shelly Lyle

## Points for Consideration

- Current cost: we have funded cost that is predicated on the use of the night service. Staff have been recruited on that basis (10 FTE carers) There has been no use of this service
- Staff time: the process on the wards has required two full days from a Homecare Manager and an Occupational Therapist. This has impacted on an already challenging aspect of our service, i.e. capacity to assess
- The overall capacity at discharge has increased to 32 via CRT. This can only be maintained with sufficient funding

## Discharge Offers

- Total Discharge offers: 42
- GMH+ Discharges: 25
- Full Team Discharges: 16
- Lost Capacity: 1
- Night Calls: 0

## Key Project Successes

- Tudalen 23
- The Programme Board has agreed to map development land available, ownership and any proposed plans for the land.
  - Alongside the plans of the local authorities and RSLs, it has been agreed that the Board needs to understand the sustainability plans of health and GPS in particular. to identify and opportunities for co-location in any new redevelopment.
  - In addition, it was agreed that all partners would provide any specifications/policies they have regarding development e.g. all ground floor accommodation to be developed as 1 bedroom accessible homes.
  - The Programme Board has agreed that there should also be a focus on refurbishment and re-modelling of existing accommodation (rather than new build) as potentially this may be more economical. Case studies of learning (both good and bad) such as Extra Care should also be shared to inform future developments.
  - Citizens have been assessed in their own homes. Outcomes have been good for individuals and we have been flexible when people have been re-admitted, picking them up quickly to take them home again.
  - Two members of CRT, a Homecare Manager and an Occupational Therapist visit the wards and actively work with ward staff to pull people out of hospital
  - Links with wards have been improved and CRT is better understood
  - Contact with the GMH officers has increased staff knowledge within CRT

## Project Milestones

- Mapping of Development opportunities - by January 2019
- Partners to circulate specifications/policies regarding development - January 2019
- Case Studies to be shared by partners

## Risks and Issues

- No use of night service although that was cited by health colleagues as a key gap in services
- There have been several discharges cancelled because family members have been resistant to the citizen returning home. Families appear to view the discharges as being too soon
- Difficulties in finding candidates as scope is limited to 2 wards. This has been widened to offer the service to other wards and Clinical Boards
- There have been logistical issues with discharge timings, pharmacy and other practical matters



# Improving Outcomes for Adults

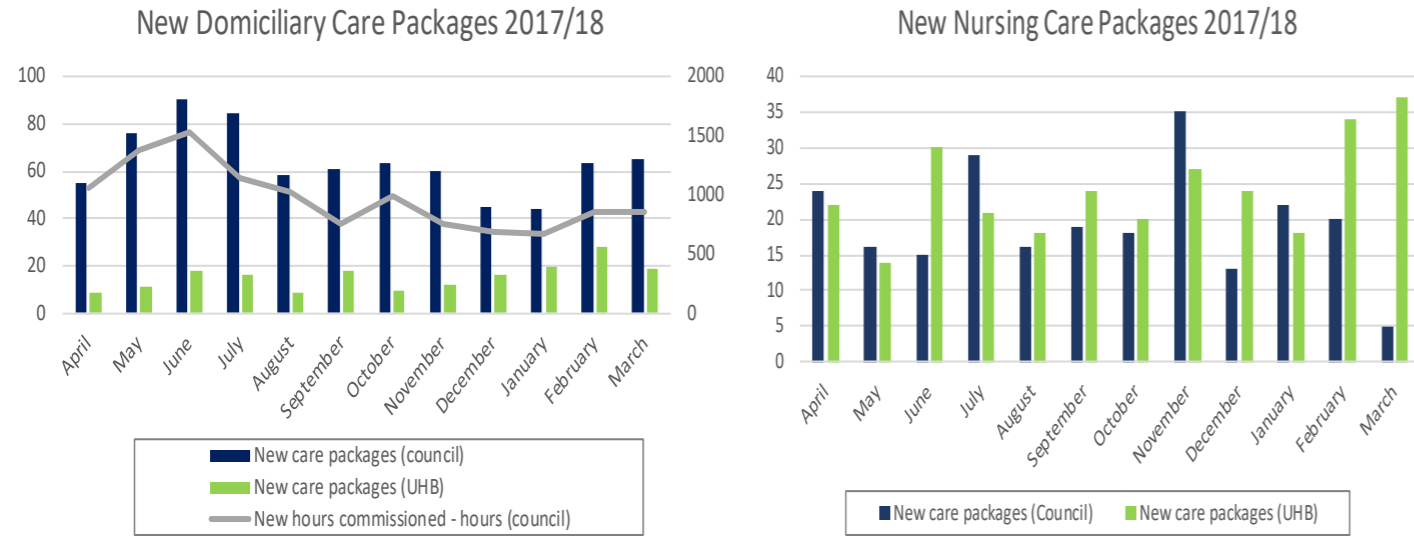
# Care & Housing

● Project Executive: Rachel Jones

● Project Manager:

● Data Lead: Rebecca Archer

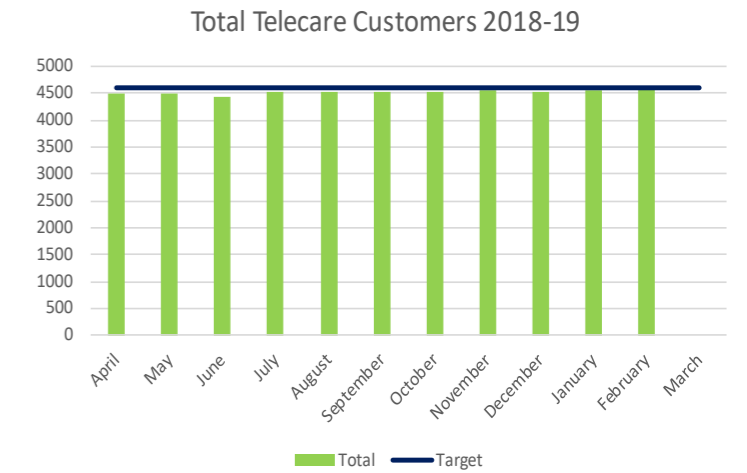
## Route into Accessing Services



During 2017-18 Cardiff council took an average of 8 days to begin the service provision from start date.

During 2017-18 Cardiff council commissioned 123 new packages of Residential care.

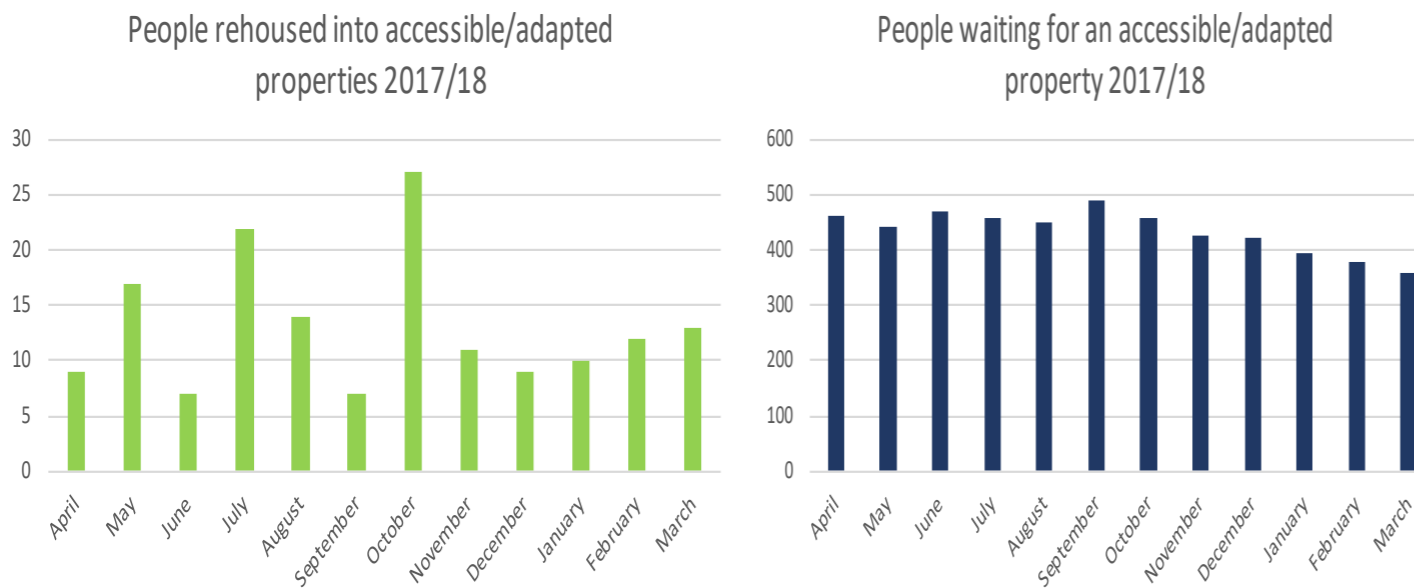
## Care & Housing Services



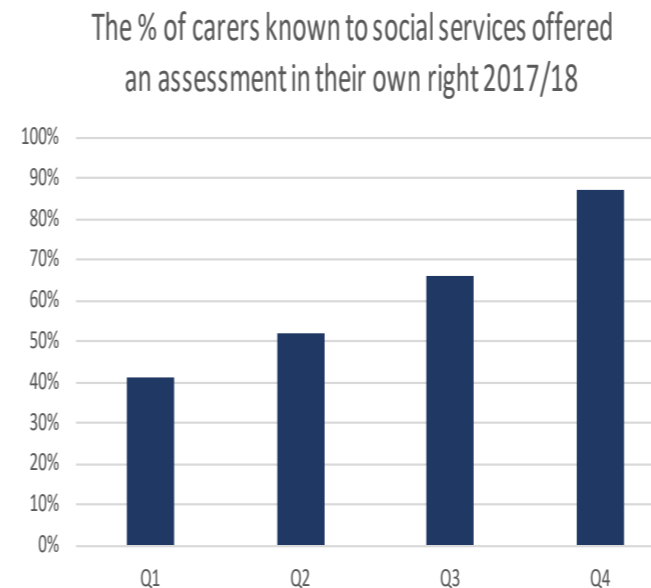
6% of telecare calls have resulted in an ambulance being called out so far this year (April-February 2019)

Tudalen 24

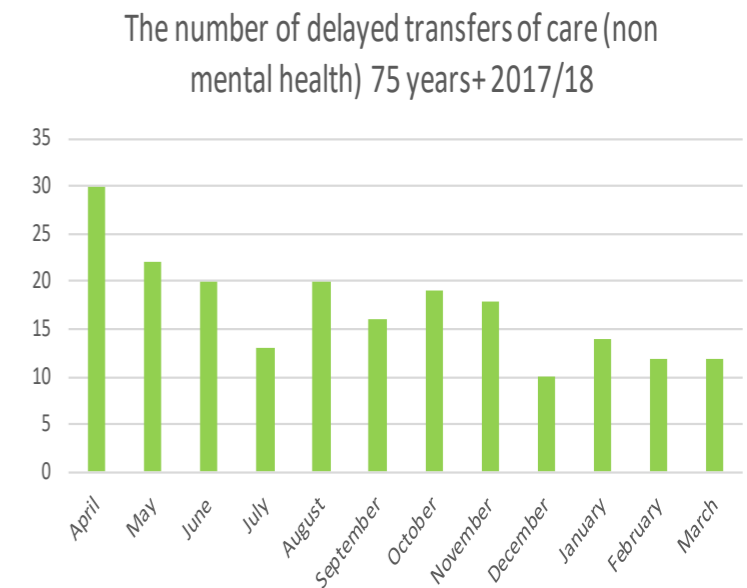
## Outcomes



## Customer Satisfaction



An average of 61% through the year



A total of 4.7% in the year, per 100,000 HB population





● **Project Executive:** Claire Marchant

● **Project Manager:** Nicola Pitman

● **Data Lead:**

## Event Updates:

**Alzheimer’s Society Cymru Conference** - The conference will be taking place in City Hall in March and Cardiff has been identified as an example of a City that exemplifies best practice and ambition and will be presenting at the conference.

## Progress on Key Work Strands

Item	Progress	Points for the Board to consider
Tudalen 25 Dementia Friends E-Module Training	Work has continued with Alzheimer’s Society Partnership Programmes to develop the digital Dementia Friends training. The relevant videos are currently with Bilingual Cardiff for translation. It is anticipated that translation will take in excess of 2 weeks. The housekeeping arrangements require concluding including distribution of the Dementia Friends badges to staff – likely to be located in Council key buildings including Community Hubs. We are looking at potentially launching the training by Dementia Action week in May which will also achieve maximum exposure and advocacy for Dementia Friendly City.	None
Dementia Information Packs	These remain in development – draft graphics have been created and information is being collated which will include Alzheimer’s Soc content, local dementia friendly events, health and carer information as well as information regarding relevant Council services. The packs require input from Health, but links have now been made including confirmation of Health representatives on the Steering group.	None
Dementia Drop in	The first dementia support drop in session will take place on the 2nd April at Butetown Pavilion Hub. Professional dementia support workers will be available to answer questions to those living with dementia, families and carers. The sessions will provide information or referral to other agencies if required. Comms plan has been put together for the first session including internal and external promotion including PSB comms. Further sessions will be delivered within the Hubs and will move around the City.	None
Reading Well - Dementia	Promotion has continued to take place with Health professionals. 479 books have issued since launch (July). Welsh translation of the titles is continuing. E-Books and E-Audio Books have been sourced and have just been made available to download. Through the work of the Library Strategy team an agreement has been secured with Boots to prescribe and promote the books to their customers. This is a national arrangement resulting in 104 Boots outlets across Wales throwing their weight behind the scheme that aims to support people living with Dementia and their families. Reading Well – Mental Health (Books on Prescription) will provide further support for carers wellbeing. The national launch of this scheme will take place in Cardiff Central Library Hub on the 26th June.	None



● **Project Executive:** Claire Marchant

● **Project Manager:** Nicola Pitman

● **Data Lead:**

## Next Steps

- Secure agreement to launch Dementia Website consultation
- Progress Dementia information points within Community Hubs
- Organise Quarterly DFC Event
- Launch E-module through the Academy

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## Dementia Focused Authority Led Website

Initial discussions have taken place with the Web team within the Authority and preliminary research has been taking place looking at the accessible elements of the website

Nic Pitman and Claire Marchant briefed Councillor Elsmore on the consultation plans for the website, which will include:-

- Consultation Survey to those affected by dementia (directly and carers)
- Consultation Survey to stakeholders and partners (including internal service areas)
- Consultation Survey to Business

Councillor Elsmore has requested a briefing to take place to Cabinet before consultation commences. The date of which is to be confirmed.

A mock up of the website was also presented and positively received.

Bilingual Cardiff have indicated that they are happy to assist in promoting the consultation with Welsh language groups.

### Points for Board to consider

- Give any feedback in relation to the initial consultation planning
- Give any recommendations regarding encouraging buy in from Council service areas to support the provision of quality website content e.g. presentation at senior level etc.

## Dementia Friendly City Governance

The first re-launched steering group will take place at the end of January. There is a requirement for an action plan to be drafted by the group detailing our immediate actions. Plans will also be discussed relating to the Quarterly Committee meeting which will need to take place prior to the end of Quarter 4.

Dementia Friends training has continued to take place with sessions in Hubs, Libraries, Independent Living, Rentsmart Wales, Adult Services, Bereavement & Registration Services and Projects Design and Development. A session has also been delivered to the Bright Start Trainees who have become Dementia Friends.

The Community Wellbeing Hub restructure has been completed and work has already been initiated to develop further supportive dementia environments within local communities. Talks are underway with Alzheimers Society to develop dementia information points in all Hubs to include key information for those directly affected and their carers including referral advice.

In addition to this, the Alzheimer's Society are scoping health partners in order to deliver dementia support sessions within the Community Hubs. This will provide informal opportunities for carers and those with dementia to receive help and enable individuals to live well with dementia within their local community. Potential partners are Admiral nurses.

### CADP Progress Update – Resilient Services Portfolio

Appendix 4 provides a summary of progress achieved through the Capital Ambition Delivery Programme against the four programmes within the Resilient Services Portfolio, shown below at Figure 1.



Figure 1: The four Programmes within the Resilient Services Portfolio

A summary of the key achievements and next steps for each of these programmes is provided below:

#### **Programme – Inclusive Growth**

##### **Aim**

Ensuring that the benefits of the Cardiff's economic growth are shared across all the city's communities is at the heart of Capital Ambition.

The Inclusive Growth Programme brings together decision makers from across the public and communities services to place a strategic focus on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good work. This will include:

1. **Further developing the Into Work Advice Service**, by regular monitoring and reviewing to ensure it helps all citizens of Cardiff to look for work or upskill. This will be done by assessing the client's needs through the Into Work Gateway. Clients will then be referred seamlessly to either light touch help in job clubs or mentoring support for those furthest from the labour market. The team will work closely with other employability projects to ensure there is little duplication and a joined up service.

2. **Using work experience and volunteering** as a clear pathway into work and to maximise and coordinate the use of volunteering and work experience across the public services.
3. Collecting, and sharing data, where allowable, across the public services to ensure that the **most vulnerable people of Cardiff are targeted** with the support they need to get them back into education, employment or training.
4. **Improving employer engagement** by offering a co-ordinated approach across the public services.
5. Acting as an advocate for the 'Real' Living wage initiative, with the objective of securing its adoption by the city's employers to support the creation of a more inclusive economy and Cardiff's recognition as a Living Wage City.
6. Creating more opportunities through public service contracts for apprenticeships, work placements and jobs by working with the business community, schools and young people.

While Cardiff's economy is amongst the fastest growing of all Core Cities, some of the most persistently deprived communities in Wales can be found in the capital city, with areas of high unemployment found within walking distance of the nation's commercial centre. These are patterns that, despite the city's transformation, have remained consistent for over a generation. In-work poverty is also growing problem in the city. Around a quarter of people in employment earn less than the Real Living Wage, and casual employment, enforced self-employment, zero-hours contracts and other forms of insecure work mean constant stress and worry for an increasing number of people.

Deprivation and unemployment rates in particular, are a strong predictor of wellbeing inequality both locally and globally. Furthermore, there is a close correlation between deprivation and high demand on public services in Cardiff.

Through better connecting citizens to the city's growth, particularly those citizens furthest from the labour market, this programme will improve outcomes for individuals, families and communities, and reduce demand on public services.

Following an analysis of previous service delivery arrangements of employability support across the city, issues that were highlighted were:

- Employment support provision in Cardiff had been very fragmented with complex eligibility criteria, service duplication and service gaps were evident.
- There was no single view of the individual and no assessment or monitoring of the progression that different interventions were delivering.
- There was no coherent pathway for progression and highly fragmented or non-existent needs assessments.
- Conversations with employers came from a wide range of sources making them resistant to engage.
- There was little support for those who wanted to set up a sole trader, self-employment business.

The Council expanded its Into Work Advice Service in April 2018 to address all of the above, and the service will be monitored and reviewed to ensure that it is meeting all the objectives.

With the introduction of the Welfare Reform changes, many people who have never been required to look for work would now be mandated to do so. These people will be some of the most vulnerable in our society. Work done needs to target and support these citizens.

Further work needs to be done to harness the good intentions and social responsibilities that employers have to support some of our most vulnerable. A more joined up approach needs to be realised to ensure that employers are only approached once, from one coordinated team.

Performance has improved in reducing the number of school leavers who are NEET but more needs to be done to ensure that all young people are able to make the transition to employment, education or training. Data is available that needs to be scrutinised and acted upon for some of our more challenging and vulnerable cohorts of young people. These include LACC, YOS, EOTAS and young mums. The data is available across the public services to be able to pin point these individuals, so targeted work can be done.

A more comprehensive approach to co-ordinating and managing the range of work experience and volunteering opportunities across the public services needs to be created so that these opportunities are a real pathway into EET.

Training and employment opportunities should be maximised utilising the advantage Cardiff Council and other public service partners has both directly through its service commissioning and indirectly in its community leadership role.

### **Into Work Service Development Project**

The project will develop a fully integrated and comprehensive Into Work Service, which will bring together Council resources and outside funding streams including Welsh Government, Home Office and European Social Fund money. This will provide an easy-to-access Gateway to employment support services in Cardiff. The service will offer not only light touch help and support through one single access website, a telephone advice line, social media and face-to-face job clubs, but it will also provide in depth mentoring help for those that need it.

The integrated service will provide a clear route into employment for citizens of Cardiff. It will remove barriers to employment for the unemployed, in particular providing effective support for those furthest from the labour market. The teams will have specific youth and adult elements to ensure they are meeting the specific requirements of the cohort.

The team will also have a self-employment advisor and employer liaison / work placement officer to make those necessary links. In addition to this, bids will also be submitted to support those who are suffering in work poverty and to provide upskilling training for these citizens.

Until April 2018, employment support services in Cardiff were fragmented, with differing and complex eligibility criteria. This caused duplication in the services offered, as well as gaps in service provision, and made services unnecessarily complicated to access.

This project will contribute to the Inclusive Growth Programme's vision by promoting employment opportunities to our most deprived citizens, reducing poverty and

inequality. The “single view” approach will enable interventions to be better targeted, and the effectiveness of those interventions to be assessed more easily.

Into Work Services will be assessed to ensure that it is meeting its stated aims. Future improvements to the service will include better pathways to service and by enhancing the brokerage function to enable service users to access job opportunities.

The long-term impact on Council services will be positive as people who are currently dependent on benefits and Council services are enabled to move into employment and independent living. As the Into Work service is able to increase its reach and capability, increasing numbers of people will be prevented from falling into unemployment and deprivation, avoiding the costs and social problems associated with these.

#### **Key Achievements** 1st April 2018 – 28<sup>th</sup> February 2019

- Number of people supported through the Gateway = **40,531**
- Number of people **verified** as being supported into work = **750**
- Number of people supported with **Universal Credit** claims = **2,616**
- Number of locations offering face to face support = **46**
- Number of calls received through the advice line = **4,116**
- Number of hits on Into Work website = **19,501**
- Number of people who attended Work Skills training. Non-accredited = 1,174  
accredited = 1,057. **Total 2,231**
- Number of people who have attended Learning for Work courses = **496**
- Success rate of Adult Learning accreditation = **94%**
- Number of people on mentoring projects supported into work = **270**
- Success in bidding from the ESF for 2 additional mentors to support people who are looking to upskill in their current jobs
- Number of people supported into self-employment = **101**

#### **Next steps**

- To bid for additional external funding to further expand the service.

- To review locations of face to face Gateway services to ensure that all citizens within the city are served.
- To align the service fully with other departments within the Council to ensure a fully joined up approach and the best outcomes for citizens. These include Adult Learning, Cardiff Works, and Bright Start trainee scheme.
- Further explore and interrogate the Capita One database to look at how more preventative work can be carried out and how to make better use of the data we hold.
- Liaise with WG and Careers Wales as the new Work Advice Wales programmes is rolled out across Wales to reduce duplication and to ensure the referral process between the two gateways are seamless.
- Work closer with Youth Services to ensure NEET figure remains low and support not only at transition time but also across the year.
- To review projects overall to ensure they meet and consider additional / alternative membership of the board to ensure all interested stakeholders are invited.

### **Improving Employer Engagement Project**

The project will develop an employer engagement programme that will co-ordinate and manage the range of training, apprenticeships, and work experience and employment opportunities in the city.

The project will identify and understand the skills needed in the city of Cardiff in order to inform training and apprenticeship programmes. This work will include an understanding of the skills requirements of employers moving to Cardiff. The employer engagement officers will match and link in people with employers, offering a service for those who are looking to recruit.

### **Key Achievements 1<sup>st</sup> April 2018 28<sup>th</sup> February 2019.**

- Number of local / community jobs fair held – 5.
- Number of attendees for all jobs fairs held by Into Work Services - 1,624.



- Total number of employers that have worked with the Employer Engagement team – 208.
- Number of pre-employment training initiatives delivered in partnership with employers – 7.

### **Next Steps.**

- Carry out more local as well as one major centralised jobs fairs, ensuring that community jobs fairs are tailored to the needs and demographic of the local community.
- Create an active matrix to collate forthcoming opportunities across the city to ensure that training can be rolled out prior to the needs of the employer, delivering a skills ready employee.
- As Into Work Services align with Cardiff Works, investigate how temporary post can be used as a pathway into permanent employment.

### **Targeting of Services to the most vulnerable project**

The project will look at what data as a Council (and partners where GDPR allows) is held to specifically target the most vulnerable citizens in Cardiff.

This will include the development of the current Capita One system to create an integrated information system for monitoring young peoples' pathways into education, training and work. The data collected will be used for early identification of vulnerable young people and those with no planned destination on leaving compulsory schooling, so that appropriate support services can be offered to them before they leave the education system.

Support will also be targeted towards people identified as having additional needs, e.g. those with disabilities, refugees, young parents and homeless people. Additionally, support will be provided to individuals affected by the benefit cap providing one to one employability support-to-support participants back into employment.

## **Key Achievements** -1<sup>st</sup> April 2018 – 28<sup>th</sup> February 2019.

- Into Work Services using the Capita One database operationally since the 1<sup>st</sup> April 2018.
- Number of people supported affected by the Benefit Cap – 231.
- Number of people supported in temporary / homeless hostels – 113.
- Number of EETS supported – 355.
- Number of people supported with refugee status – 220.
- Number of EOTAS supported with training – 71.
- Number of people supported with refugee status into work – 40.
- Number of people supported affected by the Benefit Cap into work – 296.
- Number of people supported in temporary / homeless hostels into work – 6.
- Number of NEETS supported into work – 77.

## **Next Steps.**

- Closer work with youth services to ensure more join up of services for 16-18 year olds, especially young people educated EOTAS, including bespoke training packages and into work mentoring provision.
- Work with CAVC / YS and other training providers to ensure transition from year 11 into EET, especially for the more vulnerable young people.
- Create new business analyst post to further interrogate the database to understand full capabilities and to look at preventative work.
- If successful with Transformation Bid set up new service to support young people with additional learning needs into EET, volunteering or work placements.
- Fully understand how the most vulnerable will need help with Universal Credit when it begins to be migrated and how support can be offered.
- Gain closer links with Remploy (Work Health Programme) providers. Looking for ways of referring into the services more robustly.
- Roll out support to all hostels across the city where viable to do so.

- Review the benefit cap/ back to work procedure fully to ensure it is still fit for purpose and amend accordingly. Consider those families who will see their cap increase with the introduction of Universal Credit.
- Continue to support and fully understand the needs of refugees, especially those on the Syrian Refugee Programme into EET.
- Ensure data about LACC young people is accurate concerning NEET status on CareFirst. Using this data Bright Start scheme to ensure opportunities are offered to all. If not ready for the trainee scheme then to be referred to youth services / into work mentors. Clear figures and pathways to be recorded.

### **Work Experience and Volunteering Project**

The Council's Volunteering Cardiff Portal will be developed to provide a more coordinated approach to maximising volunteering and work placement opportunities across the city. These opportunities will be from all sectors and the portal will need to be promoted widely, so it truly acts as a one-stop shop. The portal will monitor the outcomes of these opportunities. It will be maintained and updated, in order to match suitable candidates to volunteering or work placement opportunities as they arise. Additional links will need to be made with external volunteering and work placement providers as a pathway into work for clients who require this.

The volunteering and work placement opportunities provided by Cardiff Council will be expanded, more joined up and promoted to widen the offer. Service areas may need help to support the take up of these placements.

### **Key Achievements**

- Number of volunteers supported within Into Work Services – 195.
- Number of volunteer hours given – 4,694.
- Percentage of volunteers that leave due to a positive outcome = 69%.
- Number of roles offered by Into Work Services in volunteering opportunities - 7.

## **Next Steps**

- Ensure new opportunities are on the volunteering portal and it is updated regularly.
- Investigate how work experiences opportunities within the Council can be utilised more as a pathway into work / volunteering.
- To link in with the social responsibilities project to ensure that volunteering and work placement opportunities are included and taken up with the Community benefits.

## **Social Responsibility Project**

This project links to all the projects within the Inclusive Growth Programme and will support the delivery of some of their success measures. The Socially Responsible Procurement Project aims to:

- Maximise the delivery of community benefits through Council contracts.
- Establish an online community benefits tool that:
  - enables contractors to accurately report on the delivery of community benefits and for contract managers to hold contractors to account
  - holds a menu of community benefits that the Council and partners would like to see delivered through Council contracts
- Encourage key public sector partners in the City to also look to maximise the community benefits that they are delivering through their procurement spend.
- Establish Cardiff as a recognised 'real' Living Wage City.
- Promote the business benefits of Credit Union payroll schemes to Council contractors and support and increase in Credit Union members across the City.

**The following provides an update on progress and highlights some of the key achievements.**

## **Living Wage**

The Council has continued to actively promote the 'real' Living Wage and support SME accreditation through its Living Wage Accreditation Support Scheme. The

Council has played a key role in increasing the number of accredited employers in Cardiff from **20** in 2015 to **88** in 2019, around 46% of the Welsh total.

Capital Ambition set out the Council's ambition to be recognised as a Living Wage City. A Living Wage City Action Group was established in late 2018. This cross-organisational group agreed to accelerate Cardiff's application for Living Wage City status. The target is now to have an action plan ready for discussion and finalisation at the next Group meeting in May 2019. The action plan will be based on Dundee's successful application and once finalised will be submitted to the Living Wage Foundation for approval.

### **Community Benefits**

There are a number of work streams underway and include:

- **Reviewing the Delivery of Community Benefits** – review of the community benefits being delivered through major construction contracts will be undertaken in the first quarter of 2019/20 in liaison with the contract managers. This review will look to improve management of delivery, assess whether any additional support or guidance is required and look to develop case studies for publication on the Council website.
- A **Community Benefits Delivery Plan Template and Method Statement Template** were successfully piloted on a major tender in late 2018 and this approach will now be utilised on tenders moving forward. Standard documentation is now available on the Council Intranet.
- **Online Community Benefits Tool** – a Cardiff based SME who have been working on the Cardiff Commitment have been commissioned to develop Community Benefits software that will link into the Cardiff Commitment software. The software will enable contractors to report on community benefits delivery and will include a list of the community benefits that the Council wants contractors to deliver. The aim is for pilot software to be available in May/June 2019.
- **Community Benefit Reports** – we are working to develop corporate systems to enable improved reporting on contractual commitment and delivery. The ambition is for this delivered via the online reporting systems, meaning that it will be publically available.

- **Financial Value of Community Benefits** – a review of existing methodologies used to calculate the financial value of the community benefits being delivered is underway but the chosen option is likely to be the National TOMS that was launched in late 2017 and is updated annually. The preferred methodology will form part of the Socially Responsible Procurement Toolkit and will initially be focused on training and employment.

**Socially Responsible Procurement Toolkit** – work is ongoing, the aim is to have a consultation draft completed by the end of April 2019. This will include an updated **Community Benefits menu**.

### **Key Project Successes**

- The role that the Council has played in increasing the number of accredited Living Wage employers to 88, around 46% of Welsh total. In March 2019, the Council has submitted a Living Wage Places Award application to the Living Wage Foundation to gain recognition for the work that the Council has been undertaking.
- Establishing Living Wage Action Group and gaining cross-organisational support and commitment to this agenda.
- Successfully piloting a Community Benefits Delivery Plan and Method Statement on a tender, which resulted in tenderers submitting the quantifiable community benefits that they would deliver through the contract. This will make it easier to monitor and manage delivery through contract management processes. This approach is now being rolled out.

### **Next Steps**

Over the next 6 months, the project will:

- Finalise, and then submit, Living Wage City Places Application to the Living Wage Foundation for Cardiff to gain Living Wage City accreditation.
- Continue to actively promote Living Wage Accreditation to employers in Cardiff, including the Council's [Living Wage Accreditation Support Scheme](#) for SMEs.

- Finalise and publish a Socially Responsible Procurement Toolkit.
- Start publishing and promoting Community Benefits Case Studies on the Council website.
- Review and update of Contract Management Guidance, processes and procedures, to ensure that they fully address the delivery of community benefits.
- Deliver of an online Community Benefits Tool whose function will include enabling the monitoring of the delivery of community benefits on Council contracts.

### **Programme – Improving Outcomes for Adults**

#### **Aim**

This programme will contribute to the working practices of both the Cardiff & Vale Integrated Health & Social Care partnership and the Regional Sustainable Social Services agenda. In addition, the programme will operate under the Social Services National Outcome Framework as established by the Social Services and Well-being Act (2014) Wales, along with any associated legislation.

The programme will primarily focus on delivering the priorities and projects identified under the ‘Cardiff is a Great Place to Grow Older’ Well-being Objective, contained in the PSB’s Wellbeing Plan and aligned to those in the Regional Partnership Board’s Area Plan. The work under this programme also has the potential to contribute to the following other objectives:

- Safe, confident and empowered communities
- Cardiff grows in a resilient way
- Cardiff is a great place to grow up
- Modernising and integrating public services

The Programme Board, comprising senior officers from agencies across the city of Cardiff and reporting into the PSB Delivery Board, will promote the prevention and early intervention services and wherever appropriate aligning and integrating public

and community services to help older people stay safe, as healthy and independent as possible. This will include:

- That they will have the integrated advice, support and assistance they need at the right time
- People in the community will be supported to achieve maximum independence
- To refine and improve the Council's emerging approach to locality and community based services

Key priorities moving forward that will be addressed by this programme are:

- **Managing Demand**

Using preventative, early help and pre-crisis targeted interventions as widely as possible to support individuals prior to a need for longer-term care solutions

- **Progressive Commissioning**

To ensure a uniform approach to commissioning care from an engaged and cost-effective private supply base

- **Strength-based Practice**

Fully integrating the strengths-based approach with the Council's approach to providing and assessing for care and support.

- **Business Efficiency**

Delivering a continuous cycle of service improvement through the use of new systems, technologies and processes and integrating best practice at every opportunity

### **First Point of Contact – Get Me Home Project**

Through ongoing engagement with Health Partners at University Hospital of Wales it was identified that access to Council Services and process flow to discharge of patients accessing services could be improved. This project has worked alongside other initiatives such as the review of CRT/Reablement in order to ensure that services provided by the Council and the University Health Board can be delivered jointly and as effectively as possible.



A full review of current arrangements in place for the discharge of patients from hospital was undertaken. This included looking at processes currently followed by Cardiff Council teams, Health and Third Sector partners to capture a detailed as-is picture, roles & responsibilities and end to end processes. These were mapped and roles and responsibilities dashboards developed for staff involved in a patient's discharge journey.

Using a collaborative approach, a new way of working was developed to improve the patient journey and increase integrated working between Cardiff Council, Health and Third Sector partners to ensure patients have access to the full range of services offered by the Preventative Services programme, as well as community or home based social care services, as required. This has taken the shape of a pilot team, part of the Council's Independent Living Service, operating in two wards at the University Hospital of Wales. This was rolled out in December 2018 and regular feedback review sessions have been held during the pilot to monitor progress.

### **Next Steps**

The model will be rolled out across the rest of UHW during the spring and summer of 2019.

### **Review Community Resources Team Project**

The Cardiff Community Resource Team (CRT) is a joint service between Cardiff Council and Cardiff & Vale UHB. The CRT has been operational since 2008 providing reablement services, the purpose of which is to support people to regain or retain independence. The CRT currently categorises its work into three main areas - social care only, therapy only and full team support with resources allocated on this basis.

A systems review of CRT took place in November 2018 including participants from all levels across the service to gain a detailed understanding of how the service currently operates. The focus was on 'what matters' to people who experience the service and understanding in detail how the current service operates.

The review highlighted agreed aspirations to move towards an intake model.

However, there were concerns the current model would not be sufficient to meet the

potential demand. There was agreement on a need to undertake demand capacity analysis and there would need to be significant change to the operating model. Delivery will be based on a phased approach.

The outcomes of the systems review were twofold:

- To implement quick wins based on the findings of the systems review. This is currently in progress with resources being based within a hospital setting to improve discharge flow for patients out of hospital into the reablement service and to widen the criteria for eligible patients.

This would inform the second element to:

- Undertake a detailed analysis of the current operating model; to include performance data and demand & capacity modelling in order to design and implement a new optimal operating model based on clear purpose and principles.

This second element is commencing in March 2019 with the Capital Ambition Delivery Team supporting the project.

## **Next Steps**

March 19 - Undertake analysis of Performance data and current scheduling software system - DRS

April 19 - Implementation of quick wins

April 19 - Undertake Demand & Capacity exercise

May 19 - Development of Agreed Pathways

June 19 - Development of Business Case for New Operating Model

September 19 onwards - Phase 1 of Implementation of New Operating Model – Intake / ICP.

## **Care and Housing Review Project**

In March 2019, Cabinet approved the Cardiff Older Persons' Housing Strategy 2019-2023.

The Strategy includes an overarching vision ***‘to deliver the best housing outcomes for all older people in Cardiff’***.

Supporting this are a number of key aims, to:

- Deliver new homes that meet older persons' housing needs and aspirations.
- Improve our existing homes to ensure they are fit for purpose and support independent living.
- Plan new homes and communities to address future housing and care needs across all tenures.
- Provide person-centred information, advice and assistance.
- Help older people to maintain their independence for longer.
- Ensure the needs of the most vulnerable are met.
- Build stronger, inclusive communities and tackle social isolation.

To support this project a Programme Board, with representation from all interested partners, was established in September 2017. A key part of the work programme will be to deliver the Regional Partnership Board commissioned report on the 'Assessment of Older People Accommodation, including care and care ready' by Housing LIN.

An action plan in response to the Housing LIN report has been developed and will be kept under review by the Programme Board.

The Programme Board has agreed to map development land available, ownership and any proposed plans for land. Alongside the plans of local authorities and RSLs, it has been agreed that the Programme Board needs to understand the sustainability plans of health and GPs in particular, to identify any opportunities for co-location in any new development.

In addition, it has also been agreed that all partners would provide any specifications/policies they have regarding development e.g. all ground floor accommodation to be developed as one bedroom accessible homes.

The Programme Board has agreed that there should also be a focus on refurbishment and remodelling of existing accommodation (rather than new build) as potentially this may be more economical.

## **Next Steps**

Work is underway to develop the detailed action plan to deliver the strategy. This will include the development of an Older Persons and Accessible Homes Unit to provide additional advice and support for those who wish or need to move.

The Programme Board will continue to review the action plan in response to the Housing LIN.

## **Dementia Friendly City Project**

Dementia Friendly Cardiff officially launched in 2018 as a collaboration between Cardiff Council, Alzheimer's Society and the Health Board. The project aims to deliver on a shared vision of working towards a City in which people affected by Dementia as well as their families and their carers can feel supported and live well with their diagnosis. Currently there are approximately 3,500 people living in Cardiff who have been officially diagnosed, but this figure is projected to increase and is estimated to be as high as 7,000 by 2025. Dementia Friendly Cardiff aims to make sure that people with dementia can live in supportive communities within the City and help them feel that they are not alone.

The Dementia Friendly City has been adopted as a Capital Ambition commitment.

Dementia Friendly Cardiff have developed a pledge scheme to enlist the support of public, private and third sector services to take positive action and make changes that can benefit those living with the disease and their families.

Some of the key achievements to date are:

- There are now over 22,000 Dementia Friends across Cardiff who have participated in Dementia Awareness Sessions.
- A programme of face-to-face Dementia Friends Awareness sessions have been delivered to Council staff.
- South Wales Police have included Dementia Friends Awareness sessions within PCSO induction training.
- Dementia cafes have been delivered at Hubs and Libraries across the City.
- Grand Avenue Day Centre has opened as a Centre of Excellence to support those living with Dementia.

## **Next Steps**

- Undertaking Dementia Friends training across the Authority with the aim of 100% compliance by 2021.
- Developing e-module training in collaboration with the Alzheimer's Society by March 2020.
- Continue to encourage businesses to pledge their commitment to becoming Dementia Friendly.
- Developing a dementia-focussed website by March 2020.

## **Programme – Improving Outcomes for Children**

### **Aim**

This Programme focuses on delivering the priorities and projects identified under the 'Cardiff is a Great Place to Grow Up' Well-Being Objective, contained in the PSB's Well-Being Plan.

The Programme Board comprises of senior officers from agencies across the City of Cardiff and reports into the PSB Delivery Board and The Capital Ambition Progress and Performance Group.

The Programme Board will promote the most effective prevention and early intervention services possible, and ensure that fewer children and young people need to rely on formal care and support.

The Board will contribute to the Social Services National Outcome Framework as defined by the Social Services and Well-being (Wales) Act 2014.

### **Child Placements Project**

Cardiff is currently facing a very challenging situation with foster care provision. Foster carers are either employed by the Local Authority (In-house), or by Independent Foster Agencies (IFA's). It is the Council's preference, for many reasons, to use foster carers it directly employs. Of the current foster carers used by

Cardiff Council, 80% are with IFA's and this is higher than it has ever been in Cardiff and higher than any other local authority in Wales.

The current position has developed gradually over the past 5 years as the number of looked after children has increased. In this period, the number of in-house foster carers and placements has remained static (with the service attracting a similar number of new foster carers to those leaving), but the increased need has been addressed by increases in the use of IFA carers.

The Social Services and Wellbeing (Wales) Act 2014 places a duty on the Council to place a child near their home, in the local authority area and to not disrupt their education. There is strong evidence that the stability of a placement has a strong impact on that child's outcomes as they are crucial to providing these children with a feeling of belonging and security – and this is key to educational attainment and their health and well-being.

The Fostering Project has been established to:

- increase number of in house foster carers.
- increase the proportion of foster carers that are employed directly by the Council
- create a Fostering Service that meets the needs of children and young people, foster carers and the Council.

The following key actions have been delivered by the project to date:

- Project aligned with National Fostering Framework principles.
- Dedicated Media & Marketing support aimed at increasing number of in house foster carers.
- Completed review of current fees and allowances.
- Secured an additional £300k to enhance the financial incentive to in house foster carers.
- Agreed the new Cardiff Offer for in house foster carers, including incentives for those transferring from IFAs.

- Adopted All Wales Performance Framework and created internal performance framework, to ensure robust and timely data collection and benchmarking.

### **Next Steps**

- Roll out of revised Cardiff offer to in house foster carers (April 2019).
- Implement All Wales Learning & Development Strategy for Foster Carers to ensure consistently high standards (May 2019).
- Create Child Placements Team following Social Services Management Restructure.
- Key council departments (Into Work Services & Cardiff Works) to actively promote foster caring as a career choice (June 2019).
- Future website development.

### **Child Friendly City Project**

Cardiff Council and its partners have collaborated with Unicef UK to embed a children's right's approach in the planning and delivery of public services for children and young people. The aim is to make children's rights integral to policy and practice, which transform services, leading to improved outcomes in all aspects of children and young people's lives.

The vision is Cardiff is 'a great place to grow up':

- A city with children and young people at its heart, where the voices, needs and rights of all children and young people are respected.
- A city where all children and young people, regardless of belief, ethnicity, background or wealth are safe, healthy, happy and able to share in the city's success.

Within the project, there are five key goals:

Goal 1 - Every child and young person is valued, respected and treated fairly.

Goal 2 - Every child and young person has their voice, needs and priorities heard and taken into account.

Goal 3 - All children and young people grow up in a safe and supportive home.

Goal 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.

Goal 5 - Children have good physical, mental and emotional health and know how to stay healthy.

Some of the key milestones delivered to date include:

- December 2016 - Expression of interest submitted.
- March 2017 - Formal Cabinet approval.
- August 2017 – June 2018 Discovery Phase – Children & Young Persons (C&YP) Engagement and data analysis.
- August 2017 Workforce Development Plan implemented (Phase 1).
- September 2017 Child Friendly City (CFC) Programme governance established.
- April 2018 Rights Respecting Schools Programme launched.
- May 2018 – Young people represented on strategic boards / committees.
- September 2018 - Period Dignity Programme pilot, roll out March 2019.
- September 2018 - Street Play Pilot, roll out March 2019.
- November 2018 - Child Friendly Cardiff Strategy launched.
- November 2018 – Child Rights Module launched on Cardiff Academy.
- November 2018 – UHB Rights Charter and Youth Health Board launched.
- January 2019 – Shout Out About Play Grand Council – Play Action Plan development.
- March 2019 – CFC Communication Plan developed.
- April 2019 – CFC Delivery Plan submitted to Unicef.

### **Next Steps**

- April 2019 - Pilot Child Rights Impact Assessment toolkit.
- April 2019 – Next round of Elected Members training.
- April - June 2019 – Education 2030 Strategy – C&YP engagement.



- April 2019 – Curriculum 4 Life Manager employed.
- May 2019 – Launch new Youth Provision for care experienced young people.
- April - June 2019 - ViewPoint C&YP Survey development.
- April – September 2019 - Children’s Services Strategy – C&YP engagement.
- May 2019 – Prejudice Based Bullying Guidance for schools launch.
- June 2019 – School Active Travel programme initiated.
- July 2019 – Inspection of ACT EOTAS Provision
- Sept 2019 – Launch ViewPoint survey in all schools.

### **Early Help Project**

In October 2018, Cabinet approved a new delivery model for integrated early help and prevention services for families, children and young people in line with the Council’s Capital Ambition’s commitment to having an enhanced Early Help provision.

Aims of the service will be to:

- Provide a clear pathway into services.
- Provide timely information advice and assistance, reducing the need for ongoing support.
- Enable families with emerging short-term problems to be better helped to manage these problems, build resilience and avoid the need for longer-term support.
- Better support families with complex problems, to prevent the need for statutory intervention, taking a relationship based whole family approach.
- Improve the range of services available for families who are involved with statutory safeguarding and care services to be able to secure the best possible long-term future and enable them to step down to support services as soon as this is safe.
- Develop a shared understanding and language across the city, developing a “no wrong door” approach with all partners fully engaged in supporting families.

- Improve outcomes for families and children across a range of indicators including improved school attendance and prevention of the need for care.

The new model contains a new approach to family help and support based on three new family support services:

- A **Family Gateway** service to respond to all referrals, enquiries, offer information, and advice.
- A closely linked **Family Help** service to respond promptly to families who need some short-term support, including a combination of signposting, practical assistance and help with parenting.
- A **Family Support** service which is able to work with families with more complex or severe problems and where there is a real risk that without intensive support, more significant intervention would be needed.

These Family Help and Family Support services will refer into a range of other services operated by both council and partners to ensure that the families and children receive the help they need. These services range from universally available help, such as money advice, to specialist therapeutic and health related services.

A strategic steering group and project delivery group was established and an action plan developed for implementation and mobilisation of the new service by 1st April 2019. The new service will be called Cardiff Family Advice and Support (CFAS).

Good progress has been made on the staffing structure. Both internal and Tros Gynnal Plant (TGP) staff have been consulted, together with the trade unions and the recruitment into the posts is ongoing.

Work on systems, accommodation and training plans are ongoing.

**Next Steps.**

- Accommodation alterations completed.
- Complete restructure.
- Deliver training for all staff.
- Installation of call management systems completed.
- Continue to work on development of new referral processes and pathways.
- Continue to work on development of business processes and operational standards.
- Commence work with partners on wider Early Help training programme.
- Commence work with schools on training needs analysis and wider Early Help training programme.

### **Children's Services Workforce Planning Project**

At a time when there is a national shortfall in qualified and experienced Social Workers, there is a need to develop Cardiff Council's Children Services to be the employer of choice in this region and beyond.

In order to do this, this project will focus on four priorities:

1. to recruit sufficient permanent, high quality staff with suitable qualifications and experience.
2. to retain existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive within the market place.
3. to support career development through student placements, progression to Advanced Practitioner and Manager Development Programme.
4. to develop an Exit Strategy for agency workers.

This project will develop a strategy for recruitment, retention and reward that will aim to:

- Increase our exposure in the market place through social media and the internet, targeted advertising on WM Jobs and Greater Jobs, and via the Teaching Partnership.
- Ensure there is a targeted programme of recruitment.

- Develop the recruitment and selection process in Children Services.
- Ensure that there is a consistent approach to the social work task across all teams and clear expectations for practitioners, social workers and front line managers, which they can measure themselves against.
- Ensure robust and fit for purpose Induction and Supervision policies and procedures.
- Ensure that career pathways and opportunities for development are available to all staff that seek them.

There has been good progress in the development of the Recruitment and Retention Strategy. Two documents have been developed, one that will be an internal document, that outlines how the service intends to support its workforce to deliver its services, and an external document that is aimed at attracting people to work for Cardiff Council Social Services.

With support from HR People Services, the service has also reviewed the market, and completed some benchmarking in relation to salary and working conditions etc.

The service is investigating options in relation to supporting social worker students, looking at why social workers who study in Cardiff do not stay and work in Cardiff.

The Cardiff offer is, by comparison to other authorities, very good, and further work is needed to identify why people leave.

The biggest issue now is the discrepancies with data. There is not a clear picture of the establishment and figures provided by different parties' conflict.

The success of much of the project relies on the accuracy of the establishment data and the project is focussed on resolving this issue.

If the service can identify where the gaps are, they will be able to structure the recruitment activity accordingly.

### **Next Steps**

- The review of the establishment data is a priority.

- Corporate Communication and Media to continue to develop the Cardiff offer Catalogue and Marketing material for conferences and jobs fayres.
- Targeted programme of recruitment.
- Revised Induction and Supervision Policies and Procedures.
- Develop and produce defined performance measures and QA processes.
- Analysis of motivation for Children's Social Work.

### **Disability Futures Project (DFP)**

The vision for the population of disabled children, young people, adults and their families and carers is to have coordinated services that are integrated and work seamlessly in supporting those most in need across Cardiff and the Vale of Glamorgan.

The DFP has undergone a review of focus recently, with an agreement to align the programme with activity within the Learning Disability Partnership Board.

To date, the DFP has been delivering on a series of ICF projects that have enabled the progression of service development for disabled children and young people, and people with learning disabilities at pace and scale, across the region and the integrated partnership.

- The DFP has secured over its lifespan £5.844 million ICF revenue.
- £938,000 for IAS services.
- Over £2 million in Capital Resources.

The DFP will be continuing to manage the ICF and Transformation grant processes to enable robust governance and oversight of the partnership delivery of outcomes to disabled children and young people, in alignment with the Learning Disabilities Partnership Board

The DFP has supported the partnership to secure additional resource for 2019/20 and 2020/21.

- The DFP has secured an additional £5.2m of ICF resources over the next 2 years to continue development of regional and integrated services for children with complex needs and people with learning disabilities.

- The DFP has facilitated and secured an additional £4.2m of ICF resources over the next 2 years to initiate development of regional and integrated services for children at risk.
- The DFP has put forward an investment plan of £1.3m for Transformation Grant funds to develop integrated services for children with additional needs across the region.

The DFP will continue to work towards delivery of a vision that supports improved outcomes for disabled children, young people and young adults, in addition to working in partnership with the LD Board to improve outcomes for people with Learning Disabilities.

### **Programme – Street Scene**

The vision of the programme is *‘Transformed and integrated services, delivered by highly productive, valued and supported staff, in a way that ensures a high quality, well-managed street scene to engaged communities and the City of Cardiff’.*

The key aims of the programme are:

1. Joined up Council services to keep streets clean and well maintained within existing budget levels.

***Outcome – to provide effective, efficient and aligned service delivery focusing on delivering the best for citizens, communities and the city.***

2. Proactive approach to street and public space enforcement to control concerns of litter, dog fouling and fly tipping.

***Outcome – to deliver a zero tolerance approach to anti-social behaviour relating to street scene to improve behaviours of a minority number of citizens who adversely affect communities.***

3. Improve records relating to assets, inspection and maintenance to support effective and efficient digital service provision.

***Outcome – to deliver end-to-end management and maintenance of assets relating to defects and remove failure demand.***

4. Supporting the Cardiff Ambition objective *Working for Public Services*, boost recycling rates by placing a focus on education, community engagement, behaviour change and the delivery of sustainable complimenting services such as re-use.

***Outcome – to deliver legislative requirements on recycling whilst ensuring shaping of services through citizen engagement.***

5. Deliver long term recycling infrastructure, including Household Waste Recycling and Re-Use Centres to meet the demands from growth whilst promoting recycling and re-use.

***Outcome – to deliver legislative requirements on recycling whilst ensuring recycling and re-use centres support citizen demand.***

6. Supporting the Cardiff Ambition objective *Working for the Future*, grow the 'Love Where You Live Campaign to support residents, businesses, community groups and local/nation campaign groups to improve engagement and ownership for their local community and the broader environment.

***Outcome – to deliver a sustainable volunteering and partnership approach to improve outcomes for neighbourhoods and foster robust communities that reduce waste and adopt re-use.***

7. Deliver digitalisation through the services delivered to improve effectiveness and efficiency whilst securing an improved customer experience.

***Outcome – improving business process and digitalising will remove waste, improve timeliness of service and provide an improving customer experience.***

8. Develop a commercial and collaboration strategy to support service provision for key stakeholders in Cardiff and with regional partners.

***Outcome – to deliver sustainable services that support improving consistency across the city of Cardiff and the region.***

## **Waste (Bartec) Project**

The Waste Management Domestic Collections team required a replacement back office system to replace existing, unsupported software. This provided an opportunity to enhance functionality and introduce mobile technology for frontline teams as well as automate some functions, which were paper based and manual.

A new solution (Bartec) was procured and a new back office management system and in-cab mobile technology have been installed. This has enabled real time visibility of round progression, improved management information and better utilisation of resources.

Crews provide feedback via the in-cab devices on street completion information and report on events such as contaminated waste and broken bins.

A number of processes have been automated to improve service delivery and enable removal of paper work packs and manual processes.

The project team has worked closely with the Cardiff App project team as the implementation of the new technology has meant that waste functions have been able to be added to digital channels.

### **Next Steps**

The project is nearing completion with the final two elements of job automation in development. These are to rollout out the automation of:

- Bulky Waste Collections, and
- Bin & Bag Ordering and delivery.

### **Cleansing Round Re-design project**

This project was established in September 2018 and the project team were provided with the following objectives:

- To digitalise cleansing rounds, moving away from existing paper based system and create a flexible and proactive system.
- Use a combination of litter based data and staff area knowledge to intelligently inform round changes.
- To establish operational efficiencies and savings.
- Review options to reduce core fleet.
- Improved links with enforcement.



- Establish improved productivity and operational efficiencies with existing staff numbers.
- Rounds to better allow for flexibility with sickness and holidays.
- Explore the opportunity to create teams to carry out specific requirements, i.e. bins, shop fronts.

Utilising Route Smart software and workshops with staff, two trials have successfully been carried out in both the east (covering Llanrumney, Rumney and parts of Pentwyn Ward) and the west (Ely and Caerau) of Cardiff. A mid-way review of the pilot has shown improvements in LEAMs (Local Environmental Audit and Management System) scores in all areas. The project team has captured lessons learned that will further enhance the review, for example ensuring supervisors support and link up with staff towards the end of their shifts to resolve any issues that arise.

Trade Unions and staff have been fully consulted and involved in the redesign process, enhancing the new routes with local knowledge.

### **Next Steps**

- Expand round review to the rest of the city.
- Align work with new area manager approach, as part of future restructure arrangements within Street Scene.
- Incorporate parks cleansing into the citywide redesign.
- Consider incorporating additional nightshift working that will reduce shop front requirements during the day.
- Create staff surveys to establish their views on success of project.

### **‘Love Where You Live’ Expanded Campaign project**

In 2016, following an increase in litter related complaints; a strategic need was identified by Neighbourhood Services to encourage improved engagement and activity with citizens and community groups. *Love Where You Live* is a street scene project and campaign developed to create partnerships with the communities the Council serve as well as tailor services and the urban environment to enhance citizen lives. To

date this has delivered new Keep Tidy volunteer groups, increased volunteer litter picking hours, a roll out of community planters and a partnership with Keep Wales Tidy. The campaign has delivered a number of successful campaigns to date and generated a total of 8,684 volunteer hours in 2017/18 (equivalent to £75,985 – at living wage). The project was also nominated for “Best Community and Neighbourhood Initiative” as part of the annual APSE awards in 2018.

The expanded campaign aims to broaden the reach of *Love Where You Live* to incorporate other community activity that will enhance this partnership approach with volunteers whilst further enabling community work. To build on the success of *Love Where You Live* while supporting the aims of the service area, it is proposed to expand the scope of the campaign in the following areas:

- Green Dog Walker campaign – Establish a system for good dog walkers to help deter dog fouling, supported by a communication campaign.
- Alleyway Friends of scheme – Provide advice, practical support and potentially resource for community groups interested in caring for and enjoying their adjacent alleyways and lanes.
- Volunteer Recycling – Establish a protocol, enabling volunteer Keep Tidy groups to separate litter so that a proportion can be recycled.
- Smoking Litter Campaign - Establish a series of poll units to encourage smokers to dispose of cigarette butts.
- Refill Campaign - Align with nationwide campaign encouraging citizens to avoid single use items.

Key Achievements to date include:

- Signed up to the existing Green Dog Walker initiative, in partnership with Falkirk Council.
- Five special cigarette butt bins installed across the city, designed to bait smokers while encouraging them to dispose of their waste responsibly.
- Sign up to the Refill campaign, providing free public access to drinking water stations across the city.
- Community group identified to take part in a *volunteer litter pick* recycling pilot.
- Community group identified to take part in an alleyway greening project.

## **Next Steps**

- Establish and pilot a protocol to accept recycling as a result of litter pick activity.
- Support alleyway greening project through sourcing suitable plants and establishing funding for play activity.
- Work with the County Hall canteen to encourage increased staff reuse and place the Authority in a leading role in activity against single use waste.

## **Sustainable Drainage Systems (SuDS) Project**

As of 7<sup>th</sup> January 2019, all local authorities in Wales became an authorisation body with full stoppage powers, otherwise known as a SAB (SuDS Approval Body). The Capital Ambition Delivery Team have been supporting the Planning, Transport & Environment Directorate, and more specifically the Flood & Coastal Risk Management team in preparing and resourcing for the aforementioned legislation.

Two phases were established for managing the delivery of the Cardiff SAB:

- Phase 1: Position the Council to be prepared and resourced for SuDS applications as of the 7<sup>th</sup> January 2019 deadline.
- Phase 2: Establish protocol and resource to manage the remaining key SAB functions, including inspections, maintenance, enforcement and adoption.

To date:

- A project team has been established.
- Analysed planning applications over previous four years to support resource and financial forecasts.
- Supported the establishment of an online application process while troubleshooting development issues. This is currently the only online application option in Wales.
- Undertook team workshops and analysis of work practices to establish SAB team structure and options for the future.
- Undertook a series of engagement workshops with stakeholder teams to establish how the wider Authority will interact and support SAB.

- Established a framework of standard documents and guidance for developers.
- Worked with Legal to establish a formal SuDS adoption agreement. This document will continue to grow and develop as SuDS solutions are established and proposed by developers.

### **Next Steps**

- Set up a process to analyse existing planning applications, ascertain where SAB consent is required and contact developers accordingly.
- Assess accuracy of forecast against actual applications.
- Further education within the industry.
- Establish both interim and longer-term pre-application models.
- Formalise a new inspection role.
- Establish enforcement and stoppage resource and protocol.
- Develop links with planning and further investigate possibility of using the same IDOX case management system.

### **64% Recycling Project**

This project has been set up to drive forward and deliver the 64% recycling target for Cardiff Council for 2019/ 20. The following broad range of initiatives have been developed as part of this undertaking:

- Targeted Campaign Phase 1: Stop Think Recycle: Regional Communications.
- Targeted Campaign Phase 2: Targeted Local Work.
- HWRC (Household Waste Recycling Centre) Education Stations.
- Commercial Recycling Skips Service.
- Single Use Plastic Consultation.
- Van Policy and Control.
- Reuse Shop.
- Increased Secondary Recycling.

To date the project deliverables have included:

- Additional staff resourced for HWRC sites.
- Potential location established for additional HWRC site.
- Commencement of a South East Wales regional recycling campaign.
- Commencement of targeted local campaign with letters sent to householders that are rated either a Green (thank you), Amber (you could do a little more, here's how), and Red (you need to start recycling and here's how we can support you). It is expected the greatest gains will be from Amber rated households.

### **Next Steps**

- Additional campaigns targeting schools and social media.
- Setting up of reuse shops at HWRC sites.
- T-shirts, shopping bags and water bottles for outreach.
- Public MRF tours.
- City centre advertising takeover – digital screens, bench ends, bus stops, St David's shopping centre lifts, billboards, NextBikes, lamppost banners, iconic building projections and/or turned green.
- Commencement of van licencing at commercial weighbridge.
- Strategy to deliver increase of secondary recycling.

Mae'r dudalen hon yn wag yn fwriadol

## FORWARD WORK PROGRAMME - POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

<b>Meeting Date: 08 May 2019</b>	
<b>Title and Description of Report</b>	<b>Invitees</b>
<b>Bilingual Cardiff</b> Scrutiny of the Action Plan to address findings of the annual independent review of Cardiff's Bi-lingual strategy.	<ul style="list-style-type: none"> <li>• Leader</li> <li>• Head of Bilingual Cardiff</li> <li>• Independent Consultant- NICO</li> </ul>
<b>Performance Quarter 3 2018/19</b> To monitor performance for Quarter 3 of the 2018-19 financial year – Policy Review and Performance Committee Performance Panel	<ul style="list-style-type: none"> <li>• Head of Performance and Partnerships</li> </ul>
<b>Wales Audit Office Report – Delivering Capital Ambition (TBC)</b>	<ul style="list-style-type: none"> <li>• Leader</li> <li>• Cabinet Member Finance Modernisation and Performance</li> <li>• Chief Executive</li> </ul>

## POSSIBLE FUTURE ITEMS

<b>Title and Description of Report</b>	<b>Invitees</b>
<b>Core Office Accommodation</b> Pre-decision scrutiny of work to develop proposals for future Core Office Accommodation for the Council, which aims to reduce operating costs, the maintenance backlog and provide improved facilities.	<ul style="list-style-type: none"> <li>• Cabinet Member Investment &amp; Development</li> <li>• Director of Economic Development</li> </ul>
<b>Workforce Strategy Action Plans</b> Review of the Directorate Action Plans in place to deliver an effective workforce strategy that places the workforce at the centre of the organisation, supported by investment and an effective development strategy.	<ul style="list-style-type: none"> <li>• Cabinet Member Finance Modernisation and Performance</li> <li>• Chief Human Resources Manager</li> </ul>
<b>Corporate Land &amp; Property Management Plan 2019-20</b>	<ul style="list-style-type: none"> <li>• Cabinet Member, Investment &amp; Development</li> <li>• Director, Economic Development</li> <li>• Head of Strategic Estates</li> </ul>
<b><u>Task and Finish Group - Reviewing Scrutiny Impact</u></b> Ongoing - A task group will explore achievements/outcomes, and best practice in capturing the impact of scrutiny.	Cllrs Walker (Chair), Boyle and Mackie

Tudalen 63

Mae'r dudalen hon yn wag yn fwriadol





Fy Nghyf/My Ref: CM41240/CDR  
Eich Cyf/Your Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence  
Dyddiad/Date: 29 March 2019

Councillor David Walker  
Chairperson – Policy Review and Performance Scrutiny Committee  
Room 271  
Atlantic Wharf  
County Hall  
Cardiff  
CF10 4UW

Annwyl / Dear David

### Policy Review & Performance Scrutiny Committee: 13 March 2019

Thank you for your letter dated 19 March 2019. I have looked at the issues you have raised and would respond to each bullet point as follows:

#### Service Reviews

- *It was acknowledged that there were potential benefits for service areas to voluntarily undertake service reviews but there did not appear to be a process or set of criteria for identifying those services areas which would benefit by having their services reviewed. This can leave the impression of random rather than systematic selection of reviews.*
  - The service reviews carried out to date were endorsed by SMT. They were areas where it was felt a service review would lead to the identification of significant savings and more efficient ways of delivering a service. Both budgetary and performance data has been used to identify potential areas for service review.
- *Members indicated that councillors could contribute to such selection, using appropriate criteria, and would welcome the opportunity to assist the identification and selection of those service areas which should be prioritised.*

#### ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall  
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- Members input into potential areas for service reviews was welcomed. The Corporate Director Resources is looking to engage with other Directors and their management teams during the early part of quarter 1 of the forthcoming financial year so that a new programme of service reviews can be developed. This new programme could then be reported back into the Committee for consideration.
- *The Committee was uncertain of how reviews were then allocated to the Modernisation or Resilience portfolios. Again there would need to be clear criteria for making this choice but this process was not clear.*
  - Under the Capital Ambition Delivery Programme, all service reviews are managed through the Modernisation Portfolio.
- *The Committee proposed that wide scale use of available benchmarking data should be utilised to determine what good practice looks like in reviewing performance and be clearly set out in the review terms of reference. It was stated that benchmarking did have a role and the committee would be interested to see evidence of where and how such benchmark data is researched and used and from what sources.*
  - During all service reviews, benchmarking data will be utilised where it is available. In addition, other local authorities are contacted to learn from best practice and their ways of working. As one example, when the Civil Parking Enforcement review was conducted, the review team obtained benchmarking data from councils including Bristol, Swansea, Bromley, Harrogate, Solihull, Sheffield and Bristol. The Wales Penalty Processing Partnership were also contacted to obtain relevant data.
- *How the challenge of productivity measurement and improvement features in the service reviews is unclear. The committee would be interested in learning where the issue of productivity features in each review.*
  - During all service reviews, current ways of working are reviewed between the senior business analyst working on the review and staff from the service area.
  - Processes are reviewed by engaging with service area staff to understand how they currently operate. This is done via staff workshops, one-to-one's and observing staff actually carrying out their duties.
  - A software tool called Engage Process is used to capture and analyse the process being reviewed and all processes are mapped using this tool. This is then used to evaluate process's lead-time, costs and more to automatically find bottlenecks, waste and duplication.
  - From this analysis, new processes are mapped out, and by using the Engage Process software, cost savings associated with this new streamlined process are identified and captured as part of the review.

## **Digital First**

- *The Committee appreciated of the success of C2C in switching the low value, simple queries, which customers raised using the telephone, to a less resource intensive digital platform. They noted that this is likely to lead to fewer staff being employed on telephone answering work. Members were assured that there would always be a need for employees to handle the*

more complex and digitally difficulty queries from customers and that some reskilling would take place.

- I note and agree the committees concerns on the potential impact on staff, and would like to reassure you that even with the switch to digital platforms there will always be a need for employees for the more complex enquiries. I would be happy to bring further updates on this subject in future committees.
- *The step change increase in the use of the app was mapped to the inclusion of additional services to this digital platform. It was proposed that other services and functionality should be added to continue to grow the number of customers using the App. Opportunities to promote the App and its use could be provided at community hubs. Hubs could also provide tuition for potential or new users to encourage its use.*
  - The team were pleased to hear of your comments in this area and happy to note that this is very much in line with our plans for the App. We have a roadmap of new services to bring to the platform over the coming year and will also add these improvements to our web offerings if they don't already exist. We are advertising the App currently, in particular, in line with the issuing of new council tax bills in an effort to encourage people to switch to the digital platform to manage their account, checking balances, changing direct debit details and taking advantage of e-billing. The use of the community hubs to both support the digitally disadvantaged as well as to act as champions for the use of the App and web facilities is happening currently and is very much part of our future strategy promote the take up of self service for our citizens. I welcome the opportunity to update the committee on progress over the coming months.
- *The increased use of the Cardiff App was noted, but the development of functionality also needed to include the provision of a digital response to customers who initiated the queries on the app. The digital response could be a response via the app and email or link to the council's website where further information could be provided.*
  - Thank you for your response in regards to the development functionality. The concept of "closing the loop" and keeping our customers better informed on the progress and status of reports is an area that the Council is keen to develop. Significant research and mapping has taken place in this area, however, it is complex and not without its challenges both in terms of preserving the security of data but also linking individuals to records held within the authority. This work forms part of the wider strategic data approach under discussion in developing our Data Strategy. The team are focused on making improvements for customers who choose to self-serve and a level of digital response is a future aspiration for digital services.
- *The Committee was eager for Elected Members to actively participate in the Connected Elected Members project. Concerns were raised regarding the provision of appropriate casework software and suitable hardware to Elected Members. It was proposed that appropriate hardware and software solutions should be identified, together with the provision relevant training to meet the individual needs of each Elected Member in fulfilling the intentions of this project.*

- I appreciate the committees concerns around participation in the Connected Elected Members project, and we would welcome further member engagement with this initiative. During the course of 2019/20 it is planned that the Customer & Digital team hand over ownership of the defined action plans to colleagues within Democratic Services who will work closely with members on delivery. Members have been involved previously in choosing the types of devices they are able to use to support them in their role and we would welcome further discussion on how best to move the Connected Members initiative(s) forward together.
- *Although the Authority had recently won an award for the accessibility of its website, committee members explained the difficulties they had experienced when undertaking searches. The Committee welcomed the offer of additional training being provided to support Elected Members in the effective use of the website.*
  - Thank you for your response on the difficulties members have experienced using the website. We would be keen to support any members who feel that they would benefit from some assistance in getting the best out of our website and can facilitate drop in sessions or arrange to meet with individuals.
  - The web team have conducted a number of user testing sessions with Cardiff residents at Hubs in Grangetown, Ely and Llanedeyrn as well as a recent session at the Central Library Hub in February 2019. Overall feedback was positive and residents responded well to improvements to the site. Some of the latest improvements made by the web team include a dynamic search which provides logical suggestions based on data we have gathered from customer searches of the site. A Recycling A – Z search where customers can enter items and see which bag / bin they can use to dispose of them. The response will also let them know whether the item can be taken to HWRC or collected via the bulky item service. The web team have also redesigned some online services in-line with the app project. These include recycling and waste collections – check dates and set up reminders and report fly tipping or a highway problem to continue the overall theme of creating self-serve options for residents. Development work on reporting missed collections is also due to go live later this spring.

### **Corporate Landlord**

- *Elected members explained that there was still some work to do to address the historic reputational damage in relation to the council's maintenance service to schools. Overturning this problem, particularly in relation to schools would be challenging as they were able to utilise contractors other than the Council. The Committee noted that with 90 of 127 schools signing up to the "One front door project" and the access that it provided to any planned works was an opportunity to bring more schools back to using the Council for providing work services.*
  - A key role of the one front door (OFD) is to encourage schools to utilise the Council for providing building services work and as the committee has noted the challenge has been around the fact that schools are able to procure works themselves. However, the schools then bear responsibility

for vetting and approving their contractors, scoping the works to be completed, appointing contractors according to H&S and Construction, Design and Management (CDM) regulations, managing contractors on site, ensuring building works are done according to codes of practice and that works are signed off as compliant. These responsibilities have now been clearly communicated to the schools via the new Schools handbook and through the OFD training around the works request and consenting process. As schools become more aware of their statutory and regulatory obligations when using third party contractors it is considered that more and more schools will look to the Council Building Services (BS) team to deliver the work safely, compliantly and utilising the new frameworks, cost effectively. It will also help schools understand why doing the work through the Council may also seem more expensive. All schools have been advised of the introduction of the new 2<sup>nd</sup> generation frameworks and the OFD officers along with the newly appointed Schools dedicated Health and Safety Officers will continue to develop relationships and provide guidance/advice to the schools around the introduction of the new frameworks.

- *There was also the issue of the poor reputation of the council's management of property maintenance, including council house repairs. It was stated that upskilling of staff in project and contractor management would lead to improved supervision and better quality work and the avoidance of contractor 'on costs' which affect budgeting and cost control. The committee will be interested in learning further about progress in this area.*
- It is recognised that historically the Council's management of property maintenance for schools and the operational estate (residential building maintenance is not within the remit of the Economic Development Directorate) may have had a poor reputation, and it was clear that there were issues associated with the historic frameworks around management/delivery and the commercial terms within the frameworks. We believe the new 2<sup>nd</sup> Generation Frameworks due to go live on 1<sup>st</sup> April are far more robust and the legal Framework Agreements are better drafted and place requirements on the contractors to provide specific management information at specified periods. Building Services (BS) has also introduced more commercial terms to include retentions, liquidated ascertained damages, warranties, parent company guarantees, and bonds which can be utilised where deemed necessary.
- In addition BS have set out a training programme for staff to include:
  - Customer relationship management
  - Commercial Terms and Conditions of the Contracts
  - Contractor and Framework Management
  - National Schedule of Rates – pricing
  - Staff management and engagement
- In conjunction with the development of the One Front Door (OFD) new and transparent communication processes have been developed within Building Services with the OFD consenting team providing the schools with clear communications and scheduled updates on progression of any works requested from first point of contact until full completion and commercial resolution, including planned inspections and sign off in agreement with the clients.

- BS has also been reviewing and re-aligning internal processes and procedures to align with the new frameworks including additional commercial controls around tender settlement reviews, contract award sign off and approvals, variations, and payment applications and as well as making changes to improve efficiencies including restructuring of teams and improved triaging and planning of works requests.
- BS will be undertaking a public relations exercise to promote the value that the service brings to the maintenance of the Council's Estate making sure that any building work done, using its services, is done safely, compliantly and cost effectively. In summary, BS has a new Framework, with a better set of tools and is better prepared to manage it than it has been in the past.
- *When the Committee queried how the rationalisation of depots would be undertaken they were assured that the review would be led by the suitability of the property and the health and safety requirements. Members were informed that an options report on site rationalisation was being developed and they requested that this report be circulated to the Committee for their consideration and potential further scrutiny, including the options for the Wedal Rd site replacement.*
  - As mentioned in the meeting the options paper is still being developed. Work is currently ongoing to gather the requirements from the existing depots. Once this has been completed the options paper will then go to the Asset Management Board for discussion. This is not likely to happen until early summer. Once this has been discussed at Asset Management board then we can look to engage with Scrutiny.

I hope this clarifies the situation for you.

Yn gwyir  
Yours sincerely



**Cynghorydd/Councillor Chris Weaver**  
**Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad**  
**Cabinet Member for Finance, Modernisation & Performance**