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AGENDA

Committee	COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE
Date and Time of Meeting	WEDNESDAY, 7 JULY 2021, 4.30 PM
Venue	REMOTE MEETING
Membership	Councillor Jenkins (Chair) Councillors Ahmed, Carter, Gibson, Philippa Hill-John, Lent, Lister, McGarry and Mackie

*Time
approx.*

1 **Appointment of Chairperson & Committee Membership**

The Council at its meeting held on 27 May 2021 appointed Councillor Shaun Jenkins as Chair and the following Members to this Committee: Councillors Ali Ahmed, Carter, Gibson, Hill-John, Lent, Lister, Mackie and McGarry.

2 **Terms of Reference** *(Pages 5 - 6)*

To note the Committee's Terms of Reference.

3 **Apologies for Absence**

To receive apologies for absence.

4 **Declarations of Interest**

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

5 **Minutes** *(Pages 7 - 12)*

To approve the minutes of the 19 May 2021 Community & Adult Services Scrutiny Committee

- | | | |
|----|---|---------|
| 6 | Local Social Services Annual Report 2020-21 & Adults, Housing & Communities Directorate Delivery Plan <i>(Pages 13 - 212)</i> | 4.35 pm |
| | Pre-decision Scrutiny and Performance Monitoring. | |
| 7 | Housing Development New Build Schemes - Authority to Proceed <i>(Pages 213 - 242)</i> | 5.30 pm |
| | Pre-decision Scrutiny | |
| | <i>Appendices 1 and 2 of the report are not for publication as they contain exempt information of the description in paragraph 14 of part 4 and paragraph 21 of Part 5 of schedule 12A of the Local Government Act 1972.</i> | |
| 8 | PREVENT Strategy <i>(Pages 243 - 260)</i> | 5.50 pm |
| | Committee Briefing | |
| | <i>The Appendices to this report is not for publication as it contains exempt information of the description contained in paragraph 18 of Schedule 12A, Part 4 of the Local Government Act 1972.</i> | |
| 9 | Urgent Items (if any) | |
| 10 | Way Forward | 6.35 pm |
| 11 | Date of next meeting | |
| | To be confirmed. | |

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 1 July 2021

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

WEBCASTING

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

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

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

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

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

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COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

19 MAY 2021

Present: Councillor Jenkins(Chairperson)
Councillors Carter, Gibson, Philippa Hill-John, Lent, Lister and
McGarry

13 : APOLOGIES FOR ABSENCE

None received.

14 : DECLARATIONS OF INTEREST

None received.

15 : MINUTES

The minutes of the meeting held on 22 February 2021 were agreed subject to the amendment of Cllr Mackie's declaration of interest which should read that her sister is Head of Integrated Care.

The minutes of the meeting held on 10 March 2021 were agreed as a correct record.

16 : WORKING TO PREVENT DRUG DEALING AND DRUG RELATED CRIME
IN CARDIFF FOLLOWING THE OUTBREAK OF COVID-19

The Chairperson advised Members that this item looks at how the Community Safety Partnership is working to prevent drug dealing and drug related crime in Cardiff following the outbreak of Covid-19.

Members were reminded that in line with Committee's responsibility as the Council's Crime & Disorder Committee its role is to consider the work of the Partnership as a whole. The item would be considered in a number of parts.

First, the Community Safety Partnership will provide Committee with a presentation which will be followed by a brief opportunity for Members to ask the panel any immediate questions.

Then there will be evidence session with the police which will again include a presentation and Q&A session. Then there will be a Q&A session with an individual with lived experience.

Then finally, the item will end with an opportunity for Committee Members and the Community Safety Partnership to reflect and comment on the discussions.

For the Community Safety Partnership panel The Chairperson welcomed:
Police and Crime Commissioner, Alun Michael and Cllr Lynda Thorne Co-
chairs of the Community Safety Leadership Board,
Chief Superintendent Wendy Gunney and Sarah McGill Co-Chairs of the
Community Safety Delivery Group,

Sian Sanders, Operational Manager for Cohesion & Community Engagement and;
Jenny Rogers, Community Safety Manager.

The Chairperson invited the Police and Crime Commissioner and Cabinet Member to make statements, following this Members received a presentation from Officers and were invited to ask questions and make comments;

Members asked if it would ever be possible to eradicate drug dealing or if it simply has to be accepted in today's society. The PPC stated it was about people's lifestyles and choices and not just about enforcement; it's about where to draw the line, reduce the harm and enforce where necessary. He added about the use of the 4 E's over the past year; Engage, Explain, Encourage, Enforce; stating there was a constant debate over certain drugs being legalised and that if you don't eradicate drug use you won't eradicate drug dealing.

Members asked about Charges for people caught with small amounts of drugs. The PPC stated that judgements are made in circumstances of where the harm lies; very often drug users are often victims too and it's important to take into consideration Harm, Reduce and Enforce where it counts.

Members referred to empowering residents and asked how this can be done. Members were advised that it's about a Community Based Approach; local residents are suffering but they can also be part of the solution; it's about prevention and giving residents the confidence to report.

Members referred to the good work undertaken with homeless people during the pandemic and asked if lessons could be learnt for preventative measures for young people and drug taking. The PPC explained that work was underway with initiatives such as Step into Sport, using the resources of community sports clubs in partnership with the Council and Cardiff Met to provide choices for young people and to squeeze out the attractiveness of risky behaviours.

The Chairperson advised that Committee would move into the evidence session with the police and joining Chief Superintendent Wendy Gunney he welcomed;

- Inspector Kevin Jones;
- Inspector Jeff Lewis;
- PC Gareth Hiller and;
- PCSO Mike Woods

Members were provided with a presentation from Inspector Jeff Lewis and Members were invited to ask questions and make comments;

Members asked about increasing intelligence and whether people in the community should report things such as a car driving past smelling of cannabis. Inspector Lewis said yes they should as the information relating to that car could be a piece to the bigger picture and it was better to have information from several sources.

Members had found the case studies in the presentation informative and asked if it was frustrating when someone gets a lenient sentence. Inspector Lewis said it was important to respect the Courts decisions.

Members asked about the role of Neighbourhood Policing and asked if there would be better intelligence and engagement if there were more PCSO's. Members were advised that PCSO's have a big role to play in communities, they can gain people's trust and build up intelligence, the information they gather is invaluable; austerity meant that PCSO's were cut but SWP kept hold of their teams.

Members discussed the importance of visibility of PCSO's on the streets, in open spaces and on social media and also for them to get positive messages out the community; Cllrs also have a role to play in sharing these messages.

Members discussed that residents needed to feel confident that their issues are being followed up and also that they will have anonymity should they report issues. Members were advised that coming out of the pandemic there would be a focus on community engagement; restarting local competitions; visiting schools and community groups etc.

Members referred to the delays in getting cases to Court, not only during the pandemic but beforehand and asked what could be done to improve this. Inspector Lewis explained that it was a combination of volume, the amount and detail of papers that are needed for the CPS and also that some urgent things come up so SWP have a large number of pending cases.

The Chairperson advised that Committee would move into a Q&A session with the individual with lived experience and he welcomed Wesley Cunliffe who gave a brief overview of his background and experiences to Members, who were then invited to ask questions and make comments;

Members asked about Mr Cunliffe's school friends and he explained that lots of them had substance misuse, committed car crimes and some had lost their lives.

Members asked whether Mr Cunliffe had had any anxiety about getting caught for his former crimes or whether he had not felt there was a deterrent. He explained that it was a big fear for him but he had needed to feed his family so it was hard to say no to the money.

Members asked about the individual who had approached Mr Cunliffe to commit crimes on his behalf and whether he considered Mr Cunliffe to be vulnerable and an easy target. Mr Cunliffe said yes, he was groomed, he knew what his situation was and knew he had no family support.

Members asked what preventative work could be done and Mr Cunliffe considered early intervention, referrals and working with organisations such as St Giles.

Members noted that early identification was needed for intervention and asked how young people could be identified as needing support. Mr Cunliffe explained that in Gwent there is a multi-agency approach; once identified then referrals are made and partner organisations work together.

Members asked if Mr Cunliffe felt there was enough engagement in schools and what the right age to start engagement would be. Mr Cunliffe explained that in Gwent they

speak to years 7 and 8; he visits schools, delivers workshops and tells his story. The feedback he receives is positive and that the pupils feel more positive to report issues.

Members asked Mr Cunliffe if he considered things were better or worse than when he was younger. He considered this was a difficult question as unless you deal with supply and demand, drugs will always be an issue. People are successfully exited now but more organised crime cohorts always come in.

The Chairperson welcomed back the Community Safety Partnership panel and invited Committee Members and any panel Member to reflect on any part of the discussions;

Members discussed the importance of early intervention and support in relation to Mr Cunliffe's experiences; his family had needed support long before he was groomed. The police had understood him and saw him as a victim and supported him going forward. The PPC considered that his story was a perfect endorsement of what the Police are trying to do now with interventions such as Step into Sport but also having a balance and being tough on county lines.

Members discussed the difficult balance between prevention and enforcement and asked if there was a risk of going too far down the prevention route. The PPC considered that SWP do both well.

Members asked how groomers could be spotted/stopped. Members were advised that everyone has a role to play in this and it was important to spot the signs such as children having more, new clothes, friends that parents don't know/haven't met etc.

Members asked if there was going to be a review of PCSO's powers. The PPC said there was not; there slight differences in powers and these can be different in rural areas for instance. The PCSO role is very much communication, problem solving, empowering communities to solve problems and being an essential part of neighbourhood policing.

Members noted the amount of work that was going on and asked about targets/measurements. The PPC said he was dubious of setting targets as if the wrong ones are set they can send people on the wrong course. He understood the need for measurement and evidencing good success; and scrutiny in many forms. The Cabinet Member concluded by saying it was a complex issues but everyone is working together better than ever and outcomes are better than targets.

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

17 : COMMITTEE BUSINESS

Members were asked to note the briefing on '*Capturing and Reporting the Impact of Scrutiny*'; Members were aware of the work PRAP Scrutiny committee has done in this area previously and this is simply confirmation that a system is now in place to capture and record the data. Members were reminded that they can now make

recommendations following scrutiny of issues at committee, not just through task and finish work. The Chair has to make any recommendations clear at the end of letters then they will be responded to formally, monitored for progress, and reported back on 6 monthly.

Members were advised that there would be a Single Scrutiny Annual Report and a draft of this would be brought to the next meeting before it goes to Council.

18 : URGENT ITEMS (IF ANY)

None received.

19 : DATE OF NEXT MEETING

1 June 2021

The meeting terminated at 7.15 pm

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

7 JULY 2021

**LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2020/2021 &
ADULTS, HOUSING & COMMUNITIES DIRECTORATE DELIVERY PLAN
2021/22**

Purpose of Report

1. To provide Members with background information to facilitate their scrutiny of the draft Local Authority Social Services Annual Report 2020/21, attached at **Appendix A** and the Adults, Housing & Communities Directorate Delivery Plan 2021/22, attached at **Appendix B**.
2. Members are to note that as supplementary information to aid Members consideration, **Appendix C & D** are the Quarter 4 Performance Reports for Adult Services and Housing & Communities. Members are reminded that Quarter 4 covers the period, Jan – March 2021.

Structure of Papers & Meeting

3. The following Appendices are attached to this cover report:
 - Appendix A** – draft Local Authority Social Services Annual Report 2020/21
 - Appendix B** – Adults, Housing & Communities Directorate Delivery Plan 2021/22
 - Appendix C** – Adult Services, Quarter 4 Performance Report
 - Appendix D** – Housing & Communities Quarter 4 Performance Report
4. Councillor Susan Elsmore (Cabinet Member for Social Care, Health & Well-being), and Councillor Lynda Thorne (Cabinet Member for Housing & Communities) will be in attendance and may wish to make statements.

5. Officers from the Adults, Housing & Communities directorate will open this item with a presentation. The presentation will begin with an overview of the Local Social Services Annual Report (LSSAR) with a break for Committee Members questions. Following questions on the LSSAR, officers will then resume the presentation with an overview of the Adults, Housing & Communities Directorate Delivery Plan 2021-22, ending with Committee Member questions on the DDP.

Scope of Scrutiny

6. The scope of this scrutiny is for Members to review in turn, the draft Local Authority Social Services Annual Report, and the Directorate Delivery Plan and to consider the following:

Draft Local Social Services Annual Report 2020-21

- I. The report's evaluation of the performance in delivering adult social care for the past year including lessons learned;
- II. How the local authority has achieved the six quality standards for well-being outcomes
- III. The extent to which the local authority has met requirements under Parts 3 and 4 of the SSWB Act which covers assessing and meeting needs;
- IV. The local authority's performance in handling and investigating complaints
- V. Responses to any inspections of its social services functions
- VI. How the local authority has engaged residents in the production of the report
- VII. Discuss whether further scrutiny is required, within a particular area relevant to this Committee's terms of reference.

Members are reminded that the content of the report which relates to Adult Services falls into this Committee's terms of reference.

Directorate Delivery Plan 2021-22

- I. How the Directorate Delivery Plan's priorities align to the draft Local Authority Social Services Annual Report
- II. How the Directorate's priorities were identified
- III. Whether the milestones and timescales for commitments are appropriate and achievable;
- IV. What the arrangements are for monitoring the implementation of the Delivery Plan commitments
- V. Whether the performance measures are appropriate and fit for purpose;
- VI. The Directorates' resource levels and whether these are sufficient to resource the commitments in Strategic Directorate Priorities Section;
- VII. The key challenges facing the Directorate and how they are planning for the future

Members should note point 13 of this Cover Report details the well-being objectives contained within this report which fall outside of this Committee's terms of reference.

Background Context - Local Social Services Annual Report 2020-21

7. The purpose of the Annual Report is to set out the local authority's improvement journey in providing services to people in their areas. Those who access information, advice and assistance, and those individuals and carers in receipt of care and support. Under the requirements of the Social Services and Well-being (SSWB) Act, the report needs to demonstrate how local authorities have promoted well-being and accounted for the delivery of well-being standards.
8. The Annual Report should reflect the experiences of service providers and services users. The Annual Report is a key way for local authorities to demonstrate accountability to citizens and should therefore be accessible to people, including service users. The Directorate should ensure that annual reports are not overly long and are written in a clear and concise way.

9. The report must be:

- published “as soon as practicable” after the year to which it relates
- presented to the Council by the Director
- copied to Welsh Ministers
- available on the local authority’s website.

10. The Local Authority Social Services Annual Report 2020-21 is attached at **Appendix A**. Members are reminded that the areas of the report relevant to this Committee’s terms of reference are Adult Services.

The report includes:

- a. Introduction (*pages 2-4*);
- b. Children Services Overview (*pages 6-11*)
- c. Adult Services Overview (*pages 12-13*)
- d. Covid Response (*pages 14-15*)
- e. Priorities for 2021/22 (*page 16-17*)
- f. Inspection Outcomes (*pages 18-19*)
- g. How Are People Shaping our Services (*pages 20-25*);
- h. Promoting and improving the well-being of those we help (*page 26*):
(set out under the six well-being objectives)
 - i. Working with people to define and co-produce personal well-being outcomes that people wish to achieve (*pages 26-27*);
 - ii. Working with people and partners to protect and promote people’s physical and mental health and emotional well-being (*pages 28-29*);
 - iii. Taking steps to protect and safeguard people from abuse, neglect or harm (*pages 30-31*);
 - iv. Encouraging and supporting People to learn, develop and participate in society (*pages 32-33*);
 - v. Supporting people to safely develop and maintain healthy domestic, family and personal relationships (*pages 34-35*);
 - vi. Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs (*pages 36-37*);

- i. How we do what we do (*pages 38-39*)
- j. Our workforce and how we support their professional roles (*pages 40-41*);
- k. Our financial resources and how we plan for the future (*pages 42-43*);

Adults, Housing & Communities Directorate Delivery Plan 2021-22

11. The Adults, Housing & Communities Directorate Delivery Plan 2021-22 is attached at **Appendix B**.

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

- I. Directorate Profile (*pages 4-8*)
- II. Progress, Challenges & Priorities for 2021-22 (*pages 9-13*)
- III. Capital Ambition: Well-being Objectives (*pages 14-15*)
- IV. Well-being Objectives detailed against Steps and KPIs¹ (*pages 16-92*)
- V. Headline Indicators of Corporate Performance (*pages 93-95*)
- VI. Directorate Risks & Audit Recommendations (*page 96*)
- VII. Scrutiny Recommendations (*page 97*)
- VIII. Corporate Safeguarding Requirements (*page 98*)
- IX. Delivering the Welsh Language Standards (*page 99*)
- X. Appendix 1 - Key Indicators of Corporate Performance, by Directorate (*pages 100-104*)

13. Members are reminded that the following pages of the Directorate Delivery Plan do not fall into the terms of reference of this Committee:

- I. Well-being Objective 1 (*pages 16-23*)
- II. Well-being Objective 3 (*pages 43-48 with the exception of the roll out and claims for Universal Credit*)

14. Members are to note that point 6 of this Cover Report sets out the scope of scrutiny for both the Local Authority Social Services Annual Report 2020-21 & Directorate Delivery Plan 2021-22. The Quarter 4 Performance Reports are also

attached to this report as supplementary information to the Reports and can be questioned at the meeting.

Financial Implications

There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. These financial implications will need to be considered before any changes are implemented.

Legal Implications

The Scrutiny Committees are 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.

RECOMMENDATIONS

The Committee is recommended to:

- i. Consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet prior to its consideration of the report; and
- ii. Consider the way forward for the future scrutiny of the issues raised in the Annual Report 2020-21 and the future challenges and priorities for 2021-22 for inclusion within the Committee's work programme.

DAVINA FIORE

Director of Governance and Legal Services

1 July 2021

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Local Authority Social Services Annual Report 2020/2021

Report on the effectiveness of Social Services





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• Working with people and partners to protect and promote people's physical and mental health and emotional well-being	28
• Taking steps to protect and safeguard people from abuse, neglect or harm	30
• Encouraging and supporting people to learn, develop and participate in society	32
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1

FOREWORD AND INTRODUCTION

Message from Lead Members

This report covers the achievements of social care services in Cardiff in what has been an extraordinary year. The need to maintain existing essential services and rapidly develop new provision to tackle a range of pandemic related challenges saw the very best response from social care staff across all providers, and in all sectors. Our first task in this report is, therefore, to say thank you to everyone who played a part in keeping vulnerable individuals safe, supported and included, through this most difficult of times.

The report identifies examples of the exceptional work undertaken in response to the pandemic and some of the statistics highlighted are extraordinary – 40.5 million items of PPE delivered across the city to 159 care providers and 162 schools, 2,295 food packages delivered directly to those shielding who needed additional support outside of national arrangements, 146 staff repurposed into front line social care provision, and the incredible support of volunteers “working together for Cardiff”. The innovation and “can do” approach of staff, partners and volunteers is something we want to ensure is harnessed in the way we develop our services into the future.

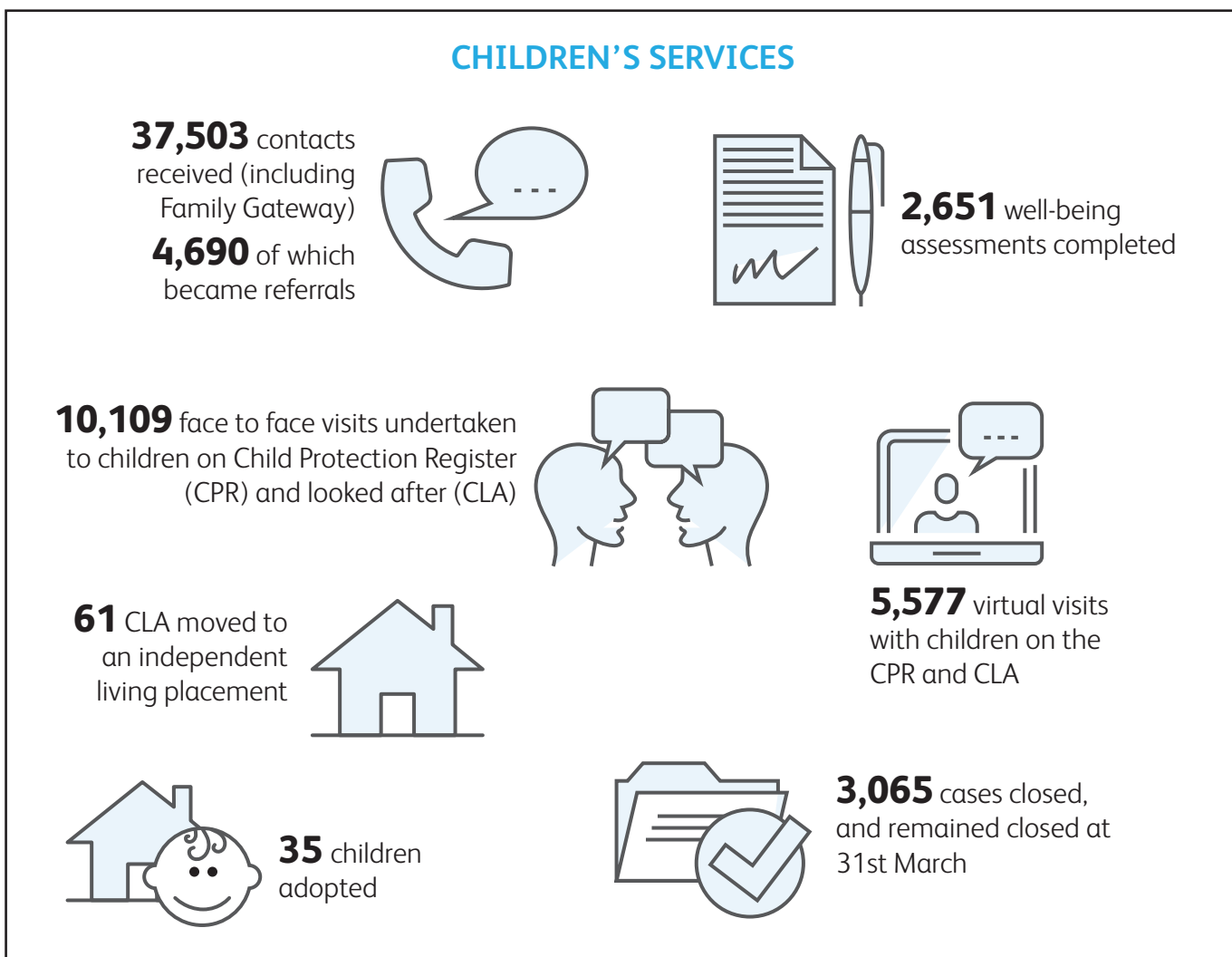
Whilst COVID-19 has necessarily had an impact on the implementation of our key strategic objectives, the report shows that we’re making progress in both Adult and Children’s Services, with great examples of developments in integrated early intervention. The shift in the balance of care towards prevention and away from a threshold based approach will continue to be a key focus in the years to come. This is particularly important as we see the potential longer term service demand impacts of the pandemic. Service demand increases, significant already in Children’s Services, and in Mental Health services across the board, will be closely monitored to ensure we respond as effectively as possible to those in need.

Care Inspectorate Wales (CIW) undertook a risk based inspection of Social Services in late 2020 and the learning from that will help guide our future service development. Again, we want to thank all staff and partners who participated in the inspection. The positive feedback received highlights the hard work, resilience, partnership and teamwork that are a feature of services in Cardiff.

Of course there are lots still to do and we will continue to champion the raising of both expectations and standards across all services. The priorities for the coming year are shown for Children’s, Adults and Social Services as a whole, with further integration of services based around the needs of individuals, families and communities being our underlying key principle.

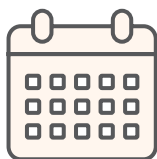
Message from the Director of Social Services

This is my first annual report since assuming the role of statutory Director of Social Services in September 2020. 2020/21 really was a year with challenges like no other. Social Services, along with all other Council directorates, responded urgently to the initial COVID-19 lockdown and we have since been managing both ongoing and changing needs resulting from the pandemic. Our ability to respond quickly and flexibly whilst continuing to provide essential services, is testament to the commitment and dedication of the whole workforce, and I cannot thank them enough for the resilience they have shown. Some key figures to demonstrate the volume of day to day work undertaken during the year are below:



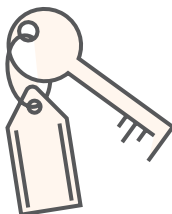
ADULT SERVICES

98.9% of all adult safeguarding referrals were completed within 7 days



26,168 contacts received through First Point of Contact

93% of people felt more able to live at home independently following support from Independent Living Service



483 staff attended Manual Handling training

567 Well-being Carers Assessments undertaken



4,055 Care and Support Plans and

3,656 reviews completed

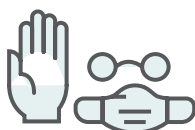


5,500 people supported by Adult Social Services



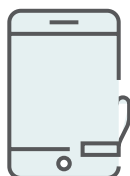
SOCIAL SERVICES

40.5 million items of PPE have been distributed since the start of the pandemic



146 staff repurposed to critical roles in Social Services

1,088 staff supported to work remotely



2,295 food packages delivered to people shielding

35,101 main meals delivered by Meals on Wheels throughout the year



18,722 outgoing calls made to people shielding during the pandemic

During the year we have appointed to the newly created posts of Director of Children's Services and Director of Adult, Housing and Community Services, providing additional strategic capacity for the Council in the management of Social Services functions and enabling greater corporate service integration. The outstanding partnership work that we have seen across the public sector in response to the pandemic has provided a firm foundation for future service alignments and the two Directorate Management Teams have excelled in adapting to provide continuity of service whilst also implementing significant new initiatives to improve services now and for the longer term. The key developments in Children's and Adult Services are summarised below.



2









CHILDREN'S SERVICES OVERVIEW

The Delivering Excellence in Children's Services Strategy 2019-22 explains the key activities that will deliver progressive change in the balance of care for children in Cardiff – always focused on meeting the needs of children through strengths based support for them and their families. The strategy complements work across the Council and the public sector to ensure that we are able to engage with families to meet need at all levels and to support them to thrive by making available a comprehensive suite of service interventions at the right time and in the right place.

We are focussing on 3 key areas:

- Developing our **practice** and procedures.
- Supporting a permanent **workforce**.
- Ensuring a range of support in the **community** and a variety of homes for children are available in Cardiff.

This year has seen a significant increase in demand across all Children's Services and this reinforces the need to deliver against our strategic change objectives. An overview of the increase in demand across the child's journey is set out below:

Contacts	Referrals	Well-being assessments	Strategy discussions
37,503  ▲ 31,323 (2019/20)	4,690  ▲ 2,594 (2019/20)	2,651  ▲ 2,218 (2019/20)	4,047  ▲ 3,293 (2019/20)
Section 47 enquiries	Initial child protection conferences	Added to Child Protection Register	Started to be looked after
2,798  ▲ 2,645 (2019/20)	730  ▲ 462 (2019/20)	648  ▲ 399 (2019/20)	279  ▲ 255 (2019/20)

This significant increase in demand alongside the pandemic have impacted considerably on our performance against key targets in relation to timeliness of assessments and reviews. As we begin to return to business as usual we are refocusing our energies on performance and have a number of initiatives we are implementing to improve performance in these areas.

Practice

As a result of the almost instantaneous change in our operating model in March 2020, we have revolutionised our use of technology to enable us to maintain virtual contact with children, families, colleagues and partners. Cardiff Council was able to respond very quickly to the significant increase in demand for digital infrastructure and the many benefits of the new ways of working have been apparent from the start of the pandemic. Going forward, we will retain a hybrid model of working that builds on the advances that virtual connectivity has delivered combined with a return to face to face meetings and visits when it is safe and appropriate to do so.

Cardiff Family Advice and Support (CFAS) offer a range of information, advice and assistance for children, young people and their families in Cardiff and are the initial contact point for any professional, parent, child or young person in Cardiff where there are no safeguarding concerns. At 31st March 2021 the Family Help and Family Help Disability teams were working with 487 children and young people. During the pandemic, the Family Gateway processed 1,081 applications from critical key workers requiring childcare for pre-school children during the initial lockdown restrictions. The work of the team has been recognised during the year with the Early Help Police Community Support Officers receiving a South Wales Police recognition award for their work within Early Help and their contribution to community support. Early Help staff were chosen to appear on the Scott Mills Radio 1 show where one of our Family Help Advisors was able to share with the nation the positive work that has been undertaken by CFAS during the pandemic.

Other developments during the year include the incorporation of the Disability Team Around the Family service into Early Help and the addition of 3 Primary Mental Health Workers to the CFAS team to support practitioners in ensuring children and young people have access to appropriate support in relation to their emotional and mental health.

The Support4Families team is working well and at 31st March 2021 were working with 321 children below the threshold for statutory services. Feedback received from families about services and support provided has been really positive – particularly about the difference that they have made to families during the pandemic.



As part of the implementation of Delivering Excellence in Children's Services, a number of strategies and frameworks have been developed to support continuous improvement in practice.

The Wales Safeguarding Procedures have been launched and are being implemented following training for all staff. Links to the procedures are available for all staff and included in social worker induction. The Exploitation Strategy has been updated and work is in progress to embed developments around contextual safeguarding into existing safeguarding practice.

The Safeguarding Adolescents from Exploitation (SAFE) model is under development and a number of 'SAFE' tools have been developed in order to support the process. This model will support multi agency assessment of adolescent risk, improve joint planning for individual children and inform preventative strategies across the city.

Arrangements are in place to improve corporate oversight of exploitation and safeguarding in general with a refreshed approach implemented in March 2021 as part of the revised Corporate Safeguarding Strategy. Many of the Regional Safeguarding Board sub groups were paused during the year due to COVID-19, so the Board took the opportunity to review and refresh how the work to enable a streamlined structure which provides an effective governance, leadership, and reporting framework. A significant amount of work was done to improve the Child and Adult Practice Review process. The backlog of reviews has now been cleared and timeliness of publication of reviews has improved.

The Reunification Framework, which aims to support children to return to live with family where it is safe for them to do so, will be launched in 2021/22. A Reunification Team comprising a principal social worker, social worker and 4 support workers is being set up with the aim of the team being in place this summer. This team will focus entirely on the reunification of children to their families. In the first instance the team will work with young people subject to section 76 (voluntary care) or who have been looked after for a period of 2 and a half years.

A Quality Assurance Framework has been developed and a lead officer is in post to lead on a review of the service. In addition to this, a Practice Development Group has been established to improve engagement with staff and enable the workforce to contribute to work to improve practice. This group is taking forward a number of key workstreams including permanence planning, caseload weighting, risk management, safety planning and the development of a practice standards handbook.

We continue to implement Signs of Safety and are reviewing our implementation plans based on recent findings from research. We will then determine how we can bring together the models of practice we have been piloting (including Signs of Safety, the Reunification Framework, Family Group Conferencing and the Safe and Together model) into one cohesive practice framework that covers all aspects of assessment and care planning. The outcome of our risk based inspection by the Care Inspectorate Wales has been incorporated into our planning for continuous practice improvement.

Over the last year we have developed our relationship with local universities and have been involved in a number of research projects which will inform improvements to practice going forward.

In the coming year, Cardiff will be piloting a number of initiatives including:

- Family Drug and Alcohol Courts – a new approach to working with families with substance misuse issues going through the court process.
- National Transfer Scheme – a new approach to providing support and accommodation for Unaccompanied Asylum Seeking Children across Wales.
- National Referral Mechanism – identifying those young people at risk from exploitation and ensuring multi agency plans are in place.
- The pandemic has had an impact on our ability to fully implement a number of our practice improvement plans and associated improvements in our care and support planning. We are now recommencing this workstream via the practice improvement group.



Workforce

Recruitment and retention of social workers has continued to be a priority throughout the COVID-19 pandemic. As a result of this focussed attention we have seen a net gain of 27 social workers during the year, and an additional 9 internal promotions to positions across the service.

We have implemented a market supplement providing competitive pay for social work posts that are difficult to appoint to and developed a comprehensive induction pack for new starters to ensure that they receive the support that they need during their early days with Cardiff.

Our supervision policy has been reviewed in consultation with social workers and a new format for recording supervision is being piloted. Work to develop the skill mix of teams is progressing well to promote prudent social work and support us to ensure that social workers are able to focus on doing the tasks that only social workers are able to do. This includes giving consideration to our Business Support provision to ensure that we make the best use of this resource and that social workers have the support that they need. This will also help us to ensure that the service has the capacity to meet and manage the increasing demand and complexity of work.

Age 11+ specialist exploitation workers, adoption Life Journey Workers and Care and Support Reviewing Officers have been embedded into the case management teams, and an additional 4th team has been introduced into each locality to strengthen management capacity for decision making. We are also in the process of appointing specialist workers, such as adult services social workers, domestic violence and substance misuse workers in support of a whole family approach to improve the lives of children and bolster expertise within the teams.

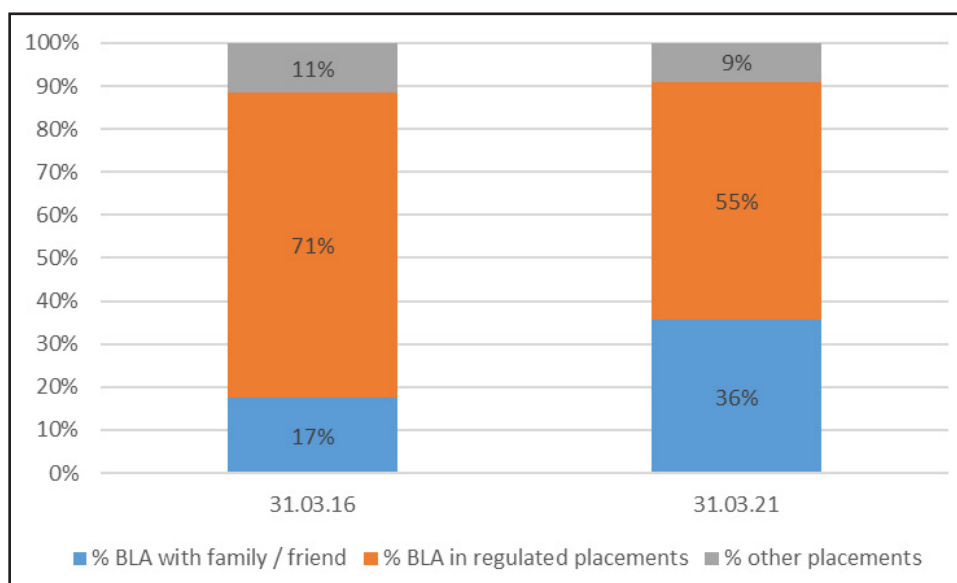
Whilst the introduction of the market supplement has had a positive impact on the recruitment and retention of our workforce, the challenge remains our ability to attract experienced social workers to work within the court and child protection arenas.



Support in the community and a variety of homes for children

Progress is being made in our work to shift the balance of care - the number of children remaining with their families in kinship arrangements has increased, as has the number of children who are on a Care Order but placed with their parents. Further work is planned to discharge Care Orders for children who are placed with their parents where it is appropriate to do so, to ensure that we are working with families at the lowest safe level of intervention. Work to grow the in house fostering service is progressing well with the number of in house carers increasing from 90 to 104 during the year and an additional 23 full assessments in the pipeline.

During the year we have worked with local providers to grow local provision in Cardiff and the development of an in house Assessment Centre in Cardiff is progressing well – we are on track to launch this provision early in 2021/22. In addition to this, we have worked with Housing to secure additional accommodation for vulnerable young people that will come on stream in 2021/22 and we are working on a 5 year development plan to increase our in house residential provision. The chart below shows the shift in the balance of care we have achieved in recent years – the growth in proportion of children being looked after (BLA) and placed with parents on a Care Order or in kinship arrangements with family members is evident:



We have continued to experience pressures in finding appropriate homes for children in Cardiff and although we have detailed plans in place to develop council run children’s homes there will be an inevitable delay with bringing these new homes on line. We will continue to work closely with local providers to ensure we can influence and shape the market.

3

ADULT SERVICES OVERVIEW

Developing Preventative Services

Our Preventative Services have continued to go from strength to strength. During COVID-19 the Independent Living Service continued to support clients to remain at home with 93 % of clients saying that they felt able to live at home more independently following support from Independent Living Services. The service is now available across Cardiff hospitals.

First Point of Contact (FPoC) – Hospital and Community Services

The First Point of Contact Hospital Teams (Pink Army) have expanded across multiple hospital sites to prevent and reduce delayed discharges from hospital. The team work with the individual to determine what matters to them, and seek to meet their needs through a whole systems approach, working with Health, Community, other local authority and third sector partners to support people back home. Work will now progress to further develop the collaboration between the Single Point of Access Team and the Pink Army to further reduce delayed discharge, with a further focus on preventative services.

First Point of Contact, Community saw a huge transition to home working which was previously would have been considered impossible to achieve. However, through changes to working practices and procedures this has been a success. First Point of Contact dealt with over 43,000 calls and maintaining a 99 % answer rate. FPoC Community have also had to adapt the information advice and assistance provided as people's needs changed during the pandemic. This included creating a new directory of services able to support the most vulnerable and people who were shielding, including shopping and prescription services.

Local Community Well-being Services

Work has commenced to better align our services and to design them around the needs of the individual. Our Community Resource Team homecare team has moved into Independent Living Services to improve joined up service provision. Work in the coming year will take this further developing local community well-being services in partnership with health and third sector partners.

Independent Living Services

Independent Living Services have taken this opportunity to embrace a more digital approach to delivering services. Our Occupational Therapy and Visiting Team have carried out assessments of citizens needs virtually, via Microsoft Teams Video calling or the telephone. Community Services have also “gone digital” due to social distancing restrictions, supporting community groups to keep older citizens of Cardiff connected online, either by facilitating events or providing digital inclusion support for citizens who are less tech savvy. 25 groups were supported in 2020/21 providing regular online activities and Independent Living Services also held 2 virtual festivals providing activities, information and advice. As restrictions ease the service will continue with its digital services offering a blended virtual and face to face approach. 2020/21 also saw a significant increase in demands on the Joint Equipment Service's same next working day delivery service, to support speedy hospital discharge, avoid hospital admissions and reduce breakdowns in care. Compared to the previous year, this service saw an increase in demand of 97 %.

Safeguarding Adults

The Adult Safeguarding Team continues to work to embed the Wales Safeguarding Procedures into practice through the development of a full Adult Safeguarding Service Improvement Plan. Implementation of the plan is well underway. Performance for the team remains good with 98.9% of safeguarding referrals completed within 7 days. Joint working with the other teams within the Adults, Housing and Communities Directorate have already been strengthened to ensure a joined up response to more complex cases and the service is working collaboratively with other partners in the South East Wales area to address wider safeguarding issues.

Strength-Based Practice

Strength-based practice has continued to be developed through the delivery of Collaborative Communication training which has continued to be delivered throughout 2020. This has supported a change in model of social work throughout the service and has ensured better links between how we deliver social work and the requirements of the Social Services and Well-being (Wales) Act 2014. Strength-based practice is now more evident in all the work that we do with a renewed focus on delivering excellent person centred services. We have also successfully trained a number of 'trainers' within the Council to continue to support and develop this approach moving forward and a mentor group has also been developed to provide opportunities for reflection and review of best practice across all our social work teams.

Adult Strategy

Work on the development of the Adult Strategy was delayed during the COVID-19 crisis, however progress is now being made to move this forward. The strategy will develop our plans for supporting citizens over the next 4 years, and will continue to be developed with input from citizens, stakeholders and staff. Work is now ongoing across the directorate build on the learning from the pandemic and to identify how we can work together to support citizens to lead independent and fulfilled lives.

Quality Assurance

A new Quality Assurance Manager has been appointed to support Adult Services to continue to identify and improve on the services being provided. A new Supervision Policy has been put in place and work is underway on the development of a comprehensive Quality Assurance Framework that covers the whole of the service. Further work has been undertaken to review quality audit tools and mentor groups and a quality assurance panel have been put in place to continue this vital work into the next year. Work is also being undertaken to improve monitoring care homes who are identified as 'at risk' to support the improvement of quality of care as part of the Adult Services Quality Assurance Framework.

Liberty Protection Safeguards Legislation

Liberty Protection Safeguards legislation will be introduced in the spring of 2022, with work to be completed across Social Services in partnership in the lead up to this. Work has begun to identify the extended cohort of staff that will be impacted by the new legislation, including colleagues within Children's Services, as young people aged 16-17 will be supported under the new legislation. An Implementation Group has been developed including partners from across the Council to support the implementation of the new legislation and funding has been sourced to support the completion of outstanding assessments under the current Deprivation of Liberty Safeguards legislation. This work will be continued throughout the year ahead of implementation in early 2022.

4 COVID RESPONSE

A Workforce Project was set up at the beginning of the pandemic to consider workforce issues related to resourcing front line services throughout the crisis. The project led on the repurposing of staff within Social Services as well as overseeing the recruitment of new temporary workers into Direct Services to strengthen business continuity arrangements.

A total of 146 staff were repurposed, the majority of them into the Community Resource Team (67) and Independent Supported Living (48). We are very grateful to our staff who were willing to step outside of their usual roles to enable critical services to continue to operate during the pandemic. It was also a good opportunity for these staff to learn and develop new skills.

The Social Care Training Unit adapted the majority of its face to face courses so they could continue to be delivered virtually in order for the workforce to continue with its Continuing Professional Development (CPD) during the pandemic. An induction programme for temporary staff was put in place to ensure that all temporary staff working in our Direct Services received appropriate mandatory training before they commenced service delivery.

Throughout the pandemic, weekly communications were sent out from the Director, providing information but also celebrating good practice. Staff satisfaction surveys were undertaken (please see page 19 below) and the Ambassador Group continued to meet (virtually) with the Director and Assistant Directors.

Staff have been supported to continue to work successfully from home - risk assessments have been undertaken to ensure they have safe work stations and the appropriate equipment. All staff are aware of the Care First online tools available to promote well-being. Virtual team meetings are convened on a regular basis and some teams have arranged social gatherings in line with COVID-19 regulations at lunchtime and outside of office hours to ensure colleagues stay in touch and that those who live alone do not feel isolated. Those staff who are unable to work from home, including for mental health and emotional well-being reasons, are provided with safe office space that enables them to physically distance and ensures that appropriate infection, prevention and control measures are in place.

Since the start of the pandemic Cardiff Council has worked tirelessly to ensure distribution of appropriate PPE to all who need it, including social care providers. At the start of the Pandemic an emergency response was quickly set up to distribute PPE from the Library Warehouse in Dominions Way. Staff were redeployed from across the council to work on PPE distribution and training was provided by Army officers from the Logistics Corps. Due to the increasing scale of operations two additional Warehouses and two shipping containers were used. More recently lateral flow tests have also been made available for the regular testing of staff via the PPE warehouse.

In total 40.5 million items of PPE have been delivered, supporting 159 care providers and 162 schools throughout Cardiff. 200,000 lateral flow tests have so far been distributed to support the testing regime and continue to be distributed through a joint task force set up across multiple Council directorates.

The care sector has faced considerable challenges during the pandemic which, overall, they have coped with well. Some care homes in particular, however, have given rise for concern both in terms of quality of care and sustainability into the longer term. Learning from some high profile cases is informing our approach to monitoring the homes and improving the quality of care will be an important part of our new Adult Service's Quality Assurance Framework. Sustainability of the care homes is also of concern given the current level of voids and the imminent end of the Welsh Government COVID-19 funding. Our regional market sustainability assessment and development of a Cardiff market position statement setting out our future commissioning intentions will help to inform our approach to this.

Test Trace and Protect

In terms of our local partnership response to the pandemic the work to keep citizens in Cardiff safe and protected has been impressive.

The Cardiff and Vale of Glamorgan COVID-19 Prevention and Response Plan, published in September 2020, set out an effective Test, Trace and Protect (TTP) response for the region. The Plan was developed in response to a joint letter from the Welsh Government Chief Medical Officer/ Medical Director NHS Wales, Director General Health and Social Services/ NHS Wales Chief Executive and Director, Local Government. The letter made clear the need to prevent the spread of COVID-19 and lead an effective response, across a variety of settings, with an emphasis on integrated planning, shared delivery and joined-up communications. An updated version of the plan was produced in June 2021 and reflects the rapidly evolving nature of the current environment and the changing requirements of an effective response to COVID-19.

The partnership work in this area is led by Public Health and a feature of our regional response has been the sharing of responsibility for key service developments across all partners. Problem solving, rapid response and flexibility have informed the contributions of Health, Police, Council and Third Sector colleagues and it is intended that this focussed approach will inform future arrangements to resolve other challenging and longstanding issues.

The specific involvement of Cardiff social care services in our evolving COVID-19 response will remain a key priority in the current and future years and for as long as such a focus is necessary.



Sarah McGill,
Corporate Director of People & Communities and Director of Social Services



Councillor Susan Elsmore,
Cabinet Member for Social Care, Health and Well-being



Councillor Graham Hinchey,
Cabinet Member for Children and Families

5 PRIORITIES FOR 2021/22

Top 5 Corporate Priorities for Social Services

1	Implementation of COVID-19 Recovery Plans , including management of anticipated increase in demand for social services as a consequence of the impact of the pandemic on our most vulnerable citizens
2	Progress locality working models and work with partners to embed services into communities and maximise benefits of community resources.
3	Ongoing implementation of Quality Assurance Frameworks and strengths based practice.
4	Progressing action plans arising from audit and inspection activity.
5	Implementation of the Eclipse system to replace the existing CareFirst client record system and associated review of practice and process.

Top 5 Priorities for Children's Services

1	Continued focus on shifting the balance of care , including placement sufficiency and accommodation for care leavers. Develop a range of support services to ensure children can remain at home with their families when it is in their best interests to do so.
2	Recruitment and retention of a permanent, engaged workforce with a focus on attracting experienced social workers and embedding a mix of skills into teams in support of prudent social work so that social workers do what only social workers can do.
3	Bring together the models of practice we have been piloting (including Signs of Safety, the Reunification Framework, Family Group Conferencing and the Safe and Together model) into one cohesive practice framework that covers all aspects of assessment and care planning. This will include developing robust outcome focussed assessment, care planning and reviewing pathways to ensure children and families receive the right help at the right time from the right people.
4	Develop a Participation Charter to improve our partnership working with children, young people and parents.
5	Implement the actions plans arising from all regulatory inspections and audits including Her Majesty's Inspectorate of Prisons (HMIP) and Care Inspectorate Wales (CIW).

Top 5 Priorities for Adult Services

1	Development of a strong strategy to set out the direction for Adult Services into the future.
2	Improve outcomes for individuals who receive commissioned care by implementing an outcome focussed, locality based approach to the delivery of Domiciliary Care and development of a cross-cutting quality assurance framework.
3	Embed strength-based practice in all that we do, including social work practice, team development, practice reviews and quality assurance.
4	Preparation for the implementation of the Liberty Protection Safeguards in April 2022.
5	Developing a seamless hospital to home service, to support discharge and admission avoidance, focussing on achieving the best outcomes for the people, whilst at the same time making the most efficient and effective use of resource.



6

INSPECTION OUTCOMES

Risk Based Inspection – the risk based inspection in November / December 2020 was a follow up to the focused activity in February 2020. Inspectors considered how Social Services was progressing and how Social Services continue to help children and adults. The inspection showed that good progress had been made, with key point being:

- Senior managers and lead members have introduced a new culture of raised expectation and standards.
- Local Authority is working hard with all stakeholders to support the safety and well-being of people who use and work in services.
- Cabinet leads for both adults and children’s services are well informed, understand the changes required and are focused on improving outcomes for people.
- Operational and strategic partnerships are working well to help people achieve their well-being outcomes.
- Throughout our inspection and monitoring activity, very high levels of engagement and cooperation from all concerned throughout inspection.

Areas of progress have been noted so the service can learn from what has gone well, and areas for improvement are being taken forward via an action plan and will feed into the ongoing cycle of continuous improvement. The key areas identified for ongoing development were:

- Risk identification and planning.
- Care and support and child protection plans.
- Recruitment and retention.
- Staff supervision and engagement.
- Transfers between teams.
- Communication with individuals, families and providers.
- Advocacy.
- Safeguarding adults at risk.
- Offer of Direct Payments for all.
- Carers Assessments.
- Quality Assurance.

Youth Justice Update – Her Majesty’s Inspectorate of Prisons (HMIP) undertook a visit to Cardiff in December to do a “stocktake” following on from the inspection in January / February 2020. HMIP noted evidence of progress against the majority of the 14 inspection recommendations and a further full inspection is planned for 2021/22. Going forward, the core elements of the “All Our Futures” Strategy will continue with a focus on governance, management, staff and service improvement.

The Youth Justice Service (YJS) continues to make good progress against its Service Development Plan with the creation of, and recruitment into an Operational Manager post to manage the service and its ongoing improvement. Much effort has been made to further develop work with partners across the Local

Authority and other sectors including much closer working with colleagues across Children’s Services, the introduction of an Out of Court Disposal model alongside South Wales Police, a re-focused YJS Management Board and sub-committee, and a redesigned Prevention Service.

Whilst acknowledging the progress made so far, there are a number of clear priorities for 2021/22 - these include embedding of Quality Assurance processes across the service in order to evidence improved assessment and interventions, in turn leading to better outcomes for children and young people; ensuring participation remains high on the agenda and clearly evidenced in all work the service does; recognising and responding to ever-increasing concerns in relation to children at risk of criminal exploitation and embedding Constructive Resettlement to ensure better outcomes for those children and young people who are entering and leaving custodial establishments.

Social Services Annual Performance Letter – we anticipate receiving the annual performance letter from Care Inspectorate Wales (CIW) after the annual review meeting later this year.



7

HOW ARE PEOPLE SHAPING OUR SERVICES?

We are committed to ensuring **effective** and **meaningful** engagement with people is at the heart of our service development and review activity. By offering **a range of different engagement and participation activities** we will ensure that individuals in need of care and support and those that care for people in receipt of services, have a genuine opportunity to be involved in the way that suits them.

Our ability to engage with people face to face was limited during 2020/21 due to COVID-19, however we maintained contact virtually wherever possible. Examples of how people have been engaged or involved in service development during the year include:

- **Young Carers** were involved in a Channel 4 News story on the impact of the COVID-19 pandemic on their lives. The programme addresses the increase in caring responsibilities during lockdown, juggling that with home-schooling and the absence of the usual support networks. [The young carers coping in lockdown – Channel 4 News](#)
- Young people were involved in the development of the **Young Person’s Safeguarding Strategy** in conjunction with Education during the year. As a direct result of feedback from young people, the name of the strategy was changed from the Adolescent Strategy. Young people will continue to be at the centre of delivering the goals and objectives laid out in the strategy and ensuring effective monitoring and evaluation going forward.
- A young person’s panel was involved in the **recruitment** of both the Director, Children’s Services and Director, Adults, Housing and Communities.
- A parent was involved in **interviews** for the Integrated Family Support Service during the year. She was an asset to the process and fed back to say how valued she felt and how much she got from the process.
- As part of the review of the **Corporate Parenting Strategy**, consultation sessions with young people that commenced prior to COVID-19 were completed virtually. 22 young people engaged in total aged 5-27 and in a range of care settings, including children with disabilities. Kinship carers and foster carers were also engaged.
- **Bright Sparks Group** - this well-established group of children looked after and care leavers engages in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS).
- The annual **Bright Sparks Annual Award Ceremony** celebrating the success and achievements of **children looked after and care leavers** was broadcast online with a Christmas theme. Young people involved in the Bright Sparks Group contributed to planning and organising the event, including hosting the awards and announcing the winners. More than 200 individual’s achievements were recognised in areas such as education, sport, creative writing, bravery and volunteering.

- The Youth Justice Service have worked closely with UNICEF around children’s participation as we continue our work towards Cardiff becoming a **Child Friendly City**.
- Work towards the implementation of the **Mind of My Own app** is nearing completion and the app will be launched early in 2021/22. This app will support children to communicate with us and enable us to capture the views of children and young people in our care planning.
- The **Adult Services Strategy** will be underpinned by the feedback from workshops that were held with citizens, virtual engagement sessions and surveys. This feedback is supporting the development of the strategy to ensure that the voice of the citizen remains at the centre of the strategy development.
- **Learning Disability Teams** have continued to receive feedback from people supported, and their carers regarding services offered throughout the pandemic and have developed digital activity groups to continue to provide support based on feedback from individuals.
- **Test and Learn events** have continued with providers throughout the pandemic to support the partnership development of the new Domiciliary Care commissioning structure.



QUOTES

Child (as fed back by Personal Adviser):

"L said that we have both changed her mind about professionals. She said she used to think that all professionals were corrupt and didn't care. She said we have totally changed her opinion on this and how much of a positive influence we are on her, the main thing she likes is our honesty and that we both would never lie to her and are always completely straight with her."

Parent of a child with a disability:

"Thank you for everything you have done for me and the kids I'd hate to think where we would be if you never came along and helped to make me realise and change our lives I am so grateful that u believed in me and never gave up at my lowest points."

Judge in relation to a Children's Services social worker:

The Judge commended R on progressing the matter as well as she has, whilst being in the midst of a global pandemic. She really complemented her on her understanding of the case and her relationship with the children and parent, and without that, we would not have concluded the matter today. She really did a great job on this case.

Care Inspectorate Wales re: Personal Adviser Team:

Just letting you know I had a fantastic interview with C last night I ended up speaking with her mother as well. Both asked that I pass on how fantastic M (PA) is and how she is valued by both C and mother. Their words were M is always available she listens to what we say, tries to find solutions has been the best thing that has happened. C stated that M has helped her turn her life around given her focus and the confidence to change for the best.

From residential provider (as fed back by Operational Manager):

I met with one of our residential providers yesterday, who took the time to compliment two of your staff. He said that J and N were brilliant social workers and couldn't praise them highly enough. Well done and great to get such positive feedback in recognition of your team's hard work and dedication.

Adult Services (service user) for social worker and Learning Disability team:

"just to let you know I look after my brother n sister who have learning disability and S has been a god send ring me every week to make sure we are coping and just just talking to her and kept us in positive mood as my siblings have not been out since March and now she has sorted some respite out as well which we are so grateful so please convey this to her [...] she has kept her sane by ringing promptly at least we felt there was someone at the end of the phone if we needed some reassurance and we are thankful for that.."

Carer for worker in the Community Resource Team:

"I have just received a telephone call advising that [OT] had been out this morning to Mr & Mrs G - who said that they would like to show their thanks and appreciation to all our care staff, but especially L as she was one of the first carers to go out at the beginning and set the bar to a very high standard - Mr G said she went above and beyond and showed exceptional care to them both."

Relative for worker in the residential finance Team:

“My mother went to live in [a] Nursing Home in September 2017. She is currently receiving end of life care at the same home. I am sure that you are already aware of the valuable support that D provides for people who are on a steep learning curve and in unfamiliar circumstances. However, I wanted to express my personal appreciation of the expert help that she has provided. Also, I would like to tell you what a difference she has made to me, and I am sure to many others. When Mum needed to move in to [the home], after a fall at home, and following an extended stay in Llandough Hospital, we had no experience or knowledge of the Care system. From the very start, and again more recently, D has given valuable support. I will also be grateful for the help, knowledge and empathy that she has shown during what have been very difficult times for the family: in situations and through procedures of which we had no experience. I could always rely on D to provide her expert information with clarity, understanding and great patience. She really did walk the extra mile with me.”

Care home manager for member of staff in Contracts team:

“May I take this opportunity to thank you once again. We are so grateful for your concern, support and care for [our provision] during the most difficult and frightening time in our life. Your support and everyone in the council made our life easier to deal with the problems and you made the management and the staff feel safe in your hand.”

Senior Health colleague regarding support to discharge people with support from the Joint Equipment Store:

“The service your department provides for patients being able to come home to spend their final days with loved ones in my eyes is second to none.”

From a service user to members of the Day Opportunities Team:

“Being able to join in with the groups that are organised by Independent Living Services has helped me make so many new friends.”

From a family member to the Community Resource Team:

“I would just like to say thank you to all the staff who have been looking after mum. Since her return from hospital mum has managed to get back some of the independence that she took for granted prior to her recent fall and this has been down to the care that she has received from the team looking after her.”

From a care provider regarding support provided with PPE distribution:

“We would like to thank the Council for all the PPE support we have been receiving – masks, aprons and visors. You have been most reactive and prompt in helping us to keep both our carers and clients safe.”

Surveys

A survey of children and families / carers was undertaken to determine the impact of changes on people and to inform recovery planning going forward. Feedback from the survey was used to feed into recovery planning. Key points were:

- Families were on the whole (70%) positive about the virtual experience with some (43%) reporting that they felt that social workers were more accessible. Some virtual visits will continue where appropriate and a hybrid model is being developed for review meetings going forward.
- New / emerging issues resulting from lockdown identified during the survey covered 6 themes – home schooling, difficult behaviours, health, safety of family. No support / clothing / therapy and miscellaneous (relating to managing medication).
- Top challenges noted by families in the survey were – home schooling, staying connected with extended family and friends, social distancing and accessing medical appointments.
- 45% of families felt that the pandemic had a positive impact on their working relationship with Children's Services.
- 79% of families found Cardiff Children's Services to be helpful during the pandemic.
- Children reported that they knew about coronavirus and how to keep safe. They stayed in touch with people primarily via phone calls and social media. Some (60%) were happy with the level of contact they have with family and friends but 40% were not. 91% were happy with the amount of contact they had with their social worker.

A staff survey was also undertaken to seek staff views on the actions taken in response to COVID-19, and how well information regarding COVID-19 was shared, and checking out with staff their view on the systems in place to enable social distancing in the workplace. Key points were:

- 98% of respondents (79 / 81) agreed it was the right decision to ask staff to commence working from home on 16th March 2020.
- 81% (65 / 80) respondents rated communication with their immediate line manager as 'very good' or 'good'.
- 68% (54 / 79) respondents rated communication with senior leaders as 'very good' or 'good'.
- 67% (54 / 81) respondents reported that they took on additional work during the pandemic.
- 91% (72 / 79) respondents majority were aware of how to contact employee support / well-being services if needed.
- Opinion was split amongst respondents regarding whether they preferred remote working, with 33 that did and 34 that did not. Ability to focus on tasks without interruption or distraction, increased efficiency, no commute and better work life balances were among the positives noted. Amount of screen time, missing colleagues, parental responsibilities and lack of equipment or display screen equipment assessments were noted as negatives.
- 75% (59 / 79) respondents felt that contact with people they work with had become easier.
- 81% (63 / 78) respondents felt that they were able to manage the risks associated with their work effectively, with the limitations of virtual contact noted as an issue.

Compliments, Complaints and Representations

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people's experience of Social Services. During 2020/21, there were 426 cases of feedback recorded for Social Services. Of these, 204 were complaints and 222 were compliments. This is an increase in both complaints and compliments received over the previous year, 2019/20. There has been a 2.9% increase in complaints received (210 complaints received during 2019/20) and a 60.9% increase in compliments (138 compliments received during 2019/20). During the course of the year there was a notable increase in the feedback received during each quarter. As both complaints and compliments increased significantly, we feel that this is indicative of a more engaged customer base, who are more likely and more able to provide feedback on their experiences. It is also likely that COVID-19 has had an impact on these figure as, in the initial stages of the pandemic feedback was unusually low, however, during each subsequent lockdown there was a marked increase in feedback.

Overall, the two main themes in 2020/21 were - a delay of service / communication, and relationships with social workers. Further information about themes will be available in the Social Services Annual Feedback Report for 2020/21. *Insert hyperlink when published*. Learning from complaints and compliments will be fed back to inform service improvement via quality assurance mechanisms.



8

PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

WORKING WITH PEOPLE TO DEFINE AND CO-PRODUCE PERSONAL WELL-BEING OUTCOMES THAT PEOPLE WISH TO ACHIEVE

Outcomes we have achieved during the year

✓	Voice of children and young people heard through meaningful engagement in the development of the revised Corporate Parenting Strategy.
✓	Improved experience for young carers due to the appointment of a permanent member of staff in a dedicated post and the development of virtual activities during COVID-19.
✓	Good understanding of the impact of COVID-19 on children and families to inform service development and improvement going forward, due to social worker and manager feedback and the results of a survey undertaken during the year.
✓	People enabled to make their own choices and take control over the care services and more are receiving Direct Payments.
✓	93% of social workers in Adult Services have undertaken Collaborative Communications training.
✓	87% of new assessments at First Point of Contact were resolved without onward referrals to social care.
✓	The Independent Living visiting team completed 2,921 assessments to support citizens to live independently in their own homes.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay	What we are worried about from our 2020/21 plan
Services for young carers	Participation Charter for Children's Services	Introduction of Liberty Protection Safeguards
	Young people's engagement in transition to adulthood	
	Enabling support and care	
	Rights based approach for adults	

Case Study – Early Help

A mum with an 18 month old child was referred to the Cardiff Family Advice and Support service.

Mum’s mental health was declining; she was socially isolated, had no support network and was struggling to provide for her child practically and emotionally. Mum is an asylum seeker and her English is limited. The language barrier was an obstacle, but this was overcome by using language line over the phone for all interactions with the Family Help Advisor. The pandemic also created additional barriers for some of Mum’s support needs, particularly in relation to accessing clothing and toys for the child. This was overcome through liaison with the child’s Health Visitor who was able to arrange for the items to be delivered to the family home.

Referrals were also made to Women Connect, Homestart and the Cardiff Parenting Grobrain programme, so Mum could access online groups which would help her to improve her mental health and engage with activities with her child. She was also supported to join an online gardening group. In addition, Mum was supported to engage with her GP who was able to explore options for medication to help improve her mental health and she was referred for counselling to address past traumatic experiences.

Mum’s feedback at the end of the intervention was that:

“Sometimes you do not need to see someone to know they are a good person. I feel safer and more supported now. I really liked that you did everything you said you would do. I particularly liked the care and the interest shown towards me, almost like a member of the family. It felt like you cared and listened to me, which was so important, and you understand what I was going through. This is in addition to the services you suggested which were very helpful too.”

Number of well-being assessments for children completed	% of people who did not contact Adult Services Information, Advice and Assistance services again within 6 months	No. of children and adults using the Direct Payments Scheme
2,651 ▲ from 2,218 in 2019/20	90.4% ▲ from 81.4% in 2019/20	993 ▼ from 1,010 in 2019/20
Evidence of active offer of Welsh for:	Evidence of active offer of Welsh for:	Evidence of active offer of advocacy for:
674 assessments in Children’s Services (12 accepted)	2,597 assessments in Adult Services (27 accepted)	336 children (255 provided)

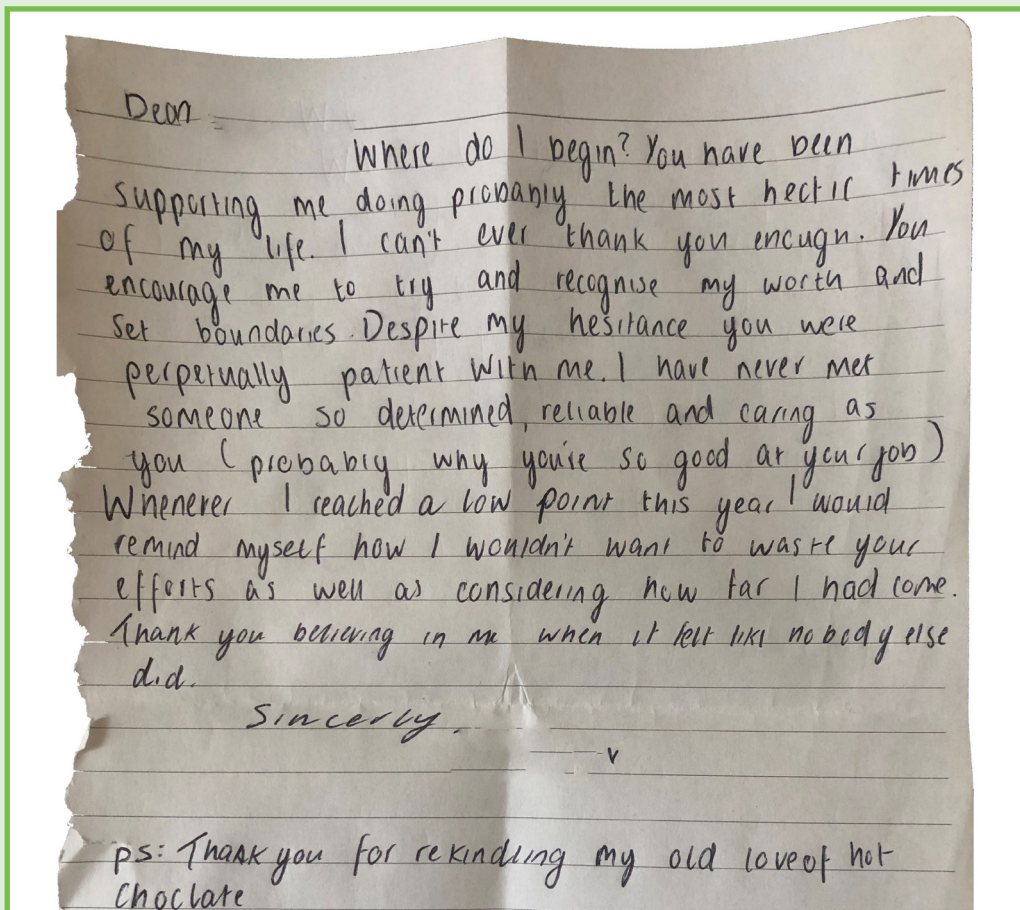


WORKING WITH PEOPLE AND PARTNERS TO PROTECT AND PROMOTE PEOPLE'S PHYSICAL AND MENTAL HEALTH AND EMOTIONAL WELL-BEING

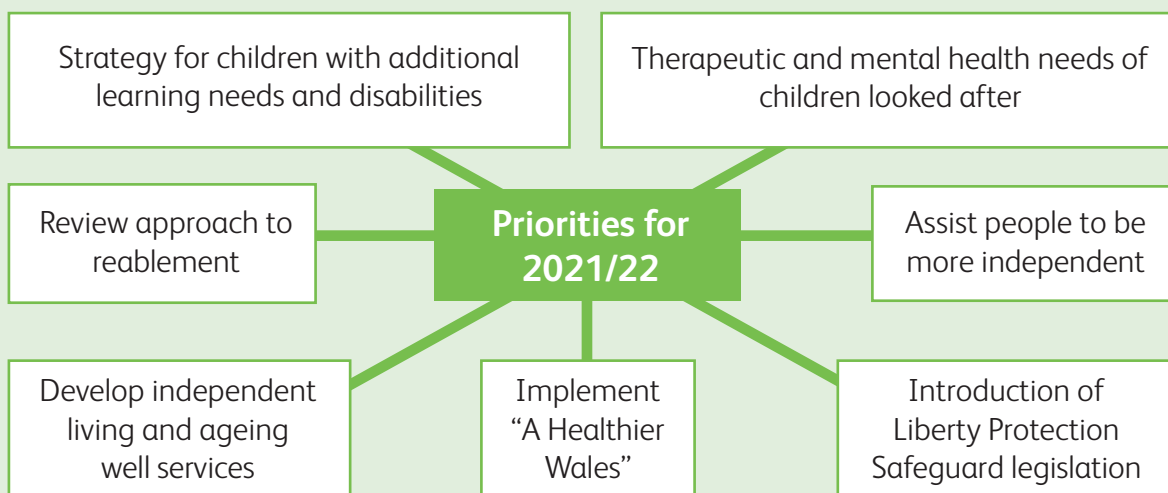
Outcomes we have achieved during the year

✓	Improved access to therapy for children looked after and therapeutic support for foster carers through work close partnership working with Enfys.
✓	Improved access to Health services for children and young people with Health professionals embedded into the Adolescent Resource Centre, Youth Justice Service and Early Help teams.
✓	Digital formats developed to provide therapeutic support and activity opportunities to those receiving services through the Mental Health teams.
✓	Services expanded in our First Point of Contact Teams (Pink Army) to facilitate discharge from Hospital across multiple hospital sites.
✓	518 people supported through Community Resource Team to remain independent at home.
✓	1,862 people supported through Discharge, supporting independence in the community by the First Point of Contact Hospital Team (Pink Army).
✓	The Occupational Therapy Team completed 304 critical assessments to avoid hospital admission, breakdown of care and support safe and timely hospital discharge.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay	What we are worried about from our 2020/21 plan
Work with Enfys to provide therapeutic support for children looked after	Services to children with continuing care and complex health needs	Determine how pathways for people experiencing mental health issues can be improved
Implement 'Healthier Wales'	Therapeutic , mental health and well-being needs of children looked after Youth Justice Service	
Collaborative working with the Transfer Team at Dragon Heart Hospital	Trauma informed practice Multi-Agency Transition Planning All age disability approach	
Pink Army expanding services across multiple hospital sites	Young people in transition with mental ill health Failed or delayed discharge Analyse Learning Disability provision and demand	Promote Public Health and reduce health inequality



Number of children on the Child Protection Register	Average age of adults entering residential care settings	Average length of stay in residential settings
459 ▲ from 253 at 31st March 2020	88 ▲ from 84 in 2019/20	974 ▲ from 937 in 2019/20



TAKING STEPS TO PROTECT AND SAFEGUARD PEOPLE FROM ABUSE, NEGLIGENCE OR HARM

Outcomes we have achieved during the year

✓	Young people at risk of or who have experienced exploitation are better protected through our updated Exploitation Strategy, embedding of specialist exploitation workers in locality teams and improved governance and oversight of exploitation work going forward.
✓	Improved arrangements for safeguarding children and families by agreement to appoint specialist workers, such as adult services social workers and domestic violence workers to bolster the expertise within the locality teams.
✓	Improved safeguarding of adults at risk across Cardiff by improving processes and making the service more accessible to those who wish to report a concern.
✓	Improved response to corporate safeguarding responsibilities by strengthening the role of Designated Safeguarding Lead Officer and Members through refreshing and delivering safeguarding training.
✓	Learning culture of continuous improvement and development promoted for our in-house regulated services through a strengthening of quality assurance mechanisms in regulated services for adults and children.
✓	Ongoing strengthening of quality assurance processes across Social Services.
✓	Critical assessments completed throughout the last year to reduce services pressures including: <ul style="list-style-type: none"> • Urgent manual handling assessments • Breakdown of care • Hospital Discharge • End of life arrangements • High end safeguarding
✓	Quality Assurance Framework developed to identify 'at risk' residential care settings through improved monitoring and support.

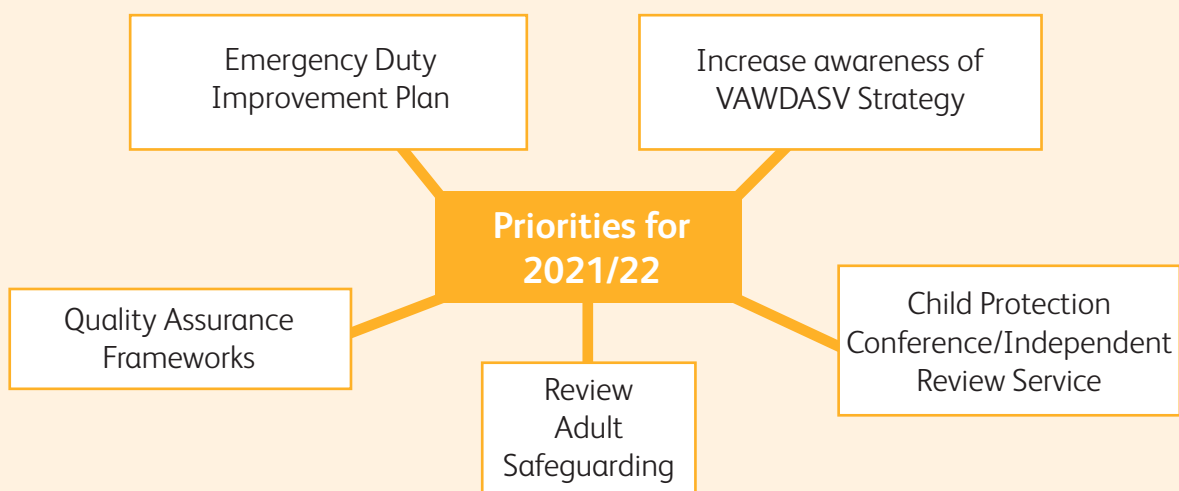
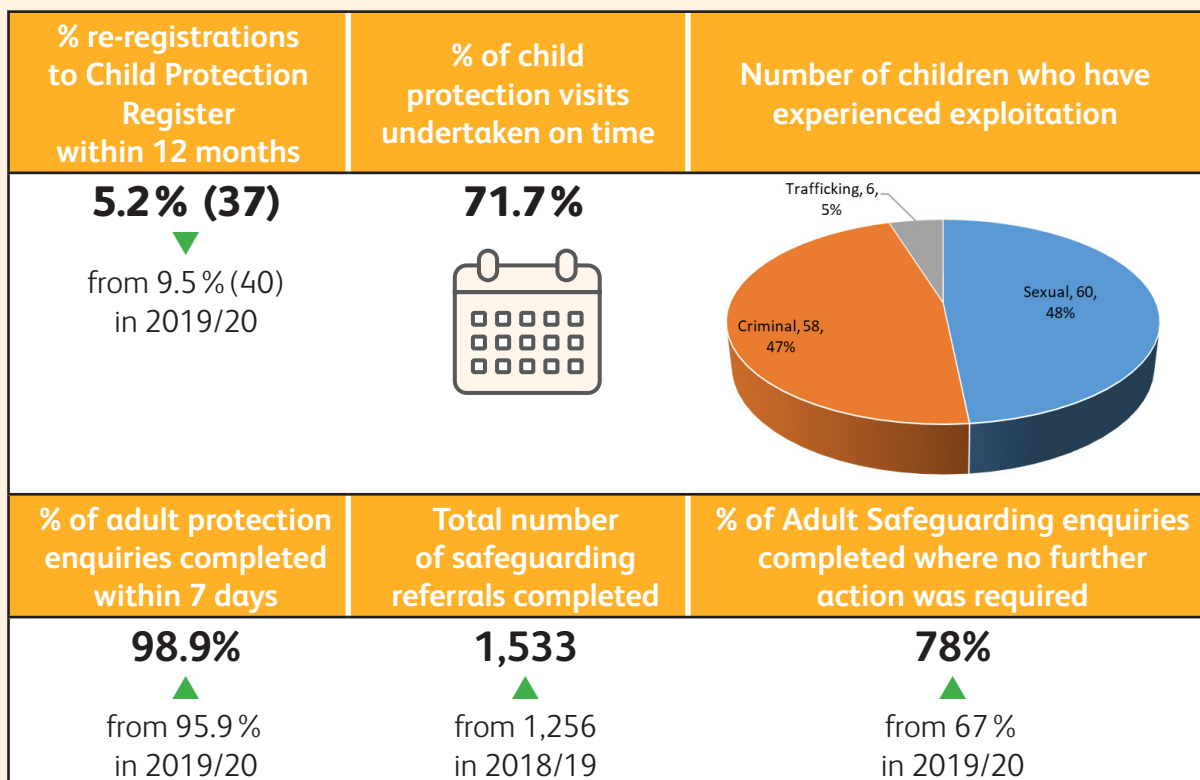
What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Embedding the Wales Safeguarding Procedures	Corporate safeguarding
	Implement the Exploitation Strategy
	Embed the Quality Assurance Framework
	Increase awareness of Violence Against Women, Domestic Abuse and Sexual Violence VAWDASV Strategy
Multi Agency Safeguarding Hub	Child Protection Conference / Independent Review Service
	Missing Person Strategy
	Hybrid model for reviews and conferences
	Contextual approach to safeguarding
	Provider quality assurance systems
	Emergency Duty improvement plan

Case Study – Adult Services

P is a younger adult living in supported accommodation who disclosed to support workers she had been conveyed to Cardiff for the purpose of Adult Sexual Exploitation. She did not want Police involvement and refused to speak to Police or make a report. During the 7 Day Enquiry, P was identified as potentially having been coerced into making the journey and these events were connected to a known group of people in Cardiff and to other similarly reported offences.

Through cross boundary working and use of the Wales Safeguarding Procedures (2019), Adult Safeguarding was able to work with P’s home authority to take immediate safeguarding actions to prevent further risk to P, to support P to make a statement to CID and attend the Sexual Assault Referral Centre (SARC) for interview, support Police disruption of organised activities and assist with evidence collection for prosecution.

P is now residing safely with appropriate care and support and has access to services to address residual trauma.



ENCOURAGING AND SUPPORTING PEOPLE TO LEARN, DEVELOP AND PARTICIPATE IN SOCIETY

Outcomes we have achieved during the year

✓	Well placed to support children to return to school through close work with Education to develop and implement a Child Friendly COVID-19 Recovery Plan.
✓	Good progress with our intention of ensuring that children receive the right support in the right place at the right time through working with providers to secure new residential provision in Cardiff during the year and work towards opening an in house residential Assessment Centre early in 2021/22.
✓	'Read About Me' introduced to all care home residents in Cardiff to promote continuity of care.
✓	Independent Living Services have delivered 2 virtual Active Body, Healthy Minds Festivals including activities, services and groups for older people to engage with.
✓	Day Opportunities transformed its regular service delivery to one using digital platforms including: <ul style="list-style-type: none"> • Digital inclusion training • Supporting creation of online community groups

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Increase the number of adoptive placements	Services for children with additional learning needs
	Redesign our Local Authority Fostering Service
	Corporate Parenting Strategy action plan to improve education attainment for children looked after and education, employment or training for care leavers
	Engagement with independent fostering agencies
	Complete a detailed needs analysis
	Review the placement finding process
Introduction of the Dementia Friendly Cardiff Website	Regional plan relating to the National Fostering Framework
	Residential assessment home for children
	Embed our Dementia Friendly City status
	Promote Intergenerational events and opportunities
	Address social isolation for older people
Develop expertise in the use of new technology	

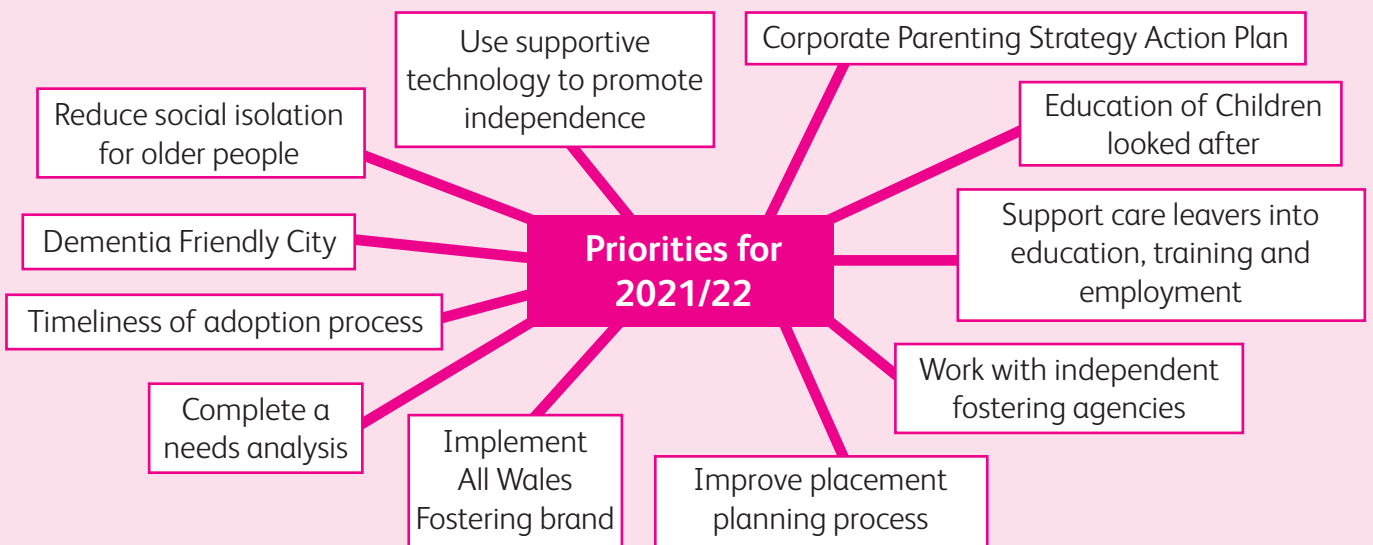
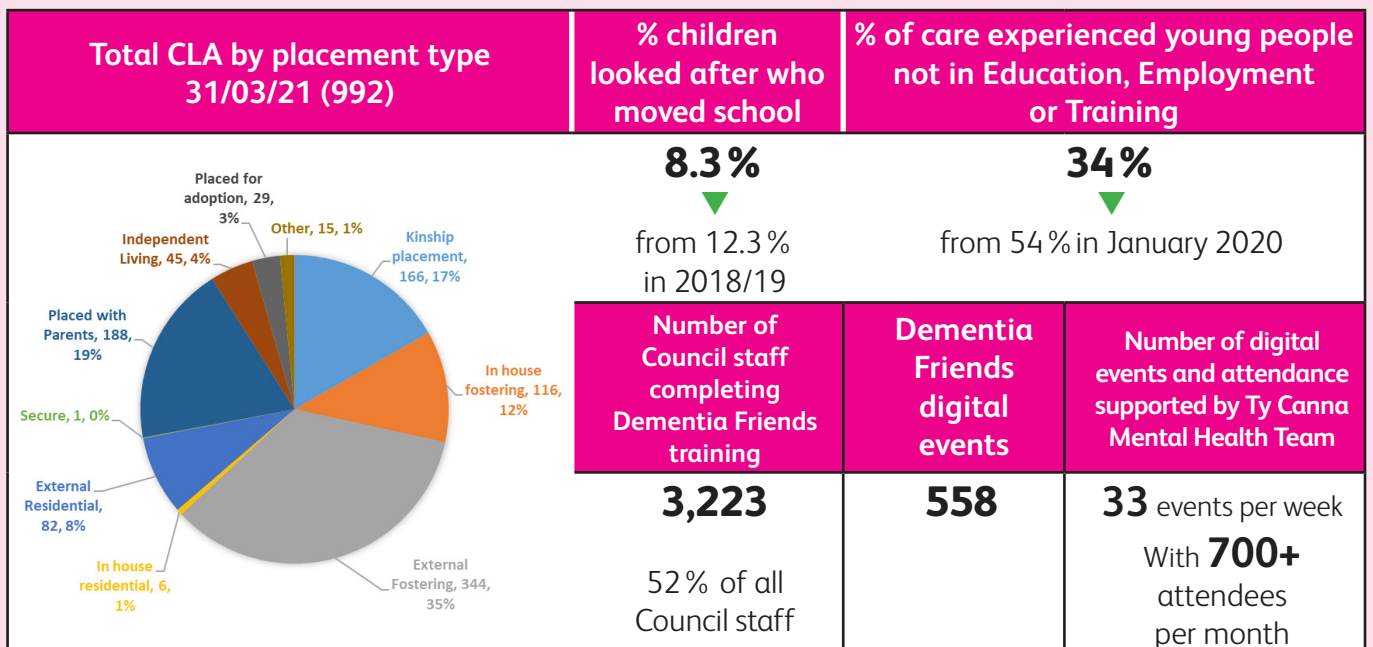
Case Study – Adult Services

A referral was received from the First Point of Contact team regarding a gentleman who had recently lost his wife and throughout the pandemic had become increasingly lonely and isolated. Previously they had been interested in gardening, attending lunch clubs and lawn bowls. He has some limitations regarding mobility and was only able to walk short distances which had impacted on his ability to participate in activities.

An Independent Living Service support worker worked with him to research what was available in the local area. They made contact with a local church that runs a community garden, and supported him to attend a group there. He got a lot out of the attendance; spending time outside and sharing his own knowledge of gardening with the other volunteers. He said that this has improved his mood. He is now attending regularly with support from Age Connects.

Since joining the Community Garden Volunteers he has now also started regularly attending a coffee morning at a local church where he has become very social and has made new friendships within his local community. He has also started attending ElderFit, which he engages with independently and is using local bus routes to be able to attend.

The support he has received has enabled him to re-engage with his local community and to share his skills and knowledge through a local volunteer group. The engagement with the gardening group has boosted his confidence to engage in a regular coffee morning and to start attending Elderfit, improving both his physical and mental wellbeing.



SUPPORTING PEOPLE TO SAFELY DEVELOP AND MAINTAIN HEALTHY DOMESTIC, FAMILY AND PERSONAL RELATIONSHIPS

Outcomes we have achieved during the year

✓	More children supported to remain with their families through an increase in kinship care arrangements from 134 at 31st March 2020 to 162 at 31st March 2021.
✓	Permanence secured for children with 35 adoptions during the year.
✓	Improved support for children who are adopted and their families through improved practice, embedding Life Story Workers in the locality teams and improved timeliness of adoption processes.
✓	People identified at risk of loneliness and isolation, including carers, and regular check in calls made supported by teams throughout the Council.
✓	Online activities have been developed to support and promote development of relationships and support development of new skills.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Family Gateway, Family Help and Family Support	Reunification Framework
	Reshape respite provision for children with disabilities
	Care planning processes
Family Group Conferencing	Court Improvement Plan
	Regional Adolescent Resource Service
	Use of community resources and impact of poverty
Support provided to reduce loneliness and Isolation	Regional Carers Strategy
	Review of Carers Assessment
	Re-opening of some Day Services

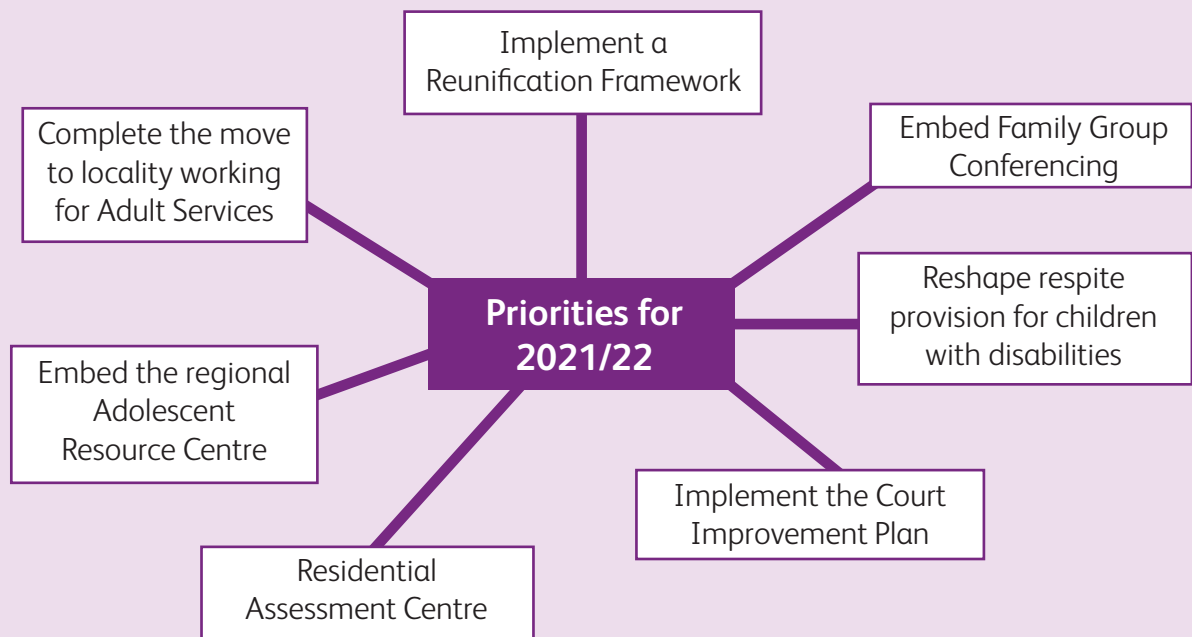
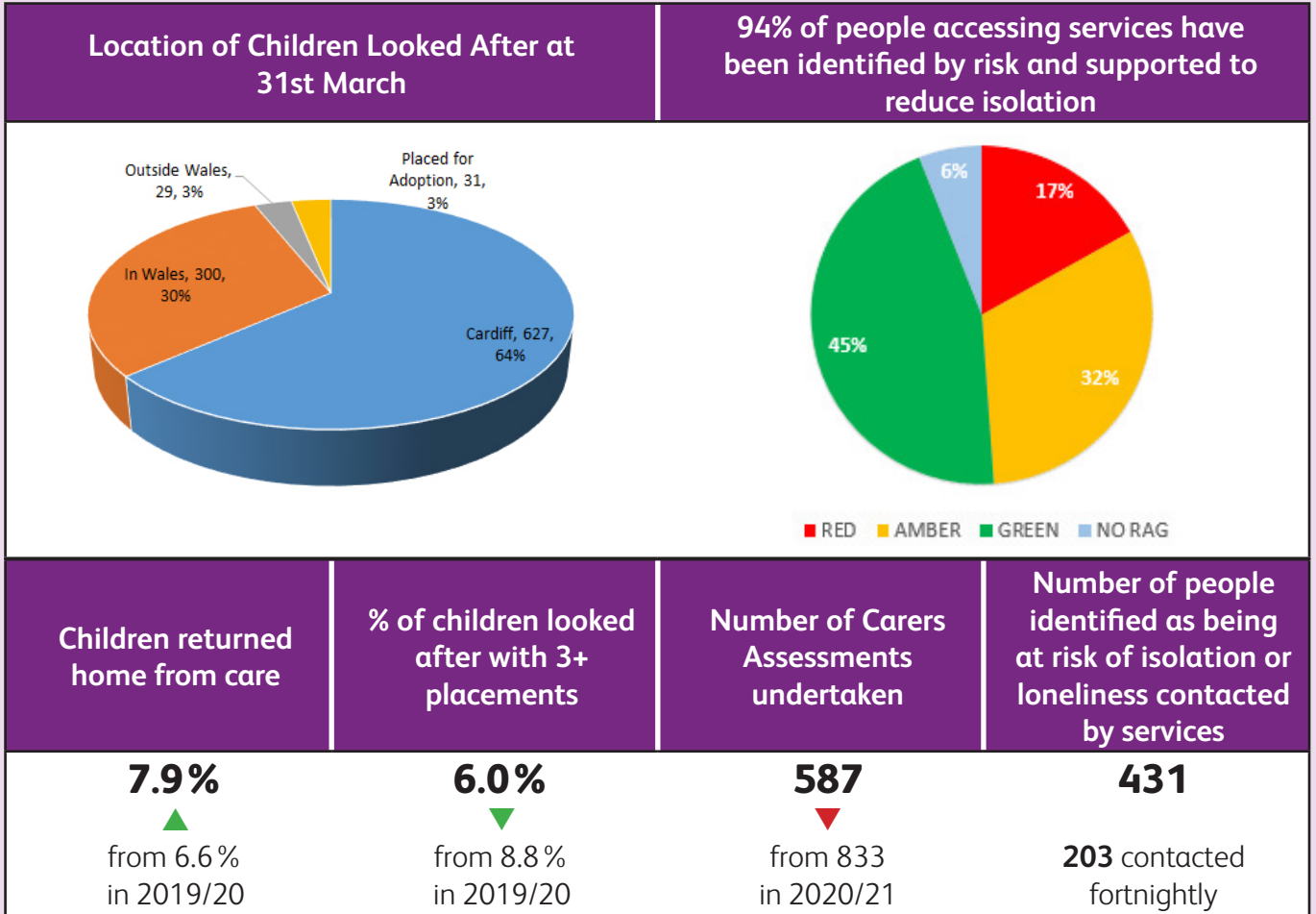
Case Study – Adult Services

Mr X lives with a moderate learning disability and epilepsy, is hyperactive, socially vulnerable and has high levels of anxiety. He has lived in a number of foster placements and became known to the Learning Disabilities team in 2019. At the time he had moved in to an adult placement that had started well, but following a relationship breakdown between the couple he lived with, he moved into our specialist emergency accommodation at the height of the pandemic.

Mr X responded really positively to the supported living model; he enjoyed being around other young people and relished the opportunities to be involved in group activities such as sport, cooking, communal meal times and movie nights. His social worker reported that you could hear the happiness in his voice whenever they spoke.

In spring 2021 Mr X was supported to move in to a semi-independent supported living property near to the city centre. He has his own tenancy and is maintaining his property independently with minimal support from his social worker. He has been saving money, and exploring the local area and has recently started taking the bus to college, rather than a taxi, where it is reported he is doing excellently. He has developed friendships with other young people living in the flats and now regularly meets with his friends in the communal lounge.

Mr X is now making a future for himself that would not have been possible without the support from the social workers who have supported him on his journey.



WORKING WITH AND SUPPORTING PEOPLE TO ACHIEVE GREATER ECONOMIC WELL-BEING, HAVE A SOCIAL LIFE AND LIVE IN SUITABLE ACCOMMODATION THAT MEETS THEIR NEEDS

Outcomes we have achieved during the year

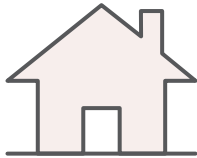
<p>Improved opportunities for children looked after and care leavers via close partnership working between the Personal Adviser Service and the Into Work Service.</p>
<p>✓ 324 of these Young People are in Employment or Education ← 535 16-24 year olds that are care-experienced in Cardiff → 181 of these Young People are NEET and need support 34% NEET compared with 54% in January 2020</p>
<p>✓ Well placed to improve accommodation options for young people leaving care through joint working with colleagues in Housing to secure additional accommodation based on an analysis of need.</p>
<p>✓ Well placed to improve accommodation options for young people leaving care through joint working with colleagues in Housing to secure additional accommodation based on an analysis of need.</p>
<p>✓ Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.</p>
<p>✓ Residential reablement contract awarded to support people to return to living independently.</p>
<p>✓ The Independent Living visiting team identified £1.9m in unclaimed benefits.</p>
<p>✓ 85% deliveries were made within 5 working days against a target of 76% for standard deliveries from the Joint Equipment Service.</p>

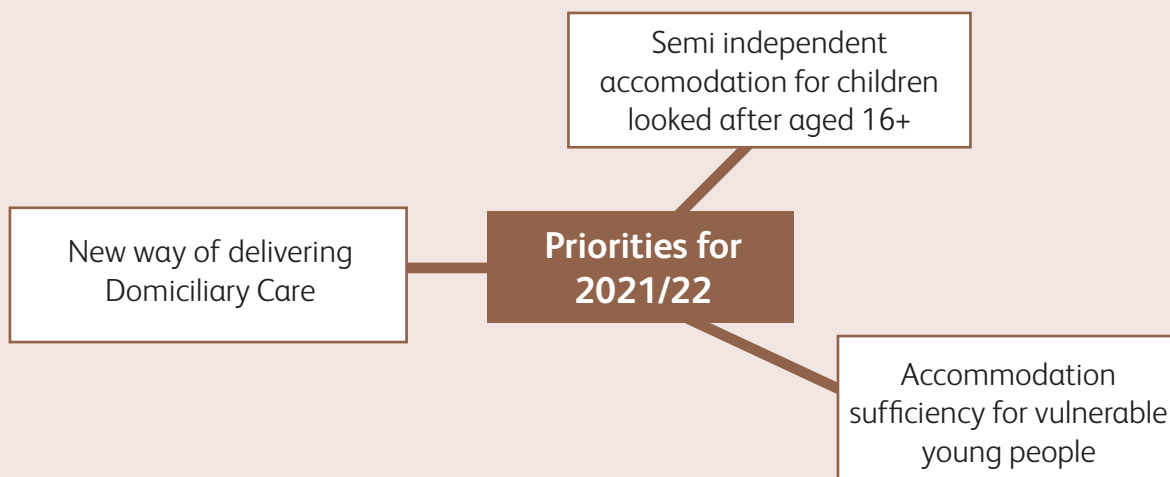
What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Develop an Adolescent Strategy	Accommodation sufficiency
Support to young people during pandemic – provision of laptops to assist with college studies and reduce isolation; and well-being packs to alleviate boredom.	New way of delivering domiciliary care
Relationships with Multi-Disciplinary Teams strengthened	Day opportunities for people with learning disabilities
Residential Reablement Contracts awarded	Locality Working Model

Case Study – Children’s Services

The service is currently supporting a young person who is attending University. During the past year she experienced severe anxiety and poor mental health / suicidal ideation. This young person even considered leaving university. With authorisation her Personal Adviser (PA) visited her in university during the COVID-19 period on a number of occasions, supporting her to access student support at her halls of residence and was also available on phone during evenings and weekends. The young person made new support networks via student support and decided to continue with her studies.

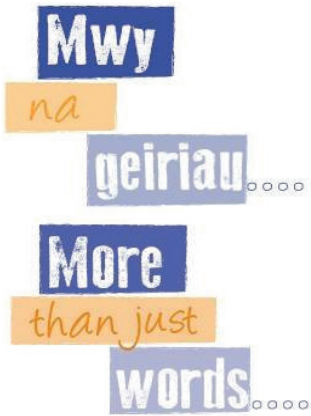
This young person with her PA are now sorting shared accommodation ready for her to begin her second year of studying. Contact remains consistent and support will remain in place for her until she finishes her studies.

Care leavers in education, training and employment	Number of care leavers in Young People’s Gateway accommodation at 31st March 2021	Number of When I Am Ready placements starting
12 months after leaving care 66.7% 13-24 months after leaving care 56.4%	48 (14%) 	44 ▲ from 10 in 2019/20
Same / next working day equipment deliveries through the Joint Equipment Store	Number of customers receiving meals on wheels 7 days a week	Self and friends and family referrals to Telecare
572 ▲ 97% increase from 2019/20	3,253 ▲ 57% increase from 2019/20	21% ▲ from 16% 2019/20



9

HOW WE DO WHAT WE DO



“More than Just Words” / “Mwy na Geiriau”

Welsh Language Standards Objectives for Social Services:

Increase opportunities for people to receive Health and Social Care in Welsh by:

- Ensuring that an active offer of Welsh language services is communicated to all Social Services staff and within commissioned services.
- Including Welsh language service provision within third sector and independent contract specifications, service level agreements and grant funding processes.
- Developing plans to maximise ability to provide services in Welsh with current Welsh-speaking staff; where gaps in workforce capacity to deliver series in Welsh are identified these should be reflected in the organisation’s Bilingual Skills Strategy.

Although the Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has disbanded due to COVID-19, we have continued to meet with colleagues from the Vale to progress the More Than Just Words objectives as a small working party. We plan on reaching out to colleagues in Health to reinstate the forum for a more formal approach.

• **Objective 1: National and Local Leadership, and National Policy**

The Operational Manager, Business Systems and Transformation undertakes the role of Welsh Language Champion across Social Services. Two Welsh language coordinators were appointed at the start of the year however there was a delay in them assuming their duties. The coordinator for Adult Services has since left the organisation and we are looking to recruit another.

• **Objective 2: Mapping, Auditing, Data Collection and Research**

Details of the Welsh language skills of the workforce are recorded via Digigov. Service user language preference is recorded in the Social Services client record system.

• **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning**

We continue to collate information on Welsh speakers across the Directorate to ensure recruitment and retention of Welsh speakers remains a key priority. Processes for allocating Welsh speaking staff have been trialled in both Children’s and Adult Services to ensure that service users requiring Welsh assessments are able to access them.

- **Objective 4: Promotion and Engagement**

We continue to work towards attracting and developing the Welsh language workforce, and strengthening links to organisations. Regular promotion of the use of Welsh continues in Social Services.

- **Objective 5: Education and Objective 6: Welsh in the Workplace**

Welsh language training opportunities continue to be regularly promoted across the Council and Directorate, from beginner to proficiency training in the Welsh language with time given to staff who wish to attend. Awareness Training is a compulsory element of induction training in Social Services; it forms part of the social work student placement induction programme and is a mandatory element of the First Three Years in Practice training programme for newly qualified social workers. Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups, such as domiciliary care staff.



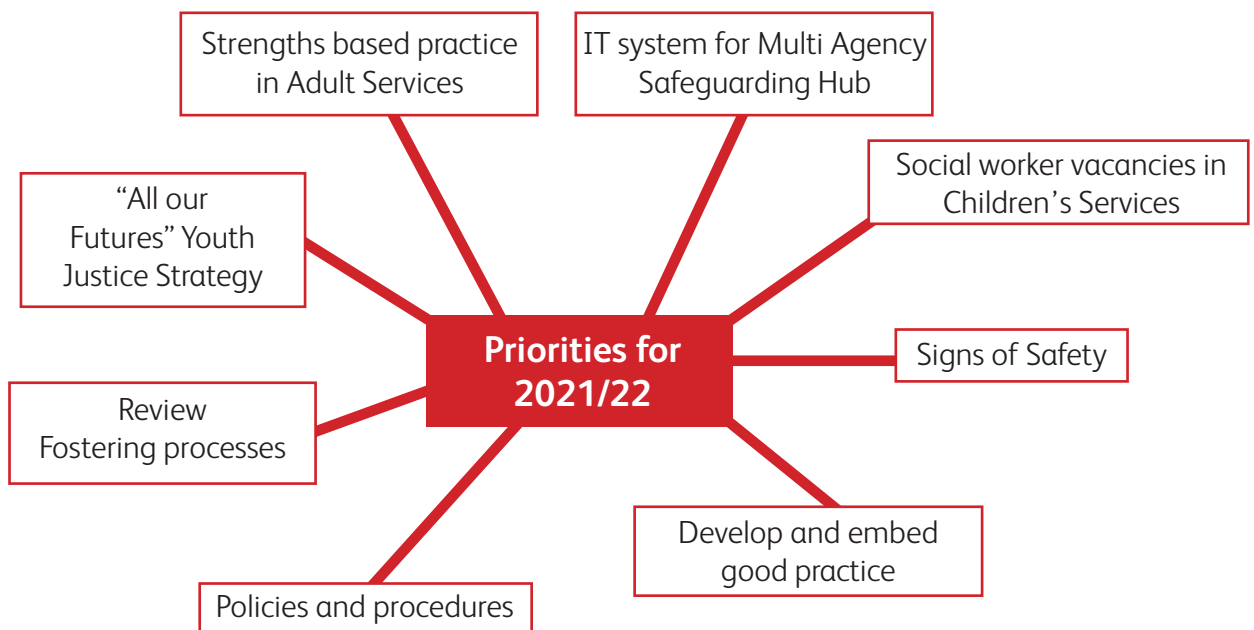
OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes we have achieved during the year

✓	Strong leadership and direction with the appointment of Directors of Children's and Adult Services and permanent management teams.
✓	Improved consistency of decision making in Children's Services with management team oversight and challenge in relation to placement decisions and high risk cases.
✓	Improved support for decision making in Children's Services with the introduction of 4 teams in each of the localities.
✓	<ul style="list-style-type: none"> o Good progress towards ensuring prudent social work in Children's Services with the introduction of multi-disciplinary teams and increasing the number of social work assistant and support worker roles to ensure that social worker are able to focus on what only social workers can do.
✓	<p>Improved service delivery by supporting staff to be better equipped to carry out their roles:</p> <ul style="list-style-type: none"> • 16 seconded staff were on the Social Work degree course during the year. • 8 Enabling Practice Learning (EPL) staff (plus 2 deferred) were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year. There were also 4 Approved Mental Health Practitioner (AMHP) candidates. • 30 newly qualified social workers enrolled the First Three Years in Practice program with 35 experienced staff trained as mentors to support them. • Provision of peer supervision through Signs of Safety. • Provision of clinical supervision within some children's services teams. • 2 OMs supported to undertake Middle Manager Development Programme.
✓	Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Policies and procedures	Signs of Safety in Children’s Services and strengths-based practice in Adult Services
	Reduce permanent vacancies in Children’s Services
	Implementing Regulation and Inspection of Social Care (Wales) Act 2016
	Strengthening Quality Assurance processes to support meaningful supervision

Social worker vacancies Children’s Services	Full Time Equivalentent sickness Children’s Services	Full Time Equivalentent sickness Adult Services
28.8% ▼ from 34.4 in 2019/20	12.88 ▼ from 18.23 in 2019/20	19.68 ▼ from 21.46 in 2019/20

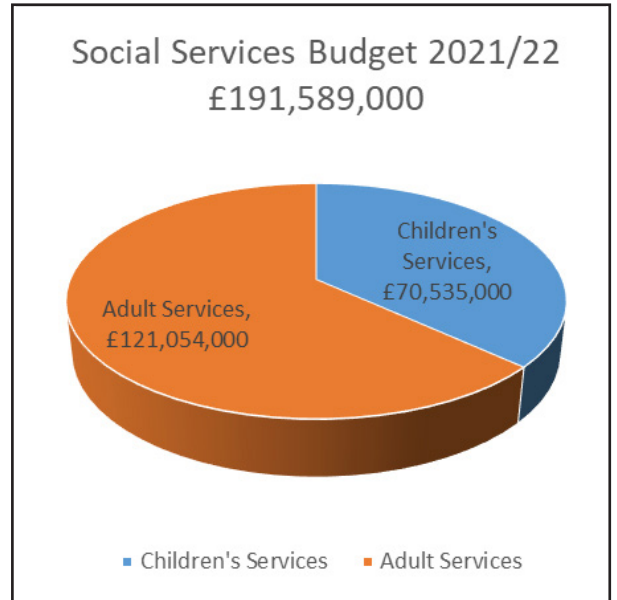
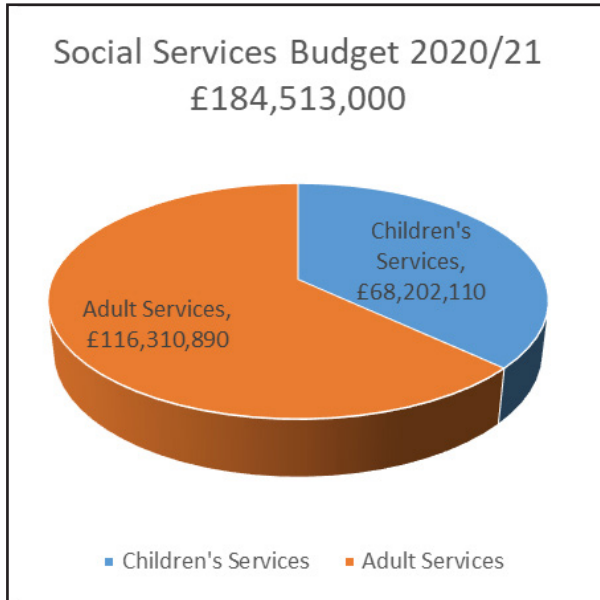


OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

Outcomes we have achieved during the year

✓	Clear direction for staff and citizens with the ongoing implementation of the Children's Services Strategy and development of the Adult Services Strategy.
✓	Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government.
✓	Improved value for money with increasing use of kinship arrangements and increased in house fostering provision reducing the dependency on external fostering providers.
✓	Cost of Care exercise undertaken to support future commissioning for Care Homes and Domiciliary care services to promote best value for money and quality of support and care for individuals
✓	Through Occupational Therapy reviews £208,893 was saved on care costs through equipment or adaptations

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Continue to develop Performance Frameworks	Financial planning
	Implement the Eclipse client record system
Strengthen our partnerships	Implement CareFinance
	Implement the Adult Services Strategy
	Move to locality working for all adult social services
	Approved Mental Health Practitioners





Directorate Delivery Plan

2021/2022

Adults, Housing & Communities

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1. Introduction



Directorate Delivery Plan

- 1.1 The Council's Corporate Plan sets out how the Administrations Priorities for Cardiff will be achieved, providing clarity on what will be delivered and by when. The plan also satisfies the requirements of the Well-Being of Future Generations Act, by setting Well-Being objectives, the steps we will take to achieve them and how we will measure our progress.

The Council has adopted 8 well-being objectives which, by working towards their achievement, will ensure the delivery of Capital Ambition. These are:

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities
- A capital city that works for Wales
- Cardiff grows in a resilient way
- Modernising and integrating our public services
- Managing the Pandemic

For each well-being objective, a number of high level "steps" and performance indicators have been identified to measure progress.

Directorates across the Council play a critical role in enabling the Council to achieve its priorities and Directorate Delivery Plans (DDP) which set out actions, milestones and key performance indicators are the key vehicle for this. Directorates are responsible for identifying the Well-Being objectives and associated steps to which they contribute, and for developing milestones which state the actions they will take. Key performance indicators must also be identified to measure progress, alongside any risks, auditor or recommendations which must be managed and responded to. DDPs must be written within the context of good resource management, for example, workforce development and financial management and must include an assessment of progress and challenges to identify appropriate priorities.

The Golden Thread

Capital Ambition: Sets out the political priorities of the Council's Administration

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

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

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

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

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

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

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

Key Performance Measures: measures of operational performance that indicate if the steps the Council are taking are effective

Target: sets out a numerical value on Key Performance Measures to be achieved

2. Directorate Profile – Adults, Housing & Communities

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

Adult Social Services

The Service currently support over **5,500** citizens with care and support needs across Cardiff, enabling and supporting them to live the life they choose. The operating model has recently changed to strengths based approach, finding different ways to support vulnerable people to meet their individual goals. Work within the directorate, and in partnership with wider council services has continued to prevent individuals experiencing loneliness and isolation and to provide services that meet the needs of the individuals and their carers.

The Older People and Physical Disabilities Team offers a service to those over 18 years old with impairments in Cardiff. Social workers provide assessments, guidance and support to meet the needs of the individual and to support those who are important to them. These services include:

- Case Management Team for those with complex needs.
- Community Duty Team for those who do not have a named social worker.
- Adult Review Team for those who have settled care services.
- Day Services, including Older People's Day services, Ty Canna and The Complex Needs Day Opportunities Service.

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

- **Community Mental Health Teams** - partnership arrangement between Cardiff Council and Cardiff and Vale University Local Health Board (CAVUHB).
- **Mental Health Services for Older People** - regional partnership between Cardiff Council, CAVUHB and the Vale of Glamorgan Council.
- **The Emergency Duty Team** is a regional partnership between Cardiff and Vale of Glamorgan Councils providing out of hours social services cover.
- **The Deprivation of Liberty Safeguards Team** is a partnership arrangement between Cardiff Council, CAVUHB and the Vale of Glamorgan Council supporting the rights of those whose capacity is impaired.
- **The Forensic Team** supports individuals who have a significant offending history.

- **The Neuropsychiatry Team** supports those with ongoing social care needs.
- **Cardiff Alcohol and Drugs Team** is a specialist service for those with substance misuse issues.
- **The Approved Mental Health Professionals within the service** ensure that the local authority is able to fulfil its statutory responsibilities.

The Learning Disability Teams provide social work advice, information and support services to adults with learning disabilities and their carers, working closely with wider multi-disciplinary teams to support ongoing complex needs.

The Supported Living Team monitor internal supported living houses to ensure high quality care and support. There are **109** supported houses and **323** tenants across the city. **The Internal Supported Living Service** manages **8** supported houses for **23** tenants enabling them to live safely in their community.

The Child Health and Disability Team works with children who have a disability, which has a substantial effect on their life. They work closely with young people transitioning into Adult Services who appear to have social care needs.

The Adult Safeguarding Team ensure that vulnerable Adults in Cardiff are protected.

Community Services

The Independent Living Service is closely aligned with Adult Social Services and also work closely with the third Sector, Health services and community groups co-producing outcomes that matter to the citizens of Cardiff. They operate the First Point of Contact for older people and those with physical disabilities and provide a whole range of support, taking a whole systems approach to helping older and disabled citizens of Cardiff to live independently in their own homes, reduce hospital admissions, speed up discharge from hospital and help people reconnect to their communities.

Face to Face housing advice and support is available through the **Community Hubs** which have been rolled out across the City. The Hubs provide housing, benefit and general council advice as well as services from partner organisations. The Hubs and Libraries provide a comprehensive range of library and wellbeing services which aim to improve the lives of Cardiff citizens through the delivery of reading, information, health, digital, cultural and children's learning opportunities, together with a wide range of social activities across the City.

To support those out of work or to upskill people into better paid work, the Service Area delivers a range of support and courses through **The Into Work Advice and Adult Learning service**. Adult Learning provides a broad range of learning opportunities across the City, with the Learning for Work programme focussing on those who are seeking employment. They offer term and non-term time courses, which are mostly accredited and can support people on their journey back to work. The **Into Work Advice Service** is accessed via a

Gateway made up of job clubs across the city, an advice line and website, as well as social media channels. Light touch support (CV's, job application forms, help with Universal Credit) can be provided through the Gateway. A needs assessment is also carried out to ensure that clients get the right support first time, every time. The team can also provide in depth mentoring support for those that need that extra help wherever they live in the city. Into Work Advice Services also have specialist teams which include, employer engagement, self-employment, volunteering, adult and youth teams. Cardiff Works is an in house, temporary recruitment team. This has recently expanded beyond administration roles and now includes carers, cleaners and will continue to expand, helping people into employment within the Council.

The Benefit Service helps over **36,000** households to pay their rent or Council Tax through payment of Housing Benefit and the Council Tax Reduction Scheme as well as managing a Discretionary Housing Payment fund, helping the most vulnerable people in Cardiff and administering free school meals. The **Money Advice Team** provides assistance across this city to maximise income and help people out of poverty.

The Early Help Service delivers a programme of preventative services to families, parents, children and young people in Cardiff. Cardiff Family Advice and Support brings together a range of information, advice and assistance services for children, young people and their families in Cardiff through the development of a single point of entry. This clear, accessible referral route is for anyone who has well-being concerns about a child or wants to learn more about support available for families. The services within Cardiff Family Advice & Support include, Flying Start, Cardiff Parenting Team, Childcare Offer for Wales, Childcare Business Support and Childcare Workforce Development.

Housing and Homelessness

The **Housing Options Service** ensures that housing advice and assistance is readily available to all clients who need help with their housing or are threatened with homelessness. The Homeless Prevention Team work with clients at risk of homelessness, assisting them to maintain their current accommodation or helping source alternative accommodation, primarily through the private sector. They provide financial assistance such as bonds or rent in advance. The Accommodation & Support Team support homeless clients into a wide range of temporary and supported accommodation. The Assessment Team assess cases under homeless legislation. The team co-ordinate specialist pathways such as those for people leaving prison, hospital and those suffering domestic abuse. Access to temporary and supported accommodation is controlled via three Accommodation and Support Gateways – the Single Person Gateway, the Family Gateway, and the Young Persons Gateway.

The Supported Accommodation and Outreach Service provides hostel, supported accommodation and outreach support services for both homeless families and single people. Outreach work with rough sleepers and homeless people with complex needs is co-ordinated through the **Multi - Disciplinary Outreach Team**, this team brings together a wide range of professionals from housing, social services,

health and the third sector to address the underlying cause of rough sleeping and repeated homelessness. The service provides high quality hostel, supported accommodation, Housing First and other support services for the most vulnerable citizens. The new Assessment Centre is a base for these expanded services and will provide access to a range of accommodation and support options.

The **Housing Service** manages **13,723** Council homes. Teams within the service provide a full range of management and maintenance services for council tenants including tenancy management and enforcement, including responding to anti-social behaviour, responsive and empty property repairs, and compliance with all safety requirements. The Building Improvement Team control all planned works to properties and ensure that the Welsh Housing Quality Standards are maintained across all stock.

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

The **Housing Support** programme funds housing-related support to vulnerable clients in a variety of settings, with the aim of maximising independence. Services are provided in house and by a range of partner support providers who are monitored to ensure the services provided are of a high quality.

The **Development & Regeneration Team** address housing need by maximising the delivery of affordable housing and investing in communities. This is done by building new, more accessible homes, homes suitable for downsizing, and larger family properties whilst ensuring that place-making is at the heart of schemes. They also manage the Assisted Home Ownership Scheme and buy-backs programme, manage the Social Housing Grant programme and enable RSL development, implement neighbourhood renewal and local regeneration schemes, develop and improve community buildings and facilities and co-ordinate neighbourhood renewal strategies. The activities of the team recognise that strong communities are at the heart of any successful city.

Strategy, Performance & Resources

- **Commissioning & Contract Monitoring Team** provide procurement and contract monitoring / quality assurance of all commissioned Adult Services contracts and supports service development and redesign.
- **Business Systems and Transformations Teams** - provide administrative, financial, quality assurance, policy and performance management support across all of Adult Services and Health & Safety and Management Support across Adults and Children's Services.
- **Workforce Training & Development Team** –provides training for the internal Social Services workforce and the wider social care workforce in Cardiff, including Social Work professional development and training, in-house and commissioned training, data collection for workforce planning and performance reporting.

- **Integrated Health and Social Care Team (Previously Disability Futures Programme Team)** – provides programme management and support to the newly established Starting Well Partnership. Including partnership project management, support and performance monitoring for a range of WG funded partnership projects across the region that have a child and learning disability focus.
- **Ty Storrie** – provides overnight short-breaks for some of the most vulnerable disabled children and young people in Cardiff.

3. Progress, Challenges and Priorities for 2021/22

The Adults, Housing & Communities Directorate faced unprecedented challenges throughout 2020/21 due to the Covid-19 pandemic, but adapted many of its working practices to continue to deliver services. The service is now gradually recovering but will use many of the lessons learned throughout the pandemic to change and improve services.

At the start of the pandemic work was carried out by Adult Services to identify and rate individuals who were at risk of isolation. Services have utilised digital opportunities to ensure work could continue. This included:

- Group Counselling and 1-2-1 support provided by **Mental Health Services**
- Social activities provided by **Mental Health and Learning Disabilities Services**
- Utilisation of virtual and video meetings to provide assessments and reviews for people living in the community and in Care Homes
- Stronger links were developed with the third sector to provide access to digital tools to support socialisation.

The service has continued to provide care to vulnerable adults and has supported external care homes and domiciliary care agencies to provide continuity of care, despite some extreme challenges during the pandemic.

The **Care Inspectorate Wales** inspection undertaken in December 2020 highlighted some of the excellent work being undertaken throughout Social Services in Cardiff. Areas noted included:

- Senior managers and lead members have introduced a new culture of raised expectation and standards.
- Hard work with all stakeholders to support the safety and well-being of people who use and work in services.
- Cabinet leads for both adults and children's services are well informed, understand the changes required and are focused on improving outcomes for people.
- Operational and strategic partnerships are working well to help people achieve their well-being outcomes.
- High levels of engagement and cooperation from all concerned throughout inspection was noted.

An action plan has been developed to address the opportunities for improvement identified in this inspection and this will be a priority throughout 2021-22.

In October 2020, Cardiff launched its **Dementia Friendly Cardiff** website and resource hub for citizens to access. The website offers resources and support to people living with dementia and their carer's and provides information about activities and social events available in the local area.

Collaborative Communication Training has continued to be rolled out supporting a strengths-based approach to social care. Staff have now been identified to undertake the role of ‘train the trainer’ to continue to provide support and develop this practice model. Mentor groups and Quality Assurance Panels are now in place to continue to support this work and embed strength-based practise throughout Adult Services. Strengthening Quality Assurance for both internal and external service will be a priority for 2021/22.

The Adult Safeguarding team has worked to improve and maintain timeliness of enquiries in line with requirements of the Wales Safeguarding Procedures, with reporting to Welsh Government increasing to near **100%** since the beginning of 2021. The team has continued partnership working with Police, Care Inspectorate Wales, Health and Social Work colleagues while also expanding professional networks across the directorate for contextual approaches to Safeguarding.

Challenges will be faced within **Adult Services** in 2021/22 including demand and budgetary pressures and the volume and complexity of casework. The increasing number of older people living in Cardiff and the potential impact of Brexit will also pose challenges.

Adult Services’ key priorities for 2021/2 include:

- Embedding collaborative communication and strength based practice into all social care
- Development of a strong strategy to support services for vulnerable Adults into the future
- Taking forward the Locality Model by recommissioning of domiciliary care based on a strengths based and locality focused approach and developing Community Wellbeing Locality Teams in partnership with Independent Living, Health and other key partners.
- Improving access to advocacy and direct payments.
- Strengthening Adult Safeguarding procedures and supporting Council-wide directorates to embed Corporate Safeguarding.
- Introduction of the new Liberty Protection Safeguarding Legislation
- Working towards Age Friendly City status, developing Cardiff as a Dementia Friendly City
- Increasing use of assistive technology to promote different ways of supporting people at home
- Implementing the upgraded client record system - Eclipse.

Housing Services – throughout 2020/21 Housing Services have continued to deliver a range of assistance to council tenants. Due to restrictions, only emergency repairs were carried out on council properties for most of the year. Empty property works have continued throughout the year and properties continued to be let with a focus on housing the homeless and some planned maintenance continued. Business as usual has now resumed, however the challenge for 22021/22 will be to clear the backlog of work in in priority order.

Homelessness –unprecedented challenges were faced during 2020/21. The Housing Options Centre remained open to the most vulnerable, but the service adapted by switching to more accessible ways of conducting homeless assessments, such as via telephone. Despite these challenges homelessness was prevented in 75% of cases where there was a duty to prevent accepted.

Success has been seen within the **Housing First** scheme where, 93% of clients utilising the scheme have broken the cycle of homelessness and have been maintaining their tenancy, which is excellent against a target of 70%.

Rough Sleeping in the city has dramatically declined during 2020/21, down from an average of 30 rough sleepers in March 2020 compared to an average of just 5 in January 2021. During the pandemic the service took over two large hotels and repurposed two new shipping container schemes to provide safe and self-contained accommodation for rough sleepers, homeless clients and people living in unsuitable emergency accommodation. The service collaborated with a range of partners to deliver services including social work, substance misuse, rapid prescribing, therapeutic and counselling services directly into the hotels and hostels, to address residents' complex needs and seek lasting solutions to underlying issues.

Maintaining this progress is a priority for 2021/22. A new vision for homeless services has been set out and will now be taken forward with the development of new temporary accommodation for both single people and families. The learning from the pandemic in terms of offering the full range of health and therapeutic services on site will be also be taken forward, along with a new rapid rehousing approach to services. The purchase of the YHA hotel, the refurbishment of Adams Court to provide supported accommodation for single homeless people and the opening of the new homeless assessment centre in 2021/22 will help to ensure that this vision is realised.

93% of clients felt able to live independently in their homes following support from the **Independent Living Services** in 2020/21, despite the challenges of the pandemic. The team have continued throughout 2020/21 to empower people to remain independent at home and reduce reliance on intensive interventions. 84% of new cases have been directly dealt with at the First Point of Contact without resulting in an onward referral to Adult Services against a target of 70%-80%. Services changed from face to face / visiting to digital with great success including two virtual festivals. The First Point of Contact in the Hospital has been expanded and the "Pink Army" as the team are known, have become invaluable partners to health, including in the emergency unit. During 2021/22 the services will be further developed, now encompassing home care through the CRT service, new Community Wellbeing Locality Teams will be developed to provide wrap around holistic care in the community.

Libraries & Hubs – the Library and Hubs service faced an unprecedented year. With the closure of hubs and libraries across the city the service has rapidly stepped up their digital offer as a way to reduce social isolation during the pandemic. The hubs have provided a wide range of online events aimed at maintaining customer connection with the community. The new Hub website is an easy place to browse many online sessions provided by not only Hub staff but by other services too. Events for all ages are provided.

Despite the pandemic, work continued to refurbish Whitchurch and Rhiwbina libraries into vibrant new Hubs. 2021/22 will see the service continue to deliver the Community Hubs programme in collaboration with partners, including progressing plans for Youth Hubs and a refurbishment to Rhiwbina Library. There are also plans to implement a new Community Wellbeing Service to support those most affected by the pandemic.

Advice Services –the newly expanded Into work service is fully operational and has continued to support people throughout 2020/21. The number of people who received into work advice through the Gateway is 49,756, exceeding the target of 46,000. Additionally, 814 clients have been supported into employment having received tailored support through the Gateway.

237 employers have been assisted by the Into Work team which has again exceeded the target set of 220 for the financial year. £15,447,013 of additional weekly benefit has been identified for clients of the Money Advice team exceeding the target of £14,000,000.

The service will continue to support people into work in 2021/22 by further integrating employment support services and delivering a new skills hub to provide on-site construction skilled, apprenticeships and employment within the sector.

The Advice Line developed and expanded during the pandemic to provide essential phone support. This included calling those shielding to see if they required food and medication supplies. The success of the Advice Line ensured that customers were contacted quickly and provided the same level of advice as face-to-face contact. Calls were triaged quickly to the correct teams without an increased waiting time. The team are now taking calls regarding Free School Meals and will continue to expand their knowledge into other services.

Universal Credit – during 2020/21, 2,841 customers were supported and assisted with their claims for Universal Credit. This is well above the target of 1,500 set but understandable given the economic pressures caused by the pandemic. The team has ensured that support has remained available across the city through Advice Line. The service will continue to ensure that support is available to those affected by the roll out of Universal Credit in 2021/22.

Early Help - in 2020/21, 7,058 people were supported through the Family Gateway. The Family Help Team supported 1,912 people in 2020/21, exceeding the target of 1,500. The service will continue to develop in 2021/22 with a focus on reducing the impact of adverse childhood experiences on children's well-being as the full consequences of the pandemic are felt.

Development and Regeneration - in 2020/21, 552 new council homes were completed. A target of a further 750 has been set for 2021/22. New high quality family temporary accommodation at Briardene and Gasworks will be completed in 2021/22.

89% of residents advised they were satisfied with completed regeneration projects in 2020/21. The service will continue to invest in the regeneration of local communities in 2021/22 including submitted an outline planning application for the regeneration of Channel View.

Learning from the Pandemic

All services within the Adults, Housing and Communities directorate will seek to continue to embed the learning from the pandemic, in terms of virtual services, agile and home working and greater partnership working. A key theme will be to embed and enhance the joint working that has developed over the past year to provide the right support to individuals in their homes and communities.

4. Capital Ambition: Well-being Objectives

Cardiff is a great place to grow up

Within Adult, Housing & Communities much work goes on to make Cardiff a great place to grow up. The Early Help service provides a range of information, advice and assistance for children, young people and their families in Cardiff. Both homeless and housing development services aim to provide high quality family homes with appropriate access to outdoor space for play. Library services support learning for children and young people.

Cardiff is a great place to grow older

The Independent Living Service works to make Cardiff a great place to grow older. Independent Living Services supports older people in Cardiff to live as independently as possible and improve their wellbeing. The service provides tailored holistic support to help older people live more independently by finding out “What Matters” to them.

The Older People and Physical Disability Service works in partnership with council colleagues, Health staff, third sector organisations and provider agencies to offer a service to those over 18 years old with impairments in Cardiff. Across the city, the service works with citizens at the centre, understanding what matters to them and ensuring that the individual’s voice is at the core.

Supporting people out of poverty

The service provides a range of help to support people out of poverty. The Advice Teams help by providing Into Work advice for people who are out of work or are looking to upskill in their current roles into better paid/ permanent / or full time posts. Into Work Advice Services can be accessed through a single point of entry. Light touch support includes webchat, e-mail Adviceline and Job clubs that are located across the city.

Cardiff Works is an in house, temporary recruitment team. It has expanded beyond administration roles and now includes carers, cleaners and will continue to expand. It links in with Into Work to recruit from within communities.

Adult Learning helps those take their first steps on their journey into work by providing work skills training as well as accredited, non-accredited and soft skills training.

Money advice is provided to ensure income is maximised by the Advice Service, Family Gateway and Independent Living Services.

The homelessness service works closely with clients to prevent homelessness where possible, and providing accommodation and tailored support to those who do become homeless.

Cardiff has safe, confident and empowered communities

The Building Improvement Unit and Responsive Repairs work to ensure the council housing stock is maintained to the Welsh Housing Quality Standard, carrying out repairs as required and planned gas servicing, electrical testing and other safety works through the year.

The activities of the Development and Regeneration Team recognise that strong communities are at the heart of any successful city. Developing high quality sustainable housing in attractive neighbourhoods will ensure that local communities benefit from Levelling-up/recovery funding and that the city's covid-19 recovery strategy can be delivered.

Modernising and integrating our public services

Adults, Housing and Communities are always working to modernise and integrate our services. Homeworking has rapidly developed during the pandemic alongside digital services and virtual activities. Further digital methods of service delivery will be taken forward in 2021/22.

Managing the Covid-19 pandemic

The service is continuing to ensure the Covid-19 pandemic is effectively managed by providing support in high-risk settings, including care homes, home care, supported living and hostels, working with partners to implement the latest guidance and by continuing to ensure the availability of all necessary PPE to support the safe delivery of Council and partner services for staff and residents.

5. Wellbeing Objectives

Wellbeing Objective 1 - Cardiff is a great place to grow up					
Safely reopening schools and regaining momentum					
Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Introduce pre-16 mentoring capacity for Children Looked After to support education recovery and progression and continue to forge links with the Bright Start programme for care leavers.	Education / Helen Evans	Q1	<ul style="list-style-type: none"> Pre-16 Mentoring Team and Bright Futures Team to meet so partnership can begin. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> Year 11 leavers in Summer 2021 with no destination to be referred to Bright Futures Team. 	
			Q3	<ul style="list-style-type: none"> Create channels for updates on 2021 leavers between both teams (regular panel meeting). 	
			Q4	<ul style="list-style-type: none"> Create channels to discuss Year 11 Leavers ready for Summer 2022 Transition (expand regular panel meeting). 	

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

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Support mental health and emotional well-being for children and young people by working in partnership to deliver an integrated approach to emotional and mental health support by:</p> <ul style="list-style-type: none"> • Working with the Cardiff and Vale University Health Board (UHB) to continue to develop trusted referral pathways from Early Help teams into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2022; • Working with the Cardiff and Vale UHB to refine the role of the Primary Mental Health Specialists to ensure that children and young people access the right specialist emotional and mental support when these needs are first identified; 	Avril Hooper	Q1	<ul style="list-style-type: none"> • Review the effectiveness of Thinking Together Conversations between Early Help Practitioners and Primary Mental Health Specialists. • Review data in relation to age, identified concern and support needs of children referred to Primary Mental Health Specialists with a view to identifying key trends. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Analyse training needs of Early Help Practitioners in relation to identified emotional and mental health needs of children and young people. • Contribute to the multi-agency steering group on the implementation of the 'Whole School Approach' to emotional and mental well-being. 	
			Q3	<ul style="list-style-type: none"> • Primary Mental Health Specialists to deliver an agreed training package to Early Help Practitioners which will equip them to confidently identify and understand C&YP emotional and mental health needs. • Review joint assessment and formulation processes agreed between Cardiff Parenting and Barnardos Family Wellbeing Service. 	

			Q4	<ul style="list-style-type: none">• Review the impact of the EMH training package and arrange additional training according to outstanding need.• Implement agreed referral pathways between Early Help teams and NHS Single Points of Access	
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
	<p>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</p> <ul style="list-style-type: none"> • Implementing the Early Help referral pathway into the Violence Prevention Service and assess its effectiveness in preventing children and young people’s involvement in violence through early intervention and prevention; • Participating in the mapping, design and implementation of the Early Help element of the Vulnerability Change Project led by South Wales Police; • Strengthening the relationship between the Early Help teams and the Youth Justice Service, through developing a clear referral pathway and identifying opportunities for joint working. 	Avril Hooper	Q1	<ul style="list-style-type: none"> • Review of current open Youth Justice Service (YJS) cases against Early Help (EH) cases undertaken to identify any overlap and opportunities for joint working, • Referral criteria shared between YJS and Early Help teams and pathways for casework explored. • YJS Operational Manager invited to sit on Early Help Operational Group. 	<p>To develop and deliver services which are responsive to Cardiff’s inequality gap.</p>
			Q2	<ul style="list-style-type: none"> • YJS and Early Help representatives invited and attend each other’s team meetings to refresh staff’s knowledge of service offer, referral criteria and pathways. • Development of ‘Thinking Together conversations’ to include YJS staff. • Needs of parents of children and young people within the YJS fully scoped. 	
			Q3	<ul style="list-style-type: none"> • YJS and Early Help staff involved in casework co-formulation and support. • Presentation given to YJS Board and sub-committee on 6-month findings and progress made. • Further refining around YJS Prevention referral criteria and Early Help links with Street Restorative Justice. • Requirement for Parenting Officer role explored by YJS. 	
			Q4	<ul style="list-style-type: none"> • Parenting Support offer between YJS and Early Help refined • Changes following review implemented 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Continue to reduce the impact of adverse childhood experiences on children's well-being by developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Cardiff Parenting teams by March 2022.	Avril Hooper	Q1	<ul style="list-style-type: none"> • Development and implementation of a blended delivery approach based on learning associated with COVID restrictions. • Implement the revised Quality Assurance Framework and the new Quality Analysis and Development Tools. • Implement the Distance Travelled framework. • Develop service user feedback processes. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
		Q2	<ul style="list-style-type: none"> • Pilot & test the cost saving tool developed by Wavehill. • Develop a targeted publicity campaign in conjunction with Promo Cymru, which includes feedback mechanisms for children and young people accessing support from the service. • Implement service user feedback processes. • Review Assessment of Need document. 		
		Q3	<ul style="list-style-type: none"> • Submission of evidence and inspection for Youth Participation Standards and Families First Quality Award. • Review effectiveness of revised Quality Assurance Framework and implement any changes. • Develop effective recording processes on Eclipse, to enable reporting on distance travelled for families receiving support from the Family Help and Family Help Disability teams. 		

			Q4	<ul style="list-style-type: none">• Implement a review of Distance Travelled framework• Achieve Youth Participation Standards and Families First Quality Award• Fully implement the cost saving tool developed by Wavehill.	
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22	
CP/ DDP	<p>Implement the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and well-being for Children Looked After.</p> <p>Support young people to ensure the smooth transition from care to independent living, by:</p> <ul style="list-style-type: none"> • Increasing the number of smaller supported accommodation projects in the Young Person's Accommodation & Support Gateway, to respond to the increased number of care leavers ready to move on from Children's Services accommodation • Recruiting a dedicated manager for the Young Person's Accommodation & Support Gateway who will be responsible for further developing pathways for care leavers out of Children's Services accommodation and into independent accommodation • Exploring new housing pathways out of care, such as an enhanced training tenancies scheme 	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> • Open first 4-bed supported accommodation project • Recruit manager for the Young Person's Accommodation & Support Gateway (YPG). • Complete detailed housing needs assessments of all Children Looked After ready to leave Children's Services accommodation, and present findings and recommendations to Children's Services.
			Q2	<ul style="list-style-type: none"> • Complete scoping exercise to assess the viability of an enhanced training tenancies scheme which would house young people straight from Children's Services accommodation into independent accommodation. • Open second and third 4-bed supported accommodation projects. • YPG manager to develop ways of working with Children's Services to standardise the practice of assessing housing needs for Children Looked After 6 months before accommodation is needed. • Consider wider issues of transition from care for younger people with more complex needs and work in partnership to identify appropriate service solutions.
			Q3	<ul style="list-style-type: none"> • Develop data dashboard for care leavers, monitoring their housing outcomes closely. • Open final 4-bed supported accommodation project.
			Q4	<ul style="list-style-type: none"> • Review success of new accommodation projects and produce report on savings produced.

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of families referred to Family Help, showing evidence of positive distance travelled	N/A	N/A	71%	75%	Avril Hooper
CP	The number of people supported through the Family Gateway	New Measure 2019/20	8,205	7,058	7,500	Avril Hooper
CP	The number of people supported by the Family Help Team	New Measure 2019/20	1,582	1,912	1,500	Avril Hooper

Wellbeing Objective 2 - Cardiff is a great place to grow older

Supporting older people to age well and to live the best lives they can in their homes and communities, through the delivery of proactive and preventative services

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP/DDP	<p>Further develop our Independent living and aging well services by:</p> <ul style="list-style-type: none"> • Training all frontline staff to fully embed the What Matters conversation within social work and support practice by March 2022; • Developing Local Community Well-being teams by bringing together Independent Living and Homecare services and delivering these on a locality basis by March 2022; • Continuing to work with the Cardiff & Vale University Health Board to further integrate the multi-disciplinary approach to hospital discharge and community support by September 2021; • Empowering people to commission their own care and support through 	Carolyne Palmer/ Lisa Wood	Q1	<ul style="list-style-type: none"> • Mapping out “as-is” process with the Community Resource Team in Cardiff. • Understand and review Single Point of Access in partnership with health set out clear aims and objectives. • Map discharge processes for First Point of Contact Hospital and explore how First Point of Contact Hospital can work with Single Point of Access. • Evaluate current carers assessment protocols and understanding of any alignment with Independent Living Services. • Review process/mentoring/peer support (What Matters) to fully understand current position • In line with work carried out in Community Resource Team and Single Point of Access, review social work teams for older people across Cardiff, including 	Cardiff is accessible to everyone who is living, visiting or working in the city.

	<p>greater promotion of direct payments by September 2021;</p> <ul style="list-style-type: none"> •Developing outcome-based indicators to support understanding of the human impact of the services being offered by June 2021. <p>Review Approach to Undertaking Carers Assessments.</p>			<p>day centres</p> <ul style="list-style-type: none"> • Review approach undertaken at front doors and within teams to raise awareness of direct payments, and review training for this, information for staff and citizens to ensure full understanding • Develop framework with Q7A officer and staff group to look at improving assessments and language to ensure the work we undertake with citizens is strength-based and helpful to staff 	
			Q2	<ul style="list-style-type: none"> • Put together the “to be” model for the Community Resource Team in Cardiff. • Identify links between Community Resource Team and Health • Identify alignment with aims and objectives of Single Point of Access and connectivity with First Point of Contact Hospitals. (Pink Army). • Make recommendations of new methodology for carers assessments and where they are best carried out. • Consult with carers forum before any change is made. • Create a proposal for the “to be” model for First Point of Contact 	

				<p>Hospitals in partnership with health colleagues to align into one integrated discharge service.</p> <ul style="list-style-type: none"> • Plan ongoing training and training for trainers to continue Collaborative Communications strategy. • Identify alignments with Community Resource Team/Single Point of Access locality team social work. • Review the paperwork in partnership with finance colleagues. • Develop framework to identify how to best support people using direct payments creatively. • Create new options for forms and paperwork and recording for immediate use and as part of planning for the arrival of Eclipse.
			Q3	<ul style="list-style-type: none"> • Implement new processes and identify relevant buildings and supporting integrating working partnership to take locality working forward. • Determine the right type of Multi-disciplinary Team approach for hospital discharge into a locality setting and flow of information sharing through the information platform. • Evaluate community support services in Independent Living

				<p>Services from discharge to community living.</p> <ul style="list-style-type: none"> • Put in to place train the trainer programme • Evaluate most effective deployment of social work staff within a locality setting, aligning with work done in Single Point of Access • Sessions with staff to expand understanding creative thinking with Direct Payments and encouraging innovation • Small test of the new paperwork • Introduce new model following consultation.
			Q4	<ul style="list-style-type: none"> • Implement locality approach and trial in one locality to test the model, learn, develop and evolve. • Triage and appropriately refer into locality services • Review the train the trainer programme, identifying new candidates to train as trainers. • Implementation of locality working. • Review uptake of direct payments throughout the year to evaluate any change in approach. • Review test of new paperwork.

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Implement the first phase of the new way of delivering domiciliary care by November 2021 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.	Angela Bourge	Q1	<ul style="list-style-type: none"> • Complete the Accreditation and Enrolment requirements for the new Domiciliary Care Approved Provider List. • Finalise the Service Specification for the new locality model. • Complete Fee Setting Strategy informed by cost of care exercise and achieve sign off. • Develop a quality assurance framework • Review phased implementation plan for rolling out of the new locality model and agree final version 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Complete the on-boarding arrangement to the new Approved Provider List with providers 	
			Q3	<ul style="list-style-type: none"> • Launch new Approved provider List • Progress and finalise key milestones for stage one of the phased implementation plan 	
			Q4	<ul style="list-style-type: none"> • Review progress against stage one milestones • Progress and finalise stage two milestones 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> • Working to build and refurbish community living schemes for older people including: <ul style="list-style-type: none"> - Completing design work on the Michaelston college site for our first proposed 'well-being' village, focused on older people but taking an intergenerational approach to place-making, by December 2021; - Achieving planning permission for the new schemes at Bute Street and Canton Community Centre by June 2021; - Commencing the new schemes on site at the Maelfa and in St. Mellons by November 2021; - Fully establishing the Rehousing Solutions Team to provide tailored advice and support for older people and those with physical disabilities by 	<p>Dave Jacques / Katie McAndrew / Lisa Wood</p>	<p>Q1</p>	<ul style="list-style-type: none"> • To fully complete all outstanding work at Brentwood Court. • Continue with external works at Broadlands House and Broadlands Court. • Commence internal works at Poplar House. • Detailed design work on Worcester Court progressing. • Complete work to communal building at Heathmead. • Commence the Pre-application Consultation process for Bute Street & Riverside Community Living schemes. Get initial agreement from Ward Councillors for the key aspects of the proposed Wellbeing Village at Michaelston College site. • Complete recruitment process for all vacant posts on the Rehousing Solutions Team. • Induction Training for new Rehousing Solutions staff and training on associated processes and procedures relating to their roles. • Review and streamline current rehousing processes and procedures and draft new 	<p>Cardiff is accessible to everyone who is living, visiting or working in the city.</p>

	<p>June 2021.</p> <ul style="list-style-type: none"> • Improving the current use of existing Community Living and Extra Care schemes including: <ul style="list-style-type: none"> - Reviewing the current allocation criteria for Community Living and Extra Care and developing a single waiting list by September 2021; - Promoting Extra Care housing as an alternative to residential care and a step down from hospital by September 2021 			<p>processes and procedures in line with new allocations and shortlisting arrangements.</p> <ul style="list-style-type: none"> • Develop new processes and procedures for other complex housing needs cases. • Review current shortlisting and allocations arrangements for Community Living Schemes and amend systems to reflect new arrangements. • Review Extra Care Arrangements with Extra Care Providers and Adult Services and develop new arrangements to bring into Housing Waiting List and amend systems to reflect new arrangements. 	
			<p>Q2</p>	<ul style="list-style-type: none"> • Continue on site and complete Poplar House internal works. • Complete external works at Broadlands House and commence internal works. • Review detailed design on Worcester Court • Achieve a Planning consent for Bute Street & Riverside Community Living schemes. Complete the evaluation of the tenders for Maelfa & St. Mellons. 	

			<ul style="list-style-type: none"> • Draft and consult on amendments to Housing Allocations Policy to reflect new arrangements. • Amend systems to reflect new rehousing processes, shortlisting and allocations arrangements. • Implement new arrangements. • Develop escalation/referral process for referrals into new Rehousing Solutions team. • Briefings for staff/RSLs on new arrangements/referral process • Amend and consult on amendments to Housing Allocations Policy • Implement new arrangements for shortlisting and allocating Community Living and Extra Care. • Transfer existing Extra Care Data into the waiting list. • Develop a full understanding of why people are accessing residential care and how extra care or other housing and support options could be used to reduce the need for this. 	
			<p>Q3</p> <ul style="list-style-type: none"> • Continue with internal works at Broadlands House. • Install the new doors at Minton Court. • Finalise any outstanding Appello and fire panel works. 	

				<ul style="list-style-type: none"> • Complete the master planning of the Michaelston College site by December 2021 for consultation. Achieve a start on site for the Maelfa & St. Mellons schemes • Review new rehousing arrangements and progress/success and amend processes and procedures as required • Review success of Rehousing Solutions Team and obtain feedback from service users on customer experience • Monitor progress following implementation of new Community Living and Extra Care arrangements and identifying any operational issues • Make necessary changes. • Develop a training plan to promote the use of Extra Care and other housing and support models as an alternative to residential. • Consider the use of the new Community Living schemes, including use as step down facilities and use as Extra Care Lite. 	
			Q4	<ul style="list-style-type: none"> • Complete works to Broadlands House 	

- Complete the tender process to appointment contractors for the Bute Street & Riverside community Living schemes. Agree final scheme design for Michaelston College site and undertake Pre-application consultation.
- Full review of the Rehousing Solutions Unit and structure/resources of the team
- Carry out full review following implementation of new Community Living and Extra Care arrangements, report on progress, gather data and feedback from agencies/service users.
- Complete planning for use of the new Community Living Schemes, including staffing arrangements.

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Work with partners to prevent hospital admissions and reduce the need for care by:</p> <ul style="list-style-type: none"> Developing a clear approach to the use of innovative technological solutions which can help enable independent living, and; Ensuring that all care and support planning considers the possible use of supportive technology (March 2022) 	Carolyne Palmer	Q1	<ul style="list-style-type: none"> Strategy group to be identified to develop a strategic approach to use of technology. Develop technology strategy to include consideration of multiple technology options available throughout the market and include research to understand this. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Identify cohort of people to trial technology and evaluate impact on their life. Develop best practice guidelines for implementation and use of technology to support people and to improve quality of life. 	
			Q3	<ul style="list-style-type: none"> Develop training package and deliver this to frontline staff Embed practice into assessment to ensure technology is always considered when assessing wellbeing. 	
			Q4	<ul style="list-style-type: none"> Look at prospect of paid for services through the Joint Equipment Service for people to be able to access technology independently. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Reduce the number of people accessing acute, residential or nursing care across Cardiff by reviewing the approach to reablement services by March 2022, ensuring that a full range of support is available to ensure that all older people are able to live the best lives they can and stay safe in their own homes.	Lisa Wood / Carolyn Palmer	Q1	<ul style="list-style-type: none"> Proactive review by OT's of care packages to ensure that all aids and equipment, family and community support is optimised to enable people to live at home as independently as possible. Review patterns in residential care over the last 3 years and in nursing home care 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Understanding comparison between demographics and future planning – gather information from stakeholders Understanding what people want for their own futures, including supporting people to live well with dementia and to stay safe. 	
			Q3	<ul style="list-style-type: none"> Mapping citizens who have been supported through enablement services, considering maintenance and future history for people who are utilising services – understand the story Understand what reablement services are available. 	
			Q4	<ul style="list-style-type: none"> Review OT assessment based on feedback, cost savings and alternative solutions found. Review all data to understand and plan a path forward. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	99%	96%	93%	95%	Carolyne Palmer
CP	The number of people who accessed the Community Resource Team	N/A	2080	1722	2,000	Carolyne Palmer
CP	The total hours of support provided by the Community Resource Team	N/A	57,882	42,341	50,000	Carolyne Palmer
CP	The number of people in residential care aged 65 or over per 10,000 population	N/A	N/A	130	No target, but to reduce	Lisa Wood
CP	The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	75%	72%	84%	70% - 80%	Carolyne Palmer
CP	The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	179	186	133	185	Colin Blackmore
CP	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	3.18	6.07	0.00	National Data collection suspension	Lisa Wood

Supporting older people suffering from social isolation and loneliness and delivering our Age Friendly and Dementia Friendly City ambitions

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Support older people to age well by reducing social isolation, addressing access to local communities, identifying new ways to promote engagement in local communities and working together to prevent abuse by:</p> <ul style="list-style-type: none"> •Developing relationships between community groups, third sector organisations and businesses to enhance opportunities for older people to remain involved in their local communities, by providing both voluntary and employment opportunities; •Utilising technology to promote inclusion and reduce social isolation, especially whilst social distancing is in place, including access to support services remotely to promote health and independence; • Promoting opportunities for older people to engage directly with younger people to develop skills, share experiences and build friendships. 	Lisa Wood / Carolyn Palmer / Nicola Pitman	Q1	<ul style="list-style-type: none"> • Commence partnership working with the new libraries and Wellbeing Hubs to develop community groups and activities based upon the needs of their localities and looking to expand the digital reach and skills of the older population. • Investigate potential for a digital Intergenerational event with colleagues in education to be held in Q3. • Review day centre provision and how this supports the older people utilising these services and their carers • Consider opportunities for making these more accessible for more people with needs. • Work to encourage older people to step back into the community including library browsing opportunities and social opportunities. Launch e-reader loan scheme including within the Housebound Library Service. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Link with local businesses and identify funding sources that can help sustain and create community groups and activities, both in communities and digitally. 	

			<ul style="list-style-type: none"> • Look at options with 3rd sector and health as to how we can expand the opportunities within day centres • Plan review to be undertaken in Q3 • Launch Digital Days within Community Hubs targeting older people with support to use technology effectively and make best use of the digital resources available to them through the Hubs and Libraries.
		Q3	<ul style="list-style-type: none"> • Work towards creating sustainable groups and activities within local communities, based on customer feedback and gap analysis. • In partnership with colleagues in education, deliver an intergenerational event where younger people can share digital skills with older people. • Undertake a Cardiff Wide review, approaching citizen groups and all citizens to support the development of future planning for day services in their own communities. • Link with the health board to access “Read About Me” training for Hub staff and commence community roll out of “Read About Me” scheme to increase reach of the older persons focused project.
		Q4	<ul style="list-style-type: none"> • Investigate and measure the social impact of community groups. • Evaluate the community impact of a blended digital approach incorporating face to face and digital services.

				<ul style="list-style-type: none">• Develop credible and forward thinking plans for day centres development.• Deliver “Do Something Different” day focusing on older people and involving the Community Wellbeing service to encourage older people to get active and get involved	
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community by:</p> <ul style="list-style-type: none"> • Undertaking Dementia Friends training across the Authority with the aim of full compliance amongst Council staff by March 2022; • Developing a school engagement programme to encourage more inter-generational activities and events; • Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme; • Delivering dementia friendly events – both digital and face-to-face – when restrictions allow; • Supporting the Dementia Friendly Cardiff Community to continue to deliver positive outcomes for people living with dementia within Cardiff. 	Nicola Pitman	Q1	<ul style="list-style-type: none"> • Develop a Communication plan to drive Dementia Friends compliance amongst the Directorates. • Utilise the Dementia Friends website to generate expressions of Interest from business to become Dementia Friends. • Continue to promote Digital events through the Dementia Friends website including partner Dementia Friends programmes. Develop awareness of Dementia Friendly action during Dementia Action Week. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Explore opportunities to deliver Dementia Friendly community activities to rebuild confidence in community recovery. Promote Dementia Friends website to raise awareness and extend reach. 	
			Q3	<ul style="list-style-type: none"> • Link with UHB to extend reach of 'Read About Me' within the City focusing on promotion and utilising the Hubs to encourage participation by vulnerable adults including those living with Dementia. Launch Rhiwbina Hub and integrate a Dementia Friendly launch event to celebrate the new accessible facility. 	
			Q4	<ul style="list-style-type: none"> • Explore the potential of developing Care Home Connections with Schools utilising digital options to deliver intergenerational learning and engagement. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective	
CP	<p>Work to become an Age-Friendly City by identifying opportunities for people to be integrated in their local communities by:</p> <ul style="list-style-type: none"> Supporting older people to live independently and be connected to their home and community, with the aim of reducing the possibility of loneliness and isolation; Engaging with communities to develop volunteer and income-generating opportunities and appropriate educational and training programmes; Providing housing that is safe and adaptable to personal preferences and changing capacities; Engaging with older people to provide opportunities for their active participation in the formulation and implementation of policies that directly affect their well-being. 	Nicola Pitman	Q1	<ul style="list-style-type: none"> Complete application process for Age Friendly City in collaboration with Regional Partnership Board partners and Older People's Commissioner including the creation of an Age Friendly City Action plan. 	Cardiff is accessible to everyone who is living, visiting or working in the city.	
			Q2	<ul style="list-style-type: none"> Develop web platform under the banner of Age Friendly Cardiff. Develop partnerships within Global Network of Age-Friendly Cities and Communities to develop knowledge of Age Friendly practice. Re-establish/relaunch 50+ forum participation including face to face to opportunities within Community Hubs. Explore blended meeting opportunities linking digital and face to face to deliver further accessibility options for citizens to get involved. 		
			Q3	<ul style="list-style-type: none"> Deliver Age Friendly Cardiff campaign focusing on International Day of Older Person's including events and raising awareness of Cardiff as an Age Friendly City. 		
			Q4	<ul style="list-style-type: none"> Evaluate Age Friendly Actions and initiate development of global linked City 50+ Forum learning exchange to encourage sharing of age friendly practice. 		

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	86%	89%	N/A	85%	Carolyne Palmer
CP	The percentage of Council staff completing Dementia Friends training	N/A	29.96%	52%	85%	Nicola Pitman
CP	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	N/A	20	20	40	Nicola Pitman
CP	The number of digital Dementia Friendly City events held	N/A	794	558	600	Nicola Pitman

Wellbeing Objective 3 - Supporting people out of poverty

Supporting those most impacted by the economic crisis into work, education or training

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Support people into work by:</p> <ul style="list-style-type: none"> • Filling over 3,000 Council posts through placements from Cardiff Works; • Supporting 850 people into work with tailored support by the employment gateway. 	Helen Evans / HR	Q1	<ul style="list-style-type: none"> • In line with covid guidance and phased return plans, re-introduce face to face job club provision; review current footfall across the city and amend service provision, ensuring all areas of the city are covered, including job club provision in the north of the city and wellbeing hubs. 	<p>To develop and deliver services which are responsive to Cardiff's inequality gap.</p>
		Q2	<ul style="list-style-type: none"> • Increase the number of non-admin and clerical positions, by working with the Employer Liaison Team to target recruiting council departments; including priority areas, home carers, cleaners, hostel support workers. 		
		Q3	<ul style="list-style-type: none"> • Increasing referrals to job club and mentoring projects through a robust publicity campaign, targeting priority projects i.e. CfW and Bright Futures, by employing a dedicated social media trainee. 		
		Q4	<ul style="list-style-type: none"> • Making the Cardiff Works application and assessment process completely digital, removing unnecessary manual input to allow for quicker processes including payroll and candidate matching, enabling the service to expand. 		

			<ul style="list-style-type: none">• Bringing together the expanded Into Work team to support people into employment, by creating a robust pathway from adult learning, volunteering to temporary employment through to Cardiff Works, leading on to more permanent work. Using the Employer Liaison team to direct the adult learning programmes and volunteering opportunities.	
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP Page 112	<p>Better support people into work by further integrating employment support services and working with partners when new schemes are developed. This will include:</p> <ul style="list-style-type: none"> • Providing robust, remote into-work support when face-to-face provision cannot be provided, including reducing digital barriers by accessing external funding for kit and internet access; • Reviewing into-work support for care-experienced young people to ensure it is meeting their needs by October 2021; • Fully aligning the Into Work Pathway team with Cardiff Works, ensuring that there is a flow from training to volunteering and then into work by December 2021; • Working with the Department of Work and Pensions and Careers Wales on new flagship schemes post-pandemic, creating effective referrals to and from the Into Work Team to best meet the needs of the job seeker; • Supporting the Council's Economic Recovery Taskforce, ensuring that into-work support is used to mitigate some of the impacts of the economic downturn, especially for the most vulnerable. 	Helen Evans	Q1	<ul style="list-style-type: none"> • Establish a digital service delivery team meeting the needs of individuals accessing provision post COVID-19, accessing funding to specifically support the Digital agenda and digital deprivation. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Review and update the Bright Futures and Bright Start schemes. Continuing to monitor the NEET status of Care Experienced young people aged 16-24 across the city and understanding the impacts of Covid for these young people. • Reintroducing paid work placements for Bright Start young people, Covid restrictions allowing. 	
			Q3	<ul style="list-style-type: none"> • Create robust referral procedures to ensure learners and volunteers have access to council agency job opportunities, by upskilling and registering to Cardiff Works as a matter of course. Customers accessing pathway provision (Adult Learning, Digital, Skills for Work & Life, Volunteering) to be assigned an employment mentor automatically. 	
			Q4	<ul style="list-style-type: none"> • Establish regular meetings with Senior Managers of DWP and Careers Wales to encourage a two way referral process for the new KickStart, Restart and Working Wales programmes; reducing duplication and ensuring support is able to be accessed by all. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective	
CP	<p>Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none"> • Ensuring all Hub and advice line staff are able to provide support with claims for Universal Credit, including further roll-out of tablets, either by gifting or loaning, to ensure that support can be provided remotely during Covid restrictions; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Further utilising and promoting the Discretionary Housing Payment fund. This will ensure that those in receipt of Universal Credit are aware of and able to apply to the fund; • Working closely with Cardiff Foodbank to understand the impacts of more clients claiming Universal Credit on food support, escalating any issues identified; • Identifying additional funding for the Money Advice team to expand the service and meet demand as Universal Credit claimants continue to rise as a result of the pandemic. 	Helen Evans	Q1	<ul style="list-style-type: none"> • Train all Advice Line staff and New Money Advice Team to ensure knowledge of UC and additional services including tablet gifting. Provide appointments in outreach locations for those unable to access remote service. Refresher sessions to be offered to all Hub staff 	To develop and deliver services which are responsive to Cardiff's inequality gap.	
			Q2	<ul style="list-style-type: none"> • Increase publicity of the Money Advice Team targeting those potentially eligible for DHP and would be unaware of the services prior to the COVID pandemic. Meetings to be held with RSL's monthly and for MAT manager to attend with benefits to ensure tenants are fully supported. 		
			Q3	<ul style="list-style-type: none"> • Provide further support in foodbanks for those who will require increased advice and support. The number is rapidly increase for emergency advice and support due to government pandemic schemes ceasing. Investigate a remote support service as well as face to face for Foodbanks. 		
			Q4	<ul style="list-style-type: none"> • Research and develop funding opportunities for the Money Advice Team to provide additional support for the targeted groups of low income and claiming Universal Credit. Consider the numbers seen and growth in demand – does a request for the additional funding to be continued for a further 12 months need to be asked for under pressures requests? 		

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Deliver a new skills hub in the city by June 2021 to provide on-site construction skills, apprenticeships and employment within the sector.	Helen Evans	Q1	<ul style="list-style-type: none"> Recruit staff and set up new Skills Hub in the East of the city; confirm project profile with funders, set up processes/procedures, engage with region local authorities and raise awareness of project. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
		Q2	<ul style="list-style-type: none"> Identify training providers to deliver training programme and work with other local authorities to identify satellite training premises. 		
		Q3	<ul style="list-style-type: none"> Work with employment projects and colleges across the region to identify suitable candidates and students for the Onsite Construction Academy. 		
		Q4	<ul style="list-style-type: none"> Review progress of onsite construction academy with partners, stakeholders and CITB, against project profile, amending and adapting provision where needed. 		

Ref	Key Performance Indicators (outcome based where possible)	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The number of Council posts filled through placements	N/A	N/A	4,075	3,000	Helen

	from Cardiff Works					Evans
CP	The number of interventions which supported people receiving into work advice through the Employment Gateway	45,497	51,449	49,756	50,000	Helen Evans
CP	The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	787	1,050	814	1,000	Helen Evans
CP	The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	N/A	N/A	6.08%	<15%	Helen Evans
CP	The number of employers which have been assisted by the Council's employment support service	211	191	237	250	Helen Evans
CP	The number of customers supported and assisted with their claims for Universal Credit	5,375	3,348	2,841	2,000	Helen Evans
CP	Additional weekly benefit identified for clients of the Advice Team	£16,197,903	£15,865,681	£15,447,013	£14,000,000	Helen Evans
CP	The number of hours given volunteering within the Advice & Benefits Service	5,183	7931	3,066	6,500	Helen Evans
CP	The percentage of volunteers aiming to secure future employment who ceased volunteering as a result of finding work	N/A	N/A	61%	80%	Helen Evans

Embedding our new approach to tackling homelessness and ending rough sleeping

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Review and revise the Rough Sleeper Strategy and the Homelessness Strategy in line with Welsh Government Phase 2 Guidance by:</p> <ul style="list-style-type: none"> • Implementing the new family accommodation model and delivery of the Family Homelessness Centres for completion by January 2022 including: - Briardene by May 2021; - The Gasworks by Winter 2021/22; - Harrison Drive by Winter 2021/22; • Developing a rapid rehousing approach to homelessness, ensuring that homelessness is prevented wherever possible and that clients are rehoused as quickly as possible following an assessment of need by June 2021; • Taking forward the strategic review of services for single homeless people, including: - Implementing full assessment of needs for single homeless people via 	Ian Ephraim	Q1	<ul style="list-style-type: none"> • Complete Family Accommodation at Briardene • Further develop the Rapid Rehousing approach to homelessness by piloting new ways of allocating to families on a prevention duty and in the new family provision • Implement a full assessment of needs for single homeless people via the new Assessment Centre. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Review the success of the Low Needs Pathway for single people • Further develop the Multi-Disciplinary Team (MDT) including further development of health input • Consider the results of the Allocations pilot and make recommendations for changes to policy. 	
			Q3	<ul style="list-style-type: none"> • Monitor emergency accommodation for availability and quality. • Develop the full operational policy and reporting framework for the MDT. • Complete The Gasworks temporary accommodation scheme for families. • Set new targets for homelessness based on the Rapid Rehousing approach. 	

the new Assessment Centre by May 2021;

- Ensuring that no one has to sleep out in Cardiff by winter 2021/22 by delivering the new homeless accommodation schemes for single people, and reviewing and improving emergency accommodation with the aim of ensuring that minimum standards of accommodation are delivered with separated, secure and individual spaces;

- Continuing and extending the Housing First Scheme, using both social and private rented sector homes, and increasing the range of options for move on from hostel with appropriate level of support by March 2022;

- Ensuring that homeless clients can access the right accommodation for themselves with a focus on moving on into the private rented sector by commencing the low-needs pathway by April 2021 and reviewing its effectiveness by September 2021;

- Continuing to develop the multi-agency team around rough sleepers and single homeless people with complex needs, improving the support available for those with

Q4

- Complete delivery of new homeless accommodation scheme for single people at Adams Court.
- Continue to extend the Housing First Scheme, using both social and private rented sector homes, and increase the range of options for move on from hostel with appropriate level of support.
- Review the 'Real Change' and 'Give Differently' campaign.
- Deliver Harrison Drive temporary accommodation scheme in partnership with United Welsh.

substance misuse issues, as well as for those with co-occurring mental health and substance misuse issues, and extending this support to those moving on into the community. Additionally, further developing the health input into the team by September 2021 and developing the full operational policy and reporting framework for the team by October 2021;

- Reviewing the 'Real Change' and 'Give Differently' campaigns to further investigate the reporting of sightings of potential rough sleepers and positive intervention with people who are involved in street-based activities, including anti-social behaviour and begging within the city centre, by March 2022.

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Develop a training and activities service for single homeless people to support them to make lasting changes as part of a Covid exit strategy prepared by April 2021 and introduced as soon as restrictions allow.	Ian Ephraim	Q1	<ul style="list-style-type: none"> Subject to restrictions, undertake a needs analysis for services, consult with service users about what activities they would like to see delivered and develop and pilot activities. Develop online resources. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> Recruit staff and develop a training plan. Look at Best Practice, and take into account lessons learned during the Covid pandemic. Secure buy-in from partners, linking in with "Learning for Life" and third sector community groups. Build a robust curriculum of opportunities, delivered across all 6 hostel sites and the wider community. Centralise all opportunities via the online resource. 	
			Q3	<ul style="list-style-type: none"> Online resource and branding to go live. Explore options for volunteers and mentors to work alongside the Diversionary Activities Team 	
			Q4	<ul style="list-style-type: none"> Deliver services and review success. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Develop a new family temporary accommodation model by transferring the Calon TA scheme from Cadwyn to Cardiff Council and reviewing the scheme in line with the Rapid Rehousing approach.	Ellen Curtis / Laura Garvey- Cubbon	Q1	<ul style="list-style-type: none"> • Agree management agreement and Heads of Terms. • Create processes and procedures for smooth running of the scheme e.g. referral process and rent procedures. • TUPE Cadwyn staff into Cardiff Council. • Create voids team and finance/ tenancy team to manage the scheme. Recruit and train staff. • Set up rent accounts and review recharges 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Inspect all properties on the scheme • Transfer data files from Cadwyn • Discuss possible options to 'temp to perm' properties with the RSLs 	
			Q3	<ul style="list-style-type: none"> • Complete half-year review and amend processes and procedures as needed • Review licences and tenancy types • Decide on PRS options in order to consult with landlords 	
			Q4	<ul style="list-style-type: none"> • Review management agreement and design scheme in order to take over the scheme fully from Cadwyn in June 2022 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	<p>Develop the allocation of social housing to achieve the following:</p> <ul style="list-style-type: none"> • Introduce rapid rehousing approach to homelessness, helping to reduce time spent in temporary accommodation and prevent more people from becoming homeless • Reduce overcrowding in the city 	Laura Garvey-Cubbon	Q1	<ul style="list-style-type: none"> • Complete data review for homeless and overcrowded families on Housing Waiting List • Conduct review of current Allocations and shortlisting arrangements for homelessness /overcrowded Families and propose new arrangements • Agree which clients will be prioritised for Rapid Rehousing and develop referral process • Draft new Allocations and Shortlisting Arrangements for Rapid Rehousing/Overcrowding • Review Suspension Criteria for rent arrears 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Pilot new proposals using discretionary provisions/existing bandings in Allocations Policy • Work with systems team and Northgate to amend systems to reflect new banding arrangements • Consult on new proposals and complete ODR for cabinet. • Consult with RSLs partners on new proposals and changes to shortlisting. 	
			Q3	<ul style="list-style-type: none"> • Amend Allocations Policy to reflect new arrangements • Brief HOC/ARU/RSLs staff on arrangements • Implement new arrangements and working practices 	
			Q4	<ul style="list-style-type: none"> • Review the success of new arrangements. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Take forward the next phase of the Accommodation and Support project, improving specialists Accommodation and Support Pathways.	Louise Bassett	Q1	<ul style="list-style-type: none"> Map current specialist accommodation and support pathways for clients requiring abstinence support, women with complex needs and individuals with mental health issues/ learning disabilities. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> Finalise mapping and review current specialist accommodation and support pathways. 	
			Q3	<ul style="list-style-type: none"> Develop proposals for change and consult stakeholders. 	
			Q1	<ul style="list-style-type: none"> Map current specialist accommodation and support pathways for clients requiring abstinence support, women with complex needs and individuals with mental health issues/ learning disabilities. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of households threatened with homelessness successfully prevented from becoming homeless	77%	78%	75%	80%	Laura Garvey-Cubbon
CP	The total number of rough sleepers in the city	N/A	N/A	N/A	<20	Ian Ephraim
CP	The number of rough sleepers supported into accommodation	157	200	197	104	Ian Ephraim
CP	The percentage of rough sleepers housed in the previous month who have maintained their accommodation	N/A	N/A	N/A	70%	Ian Ephraim
CP	The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	82%	89%	95%	80%	Ian Ephraim
CP	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	91%	95%	93%	75%	Ian Ephraim

Wellbeing Objective 4 - Safe, confident and empowered communities

Building new Council homes and investing in community facilities

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Deliver a programme to build over 2,000 new Council homes, targeting delivery of the first 1,000 by December 2022.	Dave Jaques	Q1	<ul style="list-style-type: none"> Complete the handover of the Briardene site through Cardiff Living and the handover of the remodelling scheme at Column Road. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> Complete handover of the Caldicot Road scheme by August 2021. Submit a planning application for the remodelling of Meridian Court 	
			Q3	<ul style="list-style-type: none"> Complete the handover of the Gasworks modular scheme by end of December 2021 	
			Q4	<ul style="list-style-type: none"> Achieve total handovers in the year of 200 new council homes. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> • Completing Phase 2 of the Maelfa redevelopment scheme by November 2021; - Complete • Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities; • Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor; • Submitting an outline planning application for the subsequent Channel View Regeneration of pre-existing homes by the end of 2021/22; • Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes (NRS) based on ideas submitted by Ward Members. 	Rebecca Hooper/ Dave Jaques	Q1	<ul style="list-style-type: none"> • The Maelfa Scheme was completed in Q4 2020/21. • Complete detailed design for Trowbridge Green and Pennsylvania estate regeneration schemes by May 2021 • Commence the Pre-Application Consultation for Channel View by April 2021. • Submit planning application for Channel View by June 2021 • Complete the NRS scheme for Cowbridge Road East by May 2021 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2	<ul style="list-style-type: none"> • Consult on final plans for estate regeneration schemes by August 2021 • Complete the NRS scheme for Llanishen Park by September 2021 • Complete the estate regeneration scheme for Lower Llanrumney by August 2021 • Begin the tenant decant process for phase 1 of Channel View. • Commission the demolition contract for phase 1 of Channel View • Complete the tender pack required to tender for a contractor for phase 1 of Channel View. • Consult on initial ideas for the final year of the 3 yr NRS programme- 3 schemes Eleanor/ Louisa PLACE, Old St Mellons Village Centre and Llanrumney Muga. 	
			Q3	<ul style="list-style-type: none"> • Commence a site start for estate regeneration schemes in Trowbridge Green and Pennsylvania estate by December 2021. 	

			<ul style="list-style-type: none"> • Complete the estate regeneration scheme for Roundwood by December 2021. • Commence scoping work for a new estate regeneration programme to co-ordinate with wider new housing initiatives. • Issue tender pack for contractor for Channel View • Target planning committee August/September 2021 for Channel View. • Provide a Channel View resident update. • Complete the NRS scheme for the Splott 3G pitch by December 2021. 	
		Q4	<ul style="list-style-type: none"> • Commence scoping work on remaining estate regeneration schemes from the programme by March 2022. • Undertake phase 1 demolition of Channel View. • Appoint Phase 1 Contractor for Channel View • Commence work on site for the 3 final year NRS schemes. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22	* Link to Equality Objective
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CP	<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the city centre and Butetown. • Working with partners to deliver a Community Hub in south Riverside; • Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District; • Ensuring people are connected with local service providers and activities in their neighbourhood through the work of Community Inclusion Officers, extending the range of online activities and restarting face-to-face events when restrictions allow. 	Rebecca Hooper / Bev King	<p>Q1</p> <ul style="list-style-type: none"> • Maelfa Health and Wellbeing Hub, phase 1 replacement MUGA to be completed by June 2021 • Work in partnership with Grassroots and partners to agree a way forward for both service delivery and building refurbishment for a city centre Youth Hub. • Fully open and further develop services at the Butetown Youth Hub. • Plan to reintroduce face to face activities in line with WG guidelines. Linking new Community Wellbeing Team with Community Inclusion Officers to provide tailored support & activities to suit customer's needs. 	Cardiff is accessible to everyone who is living, visiting or working in the city
			<p>Q2</p> <ul style="list-style-type: none"> • Complete all elements of the CRI Chapel in partnership with CAVUHB for a target opening of July 2021. • Secure planning permission for a refurbished Rhiwbina library/ hub by July 2021. • Work in partnership with community groups to agree a range of options for delivery a community hub in Riverside by September 2021. • Evaluate face to face and online activities, tailor need and demand as required to deliver a blended service. 	
			<p>Q3</p> <ul style="list-style-type: none"> • Work in partnership with CAVUHB to design a range of new Health and wellbeing Hubs on strategic planning sites. • Community Inclusion Officers to pursue Community links, making best use of partner 	

				knowledge seeking to fill social isolation gaps & ensuring group venues / locations are fit for purpose. Deliver an event programme in conjunction with local Health priorities.	
			Q4	<ul style="list-style-type: none"> • Commence work on site to refurbish Rhiwbina library by February 2022. • Evaluate the work of the Community Inclusion officers including barrier funds provided with case studies for reporting purposes, linking into new Wellbeing team outcomes. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
			Q1	<ul style="list-style-type: none"> • Recruit & train new Wellbeing Team to deliver Health & Wellbeing initiatives across the city via tailored 1-2-1 support. 	

DDP	To implement New Community Wellbeing Service Team	Bev King	Q2	<ul style="list-style-type: none"> Ensure the Community Wellbeing Service is publicised and widely marketed. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q3	<ul style="list-style-type: none"> Ensure service is making best use of specialist advice, seeking to fill gaps and linking in with national health campaigns and health priorities. 	
			Q4	<ul style="list-style-type: none"> Evaluate service including barrier funds provided with case studies for reporting purposes. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
			Q1	<ul style="list-style-type: none"> Finalise refurbishment plans for Rhiwbina in consultation with Friends groups, Cllr's and local members 	
			Q2	<ul style="list-style-type: none"> Explore community need for Rhiwbina to enable tailoring of services, focusing on Health & Wellbeing and additional Hub services 	

DDP	Progress with delivery of Community Hubs programme -2021 refurbishment to Rhiwbina Library.	Bev King	Q3	<ul style="list-style-type: none"> Plan & implement relocation of service provision during refurbishment of Rhiwbina. Tailor services & event programme during refurbishment to maintain community events where possible using venues within the local area & finalise interior design package. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q4	<ul style="list-style-type: none"> Plan to reopen services tailored for community need & in conjunction with Community Inclusion Officer & Health & Wellbeing Mentors 	

Ref	Key Performance Indicators (outcome based where possible)	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	Total number of new Council homes completed and provided (Target to be achieved by December 2022.)	86	316	552	1,000 cumulative by December 2022 – 750 by 31 st March 2022	Dave Jaques
CP	The percentage of residents satisfied with completed regeneration projects	93%	96%	89%	75%	Rebecca Hooper
CP	The number of visitors to libraries and Hubs across the city	3,400,078	3,266,110	282,934	Monitor KPI but no target set	Bev King
CP	The number of click and collect requests for library books	N/A	N/A	N/A	Monitor KPI but no target set	Bev King
CP	The number of page views on the Hubs website	N/A	N/A	N/A	Monitor KPI but no target set	Bev King
CP	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	98%	98%	97.9%	Monitor KPI but no target set	Bev King
CP	The number of visits (page views) to the volunteer portal	70,856	123,409	156,153	70,000	Helen Evans

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

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Deliver excellent outcomes for individuals, families and communities through the continued embedding of strengths-based practice and Signs of Safety in our frontline social work and preventative teams by:</p> <ul style="list-style-type: none"> • Developing and implementing a new structure for the Social Care Training Unit that best meets the needs of the service area and that meets its staff training and development requirements; • Reviewing the arrangements for delivering outcome-focussed/strengths-based training to maximise participation and strengthen impact on practice; • Embedding peer audit review processes throughout Adult Services, supported by Quality Assurance panels and champions within the service. 	Angela Bourge	<p>Q1</p> <ul style="list-style-type: none"> • Review current structure of Training Unit and develop new structure to support Social Care and Social Work. • Complete a Training Needs Analysis and develop a programme of training and appropriate qualifications. • Identify mandatory training and report on compliance in each quarter. • Agree an ongoing implementation plan with the new Senior Management team in Adult Services, Housing & Communities. • Review Collaborative Communication Skills training to date in Adult Services with ASC Ltd and commission additional sessions as required. • Develop an in-house training programme with the newly trained 'trainers' in order to maintain ongoing training and mentor support for staff. • Set up a whole service Mentor Support Group consisting of identified mentors from each service area / team. 	<ul style="list-style-type: none"> • Review new Training Unit structure and make informed changes if required. • Work with the Academy to develop an Induction Programme to support new staff. • Report on mandatory training compliance. 	<p>Cardiff is accessible to everyone who is living, visiting or working in the city.</p>

			<ul style="list-style-type: none"> • Review the Strength based Implementation Plan in line with objectives and actions set in Q1. • Implement and monitor in-house Collaborative Communication Skills training programme. • Monitor and review Mentor Support group and its impact on practice in all areas of Adult Services.
		Q3	<ul style="list-style-type: none"> • Embed new structure for the Training Unit • Trial new Induction Programme with new starters • Review analysis of training requirements and work with partners to source suitable training to meet needs • Report on mandatory training compliance • Review the Strength based Implementation Plan in line with objectives and actions set in Q2.
		Q4	<ul style="list-style-type: none"> • Gain feedback from new staff in regard to the Induction Programme and review. • Review trial period of the Training Unit – Including feedback on training provided and how the new Unit has aided learning and development. • Report on mandatory training compliance • Review the Strength Based Implementation Plan in line with objectives and actions set in Q3. • Review and evaluate in-house Collaborative Communication Skills training programme

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		<u>*Link to Equality Objective</u>
CP	<p>Complete the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with Phase 1 completed by September 2021, to include:</p> <ul style="list-style-type: none"> • Providing easily accessible locations for partners to meet throughout the city; • Expanding and diversifying expertise, sharing best practice across the community and hospitals by transitioning adult older people's social care into locality practice; • Developing closer relationships with domiciliary care providers, starting with recommissioning; • Developing working relationships and practices with the six health clusters. 	Lisa Wood / Angela Bourge/ Carolyne Palmer	Q1	<ul style="list-style-type: none"> • Finalise the domiciliary care Service Specification for the new locality model ahead of invites to apply to the approved supplier list in Q2 • Review phased implementation plan for rolling out the new domiciliary care locality model and agree final version 	Cardiff is accessible to everyone who is living, visiting or working in the city.
Q2	<ul style="list-style-type: none"> • Identify alignments with Community Resource Team/Single Point of Access locality team social work. 				
Q3	<ul style="list-style-type: none"> • Implementing processes and ascertain relevant buildings and supporting integrating working partnerships to take locality working forward. • Determine the right type of Multi-disciplinary Team approach for Hospital discharge into locality setting and flow of information sharing through the information platform. • Evaluate most effective deployment of Older people social work staff within a locality setting, aligning with work done in Single Point of Access. 				
Q4	<ul style="list-style-type: none"> • Implement locality approach and trialling 1 locality to test the review, learn, develop and evolve. • Triage and appropriately refer into locality services • Implementation of locality working. 				

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Develop a new Adult Services Strategy by autumn 2021 with the aims for delivery identified as:</p> <ul style="list-style-type: none"> Developing a whole-system approach for improving and monitoring performance; Embedding a rights-based approach into everything we do; Ensuring that the systems in place are suitable to meet the outcomes identified and provide a platform for change where they are not. 	Jane Thomas	Q1	<ul style="list-style-type: none"> Develop the framework for the strategy to organised around the Regional Partnership Board model and focusing on whole system approach designed around the needs of different client groups. Develop background chapters referring to wider strategic landscape, key data and demographics and the findings of the consultation carried out to date. Develop further chapters regarding Starting Well (Transitions), Living Well and Ageing Well Develop chapters regarding measuring and performance, quality assurance, workforce and training and other identified workstreams 	Cardiff is accessible to everyone who is living, visiting or working in the city..
Q2	<ul style="list-style-type: none"> Complete EIA Undertake internal review process with key leads, Team Managers and other interested staff groups across Adult Services Review with stakeholders through engagement events Integrate feedback into final draft of the strategy Develop action plan for roll out of the Strategy and community engagement 				

			Q3	<ul style="list-style-type: none">• Submission to Cabinet Office (early October)	
			Q4	<ul style="list-style-type: none">• Begin delivery of action plan	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Implement the Cardiff and Vale Regional Partnership Board's transformational proposals for 'A Healthier Wales' to promote productive partnerships and to further develop preventative services and resilient communities, so that people remain independent and connected for as long as possible.	Jane Thomas	Q1	<ul style="list-style-type: none"> • Understand and review Single Point of Access in partnership with health – set out clear aims and objectives. • Complete application process for Age Friendly City in collaboration with Regional Partnership Board partners and Older People's Commissioner including the creation of an Age Friendly City Action plan. • Align Adult Services Strategy with the key themes of the RPB. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Develop best practice guidelines for implementation and use of technology to support people and to improve quality of life. • Understanding comparison between demographics and future planning – gather information from stakeholders. • Understanding what people want for their own futures, including supporting people to live well with dementia and to stay safe. 	
			Q3	<ul style="list-style-type: none"> • Determine the right type of Multi-disciplinary Team approach for Hospital discharge into locality setting and flow of information sharing through the information platform. • Mapping citizens who have been supported through enablement services, considering maintenance and future history for people who are utilising services – understand the story. • Deliver Age Friendly Cardiff campaign focusing on International Day of Older 	

				Person's including events and raising awareness of Cardiff as an Age Friendly City.
			Q4	<ul style="list-style-type: none"> • Implement locality approach, trialling in 1 locality to test the review, learn, develop and evolve • Develop forward thinking plans for day centres development.

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	<p>Assist people with disabilities and mental health issues to be more independent by</p> <ul style="list-style-type: none"> • Embedding an all-age disability approach by October 2021 • Working with partners to deliver the refreshed crisis care concordat, meeting the needs of those who may not require secondary services and reviewing services to ensure that they are fit for purpose to meet a range of needs of the population moving forward • Reducing the number of people in crisis and acute admissions by using preventative measures. 	Matthew Russell/ Emma Mulinder/ Louise Bassett	Q1	<ul style="list-style-type: none"> • Develop a whole systems approach in partnership with Health as part of the Regional Crisis Concordat – first meeting to be held at end of quarter 1. • Complete a needs assessment of those adults between 18-65 with disabilities currently requiring services from the generic adults team to understand levels of needs, service utilisation and gaps. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Consider best organisational approach to meet the needs of disabled people. • Map current mental health wellbeing services as part of the next stage of the Accommodation and Support services review. 	
			Q3	<ul style="list-style-type: none"> • Develop business case and explore any additional resources required for all age disabilities services. • Work with Partners to address crisis caused by practical issues such as debt, loss of employment etc. 	
			Q4	<ul style="list-style-type: none"> • Implement restructure required to support all age disabilities services. • Consider findings of crisis concordat review; understanding and map implications for future service delivery. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Undertake a review of commissioned services, including a full review of commissioned activities, throughout 2021 to include:</p> <ul style="list-style-type: none"> • Direct Payments (Adults and Children's); • Domiciliary Care Contract. 	Amy Harmsworth	Q1	<ul style="list-style-type: none"> • Collate and analyse activity data regarding Direct Payments and complete an options appraisal regarding most appropriate way to deliver Direct Payments going forward. • Prepare and finalise documentation for the Accreditation and Enrolment of Domiciliary Care providers on the new APL. • Undertake a provider Sustainability Exercise to determine the impact of Covid -19 on the care home and domiciliary care sector. • Develop a Quality Assurance Framework for care homes. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Agree preferred option for the delivery of Direct payments and develop a timeline for implementation of new arrangements. • Complete Accreditation and Enrolment process for the new Domiciliary Care APL. • Implement recommendations for the Sustainability Exercise. • Implement the Quality Assurance Framework for care homes. 	
			Q3	<ul style="list-style-type: none"> • Progress key actions in relation to securing new arrangements for the delivery of Direct Payments. • Launch new Domiciliary Care APL and progress stage one of the phased implementation plan for the new locality approach to delivering Domiciliary Care. 	

			<p>Q4</p> <ul style="list-style-type: none"> • Continue to progress implementation of new arrangements for Direct Payments and agree timeline for launch in 2022/23. • Monitor & Review progress against key milestones for stage one of the phased Domiciliary Care locality implementation plan. • Review implementation of Quality Assurance Framework for care homes and amend / update as required.
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Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP / DDP	<p>Ensure children and adults are Safeguarded from abuse or neglect or the risk of it by:</p> <ul style="list-style-type: none"> Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation (March 2022) Completing the corporate safeguarding self-evaluations (March 2022) Continuing the work identified in the Adult Safeguarding Action Plan and monitoring the volume of referrals received <p>Undertake a review of Adult Safeguarding</p> <ul style="list-style-type: none"> Development of action plan 	David Murray-Dickson	Q1	<ul style="list-style-type: none"> Review and update the Adult safeguarding action plan to include areas identified in the CIW targeted inspection (2020) Adult safeguarding internal audit report (2020) and external review of service (2021). Develop strong practice guidance for adult safeguarding to support the development of the team and service in line with the reviewed action plan. Agree a second internal audit of adult safeguarding to inform further development of the action plan. 	Cardiff is accessible to everyone who is living, visiting or working in the city..
			Q2	<ul style="list-style-type: none"> Work with performance team to identify meaningful key performance indicators to ensure quality of the delivery of adult safeguarding service. 	
			Q3	<ul style="list-style-type: none"> Review policy and procedures regarding Adult safeguarding functions across adult services in partnership with the Regional Safeguarding Board. 	
			Q4	<ul style="list-style-type: none"> Following initial review of adult safeguarding, identify any further opportunities for improvement and incorporate this within the action plan. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
DDP	Develop and embed quality assurance frameworks considering: <ul style="list-style-type: none"> • Review and development of Policies, procedures and pathways • Training and development • Induction and supervision • Complaints and Compliments • Quality auditing and review processes 	Jane Thomas	Q1	<ul style="list-style-type: none"> • Draft and agree a comprehensive quality assurance framework which encompasses both directly provided and commissioned services and uses a range of measures to ensure quality services are being delivered. • Identify any additional policies, processes and procedures needed to support the QA framework. • Identify changes to training and development needed to support the framework. • Introduce a regular review of complaints and compliments to identify trends and potential issues with service delivery. • Introduce quality audits to ensure processes are being followed and people are safeguarded. • Develop new processes and procedures for carrying out effective supervisions.. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Develop additional processes and procedures to support quality service provision • Introduce changes to training and development • Review how the quality of commissioned services is specified and reviewed. • Fully implement the quality audits and improved supervision arrangements. 	

			Q3	<ul style="list-style-type: none"> • Review and feedback on the success of the quality assurance arrangements • Continue to review processes and procedures for quality service provision.
			Q4	<ul style="list-style-type: none"> • Review and feedback on the success of the quality assurance arrangements. • Continue to review processes and procedures for quality service provision.

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Data, Performance and Budgets: <ul style="list-style-type: none"> • Utilisation of data to support understanding of services • Development of KPI's 	Jane Thomas	Q1	<ul style="list-style-type: none"> • Review data to underspend demand / demographic trends / budget and spend. • All adult services dashboard reports to be completed for all area. • Addition of finance information to dashboard reports to be added and approved. 	Cardiff is accessible to everyone who is living, visiting or working in the city
			Q2	<ul style="list-style-type: none"> • Carry out a deep dive into demand / spend to identify areas where prevention activity or alternative methods of delivery could provide more cost effective services. • Review of Dashboards for adult services. 	
			Q3	<ul style="list-style-type: none"> • Develop a plan for implementing more cost effective services and use this to inform future budget setting. 	
			Q4	<ul style="list-style-type: none"> • Commence implementation of activity to implement more cost effective services. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Prepare for the introduction of the Liberty Protection Safeguard (LPS) legislation in April 2022 which replaces the current Deprivation of Liberty Safeguards (DOLS) to implement a new system for authorising deprivations of liberty in care.	Matthew Russell	Q1	<ul style="list-style-type: none"> Respond to consultation on the Draft Code of Practice on the LPS scheme once available. Briefing to be prepared on the changes to inform the future service delivery model. Monitor and address backlog of DOLS cases. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Agree the model of delivery for the new scheme. Develop training approach and identify work-streams for delivery of the new scheme. Monitor and address backlog of DOLS cases. 	
			Q3	<ul style="list-style-type: none"> Develop detailed training plans for LPS and commence training delivery. Monitor and address backlog of DOLS cases. 	
			Q4	<ul style="list-style-type: none"> Conversion programme to take place for Best Interest Assessors to become Approved Mental Capacity Professionals to meet the new LPS standards. Monitor and address backlog of DOLS cases. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Implement Emergency Duty improvement plan by March 2022, to ensure an effective joint approach is embedded across Cardiff and the Vale	Matthew Russell	Q1	<ul style="list-style-type: none"> Finalise staff requirements for phase 1 of the implementation plan and, following finance approval, commence recruitment of staff to increase capacity in the Emergency Duty Team Agree TOR for task and finish group for phase 2 review with partners and commence detail review. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> Finalise phase 2 review and develop detailed proposals for change for Emergency Duty Team 	
			Q3	<ul style="list-style-type: none"> Commence implementation of phase 2 changes to the Emergency Duty Team 	
			Q4	<ul style="list-style-type: none"> Continue to implement phase 2 changes to Emergency Duty Team 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target	Owner
CP	The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	51%	62%	70%	85%	Louise Bassett / Natalie Southgate
CP	The percentage of referrals from South Wales Police regarding high-risk domestic abuse victims, where contact has been attempted by the specialist service within one calendar day of receiving the referral	N/A	N/A	89%	90%	Louise Bassett/ Natalie Southgate
CP	The number of adult protection enquiries received	N/A	N/A	N/A	Not appropriate to set a target	N/A
CP	The percentage of adult protection enquiries completed within seven days	83.96%	95.88%	98.90%	99%	Dave Murray-Dickson

Creating safe and inclusive communities

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023, including the launch of a regional service for male victims by July 2021.	Louise Bassett / Natalie Southgate	Q1	<ul style="list-style-type: none"> Complete the regional needs assessment 	To lead the way on equality and inclusion in Wales and beyond.
			Q2	<ul style="list-style-type: none"> Implement the new regional male victims service 	
			Q3	<ul style="list-style-type: none"> Working with the Vale of Glamorgan Council, draft a regional VAWDASV Commissioning Strategy 	
			Q4	<ul style="list-style-type: none"> Review the availability of target hardening options across the region and consider best practice approaches 	

Wellbeing Objective 6: Cardiff grows in a resilient way

Delivering One Planet Cardiff to decarbonise the city and lead a green recovery

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
DDP	Develop a public housing decarbonisation strategy to compliment the council's One Planet agenda.	Colin Blackmore	Q1	<ul style="list-style-type: none"> • Seek formal approval for decarbonisation plan • Identify funding/budgets • Incorporate into Cardiff Council's One Planet agenda / cabinet report 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Undertake research on best approaches to decarbonisation • Review product specification in order to maximise benefits of decarbonisation • Consider procurement options - procurement vehicle • Consider resource requirements – staff and future maintenance issues 	
			Q3	<ul style="list-style-type: none"> • Quantify proposals • Priority order • Works programme • Number of contractors 	
			Q4	<ul style="list-style-type: none"> • Commence procurement process • Draft pretender report • Draft procurement timetable 	

Wellbeing Objective 7: Modernising and integrating our public services

Developing a comprehensive programme of organisational recovery and renewal

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	Develop a comprehensive programme of organisational recovery and renewal focused on: <ul style="list-style-type: none"> Embedding new locality delivery models in key community services 	Lisa Wood / Angela Bourge/ Carlyne Palmer	Q1	<ul style="list-style-type: none"> Finalise the domiciliary care Service Specification for the new locality model ahead of invites to apply to the approved supplier list in Q2 Review phased implementation plan for rolling out the new domiciliary care locality model and agree final version 	To build an inclusive and representative organisation.
			Q2	<ul style="list-style-type: none"> Identify alignments with Community Resource Team/Single Point of Access locality team social work. 	
			Q3	<ul style="list-style-type: none"> Implementing processes and ascertain relevant buildings and supporting integrating working partnerships to take locality working forward. Determine the right type of Multi-disciplinary Team approach for Hospital discharge into locality setting and flow of information sharing through the information platform. Evaluate most effective deployment of Older people social work staff within a locality setting, aligning with work done in Single Point of Access. 	

			Q4	<ul style="list-style-type: none">• Implement locality approach and trialling 1 locality to test the review, learn, develop and evolve.• Triage and appropriately refer into locality services• Implementation of locality working.	
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Supporting a highly skilled, productive and committed workforce

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective
CP	<p>Ensure that the Council's workforce is representative of the communities it serves by:</p> <ul style="list-style-type: none"> • Supporting careers events in our least represented communities; • Reviewing current arrangements for Cardiff Works staff. 	Helen Evans / HR	Q1	<ul style="list-style-type: none"> • Ensuring data is recorded re equal opportunities and the ability to report on this/ identifying areas where additional work needs to be carried out to ensure the communities we serve are better represented 	To build an inclusive and representative organisation.
			Q2	<ul style="list-style-type: none"> • Review the current Cardiff Works team set up, creating a permanent Cardiff Works Coordinator and Assistant Coordinator post, turning long term temporary workers in to permanent members of staff, where necessary. 	
			Q3	<ul style="list-style-type: none"> • Deliver targeted employment sector events in local communities in partnership with DWP and employment projects i.e. Southern Arc, young persons jobs fair, women in construction etc. 	
			Q4	<ul style="list-style-type: none"> • Providing Cardiff Works information sessions to communities, especially to under represented groups with support on how to apply, roles available and how to access employment, training and volunteering opportunities. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		*Link to Equality Objective
CP	Build on the Agency Workers Charter by: <ul style="list-style-type: none"> Continuing the process of transferring long-term agency staff into permanent contracts; Reviewing agency workers placed with the Council via the Into Work Service. 	Helen Evans / HR	Q1	<ul style="list-style-type: none"> Relocate Cardiff Works from City Hall to Central Library Hub, making the team more accessible to customers and delivering services from same building as Into Work team. 	To build an inclusive and representative organisation.
			Q2	<ul style="list-style-type: none"> Implement new job matching IT solution, matching up agency and Cardiff Works job opportunities and into work customers robust and seamless. 	
			Q3	<ul style="list-style-type: none"> Working with HR to identify long term agency workers, amending systems to flag long term workers before 4 years permanent status is hit; supporting council managers to transfer staff to permanent contracts. 	
			Q4	<ul style="list-style-type: none"> Creating a new Cardiff Works training pool, giving Cardiff Council specific training, so candidates are skilled ready for when positions become available 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22	*Link to Equality Objective
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DDP	Develop digital methods of service delivery in housing.	Laura Garvey – Cubbon	Q1	<ul style="list-style-type: none"> • Test 'My Applications' (online housing waiting list) with stakeholders • Review and amend internal processes needed for 'My Applications' • Recruit into Project Manager and business analyst posts for development of Housing Repairs Online • Create a project plan for Repairs Online, including any 'quick fixes' that could be implemented in RRU • Scope out DocuSign project • Draft plan with the Communications team to increase take-up for Housing Rents Online • Recruit into development post for the housing Power Bi project • Launch Power Bi project and agree priorities for phased move away from Core Data with senior management. 	Cardiff is accessible to everyone who is living, visiting or working in the city.
			Q2	<ul style="list-style-type: none"> • Advertise and launch Housing Applications online • Consider design of software product for 'My Repairs' and complete data review of repairs performance information • Engage with ICT and SAP experts for integration systems for 'My Repairs' • Agree project plan with IT for Power Bi project, ensuring appropriate IT resource is agreed • Commence build on the first phase of Power Bi dashboards 	
			Q3	<ul style="list-style-type: none"> • Complete scoping exercise for which repairs could be Complete scoping exercise for 	

			<p>which repairs could be reported by tenants on 'My Repairs'</p> <ul style="list-style-type: none"> • Consider Self Service at Hubs for all aspects of Housing Online • Consider DocuSign purchase and implementation • Commence build on the second phase of Power Bi dashboards • Test and showcase first phase Power Bi dashboards
		Q4	<ul style="list-style-type: none"> • Review success of housing applications online • Build My Repairs Test System • Go live with DocuSign • Commence build on the third phase of Power Bi dashboards • Test and showcase second phase Power Bi dashboards

Well-being Objective 8: Managing the Covid-19 pandemic

What we will do to ensure the Covid-19 pandemic is effectively managed

Ref	Steps	Responsible Officer	Key Milestones during 2021/22		* Link to Equality Objective	
CP	<p>Ensure continued support for high-risk settings, including care homes, home care, support living and hostels by:</p> <ul style="list-style-type: none"> • Working with partners to implement the latest guidance; • Initiating outbreak management responses as required. 	Angela Bourge/ Louise Bassett	<p>Q1</p> <ul style="list-style-type: none"> • Continue to hold sector wide provider sessions (fortnightly for Care Homes, Monthly for Domiciliary Care and Bi-Monthly for hostel and supported accommodation providers) to update on Covid guidance / risk management. • Continue to hold fortnightly multi-agency Care Home/Covid management meetings to provide oversight in relation to guidance and provider management of infection, prevention and control (IP&C). • Convene outbreak meetings as required. • Continue to produce monthly provider newsletters that summarise new guidance and local developments during the period. • Undertake survey to monitor Vaccine take up by social care providers. 	<p>Q2</p> <ul style="list-style-type: none"> • Review frequency of provider meetings and adjust as required. • Review frequency of multi-agency Covid Management Meetings and adjust frequency as required. • Restart usual contract monitoring arrangements 	<p>Q3</p> <ul style="list-style-type: none"> • Continue to review mechanisms for supporting high risk settings and refresh arrangements to ensure needs continue to be appropriately met 	To build an inclusive and representative organisation.

				(e.g. frequency of provider meetings, effectiveness of other mechanisms for communicating with sectors regarding Covid related issues).	
			Q4	<ul style="list-style-type: none"> Continue to monitor and review to ensure changing needs continue to be appropriately met. 	

Ref	Steps	Responsible Officer	Key Milestones during 2021/22	* Link to Equality Objective
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CP	Continue to ensure the availability of all necessary PPE to support the safe delivery of Council and partner services for staff and residents.	Nicola Pitman	Q1	<ul style="list-style-type: none"> Commence work on PPE compliance assessment analysis for Social Care settings. Establish alert system to ensure PPE practices linked to PHW guidelines continues to be adhered to. Establish arrangements for different elements of Lateral Flow Testing – including direct delivery arrangements. Feed in to additional Asymptomatic testing programmes including emergency planning e.g. Surge Testing 	To build an inclusive and representative organisation.
			Q2	<ul style="list-style-type: none"> Continue to maintain overall demand tracker for all settings to ensure timely procurement takes place. When required. Ensure product lines are adequately resourced to sustain demand spikes where possible. Ensure LFT test supplies continue to be maintained and distributed effectively. 	
			Q3	<ul style="list-style-type: none"> Review supply arrangements – including Welsh Government social care PPE resources. To include monitoring glove profile resources linked to demand and establishing a resilient pipeline to prevent supply vacuum. 	
			Q4	<ul style="list-style-type: none"> Ensure that relevant resources remain available to comply with c-19 public protection guidelines. 	

Ref	Key Performance Indicators (outcome based where possible)	2018/19 Result	2019/20 Result	2020/21 Result	Monitor KPI but no target set	Owner
CP	The number of items of PPE issued	N/A	N/A	N/A	N/A	Nicola Pitman

Headline Indicators of Corporate Performance

The following suite of Corporate KPIs have been identified as important measures of organisational performance, and each Directorate is responsible for their own performance in relation to these. The Corporate Position is provided below, where data is available, and a summary of performance by directorate is included in Appendix 1, with data included where available.

Ref	Key Performance Indicators (outcome based where possible)	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time				
Workforce – Sickness Absence					
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	11.53	11.77	8.74 (forecast at Q3)	9.5
CHI 3	% Sickness Absence Short-term	30%	31%	22% (at Q3)	
CHI 4	% Sickness Absence Long-term	70%	69%	78% (at Q3)	
Workforce – Training and Development					
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	93%	94%		100%
CHI 6	% of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly				85%
CHI 7	% of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	60.17%	61.34%	55.13% (as of 10/03/20)	85%
CHI 8	% of staff completing training modules: Welsh language e-learning module				
CHI 9	Percentage of staff attending beginners Welsh course				
Corporate Safeguarding					
CHI 10	% of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	N/A	71.2%	76% (as at 1/03/21))	85%
CHI 11	Number of referrals from directorates into Children's services				
CHI 12	Number of referrals from directorates into adult services			99 (as of Feb 2021)	
CHI 13	Number of Professional Concerns reported into CS				
CHI 14	Number of Professional Concerns reported into AS				
Workforce Satisfaction					
CHI 15	Council staff who recommend council as a place to work				
Workforce - Composition					
CHI 16	The % of Welsh Speakers				
CHI 17	Gender Balance				
CHI 18	BME representation				

Ref	Key Performance Indicators (outcome based where possible)	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
CHI 19	Total Agency Spend				
CHI 20	The number of apprenticeships and trainee opportunities		102	61 (as at 30/12/20)	
Digital					
CHI 21	The percentage of staff / devices enabled for agile and mobile working.			61.61% (as at Q3)	67%
Finance & Procurement					
CHI 22	Forecast out-turn as a % of approved budget				
CHI 23	Income Targets				
CHI 24	The percentage of overall spend with Cardiff-based organisation				52%
CHI 25	The percentage of overall spend with Cardiff Capital Region-based organisations.				66%
CHI 26	The percentage of overall spend with Welsh-based organisations				70%
CHI 27	The percentage of new contracts which include social value commitments				Baseline
CHI 28	Contract compliance				
CHI 29	Direct Awards				
Health & Safety					
CHI 30	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises				80%
CHI 31	Workplace accidents and incidents				
Information Governance					
CHI 32	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	88.91%	85.04%		85%
CHI 33	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	67.58%	83.6%		85%
CHI 34	Number of data breaches	280	323		

6. Directorate Risk

The Directorate must ensure that it has arrangements in place for managing directorate risks and any corporate risks which relate to that Directorate.

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

Will provide link to the Adult Services Risk Registers 2021/22 when available via a central sharepoint page.

7. Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from external Auditors, including WAO, Estyn, CIW. To view the audit tracker, please select the following [Link](#) You will be able to search and view any audit recommendations relevant to your directorate.

Name of Audit	Audit Recommendations	RAG Status	Latest Update	Timescale for Completion	Lead Officer
WAO - Corporate Safeguarding	Accelerate mandatory VAWDASV online training completion with all staff	Amber	Group 1 e-learning is progressing with 70% completion. Focus is on schools staff where is the largest non-compliance. Group 2 Ask and Act training roll-out began in Q3 20/21. During Q4 906 staff across the Cardiff and Vale of Glamorgan region were trained.	Ongoing	Natalie Southgate

***there are no audit recommendations for Adult Services**

8. Scrutiny Recommendations

Directorates must ensure that they respond in a timely manner to the recommendations arising from any Scrutiny Task and Finish Report and any Strategic Recommendations included within Scrutiny letters which have been either accepted or partially accepted by the Cabinet. To view the scrutiny recommendations tracker please select the following [link](#). You will be able to search and view any scrutiny recommendations relevant to your directorate.

Name of Scrutiny Committee/Task & Finish Report	Audit Recommendations	Comments	Timescale for Completion	Lead Officer
CASSC	The Cardiff Design Standards document include focus on the delivery of 'timeless' properties. The work on the Prince's Foundation should also be utilised as visual examples of developments such as Poundbury and Nansledan used within the document to demonstrate good examples of urban development	Cardiff Design Guide will reflect 'timeless' homes recognising that we want our new homes to remain attractive throughout their lifespan. This will be part of the 'Legacy' aspect of the document. We will also reference a wide range of exemplar developments throughout the document as inspiration and will consider aspects of the Prince's Foundation developments within this. As part of the consultation and review of the draft Design Guide document it will be issued to the Committee for review and comments before a wider review with external partners is undertaken and then the document adopted	N/A	Dave Jaques

9. Corporate Safeguarding Requirements

Safeguarding is keeping children and adults at risk safe from abuse- whether it is sexual, physical, emotional, financial or neglect- and other kinds of harm, such as exploitation and radicalisation.

All Directorates are responsible for safeguarding and must therefore ensure that:

- The Corporate Safeguarding Self Evaluations (CSSE) is completed annually for each Directorate. The self-evaluation process and guidance on how to complete it can be found in Appendix 5 of the Corporate Safeguarding Policy Corporate Safeguarding Information (sharepoint.com)
- When it is determined that a specific Services Are must complete the Corporate Safeguarding Self Evaluations (CSSE), a nominated lead must be identified and that the evaluation is completed annually.
- Safeguarding operational procedures are in place and that these support the development of safeguarding practices

Any actions arising from the Directorate (and Service Area) annual Corporate Safeguarding Self Evaluations (CSSE) for this financial year are set out below:

Corporate Safeguarding Actions identified as part of the Directorate Corporate Safeguarding Self Evaluations	Lead Officer	Timescale for Completion
An action plan is in place for Housing and Communities and monitoring is provided regularly to the Safeguarding Team (confirmed this is correct by Laura Garvey-Cubbon)	All senior managers in H&C	Ongoing
An action plan has been developed for Adult Services and monitoring processes are supported through the Adult Safeguarding Teams	All senior managers in AS	Ongoing

10. Delivering the Welsh Language Standards

Each Directorate must ensure compliance with the [Welsh language standards](#), the commitments of the [Welsh Language Skills Strategy](#) and any issues raised by the Welsh Language Commissioner. Each directorate will therefore ensure that:

- Any recommendations or improvement plan actions issued by the Welsh Language Commissioner are responded to within the agreed timescales
- Every Customer Facing posts must be Welsh Desirable
- All service areas have an appropriate compliment of Welsh Speakers to guarantee a service in Welsh.
- Undertake and Annual Welsh Language Assessment

Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner	Management Response	Timescale for Completion
No Recommendations for AS or H&C		

Appendix 1: Key Indicators of Corporate Performance, by Directorate

The following suite of Corporate KPIs have been identified as important pointers of organisational performance, and each Directorate is responsible for their own performance in relation to these. A summary of performance by directorate is included below, where data is available.

Housing & Communities

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time				
Workforce – Sickness Absence					
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	12.90	11.92	7.51 (Forecast at Q3)	9.5
CHI 3	% Sickness Absence Short-term	33%	38%	25% (Forecast at Q3)	
CHI 4	% Sickness Absence Long-term	67%	62%	75% (Forecast at Q3)	
Workforce – Training and Development					
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	94%	98%		100%
CHI 6	% of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly				85%
CHI 7	% of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	84.94%	79.33%	77.61% (as at 10/03/20)	85%
CHI 8	% of staff completing training modules: Welsh language e-learning module				
CHI 9	Percentage of staff attending beginners Welsh course				
Corporate Safeguarding					
CHI 10	% of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	N/A	82.4%	81.8% (as at 1/03/21))	85%
CHI 11	Number of referrals from directorates into Children's services				
CHI 12	Number of referrals from directorates into adult services			16 (as of Feb	

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
				2021)	
CHI 13	Number of Professional Concerns reported into CS				
CHI 14	Number of Professional Concerns reported into AS				
Workforce Satisfaction					
CHI 15	Council staff who recommend council as a place to work				
Workforce - Composition					
CHI 16	The % of Welsh Speakers				
CHI 17	Gender Balance				
CHI 18	BME representation				
CHI 19	Total Agency Spend				
CHI 20	The number of apprenticeships and trainee opportunities		33	26 (as at 31/12/20)	
Digital					
CHI 21	The percentage of staff / devices enabled for agile and mobile working.				67%
Finance & Procurement					
CHI 22	Forecast out-turn as a % of approved budget				
CHI 23	Income Targets				
CHI 24	The percentage of overall spend with Cardiff-based organisation				52%
CHI 25	The percentage of overall spend with Cardiff Capital Region-based organisations.				66%
CHI 26	The percentage of overall spend with Welsh-based organisations				70%
CHI 27	The percentage of new contracts which include social value commitments				Baseline
CHI 28	Contract compliance				
CHI 29	Direct Awards				
Health & Safety					
CHI 30	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises				80%
CHI 31	Workplace accidents and incidents				
Information Governance					

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
CHI 32	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	91.91%	84.06%		85%
CHI 33	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	72.22%	100%		85%
CHI 34	Number of data breaches	36	49		

Social Services

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time				
Workforce – Sickness Absence					
CHI 2	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corp Plan)	16.92	19.39	11.76 (Forecast at Q3)	9.5
CHI 3	% Sickness Absence Short-term	25%	22%	16% (Forecast at Q3)	
CHI 4	% Sickness Absence Long-term	75%	78%	84% (Forecast at Q3)	
Workforce – Training and Development					
CHI 5	Percentage of staff that have completed a Personal Review (excluding school staff)	78%	83%		100%
CHI 6	% of staff completing mandatory training modules (in Corporate Plan): Dementia Friendly				85%
CHI 7	% of staff completing mandatory training modules (in Corporate Plan): Violence Against Women	82.55%	79.48%	72.91% (as at 10/03/20)	85%
CHI 8	% of staff completing training modules: Welsh language e-learning module				
CHI 9	Percentage of staff attending beginners Welsh course				
Corporate Safeguarding					
CHI 10	% of staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	N/A	72.6%	77% (as at 1/03/21))	85%
CHI 11	Number of referrals from directorates into Children's services				
CHI 12	Number of referrals from directorates into adult services			73 (as of Feb 2021)	
CHI 13	Number of Professional Concerns reported into CS				
CHI 14	Number of Professional Concerns reported into AS				
Workforce Satisfaction					
CHI 15	Council staff who recommend council as a place to work				
Workforce - Composition					

Ref	Key Performance Indicators	2018/19 Result	2019/20 Result	2020/21 Result	2021/22 Target
CHI 16	The % of Welsh Speakers				
CHI 17	Gender Balance				
CHI 18	BME representation				
CHI 19	Total Agency Spend				
CHI 20	The number of apprenticeships and trainee opportunities		1	0 (as at 31/12/20)	
Digital					
CHI 21	The percentage of staff / devices enabled for agile and mobile working.				67%
Finance & Procurement					
CHI 22	Forecast out-turn as a % of approved budget				
CHI 23	Income Targets				
CHI 24	The percentage of overall spend with Cardiff-based organisation				52%
CHI 25	The percentage of overall spend with Cardiff Capital Region-based organisations.				66%
CHI 26	The percentage of overall spend with Welsh-based organisations				70%
CHI 27	The percentage of new contracts which include social value commitments				Baseline
CHI 28	Contract compliance				
CHI 29	Direct Awards				
Health & Safety					
CHI 30	The percentage of statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises				80%
CHI 31	Workplace accidents and incidents				
Information Governance					
CHI 32	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	79.86%	60.71%		85%
CHI 33	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	53.6%	80.7%		85%
CHI 34	Number of data breaches	72	102		

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ADULT SERVICES

PERFORMANCE REPORT

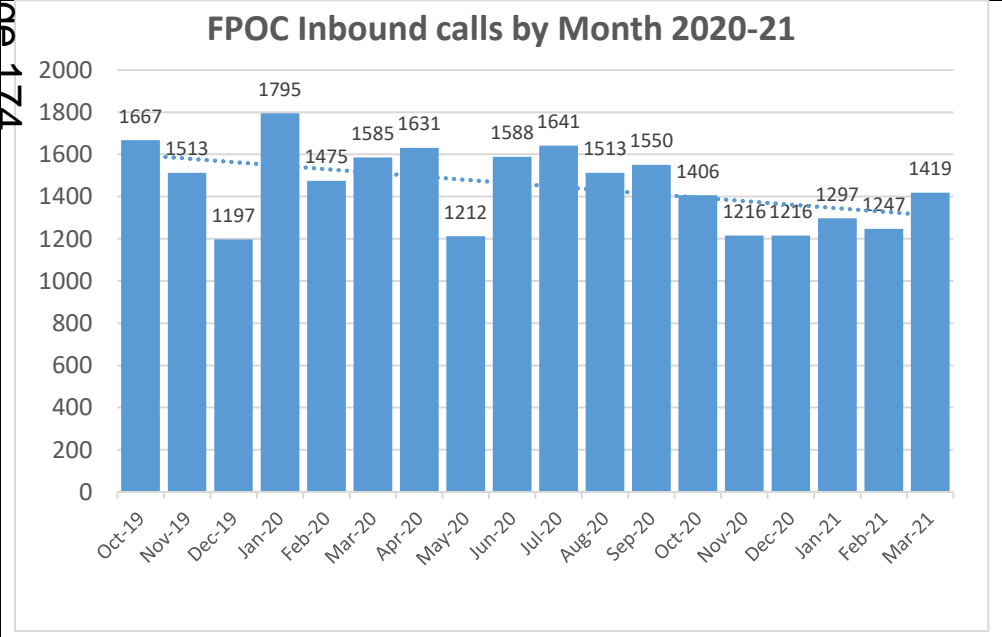
QUARTER 4 2020-21



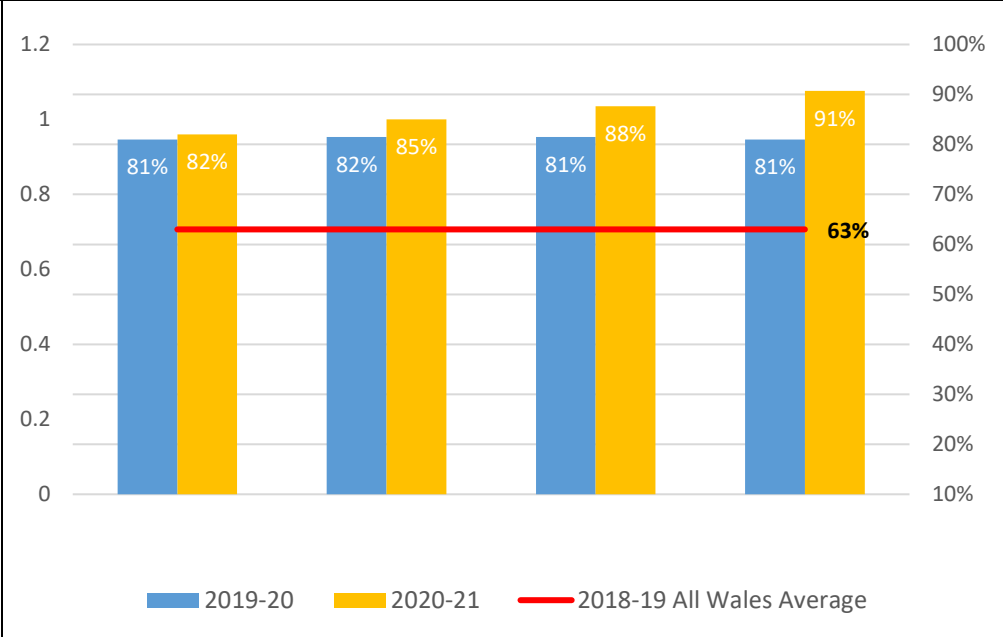
First Point of Contact and Prevention

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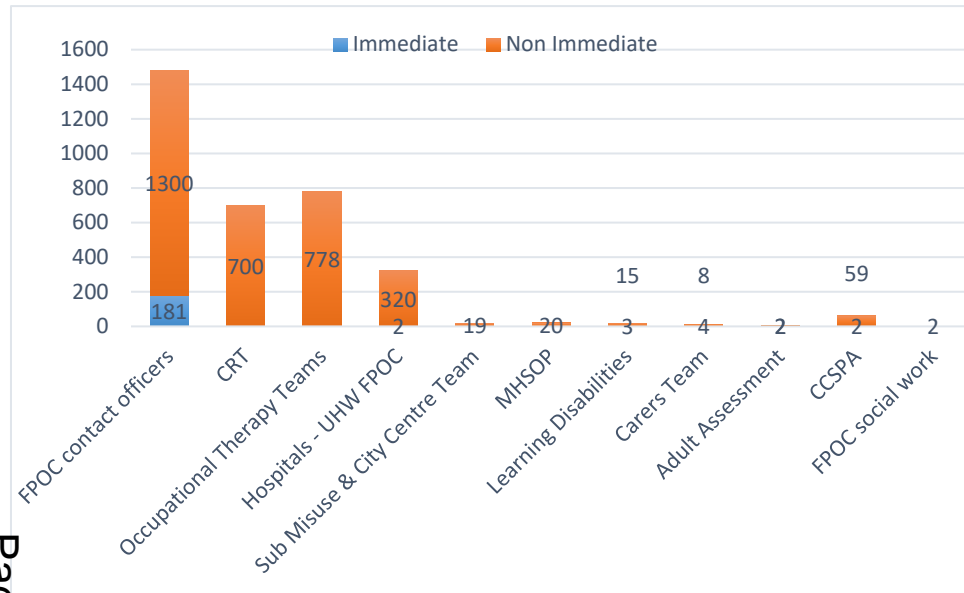
Number incoming of calls to First Point of Contact by month



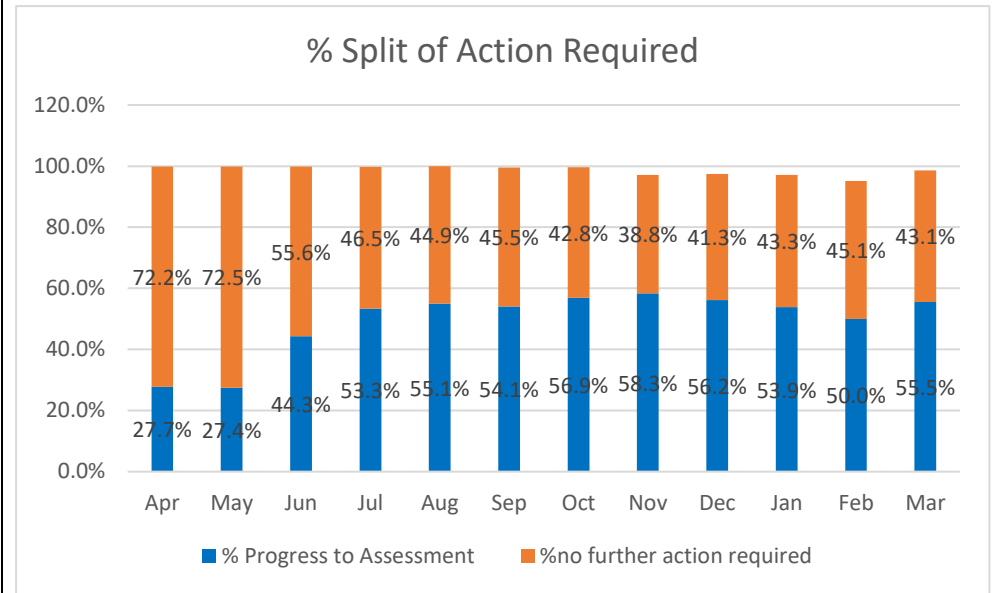
SSWB 23 % Adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months



Referral Breakdown



Well-being Referrals received by outcome



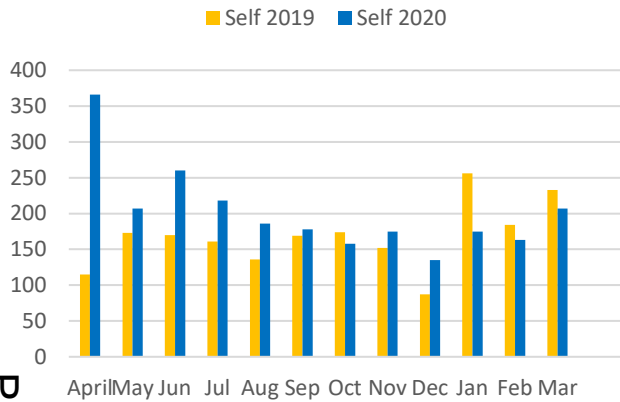
Page 175

Of the **3,417** (*3,181 last quarter*) referrals received across the teams in Quarter 4, **1,240** (*1240 Q3*) were for FPOC Contact Officers making up **43.3%** (*32.8% in Q3*) of all referrals received. There was a further decrease in the number of Immediate or Urgent Referrals received during Q4.

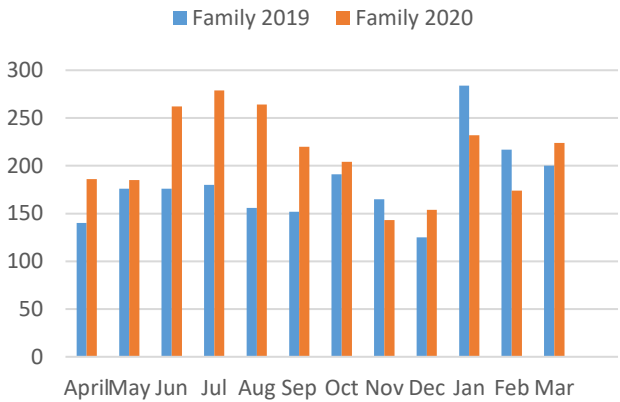
Over the past 12 months we have seen a large shift in the amount of clients that require an assessment compared to those that no further action is required. This percentage split has stayed steady in the last 9 months and not getting any wider, with this split of approx. 55%-45%, being the new norm, compared to 75-25% before the pandemic began.

Source of referral compared to last year

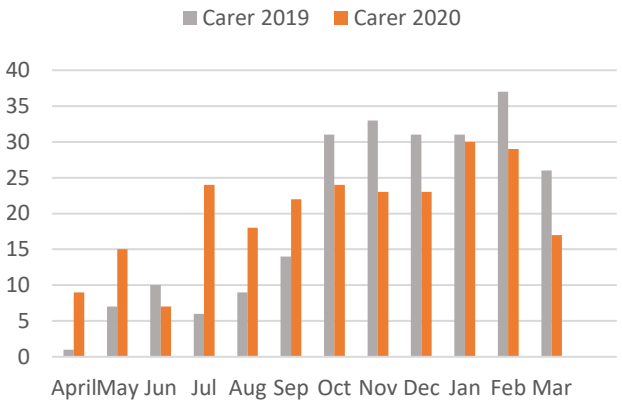
Self



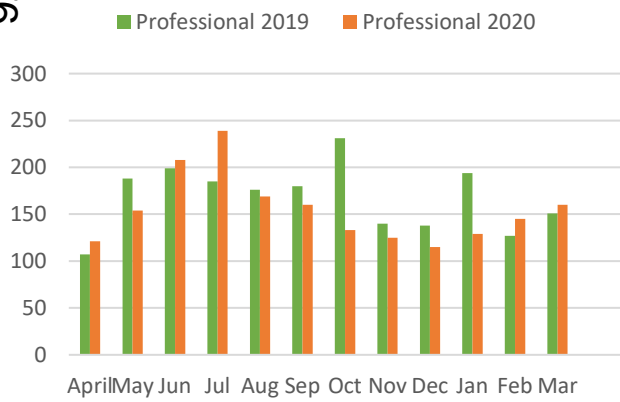
Family



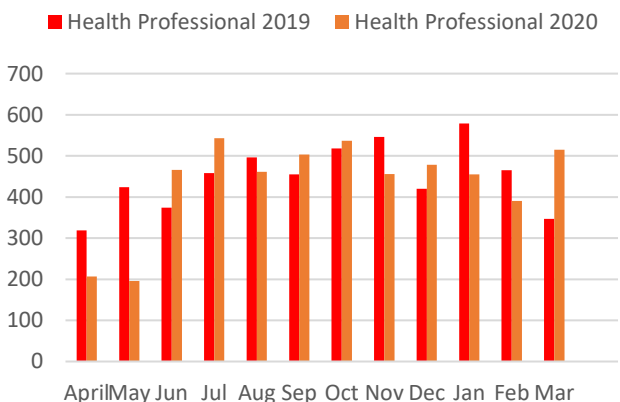
Carer



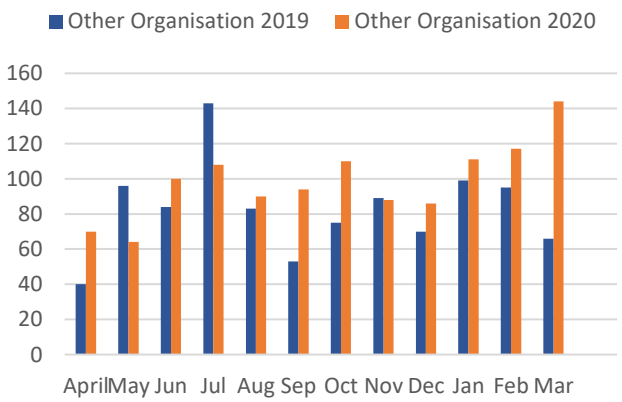
Professional



Health Professional

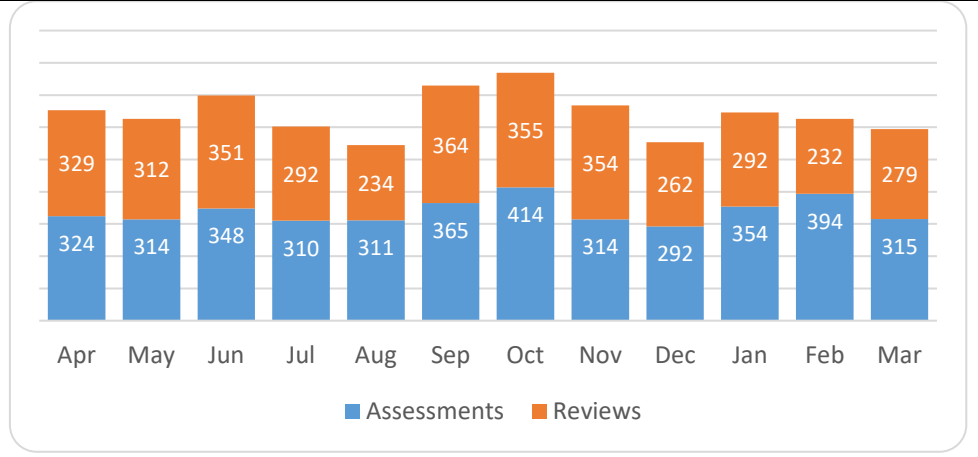


Other Organisation

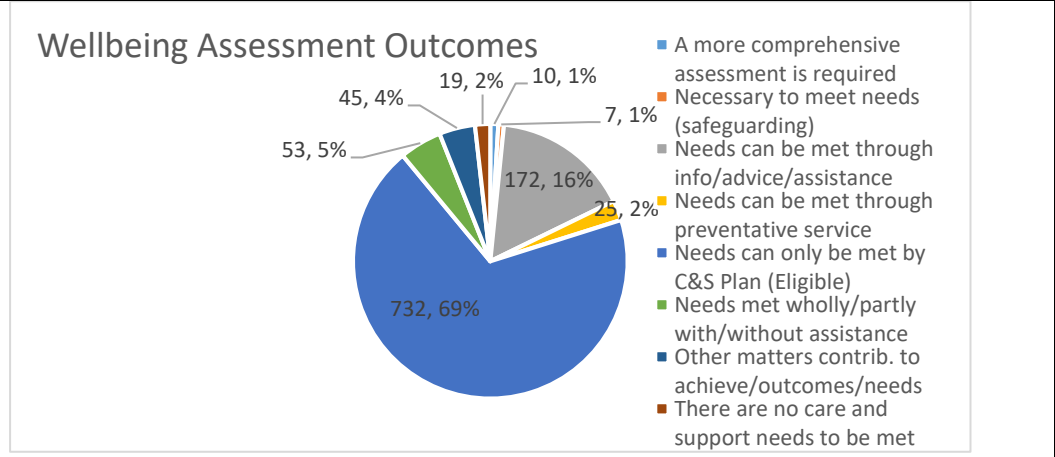


Assessment and Outcome Focussed Care Planning

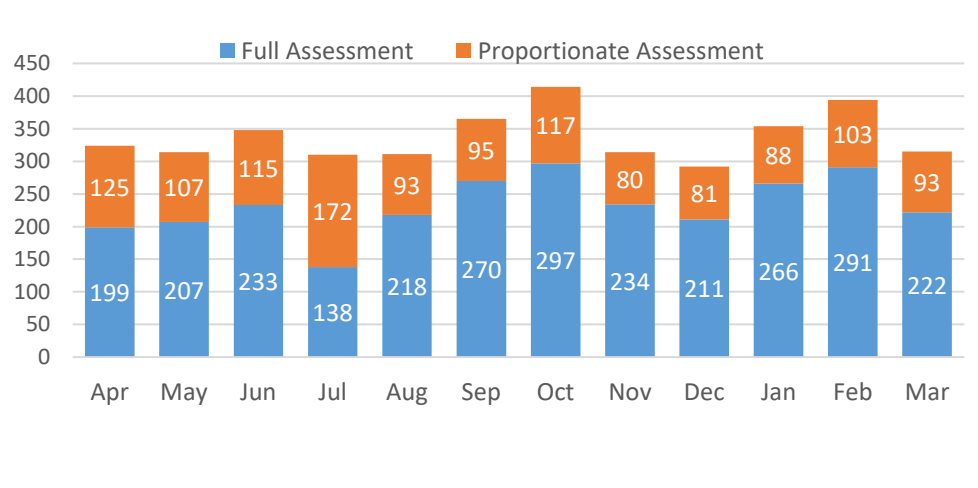
Number of Well-being Assessments & Reviews completed by month



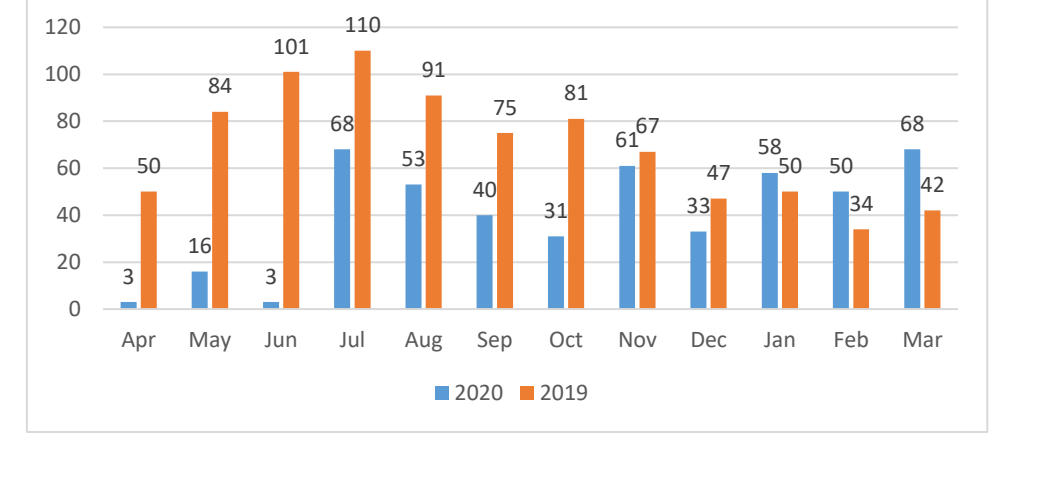
Percentage of Well-being Assessments completed by outcome Q4 2020



Number of Well-being Assessments - Proportionate and Full Assessments completed by month



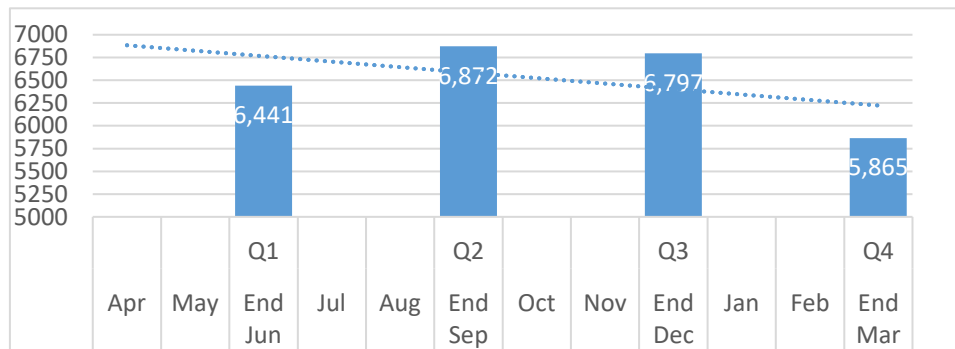
Number of Well-being Carers Assessments completed by month



779 full assessments were completed during the quarter 4. This is a slight increase on Q3 where **742** were completed. The similarity in Proportionate Assessments compared to Q3 is nearly identical also, with 6 more in Q4.

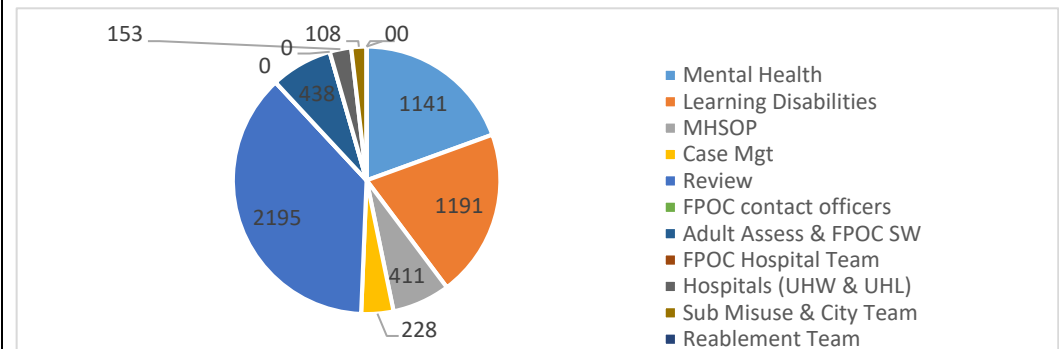
176 carer's assessments were completed in Quarter 4 2020-21; this is over **50** more than Q3. This is also higher than the same period last year (**126**).

Number of open cases



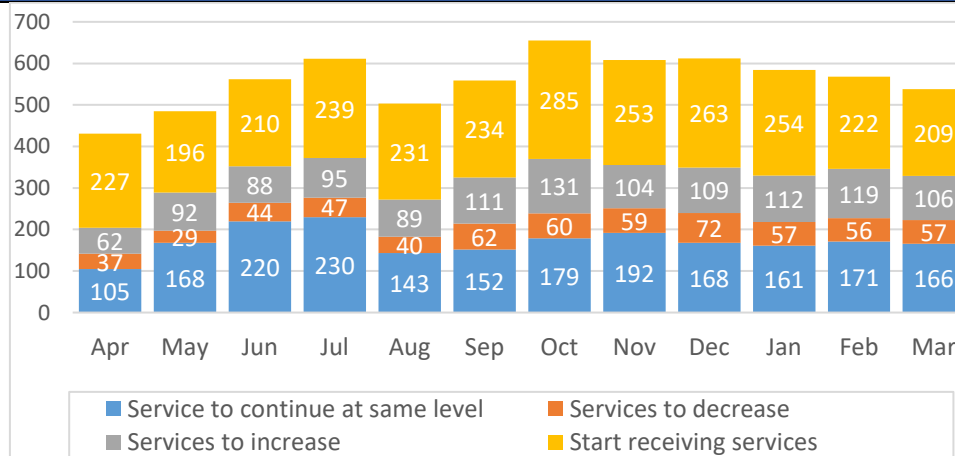
There were 5,865 open cases at the end of March 2021. A further decrease on all previous quarters. Q4 has the lowest open cases of the year to date, by over 500 cases.

Number of open cases per team as at end March 2021



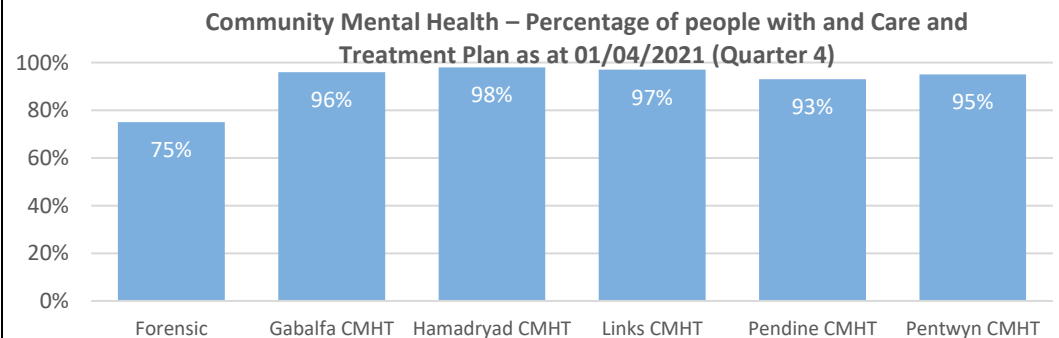
2,195 cases were managed by the review team; 1,191 were people with a learning disability & 1,141 for people with mental ill health. All figures were consistent with Q3, with some teams missing to reflect the decrease overall.

Number of Care & Support Plans completed by outcome



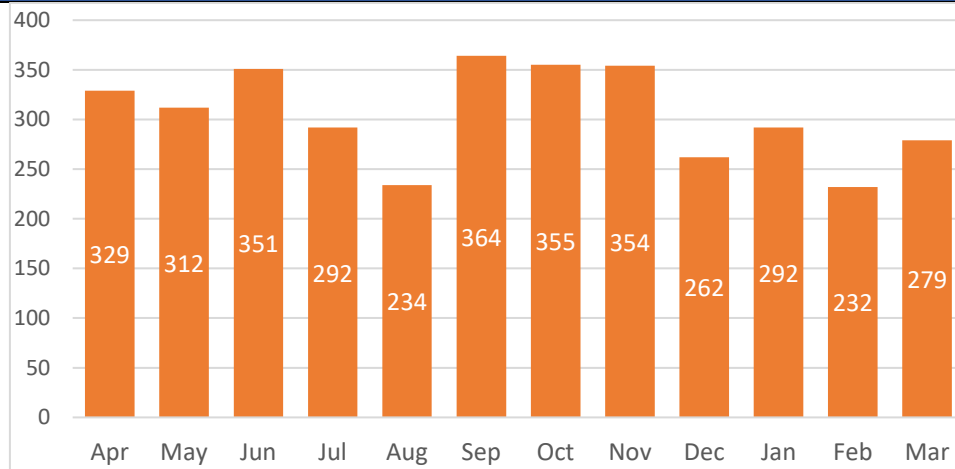
Of the **1,774** Care & Support Plans completed in Quarter 4(Q3 1924), **685** started receiving services, **498** continued with the same level of service, services increased for **337** people and decreased for **170** people. **These figures don't include reviews or plans that were abandoned or no longer required.**

Community Mental Health – Percentage of people with and Care and Treatment Plan (Quarter 4)

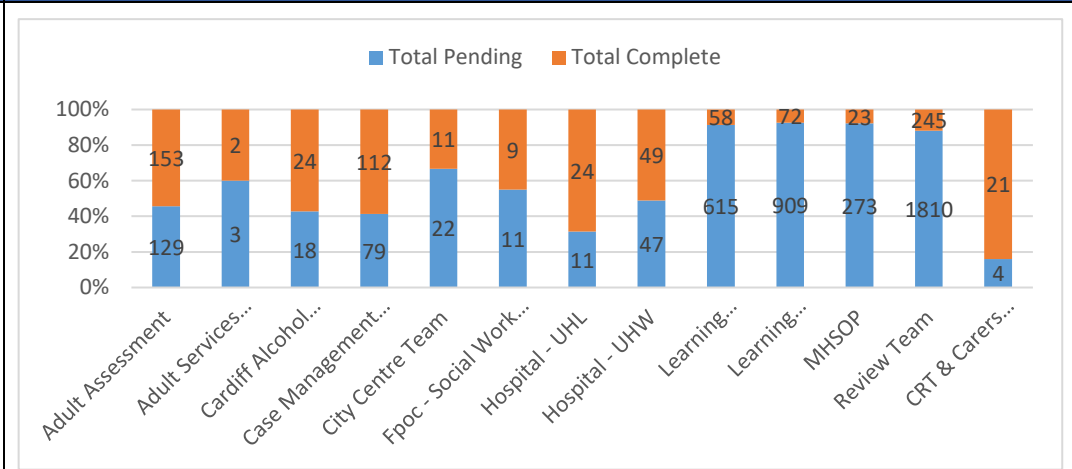


Of the **2,855** people open to Community Mental Health services in Paris at 1st April 2021, 94% (**2,685**) had a Care & Treatment Plan. The Forensic team will always be a lower percentage due to the people being in a secure setting (majority of referrals to this team received from Prison Medical Service).

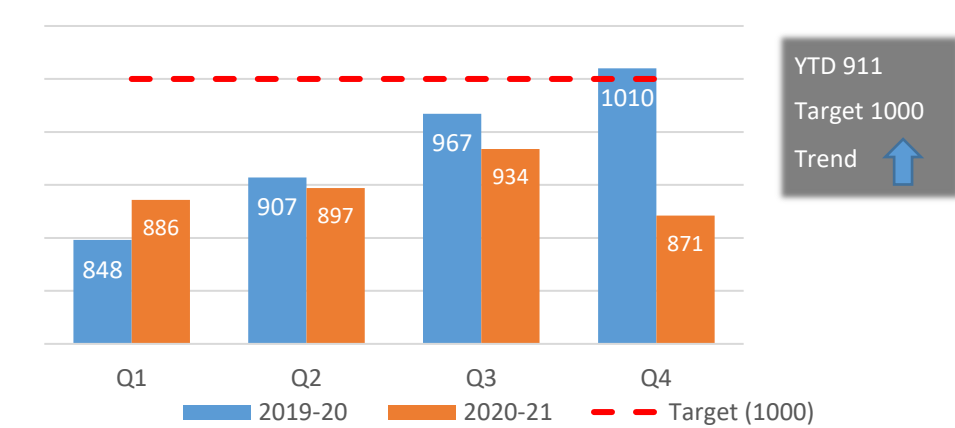
Number of Care & Support Plan reviews completed



Number of pending & Completed reviews as at end Q4

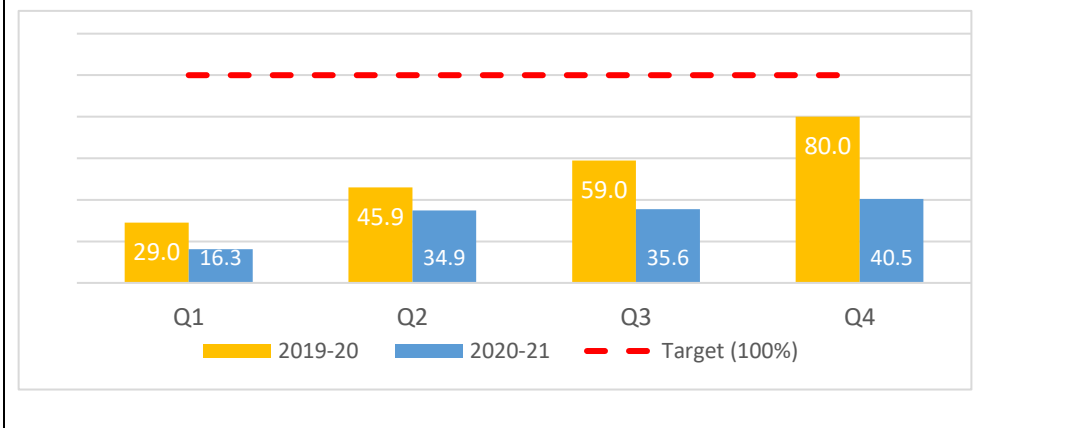


SCAL25a Total number of children and adults in need of care and support using the Direct Payments scheme



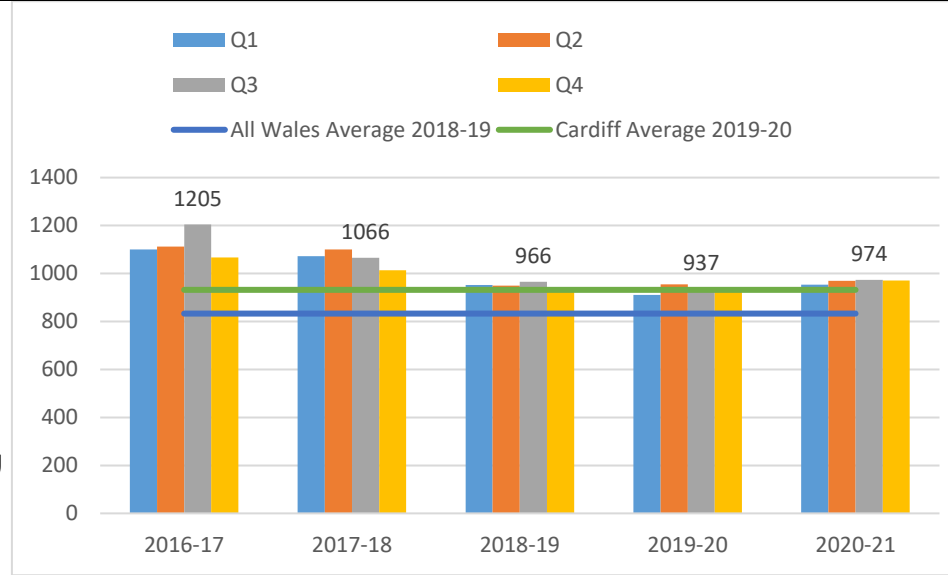
871 people in receipt of Direct Payments during Q4. Out of the 871, 181 were for Children. A decrease of adults starting Direct Payments after ceased plans removed, on Q3, but still less than the same period last year. The main reasons for ceased were deceased and care home admission.

SCA018a Percentage of eligible adults who are caring for adults that are offered a carers assessment during the year

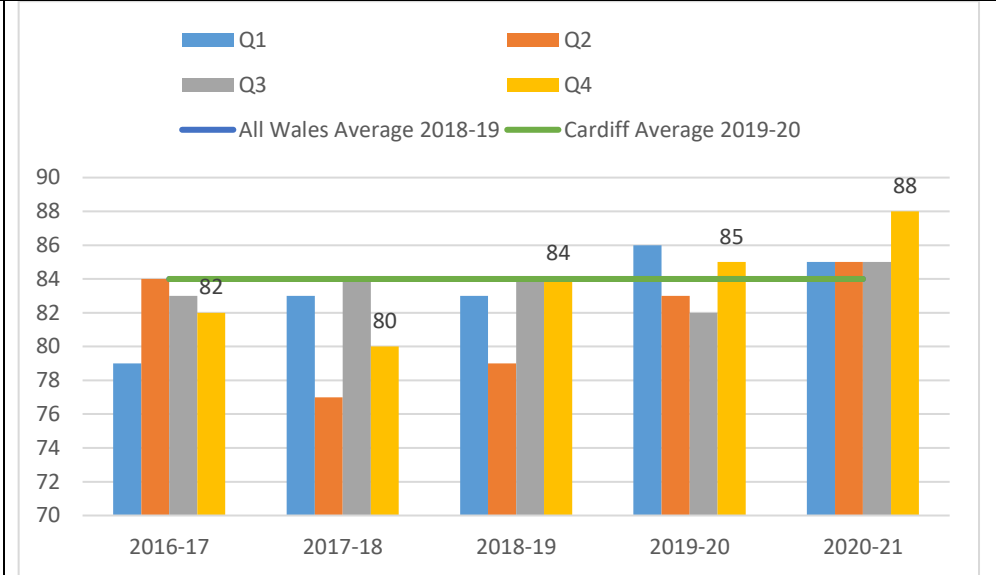


1319 / 3,708 carers were offered an assessment so far this year. This includes offers to new and existing carers. Performance is closely monitored to ensure that all carers receive the offer of an assessment during the year. **125** Carers Assessments were completed in Q3. The number of carers increased by over **400** in Q3 from Q2

SSWB21 Average length of time (days) adults aged 65 or over are supported in residential care homes

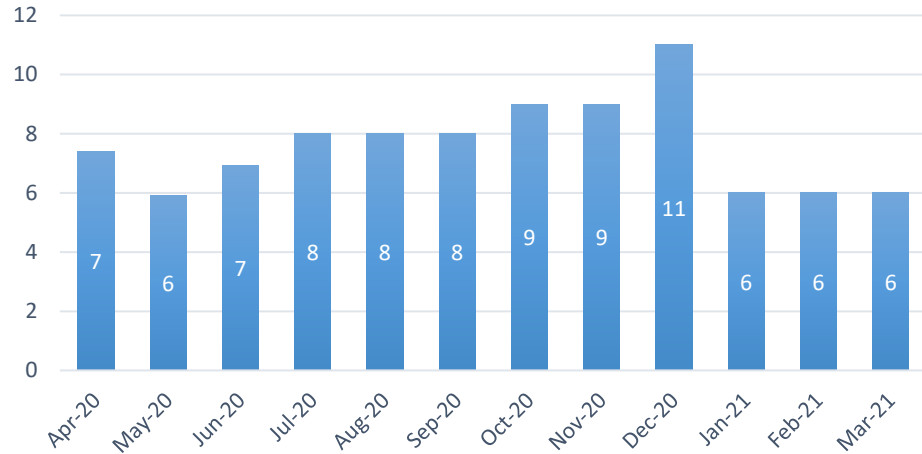


SSWB22 Average age of adults entering residential care homes

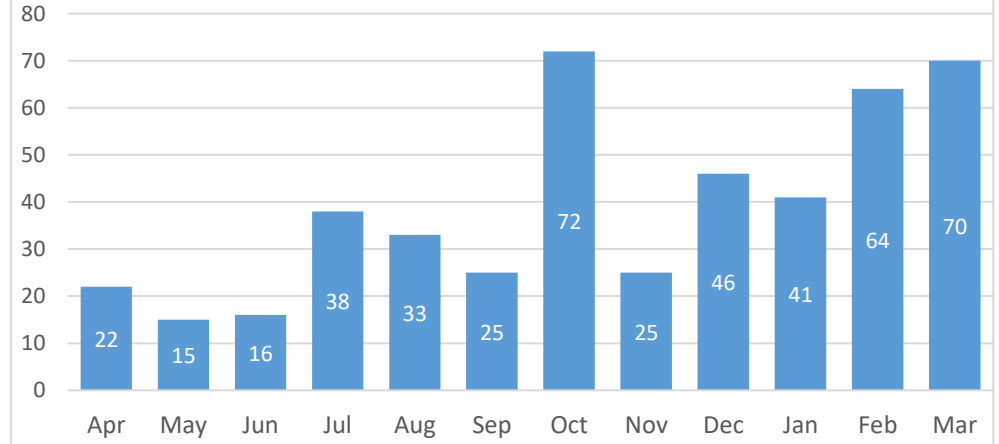


Commissioning & Service Provision

Average Number of days between Referral and Start of Package



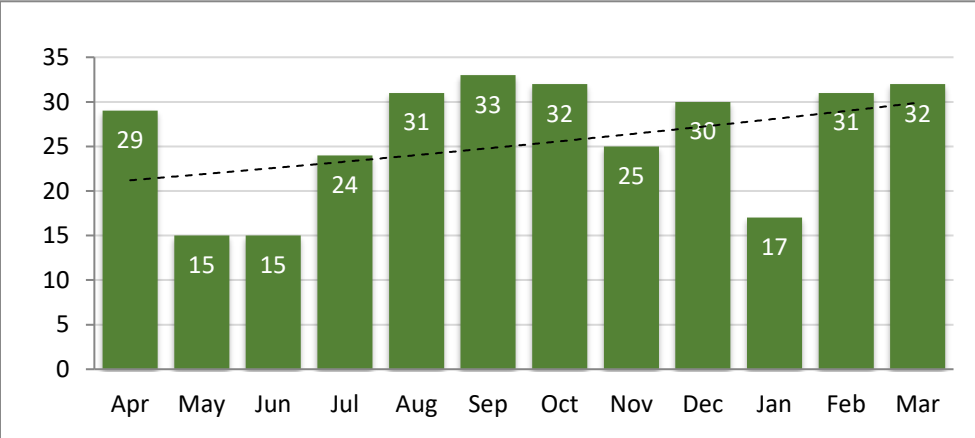
Longest time between Referral and Start of Package (in days)



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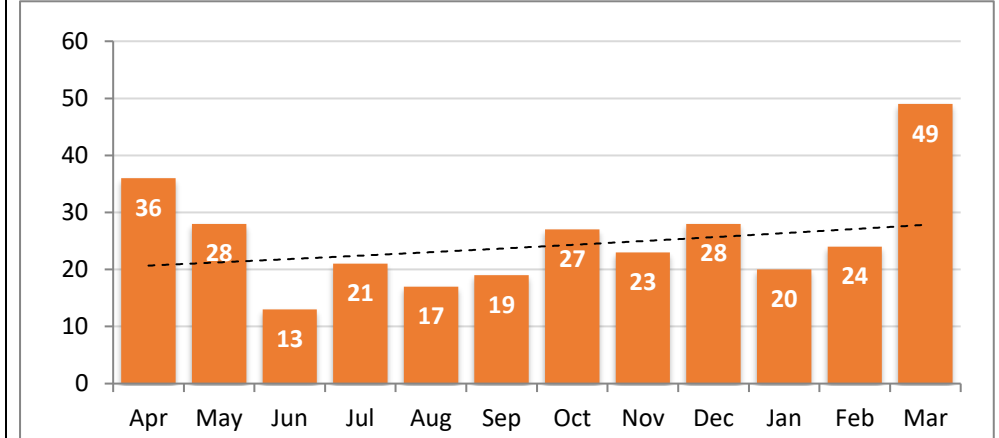
Residential Care Home - New Contracts Agreed

Data development - bars to be split to separate threshold funders

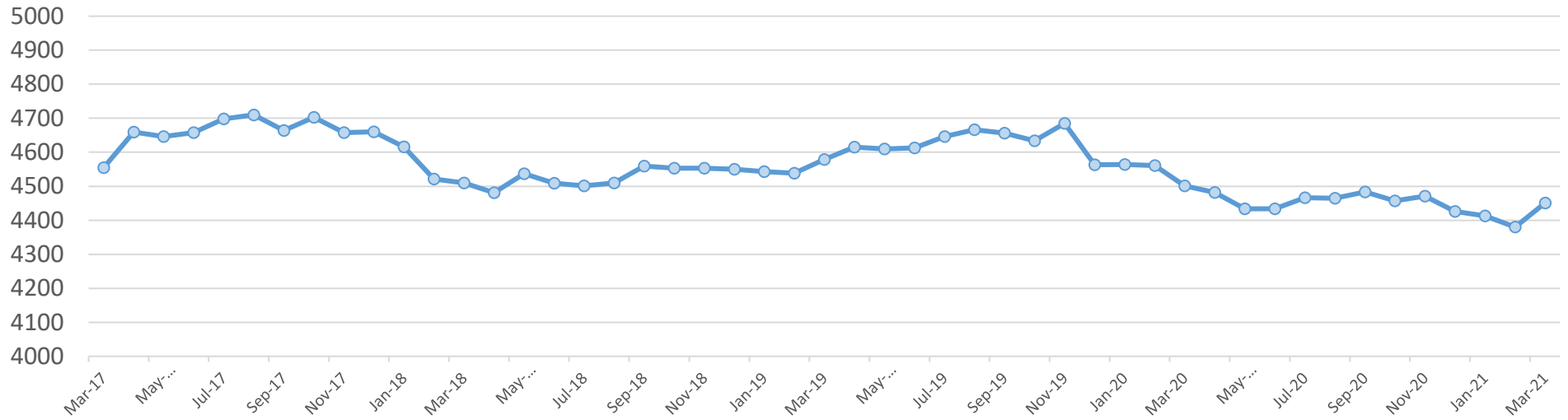


Nursing Care Home - New Contracts Agreed

Data development - bars to be split to separate threshold funders

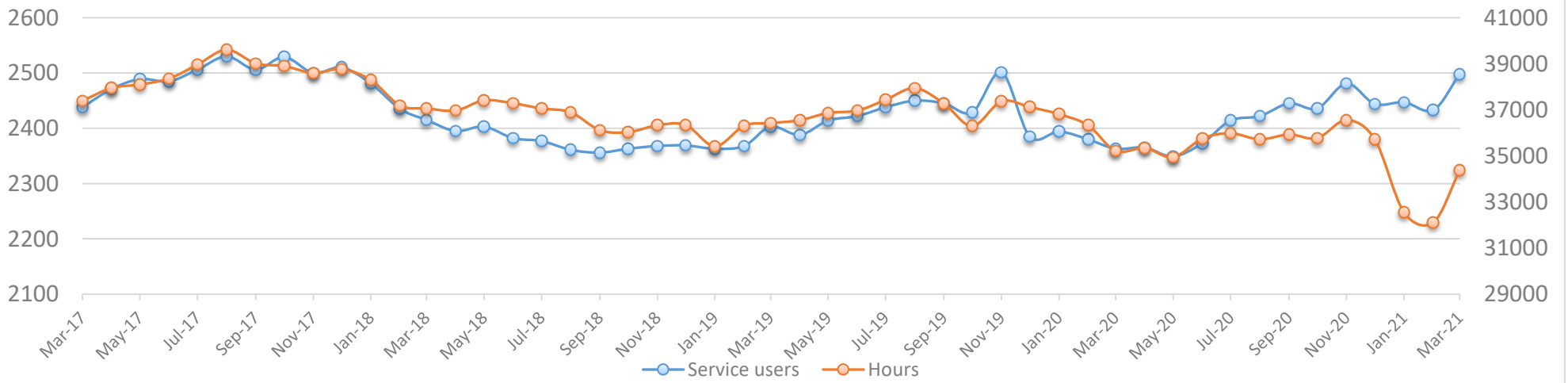


Number of Care and Support Packages

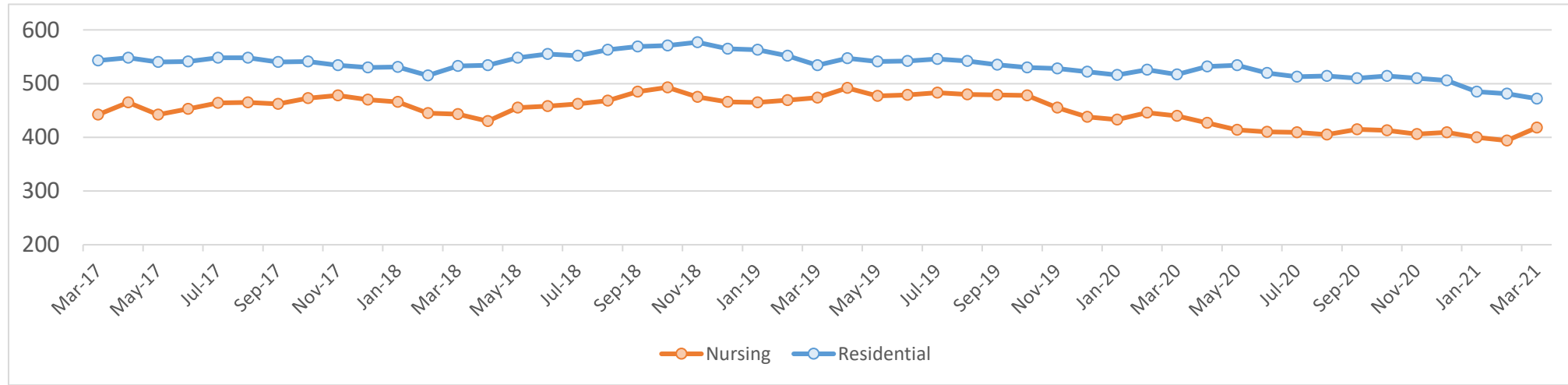


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Number of people and hours - Domiciliary Care

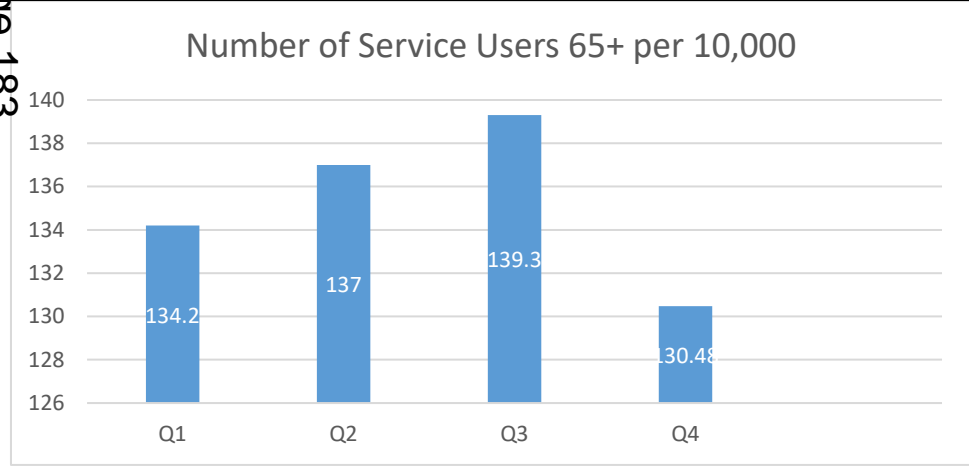


Number of people - Residential & Nursing Care

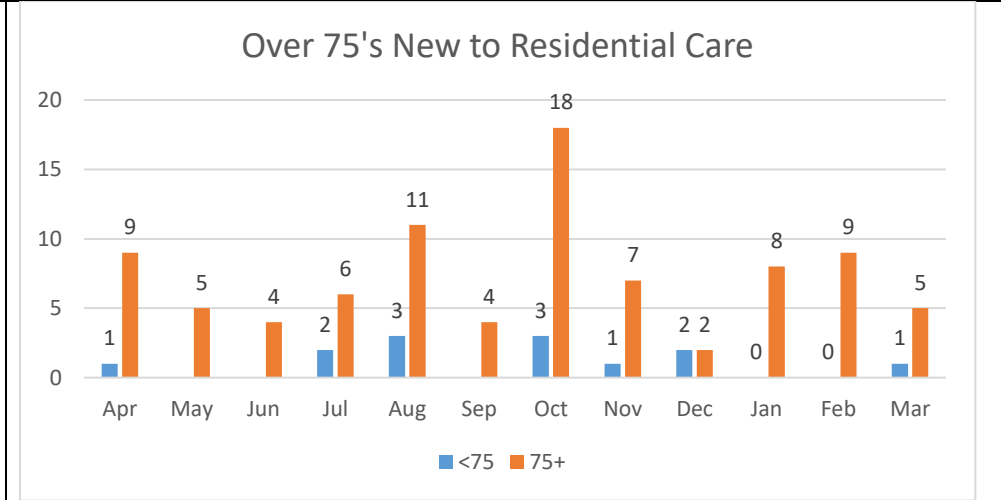


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Residential and Nursing Care per 10,000 Population Aged 65+



Over 75's new to Residential Care



Safeguarding (Adult)

Key Statistics

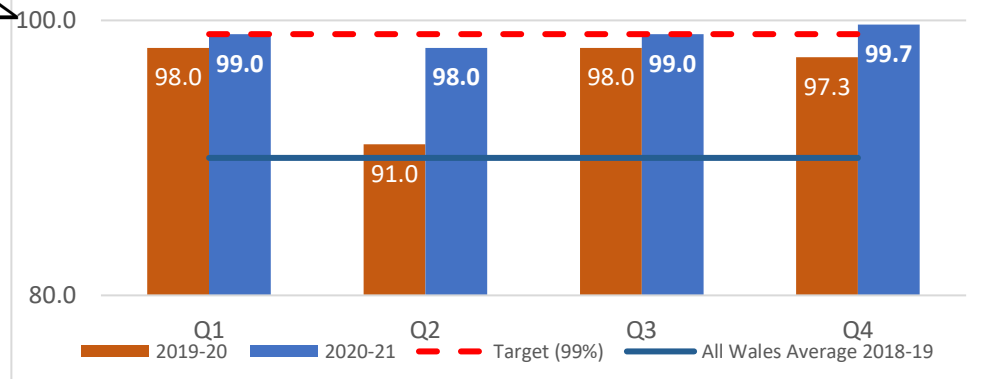
- Corporate Safeguarding report card available from last week of Quarter 4 2020-21.

Contracts & Service Development Team - Escalating concerns – Q4

Domiciliary		Residential/Nursing Care Homes	
Provider Performance Meetings	1	Provider Performance Meeting	4
Joint Interagency Monitoring Panel	1	Joint Interagency Monitoring Panel	0
Closure Procedure (HOSG)	0	Closure Procedure (HOSG)	0
Number of issues reported	0	Number of issues reported	0

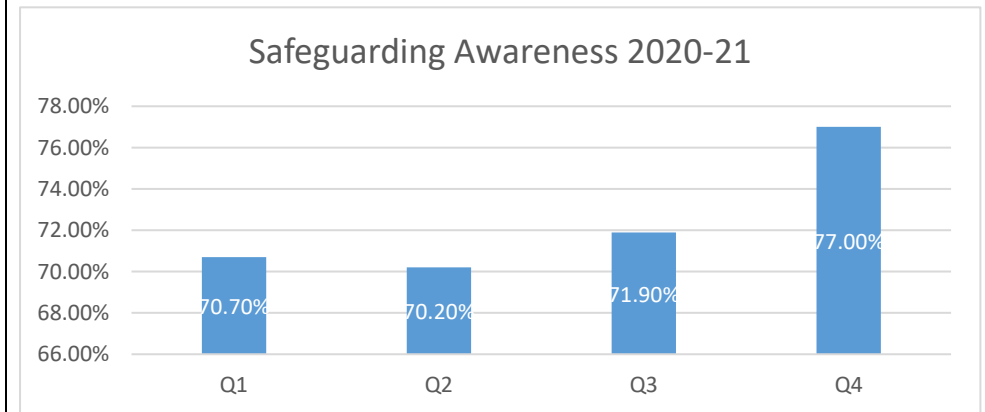
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SSWB18 Percentage of adult protection enquiries completed within 7 days



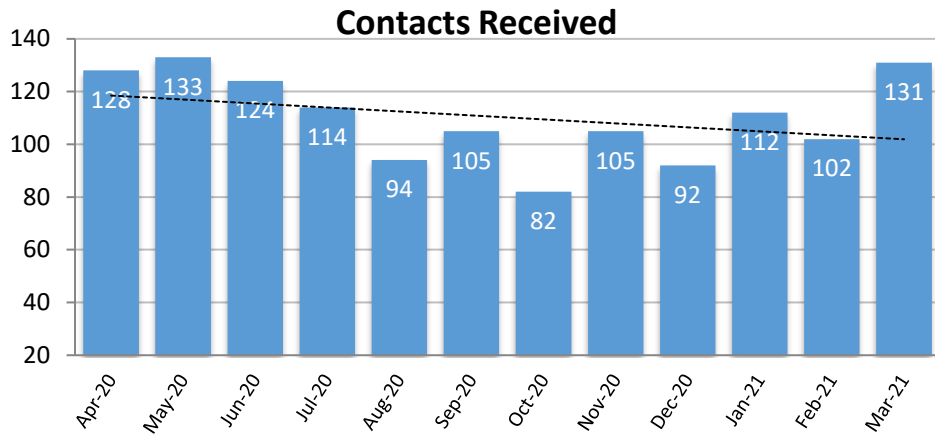
99.7% of adult protection enquiries (327 / 328) completed in 7 working days in Quarter 4. There were over 50 more adult protection enquiries in Q4 from Q3, but still less than Q1.

RES15 Percentage of council staff completing Safeguarding Awareness training

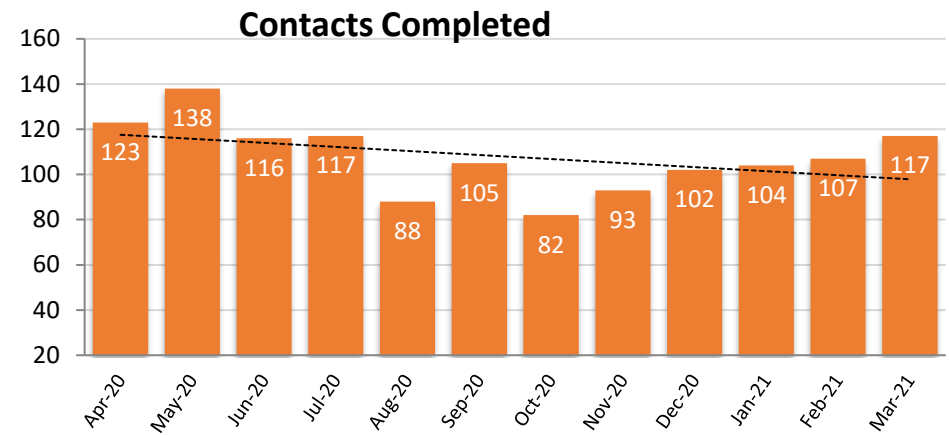


77% of council employees have now completed the training, and increase of 7% since the start of 2020. Q4 saw the biggest increase due to better collection methods and more emphasis on the training being encouraged to be completed.

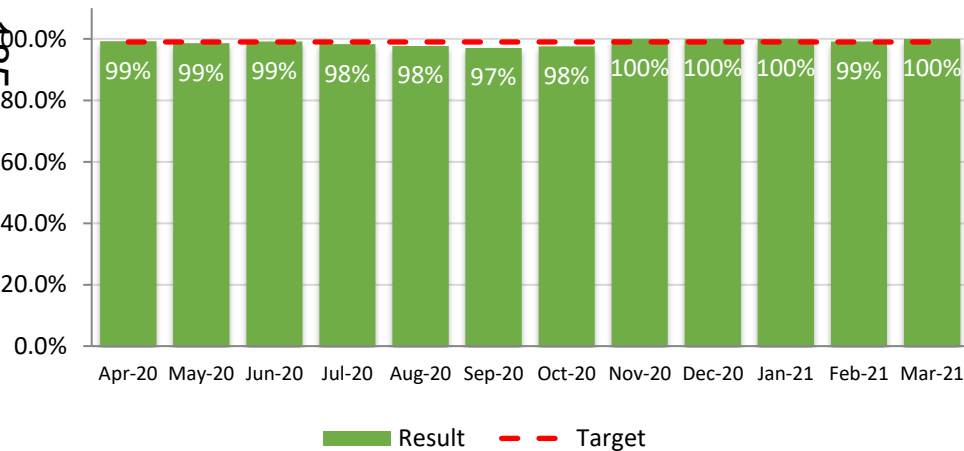
1. Number of contacts received



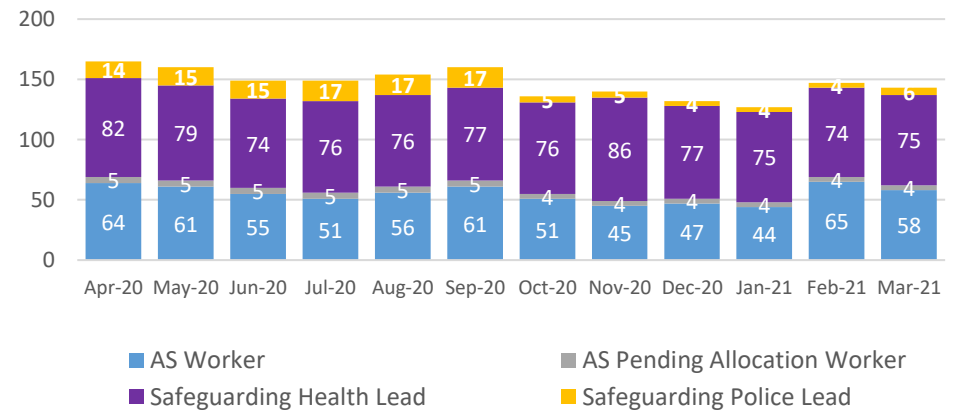
2. Number of contact records completed



3. Percentage of contacts completed within 7 days



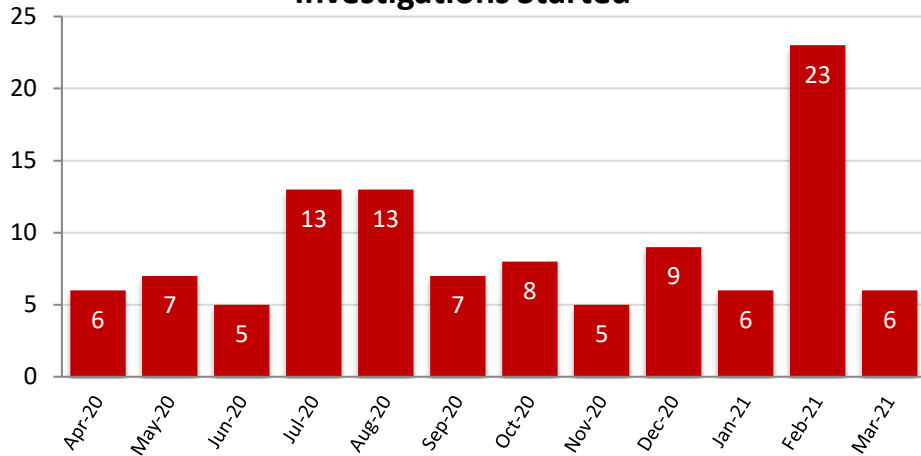
4. Number of pending investigations



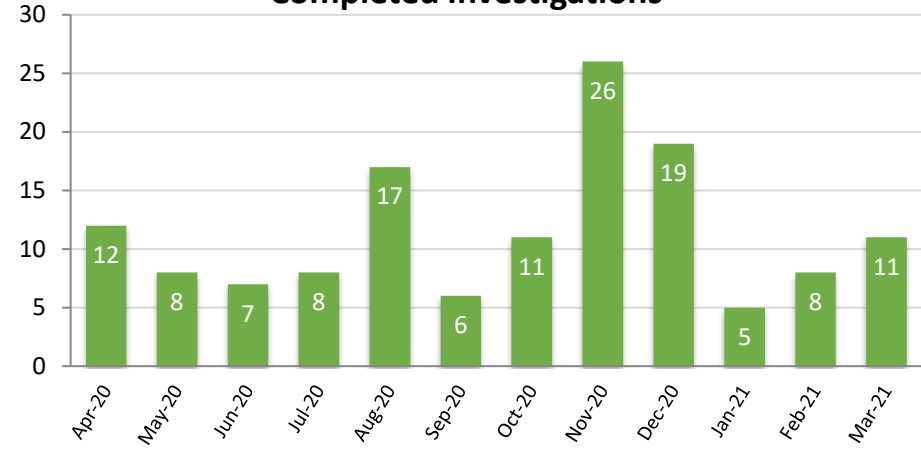
5. Number of investigations started

6. Number of investigations completed

Investigations Started



Completed Investigations



Managing People, Resources, Systems and Processes

Key Statistics

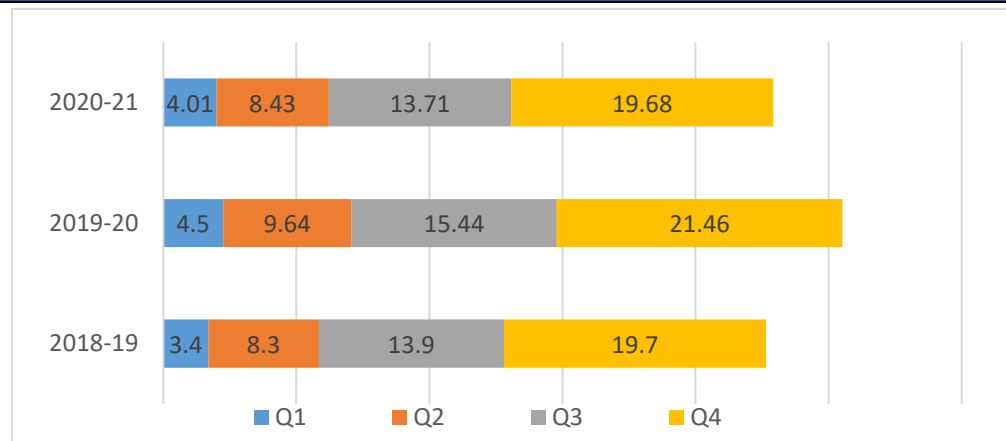
Sickness – Adult Services

	Ave FTE Staff No. (forecast)	FTE Target	Target FTE days lost	FTE days lost	Forecast based on Qtr. result	RAG
Q1 2020	546	16.5	9,005	4.01	17.26	
Q2 2020	546	16.5	9,005	8.43	18.55	
Q3 2020	546	16.5	9,005	13.71	19.19	
Q4 2021	546	16.5	9,005	19.68		

- Top 5 reasons for sickness during the quarter (All Adult Services):

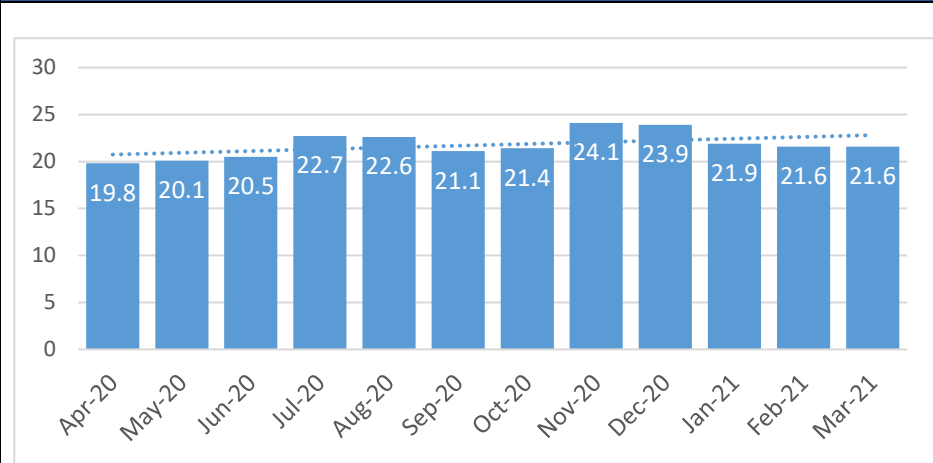
1	Stress
2	Musculoskeletal
3	Neurological
4	Other
5	Back Problems, Blood Circulation, Infection, Stomach/Liver/Kidney

Sickness Rate (FTE)



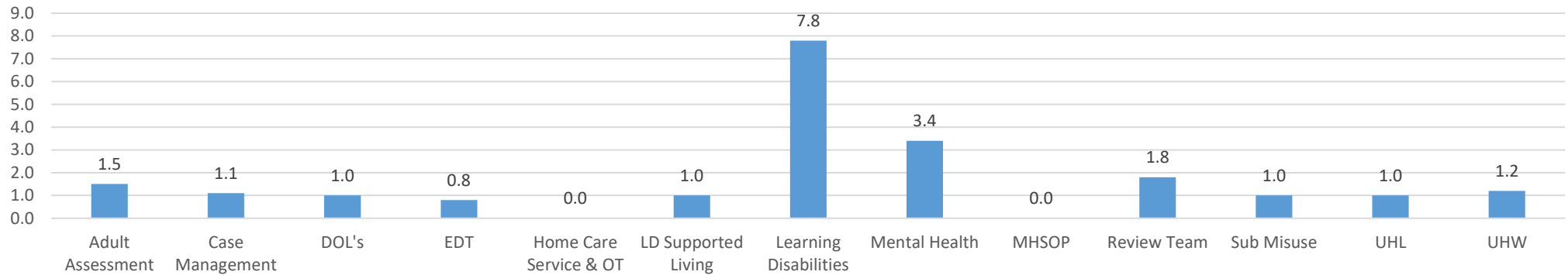
Sickness is up on Quarter 4 just like previous years, but the increase is less than the same period last year. Stress related sickness has decreased in Q4. All COVID related sicknesses are classed as Infection.

Number of social work vacancies out of total FTE of 137.4)



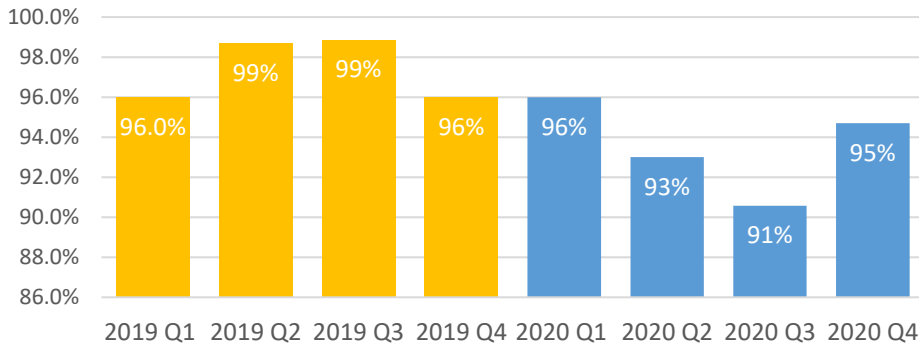
Social work vacancies by team December 2020

Vacancies



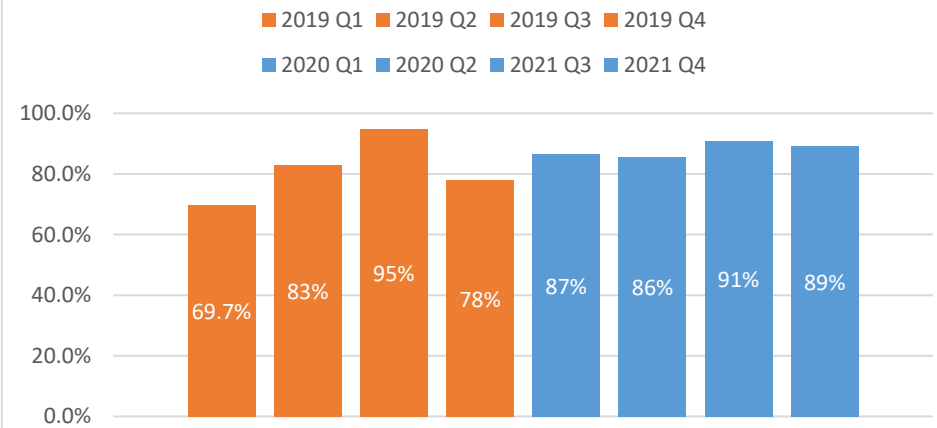
0.6 FTE grade 10 post vacant for restructure/locality move 0.6 FTE grade 8 (CHC/S117) have been unable to recruit into the rest are made up of Grade 7 vacancies that we will be looking to 'slot in' our two Social Work Assistants who are soon to qualify as social workers (July 2021)

Percentage of return to work interviews completed



105 out of 110 RTW's completed in Q4

Percentage of trigger interviews completed



Quality of Practice

Key Statistics

Adult & Carer Survey 2019-20				
Survey Type	Population	Sent	Response	Response Rate
Adult Survey	4,415	2,210	529	24%
CRT Survey	117	117	46	39%
IAA Survey	152	152	40	26%
Adults Survey Total	4,684	2,479	615	25%
Carers Survey Total	679	292	152	52%

Compliments & Complaints Q4 2019-20

Stage 1 Complaints	No.	Stage 2 complaints	No.	Compliments
Compliments received	21	Open from Q3		26
Responded on time	8	Initiated during Q4		
Responded late*	8	Closed during Q4		
Open at Q3 end	5	Open at quarter end		

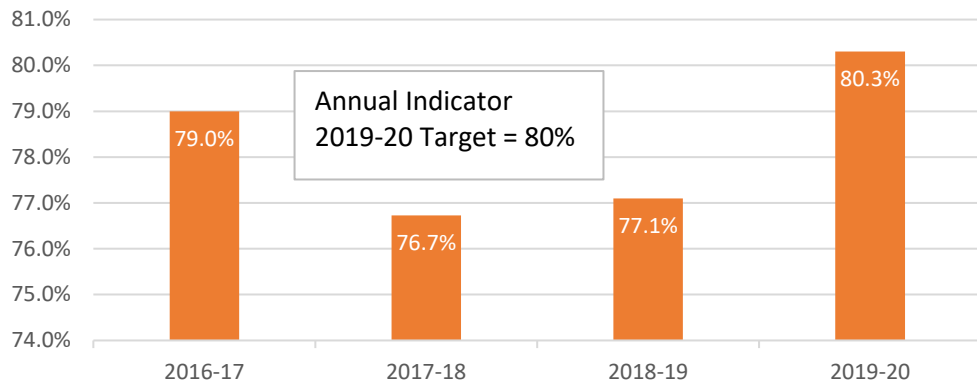
Compliments & Complaints Year End 2020-21

Stage 1 Complaints	No.	Stage 2 complaints	No.	Compliments
Compliments received	63	Open from Q3	0	46
Responded on time	22	Initiated during Q4	1	
Responded late*	33	Closed during Q4	0	
Open at Q4 end	8	Open at quarter end	1	

*In this context, 'late' refers to outside of our statutory timescales. However, we have received clear guidance from the Public Services Ombudsman for Wales that they understand our ability to respond within statutory timescales will be affected during the pandemic. However, it is more important than ever that we keep our complainants informed if there is going to be a delay in responding to a complaint and the complaints team have been doing this regularly.

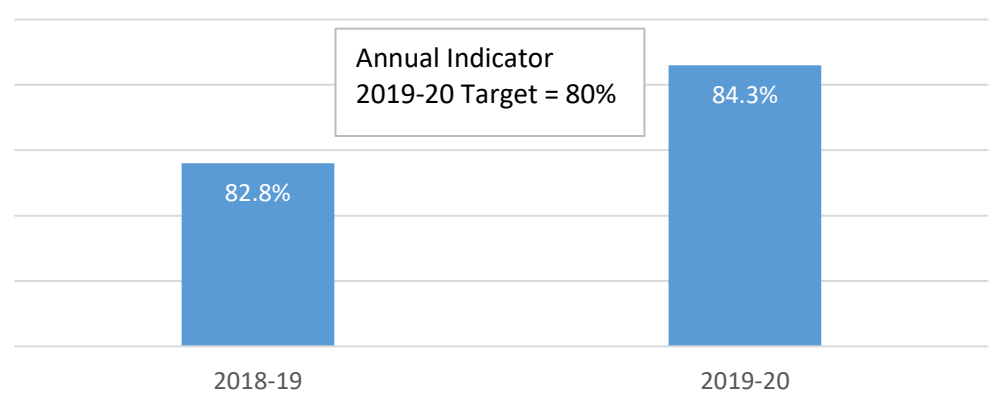
More complaints have been received in Q4 and 8 were responded to outside our statutory timescales. There were 7 compliments in Q4 compared to 19 in Q3. There have been 46 Compliments this year. There is 1 stage 2 complaint open in Q4, the complaint is joint with the Vale.

SSWB 12 Adults reporting that they felt involved in any decisions made about their care and support



80.3% of adults (321) reported that they felt involved in any decisions made about their care and support. *Annual figures to be updated yearly*

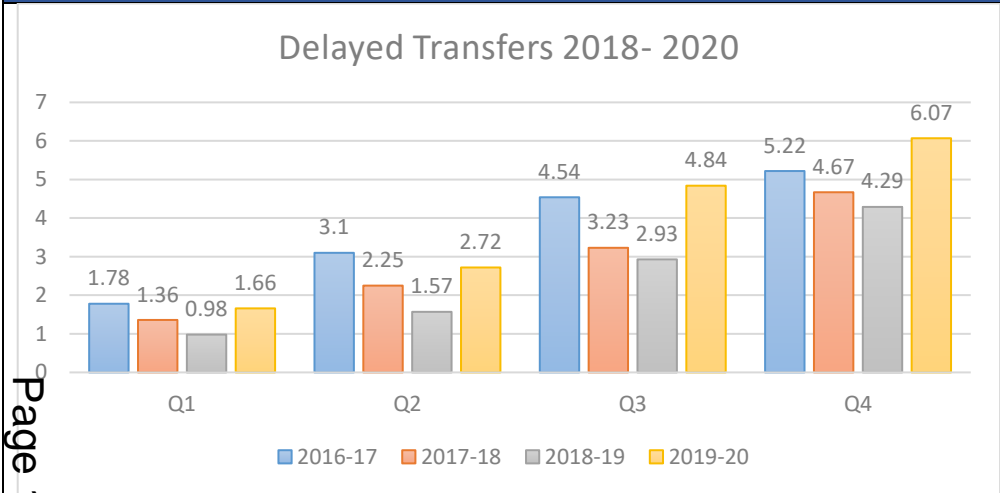
SSWB13 Adults who are satisfied with the care and support they received



84.3% of adults (354) reported that they are satisfied with the care and support they receive. *Annual figures to be updated yearly*

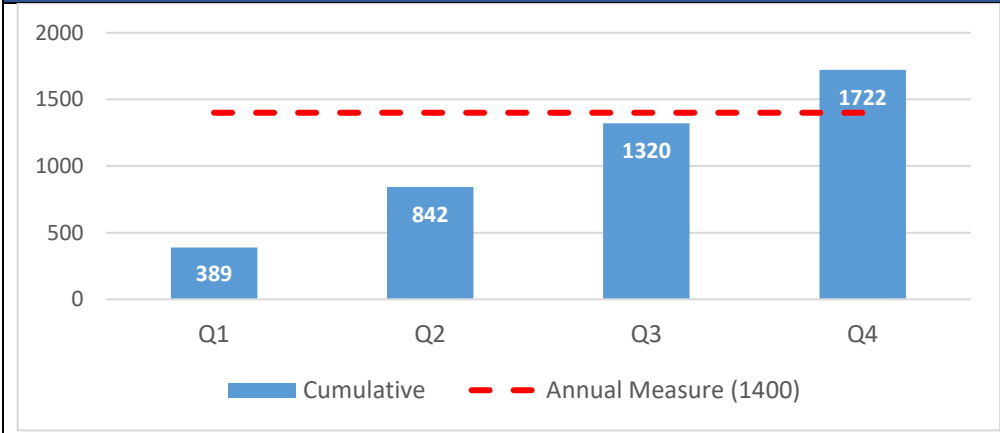
Additional Information and Corporate Plan PIs

SSWB19 Rate of delayed transfers of care for social care reasons aged 75+ (cumulative)



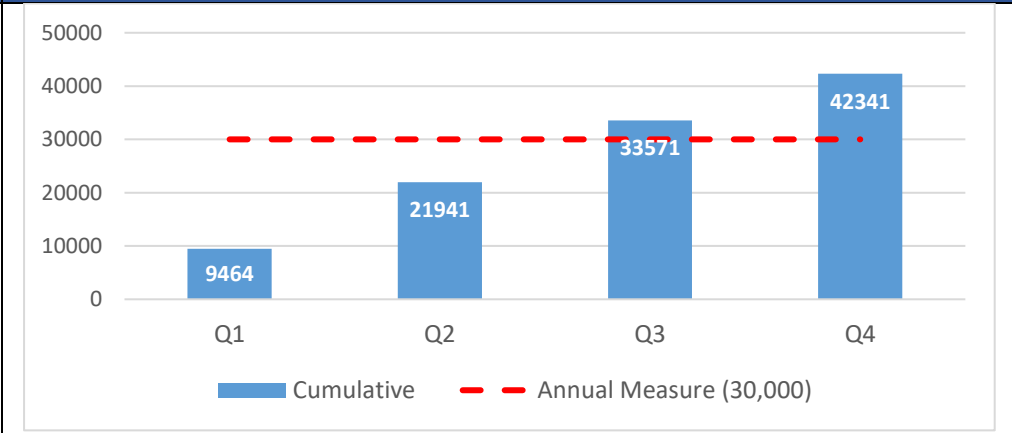
*No figures for 2020/21 as these come from WG and they have suspended collection due to COVID will advise us when/if they will resume. We have reached out to the health board for an update, but nothing is imminent.

CRT 1 Number of people who accessed the Community Resource Team



Cumulative data: 1722 people accessed year to date. Q4: 402 people

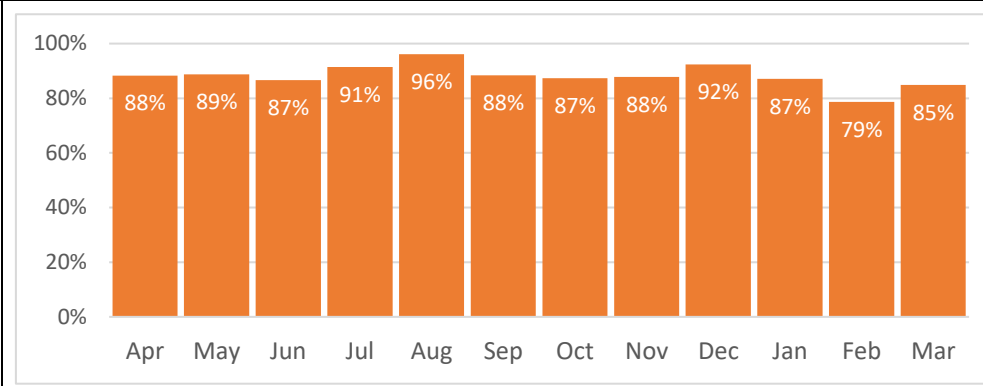
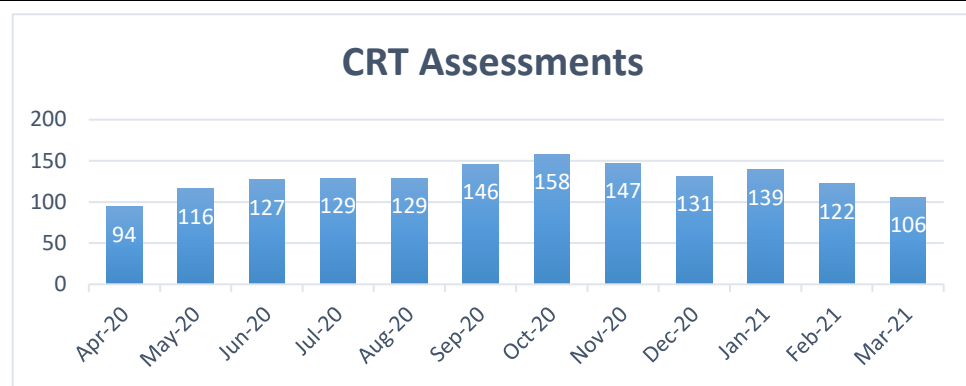
CRT 2 Total hours of support provided by the Community Resource Team



Cumulative data: 42341 hours provided year to date. Q4: 8770 hrs

Number of Community Resource Team (CRT) assessments undertaken following a referral

Percentage of CRT Home Care Assessments where outcome is Appropriate for CRT

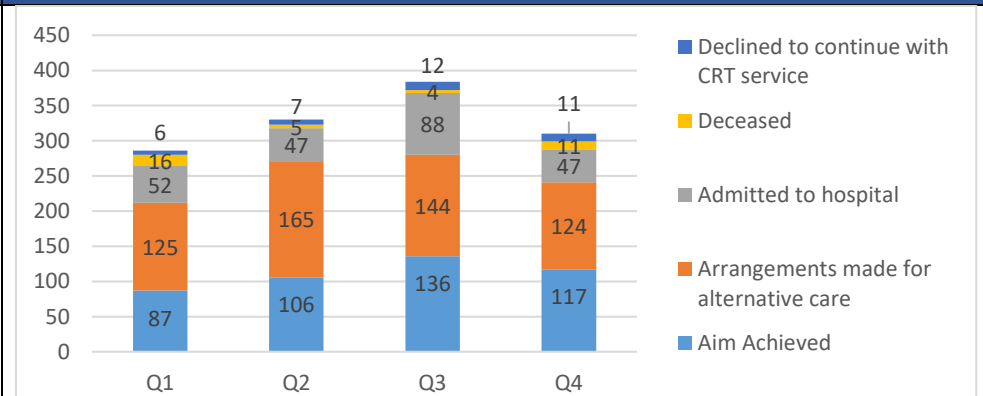
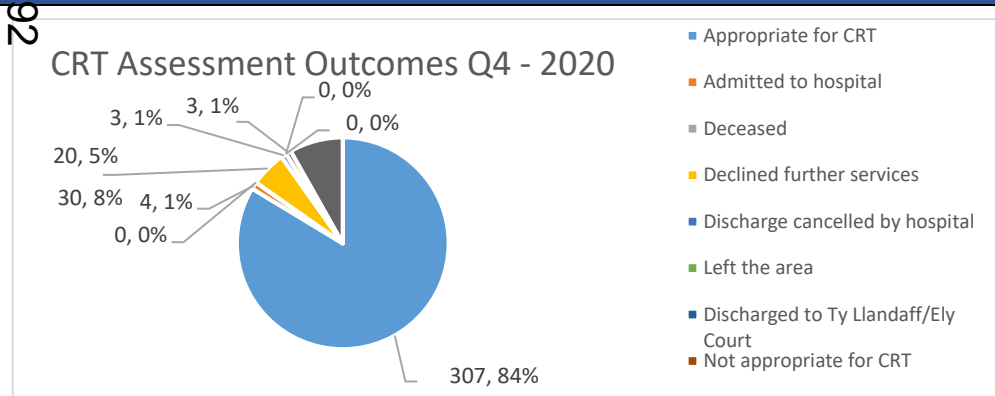


367 CRT assessments were undertaken following a referral in Q4 2020-21. A decrease of compared to Q3

In Q4 (307/367) of CRT assessments undertaken following a referral were appropriate for CRT. Therapy only clients in Q4 is 30% higher than Q3. 20 people declined further services, highest quarterly total of the year.

Outcome of CRT assessments undertaken following a referral Q3

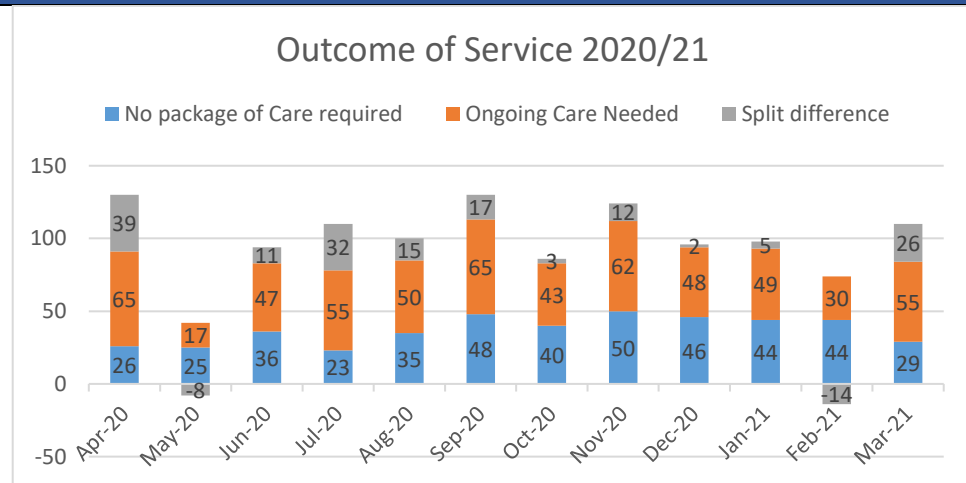
CRT packages ended by outcome



84% (307) of CRT assessments undertaken following a referral were appropriate for CRT. 0.8% (3) were not appropriate for CRT. Other outcomes include; people being admitted to hospital, discharge being cancelled by hospital and declining services.

Of the 329 CRT packages ended in Q4, the outcome of aim achieved for 117 people (35%). Alternative care arrangements were made for 124 people, 47 people were admitted to hospital, 11 deceased, 11 declined to continue with CRT services, 10 are continuing health care, 6 declined further services – ongoing needs and 2 Residential/Nursing Care.

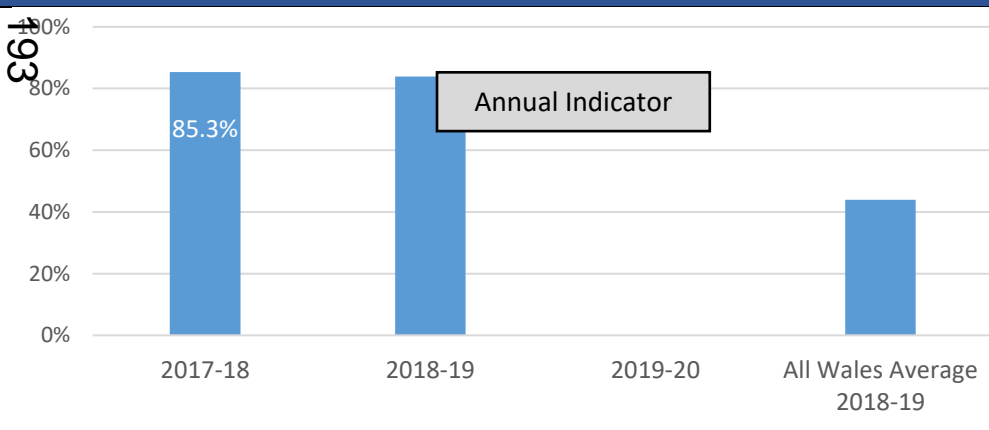
CRT packages ended by outcome – No package of care required or Ongoing care required



Citizens not requiring packages of care saw a significant decrease during the start of Lockdown and look to be starting to return to normal, a second localised lockdown didn't see another decrease in no care required, the figure stayed constant throughout Q3 and saw a decrease throughout Q4.

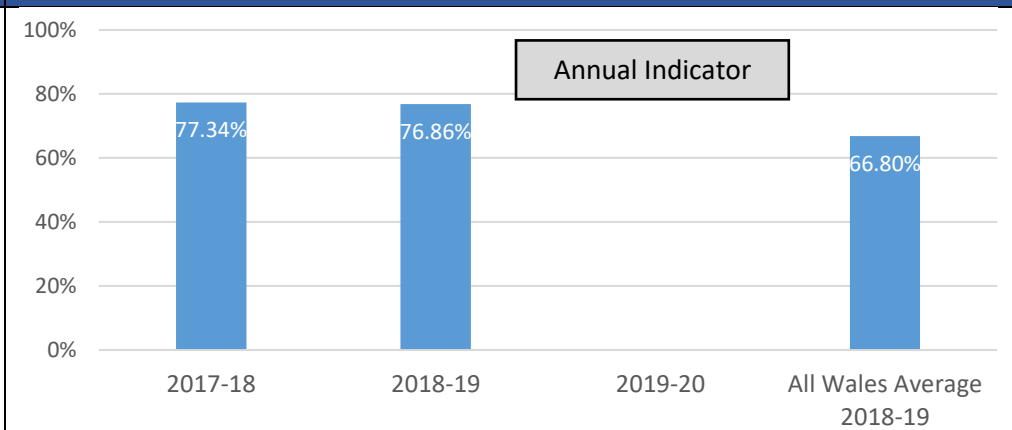
Grey tracks the difference of people that require no package of care against the total number of packages investigated.

SSWB20a Percentage of adults who completed a period of reablement (a) and have a reduced package of care and support 6 months later



83.9% of adults (678) who completed a period of reablement in 2018-19 had a reduced package of care and support 6 months later. *Annual PI.*

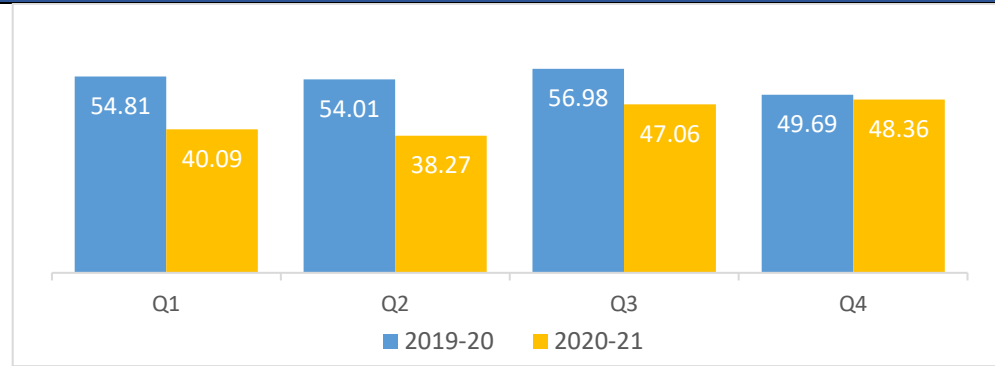
SSWB20b Percentage of adults who completed a period of reablement (b) have no package of care and support 6 months later



76.9% of adults (621) who completed a period of reablement in 2018-19 had no package of care and support 6 months later. *Annual PI.*

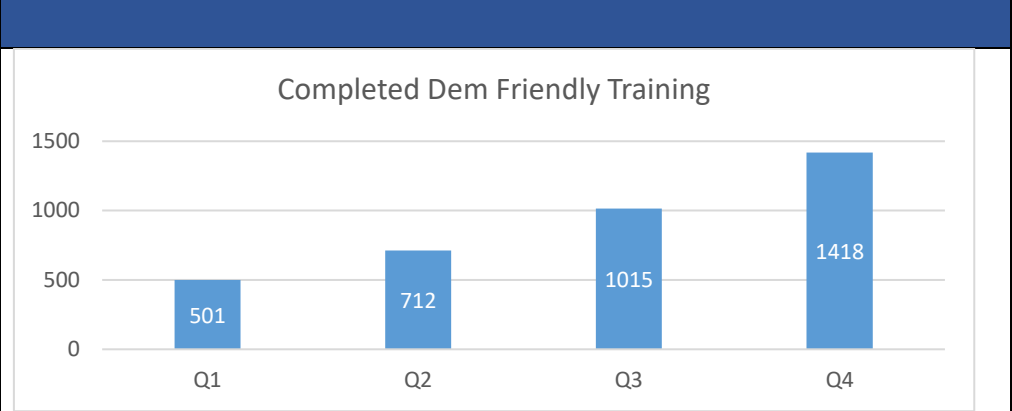
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SCAL23 Percentage of people helped back to independence without ongoing care services, through short term intervention (quarterly / proxy indicator for SSWB20a)



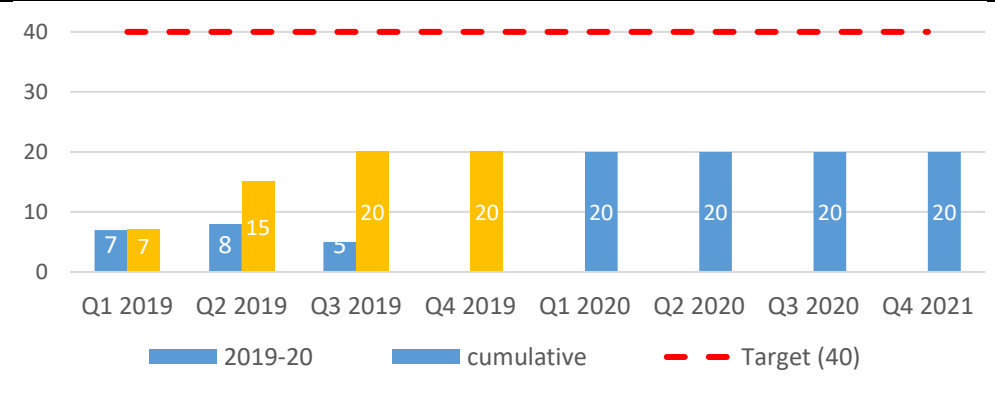
The increase in the number of people requiring long term care following reablement is a combination of Get Me Home + cases and people referred from social care for CRT to provide a period of reablement to accurately inform the social worker of the level of care required moving forward.

Dem 1 Percentage of staff completing dementia friendly training



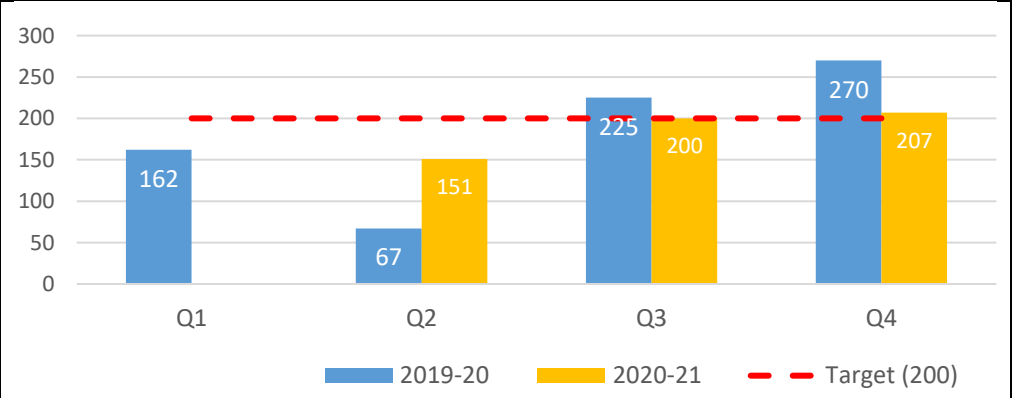
E-module became mandatory in September 2019. Since then **3223** members of staff have completed the training. This Quarter **403** people have completed it, an increase on the **100** from Q3, where 303 completed. So far **52%** of staff have now completed the training.

Dem 2 Number of businesses pledging their commitment to work towards becoming Dementia Friendly



Activity recruiting Dementia Friendly businesses ceased due to COVID Lockdown and was expect restart, but then a 2nd lockdown halted plans going forward.

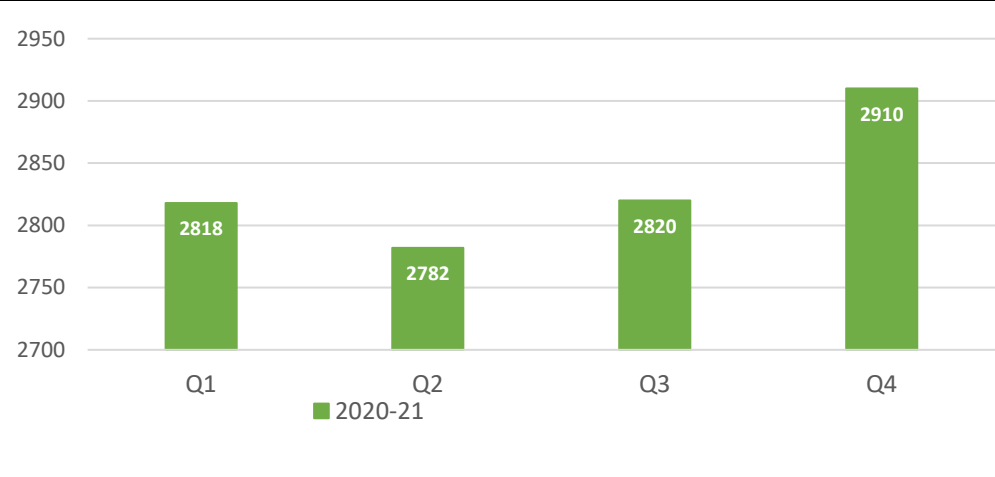
Dem 3 The number of Dementia Friendly city events held



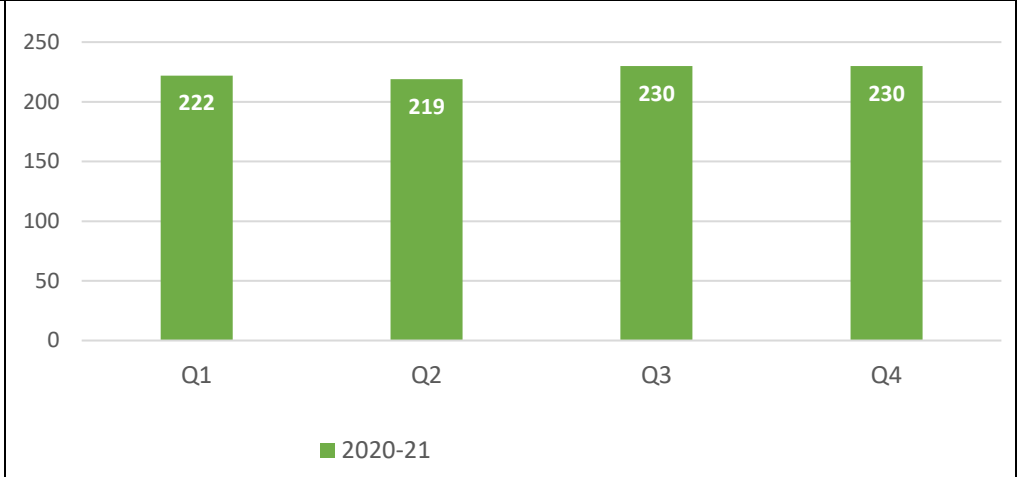
Cumulative data: **558** year to date. Quarter 1: **0**, Quarter 2: **151**, Quarter 3: **200**, Quarter 4: **207**.

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RISCA 1 Number of Domiciliary Care Workers Registered with Social Care Wales



Number of Local Authority Domiciliary Care Workers Registered with Social Care Wales





CASSC

Housing & Communities

Q4 Performance Report March 2021



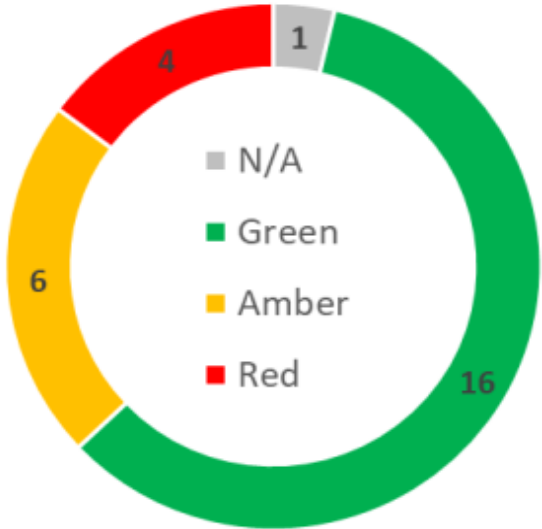
Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



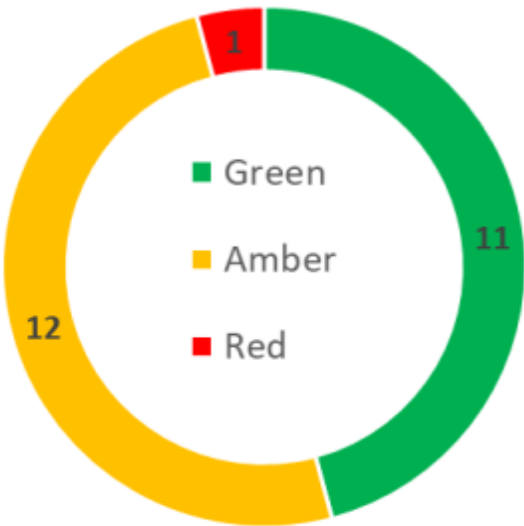
Progress Against the Corporate Plan

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Corporate Plan Performance Indicators



Corporate Plan Commitments (Lead and Shared)



Key Performance Indicators

Wellbeing Objective: Cardiff is a Great Place to Grow Older
(Cllr Elsmore)

	2019-2020		2020-2021				
Performance Indicator	Annual Target	Q4 Result	Annual Target	Q1 Result	Q2 YTD Result	Q3 YTD Result	Q4 YTD Result
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services	95%	96%	95%	92%	92%	93%	93%
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	70-80%	71.97%	70-80%	90%	84%	79%	84%
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date)	180	186	185	75	165	145	133
The percentage of people who feel reconnected into their community through interventions by the Day Opportunities Team	80%	89%	85%	This service couldn't be provided and staff were internally redeployed	N/A	N/A	N/A

Progress

Wellbeing Objective: Cardiff is a Great Place to Grow Older
(Cllr Elsmore)

Commitment	Update
<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> Working to build and refurbish 'care-ready' schemes for older people; <p>Continuing the development of person-centred information, advice and assistance for older people and those with disabilities; including the development of performance measures for the service.</p>	<p>Regarding the new build community living proposals; the Bute Street & Riverside scheme are ready for Pre-Application Consultation (these will both be issued before the end of April) and the Moorland Road scheme is in for internal pre-app consultation. Pac is targeted for the end of May.</p> <p>Schemes update:</p> <ul style="list-style-type: none"> Broadlands House, external works have commenced including the installation of scooter storage. This work will continue into Q1 and hopefully internal works will commence during Q1. Heathmead – The requirements for the communal area have been assessed Furniture has been ordered and discussion has taken place with contractors over the requirements. A commencement date is awaited. <p>Worcester Court – Planning has been approved and detailed design is currently ongoing. Once this has been received and reviewed we will be in a position to programme work.</p>



Progress

Wellbeing Objective: Cardiff is a Great Place to Grow Older
(Cllr Elsmore)

Commitment	Update
<p>Address social isolation and enhance quality of life of older people by:</p> <ul style="list-style-type: none">• Helping to build links between citizens, groups, organisations and private businesses; <p>Bringing young and older people together to provide a platform where skills, experience and understanding can be shared.</p>	<p>Due to Covid it has not been possible to act on this in the manner that was originally proposed .</p> <p>However ILS have been able to change the way that social isolation is addressed during the pandemic, by focussing on a digital approach.</p> <p>The digital platform to keep Older people connected has proved very successful and allowed us to expand services to include training and support in helping older people use digital services, while linking them with third sector digital provision and other virtual services offered through the Hubs. So far feedback has been very positive and opened up a whole new world of connectivity for a lot of people.</p> <p>In Q4 ILS delivered a second digital festival that ran for 3 days and continued to support groups with online services. This has been especially important during Q4 due to the increased lockdown conditions.</p> <p>Digital and online services is something ILS will continue with given its success and the benefits it has brought older people.</p>



Key Performance Indicators

Wellbeing Objective: Supporting People Out of Poverty
(Cllr Thorne)

	2019-2020		2020-2021				
Performance Indicator	Annual Target	Q4 Result	Annual Target	Q1 Result	Q2 YTD Result	Q3 YTD Result	Q4 YTD Result
The number of customers supported and assisted with their claims for universal Credit	1,500	3,348	1,500	439	743	2,106	2,841
Additional weekly benefit identified for clients of the City Centre Advice Team	£13m	£15,865,681	£14m	£446,169	£2,239,338	£8,528,500	£15,447,013
The number of hours given volunteering within the Advice & Benefits Service	New Measure		6,500	1,543	2,159	2,487	3,066



Key Performance Indicators

Wellbeing Objective: Supporting People Out of Poverty
(Cllr Thorne)

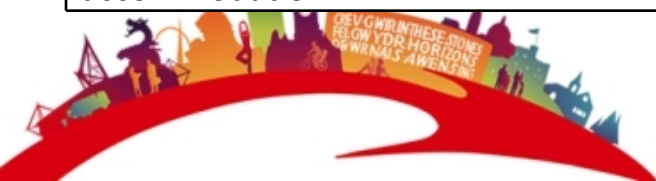
	2019-2020		2020-2021				
Performance Indicator	Annual Target	Q4 Result	Annual Target	Q1 Result	Q2 YTD Result	Q3 YTD Result	Q4 YTD Result
The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	New Measure		<20%	6%	6%	6%	6%



Key Performance Indicators

Wellbeing Objective: Supporting People Out of Poverty
(Cllr Thorne)

Performance Indicator	2019-2020		2020-2021				
	Annual Target	Q4 Result	Annual Target	Q1 Result	Q2 YTD Result	Q3 YTD Result	Q4 YTD Result
The percentage of households threatened with homelessness successfully prevented from becoming homeless	70%	78%	80%	77%	76%	74%	73%
The number of multi-agency interventions which supported rough sleepers into accommodation	168	200	168	41	94	143	197
The percentage of people who experienced outcomes through the Homelessness Reconnection Service	70%	89.01%	70%	94.44%	97%	95%	95%
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	60%	95%	70%	93%	93%	93%	93%
The number of people positively moved on from second-stage accommodation	150	119	150	26	53	78	99



Progress

Wellbeing Objective: Supporting People Out of Poverty (Cllr Thorne)

Commitment	Update
<p>Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none">Ensuring all Hub staff are able to support with claims for Universal Credit; <p>Implementing measures to help private landlords with the changes associated with universal credit</p> <p>Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need;</p>	<p>The Adviceline now takes calls for Adult Learning, Free School Meals, DHP's as well as all general enquires. The role of the Adviceline will continue to be reviewed and expanded to deal with the anticipated demand as many of the financial packages from WG and central Government cease in the summer / autumn of 2021. The webchat facility has been used more by clients over this past 12 months, but can be increased further. The function needs to be more easily accessible when looking at the website.</p>



Progress

Wellbeing Objective: Supporting People Out of Poverty (Cllr Thorne)

Commitment	Update
<p>Deliver the Rough Sleeper Strategy, and the Homelessness Strategy, to address rough sleeping in the city by:</p> <ul style="list-style-type: none"> • Taking forward the Strategic Review of services for single homeless • Reviewing and improving emergency accommodation to ensure no one has to sleep out in Cardiff • Extending the capacity of the Housing First schemes using both social and private rented sector homes and developing plans to make the scheme sustainable • Continuing to develop the multi-agency team around rough sleepers, improving support available for those with substance misuse, and for those with co-occurring mental health and substance misuse issues. Also strengthening links with the criminal justice system through enhanced probation input into the team; • Building on Give Differently to further investigate opportunities to address daytime begging within the city centre 	<p>Review success of Assessment Centre pilot. There have been some building delays with regards to the Assessment Centre, but offices and the emergency accommodation units on site are now due to open in April 2021.</p> <p>Confirm structure of MDT and secure long-term funding for this finalised structure. The expanded MDT Team now includes 11 keyworkers, 2 Occupational Therapists, 3 Therapeutic Outreach Workers & 2 Counsellors. Recruitment is ongoing for further keyworkers. Funding for the MDT has now been secured for another year through two Welsh Government funding streams - Complex Needs (Mental Health and Substance misuse stream) administered through the Cardiff and Vale Area Planning Board, and the Housing Support Grant.</p> <p>Review success of Housing First schemes in Cardiff. There are currently 26 individuals sustaining tenancies in both Cardiff Council schemes. Just 1 tenancy has ended over the course of the two projects. The Salvation Army scheme is continuing to sustain 23 individuals in their homes with a further 2 actively awaiting offer of a property. They have submitted their grant to Welsh Government this year with the aspiration of providing accommodation for an additional five clients bringing the total unit size up to 30.</p> <p>Pilot a rapid rehousing pathway for homeless clients with low needs. Both the YMCA Ambassador and YMCA The Walk are now accommodating clients with low support needs, referred via the low needs pathway of the Single Person Gateway. There will be significant investment in prevention and development of the rapid rehousing approach in 21/22, which will be closely monitored. A more tailored package of assistance to house people before they become homeless will be provided, and for those clients who do become homeless, a proper assessment of need and rapid exit from homelessness and return to permanent housing will be the focus of the intervention provided. Working with the Private Rented Sector and a new leasing scheme will be pivotal to embedding the new approach.</p>

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Progress

Wellbeing Objective: Supporting People Out of Poverty (Cllr Thorne)

Commitment	Update
<p>Develop a training and activities centre for single homeless people to divert them from street culture providing a range of meaningful activities and commence the service by September 2020</p>	<p>Due to restrictions brought in to deal with the Covid pandemic, the delivery of day time activities for homeless people has had to be adapted. Different approaches have been developed with an increase in digital activities being delivered. A new online resource is currently being developed.</p> <p>Funding through the Housing Support Grant has been increased to expand the Diversionary Activities Team in 2021/22.</p>

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Key Performance Indicators

Wellbeing Objective: Safe, Confident and Empowered Communities
(Cllr Elsmore & Cllr Thorne)

Performance Indicator	2019-2020		2020-2021				
	Annual Target	Q4 Result	Annual Target	Q1 Result	Q2 YTD Result	Q3 YTD Result	Q4 YTD Result
The percentage of Council Staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	100%	62%	100%	60.34%	61%	65%	70%
The percentage of customers satisfied with completed regeneration projects	75%	96%	75%	No Surveys were carried out during Q1	94%	94%	89%
The number of visitors to libraries and Hubs across the city	3,300,000	3,266,110	3,300,000	25,628	140,287	235,898	2,490,498
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements / I got what I needed'	95%	98%	95%	No surveys were carried out	No surveys were carried out	97%	98%



Key Performance Indicators

Wellbeing Objective: Safe, Confident and Empowered Communities
(Cllr Elsmore & Cllr Thorne)

Performance Indicator	2019-2020		2020-2021				
	Annual Target	Q4 Result	Annual Target	Q1 Result	Q2 YTD Result	Q3 YTD Result	Q4 YTD Result
The percentage of high-risk domestic abuse victims referred by South Wales Police attempted contact by the specialist service within one calendar day of receiving the referral	New Measure		90%	93.81%	91%	92%	89%
Total number of new Council homes completed and provided	400	316	550	356	381	396	552



Progress

Wellbeing Objective: Safe, Confident and Empowered Communities (Cllr Elsmore & Cllr Thorne)

Commitment	Update
<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none">• Completing Phase 2 of the Maelfa redevelopment scheme by September 2021;• Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities;• Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor;• Submitting an outline planning application for the Channel View Regeneration Scheme by October 2020;• Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members.	<p>Roundwood estate regeneration progressing well on site with completion due late 2021- delays as reported in Q3.</p> <p>Lower Llanrumney on site and entering Phase 2- completion due in mid-2021.</p> <p>NRS project at Llanishen Street complete, schemes at Llanishen Park and Cowbridge Rd East on site- delays due to COVID 19 and contractors capacity- supply chain issues. Continued delays for the NRS Splott 3G scheme due to drainage design work and SUDS.</p> <p>Phase 2 of the Maelfa complete.</p> <p>Consultation on initial plans for Trowbridge Green and Pennsylvania complete, detailed design due in May 2021 and further consultation to be carried out.</p> <p>Pre-application for Channel view will be issued on 16th April and a full planning application in June 2021.</p>



Progress

Wellbeing Objective: Safe, Confident and Empowered Communities (Cllr Elsmore & Cllr Thorne)

Commitment	Update
<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none">• Progressing plans for Youth Hubs in the city centre and Butetown;• Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District;• Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers.	<p>City Centre Youth Hub- additional funding secured from the capital programme- service scope being revisited with a view to amending the redevelopment plans to fit the budget. Alternative venues still being investigated- as and when opportunities come to market.</p> <p>CRI Chapel complete- opening date will be set by CAVUHB.</p> <p>Ongoing dialogue with CAVUHB, developers and planning for the strategic site hubs.</p> <p>Maelfa Health and Wellbeing Hub started on site in February, phase 1- the replacement MUGA due for completion in June 2021</p>
<p>Deliver 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022</p>	<p>The Pre-application planning process will begin on 16th April. This follows a very successful community consultation process and the completion of the design work for Phase 1. Pre-application and PAC consultation for Waungron Road has been completed and a full planning application will be submitted at the end of April – this has been delayed to account for a large number of responses and objections received through the PAC which required attention. We achieved a final out-turn of 236 completions in the year and a cumulative total of 552 completions – just over the target of 550.</p>

Progress

Wellbeing Objective: Safe, Confident and Empowered Communities
(Cllr Elsmore & Cllr Thorne)

Commitment	Update
<p>Create safe and cohesive communities by: Delivering the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the launch of a regional service for male victims by September 2020</p>	<p>Due to Covid-19, colleagues in the Vale of Glamorgan have not been available to undertake this work regionally. However, in Cardiff a process for managing Community Alarms for domestic abuse victims has been implemented with all partners.</p>



CYNGOR CAERDYDD
CARDIFF COUNCIL

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

7 July 2021

HOUSING DEVELOPMENT NEW BUILD SCHEMES – AUTHORITY TO PROCEED.

Appendices 1 and 2 of the Report are not for publication as they contain exempt information of the description in paragraph 14 of part 4 and paragraph 21 of part 5 schedule 12a of the Local Government Act 1972.

Purpose of Report

1. To enable Members pre-decision scrutiny of the Report to Cabinet which proposes the Council enter into a collaboration agreement with Hafod Housing Association at the former Lansdowne Hospital site, and an acquisition contract with Linc Housing Association for the freehold interest of the former Michaelston Pub site.
2. The draft Cabinet Report, attached at **Appendix A** (*and its subsequent Appendices*) are due to be considered by Cabinet at its meeting on 15 July 2021.
3. Members should note that Appendices of the Cabinet report are exempt from publication. Members are requested to keep this information confidential, in line with their responsibilities as set out in the Members Code of Conduct and the Cardiff Undertaking for Councillors.

Purpose of the Report

4. Members are to note that there are two key decisions contained within the draft Report to Cabinet which are:

- To approve and enter into a Collaboration Agreement with Hafod Housing Association to jointly deliver 106 new affordable homes (38 council) at the former Lansdowne Hospital site and adjoining Housing Revenue Account (HRA) land.
- To approve the Council entering into an acquisition contract with Linc Housing Association for the freehold interest of the former Michaelston Pub site, Drope Road to allow the site to be included with the wider Michaelston College development scheme.

Background

5. Currently, there are just under 8,000 people on the housing waiting list. A Local Housing Market Assessment indicated that 2,024 new affordable homes are required each year to meet the demand. However, on average over the last 5 years the social housing sector has only delivered around 250 new homes each year.
6. The Administration's 'Capital Ambition: Our Continuing Commitments for Cardiff' policy statement contains a commitment to deliver at least 2,000 new Council homes, of which 1,000 will be completed by 2022, and to work with developers and partners to deliver 6,500 affordable homes across the city by 2026.
7. In order to achieve this, the Council has established a number of development delivery routes as follows:
 - Cardiff Living Development (300 target)
 - Additional New Build Programme (outside of Cardiff Living) (400 target)
 - Open Market Buy-Backs (100 target)
 - Developer Package Deals (100 target)
 - Convert buildings to Council Homes (50 target)
 - Meanwhile Use of Land (50 target)

(N.B The targets listed above relate to the 1,000 properties aimed to be complete by December 2022).

8. Members are to note that the Welsh Government, liaise with local authorities in order to understand barriers they may face in their build programme; offering authorities relevant guidance and support.
9. One of the recommendations made by Welsh Government has been to encourage local authorities to collaborate with Housing Associations (*where feasible*) in order to share resources and maximise the delivery of affordable homes. This includes given consideration to jointly develop, where HRA land and adjoining council owned land can be brought together into one scheme.

Lansdowne Hospital Site

10. Hafod Housing completed the acquisition of the former Lansdowne Hospital site in 2019. In 2020, the Council's Housing Revenue Account appropriated an area of land between Ysgol Treganna and the former Lansdowne hospital site with consideration being given to develop the two sites in collaboration to jointly deliver an affordable housing scheme, sharing resources and delivering new affordable homes in a more cost-effective way.
11. The development would provide full social housing, totalling 106 new homes. The proposed split between the Council homes and the homes to be built for Hafod HA at the site is detailed as a 40/60% split. Members are to note the proposed mix for of property types delivered by the Council at the site would include:
 - 12 x 3 bed townhouses
 - 3 x 4 bed townhouses
 - 23 x 1 & 2 bed flats
12. Point 12-20 of the draft Cabinet Report sets out the proposed collaboration agreement between the Council and Hafod which would be reviewed and agreed by the Council's legal team.

Michaelston College & Pub Site

13. Point 8-9 of the draft Cabinet Report details that the Council has achieved an in-principal agreement with Linc Housing Association to acquire the former Michaelston College site into the Housing Revenue Account for the purpose of delivering a Council led development.
14. Members are to note that as part of this agreement the package deal previously being considered by the Council for the delivery of 28 flats on the former Morrisons Local site in Pentwyn with Willis Construction, will be instead offered to Linc Housing Association.
15. As part of a wider masterplan for the Michaelston College site, approval is also being sought to acquire the freehold interest of the former Michaelston Pub site from its current owners Linc Housing Association. Members are to note that the valuation details are contained in confidential **Appendix 1**.
16. The Michaelston College Pub site is located adjacent to the former Michaelston College site which the Council is already proposing to redevelop through The Cardiff Living Programme.
17. Point 14 of the Cabinet Report states that prior to Cabinet approving this acquisition, the Council would agree Heads of Terms with Linc Housing Association, obtain a valuation of the site and undertake the necessary due diligence associated with a land purchase.

Scope of Scrutiny

18. During this scrutiny, Members have the opportunity to review the draft Cabinet Report and explore:
 - I. The key factors shaping the proposed acquisition and collaboration
 - II. Financial implications
 - III. Risks to the Council
 - IV. Next Steps and timelines

Following their consideration, Members will then be able to decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration.

Structure of the meeting

19. This item will be considered in two parts: an open session, where Members will receive a verbal overview of the contents of the Report published in the public domain by officers. This will be followed by an opportunity for Committee Members questions. Should Members wish to ask any questions on the confidential Appendices the Chair will move to close the meeting where members of the public will be excluded.
20. Councillor Lynda Thorne (Cabinet Member – Housing & Communities), Sarah McGill (Corporate Director – People & Communities) and Dave Jaques (Operational Manager – Development & Regeneration) will be available to answer Members questions.
21. Following this item, Members will then be able to decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration prior to making their decisions.

Structure of the Papers

22. To facilitate the scrutiny, the following appendices are attached to this report:

- **Appendix A** – draft Cabinet report

The following confidential Appendices are attached to Appendix A:

- **Appendix 1** – Valuation for Michaelston Inn
- **Appendix 2** – Draft Cost Plan for Lansdowne Site

Legal Implications

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

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

RECOMMENDATIONS

The Committee is recommended to:

- i. Consider the information provided in this report, its Appendices and information received at the meeting;
- ii. Decide whether it wishes to relay any comments or observations to the Cabinet.

DAVINA FIORE

Director of Governance and Legal Services

1 July 2021

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BY SUBMITTING THIS REPORT TO THE CABINET OFFICE, I, SARAH MCGILL, CORPORATE DIRECTOR FOR PEOPLE AND COMMUNITIES AM CONFIRMING THAT THE RELEVANT CABINET MEMBER(S) ARE BRIEFED ON THIS REPORT

**CARDIFF COUNCIL
CYNGOR CAERDYDD**

**CABINET MEETING:
CABINET DATE: JULY**

**HOUSING DEVELOPMENT NEW BUILD SCHEMES –
AUTHORITY TO PROCEED.**

HOUSING AND COMMUNITIES – CLLR LYNDA THORNE

AGENDA ITEM:

Appendices [1 and 2] of the report are not for publication as they contain exempt information of the description in paragraph 14 of part 4 and paragraph 21 of Part 5 of schedule 12A of the Local Government Act 1972.

Reasons for this Report

1. To approve the Council entering into a legal agreement with Linc Housing Association to purchase the former Michaelston Pub site off Drope Road, Ely to deliver new council housing.
2. To approve the Council entering into a Collaboration Agreement with Hafod Housing Association to jointly develop the former Lansdown Hospital site and adjoining council (HRA) owned land to deliver a total of 106 new affordable homes of which 38 (40%) will be council homes. The estimated build costs for the council homes is provided in appendix 2.
3. To provide strategic support to Linc Housing Association with regards to the allocation of Social Housing Grant for the delivery of new social housing units with Willis Construction Ltd on the former Morrisons Local site, Pentwyn.

Background

4. Through Capital Ambition the Council has set a target of delivering at least 1,000 new council homes by 2022 and to have a development programme capable of delivering over 2,000 new council homes in the longer term.

APPENDIX A

These targets have been set in direct response to the increasing demand we face for affordable housing in our city.

5. A Cabinet report approved in November 2020 gave an update on the development programme and detailed the delivery routes being utilised in order to meet our targets and deliver new council homes. These routes included the continuation of the Cardiff Living programme, entering into developer lead Package Deals, the development of new homes through the Additional Build programme and the purchase of property from the open market.
6. More recently Welsh Government have been meeting with the stock retaining local authorities with build programmes in order to better understand the barriers to council housing development and to provide support and guidance to enable local authorities to build new council homes at scale & pace. One of the recommendations of Welsh Government has been to encourage Local Authorities to collaborate with Housing Associations where it is feasible to do so, in order to share resources and maximise the delivery of affordable homes and also to consider jointly developing where HRA land and adjoining RSL owned land can be brought together into one scheme.
7. Hafod Housing completed the acquisition of the former Lansdown Hospital site in 2019. The HRA appropriated an area of land between Ysgol Treganna and the former Lansdowne hospital site in 2020 and we have been exploring the potential to develop the two sites as a collaboration in order to jointly deliver an affordable housing scheme, sharing resources and delivering new affordable homes in a more cost-effective way.
8. The Council has achieved an in principle agreement with Linc Housing Association to acquire the former Michaelston College site into the HRA for the purpose of delivering a Council led development. This would directly link with the Council's proposals for the adjoining Michaelston College site – focused on delivering affordable older person housing and a range of facilities for the wider community.
9. As part of this agreement the package deal previously being considered by the Council for the delivery of 28 flats on the former Morrisons Local site in Pentwyn with Willis Construction will be instead offered to Linc Housing Association and strategic support for the scheme given.

Issues – Land purchase

10. Due to the likely site value, approval is being sought to acquire the freehold interest of the former Michaelston Pub site from its current owners Linc Housing Association. The valuation details are provide in Appendix 1.
11. The site is well located on the corner of Drope Road and Michaelston Road and is adjacent to the former Michaelston College site which the Council is already proposing to redevelop through The Cardiff Living Programme.

APPENDIX A

12. The acquisition of this site will enable the former pub site to be included in the wider masterplan for the Michaelston college site which is focused on delivering mix of affordable older person housing, family housing and a wide range of facilities for the local community. By including this site within the masterplan for the college site a more holistic development proposal can be brought forward for consultation with the wider community. Redeveloping both sites in a more efficient way, making a positive impact for the local community.
13. A range of site surveys and design work has already been undertaken by Linc HA including public Pre-Application Consultation (PAC) and pre-application discussions with the planning department. The Council would benefit from these surveys as part of the acquisition and this also gives us the reassurances that the risks associated with developing this site are known and can be mitigated against.
14. Subject to the Cabinet approving this acquisition the Council will agree Heads of Terms with Linc Housing Association for the acquisition, obtain a valuation of the site and undertake the necessary due diligence associated with a land purchase.
15. The purchase and development of this site will be contained within the funding envelope of the current HRA business plan.

Issues – Collaboration Agreement

16. The Council has been working with Hafod Housing association in order to bring forward a joint development of the former Lansdown Hospital site and an adjoining parcel of HRA land. The development will provide 100% social housing and currently proposes 106 new homes across the site delivering a mix of flats and houses. the proposed mix for the council is:
 - 12 x 3 bed townhouses
 - 3 x 4 bed townhouses
 - 23 x 1 & 2 bed flats
17. The proposed scheme plans are provided in appendix 2b.
18. An estimate of costs for the scheme has been produced and is provided in appendix 2a. This report identifies the full mix of units and the proposed split between the council homes and the homes to be built for Hafod HA. There is roughly a 40/60% split of homes between Cardiff CC & Hafod HA.
19. A draft Collaboration Agreement has been drawn up by Hugh James solicitors on behalf of Hafod HA and will be reviewed and approved by the Council's Legal team.
20. The draft agreement provides full details of how a collaboration between Cardiff Council Hafod HA but essentially sets out the following;
 - Hafod HA will lead the development and provide project management to Cardiff Council at nil cost.

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- All pre-development costs are split between Cardiff CC and Hafod in line with the % allocation of units (40/60%)
- The HRA land will be transferred to Hafod HA at a value to be agreed by the councils Valuer.
- Hafod HA will appoint an Employers Agent
- Hafod will appoint a developer through an agreed procurement route – likely to be an open procedure through sell to wales using a 2 stage PQQ & ITT process.
- Hafod will enter into a JCT 2016 Design & Build contract with the developer.
- Cardiff Council will pay certified monthly certificates for its share of the construction costs associated with the 38 new council homes.
- The infrastructure costs will be split on a 40/60% basis in line with the overall split of units.
- Once completed Cardiff Council will be freeholder owners of the new council homes.
- Cardiff Council will agree all documents including the specification and Employers Requirements

21.A full review of the Legal & Procurement issues associated with this proposal will need to be undertaken prior to the council entering into the final agreement.

22.A full assessment of the scheme viability will be required ahead of the Council entering into the collaboration agreement to ensure the scheme is affordable for the council within the approved viability parameters.

23.The scheme is accounted for within the current HRA Business Plan and within the current HRA development programme.

24.It is felt that working in a collaborate manner for the development of adjoining sites will ensure that a more holistic scheme is delivered with shared objectives and requirements resulting in efficiencies for both parties. Furthermore, the council will benefit from Hafod's Development Teams expertise & experience and the development will require a limited resource input from the council ensuring the councils own development resources are not stretched.

Local Member consultation (where appropriate)

25.Local Member consultation for the scheme at Lansdowne Hospital site has taken place through the Pre Application Consultation process and Ward Members have been consulted on the Michaelston proposal.

Reason for Recommendations

26. To enable the Council to deliver against its new build housing targets and to ensure a more aligned and holistic development proposal is brought forward for the Michaelston Pub & College sites.

Financial Implications

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27. The report proposes the acquisition of land to develop new affordable council housing to let at social rent levels. Any decision to acquire a site should be accompanied by a valuation demonstrating best value for the site to be acquired as well as an indication of the total costs of both the site acquisition (including any taxes) and an estimate of total development costs. No housing viability assessments are included as part of the report to support decision making but will need to be as part of final due diligence and in actioning in any delegation to enter into land or construction agreements. Funding to acquire and develop the site can be managed within the overall 5 year capital programme approved as part of the HRA budget setting proposals in March 2021. On acquiring any land, the Council will be responsible for the holding costs of the site until development proceeds. Where the Council is making payment for external advice in relation to the site, these should be novated to the council to ensure that the Council can rely on that advice, any loan payment compensation will need to be met from HRA revenue budgets.
28. VAT status of Michaelston site to be determined
29. Valuation advice to be confirmed – Strategic estates or external
30. Awaiting confirmation on any financial implications arising from reference to 'provide strategic support to Linc Housing Association'
31. Funding is included within the overall 5 year capital programme approved as part of the HRA budget setting proposals in March 2021, towards the development and construction of units at the Lansdown Hospital site. The report sets out the additional due diligence to be undertaken prior to entering into any contractual arrangements including legal, procurement and housing viability. Any approach to entering into contracts should also set out the approval process for meeting any cost overruns and for managing the ongoing maintenance of the development once the properties are completed. The due diligence should also confirm the VAT implications arising from any land transfer including advice on the valuations agreed.

Legal Implications (including Equality Impact Assessment where

32. The Council has powers under part II of the Housing Act 1985 to acquire land and provide houses for the purpose of providing housing accommodation. The Council is required to ensure value for money for its property transactions and the provision of any works and will need to take into account advice from a qualified valuer, and where appropriate, external costs consultants. In relation to the provision of works and services in collaboration with its development partner, the Council should ensure that any contracts are awarded in line with the public procurement requirement and the Council's own standing orders for contracts.

Equalities and Socio -Economic Duty

33. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). This means the Council must give due regard to the need to

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(1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief.

34. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers ([WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 \(gov.wales\)](#)) and must be able to demonstrate how it has discharged its duty.
35. An Equalities Impact Assessment aims to identify the equalities implications of the proposed decision, including inequalities arising from socio-economic disadvantage, and due regard should be given to the outcomes of the Equalities Impact Assessment (Appendix 3).

The Well-being of Future Generations (Wales) Act 2015

36. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan 2020 -23
37. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
38. The well being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
- Look to the long term
 - Focus on prevention by understanding the root causes of problems
 - Deliver an integrated approach to achieving the 7 national well-being goals
 - Work in collaboration with others to find shared sustainable solutions
 - Involve people from all sections of the community in the decisions which affect them

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The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible on line using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

Welsh Language

39. The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

Policy and Budget Framework

40. The decision maker must be satisfied that the proposal is within the Policy and Budget Framework, if it is not then the matter must be referred to Council.

HR Implications

41. There are no direct HR implications for this report.

RECOMMENDATIONS

Cabinet is recommend to

1. To approve the Council entering into an acquisition contract with Linc Housing Association for the freehold interest of the former Michaelston Pub site, Drope Road to enable the site to be included with the wider Michaelston College development scheme.
2. To delegate authority to the Corporate Director for People & Communities, in consultation with the Cabinet Member for People & Communities to approve and enter into a Collaboration Agreement with Hafod Housing Association to jointly deliver 106 new affordable homes (38 council) at the former Lansdown Hospital site and adjoining HRA land in accordance with the terms set out in the body of this report.

SENIOR RESPONSIBLE OFFICER	Sarah McGill Corporate Director People & Communities
	Date submitted to Cabinet office

The following appendices are attached:

1. *Valuation for Michaelston Inn*
2. *Cost Plan (draft), Lansdowne site*
3. *EIA (new build)*

APPENDIX A

The following background papers have been taken into account

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

7 JULY 2021

Prevent Strategy – Committee Briefing

The Appendix to this report is not for publication as it contains exempt information of the description contained in paragraph 18 of Schedule 12A, Part 4 of the Local Government Act 1972

Reason for the Report

1. During the meeting, Committee Members will received a briefing on the Prevent Strategy. In order to facilitate their preparation, this report provides an initial overview of the Strategy. Members should note that attached at **Appendix A** is a briefing note prepared by Cardiff's Prevent team providing Members with detailed insight into the Prevent Programme.
2. Members should note that **Appendix A** is exempt from publication.
Members are requested to keep this information confidential, in line with their responsibilities as set out in the Members Code of Conduct and the Cardiff Undertaking for Councillors.
3. Members are reminded that under the Police and Justice Act 2006, this Committee serves as the Council's Crime and Disorder Scrutiny Committee with the purpose of reviewing decisions made or action taken in connection with the discharge of crime and disorder functions.

Background

4. The UK Government's Counter Terrorism Strategy has been in place since 2003 and is known as CONTEST. The aim of the Strategy is 'to reduce the risk to the UK and its interests overseas from international terrorism, so that people can go about their lives freely and with confidence'¹.
5. CONTEST has four elements:
 - Pursue: to stop terrorist attacks
 - Prevent: to stop people becoming terrorists or supporting terrorism
 - Protect: to strengthen our protection against a terrorist attack
 - Prepare: to mitigate the impact of a terrorist attack
6. The Prevent strategy, published by the UK Government in 2011, is part of the overall counter-terrorism strategy, CONTEST. The aim of the Prevent strategy is to reduce the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism and to build resilience in communities through a variety of projects and civil society organisations.
7. The Prevent strategy has three strategic objectives:
 - Tackle the causes of radicalisation and respond to the ideological challenge of terrorism.
 - Safeguard and support those most at risk of radicalisation through early intervention, identifying them and offering support.
 - Enable those who have already engaged in terrorism to disengage and rehabilitate.
8. The Counter-Terrorism and Security Act 2015 introduced the Prevent Statutory Duty which requires local authorities, schools, colleges, universities, health bodies, prisons, probation and police to have "due regard to the need to prevent people from being drawn into terrorism". Local authorities and their partners have

¹ [Prevent - Elected Members handbook | London Borough of Hounslow](#) Accessed: 28 June 2021

a core role to play in countering terrorism at a local level and helping to safeguard individuals at risk of radicalisation. The roll out of the duty has been supported by specifically drawn guidance for each partner along with a dedicated training package².

9. The Prevent Programme uses early intervention to protect individuals and communities from the harms of terrorism and looks to tackle the underlying causes of radicalisation. Prevent work also extends to supporting the rehabilitation and disengagement of those already involved in terrorism through the Desistance and Disengagement Programme³. Further information on the Prevent Delivery Model is included in **Appendix A**.

10. The Home Office oversees Prevent activity in local areas and shares management (with local authorities) of local Prevent co-ordinator teams. While national Government provides a framework, guidance, support and funding for Prevent, it is essential that local partners develop responses to tackling radicalisation that are tailored to their local area. The Prevent Strategy identifies local authorities as key partners for national government in responding to extremism and building resilience locally.

Chanel Programme

11. Channel is an early intervention safeguarding programme and an element of Prevent which provides bespoke support to children and adults identified as vulnerable to radicalisation before they become involved in criminal terrorist related activity.

12. Channel works like other safeguarding interventions, identifying individuals at risk through referral, assessing the nature and extent of the risk and then developing a support plan for the individual concerned. It takes a multi-agency approach,

² [Prevent - Elected Members handbook | London Borough of Hounslow](#) Accessed: 28 June 2021

³ The Desistance and Disengagement Programme works by providing tailored interventions which support individuals to stop participating in terrorism-related activity (desist) and to move away from terrorist ideology and ways of thinking (disengage). The programme aims to address the root causes of terrorism, build resilience, and contribute towards the deradicalisation of individuals.

involving a range of partners including the local authority, police, education, social services, health providers and others to tailor the support plan to the individual's needs.

13. The type of support available within the Chanel programme is bespoke and can include help with accessing other mainstream services, such as education or career advice, dealing with mental or emotional health issues, substance abuse, and theological or ideological mentoring from a specialist Channel Intervention Provider, working with the individual on a one-on-one basis. It is to note that Channel is a voluntary and confidential programme.

Scope of Scrutiny

14. During the meeting, Committee Members will receive a briefing from the panel on the Prevent Programme, providing Members the opportunity to explore;

- The outline and workings of Prevent
- The local authorities role in Prevent
- How risk is determined and assessed
- How Prevent is managed locally
- Insight into the complaints and referrals system
- How members of the public engage with Prevent
- How community safety is managed and maintained
- How potential community tensions are addressed

15. To enable effective delivery of Prevent, the Home Office has produced a Prevent Duty Toolkit to facilitate local authority assessment of Prevent delivery in its local area; set against statutory requirements and best practice delivery. The toolkit sets out the following benchmarks for local Prevent delivery.

- I. The organisation has a local risk assessment process reviewed against the Counter Terrorism Local Profile.
- II. There is an effective multi-agency partnership board in place to oversee Prevent delivery in the area.
- III. The area has an agreed Prevent Partnership Plan.

- IV. There is an agreed process in place for the referral of those identified as being at risk of radicalisation.
- V. There is a Channel Panel in place, meeting monthly, with representation from all relevant sectors.
- VI. There is a Prevent problem solving process in place to disrupt radicalising influences.
- VII. There is a training programme in place for relevant personnel.
- VIII. There is a venue hire policy in place, to ensure that premises are not used by radicalising influencers, and an effective IT policy in place to prevent the access of extremist materials by users of networks.
- IX. There is engagement with a range of communities and civil society groups, both faith based and secular, to encourage an open and transparent dialogue on the Prevent Duty.
- X. There is a communications plan in place to proactively communicate and increase transparency of the reality / impact of Prevent work, and support frontline staff and communities to understand what Prevent looks like in practice.

16. The Prevent Duty Toolkit is available [here](#) and provides further background information on each of the key benchmarks expected of local authorities in delivering Prevent activity.

17. The Centre for Governance and Scrutiny⁴ (CFGS) and Local Government Associations (LGA) has produced guidance intended to assist Scrutiny practitioners understand some of the key features of national and local policy on extremism and terrorism, and how they, as scrutiny practitioners can support local efforts to combat threats and contribute to improvements. The guidance can be found [here](#).

18. The CFGS & LGA guidance sets out that scrutiny contribution towards the assessment of Prevent can be conducted through;

- Supporting and challenging the assessment of risk;

⁴ Formerly known as Centre for Public Scrutiny.

- Scrutinising Prevent and counter extremism local action plans, including the Counter Terrorism Local Profile;
- Monitoring and managing the authority's partnerships and relationships with formal and informal civil groups, and the public;
- Ensuring counter-extremism and Prevent work is mainstreamed across the Council's spectrum of policies.

Structure of the Meeting

19. The Chair will move that this item be considered in a closed session, where members of the public will be excluded. Members will then receive a presentation from the witness panel who will provide an overview of the attached Appendix. This will be followed by an opportunity for Members to ask questions.

20. Forming the panel, will be; Councillor Lynda Thorne (Cabinet Member –Housing & Communities), Gareth Newell (Head of Performance and Partnership), Steph Kendrick-Doyle (Operational Manager – Prevent), Michelle Conquer (Chief Inspector) and representatives from Wales Extremism and Counter Terrorism Unit

21. Following their consideration, Members will then be able to decide what comments, observations or recommendations they wish to pass on.

Legal Implications

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 the Cabinet/Council will set out any legal implications arising from those recommendations. All decision taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirements 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 taken having regard to the Council's fiduciary duty to its taxpayers; and (he) be reasonable and proper in all the circumstances.

Financial Implications

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

RECOMMENDATIONS

The Committee is recommended to:

- i. Consider the information set out in this report and its subsequent appendices;
- ii. Consider the information provided by witnesses to this meeting;
- iii. Decide whether it wishes to relay any comments or observations to the panel and;
- iv. Decide the way forward with regard to any further scrutiny of this issue.

Davina Fiore

Director of Governance & Legal Services

1 July 2021

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