



DINAS A SIR CAERDYDD  
CITY AND COUNTY OF CARDIFF

**COUNCIL SUMMONS**

THURSDAY, 30 NOVEMBER 2023

**GWYS Y CYNGOR**

DYDD IAU, 30 TACHWEDD 2023,

You are summoned to attend a multi location meeting of the **COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF** which will be held at Council Chamber - County Hall, Atlantic Wharf, Cardiff, CF10 4UW on Thursday, 30 November 2023 at 4.30 pm to transact the business set out in the agenda attached.

**D Marles**  
**Interim Monitoring Officer**

County Hall  
Cardiff  
CF10 4UW

Friday, 24 November 2023

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Promotion of equality and respect for others | Objectivity and propriety | Selflessness and stewardship  
Integrity | Duty to uphold the law | Accountability and openness

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<i>Item</i>		<i>Approx Time</i>	<i>Max Time Allotted</i>
<b>1</b>	<b>Apologies for Absence</b> <i>To receive apologies for absence.</i>	4.30 pm	
<b>2</b>	<b>Declarations of Interest</b> <i>To receive declarations of interest (such declarations to be made in accordance with the Members Code of Conduct)</i>		
<b>3</b>	<b>Minutes (Pages 7 - 28)</b> <i>To approve as a correct record the minutes of the previous meeting.</i>		
<b>4</b>	<b>Public Questions</b> <i>To receive previously notified questions from Members of the Public.</i>		
<b>5</b>	<b>Petitions</b> <i>To receive petitions from Elected Members to Council.</i>	4.30 pm	5 mins
<b>6</b>	<b>Lord Mayor's Announcements</b> <i>To receive the Lord Mayor's announcements including Recognitions and Awards.</i>	4.35 pm	5 mins
<b>7</b>	<b>Treasury Management Annual Report Mid-Year Report (Pages 29 - 60)</b> <i>Annexes B &amp; C to Appendix 1 to this report are not for publication as they contain exempt information of the description in paragraphs 14 and 21 of Schedule 12A of the Local Government Act 1972</i> <i>Report of the Corporate Director Resources</i>	4.40 pm	15 mins
<b>8</b>	<b>Local Authority Social Services Annual Report 2022/2023 (Pages 61 - 396)</b> <i>Cabinet Proposal</i>	4.55 pm	15 mins
<b>9</b>	<b>Review of Polling Districts, Places and Stations (Pages 397 - 430)</b> <i>Report of the Head of Democratic Services</i>	5.10 pm	10 mins

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<b>10</b>	<b>Revision of Elected Member Learning and Development Strategy (Mandatory Training)</b> <i>(Pages 431 - 454)</i>  <i>Report of the Head of Democratic Services</i>	5.20 pm	15 mins
<b>11</b>	<b>Standards &amp; Ethics Committee Annual Report 2022/2023</b> <i>(Pages 455 - 478)</i>	5.35 pm	15 mins
<b>12</b>	<b>Governance &amp; Audit Committee Annual Report 2022/2023</b> <i>(Pages 479 - 510)</i>	5.50 pm	15 mins
<b>13</b>	<b>Cabinet Statements</b> <i>(Pages 511 - 554)</i>  <i>To receive statements from the Leader and Cabinet Member</i>	6.05 pm	45 mins
<b>Break - 6:50pm</b>			
<b>14</b>	<b>Oral Questions</b>  <i>To receive oral questions to the Leader, Cabinet Members; Chairs of Committee and/or nominated Members of the Fire Authority.</i>	7.05 pm	80 mins
<b>15</b>	<b>Urgent Business</b>		
<b>Unopposed Council Business</b>			
<b>16</b>	<b>Committee Membership</b> <i>(Pages 555 - 558)</i>  <i>Report of the Interim Monitoring Officer</i>	8.25 pm	5 mins
<b>17</b>	<b>Appointment of Local Authority Governors to School Governing Bodies</b> <i>(Pages 559 - 562)</i>  <i>Report of the Interim Monitoring Officer</i>	8.30 pm	5 mins
<b>18</b>	<b>Written Questions</b> <i>In accordance with the Council Procedure Rules, Rule 17(f) Written Questions received for consideration and response will be included as a record in the minutes of the meeting.</i>	8.35 pm	

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## THE COUNTY COUNCIL OF THE CITY &amp; COUNTY OF CARDIFF

The County Council of the City & County of Cardiff met at County Hall, Cardiff on 26 October 2023 to transact the business set out in the Council summons dated Friday, 20 October 2023.

Present: County Councillor Molik (Lord Mayor)

County Councillors Ahmed, Ahmed, Dilwar Ali, Ash-Edwards, Berman, Boes, Bowen-Thomson, Bradbury, Bridgeman, Brown-Reckless, Burke, Carr, Carter, Chowdhury, Cowan, Cunnah, Davies, De'Ath, Derbyshire, Driscoll, Ebrahim, Ferguson-Thorne, Gibson, Green, Gunter, Henshaw, Hinchey, Hopkins, Humphreys, Hunt, Jenkins, Jones, K Jones, Joyce, Kaaba, Lancaster, Latif, Lay, Lent, Lister, Littlechild, Livesy, Lloyd Jones, Mackie, McEvoy, McGarry, Melbourne, Merry, Michael, Moultrie, Naughton, Owen, Palmer, Jackie Parry, Proctor, Reid-Jones, Robinson, Robson, Sangani, Sattar, Shimmin, Simmons, Singh, Stubbs, Taylor, Huw Thomas, Thomson, Lynda Thorne, Waldron, Weaver, Wild, Williams and Wood

## 60 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Brown-Reckless, Elsmore, Goodway, Keith Jones, Owen Jones, Joyce, Lewis and Wong.

## 61 : DECLARATIONS OF INTEREST

The following declarations of interest were received in accordance with the Members' Code of Conduct.

NAME	AGENDA ITEM NO	NATURE OF INTEREST	REASON FOR INTEREST
Cllr Ali Ahmed Cllr Ash-Edwards Cllr Berman Cllr Boes Cllr Carr Cllr Chowdhury Cllr Cowan Cllr Davies Cllr De'Ath Cllr Driscoll Cllr Furguson-Thorne Cllr Gibson Cllr Jackie Jones Cllr Latif Cllr Lay Cllr Lewis	Item 8	Personal	Members of the Cardiff & Vale Pension Fund

Cllr Littlechild Cllr Livesy Cllr McEvoy Cllr Melbourne Cllr Merry Cllr Michael Cllr Naughton Cllr Owen Cllr Palmer Cllr Proctor Cllr Reid-Jones Cllr Robson Cllr Singh Cllr Taylor Cllr Thomson Cllr Thomas Cllr Waldron Cllr Weaver Cllr Wild Cllr Williams Cllr Wood			
Cllr Neil McEvoy	Various	Personal	Employment can involve Children's Services and Housing Disrepair issues
Cllr Calum Davies	Item 9	Personal	Employed by a Housing Developer
Cllr Calum Davies	Items 8 & 9	Personal	Non-Exec Director of Cardiff Bus
Cllr Gary Hunt	Items 8 & 9	Personal	Non-Exec Director of Cardiff Bus
Cllr Chris Lay	Items 8 & 9	Personal	Non-Exec Director of Cardiff Bus
Cllr Rhys Taylor	Items 8 & 9	Personal	Non-Exec Director of Cardiff Bus

62 : MINUTES

The minutes of the meeting on 21 September 2023 were approved and signed by the Chair subject to the amendment of minute 50: the reply from Councillor Wild to Councillor Lancaster at the bottom of page 28 – 'Yes, we are going to commit to that'.

The minutes of the meeting on 12 October were approved and signed by the Chair.

63 : PUBLIC QUESTIONS

*Leia Farewell to Cllr De'Ath, Cabinet Member for Transport and Strategic Planning*

Near where I live in Danescourt, there is a wild forest area just south of Hermit Woods that is very important to me. After long school days spent indoors, I can walk along winding trails through the trees, pick blackberries and see rabbits, birds and

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butterflies. There are so few of these truly wild spaces left in our city. What is the council doing to protect these spaces?

*Reply – Cllr De’Ath*

Wild spaces are really important to health, wellbeing and particularly mental health. This is something as a county that we want to try and protect and cherish, particularly as we’ve acknowledged a nature and climate emergency going on. In planning terms, green infrastructure is a key part of our local development plan, which sets out where we want things and where we don’t want things. There is guidance within that plan around green infrastructure, and at the moment we’re putting together a new plan to see us through the next few years, so we’re undertaking a green infrastructure assessment. This will look at all the wild places in the city and what we can do to protect them, in order to strengthen our policies in the future. We’ll be consulting on that next year so please do make your views known by taking part. It’s something we really hold dear, but that being said, we’re not saying that you can never do anything at all on that sort of infrastructure, just that it has to be sensitive and with proportionate mitigation in place. It’s something that we take very seriously and will do our best to protect.

*Supplementary question – Leia Farewell*

Thank you, I appreciate you answering my question and I love that you agree that wild spaces should be protected. For the sake of me and my friends, will you commit to do all that you can to protect these wild spaces, particularly my little woods, from the new local development plan, and will you commit to coming in person to see for yourself why I love it so much, and why I’m so worried about the threat of development running right through it?

*Reply – Cllr De’Ath*

Hopefully the local development plan won’t be a threat but will actually enhance areas like this. Your local councillors, Cllrs Jenkins and Driscoll, are very passionate environmentalists. I’d love to come and have a look at the area you’ve mentioned, along with the two local Members.

64 : PETITIONS

The following petitions were received.

Presented by	Number of relevant signatures	Nature of petition
Cllr Carter	439	Calling on the Council and Cardiff Bus to withdrawn plans to axe the 51 – 53 Bus Service
Cllr Driscoll	2021	Calling on the Council not to allow building on the River Taff Corridor (LDP)
Cllr McEvoy	228	Calling on the Council to refurbish the play area at Mill Park, Ely
Cllr McEvoy	857	Calling on the Council to halt cuts to Cardiff Bus Services and carry out a full review

65 : LORD MAYOR'S ANNOUNCEMENTS

The Lord Mayor thanked those involved in making all of her recent engagements so special as she reached the halfway point of her tenure; and those that had supported the various fundraising events which had been organised in aid of her chosen charity, UCAN Productions.

There were currently three further events coming up:

18th November – Cllr Joel Williams was organising a coffee morning.

26th November – there would be a dinner event at Mercure Hotel organised by some of the leading ladies from across Cardiff's diverse communities.

19th December – there would be a fundraising concert at the Royal Welsh College of Music & Drama.

The Lord Mayor added that she felt it would be wrong not to speak about the situation in Gaza, Palestine and Israel:

*“The battle between safe-land and home-land has been going on for almost a century in this part of the world. We may think and feel that problems in the Middle East will not impact us here in UK or Cardiff, but we are very wrong to assume that. We are seeing anti-Muslim and anti-Semitic attacks here in UK as a result of what is happening in the Middle East. And indeed there are people who have family members or loved ones, UK citizens, trapped in the conflict.*

*As many may know I follow the Muslim faith. I was educated in a Catholic school and have friends of all faiths and none. As Lord Mayor I have attended multiple places of worship and been part of different religious events and festivals. I am very aware of teachings of different faiths, and all faiths value life over all else. Of course faiths tell us to defend ourselves, but defending ourselves should not translate to harm to unarmed civilians, women and children. Lessons need to be learnt from our history: war, hate and divisions do not resolve any problem.*

*As we approach November, the month of remembrance, we should not forget what happened in our past and what war and hate led to. I was listening to the radio and a son was speaking, a son whose mother is amongst the captives, and he stated ‘my mother would happily die for peace, but does not want to be the reason for war’ and that comment really did make me think: we have tried war; let us push for peace.*

*It is important that our political figureheads in the UK advocate for a peaceful end to the conflict. It is also important that here we stay united, as I know in Cardiff we celebrate diversity and unite across all differences and look out for one another, as there is more that unites us than divides us. Thank you all.”*

66 : TREASURY MANAGEMENT ANNUAL REPORT 2022/2023

Council was provided with the Treasury Management Annual Report for 2022/2023.



The report was proposed by Councillor Chris Weaver and seconded by Councillor Thomas.

The Lord Mayor invited debate on the report.

The Lord Mayor called for a vote on the recommendation contained in the report, namely to note the report which appeared at Appendix 1.

FOR (66)

Councillors Ali Ahmed, Saleh Ahmed, Ali, Ash-Edwards, Berman, Bowen-Thomson, Bradbury, Bridgeman, Burke, Carr, Carter, Chowdhury, Cowan, Cunnah, Davies, De'Ath, Derbyshire, Driscoll, Ebrahim, Ferguson-Thorne, Gibson, Green, Gunter, Hinchey, Hopkins, Humphreys, Hunt, Jenkins, Lloyd Jones, Jackie Jones, Lancaster, Latif, Lay, Lent, Lister, Littlechild, Livesy, Mackie, McGarry, Melbourne, Merry, Michael, Moultrie, Naughton, Owen, Palmer, Parry, Proctor, Reid-Jones, Robinson, Robson, Sangani, Sattar, Shimmin, Simmons, Singh, Stubbs, Taylor, Thomas, Thomson, Thorne, Waldron, Weaver, Wild, Williams and Wood

AGAINST (1)

Councillor McEvoy

There were no abstentions.

RESOLVED: Council AGREED to:

Note the Treasury Management Annual Report 2022/2023.

67 : STATEMENT OF ACCOUNTS 2022/23 - CARDIFF AND VALE OF GLAMORGAN PENSION FUND

Council was asked to approve the Statement of Accounts for 2022/23 in order to meet the requirements of the Accounts and Audit (Wales) Regulations 2014.

The report was proposed by Councillor Weaver and seconded by Councillor Merry.

The Lord Mayor invited debate on the report.

The Lord Mayor called for a vote on the recommendations.

FOR (67)

Councillors Ali Ahmed, Saleh Ahmed, Ali, Ash-Edwards, Berman, Bowen-Thomson, Bradbury, Bridgeman, Burke, Carr, Carter, Chowdhury, Cowan, Cunnah, Davies, De'Ath, Derbyshire, Driscoll, Ebrahim, Ferguson-Thorne, Gibson, Green, Gunter, Henshaw, Hopkins, Humphreys, Hunt, Jenkins, Lloyd Jones, Jackie Jones, Kaaba, Lancaster, Lay, Lent, Lister, Littlechild, Livesy, Mackie, McEvoy, McGarry, Melbourne, Merry, Michael, Moultrie, Naughton, Owen, Palmer, Parry, Proctor, Reid-Jones, Robinson, Robson, Sangani, Sattar, Shimmin, Simmons, Singh, Stubbs, Taylor, Thomas, Thomson, Thorne, Waldron, Weaver, Wild, Williams and Wood

The vote was unanimous.

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RESOLVED: Council AGREED to:

1. Approve the audited Statement of Accounts 2022/23 – The Cardiff and Vale of Glamorgan Pension Fund (Appendix 1).
2. Note the Audit of Accounts Reports (ISA 260) from Audit Wales on the Statement of Accounts of Cardiff and Vale of Glamorgan Pension Fund for the year ending 31 March 2023 (Appendix 2).
3. Note the final Letter of Representation for the Cardiff and Vale of Glamorgan Pension Fund included within Appendix 2.
4. Note that the following documents will be signed following the conclusion of the meeting:
  - Statement of Accounts for Cardiff and Vale of Glamorgan Pensions Fund – Lord Mayor and Corporate Director Resources
  - Audit Certificate for the Cardiff and Vale of Glamorgan Pensions Fund – Appointed Auditor, Audit Wales
  - Letter of Representation for the Cardiff and Vale of Glamorgan Pension Fund – Lord Mayor and Chief Executive

68 : SEVENTH CARDIFF LOCAL DEVELOPMENT PLAN ANNUAL MONITORING REPORT

Council was provided with the Seventh Cardiff Local Development Plan Annual Monitoring Report and asked to endorse the report for submission to the Welsh Government by 31st October 2023.

The report was proposed by Councillor De’Ath and seconded by Councillor Huw Thomas.

The Lord Mayor invited debate on the report.

The Lord Mayor called for a vote on the recommendation.

FOR (58)

Councillors Ali Ahmed, Saleh Ahmed, Ali, Ash-Edwards, Berman, Boes, Bowen-Thomson, Bradbury, Bridgeman, Burke, Carr, Carter, Chowdhury, Cunnah, De’Ath, Derbyshire, Ebrahim, Ferguson-Thorne, Gibson, Green, Gunter, Henshaw, Hopkins, Humphreys, Hunt, Jenkins, Lloyd Jones, Jackie Jones, Kaaba, Latif, Lay, Lent, Lister, Livesy, Mackie, McGarry, Merry, Michael, Moultrie, Naughton, Palmer, Parry, Proctor, Robinson, Sangani, Sattar, Shimmin, Simmons, Singh, Stubbs, Taylor, Thomas, Thomson, Thorne, Waldron, Weaver, Wild and Wood

AGAINST (11)

Councillors Cowan, Davies, Driscoll, Lancaster, Littlechild, McEvoy, Melbourne, Owen, Reid-Jones, Robson and Williams

There were no abstentions.

RESOLVED: Council AGREED to:

Endorse the seventh AMR for submission to the Welsh Government by 31<sup>st</sup> October 2023.

69 : APPOINTMENT OF INTERIM MONITORING OFFICER, INTERIM DEPUTY RETURNING OFFICER AND INTERIM DEPUTY ELECTORAL REGISTRATION OFFICER

Council was asked to designate an Interim Monitoring Officer and Interim Deputy Returning Officer to discharge the statutory responsibilities of these posts after the current post-holder, the Director of Governance and Legal Services, left the employment of the Council.

Council was also asked to designate, as Accountable Body for the Cardiff Capital Region City Deal (CCRCD) Joint Committee, an Interim Monitoring Officer for the CCRCD Joint Committee after the current post-holder, the Operational Manager, Litigation and Deputy Monitoring Officer, left the Council; and appoint an Interim Deputy Electoral Registration Officer to cover the statutory responsibilities of this post during the temporary absence of the Chief Executive, who was the Council's appointed Electoral Registration Officer.

The report was proposed by Councillor Thomas and seconded by Councillor Merry.

The Lord Mayor invited debate on the report.

The Lord Mayor called for a vote on the recommendations.

FOR (64)

Councillors Saleh Ahmed, Ali, Berman, Boes, Bowen-Thomson, Bradbury, Bridgeman, Burke, Carr, Carter, Chowdhury, Cowan, Cunnah, Davies, De'Ath, Derbyshire, Driscoll, Ferguson-Thorne, Gibson, Green, Gunter, Henshaw, Hopkins, Humphreys, Hunt, Jenkins, Lloyd Jones, Jackie Jones, Kaaba, Lancaster, Latif, Lay, Lent, Lister, Littlechild, Livesy, Mackie, McGarry, Melbourne, Merry, Michael, Moultrie, Naughton, Owen, Palmer, Parry, Proctor, Reid-Jones, Robinson, Robson, Sangani, Sattar, Shimmin, Singh, Stubbs, Taylor, Thomas, Thomson, Thorne, Waldron, Weaver, Wild, Williams and Wood

AGAINST (1)

Councillor McEvoy

There were no abstentions.

RESOLVED: Council AGREED to:

1. Designate Debbie Marles, the Monitoring Officer of the Vale of Glamorgan Council, as Interim Monitoring Officer for Cardiff Council with effect from 27<sup>th</sup> October 2023 until such time as the new Director of Governance and Legal Services and Monitoring Officer takes up their position, subject to conclusion of a Service  
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- Level Agreement (SLA) with the Vale of Glamorgan Council (to be concluded under recommendation 2 below);
2. Delegate authority to the Corporate Director Resources, with advice from the Director of Governance and Legal Services (or her authorised representative), to conclude an SLA with the Vale of Glamorgan Council for the provision of Interim Monitoring Officer services (as referred to in recommendation 1 above) upon appropriate terms, including those set out in paragraph 12 of the report;
  3. Note that, as part of the previously agreed recruitment and selection process, an Appointments Committee will be convened to appoint a new Director of Governance and Legal Services under its approved terms of reference, and that a further report will be brought back to a future meeting of Council to note the appointment and for Council to designate the new appointee as the Council's Monitoring Officer pursuant to section 5 of the Local Government and Housing Act 1989;
  4. Agree that, until a new Director of Governance and Legal Services is in post, other responsibilities of the post (aside from the Monitoring Officer functions which are to be discharged under the Interim MO arrangements set out above), including exercise of delegated powers under the Scheme of Delegations (including, without limitation to, those set out in Section 4E of the Scheme) and or delegations from Council, Cabinet or any of its Committees, are to be discharged temporarily by the appropriate Operational Manager/s within Governance and Legal Services with responsibility for the relevant matters, or, in their absence, by any of the Operational Managers within Governance and Legal Services.
  - 4.A Agree that, until a new Operational Manager, Litigation, is in post, all delegated powers of this post (under the Scheme of Delegations and or delegations from Council, Cabinet or any of its Committees), may be exercised by any of the Operational Managers within Legal Services.
  5. Designate Jayne La Grua as:
    - (i) Interim Deputy Monitoring Officer for the CCRCD with effect from 27th October 2023; and
    - (ii) Interim Monitoring Officer for the CCRCD with effect from 1st November 2023,

Subject to the terms of the Service Level Agreement for Legal Services being amended (pursuant to recommendation 6 below) to reflect the new arrangements for Cardiff's provision of an Interim Monitoring Officer for the CCRCD, as set out in the report (paragraphs 16-21 inclusive);

6. Subject to approval of recommendation 5, delegate authority to the Director of Governance and Legal Services (or her authorised representative), to amend the terms of the SLA for Legal Services for the CCRCD (as referred to in recommendation 5 above) to reflect the new Interim Monitoring Officer appointment; and

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7. Appoint the Corporate Director Resources as:
- (i) Interim Deputy Returning Officer for the election of County Councillors and Community Councillors within the administrative area of Cardiff (under section 35(1A) of the Representation of the People Act 1983) with effect from 27th October 2023 (being the date on which the Director of Governance and Legal Services leaves the Council) and until such time as the Chief Executive, as the Council's appointed Returning Officer, reviews the position and appoints any alternative deputy; and
  - (ii) Interim Deputy Electoral Registration Officer (under section 8(2A) of the Representation of the People Act 1983) to ensure there is effective cover for the statutory responsibilities of this post until the Chief Executive's return.

## 70 : CABINET STATEMENTS

### Leader's Statement

Cllr Thomas responded to questions in relation to:

- the National Care Service of Wales
- the Cardiff Public Service Board
- Twinning arrangements and value for money

### Transport & Strategic Planning Statement

Cllr De'Ath responded to questions in relation to:

- public rights of way for ramblers
- accommodations for kayakers on the River Taf
- winter preparedness
- Cardiff Bus
- the consultation process for the Replacement Local Development Plan
- the Cardiff bus priority plan

### Education Statement

Cllr Merry responded to questions in relation to:

- ensuring direct input from children and young people with disabilities as part of Cardiff's UNICEF child-friendly city commitments
- locking gates of children's play areas

### Social Services Statement

Cllrs Lister and Mackie responded to questions in relation to:

- bolstering access to domiciliary care to avoid a two-tier system
- offering the best possible support for families

### Climate Change Statement

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Cllr Wild responded to questions in relation to:

- the rollout of segregated recycling across the city
- Christmas tree collections
- the impact of strike action on waste and recycling services

Culture, Parks & Events Statement

Cllr Burke responded to questions in relation to:

- plans in place to handle increased road traffic at Euro 2028
- the economic benefits of co-hosting the tournament
- locking gates of children's play areas
- the delivery of the Llanrumney skate park

Finance, Modernisation & Performance Statement

Cllr Weaver responded to questions in relation to:

- the availability of Connect to Cardiff services over the phone
- Living Wage Week 2023 and Anti-Slavery Day
- the council staff pay dispute

Housing & Communities Statement

Cllr Thorne responded to questions in relation to:

- CCTV surveillance to prevent theft and antisocial behaviour
- temporary accommodation

Investment & Development Statement

In the absence of Cllr Goodway, Cllr Thomas responded to questions in relation to:

- the expected timetable for the arrival of PwC in Cardiff
- antisocial behaviour and a lack of cleanliness in the city centre

Tackling Poverty, Equality & Public Health Statement

Cllrs Sangani and Bradbury responded to questions in relation to:

- locality and youth working
- when warm rooms and welcome spaces would reopen
- the Cost of Living Task Force
- the availability of information regarding the Fuel Poverty Foundation

## 71 : ORAL QUESTIONS

*Councillor Driscoll to Councillor Wild*

A number of residents have contacted me to ask: Can the Cabinet Member list the number of requests from the Police regarding details of the drivers of Council operated vehicles that have been issued notices of intended prosecution (NIP) for alleged speeding as a result of being caught by the new speed camera on the

junction of Western Avenue/Excelsior Road, and also list the number of repeat requests for the same individuals since the camera has been in operation?

*Reply – Cllr Wild*

Since the 1st of June this year, the Council has received a total of 38 notices of intended prosecutions for alleged offences by drivers of Council vehicles at the A48 Western Avenue junction, but we are unable to list the number of repeat requests for individuals as the vehicles aren't necessarily always driven by the same person.

*Supplementary question – Cllr Driscoll*

Between 26th June when the camera was first turned on to 30th July, notices were issued in the following seven days, when the 30mph notice was mysteriously put up on the camera. The first three days there were 4,293 notices issued; in the following seven days, when the 30mph sign was put on the camera, there were only 623 notices of intended prosecution. This clearly shows that if the vast majority of drivers were alerted to the changes less people would have been fined, including possibly some of our hard-pressed staff. Do you agree that additional signage and information could have saved people an awful lot of stress and money which they can ill afford?

*Reply – Cllr Wild*

I'm going to have to defer, this is one for Highways and technical experts, I'm not going to get into whether the sign is correct, that's for them to do. I'm happy to raise that as I'm sure you have done yourself.

*Councillor Naughton to Councillor Burke*

At a public meeting in August organised by the Save Pentwyn Leisure Centre group, the Cabinet Member and officer in attendance suggested that for original plans were consulted with the public and there was a lot of negative feedback against working to assent these changes, so I'm just going to put my question, when will we know if these changes are going to come into place?

*Reply – Cllr Burke*

The Council is currently developing a revised proposal for the refurbishment of Pentwyn Leisure Centre which will include a swimming pool that is 25 metres by 12 metres and has a depth of 104 metres. I'm hopeful that the details of the new proposal will be ready to be displayed to the public to view at Pentwyn Leisure Centre within the next two weeks, subject to the associated costs being within approved budgets.

*Supplementary - Councillor Naughton*

In a recent Labour leaflet delivered in the local area and Llanedeyrn, it did confirm that the pool would be opened in 2024. I just wanted to have the Cabinet Member's confirmation it will definitely be open at the end of 2024 for the swimming pool.

*Reply – Cllr Burke*

I haven't seen that and I don't know where that's come from. Obviously we had a briefing within the last two weeks, and I think you'll appreciate, yourself and your ward colleagues and Councillor Moultrie as well will appreciate the works that are to be undertaken are quite extensive. I would hope that we can undertake the work

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quite quickly once the budgets are approved, but I'm not going to pin myself down to a date until we get those plans out in the first instance.

*Councillor Ali to Councillor Thorne*

Can the Cabinet Member provide an update on the Lydstep Flats works?

*Reply – Cllr Thorne*

I'm pleased to confirm that the works to refurbish the three high rise housing blocks Lydstep Flats in Llandaff North are nearing completion. These works include the provision of new external cladding, replacement windows, doors and balconies, and the installation of fire sprinklers. This will improve the thermal performance of the building and ensure the safety of our tenants. Improvements are also being made to the lighting and parking around the blocks. It is already clear that the refurbishment works are of a very high standard and the scheme will not only significantly improve the appearance and energy efficiency of the high rise blocks, but will also reduce tenants' energy bills, and will also enhance the wider neighbourhood. Whilst the overall project has slipped by several months due to the complexity of the scheme, we expect the scaffolding to be removed from the first block before Christmas and the other two blocks will follow shortly afterwards, and the contractors have informed us that they will have left the site completely by mid-April next year.

*Councillor Driscoll on behalf of Councillor Cowan to Councillor Thomas*

I have written to the Council asking if they will be flying the Israeli Flag. I received no response initially, but I continued to chase. Sadly I haven't received a response to this question, just a generalised answer. Can I ask if you will agree to fly the flag in support of Israel in line with the UK Government and several other Councils in the United Kingdom?

*Reply – Cllr Huw Thomas*

The events of recent weeks in Israel and Gaza have seen horrors beyond our imagination and I want to first of all express my deep sorrow for the ongoing loss of life and suffering on both sides. I have no hesitation in condemning the terrorist attacks and abductions carried out by Hamas as horrendous and unjustifiable. The Council held a minute's silence at the extraordinary meeting that was held here on 12th October to remember and honour the innocent lives that have been lost to date, and prior to the start of this meeting it was wonderful to hear prayers from three different faiths all calling for peace.

The challenges affecting individuals, families and communities are heart-wrenching and I appreciate the request from Councillor Cowan to fly the flag. I see it as an attempt to draw attention to this situation and to show solidarity with the very real pain and fear being felt by the city's Jewish community, a sentiment which I fully understand. We do also need to recognise that there are Palestinian families who are now suffering as a consequence of the continued violence within Gaza, and I know there are many people here in Cardiff whose relatives are currently under fire in Gaza.

Requests to fly or project the image of a national flag over Cardiff Council buildings are considered on a case by case basis by Council officers in consultation with myself as Leader of the Council. Now, given the complexities and polarising

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nature of the current conflict, we have to consider the wider implications of doing so, which may be seen as taking a particular stance on the ongoing situation and potentially causing division within our diverse communities here in Cardiff. My sombre analysis is that a flying an Israeli flag at this point, or indeed a Palestinian one, would inflame tensions between communities in Cardiff at a time when our focus must be on supporting all communities and ensuring continued cohesion within our city.

I believe our collective responsibility is to focus on promoting peace, dialogue and understanding between those communities, and that is why, over the course of the last week, as Leader of the Council, I have been speaking with faith leaders and communities to let them know that we in Cardiff stand united. Last week I wrote to faith leaders across the city to offer my personal support as Leader and a commitment that Cardiff Council stands ready to help. I was deeply moved and pleased to be able to join community, business and other political leaders on Sunday at a vigil held in St Martin's Church in Roath, and then on Tuesday I met again with faith and community leaders to hear how the crisis is impacting on our local communities.

I also want to reassure members that Council officers and the cohesion team in particular, and our public service partners, have been engaging with local synagogues and mosques, as well as community organisations and schools over recent weeks. To help foster continued dialogue between the Council and our local communities, I would be happy to work with colleagues in this Chamber to consider other ways to mark the sorrow and tragedy that is affecting all sides and underline our shared yearning for peace. I understand, Councillor Driscoll, Councillor Cowan, this is a difficult subject that affects many of our residents and I am open to further discussions on how we can properly address this.

*Supplementary – Cllr Driscoll*

Officers have kindly agreed that Cllr Cowan can send a written supplementary to the Leader. I just want to take this opportunity to thank you for your sincere words.

*Councillor Berman to Councillor De'Ath*

In relation to the administration's proposal for a road user payment scheme, does it consider that the primary objective is 1) to reduce traffic congestion on the city's roads, 2) to generate a revenue stream to provide improved public transport provision in the city, or 3) to improve air quality?

*Reply – Cllr De'Ath*

The road user payment project is still at a very formative stage of the business case and no decisions have been made as to what type of scheme it might be. The objectives were set out in the Cabinet report, that will be reviewed as part of the ongoing process including the consultation, so essentially in terms of our study work all those objectives were given equal weight at the moment.

*Supplementary – Cllr Berman*

I'm slightly taken aback by the fact you're saying that you're giving equal weight to all three, because the fact is that they're not all mutually achievable. If you have a scheme that does take traffic off the roads and therefore reduces congestion, then

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you're not going to get so much income because the cars aren't using the roads, they're not therefore paying the charge, and if you're looking at something like a ULEZ scheme where you're trying to tackle air quality, than what you might do is you might just get people switching from more polluting vehicles to less polluting vehicles so again not necessarily reducing congestion and not necessarily therefore generating a huge amount in income to the Council to invest in public transport. So the fact of the matter is you can't achieve all three and therefore I am very concerned that you're trying to say that you are trying to achieve all three and therefore, it beggars belief as to why you're bring this forward when you don't know what you want to achieve. So would you not agree that the Council really needs to decide what it wants out of this scheme in order to design it accordingly?

*Reply – Cllr De'Ath*

I certainly don't deny that there are inherent tensions in some of this, and going forward we'll narrow it down to a smaller and smaller set of options. The way we engage with people and what they say to us, what businesses say to us, will genuinely shape the outcome of this project. I'd like to know, and I mean this seriously, what do you think your priority is? This will be almost a dialectical process and at the end we're talking about a synthesis of all the competing views and factors.

*Councillor Chowdhury to Councillor Sangani*

What are we doing to encourage staff to get their COVID and flu vaccinations?

*Reply – Cllr Sangani*

Information on flu and Covid-19 autumn booster vaccination was communicated to the Council staff by e-mail on 15th of September. This includes legitimate eligibility criteria and are linked to the relevant page of Public Health Wales website. Frontline health and social care workers including domiciliary care staff have been provided with additional advice, including a copy of a letter that all eligible staff can take to their own chosen community pharmacy to access the flu vaccination. In addition, the adult housing and community director has agreed to fund the flu vaccination for the specific cohort of frontline staff who deliver services to vulnerable adults but who are not eligible for the flu vaccination under the guidance from Public Health Wales. Information has been communicated with those staff members concerned. The cost will be administered through the Council's payments system. Adult Services staff has also been working with a colleague from Cardiff and Vale University Health Board and public health bodies to raise awareness of the importance of taking up the flu and the Covid vaccination.

*Councillor Lancaster to Councillor Sangani*

What is being done to encourage disabled visitors to Cardiff City Centre?

*Reply – Cllr Sangani*

The Council is working to further improve remaining accessibility across the city to better accommodate all users, including disabled people. The Council facilitates access to the city centre for disabled people in a number of ways, including provision of dedicated blue badge disabled parking bays at a number of city centre locations such as Windsor Place, as well as other locations such as attractions like National Museum of Wales. Blue badge holders are able to park free of charge at pay and

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display across the city without a time limit. They can also park in any parking place for a period of three hours. Other good examples of progress being made to improve access include the recent improvement of North Street including state of the art bus stop cycleway crossing facilities. Improvements to other city centre bus stops along the same lines are currently being designed to make sure that especially partially sighted as well as mobility impaired people feel safer when they alight and board a bus. This is also a project to improve and update way of finding the signage when taking a bus in the city centre.

Along with the Cardiff Council, there is a mobility buggy available, Cardiff Mobility Buggies, free of service, which is available in the city centre, where people can go online and book it there. There is a dementia friendly organisation place in the city centre and they really work well if the people come with various demands, and this includes Cardiff Castle, Cardiff Central Library, National Museum Cardiff and Sherman Theatre etc. Cardiff Central Library Hub also has various material features like building extremely accessible to the visitor including accessible toilets, building navigation map for blind and partially sighted people, hearing loss advice services, blue badge application, like various ways we are doing. But if you have any specific concern, please feel free to reach out to me, I'm always happy to help.

*Supplementary – Cllr Lancaster*

Shopmobility is a national charity which looks to locate itself within town centres and provide equipment for people with mobility problems, so physically disabled people, to hire the equipment to be able to get around a city centre easily. At the moment we have no Shopmobility scheme within Cardiff, which I think is a great oversight. There is something very similar in St David's shopping centre but that only exists for the confines of the shopping centre, there is nothing to address accessibility for people within the wider open air city centre. So is that something you could look at in future please, to work with stakeholders such as For Cardiff and the Shopmobility charity, to see what we can do to improve the provision of equipment for people with physical disabilities if they want to visit the city centre.

*Reply – Cllr Sangani*

I am definitely looking forward to having a meeting with them if I can.

*Councillor Berman to Councillor Wild*

Following the recently reported admission by Dŵr Cymru/Welsh Water that it has been illegally spilling untreated sewage from 10 different treatment plants in Wales, what guarantees has the Council subsequently sought and obtained from Dŵr Cymru/Welsh Water that the company's proposed sewage pumping station in Llandaff North's Hailey Park will not lead to an exacerbation of this problem in Cardiff?

*Reply – Cllr Wild*

I don't claim to be an expert in the sewage systems and rivers of Cardiff, but I know that this particular site, there was really good work by members of the Planning Committee who really worked diligently on this, local ward members have got a really good understanding of what's going on there, and I know that Save the Rivers in Cardiff, Councillor Berman, will have an absolute understanding of all this stuff. What I don't understand is, this is not a treatment plant which is what you're referring to.

Perhaps you could help me out here, what is it that that is doing, and what is it you think is going to go wrong in the technology there that could lead to the kind of distress that you're talking about in your question?

*Supplementary – Cllr Berman*

Have you had any conversations with Dŵr Cymru/Welsh Water because the plan that was sighted in Cardigan was a relatively modern plant and yet has led to appalling discharges of sewage, so clearly Dŵr Cymru/Welsh Water don't seem to have a particularly great track record. They don't seem to have been particularly honest about sewage discharges, and this has all been recently unearthed, and I thought that with a new plant being about to be delivered in Cardiff, whether it's the same kind of plant or not, that this Council would be immediately looking into seeking assurances from Dŵr Cymru/Welsh Water that we are not going to have even more sewage dumping in our rivers. There is already horrendous sewage dumping in the Taf, the statistics are pretty bad, so I would hope that you would have now been trying to make sure that this latest development wasn't going to make that problem worse. So can you assure us that you have in fact had these conversations with Dŵr Cymru/Welsh Water since these statistics came to light?

*Reply – Cllr Wild*

I'm going to call this out, because you've been criticising people about misinformation; this sounds a lot like misinformation to me, you know full well that it's a pumping station. I offered you the opportunity to explain what it was about the pumping station that could lead to issues from treatment centres and sewage outlets, combined sewage outlets which are causing the problems. Pumping stations don't cause these problems, you know this and yet you keep calling it a treatment centre. I don't understand why you keep referring to it as such. Now our officers work incredibly hard with Dŵr Cymru/Welsh Water and NRW, and I have absolutely no hesitation in saying that we expect the highest standards from Dŵr Cymru/Welsh Water. We expect NRW to hold them to those standards and we don't think that some of the work they have done in Cardiff has been good enough for the rivers throughout Wales, but I do think we owe it to the residents of Cardiff when we're talking about specific things in communities, we're clear about what they are, and that's the pumping station. You're talking about issues that aren't related to a pumping station, which I think is misleading people in general.

*Councillor Jenkins to Councillor Burke*

With the fantastic news about the new murals inspired by Cardiff's history and musical heritage, can the Cabinet Member tell me how other community and third sector groups can get involved in contributing towards murals and artworks across our great city?

*Reply – Cllr Burke*

The new murals in the subways beneath Boulevard de Nantes which was designed with Unify Creative and the Kingsway which was designed by Warlock Murals in the city centre were commissioned by the Cardiff Community Safety Partnership and were supported by Safer Streets grant from the Home Office. I would encourage any community group or third sector groups that are able to secure funding for any murals in Cardiff to work with Council officers to identify suitable locations and to work with local artists to help deliver their projects. Officers are currently compiling a

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database of artists interested in delivering these kinds of public art projects in order to build up a resource for any organisations wanting to deliver new murals in the city centre.

*Supplementary – Cllr Jenkins*

Just to thank the Cabinet Member for their response, that was wonderful and I look forward to many more murals in the city.

*Councillor McEvoy to Councillor Thomas*

Could the Council Leader justify his refusal to negotiate or talk to Cardiff Council trade unionists about the pay dispute, especially given the tough financial times families are going through?

*Reply – Cllr Thomas*

The strike action mandate that Unite has relates specifically to and only to a nationally negotiated pay award. So therefore the Council has not met Unite to discuss the specifically mandated strike, as any discussions regarding this is taking place with all trade unionists covered by the pay award and the national employers for local government services at a national level. And I know if we had met Unite locally to discuss pay issues, that would have been met with extreme hostility by the GMB and Unison. However, a number of meetings have taken place with Unite through various forums both locally and through the WLGA, there has also been communication with Unite at a local level and a regional one throughout the period of industrial action, and, as has been said already tonight, the Council has met with Unite and its other recognised trade unions through its usual trading and partnership arrangements. This has discussed any matters that Unite wish to raise, but not nationally negotiated. That commitment to meaningful dialogue is very clear.

*Supplementary – Cllr McEvoy*

You might in this letter say what you have just said, unless I've misunderstood, is untrue. It actually lists councils, Cumbria, Newham, Somerset, Wrexham, Tower Hamlets, who have entered into local negotiations. So will you formally enter into local negotiations with Unite, yes or no?

*Reply – Cllr Thomas*

We have engaged with Unite locally, in negotiations, an offer was made on Tuesday. To clarify, an offer relating to elements of the Green Book not covered by national negotiations.

*Councillor Davies to Councillor Thomas*

Will the Leader inform the Council how many times they have met with Unite the Union since industrial action commenced?

*Reply – Cllr Thomas*

I am tempted at this stage to refer to the answers that have been given throughout the night, but it is on several occasions that I have met with Unite, with WLGA officials or with Cardiff Council officials.

*Supplementary – Cllr Davies*

This oral question was tabled in accordance with the deadline, so I probably would've liked a numerical answer really. It's quite concerning actually to see Cllr Wild earlier in relation to another question talking about the British Government in relation to this pay dispute, because in the letters handed to us by Unite members on the way in there is no mention of it, but there is mention of Cardiff Council. It's the number one issue in our inboxes, and it's the number one expectation, I think, when it comes to people, of their council, so I'll probably just ask a very easy Yes or No question, does the Cardiff Council Labour Group support the industrial action in our city?

*Reply – Cllr Thomas*

I entirely understand why public sector workers across the country want a higher pay settlement, because we are faced with a cost of living crisis caused by the Tory Government, we've had 30 years of austerity delivered by the Tory Government. Local government workers have seen their salaries eroded during that time, and it's a fact of life that as a Council, and councils elsewhere, we are struggling to recruit, in no small part because of the erosion of public sector pay over the last 13 years.

But let's be very clear, any pay rise not fully funded from central government is going to have to be funded through service cuts and redundancies, and I've been very transparent with Unite the Union and others in terms of that position. I've also said this is nationally negotiated and that takes into account collective bargaining on the side of the unions and on the side of the Council, but we are committed to working with Unite to try and find a way locally through the resolution.

*Councillor Berman to Councillor De'Ath*

Based on the experience of schemes introduced in other parts of the UK, including in London, what estimate has the Council currently made regarding how much it would need to charge motorists a day for its proposed road user payment scheme in order to ensure the full costs of administering the scheme are covered, and how much more does it estimate it would need to charge motorists a day to also raise the £1-2 billion it considers is required to transform Cardiff's transport system?

*Reply – Cllr De'Ath*

I want to be really clear on two things and I've said right from the very start of this project, we want any payment to be fair, we want it to be modest. We absolutely appreciate the cost of living crisis, we don't want to worry people, I think you've probably heard me say that on several occasions in the past. Also, to be very clear, we are not proposing to raise £1-2 billion purely from a road user payment, the payment will form part of the funding mix and money will come from other sources as well. Looking at Nottingham, for example, they brought in a workplace parking levy they collected for their buses, it was match funded by the UK Government. At the moment we're at a very formative stage, lots of work and analysis going on, we'll be exploring different options and their consequences going forward.

*Supplementary – Cllr Berman*

I notice you refer to charges being modest and this is the thing that slightly concerns me because I don't know if you're aware, but when the congestion charge was as originally introduced in London, I believe that the Mayor when he brought it in was pledging that it wouldn't be more than £5 a day but not long after it had to be raised

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to £8 a day because at £5 a day it wasn't actually bringing in enough revenue to cover the cost of administering the scheme, including all the infrastructure you have to run. I've seen it suggested it might be £1-2 a day or whatever, if that's what you're thinking of charging, the reality is you're unlikely to raise the sorts of money that you'd like to see invested in public transport. I know you're saying it's not the only source, but really we have to understand is, are you just trying to promise everything, a small charge and lots of investment, and in fact really all we're getting is an unachievable pipe dream?

*Reply – Cllr De'Ath*

We want to be really open about what we're doing. I think part of the issue is we're quite early on in the process when lots of this work hasn't been done. Going forward, these are the things we'll have to contend with, we'll have to tick lots of boxes. But you're a guy who prides himself on his green credentials, you intellectually understand what we're doing, it's what your group supported, I believe, during the consultation on the Transport White Paper. You know why we're doing it, and I'd like to engage in good faith and try and resist the lure of trashing it for political gain.

*Councillor Ferguson-Thorne to Councillor Thorne*

Can the Cabinet Member advise what is being done to address the rising levels of anti-social behaviour in inner city wards such as mine in Adamsdown, particularly where it is related to drug dealing and substance misuse?

*Reply – Cllr Thorne*

The Council works in close partnership with South Wales Police and other partners through the city's Community Safety Partnership to tackle anti-social behaviour through a data-led problem-solving approach. This work has included the successful implementation of CCTV provision along Clifton Street and at Anderson Fields and Brewery Park in Adamsdown, where drug related activities are known to occur. Additional CCTV assets are also scheduled for future redeployment in Pearl Street and in the vicinity of Cemetery Park.

The selection of these locations follows a comprehensive assessment of reported incidents provided by South Wales Police, community safety partners and the public. As part of the Operation Albarn, South Wales Police has recently undertaken plainclothes patrols in Adamsdown, which resulted in a number of arrests linked to drug related offences.

I am also aware that a 48-hour dispersal order is currently in place in Adamsdown, which came into effect from midnight on Wednesday and lasts until midnight tomorrow. This would provide South Wales Police officers with extra temporary powers to deal with anti-social behaviour in the area.

As I mentioned in my Council statement, the Community Safety Partnership is currently awaiting the outcome of its funding bid £150,000 as part of Round 5 of Home Office Safer Streets scheme. Round 5 focuses on initiatives targeting anti-social behaviour, and if successful, our bid will provide funding to support more interventions to tackle crime and anti-social behaviour in the Adamsdown area. This will include more CCTV provision, diversionary virtual reality education for young

people on better choices, referrals to the offer of scheme, improved gating of Anderson Fields, and a Police-operated drone to monitor potential incidents.

*Supplementary – Cllr Ferguson-Thorne*

Would the Cabinet Member commit to meeting with me and my ward colleagues in order to continue this work, because Operation Albarn has been a great asset to us but it would be great to be able to work on maintaining those outcomes so that levels do not rise again?

*Reply – Cllr Thorne*

I certainly welcome meeting with you, but not just you actually because there are issues in other inner-city wards where we have homeless hostels, and so I've been putting in place a plan so that we can meet with councillors from your ward, Riverside, Butetown and Splott, but it's taking a lot of organising because what I want is all partners there as well.

*Councillor Driscoll to Councillor Thomas*

Can the Council give the numbers of employees by department that have withdrawn their labour due to the recent industrial dispute and can the Leader give a statement on how this recent industrial action has impacted the functioning of the Council and delivery of essential services?

*Reply – Cllr Thomas*

In September there were a total of 278 employees taking strike action at some point during that period, with an average of 119 employees striking per day. That represents about 2.5% of the corporate workforce. For the first three weeks of October a total of 250 employees took strike action with an average of 142 employees striking per day, that is 1.8% of the corporate workforce. The main service areas that had employees on strike were: Recycling and Neighbourhood Services which had an average of about 109 employees striking per day during the period up to the middle of October, that's obviously waste services and cleansing; Housing and Communities, which had an average of 13 and a half striking in the first two weeks of industrial action then an average age of 20 since, those employees were working mainly in housing repairs; and then within Resources, the central transport services had an average of 22 and a half employees striking in the first three weeks but since then no employees have been on strike in the last three weeks.

*Supplementary – Cllr Driscoll*

For the record, I support workers who wish to withdraw their labour, and as a group every year we do state at budget time, it's frontline workers who deserve the higher percentage pay settlements. I'm just looking for a bit of clarity really, it's stated in their letter by Unite that this industrial action could be settled locally, so somebody has got it wrong, is it the union or is it the Council?

*Reply – Cllr Thomas*

The Unite ballot in Cardiff is very clear, the dispute relates to the pay deal, as has been negotiated through the NJC. If there is a way of settling the dispute locally, we are open to that, as I've indicated previously. We have met with them, we have had a discussion about parts of the Green Book, terms and conditions aspects, not covered financial negotiations, to see whether there is common ground that we can find,

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giving due consideration I must stress to the other recognised unions in the Council, but to find a shared way forward to resolve the dispute.

*Councillor Driscoll on behalf of Councillor Cowan to Councillor Wild*

How much (to date) has been saved in wages and on costs in Waste Management since the 2023 strikes started? Can this money be ring-fenced to provide additional green bin services to residents, in addition to the ones which are currently planned?

*Reply – Cllr Wild*

Thanks for your questions, Councillor Driscoll, and please pass on our best wishes to Councillor Cowan, we miss her in the Chamber. The service area is obviously tracking the finances associated with the ongoing industrial action, but we don't have a full picture until all of this is concluded and it's a pretty complex area, as you can imagine, across a number of different departments. Similarly, we are unable to commit to when and for how long the garden waste collections and I have given assurances already in this Chamber that we will make sure that we extend those if we need to and make sure that we catch up on the backlog of some of the garden waste collections.

*Supplementary – Cllr Driscoll*

Can I just take the opportunity to thank the Member for their best wishes for Councillor Cowan.

72 : URGENT BUSINESS

There was no urgent business.

73 : STANDARDS & ETHICS COMMITTEE INDEPENDENT MEMBER RE-APPOINTMENTS

Council was asked to approve the re-appointment of three independent members of the Standards and Ethics Committee.

RESOLVED: Council AGREED to:

Approve the re-appointment of (1) Jason Bartlett (2) Chrissie Nicholls and (3) Arthur Hallett, as independent members of the Standards and Ethics Committee, for a further consecutive four year term, expiring in each case, on 28<sup>th</sup> November 2027.

74 : COMMITTEE MEMBERSHIP

Council was asked to receive nominations and make appointments to current committee vacancies as set out in the report and in accordance with the approved allocation of seats and political group wishes.

RESOLVED: Council AGREED to:

Receive a nomination and appoint to the vacancy on the Committee, in accordance with the Party Group wishes, as set out in Table A and on the Amendment Sheet.

75 : WRITTEN QUESTIONS

In accordance with Council Procedure Rule 17(f) [Written Questions](#) received for consideration together with the responses will be attached to the minutes.



# CARDIFF COUNCIL CYNGOR CAERDYDD

**COUNCIL:**

**30 NOVEMBER 2023**

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## TREASURY MANAGEMENT MID-YEAR REPORT 2023-24

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***Annexes B & C to Appendix 1 to this report are not for publication as they contain exempt information of the description in Paragraphs 14 and 21 of Schedule 12A of the Local Government Act 1972.***

### Reason for this Report

1. To inform members of the Council's Treasury Management activities since 1 April 2023 and the position as at 30 September 2023.

### Background

2. The Council's treasury management activities are governed by legislation and a Code of Practice developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) updated in 2021.

### Issues

3. In the budget report of February 2010, Council adopted CIPFA's Treasury Management Code by formal acceptance of the Four Clauses of Treasury Management and Treasury Management Policy Statement as Council policy.
4. In accordance with these policies, this report provides members with a mid-year update of Treasury Management activities as at 30 September 2023. This includes its borrowing and investments at a point in time.
5. Council approved the Treasury Management Strategy for 2023/24 in March 2023. The Treasury Strategy is driven by and is a consequence of the Council's overall financial position, its previous and proposed capital investment strategy. Whilst there have been significant variations in economic forecasts and variables, no policy changes or changes to limits are deemed required at this stage.

6. Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury Management Strategy and Practices to be undertaken by the Council's Governance and Audit Committee. The Governance and Audit Committee considered this mid-year report in relation to 2023/24 treasury management activities at its meeting on 28 November 2023.
7. The mid-year report and supporting Annexes are attached at Appendix 1, with an updated Treasury Management Strategy to be considered as part of the budget proposals for 2024/25, consistent with any revised capital investment priorities approved for the medium term.

### **Reasons for Recommendations**

8. Council policy requires the Treasury Management Mid-Year Report 2023-24 update to be submitted to Council.

### **Legal Implications**

9. No direct legal implications arise from this report.

### **Financial Implications**

10. The Council's treasury management activities are undertaken in accordance with the policies adopted by Council and under professional codes of conduct established by CIPFA, the Welsh Government and the Corporate Director Resources as part of Treasury Management Practices. This report is part of a suite of reports that members receive on the Council's treasury management activities during the course of a year. Whilst there are no direct financial implications arising from this report, the risks involved with treasury management are continuously reviewed in conjunction with the Council's treasury management advisors and forms part of the Council's Medium term Financial Planning process.

### **RECOMMENDATION**

Council is recommended to note the Treasury Management Mid-Year Report 2023-24 (Appendix 1).

### **CHRISTOPHER LEE**

Corporate Director Resources  
30 November 2023

The following Appendix is attached:-

Appendix 1: Treasury Management Mid-Year Report 2023-24  
Annexe A – Treasury Management Policy Extract

Confidential Annexe B – Investments at 30 September 2023  
(Confidential)  
Confidential Annexe C – Investment Charts at 30 September 2023  
(Confidential)  
Annexe D – Maturity Analysis of borrowing as at 30 September 2023  
Annexe E – Glossary of Treasury Management terms

Background Papers:

Treasury Management Strategy 2023/24. Council Budget Proposals March 2023 –  
Annexe 4

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# Treasury Management Mid-Year Report 2023/24

Appendix 1

Annexes B & C to this Appendix are not for publication as they contain exempt information of the description in Paragraphs 14 and 21 of Schedule 12A of the Local Government Act 1972.



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**Introduction**

- 1.1 Treasury management activities are the management of an organisation’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 1.2 The Council carries out its treasury management activities in accordance with a Treasury Management Code of Practice for public services, updated by CIPFA in 2021. This requires the Council to set out the policies and objectives of its treasury management activities and adopt four Clauses of Treasury Management (replicated in **Annexe A**).
- 1.3 Treasury Management is an integral part of the Council’s Strategic and Financial planning framework. It is important to note that borrowing activities are primarily a consequence of historic and future capital expenditure decisions approved by Council as part of the Council’s Capital Investment programme. Treasury activities service the funding of capital expenditure plans which in turn drives the risks and financial impacts on the Council of undertaking borrowing.



- 1.4 Council received a report in March 2023 on the Council’s Treasury Management and Capital Strategy for 2023/24. Governance and Audit Committee has received updates on the position and performance of treasury management and the issues included in the report below. In addition, Council received in October 2023 the Annual Outturn Report for Treasury Management for 2022/23.
- 1.5 In accordance with Council policy, this report provides members with a 2023/24 mid-year update as at 30 September 2023 for the first half of the year and covers:-
  - the economic background to treasury activities
  - investments
  - borrowing
  - debt rescheduling
  - compliance with treasury limits and prudential indicators
  - Treasury Strategy update for remainder of the year.

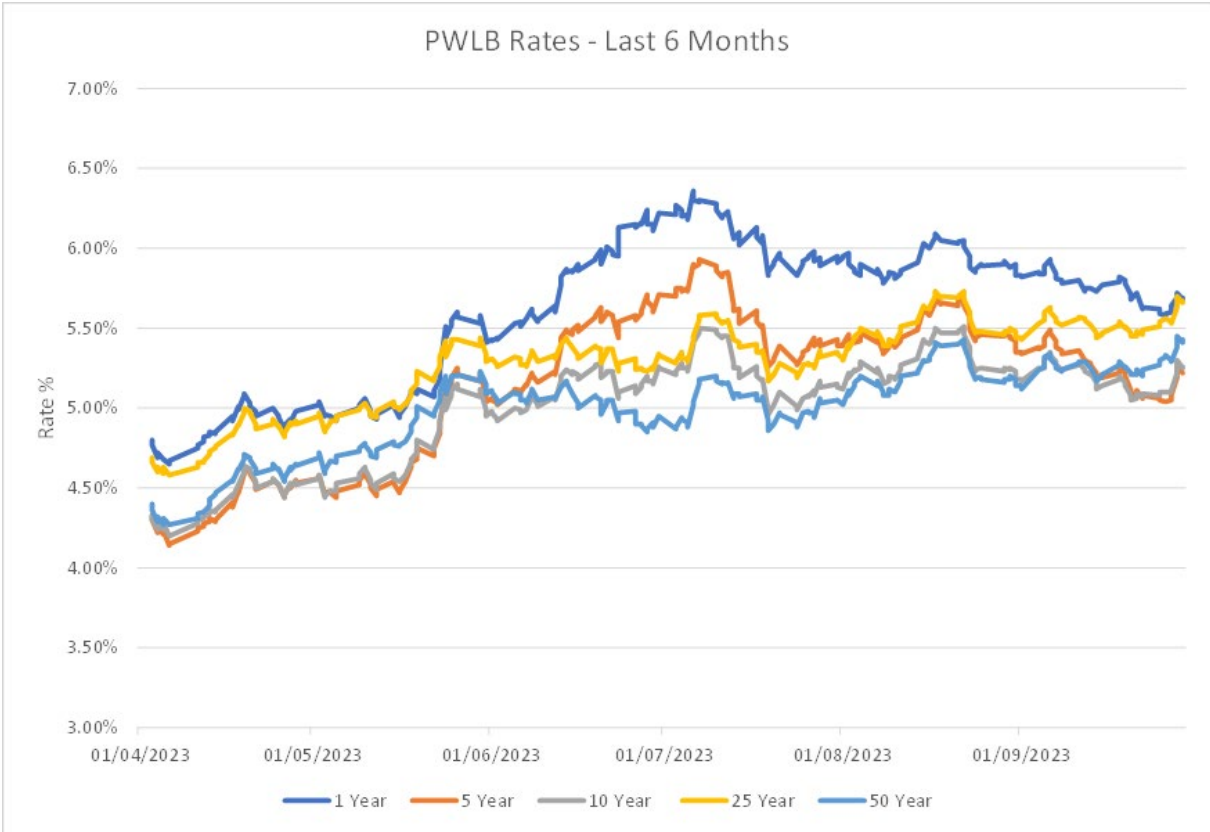


- 1.6 Treasury Management activities are delegated to the Section 151 Officer, with role of scrutiny of Treasury Management undertaken by the Governance and Audit Committee. The Capital Strategy which determines the investment programme and borrowing need, is scrutinised by the Policy Review and Performance Committee, with the Capital Strategy approved by Council as part of the annual budget process. Annexe E includes a glossary which defines key terms used in this report.

## **Economic Background**

- 2.1 The first half of 2023/24 saw:
- Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the cycle of rises.
  - A 0.5% month on month decline in real Gross Domestic Product in July, mainly due to strike action, but an underlying level of weakness.
  - Consumer Price Index (CPI) inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022.
  - A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth, as the 3 month year on year growth of average earnings (excluding bonuses) rose to 7.8% in August.
- 2.2 The impact of higher interest rates is expected to see the economy lose momentum and fall into a mild recession. Strong labour demand, fast wage growth and government spending have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further and the phasing out of financial support packages provided by the government during the energy crisis, means real incomes are unlikely to grow strongly. The expectation is that the Bank of England will retain interest rates at 5.25% until the second half of 2024 with Mortgage rates remaining at similar levels for around a year. CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022.
- 2.3 The strength of the labour market continued to ease, with employment in the three months to July falling by 207,000. The supply of labour is still 0.3% below its pre-pandemic February 2020 level. Labour market conditions have not yet fed through to an easing in wage growth as the three-month year on year earnings growth rate rose from 8.4% to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone.
- 2.4 In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The Bank of England has promoted the higher for longer narrative. Their statement did not say that rates have peaked but highlighted that if there was evidence of more persistent inflation pressures “further tightening in policy would be required.”

- 2.5 In the first half of the year, gilt yields, on which Public Works Loan Board lending rates are based, have been on an upward trend due to inflation, interest rate and overall debt level expectations. July saw short-dated Gilt rates peak at their most expensive. The 1-year rate increased to 6.36% and the 5-year rate to 5.93%. Although, in due course, short-dated rate expectations fell, the medium dates shifted higher through August and the 10-year rate pushed higher to 5.51% and the 25-year rate to 5.73%. The 50-year rate was 4.27% on 5<sup>th</sup> April but rose to 5.45% on 28<sup>th</sup> September.
- 2.6 There is significant volatility in gilt yields and in turn borrowing rates as markets digest daily developments in the financial markets, release of economic data both domestically and internationally, however the longer term forecasts indicate a fall in longer term rates to below 4%.
- 2.7 The Public Works Loan Board is one source of local authority borrowing and subject to annual review of eligibility. PWLB rates are based on gilt (UK Government bonds) yields, however HM Treasury determine a specified margin to add to gilt yields for any local authority borrowing. Most local authorities can undertake loan at the PWLB Certainty Rate, which is gilt rate plus 80 basis points (G+80 bps).



2.8 The chart above highlights the volatility in PWLB borrowing rates, with long term rates at the end of September 2023 being circa 5.5%. Having regard to various uncertain factors, the table below shows the Council’s treasury management advisors last forecasts for bank rate and Public Works Loan Board (PWLB) certainty borrowing rates, based on their current lending policy. The forecasts

are updated periodically. This shows a gradual decrease in bank rate and PWLB lending rates as inflation dampens over the forecast horizon ending on 31st March 2026, however this is caveated by the requirement for the government to issue additional gilts to service its borrowing requirement and continued quantitative tightening being undertaken by the Bank of England. This may keep rates higher and for longer.

	<b>Actual 30/09/23</b>	<b>Mar-24</b>	<b>Mar-25</b>	<b>Mar-26</b>
Bank Rate	5.25	5.25	4.00	2.75
5yr PWLB rate	5.14	5.00	4.20	3.70
10yr PWLB rate	5.29	4.90	4.20	3.60
25yr PWLB rate	5.72	5.20	4.40	3.90
50yr PWLB rate	5.48	5.00	4.20	3.70

## Investment

- 3.1 The management of the Council's cash flows may involve temporary lending of surplus funds to low-risk counterparties or short-term temporary borrowing to manage cash flows, pending receipt of income. This takes place in the wider financial markets or the established inter-local authority market.
- 3.2 The Council's investment priorities remain the security and then liquidity of its Treasury investments. The Council also aims to achieve the optimum return appropriate to these priorities.
- 3.3 The Council invests with financial institutions in accordance with criteria approved in its Treasury Strategy. The categories, names, periods and size limits on this list can be extended, varied or restricted at any time by the Corporate Director Resources under delegated powers. Based primarily on Fitch credit criteria and a number of other factors which the Council considers, lending to these institutions is subject to time and size limits and credit worthiness continues to be carefully monitored.
- 3.4 No changes have been made or are deemed required to be made as part of this report to the list of eligible counterparties or credit worthiness policy included as part of the 2023/24 Treasury Management Strategy approved by Council. This will continue to be reviewed using data from Treasury advisors and will be updated in the 2024/25 Strategy.
- 3.5 Following the introduction of The Markets in Financial Instruments Directive (MiFID) in January 2018, the Council opts to be classified as a professional client rather than a retail client by financial institutions.
- 3.6 Since the strategy was set, investment rates offered on deposits have increased significantly from the position in previous years when investment rates were barely above zero. With gradual increases in bank rate, currently 5.25%, the

level of interest receivable from deposits is forecast to increase as part of the 2023/24 revenue budget monitoring position.

- 3.7 At the 30 September 2023, temporary investments stood at £133.9 million. These temporary funds will fluctuate daily and arise for a number of reasons, including the timing differences between the receipt of grant and other income and the utilisation of these funds on salaries and other operating costs. They also include the level of reserves, provisions, and balances held on behalf of Joint Committees such as City Deal where the Council is Accountable Body (Circa £51.7 million). When approved to do so, any funds held for the latter as accountable body are expected to be transferred to the Corporate Joint Committee. This will assist in identifying and improving the reporting of the Council's own treasury management activities.

**Annexe B** shows with whom these investments were held as at 30 September 2023. All investments are deemed recoverable.

- 3.8 A selection of performance indicators and benchmarking charts, is included in **Annexe C** as follows:-

- **Counterparty exposure** displays actual investment against the maximum permitted directly with an organisation. This demonstrates that we are not exceeding any exposure limits. It should be noted that the Debt Management and Deposit Facility, is effectively placing investments with the Government. The exposure limit is set to match the level of investments held.
- **Remaining maturity profile of investments.** This shows the duration of investments over time.
- **Investments by institution.** This expresses the investments held with different institutions as a percentage of the total and shows diversification is sought where possible.
- **Geographic spread of investments** as determined by the country of origin of relevant organisations. All countries are rated AA and above as per our approved criteria and are licensed to take UK deposits. It should be noted that two credit ranges agencies have placed the UK rating on a negative outlook. Investments are in Sterling only.
- **Investments by Financial Sector.** Most investments continue to be with banks.

- 3.9 The approach of deferring external borrowing by using temporary cash balances will continue to be used as part of the borrowing strategy. Subject to the actual timing of cash inflows and outflows, the level of investment balances are expected to reduce in the latter part of the year, with a minimum liquidity balance to be retained.

- 3.10 Whilst a difficult figure to forecast due to the uncertainty of the markets, cash flows and the number of variables that impact on the figure, the forecast level of overall interest receivable by Cardiff Council from treasury investments for 2023/24 is £4.5 million. This is projected to form part of a surplus for the Capital Financing revenue budget for this financial year. At 30 September 2023, the

average rate on investments held is 5.19%. The return achieved since the start of the year is 4.49%. The Sterling Overnight Index Average rate (SONIA) 7day / 3month of 4.71% / 5.03%. This is expected in a rising interest rate environment, until fixed term deposits mature, to be re-invested at higher rates.

## Borrowing

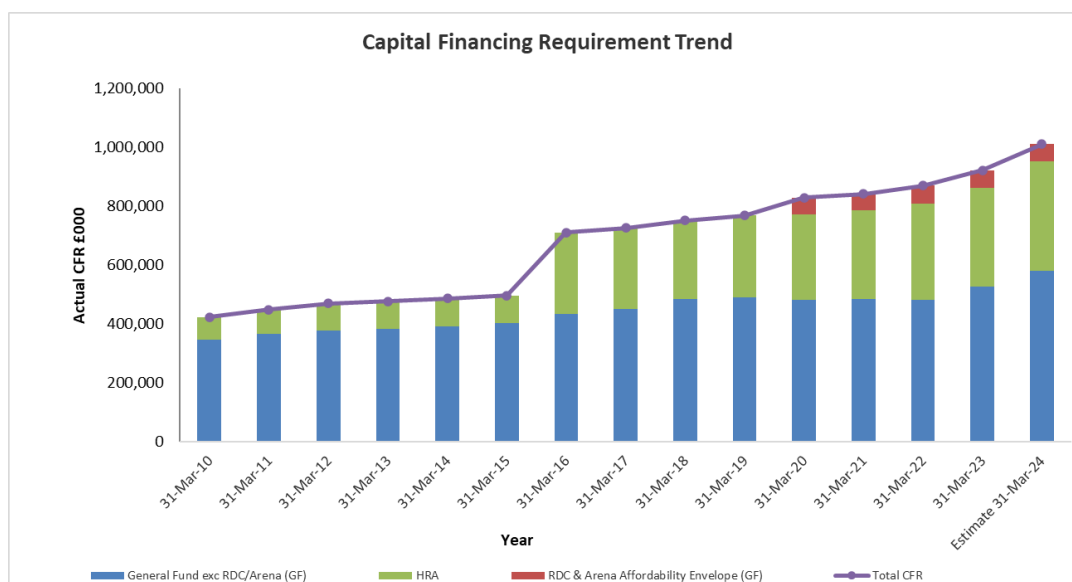
- 4.1 Long term borrowing is undertaken to finance the Council’s Capital Programme. The Council’s strategy Greener, Stronger and Fairer identifies the opportunities facing the city and sets out the response to challenges. Capital projects play an important role in supporting and accelerating the Council’s objectives but must remain affordable, prudent and sustainable, not only in the short term, but also in the medium and long term. The budget report and its capital strategy considered by Council in March 2023 set out the capital investment strategy including major long term development projects such as affordable Council housing; the Indoor Arena; Core Office Strategy and 21st Century Schools. Budget monitoring reports have provided updates of the 2023/24 Capital Programme during the year, with the Capital Strategy, timing and priorities to be updated along with indicators of Affordability, Prudence and Sustainability in the 2024/25 budget proposals. This will inform the updated Treasury Management Strategy for that year.
- 4.2 The main sources of external borrowing currently are the PWLB and the Money Markets, although recent years has seen an increase in repayable loans received from Welsh Government. The Council does not separate General Fund and Housing Revenue Account borrowing as all borrowing is the liability of the Council i.e., borrowing is ‘pooled,’ but this will continue to be reviewed e.g., for major development projects such as the Arena Funding strategy.
- 4.3 Where capital expenditure has been incurred without a resource to pay for it i.e., when proposed to be paid for by supported or unsupported borrowing, this will increase what is termed the Council’s Capital Financing Requirement (CFR) which is the Council’s underlying need to borrow. The Council is required to make a prudent provision for the repayment of historic capital expenditure from its revenue budget in line with its agreed policy which reduces the CFR. Calculation of the CFR is summarised in the table below and results in the need to borrow money.

<b>Movement</b>	<b>Opening Capital Financing Requirement (CFR)</b>
<b>+</b>	Capital expenditure incurred in year
<b>-</b>	Grants, contributions, reserves and receipts used for capital expenditure
<b>-</b>	Prudent Minimum Revenue Provision and Voluntary Repayment
<b>=</b>	<b>Closing Capital Financing Requirement (CFR)</b>

- 4.4 The CFR forecast is subject to the timing of capital expenditure, capital receipts and new schemes that may be considered for approval in future years. An increasing underlying borrowing requirement will need to be repaid from future revenue budgets either from savings, revenue income or Council Tax and

Housing Rents. It is essential that approvals to increase the underlying the borrowing requirement are considered in parallel with robust asset management planning, established and followed business case processes, robust viability assessment and budgetary control, and a view of affordability and risks over the longer term.

- 4.5 The chart below shows the trend in the CFR including the Housing Revenue Account. The latter includes the £187 million payment made from the HRA to HM Treasury to exit the subsidy system in 2015/16. As highlighted in the Treasury Management Strategy for the year and Medium-Term Financial Plan, the CFR is expected to grow in future years to circa £1.5 billion, requiring an increase in borrowing to pay for planned expenditure commitments, including those assumed to pay for themselves from future income or savings. These include indoor arena, new affordable housing, City Deal and the 21st century school's financial model. Projections will be updated in the Capital Strategy for 2024/25 in March 2024 based on updated timing of the Capital investment programme and resources deemed available to fund it.



- 4.6 At 30 September 2023, the Council had £855.6 million of external borrowing predominantly made up of fixed interest rate borrowing payable on maturity.

31 March 2023			30 September 2023	
£m	Rate (%)		£m	Rate (%)
759.7		Public Works Loan Board	756.7	
51.0		Market (Lender Option Borrower Option)	51.0	
44.4		Welsh Government	47.9	
<b>855.1</b>	<b>3.96</b>	<b>Total External Debt</b>	<b>855.6</b>	<b>3.94</b>

Subject to the timing of new borrowing on the year, the estimated total interest payable on borrowing for 2023/24 is £34.9 million which includes an estimate of interest payable by the Housing Revenue Account of circa £14.1 million.

New borrowing undertaken during the first half of the year

- 4.7 During the first half of the year an interest free loan of £4 million was received from Welsh Government in respect to lending the same amount to Cardiff Heat Network Limited. A further loan for this purpose of £4.6 million is also expected to be drawn down by the end of the financial year.

Maturing Loans in year to date

- 4.8 **Annexe D** shows the maturity profile of the Council's borrowing as at 30 September 2023. Maturing loans of £3.5 million have been repaid in the first half of this year with a further £0.9 million due to be repaid by 31 March 2024.
- 4.9 Lender Option Borrower Option (LOBO) products are loans to the Council where the lender can request a change in the rate of interest payable by the Council on pre-determined dates. The Council at this point has the option to repay the loan without penalty.
- 4.10 The Council has six such loans totalling £51 million. Apart from the option to increase rates, these loans are comparable to PWLB and have no other complications such as variation in interest rates or complex terms.
- 4.11 Interest rates on these loans range between 3.81% and 4.35% and details of the loans are shown in the table below.

£m	Rate	Potential Repayment Date	Option Frequency	Full Term Maturity
6	4.28%	21/11/2023	6 months	21/11/2041
6	4.35%	21/11/2023	6 months	21/11/2041
6	4.06%	21/11/2023	6 months	23/05/2067
6	4.08%	04/03/2024	5 years	23/05/2067
22	3.81%	21/11/2025	5 years	23/11/2065
5	4.10%	17/01/2028	6 months	17/01/2078

- 4.12 LOBOs to the value of £24 million are subject to the lender potentially requesting a change in the rate of interest payable in the remainder of the year. Recent increases in market borrowing rates has increased the likelihood of early

repayment, however any risk is a manageable refinancing risk as LOBOs in total, form a relatively low proportion of the Council's current overall borrowing at 3%.

### Borrowing Strategy

- 4.13 As shown in the report above, the interest rates on borrowing, whilst currently elevated and volatile, they are forecast to reduce. This and the fact that borrowing rates are higher than investment rates means that the cost of undertaking and locking into new fixed rate borrowing would have a negative impact on the revenue budget. External borrowing may be deferred to minimise short term costs by using temporary cash balances to meet the Capital Financing Requirement rather than placing in an investment. This is termed 'internal borrowing.' However deferring borrowing is only a short-term measure and could expose the Council to higher borrowing rates and costs in the future. For 2023/24, opportunities for short term external borrowing will be considered in the last quarter of the year.. For future years as the borrowing requirement increases and interest rate volatility stabilises, further short- or long-term external borrowing will be required to ensure there is certainty of interest costs for future years and mitigate risks. The strategy will be updated in March 2024, with updated economic forecasts and in line with an updated capital strategy.
- 4.14 If no further borrowing is undertaken, the value of external loans at 31 March 2024 will be £859 million. At the same point, the Council's need to borrow for capital expenditure purposes, its Capital Financing Requirement (CFR), is currently forecast to be circa £1,009 million (General Fund £637 million and HRA £372 million). Without any further borrowing this financial year internal borrowing would be £150 million. It is likely that the level of internal borrowing will reduce due to receipt of additional external grants towards capital expenditure commitments and also as a result of unforeseen delay in projects assumed to be paid for by borrowing, however at this stage it is assumed external borrowing of £50 million will take place in the last quarter, to keep internal borrowing to a target of 10% of the projected CFR. This is also to ensure a minimum liquidity balance is retained.
- 4.15 In November 2023, the Cabinet also considered a funding strategy for the Indoor arena, which forms part of the increase in the Council's borrowing requirement in future years. Consistent with the overall Treasury strategy the proposed funding strategy for the Arena is to focus on temporary borrowing arrangements during the three year construction phase whilst the Council continues to monitor the interest rate market, with a view to entering into a more long-term borrowing arrangement at a fixed interest rate either a) once Arena is open and operational, or b) at such a time when the s151 officer, in their professional judgement, and after considering the latest treasury management advice, concludes entering into long-term funding arrangements is most appropriate and affordable for the Council.
- 4.16 It should be noted that this project and funding strategy is only part of the overall capital programme and cause of the projected increase in the Capital Financing Requirement to be paid for by borrowing over the next few years. The risks re



interest rates and future levels of borrowing and affordability apply to the whole capital investment programme, including housing and investment to improve other assets. The Capital Programme and affordability of the Capital Programme is assessed annually as part of the update of the Capital Strategy and relevant medium term financial plans of the HRA and General Fund. This also includes a statement from the S151 Officer in respect to affordability, prudence and sustainability of the Capital programme having regard to the revenue budget forecasts and certainty of income in respect to schemes proposed such as this project. The Treasury Management Strategy for 2024/25, will capture agreed commitments as part of an update as part of the budget proposals in March 2024.

- 4.17 The Council is also undertaking a number of projects that involve the Welsh Government providing interest free loans to the Council or an income stream to undertake specified projects such as town centre loans, energy projects and coastal erosion. Welsh Government take no risk in such projects and expect all loans to be repaid. Where the Council is taking on specific loans for the delivery of specified projects, robust business case processes and legal charges if appropriate should be in place to ensure any loans can be repaid following implementation of projects.

## **Debt Rescheduling**

- 5.1 No debt rescheduling, or early repayment of debt has been undertaken to date in 2023/24. The main obstacle remains the level of premium (penalty) that would be chargeable on early repayment by the PWLB. Of the existing PWLB loans of £756.7 million, £753.7 million are eligible for early repayment. However, this would incur a net premium of £57.1 million as at 30 September 2023. This premium is payable primarily because:

- Interest rates on loans of equivalent maturities compared to those held are currently lower
- A penalty rate or lower early repayment rate was introduced by HM Treasury in November 2007, which increased the cost of premiums and reduced the flexibility of Local Authorities to make savings. This remains an obstacle in the ability of local authorities to manage debt more effectively.

- 5.2 Whilst the cost of Premiums can be spread over future years, options for restructuring that have been considered result in an adverse Net Present Value (NPV). Whilst there may have been short terms savings, these were outweighed by potentially longer-term costs and not deemed cost effective.

## **Compliance with treasury limits and prudential indicators**

- 6.1 During the financial year to date, the Council has operated within the treasury limits and prudential indicators set out in the annual Treasury Management Strategy in March 2023. The treasury and capital prudential indicators will be updated as part of the 2024/25 Capital and Treasury Strategies in the Budget Report to Council in March 2024. Affordability of additional investment will need

to be monitored closely as part of the Medium-Term Financial Plan and Housing Revenue Account Business Planning process.

### **Treasury strategy for the remainder of 2023/24**

- 7.1 The Treasury Strategy approved in March 2023 remains valid despite the impact of uncertainty in financial markets and no change is required to indicators or affordability limits approved for the year. The use of temporary cash balances instead of long-term fixed borrowing to pay for capital expenditure in the short term will result in short term savings, however there is a significant borrowing requirement in this and future years. The approach will be reviewed as part of the update of the Treasury Management Strategy for 2024/25.
- 7.2 As set out in the annual report considered by Council in October 2023, key issues to consider for the remainder of 2023/24 include:
- Predicting cash flow forecasts and encouraging the prompt collection of cash balances e.g., submitting and following up grant claims, forecasts of reserves and capital expenditure projections.
  - Managing reducing cash balances and maintaining liquidity by seeking short term opportunities to manage the council's borrowing requirement in the last quarter of 2023/24.
  - Ensuring compliance with HM Treasury revised lending policies and processes aimed to prevent borrowing undertaken to fund investment purely for financial gain. It should be noted that any such expenditure would preclude any borrowing from the PWLB.
  - Ongoing financial market uncertainty.
  - Review of knowledge and skills register for individuals involved in the Treasury management function.
- 7.3 In accordance with the Council's Treasury Management Policy, Council will receive a further update on Treasury Management issues and risks as part of the updated Treasury Management Strategy for the 2024/25 budget in line with any updates to the Capital Investment Programme forecasts.

### **Annexes**

Annexe A – Treasury Management Policy and Four Clauses of Treasury Management

Annexe B – Investments at 30 September 2023

Annexe C – Investment Charts at 30 September 2023

Annexe D – Maturity Analysis of Borrowing as at 30 September 2023

Annexe E – Glossary of Treasury Management terms

**Treasury Management Policy and Four Clauses of Treasury Management adopted by Council 25/02/2010**

**Council's treasury management Policy / Activities**

1. This Council defines its treasury management activities as: the management of its investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
2. This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications.
3. This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

**Four Clauses of Treasury Management**

4. In compliance with the First Clause, this Council will create and maintain, as the cornerstones for effective treasury management:-
  - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
  - Suitable Treasury Management Practices (TMPs), setting out the way the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities
5. In compliance with the Second Clause, this Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, a mid-year review and an annual report after the year's close, in the form prescribed in its TMPs.
6. In compliance with the Third Clause, this Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Executive, and for the execution and administration of treasury management decisions to the Corporate Director Resources in accordance with existing delegations, who will act in accordance with the Policy Statement, TMPs and CIPFA's Standard of Professional Practice on Treasury Management.
7. In compliance with the Fourth Clause, this Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury Management Strategy

and Practices to be undertaken by the Council's Audit Panel due to the technical nature of the documents.

By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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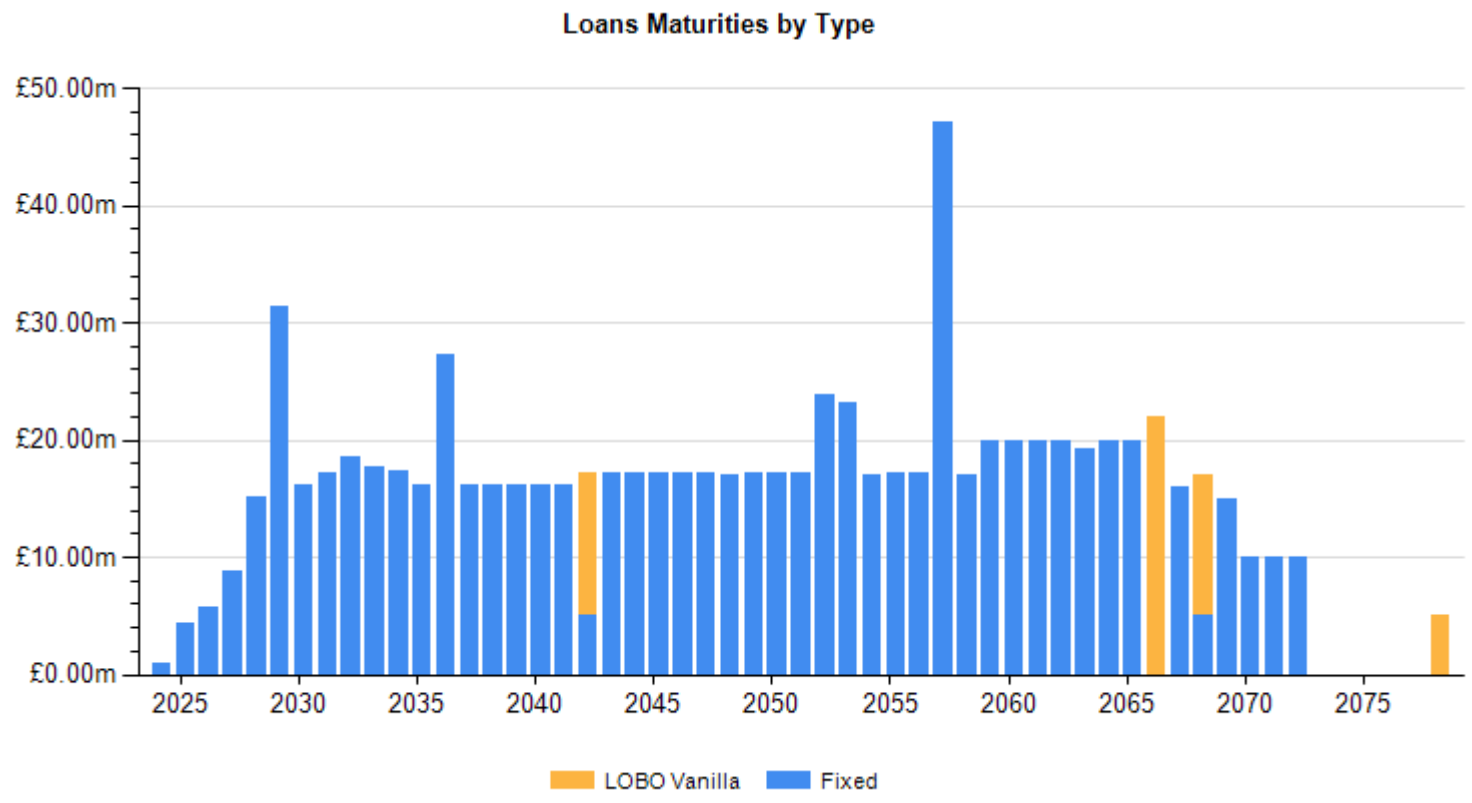
By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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Maturity Profile of Debt at 30 September 2023



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## **Glossary of Terms - Treasury**

### **Bank Rate**

The rate of interest set by the Bank of England as a benchmark rate for British banks.

### **Bonds**

A long-term debt security issued by a company, a financial institution, a local authority, national government or its affiliated agencies. It represents an undertaking to repay the holder the fixed amount of the principal on the maturity date plus a specified rate of interest payable either on a regular basis during the bond's life (coupon) or at maturity.

### **Borrowing**

Loans taken out by the authority to pay for capital expenditure or for the prudent management of the Council's financial affairs, which are repayable with interest.

### **Capital Expenditure**

Capital expenditure pays for improvements to existing and new assets used in the delivery of Council services as well as other items determined by Regulation. Capital resources are scarce, costly and have long term revenue implications over many years and even generations where capital expenditure is funded by borrowing. Hence the requirement of the Prudential Code to ensure what is charged as Capital Expenditure is Prudent, Sustainable and Affordable.

The statutory definition of capital expenditure is given in the Local Government Act 2003, the Local Authorities (Capital Finance) Regulations 2003 and 2004 as amended. Statute relies on the accounting measurement of cost in International Accounting Standard (IAS) 16 to determine whether expenditure is eligible to be capitalised or whether it should be treated as revenue expenditure. Key to what is eligible as capital spend are the following words in IAS 16 - 'Costs directly attributable to bringing the specific asset into working condition for its intended use'.

### **Capital Financing Requirement (CFR)**

An authority's underlying need to borrow for a capital purpose. It measures capital expenditure incurred but not yet financed by the receipt of grants, contributions and charges to the revenue account.

### **Capital Market**

A market for securities (debt or equity), where companies and governments can raise long-term funds (periods greater than one year). The raising of short-term funds takes place on other markets (e.g., the money market).

### **Capital Programme**

The Capital Programme sets out the Council's capital expenditure plans for the forthcoming financial year as well as for the medium term. It is approved annually at Council and identifies the estimated cost of those schemes, their

projected phasing over financial years as well as the method of funding such expenditure.

### **Certificates of Deposits (CDs)**

A certificate issued for deposits made at a deposit-taking institution (generally a bank). The bank agrees to pay a fixed interest rate for the specified period and repays the principal at maturity. CDs can be purchased directly from the banking institution or through a securities broker. An active interbank secondary market exists to buy and sell CDs.

### **Chartered Institute of Public Finance & Accountancy (CIPFA)**

CIPFA is the professional body for accountants in public finance. As a specialised public services body, it provides information, guidance, and determines accounting standards and reporting standards to be followed by Local Government.

### **Collective Investment Scheme Structures**

Schemes whereby monies from a number of investors are pooled and invested as one portfolio in accordance with pre-determined objectives.

### **Corporate Bonds**

Bonds that are issued by a company or other non-government issuers. They represent a form of corporate debt finance and are an alternative means of raising new capital other than equity finance or bank lending.

### **Counterparty**

One of the parties involved in a financial transaction with whom the Council may place investments.

### **Counterparty / Credit Risk**

Risk that a counterparty fails to meet its contractual obligations to the Council to repay sums invested.

### **Credit Criteria**

The parameters used as a starting point in considering with whom the Council may place investments, aimed at ensuring the security of the sums invested.

### **Credit Default Swaps**

A financial transaction which the buyer transfers the credit risk related to a debt security to the seller, who receives a series of fees for assuming this risk. The levels of fees reflect the perceived level of risk.

### **Credit Rating**

A credit rating assesses the credit worthiness of an individual, corporation, or even a country. Credit ratings are calculated from financial history and current assets and liabilities. Typically, a credit rating tells a lender or investor the probability of the subject being able to pay back a loan. Ratings usually consist of a long-term, short term, viability and support indicators. The Fitch credit rating

of F1 used by the Council is designated as “Highest Credit Quality” and indicates the strongest capacity for timely payment of financial commitments.

### **Debt Management Account Deposit Facility (DMADF)**

The Debt Management Office provides this service as part of its cash management operations and of a wider series of measures designed to improve local and central government’s investment framework and cash management. The key objective of the DMADF is to provide users with a flexible and secure facility to supplement their existing range of investment options while saving interest costs for central government.

### **Debt Restructuring**

Debt restructuring is a process that allows an organisation to reduce, renegotiate and undertake replacement debt.

### **Diversification of Investments**

The process of creating a portfolio of different types of financial instruments regarding type, price, risk issuer, location, maturity, etc. to reduce the overall risk of the portfolio as a whole.

### **Duration (Maturity)**

The length of time between the issue of a security and the date on which it becomes payable.

### **External Borrowing**

Money borrowed from outside of the Council.

### **Financial Instrument**

Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. Typical financial liabilities are borrowing and financial guarantees. Typical financial assets include bank deposits, amounts owed by customers, loans receivable and investments.

### **Fitch Credit Ratings**

A commercial organisation providing an opinion on the relative ability of an entity to meet financial commitments, such as interest, preferred dividends, repayment of principal, insurance claims or counterparty obligations. The opinion is usually provided in the form of a credit rating.

### **Fixed Rate**

An interest rate that does not change over the life of a loan or other form of credit.

### **Floating Rate Notes**

A money market security paying a floating or variable interest rate, which may incorporate a minimum or floor.

### **Fraud / Error Risk**

Risk of losses being incurred because of fraud, error or corruption in treasury management and failure to institute adequate systems, procedures and other arrangements to prevent irregularities.

### **Housing Revenue Account (HRA)**

The HRA is an account of expenditure and income that every local authority housing department must keep in accordance with the Local Government & Housing Act 1989. The account is kept separate, or ring fenced from other Council activities. Income is primarily generated by the rents and service charges paid by tenants, while expenditure is on the management and maintenance of the housing stock, and capital financing charges on the HRA's outstanding loan debt.

### **Interest Rate Risk**

Risk that fluctuations in interest rates could impose extra costs against which the Council has failed to protect itself adequately.

### **Internal Borrowing**

Money borrowed from within the Council, sourced from temporary internal cash balances.

### **Investments**

The purchase of financial assets to receive income and/or make capital gain at a future time, however with the prime concern being security of the initial sum invested.

### **Lender Option Borrower Option Loans (LOBOs)**

Loans to the Council where the lender can request a change in the rate of interest payable by the Council at pre-defined dates and intervals. The council at this point has the option to repay the loan.

### **Liquidity**

The ability of the Council to meet its financial obligations as they fall due.

### **Market Loans**

Borrowing that is sourced from the market i.e., organisations other than the Public Works Loan Board or a Public Body.

### **Medium Term Financial Plan**

Plan outlining the financial strategies and actions that are envisaged by the Council in the medium term regarding the budget.

### **Markets in Financial Instruments Directive (MiFID)**

EU legislation that regulates firms who provide financial instrument services. MiFID was applied in the UK from November 2007 but was revised with changes taking effect from 3 January 2018 (MiFID II).

The aim is to ensure financial institutions undertake more extensive checks on their client's suitability for investment products. Organisations undertaking investments will be either classified as 'retail' or 'professional.'

MiFID II requires all Local Authorities to be initially treated as "retail clients" unless they "opt up" to a "professional client." The assumption being that retail clients require a greater level of due diligence and support for investment decision making. Financial institutions will owe a greater duty of care to retail clients, however, they will have no greater financial protection than professional clients.

### **Minimum Revenue Provision (MRP)**

This is the amount which must be charged to the authority's revenue account each year and set aside as provision for repaying external loans and meeting other credit liabilities. The prudent amount is determined having regard to guidance issued by WG. This has the effect of reducing the Capital Financing Requirement (CFR).

### **Money Market**

The market for short-term securities or investments, such as certificates of deposit, commercial paper or treasury bills, with maturities of up to one year.

### **Money Market Funds**

An investment fund which pools the investments of numerous depositors, spreading those investments over a number of different financial instruments and counterparties. Funds with a Constant Net Asset Value (CNAV) are those where the sum invested is the same on maturity, Low Volatility Net Asset Value (LVNAV) are those where any sum invested is likely to be the same on maturity. Funds with a Variable Net Asset Value (VNAV) are those where the sum on maturity could be higher or lower due to movements in the value of the underlying investments.

### **Net Asset Value (NAV)**

The market value of an investment fund's portfolio of securities as measured by the price at which an investor will sell a fund's shares or units.

### **Pooling**

The process whereby investments or loans are held corporately rather than for specific projects or parts of the Council, with recharges to those areas for their share of the relevant income and expenditure using an agreed methodology, where such a recharge is required to be made.

### **Prudential Code for Capital Finance**

The system introduced on 1 April 2004 by Part 1 of the Local Government Act 2003 which allows local authorities to borrow without Government consent, if they can afford to service the debt from their own resources and that any such borrowing is prudent and sustainable. This requires the preparation and approval of various indicators.

### **Public Works Loans Board (PWLB)**

The Public Works Loans Board is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

### **Refinancing Risk**

Risk that maturing borrowing or other financing of capital projects cannot be renewed on terms that reflect existing assumptions and that the Council will suffer extra costs as a result.

### **Regulatory Risk**

Risk that actions by the Council or by any person outside of it are in breach of legal powers or regulatory requirements resulting in losses to the Council, or the imposition of extra costs.

### **Security**

Protecting investments from the risk of significant loss, either from a fall in value or from default of a counterparty.

### **Sovereign Credit Ratings**

The credit rating of a country. It indicates the risk level of the investing environment of a country, considering political risk and other factors.

### **Sterling**

The monetary unit of the United Kingdom (the British pound).

### **Term Deposits**

A term deposit is a money deposit at a banking institution that cannot be withdrawn for a certain "term" or period of time.

### **Treasury Management**

The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

### **Treasury Bills**

Debt securities issued by a government with a short-term maturity of up to 6 months.

### **UK Government Gilts**

Fixed-interest debt securities issued or secured by the British Government. Gilts are always denominated in sterling though the Government occasionally also issues instruments in other currencies in the Eurobond market or elsewhere.

### **Variable Rate**

An interest rate that changes in line with market rates.



### **Yield**

The annual rate of return paid out on an investment, expressed as a percentage of the current market price of the relevant investment.

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**COUNCIL: 30 NOVEMBER 2023**

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**CABINET PROPOSAL**

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**LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2022/23**

**Reason for this Report**

1. To enable Council to consider the 14<sup>th</sup> Local Authority Social Services Annual Report as required under Part 8 of the Social Services and Well-Being (Wales) Act 2014 (SSWB Act).

**Background**

2. From 2009/10, each Director of Social Services in Wales has been required to produce and publish an Annual Report as part of an Annual Council Reporting Framework for Social Services.

**Issues**

3. This is the 14<sup>th</sup> Local Authority Social Services Annual Report, and the seventh such report since the implementation of the SSWB Act in April 2016.
4. The Regulation and Inspection of Social Care (Wales) Act 2016 places the Annual Report on a statutory footing and Care Inspectorate Wales (CIW) no longer produce an individual performance evaluation report for each council.
5. CIW do, however, send each local authority an annual letter which:
  - a. Provides feedback on inspection and performance evaluation activity completed by CIW during the year.
  - b. Reports on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews.
  - c. Outlines their forward work programme.

The 2022/23 letter is due to be received by the authority.

6. The structure and content of the report are prescribed by the Welsh Government. Officers have recently contributed to the Welsh Government consultation on their Rebalancing Care and Support Programme – one element

of which relates to proposed changes to the Part 8 Code of Practice on the role of the Director of Social Services and the Local Authority Social Services Annual Report Regulations. The changes will provide a different structure for the report that will apply across all Welsh Local Authorities.

## **Overview of Progress – 2022/23**

7. The ability to manage and respond to the ongoing high level of demand for services and complexity of issues being faced by our citizens is increasingly challenging – particularly in the context of striving to deliver a balanced budget and achieve value for money. We are currently operating in an ever-changing environment of uncertainty with increasing complexity and pressure on systems. It has become clear that this will remain the case for a significant time, so we are working hard to develop our understanding of the issues as they emerge to inform our long-term planning. The issues that we are experiencing are not particular to Cardiff – they are national issues that are in part due to the longer-term impact of the COVID-19 pandemic, but also reflect workforce supply challenges and a shortage of accommodation for children who need to be looked after. The fragility of the care market remains a concern for Adult Services due to an ongoing shortage of care workers. Despite this, work to deliver our strategic priorities continues and significant progress has been achieved in a range of areas with key highlights being:

### **Children’s Services:**

- Children’s Services Strategy for 2023-26 agreed.
- Accommodation Strategy for 2023-26 agreed – and will support our implementation of The Right Place Model.
- Improvements to Youth Justice Service recognised in inspection and resulted in complete de-escalation.
- Interventions Hub embedded.
- Reviewing Hub embedded.

### **Adult Services:**

- Continued implementation of the Ageing Well Strategy.
- Integrated Discharge Hub strengthened and clear pathways developed to improve the process of hospital discharge.
- Further development of our Well-being Mentor Service in partnership with MIND and a new mental health supported living scheme established as step down from residential care.
- Regional Carers Charter agreed and a full action plan developed to implement this in Cardiff.
- Embedding best practice in dementia care through whole home reviews by our Dementia and Care Quality Team.

8. The strategic priorities that we are delivering to respond to the challenge of increasing demand and complexity are identified in the Annual Report. The detail of how we will deliver our priorities is included in the Directorate Delivery Plans for Children’s Services and Adult, Housing and Community Services for 2023/24 (please see appendices 3 and 4).

9. Children’s Services will:

- Implement the Children's Services Strategy for 2023-26 with a continued focus on shifting the balance in relation to:
  - **Place** - Ensuring a range of support in the community and a variety of homes for children are available in Cardiff.
  - **People** - Supporting a permanent workforce.
  - **Practice** - Develop our practice and procedures.
- Continue to work with partners to develop and implement pathways and a joint model of service provision for children with serious mental health and emotional well-being issues.
- Implement the Safeguarding Adolescents from Exploitation (SAFE) model across the Directorate and working with partners to address serious youth violence.
- Develop the in-house Fostering Service to meet demand for placements and ensure that foster carers have the necessary skills to care for children and young people with complex needs.
- Respond to the increasing numbers of children with a range of needs including neurodiversity / learning disability / mental health / behaviours that challenge and shortage of appropriate services.

10. Adult Services will:

- Continue to implement the Ageing Well Strategy across Older People's services, to include further embedding preventative services and strength-based working; improving hospital discharge; developing the use of technology and equipment; improving the support available for informal carers and reviewing our services for those living with dementia.
- Continue to work in partnership with care providers and third sector to ensure the sustainable delivery of high-quality care and support, implementing a trusted partner approach and seeking to actively shape the care market to meet current and future need.
- Support individual voice and control by improving access to advocacy and direct payments and rolling out Mental Capacity Act training across the service to ensure that knowledge and principles are embedded in practice.
- Increase the range of local accommodation and support options including increased provision of local services for people with learning disabilities and complex needs, increased accommodation options for those with mental health issues to allow step down from residential and developing older persons community living projects which support those with higher needs.
- Implement our Workforce Strategy to ensure we have a workforce that receives appropriate support, training and development opportunities to meet the needs of our service users, improving recruitment and promoting retention.

## Consultation

11. The Local Authority Social Services Annual Report has been shared with staff and partners offering them the opportunity to feedback and share their views

with us and a workshop with young people was held to discuss the themes and details in the report. A summary of feedback, responses and subsequent amendments made to the report is available at Appendix 2.

### **Social Services Annual Feedback Report**

12. Attached at Appendix 5 is the Social Services Annual Feedback Report for 2022/23. This report summarises the compliments, complaints and representations received by Children's and Adult Services during the year. During 2022/23 there were 685 cases of feedback recorded for Social Services of which 334 were compliments and 351 were complaints. This is a similar position compared with 2021/22.
13. Key themes arising from complaints to Children's Services are disputed decisions, general standard of service and communication issues. 10% of Stage 1 complaints received by Children's Services were upheld, 13% were part-upheld, and the majority (56%) were not upheld. 4% were withdrawn and the remaining 17% did not proceed (for example because the case was in Court or there was no consent). In response to this feedback, we are continuing to develop and implement our Quality Assurance Framework with a focus on embedding a strong case audit process.
14. Key themes arising from complaints to Adult Services are communication and relationships, delays in service access and issues regarding commissioned services. 23% of complaints received during 2022/23 were upheld and 61% not upheld. Feedback from complaints is being used to inform training plans, quality assurance activity and policy development.

### **Corporate Safeguarding Annual Report**

15. Attached at Appendix 6 is Cardiff Council's Corporate Safeguarding Annual Report 2022/23. Corporate Safeguarding is the activity required by all Council Directorates to effectively protect the health, wellbeing and human rights of children and adults so that they are able to live free from harm, abuse and neglect.
16. The purpose of the Corporate Safeguarding Annual Report is to provide an update on the work undertaken in relation to corporate arrangements for safeguarding across the Council, during the year 2022/23. It also sets out the priorities for the year ahead in relation to the following key aims:
  - Safe Governance
  - Safe Employment
  - Safe Workforce
  - Safe Practice
  - Safe Partnerships
17. Progress has been made in many of the key areas. Particular achievements include the publication of our [PDF Corporate Safeguarding Policy 2022-2025](#) which was refreshed in line with Welsh Government best practice guidance and sets out the roles and responsibilities of staff within the organisation in relation to keeping children and adults at risk safe. The policy also highlights the need

to engage our non-statutory partners to ensure 'safeguarding is everyone's responsibility'. There have been marked improvements in the Corporate Safeguarding training compliance rates, increasing from 65% at the end of 2022 to a compliance figure of 85% at the time of writing. Members training compliance has also improved and currently stands at 98.7%. The non-PC users pilot was a success seeing compliance figures in the service area rise by 11%. There are now plans to roll this out to wider teams. We have also made positive changes to the commissioning and procurement process, in particular ensuring safeguarding is a key component of the contract management framework being embedded across teams.

18. Key recommendations for the year ahead are laid out in the report and include steps to further increase the training rates across the authority and plans to enhance our partnership approach with wider non-statutory partners to strengthen safeguarding mechanisms in our communities as well as strengthening the arrangements between the Corporate Safeguarding Board and the Regional Safeguarding Board.

### **Scrutiny Consideration**

19. The Local Authority Social Services Annual Report has been shared with the Community and Adult Services and Children and Young People's Scrutiny Committees – their comments have been received and responded to (please see Appendix 2). The report will be discussed at their respective committee meetings in September.

### **Reason for Recommendations**

20. To receive the Local Authority Social Services Annual Report for 2022/23 in order to fulfil the responsibilities required by the Welsh Government in the document entitled 'Part 8 Code of Practice on the Role of the Director of Social Services (Social Services Functions)'.

### **Legal Implications**

21. The reporting requirements for local authority social services have been placed on a statutory footing by Part 8 of the SSWB Act and Regulations and Codes issued thereunder. The new legal provisions came into effect in September 2017.
22. Each local authority is required to produce an annual report on the discharge of its social services functions during the previous financial year (pursuant to s.144A of the SSWB Act), which must include:
  - i. an evaluation of the performance in delivering social services functions for the past year, including lessons learned;
  - ii. how the local authority has achieved the six quality standards for well-being outcomes;
  - iii. qualitative and quantitative data relating to the achievement of well-being outcomes;
  - iv. the extent to which the local authority has met the requirements under Parts 3 and 4 of the SSWB Act;

- v. objectives for promoting the well-being of people needing care and support and carers needing support for the following year including those identified by population needs assessments under section 14 of the SSWB Act;
  - vi. assurances concerning:
    - structural arrangements enabling good governance and strong accountability;
    - effective partnership working via Partnership Boards; and
    - safeguarding arrangements;
  - vii. the Local Authority's performance in handling and investigating complaints;
  - viii. responses to any inspections of its social services functions;
  - ix. an update on Welsh language provision; and
  - x. how the local authority has engaged people (including children) in the production of the report.
23. The report must be:
- i. published as soon as reasonably practicable after 31<sup>st</sup> March of the year to which it relates;
  - ii. presented to the Council by the Director;
  - iii. copied to Welsh Ministers; and
  - iv. made available on the Local Authority's website.
24. The Local Authority Social Services Annual Reports (Prescribed Form) (Wales) Regulations 2017 prescribe the format and headings of the report, which must be followed.
25. Non-statutory guidance has been issued by the Association of Directors of Social Services and Welsh Government [Microsoft Word - Annual Report Guidance.docx \(socialcare.wales\)](#) which provides guidance on the statutory requirements and best practice. The guidance states that: 'Although the report must be delivered to the council by the director, it is the local authority's report on the performance of its social services functions. It needs to explain how the wider functions of the local authority such as transport, housing, education and leisure have contributed and will continue to contribute to the achievement of individuals' well-being outcomes.' (paragraph 4.13)
26. The decision maker needs to be satisfied that the Local Authority Social Services Annual Report for 2022/23 meets the requirements set out in Part 8 of the SSWB and the Codes and Regulations issued thereunder, and complies with the non-statutory guidance, as referred to above.
27. Under executive arrangements, social services functions are the responsibility of the Cabinet (pursuant to section 13(2) of the Local Government Act 2000 and Regulations made thereunder, SI 2007/399), which means that the Cabinet is authorised to approve the Local Authority's Social Services Annual Report, prior to submission of the report by the Director of Social Services to full Council.



## Equality Requirements

28. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment (c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation (i) Religion or belief – including lack of belief.
29. 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.

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

30. 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.
31. In discharging its duties under the Act, the Council has set and published wellbeing objectives designed to maximise its contribution to achieving the national wellbeing goals. The wellbeing objectives are set out in Cardiff's Corporate Plan 2022-25. When exercising its functions, the Council is required to take all reasonable steps to meet its wellbeing objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the wellbeing objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
32. The wellbeing 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.

33. 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 using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>
34. The decision maker should also have regard, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.
35. The Council must ensure that its procurement of services (and of any goods and works) are carried out in accordance with all procurement law requirements and with regard to the Council's wider public sector legal duties. Legal advice should be taken on each proposed procurement including as to the form of contract to be used. Appropriate resources (including legal resource) will need to be provided and adequate time allowed for the planning and carrying out of such procurements.

### **Financial Implications**

36. There are no direct financial implications arising from this report. However as mentioned in the report, social services adults and Childrens for a significant and increasing proportion of the Council's current and future revenue budget. The current and forecast state of the social care market, pressures and risks should be monitored closely including those of a financial nature. Whilst financial pressures are recognised, where budget savings and efficiency targets are offered and accepted, performance against such targets should be prioritised and monitored closely in line with budget responsibilities as these are key risks to financial resilience.
37. The report refers to a number of strategies, linked to the directorate delivery plan. Targets or actions with the plan will have associated costs. As each piece of work is developed and implemented, specific financial implications will need to be considered to inform both officer and member decisions, and reported as necessary at that time to ensure within the budget framework. Any grants used to support delivery of services and outcomes should be used in accordance with the terms and conditions of grant.
38. The Childrens strategy currently involves the acquisition of a number of additional properties. In line with best practice, post project appraisal should take place to ensure the outcomes of this strategy and actions to meet the plan are meeting the service and financial performance originally expected, prior to further investment.

### **HR Implications**

39. There are no HR implications arising directly from this report. The directorate delivery plans identify ongoing employee related challenges including improving recruitment and retention of Social Workers and Occupational Therapists. A comprehensive Workforce Development plan is being developed as part of the Council's Workforce Strategy to address the challenges and

develop robust and sustainable solutions. Trade Unions will be consulted on any future proposals that affect employees. If any changes to employees' terms and conditions or working practices are required, these will take place in line with corporately agreed processes.

### **Property Implications**

40. There are no specific property implications in respect of the Local Authority Social Services Annual Report 2022/23. Where there are any property transactions or valuations required to deliver any proposals, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

### **CABINET PROPOSAL**

Council is recommended to approve the Local Authority's Social Services Annual Report for 2022/23.

*The following Appendices are attached:*

- Appendix 1: Director of Social Services Annual Report 2022/23
- Appendix 2: Response to Challenge
- Appendix 3: Children's Services Directorate Delivery Plan 2023/24
- Appendix 4: Adult Services Directorate Delivery Plan 2023/24
- Appendix 5: Social Services Annual Feedback Report 2022/23
- Appendix 6: Corporate Safeguarding Annual Report 2022/23

*The following Background Papers have been taken into account:*

- Part 8 Code of Practice on the Role of the Director of Social Services (Social Services Functions)
- The Local Authority Annual Social Services Reports - Guidance

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# Local Authority Social Services Annual Report 2022/23

## Report on the effectiveness of Social Services



Mae'r ddogfen hon ar gael yn Gymraeg





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# 1

## FOREWORD AND INTRODUCTION

### Message from Lead Members

To begin with, we would like to say how much we have enjoyed our first year as Cabinet Members for Social Services covering the Adult and Children's portfolios in Cardiff. It has been our pleasure to explore, learn about and support these services. Our visits to teams have given us an insight into the day-to-day work of the teams, the challenges they face, and the successes that they achieve. We extend our sincere thanks to all the Council staff who work tirelessly to support the people and families who receive our services – your efforts, day-in-day-out are appreciated and valued. We also want to acknowledge the key role played by our partners – volunteers, the third sector, care providers, and statutory – in helping us to deliver better outcomes for those in our city who need our help the most.

This report sets out the achievements of social care services in Cardiff in what has been yet another difficult year. The need to meet and manage the ongoing high level of demand for services whilst striving to deliver a balanced budget and achieve value for money is increasingly challenging. We are taking this opportunity to review how services are provided and consider the need for radical reform to meet demand and future proof social care services in Cardiff.

Within the report, we describe the progress that has been made during the year – such as the implementation of the new Striving for Excellence in Children's Services Strategy and the continued implementation of the Ageing Well Strategy in Adult Services. We also highlight some key statistics – such as Children's Services responding to 45,264 contacts and the Adult Services First Point of Contact team managing 36,757 customer contacts.

Shifting the balance of care continues to be a key focus for both Children's and Adult Services. The importance of this is becoming more and more evident as we experience the longer-term impact of COVID-19 on demand for services, and the reduction in students choosing to complete the social work degree course – a reported 42% decline in applications to the Social Work degree. In response to this, we continue to focus our efforts on ensuring that the right services are provided by the right people and at the right time, and that we have the right resource and capacity to meet our statutory duties.

There remains much to do, and we will continue to work together to provide the leadership needed to support our social care services. The priorities for the coming year are shown in this report for Children's, Adults and Social Services as a whole, with partnership working and co-production being our underlying key principles. The detail of how these priorities will be implemented is set out in the Children's and Adult Services Directorate Delivery Plans. Progress towards achieving priorities will be monitored via the Council's corporate reporting system – with regular updates to the Senior Management Team and Scrutiny Committees.

Last year we committed to do all we could to highlight and celebrate the work of staff across Social Services, and we hope that our social care workforce has seen that we have taken every opportunity – in person, in writing and through media – to do just that. We would not be able to achieve all that we do without our staff – so thank you.



**Councillor Norma Mackie,**  
*Cabinet Member for Social  
Services (Adult Services)*



**Councillor Ash Lister,**  
*Cabinet Member for Social  
Services (Children's Services)*





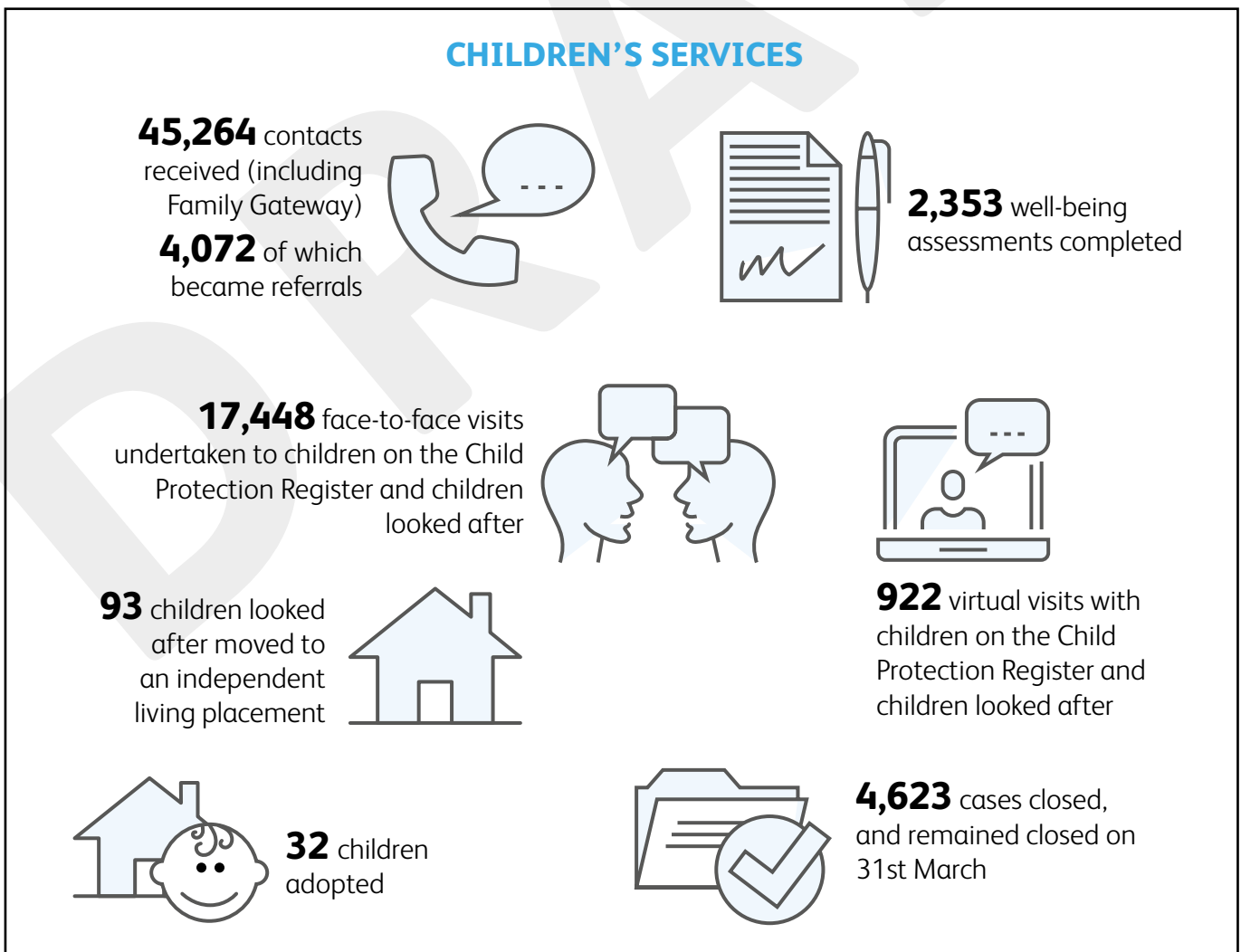
## Message from the Director of Social Services

This report details the achievements of Cardiff Children's and Adult Services, in partnership with other Council Directorates and external partners, in the context of the ongoing high level of demand for services and diverse range of services provided. We have continued to respond to the aftermath of the COVID-19 pandemic and deliver recovery plans for our essential services. The fact that our workforce has continued to respond and deliver at this rate is testament to their dedication and resilience, and I am hugely proud of all our staff and colleagues.



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

Some key figures to demonstrate the volume of day-to-day work undertaken during the year are below:



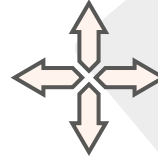
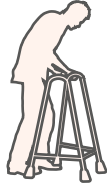
## ADULT SERVICES

**1,686**  
Adult Safeguarding  
enquiries started



**36,757** customer contacts  
managed by the First Point of  
Contact (FPoC) team

**4,196** people who received  
domiciliary care during the year  
(through all services including  
supported living)



**147** referrals received through  
the Hub Well-being Officers



**610** Well-being  
Carers Assessments  
undertaken



**6,879** Care and  
Support Plans and  
**2,831** reviews  
completed



**2,788** assessments completed  
by the Independent Living Team

## SOCIAL SERVICES

Academi  
**Gofalwyr  
Caerdydd**



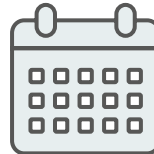
**Cardiff  
Cares  
Academy**

A total of **753** people have  
registered with Cardiff Cares  
Academy since the service  
started in October 2021.

**135** job outcomes were  
delivered in 2022/23



**423** staff  
received Manual  
Handling training



**520** same/next working  
day requests received to the  
Joint Equipment Service

**97,116**  
meals delivered by  
Meals on Wheels  
throughout the year



I have summarised my assessment of the key developments and challenges in Children's and Adult Services below:

# 2

## CHILDREN'S SERVICES OVERVIEW

During the year we have revised our [Children's Services Strategy](#). The Striving for Excellence in Children's Services Strategy 2023-26 sets our direction and summarises the key work required to deliver progressive change to shift the balance of care for children in Cardiff. Our aim is to ensure that we provide families with the right support, from the right person at the right time, in the right place and at the lowest safe level of intervention.

















We continue to focus on 3 key areas:

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

The overarching Children's Services Strategy is supported by our [Workforce Strategy](#), [Accommodation Strategy](#) and [Commissioning Strategy](#). Together with our new Performance Framework, these set out how we will deliver our vision. Other strategies supporting our service delivery include the [Corporate Parenting Strategy](#), [Trauma Informed Strategy](#), [Strategy for Children with Disabilities and Additional Learning Needs](#) and [Youth Justice Services Strategy](#).

The number of contacts and referrals to Children's Services, although lower than last year, remains high and the pressures on the service remain. We are acutely aware of the need to ensure that we are able to manage and respond to the demand for services so our work to deliver our strategic priorities to shift the balance of care continues to this end.

An overview of the change in demand across the child's journey is set out below:

Contacts	Referrals	Well-being assessments	Strategy discussions
<b>45,264</b>  <b>5%</b> 47,424 (2021/22) 	<b>4,072</b>  <b>20%</b> 5,108 (2021/22) 	<b>2,353</b>  <b>6%</b> 2,509 (2021/22) 	<b>4,743</b>  <b>11%</b> 5,338 (2021/22) 
Section 47 enquiries	Initial child protection conferences	Added to Child Protection Register	Started to be looked after
<b>3,851</b>  <b>8%</b> 4,171 (2021/22) 	<b>577</b>  <b>16%</b> 689 (2021/22) 	<b>532</b>  <b>13%</b> 612 (2021/22) 	<b>265</b>  <b>13%</b> 306 (2021/22) 

The ongoing high level of demand and complexity has been an issue for Children’s Services for a number of years and has been exacerbated by the long-term impact of COVID-19. Following the initial crisis response, we took a recovery approach to emerging from the COVID-19 pandemic, and we worked towards reinstating pre-pandemic operating models. However, it has become increasingly clear that we are living and working in an entirely different environment. We anticipate that the increased level of complexity we are experiencing will remain for a significant time. This is the case across the whole system, and we are having to be innovative in our thinking and our approach – developing new initiatives to enable us to manage demand and meet need.

Although numbers have begun to decrease, the “new norm” in terms of levels of demand and complexity has impacted our performance against key targets (for example, in relation to timeliness of visits and completion of plans for children). We continue to closely monitor our performance to inform our project planning and implementation of the improvement workstreams that are described throughout this report. We are embedding a performance culture that works both top down and bottom up – using Power BI as the primary tool to support our approach to performance management. Teams meet twice weekly to review the latest data, agree actions for the week and monitor progress. The detail of how we are doing this is set out in our new Performance Framework and we anticipate that this will enable us to demonstrate improved performance against key indicators in the coming year. A new process for recording and reporting supervision has been developed and implemented with enhanced ability for managers to monitor that supervision is taking place and cases are discussed regularly as required.

### Shifting the Balance - Place

*One of our in-house residential homes received an unannounced, but very welcome, visit from a member of the public who had been looked after there 30 years ago. One of the members of staff that they remembered is now the manager of the home, and as luck would have it, was on shift at the time of the visit. The visitor shared his fond memories of his time growing up there with her and it was lovely for her to hear that he has moved abroad and has a successful career in Australia.*



The lack of sufficiency of placements and accommodation for children looked after has been a significant issue in Cardiff (and nationally) since early in 2022. This has been brought about by a combination of factors including - reduction in independent fostering placements, significant increase in children being looked after (especially older males), increasing complexity of need and fragility in the residential market linked to the Welsh Government commitment to eliminate private profit from the care of children looked after. We are also experiencing a shortage of housing provision (and housing with support) that is impacting on progressing plans for young people to move on to independent living. These issues have impacted on our ability to manage the market and have subsequently impacted on our ability to manage within our allocated budget. This has resulted in an increase in the number of children being placed in high-cost placements and homes operating without registration. The duration of these placements has also increased but the outcomes for children have been positive and have enabled them to step down to less intensive arrangements. Decisions to place young people in these arrangements are always made with the best interest of the child at the centre of decision making. It should be noted that these arrangements have a significant resource implication for the service including ensuring robust oversight of all individual placements and reporting requirements to the Care Inspectorate Wales.

To address this, we are looking for innovative solutions and developing 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. Key progress during the year is set out below.

As part of the revision of our [Children's Services Strategy](#), we have also developed an [Accommodation Strategy](#) that sets out the provision that we need to achieve the aims of our strategy. It is closely linked with our work to implement The Right Place model in Cardiff and includes our ambitious plans to increase residential care provision for children and young people in Cardiff by 38 beds in the next 3 years. It takes account of the national context - including exploring radical reform for children looked after and care leavers and the Welsh Government policy aimed at eliminating private profit from the care of children looked after. It also addresses our local pressures – including the need for specialist mental health accommodation provision to support step-down from hospital and short break requirements for children with disabilities and complex needs. The 5 key strands of our Accommodation Strategy are set out below and are in addition to our work to:

- Support children who need to be placed out of area.
- Increase Young Persons Gateway accommodation.
- Introduce the Housing First model.
- Develop in-house fostering (see below).
- Shift the balance of care to prevent the need for children to start being looked after.

In addition to the new provision set out in our Accommodation Strategy, we are also bringing 2 coach houses on stream shortly that will be used for solo placements with a view to future registration with the Care Inspectorate Wales.

## Headline Updates:

### Children's Residential Provision

2 properties being refurbished for registration in 2023/24  
2 coach houses identified

### Specialist Mental Health and Step-Down from Hospital

Property identified - purchase in process

### Children with Disabilities

Re-design progressing  
Number of overnight stays increasing

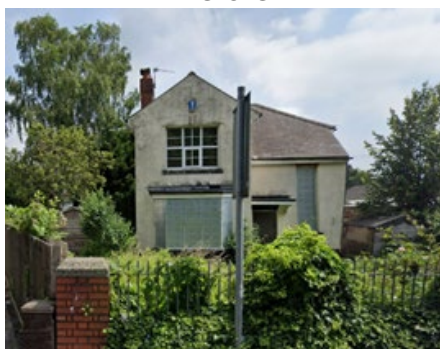
### Unaccompanied Asylum Seeking Children

Working with providers to develop provision

### Parent and Baby Accommodation

Partner to be commissioned to deliver this provision

Before



During



After



Other developments in relation to the place element of the [Children's Services Strategy](#) include:

- We continue to implement the **Reunification Framework** to support children to return home to their families where it is safe for them to do so. An initial pause and reflect session has been held and a further session is due to be held early in 2023/24 to look at the Reunification Framework and evaluate what is / isn't working well and determine what improvements are required. For example, we need to ensure that staff training needs are met. We also need to consider how this work and our wider permanence planning will be managed in the new operating model we are developing. Work has been undertaken to consider the barriers to families engaging in the reunification process and the following have been identified:
  - Inconsistency of contact.
  - Domestic abuse issues.
  - Substance misuse issues.
  - Parent and child wishes and understanding of the process.
- We continue to have a significant number of children in **kinship placements** – 204 at 31st March 2023.

- A project has been launched to expand the **in-house fostering service** – with the aim of increasing the number of in-house carers and developing the skills that they require to best support the children who are placed with them. During the year we increased the number of children placed with in house carers by 9% - from 119 at 31st March 2022 to 130 at 31st March 2023. We have developed 2 Teen Scheme placements and 2 parent and baby placements. The latter has seen 1 parent and baby successfully moved on to supported living and has a second parent and baby in placement at the time of writing. We continue with our focused recruitment campaigns to support us to continue to grow our in-house fostering service and we had 12 full assessments of people who would like to become foster carers ongoing at 31st March 2023. Following the transfer of the Fostering front door back to Children’s Services, a dedicated Fostering Recruitment Officer has been appointed, and a further appointment will be made using funding from Foster Wales. The Fostering recruitment process has been redesigned - targets have been set for different stages of the recruitment process to improve timeliness. We are also improving our recording mechanisms which will in turn improve our reporting to better support our monitoring going forward.



- During the year, the **Family Drug and Alcohol Court (FDAC)** pilot team have supported 9 families (15 parents and 11 children) from Cardiff. 6 sets of proceedings have concluded with 2 children returning to the care of their parents under Supervision Orders and 3 children being placed with wider family under a Care Order with a plan for a Special Guardianship Order application. Care Orders were granted in another proceedings for 2 children to be placed in long-term foster care. Care proceedings for 3 families are still ongoing. Feedback from parents, families and professionals continues to be gathered and is generally positive in terms of their experiences within FDAC. Funding for the Family Drug and Alcohol Court (FDAC) pilot is due to finish towards the end of this calendar year – contact is to be made with Welsh Government to confirm the funding position so we know at what point we need to stop taking new referrals if the pilot is to come to an end.

In the meantime, the following work is being undertaken so we are best placed to continue with the pilot if the funding is agreed:

- o Threshold issues will be considered – to ensure that eligibility for the FDAC pilot is compatible with new Public Law Outline process.
- o Data is to be reviewed and step up / step down considered alongside our plans to develop new practice and operating models.
  - Regarding step up - work will be undertaken as part of the development of the new practice and operating models to ensure that strength-based conversations happen at the earliest possible opportunity.
  - Regarding step down – this needs to be via our Integrated Family Support Team (IFST) to ensure that adequate levels of support are provided so we need to consider compatibility of service models – with the FDAC being abstinence based and IFST being harm reduction based.





- During the year we have continued to implement our **Court Improvement Plan**. The Court Support Team that undertakes redaction for Court disclosures has transferred over to Children’s Services and have settled in well – establishing strong links across the Directorate and with colleagues in Legal Services. We have also introduced a tracker to support us to monitor cases in legal proceedings and ensure that Court deadlines are met. This is taking some time to bed in, and we are currently considering what steps we need to take to embed the tracker as business as usual.
- We continue to work with colleagues in the Vale, Valleys and Cardiff (VVC) Regional **Adoption** Service to develop and improve the adoption process and secure permanence for children who aren’t able to remain at home with their birth family. The Welsh Early Permanence Framework has been introduced and during the year a set of Cardiff adopters have become the first to be approved as Welsh Early Permanence carers. Vale, Valleys and Cardiff Adoption Collaborative supported the couple to become dually approved as suitable prospective adoptive parents and also foster carers. The family were successfully matched with a 12 week old child - this resulted in the couple providing care for the child on a fostering basis, whilst the necessary court proceedings determined what was in the child’s long-term best interests. The proceedings concluded that adoption was required and the child was subsequently matched with the family who were already caring for him. This prevented him from having any further moves and he is absolutely thriving. The couple have since been most generous in sharing their experiences with others who are thinking about early permanence and a video interview will soon be available to be shared more broadly with those who are thinking about the possibility of exploring early permanency.



A number of children with complex needs have been successfully placed for adoption – an example is provided in the case study below:

*Child O had a very traumatic birth and at one stage survival was unclear. Thankfully he made steady improvement, and his consultant described him as a ‘miracle baby’. His trauma at birth was significant and its long-term implications put him at risk of severe developmental delay and cognitive impairment in addition to a diagnosis of Cerebral Palsy. O also has a complex family history as well as genetic risk of learning difficulties and mental health conditions. Due to the complexity of his needs and the huge uncertainty about his development, the family finding process was prolonged for him, coupled with the impact of the pandemic which limited opportunities for specialist family finding events. In-house adopters approved by VVC were identified for him and this progressed through matching into placement.*

*This was a very careful, gradual process with a bespoke transition plan in place for him which recognised his specific needs and the duration of his placement with his foster carers. Being able to identify VVC adopters for him was hugely advantageous for this process as his adopters were able to be flexible and available for regular meet-ups prior to the more intensive introductions process. It also enabled a high level of contact with his foster carers post-placement and enabled support to be delivered well post-placement. O has thrived in the care of his adopters and is making incredible progress, his permanence within their family unit was secured with an Adoption Order towards the end of 2022/23.*

- The **Interventions Hub** has been fully implemented and embedded into Children's Services. The Family Support element of the Interventions Hub are struggling to meet demand (during the year they have undertaken in excess of 9,000 visits) - additional resource to manage this demand has been agreed and is being arranged. 70% (378) of cases closed were closed as a result of successful intervention. Other reasons for closure include the family disengaging, ongoing needs being met and referral to an alternate service / higher needs panel. Consultation with social workers gives consideration as to whether the Integrated Family Support Team (IFST) can provide the required support. During the year it has been agreed that the Family Support Services provision will be expanded to provide support out of hours. Work is ongoing to create and advertise these posts.

An example of the fantastic work undertaken by the Interventions Hub during the year is provided below:

*Ante natal parenting support was offered to parents E and C in the form of completing the "Welcome to the World" ante natal parenting programme.*

*Mum's older daughter was not in her care due to serious concerns about her ability to safeguard her and meet her needs – the child was subjected to sexual abuse by another family member whilst in the care of her mother and findings during the care proceedings were that Mum failed to protect her daughter.*

*This was Dad's second child however he was in prison when his first child was born, and he had not had any caring experiences. Concerns around Dad were in relation to distribution of class A drugs and current drug use.*

*Both parents had history of DV with previous partners. They had only been in a relationship for a very short time before becoming pregnant. Children's Services began the Public Law Outline (PLO) process with the view that the baby would need to be separated at birth in order to safeguard them.*

*The "Welcome to the World" ante natal parenting programme was delivered to both parents on a one-to-one basis, this programme consists of eight sessions: topics include empathy and loving attentiveness; infant brain development; healthy choices; managing stress; promoting self-esteem and confidence and effective communication. The aim of the programme is to improve attunement and bonding, to improve parental well-being and to improve knowledge and skills in the practical care of babies.*

*Both parents fully engaged with the intervention from the Pre-Birth Family Support Worker and completed the "Welcome to the World" programme along with intensive work from the Integrated Family Support Team (IFST). This positive engagement greatly contributed to the pre-birth risk assessment resulting in a positive outcome for parents as they were placed in a residential setting with their daughter while further assessments were completed.*

*They returned home after passing the residential assessment and parents are enjoying having their daughter in their care.*

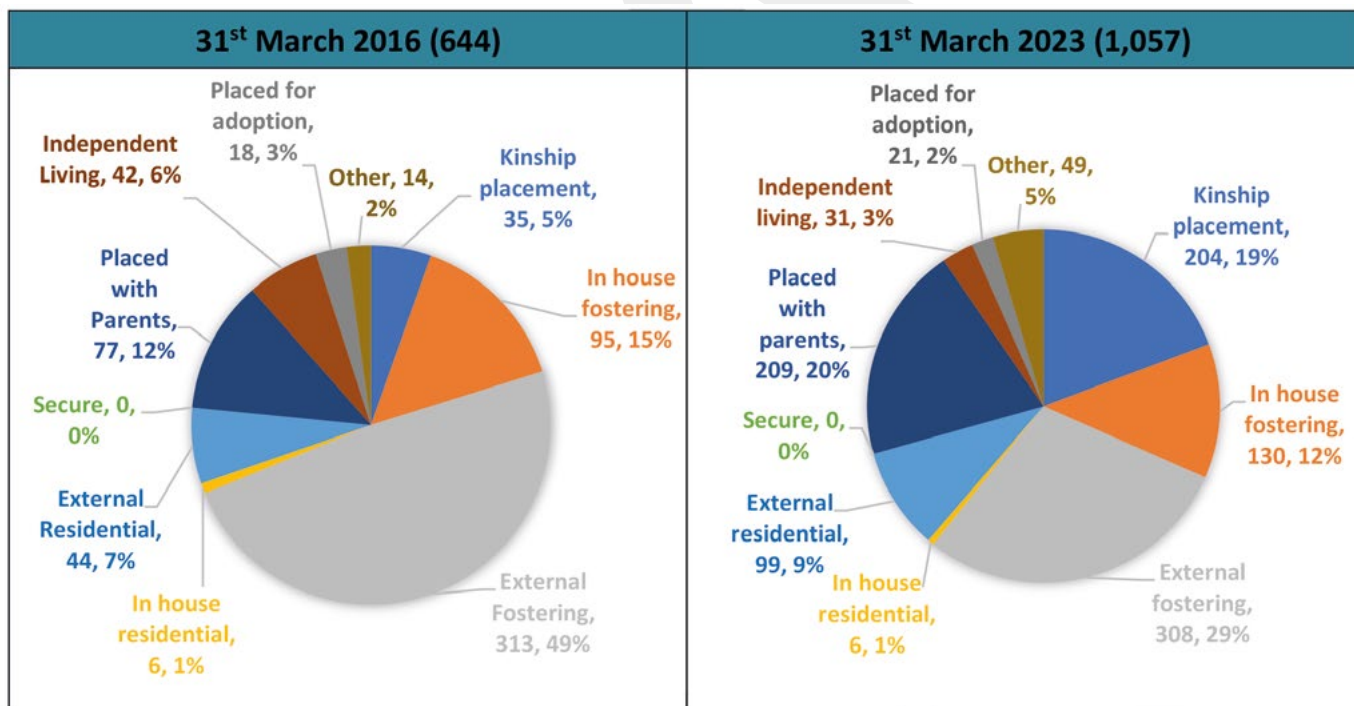
**Feedback from parents:**

*"Since meeting L from the welcome to the world programme even though they were under circumstances that deemed difficult she made it feel so comfortable not only did she understand what we were going through she took the time to actually hear us out even if we burned her ears, she still gave us her time and patience.*

*Honestly we are ever so grateful for all her hard work and effort she put into us and we learnt so much from the welcome to the world programme".*

- The implementation of the **Reviewing Hub** continues – at the time of writing, over 850 initial reviews have been undertaken and in excess of 500 children have had a second review. Over 200 children and young people have been stepped down to case closure or Early Help services. The Power BI report continues to be developed to support the review of project outcomes and the performance of the hub. Feedback from professionals and families attending the meetings is that the reviews are thorough. Oversight of plans and outcomes for children and young people have improved as a result of the implementation of the Reviewing Hub. The Reviewing Hub are also having targeted meetings with locality Operational Managers on a weekly basis to review and improve performance in relation to children with a Care and Support Plan – including compliance with completion of plans, recording of visits and case discussion in supervision.

The charts below show the shift in the balance of care we have achieved despite the increase in the number of children being looked after – from 644 at 31st March 2016 to 1,057 at 31st March 2023. The growth in proportion of children placed with parents on a Care Order or in kinship arrangements with family members is evident – from 17% in 2016 to 39% in 2023. This increase accounts for 73% of the increase in the number of children looked after (301 / 413).



## Shifting the Balance – People / Workforce

*During National Social Work Week #WSWD2023 we celebrated our social work staff for their tireless efforts to support vulnerable people in the city.*

*J is a Social Work Assistant in Children’s Services and he explained why he does the role ...*

*“I have aspired to be a social worker from a very young age. My aim was, and will always remain, to simply make a difference.*

*As a former Cardiff child looked after, I believe my experiences, along with my personal values and morals allow me to empathize with children within the service on a more personal level. I have built fantastic working relationships with my young people and their families, and it gives me great pride to be a part of their journeys.*

*I am very proud to represent characteristics in the world of social work that are often under-represented as a young black male and I hope this will encourage / inspire others of similar characteristics to achieve their goals.*

*I am excited to see where my career in #socialwork will take me, and continue to remind myself why I chose this career – ‘be the person your younger self once needed’.”*



During the year we have developed our overarching [Workforce Strategy](#) and a more detailed Workforce Action Plan that sets out the key steps that we will take to implement the **People** element of our [Children's Services Strategy](#). Whilst recruitment and retention of both newly qualified and experienced social workers remains a priority, we are doing so in tandem with developing our existing workforce and implementing a new operating model. The new operating model reflects our emphasis on prudent social work - whereby social workers only do what only social workers can do – with appropriate support from non-qualified staff. For further information, please see page 15.

### Key areas of progress during the year include:

- Ongoing recruitment campaign and use of social media to promote Social Work Cardiff.
- Attendance at a social work **recruitment fayre** in Birmingham attracted significant interest with 34 people expressing an interest in joining Cardiff. Interviews are in the process of being arranged and attendance at similar events is being planned, including an event in London later this year.
- Ongoing social worker **recruitment** and 13 students due to start who will qualify later in the year.
- Continuing work to “grow our own” social workers – promoting **secondments** to local universities and Open University.
- Recruitment to a dedicated **Children's Services Training Unit** is ongoing.
- Continued use of **Resource Assistants** to provide support to social workers and managers.
- **Social Work Week** was celebrated in March which gave us an opportunity to celebrate good practice, build morale and hold learning sessions for staff. This has given us a good platform to build on going forward.
- The **Practice Lead** role is developing well - a number of workshops have been held for newly qualified workers and social work assistants and a calendar of events for the coming year has been developed.
- A review of **business support** has commenced – to future proof the service, enhance business support as a career and ensure that the model best supports the new operating model.
- Ongoing development of links between **locality** social work teams and partners.
- Worked with colleagues across Wales via the Association of Directors of Social Services (ADSS) Cymru to develop an **All-Wales approach to the use of agency workers in Children's Services**. The All-Wales Pledge will come into effect from 1st May 2023 and will involve Cardiff agreeing to a number of commitments that are intended to increase stability in the recruitment market. These include:
  - o Adopting nationally agreed pay rates for agency social workers.
  - o Not offering contracts to agency workers who have resigned from permanent employment until at least six months after their last date of employment.
  - o Not employing agency social workers with less than three years post-qualifying experience.



Despite all of the above, our vacancy rate has increased from 23.9% in March 2022 to 27.3% in March 2023, although this is in the context of an overall reduction from a high of 38.7% in June 2020. We continue to engage agency social workers to ensure that vacancies are covered whilst permanent recruitment processes are undertaken. In the context of a national shortage of social workers and a reduction in applications to social work degree courses, we know that we need to do something different – and this is the main driver for our plans to introduce a **new operating model**. As mentioned above, our plan is to future proof the service by ensuring that social workers only do what only social workers can do. The premise of the redesign is built upon the key principle that families should have one consistent worker throughout their involvement with Children's Services wherever possible. Social care practitioner posts would be created to undertake a key worker type role with the

opportunity to build trusting relationships. Each family would be allocated a worker at the conclusion of the initial assessment where it was determined that there was a need for social work intervention. The worker would hold the case for the duration of the time the family required input from Children’s Services, and this would be determined via the statutory reviews undertaken by the Reviewing Hub and formal supervision. The requirement for input from a social worker would also be determined via formal supervision, statutory reviews, and any other key escalation points including child protection, issuing to Court for a Care Order or pre court proceedings work. The social worker would be seen as the expert practitioner who would hold complex cases, including all child protection cases. They would joint work alongside the worker as and when required to provide expertise and to meet statutory guidance / requirements and would undertake specific short-term tasks as and when required. It is intended that this new operating model will mitigate the issues with recruiting social worker, enhance our permanent workforce and reduce our reliance on agency social workers. A project team is in place and a pilot implementation is being planned – informed by the outcome of consultation with staff that was undertaken during the year. This will be one of our key priorities in 2023/24.

Sickness rates in Children’s Services decreased during the year to a full time equivalent (FTE) of 12.9 working days lost from 15 in 2021/22. This was below the target of 14.1, so the target was met.



## Shifting the Balance - Practice

*Child A had previously been known to Children's Services but the family fled the UK due to the Local Authority initiating care proceedings. A returned to the UK as an unaccompanied minor and was placed in foster care. It was believed that A had been trafficked back to the UK for the purpose of being sexually exploited. After a short time, the foster placement broke down due to the foster carer becoming aware that adult males, whom it was believed sexually exploited A, had been at the address. A was moved to a residential placement.*

*A's mental health and emotional well-being declined as a result of ongoing sexual exploitation, frequent missing periods and misuse of substances. A Mental Health Assessment was requested and A was detained under S3 of the Mental Health Act (1983) for 28 days. During this time, A's social worker kept regular contact with A ensuring that A knew she was there to help and support her and acting in her best interests. A was wary of all professionals trying to support her, believing they were working together to cause her harm.*

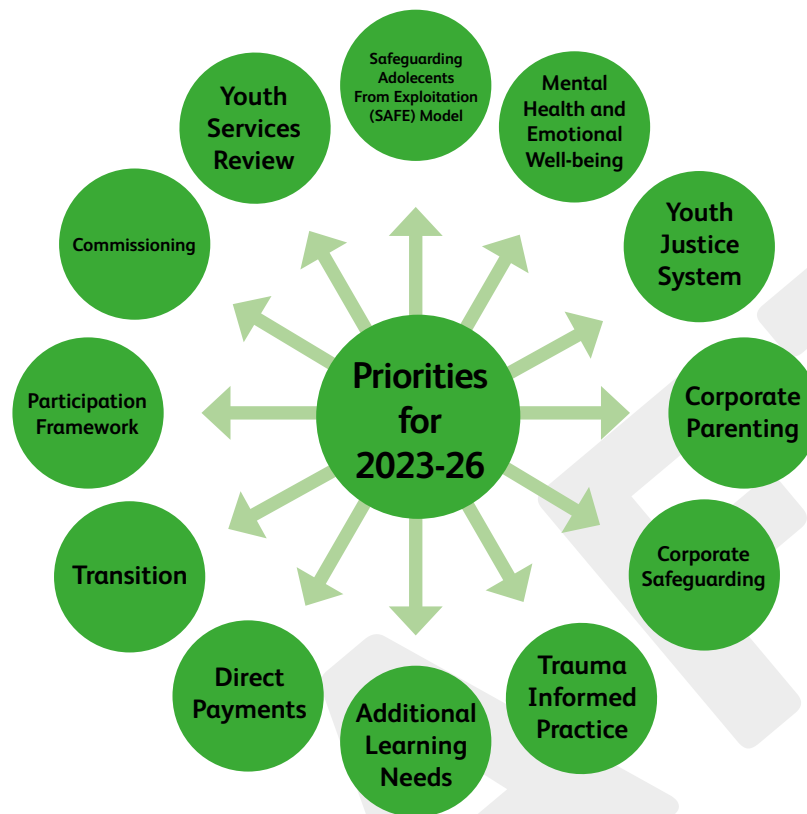
*A's social worker was open and honest with A even when the information being shared was not what she would want to hear. Regular contact with A's family was also maintained, although this was challenging at times due to family members living in different countries with limited understanding of English. A's social worker worked with the family and interpreters to demonstrate understanding of cultural differences whilst ensuring that A was safeguarded.*

*Following the assessment, the decision was made to make an application to the Court for a Secure Order - this was granted, and a secure placement found. This was a traumatic time for A as she was terrified of being 'locked up.' A's social worker maintained regular contact and gradually gained the trust of both A and her family.*

*Whilst in secure, A received an extensive package of support and began making excellent progress - attending full time education and receiving frequent therapeutic support. Music became a big positive part of her life and she enjoyed making music.*

*When A was ready to transition to a residential placement, an application to the High Court for an Inherent Jurisdiction Order was made as it was felt necessary to restrict or deprive some of A's liberties in order to keep her safe. This was granted and remained in place for approximately 3 months, until A had made significant progress and the Order was discharged.*

*A had a huge part to play in selecting the residential placement which she moved on to and she remains there to date. A continues to make excellent progress - her school attendance is 100% and she is finishing school this year with a prediction for 11 GCSE's and alternatives. A is a confident and happy child and is still in regular contact with her social worker. Her love of music continues and her social worker found a grant for £1,000 of music equipment to enable her to make her own music. A has made several really good tracks, which will soon be available to download and stream - she is excited for people to hear these. A has ambitions of going to college and university to pursue a degree in either business or social work, but would also like to be a famous musician. A is due to move on to semi-independent living and feels safe and confident in doing so.*



During the year we have updated and published our Striving for Excellence in [Children's Services Strategy 2023-26](#). This sets out what we want to achieve as a Directorate over the next 3 years. The detail of what we will do is set out in our Directorate Delivery Plan for 2023/24.

We continue to work to develop our practice throughout the whole of the child's journey through our service, from Early Help to Leaving Care. Key progress during the year is set out below.



**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. By 31st March 2023 the Family Gateway contact officers had offered information, advice or assistance to 10,849 people who contacted the Gateway during the year and the Family Help and Family Help Disability teams had provided tailored support to 2,728 children and young people and their families.

During the year the CFAS Family Help team have been integral to the development of the Single Point of Access, Multi-Disciplinary Team model for supporting children and young people's mental health and emotional well-being, which has progressed past the point of a pilot to being implemented as part of regular practice. This has strengthened the no wrong door approach and provided families with more direct access to support. It has also reduced the need for families to repeat their stories to multiple professionals by ensuring that appropriate and relevant information is shared and discussed as part of the decision-making process. This approach has resulted in increased engagement from families and better outcomes.



Other key developments during the year include:

- The Family Help teams have made a significant contribution to the development of a suicide and self-harm toolkit. This aims to raise awareness of evidence-based approaches and to bring a consistent approach by practitioners to interventions for children and young people.
- Fully embedding the transition protocol into practice, which has provided clarity to families and practitioners about expectations when a young person is approaching transition age. It has facilitated a proactive approach between services to ensure that there is a continuation of support for the young person and their family.
- Introduction of Webchat as another tool for children, young people, families and practitioners to use to access information, advice and assistance.

The **Support4Families (S4F)** team is working well and during the year, worked with 1,864 children below the threshold for statutory services. An example of the kind of support provided is given below:

*A mum with a history of mental health issues suffered further mental health decline due to the trauma of severe and continuous anti-social behaviour, threats, false allegations and intimidation by a neighbour - aimed at both her and her daughter over a period of 18 months. Home conditions started to deteriorate, and mum was convinced that they were being watched and intentionally targeted. This adversely affected the child (K) in the home, who was also being targeted by the children of the neighbour and their friends. K had become isolated and fearful of leaving the house and had become a young carer for her mum.*

*The Family Support Worker (FSW) helped mum to see that her anxiety, behaviour and paranoia was part of her poor mental health and preventing her from being able to move forward. Mum agreed to self-refer to back into Community Mental Health Team (CMHT), so a referral and assessment were completed, and mum was accepted back into the service.*

*Mum had missed appointments with Universal Credit and was being sanctioned so S4F supported her with budgeting and created a plan to tidy and improve the home conditions and supplied a calendar for mum to record future appointments.*

*The family were supported with food bank vouchers and gas vouchers and the FSW attended an appointment at the Universal Credit office with mum to support her to get back on track. Sanctions were lifted and she started to receive all her benefits again.*

*The FSW also supported mum at meetings with the Local Authority anti-social behaviour team, police and Police Community Support Officers. Proceedings were started against the neighbour and a housing application was completed along with a supporting letter to emphasise the urgency. The family were allocated a house as an emergency due to safety concerns.*

*K's school were aware of the situation and were very supportive. They accommodated 1-1 sessions for her to see the FSW at school and also facilitated emotional well-being sessions in school for her.*

*The FSW applied for Discretionary Assistance Funding for money and goods to help them settle into their new home as they had had to flee due to intimidation on moving day and left a lot of their belongings behind.*

*Mum is now visibly happier and is getting things done on her own. K is doing really well emotionally and is able to go out on her own to walk the dog to the park and back for the first time in 2 years, without fear of being accosted. Mum is continuing with mental health support even though she is feeling better, to prevent feelings of paranoid from returning. Mum is determined to make positive changes and will need help from CMHT to stay on the path to recovery. Support4Families have successfully ended their involvement with the family.*

- The **Safeguarding Adolescents From Exploitation (SAFE) Model** is a multi-agency approach to addressing the criminal and sexual exploitation of young people. During the year we have undertaken focused work with partners to raise awareness about this approach to exploitation and the interventions that are available. This included a face-to-face event that provided a good opportunity for networking and developing relationships. An action plan has been developed and is being implemented and work has been dovetailed into the Serious Violence and Organised Crime Group meetings (led by the Police) to avoid duplication and ensure sharing of information in relation to exploitation. A Missing Persons (MISPER) Co-ordinator has been appointed and is working with the Police to ensure a consistent approach to missing young people - focusing on safety planning for the top 10 missing young people in Cardiff. Work on updating the MISPER policy has started.
- Work with colleagues in Health is being taken forward under the Starting Well Partnership to deliver an integrated approach to **mental health and emotional well-being support for children and young people**. Three main workstreams have been identified with short, medium and long-term objectives. A summary of these objectives key progress during the year is summarised below:
  - o **Short-term** - the formulation of joint discharge plans for children and young people in hospital. Weekly multi-agency meetings are in place to discuss individual children in emotional distress. Specialist training has been provided to assist staff in understanding behaviour and how to meet the needs of children in emotional distress. A self-harm and suicide protocol is being developed.
  - o **Medium-term** - working with providers to provide wrap around support to prevent hospitalisation and expediate discharge. Work continues to provide suitable placements for children and young people until the long-term accommodation solution is finalised. The majority of the clinical team are now in post and staff accommodation has been sourced and is being used by the team.
  - o **Long-term** - commissioning an accommodation solution with wrap around support. A property has been identified for the accommodation solution and the purchase of the property is in process. A regional market engagement has been held to obtain feedback from providers on the service we are looking to deliver – providers were very positive, and we hope that this will translate into the market responding when tenders are issued later this year.
- As noted on page 44, during the year, the **Youth Justice Service (YJS)** received a follow up inspection that resulted in the priority status being removed. Here is a summary of some of the key achievements of the service during the year:
  - o Updated Youth Justice Strategy launched - action plan agreed by HMIP and being implemented.
  - o Management restructure completed and new management team embedded.
  - o New Breach and Encouragement process agreed – ensuring a robust process is in place to address issues when a young person is not complying with their Order.
  - o New Speech and Language Therapist post created and appointed to - this is a new role, so a briefing is being prepared for staff regarding the role and offer.
  - o Turnaround funding secured from the Ministry of Justice. This will enable us to expand our prevention offer to young people who were previously not eligible, such as young people released on police bail or under investigation. This work is being taken forward under the name – Crossroads – chosen by young people.
  - o An example of positive partnership working between the Youth Justice Service and partners is included below:

*D was referred to the Kicks youth outreach programme. This programme is run by the Cardiff City Football Club Foundation and aims to create safe, more inclusive communities and reduce offending.*

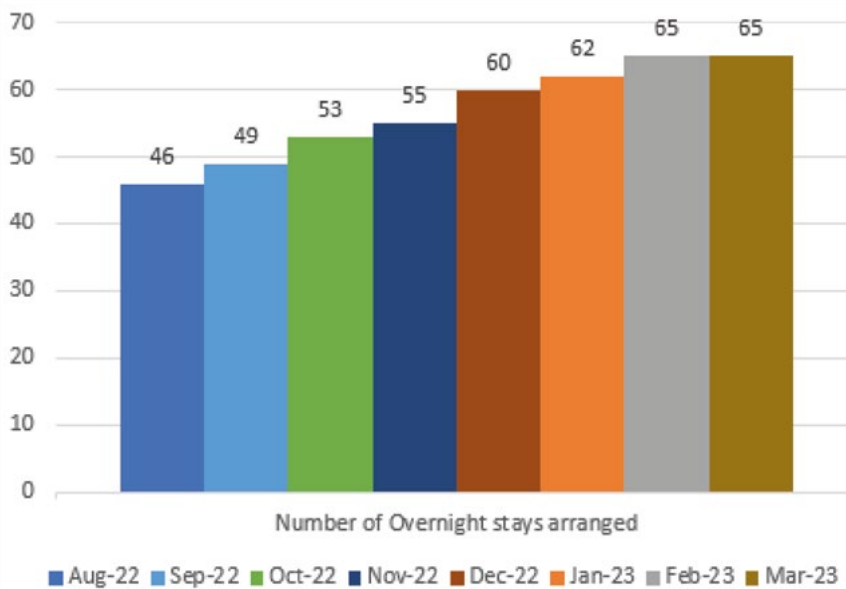
*Through their 1-1 mentoring, they used the power of Cardiff City FC to keep D engaged, support his well-being, and earn his trust. As a result, they were able to work with D to find different techniques to control his hostile behaviour, build positive relationships and visualise what his future holds.*

*Discovering his love for sport, their Future Pathways post-16 education programme was the perfect blend of theory and practical activities that D needed. D is now studying on their BTEC Level Two in Sport and is on track to progress onto their BTEC Level Three Extended Diploma in Sport next year. D has made a new group of friends and has committed to changing his life for the better.*

*D's progress has been extraordinary, as outlined by his Youth Worker:*

*"It's been so refreshing to see D's progress – he's shown inner strength to take a step towards making his future bright. D is now working towards his childhood dreams of enjoying sport and has been really keen to get involved with Cardiff City FC Foundation. The 1-1 sessional work has reinforced the trust and confidence that D is nurturing and will definitely continue to thrive through continued support and being surrounded by positive role models."*

- During the year, work to support children with **Additional Learning Needs (ALN) and disabilities** has been very much focused on developing our **short break provision**. The first stage of the redesign of Ty Storrie has been agreed so work on the stage 2 design has commenced. In the meantime, we have been focusing on recruitment to vacant posts – this has been difficult, but good progress has been made and has resulted in improved occupancy rates – overnight stays increased from 46 in August to 65 in March.



A plan is in place to continue this increase and achieve an average of 4 stays per night during summer 2023.

- As set out in our **Accommodation Strategy**, we are looking for an additional property to enable us to extend our short break provision to children with less complex needs – potentially from a large bungalow that could accommodate up to 4 children at a time. A potential property has been identified and is being considered. Other progress includes the development of referral criteria – which has been drafted and is being tested in practice before being formally signed off. An example of support provided to children with disabilities is included below:

*Children supported by the Child Health & Disability team enjoyed a fantastic trip to Storey Arms (Cardiff Council's Outdoor Education Centre). The day trips took place over 2 days and were enjoyed by children with a range of additional needs. During the trips the children and young people were supported by Children's Services staff with the option of parents and carers joining them. The children and young people thoroughly enjoyed a range of activities which included a mountain hike using navigation maps and compass symbols through the beautiful forests of the Brecon Beacons, rock climbing using the specialist climbing wall and canoeing through the canals before stopping for a delicious outdoor picnic in the glorious countryside. Children, parents, carers and staff all had a great time and thoroughly enjoyed themselves. The trip provided opportunities for the children and young people to meet new friends, work as a team, develop confidence in outdoor activities and build new skills – there were smiles and celebrations all round throughout the trips and we hope to make this an annual opportunity.*

- During the year we have reviewed and amended the eligibility criteria for **Direct Payments**, and this will be included in the updated Direct Payments Policy that is due to be signed off early in 2023/24. Consideration is being given to the use of Direct Payments beyond children with disabilities, but it is noted that consideration will need to be given to the ability of families in crisis to manage Direct Payments. An uplift to Personal Assistant fees for Children's Services will be implemented in the new financial year.
- A **Participation Framework** is being developed in consultation with children and families. This will pull together all the work that we do to engage children and families in the development of their own plans, and also service planning. Good examples of participation during the year are included on page 46.
- During the year, a new structure for the **Commissioning** Team has been agreed and recruitment to the team is ongoing. The team are undertaking a review of contracts and putting a proactive plan in place for timely renewal / retendering when contracts come to an end. Unfortunately, recruitment is taking longer than anticipated so this has not been completed as quickly as we would like, but it is progressing. The team play a key role in supporting and monitoring the quality of care within the independent care sector. During the year, the team have been supporting the project for young people with mental health and emotional well-being issues (please see page 20). They have also taken on the role of sourcing providers for agency support staff for bespoke placements and supporting providers when they are in place.
- Following on from the Systems Review that was undertaken last year, a review of our **front door arrangements** is ongoing. This will take account of the national review of multi-agency safeguarding arrangements undertaken by the National Independent Safeguarding Board (NISB) Wales. It will also consider the recommendations from other recent national safeguarding reviews following the tragic deaths of children where abuse or neglect was suspected.

- In support of the new operating model that we are developing (please see page 15), we are also working towards the implementation of a **new practice model**. This will involve a review of our current strength-based approach and consideration of how this can be enhanced with **trauma informed practice** and use of motivational interviewing. This will be one of our key priorities in 2023/24.
- During the year we have implemented a new process for responding to **Child Practice Reviews**. Learning from these reviews is triangulated into our wider Quality Assurance mechanisms to ensure that the recommendations are shared and feed into our continuous cycle of learning and practice improvement.



# 3

## TRANSITION TO ADULTHOOD

The new Regional **Transition** Protocol for children with disabilities “Planning for My Future” has been launched and is being used in schools. We now have 5 transition workers in post and these specialist, skilled workers are helping us to improve the experience of transition for young people. Referrals to the multi-agency Transition Review Interface Group (TRIG) are being made earlier to ensure clear joint working with Adult Services in preparation for transition. We are aware that there is a gap in the market for domiciliary care for children with disabilities – to try and address this we have held a market engagement event to identify any providers who currently work with adults with learning disabilities who have an appetite to expand and develop services for young people of transition age. Follow up meetings are being arranged with providers who expressed an interest, and this will be a key piece of work going forward – in close association with colleagues in Adult Services.

A multi-disciplinary Transitional Safeguarding Panel for young people aged 16-25 with complex needs has been established. Representatives from the Personal Advisor Service, Adult Safeguarding and Housing / Homelessness are meeting weekly to consider referrals and review what services can be offered. This has been a valuable resource to help us to manage risk for some of our young people with the most complex needs who wouldn't otherwise meet the criteria for Adult Services. There are, however, pressures in the Young Persons Gateway which, combined with the complexity of need, has led to there being some instances of transition being delayed. Managers from across the Directorates are working closely to overcome these issues. Regular discussions with Housing and Education have been established to look at opportunities for care experienced children and young people to move back to Cardiff to facilitate a local transition to adulthood. These discussions feed into the regular reviews that young people aged 16/17 receive as part of their planned transition.

### **Complex Needs Day Service**

The Complex Needs Day Service Ty'r Bont transition team based at Ty Gwyn Special School has continued to work with young people with complex needs in their final year of school, co-producing a support plan with the young person that captures what is important to and for the young person, and what a good adult life looks like from the young person's perspective. This work assists with a smooth transition from school to adult life. 2 young people attended the Cardiff & Vale College “Towards Independence” part time college course supported by the Complex Needs Day Service in 2022/23 and have really enjoyed their time at college.

### **Personal Advisor Service**

In 2022/23, proposals were developed to align the Personal Advisor (PA) Service to the Adults, Housing & Communities Directorate under the management of the Advice Service. The current Advice Teams including Money Advice, Into Work and Housing Solutions & Prevention Services, are able to provide wraparound support to the young person and their Personal Advisor, putting them at the heart of support by providing expert advice. The move will ensure closer working with the Young Persons Accommodation and Support Gateway for those young people experiencing or at risk of homelessness, giving a better understating of their housing needs. The alignment of the teams will also provide a link to support services which will continue to support the young people into adulthood after the PA duty has finished, allowing for greater independence.

### **Young Persons Multi-Disciplinary Team Pilot**

The Young Persons Multidisciplinary Team (MDT) provide targeted assertive outreach support for 'hard to reach young people' using a therapeutic and treatment approach. The team is made up of professional practitioners and clinicians from Cardiff Council, the University Health Board (UHB) and a range of third sector organisations, and includes key workers, social workers, specialist substance misuse workers and counsellors. The team focuses on young people with complex and multiple needs often due to trauma and presenting with behaviours that make access to services difficult. The team focus mainly on those presenting to homelessness services. The aim of the project is to improve outcomes for young people who have complex needs and to help create pathways into mainstream services.

Levels of engagement with young people and the MDT has been positive during 2022/23. Young people are able to build trusting, respectful relationships over a period of time to establish what is important to them and what support can be offered. The team are currently working with around 40 young people.

Supporting young people who present with high risk to themselves and others, are vulnerable to exploitation and take part in criminal behaviours will be a priority for the coming year.



# 4

## ADULT SERVICES OVERVIEW





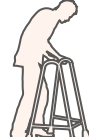
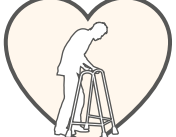

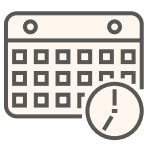



### Adult Services Progress

2022/23 was another challenging year for Adult Services with high levels of demand and problems recruiting and retaining staff, both for our internal services and also for our commissioned services and partners. Recruitment of qualified social workers and occupational therapists remains a challenge, as does the increasing complexity of the needs of service users. This has resulted in some delays in social work assessments, both in hospital and in the community. Cases are prioritised carefully to ensure the highest needs are met.

The issues within the care sector eased during the year, and the availability of both domiciliary care and general residential care have both improved. As a result, the availability of care is not generally a concern in Cardiff, although timely availability of residential care provision for those with higher level needs, both in terms of dementia and learning disabilities, remains an issue. Regular meetings take place with care providers to monitor the market and understand their pressures and concerns.

Despite this challenging context, significant progress has been made on our key priority areas during the year, with further development of cross directorate working to meet the needs of our service users and their carers.

<b>Carers well-being assessments</b> <b>610</b> ▲ <b>21%</b> 503 (2021/22) 	<b>Number of individuals with a care and support plan in place at the end of the year</b> <b>4,675</b> ▲ <b>6%</b> 4,429 (2021/22) 	<b>Care plan reviews completed</b> <b>2,831</b> ▲ <b>3%</b> 2,762 (2021/22) 
<b>Number of people in care homes (all) at end of the year</b> <b>919</b> ▲ <b>5%</b> 872 (2021/22) 	<b>Number of people receiving domiciliary care (excluding supported living) at end of the year</b> <b>2,722</b> ▲ <b>9%</b> 2,509 (2021/22) 	<b>Domiciliary care packages brokered to commissioned providers</b> <b>2,473</b> ▲ <b>8%</b> 2,283 (2021/22) 
<b>Safeguarding enquiries started</b> <b>1,686</b> ▼ <b>0.4%</b> 1,693 (2021/22) 	<b>Number of days offered through Learning Disability Complex Needs Day Services</b> <b>12,062</b> ▲ <b>335%</b> 2,772 (2021/22) 	<b>Average number of citizens supported by Ty Canna per month</b> <b>930</b> ▲ <b>3%</b> 906 (2021/22) 



### Cardiff as an Age Friendly City

We have continued our commitment to becoming an Age Friendly City, bringing together the work of a wide range of organisations into a comprehensive Age Friendly Cardiff action plan. An Age Friendly Cardiff website is under development to promote all the good work taking place.

Cardiff Council has also been successful in its application to be recognised as an Age Friendly Employer in conjunction with the Centre for Ageing Better. We are now working to encourage other businesses and organisations in the city to make the pledge and sign up to age positive employment actions.



### Cardiff as a Dementia Friendly City

Our work to support Cardiff to become a Dementia Friendly City has been refreshed during 2022/23. A Dementia Friendly Community Officer has been recruited and a Dementia Friendly Volunteer Programme was launched on World Alzheimer's Day. These volunteer ambassadors will support local shops and businesses to work towards becoming Dementia Friendly and to achieve official recognition from the Alzheimer's Society. 79 organisations pledged to become Dementia Friendly during the year and the Dementia Friendly Cardiff website was viewed 7,215 times. This work will continue into 2023/24.



## Staying Active and Connected

Supporting older people to stay active and connected to their community is a key part of our Ageing Well Strategy. We have continued to build on the support available to help older people engage in community events and activities to prevent social isolation and to promote both physical and mental well-being through our Community Hubs and Well-being Support Service. Our Day Services have supported those with higher levels of need to stay connected.

During 2022/23 our Community Hubs extended the range of events and activities available across the city. 1,247 events were held to support people to remain connected and stay social, with 13,459 people participating in these events. A total of 463 events were held to support people to keep active and stay mobile, with 7,483 people taking part.

The events have included gardening clubs, Goldies Cymru (singing sessions), Dementia Cafes, Carers Cafes, intergenerational activities, walking sports, Tai Chi, dancing sessions, and Knit & Natter. Extensive partnership work has also taken place to utilise the Community Hubs as venues for the delivery of partner well-being activities to broaden further the opportunities on offer for people to stay active and connected.



*Gardening Clubs allow service users to remain connected and stay social while enjoying the outdoors.*



*Organised day trips support people to stay active and connected to their community.*

We recognise how much volunteering can offer to the local community and also the benefits to the volunteers themselves, helping them to become socially active and engaged. That is why we set up our **Community Volunteering project** in 2022/23 with the recruitment of a Volunteer Coordinator. The first volunteer recruited provided Tai Chi sessions in STAR Hub for the community. This session has proven to be very popular with 20-25 people regularly attending. Those attending the sessions have commented on how it has changed their lives. A further 42 people have since become Community Volunteers, involved in a range of activity from supporting our Warm Spaces to leading Keep Fit sessions. 32 volunteers are consistently providing services to their community as a result of the project so far. We will continue to invest in volunteering in the coming year.

The **Together for Cardiff Cares** project encourages people to volunteer to support older people who may be socially isolated or who have no support from family and friends. The project matches volunteers to people who need help with simple tasks such as collecting prescriptions, visiting people in their homes, having a chat or cuppa, or simply talking over the phone, to help people feel less isolated and alone. The team have built up a strong partnership network to raise awareness and to refer people into the support provided; partners include Age Connect, Age Friendly Cardiff, British Red Cross, United Welsh Thrive, The Living Room – Rumney Chapel, C3SC to name but a few. During the year, 299 volunteers engaged with the project to support older people in the community, giving over 2,000 hours in volunteering.

**Digital inclusion** is key to staying connected and our Digital Support Team have continued to work on breaking down barriers and providing people with the equipment and skills they need to feel comfortable with modern technology. The team has helped people to access digital equipment and in total 644 people were supported to access tablets via the Tablet Gifting Scheme.

Work on **supporting the over 50's into employment** has also been taken forward during the year. Many older people still have much to give to the world of paid work. During 2022/23 our Into Work team and the Department of Work and Pensions (DWP) worked together to support over 50's jobseekers to build their skills, create CV's, apply for suitable vacancies, and attend interviews. We will continue to build on this in the coming year.

The **Day Opportunities Team** assist older people who need more individual support to reconnect with their community. The service aims to empower individuals to fully participate within their community, supporting them to make links, discover interests and build their own social network. Tailored, individual support is provided based on what matters to the individual. During 2022/23, 280 individuals were supported in the community, with only 15% having to be referred for additional support. 89% of service users reported that they felt reconnected to their community through direct and digital interventions by the team.

### **Care Hubs for Older People**

Our Day Centres for older people were relaunched in 2022/23 and rebranded as Care Hubs. 1,569 sessions were delivered within the Care Hubs during the year, resulting in 9,424 hours of care being delivered.



*Care Hubs prevent social isolation among services users, with a range of activities on offer.*



The Care Hubs are now linked to our Community Hubs to better support service users to stay engaged with their communities and so that they can enjoy the many and varied age friendly events on offer. In the coming year we plan develop a “Hubs for All” approach, extending the reach of our day services to more individuals and in more locations. They also now play a greater role in supporting the unpaid carers of the service users that attend the Hubs.

Many service users of the Care Hubs are living with dementia and this is likely to increase in coming years. Providing the best possible services for those with dementia is therefore very important to the Care Hub Team and during the year they have been working with and learning from a number of organisations committed to helping people to live well with dementia. We have invested in new technology such as the Tovertafel, which creates interactive animations encouraging participation, engagement and boosting physical and social activity. We have also integrated Reminiscence Interactive Therapy Activities (RITA) into services. RITA is an innovative, evidence-based, state-of-the-art digital system offering digital reminiscence therapy. RITA helps service users recall and share events from their past through listening to music, watching news reports, playing games and watching films. Both these new developments help those living with dementia to engage, connect and enjoy their time within the Care Hubs.



## Prevention and Supporting Independence

Supporting people to remain independent @ home is a key part of our Ageing Well Strategy. Our **Independent Living Services** provide a wide range of support to help people remain as independent as possible, working closely with the Cardiff & Vale University Health Board and the care sector to support older people stay at home for as long as possible. During 2022/23 we continued to build on our services to support this approach.

During 2022/23, our **First Point of Contact team** dealt with almost 16,000 incoming calls providing advice and assistance. 96% of clients reported that they felt able to live independently in their homes following support from the **Independent Living Community Team** in 2022/23. The team have continued to empower people to remain independent at home and reduce reliance on intensive interventions.

Demand for **Occupational Therapy services** also remains high. The team received 4,816 referrals in 2022/23 and 1,320 citizens were prescribed equipment to support independent living. Our Occupational Therapists are now trusted assessors and prescribe low-level care alongside equipment to support people at home.

In 2022/23 we recruited a **Technology Enabled Care (TEC) Specialist** to enhance our Independent Living Service. This new role provides specialist support to colleagues, citizens, carers and families by identifying interventions that can promote independence, health, well-being and safety. A group of TEC champions has also been established within various different teams across Adult Services. These staff will work with, and support their colleagues to promote the effective use of technology enabled care to improve outcomes for our citizens.

Our **Joint Equipment Service (JES)** works across Cardiff and the Vale of Glamorgan providing medical equipment to support independence, care at home and to enable speedy discharge. In 2022/23 31,521 items of equipment such as beds, hoists and continence products were delivered. 481 same or next working day deliveries were made of hospital beds to support urgent discharge and £220,532 was saved through recycling used equipment. A dedicated Occupational Therapy Team sits within JES advising on best use of equipment. The team was recently enhanced with an additional Occupational Therapy Technician to build on the success of this service.

**Ask Sara** is an online self-assessment tool available through the Cardiff Council website. Ask Sara is available to access 24/7 and is a quick and easy to use tool that provides information on equipment that people can self-purchase or directs them to appropriate services. Ask Sara was launched in May 2022, since then, the site has helped over 800 new users to complete self-assessments to support them to live independently.

**Disabled Adaptations** are key to supporting people to remain independent @ home. In 2022/23 our Disabled Facilities Service provided 989 home adaptations for adults, ranging from modular ramping, showers, stairlifts and as appropriate, extending a property. We have removed the means test for eligible adaptations, leading to a substantial decrease in the average time that applicants have to wait for grant approval. The average time to process a grant application reduced by 7 weeks over the year, from 19 weeks to 12 weeks.



## Supporting Hospital Discharge

Much progress has been made in improving the process of hospital discharge during the year. The Integrated Discharge Hub (IDH) has been strengthened during the year. The IDH is a single point of access to support the transition from hospital to home and is part of the decision-making process for hospital discharge. The IDH takes a multi-disciplinary team approach to ensure that care and support is provided at the right time and in the right place adopting 'home first' principles, avoiding pathway of care delays while ensuring patients have voice and control throughout their discharge journey.

The First Point of Contact Hospital team, also known as the Pink Army, is now integrated into the IDH service, ensuring that the same preventative and person-centred approach that is taken by our Independent Living Service is applied in the hospital. The First Point of Contact hospital teams received 2,118 referrals for low level support with patient discharge in 2022/23 and 807 outcomes were achieved. It is estimated that 1,033 bed days have been avoided throughout the year.



A number of new pilot pathways out of hospital have been developed, including:

- **Discharge to Recover and Assess** – a rapid response domiciliary care service to help people return home and have their ongoing needs assessed in a more appropriate setting than the hospital.
- **Discharge to Assess** – rapid access to a temporary residential or nursing care placement for service users with a higher level of need, while their future requirements are fully assessed.

While pressure on the hospital social work team remains, on average 45 discharges with care being achieved each week are from general hospital settings.

## Supporting Community Health

Our Independent Living Service is part of the **Pan Cluster Development Group**, working with primary health and other services to take a multi-disciplinary approach to promoting health and well-being, support independence and prevent unnecessary hospital admissions. Our Independent Living Officers are part of cluster Multi-Disciplinary Teams (MDT) covering the South West, North, South East and East of Cardiff, attending all MDTs within these areas. It is planned to further expand this programme and to deliver additional cluster MDTs across the city, our Independent Living Service is playing an active part in this further development.

## Supporting Mental Health and Well-being

2022/23 was the first full year for our **Well-being Mentor Service**, which supports those with low level mental health issues. Clients mostly accessed the service for support with social isolation, stress and anxiety and general mental health support. The mentors have supported people in accessing community groups of interest, facilitated to access specialist advice, provided toolkits for reducing stress and anxiety and helped with confidence building. During the first full year, 170 clients were supported to improve their well-being. Initial evaluation has indicated that 93% of respondents reported that their needs were met.

A new pilot **partnership arrangement with MIND** was launched in 2022/23. Clients of the Well-being Support Service now have a direct pathway to counselling and supported self-help through the charity. This has meant the mentors can address practical issues with the clients, while they are receiving expert support from MIND ensuring that the root causes of poor well-being are being addressed.



*A memorial garden and mural were unveiled at Ty Canna as a remembrance for the individuals lost during the COVID-19 pandemic.*

**Ty Canna, our Mental Health Day Service**, continued to provide support for individuals with mental health needs throughout the year, including the launch of a 12-week Creative Listening Course in partnership with Breathe Creative CIC. The course is designed to help attendees, many of whom have significant mental health challenges, to improve listening skills, which will in turn improve their confidence and relationships with others. The skills are taught through different art, creative activities, and mindfulness.

The service is very fortunate to have 30 individuals with lived experience of mental health as volunteers, known as CREW (Cardiff Recover Enabling Well-being) in their service. In 2022/23, CREW won Volunteer Group of the Year at the C3SC Cardiff Volunteer Awards.

Adult Services has continued to **support the UHB to develop a mental health Sanctuary to complement the recently launched Mental Health support line**, which is available 24 hours a day, 7 days a week by calling NHS 111 Wales and selecting option 2.

The contract for the Sanctuary has been awarded to Platform who are currently mobilising the service to be fully operational by September 2023. The Sanctuary will provide an out of hours service for adults (18+) 7 nights a week. The Sanctuary will be a safe, welcoming place where people can go outside of normal working hours, instead of going to A&E or other emergency services. The offer is for non-clinical support to people experiencing a personal, emotional or early-stage mental health crisis in the community.

### **Supporting Unpaid Carers**

The Ageing Well Strategy recognises the valuable work informal or unpaid carers do to support the people that they care for to remain at home. A programme commenced in 2022/23 to understand the needs of carers and provide additional support. The **Regional Carers Charter** was agreed by Cardiff's Cabinet in October 2022 setting out a framework for services for unpaid carers. An Unpaid Carers survey was undertaken with Cardiff carers and organisations that support them, to better understand the needs of carers and their experience of current services. 656 responses were received and the results of this survey are informing our work going forward.

A new platform 'Care'Diff' has been launched, which aims to provide information and advice for unpaid carers. Quarterly Care'Diff newsletters were launched in March 2023 containing news, events and useful information. Much positive feedback has been received about the approach both from unpaid carers and external partners, including carer champions working within primary care.



**610 Carers Assessments** were undertaken in 2022/23, and while this is an increase from 503 in 2021/22, we still want to do better by increasing promotion and take up of this support. While progress was made in 2022/23 there is still much more we can do to support unpaid carers in their work. A detailed Carers Action Plan has been drafted to take this work forward into 2023/24.

### **Learning Disabilities – Providing Support Closer to Home**

One of our key objectives is to support people with a learning disability to remain living within their community.

Our **Support Planning team** works alongside the learning disabilities social work teams, offering expertise in finding person centred activity opportunities. Work is focused on local opportunities that enable individuals to be part of their community and develop wider networks. Staff support people to try opportunities and develop the skills to attend independently when possible. The plans are outcome based and match people’s wishes and needs. The planners worked with over 127 people in the last year. Responses from those the planners work with are extremely positive. People feel valued and have more choice and control.

The **Complex Needs Day Service** provides a critical part of our local offer supporting and enabling those with the most complex needs to stay local. The day services currently support 69 individuals with complex learning disabilities, health needs and behaviours of concern on a 1:1 and 2:1 basis.

The Day Service delivered 12,062 days of support in 2022/23. This support provides crucial daytime respite to unpaid carers to enable them to continue in their caring role, allowing their loved one to remain in the family home. As well as working in dedicated settings, the service supports people to access the community, offering a wide variety of high-quality opportunities including volunteering, community education classes, developing independent living skills, developing social skills, and supporting people to pursue hobbies and interests, all of which contribute to promoting people’s physical, emotional, and mental health.

In 2022/23 12 people were supported by the Day Service to engage in a variety of volunteering opportunities including conservation projects, community garden projects, dog walking as well as supporting a number of community initiatives and projects.



*The Day Service provides volunteering opportunities to service users with Cardiff Dog Homes.*



*The Day Service supports people to access the community and pursue their hobbies and interests.*



## Delivering sustainable and high-quality care and support

### Care Market Development

In 2022/23 Cardiff saw a significant recovery in the care market and an improvement in the availability of care and on the whole, the provision of care is not now an issue. Concern remains in some areas however as delays remain in identifying more specialist placements, such as for service users with complex learning disabilities, and residential dementia and respite care, while available, can be costly.

The regional **Market Stability Report** was approved by Council in October 2022. The report is an assessment of whether the regional care and support market can meet the needs of people in the region and the areas where work is needed to ensure that future needs are met. A number of areas were identified where additional work would be needed to support the market, including the need to manage the market away from general residential care towards meeting higher levels of need, including dementia care. Work to respond to these findings has commenced and will be taken forward during 2023/24.

### Quality in Care Provision

During the year improvements were made to the **Escalating Concerns Procedures** and a far more proactive approach is now in place to respond to issues that arise within the care sector. A clear model has been developed for managing care provider closures and this is reflected in the professional approach taken to the closure of a number of care homes during the period. The quality of this approach has been acknowledged by partners in Care Inspectorate Wales and our care providers.

### Improving Our Dementia Care

As a dementia friendly city, we want to provide the best possible services to people living with dementia, working with them to meet their needs and wishes, whatever their level of need.

#### Support to stay at home – J's Story

*J's niece contacted Independent Living Services (ILS) via the online service, with concerns about her aunt. She was concerned that her aunt lived alone and had no support locally. Additionally, she felt she was showing the signs of the onset of dementia. J was forgetting things, leaving the door open and had been found wandering around the street. There was concern that J was not eating or drinking and she seemed very confused.*

*An immediate respite placement in a care home was arranged while an assessment took place. The following day a social worker attended the care home to speak to J, she also spoke to J's niece, a neighbour and care home staff to complete her assessment.*

*Although J showed some confusion about time and dates and where she lived, she fully understood where she was and that her memory "wasn't as good as it used to be" and that she isn't managing on her own. J enjoyed being looked after but it was her chosen outcome to be back in her own home. J agreed to support with her personal care, prompting with her medication and supervision and prompting with meals and drinks. She also agreed to have Telecare installed in case of falls or urgent help being required at home.*

*A package of care was arranged, and J was able to safely return home and has been engaging well with the support that she is now receiving.*

## Promoting quality in dementia care

We aim to continuously improve our services and benchmark ourselves against successful practice and services elsewhere. To deliver this our Dementia & Care Quality Team have been reviewing the care market and the ability of our local providers to provide quality services to those living with dementia or cognitive impairment. By finding local good practice in both residential and care homes the team are starting to define a clear picture of what good care looks like, informing our future commissioning arrangements and providing practical support to our local care homes.

The care and support of our citizens is placed at the heart of how the team works, looking at their existing strengths and networks and finding the best service to support their wishes and feelings.

### Finding the right residential care - C's Story

*C is a 63-year-old gentleman with a cognitive impairment, he had been assessed as lacking capacity to make some decisions although is able to express some personal wishes. Unfortunately, due to the planned closure of his current home, C needed to move from to a new placement. There were concerns that this move could be very unsettling for C and this may impact negatively on his well-being.*

*The Dementia & Care and Quality Team (D&CQT) worked with C to gain an insight into what was important to him, and also used their knowledge of care providers across Cardiff to identify the placements that would best meet C's needs and wishes.*

*During discussions with C about the proposed move he was fully able to communicate his thoughts and opinions. Options of alternative placements that could meet C's needs, were discussed with him. C gave permission for an approach to be made to a new residential setting, he met with the manager and a move date was agreed.*

*C has advised he is happy with the move and felt settled on his first day - he said he felt the move was meant to be! C said he already had a good relationship with the staff and that he has been going down for breakfast 'they do thick toast with lots of butter and as much coffee as I want. It's really good here'.*

*The Dementia & Care Quality Team's ongoing work with care providers across the city has really benefitted C and they were able to lessen his anxiety and find the best new home for him.*

*This is just one example of the work that has been undertaken by the team that demonstrates how personal outcomes can be met successfully where there is knowledge and understanding of the individual and of our local care providers.*

## Participating in Research

In 2022/23 the Dementia & Care Quality Team have also participated in PhD research with a student from Cardiff University who is researching 'how race and ethnicity is perceived within the context of Dementia'.

This has included conversations with social workers and a group workshop following several case studies. A number of anonymised assessments of those with African or Caribbean heritage have been shared with the research student. The findings of the research will be available in 2023/24 and will be used to inform further improvements in this area.

### **Trusted Partner Approach**

During 2022/23, a “Trusted Partner” model, which enables commissioned providers to adapt care to meet individual needs, became operational across the care sector, for example to adjust the level of care provided ahead of a social work assessment. This change will be monitored, and the outcome will inform future commissioning arrangements.

## **Supporting Individual Voice and Control**

### **Delivering Strength-Based Practice**

We are committed to taking a strength-based approach to the way that we work. Strength-based practice focuses on an individual’s strengths (including personal strengths, social and community networks) and not their deficits. It works with the individual to promote their well-being and is led by the service users chosen outcomes. ‘*Collaborative Communications*’ is the approach we use to ensure that strength-based practice is applied in every conversation or interaction with our citizens and also between professionals. In 2022/23 a strength-based Training Officer was recruited to lead in the implementation of Collaborative Communications. A full refresh of this approach will be rolled out during 2023 across all staff groups. Also, in response to the feedback from practitioners, a new strength-based care and support plan review form has been designed putting the citizen at the heart of their care and support. It focuses on what matters most to them, their strengths, and desired outcomes, fully aligning with the strength-based approach.

### **Improvements to Direct Payments**

Over the year the take up of direct payments has been relatively low. A review has shown that this to be due to the lack of availability of Personal Assistants (PAs) and the complexity of the direct payment process. A project has commenced to address these issues. We have entered into a partnership with Community Catalysts to develop microenterprises to fill the gap in availability of PAs and to simplify the use of direct payment for service users. A full review of the administrative process has been undertaken with the aim of streamlining and speeding up the process. We anticipate that this process will increase choice and control for our service users and will be of particular assistance to service users from a BAME background in finding care that meets their needs.

### **Liberty Protection Safeguards Legislation**

While the implementation of the Liberty Protection Safeguards legislation has been delayed, work has continued to prepare for this. An Implementation Group has been set up including partners from across the Council to support the roll out of the new legislation. Mental Capacity Act training has been rolled out across Adult and Children Services and partner agencies to ensure that all staff have a sound understanding of the Mental Capacity Act and its application in readiness for the new legislation. Also, funding provided by the Welsh Government has helped us to significantly reduce the number of outstanding assessments under the current Deprivation of Liberty Safeguards legislation. Our focus in preparing for the new legislation is to ensure that our service users rights are upheld, and they retain as much control over their care as possible during the process.

## Increasing the range of local accommodation and support options

### Developing New Accommodation Options for Older People

Cardiff's Older Person Housing Strategy was published in 2019 and set out an ambitious vision for the Council and its partners 'to deliver the best housing outcomes for all older people in Cardiff'. Work to modernise and improve the Council's existing Community Living schemes continued in 2022/23 with upgrades of fire detection systems, a digital welfare call system and improvements to communal spaces to meet the Royal National Institute of Blind People's (RNIB) Visibly Better standards with dementia wayfinding, helping to support independent living through adaptable and accessible accommodation.

Plans have been set out to develop a number of new "state of the art" older persons housing schemes across the city. The most advanced of these is Addison House Community Living scheme, where building work is currently underway. This will deliver 45, care ready apartments. These will be flexible enough to be adapted to the changing needs of older people, with some being fully wheelchair accessible. The apartments will be spacious and open plan and have large private balconies to create a light and airy space. The scheme has been designed to Royal National Institute of Blind People (RNIB) Platinum standards. The scheme will also offer communal facilities such as a roof terrace and lounge, electrical car charging points and facilities for storing and charging mobility scooters. Other schemes are currently progressing through the planning and procurement processes, with phased start on site over the next 3 years.



*Artist's impression of Addison House due to open later this year*

### **Development of Supported Accommodation for those with Mental Health Issues**

Joint working between Specialist Accommodation Services and the Mental Health Social Work Service has resulted in the development of a new supported living scheme for those with mental health issues, allowing service users to step down from residential care to greater independence. 11 units of supported accommodation were developed in brand new housing association apartments both reducing the cost of care and increasing independence.

The Learning Disability Service has developed a wide range of supported accommodation options with expert local support providers and works hard to support people to move into the right housing for them. In 2022/23 more than 320 people have been supported in their own tenancies with 38 moving in during the year.



Three new supported living schemes for people with learning disabilities were developed during the year offering 9 units of accommodation. These new schemes were developed in partnership with housing associations and our third sector support providers.

Work is well underway in partnership with the Council's Housing Development team to identify opportunities to develop additional local accommodation for adults with complex needs. A full development plan will be produced in the coming year to take this work forward.

### **Safeguarding Adults**

1,686 adult safeguarding referrals were started in 2022/23. This is a slight decrease on 2021/22. 93% of adult protection enquiries were completed within 7 days. Although this below our set target due to periods of recruitment and training within the service, it still compares with a national performance average of 84%. The highest source of referral was from provider agencies including commissioned services demonstrating the success of the service in promoting safeguarding amongst the care sector.

The types of abuse reported in 2022/23 are broadly consistent across the past three years with emotional and physical abuse and neglect being the most prevalent with narrow margins between them.

During the year, the Adult Safeguarding Team and the Housing Social Inclusions Unit were joined together. This has led to a single approach to managing community safety and risk. Shared management of these teams enables coordinated responses and improved information sharing across the services. Good progress has also been made in developing responses to self-neglect, work by the Adult Safeguarding Team has resulted in a multi-agency project to support individuals with hoarding behaviours and the team have also been central to the development of services for young people with complex and high-risk behaviours.

## Workforce Development

**Recruitment and retention of qualified staff** has continued to be a challenge during 2022/23 with low or no applicants for some social work and occupational therapy posts. A market supplement was introduced for Adult Social Workers in April 2022, and it has been agreed to increase this further from April 2023. Other initiatives have also been undertaken to improve recruitment including the launch of a new Social Worker Cardiff brand for Adult Services and a short film promoting the benefits of working for Cardiff.

At the end of 2022/23 there were 13.7 adult social worker vacancies, equating to 9.9%. While this was a reduction from 12.9% at the start of the year, this remains a key area of concern. Work has commenced on a comprehensive Workforce Development Strategy for the service, and this will be finalised during 2023.

A number of initiatives have also been undertaken to remove unnecessary work from our qualified staff and to make best use of their time. A pilot introducing **Social Work Resource Assistants** to take on administrative tasks has proved successful as has a simplification of our assessment form, this work will be rolled out further in 2023/24.

A project to roll out a **Trusted Assessor approach** has commenced with our Occupational Therapy team who are now able to prescribe care and this work will be rolled out further to ensure that decisions are made at the most appropriate level and duplication of work is avoided. A **new Adult Services Training Unit** has been developed to better support both the internal and wider care workforce. The new unit includes dedicated trainers for Adult Services including a post focused on strength-based approaches. The unit support the roll out of the trusted assessor approach and improve the induction of new staff into the service.

**Supporting the wider social care workforce** is also priority for the service. A Regional Workforce Charter has been developed that sets out this commitment. Cardiff has of course supported the roll out of the Real Living Wage for care workers to support recruitment and retention in the sector. The new Training Unit includes increased capacity to support internal and external regulated providers with registration and qualification of workforce with the establishment of a **new Registration and Qualification Support Officer** post.



Social Work Cardiff recruitment event



Social Work Cardiff recruitment material

**Our Cardiff Cares Academy**, a partnership between Adult Services, Into Work Services and both internal and external care providers, supports recruitment into the sector. Dedicated mentors support individuals, aiming to remove barriers to employment. All individuals attend a training package focussing on the key skills to work within the sector, including safeguarding awareness, emergency first aid at work and moving and handling. Several incentives are available to make this rewarding career even more attractive. They include:

- Free driving lessons, if needed
- Free theory and practical driving tests
- Free DBS checks
- Support with initial travel costs

The Academy has made a key contribution to promoting social care as a positive career choice, bringing new care workers into Cardiff's social care sector. 135 carer job outcomes were delivered during 2022/23.

### **Electric Bike Scheme**

With the cost-of-living crisis continuing to prevail in 2022/23, it was recognised that the cost of fuel was presenting a significant challenge to domiciliary care providers, impacting on the recruitment and retention of care workers.

To help alleviate some financial stress, with funding from Welsh Government, the Council invited care providers across the city to apply for grants to purchase electric bikes for staff to travel between clients' homes. A total of £41,000 was awarded to 14 domiciliary care providers in the city to buy 41 bikes for their staff. The initiative seeks to improve the capacity of the city's domiciliary care support service by boosting the health and well-being of some of the city's most essential workers, as well as helping tackle the climate emergency. A third scheme will be launched in 2023/24.

For those care workers who would like to drive but are unable to afford the lessons, a driving lesson scheme has also been developed, financially supporting care workers to learn to drive up to the value of £570.

Despite the challenges that this year has presented, a considerable range of activity has been undertaken to improve our services and the outcomes for citizens.



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

# 5 PRIORITIES FOR 2023/24

## Top 5 Corporate Priorities for Social Services

1	Deliver strategic priorities to enable us to manage and respond to the ongoing high level of <b>demand for social services</b> , complexity of issues experienced by our most vulnerable citizens and associated <b>budgetary pressures</b> .
2	Progress <b>locality working models</b> and work with partners to embed services into communities and maximise benefits of community resources.
3	Ongoing implementation of <b>Quality Assurance Frameworks</b> and strength-based practice.
4	Implementation of <b>action plans arising from regulatory inspections, audits and reviews</b> .
5	Implementation of the <b>Eclipse system</b> to replace the existing CareFirst client record system and associated review of practice and process.

## Top 5 Priorities for Children's Services

1	Implementation of the Children's Services Strategy for 2023-26 with a continued focus on <b>shifting the balance</b> in relation to: <ol style="list-style-type: none"> <li><b>Place</b> – Implementing the Accommodation Strategy to address placement sufficiency issues.</li> <li><b>People</b> – Implementing the Workforce Action Plan to address recruitment and retention issues, including the development of a new operating model.</li> <li><b>Practice</b> – Implementing a new practice model in support of prudent social work – ensuring social workers only do what only social workers can do.</li> </ol>
2	Continue work with partners to develop and implement pathways and a joint model of service provision for children with serious <b>mental health and emotional well-being issues</b> .
3	Implementation of the <b>Safeguarding Adolescents from Exploitation (SAFE)</b> model across the Directorate and working with partners to address serious youth violence.
4	Develop the <b>in-house Fostering Service</b> to meet demand for placements and ensure foster carers have the necessary skills to care for children and young people with complex needs.
5	Respond to the increasing numbers of children with a range of needs including <b>neurodiversity / learning disability / mental health / behaviours that challenge</b> and shortage of appropriate services.



## Top 5 Priorities for Adult Services

1	<b>Continuing to implement the Ageing Well Strategy</b> across Older People's services, to include further embedding preventative services and strength-based working; improving hospital discharge; developing the use of technology and equipment; improving the support available for informal carers and reviewing our services for those living with dementia.
2	Continue to work in partnership with care providers and third sector to <b>ensure the sustainable delivery of high-quality care and support</b> , implementing a trusted partner approach and seeking to actively shape the care market to meet current and future need.
3	<b>Supporting individual voice and control</b> by improving access to advocacy and direct payments and rolling out Mental Capacity Act training across the service to ensure that knowledge and principles are embedded in practice.
4	<b>Increasing the range of local accommodation and support options</b> including increased provision of local services for people with learning disabilities and complex needs, increased accommodation options for those with mental health issues to allow step down from residential and developing older persons community living projects which support those with higher needs.
5	Implementing our Workforce Strategy to ensure we have a <b>workforce that receives appropriate support, training and development opportunities</b> to meet the needs of our service users, improving recruitment and promoting retention.



# 6

## INSPECTION OUTCOMES

**Inspection of the Youth Justice Service** – Her Majesty’s Inspectorate of Probation (HMIP) undertook a full follow up inspection of the Youth Justice Service that concluded in April 2022. The report was published in August 2022 alongside an updated [Youth Justice Services Strategy](#) “Building Safer Futures Together” and Improvement Plan. As a result of the inspection, Cardiff Youth Justice Service is no longer be considered a priority status service. This complete de-escalation is in recognition of the progress that has been made over the course of the last few years and demonstrates the confidence that the Youth Justice Board have in operational management and senior leadership within Cardiff to continue to deliver improvement and positive outcomes for children.

**Ty Storrie** – our overnight short breaks provision for children with disabilities was inspected during the year. The inspection report noted that *“Care staff are warm and attentive, they promote fun enjoyable stays for the children. Survey responses received from parents are positive about the care and support provided to their children and their children’s enjoyment of their short breaks at the home.”* The report recognised that it has been a difficult year for the service with a change of manager and responsible individual, and care staff absences and vacancies. Recruitment to vacant posts is progressing, although not as quickly as we would like. The report identified 5 areas for improvement that are being addressed as a matter of urgency. No Priority Action Notices were issued as a result of the inspection. Further information about Ty Storrie is available on page 21.

**Falconwood** – the statement of purpose and service operations for Falconwood has changed during the year and it now provides medium to long term care for children. The inspection report noted that *“The home has a welcoming atmosphere and is suitable for its new purpose. Care staff are warm, attentive, and take time to communicate and engage with children and encourage their participation in activities in the home, community, and education. Children have the support they need to make progress and achieve positive outcomes.”* The report recognised that it has been a time of significant change and whilst progress had been made on some areas identified for priority action and improvement at the last inspection, some were not met, and 3 further areas for improvement were identified. These are all being addressed as a matter of urgency. No new Priority Action Notices were issued as a result of the inspection. 4 Priority Action Notices from the previous inspection were reviewed - 3 were achieved and 1 was pending (and is now resolved).

**Inspection of Community Resource and Internal Supported Living homecare services** – Care Inspectorate Wales (CIW) carried out an inspection of our Domiciliary Services: Community Resource and Internal Supported Living in June 2022. The inspection comprised of a review of service user care plans, feedback surveys provided by staff working in the service, telephone discussions and face to face visits to service users, auditing the compliance against regulations and safe delivery of domiciliary care services. The inspection report found that overall regulatory compliance was good. Whilst the inspection identified some areas in need of improvement, these were areas where plans for change were already in place. The report found that robust organisational and governance arrangements ensure the service runs smoothly and delivers good quality care and support with a strong focus on development and improvement. Most importantly, the report highlighted that people appear happy with the support they receive, and their

physical, mental, and social needs are recognised and supported. The inspection found that services showed commitment to achieving positive outcomes for their service users. The Inspector described interactions between people and staff as warm and positive, and recognised that staff are familiar with the needs and likes of the individuals they support.

**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.

Examples of how people have been engaged or involved in service development during the year include:

### Children's Services

- Development of a **Participation Framework** – with input from child and parent consultation groups is ongoing. This will be supported by the appointment of a full-time dedicated Participation Worker.
- Surveys were issued to parents for their views following child protection conferences during the year. However, the response rate was low and **parent participation** will be an area of focus for the coming year. We are looking at developing parent cafes and considering how best to engage with parents for the development of the Participation Framework. We are also looking at how we can develop **parental advocacy** and the use of **parent peers**.
- Young people provided feedback to inform the development of the revised **Children's Services Strategy**. The feedback provided focused on what had worked well, what hadn't and what children and young people felt needed improving for the future.
- We continue to implement the **Mind of My Own app** to support children to communicate with us, share their lived experience and enable us to capture their views in the care planning process. As at 31st March, 228 children and young people have signed up to the Mind of My Own app and 245 practitioner accounts have also been created. During the year we have received 284 statements from children and young people. We are also working towards implementing the Xchange element of Mind of My Own to expand its use to include young people who are working with the Youth Justice Services.
- For Carers Week 2022, the YMCA (our service provider for young carers) met with our **young carers** to find out what they wanted to do at the project for the next few months. The ideas ranged from family activities to youth club and lots of respite opportunities and the week was a great success.
- The Youth Justice Service received funding from the Ministry of Justice during the year to deliver a 3-year programme which aims to improve outcomes and prevent offending for children who are on the cusp of the youth justice system and who do not meet the threshold for statutory support. This work is being taken forward under a name chosen by young people - "**Crossroads**".

- **Bright Sparks Group** – ongoing work with this well-established group of children looked after, and care leavers who continue to engage in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS). Examples of engagement with this group during the year includes:
  - o Planning the annual **Bright Sparks Awards** ceremony – in person for the first time since before the COVID-19 pandemic. The ceremony included performances from our young people and was a great success.
  - o Representation on the **Cardiff Child Friendly City** Evaluation Committee for the UNICEF Child Friendly Cities and Communities initiative. Between October and December, they shared their expertise with other Child’s Rights experts and evaluated where Cardiff is in its journey to becoming a Child Friendly City.
  - o Providing feedback for a Welsh Government consultation on **profit in social care**, which includes a proposal that permits only not-for-profit providers to register with Care Inspectorate Wales as a care home service for children or a fostering service.
  - o Representation at the Voices from Care Cymru facilitated **Care Experienced Summit**. This event provided attendees with an opportunity to describe their experiences directly to the First Minister for Wales and other Ministers including the Education Minister and Deputy Minister for Social Services. The children and young people worked together to develop a Declaration setting out what a reformed care system would look like, this will be published later in 2023.
  - o Developing and planning a **“Summer of Fun” programme** which included a range of activities, food and games to help create precious memories for our young people. The activities included entry to the main festival site, cycle training and an aqua adventure park.
- Young person’s version of the [Corporate Parenting Strategy](#) (that sets out 5 key priorities based on the personal views and experiences of children looked after) developed following a digital design workshop with the Youth Service and members of the Bright Sparks Group.
- 2 age-appropriate surveys were issued to obtain feedback from young people about their **aspirations for the future**. The surveys were designed to provide Cardiff Commitment with an insight into interests and engagement with careers and work-related experiences to provide targeted and specific work opportunities based on the feedback from young people.
- A group of care leavers who are supported by the Into Work Service engaged with a local construction company to develop a **DIY workshop** to help them to learn skills that will support them to live independently.
- 2 online training sessions were delivered to **Elected Members** - this training included hearing the views and wishes of children and young people about what they would like to see from Councillors as Corporate Parents.
- 3 additional training sessions were held with members of the **Corporate Parenting Advisory Committee** - these sessions included discussion around how children and young people can be involved in the work of the Committee in a fun and engaging way in line with National Participation standard. This was further explored in an engagement session held with young people and members of Corporate Parenting Advisory Committee.
- Children and young people from the Bright Sparks group were involved in the **recruitment** of residential home managers and the new Virtual Headteacher. The Participation Manager supported the young people to analyse the job description and person specification, and to develop a set of questions for them to ask applicants.

## Adult Services

### Consultation on a new home for Ty Canna

Service users, volunteers, and staff members at Ty Canna mental health day centre, were given the opportunity to meet up with Cardiff Council's Development and Regeneration Team to discuss plans for a new Ty Canna building. Plans for the building are in very early stages, but the meeting was an opportunity for users of Ty Canna to ask any questions or raise any concerns they may have, ensuring they are fully included in the process to develop the new building. It was also an opportunity for those designing the building to understand the needs of those who will be using it.

### Independent Living Services

Customer satisfaction surveys provided by Independent Living Services (ILS) allow citizens the opportunity to feedback on services received and help shape the way services are delivered. This enables ILS to monitor the quality of services and citizen experience allowing us to improve service delivery and demonstrate the effectiveness of services delivered on the lives of citizens. In 2022/23:

- o 96% of customers felt able to live more independently in their homes following support from ILS.
- o 97% felt that services identified will improve their quality of life.
- o 99% of customers were satisfied with the service received from ILS.
- o 99% of people's well-being improved following intervention from ILS visiting team.

## Community Resource (Homecare) Team (CRT)

### Feedback from Individuals Receiving Care and Support & their Family Members

The Community Resource Team (CRT) complete exit surveys with those they have provided care to and their family members. Typically, the CRT service receives excellent feedback from service users. In 2022/23 the following feedback was provided:

The rating of the service provided by CRT Homecare, 1 being poor and 10 being excellent.	Percentage of service users who felt enabled to live more independently as a result of their CRT Homecare support.	Percentage of service users who were satisfied with the service received from the carers who supported them.
<b>9.1</b>	<b>88.1%</b>	<b>98.9%</b>

### Consultation on Future Plans for Internal Supported Living

Consultation took place in 2022/23 with both staff and service users' families on proposed changes to the Internal Supported Living Service for people with learning disabilities. Proposals for change include the improvement and refocusing of the in-house Supported Living Service, while 4 schemes would move to third sector providers who have specialist expertise in this area.

Briefings were held with family members and the feedback received was positive. While naturally concerned about the impact of any change, family members were reassured that their loved ones would remain in their own home and that any changes would be taken forward in a way and at a pace that also reflects individual need.

In preparation for discussions with supported individuals, advice was taken from the Speech and Language Team (SALT) and Advocacy providers, and work has commenced to consider the most appropriate way that supported individuals can be involved in discussions regarding the changes so that they can be supported to actively participate in the development of their transition plans.

Feedback from our staff has been encouraging and many staff members have expressed optimism about the future and the proposed developments.

### **Engagement With Care Providers:**

Throughout 2022/23, Adult Services have continued to hold quarterly provider forums for Domiciliary Care and Care Home providers. The service has also met monthly with care home association committee members.

A cost of care exercise for care homes for older people was undertaken and feedback on care home costs were used to inform the fee uplift process.

Market engagement exercises were carried out with providers to inform the design of services to support winter pressures and hospital discharge – resulting in a very successful Discharge to Recover and Assess (D2RA) rapid response framework for Domiciliary Care. Excellent partnership working was undertaken with a care home provider to design and implement a new reablement unit to assist with discharge from hospital.

### **Caring for Carers Survey**

A Caring for Carer's consultation was undertaken in 2022/23. The consultation was targeted at unpaid carers themselves and also organisations that provide or signpost to respite services. The aim was to learn more about the lives of unpaid carers and what options are available in Cardiff for them to take a break from their caring responsibilities, as well as providing deeper insight into the barriers and challenges that they may face in taking a break. 656 carers responded to the survey. There has been some very useful feedback from carers and findings from the survey have been fed into Cardiff's Unpaid Carers Action Plan. Key findings are set out below:

#### **Health (physical and mental)**

The survey illustrated the health issues facing unpaid carers in Cardiff. 20.4% identify as a disabled person themselves. Targeted health campaigns and partnership working with health and third sector organisations to support unpaid carers has now become a key area of priority.

#### **Building trust and confidence in relation to respite**

In response to the question, "If you have not accessed any services that allow you to take a break from your usual routine of looking after your relative or friend, please tell us why", two of the most common reasons were:

- 'The person I look after doesn't want to be looked after by anyone else' (44.8%)
- 'I am not confident of leaving my friend or relative with anyone else' (27.3%)

It became evident that work needs to take place to build the confidence of carers as well as to alleviate the concerns of the person they care for. Actions have been added to the Unpaid Carers Action Plan with the aim of developing this trust and to encourage unpaid carers to access services.

#### **Emergency Planning**

Only 38% of the respondents had an emergency care / contingency plan in place. Emergency planning has therefore been recognised as a priority going forward.

# QUOTES

## Impact of Young Carer family events:

"Hi. Just want to say a massive thank you. We had a great time as a family and that is rare for us. My son R who is autistic went down the slide all by himself for the first time which was huge.

## Young Person to a Social Worker:

Thank you for being the best social worker ever and the most amazing person. You've helped me so much and I'm so glad I had you as my social worker or else I would've been lost. Good luck with the new job, of course your going to do really well in it, but you can never have a new favourite no one can take my place lol. Im going to try and focus and achieve my goals, I'll always remember everything we talked about, and look back at it when I feel down or lost I'm going to miss you so much! Thank you for bringing positivity in my life. I know your going to change loads of lives, and anyone who gets to work with you is very lucky to have such a great social worker, your so helpful and kind, honestly I used to hate social workers until you. I wish you all the best!!! :))

## Impact on child and family (fed back by Care and Support Plan Reviewing Officer):

It was a pleasure to be chairing a meeting where the parent could not speak highly enough of the person that had help her work through very difficult and personal issues, to get her life back. In this respect the family situation was extremely complex however J was able to build trust with mum that enabled them to hold very challenging conversations that needed to be worked through. Owing to J's practice and caring approach mum was able to look and work through what was needed for her daughter to return home to her care. Without J working together with the social worker from Children's Services it would be hard to see how this mum and daughter would have got back together. Listening to the mum at the meeting the service that has been provided by both J (adult social worker) and K (child's social worker) has been excellent. This service working together has made a real difference to this family's life. Mum said at the meeting... "I am extremely grateful to J with the work they have completed that owing to this relationship and the relationship that her daughter has with J it has helped me to trust Social Care and social workers again."

## Parent to a Children's Services Social Worker:

'Thank you for everything. Don't think we would've got this far without you. So grateful and appreciate all you've done'.

'Thank you for all of your help, you've been brilliant. It has honestly made such a difference to our family's life and thank you for listening to me, even when I was ranting, and for having my back when we were dealing with the school. I finally feel like someone has understood my concerns and taken them on board'.

'Thanks for all your help and support really appreciate it and will miss your support take care thankyou.

## External Agency in relation to a Children's Services Family Support Worker:

Just want to say thank you for all your support over the last few months, I have seen a huge improvement in the family and their wellbeing. You have done an amazing job supporting this family and it is such a shame that you can't stay around forever!! The property has been turned into a home since you have come onboard, the family appear more comfortable and happy and it is very evident that they are extremely happy with the support you have given to them all. I really look forward to working with you again in the future and thanks again for all your support. I would appreciate if you could please forward this email onto your manager, it is nice for you to be recognised for all the great work that you do and the difference you make to people's lives.

## Foster Carer re: Children's Services Fostering Social Worker

This Email, is all about R, and we want you, and management know how grateful we are to Fostering Services for assigning this amazing lady to us throughout our care of S and beyond. We have complete admiration and gratitude for the work that R has done in supporting us with consistent support and encouragement. She has been an absolute rock. R has been totally committed, totally consistent, totally supportive and totally emphatic in her approach and care of us and the children that have been in our care, especially through the pandemic. R, has been a strong tower of support and encouragement. R, really is a rare Woman of Worth. She is caring and strong, intuitive, has insight, great integrity, she has a breadth of knowledge and is able to bring clarity to difficult situations. Our journey with S was incredible and we loved every moment, it was however, challenging, his situation was complex and there were many health professionals involved in his care. The strong and consistent support that we received from R held us up and kept us on track. R, also has amazing empathy, and has supported us through the traumatic loss of a close family member. We will never, forget the kindness and support giving to us during that time. We have really enjoyed working with R, and the Fostering Services team.



**Adult Service user's family member to Social Worker:**

*"I am writing to express my deep appreciation for the outstanding care and support provided by the social worker. My father, who has been disabled due to a stroke, was recently seen by the Social Worker for an evaluation of his care needs. I was extremely impressed by her compassion, empathy and the thoroughness of her evaluation."*

**Citizen for staff in the Community Resource Team:**

*"To all the carers that came to help while my husband was at home. I want to thank you from the bottom of my heart for the practical help, comforting advice, and caring support you gave us. Yours was the only service that I really felt helped me and responded to me when I did not know what to do and needed help. You answered the phone, tried to help even if it meant not sticking rigidly to schedule and carers arrived well informed about the days situation and ready to help. You should be very proud of the service you provide, thank you all so much."*

**Adult Service user's family member:**

*"The Social Worker truly went above and beyond in her duties and kept frequently in touch with us via email and phone to update us on the progress. We are extremely grateful for her care. Recently in the media, the social care sector is not always portrayed in a positive light, however, my father and I had a very positive experience with the social worker. I believe that she is a true asset to the council, and I hope that her efforts are recognized and appreciated."*

*"I would not have been able to remain at home without this team. I don't usually accept care, but this team was so kind and professional they made all the difference at a difficult time."*

**Unpaid Carer of a Care Hub service user:**

*"The dementia cafe is such a nice touch as I am a carer and like to meet others in a similar situation. Although the numbers were small, I still feel like I have been seen thanks to this event."*

**Service users of Day Opportunities:**

*"A fantastic service. Tracey was amazing, didn't make me feel disabled at all and I was very confident and at ease in her company (in another life i think she'd be a friend!). I really enjoyed the classes on offer and having a coffee, and I've continued attending them. I wasn't aware of how much was out there and I feel much less isolated now. Life has been quite challenging recently and Tracey has helped me enormously."*

*"You have made me feel like a kid at a party, I'm bursting with joy at the thought of getting my independence and confidence back. I have hope for the future".*

**Service user of Well-being Support Service:**

*"When my wife passed away I become a homebody and didn't go out at all, I was sat doing nothing not speaking to anyone. I found the hub on my street and started going down. I have been welcomed with open arms and now help with the gardening which brings me confidence as I'm knowledgeable of what I do. I also go to other hubs and do other things like Tai Chi. I am fitter and now speak to people more. My daughter was worried I would become a recluse but thanks to what you do and the advice you give she is happy and so am I."*

## 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 2022/23 there were 685 cases of feedback recorded for Social Services of which 334 were compliments and 351 were complaints. This is a similar position compared with 2021/22. 14 complaints proceeded to Stage 2 (from 10 in 2021/22).

	2021/22	2022/23	% Difference
<b>Compliments</b>	339	334	-1.5%
<b>Complaints</b>	363	351	-3.3%

Complaints are now managed separately by dedicated complaints teams within the Children's Services Directorate and the Adults, Housing and Communities Directorates. This has enabled us to develop tailored action plans in response to complaints that are relevant to each Directorate, and to better feedback learning from complaints to the individual Directorate's Quality Assurance processes.

Children's Services received 236 complaints (plus an additional 52 issues that were resolved via our fast-track process before they escalated to being complaints) and 176 compliments during the year. 6 complaints proceeded to Stage 2. The 236 complaints represent 6.5% of the total children, young people and families (3,635) that were supported, and just 0.5% of the total number of contacts received across Children's Services (45,264). Key themes arising from complaints are disputed decisions (20%), general standard of service (19%) and communication issues (17%). Of the 39 complaints received regarding communication, just 4 were upheld.

In response to this feedback, we are continuing to develop and implement our Quality Assurance Framework with a focus on embedding a strong case audit process. Towards the end of the year a practice standards audit session was held with Operational and Team Managers. This was a valuable opportunity for managers to share their approaches to undertaking audits and develop consistency in the case audit process. A plan is in place to continue with this approach in 2023/24.

The Quality Assurance Team continue to produce practice guidance documents for the Directorate and undertake thematic audits to inform ongoing learning / practice development. Workshops with staff are scheduled to ensure that we close the loop and feed the learning back into the workforce.

A Quality Assurance action plan has been formulated for 2023/24 to bring together learning and recommendations from Quality Assurance activity and take account of planned changes to the Directorate's operating model. Under the new operating model, we are considering introducing an Insight Team – to bring Quality Assurance, practice leads and complaints / compliments together. This will enable us to embed a robust framework for identifying issues and good practice, learning lessons and feeding this back into practice and service development. Whilst we don't necessarily want to see a reduction in the number of complaints received, because we want to ensure that people have a voice, it is anticipated that this will lead to improved outcomes for young people and a reduction in the number of complaints that are upheld.

Children's Services continue to improve support for young people to access advocates, enabling them to raise complaints and concerns and encouraging them to share their perspectives. During the year, 33 complaints were received direct from young people (including those supported by an advocate). This compares to 30 in 2021/22. With continued focus on children's rights and supporting young people to give us feedback, we hope to see this figure increase year on year.

Adult Services received 115 complaints, with 8 proceeding to Stage 2, and 158 compliments during the year. The 115 complaints represent 1.6% of the total number of citizens supported across Adult Services and the Independent Living Service (7,045). Of these a total of 29 were upheld, representing 23% of all complaints received. Additionally, the team oversaw 26 'non-complaints'. Key themes arising from complaints are communication and relationships (31%), delays in service access (15%) and issues regarding commissioned services (14%). Of the 38 complaints regarding communication and relationships, only 7 of these were upheld.

Adult Services has seen an increase in complex cases this year relating to services offered and as a result has seen an increase in the number of Stage 2 investigation requests. However, the outcomes from these have supported the Stage 1 outcomes, identifying that even though complainants have not been satisfied with the findings, the original investigations did identify the appropriate outcome.

We are learning from complaints to improve our services. While the pressure on social work teams has resulted in some delays, we are continually reviewing opportunities to reduce waiting times. We have introduced additional capacity from a commissioned social work assessment service; we have improved our recruitment arrangements and introduced a market supplement for our adult social workers to improve recruitment and retention. We have also reviewed the links between the hospital teams and community teams to reduce delays and introduced clear pathways for Discharge to Assess, to prevent delays in hospital discharge and to provide an opportunity for individuals to be assessed in a more appropriate environment. Feedback from complaints is being used to inform training plans, quality assurance activity and policy development.

A whole service approach to embedding "Collaborative Communications" and strength-based practice into Adult Services, supported by mentoring and opportunities for reflective practice, is expected to positively impact on the way in which assessments are carried out and the relationships that social workers have with individuals receiving services. Additionally, work has been undertaken to strengthen the approach taken when issues arise with the performance of our commissioned care services with clear formal structures in place to proactively address these in a timely way.

Further information is available in the Social Services Annual Feedback Report for 2022/23 that is included as an Appendix to this report. ***Insert hyperlink when published.***

# 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

✓	Dedicated resource to drive participation forward secured through appointment of Participation Worker in Children's Services.
✓	Ongoing opportunity for all children and young people to have a voice and share their lived experience with available via the Mind of My Own app.
✓	Improved opportunities for young carers and their families to attend fun events together – such as theatre productions, ice skating and family fun days.
✓	Improved the provision of support services to ensure the right support from the right person in the right place at the right time with the ongoing implementation of the Interventions Hub in Children's Services.
✓	Continued improvement in the involvement and engagement of families in the Court process via the Family Drug and Alcohol Court pilot.
✓	Continued opportunities for care experienced young people to work with us to shape our services via the Bright Sparks Group (please see page 47).
✓	The Bright Sparks Group contributed to the developing and planning a "Summer of Fun" programme which included a range of activities, food and games to help create precious memories for our young people.
✓	The First Point of Contact team continued to provide clear advice and information – dealing with 36,757 customer contacts including almost 16,000 calls received to the service.
✓	Citizens were supported to live independently in their own homes with the completion of 2,788 assessments by the Independent Living visiting team.
✓	96% of clients felt able to live independently in their homes following support from Independent Living Services.
✓	The First Point of Contact team received further training enabling them to prescribe low-level safety equipment.
✓	Good practice in promoting the well-being outcomes of people living with dementia was identified and promoted.
✓	Ask Sara online self-assessment tool was implemented.

✓	A full review of the Direct Payment process was carried out and improvements identified.
✓	A partnership with Community Catalysts has been established to help develop microenterprises to support greater use of direct payments.
✓	We now have a dedicated strength-based trainer post to fully embed strength-based working and collaborative communication with our service users.

<b>What went well from our 2022/23 Directorate Delivery Plans</b>
Embedding outcome-focused, <b>strength-based social work</b>
<b>Empowering social workers and Independent Living</b> teams to prescribe low-level adaptations and equipment

<b>What is progressing from our 2022/23 Directorate Delivery Plans, with some delay</b>
<b>Participation Framework</b> for Children’s Services
Young people’s engagement in <b>transition to adulthood</b>
Enhance <b>Direct Payment Services</b>
<b>Family Drug and Alcohol Court</b> pilot
Building on our <b>First Point of Contact Service to make it the single route into services</b>
Review of the <b>Carers Assessment</b> process
Commissioning of <b>new advocacy contracts</b>

### Case Study – Early Help / Reviewing Hub

*B is a young child who had recently been on the Child Protection Register. Her mother is a teenage mum who was struggling to care for B, and not managing her own serious health issues or addressing a history of mental health concerns. Professional agencies had significant worries that B had very few or consistent boundaries, was not being supervised or cared for properly, and B was responding to this with extremely challenging behaviour. As part of the child protection processes, the child and her mother moved in with B’s grandparents. At an early Child Protection Review it was agreed that B could be stepped down to a Care and Support Plan (CASP), with participants welcoming the fact the plan would be reviewed closely by an experienced Reviewing Officer.*

*Care and Support Planning Meetings were convened shortly after the conference, which robustly reviewed and made recommendations in relation to the plan. B’s mother had been able to evidence that she was complying with her medication, accessing support via The Mental Health Service and working with the Flying Start Outreach-service. The Health Visitor had also been able to support the family in accessing a varied package of support with groups and parent nurture programme.*

*Within the review meetings, B’s mother was able to ask about and be supported to move onto independent living. To safely achieve this a Family Plan was drawn up, with her parents providing extensive outreach support. B’s mother has been able to share in the reviews that she welcomed the support that had been made available in helping her to understand how she needed to prioritise B.*

*B’s mother wishes to continue receiving support from Flying Start and other Early Help outreach services. It was agreed in a recent review that B can be stepped down to Early Help support services and no longer required support from Children’s Services. Early Help will continue to provide support with follow up mental health support and safety planning.*

## **Strength-based working - T's story.**

*T is an energetic 21 year old who was brought up in care. T loves making videos and has a passion for mountain biking. He also has a learning disability, ADHD, and social vulnerabilities. T's circumstances changed drastically when his adult carers were no longer able to provide the support he needed. That's when the Learning Disabilities service stepped in to assist him in transitioning to a semi-independent supported living home, something that T had always dreamt of.*

*The big moment in T's journey came when he signed his tenancy agreement and moved in, symbolising newfound independence. He would say, "I love the staff here, I love my room; I've got my own cooker, fridge and microwave and everything", showing just how much he valued the supportive environment around him and having his own home.*

*The approach to helping T was strength-based. T was placed at the centre of all planning. Working closely with him before the move, T's social workers explored different living arrangements, discussed potential friends, and even came up with activities he'd enjoy.*

*T was encouraged to voice his worries, and together, solutions were found to ease his concerns, whether it was a comforting call from a friend or a calming bike ride to the local park – T had tools to manage his well-being.*

*With support, T developed useful life skills. He is now managing his own money, taking care of his flat, and even using public transport. Beyond his independence, T's confidence in social situations has blossomed. He loves having takeaway and movie nights with his co-tenants, and he's doing well at college – another fantastic achievement.*

*T's journey demonstrates the real power of a strength-based approach and effective multi-disciplinary working, placing T at the centre of the care and support planning journey and enabling him to discover solutions for his own challenges. The support has helped T's resilience, leading to greater positivity and independence.*

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	The % of clients who felt able to live independently in their homes following support from Independent Living Services
<b>2,353</b> ▼ from 2,509 in 2021/22	<b>90.2%</b> ▼ from 91.7% in 2021/22	<b>869 (including 159 children)</b> ▲ from 825 in 2021/22	<b>96%</b> ▲ from 95% in 2021/22
Evidence of active offer of Welsh for:	Evidence of active offer of Welsh for:	Evidence of active offer of advocacy for:	
<b>648</b> assessments in Children's Services ( <b>35</b> accepted) ▼ from 713 (▲ from 26 accepted) in 2021/22	<b>1,057</b> assessments in Adult Services ( <b>26</b> accepted) ▲ from 997 (5 accepted) in 2021/22	<b>377</b> children ( <b>166</b> accepted) ▲ from 328 (141 provided) in 2021/22	

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:







## 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 support for young people with mental health and emotional well-being issues via weekly multi-disciplinary meetings.
✓	Well placed to improve the timeliness of hospital discharge for young people with mental health and emotional well-being issues with the identification of a property for the accommodation solution.
✓	Improved engagement of young people with additional learning needs and disabilities in planning for their transition to adulthood following the implementation of the Planning for My Future Transition Protocol and supporting training resources.
✓	Children and young people are better supported should they start being looked after with the introduction of well-being “welcome boxes”. These include a well-being journal created by MIND, pampering items such as bath foam, sweet treats, stress balls / fidget toys, information on advocacy, children’s rights, participation, and other relevant information. They also include a letter written by other young people from their perspective relating to how it feels to be coming into care and letting them know that they are “not alone” and might want to attend the Bright Sparks Group.
✓	Improved the experience of moving placement for children and young people by signing the pledges in the My Things Matter Campaign and purchasing holdall bags to ensure that children have an appropriate means of transporting their belongings.
✓	Improved opportunities to enhance well-being of care experienced young people with a number of initiatives throughout the year – including a trip to London as part of the Winter of Well-being (funded by Welsh Government).
✓	Care leavers better supported to maintain a healthy lifestyle with the provision of “Get Cooking” classes teaching them the skills they need to make simple and healthy meals and educate them on nutrition.
✓	Development of the Integrated Discharge Hub (IDH) as a single access point to support the transition from hospital to home, with a range of discharge pathways now in place.
✓	2, 118 people supported through discharge by the First Point of Contact Hospital Team (Pink Army).
✓	Implementation of new Electronic Call Monitoring System within the Community Resource Team and development of new staff rotas to improve efficiency and continuity of care.
✓	Re-launch of Care Hubs (older persons day services) to prevent social isolation among service users and to support unpaid carers.
✓	A wider range of activities and events organised through our community hubs to help older people keep active and connected.
✓	Ongoing work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city.

✓	Development of Cardiff's Local Toilets Strategy to ensure people can confidently access the community.
✓	Continued development of the Well-being Support Service, to support people with low level mental health issues.
✓	Improved services for people with mental health problems with Ty Canna offering a wider range of services and groups.

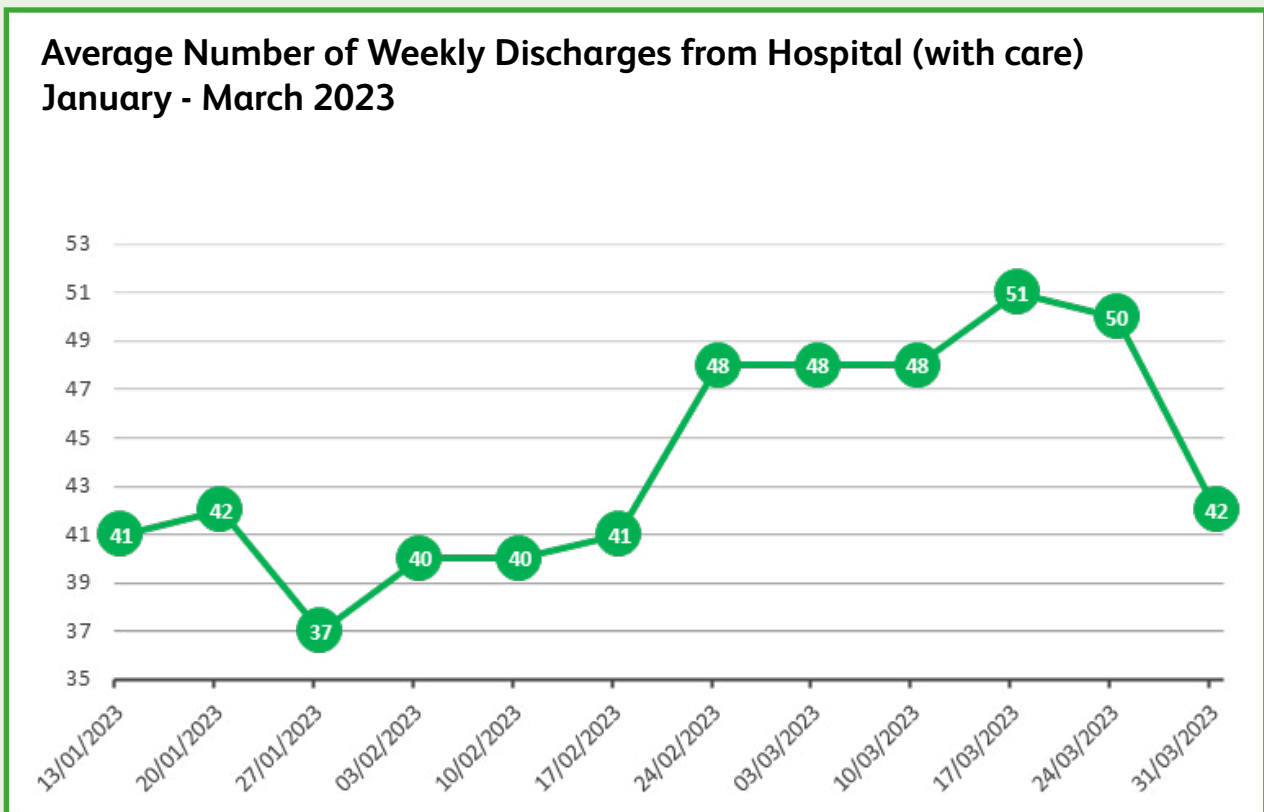
<b>What went well from our 2022/23 Directorate Delivery Plans</b>
<b>Modernising homecare services</b>
Working to increase <b>awareness of toilet availability within the city</b> and expand network through encouraging external organisations to participate in the community scheme
Delivered targeted events programme to <b>promote health screenings, such as bowel cancer</b>

<b>What is progressing from our 2022/23 Directorate Delivery Plans, with some delay</b>
<b>Strategy for children with additional learning needs and disabilities</b>
Pathways and provision of services for children with <b>serious mental health and emotional well-being issues</b>
Implementation of <b>Trauma Informed Practice</b>
Development of <b>Locality Working Pilot</b>

**Case Study – Lab7**

*Two young people who the Youth Justice Service were working with have been successful in securing early revocations of their 12-month Referral Orders due to their hard work, engagement and the progression that they made. Staff from the Youth Justice Service worked so well with both of them that both parents commended the Youth Justice Service for their work and commitment. The parents shared that they were able to see changes in their children after the Youth Justice Service sessions and that they were considering and reflecting on their actions. The mum of one of the young people noted that Lab7 has been a fantastic opportunity for her son and that he has continued to engage with the service following Youth Justice Service involvement ending. The mum of the other young person has shared that she would like to become a volunteer with the service and to support the parents due to her own lived experiences. (Lab7 provide creative workshops and tailored support for young people with poor mental health or at risk of criminal and anti-social behaviour.)*

<b>Number of children on the Child Protection Register</b>	<b>Average age of adults entering residential care settings</b>	<b>Average length of stay in residential settings</b>
<b>326</b> ▼ from 444 at 31st March 2022	<b>81</b> ▼ from 85 in 2021/22	<b>902</b> ▼ from 957 2021/22
<b>Percentage of people enabled to live more independently as result of their CRT Homecare support</b>	<b>Percentage of people who were satisfied with the service provided by CRT</b>	<b>Average number of weekly discharges from Hospital with care (data only available January to March 2023)</b>
<b>88.1%</b> 2021/22 data not available	<b>98.9%</b> 2021/22 data not available	<b>45</b>



## Case Study for Ty Canna

### Ty Canna user who attends Women of the World Group run by Ty Canna, day services for mental health

*"I have been attending this Ty Canna Recovery group at Rhiwbina Hub for many weeks now and find it a fantastic group to be part of.*

*Much of the discussion is around but not limited to, the menopause. Over the weeks I have learnt about the connection between peri menopause / menopause and mental health in what feels like an open and safe space for women to talk about what has so long been considered an under-researched subject.*

*I have found the group particularly useful when we have watched videos from experts on the subject.*

*I feel I have learnt a lot from the volunteer who has completed training in supporting individuals through this challenging time. The volunteer also has lived experience of mental health. The Volunteer has made me reflect that I may have been suffering many of these symptoms without connecting it to menopause and instead just putting it down to 'poor mental health'.*

*I had no idea that anxiety is something many, many women report as a symptom. I enjoy being part of the group and sharing stories about general life with others. I feel I have grown in confidence over the weeks and enjoy the social side."*

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



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

### Outcomes we have achieved during the year

✓	Young people at risk of, or who have experienced, exploitation are better protected through the ongoing implementation of SAFE (Safeguarding Adolescents from Exploitation) during the year.
✓	Unaccompanied asylum seeking children (UASCs) safeguarded with the ongoing implementation of the National Transfer Scheme – 29 UASCs have been placed by Cardiff under the scheme during the year (in addition to 12 spontaneous arrivals). A total of 45 UASCs were being looked after at 31st March 2023.
✓	Improved arrangements to ensure that children are safeguarded using the lowest safe level of intervention with the implementation of the Reviewing Hub. Over 200 children and young people have been stepped down to case closure or Early Help services since the Reviewing Hub was launched.
✓	Improved arrangements for the safeguarding of young people with complex needs aged 16-25 and in transition to Adult Services with the establishment of a multi-disciplinary Transitional Safeguarding Panel for young people - meeting weekly to consider referrals and review what services can be offered.
✓	Completed 93 % of adult protection enquiries within 7 days (Welsh average 84 %).
✓	85 % of Council staff have completed Safeguarding Awareness Training.
✓	Raised the profile of the Adult Safeguarding service as demonstrated by increased referrals from care agencies.
✓	Join up between Adult Safeguarding and Housing Social Inclusions Unit to enable coordinated responses and improved information sharing between Adult Services and Housing.
✓	84 % of council staff have completed the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence (VAWDASV) to ensure that those at risk can be better identified and supported.
✓	VAWDASV revised Strategy developed.
✓	Fully developed a suite of domestic abuse perpetrator interventions that respond to the level of risk that the perpetrator presents to their victims.
✓	338 high harm / serial perpetrators were supported through the Drive programme with the integrated survivor support service assisting their 388 victims and 231 children. A further 21 perpetrators completed the Driving Change therapeutic treatment perpetrator programme.

<b>What went well from our 2022/23 Directorate Delivery Plans</b>	<b>What is progressing from our 2022/23 Directorate Delivery Plans, with some delay</b>
<b>Implementation of Reviewing Hub</b>	Embed the <b>Exploitation Strategy</b>
<b>Continuing of information sharing to promote awareness and accessibility of the Adult Safeguarding service across the directorate.</b>	Embed the <b>Quality Assurance Framework</b>

### **Case Study – Adult Safeguarding**



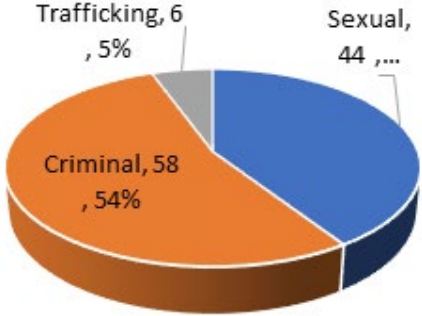
*H is a 26-year-old female, known sex worker who engages in high-risk activities. She has diagnosed mental health illness and is a poly drug user including intravenous drugs. She reported to her housing support worker that she was being targeted for abuse outside her accommodation setting and in recent engagements suffered injury from her clients ignoring agreed safe words. This included an abduction and imprisonment for over 24 hours.*

*Through a multi-agency Adult Strategy Group, H was supported to make a report to the Police identifying one individual who had assaulted her. She was also reallocated a new property and provided with safe accommodation while arrangements were made. H was offered support to maximise her income through the DWP to reduce the need and frequency of high-risk sex work.*

*She was also engaged by third sector services working with sex workers and was provided with information regarding the Safer Wales Outreach Workers who could support her if there was a high risk of abduction or harm in a call. This gave H the option to tell someone what time she expected to be back, activating an alert if she did not return from her call.*

*H was also offered advice and information about keeping herself safe due to the nature of risk she was engaged in, but declined to stop working.*

*H remained open to Adult Safeguarding for arrangements to be reviewed following resettlement into the alternative accommodation setting.*

% re-registrations to Child Protection Register within 12 months	% of child protection visits undertaken on time	Number of children who have experienced exploitation	
<p><b>9.6% (51)</b></p> <p>▲ from 4.2% (25) in 2021/22</p> 	<p><b>64.0%</b></p> <p>▼ from 66.1% in 2021/22</p> 		
% of adult protection enquiries completed within 7 days	Total number of safeguarding referrals started	% of Adult Safeguarding enquiries completed where no further action was required	Number of Adult Safeguarding Investigations started
<p><b>93%</b></p> <p>▼ from 99.1% in 2021/22</p>	<p><b>1,686</b></p> <p>▼ from 1,693 in 2021/22</p>	<p><b>76%</b></p> <p>▲ from 68% in 2021/22</p>	<p><b>400</b></p> <p>▲ from 383 in 2021/22</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:







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

### Outcomes we have achieved during the year

✓	Improved support for children with additional learning needs resulting from close working with colleagues in Education to transfer children to the new Individual Development Plans.
✓	Well placed to provide improved support to care experienced young people in education with the appointment of a Virtual Headteacher.
✓	Improved support for care experienced young people – up to the age of 25 – secured through the ongoing implementation of Extended Entitlement.
✓	Young people working with the Youth Justice Service are supported to participate in and contribute to society through the maintenance of an allotment. They tend the plot, harvest the crop and sell the produce to raise money for charity. Most recently, they decided to purchase hats and gloves for homeless people before winter set in.
✓	Cardiff was accepted into the World Health Organisation’s Global Network for Age Friendly Cities and Communities. In consultation with older members of the community, an action plan – with an overall ambition of Cardiff becoming an Age Friendly City has been developed.
✓	Prevented social isolation by supporting older people to stay active and connected.
✓	Increased the availability of age-friendly virtual and face-to-face activities within Community Hubs.
✓	Offered age-friendly digital inclusion support.
✓	Encouraged volunteering to support older people by recruiting a Community Volunteer Co-ordinator.
✓	Delivered Warm and Welcome spaces in our Community Hubs.
✓	Improved community offer for Unpaid Carers and developed an action plan for further improvement.
✓	2,616 digital Dementia Friendly events held throughout the city promoting support and inclusion for people living with dementia.
✓	The Dementia Friendly Volunteer Programme was launched.
✓	Pilot work between Adult Services and Cardiff and Vale College to offer local further education for people with complex learning disabilities.
✓	Further development of the Complex Needs Day Service expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community.
✓	The Complex Needs Day Service worked with pupils with complex support needs in their final year of school, co-producing support plans to support a smooth transition from school to adult life.

## What went well from our 2022/23 Directorate Delivery Plans

**Corporate Parenting Strategy** and action plan

Developed pool of **Community Volunteer Co-ordinators**

Day Centres relaunched as **Care Hubs**, with wider range of activities and events

Development of **Unpaid Carers Action Plan**

## What is progressing from our 2022/23 Directorate Delivery Plans, with some delay

**Improving and increasing** overnight respite for those with learning disabilities

### Case Study – Adult Services

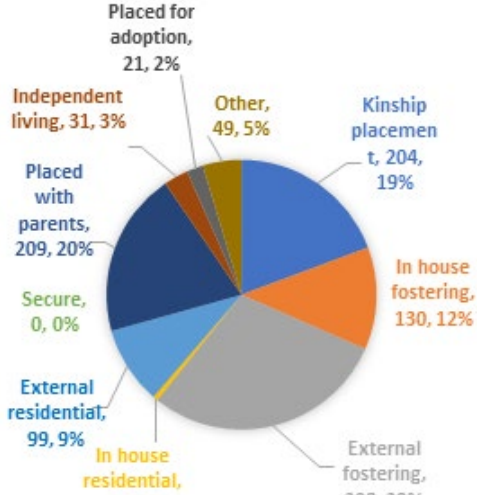


*T has Learning Disabilities and was referred the Adult Learning Disability Team as he had been home throughout COVID-19 and was unsure what he wanted to do. After a several meetings and the building of rapport with T it was established that he wanted to do some sort of volunteering.*

*Further discussion took place with T about the kind of work he would like to do in the future, and he mentioned work in a warehouse environment. The service contacted the British Heart Foundation as they were advertising for Volunteer Warehouse Assistants.*

*The service assisted T with an application form as he struggles with reading and writing. A taster day for T was arranged and the bus routes to enable him to get to the location were worked out.*

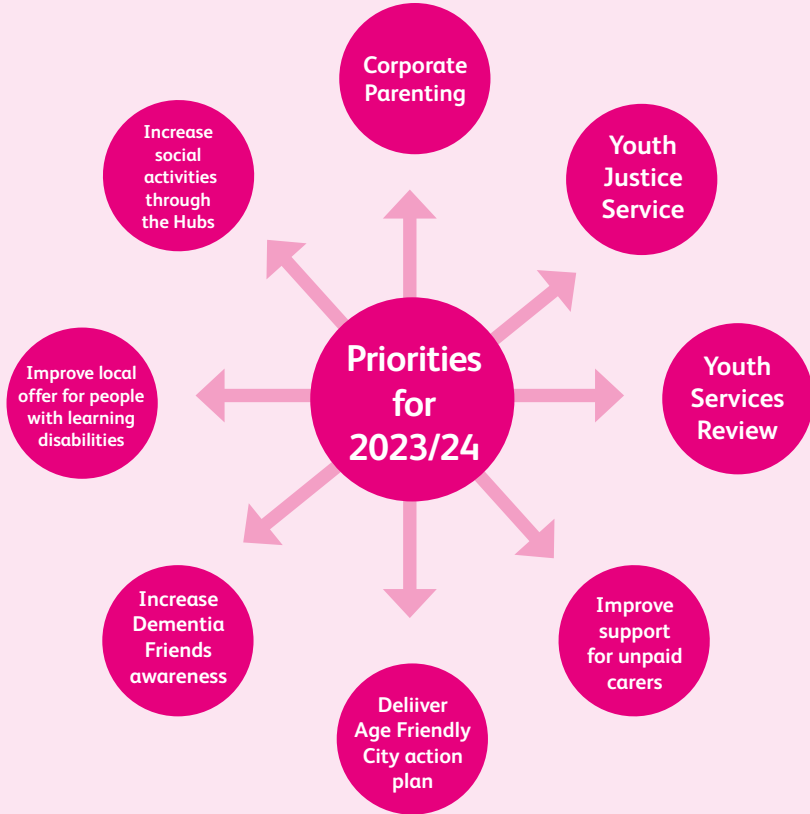
*In order for T to volunteer at the warehouse he was required to complete an inhouse health and safety and manual handling course online. With some support, T successfully passed both courses.*

*Initially T was attending The British Heart Foundation one day week in the warehouse. T was really enjoying his time at the warehouse and there was a vast different in his confidence and communication, he had developed a good relationship with the staff. T now volunteers 3 days a week and is really happy there.*

Children looked after by placement 31/03/22 (1,040)	% children looked after who moved school	% of care experienced young people not in Education, Employment or Training	
	<p><b>17.4%</b> ▲ from 13.0 in 2021/22</p> 	<p><b>34.8%</b> ▼ from 36.7 in 2021/22</p> 	
<p><b>Percentage of Council staff completing Dementia Friends training</b></p>	<p><b>Dementia Friends digital events</b></p>	<p><b>Number of digital events and attendance supported by Ty Canna Mental Health Team</b></p>	<p><b>Number of businesses pledging their commitment to work towards becoming Dementia Friendly</b></p>
<p><b>54.4%</b> ▲ from 49.8% in 2021/22</p>	<p><b>2,616</b> ▲ from 1,128 in 2021/22</p>	<p><b>930 people engaging with events per month</b> ▲ from 906 in 2021/22</p>	<p><b>79</b> ▲ from 16 in 2021/22</p>

Community Services for Older People			
<p><b>463</b> events held to support people to keep active and stay mobile</p>	<p><b>1,247</b> events held to support people to remain connected and stay social</p>	<p><b>7,483</b> participants at the events held to support people to keep active and stay mobile</p>	<p><b>13,459</b> participants at the events held to support people to remain connected and stay social</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



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

### Outcomes we have achieved during the year

✓	Improved access to respite for young carers via our work with the YMCA (our service provider for young carers). One young carer said “The support has been amazing and I feel so much better for coming to the young carers project.”
✓	Improved arrangements for families to contribute to the development of plans through the development of clear pathways to access Family Group Conference. 140 families had a Family Group Conferences during the year.
✓	A significant number of children continue to be supported to remain with their families in kinship care arrangements – 204 at 31st March 2023.
✓	Improved support for care leavers who become parents with the provision of Baby Bundles.
✓	Well placed to further improve support for young parents who are care leavers through working with the National Youth Advocacy Service’s (NYAS) Project Unity.
✓	Permanence secured for children with 32 adoptions during the year.
✓	Improved support to reduce loneliness and Isolation through Community Hubs, Well-being Officers and Community Inclusion Officers.
✓	Increased the number of carers assessments undertaken.
✓	Undertook a consultation with unpaid carers to inform a comprehensive new Carers Action Plan.
✓	Supported 280 individuals to reconnect with their community via the Day Opportunities Service.
✓	299 volunteers engaged with the Together for Cardiff Cares project, providing over 2,000 hours of support to older people in the city.

What went well from our 2022/23 Directorate Delivery Plans	What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
<b>Timeliness of adoption process</b>	<b>Reunification Framework</b>
Assisting community groups <b>to deliver activities for older people</b> by promoting the help available through our community inclusion team and well-being mentors	Embed <b>Family Group Conferencing</b>
Encouraging <b>volunteering</b>	Reshape <b>respite provision</b> for children with disabilities
Integration of Community Hubs and Older Persons Day Centres to become Care Hubs	Court Improvement Plan
	Discharge Care Orders for children placed with their parents
	Integrated Edge of Care Service (The Right Place model)
	Implementation of Interventions Hub

### Case Study – Community Inclusion Activities

*G is 72 years old, her husband passed away about a year ago and ever since she has been experiencing feelings of loneliness and social isolation. G and her husband were always very active and enjoyed exploring their local area and this was something that was missing from G's life since her husband's passing, as she didn't feel comfortable walking on her own.*

*Whilst visiting her local hub to borrow a book, G spotted a poster advertising the Radyr Walking Group led by a Community Inclusion Officer through the Cardiff Well-being Support Service. At first, G was apprehensive about joining the group but decided that she would give it a go.*

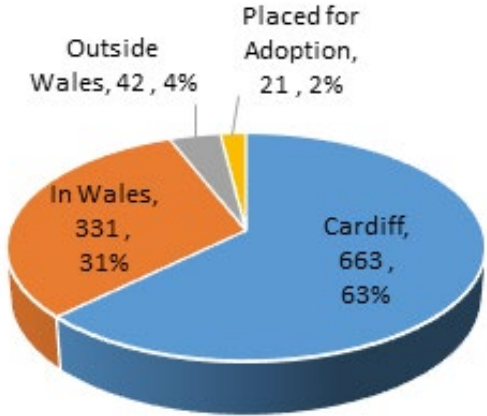


*Since then, G has participated in the walking group weekly. G has been enjoying feeling active once more and is enjoying exploring the local community and making new friends.*

*The group has continued to expand with over 40 members and 4 dogs too! They meet every Wednesday for a walk which always includes a stop for coffee.*

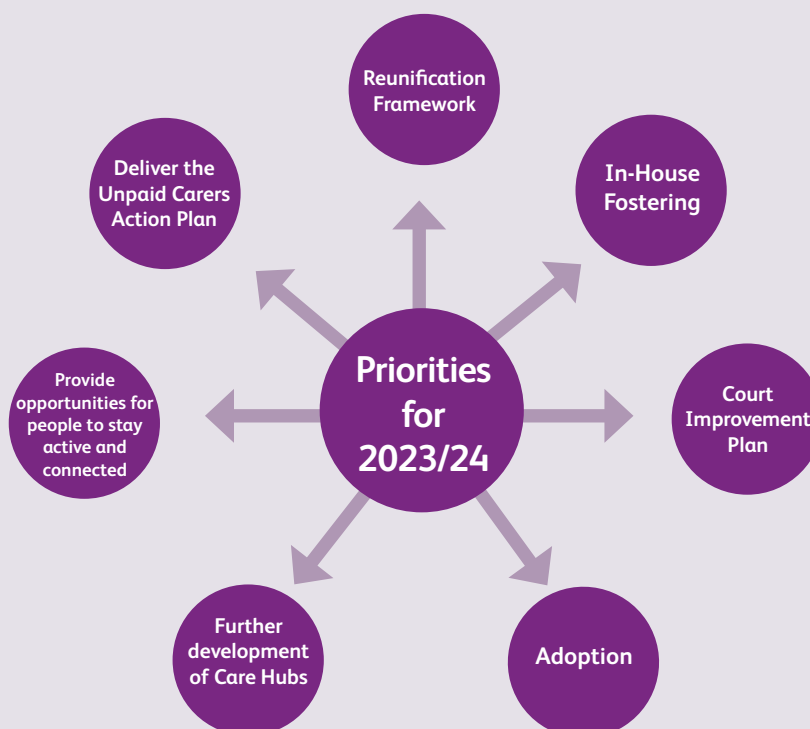
*G has said, "I have so enjoyed the walks. Meeting new local people, finding someone to help with the garden, discovering unknown coffee places and just generally feeling very much at home in my local area since my husband died just over a year ago."*



Community Inclusion Walking Groups allow people to stay active and stay connected to their community.

Location of children looked after at 31st March 2022	Children returned home at end of being looked after	% of children looked after with 3+ placements
 <p>Cardiff, 663, 63%</p> <p>In Wales, 331, 31%</p> <p>Outside Wales, 42, 4%</p> <p>Placed for Adoption, 21, 2%</p>	<p><b>45.9%</b></p> <p>▲ from 43.4% in 2021/22</p> 	<p><b>9.0%</b></p> <p>▲ from 7.7% in 2021/22</p> 
<p><b>610</b></p> <p>Carers well-being assessments completed</p> <p>▲ from 503 in 2021/22</p>	<p><b>98%</b></p> <p>of people reported being more active and having healthier lifestyles through engagement with Community Inclusion Officer activities</p> <p>▲ from 87% in 2021/22</p>	<p><b>127</b></p> <p>people accessing Older People's Day Services each week</p> <p>▲ from 124 in 2021/22</p>
<p><b>1,569</b></p> <p>service user sessions delivered within Care Hub day services</p>	<p><b>9,424</b></p> <p>care hours delivered by Care Hub services</p>	<p><b>89%</b></p> <p>of people felt reconnected into their community through direct and digital interventions from the Day Opportunities team</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:







## 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

✓	Ongoing improvement to opportunities for children looked after and care leavers via close partnership working between the Personal Advisor Service and the Into Work Service. More young people eligible for Bright Futures support were in education, employment or training - 441 / 658 (67%) in March 2023 compared with 418 / 624 (67%) in March 2022.
✓	Care leavers supported to develop essential skills for independent living at a DIY workshop with a local construction company and cookery classes.
✓	Improved support for young people to find employment with the introduction of a Guaranteed Interview Scheme that guarantees an interview for Cardiff Council jobs for care leavers in Cardiff if they meet the essential criteria.
✓	Improved economic well-being for care leavers via Cardiff's participation in the Basic Income Pilot – to provide financial support for care leavers while they transition to independent living.
✓	Improved social support for care leavers with the introduction of a mentoring pilot for young people in supported lodgings – a youth mentor will help young people to build confidence and reduce social isolation.
✓	Increased accommodation options for young people leaving care through joint working with colleagues in Housing - 16 additional accommodation units in the Young Person's Gateway have been secured enabling young people to transition from fostering / residential settings to independent living. A further 24 units are planned to come on stream during 2023/24.
✓	The means test for eligible disabled adaptations has been removed, leading to a substantial decrease in the average time applicants have to wait for approval.
✓	989 disabled adaptations were completed, enabling people to live independently at home.
✓	A full review of our Internal Supported Living Service was carried out and proposals developed for the future.
✓	481 same or next day deliveries were undertaken by the Joint Equipment Service to support hospital discharge and avoid admission, support carers in their work and assist with end of life care.
✓	51% of people receiving meals on wheels were having meals delivered 7 days a week supporting improved health and well-being in the community.
✓	The Independent Living visiting team ensured individuals were able to claim the benefits they were entitled to, identifying £1.2 million in unclaimed benefits.
✓	The Money Advice Team supported over 2,500 older people. The Into Work Team are supporting older people to get into employment.

✓	A specialist older persons accommodation scheme was developed for those with more complex needs.
✓	A new supported living scheme was developed allowing 11 people with mental health issues to step down from residential care.
✓	Two new pathways developed for discharge from hospital – Discharge 2 Recover and Assess and Discharge 2 Assess models of support, allowing either home based or residential care while assessment takes place.

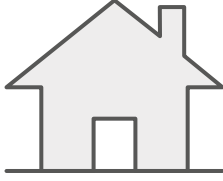
<b>What went well from our 2022/23 Directorate Delivery Plans</b>
Fully established the Rehousing Solutions Service
Review of Older Persons accommodation allocated through the waiting list completed and new arrangements implemented

<b>What is progressing from our 2022/23 Directorate Delivery Plans, with some delay</b>
Accommodation sufficiency
Locality working
Development of <b>older persons housing that supports independent living</b>

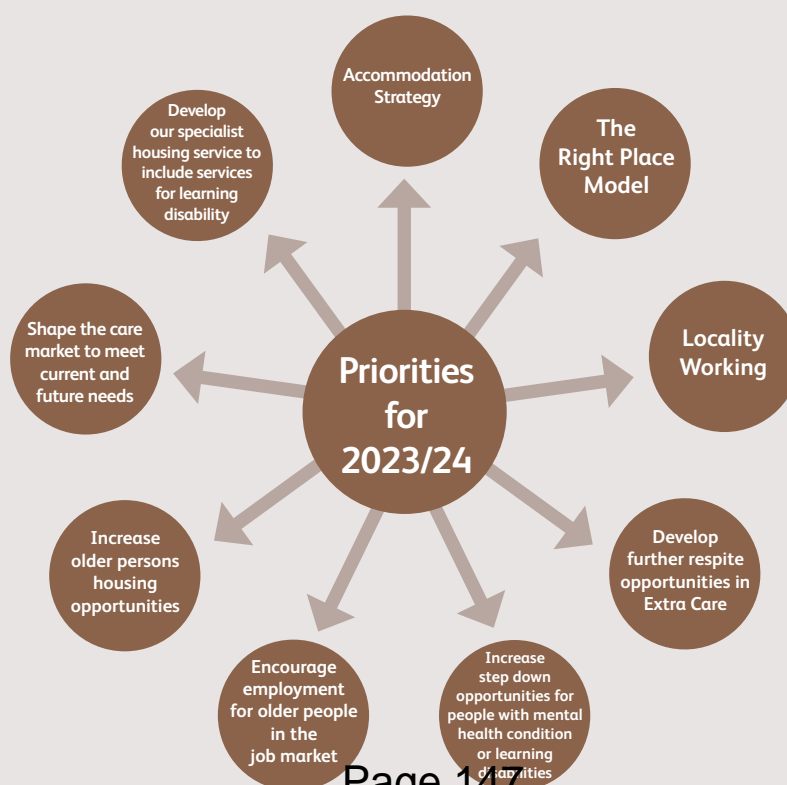
**Case Study – Personal Advisor Service**

*A became known to Children’s Services after arriving in the UK as an Unaccompanied Asylum Seeking Child (UASC). A suffered extensive trauma during his journey to the UK. As a result, A eventually experienced extremely poor mental health (psychosis) which led to him being admitted into a specialist mental health unit. It was thought at one time that A would not be able to live independently or be able to return to college for some time. However, with the support of his Personal Advisor (PA) and Llamau Housing Support, A’s mental health improved considerably - to the point where he returned to college and is now living independently in a flat under his own tenancy.*

*A was able to secure this tenancy with the support of his PA and Llamau and now has a wonderful home where he feels safe and secure and has settled really well. A continues to have support from the excellent mental health team at Headroom, and he manages to sustain his tenancy well, paying bills and cooking. A is now planning to progress with his studies in English for Speakers of Other Languages (ESOL) to take a course with a trade accreditation, like mechanics.*

Care leavers in education, training and employment	Number of young people known to Children's Services in Young People's Gateway accommodation at 31st March 2023	Number of When I Am Ready placements starting
<p>12 months after leaving care <b>68.1%</b> ▲ from 63.9% in 2021/22</p> <p>13-24 months after leaving care <b>56.6%</b> ▼ from 58.4% in 2021/22</p>	<p><b>41</b> ▲ from 36 in 2021/22</p> 	<p><b>10</b> ▼ from 21 in 2021/22</p>
Total number of equipment deliveries through the Joint Equipment Store	Number of customers receiving meals on wheels	Self and friends and family referrals to Telecare
<p><b>31,521</b> ▼ from 32,474 2021/22</p>	<p><b>617</b> ▲ from 475 2021/22</p>	<p><b>52%</b> ▲ from 46% 2021/22</p>
New units of Specialist Older Persons Accommodation delivered	Number of people supported by Independent Living Services with Income Maximisation	The average number of calendar days taken to deliver a Disabled Facilities Grant
<p><b>49</b></p>	<p><b>648</b> ▼ from 927 2021/22</p>	<p><b>141 days</b> ▲ from 136 2021/22</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



# 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.



We are working towards making improvements against the objectives set out below:

#### • **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. A Welsh language coordinator has been appointed for Children’s Services and we are looking for someone to fill the role for Adult Services as the previous post holder has left the organisation.

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

Details of the Welsh language skills of the workforce and Welsh language community profile continue to be monitored.

Questions continue to be in place in the Social Services client record system to record service user’s language preference.

The latest Welsh language data from the Annual Population Survey shows that 94,200 people aged 3 and over in Cardiff are able to speak Welsh (second only to Carmarthenshire).

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

We continue to collate information on Welsh speakers across the Directorates to ensure recruitment and retention of Welsh speakers remains a key priority. Recruitment across the sector has become increasingly difficult in both English and Welsh speaking positions and this is likely to remain for some time. 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 Directorates, from beginner to proficiency training in the Welsh Language with time given to staff who wish to attend. In addition, Awareness Training is a compulsory element of induction training in social care, 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, e.g., domiciliary care staff.



## OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

### Outcomes we have achieved during the year

✓	Improved support for service development in Children's Services through dedicated Project Officers.
✓	Well placed to develop new practice model in Children's Services following engagement sessions with managers and staff.
✓	Well placed to improve quality of practice with agreement for additional resource in the Quality Assurance team.
✓	Improvement arrangements for lone working with the introduction of the PeopleSafe device.
✓	Ongoing support for social workers and improved consistency for families via the Practice Lead role.
✓	Improved service delivery by supporting staff to be better equipped to carry out their roles:
✓	18 seconded staff were on the Social Work degree course during the year.
✓	5 Enabling Practice Learning (EPL) staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
✓	28 newly qualified social workers enrolled the First Three Years in Practice program with 18 experienced staff trained as mentors to support them.
✓	Undertook a comprehensive training needs analysis that will inform the delivery of professional development and training opportunities.
✓	Restructured our Social Care Training Team to strengthen the Adult Services Training offer including the introduction of a dedicated post to deliver strength-based training.
✓	Launched a new Social Work Cardiff brand.
✓	Established a dedicated Registration and Qualification Support Officer to support care workers to achieve registration.
✓	Implemented the Real Living Wage for care workers.
✓	Continued to develop Cardiff Cares Academy to assist providers with recruitment of new staff into care roles in Cardiff. 753 people registered with the service in 2022/23.
✓	Supported care workers with initiatives such as the Electric Bike scheme.
✓	Developed a regional workforce charter that sets out our commitment to the wider workforce.
✓	Piloted the use of Social Work Resource Assistants to remove administrative tasks from social workers.

- ✓ Introduced a market supplement for our qualified staff and improved monitoring of recruitment / vacancies.
- ✓ Reduced the % of adult social work vacancies from 12.9% to 9.94%.
- ✓ Developed a Trusted Assessor action plan and commenced implementation by allowing occupational therapists to prescribe care.
- ✓ Undertook work on a new Cardiff Adult Services Workforce Strategy and action plan.

### What went well from our 2022/23 Directorate Delivery Plans

- Health & Safety** in Children's Services
- Youth Justice Strategy**
- Worked with the Welsh Government to fully implement the **Real Living Wage** for care workers in Cardiff
- Provided proactive support to help **care workers achieve registration.**
- Completed review of **Cardiff Cares Academy.**
- Promoted **Cardiff as a Great Place to Work**

### What is progressing from our 2022/23 Directorate Delivery Plans, with some delay

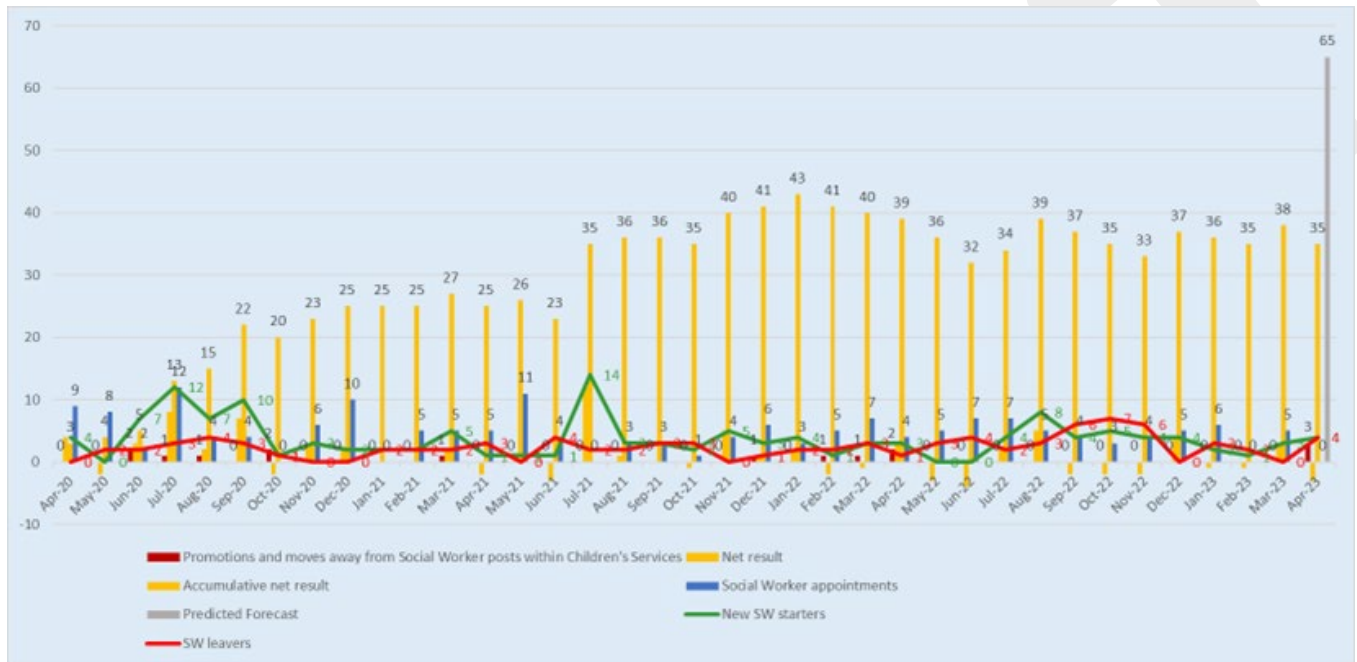
- Reduce permanent **vacancies in Children's Services**
- Implementation of **Equalities Action Plan**

Social worker vacancies Children's Services	Social worker vacancies Adult Services	Full Time Equivalent sickness Children's Services	Full Time Equivalent sickness Adult Services	Total number of attendees at training courses in 2022/23
<b>27.3%</b> ▲ from 23.9% in 2021/22	<b>9.9%</b> ▼ from 12.9% in 2021/22	<b>12.9</b> ▼ from 15.01 in 2021/22	<b>20.8</b> 20.8 in 2021/22	<b>1,195</b> (Adult Services staff) <b>755</b> (external care workers)



Social Work Cardiff recruitment material using new branding

The graph below demonstrates the significant progress we have made in reducing social worker vacancies since the start of the COVID-19 pandemic. This has been a considerable undertaking and recruitment is ongoing alongside implementing our Workforce Strategy and action plan to improve retention – this includes our work towards introducing a new operating model (please see page 15 for further information).



The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:





# OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE



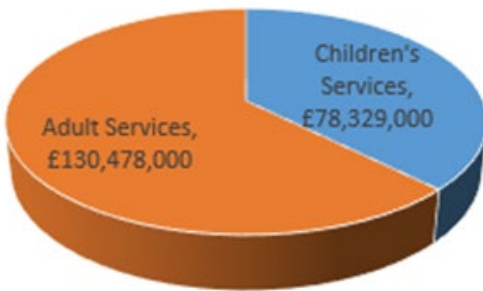
## Outcomes we have achieved during the year

✓	Clear direction for staff and citizens with the revised Children’s Services Strategy and further development of the Adult Services Ageing Well 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.
✓	Cost of Care exercise undertaken with providers.
✓	Delivered budget savings and improved outcomes by delivering alternative accommodation / supported living options for older people and those with mental health issues. One such scheme allowed 11 individuals to step down from mental health residential care / hospital, to brand new housing association flats within a supported living context, delivering full year savings of £230k and better outcomes for service users.

What went well from our 2022/23 Directorate Delivery Plans
Review and refresh the <b>Children’s Services Strategy</b>
<b>Accommodation and assets</b> across Children’s Services
<b>Cost of Care</b> exercise with providers

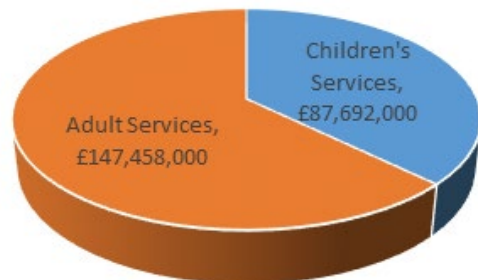
What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
<b>Locality working</b> for Adult and Children’s Services
Implement the <b>Eclipse</b> client record system
Review of <b>commissioned services</b>
<b>Data sharing</b>
<b>Financial modelling</b>
Refresh the <b>Fee Setting Strategy</b> for Care Homes for Older People

Social Services Budget 2022/23  
£208,807,000



■ Children's Services ■ Adult Services

Social Services Budget 2023/24  
£235,150,000



■ Children's Services ■ Adult Services

There is corporate recognition of the level of financial support that is required to deliver social services in Cardiff – this is evidenced by the fact that in 2022/23, Social Services accounted for circa 30% of the Council’s budget. Both Children’s and Adult Services work closely with corporate colleagues in the Resources Directorate to ensure that expenditure is transparent and monitored closely with budget and savings targets in mind.

Demand for services has remained high, in part as a result of the longer-term impact of COVID-19 harms. Meeting need within budget has proved challenging and as a result, in 2022/23, the Social Services budget was overspent by £5.065 million.

Recognising the challenges that lie ahead, the Social Services budget has increased by 13% from £208,807,000 in 2022/23 to £235,142,000 in 2023/24 and will continue to utilise additional grant funding to develop and implement innovative solutions to support us to meet the needs of the most vulnerable people in our city. The actions we are taking are referenced throughout this report and detailed milestones are set out in our Directorate Delivery Plans for 2023/24.

**The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:**





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**Local Authority Social Services Annual Report 2022/23**  
**Cardiff Council**

**Appendix - Overview of Challenge / Consultation**

Feedback	Response	Amendment
<b>Scrutiny</b>		
I think the presentation of the headings/priorities diagrams is useful and helps set the scene for the rest of the chapter	Noted.	N/A
I think the typeface/font in the adult sections service is helpful in identifying what each of the paragraphs is covering	Noted.	N/A
I do think some of the challenges is not always immediately obvious and can be lost in the narrative sometimes – sometimes the priorities and challenges achieving those priorities aren't always clearly linked.	Agree that the structure of the report does not enable us to set out our evaluation in the way that we would prefer. We are in the process of responding to a national consultation regarding changes to the report going forward – and we will include this feedback about the importance of connectivity between challenges and priorities in our response.	N/A
Partnership working is sometimes lost in the narrative.	We agree that reflecting the partnership working that we do on the ground to meet people's needs is critical – this is reflected in the relevant sections of the report. There is a proposal for a separate section to address “partnership and integration” in the new format, however there is a danger that this will duplicate the content of other chapters in the report.	N/A
I think the priorities section should be moved upwards in the document.	These are the priorities for 2023/24 and follow the evaluation of 2022/23 so, on reflection, will remain where they are currently placed. For future reports we will consider how we can better structure this within the constraints of the new national format.	N/A

Feedback	Response	Amendment
<b>Trade Unions</b>		
It was really emotive to hear stories about how Young People have benefitted from the care of our staff and it would be good to include similar messages for adult services – as I know now there has also been a really big focus on supporting adults particularly with dementia which must have a hugely positive impact on families caring for relatives.	Further information regarding dementia and case studies added.	p.35
<b>Staff</b>		
We thought it was well written, easy to read and very informative! One person feedback that it would have been good to include how each of the priorities were to be met. I explained that there is an alignment with these priorities and the DDP but this may not have been obvious from the report so may be worth including something about how these priorities will be taken forward and monitored.	Addition to report made to clarify – via quarterly reporting to the Council’s Senior Management Team and Scrutiny Committees.	p.2
We felt it was factually correct, achieved the right balance between identifying what went well balanced against the areas that we need to improve on / areas for further development.	Noted.	N/A
The report appropriately identifies examples of positive partnership working.	Noted.	N/A
Yes – for Adult Services, the areas of improvement reflect the key priority areas that we know we have to address this year and they are summarised appropriately providing enough information so that it is clear what we need to do.	Noted.	N/A
Yes and they align with our DDP objectives	Noted.	N/A
Overall it’s well presented – a good balance with narrative, diagram and	We understand the perspective, however, the young people that we	

Feedback	Response	Amendment
<p>a lovely use of photographs. It's nice that there is a mixture of stock photographs and photos from our services. The only one that I think may need reviewing is the one of the child on P43 – all of the other photos are very upbeat and provide a positive image but this one seems a bit out of place as it doesn't portray a positive image. It made for a very enjoyable and informative read!</p>	<p>work with have experienced significant trauma, so we think it is important that the report reflects this.</p>	
<b>Children and Young People</b>		
<p>The report has been very well put together and the young people required some explanation about some of the terminology used, but on the whole felt that it was written very clearly. A dyslexic young person was very happy with the format of the report, lay-out and presentation of the report and the PowerPoint presentation.</p>	<p>Noted.</p>	<p>N/A</p>
<p>There should be information about how and to whom Children's Services will be held accountable for the completion of the objectives.</p>	<p>Addition to report made to clarify – via quarterly reporting to the Council's Senior Management Team and Scrutiny Committees.</p>	<p>p.2</p>
<p>The CYP were positive about all of this information and in particular were very encouraged by the reduction in children being convicted for criminal offences. The increased number of children who returned or remained home and are cared for within their families was also a highlight.</p>	<p>Noted.</p>	<p>N/A</p>
<p>In relation to children remaining with their families it was felt strongly that Children's Services should do more to support young parents with parenting skills and that this should be an important part of future priorities.</p>	<p>Agreed – work to be done to raise awareness of Parenting Service in Early Help and how to refer young parents to them for support.</p>	

Feedback	Response	Amendment
It would be good to have further information about actions to be taken to address the points in this category [Key Risks & Challenges].	Further detail is included in the Directorate Delivery Plan.	N/A
There was disappointment but also not surprise that mental health continues to be a challenge due to the trauma that usually leads to involvement of Social Services.	Noted.	N/A
To address the negative representation of Childrens Services there was a suggestion that there is a campaign to raise awareness in the media and local communities of positive outcomes related to intervention by Childrens Services.	Work with Council Comms team to be undertaken.	N/A
Aiming for a higher number of adoptions can be negative due to young people having their children removed permanently and adopted when they may not have been given the support that could have produced a positive outcome for the parent.	We always strive to keep children within their family network; when this isn't possible we aim to find alternative homes for those children to ensure they have stability and somewhere safe and nurturing to live. When children are very young this is often achieved via adoption and we try our best to make sure those children find forever families as quickly as possible. We agree completely that there shouldn't be targets set for the number of children adopted.	N/A
There should be further emphasis on the positive work completed by Children's Services.	Work with Council Comms team to be undertaken.	N/A
Mental Health concerns are linked to the majority of negative issues experienced by young people such as a lack of employment and struggling to live independently. Therefore if more resources were put into mental health it would decrease the need for Childrens Services to be involved in the lives of so many children and young people. This would also mean that less people had need to access	We are working closely with colleagues in Health to improve pathways for referrals so people are able to access support with mental health as early as possible and at the right time. However, this remains an area of very significant challenge with increasing demand and complexity.	N/A



Feedback	Response	Amendment
Adult Services for mental health concerns.		
The category of “Trauma Informed” felt like a very positive inclusion and the acknowledgement of the effects of trauma was appreciated. There was emphasis on the fact that care experience and the trauma relating to it can last far into adulthood.	Noted.	N/A
Children’s Services should be advocating with the Government for those who fit into the NEET category. Low wages make it very difficult for young people to come off benefits, “you get less money than you get on benefits”.	<p>Advice is available from the Money Advice Line [029 2087 1071]. You can also contact the Into Work Team via the online form available here: <a href="http://intoworkcardiff.co.uk">Get in touch - Into Work (intoworkcardiff.co.uk)</a> and the Money Advice Team via the online form available here: <a href="#">Contact us - Cardiff Money Advice Service</a>.</p> <p>These services work to ensure that people are helped into better employment and supported to secure in-work benefits. The Personal Advisor Service has recently transferred to Adult Services to improve links between these services.</p>	N/A

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# Children's Services Directorate Delivery Plan 2023/24



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1. Introduction

Golden Thread



## Directorate Delivery Plan – Children’s Services

- 1.1 The Council’s Corporate Plan sets out how the Administration’s 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 seven well-being objectives which, by working towards their achievement, will ensure the delivery of Stronger, Fairer, Greener. 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
- One Planet Cardiff
- Modernising and integrating our public services

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 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

**Stronger, Fairer, Greener:** 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 Indicators (KPIs):** Indicators of operational performance that indicate if the steps the Council are taking are effective.

**Target:** Sets out a numerical value on Key Performance Indicators to be achieved.

## 2. Directorate Profile and Structure

### Central Services:

- **Support4Families** (within the Cardiff Family Advice and Support Service) – early help service working with families below the threshold for statutory Children’s Services, e.g. supporting families with direct delivery of a range of evidence based family programmes.
- **Multi Agency Safeguarding Hub** - first point of contact for safeguarding referrals from professionals.
- **Interventions Hub:**
  - **Adolescent Resource Centre** – intensive support for young people aged 11-16 years of age, who are at risk of becoming looked after.
  - **Family Intervention Support Service (FISS)** – support to prevent family breakdown and reduce risk of significant harm.
  - **On Call FISS** - support out of hours to the Emergency Duty Team (EDT) and daytime services.
  - **Rapid Response** - provide an immediate response to families in crisis to prevent accommodation or where there is a high risk of harm.
  - **Integrated Family Support Service** – supporting the needs of vulnerable families in crisis.
  - **ThinkSafe!** – work with children at greatest risk of exploitation to reduce risk and increase protective factors.
- **Family Drug and Alcohol Court** – piloting a new way of working with families in Court proceedings.
- **Substitute Family Care** – placement finding, in house fostering, Connected Persons, When I Am Ready, supported lodgings, National Fostering Framework.
- **Residential Services** – in house residential homes.
- **Unaccompanied Asylum Seeking Children** – case management for Unaccompanied Asylum Seeking Children including child protection, Court work, children looked after and children receiving care and support.
- **Youth Justice Service** – prevention of anti-social behaviour, offending and re-offending by young people.

### Assessment and Care Planning:

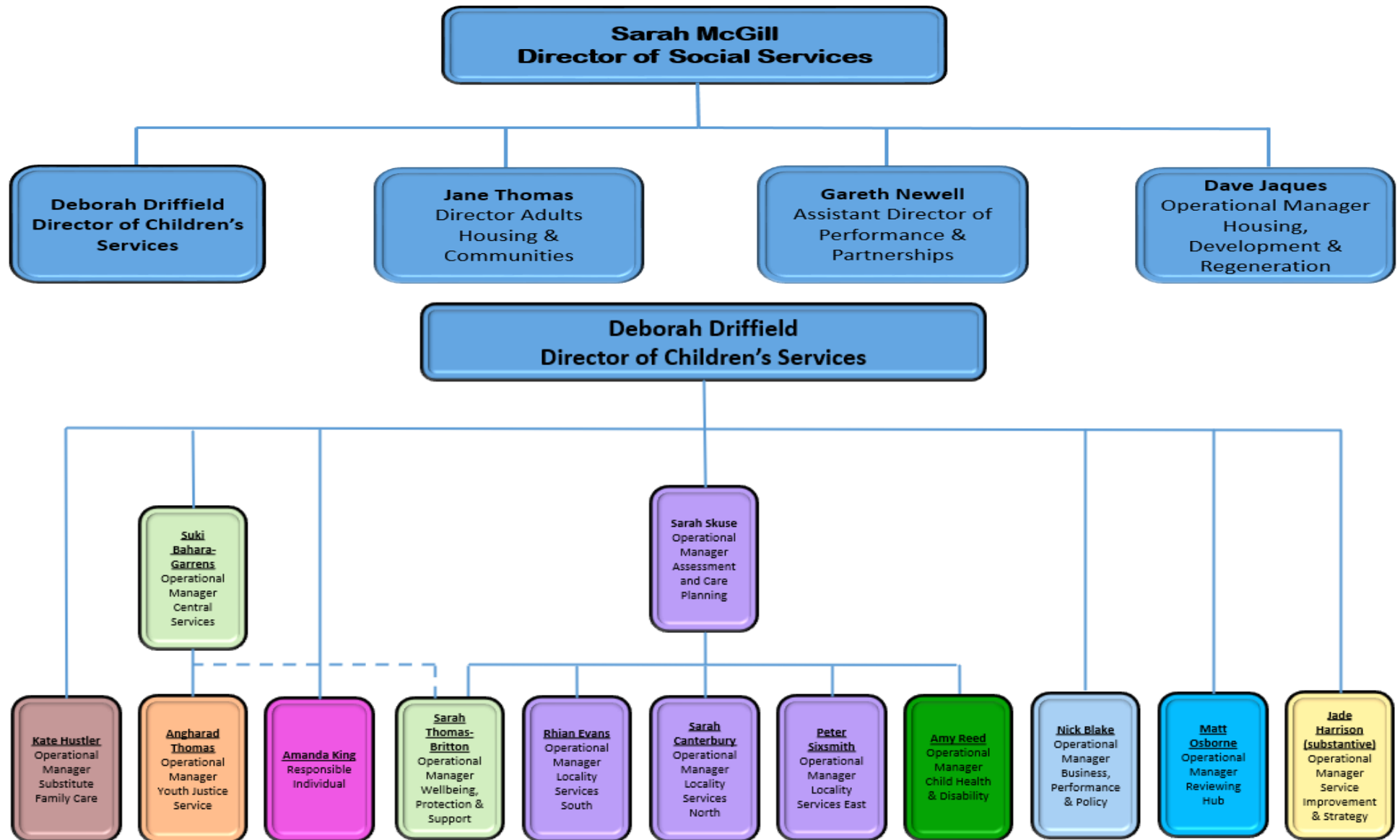
- **Intake & Assessment**, including child protection investigation, intervention and support.
- **Locality Services** – case management including reunification, child protection, Court work, children looked after and children receiving care and support.
- **Child Health & Disability Service** – case management for children with disabilities including child protection, Court work, children looked after and children receiving care and support.
- **Personal Adviser Service** – supporting care leavers.

**Reviewing Hub** – case reviews for children on the Child Protection Register, children looked after and children with a care and support plan, advocacy, participation, education safeguarding, professional concerns, corporate parenting, corporate safeguarding.

**Service Improvement & Strategy** – Quality assurance, workforce development and training, commissioning and contract management.

**Performance and Resources** – business support, performance and planning, projects, correspondence, CareFirst / Eclipse, strategy, Health & Safety, workforce training and development, COVID-19.

# Senior Management





### 3. Progress, Challenges and Priorities for 2023/24

#### What we did well

An overview of the key achievements is provided below:

- Revised **Children's Services Strategy** for 2023-26 developed and agreed.
- **Accommodation Strategy** for 2023-26 developed and will support implementation of **The Right Place model**.
- Dedicated **Workforce Development** team established.
- Development of a new way of working commenced – implementation of **new operating model** scoped out with staff.
- **Engagement with staff** – workshops with staff held to inform development of key strategies and ways of working.
- Use of Mind of My Own app to support children and young people to share their **lived experience**.
- **Locality working** approach being embedded in case management teams.
- **Interventions Hub** embedded and increased service provision agreed.
- **Reviewing Hub** embedded – over 200 children have been stepped down to case closure or Early Help services.
- **Corporate Parenting Strategy action plan** being implemented.
- Increasing number of **children who returned or remained home** and are cared for within their families.
- Improved our system for tracking children subject to **Public and Private Law proceedings**.
- Safeguarding Adolescents From Exploitation (**SAFE**) model.
- Improvements to **Youth Justice Service** – recognised by follow up inspection that resulted in complete de-escalation in recognition of the progress made.
- Reduction in children being **convicted** for criminal offences.
- **Quality Assurance** Framework and practice development journey.
- Ongoing **commitment of staff** in the face of increasing pressures.
- Ongoing development of **PowerBi** as primary reporting tool.
- Maximised use of **technology** to maintain virtual contact with children, families, colleagues and partners.
- Development of updated **policies and procedures** progressing.

## What we could have done better

- Developing a **Participation Framework** to improve our partnership working with children and their parents / carers.
- Improving access to **advocacy**.
- Embedding the **Reunification Framework**, to support children to return to live with family where it is safe for them to do so.
- Embedding **Family Group Conferencing** into our core operating model.
- Re-shaping our **respite provision** to offer flexible short-break opportunities for children with disabilities.
- Implementing a **trauma informed approach** to practice across all services.
- Increasing Directorate capacity to deliver **bilingual services**.

## Opportunities

- Direction set by the new **Children's Services Strategy** and supporting **Accommodation Strategy**.
- Development of **new practice framework**.
- Development of **new operating model** to ensure that social workers only do what only social workers can do.
- Strengthened **Commissioning Team** developed and in place.
- **Regional Integration Fund** monies and Welsh Government funding.
- Working towards achieving **Child Friendly City** status and embedding a **child's rights** approach.
- Work with the newly appointed virtual headteacher to support improved **education outcomes** for children looked after.
- Implementing the upgraded **client record system** - Eclipse.
- Building on **positive partnership working** and making best use of **technology**.
- Use outcome of **Family Drug and Alcohol Court pilot** to inform service provision going forward.
- Implementation of the multi disciplinary **Transitional Safeguarding Panel** for young people aged 16-25 with complex needs.

## Challenges

- **Budget** pressures.
- **Demand and complexity**.
- **Sufficiency of placements** for children.
- **Recruitment and retention** of experienced social workers.
- Children and young people experiencing **serious emotional well-being and mental health issues**.
- Increasing numbers of children experiencing **exploitation** which is exposing them to violent behaviour and is drawing a small minority of children into violent criminal behaviour.
- Increasing numbers of children with a range of needs including **neuro-diversity / learning disability / mental health / behaviours that challenge and shortage of appropriate services**.
- Recent high profile cases in the media having an impact on practice and the **negative representation of the social work profession**.

## 4. Shifting the Balance and Well-being Objectives

**Well-being Objective 1: Cardiff is a great place to grow up**

**Well-being Objective 4: Safe, confident and empowered communities**

### How we'll do it



Ensuring a range of support in the community and a variety of homes for children are available in Cardiff **-PLACE**

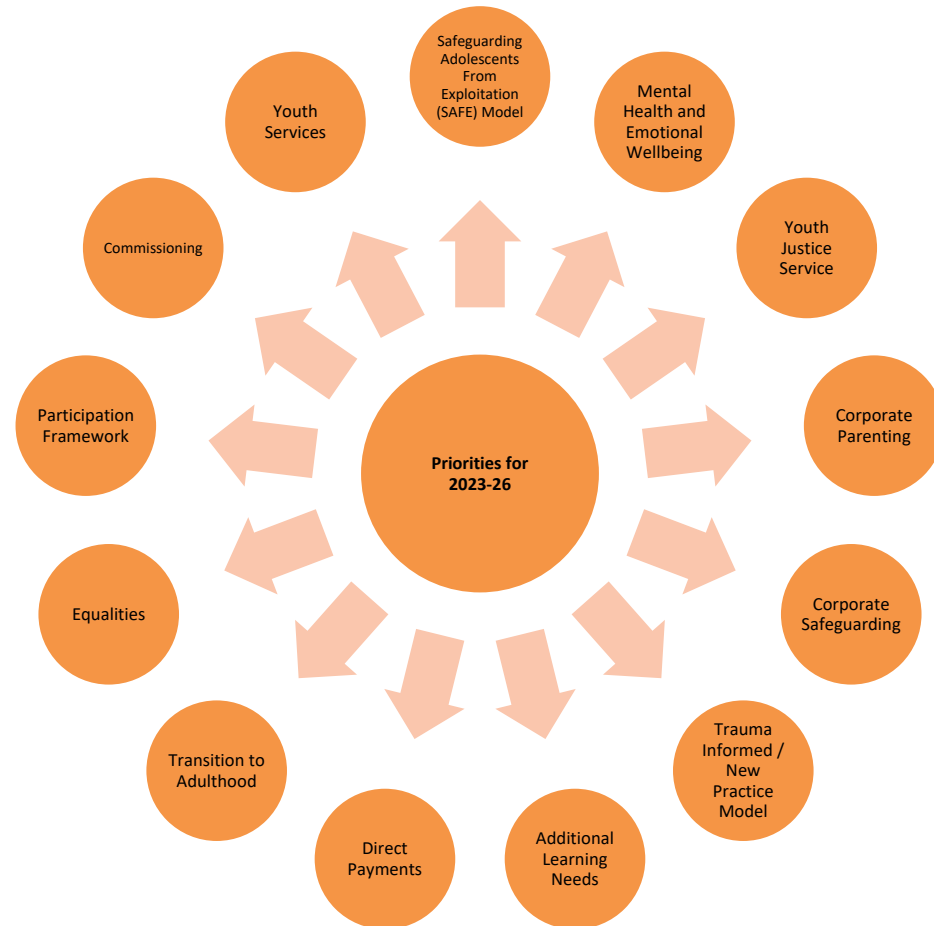
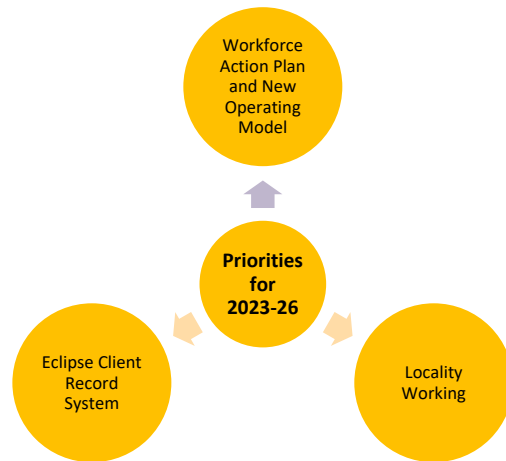
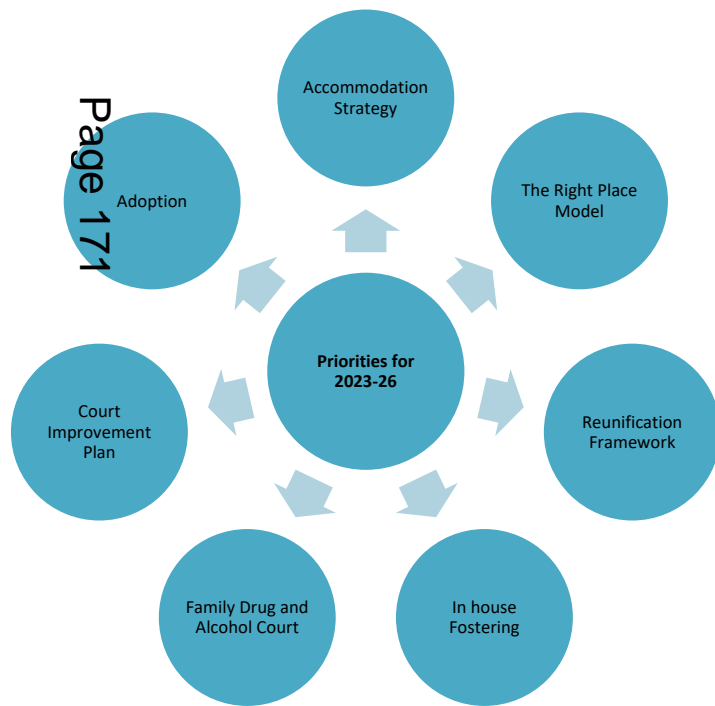


Supporting a permanent workforce **-PEOPLE**



Developing our **PRACTICE** and procedures

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5. **Shifting the Balance: Place**  
**Wellbeing Objective 1: Cardiff is a great place to grow up**

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Implement the <b>Accommodation Strategy</b> for 2023-26 to address placement sufficiency issues and support the implementation of The Right Place Model.	<b>Nick Blake</b>  <b>Bethan Masters</b>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Building works on 2 new residential homes completed (1 x 1 bed and 1 x 2 bed).</li> <li>• Purchase of additional 3 properties for residential homes completed (2 x 3 bed and 1 x 2 bed specialist provision for children with emotional well-being and mental health issues).</li> <li>• Search for additional properties (via Strategic Estates, Housing and open market) ongoing.</li> <li>• Stage 2 design works for Ty Storrie (short breaks provision) completed and fully costed proposal for next steps developed.</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• 2 new residential homes registered (1 x 1 bed and 1 x 2 bed).</li> <li>• Building works on 2 x 3 bed residential homes purchased in Quarter 1 completed.</li> <li>• Search for additional properties (via Strategic Estates, Housing and open market) ongoing.</li> <li>• Development of short breaks provision ongoing.</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Registration for 2 x 3 bed residential homes completed.</li> <li>• Search for additional properties (via Strategic Estates, Housing and open market) ongoing.</li> <li>• Development of short breaks provision ongoing.</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Building work on 1 x 2 bed specialist provision for children with emotional well-being and mental health issues completed.</li> <li>• Search for additional properties (via Strategic Estates, Housing and open market) ongoing.</li> <li>• Development of short breaks provision ongoing.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Continue to implement <b>The Right Place Model</b> to improve services, support and accommodation options for children in, and on the edge of, care.	<b>Suki Bahara-Garrens</b>  <b>Bethan Masters</b>	<b>Q1</b> <ul style="list-style-type: none"> <li>Job descriptions for edge of care and residential staff developed.</li> <li>Decision made as to whether to work towards full accreditation, or to implement a localised model with the support of the North Yorkshire Team.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<b>Q2</b> <ul style="list-style-type: none"> <li>TBC pending outcome of accreditation decision in Quarter 1.</li> </ul>	
			<b>Q3</b> <ul style="list-style-type: none"> <li>TBC pending outcome of accreditation decision in Quarter 1.</li> </ul>	
			<b>Q4</b> <ul style="list-style-type: none"> <li>TBC pending outcome of accreditation decision in Quarter 1.</li> </ul>	

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Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Support children to return safely to their own homes during the year using the <b>Reunification Framework</b> .	Sarah Skuse	<b>Q1</b> <ul style="list-style-type: none"> <li>Consideration given to where reunification workers will sit under the new operating model.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<b>Q2</b> <ul style="list-style-type: none"> <li>Process for social care practitioners to lead on supporting the implementation of reunification care plans developed – with social workers leading on assessment and review.</li> </ul>	
			<b>Q3</b> <ul style="list-style-type: none"> <li>New process agreed in Quarter 2 piloted across all 3 localities.</li> </ul>	
			<b>Q4</b> <ul style="list-style-type: none"> <li>Review of pilot of new process commenced in context of wider changes to the operating model.</li> </ul>	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Develop the <b>in house Fostering Service</b> to meet demand for placements and ensure that foster carers have the necessary skills to care for children and young people with complex needs.	Kate Hustler  (Suki Bahara-Garrens)	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Foster Wales Cardiff Recruitment Strategy developed – including promotion of recruitment across a diverse range of communities.</li> <li>• Skills audit of existing in house foster carers commenced.</li> <li>• Regulated policies updated and published.</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Skills audit analysed and gaps identified.</li> <li>• Exit Strategy to support timely move on from parent and child placements developed.</li> <li>• Remaining policies updated and published.</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Plan to address gaps identified by skills audit in place – including development of training matrix.</li> <li>• Targeted recruitment of Teen Scheme foster carers ongoing.</li> <li>• Support available to in house foster carers increased with additional short break carers available.</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Corporate plan target of 130 children in in house fostering placements met, including: <ul style="list-style-type: none"> <li>○ 5 parent and baby placements</li> <li>○ 5 Teen Scheme placement</li> <li>○ 5 emergency beds available.</li> </ul> </li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Monitor the progress of the <b>Family Drug and Alcohol Court pilot</b> to determine its success in keeping families together and prepare for the future of the initiative when the pilot ends in December 2023.	<b>Suki Bahara-Garrens</b>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Proposal developed requesting Welsh Government to extend funding for 1 year.</li> <li>Referral process reviewed.</li> <li>Capacity of team reviewed.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Operational governance reviewed.</li> <li>Consider what support the Integrated Family Support Team could offer to families who are in pre-proceedings.</li> </ul>	
			<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Outcomes of families who discontinued the FDAC process reviewed.</li> <li>Use of parent mentors to be considered.</li> </ul>	
			<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>TBC pending request for extension of funding.</li> </ul>	
Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Continue implementation of the <b>Court Improvement Plan</b> during the year to improve practice in the Public Law Outline (PLO) and Court arenas in response to recent national reviews and reports.	<b>Sarah Skuse</b>  <b>Lewis Collins</b>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Arrangements for new operating model to be piloted in Court arena developed.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Policies and procedures for new Court Team developed.</li> <li>Staffing arrangements for new Court Team agreed.</li> </ul>	
			<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Court tracker provides the required performance information to inform decision making.</li> </ul>	
			<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Recommendations of Public Law Outline (PLO) review fully implemented.</li> </ul>	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Work with the Vale, Valleys and Cardiff Regional Adoption Collaborative to ensure ongoing implementation of good practice guidance in relation to <b>adoption</b> , including recruitment of prospective adoptive parents.	Sarah Skuse	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Panel and commissioning process for supporting children who require specialist adoption support services embedded.</li> <li>Mechanism for quality assuring life journey work for children with a plan for adoption developed.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Work to maximise placement opportunities for children with a plan for adoption continues.</li> <li>Welsh Early Permanence Framework embedded as a placement option where appropriate.</li> </ul>	
			<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>National and local engagement with opportunities to recruit a range of adopters to meet the needs of children waiting for adoption continues.</li> </ul>	
			<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Impact of the modernising agenda for adoption and promotion of direct contact for children with a plan for adoption evaluated.</li> <li>Adoption Support improved - adopted children have the right support from the right person at the right time through aligning universal, targeted and specialist services.</li> </ul>	

Ref	Key Performance Indicators (outcome based where possible)	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP	Of the total number of children looked after:					
CP	The number fostered by Local Authority foster carers	116	119	117 At 31.12.22	130	Suki Bahara-Garrens / Kate Hustler
CP	The number fostered by external foster carers as percentage of regulated placements (excluding kinship)	62.1% (344 / 544)	58.9% (324 / 550)	58.2% 308 / 529 At 31.12.22	60%	Suki Bahara-Garrens / Kate Hustler
CP	The number placed in in-house residential placements	6	9	8 At 31.12.22	15	Suki Bahara-Garrens / Amanda King



CP	The number placed in external residential placements as percentage of regulated placements (excluding kinship)	14.6% (81 / 544)	16.5% (91 / 550)	18.1% 96 / 529 At 31.12.22	17%	Suki Bahara-Garrens / Amanda King
CP	The number of children returned home from care during the year	85	108	92 At 31.12.22	60	Sarah Skuse / Locality OMs
CP	The percentage of children looked after in regulated placements who are placed in Cardiff	57.4%	56.0%	55.8% At 31.12.22	60%	Suki Bahara-Garrens
CP	The percentage of children looked after in regulated placements who are placed in Cardiff or a neighbouring Authority	75.9%	77.2%	75.9% At 31.12.22	80%	Suki Bahara-Garrens

6. Shifting the Balance: **People**  
**Wellbeing Objective 1: Cardiff is a great place to grow up**

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Implement the Children's Services <b>Workforce Action Plan</b> to secure a primarily permanent workforce.	Jade Harrison / Nick Blake	<b>Q1</b>	To build an inclusive and representative organisation.
			<ul style="list-style-type: none"> <li>Key milestones in Workforce Action Plan met.</li> </ul>	
			<b>Q2</b>	
			<ul style="list-style-type: none"> <li>Key milestones in Workforce Action Plan met.</li> </ul>	
			<b>Q3</b>	
			<ul style="list-style-type: none"> <li>Key milestones in Workforce Action Plan met.</li> </ul>	
			<b>Q4</b>	
			<ul style="list-style-type: none"> <li>Key milestones in Workforce Action Plan met.</li> </ul>	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Build on the progress made implementing a <b>locality approach</b> to service provision to further develop links with Education and maximise use of community resources.	Sarah Skuse	<b>Q1</b>	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<ul style="list-style-type: none"> <li>Links made with new virtual Headteacher.</li> <li>Contribution made to Single View of the Child project to ensure the information available supports the enhancement of locality working.</li> </ul>	
			<b>Q2</b>	
			<ul style="list-style-type: none"> <li>Development of new operating model takes account of demographic data.</li> </ul>	
			<b>Q3</b>	
			<ul style="list-style-type: none"> <li>Social work practitioners linked with geographical areas to strengthen links with schools in their areas.</li> </ul>	
			<b>Q4</b>	
			<ul style="list-style-type: none"> <li>Children's Services leads identified to work with partner agencies on a locality basis.</li> </ul>	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Implement <b>Eclipse</b> as the CareFirst replacement system by March 2024.	Nick Blake  Richard Lewis	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Key milestones in Eclipse project plan met.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Key milestones in Eclipse project plan met.</li> </ul>	
			<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Key milestones in Eclipse project plan met.</li> </ul>	
			<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Key milestones in Eclipse project plan met.</li> </ul>	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP	The percentage of permanent social worker vacancies in Children's Services	28.8%	23.9%	27.3%	24%	Jade Harrison / Nick Blake

7. Shifting the Balance: **Practice**  
**Wellbeing Objective 1: Cardiff is a great place to grow up**

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Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Continue working with partners to develop and implement pathways and a joint model of service provision for children with serious <b>mental health and emotional well-being issues</b> .	Suki Bahara-Garrens	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Protocol for Self Harm and Suicide agreed.</li> <li>Commissioning process for residential support team commenced.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
		Sarah Skuse	<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Pathway to transition for young people with mental health and emotional well-being issues developed.</li> </ul>	
			<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Panel in place to review young people in hospital with mental health and emotional well-being issues to agree support from Psychology Team and any other services required.</li> </ul>	
			<p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Residential support team in place.</li> </ul>	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Continue the implementation of the new <b>Youth Justice Strategy 'Building Safer Futures Together'</b> and Improvement Plan to reduce offending and improve outcomes for young people.	Angharad Thomas	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Key milestones in the Youth Justice Strategy Improvement Plan met.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
		(Suki Bahara-Garrens)	<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Key milestones in the Youth Justice Strategy Improvement Plan met.</li> </ul>	
			<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Key milestones in the Youth Justice Strategy Improvement Plan met.</li> </ul>	
			<p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Key milestones in the Youth Justice Strategy Improvement Plan met.</li> </ul>	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Conclude the renewed <b>Corporate Parenting Strategy</b> 2021-24 action plan to improve outcomes and wellbeing for children looked after.	<b>Matt Osborne</b>  <b>Lucy Thomas</b>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Presentations given to teams in Directorates across the authority to inform them of their responsibilities as Corporate Parents.</li> <li>• Template developed to send to teams after presentations for them to complete – providing information on what their services could be doing to improve the lives of care experienced young people,</li> <li>• Actions identified above incorporated into Corporate Parenting Strategy Action Plan.</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Corporate Parenting Operational Group relaunched following service area meetings with additional membership – meeting to be chaired by Chief Executive.</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Corporate Parenting Strategy Action plan updated to reflect actions identified by Corporate Parenting Operational Group.</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Pilot for care experienced young people to have free access or heavily discounted membership to local gyms and leisure facilities developed – in conjunction with Social Value Officer in Cardiff Commitment to access money to purchase membership.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP / DDP	Improve <b>access to education and educational attainment for children looked after</b> during the year	<b>Matt Osborne</b>  <b>Lucy Thomas</b>  <b>(Suki Bahara-Garrens / Sarah Skuse)</b>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Regular partnership meetings established with Virtual Headteacher (once in post) to monitor education outcomes for care experienced young people.</li> <li>• Shared action plan developed to work in partnership with Virtual Headteacher to identify themes / barriers and work together to overcome them.</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• “Success clubs” promoted through Voices From Care Cymru programme - linking with youth mentors and Virtual Headteacher.</li> <li>• Work undertaken with Education to develop peer mentors. I.e. older care experienced young people becoming mentors to younger care experienced young people in education.</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Training pack for teachers developed – to help inform staff in Education about some of the challenges care experienced young people face but also to inform of successes – with the aim of challenging stigma in education.</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Work undertaken with HR for care experienced young people to have work experience in Cardiff Council if they wish.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP / DDP	Support care leavers into education, employment or training during the year by delivering the Cardiff Commitment.	<p><b>Matt Osborne</b></p> <p><b>Lucy Thomas</b></p> <p><b>Sharlane Bird</b></p> <p><b>(Suki Bahara-Garrens / Sarah Skuse)</b></p>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Guaranteed Interview Scheme launched – to provide a Guaranteed Interview to Cardiff Council jobs for Care Leavers in Cardiff if they meet the essential criteria.</li> <li>• Internal mentoring pilot launched - for members of staff to become mentors to young people in supported lodgings. The mentoring scheme aims to build confidence for young people with the end goal of accessing education, employment, or training.</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Main barriers to care leavers accessing education, employment or training identified and considered in conjunction with the Personal Advisor Service and Into Work Service.</li> <li>• Information about aspirations for care leavers gathered – through Cardiff Commitment survey and engagement event.</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Work undertaken with Cardiff Commitment, the Personal Advisor Service and Into Work Service to develop support for care leavers to access employment, education or training – based on feedback from care leavers about their aspirations and barriers.</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Mentoring pilot and Guaranteed Interview Scheme reviewed.</li> <li>• Options to expand mentoring pilot explored.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Ensure children and adults are protected from risk of harm and abuse by embedding the <b>corporate safeguarding self-evaluations</b> by March 2024.	Matt Osborne	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Key actions from corporate safeguarding self-evaluation implemented.</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Key actions from corporate safeguarding self-evaluation implemented.</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Key actions from corporate safeguarding self-evaluation implemented.</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Key actions from corporate safeguarding self-evaluation implemented.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.



Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Work with partners during the year to continue the implementation of <b>Trauma Informed Practice</b> approach to the work that we do. <b>(Adverse Childhood Experiences)</b>	<b>Jade Harrison</b>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Recruitment to Training Officer post undertaken.</li> <li>• Roll out of Trauma Informed Practice in the Youth Justice Service scoped to inform roll out across the wider Children’s Services.</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Mapping exercise undertaken to understand how the approach has been rolled out in other organisations.</li> <li>• Consultation with partners / key stakeholders undertaken.</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Training for Children’s Services provided – starting with the Children’s Management Team and rolling out to all staff.</li> <li>• Decision made on ongoing roll out of training – i.e. whether a train the trainer approach should be used.</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Policy and procedures in place in preparation for roll out across Children’s Services.</li> </ul>	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Contribute to the implementation of the new partnership strategy to deliver effective services for children and young people with <b>additional learning needs (ALN) and disabilities</b> throughout the year.	<b>Amy Reed</b>  <b>(Sarah Skuse)</b>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• First round of 1-1 meetings between Child Health &amp; Disability and special school headteachers completed – to establish working relationships.</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Analysis of current resources to support children with ALN outside education undertaken – following on from discussions with headteachers.</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Development of resources to support children with ALN outside education commenced – to address the gaps identified in the analysis.</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Ongoing 1-1 meetings with Child Health &amp; Disability and special school headteachers held – to identify further areas for focus.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Finalise and implement the revised <b>Direct Payments Policy</b> to improve choice and control for children and young people.	<b>Amy Reed</b>  <b>(Sarah Skuse)</b>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Direct Payments Policy finalised.</li> <li>• Implement Direct Payments uplift – pending agreement via Officer Decision Report.</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Training for wider Children’s Services workforce regarding Direct Payments developed – what they are and when they are an appropriate option.</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Direct Payments in use for children and young people in teams other than Child Health &amp; Disability.</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Use of Direct Payments for children and young people in teams other than Child Health &amp; Disability reviewed – to determine impact on other services and need for further training / awareness raising.</li> </ul>	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Enable all young people who are known to Children's Services to play an active and central role in planning for their <b>transition</b> to adulthood during the year by working closely with colleagues in Adult Services.	Amy Reed / Sarah Skuse	<p style="text-align: center;"><b>Q1</b></p> <p><b>Children with Disabilities</b></p> <ul style="list-style-type: none"> <li>• Timeliness of allocation of transition social workers reviewed (to determine if in place by age 15.5).</li> </ul> <p><b>Care Leavers</b></p> <ul style="list-style-type: none"> <li>• Staff consultation regarding placement of Personal Adviser Service undertaken.</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <p><b>Children with Disabilities</b></p> <ul style="list-style-type: none"> <li>• Audit of pathway plans for children with disabilities undertaken to determine that they capture the voice of the young person and that they are supported to play an active role in transition planning.</li> </ul> <p><b>Care Leavers</b></p> <ul style="list-style-type: none"> <li>• Work undertaken with Housing to develop a specification for how the Personal Advisor Service would operate within the Housing Service (pending outcome of staff consultation).</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <p><b>Children with Disabilities</b></p> <ul style="list-style-type: none"> <li>• Work commenced with Adult Services and providers to explore the market and consider if providers currently working with adults with learning disabilities have an appetite to develop services for children of transition age.</li> </ul> <p><b>Care Leavers</b></p> <ul style="list-style-type: none"> <li>• Personal Advisor Services transitions to Housing (pending outcome of staff consultation).</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <p><b>Children with Disabilities</b></p> <ul style="list-style-type: none"> <li>• Work undertaken with Cardiff Children's Services Commissioning Team to enhance the available service for children of transitional age.</li> </ul> <p><b>Care Leavers</b></p> <ul style="list-style-type: none"> <li>• Personal Advisor Services embedded in Housing (pending outcome of staff consultation).</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Continue the implementation of the <b>Equalities Action Plan</b> during the year.	Suki Bahara-Garrens / Nick Blake	<p style="text-align: right;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Equalities Action Plan reviewed.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: right;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Key milestones in Equalities Action Plan met.</li> </ul>	
			<p style="text-align: right;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Key milestones in Equalities Action Plan met.</li> </ul>	
			<p style="text-align: right;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Key milestones in Equalities Action Plan met.</li> </ul>	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Finalise the <b>Participation Framework</b> by March 2024 to improve our partnership working with children, young people and parents, ensure that their voices are heard and their rights are respected.	<b>Matt Osborne</b>  <b>Lucy Thomas</b>	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Engagement sessions with children, young people, and families to develop a Participation Strategy held - providing opportunities for them to inform staff how they would like to participate in service development and design for the future.</li> <li>• Children and young people involved in the development of accommodation provision in the city.</li> <li>• Work to establish Parent Cafes commenced - to increase the engagement and participation of parents in service development and design.</li> <li>• Accessible website launched – to support children, young people and families to gain an understanding of Children’s Services – including roles of staff, teams and processes.</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Online session held with parents known to the Support4Families team – to enable parents to inform the best time, venue, and date to hold a Parent Café.</li> <li>• First Parent Café held – providing an opportunity to hear from parents about how they would like to engage with services in the future - feedback will be used to develop the Participation Strategy.</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Feedback from engagement sessions collated and used to develop Participation Strategy.</li> <li>• First draft of Participation Strategy completed and sent to senior management for comments.</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Participation Strategy launched.</li> </ul>	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Undertake a <b>review of commissioned services</b> , during the year to ensure that contract monitoring arrangements are in place and re-tendering processes are timetabled based on contract end dates.	Jade Harrison  Menai Griffiths	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Direct awards in place for key contracts that expired 31<sup>st</sup> March 2023.</li> <li>Outstanding recommendations from Internal Audits resolved.</li> <li>Recruitment to Commissioning structure finalised.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Direct awards in place for remaining contracts that expired 31<sup>st</sup> March 2023.</li> <li>Process of preparing for re-tendering of contracts commenced – with a view to staggered implementation.</li> </ul>	
			<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Contract monitoring activity formalised and Quality Assurance processes in place.</li> </ul>	
			<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Competitive tenders resolved and commissioning cycle developed for 2024/25.</li> </ul>	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP	The number of young people in receipt of a prevention service from the Youth Justice Service	New for 2022/23	New for 2022/23	255	130	Angharad Thomas
CP	The number of first-time entrants into the Youth Justice System	49	31	42	60	Angharad Thomas
CP	The percentage of children re-offending within six months of their previous offence	22.9%	23.1% to December 2021	27.3% To 31.12.22	40%	Angharad Thomas
CP	Youth Justice – the percentage of children with an order ending during the period who were living in suitable accommodation	New for 2023/24	New for 2023/24	New for 2023/24	Baseline being set	Angharad Thomas
CP	Youth Justice – the percentage of children with an order ending during the period who were in suitable education, training or employment	New for 2023/24	New for 2023/24	New for 2023/24	Baseline being set	Angharad Thomas
CP	Youth Justice – the percentage of children with an order ending during the period who had an identified Special Education Need and Disability (SEND) / Additional Learning Need (ALN)	New for 2023/24	New for 2023/24	New for 2023/24	Baseline being set	Angharad Thomas
CP	The percentage of care leavers in categories 2,3 and 4* who have	67%	64.2%	66.9%	65%	Sarah Skuse

	completed at least three consecutive months of employment, education or training in the 12 months since leaving care			At 31.12.22		
CP	The percentage of care leavers in categories 2,3 and 4* who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	56%	67.9%	55.6% At 31.12.22	65%	Sarah Skuse
DDP	Number of children in receipt of Direct Payments	181	171	159	185	Sarah Skuse / Amy Reed

**Wellbeing Objective 4: Safe, confident and empowered communities**

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective	
CP	Ensure children and adults are protected from risk of harm and abuse by: Continuing to develop and implement the <b>Safeguarding Adolescents From Exploitation (SAFE)</b> Model during the year.	<b>Corporate Safeguarding</b>  <b>Angharad Thomas</b>  <b>(Suki Bahara-Garrens)</b>	<b>Q1</b>	To develop and deliver services which are responsive to Cardiff's inequality gap.	
			<ul style="list-style-type: none"> <li><i>Please see step in Corporate Safeguarding Directorate Delivery Plan for detail.</i></li> <li>Missing Persons Protocol signed off by the Children's Management Team.</li> <li>High Risk Panel process refined and launched.</li> <li>Child Exploitation Screening Tool rolled out.</li> </ul>		
			<b>Q2</b>		<ul style="list-style-type: none"> <li><i>Please see step in Corporate Safeguarding Directorate Delivery Plan for detail.</i></li> <li>National Review Mechanism recording added to CareFirst and development for move to Eclipse commenced.</li> </ul>
			<b>Q3</b>		<ul style="list-style-type: none"> <li><i>Please see step in Corporate Safeguarding Directorate Delivery Plan for detail.</i></li> </ul>
			<b>Q4</b>	<ul style="list-style-type: none"> <li><i>Please see step in Corporate Safeguarding Directorate Delivery Plan for detail.</i></li> </ul>	



Ref	Key Performance Indicators (outcome based where possible)	2020/21 Result	2021/22 Result	2022/23 Result	2022/23 Target	Owner
DDP	<p>The total number of children reported during the year where child exploitation was a factor including:</p> <ul style="list-style-type: none"> <li>• Child sexual exploitation</li> <li>• Child criminal exploitation</li> <li>• Child trafficking</li> </ul>	60 58 6	83 49 1	32 43 5 At 31.12.22	Target setting not appropriate	Suki Bahara-Garrens / Angharad Thomas


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

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	<p>Complete a full <b>review of Young Person's Services</b> and implement recommendations to:</p> <ul style="list-style-type: none"> <li>Offer a clear route into joined-up services for young people that can be accessed by young people, families and professionals.</li> </ul>	<p><b>Suki Bahara Garrens</b></p> <p><b>Angharad Thomas</b></p>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Required contribution to review made.</li> </ul>	<p>To develop and deliver services which are responsive to Cardiff's inequality gap.</p>
			<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Required contribution to review made.</li> </ul>	
			<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Required contribution to review made.</li> </ul>	
			<p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Required contribution to review made.</li> </ul>	

## 8. 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. *Directorate to include [link](#) to their Risk Register.*

Any actions being taken forward to mitigate against Red Risks within the Directorate Risk Register or Corporate Risk Register should be included in the table below, identifying a Lead Officer and date for the action to be completed by.

Action	Lead Officer	Action Date
Please refer to the following tabs in the document below:  23.04.12 Risk Register Update - Q4.		
Inc Demand (Children's Svcs)	Deborah Driffield	
Safeguarding	Deborah Driffield	
Escalated Directorate Risks	Jade Harrison / Nick Blake / Suki Bahara-Garrens / Sarah Skuse	
DRR – Revised	Deborah Driffield	

## 9. Audit Recommendations

### External 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.


**Any recommendations which are statutory recommendations are set out below:**

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
HMIP Inspection of Youth Justice Service	Please see tracker		Angharad Thomas	See tracker
CIW Inspection	Please see tracker		Jade Harrison	See tracker

### Internal Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from internal Auditors.

**Any open recommendations may be set out below:**

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
Please see summary of open recommendations	 23.08.01 Open Recommendations - C		Nick Blake	

### Directorate Performance Data: Audit

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Percentage of audit recommendations completed within the agreed timescale	N/A	N/A	72%	TBC	Deborah Driffield

## 10. 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.

*Any scrutiny recommendations which are open may be set out below:*

Scrutiny Committee/ Task & Finish Report	Scrutiny Recommendations	Action	Lead Officer	Action Date
Please see tracker				

## 11. Workforce Planning & Development

Workforce Planning helps services to identify the capacity and capability it needs within the workforce to effectively deliver services within its available budget.


A mandatory workforce planning process forms part of the corporate planning cycle and must be completed to inform the development of the Directorate Delivery Plan. It is aligned with the Council's business and financial plans to ensure that the Council and services have the right people with the right skills in the right place at the right time and at the right cost.

It is important that SMT have an oversight of the Council's workforce, including areas where Directorates need to take specific actions to address areas of concern or potential challenges - e.g. staff shortages, surpluses, PI targets, competency gaps, succession planning, increasing the diversity of your workforce etc. In addition, it is important to include areas where you are proactively taking action to prevent potential issues.

Therefore, you will need to include this information, and the actions that you will be taking to address the issues, within this Workforce Planning section of your Directorate Delivery Plan.

If you require any assistance, or have any queries, please contact the HR Organisational Development Team who will be able to support you throughout this process.

Detailed guidance on workforce planning is available on the Council's [intranet](#).

Workforce Planning Actions	Lead Officer	Action Date
Please see <a href="#">Workforce Strategy</a> and attached Workforce Action Plan:  23.06.27 Workforce Action Plan Updated.c	Jade Harrison / Nick Blake	

Directorate Performance Data: Sickness Absence and Wellbeing

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	12.88	15.01	12.93	11.8	Deborah Driffield
	% Sickness Absence Short-term	18%	25%	76%	N/A	Deborah Driffield
	% Sickness Absence Long-term	82%	75%	24%	N/A	Deborah Driffield

Training and Personal & Professional Development

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Personal Review Compliance: Percentage of staff that have completed a Personal Review (excluding school staff)	56%	88%	96%	100%	Deborah Driffield
	Personal Review Quality: % of Reviewees providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	27%	No Target	Deborah Driffield
	Personal Review Quality: % of Reviewers providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	2%	No Target	Deborah Driffield
	Personal Review Output: % Overachieving	N/A	N/A	29%	No Target	Deborah Driffield
	Personal Review Output: % Achieving	N/A	N/A	65%	No Target	Deborah Driffield
	Personal Review Output: % Developing	N/A	N/A	6%	No Target	Deborah Driffield
	Personal Review Output: % Underachieving	N/A	N/A	0.2%	No Target	Deborah Driffield
	% of staff completing mandatory training modules: Dementia Friendly	17%	20%	73.5%	85%	Deborah Driffield
	% of staff completing mandatory training modules: Violence Against Women	72%	63.5%	95.4%	85%	Deborah Driffield

Directorate Performance Data: Apprenticeships and Trainees

The Council continues to provide numerous opportunities for Apprentices and Trainees in a range of services. As part of developing the 2023/24 Corporate Plan it has been agreed that Directorates will include target in their Directorate Delivery Plans for new opportunities provided in year. This does not need to be a definitive number and could be a range based on the size and nature of the directorate, which will be monitored on a quarterly basis.

HR will review all targets set by Directorates against the overall target for apprenticeships and trainees as set in the Corporate Plan.



Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	The number of new apprenticeship and trainee placements provided within the Directorate within the year	N/A	1	0	13 secondments to social work degree TBC social work student placements	Jade Harrison

## 12. Race Equality Task Force Recommendations

In July 2020, Cabinet agreed to establish a Race Equality Taskforce to work with the Council and public sector partners to identify practical opportunities for change that would improve race equality in Cardiff and find new ways to improve outcomes for Ethnic Minority residents. The Taskforce published its final report in March 2022 which made 28 recommendations across the 5 thematic areas.

The recommendations of the Taskforce were [considered by the Cabinet in December 2022](#). Each recommendation relating directly to the Cabinet has been accepted in full and is supported by [clear implementation arrangements](#).

Cabinet also agreed that the Council's response to the Race Equality Task Force Recommendations, and any associated performance measures, would be embedded within the Directorate Delivery Plans. Please include below any Task Force Actions relevant to your directorate.

Ref	Race Equality Task Force Recommendation	Council Response	Lead Officer	Delivery Date
	N/A however Equalities Action Plan in place.			


### 13. 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 Area 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	Action Date
Please refer to Directorate Corporate Safeguarding Self Evaluation action plan:  23.03.28 CSSE - CS.docx	Matt Osborne	

Directorate Performance Data: Safeguarding

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	% of staff completing mandatory training modules: Corporate Safeguarding	70%	61.8%	92.0%	85%	Deborah Driffield
	Number of referrals from directorates into Children's Services	391	655	1,376	TBC	Deborah Driffield
	Number of referrals from directorates into Adult Services	166 (Social Services)	73 (Social Services)	0 (Children's Services)	TBC	Deborah Driffield

#### 14. 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 complement of Welsh Speakers to guarantee a service in Welsh.
- Undertake an Annual Welsh Language Assessment

***Any Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Directorate are set out below:***

WLC Investigation Number	Description of Enforcement Action	Responsible Officer	Date for completion presented by the WLC	Actual completion date	Date of evidence of completion presented to WLC
N/A					

Directorate Performance Data: Welsh Language

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	% of staff completing training modules: Welsh language e-learning module	5%	TBC	30.0%	TBC	Deborah Driffield
	% of staff attending beginners Welsh course	TBC	TBC	TBC	TBC	Deborah Driffield

## 15. Information Governance

Provided below, for monitoring performance and compliance, are details relating to information governance within the Directorate.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	80.2%	94.1%	89%	85%	73
	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	93.3%	94.1%	91%	85%	Deborah Driffield
	Number of data breaches	75	41	66	No target	Deborah Driffield
	% of staff completing mandatory training modules: Bob's Business Data Protection Essentials	N/A	N/A	60.7% 6.1%	85%	Deborah Driffield

**16. Citizen Satisfaction** (section to be developed over 2023/24)

**This section may include:**

- Ask Cardiff questions (where appropriate)
- Service User Specific Surveys
- Complaints and compliments (including “Total Number of Complaints by Service Area” and “% of Complaints Responded to on time by Service Area”)

Please see the latest Annual Complaints Report:

[Social Services Annual Feedback Report 2021-22](#)

# Adults, Housing & Communities Directorate Delivery Plan 2023/2024

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# 1. Introduction

## Golden Thread



- 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 seven well-being objectives which, by working towards their achievement, will ensure the delivery of Stronger, Fairer, Greener. 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
- One Planet Cardiff
- Modernising and integrating our public services

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 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

**Stronger, Fairer, Greener:** 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 Indicators (KPIs):** Indicators of operational performance that indicate if the steps the Council are taking are effective

**Target:** Sets out a numerical value on Key Performance Indicators to be achieved

## 2. Directorate Profile

**The Adults Housing & Communities** directorate provides a wide range of services to those who live or work in Cardiff or who visit the city. 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 supports over **6,000** citizens with care and support needs across Cardiff, enabling and supporting them to live the life they choose. The operating model is a strengths-based approach, finding different ways to support people to meet their individual goals. The directorate works with wider council services and other partners to prevent individuals experiencing loneliness and isolation and to provide services that support the wellbeing of individuals and their carers.

**The Independent Living Service** works closely with the social work teams, the third sector, health services and community groups co-producing outcomes that matter to the citizens of Cardiff. A wide range of support is provided to help people to live independently in their own homes and to step down from hospital. The **First Point of Contact team** provides information, advice and assistance both in the community and in the hospital, where they are known as the **Pink Army**. The multi-agency **Integrated Discharge Hub** based within UHW is now co-ordinated by the Independent Living Service with supporting hospital discharge and preventing admissions.

A range of preventative services by Independent Living including the **Occupational Therapy Service, Disabled Adaptations** and the **Joint Equipment Service** all of provide support to help older people and those with disabilities to stay independent at home. The **Community Resource Team (Homecare Service)** provides domiciliary and reablement support and is part of a larger multiagency CRT service which includes health therapies, supporting adults to recover or maintain their ability to live independently at home.

**The Community Social Work Service** support older people and adults with physical disabilities who have care and support needs. Social workers provide guidance and assess wellbeing needs, ensuring that appropriate care is put in place. These services include:

- **The First Point /Adult Assessment Social Work Team** provide initial assessment and support for citizens in the community.
- **The Hospital Social Work Team** work in all of Cardiff's acute hospitals to support hospital discharge for those who need additional support.
- **The Case Management Team** assists those with complex needs which require ongoing social work intervention.
- Cases that have appropriate care and support in place and are settled are placed with the **Review Team**.

- The **Community Duty Team** can be contacted by any service user for assistance and support, for example to request a change in their care plan or respite care arrangements for carers.

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

- **Community Mental Health Teams** – a 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 acquired brain injury and 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.
- **Ty Canna Day Services**, providing day opportunities for people with a history of mental health issues.

**The Learning Disability Service** provides 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 the supported living houses for people with a learning disability to ensure high quality care and support. There are **113** supported houses and **318** tenants across the city.

**The Complex Needs Day Service** provides high quality, person centred, outcome led, community-based planning and support to individuals with learning disabilities with complex needs including autism, significant behaviours of concern, profound and multiple disabilities and high health needs. The specialist planning and support provided by the service enables individuals to continue living at home and provides their families/carer with consistent, reliable respite to support them to continue in their caring role.

**The Internal Supported Living Service** provides a service 24 hours a day, 7 days a week, 365 days a year. The service supports individuals with learning disabilities to maximise their independence and to live in their own homes in the community, linking into other services where required (e.g. primary health care, specialised learning disability health teams).

**The Adult Safeguarding Team** ensure that vulnerable Adults in Cardiff are protected from experiencing harm and abuse.

**The Strategy, Performance & Resources Service** provides a range of services to support social work. The **Commissioning & Contract Monitoring Team** provide procurement and contract monitoring / quality assurance of all commissioned Adult Services contracts including domiciliary and residential care provision and supports service development and redesign. **The Business Systems and Transformations Teams** - provide administrative, financial, quality assurance, policy and performance management support. **The 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 and support for carers through the registration and qualification process.

## Community Services

### **Services for Everyone**

Our Community Hubs and Library Services aim to improve the lives of Cardiff citizens. In partnership with other organisations, they provide a wide range of support, including housing and homelessness prevention advice, social activities and events. Public access to computers and tablets are also available, as well as a comprehensive range of library and wellbeing services. Hubs and libraries reflect the needs and requirements of the local community which they serve.

The first of its kind in the city, the new Wellbeing Hub in Llanedeyrn has been opened in partnership with Cardiff and Vale University Health Board. This new Hub approach enhances existing services already provided by integrating a range a specialised health clinics providing a ‘one stop approach’ to the health and wellbeing of our citizens. Further plans for a Wellbeing Hub in Ely / Caerau are currently being developed.

### **Dedicated Services for Older People**

As part of our commitment to becoming an **Age Friendly City**, the Community Hubs provide venues for partners to deliver a wide range of physical activities, sport and other opportunities for older people to stay fit alongside a range of social activities to prevent isolation and loneliness, all in relaxed community setting. Teams also offer age-friendly digital inclusion support and assist community groups to deliver activities for older people through our Community Inclusion Team and well-being mentors. We also encouraging volunteering to support older people and carers through a dedicated volunteer co-ordinator.

**Care Hubs** provide much needed services in the community for older people with high care and support needs. Activities delivered in the centres have a positive impact on the health and wellbeing of older people. Care Hubs provide a safe environment for older people to:

- Socialise and make new friends

- Reduce the impact of social isolation
- Provide an opportunity for respite for carers
- Receive freshly cooked hot meals
- Delivery of various wellbeing activities

### **Dedicated Services for Young People**

Our Youth Hub offers a co-location of services. Increased partnership working with local organisations has created an extended and sustainable timetable across weekends, evenings and school holidays. As well as advice and support tailored for young people including into work advice, mentoring and training, sports and recreational sessions including basketball and dance classes are also on offer. Plans are also underway to create a new Youth Hub near the city centre.

The dedicated Hub website is an easy place to browse and take part in many online events, as well as providing information of activities on offer. All available by searching [www.cardiffhubs.co.uk](http://www.cardiffhubs.co.uk).

**Llanover Hall** delivers Arts courses and activities and is the hub for hands on arts activities. It is also the administrative centre for Learning for Life classes across Cardiff. Over 70 classes are delivered each week as part of the Learning for Life programme, these are run on a cost recovery basis. Enrolment fees cover tutor and materials costs, providing excellent value in what we deliver. Learners from 5 to 95 can access a range of classes including the Disability Inclusion Community Education (DICE) programme which is specifically tailored for learners with a range of disabilities.

### **Advice Services**

The **Money Advice Team** provides assistance across the city to maximise income and support people struggling financially. They provide face to face help on a drop-in basis through our network of Community Hubs, foodbank distribution centres, schools, supported accommodation and youth buildings. Partnership is key to this team, with close working alongside Citizens Advice, Cardiff Foodbank and third sector organisations. The Money Advice Team also have a dedicated website which is full of useful information, hints, tips and guides on managing budgets and benefit and grant eligibility. It can be found at [Cardiff Money Advice Service](#).

The **Advice Line** is the main phone contact for our city's residents who need advice or support on a range of topics including benefits, grants, discounts and school admissions. The team can also be contacted via email or web chat. The Adviceline can also seamlessly refer residents to the appropriate home visiting service if required by calling 029 2087 1071.

The **Housing Helpline** provides practical housing advice and support for customers who are, or are at risk of becoming, homeless. The team triages clients, assesses their needs and creates a casefile that can be tracked by multiple teams, before promptly referring them to the most appropriate help. This reduces the waiting time between the initial contact and them receiving practical support. Advice is also provided to customers who wish to join the Cardiff Housing Waiting List, book Housing Solutions appointments and deal with all enquiries relating to their Housing Application by calling 029 2057 0750.

The newly aligned **Housing Solutions Team** and **Homeless Prevention Team** carry out face-to-face interviews across Community Hubs supporting people to find the right housing solution for them.

The Housing Solutions team help clients to register on the Housing waiting list and to source private rented sector accommodation in our home finder workshops. They also carry out tenancy sign-up appointments. The team are also trained to deal with less complex cases where clients are at risk of becoming homeless, for example where there are rent arrears that can be negotiated with the landlord which will then stop an eviction taking place.

The **Homelessness Prevention Team** focuses on those more complex cases where clients are at risk of homelessness. They are able to assist them to maintain their current accommodation or help source alternative accommodation. They can provide financial assistance such as bonds or rent in advance as well as practical support with private landlords. The **Floating Support Service** is an additional provision to the Local Authority's housing support services. The Floating Support team provides a free service to the most vulnerable residents in Cardiff who have additional needs and who are at risk of losing their tenancy or accommodation. The service enables people to effectively maintain sustainable independent living arrangements.

To support those out of work or to upskill people into better paid and more sustainable work, a range of support and training is provided by **The Into Work Advice Service**. The Adult Learning team are part of the service and provide a range of learning opportunities across the city, with the Learning for Work programme focussing on work-based skill training. The Into Work Advice Service is accessed via a Gateway made up of job clubs across the city, through the Adviceline webchat and social media channels. Bespoke help is provided from light touch to intensive one to one mentoring. The service also has its own dedicated website [intoworkcardiff.co.uk](http://intoworkcardiff.co.uk). **Cardiff Works** is the Local Authority's in house, temporary recruitment agency, and is part of the Into Work Advice Service. Roles available through Cardiff Works are wide and varied and include administration, carers, cleaners and support workers. These roles are advertised on the Cardiff Works website as well as social media channels. The **Cardiff Works Ready** team provide training and mentoring to people in our communities who are looking for work in the Council. This helps our teams across the Council to be more representative of the communities we serve.

Dedicated support for the **Armed Forces** is also provided. Good relationships have been formed with other organisations such as Change Step and the Royal British Legion so veterans can be signposted for further support. We have been awarded the Armed Forces covenant gold award which mean



we have a very high standard of policies and procedures in place for those that work for Cardiff Council as well. Many events are delivered throughout the year for the armed forces and their families to be involved in.

The **Early Help Service** offers a programme of early intervention and prevention services for infants, children, young people and their caregivers in Cardiff. Services include, Cardiff Family Advice & Support, Flying Start, Cardiff Parenting, the Childcare Offer for Wales, the Index for children and young people with disabilities or additional needs, Childcare Business Support and the Early Help Workforce Development and Accredited Centre. Cardiff Family Advice & Support brings together a range of information, advice and assistance for 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 the support available for families. The service has a dedicated website at [www.cardiffamilies.co.uk](http://www.cardiffamilies.co.uk) with webchat facility.

**Children's Play Services** has recently moved over to the Early Help team. Community play teams run drop-in sessions across Cardiff for young children and young people aged 5-14 years. Qualified play teams facilitate a wide range of activities as well as encourage the children and young people to invent their own. Every effort is made to accommodate the individual needs of all the children and young people who attend.

### **Housing Need**

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 Registered Social Landlords in the city.

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 Homeless Leasing Scheme provides temporary accommodation in the community for families who find themselves homeless.

The service also has a dedicated Private Sector landlord team. The team manage the **Leasing Scheme Wales**, a Welsh Government initiative that aims to increase access to, and the affordability of, renting privately in Wales. **LETS** (Landlord Enquiries & Tenant Support Service) contact landlords to discuss the various options that Cardiff Council can offer, such as the Leasing Scheme Wales and our own tenant matching scheme, with the hopes of securing additional accommodation in the Private Rented Sector. The team works with both landlords and tenants advising of the support services and benefits of both schemes with the aim of making tenancies successful for both parties.

### Specialist Accommodation

The Specialist Accommodation Service provides supported accommodation and outreach support services, targeted at specific groups. This includes single people with complex needs, young people, families, gypsy and travellers and older people. The service provides bespoke services tailored to the needs of the clients with the aim of delivering high quality housing, tenancy sustainment and a range of support interventions to ensure long term positive outcomes can be achieved.

The services for **rough sleepers and homeless people with complex needs** are co-ordinated through the Homeless Multi-Disciplinary 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 6 high quality supported accommodation schemes and provides Housing First and other support services for the most vulnerable citizens. A Multi-Disciplinary Team for young people with complex needs has been established recently and the service also operates 2 managed accommodation schemes which provide long term accommodation with an on-site housing management service to facilitate move on from supported accommodation.

The section operates two residential sites for **Gypsies and Travellers** in Cardiff, together the sites have over 80 pitches. Both sites are supported by a staff team that provides a housing management and support service. There are community facilities on both sites and support is provided by a range of statutory and third sector partners.

The Service manages **10 Community Living** schemes across the city for older people which help promote independent living and prevent social isolation.

The **Family Service** provides temporary accommodation, advice, guidance, and support to families in housing need. The Service operates several supported accommodation schemes across the city and is supported by a floating support team that provides person centred interventions to families, helping them move on into appropriate accommodation.

Support and accommodation for **young people**, including those who are leaving care is managed through the Young Persons Gateway (YPG), a partnership with Llamau and the Salvation Army and all social landlords in Cardiff. Young People move on from YPG accommodation when they are ready for independent living. To ensure this happens as successfully as possible, young people are given training on how to live independently.

## Housing Services

The **Housing Service** manages **13,895** 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. **Local Action Teams** are improving neighbourhoods by working with residents and encouraging them to take pride in where they live. The teams bring together resources to provide a comprehensive estate management service.

The **Building Improvement Team** control all planned works to properties, including re-cladding projects and ensure that the Welsh Housing Quality Standards are maintained across all stock. The team also carry out Fire Risk Assessments, Surveys and Fire Audits with South Wales Fire & Rescue Service to communal areas of blocks of flats to ensure compliance with the Regulatory Reform (Fire Safety) Order 2005. They also provide monitoring information and statistics from site inspections and Health & Safety checks for repairs.

How we manage and use our existing buildings is one of the biggest areas of impact that can be practically addressed to tackle **climate change**. The Building Improvement Team create bespoke building renovation roadmaps to tackle the decarbonisation of our properties which is crucial in delivering the Council's ambition to be Carbon Neutral. Our improvement programme of works includes fabric energy efficiency measures, ensuring our homes are warmer for our tenants. We are also providing renewable energy generation which reduces carbon emissions and energy consumption – all of which helps our planet.

**The Tenant Participation Team** consult directly with our tenants and leaseholders, ensuring their voice is heard and giving them a say on how our services can be improved. Alongside holding their own focus groups, the team also incentivise residents to hold their own events and interact with their local neighbours.

**The Benefit Assessment teams** help over **31,000** households in Cardiff to pay their rent or Council Tax through payment of Housing Benefit and the Council Tax Reduction Scheme. They also administer the Discretionary Housing Payment fund, and free school meals. The team are also responsible for paying other Welsh Government-led schemes including the School Uniform Grant.

**The Partnership and Joint Commissioning Team** manages a range of grant funding including the **Housing Support Programme Grant** which funds housing-related support to vulnerable clients in a variety of settings, with the aim of maximising independence. Services are provided both within the Council and by a range of partner support providers who are monitored to ensure the services provided are of a high quality. **Gender Specific Services** raise awareness about all forms of violence against women, domestic abuse and sexual violence (VAWDASV) to staff and the public and to ensure the

availability of gendered services to meet specific needs. The team also manage a range of cross cutting projects to commission services across directorate and organisational boundaries.

**The Development and Regeneration** team is responsible for the delivery of new homes and sustainable communities, new community facilities, supported and specialist accommodation and local regeneration schemes. The team is responsible for maximising the delivery of affordable housing across the city through its own programmes and also in partnership with Welsh Government and Housing Associations, ensuring that the homes we need the most are prioritised.

The team invests significantly in local communities and local facilities and are working to ensure that local regeneration schemes and investment is delivered where it is most needed, ensuring that local communities are resilient and sustainable in the longer-term. The team is committed to achieving the objectives of our **One Planet Cardiff** strategy by delivering low carbon buildings that are sustainable, resilient and harness renewable technology.

### 3. Progress, Challenges and Priorities for 2023/24

The Adults, Housing & Communities Directorate continued to face unprecedented challenges throughout 2022/23 due to increased demand and problems recruiting and retaining staff, both for our internal services and also for our commissioned services and partners.

#### Adult Services - Progress

Cardiff Cares Academy, a partnership between Adult Services, Into Work Services and both internal and external care providers has continued to promote careers in the sector, delivering 121 carer job outcomes during the year.

The Council's CRT Homecare Service modernisation programme has gone well during the year, a new scheduling system has been implemented and new rotas have been approved.

A partnership with Community Catalysts to develop microenterprises has commenced, this will support greater use of direct payments and to increase choice and control for service users.

96% of clients felt able to live independently in their homes following support from the Independent Living Services in 2022/23. The team have continued to empower people to remain independent at home and reduce reliance on intensive interventions.

Social work practice within Adult Services continues to be developed with the appointment of two new training officer posts, one of these posts is dedicated to supporting strengths-based approaches.

New pathways to accelerate hospital discharge have been developed and are working well, Discharge to Assess and Discharge to Recover and Assess pathways allow patients to leave hospital and to have their needs assessed in a more appropriate setting.

The expansion of the Complex Needs Day Services for those with Learning Disabilities has ensured that more people received the support they need to help them stay at home and connected to their community.

Joint working between Specialist Accommodation Services and the Mental Health Social Work Service has resulted in the development of a new supported living scheme for those with mental health issues, allowing service users to step down from residential care to greater independence. The "101 press 2" for mental health support phone service has also gone live.

Close working with Public Health Wales and other partners has resulted in targeted activity to reduce health inequalities across the city. This has included targeted events to highlight Bowel Cancer Awareness Month and the development of digital tools to promote awareness– including self-help videos in diverse languages.

Cardiff’s profile as an **Age Friendly City** has continued to improve with the development of an Age Friendly Cardiff action plan, the launch of the Community Toilet Scheme and the “Dementia is everyone’s business” initiative. Work has also begun on the creation of an Age Friendly Cardiff website to promote the work taking place.

The Adult Safeguarding team continues to deal with enquiries in a timely manner with the percentage of initial enquiries completed within seven days at 93% on average during the year. The Team have produced clearer guidelines for colleagues throughout the Directorate and continue to work in partnership with external agencies to build on and develop good practice guidelines for the teams.

### **Challenges and Key Priorities:**

Recruitment of qualified social workers and occupational therapists remains a challenge as does the increasing complexity of the needs of service users. This has resulted in continued delays in social work assessments, both in hospital and in the community. Cases are carefully prioritised carefully to ensure the highest needs are met.

While the issues with care sector eased during the year, and the availability of both domiciliary care and general residential care have both improved, concerns still remain about the timely availability of with residential care provision for those with higher level needs, both in terms of dementia and learning disabilities.

### **Key Priorities 2023/24**

- Further delivering our commitment to be an Age Friendly and Dementia Friendly City.
- Encouraging employment and preventing discrimination against older people in the job market
- Providing opportunities for all people to get involved in their community and supporting older people to stay active and connected.
- Provide the right help at the right time to help people stay independent at home.
- Working to support timely and safe hospital discharge.
- Delivering good-quality care that meets current and future needs for those that need it.
- Supporting the social care workforce by working with Welsh Government to maintain the Real Living Wage for care workers and further

developing the Cardiff Cares Academy to provide training, mentoring and employer support.

- Improving the recruitment and retention of social workers and Occupational Therapists by putting in place a comprehensive Workforce Development Plan and by taking a “grow our own” approach to increase qualified staff.
- Supporting unpaid carers and valuing their role
- Ensuring our services meet the needs of those living with dementia
- Improving the support available to people with mental health issues
- Enhancing the support available for people living with learning disabilities
- Working with Cardiff & Vale University Health Board (UHB) and Public Health Wales to improve access to services.

## Housing & Communities

Significant challenges were faced within Housing and Communities in 2022/23, with services and residents being impacted by “cost of living” crisis. The housing crisis persists, with housing need in the city continuing to increase and demand for homelessness services at levels never seen before.

There are currently around 8,000 people on the housing waiting list. There are also several households living in overcrowded conditions. The Housing Helpline is now the first port of call for residents seeking assistance with housing, with over 58,000 calls received in 2022/23. Considerable work has already been done to prevent homelessness in the city and to support those who do become homeless. Key to this has been the merging of the Housing Solutions and Prevention Teams who are now part of the Advice Service. The Prevention Team provide face to face support from 12 Community Hubs and have reduced the waiting time for an appointment from over a month, to just 6 days. The “cost of living” crisis has placed additional pressures on the service however the introduction of the Rent Arrears Pathway has seen over 1,200 households supported to avoid eviction from their homes. Even with all these demands and pressures, homelessness was prevented in 79% of cases where there was a duty to prevent accepted.

As well as the increase in demand, there have also been increased challenges with moving those in temporary accommodation into permanent accommodation. This has unfortunately negated the use of hotels to temporarily house families. Due to several factors, there continues to be a reduction in the number of private rented accommodation and properties that are available are often too expensive for our clients to afford, adding further to move on challenges. However, significant resources continue to be invested in the new Landlord Enquiry Tenant Support (LETS). The team is working tirelessly to secure additional accommodation in the Private Rented Sector. Their service has been widely promoted, clearly laying out options available to landlords and how they can work with us that will best suit their needs. Crucially, we have continued to develop the Housing Leasing Scheme Wales, which allows landlords to lease their properties to us for 5 years.

To help address increased demand, a range of new supported accommodation has been developed offering support to single homeless people and families tailored to their needs, including the redevelopment of Adams Court and the opening of the new Gasworks Family Accommodation Centre.

**Rough Sleeping** has remained low in the city in 2022/23. We will continue to support vulnerable people across the city in 2023/24 and make real change to people's lives.

Success has been seen within the Housing First scheme where on average 94% of clients utilising the scheme have broken the cycle of homelessness and have been maintaining their tenancy, which is excellent against a target of 75%.

**Housing Services** – throughout 2022/23 Housing Services have continued to deliver a range of assistance to council tenants. The New Renting Homes Act 2016, which was introduced in December 2022 is the biggest change to housing law in Wales for decades. It gives more protection for tenants and licensees and makes their rights and responsibilities clearer. Key procedures and processes have been updated across housing services to reflect the legislative changes and communication has been sent to tenants to advise them of the changes.

The backlog of repair work that accrued during the pandemic has been cleared, however there is still more to do to get back to delivering the service seen before the pandemic. A new online repairs system will be launched in 2023/24, making it easier for tenants to report and monitor repairs they need carried out in their properties.

We have always had a strong focus on addressing damp and mould issues in our housing stock with regular monitoring in place. However, there is always room for improvement and following a review we have identified changes that can be made to improve our response to this important issue. This will include a new dedicated expert team, lead by a qualified technical manager that will be able to provide a rapid response to issues raised. A new toolkit will be introduced so that skilled operatives and maintenance persons will have easy access to a range of solutions to address damp and mould issues. New systems and processes will also be created so that any repairs raised in one property are treated as one case to ensure a coordinated approach. This will also provide a better service to our tenants, with less need for repeat visits by several trades. This will also help to identify when severe cases need to be escalated for more intrusive works or where there is a pattern of issues in a block of flats.

**The Void Management Unit** carry out void repairs to council empty housing properties for new tenants to move in. Over the last year, the team has continued to deliver properties to those that need it the most; As at the end of March 2023, the percentage of our overall property stock that is empty is 1.40%, remaining under the target of 1.5%. In 2023/24 the continued drive will ensure that voids are carefully monitored as move-on is vital if we are to meet the new Rapid Rehousing approach requirements laid out by Welsh Government.

**The Building Improvement Unit** have overseen the re-cladding works that will continue at Lydstep Flats, Nelson House and Loudoun House. Work will continue on the development of a public housing decarbonisation strategy to compliment the council's One Planet agenda, with plans to tackle and



prioritise carbon reduction in place. The new Welsh Housing Quality Standards will be in place in 2023.

Major programmes of work continue such as roofing and window upgrades and funding has been secured from the Welsh Government to assist with the refurbishment of the remaining British Iron and Steel Federation (BISF) housing properties. This will improve the physical condition of these homes in Llandaff North & Rumney.

To address the issue of overcrowding in our council stock, we will complete and evaluate the pilot where we have carried out innovative solutions. This has included extending existing properties, where this is possible, converting loft space or fixing a modular unit in the garden for example to create more rooms for families. If the pilot has proved successful, we will roll this out further.

## Community Services

**Libraries & Hubs** – In 2022/23 4,599,188 people visited our hubs and libraries, this includes those who visited virtually. As well as in person events and activities, Hubs have also provided a wide range of online events. The Hub website is an easy place to browse many online sessions provided by not only Hub staff but by partner services too. There were over 360,000 views on this website in 2022/23. 2022/23 also saw the reopening of Rhiwbina Hub. Warm and Welcome spaces provided heated spaces in community buildings, including Hubs aimed at keeping people warm throughout the winter months. People were able to have a free hot drink, have a chat with staff, and find out about services available in the hub that could support them.

**Care Hubs** continue to provide a high-quality day-care environment for our older citizens with high care and support needs. In 2022/23 a range of activities have been provided by the Day Opportunities team including arts and crafts, baking, day trips to local garden centres and visiting local hubs to take advantage of their large print books.

**The volunteering service** helps those in the city who need it the most including the distribution of food parcels. In 2022/23, 287 volunteers engaged with the service and 1,106 volunteering hours were given throughout the year supporting 443 individuals.

**Cardiff Wellbeing and Support Service** aims to boost the health and wellbeing of the community and ease some of the negative impacts of the COVID-19 pandemic by providing opportunities to help as many people as possible. The service offers one to one mentoring to help manage wellbeing, activities based on personal interests, alongside events and training. During 2022/23, 12,229 people attended events held by Community Inclusion Officers.

**Advice Services** – the Into Work Service has continued to support people throughout 2022/23. The number of people who received into work advice

though the Gateway is 77,102, exceeding the target of 51,000. Additionally, at least 1,115 clients have been supported into employment having received tailored support through the Gateway. 347 employers have been assisted by the Into Work team which has again exceeded the target set of 275 for the financial year. £21,320,362 of additional weekly benefit has been identified for clients of the Money Advice team exceeding the target of £14,500,000.

**The Cardiff Works Ready** team provide training and mentoring to people in our communities who are looking for work in the Council. In the first year of the programme over 130 people were supported by Mentors, with over 50% achieving a positive outcome through completing role specific training, successfully passing the Cardiff Work assessment and securing a Cardiff Works placement.

The Onsite Construction Academy provide training and work experience for individuals wanting to join the construction industry, and once training is completed connect job seekers with employers to offer employment and apprenticeship opportunities across southeast Wales. In 2022/23, 124 unemployed people have become site-ready with the help of the Onsite Construction Academy, with 31 site-ready individuals sustaining employment or apprenticeships for over 12 weeks.

In response to the cost-of-living crisis, dedicated Fuel and Food Poverty Champions were deployed across Community Hubs to provide advice and support to people who are struggling with rising costs.

**Benefits** – The workload of the teams increased significantly with a number of new support schemes to support residents through the cost of living crisis being administered in 2022/23.

**Universal Credit** – during 2022/23, 5,989 customers were supported and assisted with their claims for Universal Credit. This is well above the target of 3,000 set but understandable given the economic pressures. The team has ensured that support has remained available across the city through Advice Line. In 2023/24, the service will continue to ensure that support is widely available.

**Early Help** - in 2022/23, 10,596 people were supported through the Family Gateway. The Family Help Team supported 2,728 people in 2022/23, exceeding the target of 1,750. The service will continue to develop in 2023/24.

**Development and Regeneration** - in 2022/23, a cumulative total of 843 new council homes were completed. A number of schemes are due for completion before the end of 2023.

79% of residents advised they were satisfied with completed regeneration projects in 2022/23. The service will continue to invest in the regeneration of local communities in 2023/24.

## Key Priorities 2023/24

- Continue to promote the help available to prevent homelessness and improve and expand prevention services.
- Work with Welsh Government to understand the resource requirements needed to deliver a rapid re-housing approach to homelessness.
- Increase capacity and improve the quality of our Supported and Temporary Accommodation
- Improve access to the private rented sector and promote this to address housing need, through the Landlord Enquiry and Tenancy Service (LETS) and expansion of the Welsh Government Leasing Scheme
- Respond to the impact that the cost-of-living crisis is having on residents
- Support more people into work
- Ensure the current Council house building programme delivers at least 1,000 new council homes through the Cardiff Living programme and additional schemes currently on site by the end of 2023.
- Deliver new older persons housing which supports independent living
- Deliver future Community, Youth and Wellbeing Hubs with partners
- Improve fire safety in Council homes
- Deliver a robust service to address damp and mould in council properties
- Expand the offer of Flying Start funded childcare into new parts of the city
- Develop the Childrens Play Service
- Fully review Young Person's Services

4. **Well-being Objective 1: Cardiff is a great place to grow up.**  
**Shifting the balance of care: practice**

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
CP S1.27	<p><b>Conclude the renewed Corporate Parenting Strategy 2021-24 action plan</b> to improve outcomes and well-being for Children Looked After</p>	<p><b>Laura Garvey-Cubbon (step shared with Children's Services, Education &amp; Lifelong Learning)</b></p>	Q1	<ul style="list-style-type: none"> <li>• Open first of additional units under Contract 3 of Young Persons Gateway (YPG).</li> <li>• Monitor placements into Contract 3 to ensure savings evidenced for Children's Services.</li> <li>• Set up contract monitoring for Contract 3.</li> <li>• Monitor transfer requests to establish housing need.</li> <li>• Consider update of homeless assessment paperwork in partnership with Children's Services to ensure safeguarding and exploitation information is gathered and understood at earliest stage.</li> <li>• Finalise Private Rented Sector package for young people.</li> </ul>	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> <li>• Open remaining units under Contract 3.</li> <li>• Create bespoke housing plans for all young people aged 15+ requiring accommodation leaving residential or foster placements.</li> <li>• Review use of MDT / My Way Home for young people with complex needs requiring accommodation.</li> <li>• Review referrals received into YPG from Children's Services to ensure all prevention avenues have been considered.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Review transfer requests and outcomes having consideration for all accommodation pathways including Housing First.</li> <li>• Create an accommodation directory to allow clearer understanding of project set up and support provided.</li> <li>• Review success and sustainment of young people moving into Private Rented Sector accommodation.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Allocate first Tai Ffres accommodation.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Complete end of year review for Contract 3.</li> <li>Review prisoner pathway for young people to ensure early intervention and referral into YPG.</li> <li>Review referral and allocation of Tai Ffres accommodation and its impact on YPG.</li> </ul>	

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

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
CP S1.28	<p><b>Expand the offer of Flying Start funded childcare into new parts of the city</b> through a phased approach following Welsh Government guidance to:</p> <ul style="list-style-type: none"> <li>Maximise child development outcomes to support the best start in life, particularly for our most disadvantaged children;</li> <li>Address inequality and alleviate some of the impacts of deprivation;</li> <li>Support and strengthen Welsh-medium provision;</li> <li>Address gaps in the availability of provision.</li> </ul>	Avril Hooper-Williams	Q1	<ul style="list-style-type: none"> <li>Recruit additional teaching and placements staff to ensure Flying Start standards of childcare are maintained.</li> <li>Identify areas where current Flying Start childcare providers can accommodate increased numbers of children &amp; seek approval to vary contracts where applicable.</li> <li>Identify where additional childcare places are needed.</li> <li>Identify existing operational registered childcare providers in those areas and any gaps in provision.</li> <li>Review opportunities to use Early Years &amp; Childcare Capital Grant scheme to apply for funding to support development of provision where needed.</li> <li>Develop an online admission process for newly eligible families, test, finalise and translate.</li> <li>Begin the procurement process to contract with more childcare providers to deliver Flying Start Childcare.</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> <li>Identify and contact newly eligible families via letter</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<p>to inform them of eligibility &amp; direct them to the online admission process.</p> <ul style="list-style-type: none"> <li>• Incorporate information for families in relation to the promotion of Welsh Language childcare/ education into the initial letter and social media posts.</li> <li>• Liaise with Hubs and CFAS for them to provide support to families that need help in completing the admission process.</li> <li>• Induct newly appointed staff.</li> <li>• Use the admission information from families to offer a Flying Start placement.</li> <li>• Continue with the procurement processes to contract additional childcare providers.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Complete the procurement process and award new contracts to childcare providers.</li> <li>• Audit where additional childcare places are now needed. Potentially conduct another procurement exercise.</li> <li>• Contact newly eligible families to inform them of eligibility and to direct them to the online admission process.</li> <li>• Use the admission information from families to offer them a Flying Start childcare placement.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Develop a Dynamic Purchasing System for additional childcare providers, including childminders, across the city to join to future proof further expansions.</li> </ul>	
CP S1.30	<p><b>Complete a full review of Young Person's Services</b> and implement recommendations to:</p> <ul style="list-style-type: none"> <li>• Offer a clear route into joined-up services</li> </ul>	<p><b>Helen Evans / Suzanne Scarlett</b></p> <p>(Step shared</p>	Q1	<ul style="list-style-type: none"> <li>• Carry out a mapping exercise to fully understand current services provided or procured by the Council for children and young people. This will assist in identifying any areas of duplication or gaps in services.</li> </ul>	<p><i>To develop and deliver services which are responsive to</i></p>
			Q2	<ul style="list-style-type: none"> <li>• Bring forward proposals that address both the gaps</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	for young people that can be accessed by young people, families and professionals; <ul style="list-style-type: none"> <li>• Expand the current universal offer, offering more services and activities from more locations;</li> <li>• Ensure the right balance of youth work is available to meet the needs of young people;</li> <li>• Optimise access to school sites and facilities outside of the school day for youth work provision.</li> </ul>	with Education & Lifelong Learning, and Children's Services)		and areas of duplication that have been identified.	<i>Cardiff's inequality gap</i>
			Q3		
			Q4	<ul style="list-style-type: none"> <li>• Implement the agreed proposals which will provide more universal services in more locations and make the best use of existing resources.</li> <li>• Roll out a 'Young Persons virtual hub'. An online one stop shop for services to support children and young people.</li> </ul>	
DDP	<b>Implement &amp; deliver an Early Years &amp; Childcare Capital Small Grants scheme</b> to enable capital funding for childcare providers, in line with Welsh Government guidance.	<b>Avril Hooper-Williams</b>	Q1	<ul style="list-style-type: none"> <li>• Develop all application documentation, guidance for scheme and get translated.</li> <li>• Set dates for application process and share with providers.</li> <li>• Launch and promote scheme across Cardiff.</li> <li>• Assess &amp; approve applications.</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
		Q2	<ul style="list-style-type: none"> <li>• Continue to assess &amp; approve applications.</li> <li>• Share notable practice examples with childcare providers as exemplars.</li> </ul>		
		Q3	<ul style="list-style-type: none"> <li>• Recruit and induct Childcare Business Support Officer to support Capital Small Grants scheme.</li> </ul>		
		Q4	<ul style="list-style-type: none"> <li>• Review scheme documentation &amp; guidelines and make any necessary changes/recommendations for future implementation.</li> </ul>		
DDP	Develop a more integrated approach with partners to support the emotional health and wellbeing of parents, infants, children, and young people.	<b>Avril Hooper-Williams</b>	Q1	<ul style="list-style-type: none"> <li>• Complete the induction of the new Specialist Health Visitor and Clinical Psychologist roles in Parents Plus as part of the Early Years Integration Transformation pathway.</li> <li>• Contribute to the development of the Community Connectors role to support families who are on the neurodevelopmental pathway.</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Initiate joint Thinking Together Conversations with Primary Mental Health Workers</li> <li>Work with Children’s Services, Health, Education and Police to improve knowledge and awareness of out of court parenting support pathways and response to unlawful chastisement.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Establish pathways for families with partners that improves access to appropriate services for families at the time that they are looking for help.</li> <li>Work with colleagues in the Health Early Help Single Point of Access (SPOA) to identify how the Joint Formulation with Barnardos Wellbeing and the Thinking Together Conversations with Primary Mental Health Workers can be broadened to link with the SPOA Multi-Disciplinary Team model and improve pathways for young people.</li> <li>Link with education to support families under stress, offer schools more onsite parenting groups.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Broaden the early engagement offer to families in Cardiff with children of a wider age range and in a wider area, in partnership with our new Play Service.</li> <li>Establish thresholds with partners to ensure our offer is for early help, focus on early intervention &amp; prevention.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Submit for assessment of the National Autistic Society Autism Inclusion Award</li> <li>Evaluate Joint Formulation with Barnardos family Wellbeing using a years’ worth of parental/professional feedback</li> </ul>	
DDP	Support the distribution of the All Wales Play	Avril	Q1	<ul style="list-style-type: none"> <li>Establish process with Welsh Government on an</li> </ul>	<i>To develop and</i>



Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	Opportunities Grant (AWPOG) Playworks Funding to Children's play providers.	<b>Hooper-Williams</b>		annual proposal & monitoring format. <ul style="list-style-type: none"> <li>• Develop new application and evaluation documentation in line with updated guidance and Welsh Government SMART forms.</li> <li>• Meet with partners to review projects and process 2022/23. Update on new guidance and process.</li> <li>• Set application, evaluation dates and process for 2023/24. Share with partners.</li> <li>• Promote funding to Play providers.</li> <li>• Review and submit SMART proposal for approval to Welsh Government.</li> <li>• Notify Providers of approval</li> <li>• Review any requests for training to establish group Play training opportunities.</li> <li>• Complete all financial requirements.</li> </ul>	<i>deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> <li>• Review all applications to run in line with proposed requests, noting and making changes where required.</li> <li>• Complete all financial requirements.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Meet with Partners to discuss progress and any good practice or concerns to share.</li> <li>• Review all applications to run in line with proposed requests, noting and making changes where required.</li> <li>• Complete all financial requirements.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Review all applications to run in line with proposed requests, noting and making changes where required.</li> <li>• Complete all financial requirements.</li> <li>• Request completed evaluations from all partners.</li> <li>• Complete and submit SMART monitoring to Welsh Government.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>• Complete end of year finance for Playworks grant.</li> <li>• Complete Welsh Government claim form.</li> <li>• Review Playworks guidelines and all documentation for the grant - making required updates for 2024/25</li> </ul>	
DDP	Provide a Playwork Alternative Curriculum offer to schools, for children on a Pastoral Support Plan, to support children's emotional, cognitive, and social development and well-being.	<b>Avril Hooper-Williams</b>	Q1	<ul style="list-style-type: none"> <li>• Meet with Vocational Education Team to review current scheme and plans for 2023/24.</li> <li>• Build business case to recruit additional support staff to ensure delivery of play alternative curriculum, maintains high standard and achieves expected outcomes for children.</li> <li>• Review attendance for new starters when spaces become available.</li> <li>• Attend monthly Pastoral Support Plan meetings with each school participating in the programme. Review support for each child and expected outcomes.</li> <li>• Support staff team to attend appropriate training opportunities.</li> <li>• Investigate additional suitable training opportunities for staff team to develop skills in required areas.</li> <li>• Investigate scope to increase number of play sessions per week, considering impact on other areas of work.</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
Q2	<ul style="list-style-type: none"> <li>• Subject to Business Case, Recruit and Induct newly appointed staff.</li> <li>• Support staff team to attend appropriate training opportunities.</li> <li>• Investigate additional suitable training opportunities for staff team to develop skills in required areas.</li> <li>• Review attendance for new starters when spaces become available.</li> <li>• Attend monthly Pastoral Support Plan meetings with</li> </ul>				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				each school participating in the programme. Review support for each child and whether expected outcomes are being achieved.	
			Q3	<ul style="list-style-type: none"> <li>• Receive new referrals for September start. Including School applications, parents' information and My Book.</li> <li>• Meet with Vocational Education Team manager to review current scheme and progress (6 monthly).</li> <li>• Investigate scope to increase number of play sessions per week, considering impact on other areas of work.</li> <li>• Attend monthly Pastoral Support Plan meetings with each school participating in the programme. Review support for each child and whether expected outcomes are being achieved.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Review current year attendance, referral process and make required changes.</li> <li>• Review programme for template to work with other hard to reach groups.</li> <li>• Attend monthly Pastoral Support Plan meetings with each school participating in the programme.</li> <li>• Review support for each child and whether expected outcomes are being achieved.</li> </ul>	
DDP	<p>Review and analyse demographic data relating to families accessing support from CFAS to:</p> <ul style="list-style-type: none"> <li>• Increase accessibility for families with wider ranging needs, particularly disabilities and additional learning needs.</li> <li>• Develop and enhance relationships</li> </ul>	<b>Avril Hooper-Williams</b>	Q1	<ul style="list-style-type: none"> <li>• Review recording practices with a view to more easily identifying specialist areas of need already supported by the service.</li> <li>• Launch the new online Index registration form and promote to partner agencies and families.</li> <li>• Establish a task and finish group to review current feedback processes and explore new and innovative ways to seek the views of service users.</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
	<p>with new and existing stakeholders.</p> <ul style="list-style-type: none"> <li>Utilise the services online presence to share key messages and encourage self-referrals.</li> </ul>			<ul style="list-style-type: none"> <li>Update social media strategy to ensure it meets best practice guidelines for individuals with specific needs.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Implement agreed changes to recording practices to enable an easier analysis of specialist needs.</li> <li>Work with NDP Community Connectors to raise awareness of the Index and explore automatic registration processes.</li> <li>Develop a draft feedback strategy for consultation with service users and partner agencies.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Develop a PowerBI dashboard showing the type of disabilities and additional needs of children and young people referred to the service.</li> <li>Review the new Index registration form, analyse the impact on the return rate, the quality of feedback received and how this has been utilised to inform service development.</li> <li>Implement CFAS feedback strategy</li> <li>Undertake a review of website accessibility in line with best practice guidelines and feedback received from service users.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review Power BI data to ascertain gaps in service provision</li> <li>Review implementation of the CFAS feedback strategy to ascertain the impact on the return rate, quality of feedback received and how this has been utilised by the to inform service development.</li> <li>Implement changes to website following accessibility review.</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K1.34	The number of people supported through the Family Gateway	7, 058	10,340	10,849	9,000	Avril Hooper-Williams
CP K1.35	The number of people supported by the Family Help Team and Family Help Disability Team	New Measure	New Measure	New Measure	2,500	Avril Hooper-Williams
CP K1.36	The percentage of families referred to Family Help, showing evidence of positive distance travelled	71%	78%	85%	85%	Avril Hooper-Williams
DDP	Percentage of individuals with evidence of distance travelled following a parenting intervention/programme with Cardiff Parenting Service	96%	96%	96%	96%	Avril Hooper-Williams
DDP	Number of 5-14 year olds accessing play provision	8,791	24,634	27,025	26,000	Avril Hooper-Williams

**Well-being Objective 2: Cardiff is a great place to grow older**  
**Supporting older people to stay active and connected in an Age-Friendly City**

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
CP S2.01	<p><b>Work with a wide range of partners to deliver our commitment to be an Age Friendly and Dementia Friendly City by:</b></p> <ul style="list-style-type: none"> <li>• Playing a full part in the World Health Organisation’s Network of Age-Friendly Cities;</li> <li>• Measuring our success through a city-wide evaluation framework and key performance indicators;</li> <li>• Recruiting volunteer Dementia Friendly Ambassadors to encourage local businesses to become dementia friendly</li> </ul>	Nicola Pitman	Q1	<ul style="list-style-type: none"> <li>• Working in collaboration with Public Service and third sector partners, use the Age Friendly evaluation framework to review progress towards an Age Friendly Cardiff and publish the first annual report.</li> <li>• Build a case study around the significant performance improvement in relation to the numbers of organisations pledging to dementia friendly action with the aim of securing the Regional Partnership Board’s ongoing support.</li> <li>• Contribute to the delivery of Dementia Action week – including via a Dementia Friendly Cardiff Festival and widespread promotion of the Volunteer Scheme and the Dementia Friendly Cardiff website.</li> <li>• Launch Age Friendly Cardiff Forum.</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> <li>• Review internal and partner Age Friendly KPIs and reframe where appropriate.</li> <li>• Report progress in relation to Age Friendly Cardiff’s Action Plan to Public Services Board and all stakeholders.</li> <li>• Deliver Age Friendly Cardiff – first year celebration city wide event.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Involve users in testing our Dementia Friendly and Age Friendly websites to identify areas for improvement and future development.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Evaluate the performance of the Age Friendly and Dementia programmes.</li> <li>• Publish end of year review of Dementia Friendly City to report progress.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
CP S2.02	<p><b>Encourage employment and prevent discrimination against older people in the job market by:</b></p> <ul style="list-style-type: none"> <li>Recruiting a designated employment mentor to support older people to access employment opportunities;</li> <li>Working in partnership with the Department of Work and Pensions to deliver Adult Learning's 50+ Employable Me course and engage employers to offer guaranteed interviews to participants completing training;</li> <li>Increasing digital sessions across the city supporting older people with digital deprivation, continuing with the digital tablet gifting scheme;</li> <li>Encouraging employers to sign up to the "Age Friendly Employer Pledge" scheme operated by the Centre for Ageing Better and developing Cardiff-specific reporting to track progress.</li> </ul>	Hayley Beynon/ Nicola Pitman	Q1	<ul style="list-style-type: none"> <li>Host a city-wide jobs fair in partnership with DWP, engaging local employers who value the skills and experience of older people, and are committed to providing employment opportunities for older employees.</li> <li>Review current timetable of Digital Sessions across the city, reviewing demand and gaps in provision, expanding in to further Council Buildings, Supported Accommodation Settings and Community Venues.</li> <li>Work with the Centre for Ageing Better to create bilingual pledge materials to ensure fully translated pledge pack.</li> <li>Work with the Centre for Ageing Better to ensure oversight of numbers of organisations in Cardiff who undertake Age Friendly pledges.</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> <li>Recruit designated Employment Mentors to work across the city, as part of a cluster approach, supporting older people to upskill and secure employment or volunteering opportunities.</li> <li>Work in partnership with the Academy to run digital courses for Council Teams where upskilling is required for non-PC users and older employees.</li> <li>Build Employer Pledge content into the Age Friendly Website to promote Age Friendly Employers to Older people and also to raise awareness of the pledging process to organisations.</li> <li>Capitalise on Council touchpoints with all Employers including Commissioning, Procurement, Into Work and Economic Development to generate awareness and increase Age Friendly pledges.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Set up a programme of Adult Learning's 50+</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<p>Employable Me courses, delivering across the city; using the Employer Liaison team to engage with local employers to secure guaranteed interviews for learners.</p> <ul style="list-style-type: none"> <li>• Present and promote Age Friendly Employer pledge scheme to Public Service Board</li> <li>• Promote the Age Friendly Employer pledge scheme within the wider Age Friendly Cardiff network.</li> <li>• Capitalise on promotional opportunities including via Newsletters (Age Friendly Cardiff, Health and Wellbeing News, Care'Diff), social media, E-mail, Events, Job Fairs)</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Work with the Cardiff Works team to secure specific roles for older jobseekers, as a pathway into working for the Local Authority; using the Cardiff Works Engagement Officer to reach out to communities where there is a higher population of unemployment in the 50+ age group.</li> <li>• Review performance of the initiative both in relation to organisations within Cardiff taking up the pledge and Cardiff focused activities and achievements against Age Friendly Employer actions e.g. Health and Wellbeing, Retirement preparation and supporting older employees.</li> </ul>	
CP S2.03	<p><b>Provide opportunities for all people to get involved in their community</b>, and in particular to <b>support older people to stay active and connected, including:</b></p> <ul style="list-style-type: none"> <li>• Working with community groups and volunteers to offer a wide range of activities, events and opportunities to get involved;</li> </ul>	Bev King	Q1	<ul style="list-style-type: none"> <li>• Finalise the community volunteer team set up and recruitment and set up volunteer role profiles.</li> <li>• Development of Hubs for All pilot to include identification of Community Hub venues and recruitment of peripatetic team.</li> <li>• Complete recruitment processes and training programme for Age Friendly Advice officers and Hubs for all peripatetic team</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>



Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	<ul style="list-style-type: none"> <li>• Improving access to activities through a “Hubs for All” approach;</li> <li>• Working with the University Health Board to establish Wellbeing Hubs and to fully integrate health initiatives into all Hubs;</li> <li>• Strengthening the advice and support available in Hubs for older people and carers;</li> <li>• Developing further monitoring to demonstrate the effectiveness of the actions taken to prevent loneliness and isolation.</li> </ul>		Q2	<ul style="list-style-type: none"> <li>• Ensure the website is updated listing all volunteer role profiles available, in conjunction with Into Work Services to ensure no duplication. New team to have a high presence in outreach venues to encourage volunteering.</li> <li>• Undertake evaluation of current age-focused Health engagement programmes via Hubs and capitalise on opportunities to expand health awareness programmes in collaboration with UHB and Public Health Wales</li> <li>• Develop Hubs for All booking processes and programme – to include consideration of building unpaid carer confidence in accessing respite via this offer.</li> <li>• Build Hubs for All person-centred activity programme mirroring the personalised and community focused activity programmes of the Care Hubs.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Obtain feedback and suggestions from volunteers on how we can improve our offer to volunteers and suggestions for improvement.</li> <li>• Establish focus groups of current service users to review current Age Friendly activity programmes and identify additional needs.</li> <li>• Promote Hubs for All service utilising all channels – including Care’Diff, Age Friendly Cardiff and Health and Wellbeing newsletters, the Ageing well network and via social media channels and websites</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Following volunteer feedback and suggestions, review volunteer offer and evaluate/amend role profiles offered.</li> <li>• Review service continuity i.e. Day Opportunities and</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24	<a href="#">*Link to Equality Objective</a>
			Health and Wellbeing mentors to ensure that service users are being signposted effectively following engagement with targeted teams <ul style="list-style-type: none"> <li>Evaluate the Hubs for All pilot and scope potential to expand programme to additional Hub locations</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.01	The number of digital Dementia Friendly City events held	558	1,035	2,616	2,300	Nicola Pitman
CP K2.02	The percentage of people who feel reconnected into their community through direct and digital interventions from the Day Opportunities team	New Measure	New Measure	89%	85%	Nicola Pitman
CP K2.03	The number of events held to support people to keep active and stay mobile	New Measure	New Measure	New Measure	500	Nicola Pitman
CP K2.04	The number of participants at the events held to support people to keep active and stay mobile	New Measure	New Measure	New Measure	8,000	Nicola Pitman
CP K2.05	The number of events held to support people to remain connected and stay social	New Measure	New Measure	New Measure	1,400	Nicola Pitman
CP K2.06	The number of participants at the events held to support people to remain connected and stay social	New Measure	New Measure	New Measure	15,000	Nicola Pitman

## Supporting older people to live independently at home through strengths-based preventative services

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
CP / DDP S2.04	<p><b>Provide the right help at the right time to help people stay independent at home by:</b></p> <ul style="list-style-type: none"> <li>• Building on our First Point of Contact Service to develop a multi-disciplinary team approach focused on supporting independence, and extend this to the hospital and to the community on a locality basis;</li> <li>• Fully embedding empowering and strengths-based social work through improved training and support;</li> <li>• Working with partners and across services to develop a trusted assessor approach</li> <li>• Modernising our homecare service to provide both a full reablement service and short-term emergency care;</li> </ul>	Carolyn Palmer	Q1	<ul style="list-style-type: none"> <li>• Scope the current "as is" within Social Work, First Point Of Contact (FPOC) and Occupational Therapy (OT) Community access points.</li> <li>• Further develop the Integrated Discharge Hub to incorporate the Pink Army and set out the role of all partners to ensure the correct pathway is identified.</li> <li>• Trial this via the Discharge to Recover and Assess (D2RA) in-reach model.</li> <li>• Agree the Trusted Assessor Standard Operating Procedure and training matrix.</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> <li>• Incorporate the Trusted Assessor protocols in community and hospital settings with identified Local Authority staff.</li> <li>• Implement new homecare rotas aligned to providing reablement and continuity of care.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Evaluate the "as is" within Social Work, First Point Of Contact (FPOC) and Occupational Therapy (OT) Community access points.</li> <li>• Determine via working groups the "to be" model for access to services.</li> <li>• Develop the proposed "to be" triage and flow model.</li> <li>• Develop "strengths-based" training for existing staff and update the onboarding new staff.</li> <li>• Explore and develop the Trusted Assessor for Health Community Resource Team Therapist to refer for equipment and adaptations.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Trial stage 1 of new triage within Social Work, First Point of Contact (FPOC) and Occupational Therapy community access points.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Determine stages 2 &amp; 3 of new triage within Social Work, First Point Of Contact (FPOC) and Occupational Therapy community access points.</li> </ul>	
CP / DDP S2.04	<p><b>Provide the right help at the right time to help people stay independent at home by:</b></p> <ul style="list-style-type: none"> <li>Embedding the use of new technology and equipment to support independence and developing proposals for an Independent Living Wellbeing Centre;</li> </ul>	Carolyne Palmer	Q1	<ul style="list-style-type: none"> <li>Review the trial of TEC- with both prescribers and service users - create a spread and scale model for Social Work /Occupational Therapy and access staff.</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> <li>Deliver training on TEC.</li> <li>Agree the design of the Independent Living Wellbeing Centre.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Explore expanding the TEC offer to compliment/negate need for some low-level care incorporating equipment and TEC as part of strength - based practice.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Evaluate impact of TEC on supporting independence</li> </ul>	
CP/ DDP S2.04	<p><b>Provide the right help at the right time to help people stay independent at home by:</b></p> <ul style="list-style-type: none"> <li>Improving the support available to help older people move to more appropriate housing.</li> <li>Delivering new models of housing with care</li> </ul>	Laura Garvey-Cubbon / Matt Evans	Q1	<ul style="list-style-type: none"> <li>Scope current accommodation provision, demand, services and support currently available to help people to stay living independently where they live now or in more suitable accommodation.</li> <li>Define 'Specialist' Accommodation and current use of provision.</li> <li>Recruit to Specialist Housing Co-ordinator Post.</li> <li>Review and develop new application arrangements for the assessment and allocation of Extra Care and Respite (Llys Enfys).</li> <li>Develop incentives and assistance to help older people to downsize to more suitable accommodation to be provided through the Rehousing Solutions Team.</li> <li>Promote assistance to downsizers to older people under-occupying not registered on the Housing Waiting List.</li> <li>Develop promotional material for Addison House</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				Community Living Scheme. <ul style="list-style-type: none"> <li>• Begin to conduct desktop and critical literature review of best practice in older persons housing with care.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>• Review data following scoping exercise for current accommodation provision, demand, services and support available to inform future arrangements and the development of a central housing pathway for Older People and People with Specialist Needs.</li> <li>• Implement new arrangements for Extra Care and Respite (Llys Enfys)</li> <li>• Review responses following consultation exercise with under-occupiers not registered on the Housing Waiting List and response following Addison House promotion.</li> <li>• Continue to conduct desktop and critical literature review of best practice in older persons housing with care.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Finalise new proposals, procedures and processes following Specialist Accommodation Review to inform the development of the 'Specialist Accommodation' Gateway.</li> <li>• Monitor numbers of older people assisted to move to more suitable accommodation following new approaches to downsizing.</li> <li>• Review progress following implementation of new arrangements for Extra Care/Respite (Llys Enfys)</li> <li>• Allocate Addison House.</li> <li>• Following desktop and critical literature review of best practice in older persons housing, prepare a draft brief for proposals for use in the new housing schemes</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Finalise arrangements for the creation of the</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<p>‘Specialist Accommodation Gateway’. Development and implementation to be completed 2024-25.</p> <ul style="list-style-type: none"> <li>Review success of additional incentives/support providing by the Rehousing Solutions Team on numbers assisted to move to more suitable accommodation.</li> <li>Finalise proposals for the delivery of new models of housing with care.</li> </ul>	
CP S2.05	<p><b>Deliver new older persons housing</b> which supports independent living, including:</p> <ul style="list-style-type: none"> <li>Commencing the community living schemes in the Maelfa, St Mellons, Bute Street and Canton;</li> <li>Completing Addison House in Rumney by August 2023;</li> <li>Submitting a planning application for the Michaelston Well-being Village by September 2023.</li> </ul>	Dave Jaques	Q1	<ul style="list-style-type: none"> <li>Commence the Pre-Application Consultation process for the Michaelston College site - May 2023.</li> <li>Start on site to be achieved for the Canton Community Centre Community Living Project – April 2023.</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> <li>Submit application for planning at the former Michaelston College site in Ely during September 2023.</li> <li>Start on site to be achieved for the Bute Street community living project – July 2023</li> <li>Start on site to be achieved for the St. Mellon’s Community Living project – August 2023</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Handover of the new development at Addison House on the Eastern High site expected November 2023.</li> <li>Start on site to be achieved for the Maelfa Community Living project</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Target planning determination for the Michaelston College site by March 2024.</li> <li>Undertake a consultation event with residents of Addison House to review the project and get residents views of the new development, how they find living in the flats and the use of communal facilities. To include lessons learned.</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.07	The percentage of clients who felt able to live independently in their homes following support from Independent Living Services	93%	95%	96%	95%	Carolyne Palmer
CP K2.08	The percentage of new cases assisted by First Point of Contact where a more comprehensive assessment is not required	New Measure	New Measure	New Measure	65%	Carolyne Palmer
CP K2.09	The average number of calendar days taken to deliver a disabled adaptation (from initial contact to the works certified completed date)	133	122	141	150	Carolyne Palmer
CP K2.10	The number of service user sessions delivered within Care Hub day services	New Measure	New Measure	New Measure	6,500	Bev King
CP K2.11	The number of care hours delivered by Care Hub day services	New Measure	New Measure	New Measure	40,000	Bev King
CP K2.12	The percentage of people satisfied with services provided by Adult Social Care	New Measure	New Measure	New Measure	70%	Angela Bourge
CP K2.13	The percentage of service users of the Community Resource Team – Homecare Service who were satisfied with the service received from the carers who supported them	New Measure	New Measure	New Measure	95%	Carolyne Palmer

## Working in partnership to deliver high-quality sustainable care and support

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
CP S2.06	<p><b>Work to support timely and safe hospital discharge</b> by:</p> <ul style="list-style-type: none"> <li>Improving and strengthening management arrangements in the Integrated Discharge Hub;</li> <li>Developing a suite of performance indicators by September 2023 to measure the success of pathways out of hospitals and to clearly demonstrate the impact of the Council's activity;</li> <li>Reviewing the success of the hospital discharge pathways for Discharge to Assess (D2A) and Discharge to Recover and Assess (D2RA) and reporting on the findings.</li> </ul>	Carolyne Palmer	Q1	<ul style="list-style-type: none"> <li>Review the current Integrated Discharge Hub (IDH) and evaluate its strengths and weaknesses and propose changes to strengthen service delivery model.</li> <li>Set up winter planning meeting and strategy</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> <li>Work with Paris IT and Care First leads to develop a set of IDH Performance Indicators detailing pathway, time in triage, time to discharge and outcome pathways.</li> <li>Develop comparable improvement data.</li> <li>Put into place any changes to structure and management to support the IDH one system approach.</li> <li>Introduce streamlined referral form.</li> <li>Expand Discharge to Recover and Assess (D2RA) model (subject to available funding)</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Put in place all components, and resilience measures to meet winter planning requirements.</li> <li>Have all partners agree and commit to Business Continuity Planning for IDH continuity over winter.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Provide impact evaluation report on the delivery of IDH, Discharge to Assess (D2A) and Discharge to Recover and Assess (D2RA)</li> </ul>	
CP S2.07	<p>Work with care providers to <b>deliver good-quality care that meets current and future needs</b>, to include:</p> <ul style="list-style-type: none"> <li>Further developing locality working through recruitment of local care co-</li> </ul>	Carolyne Palmer / Lisa Wood / Angela Bourge	Q1	<ul style="list-style-type: none"> <li>Secure funds for Care Co-ordinator's and recruit into roles.</li> <li>Work with IPC to undertake desktop review of good practice in other LAs and examples of effective quality rating processes.</li> <li>Commence stage one of engagement with care home</li> </ul>	



Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	ordinator; <ul style="list-style-type: none"> <li>• Embedding a Quality Assurance Framework and developing a set of performance indicators to measure the quality of commissioned care provision;</li> <li>• Refocusing care provision away from general residential care towards home-based care;</li> <li>• Promoting the development of high-quality nursing and dementia care.</li> </ul>			providers to understand what systems they already have in place, what works well - particularly in areas such as service users and staff engagement, evidencing outcomes and quality auditing. <ul style="list-style-type: none"> <li>• Implement a project to improve quality of care and undertake market shaping in collaboration with providers to ensure the market can meet Adult Services commissioning priorities, initially prioritising the cost of care exercise for care homes for older people to inform a fee setting strategy.</li> <li>• Explore opportunities to access capital funding to support market re-shaping for care homes.</li> <li>• Begin scoping of work of Dementia and Care Quality Team.</li> <li>• Begin working with Contract Monitoring and Dementia and Care Quality Team when arranging and analysing care home visits.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>• Set Care Co-ordinator process and partnership links.</li> <li>• Engage with care home providers to develop Quality Assurance (QA) framework, test out its key components and learn from experience to inform implementation using a phased approach.</li> <li>• Implement interim QA measures for Domiciliary Care providers to ensure quality scores reflect current practice.</li> <li>• Complete the agreed cost of care exercise with the market and undertake an analysis to understand the implications for a new Fee Setting Strategy for Care Homes for Older People.</li> <li>• Continue scope of Dementia and Care Quality Team.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Establish matrix of meetings and information sharing to ensure the Dementia and Care Quality Team links in with others appropriately.</li> <li>Establish rotas for scheduled reviews of the Dementia and Care Quality Team and establish approaches for unscheduled reviews.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Implement the new Quality Assurance (QA) framework for care homes using phased approach.</li> <li>Implement Managed Locality Networks in Dom Care to support market shaping.</li> <li>Building on the QA work undertaken with Dom Care providers in Q2, initiate further engagement with Dom Care providers replicating methodology used with care home providers to inform development of comprehensive Quality Assurance framework.</li> <li>Develop new Fee Setting Strategy for the Older Persons care home market, with engagement from providers and secure formal sign off in readiness for implementation in Q1 2024/25.</li> <li>Launch capital grant scheme to support reshaping of care home market if funding is secured.</li> <li>Engage with care home providers to sign off the operating model for the Dementia and Care Quality Team and provide clarity for staff in other teams.</li> <li>Commence scheduled review of the Dementia and Care Quality Team.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Implement new QA framework for Dom Care using phased approach.</li> <li>Conclude capital grant scheme and implement</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				mechanisms to monitor impact. <ul style="list-style-type: none"> <li>Review “as is” for Dementia and Care Quality Team. Establish what has worked well in the team and where changes can be made to improve.</li> </ul>	
CP S2.08	<p><b>Listen to the voices of our citizens</b> and increase their choice in care provision by:</p> <ul style="list-style-type: none"> <li>Improving our engagement with older people, seeking meaningful input and feedback;</li> <li>Increasing choice through direct payments, including the development of micro-enterprises;</li> <li>Piloting a trusted partnership approach with care providers to increase flexibility of care;</li> <li>Reviewing current usage of our services and taking steps to ensure all Cardiff communities are aware of, and have access to, our services.</li> </ul>	<p><b>Angela Bourge/ Hayley Beynon / Jane Thomas</b></p>	Q1	<ul style="list-style-type: none"> <li>Develop clear actions for engagement opportunities with older people, utilising connections with people through Day Services and Hubs.</li> <li>Roll out of client feedback surveys and surveys for carers.</li> <li>Create a Micro-Enterprise scoping report outlining what Cardiff does well and what changes, if any, are required for the project to thrive. All recruitment completed, including a Community Catalyst &amp; Micro-Enterprise Coordinator.</li> <li>Continue to operate the Trusted Partner Approach pilot.</li> <li>To ensure services are responding to the needs of our diverse communities and that everyone is aware of the services available, develop a cross directorate Adults, Housing &amp; Communities Equality Action Plan.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Collate the client and carer feedback and review this against current service provision. Use results as a baseline to further understand current position and review future service offers.</li> <li>Complete an Options appraisal on whether the Direct Payment service will remain as-is, move to a hybrid model or move in-house.</li> <li>Review the Trusted Partner Approach pilot related to single to double and double to single handed care and consider opportunities for extending beyond its current scope.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Further develop the Adults, Housing &amp; Communities Equality Action Plan</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Implement opportunities identified from feedback from clients and carers.</li> <li>Complete a full service review of the Direct Payments Team – including the roll out of training, to-be process maps and staff structures</li> <li>Develop proposal to extend Trusted Partner Approach if review undertaken in Q2 indicates it is appropriate to do so.</li> <li>Consult widely with key stakeholders for views and comments on the proposed Adults, Housing &amp; Communities Equality Action Plan and implement the plan.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review implemented changes to ensure that they meet the expectations of feedback received from the original client survey.</li> <li>Prepare client survey to go out in Quarter 1 2024/25.</li> <li>Fully register Micro-Enterprises on the Cardiff directory, providing care and support to members of the community, both via Direct Payments &amp; Self-Funding.</li> <li>Implement extended scope for Trusted Partner Approach if review in Q2 and proposal developed in Q3 indicate it is appropriate to do so.</li> <li>Review and monitor the Adults, Housing &amp; Communities Equality Action Plan.</li> </ul>	
CP S2.09	<b>Support the social care workforce by:</b> <ul style="list-style-type: none"> <li>Working with Welsh Government to maintain the Real Living Wage for care</li> </ul>	<b>Angela Bourge/ Hayley Beynon /</b>	Q1	<ul style="list-style-type: none"> <li>Ensure that the Real Living Wage (RLW) uplift for registerable posts is taken into consideration when finalising fee uplift decisions for 2023/24</li> <li>Issue variation of contract forms to providers in</li> </ul>	<i>To build an inclusive and representative</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
	workers; • Further developing the Cardiff Cares Academy to provide training, mentoring and employer support; • Providing proactive support to help care workers achieve registration; • Further developing carer skills to support hospital discharge and reablement.	<b>Carolyne Palmer</b>		receipt of the RLW uplift to ensure they pass it on to registerable workers. <ul style="list-style-type: none"> <li>• Begin to develop meaningful data collection on provider workforce qualification and registration</li> <li>• Utilise the Shared Prosperity Fund to recruit additional staff to support the increase in people accessing the Cardiff Cares Academy, providing mentoring support to candidates interested in working within the Care Sector.</li> </ul>	<i>organisation.</i>
			<b>Q2</b>	<ul style="list-style-type: none"> <li>• Follow up any outstanding RLW variation of contract forms that have not been returned.</li> <li>• Undertake face to face checks that eligible staff are being paid the RLW or above as part of the routine contract monitoring arrangements.</li> <li>• Provide targeted support regarding registration and qualifications to those providers most in need of it and develop systems for monitoring impact.</li> <li>• Refresh publicity materials and carry out a publicity campaign, highlighting employment opportunities within the care sector, both Local Authority and external Care Providers, prior to winter pressures.</li> <li>• Create a reablement training matrix for Community Resource Team carers, which empowers the carer to prescribe equipment/aids - delivery of reablement care, review plan, that sets reablement goals, linking in with the holistic approach of Independent Living Services.</li> <li>• Utilise Community Occupational Therapists to support the reablement end to end process and trial for change.</li> </ul>	
			<b>Q3</b>	<ul style="list-style-type: none"> <li>• Continue to follow up any outstanding RLW variation</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<p>of contract forms that have not been returned.</p> <ul style="list-style-type: none"> <li>Continue to undertake face to face checks that eligible staff are being paid the RLW or above as part of the routine contract monitoring arrangements.</li> <li>Review effectiveness of support provided regarding registration and identify any required changes to improve / strengthen arrangements.</li> <li>Link in with Community Catalyst and Micro-Enterprise Coordinator to establish a pathway for people wanting to work in the Care Sector but with more flexibility through becoming a Micro-Enterprise.</li> <li>Trial and review new reablement practice</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Monitoring and review compliance with RLW requirements as part of on-going contract monitoring arrangements.</li> <li>Implement recommendations for strengthening / improving effectiveness of support to providers re workforce registration.</li> <li>Undertake a full service review of Cardiff Cares Academy ensuring the service meets the needs of employers and candidates</li> <li>Embed full reablement practice into Community Resource Team (CRT) home care.</li> </ul>	
CP S2.10	Improve recruitment and retention of social workers and occupational therapists by putting in place a comprehensive Workforce Development Plan and by <b>taking a “grow our own” approach to increase qualified staff.</b>	<b>Angela Bourge</b>	Q1	<ul style="list-style-type: none"> <li>Develop and consult on Workforce Development Plan</li> <li>Review current “Grow our Own” initiatives and make recommendations for future arrangements</li> </ul>	<i>To build an inclusive and representative organisation.</i>
			Q2	<ul style="list-style-type: none"> <li>Put in place monitoring arrangements to track progress and the impact of agreed Workforce Development action plan.</li> <li>Ongoing monitoring and review of Workforce Strategy actions</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Develop arrangements for extending “Grow our Own”</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Ongoing monitoring and review of Workforce Strategy actions</li> <li>Implement new “Grow our Own” arrangements and develop monitoring arrangements to evidence impact</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Ongoing monitoring and review of Workforce Strategy actions</li> </ul>	
DDP	<p>Continue to review and modernise services, including:</p> <ul style="list-style-type: none"> <li>Carrying out a review of the Emergency Duty Team</li> <li>Finalising the review of the Internal Supported Living service</li> <li>Investigating opportunities for more joined up working across the directorate</li> <li>Strengthening management arrangements within Adult Services</li> </ul>	Jane Thomas	Q1	<ul style="list-style-type: none"> <li>Complete consultation on the review of the Emergency Duty Team (EDT) and finalise the proposals.</li> <li>Complete consultation on Internal Supported Living (ISL) review and make decision on the way forward.</li> <li>Bring forward proposals for increased joined up working across the Adults Housing and Communities Directorate.</li> <li>Bring forward proposals for a review and strengthening of management within Adult Services</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Implement EDT changes.</li> <li>Commence implementation of any changes agreed as a result of the ISL review.</li> <li>Commence implementation of any changes agreed as a result the Joined Up working and Management Reviews.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Complete implementation of ISL review</li> <li>Complete implementation of any changes identified as part of the Joined Up Working and Management Reviews</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review success of the changes made and identify any further action needed.</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.14	The percentage of permanent social worker vacancies in Adult Services	New Measure	New Measure	New Measure	12%	Angela Bourge
CP K2.15	The total number of domiciliary care workers in Cardiff registered with Social Care Wales	New Measure	New Measure	New Measure	2,600	Angela Bourge
CP K2.16	The number of domiciliary care workers registered with Social Care Wales in Cardiff as a percentage of the total number of domiciliary care workers registered in Wales	New Measure	New Measure	New Measure	7.5%	Angela Bourge
CP K2.17	The average time from referral to the Brokerage Team to the start of domiciliary care	New Measure	New Measure	New Measure	14 Days	Angela Bourge
CP K2.18	The average number of people waiting for domiciliary care at month end	New Measure	New Measure	New Measure	<30	Angela Bourge
DDP	Number of people aged 65 and over in residential care per 10,000 population.	76.6	63.0	67.6	No Target but year on year reduction	Lisa Wood
DDP	Number of placements in residential care prevented	New Measure	New Measure	New Measure	To be developed	Lisa Wood
DDP	Integrated Discharge Hub - Number of referrals triaged within 1 working day	New Measure	New Measure	New Measure	85%	Carolyne Palmer
DDP	Discharge medically fit people within 72 hours of triage	New Measure	New Measure	New Measure	To be developed	Carolyne Palmer
DDP	Review care package following discharge within 10 days at home	New Measure	New Measure	New Measure	To be developed	Carolyne Palmer



## Supporting unpaid carers and valuing their role

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
CP S2.11	<p><b>Listen to unpaid carers and families to ensure we provide the help they need by:</b></p> <ul style="list-style-type: none"> <li>• Consulting and co-producing services with carers;</li> <li>• Reviewing the range of respite provided;</li> <li>• Improving advice services and support for carers;</li> <li>• Reviewing the carer’s assessment process to improve take-up.</li> </ul>	Nicola Pitman	Q1	<ul style="list-style-type: none"> <li>• Launch carers support groups within Community Hubs across all districts. Develop Care’Diff brand and platform.</li> <li>• Launch and distribute widely Care’Diff Newsletter.</li> <li>• Publish respite consultation report and highlight key areas of focus from the unpaid carer feedback within the report.</li> <li>• Establish information governance elements related to data management to create unpaid carers database to distribute newsletters, event information, financial support opportunities etc.</li> <li>• Working with Carers Wales, deliver bitesize training sessions for unpaid carers – including support to get their voice heard in decision making.</li> <li>• Hold facilitated focus groups in conjunction with Carers Wales and unpaid carers in receipt of carers assessments to better understand the unpaid carers end to end journey.</li> <li>• Host assessment focused Carers Officers Learning and Improvement Network meeting – to identify examples of best practice in relation to unpaid carers assessments within Local Authorities.</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> <li>• Build content and advice within the carers pages of the Age Friendly Cardiff website.</li> <li>• Recruitment of Age Friendly Advice officers and development of Age Friendly Advice offer across the Community Hubs.</li> <li>• Ensure Carer targeted information is included within signposting map of financial, practical and health and</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<p>wellbeing support to include the following areas of focus:</p> <ul style="list-style-type: none"> <li>• Money – Grants/Carers Allowance/benefits/help with bills/Help with care costs</li> <li>• Power of Attorney</li> <li>• Respite</li> <li>• Peer Support</li> <li>• Getting out and About</li> <li>• Looking After yourself</li> <li>• Training Opportunities</li> <li>• Social Prescribing</li> <li>• Develop pilot and booking programme for Hubs For All – to include consideration of building unpaid carer confidence in accessing respite.</li> <li>• Utilise all communication channels to ensure effective promotion of availability of respite flats at Llys Enfys – including Care’Diff, Age Friendly Cardiff and Dementia Friendly Cardiff websites.</li> <li>• Evaluate findings of the unpaid carers assessment themed focus groups in collaboration with Carers Wales and establish areas for improvement within existing assessment process.</li> <li>• Work with Carers Wales to host facilitated focus groups with unpaid carers to establish training and wider support needs (to include mental health and wellbeing).</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Scope opportunities to establish a digital platform for unpaid carer focused training.</li> <li>• Launch self-identification promotional campaign by developing targeted resources and distributing widely via community networks including GP surgeries.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Promote wider respite availability via external service providers utilising the Carer pages of the Age Friendly Cardiff and website and the Care'Diff Newsletter</li> <li>Raise awareness of unpaid carers rights during Carers Rights Day 23<sup>rd</sup> November including the right to receive a carers assessment and support.</li> <li>Utilise the unpaid carer focus groups as a sounding platform to collectively agree the new person-centred carer's assessment process prior to roll out in Q4.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Deliver internal communications with targeted staff groups to develop awareness of opportunities for unpaid carer respite residential and non-residential (including age friendly programmes within Hubs/Hubs for All/Inclusion groups etc).</li> <li>Additionally promote respite availability via the Care'Diff Newsletter and the Care'Diff distribution platform</li> <li>Evaluate Hubs for All Pilot and scope potential to expand respite availability at additional Hub venues.</li> <li>Roll out the new carers assessment process.</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.19	The percentage of eligible carers who were offered a carer's assessment	New Measure	New Measure	New Measure	60%	Lisa Wood
DDP	The percentage of eligible carers who accepted the offer.	New Measure	New Measure	New Measure	To be developed	Lisa Wood/ Carolyn Palmer
DDP	The percentage of those who accepted the offer, for whom an assessment was completed.	New Measure	New Measure	New Measure	To be developed	Lisa Wood/ Carolyn Palmer

## Ensuring our services meet the needs of those living with dementia

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
CP S2.12	<p><b>Support people with dementia to stay at home wherever possible by:</b></p> <ul style="list-style-type: none"> <li>• Reviewing best practice in supporting people with dementia to live in the community and using this to inform future commissioning;</li> <li>• Reviewing the dementia training required to ensure that staff can tailor the correct care and support to the person and their family in their home.</li> </ul>	<p><b>Angela Bourge / Lisa Wood / Claire Hiles</b></p>	Q1	<ul style="list-style-type: none"> <li>• Relevant managers and staff to attend Community of Practise (COP) sessions linked into ICP and Health Service sessions.</li> <li>• Review outcomes for complaints regarding dementia care and establish themes.</li> <li>• Review dementia training previously available and in conjunction with colleagues from the UHB, consider options for more accessible training that better meets needs whilst covering all key components.</li> <li>• Deliver the virtual dementia tour bus experiential training.</li> <li>• Proactively participate in PhD research related to how social workers perceive race and ethnicity in the context of dementia by way of a workshop and individual 1:1's.</li> <li>• Ensure that the desktop and critical literature review of best practice in older persons housing fully takes into account the learning and best practice on dementia.</li> <li>• Represent at regional dementia programme, influencing understanding of regional priorities including, breadth of meetings and service provision</li> <li>• Through the Ageing Well Board, ensure that priorities are aligned across directorate and partnership.</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city</i></p>
			Q2	<ul style="list-style-type: none"> <li>• Evaluate effectiveness of Community of Practice (COP) and its likely impact on care provision.</li> <li>• Maintain attendance at partnership meetings and network with dementia care providers to inform future commissioning .</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>• Draw themes from dementia complaints about service and look at preventative measures and service responses.</li> <li>• Look at case narratives and examples of good practice.</li> <li>• Commission new arrangements for more accessible dementia training.</li> <li>• Begin to review impact of the virtual dementia tour bus experiential training.</li> <li>• Participate in current research areas including dementia and ethnicity.</li> <li>• Promote Dementia Week.</li> <li>• Review the outcome of the review of best practice into older persons housing and how this aligns with the learning on dementia.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Launch new dementia Learning Network for care home providers following launch of Dementia Community of Practice (COP) in Q2.</li> <li>• Continue to maintain attendance at COP and all relevant meetings to support partnership working in the community.</li> <li>• Evaluate process regarding a dementia complaint and outcome. How is learning shared?</li> <li>• Deliver new arrangements for dementia training</li> <li>• Evaluate impact of the virtual dementia tour bus training on practice</li> <li>• Incorporate best practice in working with people with dementia into the development of the service model and physical aspects of future housing developments for older people.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
			Q4	<ul style="list-style-type: none"> <li>Evaluate strength of Community of Practice (COP) and other professional information sharing sessions to establish outcomes.</li> <li>Review feedback on dementia training held during year, assess impact and inform commissioning plans for 24/25.</li> <li>Ensure new delivery models for older persons housing are fully informed by the learning on dementia.</li> </ul>	
DDP	Develop a full set of indicators and targets to monitor success of implementing the Ageing Well Strategy	Jane Thomas	Q1	<ul style="list-style-type: none"> <li>Identify key activities to be monitored and develop draft indicators</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Commence collation of information for the indicators</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Review information and develop targets where possible</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review indicators and further develop these as necessary</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K2.20	The percentage of Council staff completing Dementia Friends training	52%	49.8%	54.4%	85%	Nicola Pitman
DDP	The number of digital Dementia Friendly City events held	558	1,035	2,616	2,300	Nicola Pitman
DDP	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	20	16	79	40	Nicola Pitman
DDP	The number of ambassadors recruited to promote Dementia Friendly Cardiff	New Measure	New Measure	New Measure	4 per district	Nicola Pitman
CP K2.21	The number of over 75s new to residential care	New Measure	New Measure	New Measure	No target, but year-on-year reduction	Lisa Wood

**Well-being Objective 3: Supporting people out of poverty**  
**Supporting those most impacted by the cost-of-living crisis**

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
CP S3.01	<p><b>Respond to the impact that the cost-of-living crisis is having on residents by:</b></p> <ul style="list-style-type: none"> <li>• Ensuring that ongoing support is available which can be accessed in person, through the Adviceline or webchat, or by email;</li> <li>• Promoting the rent arrears pathway and reviewing how rent arrears cases in all tenures are managed, so that they are dealt with rapidly, whilst using the most appropriate financial support to prevent homelessness;</li> <li>• Continuing the legacy of Together For Cardiff, working with third sector organisations, including Cardiff Foodbank, and businesses to support those in poverty</li> </ul>	Hayley Beynon	Q1	<ul style="list-style-type: none"> <li>• Upskill the Advice Line staff knowledge so they are able to offer more ‘same day advice’ reducing the need to refer to other teams and the customer’s wait time for support.</li> <li>• Establish timetabled face to face Welfare Liaison support for Council Contract Holders in areas of high Council properties including Central, Ely and St Mellons Hubs.</li> <li>• Support Care Experienced Young People and the Personal Assistance Service by providing one to one tailored money advice support. The offer will provide a new one to one dedicated young person’s money advisor that can help with better off calculations and advice on Basic Income Pilot. These sessions will be held at youth clubs and hubs, supported accommodation, virtually or via a home visit if required.</li> <li>• Work with Community Foundation Wales to formalise the Together for Cardiff Fund arrangement, setting out a Funding Agreement and Memorandum of Understanding; securing legal and financial advice from council officers.</li> </ul>	<p><i>To develop and deliver services which are responsive to Cardiff’s inequality gap.</i></p>
Q2	<ul style="list-style-type: none"> <li>• Review the locations services are currently delivered from. Adjusting provision to meet demand where appropriate. Exploring and providing services from new locations including, schools and hospitals with a focus on providing services where there are currently no council buildings present.</li> </ul>				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>• Further align the Welfare Liaison and Money Advice Team, with the Advice line manging calls on behalf of the Welfare Liaison team to reduce waiting times and make better use of resources.</li> <li>• Review all current Cost of Living publicity/marketing materials and our website to ensuring information is accurate and up to date and available in community languages.</li> <li>• Work with third sector organisations to continue the Fuel Voucher Scheme, securing funding from businesses/Together for Cardiff Fund in readiness for the end of Government Support Schemes and colder weather.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Deliver publicity campaign for Council Contract Holders and Welfare Liaison Team to encourage early take up of support before falling in to rent arrears. Campaign to include potential rename and rebranding in line with Advice Service identity.</li> <li>• Review accounts of customers who accessed Cost Of Living Discretionary Scheme (COLDS) Funding, to offer further support to ensure they are not at risk of falling back into debt.</li> <li>• Utilise the Food &amp; Fuel Champions to provide support in Council and partner Warm &amp; Welcome spaces.</li> <li>• Evaluate the Advice Contract, reviewing outcomes and impact the support has been for citizens of Cardiff. Reviewing any duplication of support and gaps in provision, in readiness for a new Contract term.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Increase publicity of the Welfare Liaison Team targeting those potentially eligible for DHP / Rent Rescue and who would be unaware of the services.</li> </ul>	



Ref	Steps	Responsible Officer	Key Milestones during 2023/24	<a href="#">*Link to Equality Objective</a>
			<ul style="list-style-type: none"> <li>Engage with Community Inclusion Officers across Housing &amp; Communities, to jointly target communities who do not currently access Council Advice Services and who would benefit from Money Advice /Welfare Liaison Support.</li> <li>Provide support to the Together for Cardiff Trust fund to organise annual event to raise awareness of the fund amongst businesses and third sector organisations.</li> </ul>	
CP S3.03	<p><b>Support more people into work:</b></p> <ul style="list-style-type: none"> <li>Through the newly expanded Into Work Service, <b>creating new bespoke employment and training packages</b> to meet any new or emerging workforce demands in the city;</li> <li>Working alongside <b>major regeneration projects</b>, including the new Indoor Arena, to support local people into the new jobs the projects create;</li> <li>Supporting people who are in work to secure higher paid and more sustained employment, through intensive in-work mentoring and upskilling.</li> </ul>	<b>Hayley Beynon</b>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Develop and roll out a city-wide engagement plan, to reach and engage with groups not previously engaged with employment and council services. Utilising the new Engagement team and Community Inclusion Officers to work with under-represented and priority groups, such as those with Additional Learning Needs, Economically Inactive, Carers, and at risk of homelessness, living in the Southern Arc of the City.</li> <li>Consult with HR and Senior Managers to create a new subsidised 3 month work placement for young people and under-represented groups via Cardiff Works funded by Cardiff Works Income for placements within the Council.</li> <li>Deliver specific Onsite Construction Academy training provision for clients, who have been identified by Employment Mentors as having a background in construction; working with employers to set up interviews following training.</li> <li>Use the new Training Coordinator post to create training plans for jobseeker customers for different employment sectors by working with Adult Learning to create bespoke packages and utilising barriers fund to source higher level training course.</li> </ul>	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
			Q2	<ul style="list-style-type: none"> <li>• Host a Bright Start Event highlighting the success / placements young people experiencing looked after care have completed, engaging employers who have supported the scheme.</li> <li>• Create employment specific project teams to support priority sectors within the city including Cardiff Council as an employer, drawing best practice from the Cardiff Cares Academy model; in particular to support HGV, Teaching Assistants, Hospitality and Catering roles.</li> <li>• In partnership with Economic Development, develop a rolling engagement plan to support citizens living in Cardiff South access employment opportunities as part of the Atlantic Wharf developments.</li> <li>• Roll out the 3 month placement scheme via Cardiff Works</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Using the Social Value Officer to work in partnership with the Procurement team to ensure that Social Value commitments in Local Authority contracts are met, accessing training and employment opportunities for Into Work customers.</li> <li>• Increase the number of external Bright Start placements available to care experienced young people across a range of sectors, giving young people a varied range of opportunities.</li> <li>• Work in partnership with the Adult Services team to identify people with additional learning needs/autism to support with upskilling, employment and volunteering opportunities; and providing support to employers through the new Local Supported Employment Project.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
			Q4	<ul style="list-style-type: none"> <li>Align the work of the Youth Employment team and Personal Assistant (PA) Service, to ensure every care experienced young person with a PA has access to Bright Start placements, funding for training, employment help and wellbeing support.</li> <li>Undertake a review of Social Prosperity Funding and CfW+ employment delivery and funding, ensuring services are constantly adapting to meeting the needs of residents and the local economy.</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K3.03	The number of Council posts filled through placements from Cardiff Works	4,075	4,593	4,227	2,800	Hayley Beynon
CP K3.04	The number of interventions which supported people receiving into work advice through the Employment Gateway	49,756	62,512	77,102	55,000	Hayley Beynon
CP K3.05	The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received	814	1,241	1,115	1,200	Hayley Beynon
CP K3.06	The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination	6.08%	15%	13%	<12%	Hayley Beynon
CP K3.07	The percentage of Into Work clients who identify as being from a Black, Asian or Minority Ethnic background	New Measure	New Measure	New Measure	Monitor KPI, no target set	Hayley Beynon
CP K3.08	The number of employers which have been assisted by the Council's employment support service	237	266	347	300	Hayley Beynon
CP K3.09	The number of customers helped with Universal Credit financial support	2,841	3,708	5,989	3,000	Hayley Beynon
CP K3.10	Additional weekly benefit identified for clients of the Advice Team	£15,447,013	£17,220,466	£21,320,362	£17,000,000	Hayley Beynon



## Embedding our new approach to tackling homelessness and ending rough sleeping

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
CP S3.06	<p>Continue to promote the help available to <b>prevent homelessness, and improve and expand prevention services</b> in the community by March 2024, including:</p> <ul style="list-style-type: none"> <li>• Making prevention support accessible online, by telephone, regularly available in community locations and in a home setting via home visits, to increase the number of people seeking help at an early stage;</li> <li>• Providing a dedicated caseworker to all but the most straightforward cases;</li> <li>• Ensuring prevention support is available immediately and for as long as is required to resolve the threat of homelessness.</li> </ul>	Hayley Beynon	Q1	<ul style="list-style-type: none"> <li>• Evaluate current demand for Housing Solutions and Prevention Officers across the city. Adjusting availability to meet this demand.</li> <li>• Ensure input into the new Housing Website – creating a section for homeless prevention and understanding the implications of the new webchat facility.</li> <li>• Create new processes for cases when home visits are required. Roll out these home visits and monitor the effectiveness of these, particularly for parental notices to quit.</li> <li>• Set a baseline for the length of time that individuals and families have to wait for a prevention appointment, then seek to improve this on a monthly basis.</li> </ul>	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> <li>• Review the work of the Housing Helpline service including opening hours, improving on current waiting times and abandoned calls, ensuring that as many enquiries / calls are answered.</li> <li>• Create a more effective triaging process at entry into the service based on the needs of the individual or family. Less complex cases to be managed by the Housing Solutions Officer. All other cases to be case loaded to a dedicated Senior Housing Solutions Officer or Prevention Officer depending on the complexity of the case, utilising Floating Support services to provide rapid intervention for the most complex cases.</li> <li>• Reduce duplication between homeless support teams, setting clear boundaries to ensure customer journey is as streamlined as possible.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Carry out audits on Prevention and Housing Solution Officer work to ensure that correct advice is given and that regular client contact is made.</li> <li>Review the current training for the Housing Helpline and consider additional training requirements.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Expand the Prevention Team provision into further outreach locations, including co-location for the Prison Prevention Officer with Probation/Prison, and Llamau/Hafan Gobaith for the Young Person's Prevention Officer.</li> <li>Complete the update of Housing Solutions &amp; Prevention procedures and process maps, to ensure support for customers is timely and streamlined, providing support for as long as is required.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Work with partners to ensure the Prisoner Pathway is proactive in supporting people, ensuring homeless applications are received quickly.</li> <li>Review and evaluate the impact of the new processes and procedures to ensure that caseload for prevention officers has reduced and waiting times are kept to a minimum, whilst prevention rates remain high.</li> </ul>	
CP S3.07	Work with Welsh Government to <b>understand the resource requirements needed to deliver a rapid re-housing approach to homelessness.</b>	<b>Laura Garvey-Cubbon</b>	Q1	<ul style="list-style-type: none"> <li>Meet with Welsh Government to seek feedback on the Rapid Rehousing Plan submitted and discuss their views on resource requirements outlined in the plan.</li> <li>Continue to attend the Welsh Government Rapid Rehousing Task &amp; Finish Groups to feed back the challenge of delivering rapid rehousing whilst responding to the current increase in homeless demand.</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> <li>Consider Welsh Government feedback on the</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				resource requirements submitted in the Rapid Rehousing Plan. <ul style="list-style-type: none"> <li>Undergo further data analysis on projected homelessness demand, housing market conditions and permanent accommodation pipeline to outline updated resource requirements, including staffing and grant allocation.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Submit updated resource requirement plan to Welsh Government.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Seek feedback from Welsh Government on submitted plan and continue to bid for available funding.</li> </ul>	
CP S3.08	<b>Increase Temporary Accommodation capacity to address homelessness pressures by:</b> <ul style="list-style-type: none"> <li>Delivering phase 2 of the Gasworks site by August 2023;</li> <li>Increasing the number of buy backs;</li> <li>Working with Registered Social Landlord partners to identify difficult-to-let properties and finding suitable occupants;</li> <li>Increasing the number of managed schemes to improve move-on into permanent accommodation;</li> <li>Exploring other meanwhile use of development land.</li> </ul>	<b>Laura Garvey-Cubbon / Louise Bassett / Dave Jaques</b>	Q1	<ul style="list-style-type: none"> <li>Ensure factory production of modular units commences and that the groundworks package is underway on site.</li> <li>Continue to identify suitable properties to purchase from market and ensure suitable budget is in place to continue buy-backs at scale.</li> <li>Review difficult-to-house cases in Temporary Accommodation and consider buying specific properties for them through the buy-back scheme.</li> <li>Continue to work with Registered Social Landlord colleagues to discuss hard to let properties, considering all possible usage for the property e.g. Homeless Leasing Scheme /permanent/supported accommodation.</li> <li>Develop management agreements on Bay Chambers</li> <li>Identify potential sites with RSL partners to develop a short term and longer term property plan for managed scheme</li> <li>Identify further sites to be considered for meanwhile use.</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>	
			Q2	<ul style="list-style-type: none"> <li>• Ensure first modular units arrive on site at Gasworks 2 July/August 2023 and achieve handover of phase 1 by September 2023</li> <li>• Continue to update RSL partners regularly at RSL quarterly meeting on housing need and homelessness in Cardiff.</li> <li>• Prepare for the handover of Bay Chambers Scheme by Sept 2023.</li> <li>• Continue to identify suitable mechanisms to add additional meanwhile use sites into the Housing Delivery Programme.</li> </ul>		
			Q3	<ul style="list-style-type: none"> <li>• Achieve handover of phase 2 Gasworks modular units</li> <li>• Review difficult-to-house cases on Immediate and Band A with a need for adaptations and consider buying back properties for them through the buy-back scheme</li> <li>• Develop Management Agreement for Colchester Avenue Scheme.</li> <li>• Achieve no less than 25 property purchases by end of Q3</li> </ul>		
			Q4	<ul style="list-style-type: none"> <li>• Achieve handover of final phases of Gasworks 2 modular project</li> <li>• Complete handover of Colchester Avenue Scheme by January 2024.</li> <li>• Review use of buy backs, considering further expansion of the scheme and whether targeted work in TA and the waiting list has been successful.</li> </ul>		
CP S3.09	Improve access to the private rented sector and promote this to <b>address housing need</b> , through the Landlord Enquiry and Tenancy Service (LETS) and expansion of the	<b>Laura Garvey-Cubbon</b>	Q1	<ul style="list-style-type: none"> <li>• Implement ability for landlords to claim Optimised Retrofit Programme funding, offering another incentive to landlords to join the Leasing Scheme Wales.</li> </ul>	<i>To develop and deliver services which are</i>	



Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
	Welsh Government Leasing Scheme			<ul style="list-style-type: none"> <li>• Produce landlord newsletter to provide updates on available schemes and support available.</li> <li>• Continue to attend Cardiff Landlord Forum providing a drop-in service at each forum and a briefing each quarter.</li> <li>• Produce publicity action plan for 2023/24.</li> <li>• Monitor early landlord engagement process aimed at contacting all landlords as soon as a notice is issued to promote the service.</li> <li>• Target landlords / properties on the Empty Homes List to encourage bringing the property back to rental standard and working with LETS.</li> <li>• Finalise website updates to better publicise schemes and provide relevant information.</li> </ul>	<i>responsive to Cardiff's inequality gap</i>
			Q2	<ul style="list-style-type: none"> <li>• Review current team structure to ensure staffing levels are able to meet the demand of the service.</li> <li>• Review all processes to ensure a smooth customer journey.</li> <li>• Implement changes to the incentives package, ensuring flexibility within any agreed package.</li> <li>• Commence landlord surgery in Community Hubs around the City</li> <li>• Review current incentives packages offered and seek feedback from landlord and agents around improvements to the packages.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Review partnership with Shared Regulatory Services</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Review publicity plan in place using information obtained on successful publicity.</li> <li>• Meet target of bringing 40 additional properties onto the Leasing Scheme Wales.</li> </ul>	
CP	Develop innovative housing solutions to	Ellen Curtis /	Q1	<ul style="list-style-type: none"> <li>• Develop incentives and assistance for downsizing to</li> </ul>	<i>To develop and</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
S3.10	<p>address issues such as overcrowding, under-occupation, lack of family accommodation and lack of adapted properties by:</p> <ul style="list-style-type: none"> <li>• Promoting mutual exchanges;</li> <li>• Providing tailored support to those who wish to downsize;</li> <li>• Expanding the use of modular extensions;</li> <li>• Reviewing the co-ordination and use of adapted and older persons accommodation.</li> </ul>	<b>Laura Garvey-Cubbon</b>		<p>be provided through Rehousing Solutions Team and under-take exercise to promote services to older people under-occupying not registered on the Housing Waiting List.</p> <ul style="list-style-type: none"> <li>• Review 2022/23 pilot to establish best property route (buyback/void/DFS/other) for POD/Extension, considering costs and length of time to complete.</li> <li>• Develop and finalise promotional material for Addison Housing Community Living Scheme.</li> <li>• Review success of new approaches to the allocation of adapted accommodation for people with physical disabilities on the housing waiting list and identify areas for improvement/alternative solutions to address this housing need.</li> <li>• Develop new approaches and solutions to addressing overcrowding using data held on housing waiting list.</li> </ul>	<p><i>deliver services which are responsive to Cardiff's inequality gap</i></p>
			Q2	<ul style="list-style-type: none"> <li>• Review response following consultation exercise with under-occupiers not registered on the Housing Waiting List and response following Addison House promotion.</li> <li>• Implement any new approaches to the assessment and allocation of adapted accommodation to improve the housing outcomes for people with physical disabilities.</li> <li>• Following the conclusion of the review of the pilot, work with the Allocations team to identify overcrowded families on the waiting list and seek solutions to these considering lessons learnt from the pilot.</li> <li>• Consider possibility of incorporating Disabled Facility Grants to solve both disability needs and overcrowding.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Finalise new arrangements and develop processes relating to overcrowding.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Monitor progress for 'right sizing'.</li> <li>Monitor progress on new approaches to overcrowding.</li> <li>Complete Addison House allocations</li> <li>Create new mutual exchanges dedicated officer to promote, encourage and support more mutual exchanges.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review success of new approaches to downsizing and service user feedback on their housing experience following new arrangements and identify areas for improvement.</li> <li>Review outcomes for meeting the housing needs of people with physical disabilities following the implementation of innovative solutions to address this need.</li> <li>Review all modular / Pod extensions to assess outcomes including cost, timescales and customer impact. Should the scheme be expanded further?</li> <li>Review success of new approaches to overcrowding, identifying areas for review/improvement.</li> </ul>	
CP S3.11	<p><b>Improve the quality of our Supported and Temporary Accommodation by:</b></p> <ul style="list-style-type: none"> <li>Completing the phasing out of accommodation that no longer meets the required standards;</li> <li>Reducing the use of hotel accommodation for families.</li> </ul>	Louise Bassett	Q1	<ul style="list-style-type: none"> <li>Review the outcome of phase 2 closures of unsuitable accommodation projects.</li> <li>Plan for phase 3 closures of single persons accommodation.</li> <li>Continue to review all sites and develop potential property plans for remodelling/replacement of supported accommodation sites.</li> <li>Option appraisal on continued use of Countisbury House and explore potential purchase of site</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
			Q2	<ul style="list-style-type: none"> <li>Alternative use of properties which are due to close to be explored and options for repurposing developed.</li> <li>Review planned closures of schemes to ensure March 2024 date for closure is achievable, adjust target date if appropriate.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Continue to review and undertake option reviews on all supported accommodation sites in readiness for phase 3 closure/remodelling by March 2024.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Complete phase 3 closures/remodelling by March 2024</li> <li>Continue to review and undertake option reviews on all supported accommodation sites in readiness for next phase of closure/remodelling/replacement.</li> </ul>	
CP S3.12	<p><b>Ensure that the complex needs of homeless people are met by:</b></p> <ul style="list-style-type: none"> <li>Further developing the Multi-Disciplinary Team (MDT) and ensuring clear pathways are in place for move-on to mainstream services when appropriate;</li> <li>Ensuring that appropriate health and support services are available in hostels and supported accommodation;</li> <li>Fully training staff and focusing on assertive re-engagement with those that may fall out of services as well as providing meaningful opportunities for residents to train and volunteer;</li> <li>Continuing to support and assist rough sleepers to access and maintain accommodation by reviewing and</li> </ul>	Matt Evans	Q1	<ul style="list-style-type: none"> <li>Conduct a review into the existing MDT with a focus on identifying specific pathways of substance misuse, housing and health services. Use this review to identify gaps in service.</li> <li>Review existing Diversionary Activities Service, exploring opportunities on offer and establishing whether they are fit for purpose and provide meaningful outcomes.</li> <li>In line with the expansion of specialist housing service, review the business support service to ensure current levels are sustained and enhanced. Provide recommendations for service improvements in line with this review.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap
			Q2	<ul style="list-style-type: none"> <li>Review all complex needs projects to ensure we can facilitate health interventions equally across the service, specifically optometry, the dietician and assertive outreach GP services. This to be completed in partnership with Health colleagues, with</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	developing our assertive outreach approach and further developing and promoting the benefits of Diversionary Activities.			consideration for health inclusion across the wider homeless population in Cardiff. <ul style="list-style-type: none"> <li>Identify suitable opportunities for clients to engage with training and volunteering, linking in with Advice Services to achieve this.</li> <li>Review success of the pilot for the Young Persons MDT. Review to have specific focus on health gaps with a view of securing health professionals as part of the team. Consider lessons learnt and areas for development to enhance the service moving forward.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Work with Health colleagues to review the success of health pilot “Attend Anywhere” in Ty Ephraim. From this review consider expansion and resources to ensure this can be rolled out across all complex needs services.</li> <li>Review the success of the “The Pantry” foodbank scheme which was created to address food poverty in partnership with dieticians / MDT.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review the success of the Managed Block scheme at Blue Dragon.</li> <li>Review the impact of Out of Hours accommodation service. Review demand on the service and consider further accommodation options.</li> </ul>	
CP S3.13	<b>Prevent youth homelessness and ensure that young people leaving care are supported by:</b> <ul style="list-style-type: none"> <li>Reviewing and enhancing advice and mediation services, with particular regard to young people;</li> <li>Considering targeted interventions and</li> </ul>	<b>Hayley Beynon / Laura Garvey-Cubbon/ Dave Jaques</b>	Q1	<ul style="list-style-type: none"> <li>Review Llamau contract to ensure quality of assessments for homeless young people; greater working with the Young Person’s Prevention Officer, allowing Llamau to concentrate on mediation for Parental Notices to Quit.</li> <li>Open first additional units in contract 3 of Young Persons Gateway (YPG)</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff’s inequality gap</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	<p>support for school-aged children and their families;</p> <ul style="list-style-type: none"> <li>• Ensuring the young person’s gateway accommodation meets current needs, reviewing and increasing capacity within the gateway as needed;</li> <li>• Developing the Citadel supported housing scheme for young people with complex needs.</li> </ul>		Q2	<ul style="list-style-type: none"> <li>• Use social media, webchat, websites as an alternative method of receiving homelessness advice for young people; linking in with a young person specific publicity campaign.</li> <li>• Better join up with the PA Service by co-locating in young person buildings and earlier working to prevent risk of homelessness.</li> <li>• Closer working with schools to identify young people at risk of homelessness.</li> <li>• Open remaining additional units in contract 3 of YPG</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Setting clear criteria for Young Person’s Prevention Officer cases and establishing a referral process for those who sit outside of the criteria.</li> <li>• Contributing to the wider work of bringing together youth appropriate information on housing and homelessness for the Virtual Youth Hub.</li> <li>• Review data from Children’s Services detailing housing needs of those aged 15+ to ensure provision meets future demand.</li> <li>• Allocate first Tai Ffres accommodation.</li> <li>• Ensure input into the new virtual online Youth Hub Website, with dedicated resources for young people on homelessness and housing.</li> <li>• Complete Preliminary site clearance and preparatory works for the Citadel.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Carry out briefings for young people services across the authority, including Youth Service, Into Work, the PA Service, Children’s Services, for earlier referrals to the service.</li> <li>• Feeding-in to wider young person provision work with</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24	<a href="#">*Link to Equality Objective</a>
			<p>online resources for app/website.</p> <ul style="list-style-type: none"> <li>Review yearly YPG waiting list data and consider need for further expansion</li> <li>Formal commencement on site to deliver the Citadel project in partnership with Wates.</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K3.13	The percentage of households threatened with homelessness successfully prevented from becoming homeless	76%	80%	79%	80%	Hayley Beynon
CP K3.14	The percentage of people presenting to the homelessness service who are homeless on the day, without previously seeking prevention help	New Measure	New Measure	New Measure	<40%	Hayley Beynon
CP K3.15	The average waiting time for a homelessness prevention appointment	New Measure	New Measure	New Measure	<7 days	Hayley Beynon
CP K3.16	The number of additional properties on the Leasing Scheme Wales	New Measure	New Measure	New Measure	40	Laura Garvey-Cubbon
CP K3.17	The total number of rough sleepers in the city	New Measure	17.5	26	<20	Matt Evans
CP K3.18	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	95%	93%	94%	85%	Matt Evans

**Well-being Objective 4: Safe, confident and empowered communities**  
**Building new Council homes and investing in community facilities**

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
CP S4.01	Ensure the current Council house building programme <b>delivers at least 1,000 new council homes</b> through the Cardiff Living programme and additional schemes currently on site by the end of 2023.	Dave Jaques	Q1	<ul style="list-style-type: none"> <li>Ensure all live development projects are resourced adequately and progress monitored</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Achieve handover of Wakehurst Place &amp; lowerth Jones sites</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Achieve Handover of Addison House, Brookfield Drive and significant number of units at the Gasworks site.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>No milestones in Q4.</li> </ul>	
CP S4.02	Expand the scale and pace of the programme by implementing a new council-led commercial housing development partnership and <b>ensure that sufficient sites are identified to build at least 4,000 new homes overall</b> , including the delivery of properties for rent or sale to keyworkers.	Dave Jaques	Q1	<ul style="list-style-type: none"> <li>Appoint the consultant team for the 2<sup>nd</sup> partnership programme and agree main principles and minimum requirements</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Finalise the list of development sites for the 2<sup>nd</sup> Partnership and begin soft market testing</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Finalise the tender pack and begin competitive dialogue procedure.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Update Cabinet on progress for appointing partner developer for 2<sup>nd</sup> partnership.</li> </ul>	



Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
CP S4.05	<p><b>Invest in our local communities by:</b></p> <ul style="list-style-type: none"> <li>• Preparing and adopting a new Regeneration Strategy to <b>support district and local centres, and 15-minute city principles;</b></li> <li>• Developing regeneration opportunities for the South Riverside Business Corridor including Cowbridge Road East and the Roath/Adamsdown Business Corridor including Clifton Street and Broadway;</li> <li>• Continuing to implement the current estate improvement programme with a focus on better integrating new housing development with local community investment wherever possible;</li> <li>• Securing Welsh Government Targeted Regeneration Investment Programme (TRIP) funding for projects;</li> <li>• Implementing a further three-year programme for Neighbourhood Renewal Schemes (NRS) based on ideas submitted by Ward Members.</li> </ul>	<b>Rebecca Hooper</b>	Q1	<ul style="list-style-type: none"> <li>• Complete the first draft an overarching framework for the regeneration of district and local centres &amp; a 15minute city toolkit by June 2023 (identifying key principles &amp; priorities).</li> <li>• Carry out an engagement programme for Cowbridge Road East (CRE) regeneration scoping by April 2023.</li> <li>• Complete scoping work and a project brief for a future estate regeneration scheme at Caerwent Rd/ Penmark Green</li> <li>• Agree a funding route &amp; project scope for the Trowbridge Green estate regeneration &amp; consider alternative delivery routes.</li> <li>• Prioritise schemes supported under the Transforming Towns funding allocation.</li> </ul>	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>
Q2	<ul style="list-style-type: none"> <li>• Engage with services areas on the draft regeneration strategy and 15minute city toolkit, obtaining feedback to help shape the strategy.</li> <li>• Prepare a Cabinet report to seek approval for the strategy by August.</li> <li>• Prepare project brief for a placemaking plan for Cowbridge Road East (CRE), following the review of the community engagement report and secure Transforming Towns funding to progress the plan design.</li> <li>• Undertake scoping work to review regeneration priorities around the agreed council housing development schemes to identify opportunities to integrate local regeneration projects with new-build schemes.</li> <li>• Commence engagement work with ward councillors &amp; service areas on year 1 NRS schemes.</li> </ul>				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
			Q3	<ul style="list-style-type: none"> <li>• Prepare a first draft of a Cowbridge Road East (CRE) placemaking plan and outline an engagement plan on proposals. Review these with Ward Councillors to reach agreement on next steps.</li> <li>• Secure Cabinet approval for the regeneration strategy &amp; toolkit and prepare wider engagement on the strategy.</li> <li>• Commence a start on site for one estate regeneration scheme.</li> <li>• Deliver priority schemes under the Transforming Towns placemaking allocation.</li> <li>• Prepare project briefs &amp; engagement plans for year 1 NRS schemes</li> <li>• Work with transportation to progress design ideas for the Roath/ Adamsdown Business Corridor.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Engage with residents, business and the wider community on the placemaking plan and possible schemes for Cowbridge Road East (CRE) with funding opportunities identified.</li> <li>• Prepare transforming towns funding applications for district centre schemes as identified.</li> <li>• Commence design work on year 1 NRS schemes by March 2024.</li> <li>• Implement actions in the regeneration strategy and roll out the toolkit across the Council.</li> </ul>	
CP S4.06	<p>Investigate and <b>deliver future Community, Youth and Wellbeing Hubs</b> with partners, including:</p> <ul style="list-style-type: none"> <li>• Progressing plans for a youth hub in the city centre and agree a preferred option by</li> </ul>	<b>Rebecca Hooper</b>	Q1	<ul style="list-style-type: none"> <li>• Review design options for the delivery of a city centre youth hub by May 2023.</li> <li>• Engage with and seek agreement from the youth hub project team on the proposals.</li> <li>• Conclude RIBA stage 2 work for the city centre youth Hub by June 2023.</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	Autumn 2023; <ul style="list-style-type: none"> <li>Securing planning permission for a new Health and Wellbeing Hub at Ely &amp; Caerau by December 2023;</li> <li>Exploring options for new Hubs on strategic planning sites and larger housing and regeneration projects.</li> </ul>		Q2	<ul style="list-style-type: none"> <li>Agree Heads of Terms with CAVUHB for the Ely &amp; Caerau Parkview Wellbeing Hub by September</li> <li>Work closely with CAVUHB on all council related elements of the scheme- existing hub, POS and planning &amp; encourage community engagement on proposals.</li> </ul>	<i>inequality gap</i>
		Q3	<ul style="list-style-type: none"> <li>Prepare a Cabinet report on proposals for the city centre youth hub project by October.</li> <li>Support CAVUHB in their Full Business Case for the Health &amp; Wellbeing Hub at Ely</li> <li>Progress joint design work &amp; service planning on combined Health and Wellbeing hubs for strategic sites at Lisvane and Plasdwr &amp; the Michaelston Hub.</li> </ul>		
		Q4	<ul style="list-style-type: none"> <li>Work towards a full planning application submission with CAVUHB on the Ely Health Hub</li> <li>Progress to RIBA stage 3 design work on the City Centre Youth Hub</li> </ul>		
CP S4.07	Work in partnership with Registered Social Landlords to <b>maximise the amount of affordable housing</b> that can be delivered through the Social Housing Grant Programme, including: <ul style="list-style-type: none"> <li>Implementing a five-year plan to build the specialist and supported accommodation required;</li> <li>Achieving a full spend of allocated Welsh Government funding;</li> <li>Maximising opportunities to secure additional monies.</li> </ul>	<b>Dave Jaques</b>	Q1	<ul style="list-style-type: none"> <li>Approve the Programme Development Plan (PDP) and grant allocation for 2022/23.</li> </ul>	<i>To develop and deliver services which are responsive to Cardiff's inequality gap</i>
		Q2	<ul style="list-style-type: none"> <li>Monitor progress across the Social Housing Grant programme and identify any risks</li> </ul>		
		Q3	<ul style="list-style-type: none"> <li>Monitor progress across the Social Housing Grant programme and identify any risks</li> </ul>		
		Q4	<ul style="list-style-type: none"> <li>Provide an update report on grant spend for the year and if any schemes have been added to programme to take slippage from other regions.</li> </ul>		
CP S4.09	<b>Improve fire safety in homes by:</b> <ul style="list-style-type: none"> <li>Continuing to communicate and work with</li> </ul>	<b>Colin Blackmore</b>	Q1	<ul style="list-style-type: none"> <li>Ensure that Fire Safety Issues are communicated following annual Fire Risk Assessments or as</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	<p>Council tenants to ensure high-rise buildings are safe and suitable for occupants;</p> <ul style="list-style-type: none"> <li>Continuing to deliver improvement measures including re-cladding and sprinkler installations in Council properties;</li> <li>Ensuring regular fire safety assessments are carried out and acted on in Council properties;</li> <li>Working with partner organisations including South Wales Fire &amp; Rescue Service in regard to training and high-rise familiarisation events;</li> <li>Continuing to work with Welsh Government and stakeholder organisations in the development of their Building Safety Programme for medium and high-rise buildings in the private sector.</li> </ul>	(step shared with Economic Development)		<p>identified/required to our tenants throughout the year.</p> <ul style="list-style-type: none"> <li>Introduction of new dedicated compliance team including a technical manager and maintenance persons to carry out and monitor fire safety works in low and high raise flats.</li> <li>Continue re-cladding work at Lydstep High-rise (3 blocks).</li> <li>Project Management consultant to be appointed to assist with works at Loudoun &amp; Nelson high-rise.</li> <li>Sprinkler installation to be signed off at Lydstep and Loudoun &amp; Nelson High-rise.</li> <li>Sprinkler designs to be commissioned for Beech &amp; Sycamore House (Highrise).</li> <li>Fire Risk Assessments programmed and completed as required.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Continue re-cladding work at Lydstep High-rise (3 blocks).</li> <li>Commence Loudoun &amp; Nelson over-cladding tender documentation and associated Cabinet reports.</li> <li>Mini tender sprinkler designs for Beech &amp; Sycamore House (High rise).</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Complete recladding works at Lydstep.</li> <li>Issue Loudoun &amp; Nelson over cladding tender documentation to market.</li> <li>Issue sprinkler work to contractors for Beech &amp; Sycamore House (Highrise).</li> <li>Fire Risk Assessments programmed for completion.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Hand over Lydstep site.</li> <li>Award Loudoun &amp; Nelson over cladding tender to contractor.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Beech &amp; Sycamore House (Highrise) sprinkler installation to commence.</li> </ul>	
DDP	Progress with the BISF property External Wall Insulation (EWI) scheme in Llandaff North and Rumney.	<b>Colin Blackmore</b>	Q1	<ul style="list-style-type: none"> <li>Produce mini tender documentation for both Llandaff North &amp; Rumney schemes and issue to contractors.</li> <li>Appoint retrofit coordinator (scheme decarbonisation consultant)</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Award frameworks to winning contractors (2 contractors).</li> <li>Consult with residents.</li> <li>Start site setup</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Commence work at both locations – Llandaff North &amp; Rumney.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Continue works.</li> </ul>	
DDP	Take a more strategic approach to tackling Anti-Social Behaviour (ASB) in our council homes by listening to what tenants want and understanding their concerns.	<b>Sandra Canham</b>	Q1	<ul style="list-style-type: none"> <li>Proactively engage with the community – review current ASB surgeries.</li> <li>Establish Victim Support Service with new officer.</li> <li>Identify ASB Hotspots and develop action plans and Operational Groups to pull in stakeholders such as the Police, Youth Offending Service (YOS) and the Local Action Team to deal with the issues.</li> <li>Review relationships with internal and external partners such as Noise Pollution and Adult Services/SAFE, RSL's and the Police. This can then feed into hotspot work.</li> <li>Create a bespoke survey for Tenancy, ASB and Sustainment Teams to understand the issues being faced by tenants.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Proactively engage with the community – continue with existing surgeries and identify locations for new surgeries.</li> <li>Set targets for the Victim Support Service and monitor</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				Service Level Agreement. <ul style="list-style-type: none"> <li>Hotspots – Develop Action Plan and identified initiatives with the police, YOS, and Local Action Team to deal with ASB issues. Identify any new hotspots.</li> <li>Develop/review any SLA, procedures/meetings with partners. This could include regular meetings/forum for RSL's.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Proactively engage with the community – set up new surgeries.</li> <li>Hotspots – Progress Action Plan, identify any new hotspots.</li> <li>Put in place joint initiative with partners such as regular reviews/meetings, forum for RSL's.</li> <li>Analyse the results of the tenant survey – where appropriate carry out any recommendations.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Proactively engage with the community – review attendance/engagement at surgeries</li> <li>Review Victim Support Service and monitor SLA.</li> <li>Hotspots – Review Action Plan and Outcomes.</li> <li>Relationships with partners – Review meetings/forums/attendance and adjust.</li> </ul>	
DDP	Develop <b>The Local Action Team</b> to build on community engagement to empower communities to take pride in where they live.	<b>Ellen Curtis</b>	Q1	<ul style="list-style-type: none"> <li>Create a 3 year 'clean up' programme across Cardiff whilst engaging with key teams such as Tenancy Management, Waste Management and Caretaking Services to ensure a joined-up approach. This will include localised joint 'street action days' with Waste Management.</li> <li>Create KPI's to measure and benchmark success from previous years including refining the 'Are you proud of where you live?' residents survey to ensure we can measure impact of the Local Action Teams in amongst</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				communities.	
			Q2	<ul style="list-style-type: none"> <li>Build on relationships already established via the 'Cardiff Art Project' to promote anti littering and carrying out joint litter pick activities with pupils.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Work with the Community Inclusion Officers, Community Hubs, Tenant Participation Teams and Cardiff third sector to engage communities to define what a 'street champion' is with a view to encourage residents to take up the role. As well as promoting other voluntary roles as part of the 'street champion'</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review success based on KPI's set out in Q1 with a view to set further targets for next year using lessons learnt to refine processes and approaches.</li> </ul>	
DDP	<p><b>Continue to monitor our rent levels by:</b></p> <p>Using the Joseph Rowntree Foundation Living Rents to measure affordability.</p> <p>Supporting the Welsh Government to develop a national approach to measuring affordability.</p> <p>Ensuring that help is available for tenants who are struggling financially.</p> <p>Ensuring no eviction takes place for rent arrears where the tenant is working with us to resolve the issue.</p>	Sandra Canham	Q1	<ul style="list-style-type: none"> <li>Look at average rent information across our housing stock and consider reviewing those with high arrears.</li> <li>Provide information to Welsh Government confirming rent setting. (declaration)</li> <li>Examine the schemes available in 2023/24 to help tenants who are struggling financially and set criteria for one off DHP/Rent Rescue.</li> <li>Review arrears data from 2022/23 and set realistic targets.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Review one off DHP/Rent Rescue criteria and ensure new criteria is meeting the needs of those most in need of financial help.</li> <li>Review working practices with Welfare Liaison Team to ensure affordable agreements are being made and continued support is provided to contract holders.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Undertake Rent Setting Consultation with contract holders.</li> <li>Examine Rent Setting proposals and make decision to</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				go to Cabinet for approval.	
DDP	<p>Review the Tenant Participation Team programmes to ensure that more tenants are reached.</p> <p>Provide more opportunities for tenants to get involved and have their say including via regular survey engagement.</p>	<b>Bev King</b>	Q1	<ul style="list-style-type: none"> <li>Review “as is” position of the current Tenants Participation offer in collaboration with tenants.</li> <li>Establish inclusive focus groups to identify areas of participation, engagement and support in conjunction with tenants (16-25, Adult and Older persons) ensuring that underserved communities and key groups (e.g. unpaid carers, young parents) are represented.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Develop new co-produced engagement programme.</li> <li>Relaunch Tenants Times newsletter and improve website and social media presence.</li> <li>Undertake “mystery shopping” exercise</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Develop a comprehensive communication strategy to promote service and build on tenant's engagement as well as opportunities to provide support. Creating a timetable of events for tenants to provide feedback on services.</li> <li>Capitalise on all internal and external communication touchpoints with tenants including Youth Council, Child Friendly City, Age Friendly City, Youth services etc.</li> <li>Ensure promotional opportunities are fully exploited to reach tenants – including via additional internal newsletters (Age Friendly Cardiff, Health and Wellbeing newsletter, Care'Diff etc)</li> </ul>	



Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
			Q4	<ul style="list-style-type: none"> <li>Evaluate efficacy of the new programme including via survey feedback and identify areas for development.</li> </ul>	
DDP	<p>Deliver a robust, joined up, rapid response service in order to address damp and mould in council properties by:</p> <ul style="list-style-type: none"> <li>Delivering an action plan for addressing damp and mould led by a case management approach which addresses and all aspects of the individual case.</li> <li>Creating a new dedicated team that will carry out damp and mould works in the home.</li> <li>Effectively communicating and engaging with contract holders whilst providing support and advice to prevent and address damp and mould.</li> </ul>	Ellen Curtis / Colin Blackmore	Q1	<ul style="list-style-type: none"> <li>Review existing processes and gather requirements to enable a case management approach.</li> <li>Carry out a case management pilot.</li> <li>Develop an action plan and create different work streams with appointed leads to drive workstreams forward. Workstreams will include:               <ul style="list-style-type: none"> <li>Case Management</li> <li>Increasing resources and meeting demand</li> <li>Prevention, advice and support</li> <li>Management Information/Data Monitoring</li> <li>Inspection and decision making process.</li> </ul> </li> <li>Develop key performance indicators to measure success.</li> <li>Create new dedicated officer to support RRU to deal with the increase in communications from tenants regarding damp and mould issues.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Redesign process from end to end. Adopt the new case management approach that ensures a full assessment of circumstances and a package of support is provided.</li> <li>Complete recruitment of damp and mould team and further develop working processes for referrals into the team, responding to complaints, effective start to end case management, customer liaison, referrals into other department such as Money Advice and a streamlined, swift and customer friendly approach to the repairs that we do.</li> <li>Create a 'toolkit' for operatives and maintenance persons, providing differing solutions to address damp and mould.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Complete and roll out a new video and leaflet providing advice to contract holders on shared responsibilities for preventing and addressing damp and mould</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Develop a bespoke training package and inspection form for all inspecting Technical Staff based on key advice from internal and external experts to ensure consistency in the repairs that we carry out.</li> <li>Establish a clear path of escalation for severe cases, ensuring these are reviewed by a 'damp board' to resolve.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Measure success of new approach using KPI's identified in action plan and set targets based on KPI results with a view for continuous improvement (shorter timescales and less complaints)</li> <li>Identify and implement an IT system that provides visibility of cases at all stages and meaningful data to monitor performance and identify trends.</li> <li>Review and amend processes where required to ensure service is fit for purpose</li> </ul>	
DDP	<p>Establish the Repairs Academy to assist with workforce planning in the Responsive Repairs Unit to ensure that there are no gaps in resource, experience, and skills by:</p> <ul style="list-style-type: none"> <li>Providing a support system for apprentices and trainee's; giving them the best possible chance to qualify and obtain as much experience as possible whilst employed by Cardiff Council.</li> </ul>	Ellen Curtis	Q1	<ul style="list-style-type: none"> <li>Analyse what trades are key to ensure effective service delivery and use this information to start recruitment of 6 trade apprentices working closely with Cardiff and Vale College.</li> <li>Work with Into Work Team to increase the pool of potential applicants.</li> <li>Establish key performance indicators to measure success of the Academy.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Appointment of remaining trainee positions, providing a non-academic route into the Responsive Repairs Unit. The successful candidates will be given the</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	<ul style="list-style-type: none"> <li>Giving a more diverse range of people the opportunity to explore their interest in Construction, with the option of different routes in to the Sector; regenerating the experience and skills held by our existing workforce.</li> </ul>			<p>opportunity to build experience across all trades, with support from the Academy encouraging them to discover where their natural passion and skills are.</p> <ul style="list-style-type: none"> <li>Arrange all necessary training and provide support to the trainee's – assigning a suitable mentor from the 150+ operatives within the workforce.</li> <li>Work with internal training teams to develop mentoring programme for Repairs Schedulers to provide on hand support assist with staff retention on this area.</li> <li>Work with Women's Network to encourage more women into trade-based careers with Responsive Repairs.</li> <li>Appointment of 6 Trade Apprentices in September 2023</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Provide support and mentoring for apprentices; offering guidance in relation to their college work and training to allow them to maximise the experience.</li> <li>Initiate the development of a promotional video focussing on existing tradeswomen and their experience of working for the council with a view to encouraging women into tradesperson roles in Responsive Repairs</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Measure success of Academy using KPI's identified in Q1.</li> <li>Obtain feedback from Corporate Apprentices and trade apprentices and analyse this information to ensure that we are learning lessons to further develop our approach.</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.01	The number of homes capable of being delivered on approved sites in the housing development programme (Target to be achieved by September 2023. Sites for 3,368 homes already approved.)	New Measure	New Measure	New Measure	632	Dave Jaques
CP K4.02	Total number of new Council homes completed through the current housing delivery programme (Target to be achieved by December 2023.)	New Measure	New Measure	New Measure	1,000 cumulative	Dave Jaques
CP K4.03	Total number of new homes completed and provided through all housing delivery programmes (Target to be achieved by 2035.)	New Measure	New Measure	New Measure	4,000 cumulative	Dave Jaques
CP K4.04	Total number of new affordable housing units (Council and Housing Association) completed per annum	New Measure	New Measure	New Measure	300	Dave Jaques
CP K4.08	The amount of external funding secured to deliver regeneration initiatives in communities (including Section 106 monies for community facilities, Welsh Government grants, and health & social care grants)	New Measure	New Measure	New Measure	£1m per annum	Rebecca Hooper
CP K4.09	The number of funding bids submitted per year	New Measure	New Measure	New Measure	4	Rebecca Hooper
CP K4.10	The number of in-person visitors to libraries and Hubs across the city	New Measure	New Measure	New Measure	1.5 million	Bev King
CP K4.11	The number of virtual visits to our 24-hour digital library	New Measure	New Measure	New Measure	Baseline being set	Bev King
CP K4.12	The number of physical books borrowed from libraries and Hubs across the city	New Measure	New Measure	New Measure	1.4 million	Bev King
CP K4.13	The number of digital books downloaded from our 24-hour digital library	New Measure	New Measure	New Measure	1 million	Bev King
CP K4.14	The number of page views on the Hubs website	N/A	111,006	360,678	300,000	Bev King
CP K4.15	The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'	97.9%	96%	97%	95%	Bev King
CP K4.16	The number of visits (page views) to the volunteer portal	156,153	112,622	80,416	75,000	Hayley Beynon

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.17	The number of hours given volunteering within Housing & Communities	New Measure	New Measure	New Measure	18,000	Hayley Beynon/ Bev King

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

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
CP S4.10	<p><b>Ensure that all people, however vulnerable, retain a voice in their care by:</b></p> <ul style="list-style-type: none"> <li>Ensuring our social workers take a strengths-based approach to mental capacity and ensure that, as far as possible, older people retain voice and control;</li> <li>Preparing for the implementation of the new Liberty Protection Safeguards legislation and mainstreaming these within our services;</li> <li>Recommissioning Advocacy Services in line with the commitments set out in the Cardiff &amp; Vale Advocacy Strategy by March 2024;</li> <li>Reviewing and enhancing our Direct Payments Services to adults, reviewing policies and procedures to ensure safety of service users and encouraging the development of micro-enterprises to increase accessibility to direct payments.</li> </ul>	<p><b>Angela Bourge / Matt Russell / Hayley Beynon</b></p>	Q1	<ul style="list-style-type: none"> <li>Develop and embed a strengths-based approach to practice with an outcome focus - putting in place a strengths based delivery Action Plan.</li> <li>Strengths-based training refresher workshops held for managers.</li> <li>Complete data collection of Deprivation of Liberty Safeguards (DoLS) cases across the service including Children's Services.</li> <li>Work with partners and agree on priorities for utilising Welsh Government funding to support Mental Capacity Act Training and reducing further the number of outstanding DoLS cases.</li> <li>Prepare documents for new Advocacy Services tender</li> <li>Create a Micro-Enterprise scoping report outlining what Cardiff does well and what changes, if any, are required for the project to thrive. All recruitment to be completed, including a Community Catalyst &amp; Micro-Enterprise Coordinator.</li> </ul>	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> <li>Commence two-day training on strengths-based practice.</li> <li>Commence "bite sized" strengths-based training</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<p>workshops.</p> <ul style="list-style-type: none"> <li>Analyse the Deprivation of Liberty Safeguards (DoLS) data gathered via mapping across service areas and identify likely number of cases that would come under new Liberty Protection Safeguards legislation.</li> <li>Roll out Mental Capacity Act Training across service areas to ensure that knowledge and principles are embedded in practice.</li> <li>Go out to tender for new advocacy contracts</li> <li>Complete an options appraisal on whether the Direct Payment service will remain as-is, move to a hybrid model or move in-house.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Commence one day strengths-based refresher training</li> <li>Commence strengths-based mentor programme</li> <li>Continue roll out of Mental Capacity Act Training</li> <li>Work with ECLIPSE implementation team to ensure that Liberty Protection Safeguard data can be captured on new system.</li> <li>Conclude Advocacy tender and issue contract awards</li> <li>Complete a full service review of the Direct Payments Team – including the roll out of training, “to-be” process maps and staff structures.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review and evaluate strengths-based training to inform direction in 2024/25.</li> <li>Review progress on grant spend and re-directed resources as required to ensure Welsh Government funding for Liberty Protection Safeguards is fully utilised to meet objectives identified.</li> <li>Consider implementation timetable based on any Welsh Government announcements and put together an options appraisal paper on how Liberty Protection</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<p>Safeguard legislation can be implemented across the Local Authority.</p> <ul style="list-style-type: none"> <li>• Launch new Advocacy Services, undertake awareness raising and implement monitoring arrangements.</li> <li>• Fully register Micro-Enterprises on the Cardiff directory, providing care and support to members of the community, both via Direct Payments &amp; Self-Funding</li> </ul>	
CP S4.11	<p><b>Improve the support available to people with mental health issues by:</b></p> <ul style="list-style-type: none"> <li>• Supporting the Health Board with their Community Transformation project and the review of services to meet the needs of those individuals who may not require formal care and support services;</li> <li>• Further developing the Health and Wellbeing service within the Hubs, providing support and advice and finding community solutions for individuals with low-level mental health issues;</li> <li>• Identifying additional accommodation and support solutions to support people with mental health issues to move from residential services to live independently, taking all necessary steps to ensure alternative solutions are safe and appropriate;</li> <li>• Developing proposals for improving the environment for Ty Canna day services for mental health, continuing to build on</li> </ul>	<p><b>Matthew Russell / Bev King/ Louise Bassett</b></p>	Q1	<ul style="list-style-type: none"> <li>• Support the Health Board in identifying an appropriate venue for the new Sanctuary service.</li> <li>• Further develop the Health and Wellbeing Service by establishing a partnership with Papyrus – the national charity dedicated to the prevention of young suicide. Proposed programme includes roll out of sample “Hope” boxes to all Community Hubs during Mental Awareness Week (filled with personalised items that bring comfort during points of crisis) and resources that will support young people to develop their own.</li> <li>• Repurpose Mind 11 units of supported housing to assist with Hospital discharge and limited move on from residential placements.</li> <li>• Review success of Malvern Drive &amp; Brithdir House</li> <li>• Identify new build sites or possible modular build locations as new opportunities to step down for residential care.</li> </ul>	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
Q2	<ul style="list-style-type: none"> <li>• With the Health Board, review progress and issues with the new “111 press 2” service</li> <li>• Work with Health to commence the Sanctuary service.</li> <li>• Increase referrals into Health and Wellbeing Mentor programme by using all distribution channels and vehicles including via newsletters and Age Friendly</li> </ul>				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	volunteer support and completing early-stage design in partnership with Ty Canna service user representatives/ volunteers and cost feasibility work by September 2023			distribution networks. <ul style="list-style-type: none"> <li>Review and identify cases that could step down from residential placements. Develop a property pipeline to manage demand pressures (short term and longer term).</li> <li>Complete early-stage design for new Ty Canna building in collaboration with Ty Canna team and volunteers.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Continue to work with the Health Board in relation to the Sanctuary Service and “111 press 2” service to ensure it is meeting its objectives and address any issues.</li> <li>Increase the number of activities that are delivered city wide by Inclusion Officers and increase participation by working with Age Friendly partners (tracked through preventing social isolation KPIs)</li> <li>Identify suitable candidates for Colchester Avenue Scheme</li> <li>Agree numbers and commission 1 support provider to work on Colchester Avenue site.</li> <li>Work with design team, the Ty Canna team and volunteers on a funding bid for new Ty Canna building.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review Sanctuary Service and “111 press 2”</li> <li>Deliver “do something different” events programme in all Community Hubs to encourage communities to participate in new experiences and activities with the aim of boosting moods and benefiting social inclusion</li> <li>Finalise arrangements for Colchester Avenue Scheme and move in plans.</li> <li>Review Mind Scheme increase number to 26 units by April 2024</li> </ul>	



Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Submit funding bid for new Ty Canna building</li> </ul>	
CP S4.12	<p><b>Enhance the support available for people living with learning disabilities by:</b></p> <ul style="list-style-type: none"> <li>Further developing the Complex Needs Day Service, expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community;</li> <li>Improving and increasing overnight respite, setting out proposals for building development;</li> <li>Developing proposals for new accommodation and support options to promote independence and facilitate step-down from residential care.</li> </ul>	Emma Mulinder / Louise Bassett	Q1	<ul style="list-style-type: none"> <li>Continue gathering information and work alongside pupils who are leaving school in July 2023 and have been referred to Ty'r Bont to co-produce a support plan.</li> <li>Continue to develop the respite project to increase capacity in current provision and identify future demand.</li> <li>Complete I work regarding building specification</li> <li>Understand need/demand pressures for new accommodation and support options (current &amp; future)</li> <li>Review current plans and build on success with core and cluster model.</li> <li>Develop proposals and action plan to deliver on objectives.</li> </ul>	To develop and deliver services which are responsive to Cardiff's inequality gap
			Q2	<ul style="list-style-type: none"> <li>Work with transition partners to capture future demand.</li> <li>Arrange keep in touch days for young people in transition from school to the Complex Needs Day Service.</li> <li>Continue to develop respite, identifying the specification moving forward.</li> <li>Identify suitable cases to step down from residential placements into independent living.</li> <li>Develop an option appraisal on scheme for younger people with learning disabilities.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Using the data captured, develop a detailed forecast of future demand, analyse resources required and workforce development needs for the Complex Needs Day Service.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>• Complete transition to Complex Needs Day Services for 2023 school leavers.</li> <li>• Identify 2024 transition referrals.</li> <li>• Complete an options appraisal paper for future commissioning of respite services.</li> <li>• Develop property plans to match demand and source potential sites for short term/longer term use, including modular build.</li> <li>• Develop commissioning plans for care and support element.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Develop an implementation plan for the Complex Needs Day Service that includes resource allocation, workforce requirements and a risk management plan.</li> <li>• Upskill the workforce to be able to meet the needs of 2024 school leavers referred to Ty'r Bont.</li> <li>• Start gathering information in preparation for working alongside pupils who are leaving school in July 2024 and have been referred to Ty'r Bont.</li> <li>• Review respite provision and complete a business case for future services if data evidence shows increased demand.</li> <li>• Review successes of accommodation schemes brought online over the last 12 months.</li> </ul>	
CP S4.13	<p><b>Improve services for people with autism by:</b></p> <ul style="list-style-type: none"> <li>• Ensuring all staff have access to the appropriate level of training to meet the needs of autistic people;</li> <li>• Developing a specialist approach to neurodiversity within Adult Services.</li> </ul>	<p><b>Angela Bourge / Matt Russell</b></p>	Q1	<ul style="list-style-type: none"> <li>• Ensure that staff are completing the appropriate E-Learning modules in line with their role and responsibilities: <ul style="list-style-type: none"> <li>○ Level 1 - Understanding Autism</li> <li>○ Level 2 - Autism skilled</li> </ul> </li> <li>• Complete recruitment into all posts within the Neurodiversity Service (Social Workers, social work assistant, support workers plus admin support)</li> </ul>	<p><i>To develop and deliver services which are responsive to Cardiff's inequality gap</i></p>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
			Q2	<ul style="list-style-type: none"> <li>Develop specialist training program for Neurodiversity Service.</li> <li>Begin to deliver Level 3 training – “Autism Enhanced”</li> <li>Develop referral pathway into Neurodiversity Service.</li> <li>Soft launch of Neurodiversity Service</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Review and evaluate autism training to inform 2024/25.</li> <li>Review referral pathway for the Neurodiversity Service and demand on service, ensuring resources are sufficient</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Ensure staff have completed the appropriate autism learning in line with their role and responsibilities.</li> <li>Review of Neurodiversity Service, including referral pathway, demand, staffing levels and training need.</li> </ul>	
CP S4.14	<p><b>Ensure children and adults are protected from risk of harm and abuse by:</b></p> <ul style="list-style-type: none"> <li>Implementing the Regional Safeguarding Board’s Annual Plan;</li> <li>Continuing to develop and implement the Safeguarding Adolescents From Exploitation (SAFE) Model during the year;</li> <li>Monitoring the adult safeguarding referrals received and develop a pro-active multi-agency response to re-occurring issues.</li> </ul>	<p><b>Dave Murray-Dickson</b> <b>(step shared with Children’s Services and Performance &amp; Partnerships)</b></p>	Q1	<ul style="list-style-type: none"> <li>Review Regional Safeguarding Boards (RSB) Annual Plan and ensure AHC Joint SMT are aware of key actions.</li> <li>Liaise with Childrens Services to review SAFE agenda for 2023/2024 and developments under the SAFE partnership.</li> <li>Consolidate data from 2022/2023 into an Annual Adult Safeguarding Report with analysis of trends and redefined service specific strategic objectives.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Initiate service level strategic development activities in line with RSB priorities.</li> <li>Provide feedback through RSB Policy &amp; Procedure Subgroup to the RSB on progress.</li> <li>Initiate development of SAFE developments within Adult Services in partnership with Children’s Services and key partners, in line with the strategic priorities of the service area and wider local authority.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Continue collection of Welsh Government data and service level performance metrics alongside trend data for the 2023/2024 year.</li> <li>Provide quarterly reports via Joint AHC SMT on emerging trends and service performance.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Continued participation in RSB Subgroups and Task &amp; Finish groups.</li> <li>Review SAFE development activities for effectiveness.</li> <li>Continue collection of Welsh Government data and service level performance metrics alongside trend data for the 2023/2024 year.</li> <li>Continue quarterly reporting through Joint AHC SMT on emerging trends and service performance.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Prepare for annual consolidation of development activities.</li> <li>Participate in end of year activities within the CVRSB calendar.</li> <li>Provide analysis of annual trends prior to end of year data in preparation for following year.</li> </ul>	
CP S4.15	<p><b>Work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city, including:</b></p> <ul style="list-style-type: none"> <li>Promoting health screenings;</li> <li>Promoting the take-up of vaccinations.</li> <li>Combatting childhood obesity.</li> </ul>	Nicola Pitman	Q1	<ul style="list-style-type: none"> <li>Contribute to Bowel Cancer Awareness Month by ensuring health promotion resources are made available within Community Hubs.</li> <li>Launch Community Health Connect You Tube channels hosting Arabic, Somali, Urdu and Bengali versions of Cancer Research UK's screening test video.</li> <li>Continue roll out of Health promotion screens to Hubs. Working in collaboration with the Health Board patient experience team deliver prevention project placing bibliotherapy focused vending machines within four hospital sites (Welsh Government grant funding has been secured for project)</li> </ul>	<i>To lead the way on equality and inclusion in Wales and beyond</i>

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
			Q2	<ul style="list-style-type: none"> <li>Carry out city-wide language assessment to ensure targeted health promotional resources reach all communities.</li> <li>Explore opportunities to work with Public Health Wales on roll out of community screening champion recruitment campaigns.</li> <li>Deliver Summer Reading Challenge activity-based events programme (themed around sport) through working with partners.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Capitalise upon relevant Council touchpoints with customers e.g, registration services to share health promotional materials including childhood vaccination.</li> <li>Contribute to HIV testing week awareness campaigns.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Review progress against health analytics in collaboration with Public Health Wales and the Health Board.</li> </ul>	
CP S4.16	<p><b>Work with Cardiff &amp; Vale University Health Board (UHB) and Public Health Wales to improve access to services by:</b></p> <ul style="list-style-type: none"> <li>Contributing to a partnership approach to improve community-based services to prevent hospital admissions;</li> <li>Supporting work by Cardiff &amp; Vale UHB to improve health support available to marginalised groups including refugees, asylum seekers, prison leavers and the homeless population including rough sleepers</li> </ul>	Carolyne Palmer / Louise Bassett	Q1	<ul style="list-style-type: none"> <li>Contribute to the Pan Cluster Development Group (PCDG) to support older people to remain at home</li> <li>Establish a workstream and develop an action plan to take forward Health inclusion/substance misuse services alignment. Secure joint funding for a post to take forward work.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Working in partnership with the @home programme to create an intermediate care model which will deliver a rapid response service aimed at reducing admissions, through an integrated MDT inclusive of a medical team, who will in-reach into the community to avoid conveyance to hospital.</li> <li>Explore opportunities to work with Cardiff &amp; Vale Health Inclusion Service (CAVHIS) to make further</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				inclusion health service changes, including expanding the MDT approach, walk-in clinics, co-location with other services, and hospital in-reach with consideration to resourcing required.	
			Q3	<ul style="list-style-type: none"> <li>• Trial the intermediate care model, in partnership with First Point of Contact, Community Resource Team and community wellbeing services, on a focussed cohort to evaluate the impact on: GP, the citizen and numbers conveyed to hospital.</li> <li>• Develop an action plan to improve continuity of care for people with health needs being discharged from prison/hospital into homelessness.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Review progress to date and develop longer term plans to improve health services to marginalised groups.</li> <li>• Review progress of work with UHB to develop community approach to prevent hospital admissions and consider next steps.</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.18	The number of individuals with mental health issues/ learning disabilities who have been supported to step down to greater independence	New Measure	New Measure	New Measure	Monitor KPI, no target set	Louise Bassett
DDP	Number of young people with complex support needs in transition from school to Adult Services referred to the Complex Needs Day Service	New Measure	New Measure	New Measure	Annual Target to be developed	Emma Mulinder
DDP	Number of young people with Learning Disabilities with complex support needs in transition from school to Adult Services who chose to stay in local education	New Measure	New Measure	New Measure	Annual Target to be developed	Emma Mulinder

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
DDP	Number of people with Learning Disabilities supported by the Complex Needs Days Service to continue living at home through preventative services	New Measure	New Measure	New Measure	Quarterly Target to be developed	Emma Mulinder
CP K4.19	The number of adult protection enquiries received	N/A	1,685	1,696	Not appropriate to set target	Dave Murray-Dickson
CP K4.20	The percentage of adult protection enquiries completed within seven days	98.90%	99%	93%	99%	Dave Murray-Dickson

### Creating safe and inclusive communities

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
CP S4.20	<b>Tackle all forms of violence against women and girls</b> and take action to strengthen the support available by approving and delivering a refreshed regional Violence against Women, Domestic Abuse and Sexual Violence Strategy 2023-26.	<b>Louise Bassett</b>	Q1	<ul style="list-style-type: none"> <li>Publish revised strategy and circulate along with detailed implementation plan</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Implement the agreed recommendations from the Safe Lives review of MARAC operations:               <ul style="list-style-type: none"> <li>Overarching regional MARAC Steering Group</li> <li>Appoint Cardiff MARAC Coordinator</li> </ul> </li> <li>Improve data monitoring and regular reporting</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Develop a workforce training needs assessment.</li> <li>Work with colleagues in the Corporate Equality Team to develop and implement a Convention on the Elimination of Discrimination Against Women (CEDAW) city action plan.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Assist partners to update workplace policies to include sexual harassment.</li> <li>Establish a task and finish group to review data collection with partners in the region.</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>Develop clear protocol for integration and operation of daily discussions with MARAC meetings and management.</li> </ul>	
CP S4.21	<p><b>Ensure all those who experience domestic abuse can access specialist support</b> by completing the review of refuge accommodation in the city by March 2024 and developing full proposals for change.</p>	<p><b>Louise Bassett</b></p>	Q1	<ul style="list-style-type: none"> <li>Collate data on demand and usage of existing provision and identify current pathways</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>Review current arrangements and demand for services for women with complex needs</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Explore best practice and undertake stakeholder engagement in the design of proposals</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Develop a proposal for future use of refuge provision including agreed pathway through support</li> </ul>	
DDP	<p>Improve and develop services for Gypsy, Roma &amp; Traveller communities residing on local authority sites by:</p> <ul style="list-style-type: none"> <li>Introducing a replacement Allocation Policy</li> <li>Improving on site community facilities</li> <li>Increasing the quantity of culturally appropriate accommodation available, to meet the short term needs, of Gypsy &amp; Traveller communities in Cardiff.</li> <li>Developing a strategy for transient site / temporary stopping places/ negotiated stopping in light of new</li> </ul>	<p><b>Matt Evans</b></p>	Q1	<ul style="list-style-type: none"> <li>Obtain quotes for the provision of WIFI on local authority sites in order to address digital inequalities and identify funding streams in partnership with Welsh Government.</li> <li>Request concept designs for developing the existing Shirenewton office building into a multi-purpose space which can accommodate different services and partners.</li> <li>Planning determination for extension of Shirenewton Gypsy &amp; Traveller Site expected in May 2023 – Expansion would see the development of 4 additional pitches.</li> </ul>	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> <li>Finalise Draft Allocation Policy to replace the existing point-based system which is in use across sites.</li> <li>Develop a partnership engagement strategy and equality impact assessment in line with proposed development of Shirenewton site office.</li> <li>Collaborate with South Wales Police and other Local Authorities in developing replacement unauthorised encampment protocol.</li> </ul>	



Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
	legislation "Police Crime Sentencing and Courts Act 2022"			<ul style="list-style-type: none"> <li>As part of the result of the Gypsy &amp; Traveller Accommodation Assessment, identify a suitable location for a new Gypsy &amp; Traveller site.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>Explore opportunities for the Allocation Rehousing Unit or Gateways within specialist accommodation to take ownership of the proposed Allocation Policy once effective.</li> <li>Meet with planning colleagues to discuss feasibility and possible location for Transient site/negotiated stopping areas and whether this should be addressed as a regional approach or at a local level.</li> <li>Construction procurement initiated for the Shirenewton expansion scheme</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>Installation of Wifi provision on sites</li> <li>Seek approval from Cabinet for the replacement Gypsy &amp; Traveller Service Allocation Policy</li> <li>Engage with Partners to develop services on site, in anticipation of site office development, e.g. South Wales Police, Health &amp; Education</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K4.23	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	70%	51%	84%	85%	Louise Bassett

**Well-being Objective 6: One Planet Cardiff**  
**Decarbonising the city and leading a green recovery**

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
CP S6.05	Increase energy efficiency and reduce carbon emissions through a Housing Energy Efficiency Retrofit programme across all tenures of housing, reaching 2,000 domestic retrofit measures per year by 2024 and including measures delivered through Housing Revenue Account funding, Government and energy company funding, facilitated via our Affordable Warmth Partnership, and via engagement with landlords and letting agents to ensure compliance with Minimum Energy Efficiency Standard (MEES) Regulations.	<b>Colin Blackmore (step shared with Planning, Transport &amp; Environment and Economic Development)</b>	Q1	<ul style="list-style-type: none"> <li>Continue to deliver planned programmes of works to upgrade public housing – benefiting from measures like window upgrades, heating upgrades, loft and wall insulation (circa 200 homes per quarter).</li> <li>Identify 9 blocks of flats to undergo decarbonisation work utilising Optimised Retrofit Programme (ORP) funding.</li> <li>Continue with re-cladding works at Lydstep House high rise block.</li> <li>Appoint project consultants for re-cladding works at Loudoun House &amp; Nelson House high rise blocks.</li> <li>Issue tender to deliver a mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties in Llandaff North and Rumney (up to 252 properties)</li> </ul>	<p><i>Cardiff is accessible to everyone who is living, visiting or working in the city.</i></p>
Q2	<ul style="list-style-type: none"> <li>Commence survey work on the 9 blocks of flats to be decarbonised utilising Optimised Retrofit Programme (ORP) funding.</li> <li>Prepare tender exercise for re-cladding works at Loudoun House &amp; Nelson House.</li> <li>Award contract to deliver the mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties.</li> <li>Identify an additional resource to concentrate on creating a strategy for the decarbonisation of Cardiff Housing stock.</li> </ul>				

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
			Q3	<ul style="list-style-type: none"> <li>• Commence decarbonisation works on the 9 blocks of flats utilising Optimised Retrofit Programme (ORP) funding.</li> <li>• Complete re-cladding works at Lydstep House.</li> <li>• Issue tender for re-cladding works at Loudoun House &amp; Nelson House.</li> <li>• Commence works on the mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties.</li> <li>• Work with Welsh Government to fully understand the implications of WHQS 2 and what funding is required to deliver these new requirements.</li> <li>• Create a draft of a strategy for the decarbonisation of Cardiff Housing stock</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Commence decarbonisation works on the 9 blocks of flats utilising Optimised Retrofit Programme (ORP) funding.</li> <li>• Complete re-cladding works at Lydstep House.</li> <li>• Issue tender for re-cladding works at Loudoun House &amp; Nelson House.</li> <li>• Commence works on the mixed tenure energy efficiency retrofit scheme to unimproved British Iron and Steel Federation (BISF) properties.</li> <li>• Work with Welsh Government to fully understand the implications of WHQS 2 and what funding is required to deliver these new requirements.</li> <li>• Create a draft of a strategy for the decarbonisation of Cardiff Housing stock</li> </ul>	

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP K6.02	The number of energy efficiency measures installed in Council-owned domestic properties	New Measure	New Measure	New Measure	750	Colin Blackmore

**Well-being Objective 7: Modernising and integrating our public services.**  
**Improving the Council’s digital offer and enhancing the use of data**

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
DDP	Continue to develop and improve digital methods of service delivery across Adults, Housing & Communities including “Repairs Online”.	Sandra Canham	Q1	<ul style="list-style-type: none"> <li>• Scope out other teams who require DocuSign in Housing.</li> <li>• Scope out teams requiring documents added to Scan stations.</li> <li>• Meet with ICT to discuss costs and requirements for web chat for Finance, Debt Enforcement and Housing Advice Line and scope out requirements for email and SMS services.</li> <li>• Continue to meet with ICT and Civica to discuss Workflow upgrade.</li> <li>• Scope out requirements for Responsive Repairs Unit (RRU) for informational videos on basic repairs, to create a library on the website / public facing SharePoint.</li> <li>• Work with Stones Throw Media to complete the Condensation Awareness Video</li> <li>• Housing Online My Repairs – Complete Design. End to End User Acceptance Testing to be undertaken including Officers, SAP Support and ICT.</li> <li>• Implement English Version of INTERFINDER</li> <li>• Scope out a Respite booking system</li> <li>• Create a database for the Gypsy Traveller Sites service.</li> <li>• First phase of Power BI Core Data to be completed including Housing Waiting List Automation and dashboards and Complaints and Enquiries data.</li> <li>• Fully set up governance and working groups for the implementation of Eclipse and agree timeline.</li> </ul>	
			Q2	<ul style="list-style-type: none"> <li>• Advertise and launch first phase of scan stations for</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24	<a href="#">*Link to Equality Objective</a>
			<p>Housing.</p> <ul style="list-style-type: none"> <li>• Housing Website to go live.</li> <li>• Develop My Scan.</li> <li>• Scope out and consider Self Service payment point project.</li> <li>• Roll out condensation awareness video.</li> <li>• Meet with teams across Housing requiring DocuSign and gather document information and users.</li> <li>• Train the Trainer days to be conducted in preparation for Repairs Online going live. Trainers to cascade training to relevant officers in Hubs and the Responsive Repairs Unit using “Repair Finder” and the “Housing Online” computer system for office staff.</li> <li>• Meet with teams across the service to scope out document types for scan stations.</li> <li>• Implement Welsh Version of INTERFINDER. Phase 1 Go Live NEC Housing Back Office Function.</li> <li>• Work with ICT to implement required build for web chat.</li> <li>• Continue to meet with ICT and Civica to discuss Workflow upgrade.</li> <li>• Review quotes for RRU for informational videos on basic repairs, to create a library on the website / public facing SharePoint to establish if these are cost effective.</li> <li>• Delivery of Respite booking system.</li> <li>• Go Live for the Gypsy Traveller Sites service.</li> <li>• 2nd phase of Power BI Core Data to be completed.</li> <li>• Ensure outcomes of the Process Review in Adult Services can be accommodated within Eclipse.</li> <li>• Prepare for the replacement of Com Care with Eclipse</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				Finance.	
			Q3	<ul style="list-style-type: none"> <li>• Phase 1 Go live Housing Online My Repairs.</li> <li>• Phase 2 of Housing implementation for scan stations.</li> <li>• Go Live with Housing web chat.</li> <li>• Implement DocuSign for new teams.</li> <li>• Implement My Scan.</li> <li>• Investigate to see if scope for RRU for informational videos on basic repairs needs to be changed or if affordable.</li> <li>• 3<sup>rd</sup> phase of Power BI Core Data to be completed.</li> <li>• Replace Com Care with Eclipse Finance.</li> <li>• Continue to prepare for implementation of Eclipse.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Phase 3 scan stations and my scan full implementation across housing.</li> <li>• Review Housing Website content and progress with Housing Online My Repairs.</li> <li>• Final phase of Power BI Core Data to be completed.</li> <li>• Continue to prepare for the implementation of Eclipse.</li> </ul>	

## Ensuring the Council represents and responds to the diversity of Cardiff's Communities

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
DDP	<p>Ensure our services respond to the diversity of Cardiff's Communities, and that everyone is aware of, and has access to them by:</p> <ul style="list-style-type: none"> <li>Developing an Adults, Housing &amp; Communities Equality Action Plan</li> <li>Working with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city.</li> <li>Continuing to deliver against our commitments in response to the Race Equality Taskforce recommendations.</li> </ul>	Jane Thomas	Q1	<ul style="list-style-type: none"> <li>Complete an analysis of equalities data held across the directorate and conduct research into best practice in the delivery of inclusive services.</li> <li>Use findings from the data analysis and research to identify gaps in service delivery.</li> <li>Contribute to Bowel Cancer Awareness Month by ensuring health promotion resources are made available within Community Hubs.</li> <li>Launch Community Health Connect You Tube channels hosting Arabic, Somali, Urdu and Bengali versions of Cancer Research UK's screening test video.</li> <li>Continue roll out of Health promotion screens to Hubs. Working in collaboration with the Health Board patient experience team deliver prevention project placing bibliotherapy focused vending machines within four hospital sites (Welsh Government grant funding has been secured for project)</li> <li>Proactively participate in PhD research related to how social workers perceive race and ethnicity in the context of dementia via a workshop and individual one-to-ones.</li> <li>Continue to monitor and increase participation of ethnic minority groups in the Into Work Advice Service by delivering regular targeted engagement events and monitoring progression of participation.</li> </ul>	<p><i>To lead the way on equality and inclusion in Wales and beyond</i></p>
			Q2	<ul style="list-style-type: none"> <li>Develop the Equality Action Plan.</li> <li>Carry out city-wide language assessment to ensure targeted health promotional resources reach all communities.</li> </ul>	



Ref	Steps	Responsible Officer	Key Milestones during 2023/24		<a href="#">*Link to Equality Objective</a>
				<ul style="list-style-type: none"> <li>• Explore opportunities to work with Public Health Wales on roll out of community screening champion recruitment campaigns.</li> <li>• Deliver Summer Reading Challenge activity-based events programme (themed around sport) through working with partners.</li> <li>• Maintain contact with PhD student to ascertain progress of research findings related to how social workers perceive race and ethnicity in the context of dementia and establish timeframe to receive initial summary of findings.</li> </ul>	
			Q3	<ul style="list-style-type: none"> <li>• Consult widely with key stakeholders for views and comments on the proposed Equality Action Plan and implement the plan.</li> <li>• Capitalise upon relevant Council touchpoints with customers e.g, registration services to share health promotional materials including childhood vaccination.</li> <li>• Contribute to HIV testing week awareness campaigns</li> <li>• Receive initial summary of findings from PhD student research related to how social workers perceive race and ethnicity in the context of dementia. Consider recommendations for improvement through structured conversations with all social work senior management.</li> <li>• Continue to widen access and visibility of the Cardiff Works Service ensuring barriers are reduced for ethnic minority job seekers.</li> </ul>	
			Q4	<ul style="list-style-type: none"> <li>• Review and monitor the Equality Action Plan.</li> <li>• Review progress against health analytics in collaboration with Public Health Wales and the Health</li> </ul>	

Ref	Steps	Responsible Officer	Key Milestones during 2023/24		* <a href="#">Link to Equality Objective</a>
				<p>Board.</p> <ul style="list-style-type: none"> <li>• Deliver any appropriate recommendations for improvement from the PhD student research related to how social workers perceive race and ethnicity in the context of dementia.</li> <li>• Continue to ensure an outreach, engagement, and communications programme are delivered to raise awareness of the Cardiff Works Service to ethnic minority job seekers.</li> </ul>	

## 5. 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.

The Adult Services Risk Register can be found [here](#)

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

## 6. Audit Recommendations

### External 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.

*Recommendations are set out below:*

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
<p>CIW Risk Based Inspection November 2020</p>	<p>DIRECT PAYMENTS: In adults services we found direct payments not routinely offered. The local authority must ensure people are routinely offered and supported to make informed choices about accessing direct payments and how the level of control they wish to maintain over their own care and support can be achieved.</p>	<p>Ensure people are consistently and correctly advised about direct payments:</p> <ul style="list-style-type: none"> <li>• Monitor data on direct payments offered / in place - on a team basis.</li> <li>• Explore opportunities to include mandatory fields for DP on CareFirst / Eclipse to ensure offer is appropriately captured.</li> <li>• Review information on DP and update to ensure clear written information is available.</li> <li>• Set out communication strategy for citizens, professionals and other colleagues.</li> </ul> <p>Review procedures including Safeguarding arrangements to give confidence to professionals on the use of direct payments.</p> <p>Review current arrangements for Direct Payments and complete options appraisal for future arrangements</p> <p><b>April 2023 Update:</b> Work has been undertaken to look at strengthening offer via Micro enterprises. The Micro-Enterprise project in</p>	<p>Jane Thomas</p>	<p>See April 2023 Update</p>

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
		<p>partnership with Community Catalysts CIC has been officially launched. Funding was secured from the Shared Prosperity Fund. A Project Manager has been appointed who is currently writing a scoping report outlining what Cardiff does well, and what Cardiff needs for the Micro-Enterprise project to thrive.</p> <p>The Catalyst, who will be responsible for recruiting, training &amp; mentoring Micro-Enterprises has also been appointed, and is due to start in Q1 of 2023/24.</p> <p>Awareness training modules for staff are in development – expected to be launched in June '23.</p> <p>Options being considered for future delivery of the service.</p>		
CIW Risk Based Inspection November 2020	<p><b>CARERS ASSESSMENTS:</b> In Adults Services some carers were refusing carers' assessments wanting the focus to be on the needs of the cared for. Managers need to consider the variation in practice between teams and promote learning from its own areas of positive practice. The local authority must ensure carers are provided with the right information, advice and assistance to support them</p>	<p>Review how carers assessments are carried out and communicated:</p> <ul style="list-style-type: none"> <li>• Review monitoring of carers assessments</li> <li>• Consider increased intervention at First Point of Contact.</li> <li>• Review how carers assessments are communicated to ensure the potential benefits to carers are promoted.</li> <li>• Consider approach currently used and context/title of document.</li> <li>• Consult with appropriate partners to establish carer friendly system.</li> <li>• Plan the full approach from initial referral and onward into Locality Team and link assessment with Carefirst/Eclipse work.</li> <li>• Carers Gateway currently provides support, ensure this fully promotes carers assessments</li> <li>• Provide additional community support groups through the Hubs and promote carers assessment as part of this.</li> </ul>	Jane Thomas	See April 2023 Update

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
		<p><b>April 2023 Update:</b></p> <ul style="list-style-type: none"> <li>• A review of the Carers Assessment Team and its working partnership with Independent Living Services (ILS) Visiting Team and FPOC will be carried forward into Q1 2023/24.</li> <li>• The facilitating of focus groups with service users who have received assessments to understand the customer journey etc is in hand – dates/venue has been set and Carers Wales are working on the invite.</li> </ul>		
CIW Risk Based Inspection November 2020	<p><b>ADVOCACY:</b> Some practitioners were aware of arrangements to commission formal advocacy whilst others were not. The local authority must ensure consistent consideration is given to both informal and formal advocacy as outlined in Part 10 Code of Practice for 2014 Act.</p>	<p>Ensure consistent approach to advocacy across the teams by:</p> <ul style="list-style-type: none"> <li>• Implement advocacy strategy following consultation</li> <li>• Undertake awareness raising sessions for teams re gateway and range of advocacy services available</li> <li>• Ensure clear guidance is available based on code of practice</li> <li>• Introduce monitoring reports to ensure advocacy is used appropriately across the teams</li> <li>• Re-commission IPA arrangements to meet identified needs – based on an analysis of data provided by the Gateway.</li> </ul> <p><b>April 2023 Update:</b></p> <ul style="list-style-type: none"> <li>• Retendering of advocacy services is currently underway – using the commissioning model set out in the advocacy strategy.</li> <li>• New contracts are expected to commence in October 2023.</li> </ul>	Jane Thomas	See April 2023 Update

**Internal Audit Recommendations**

Directorates must ensure that they respond to any and all Audit Recommendations from internal Auditors.

*Our open internal audit recommendations can be found [here](#)*

**Directorate Performance Data: Audit**

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	Percentage of audit recommendations completed within the agreed timescale	N/A	N/A	75%	No Target

## 7. 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.

***Any scrutiny recommendations which are open may be set out below:***

***There are no open recommendations at present – Cardiff Council’s Support to Residents with the Cost-of-Living Task & Finish Inquiry recommendations have not yet been accepted by cabinet. Cabinet report to be submitted in July 2023.***



## 8. Workforce Planning & Development

Workforce Planning helps services to identify the capacity and capability it needs within the workforce to effectively deliver services within its available budget.

A mandatory workforce planning process forms part of the corporate planning cycle and must be completed to inform the development of the Directorate Delivery Plan. It is aligned with the Council's business and financial plans to ensure that the Council and services have the right people with the right skills in the right place at the right time and at the right cost.

It is important that SMT have an oversight of the Council's workforce, including areas where Directorates need to take specific actions to address areas of concern or potential challenges - e.g. staff shortages, surpluses, PI targets, competency gaps, succession planning, increasing the diversity of your workforce etc. In addition, it is important to include areas where you are proactively taking action to prevent potential issues.

Therefore, you will need to include this information, and the actions that you will be taking to address the issues, within this Workforce Planning section of your Directorate Delivery Plan.

If you require any assistance, or have any queries, please contact the HR Organisational Development Team who will be able to support you throughout this process.

Detailed guidance on workforce planning is available on the Council's [intranet](#).

The full Adult Services Workforce Plan can be found [here](#). We are currently developing a new Adult Services Workforce Development Strategy and key actions from this are listed below:

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
Carefully monitor recruitment to identify trends and to ensure vacant posts are advertised quickly.	Service Improvement Manager	August 2023
Target recruitment from diverse local communities in Cardiff, working closely with community leaders and	OM Strategy,	September 2023

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
local organisations.	Performance & Resources	
Review the market supplement annually to ensure it is working.	Service Improvement Manager	September 2023
Complete work to implement a new structure for Adult Services that provides opportunities for career progression in order to improve management capacity and to support professional development and retention.	Director, Adults, Housing & Communities	December 2023
Complete work on a new induction framework for staff and implement this.	Training and Development Manager	September 2023
Review available management training opportunities and consider most appropriate programme to roll out to managers.	Training and Development Manager	September 2023
Continue to develop the Social Work Resource Assistant Pilot.	Business Support Managers	August 2023
Continue to implement strength-based approaches within Adult Services and ensure mechanisms are in place to monitor quality of practice and impact by re-launch mentoring and other support arrangements to ensure collaborative communications is firmly embedded in practice.	Training and Development Manager	December 2023
Develop a shared workforce-wide vision to ensure strength-based approaches become fully embedded in practice by offering training, mentoring and ensuring practice tools support strength-based, outcome focus practice.	Case-management OMs / Quality Assurance Manager	December 2023
Fully develop the Trusted Assessor Approach completing work on the training and competency matrix to	Training and	September 2023

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
include clarification on the type of training that is required for different roles that will undertake the Trusted Assessor Approach.	Development Manager	
Upskill staff to confidently carry out a trusted assessor role.	Training and Development Manager	September 2023
Undertake work to review the Occupational Therapist career pathway to provide appropriate career progression activities for OTAs and Senior OTAs.	OM Independent Living Services	August 2023
Review arrangements for secondments to the Social Work degree course and consider other options for growing our own social workers	Training and Development Manager & ASMT	September 2023
Join up services to make best use of resources and to provide more progression opportunities for our staff	Director Adults Housing & Communities	September 2023
Review our support roles to ensure they allow staff to develop their skills	Case Management Oms & Business Support Managers	December 2023
Re-launch the Social Work Cardiff Website to ensure a stronger Adult Services presence.	OM Strategy, Performance & Resources	August 2023
Redesign our job adverts and review and update our Job Descriptions and Person Specifications to ensure they provide the best opportunities to recruit to vacant posts.	OM Strategy, Performance & Resources / All OMs	Adverts 2023 JDs/ Person Specs Dec 2023

Key Adult Services Workforce Planning Actions	Lead Officer	Action Date
Embed the Exit Interview process into practice and learn lessons from what this tells us about retention.	Complaints & Compliments Manager	August 2023

The full Housing & Communities Workforce Plan can be found [here](#). Key actions from the Housing & Communities Workforce Plan are listed below:

Key Housing & Communities Workforce Planning Actions	Lead Officer	Action Date
Review of staffing to ensure it is representative of the communities we serve.	Service Improvement Manager / All Operational Managers	June 2023
Attracting new people into Housing and Communities inclusive to those that are of BAME background, have a disability and those who are over 50 by undertaking a full review of job adverts.	All Operational Managers / Into Work Manager / Service Improvement Manager	July 2023
Review of recruitment / interview process for non-office related posts	Housing Services Operational Manager	August 2023
Full review of Job Descriptions and Person Specifications to assess if they are fit for purpose as roles and service areas have developed.	All Operational Managers/ Service Improvement	September 2023

Key Housing & Communities Workforce Planning Actions	Lead Officer	Action Date
	Manager	
Succession planning to be addressed within all service areas	Service Improvement Manager/ All Operational Managers	October 2023
Training of specialist skills to be sources to offer staff the ability to upskill.	Staff Development Coordinator (when filled) / Service Improvement Manager	October 2023
Continue to support the council with Trainee and Apprenticeships. Where able increasing new Traineeship and Apprenticeship roles across the service.	All Operational Managers	September 2023
To show commitment to our corporate parent responsibilities and encourage young people to work for the council by OM's promoting and encouraging the scheme across the Directorate. (Bright futures /start)	Operational Manager - Advice	July 2023
Reviewing long-term agency placements and taking appropriate actions in line with the policy of reducing the use of agency workers on long-term assignments.	Cardiff Works Manager/OM Advice	July 2023
To ensure the role of Cardiff Works and Cardiff Works Ready is being fully utilised across the authority.  Making managers aware of the resources within Cardiff Works and to also myth bust around associated costs.  Ensuring candidates that need further support and development are directed to Cardiff Works Ready for mentoring.	Operational Manager Advice	July 2023

Key Housing & Communities Workforce Planning Actions	Lead Officer	Action Date
Utilise emerging technology to help support staff to deliver services.	Operational Manager Tenant Services / Service Improvement Manager	July 2023
Sharper focus on work to support the One Plant agenda, including a dedicated officer to take the lead on increasing energy efficiency and reducing carbon emissions via the Housing Energy Efficiency and Retrofit Programme in our Council stock and across our fleet. Also, to include new requirements for WHQS2.	Assistant Director	July 2023
The Into work team to be the first point of contact, assisting and supporting with recruitment issues across the council.	Into Work Manager/ Operational Manager Advice	July 2023

Directorate Performance Data: Sickness Absence and Wellbeing

Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	N/A	12.50	14.38	13.00
% Sickness Absence Short-term	N/A	32%	35%	No Target
% Sickness Absence Long-term	N/A	68%	65%	No Target

Training and Personal & Professional Development

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	Personal Review Compliance: Percentage of staff that have completed a Personal Review (excluding school staff)	N/A	97%	98%	100%
	Personal Review Quality: % of Reviewees providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	33.25%	No Target
	Personal Review Quality: % of Reviewers providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	5.97%	No Target
	Personal Review Output: % Overachieving	N/A	N/A	20.70%	No Target
	Personal Review Output: % Achieving	N/A	N/A	70.24%	No Target
	Personal Review Output: % Developing	N/A	N/A	8.50%	No Target
	Personal Review Output: % Underachieving	N/A	N/A	0.56%	No Target
	% of staff completing mandatory training modules: Dementia Friendly	N/A	43.3%	45%	85%
	% of staff completing mandatory training modules: Violence Against Women	N/A	72.7%	94%	85%

Directorate Performance Data: Apprenticeships and Trainees

The Council continues to provide numerous opportunities for Apprentices and Trainees in a range of services. As part of developing the 2023/24 Corporate Plan it has been agreed that Directorates will include target in their Directorate Delivery Plans for new opportunities provided in year. This does not need to be a definitive number and could be a range based on the size and nature of the directorate, which will be monitored on a quarterly basis.

HR will review all targets set by Directorates against the overall target for apprenticeships and trainees as set in the Corporate Plan.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	The number of new apprenticeship and trainee placements provided within the Directorate within the year	58	49	45	50 - 60

## 9. Race Equality Task Force Recommendations

In July 2020, Cabinet agreed to establish a Race Equality Taskforce to work with the Council and public sector partners to identify practical opportunities for change that would improve race equality in Cardiff and find new ways to improve outcomes for Ethnic Minority residents. The Taskforce published its final report in March 2022 which made 28 recommendations across the 5 thematic areas.

The recommendations of the Taskforce were [considered by the Cabinet in December 2022](#). Each recommendation relating directly to the Cabinet has been accepted in full and is supported by [clear implementation arrangements](#).

Cabinet also agreed that the Council's response to the Race Equality Task Force Recommendations, and any associated performance measures, would be embedded within the Directorate Delivery Plans. Please include below any Task Force Actions relevant to your directorate.

Recommendations relating to our Directorate are set out below:

Ref	Race Equality Task Force Recommendation	Lead Officer
1.3	<p>Use planning and commissioning powers to require employers to recruit apprenticeships from disadvantaged groups and to increase transparency about the diversity of their workforces</p> <p><b>Commitments:</b></p> <ul style="list-style-type: none"> <li>➤ Deliver the Council's Socially Responsible Procurement Policy including ensuring maximum social value is delivered through the Council's contracts. This will include ensuring that the Social Value TOMs are included in all contracts over £250,000 and monitoring the Social Value Portal and tendered contracts to ensure commitments are being met.</li> <li>➤ Strongly encourage contractors to utilise the Into Work and Cardiff Commitment provision when seeking new staff in order to support an increase in diversity of their contracted workforces by employing from underrepresented and disadvantaged groups.</li> </ul>	Hayley Beynon (joint with John Paxton)
1.5	<p>Increase participation of ethnic minority groups in the Into Work Advice Service</p> <p><b>Commitments:</b></p> <ul style="list-style-type: none"> <li>➤ Continue to deliver regular targeted engagement events and monitor progression of participation.</li> <li>➤ Gather data of participation within services delivered by Into Work ensuring it is regularly monitored.</li> </ul>	Hayley Beynon
1.6	<p>Improve access to and visibility of Cardiff Works for ethnic minority groups</p> <p><b>Commitments:</b></p>	Hayley Beynon



Ref	Race Equality Task Force Recommendation	Lead Officer
	<ul style="list-style-type: none"> <li>➤ Continue to widen access and visibility of service, monitoring the impact of changes made to the Cardiff Works service in 2021/22 to ensure barriers are reduced for ethnic minority job seekers</li> <li>➤ Continue to ensure an outreach, engagement, and communications programme are delivered to raise awareness of the service to ethnic minority job seekers.</li> </ul>	
1.8	<p>Cardiff Council should explore employer led ESOL (English for Speakers of other languages) for Council Staff where their language skills are a barrier to progression.</p> <p><b>Commitment:</b></p> <ul style="list-style-type: none"> <li>➤ Provide and promote ESOL provision to support staff whose English language skills are a potential barrier to career development within the organisation.</li> </ul>	Hayley Beynon

### Measuring Progress

Measure	2022/23 Result
Monthly applicants from ethnic minority backgrounds into Cardiff Works.	227 (33%)
Number of staff completing ESOL courses	0*

\*The directorate is unable to deliver ESOL training but has committed to promoting the course via the Skills for Work and Life Team. This however has been limited in 2022/23.

The latest update of our Race Equality Taskforce Recommendations can be found [here](#)

## 10. 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 Self Evaluations (CSSE) are to be circulated in June / July 2023. Once they have been completed for Adult Services and Housing & Communities and actions will be included here:***

Corporate Safeguarding Actions identified as part of the Directorate Corporate Safeguarding Self Evaluations	Lead Officer	Action Date

Directorate Performance Data: Safeguarding

<b>Ref</b>	<b>Key Performance Indicators</b>	<b>2020/21 Result</b>	<b>2021/22 Result</b>	<b>2022/23 Result</b>	<b>2023/24 Target</b>
	% of staff completing mandatory training modules: Corporate Safeguarding	<b>82%</b>	<b>68.5%</b>	<b>93%</b>	<b>85%</b>
	Number of referrals from directorates into Children’s services	<b>N/A</b>	<b>N/A</b>	<b>474</b>	<b>N/A</b>
	Number of referrals from directorates into adult services	<b>N/A</b>	<b>N/A</b>	<b>272</b>	<b>N/A</b>

## 11. 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 complement of Welsh Speakers to guarantee a service in Welsh.
- Undertake an Annual Welsh Language Assessment

***Any Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Directorate are set out below:***

***There are no recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Adults, Housing & Communities Directorate***

### Directorate Performance Data: Welsh Language

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	% of staff completing training modules: Welsh language e-learning module	12%	N/A	53%	No Target
	% of staff attending beginners Welsh course	N/A	N/A	TBC	No Target

## 12. Information Governance

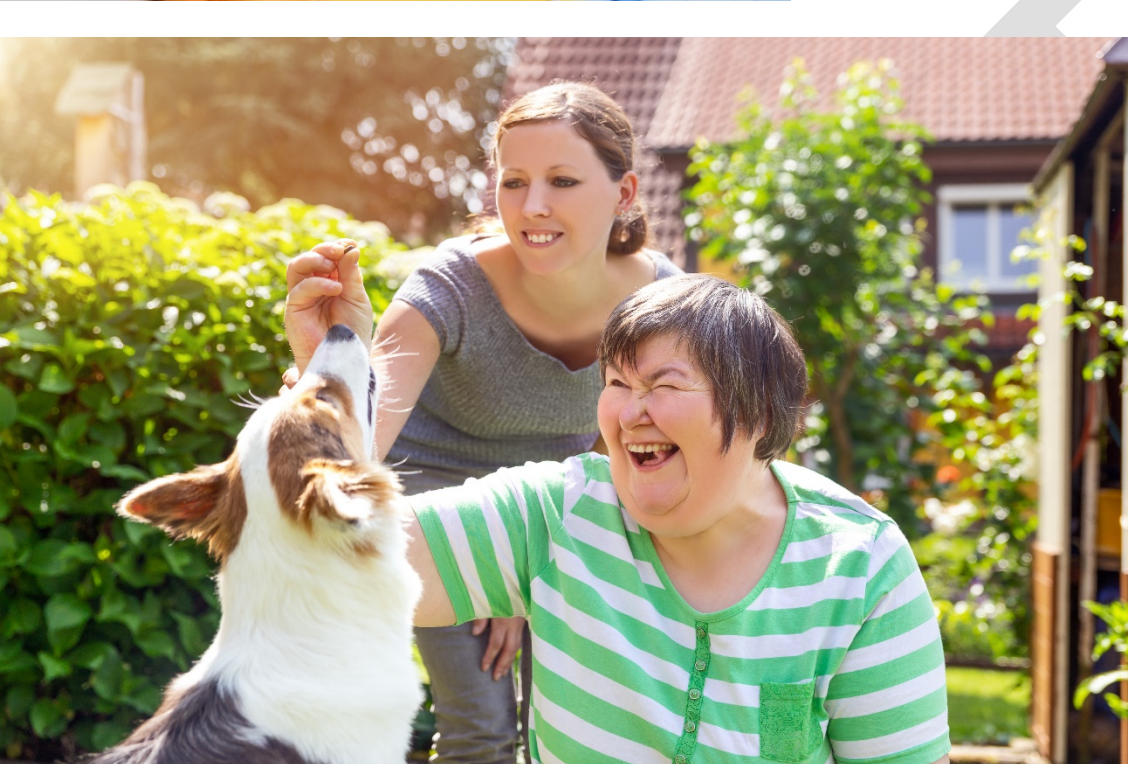
Provided below, for monitoring performance and compliance, are details relating to information governance within the Directorate.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target
	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	N/A	94%	97%	85%
	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	N/A	95%	100%	85%
	Number of data breaches	N/A	91	80	No target
	% of staff completing mandatory training modules: Bob's Business	N/A	N/A	76%	85%
	Data Protection Essentials	N/A	N/A	15% as at 6/6/23	N/A

**13. Citizen Satisfaction** (section to be developed over 2023/24)

**This section may include:**

- Ask Cardiff questions (where appropriate)
- Service User Specific Surveys
- Complaints and compliments



# **Cardiff Council Social Services Annual Complaint, Compliments and Members Enquiries Report April 2022 – March 2023**

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DRAFT

Mae'r ddogfen hon ar gael yn Gymraeg





## **1. INTRODUCTION AND BACKGROUND**

It is a statutory requirement for all Local Authorities in Wales to have a procedure for complaints and representation for Social Services under the Social Services Complaints Procedure (Wales) Regulations 2014.

In addition to this, each Local Authority is required to produce and publish an annual report regarding the operation of their Social Services Complaints Procedures. This report contains statistical information and analysis relating to complaints and representations dealt with during the period April 2022 to March 2023.

Adult and Children's Services take a positive approach to all complaints, concerns and issues raised. Work is undertaken with individuals and teams to identify and put in place suitable outcomes for individuals as well as taking the opportunity to learn lessons from complaints raised where expected standards have not been met.

Social Services are committed to ensuring that concerns raised are listened to and resolved as quickly and efficiently as possible. The information gathered by the complaints teams is a key source of intelligence which enables understanding, learning and reflection in respect of people's experience of Social Services.

Whilst we are now post-pandemic, COVID-19 has continued to have impact across Social Services and the Council as a whole. The significant pressure and demand for our services has resulted in some delays in receipt of services and this has impacted the complaints across both Adults and Childrens Services.

Whilst there have been no changes to the way in which complaints are recorded by Children's Services, recording of complaints have continued to be improved and enhanced in Adult Services. This is reflected in the report with an improvement in the way in which Adult Services has been able to illustrate some of the themes and categories of complaints and how they are dealt with.

The new council wide complaints system, HALO, is being introduced over the next 12 months. This will manage all complaints and councilor correspondence being received into all services and will offer a more consistent reporting tool. Adult Services have been pivotal to the testing and trialing of this system.

## **2. THE MANAGEMENT OF COMPLAINTS**

In November 2021 Social Services separated the Complaints Teams across Adult Services and Children's Services to strengthen management capacity and oversight of complaints received by the individual service areas following the creation of a Children's Services Directorate and an Adults, Housing and Communities Directorate. Both Directorates are located under the overarching leadership of the Corporate Director of People and Communities who also upholds the statutory responsibilities of the Director of Social Services.

The Complaints Teams are supported by Senior Managers in each of the service areas of Adults Services and Children's Services and by the Corporate Complaints Team.



During 2022/23, Adult Services recruited two Complaints and Engagement Officers to work under the direction of the Complaints Manager to strengthen the complaints and service users' engagement functions. This increase in resource has seen improved response times to complaints and enquiries even though the numbers have increased. Whilst there is currently only one Complaints and Engagement Officer in post, there is a commitment to recruit to the second one early 2023/24.

In Adult Services, a monthly report on complaints and compliments is produced as well as quarterly statistics and analysis which is presented to the Adult Services senior management team in their regular meetings.

In Children's Services, two officers job share the Complaints Manager role, aided by two full time Complaints and Correspondence Assistants for efficient communication with complainants and streamlined complaints resolution. Weekly meetings with Operational Managers guide ongoing investigations and response drafting, whilst weekly updates highlight open complaints and unresolved issues. Quarterly analysis of complaints is completed to monitor statistics and drive service improvement.

### 3. THE PROCESS

Cardiff Council has separate Adult and Children's Services Complaints Policies that are based on the principles of the Welsh Government legislation: The Social Services Complaints Procedure (Wales) Regulations 2014.

All complaints received by Adults and Children's Services are required to be acknowledged within the statutory timescale of two working days. In some cases, where some of the concerns raised fall outside the responsibility of Social Services, the Complaints Officer liaises with the appropriate Service Area or Agency to provide a joined-up response.

The Adult and Children's Social Services complaints process has two stages:

- **Stage One: Local Resolution** – The emphasis at this stage of the process is to resolve the complaint by means of discussion and problem solving. The complainant will be offered a discussion about the issues they have raised, and this is either undertaken by telephone, or face to face in an attempt to resolve the issues. This must be completed within 10 working days of the receipt of the complaint. Following this initial discussion and any further investigation that is necessary, a written response is provided within 5 working days.
- **Stage Two: Formal Consideration** – If the complainant remains dissatisfied after completion of Stage 1 complaints process, they may request that the complaint proceeds to Stage 2 of the process. This involves a formal independent investigation of the complaint with a report being produced by the investigating officer appointed to the case. The timescale for dealing with this stage is 25 working days from agreement of the issues to be reviewed.

If the complainant remains dissatisfied with the outcome of the Stage 2 investigation, they may progress their complaint to the Public Service Ombudsman for Wales. All individuals accessing services receive information regarding how to raise a complaint, the 2 stages for handling complaints within Social Services and how to contact the Ombudsman. This is set out in the Adult and Children’s Services ‘How to be Heard’ documents.

#### 4. MEMBERS ENQUIRIES PROCESS








The Adults and Children’s Services Complaints Standard Operating Procedures makes provision for an individual to approach their Local Councillor, Assembly Member or Member of Parliament. Elected Members carry out an important role in handling concerns and queries that an individual constituent may have. Collectively, these are called Member Enquiries and can range from requests for services, comments, and queries to complaints.

Social Services receives concerns from Elected Members through 3 routes:

- directly through the Cabinet Office,
- through the HALO portal,
- by direct email.

All methods of contact are managed in the same way across Social Services. Whilst they do not form part of the formal recorded complaints data, the number and range of complaints that are received through this route are collated and analysed in order for services to be able to identify themes and patterns of concerns being raised as well as assisting to identify key areas of pressure on the complaints system.

#### 5. SOCIAL SERVICES STATISTICS

	Complaints	Stage 1 complaints	Stage 2 complaints	Days to resolve (av.)	Members Enquiries	Days to respond (av.)	Compliments
							
<b>2022/2023</b>	<b>365</b>	<b>351</b>	<b>14</b>	<b>32</b>	<b>323</b>	<b>25</b>	<b>334</b>
<b>%</b>	<b>↓ 2%</b>	<b>↓ 3%</b>	<b>↑ 40%</b>	<b>↓ 31%</b>	<b>↑ 85%</b>	<b>↓ 1%</b>	<b>↑ 0%</b>
2021/2022	373	363	10	47	175	26	334

During 2022/23 there were 699 cases of feedback recorded for Social Services. Of these, 365 were complaints and 334 were compliments. Additionally, a total of 323 Member Enquiries were received for Adults and Children’s Services.

Overall, the figures for Stage 1 complaints were slightly down when compared to last year, while Stage 2 complaints had increased. While complaints relating to Childrens Services had decreased, those relating to Adult Service had increased. There was a 60% increase in Member Enquiries in Children’s Services and a 94% increase in Member Enquiries for Adult Services. An analysis of these figures is provided in section 6 of this report.

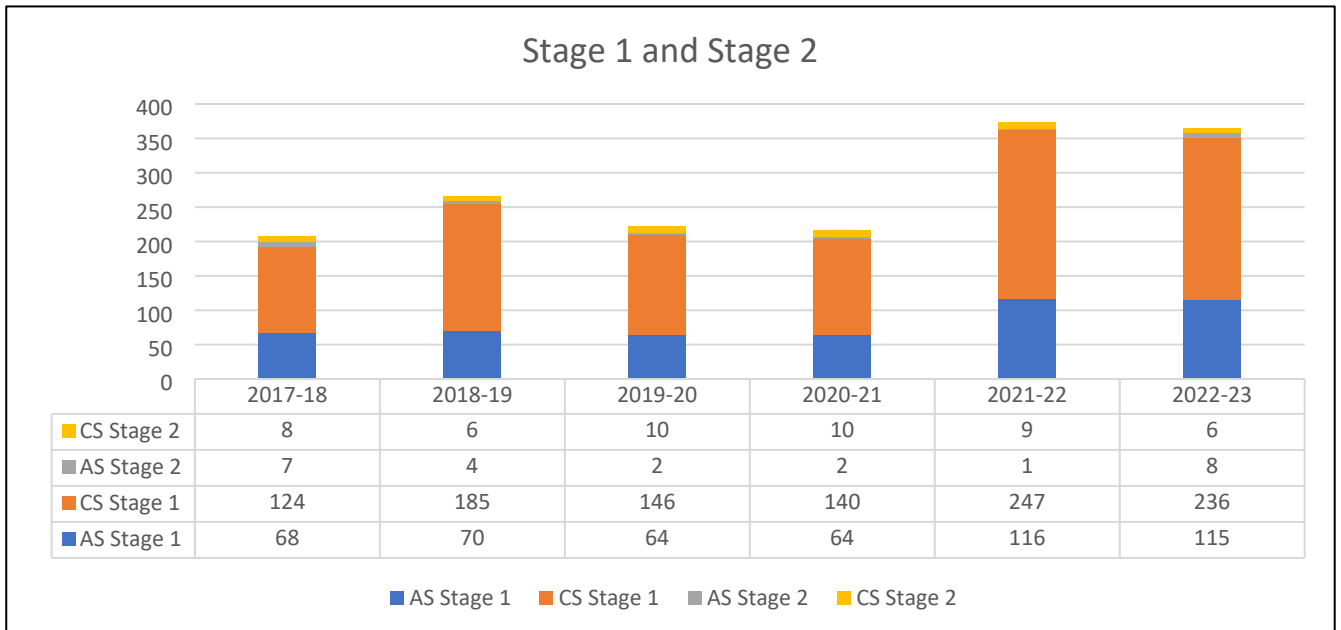









Chart 1: Stage 1 and Stage 2 Complaints for both Adult and Childrens Services 2017 - 2023

## 6. ADULT SERVICES OVERVIEW

	All Complaints	Stage 1 complaints	Stage 2 complaints	Days to resolve (av.)	Members Enquiries	Days to respond (av.)	Compliments
							
<b>2022/2023</b>	<b>123</b>	<b>115</b>	<b>8</b>	<b>28</b>	<b>227</b>	<b>21</b>	<b>158</b>
<b>%</b>	<b>↑ 5%</b>	<b>↓ 1%</b>	<b>↑ 700%</b>	<b>↓ 40%</b>	<b>↑ 94%</b>	<b>↓ 0</b>	<b>↓ 13%</b>
2021/2022	117	116	1	47	117	21	182

As stated above, overall complaints received by Adult Services have increased slightly during 2022/23, when compared to the previous year. While there was a small reduction in Stage 1 complaints, there was an increase in complaints progressing to Stage 2. The increase is consistent with the experience of other Local Authorities across Wales who have also reported an increase in the number of requests being made for Stage 2 investigations. However, it should also be noted that the outcomes from the Stage 2 complaints have substantially reflected the Stage 1 decisions, indicating that even though complainants have not been satisfied with the findings at Stage 1, the original investigations were undertaken in a manner that identified the most appropriate outcome.

The following reasons are understood to underpin the increase in Stage 2 complaints:

- ❖ **Increase in demand and pressure on services** and resultant delays in service provision – In 2022 Adult’s Services supported 4675 individuals with care and support plans which was a 6% increase from the previous year.
- ❖ **Increased awareness** – The service has revised its guidance, available documents and support resulting in that citizens becoming better informed about how to make a complaint, in particular this could explain the increase in Stage 2 complaints.

## 6.1 ALL CORRESPONDENCE

Correspondence is any written or verbal contact received to the Compliments and Complaints teams from members of the public, professionals or Councillors and Elected Members. These may not always be complaints, and include requests for information, enquiries, compliments, and other general correspondence as well as complaints. These are recorded as every item of correspondence requires an action and monitoring these ensures that the Council are able to have an understanding of the workload of each team. Sometimes the general correspondence received can take significant work to address, including supporting managers to respond appropriately and prevent a general correspondence becoming a complaint.

During 2022/23, Adult Services received a total of 553 pieces of correspondence. This is a 32% increase from 2021/22 when 418 items of correspondence were received. The main increase is in Members Enquiries, which have increased from 117 in 2021/22 to 227 in 2022/23. Councillors and Assembly Members became more accessible to citizens during the year, with the removal of pandemic restrictions, offering opportunities for citizens to speak to them in person through their surgeries in addition to the opportunities for digital contact.

The number of informal issues and enquiries that are raised to the Adult Services Compliments and Complaints Team outside the normal complaints' procedure continues to grow. It is recognised that if a satisfactory outcome can be secured at the informal stage it improves overall customer satisfaction through the achievement of an early resolution. However, the formal complaints received are often more complex and frequently involve issues that relate to several service areas within the Council and have multiple themes. Consequently, they often take longer to investigate and resolve.

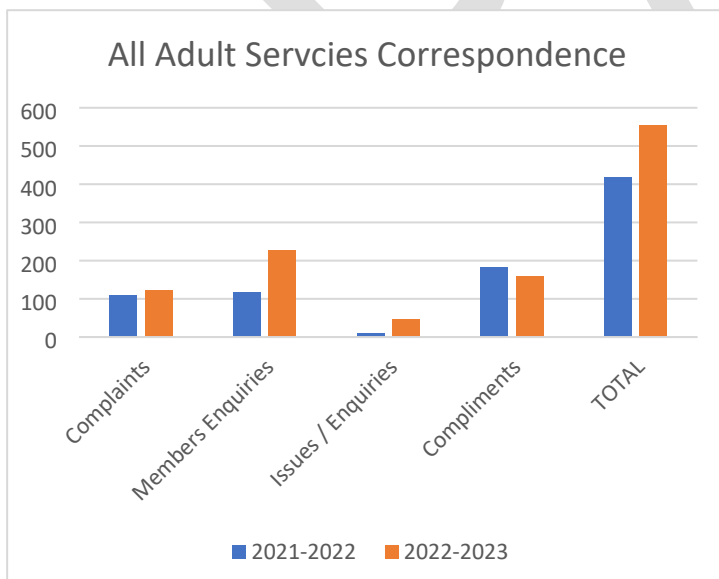


Chart 2: All Adult Services Correspondence Received in 2022/23

### 2022-2023

- 227 Members Enquiries
- 123 Complaints – including 8 Stage 2 complaints and 5 Withdrawn complaints.
- 158 Compliments
- 45 Issues/Enquiries (dealt with outside of complaints procedure)

5 complaints were withdrawn during the year. On review these were withdrawn during the complaints process, where early intervention by services had resolved the initial complaint



that had been raised and complainants were satisfied that issues had been addressed. Any complainant who informs the Compliments and Complaints Team that they wish to withdraw a complaint has this request confirmed in writing and are invited to refer to the team should they be dissatisfied at any later point in their journey. The team do not actively contact complainants to ask if they wish to withdraw complaints, and where issues are resolved during the complaints process and no request to withdraw the complaint has been received, a full response is provided in line with the regulatory requirements.

Examples of the issues and enquiries dealt with by the team outside of the complaints process include but are not limited to:

- Request for services, including information regarding how to access services.
- Requests to review a decision made by teams within Adult Services (these are managed through a formal appeals process and overseen by the Compliments and Complaints Team).
- Requests for information that do not require input through other formal processes.
- Queries regarding services offered through the Council, such as types of day services available, and other organisations that services will refer to in order to support citizens.
- Public concerns regarding the wellbeing or behaviour of individuals where there is no formal relationship, such as concerns regarding a neighbour.

Quarter 2 and 3 were the busiest months for the Adult Services Compliments and Complaints Team which is consistent with previous years. The highest month for complaints and enquiries was October, where 40 cases were received. 3 Stage 2 complaints were received in November which would link to the increase in complaints received in Quarters 2 and 3.

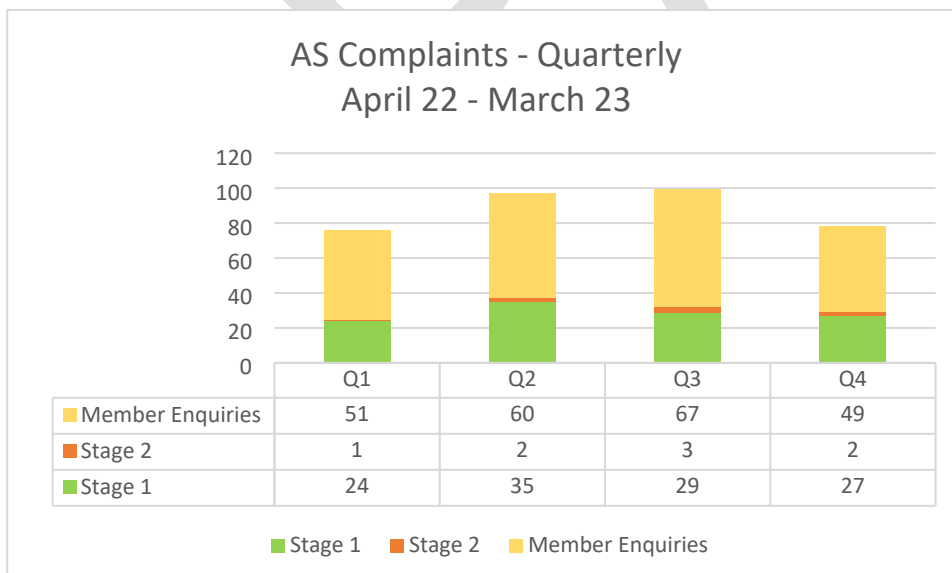


Chart 3: Adult Services Complaints by Quarter 2022/23

## THEMATIC ANALYSIS OF ADULT SERVICES COMPLAINTS, LESSONS LEARNED AND HOW WE ARE ADDRESSING THESE.

Adult Services has seen an increase in complex cases this year. As a result of the pandemic a number of citizens did not receive services due to restrictions on visitors to their homes or the reduced availability of community support and this has resulted in the increased level of need that citizens are now presenting with. An increase in demand for services post pandemic and delays in undertaking assessments due to a lack of social work and service capacity has impacted on the complexity of some of the complaints received. The service has taken steps to address significant areas of delay in accessing assessments by introducing additional capacity from a dedicated commissioned service, improving our recruitment arrangements, and reviewing the links between the hospital teams and community teams to reduce delays. The Discharge to Assess and Discharge to Recover and Assess pathways are being utilised to prevent delays in hospital discharge and to provide an opportunity for individuals to be assessed in a more appropriate environment.

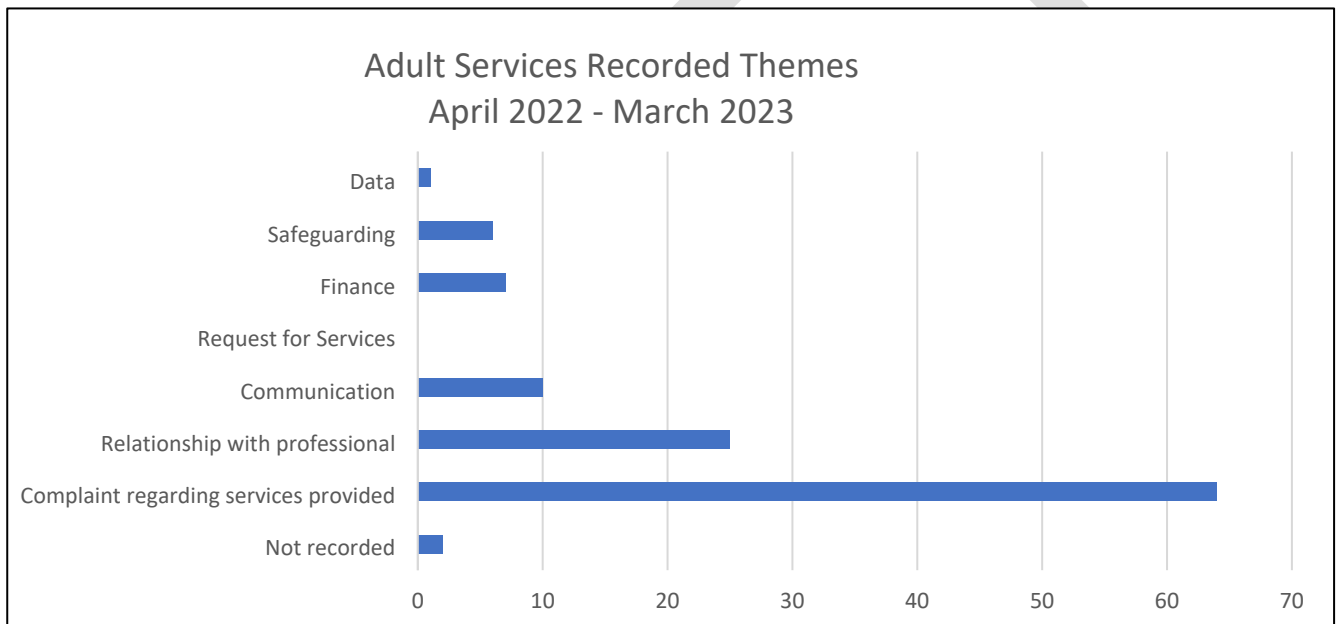


Chart 4: Recorded Themes of Complaints Received

56% of the complaints received in 2022/2023 were regarding services being received, and nearly a quarter of complaints received were regarding relationships with a professional.

The key themes underpinning many complaints received are as follows.

- **Communication:** complaints were often in relation to citizens being unable to contact the right person at the right time, and delays in assessments or requests with no clear communication provided.
- **Relationship with professional:** complaints generally relate to specific members of staff where the individual is unhappy with their approach, support, and advice. This can be in relation to Council staff but also commissioned providers delivering care on behalf of Adult Services



- **Services provided:** complaints were often in relation to commissioned services provided on behalf of Adult Services and / or delays in assessments being undertaken.

When an outcome for a complaint is identified, there is consideration regarding lessons learned following this and actions that can be taken to reduce the likelihood of the same situation occurring in the future.

Some of the lessons learned and actions undertaken from 2022-23 have included:

- Review of policy relating to Hospital Discharge for individuals into the community to ensure that the right level of support is put in place to support an individual whilst they settle back into an independent life.
- Improved recording relating to who is important to an individual, and those they want to be involved in their care and support.
- Better access to training for staff, particularly relating to challenging conversations to ensure that communication for individuals is as positive and inclusive as possible.
- Improved formal/written communication with complainants following phone conversations to ensure that they remain fully informed regarding any delays.
- Where a relationship with a professional has broken down, ensuring that the individual is supported to understand any impact a change in professional may have and to support them to navigate this, either through support to rebuild relationships or to develop a positive relationship with a new professional.
- Closer links with the Training Unit and Quality Assurance Manager have been developed to support better address the concerns being raised, and to ensure that the learning from complaints is fed into the training needs assessment for staff, informing policy and service development.
- The whole service approach to embedding Collaborative Communication training into practice supported by mentoring and opportunities for reflective practice is also expected to positively impact on the way in which assessments are carried out and the relationships that Social Workers have with individuals receiving services.
- Additionally, work has been undertaken to strengthen the management of provider performance issues for commissioned services and to improve Quality Assurance processes so that where issues related to the quality of commissioned care are raised, there are formal structures in place to address these in a timely way.

Lessons learned ensures that Adult Services can continue to develop its services to meet the needs of citizens in a way that has a positive impact on their lives. Further feedback opportunities are being introduced in 2023-24 to not only consider lessons learned following a complaint being raised but offering the opportunity for citizens to feedback more regularly through their journey with social services and allowing teams to be more proactive in their approach to supporting people. A short satisfaction survey to seek views following both Stage 1 and Stage 2 complaints has been developed, providing better opportunities to assess the success of the strengthened complaints process and to identify other areas of development through feedback from individuals.



## 6.2 TIMESCALES FOR RESPONSES

The performance on acknowledging complaints has improved in 2022/23. The reporting mechanisms for logging the acknowledgement date has improved and more complete figures will be available for 2023/24. Further work is being completed to ensure that every complaint receives a formal acknowledgement within 2 days.

The table below provides an analysis of the length of time it has taken to send out acknowledgement letters, measured against the target timescales.

Acknowledgement for Stage 1 (Target - 2 working days)	2021/2022		Within deadline	2022/2023		Within deadline
Same Day	22	19%	24%	76	69%	95%
1-2 working days	6	5%		28	26%	
3+ working days	3	3%		5	5%	
not recorded	86	74%		1	1%	
Average	2 Days			1 Day		

An analysis of response times has indicated that all 6 complaints raised that were not acknowledged within the target timescale had been received directly by Social Work Teams who had not informed the Compliments and Complaints Team until later in the process. Work has been undertaken with teams to address this issue, including awareness raising of the complaints process.

The table below summarises response times for stage 1 complaints measured against the target timescale.

Stage 1 Responses (Target - 15 working days)	2021/22		Within deadline	2022/23		Within deadline
0-7 Days	12	10%	16%	21	19%	38%
7-14 days	7	6%		21	19%	
14+ working days	82	71%		68	62%	
not recorded	15	13%		0	0%	
Average	50 Days			28 Days		

While a high number of complaints were still not responded to within deadline during 2022/3, the figures show an improving trend and the average number of days to provide a full response to complainants has decreased from 50 days to 28 days, ensuring that complainants are responded to in a timelier way than experienced previously. This improvement has been achieved despite the higher number of complaints and their increased complexity.

An escalation procedure is now in place, with overdue cases referred to the relevant Operational Manager and the Director is also informed where prompt responses are not provided by the service managers.



There has been a significant increase in the requests for Stage 2 investigations this year. On review 2 key-reasons have been identified for this:

- The complexity of the cases has increased.
- Complainants felt that the complaint has not been fully investigated or investigated in a balanced way.

The table below summarises the response times for Stage 2 complaints.

Stage 2 Responses (Target - 25 working days)	2021/2022		2022/2023	
0-25 Days	0	0%	0	0%
25+ working days	1	100%	8	100%
not recorded	0	0%	0	0%
Average	85.5 Days		53 Days	

While the timescales for responding to Stage 2 complaints have improved in 2022/3, from 85.5 days to 53 days, these are still above the target of 25 working days. Stage 2 complaints are carried out by external independent investigators. A period is required to appoint the investigator and it will usually take at least 20-25 days for the investigator to carry out the review, including speaking to the complainant and interviewing any officers involved, and for a report to be drafted. Once the report is submitted, it is then reviewed internally, and a letter is drafted to go along with the report setting out the Council's response, this is then sent to the complainant. The Stage 2 complaint process can therefore be time consuming, and the average timescales reflect this.

As stated above Local Authorities across Wales have reported that there has been an increase in the number of requests being made for Stage 2 investigations which has impacted on the availability of the investigators. This together with the complexity of the complaints has also impacted on time scales. The service is continuing to work to improve response times, while ensuring that a thorough investigation is carried out.

Of the 8 Stage 2 complaints to Adult Services in 2022/23, 2 did not go through Stage 1 as the complainant did not engage with the process. In the 6 cases where there had been a Stage 1 response, the Stage 2 outcome supported the original findings.

### 6.3 OUTCOMES

Complaints provide the service area with an opportunity to review their practices, and where a complaint is received the outcome of that complaint may be that it is upheld. Even in cases where a complaint is not upheld it often offers the opportunity for the team to review why an individual has raised a concern and to change the approach from the team when supporting that individual.

23% of complaints received during 2022/23 were upheld and 61% not upheld. The number of upheld complaints this year is an increase from 2021/22 (10% of cases). However, during the previous year, recordings were also made for partially upheld (17%) and not recorded (33%). On this basis, it is unlikely that the increase seen this year is a more accurate reflection of the findings.

Examples of where a complaint has been upheld include:

- Evidence of delays experienced when waiting for an assessment.
- Complaints regarding relationships with professionals where there has been a breakdown in relationship.
- Issues with commissioned care providers where it is identified that the care agency is at fault.

From April 2022, clearer outcomes for individual complaints were recorded. This is in line with the Ombudsman return requests.

**Upheld** – where the main point of the complaint is upheld, even if smaller areas are not upheld.

**Not Upheld** – where a complaint is either not upheld at all, or a smaller part of the complaint is upheld.

**Not Applicable** – when a response is regarding a councillor enquiry or a complaint has been withdrawn or abandoned, such as when an individual is involved in a Court of Protection process.

**Progress to Stage 2** – where a complainant is unhappy with the initial outcome and a Stage 2 investigation is triggered.

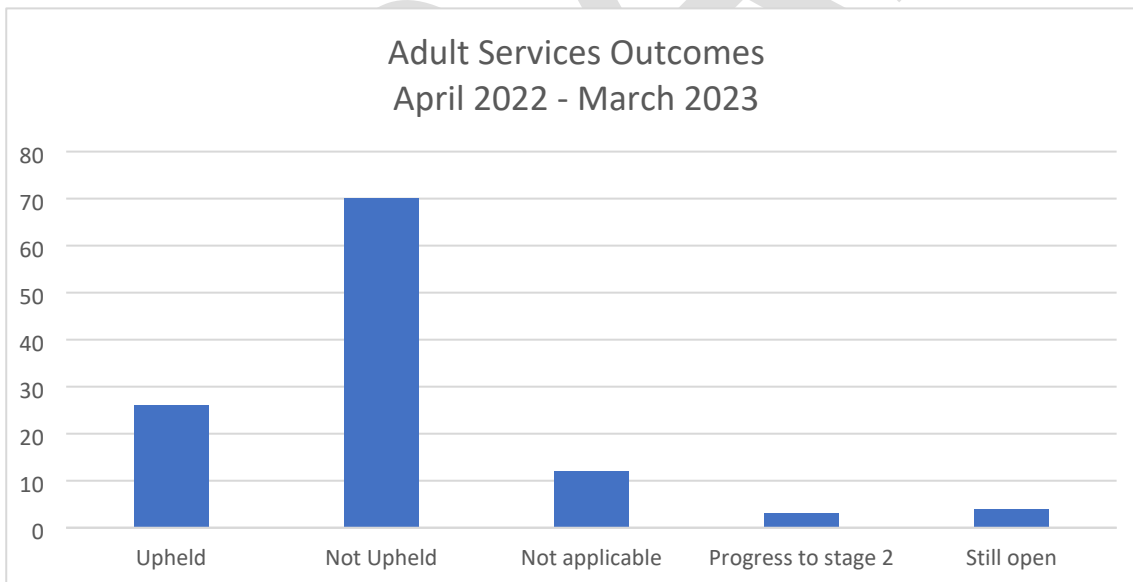


Chart 5: Adult Services Outcomes



## 6.4 OMBUDSMAN COMPLAINTS FOR ADULT SERVICES

Adult Services had 3 complainants approach the Ombudsman in 2022/2023. Of these:

- 1 was closed after initial consideration.
- 1 had an early resolution settlement.
- 1 was closed due to premature contact.

During 2022/23 no Ombudsman cases relating to Adult Services required investigations that led to reports.

## 6.5 MEMBERS ENQUIRIES

There has been a significant increase in Member Correspondence for 2022/2023. This has been reviewed and on reflection there are a number of reasons identified why this may be the case:

- Prior to the pandemic citizens would attend a weekly ward surgery where they would raise queries and concerns. Councillors and Assembly Members are now more accessible, with social media presence and through other digital formats, in addition to local surgeries.
- There was an election held in May 2022, and a lot of canvassing was carried out at that time. Following this there was a new intake of Councillors.
- There has been an increase in Member Enquiries requesting information about accessing services, rather than raising complaints or concerns and the number of enquiries of this nature have been the predominant theme of Councillor Correspondence

In total, Adult Services received 227 member enquiries broken down by the following service areas:

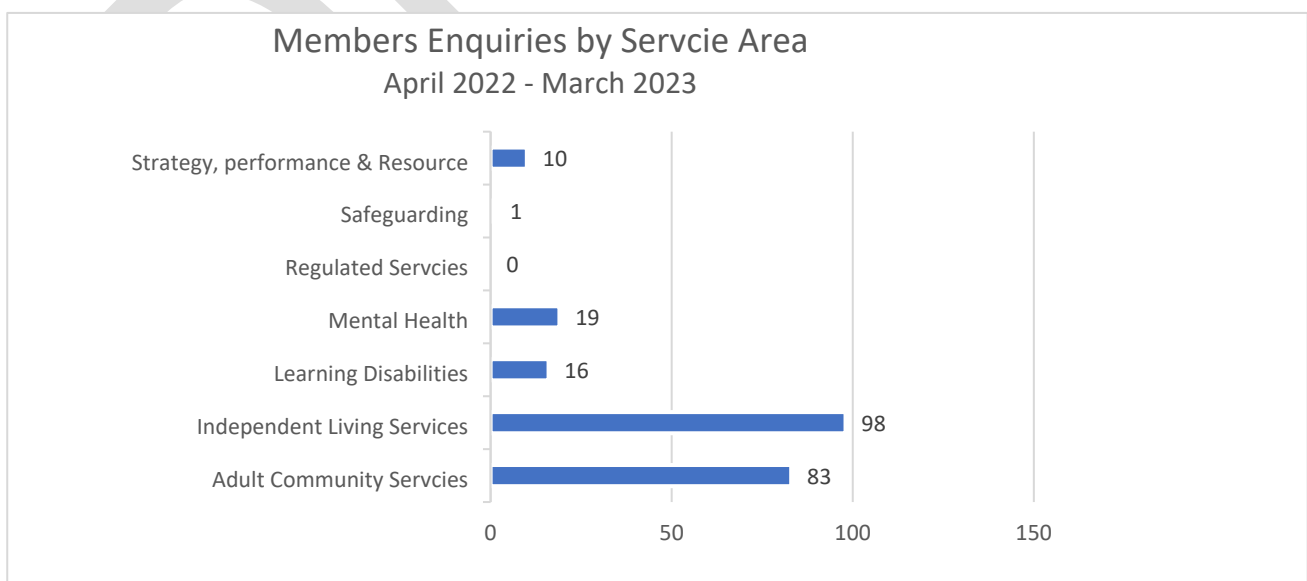


Chart 6: Members Enquiries by Service Area



The Table below summarises the response times for Members Enquiries measured against the target timescale.

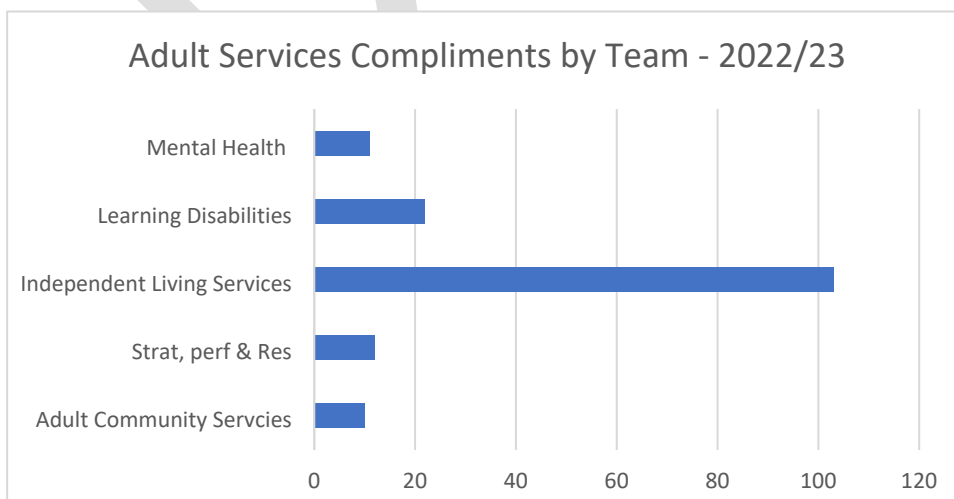
Members Responses (Target - 10 days)	2021/2022		2022/2023	
0-10 Days	36	30%	113	50%
11+ working days	62	26%	114	50%
not recorded	23	19%	0	0%
Average	21 Days		21 Days	

Of the Members Enquiries received, 132 (58%) were a request for services or information relating to available services, highlighting the increase in individuals requiring help and support living in the community. These requests for service are predominantly referred to the Independent Living Services (ILS) to carry out an initial 'What Matters' conversation to support identification of further services that may be suitable to support them. A further 28 (12%) instances of correspondence were requests for information, including information requested about the closure of care facilities and information about funding to support transport to community groups. The remaining 30% of correspondence received were relating to concerns relating to care services, including issues with commissioned care services, delays in assessments being undertaken, finance issues and relationships with professionals.

Adult Services aim to provide a full response to elected members, the target time is often not met due to the time taken to ensure that a thorough review takes place. However, the approach of resolving a concern to achieve the best outcome for an individual is supported by Members, and they are kept informed as to the progress of all enquiries raised

## 6.6 COMPLIMENTS

Adult Services receives compliments from people accessing services and their families as well as from other professionals. When compliments are received these are shared with the Director and feedback is provided directly to the individual or team receiving the compliment and their Operational Manager. Cardiff Social Services believes it is very important to highlight positive feedback to staff and to share this with staff teams.





## Chart 7: Compliments

Compliments are captured regarding support received from both professionals and individuals and their families. Independent Living Services actively seek feedback from individuals regarding the support received, evidenced in the large number of compliments received for this team. The compliments for this team are relating to support received to access services and as a reflection of the care received by the Community Resource Team (CRT). Whilst other areas in Adult Services do not currently actively seek feedback following intervention there has been excellent feedback evidencing the positive work that social workers and other professionals have undertaken to support individuals.

There has been evidence of excellent joint-working between Social Care staff and colleagues in Health evidencing the strong relationships between the teams. Feedback from family members regarding the support received by Social Work staff has remained very positive with evidence of services making a meaningful difference to the lives of individuals and their family members and those who are important to them.

### **A summary of some of the positive feedback received regarding Adult Services teams.**

#### **Family member for a social worker in the Learning Disability Team**

I would like to say a huge thank you for the support & understanding you have shown to O & myself during our time of need. You have listened, understood our needs and fought our corner, the outcome has had a truly positive impact on our family which I cannot thank you enough for. We will be both sad to leave your care and wish you all the best for the future. You have truly been a fantastic advocate for us all

#### **Service user for Independent Living Services**

You were compassionate and caring. Though communication because of various restrictions was sketchy/difficult at times, I never felt abandoned and when the contractor finally undertook the work, it has so far been excellent and so beneficial

#### **Service user for day services**

I very much enjoy the time I spend at the day centre and could do with it more than twice a week. All the staff are very friendly and helpful.

#### **External professional for Learning Disability Team**

I should add how much I've enjoyed working with yourself and Cardiff colleagues on this case. I've learnt an enormous amount about your approach to wellbeing and least restrictive care practice which has been incredibly valuable.



### **Service user for an outreach worker and Ty Canna Mental Health support unit**

Thank you to the team at Ty Canna for all the help over the last 3+ years. I was in a real bad place when you first started working with me and A has been a big support to me in that time. He has helped me to get out more, helped me when I am down and to socialise more by inviting me to the groups which I have started to go to and enjoying the Hilton. I know my 1-2-1 support has stopped but A still rings in his spare time and I know he is only a phone call away if something comes up. I don't think I would have made any progress without A and Ty Canna. I am forever grateful for Ty Canna, you and A's help.

### **Service user for CRT Care staff**

Excellent, very caring and supportive, such nice girls. Could not be happier with the care I received. Carers are wonderful.








### **External professional for discharge team**

I just wanted to thank you and the team for the fantastic change we have seen in triage and IDH process, the difference is remarkable. Your influence and guidance is obviously making a huge difference.

### **Family member for social worker in the community team**

I am writing to express my deep appreciation for the outstanding care and support provided by social worker, R. My father, who has been disabled due to a stroke, was recently seen by R for an evaluation of his care needs. I was extremely impressed by her compassion, empathy and the thoroughness of her evaluation. R's professionalism, kind and understanding nature helped make a difficult time easier for my father and our family. She truly went above and beyond in her duties and kept frequently in touch with us via email and phone to update on the progress.

## 7. CHILDREN SERVICES OVERVIEW

	Complaints	Stage 1 complaints	Stage 2 complaints	Days to resolve (av.)	Members Enquiries	Days to respond (av.)	Compliments
							
2022/2023	242	236	6	36	93	29	180
%	↓ 5%	↓ 4%	↓ 33%	↓ 21%	↑ 60%	↓ 6%	↑ 18%
2021/2022	256	247	9	46	58	31	152

The 236 complaints received in 2022/23 represent 6.5% of the total children, young people and families (3635) that were supported, and just 0.5% of the total number of contacts received across Children’s Services (45,264)

2022/23 saw a decrease in complaints recorded for Children’s Services, compared to the 247 in 2021/22.

Children’s Services continue to improve support for young people to access advocates, enabling them to raise complaints and concerns and encouraging them to share their perspectives.

### 7.1 ALL CORRESPONDENCE

Children’s Services have a received a total of **561** cases of feedback in 2022/23

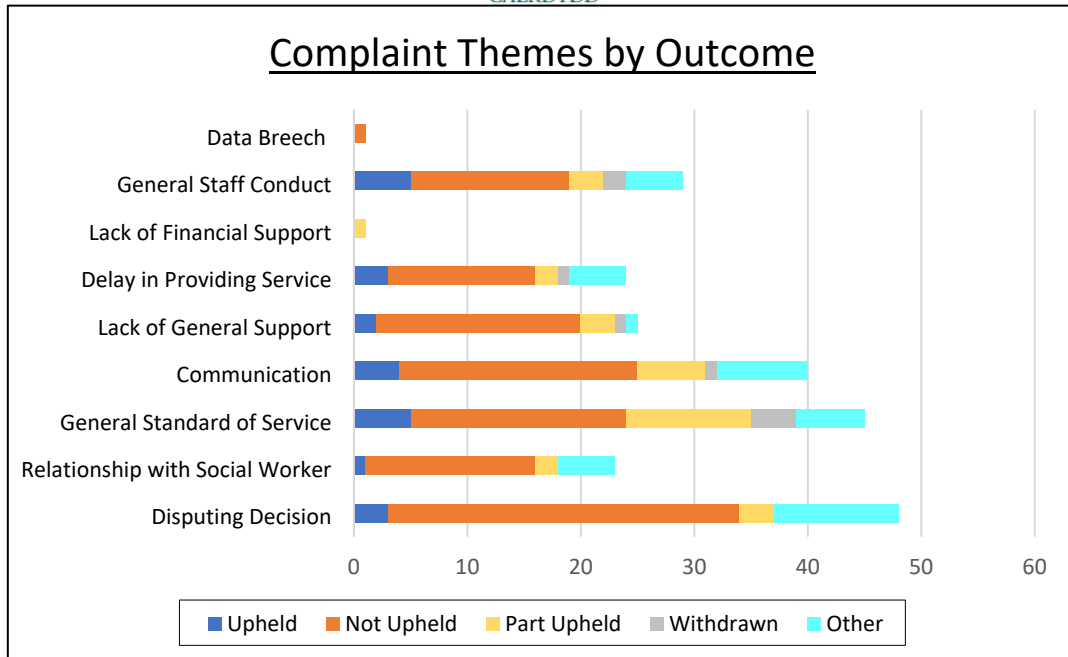
- **236 Complaints**
- **93 Member enquiries** (which is a 60% increase from the 2021/23 figure)
- **52 ‘Fast Track’ requests for service**
- **180 Compliments**

Whilst a decrease was seen in the number of Stage 1 and 2 complaints received, Member enquiries saw a large increase of 60% compared to the previous year.

The decrease in complaints can in part be attributed to the introduction of the ‘fast track’ requests for service; to improve customer satisfaction and minimise complaints, the Children’s Services complaints team has introduced a ‘48-hour call back’ request in the 2022/23 period. This ‘fast track’ option enables a Team Manager to contact the service user within 48 hours to address concerns and resolve issues at first point of contact, preventing issues from progressing to a formal complaint stage. This both enhances the quality of service delivery and improves the overall customer experience. Children’s Services received **52** ‘fast-track’ requests in 2022/23

### 7.2 THEMATIC ANALYSIS FROM CHILDRENS SERVICES COMPLAINTS





*'Disputing Decision'* was the most dominant theme to Children's Services complaints throughout 2022/23, accounting for 20% of complaints made. Due to the nature of the work in Children's Services, decisions must be made in the best interest of the young person. Complaints included disputing the decision to remove a child from their parent's care, or to move a looked after child from their placement.

*'General Standard of Service'* was the second most common theme, accounting for 19% of complaints made. This theme broadly covers dissatisfaction with the service received from Children's Services, including complaints that involved multiple allegations covering the other themes outlined, that represented perceived poor overall service.

*'Communication'* accounted for 17% of complaints made. This theme accounts for complaints regarding the communication received from the Local Authority, and most commonly refers to perceived poor communication from a social worker, for example the time taken to return calls or text messages. Of the 39 complaints received regarding communication, just 4 were upheld.

### 7.3 LESSONS LEARNT FROM CHILDREN'S SERVICES COMPLAINTS

Children's Services are dedicated to reviewing practices when complaints are identified. This commitment ensures that the service takes feedback into account and takes appropriate action to prevent similar impacts on other families.

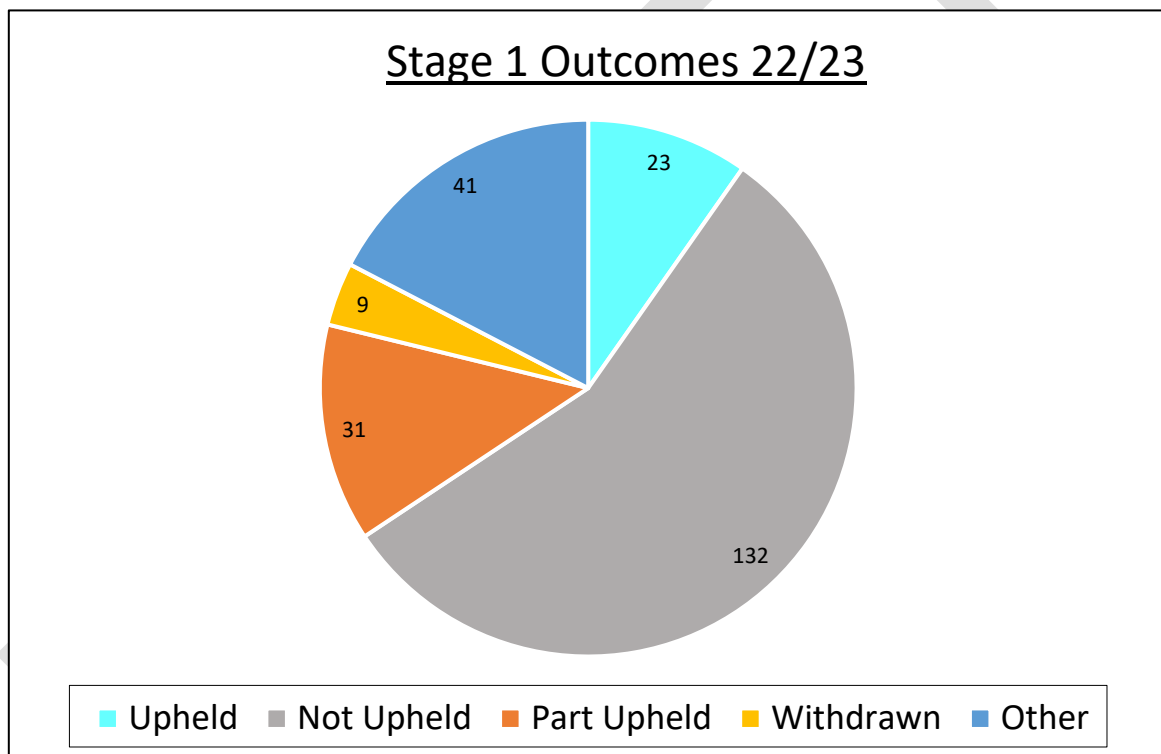
During 2022/23, a member of the public lodged a complaint regarding their previous interaction with Children's Services. The complainant had initially contacted the service to raise concerns about safeguarding but felt that the call handler had lacked professionalism and empathy.



In order to learn from this complaint and prevent recurrence of similar mistakes, staff members were reminded about how difficult a decision it can be to reach out to Children's Services, and the importance of providing support to individuals expressing concerns. The caller had been unsure of the children's names or addresses but did have valuable information to start the process of finding out, and so staff were further reminded of their duty to make efforts to gather information and fill in any gaps using the contacts and resources available to them.

These measures were applied to improve the overall responsiveness and quality of support provided by Children's Services, fostering an environment where persons are encouraged and empowered to share their safeguarding concerns.

## 7.4 OUTCOMES

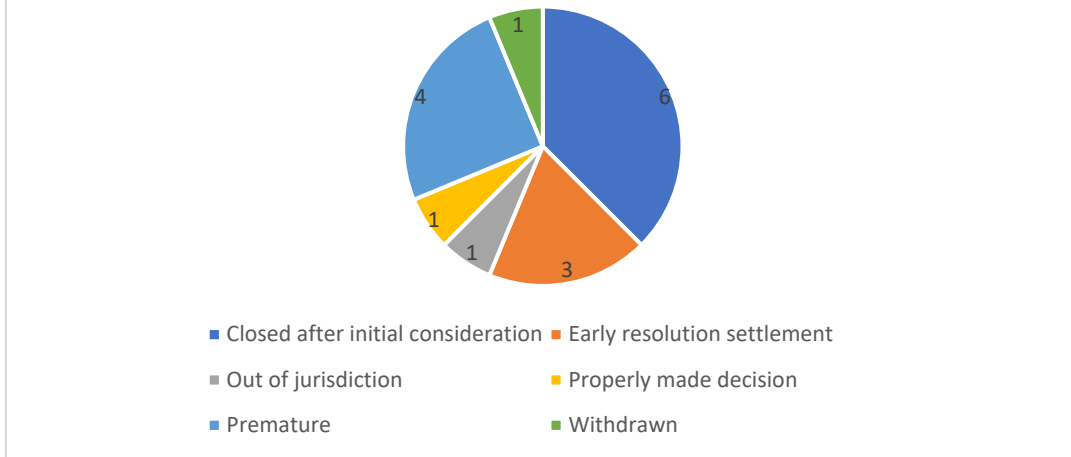


Just 10% of Stage 1 complaints received by Children's Services in 2022/23 were upheld. 13% were part-upheld, with the majority (56%) not upheld. 4% were withdrawn and the remaining 17% were categorised as 'other'; this category includes complaints which, for example, were in court, or had no consent.

Of the 6 Stage 2 complaints received, 1 was part-upheld, and the remaining 5 are ongoing.

## 7.5 OMBUDSMAN COMPLAINTS FOR CHILDRENS SERVICES

## Children's Services Ombudsman Complaint Outcomes 22/23



16 complainants approached the Ombudsman in 2022/23 about Children's Services. Of these complaints;

- 6 were closed after initial consideration
- 4 were premature
- 1 was out of jurisdiction
- 1 withdrawn
- 3 reached an early resolution settlement by completing ombudsman's recommendations
- 1 was decided by the Ombudsman to have had a decision properly made previously by the Authority.

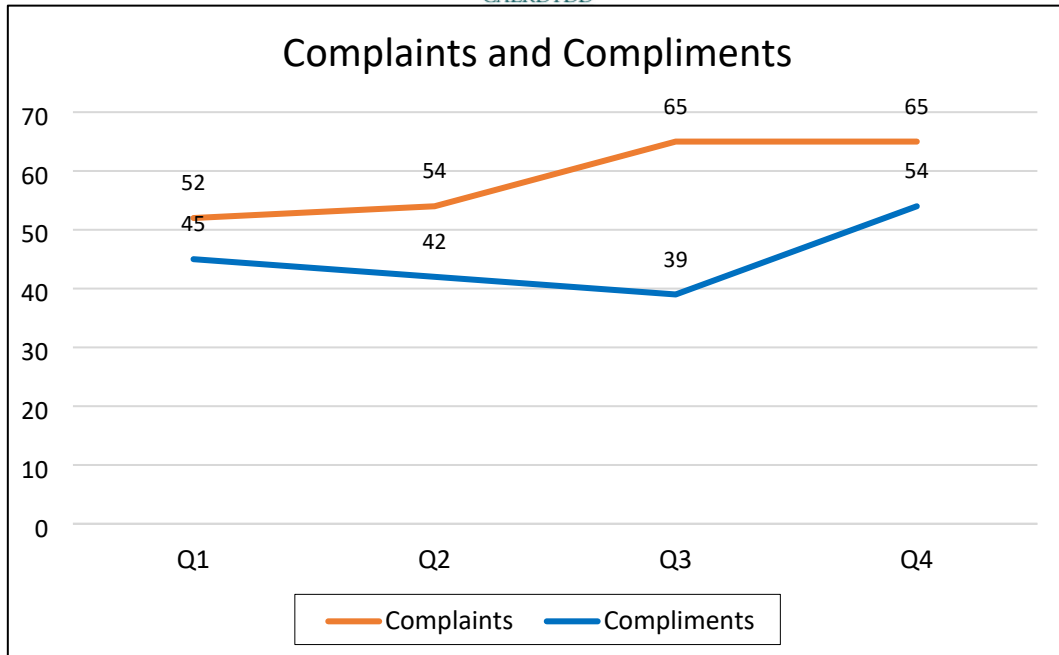
None reached formal investigations that led to reports.

### 7.6 COMPLIMENTS

#### Compliments

2019-20	2020-21	2021-22	2022-23
91	178	152	180

The commitment and hard work demonstrated throughout the service area is reflected in the 180 compliments received in 2022/23, an 18% increase compared to the previous year (152). The complaints team will continue to seek out improved methods of gathering positive feedback.



When compliments are received, they are shared with the individual concerned as well as the Director and the relevant Operational Manager.

The 180 compliments received by Children's Services in 2022/23 were received from a variety of individuals, including young people, families, foster carers, and other professionals.

#### **Some feedback from the people we support in Children's Services:**

I have been meaning to contact you to pass on some positive feedback for Matt Smith. I know he has left the team now to train as a social worker, but I just wanted to say how excellent Matt was during the case with my son. Unfortunately, my son stopped engaging at the latter stage of his restorative order, but Matt was there from the start with good advice, care and so knowledgeable that it helped us tremendously. Matt will make a brilliant social worker and whatever family he works with again are very, very lucky. He is truly amazing. Thank you.

Parent wanted me to pass on to you how grateful the family are for all of your support. She commented that your support has helped them mature both as parents and as a couple.

## Feedback from other professionals in Children's Services:

Following [young person's] review with him advising that he now wants to remain living in Cardiff but independently, along with all the other issues identified. Cath has just updated me that she has followed through with arranging a separate meeting with [young person] with his PA to address the other issues. She has also submitted the YGR – for a Tenancy Training. All this done today, amazing. He is one lucky young person to have Cath following up with things so promptly.

I recently visited the Multi Agency Safeguarding Hub (MASH) to talk to staff about their work in supporting some of our city's most vulnerable children, often in crisis situations; and met with Head Teachers in a number of schools in the city's southern arc. The work being undertaken is simply outstanding. Collectively, it represents a huge contribution to giving children and young people the support they need at critical times in their lives. It was equally clear that demand pressures of unprecedented scale and complexity continue to grow – highlighting the need to for us to protect critical services.

## 8. SUMMARY AND FINDINGS

Overall Social Services have evidenced clear improvements regarding responding to complaints and correspondence throughout 2022/23. There has been a general trend of better acknowledgement and response times, as well as stronger reporting offering service areas the opportunities to reflect on practise and decision making.

Adult Services have seen an improvement to acknowledgement timescales to 95% of all Stage 1 complaints being acknowledged formally within the 2 days timescale. There has also been an increase in the number of complaints having an increase in the response time of 15 days from 16% to 38%.

Adult Services have identified that whilst the introduction of the themes and categories reflected in this report has been useful, there needs to be some further development of this into 2023/24 reporting structure. This includes separating out the commissioned services and strengthening the 'services' theme to identify the teams more effectively.

Children's Services have seen a reduction in the overall number of complaints received in 2022/23 compared to the previous year. Additionally, improvements have been seen in response times to both complaints and enquiries, despite a large increase in the number of Member enquiries received in 2022/23 from 2021/22.

## 9. FUTURE DEVELOPMENTS

In the previous year's report, there was reference to the introduction of the new Halo system, that is being introduced to manage and oversee all Complaints and Correspondence received across the Council. There has been several delays in the introduction of this system, and it is now hoped that this will be introduced for Social Services in 2 Stages, throughout the next year. It is intended that all Councillor and Members correspondence will go live on Halo by quarter 2 and the remaining complaints will go live by the end of quarter 3.

Adult Services are developing a stronger system for overseeing the Stage 2 investigators, including a clear letter of intention to be issues alongside all Stage 2 complaints to the investigators. This is to ensure that the standards expected and the support the independent investigator receives from the team is clearly laid out and is designed to improve the communication between the investigator and the team, and the team and the complainant.

Children's Services have previously encountered delays in initiating and concluding Stage 2 investigations due to a shortage of available independent investigators. Furthermore, concerns were raised regarding the quality of reports produced by certain investigators, resulting in additional delays in the conclusion of Stage 2 complaints.

To address these issues, in 2023/24 the team have undertaken a thorough review and expansion of our list of approved investigators. Going forward, this step will ensure a larger and more diverse group of professionals available to undertake investigations promptly and maintain the standard of report quality.

By increasing the pool of approved investigators, Children's Services aim to improve the efficiency and effectiveness of our processes, reducing delays and an ensuring the timely conclusion of investigations.

# Annual Report of the Corporate Safeguarding Board

Cardiff Council 2022/23



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

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## Introduction

Corporate Safeguarding describes both the policy commitment that a Council makes and the arrangements it has in place, to ensure that its Directorates and employees play their part in safeguarding and promoting the well-being of children and adults who may be at risk of harm.

Everyone – employees, contractors, volunteers and councillors – has a role to play in protecting children and adults from harm, whether this is inside or outside the home. It is the Council’s responsibility to ensure that staff, volunteers and contractors are aware of safeguarding in their day-to-day work for the Council and know when and how to raise concerns. In order for this to happen the Corporate Safeguarding Board has agreed the following thematic areas of focus:

-  **Safe Governance**
-  **Safe Employment**
-  **Safe Workforce**
-  **Safe Practice**
-  **Safe Partnerships**

-  **Appendix A**
-  **Appendix B**

This annual report aims to update Cabinet on the work undertaken in relation to each of these areas over the course of 2022/2023 and identifies areas for improvement and action in 2023/2024.



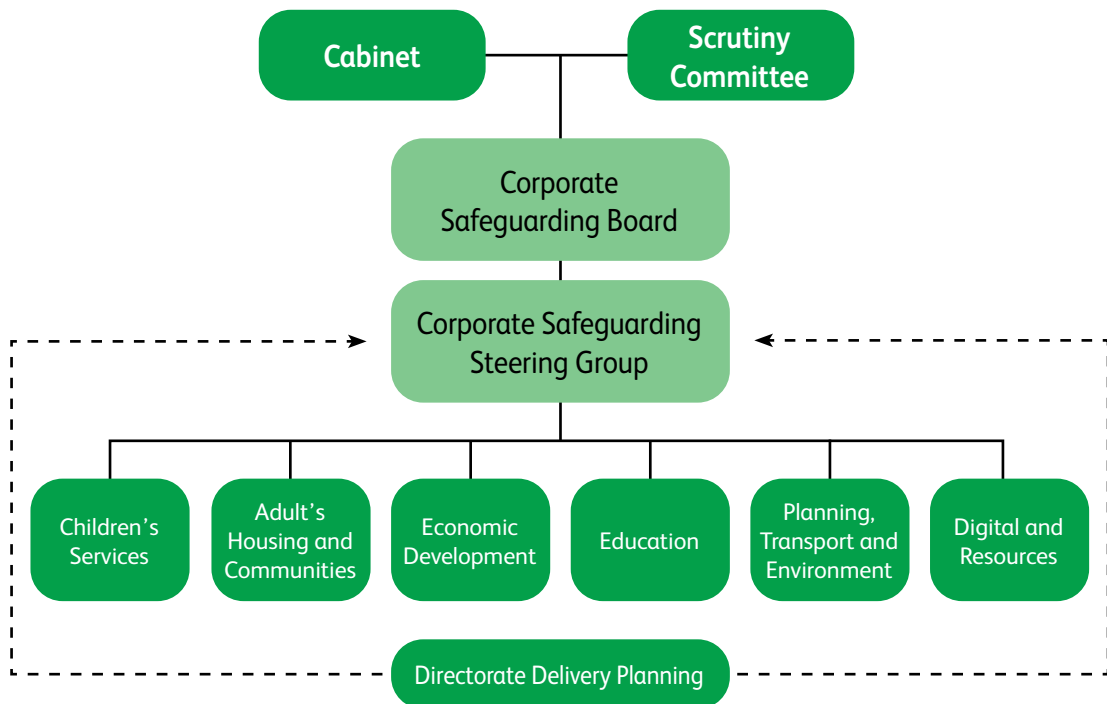
A woman with short, light-colored hair is seated and playing a keyboard instrument, possibly a piano or digital synthesizer. She is wearing a light-colored blazer over a striped scarf and matching striped cuffs. The background is blurred, showing other people in a professional or educational setting. The entire image is overlaid with a semi-transparent green filter.

# Priority 1: Safe Governance

## Priority 1: Safe Governance

Ensuring Safeguarding is seen as **everyone's** responsibility is a corporate strategic priority for the Council. To ensure that this happens the Council has put in place cross-Council governance arrangements at the most senior level of the organisation. The Corporate Safeguarding Governance arrangements can be seen below in Figure 1.

**Figure 1: Governance Arrangements for Corporate Safeguarding**



### 1.1 Corporate Safeguarding Board

Corporate Safeguarding board is chaired by the Cabinet Member for Finance, Modernisation and Performance, Councillor Christopher Weaver and meets on a quarterly basis in line with the Terms of Reference ([Appendix A](#)).



## 1.2 Corporate Safeguarding Delivery Group

The Corporate Safeguarding Steering group was established in May 2021 and is chaired by the Corporate Director for People and Communities. Each directorate is represented on the steering group by their Designated Safeguarding Person (DSP, see below). The delivery group works to deliver improvements and to act as a forum to share good practice, enable the cascade of information to teams and to identify any additional areas for improvement.

## 1.3 Designated Safeguarding Person (DSP)

Each Directorate has a nominated DSP whose roles and responsibilities include:

- Ensuring all staff are aware of the 'Duty to Report' function of their role
- Acting as a source of advice and support and signposting for staff in their Service on all safeguarding issues, including:
  - » Safeguarding Adults and Children
  - » Violence against Women
  - » Prevent
  - » Child Sexual Exploitation
  - » Modern Slavery
- Supporting staff or taking the lead in referring safeguarding concerns
- Ensuring all staff are aware of who the Directorate Safeguarding Lead is within their Department.
- Co-ordinating the annual Safeguarding Self-Assessment and ensuring that appropriate actions are contained within Directorate Delivery Plans.
- Ensuring safeguarding is regularly considered at Directorate Management Team meetings and that appropriate performance detail is provided to support the discussion.
- Attending and contributing to the quarterly Corporate Safeguarding Delivery Group. Sending a deputy if unable to attend.
- Publicising and promoting national campaigns, including through organisations websites, social media or other mediums.

A full and current list of the DSP for Cardiff Local Authority can be found [here](#).



## **1.4 Corporate Safeguarding Policy**

In December 2023 the Council's Cabinet agreed a refreshed Corporate Safeguarding Policy.

The refreshed Policy was enhanced to ensure that it aligns with the Welsh Government Corporate Safeguarding best practice guidance, placing a focus on prevention and on ensuring all staff, councillors and partners are committed to safeguarding, and includes a focus on safeguarding in our communities.

The Corporate Safeguarding Policy can be found [here](#).

## **1.5 Corporate Safeguarding Directorate Self Assessments**

Each year all Directorates are required to undertake a self-assessment of the arrangements they have in place to support corporate safeguarding.

The self-assessments identify areas and actions for improvement for each Directorate, to be reported through to the Corporate Safeguarding Board. The actions for improvement, once agreed by the Board, will be included automatically in all Directorate Delivery Plans.

Progress against the delivery of the actions is monitored by both the Corporate Safeguarding Board (on a quarterly basis) and via the Council Corporate Performance Management Framework (at mid-year and year end).

## **1.6 Performance Indicators and Data Development**

The following Key Performance Indicators have been agreed by the Corporate Safeguarding Board. Alongside Directorate Delivery Plan progress and audit recommendation, tracking these will provide a clear performance framework for the Corporate Safeguarding Board to monitor.

- Overall training compliance (Quarterly)
  - » Corporate Safeguarding Training
  - » Violence against Women, Domestic Abuse and Sexual Violence
  - » Modern Slavery
  - » PREVENT (when available)



- Members training Compliance (Quarterly)
- Corporate Safeguarding Self-Assessment Completion Rates (Annual)
- DDP RAG Rating (12 months)
- DDP Actions Completion Rate (12-month review)
- Corporate Referrals Received (Monthly)
- Contract Monitoring Frameworks Safeguarding Checks Completed (Monthly)

Reporting, analysing and understanding data on referrals across the Council has been identified by the Corporate Safeguarding Board as a data development priority. Over the course of 2022/23 some progress has been made to better understand our referral data for managers to easily identify where in the council safeguarding referrals are made. For example, alterations have now been made to the case management systems so that it is now possible to identify which schools individual referrals have originated from.

### **1.7 Responding to Recommendations made by Audit Wales**

Audit Wales conducted a national review of Corporate Safeguarding arrangements in Wales in 2015, with a follow-up in Cardiff July 2019 making 9 recommendations.

Over the course of 2022/23 progress has been made in relation to these recommendations (see table below), with 8 of 9 recommendations now responded to and closed by the Board. This progress was reported to both the Corporate Safeguarding Board and the Council's Governance and Audit Committee.

The only outstanding recommendation relates to extending the safeguarding training offer, for example 'Exploitation awareness training' and making this available to external partners (for example those working in the night time economy)'.

This recommendation has been progressed and is also a key priority within the Regional Safeguarding Board Annual Plan 23/24.

The Night Time Economy group which forms part of the Community Safety Partnership has provided a package of ‘vulnerability training’ to the night time economy workforce including hospitality, hotels and taxis.

An exploitation e learning module has also been drafted and once finalised, a programme of training delivery will be put in place for both the relevant Local Authority staff and wider partners across the city, including schools, 3rd sector, commissioned services and the night time economy workforce.

The full Audit Wales updates are available in [Appendix](#)

Audit Name	Recommendations Open/Closed Jan 2021		Recommendations Open/Closed November 2021		Recommendations Open/Closed April 2022		Recommendations Open/Closed April 2023	
	Corporate Safeguarding	Open	8	Open	5	Open	3	Open
Closed		1	Closed	4	Closed	6	Closed	8

### 1.8 Internal Audit

The council’s Audit team reviewed the Corporate Safeguarding arrangements in Q1 2022/23. The audit found that the Council’s arrangements for Corporate Safeguarding were ‘effective with opportunities for improvement’ and made four recommendations. Update on progress against these recommendations is included in Appendix C.

### Progress against Safe Governance Priorities 2022-2023

2022/23 PRIORITY	STATUS	NOTES
Publish updated Corporate Safeguarding Policy 2022-2025 following review of Welsh government best practice.	<b>Complete</b>	<a href="#">Corporate Safeguarding Policy</a>
Continue to develop the role of DSPs, particularly ensuring that each DSP has the knowledge and skills required to confidently advise on safeguarding issues within their Directorates.	<b>Complete</b>	<ul style="list-style-type: none"> <li>Regular DSP delivery group meeting in place.</li> <li>Bespoke DSP training delivered to all DSPs with supporting Q&amp;A sessions.</li> <li>DSP Sharepoint developed to easily share resources and best practice tools.</li> </ul>
Agree a new Corporate Safeguarding Action Plan, based on the outcome of the best practice review and the Directorate Self-Evaluations.	<b>Complete</b>	<ul style="list-style-type: none"> <li>Regularly reviewed and updated in line with delivery group.</li> </ul>
Review internal audit findings for 2022/23 and build any recommendations into Corporate Safeguarding Board action and delivery plan.	<b>Complete</b>	<ul style="list-style-type: none"> <li>Summary of progress included within report.</li> </ul>
Finalise and ratify final set of KPIs for monitoring.	<b>Complete</b>	<ul style="list-style-type: none"> <li>Proposed KPIs have been agreed for implementation in 23/23.</li> </ul>
Make recommendations for data system development, in particular to better understand referral data.	<b>Ongoing</b>	<ul style="list-style-type: none"> <li>Review of available referral data conducted and recommendations report produced.</li> <li>Changes made to data systems to now include the name of the school referrals originated from.</li> <li>Additional recommendations in terms of 'referral source' have been piloted with adult services.</li> </ul>

#### Safe Governance Priorities 2023-2024

- Ensure further alignment between the Corporate Safeguarding Board and the Regional Safeguarding Board governance arrangements.
- Progress the referral data recommendations and develop KPIs for directorates to review, analyse and respond to safeguarding referrals from their service.
- Progress the internal audit recommendations to completion.
- Develop KPI Data dashboard for use at Corporate Safeguarding Board.

A photograph of a man and a young child sitting on the floor. The man is wearing a denim jacket and has his arms around the child. The child is wearing large white headphones and a denim jacket. The entire image is overlaid with a semi-transparent blue filter. The text 'Priority 2: Safe Employment' is written in white, bold, sans-serif font over the left side of the image.

Priority 2:  
**Safe  
Employment**





## Priority 2: Safe Employment

Safer recruitment, employment, learning and development of the Council's workforce is a strong pillar to ensuring that children, young people and adults at risk are protected from abuse and harm.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe employment:

- Ensure staff are aware of the key policies and the updates that have been made.
- Schedule HR sessions with DSPs via the Corporate Safeguarding Steering group to discuss policies and processes in more depth in order to cascade knowledge to teams.

### 2.1 Safe Recruitment

To ensure that all managers involved in recruitment are aware of their safeguarding responsibilities the Council's Recruitment and Retention Policy ([Recruitment and Selection Policy and Procedure.pdf \(sharepoint.com\)](#)) is circulated widely, and ongoing training is available for managers to ensure understanding of and compliance with the policy.

The Council has a [Volunteering Policy](#) which recognises the valuable contribution made by volunteers to the services provided by the paid workforce, with the ultimate aim of enhancing services for citizens and communities in Cardiff. The policy sets out the safeguarding requirements which must be embedded in recruitment procedures for volunteers, and depending on the nature of volunteering roles, includes Disclosure and Barring service checks.

In line with the Volunteer Policy, the Council's HR system, DigiGOV, includes the ability for managers to record details of volunteers and when they are engaged in their areas, and information on safeguarding checks, where required.


Over the course of 2022/23 additional training was delivered to DSPs in the Delivery Group on the DBS policy and process; staff guidance has been shared with DSPs for dissemination.

**Summary of Progress against Safe Employment Priorities 2022-2023**

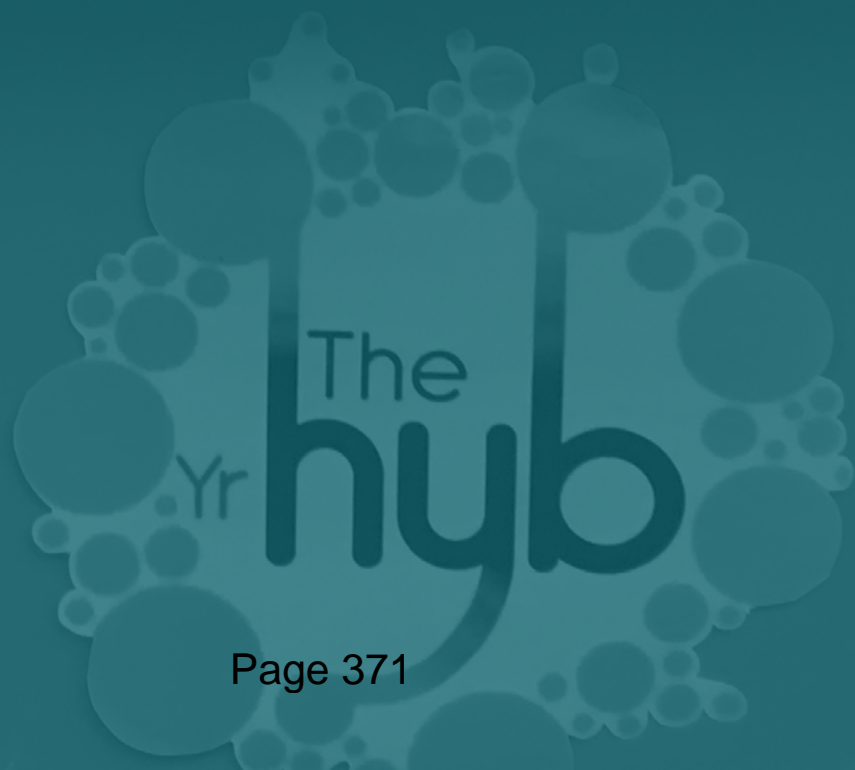
2022/23 PRIORITY	STATUS	NOTES
Ensure staff are aware of the key policies and the updates that have been made.	<b>Complete</b>	Cascaded via DSPs
Schedule HR sessions with DSPs via the Corporate Safeguarding Steering group to discuss policies and processes in more depth in order to cascade knowledge to teams.	<b>Complete</b>	Presentation delivered on DBS check process – associated guidance and tools were shared with DSPs to be cascaded.

**Safe Employment Priorities 2023-2024**

- Continue to refresh and cascade the relevant policies and procedures in relation to safe employment via the DSPs.
- Support DSPs in conducting management audits to provide assurance that the safe recruitment practice is being followed.

A photograph of three young women standing behind a counter, each holding a tablet. They are wearing dark jackets with 'The Hyb' logo. The background shows a library or office setting with bookshelves. The image is overlaid with a teal tint.

# Priority 3: **Safe Workforce**



## Priority 3: Safe Workforce

The key to effective Corporate Safeguarding is that all employees are equipped with a good basic understanding of what to do if they are concerned about a child, adult or children or adults in the course of their day-to-day work.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for a safe workforce:

- Complete and evaluate non desk-based staff training pilot and roll out across services with low completion rates, if successful.
- Explore the other qualifications some staff (e.g. social workers) may have which are equivalent to the Safeguarding training and consider exempting those staff who can demonstrate this.
- Deliver Member training sessions on Safeguarding as part of the introductory Member training programme.
- Continue to monitor training compliance and routinely address non-compliance.

### 3.1 Training

All Staff are required to complete the mandatory Corporate Safeguarding e-module.

The mandatory training is designed to ensure;

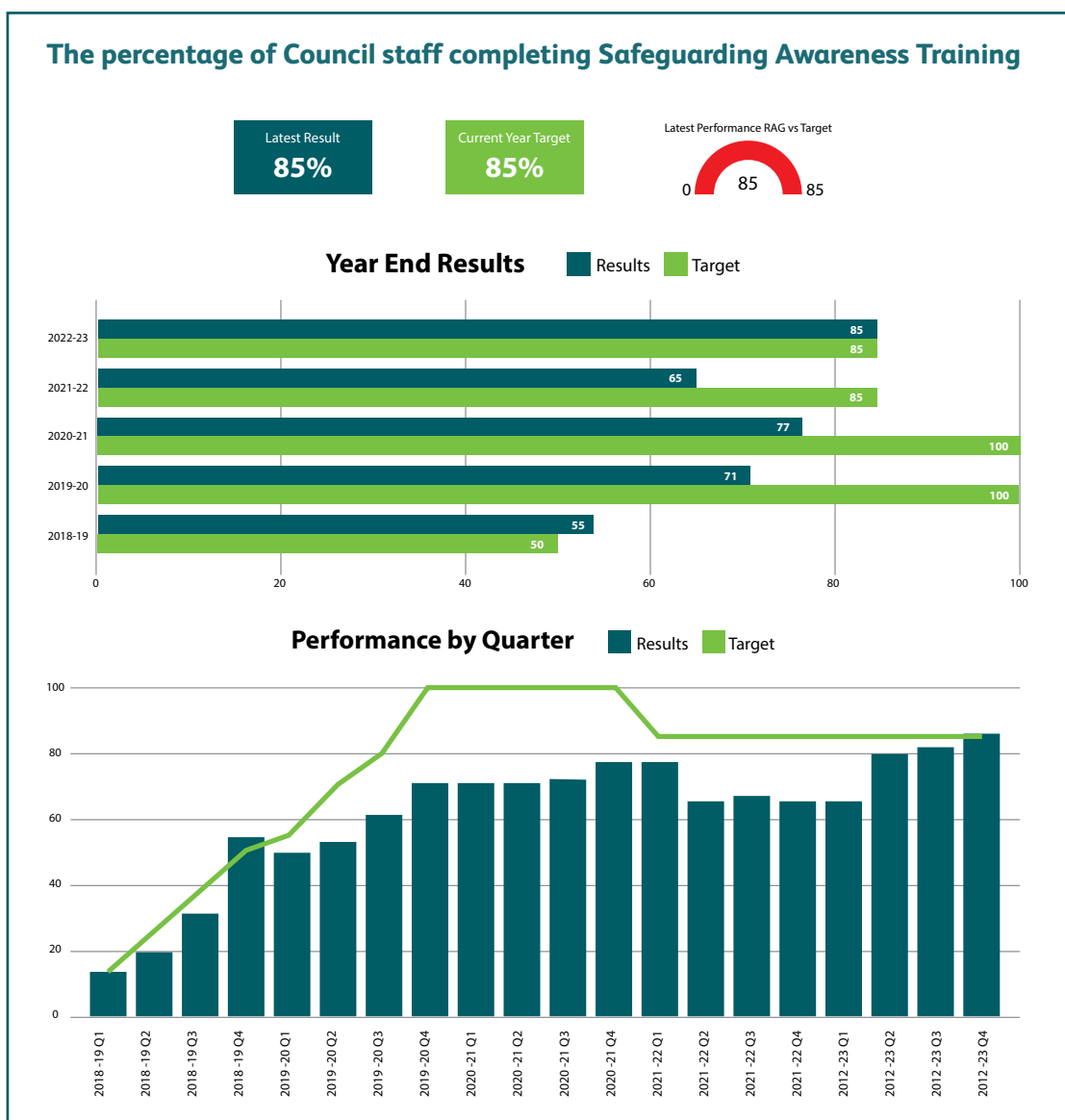
- I know what the term safeguarding means.
- I know what to look out for.
- I know who to report to.

***Training aim - If you see something wrong, or you're worried about something, then you report it.***

### 3.2 Training Compliance

Corporate Safeguarding Board track and monitor training compliance for the Corporate Safeguarding E-module on a quarterly basis. The below graphic shows quarterly training compliance figures since Q1 2018/19 – Q1 2022/23.

**Compliance over the past 12 months has increased from 64.90% to 85%.**



**The year-end compliance rate for completion of the module was 85%.**



### 3.3 Supporting non-desk based staff

This year a non-PC users paper based pilot was conducted with key teams within the Local Authority who had historically struggled to ensure compliance of their non-PC using teams. The pilot was conducted with the following teams in the first instance;

- Economic Development – Cleaning Operatives
- Economic Development – Parks Teams

The pilot was a success with training rates from both teams increasing.

- 205 cleaning staff were trained via the paper workbook (50 % of the overall cohort).
- 69 Parks staff were trained via group sessions using the PowerPoint resource (85 % of overall cohort).

*“They are easy to use, informative and a good reference to keep”.*

**As a result of this pilot Directorate compliance improved from 58.7% to 70.1%. (11% increase)**

Feedback was gathered as part of the pilot and the training approach was rated 8/10 by training facilitators.



### **3.4 Recognition of those with other, relevant qualifications and training.**

In line with WLGA best practice and aligned to the development of the National Safeguarding Training Standards, the Corporate Safeguarding Board agreed that staff with relevant approved prior training or qualifications may be exempt from being required to complete the online e-learning module. A list of approved training will be agreed by Board and compliance for this training can then be approved by the record of prior learning (RPL) process via the Academy.

### **3.5 Refresh of Training**

The Corporate Safeguarding Board have agreed that requirement for staff training to be refreshed every 3 years go ahead, beginning in April 2022.

### **3.6 Schools Assurance Process**

School staff receive safeguarding training on an annual basis and a record of who has received this is kept by the headteacher.

This year the Corporate Safeguarding Board has agreed that assurance will be provided that all staff have received this training to the Education Directorate on a termly basis via all school risk meetings and this will be reported to the Corporate Safeguarding board on a quarterly basis. The alternative training options available will be provided for use by schools if for any reason school staff have been unable to access the in-house training offer.

### **3.7 Member Training**

It is mandatory that all Members complete the corporate safeguarding training content. Members are offered an in person session on induction that will cover the mandatory training content and some additional information relating to Cardiff specific processes and procedures.

Training compliance for Members is recorded via Members services and reported to Corporate Safeguarding Board on a quarterly basis. There has been marked improvement in the training compliance rates for Councillors over 2022/23. The rate of compliance has increased from 46 % in March 2022 to 98.71 % in June 2022.

### Summary of Progress against Safe Workforce Priorities 2022-2023

2022/23 PRIORITY	STATUS	NOTES
Complete and evaluate non desk-based staff training pilot and roll out across services with low completion rates if successful.	<b>Complete</b>	Successful pilot undertaken - roll out planned for 23/24.
Explore the other qualifications some staff (e.g. social workers) may have which are equivalent to the Safeguarding training and consider exempting those staff who can demonstrate this.	<b>Complete</b>	Record of prior learning process now in place to allow for existing qualifications.
Deliver Member training sessions on Safeguarding as part of the introductory Member training programme.	<b>Complete</b>	Members compliance now at 98.71 %.
Continue to monitor training compliance and routinely address non-compliance.	<b>Complete</b>	Training compliance is monitored via the DSP delivery group and the Corporate Safeguarding board.

#### Safe Workforce Priorities 2023-2024

- Roll out the paper-based workbook to wider teams with low completion rates – targeted focus on increasing compliance with school catering teams.
- Continue to monitor training compliance and routinely address non-compliance.
- Review staff who need to refresh training (3-year expiry).
- Review wider safeguarding training and develop safeguarding training framework.



A photograph of a woman and two children sitting at a table, engaged in a painting activity. The woman is in the center, looking down at the children's work. To her left is a young girl with blonde hair, focused on painting. To her right is a young boy with blonde hair, also focused on painting. The table is covered with art supplies, including paint palettes, brushes, and bowls. The entire image is overlaid with a semi-transparent green filter. The text 'Priority 4: Safe Practice' is written in white, bold, sans-serif font over the left side of the image.

# Priority 4: **Safe Practice**

## Priority 4: Safe Practice

Safeguarding practice must be timely and effectively delivered, to expected standards and with consistency in practice. The Council can be assured that effective safeguarding arrangements are in place, and that all safeguarding practice within the wider workforce (including partners, providers and volunteers) is continuously improving and working towards enhancing the lives well-being and safety of Cardiff citizens.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe practice:

- Raise awareness of contextual safeguarding and extra familial risks – work with wider partners to strengthen the safeguarding mechanisms in our communities.
- Build the Council’s [White Ribbon](#) Action Plan into Corporate Safeguarding.
- Explore how the Corporate Safeguarding Board can support dissemination of best practice and raising awareness of transitional safeguarding.

The Local Authority Social Services Annual Report 2023/24 sets out the achievements and areas for improvement within Social Services, providing a clear overview of the current mechanisms in place to ensure the safeguarding of children and vulnerable adults.

The additional areas listed below highlight progress and good practice in wider safe practice.

### 4.1 Contextual Safeguarding

Children, young people and adults live, learn, work, play and visit a wide range of settings: at home, in school and learning environments, peer/friendship groups, neighbourhoods, communities and online spaces. Whilst these interactions, activities and interplays are part of growing up and learning to manage risk, the risks within those environments may often be more serious.



## **4.2 Safeguarding Adolescents from Exploitation (SAFE)**

Cardiff have developed a model of working that looks to identify and address contextual harm in our communities. Safeguarding Adolescents from Exploitation (SAFE) model recognises that children and young people can be at risk of or subjected to harm through exploitation and abuse from adults and / or other peers outside of their family network.

### **Safeguarding Adolescents from Exploitation: Progress**

This year the SAFE team have undertaken a large programme of locality consultations to explore and compare the experiences of children and young people living in different localities across Cardiff, and to understand more about what factors within communities could keep young people safe.

41 focus groups have taken place, with nearly 400 participants from housing, youth justice, police and other statutory and third sector agencies. 42 schools, including high schools, primary schools, 6th forms and specialist provisions also took part in the focus groups.

The SAFE Partnership Group has been established and is made up of over 40 multi-agency partners who work together to review and discuss the findings of the locality consultations to generate action and progress the suggested solutions.

Working in partnership is essential to effectively safeguard children and young people in our communities. To help strengthen multi-agency working a number of events have also taken place across the year including a SAFE Partnership Event, Professional Interest Networking Group (PING), Schools DSP Forum, A range of Community Forums and Practice improvement sessions.

The SAFE team have also made significant progress in developing some of the key SAFE priorities, including the development of a missing children protocol and procedure, initiating the development of SAFE curriculum resources to inform the new Curriculum for Wales area of health and wellbeing and to



ensure the key messages in relation to exploitation are cascaded, developing a SAFE Parent / carer engagement and support plan, producing an Exploitation awareness training matrix for the partnership and developing a universal SAFE e-learning product. The team have also worked closely with Cardiff Child Friendly Cities to progress a programme of young person's consultation.

### **4.3 Violence Against Women, Domestic Abuse and Sexual Violence - VAWDSV**

Cardiff Council achieved [White Ribbon](#) Accreditation again in May 2022 and our award was formally presented to the Mayor by the White Ribbon CEO in November 2022. A 3-year action plan has been approved and has recently been updated to reflect progress made during the first year.

During year 1, the focus has been on the development and ongoing delivery of the VAWDASV mandatory National Training Framework to Council staff and the development of the revised regional VAWDASV Strategy 2023-28. The final versions of the VAWDASV Strategy and its accompanying Implementation Plan can be accessed [here](#).

To date 10,072 Cardiff Council staff have completed the Group 1 awareness raising e-learning and 2,426 staff have attended the Group 2 'Ask & Act' training. In addition 38 staff have attend the Group 3 Workplace Champion training.

A successful White Ribbon 'Calendar of Events' featuring a variety of online and face to face training and awareness-raising events were delivered during November and December 2022 with staff participation from across the Council.

The main focus for year 2 will be to increase the active engagement from staff across the organisation, particularly men. This will include encouraging staff from across the organisation to become registered White Ribbon Ambassadors or Champions in an effort to increase the visibility and reach of the work.



#### 4.4 Prevent

The Cardiff Prevent Team work across the council and statutory partners to ensure that Cardiff residents are safeguarded from the ideologies associated with terrorism and violent extremist narratives. The team also work with the third sector, community, and faith-based organisations to promote awareness of Prevent. The work of the team includes:

- The multi-agency Cardiff & Vale Channel Panel which supports individuals who are susceptible to exploitation and have become involved with groups that promote violent or extremist ideologies.
- A targeted Prevent training package to ensure people know how to spot the signs of radicalisation and make a referral.
- Engagement with schools to embed Prevent into the 'Schools of Sanctuary' programme.
- Commission a range of projects that operate in Schools and community settings.

In the post-pandemic era, we have seen several emerging trends that will be the focus of the team's work during the 2023/24. These include the use of the online space by extremists to radicalise others and the increasing prevalence of individuals who are 'self-initiated' and act on their own to commit terrorist acts. To find out more visit the Prevent Team SharePoint page.

#### 4.5 Modern Slavery

Employees across the authority have a key role to play in identifying cases of modern slavery with other public sector bodies and partners in the third sector. This is to enable the best possible response for potential victims.

All Council employees are required to complete training to help them identify the signs of modern slavery and to know the steps to follow in suspected cases.

The Council has published its [Annual Modern Slavery Statement for 2023 to 2024 \(843kb PDF\)](#), setting out our commitments to ensuring modern slavery and human trafficking have no place in our business and supply chains.

The statement forms part of the Council's over-arching Corporate Safeguarding Policy and sets out what we have achieved to date to tackle modern slavery. It also sets out the commitments we are making to manage and minimise the risk of slavery or trafficking occurring within day to day operations.

Some of the highlights and developments include:

- i. Measures have been developed to identify Key Performance Indicators which reveal the number of Council staff who have completed the Modern Slavery online training module have increased to 4069, which is up from 3509 last year.
- ii. The Council has supported Monmouthshire County Council and Torfaen County Borough Council in formulating and publishing their first Modern Slavery Statements.
- iii. Support is provided to Category Managers within the procurement process on the risk assessment and due diligence elements of contract management with a view to identifying high-risk suppliers and ensure access to the latest case studies and relevant intelligence on potential exploitative practices.
- iv. The Council has produced National Referral Mechanism training which includes raising awareness and the referral process itself, including information on the devolved decision-making pilot which now aligns with the Safeguarding Adolescents from Exploitation (SAFE) operational delivery and wider strategic framework.
- v. Suppliers have been collaborated with to help them achieve commitments made through social value that are related to Modern Slavery and will seek to pilot a Modern Slavery Self-Assessment Questionnaire (SAQ) to identify risks of exploitation within supply chains.

#### **4.5.1 National Referral Mechanism**

The National Referral Mechanism (NRM) is the UK's framework for identifying and supporting victims of modern slavery.

New figures from the National Crime Agency show that Cardiff Council is making a significant contribution towards tackling people trafficking and modern slavery.

In 2022, the NCA recorded 536 potential victims of trafficking in Wales, an increase of 57 on the previous year, and 58 of these referrals were made by employees of Cardiff Council, the highest by a Local Authority in Wales (out of a total of 233 for all LAs in Wales). This is a slight decrease from the 2021 figure of 65 but continues the trend of previous year’s exponential increases which saw just 10 in 2019.

<b>Cardiff</b>	<b>58</b>
<b>Vale of Glamorgan</b>	<b>7</b>
<b>Torfaen</b>	<b>2</b>
<b>Monmouthshire</b>	<b>0</b>

The majority of cases referred by Cardiff Council came from Children’s Services and involved U18 males in the category of criminal exploitation, largely relating to ‘County Lines’ drugs activity (35) and U18 females in the category of sexual exploitation (18).

#### **4.6 Safeguarding Themes**

Over the course of 2022/23 the Corporate Safeguarding Board and Delivery Board have received briefings on the following safeguarding themes:

- Safeguarding Referrals by directorate.
- Safeguarding training for Polling staff.
- Estyn Inspection Feedback on Safeguarding.
- White Ribbon.
- Welsh Government Guidance on Corporate Safeguarding.
- Commissioning & Procurement.
- My Concern (Education Safeguarding Data).

- DBS Checks.
- Whistleblowing Policy.
- SAFE and Contextual Safeguarding .
- Modern Slavery.

### Summary of Progress against Safe Practice Priorities 2022-2023

2022/23 PRIORITY	STATUS	NOTES
Raise awareness of contextual safeguarding and extra familial risks – work with wider partners to strengthen the safeguarding mechanisms in our communities.	<b>Complete</b>	SAFE framework has made progress in this area. Number of consultation events and partnership events have taken place to promote the awareness of extra familial risks.
Build the Council’s White Ribbon Action Plan into the Corporate Safeguarding.	<b>Complete</b>	White ribbon action plan is overseen by the Corporate Safeguarding Board. See section 4.3 for white ribbon update.
Explore how the Corporate Safeguarding Board can support dissemination of best practice and raising awareness of transitional safeguarding.	<b>Complete</b>	This priority is within the Regional Safeguarding Annual Plan as a key priority within Safeguarding Themes.

#### Safe Practice Priorities 2022-2023

- Develop a public facing raising awareness campaign in partnership with Regional Safeguarding Board to raise awareness of exploitation, the signs to spot and the steps to take to seek help.
- Enhance safeguarding considerations within licencing and planning processes and procedures.
- Pilot a modern slavery self-assessment questionnaire with suppliers.
- Increase the number of white ribbon champions and ambassadors (particularly male) across the organisation.





# Priority 5: **Safe Partnerships**

## Priority 5: Safe Partnerships

The ability to work with, share information and develop interventions across partnerships is crucial, and involves working in places and contexts that are not traditionally associated with children or adult social care. In addition to public bodies (health, police, probation, education and social services) other, non-traditional partners to consider could include:

- Local businesses and shops.
- Nightclub owners.
- Theatre and music venues.
- Shopping centres.
- Takeaways.
- Fast food outlets.
- Local taxi or cab companies.
- Cinemas Hotels, bars and restaurants, late night takeaways, off licences, cinemas or other licensed premises may come into contact with children and adults at risk of harm.

People who work in these industries are in a unique position to spot the signs of exploitation and other forms of abuse.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe partnerships:

- Develop a single campaign to raise awareness of the signs to spot and the action to take that would be effective with a wide range of partners.
- Strengthen partnership arrangements with wider 'non statutory' partners to increase safeguards for children and adults at risk.

Cardiff has established a Night-time Economy task and finish group to review how safeguards can be strengthened with these partners. To date, training has been delivered on exploitation and county lines to some key night-time economy sectors and targeted raising awareness operations have taken place in key hot spots in Cardiff. The Night-Time Economy group continues to tackle issues such as underage drinking, improving CCTV, reducing sexual assaults and drug harm reduction. This year a student subgroup has been established to enhance communication with the student population, providing an opportunity to further understand their needs and concerns within the night time economy.

In addition, the group have a key focus on enhancing women's safety within the night time economy and are supporting 'ForCardiff' in their Women's safety charter implementation.

## 5.1 Commissioning and Procurement

There has been marked progress in terms of ensuring safeguarding is embedded into our commissioning and procurement arrangements.

The Council has developed a Safeguarding Policy for Contractors which is available on the [Council website](#) and is being linked to in all Tender Documents.

A Procurement Self-Assessment Guide aims to ensure that officers engaged in planning a procurement consider safeguarding issues in a consistent way that is proportionate to the risk. The Guide is available on SharePoint - [Safeguarding Assessment Guide.docx](#). A key document in the Council's procurement process is the Pre-Tender Report Form, this now includes the following question which the procuring Directorate must answer: "Please confirm that Safeguarding issues have been considered in accordance with the Council's Procurement Safeguarding Assessment Guide (contains a link to the Guide)".

As a minimum all tenders should include the following pass/fail questions:

- Confirm that you will abide by Council's Contractor Safeguarding Policy.
- Confirm that you will undertake Safeguarding training as required by Council.

On contracts where the workforce are delivering services directly to or with children, young people and vulnerable adults who may be at risk. The Procurement Self-Assessment Guide sets out minimum requirements for the tender specification.

The Council has also strengthened Safeguarding clauses within its standard Terms & Conditions for Services and Goods & Services Contracts - [Tender & Contract Management \(sharepoint.com\)](#).

In addition, In early 2023 the Council worked to strengthen its Contract Management Performance systems so that it would ask contract managers to classify contractual safeguarding performance. The Performance System now requires all contract managers to confirm the Safeguarding Classification allocated to their contract(s) and then to confirm whether the safeguarding measures associated with the contract are being met or not.

The Contract Manager needs to do this assessment on a quarterly, half yearly or annual basis depending on the nature of the contract. The new Safeguarding Contract Management Performance arrangement went live in May 2023 and performance will be reported as part of the Corporate Dashboard.

### Summary of Progress against Safe Practice Priorities 2022-2023

2022/23 PRIORITY	STATUS	NOTES
Develop a single campaign to raise awareness of the signs to spot and the action to take that would be effective with a wide range of partners.	<b>Ongoing</b>	Raising awareness activity has taken place with a wide range of partners through the SAFE partnership, Community Safety Partnership and the Night time Economy Working group in particular.
Strengthen partnership arrangements with wider 'non statutory' partners to increase safeguards for children and adults at risk.	<b>Complete</b>	Partnership arrangements have been strengthened through the SAFE partnership, Community Safety Partnership and the Night time Economy Working group in particular. A number of partnership events have taken place to raise awareness of safeguarding.

#### Safe Partnerships Priorities 2022-2023

- Support embedding the contract management framework across the authority to facilitate regular safeguarding checks with our commissioned services.
- Develop supporting tools and training available for contract managers to cascade through the supply chain that ensures appropriate safeguarding processes are in place throughout.
- Progress work via the Night Time Economy group to increase women's safety in the city centre.

# Appendix A



## **Appendix A: Corporate Safeguarding Board**

### **- Terms of Reference**

Corporate Safeguarding describes both the policy commitment that a Council makes and the arrangements it has in place, to ensure that all of its Directorates and employees play their part in safeguarding and promoting the well-being of children and adults who may be at risk of harm.

Corporate Safeguarding is the activity required by all Council Directorates to effectively protect the health, wellbeing and human rights of children and adults so that they are able to live free from harm, abuse and neglect.

In order to effectively implement these duties and activities, the Corporate Safeguarding Board must seek to ensure that all staff are compliant and fully understand their duties under the Act.

#### **The Corporate Safeguarding Board (CSB) will:**

1. Ensure the compliance of all Council Directorates with key safeguarding requirements in relation to children and adults.
2. Ensure that all directorates within the council are aware of their contribution to keeping children, young people and adults at risk safe and free from harm or abuse.
3. Agree, implement and review clear actions for the group within a ratified annual action plan.
4. Support the Statutory Director of Social Services in the discharge of his/her wider safeguarding duties.
5. Review and develop relevant corporate safeguarding standards and policy.
6. Support HR in the delivery of a robust Safer Recruitment process to include key vetting and barring requirements and workforce development.

7. Provide an Annual Corporate Safeguarding Report, setting out the performance of all Directorates, in relation to vetting and barring, staff safeguarding training, and the operation of front-line services in terms of their effectiveness in identifying and referring safeguarding concerns.
8. To identify clear areas of safeguarding risk, and agree how the risks will be managed within the authority and by whom.
9. Review and develop appropriate corporate safeguarding performance measures.
10. Ensure that Safeguarding training is promoted and mandated across all Directorates within the authority.
11. Advise the Head of the Paid Service and recommend relevant action in relation to corporate safeguarding standards and policy.
12. Promote effective cross Directorate safeguarding practice particularly in terms of information sharing and data collection, front-line operational awareness, staff training and wider partnership engagement. Receive and consider recommendations and learning from Child / Adult Practice / Domestic Homicide Reviews.

### **Membership**

Membership will include; the Cabinet Member with responsibility for Corporate Safeguarding, the Chief Executive, Corporate Directors, Director (including the Monitoring Officer) from each Service Area or a representative Assistant Director, Head of Performance & Partnerships and the Corporate Safeguarding Project Manager.

# Appendix B



## Appendix B: Update on internal audit recommendations

Recommendation	Risk Rating	Management Update	Status
Following the pilot of paper-based training for non-desk-based officers, the outcome should be reviewed to assess its success. Once the final version has been agreed, the module should then be rolled out to all non-desk-based officers, with compliance monitored and escalated as appropriate.	Amber/Green	27.06.23 - Paper based pilot is now complete. Parks services delivered the PowerPoint version of the approved training to staff as a single training exercise. 50 Paper workbooks were piloted with cleaning operatives from County Hall and City Hall buildings and initial feedback was really positive – ‘they are easy to use, informative and a good reference to keep ’ a further 500 booklets were then rolled out to all cleaning operatives. Compliance for these training methods has then been recorded via the Record of Prior Learning process via the Academy. Economic Development Directorate compliance was at 58.7% pre pilot and now has improved to 70.1%. (11% increase) Further feedback and data was provided post pilot, plans are now in place to roll this approach out to wider teams across the Council.	Pilot, Complete Full roll out, Dec 2023
A safeguarding communications plan should be put in place, with key messages reinforced as part of National Safeguarding Week (representing one such communication).	Amber/Green	Corporate Safeguarding Communications plan and calendar is in place – monthly Corporate Safeguarding comms is issued to all staff. Staff also have access to the corporate safeguarding information tile on the intranet. A quick guide has been developed and disseminated. All Safeguarding comms (not directly issued by the corporate safeguarding team) will include the tag line ‘safeguarding is everyone’s responsibility’ with a link back to the Corporate Safeguarding resources. Plans are in place in alignment with the Regional Safeguarding Board for enhanced communications over national safeguarding week (Nov) and this year there is a thematic focus on ‘exploitation’	Recommendation, complete
There should be further engagement with management in Commissioning and Procurement to be satisfied that all safeguarding risks associated with contracts have been appropriately considered with necessary mitigations in place.	Amber/Green	In addition to the procurement safeguarding assessment guide implemented for all tendered services, a new contract management framework has been developed by commissioning and procurement and implemented across all services. Safeguarding is a key component to this framework and allows for regular assurances with our commissioned provisions via this framework. Further work is also being progressed to ensure training and supporting guidance is easily available for commissioned services to access. We are now looking at how we can support commissioned services when they subcontract services, to ensure the expected level of safeguarding arrangements are in place. We will also look to regularly report KPI data in terms of the contract management framework to the CSB to ensure compliance with this framework across teams.	Initial action, Complete Follow up actions, Dec



**CYNGOR CAERDYDD  
CARDIFF COUNCIL**



**COUNCIL:**

**30 November 2023**

**REPORT OF THE HEAD OF DEMOCRATIC SERVICES**

**REVIEW OF POLLING DISTRICTS AND PLACES**

**Reason for this Report**

1. The Representation of the People Act 1983 requires local authorities to conduct a review of parliamentary polling districts and places at least every five years. The principal reason for conducting the review is to ensure that polling is accessible for all electors and the Council must:
  - seek to ensure that electors have such reasonable facilities for voting as are practicable in the circumstances, and
  - seek to ensure that so far as is reasonable and practicable, polling places are accessible to all electors including those who are disabled.

**Background**

2. It is the responsibility of local authorities to divide their areas into polling districts for the purpose of Parliamentary elections, and to designate a polling place within each district. Local government polling districts are based on these Parliamentary polling districts. Cardiff comprises 28 Electoral Divisions, each of which is divided into a number of polling districts. There are currently 204 polling districts in Cardiff.
3. A polling place is the area or building within which a polling station must be selected by the Returning Officer. If no polling place is designated, the law provides that the polling district is to be taken as the polling place.
4. The previous review was completed for implementation by 1 December 2019, to coincide with the publication of the new register of electors.
5. The current review must be completed by 31 January 2025, but for practical purposes, the review has been designed so that it is completed for

implementation on 1 December 2023, to coincide with the publication of the new register of electors, and to be completed in time for the Police and Crime Commissioner elections in May 2024 and UK parliamentary election (date unknown but to be held before January 2025).

6. For UK parliamentary elections, the powers and duties of the Returning Officer are discharged by the designated 'Acting Returning Officer'. In Cardiff, the Acting Returning Officer is the Electoral Registration Officer appointed by the Council (the Chief Executive, Mr. Paul Orders), referred to in this report as the Returning Officer.

## Issues

7. The choice of fully accessible buildings for use as polling stations is limited, and they are not always located in an area which is convenient for electors. Electoral Services staff, on behalf of the Returning Officer, undertake a continuous assessment of the premises used as polling stations, in order to seek alternative more suitable solutions where necessary. Furthermore, the review has sought to minimise disruption to schools and to find a permanent polling place to cease the use of hiring portacabins wherever practicable.
8. Prior to any elections the Returning Officer will advise political parties of the actual polling stations to be used, and in making that decision will consider any comments made as part of this review.

## Consultation

9. The Returning Officer's proposals along with a public notice of this review was published and included on the Council's website on 2 October 2023 inviting all stakeholders and electors to submit representations. Details of the review and how to make representations were also shared on social media. Stakeholders were able to submit online comments or complete a paper form. The consultation finished on 27 October 2023.
10. The Returning Officer, all ward members, MPs, MSs, Community Council clerks, Disability Forum, 50+ Forum and Cardiff Citizens Panel members as well as the South Wales Police and Crime Commissioner, the Returning Officer for the Vale of Glamorgan, due to the Cardiff South and Penarth parliamentary cross boundary arrangement and the Returning Officer for Rhondda Cynon Taff have been consulted directly.
11. Comments received as part of the review, including a summarised response are set out in **Appendix A** and recommended polling arrangement adjustments are summarised in Paragraph 12 below, along with reasons for the change in each case. The representations made and final proposals will be available on the Councils website or for public inspection at the Electoral Services Office at County Hall.

## Responses and Proposals

12. The review has identified several practical or improved alternative arrangements, full details are included in **Appendix B**. These include:

### Polling District Changes

#### **Whitchurch and Tongwnlais**

Removal of polling district MG resulting in the polling station (Portacabin, Silverbirch, Whitchurch, CF14 1EL) not being required.

Coed Adrian will merge with polling district MF.

Silver Birch Close will merge with polling district MI.

#### **Fairwater**

Moving 63 properties (93 Pentrebane Road - 217 Pentrebane Road / odds only) from WA to WB to tidy up polling district boundary line with ward boundary line (not essential).

### Polling Place / Stations - Proposed Changes

It is proposed to continue to designate each polling place as within the general vicinity of each location utilised for polling station purposes. The Returning Officer is responsible for providing polling stations within the polling places designated by Council. It is important to allow some flexibility in the designation of the polling places to accommodate potential future changes in circumstances.

The following table identifies the proposed changes to be made to the existing polling places / stations:

Ward	Designation	Existing polling Station	Proposed polling Station	Reason for change
<b>Cathays</b>	<b>BA</b>	Cardiff Muslim Primary School, Merthyr Street, Cardiff, CF24 4JL	Sbarc Spark, Maindy Road, Cathays, Cardiff CF24 4HQ	Previous polling station unavailable for hire. New proposal suitable with good accessibility.
	<b>BB</b>	Cardiff Muslim Primary School, Merthyr Street, Cardiff, CF24 4JL	Sbarc Spark, Maindy Road, Cathays, Cardiff CF24 4HQ	
<b>Pontprennau and Old St Mellons</b>	<b>29B</b>	Portacabin In Car Park, Asda Supermarket, Pontprennau, Cardiff, CF23 8NL	Pontprennau Community Church Centre, Heol Pontprennau, Cardiff, CF23 8LL	Improved accessibility for voters and cost saving.

<b>Ward</b>	<b>Designation</b>	<b>Existing polling Station</b>	<b>Proposed polling Station</b>	<b>Reason for change</b>
<b>Plasnewydd</b>	<b>EA</b>	The Cabin, Roath Park Primary School, Penywain Road, Roath, Cardiff, CF24 4BB	Tabernacle Cardiff, Pen-y-wain Road, Roath, Cardiff CF24 4GG	No impact on local school. New proposal suitable with good accessibility.
<b>Lisvane and Thornhill</b>	<b>ID</b>	Thornhill Primary School, Heol Hir/Hillcrest Close, Thornhill, Cardiff, CF14 9LA	The Thornhill Church Centre, Excalibur Drive, Thornhill, Cardiff, CF14 9GA	No impact on local school. New proposal suitable with good accessibility.
	<b>IF</b>	Thornhill Primary School, Heol Hir/Hillcrest Close, Thornhill, Cardiff, CF14 9LA	The Thornhill Church Centre, Excalibur Drive, Thornhill, Cardiff, CF14 9GA	
<b>Llandaff North</b>	<b>JC</b>	All Saints Church, Gabalfa Road, Llandaff North, Cardiff, CF14 2JH	Llandaff North & Gabalfa Hub, Gabalfa Avenue, Llandaff North, Cardiff, CF14 2HU	Council owned building, improved accessibility for voters and cost saving.
<b>Whitchurch and Tongwynlais</b>	<b>MB</b>	Portacabin, Westbourne Road Shops, Whitchurch, Cardiff, CF14 2BR	The Lounge, Whitchurch Rugby Sports & Social Club, Samuels Crescent, Whitchurch, Cardiff, CF14 2TH	Improved accessibility for voters and cost saving.
<b>Grangetown</b>	<b>OI</b>	The Salvation Army Citadel, 234 Corporation Road, Grangetown, Cardiff, CF11 7AN	Grange Pavilion, Grange Gardens, Cardiff, CF11 7LJ	Previous polling station unavailable for hire. New proposal suitable with good accessibility.
<b>Caerau</b>	<b>TE</b>	St Timothy's Church, Heol Pennar, Caerau, Cardiff, CF5 5NX	4th Glamorgan Homeguard Club, 10 Church Road, Cardiff, CF5 5LQ	Previous polling station unavailable for hire. New proposal suitable with good accessibility.
	<b>TF</b>	St Timothy's Church, Heol Pennar, Caerau, Cardiff, CF5 5NX	4 <sup>th</sup> Glamorgan Homeguard Club, 10 Church Road, Cardiff, CF5 5LQ	

<b>Ward</b>	<b>Designation</b>	<b>Existing polling Station</b>	<b>Proposed polling Station</b>	<b>Reason for change</b>
<b>Canton</b>	<b>UH</b>	Gym Room, House of Sport 1, Clos Parc Morgannwg, Cardiff, CF11 8AW	Church In the Avenue, Leckwith Gospel Hall, 2-4 Leckwith Avenue, Canton, Cardiff, CF11 8HQ	Previous polling station hire conflict with potential count venue hire. New proposal suitable with good accessibility.
<b>Riverside</b>	<b>ZD</b>	Canton Community Centre, Leckwith Road, Canton, Cardiff, CF11 8HG	Canton Library Hub, Library Street, Cardiff CF5 1QD	Previous polling station unavailable for hire. New proposal suitable with good accessibility.

### **Legal Implications**

13. The Council is required (under section 18C Representation of the People Act 1983 ('the Act'), inserted by the Electoral Registration and Administration Act 2013) to undertake a review of all the polling districts and polling places in its area every five years. The current review must be carried out and completed during the 16 month period starting on 1<sup>st</sup> October 2023, which means it must be completed by 31<sup>st</sup> January 2025. The review must be conducted in accordance with the parameters and procedure set out in the Act and regulations issued under it (the Review of Polling Districts and Polling Places (Parliamentary Elections) Regulations 2006).
14. The law requires that:
- a) each community in Wales is to be a separate polling district, unless special circumstances apply;
  - b) the council must designate a polling place for each polling district, unless the size or other circumstances of a polling district are such that the situation of the polling stations does not materially affect the convenience of the electors;
  - c) the polling place must be an area in the district, unless special circumstances make it desirable to designate an area wholly or partly outside the district (for example, if no accessible polling place can be identified in the district); and
  - d) the polling place must be small enough to indicate to electors in different parts of the district how they will be able to reach the polling station.

15. As part of the review, the Council must:
- seek to ensure that all electors in a constituency in the local authority area have such reasonable facilities for voting as are practicable in the circumstances; and
  - seek to ensure that so far as is reasonable and practicable every polling place for which it is responsible is accessible to electors who are disabled.
16. The statutory procedure for the review requires the Council to:
- publish a notice of the holding of a review;
  - consult the Returning Officer for every parliamentary constituency which is wholly or partly in its area;
  - publish all representations made by a Returning Officer within 30 days of receipt by posting a copy of them at the local authority's office and in at least one conspicuous place in their area and, if the authority maintains a website, by placing a copy on the authority's website;
  - seek representations from such persons as it thinks have particular expertise in relation to access to premises or facilities for persons who have different forms of disability. Such persons must have an opportunity to make representations and to comment on the representations made by the Returning Officer(s); and
  - on completion of a review, give reasons for its decisions and publish:
    - a. all correspondence sent to a Returning Officer in connection with the review;
    - b. all correspondence sent to any person whom the authority thinks has particular expertise in relation to access to premises or facilities for persons who have different forms of disability;
    - c. all representations made by any person in connection with the review;
    - d. the minutes of any meeting held by the council to consider any revision to the designation of polling districts or polling places within its area as a result of the review;
    - e. details of the designation of polling districts and polling places within the local authority area as a result of the review; and
    - f. details of the places where the results of the review have been published.
15. The duty to divide constituencies into polling districts is a non-executive function (pursuant to the Local Authorities (Executive Arrangements)(Functions and Responsibilities)(Wales) Regulations 2007, Schedule 1, D, paragraph 8, which may be determined by full Council, having regard to the legal requirements set out above.

### **Financial Implications**

16. The proposed changes to the polling arrangements involve a reduction in the requirement for THREE portable temporary hire units and their logistical siting, delivery and collection costs.



17. The associated savings per temporary hire unit are summarised below:

Portacabin Unit Hire Charge including Insurance (per unit)	£1,000.00
Delivery Set up and Removal of Units (per unit)	£1,000.00
Conveyancing of election equipment (per unit)	£60.00
Electricity supply to portacabin (per unit)	£30.00
<b>Total Cost (per unit)</b>	<b>£2,090.00</b>

18. The proposal involves greater utilisation of permanent polling stations, to accommodate the reduction in temporary hire units, within existing permanent polling station hire costs.

19. The saving to the Council relates to Local Government Elections and by-elections, with the costs of running an electoral event met by the relevant democratic body.

## **RECOMMENDATION**

20. That the Council:

- a. Approves the 2 polling district and 13 polling place changes as noted in paragraph 12.
- b. Notes that the Electoral Registration Officer will implement any consequential changes to the register of electors.
- c. Designates each polling place as within the general vicinity of each location utilised for polling station purposes and delegates authority to the Returning Officer to make changes where necessary, for example, where a building becomes unavailable at short notice due to unforeseen circumstances, or where a more suitable building is identified
- d. Makes no other changes to the polling districts.
- e. Notes the Returning Officer shall confirm the polling stations within each polling district and place prior to elections, having regard to the proposals set out in paragraph 12 above and any other relevant factors pertaining at that time.

**Gary Jones**  
**Head of Democratic Services**

**24 November 2023**

**Appendix A: Consultation Responses received as part of the Polling Districts and Places Review.**

## **Appendix B: Summary of Proposed Alterations to Polling Districts and Places (Stations)**

### **Background Papers:**

#### **Representation of the People Act 1983 Section 18A**

[Representation of the People Act 1983 \(legislation.gov.uk\)](https://legislation.gov.uk)

#### **Electoral Commission Guidance: Reviews of polling districts, polling places and polling stations**

[Reviews of polling districts, polling places and polling stations | Electoral Commission](#)

[Adolygiadau o ddosbarthiadau etholiadol, manau pleidleisio a gorsafoedd pleidleisio | Electoral Commission](#)

## Polling Review Consultation Responses 2023

Electoral Division	Polling Districts	Address	Returning Officer Proposals	Respondee	Summary of Response	Returning Officer Comment
Cathays	BA	Sbarc Spark, Maindy Road	<b>Proposed Change</b>	Local Resident	The respondent stated this is a suitable polling place.	Previous polling station unavailable for hire. New proposal suitable with good accessibility.
	BB	Sbarc Spark, Maindy Road	<b>Proposed Change</b>	Local Resident	The respondent stated this is a suitable polling place.	
	BD	Highfields Church, Monthermer Road	<b>No Change</b>	Sarah Norton Organiser at Highfields	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	BF	The Church Hall, At Junction of Rhymney, Terrace and Harriet Street	<b>No Change</b>	Sam Harris Organiser at Church Hall	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable

Page 403

Plasnewydd	EA	Tabernacle Cardiff	<b>Proposed change</b>	Lewis Fitzgerald Headteacher of School	The respondent stated the impact on the school for example members of public on school site and the implications of safeguarding arrangements. There is no access to toilet facilities outside of main building. No central heating in out-buildings. Now temporary buildings are in the way, causing disruption to the harris fencing.	Concerns considered and change to Tabernacle proposed to provide a suitable alternative.
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				Elected Members (Peter Wong, Dan De'Ath, Mary McGarry)	Electoral Services met with Cllrs on 2 November and 16 November to discuss alternative venues. Following inspections on alternative sites it was agreed the Tabernacle Cardiff, Pen-y-wain Road, is a suitable alternative venue.	
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Page 404	FE	The Foyer Albany Baptist Church, Albany Road	<b>No Change</b>	Cynthia Marilyn Lang Organiser of Albany Baptist Church	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	FF	Howardian Primary School, Hammond Way	<b>No Change</b>	Helen Hoyle Headteacher of School	The respondent stated when the school is used as a polling station it has to close to pupils due to health and safety around the car park. The school has to have a closure day which is designated as an inset day if the date for polling day is decided before the beginning of the academic year.	Concerns considered, however no suitable alternative venue found in the vicinity. Current arrangements suitable.
				Local Resident	The respondent stated this is a suitable polling place.	

Pontprennau and Old St Mellons  Page 405	29A	Pontprennau Community Church Centre	<b>No Change</b>	Aditi Basu Organiser at Pontprennau Community Church Centre	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	29B	Pontprennau Community Church Centre	<b>Proposed Change</b>	Aditi Basu Organiser at Pontprennau Community Church Centre	The respondent stated this is a suitable polling place.	The proposed polling station provides improved accessibility for electors. Having considered the parking concerns, the proposed polling station allows for additional polling station staff to support a faster turnout for voters.
				Local Resident	The respondent stated this is an unsuitable Polling Place due to parking issues compared to the portacabin in Asda car park which has plenty of parking. The respondent mentioned about adding an additional portacabin to accommodate numbers at peak times.	

Gabalfa	GC	All Nations Centre, Sachville Avenue	<b>No Change</b>	Jo Manuel Organiser at All Nations Centre	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
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Heath	HB	St Thomas`s Church Hall, Pantbach Road	<b>No Change</b>	Local Resident	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
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Page 406 Heath	HA-HG		<b>No Change</b>	Elected Member (Graham Hinchey)	The respondent stated as a local member and resident they agree that the current polling stations (HA – HG) in the Heath ward are adequate, accessible and reasonably well balanced in number of electors.	Agreed - current arrangements suitable

Lisvane and Thornhill	IA	The Memorial Hall, Heol Y Delyn	<b>No Change</b>	Local Resident	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	IB	The Memorial Hall, Heol Y Delyn	<b>No Change</b>	Local Resident	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	IC	The Thornhill Church Centre, Excalibur Drive	<b>No Change</b>	Debbie Riella Organiser of Thornhill Church Centre	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	ID	The Thornhill Church Centre, Excalibur Drive	<b>Proposed Change</b>	Debbie Riella Organiser of Thornhill Church Centre	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable

	IE	The Thornhill Church Centre, Excalibur Drive	<b>No Change</b>	Debbie Riella Organiser of Thornhill Church Centre	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	IF	The Thornhill Church Centre, Excalibur Drive	<b>Proposed Change</b>	Debbie Riella Organiser of Thornhill Church Centre	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable

Llandaff North	JA	Llandaff North Community Centre, Hawthorn Road East	<b>No Change</b>	Local Resident	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	JB	Llandaff North Community Centre, Hawthorn Road East	<b>No Change</b>	Local Resident	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable

Page 407 Llanishen	KC	Portacabin In Car Park, Morrison Supermarket, Ty Glas Road	<b>No Change</b>	Elected Member (Gary Hunt)	Electoral Services met with Cllr Hunt on 1 November and discussed no changes were agreed at this stage and Electoral Services will improve signage at current proposed station.	Agreed - current arrangements suitable however improvements to signage to be made on poll day.
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Llanishen	KA-KG		<b>No Change</b>	Elected Member (Gary Hunt)	The respondent stated all other polling stations and districts are fine.	Agreed - current arrangements suitable for remaining polling stations in Llanishen.
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Rhiwbina	LA	Church of Jesus Christ Of, Latter Day Saints, Main Foyer Entrance	<b>No Change</b>	Ben Maizey Organiser of Church of Jesus Christ of, Latter Day Saints	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
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Butetown	LD	Church of Jesus Christ Of, Latter Day Saints, Main Foyer Entrance	<b>No Change</b>	Ben Maizey Organiser of Church of Jesus Christ of, Latter Day Saints	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
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Page 408	NC	Butetown Pavilion, Dumballs Road	<b>No Change</b>	Local Resident	The respondent proposed the need for a station that's convenient to people living in south Butetown. No alternative polling stations were suggested.	Concerns considered, however no suitable alternative venue/s found in the vicinity. Current arrangements suitable.
				Elected Members (Helen Gunter, Saeed Ebrahim, Margaret Lewis)	Electoral Services met with Cllrs on 1 November and 16 November to discuss alternative venues. Following inspections on alternative sites no changes were agreed at this stage and Electoral Services will improve signage at the previous station, and include cones for parking at Butetown Pavilion.	

Grange town	OG	St Dyfrigs & St Samsons, Church Hall, Dinas Place	<b>No Change</b>	Julian Jordan Organiser of St Dyfrigs & St Samsons	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
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Grange town	OH	St Dyfrigs & St Samsons, Church Hall, Dinas Place	<b>No Change</b>	Julian Jordan Organiser of St Dyfrigs & St Samsons	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
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Llanrumney	PA	Llanrumney Phoenix Boxing Club, Shaw Close	<b>No Change</b>	Anthony Richards Organiser of Llanrumney Phoenix Boxing Club	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	PG	St Dyfrigs Church Hall, Countisbury Avenue	<b>No Change</b>	Local Resident	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	PH	St Dyfrigs Church Hall, Countisbury Avenue	<b>No Change</b>	Local Resident	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable

Page 409 Rumney	QA-QJ	<b>No Change</b>	Elected Member (Jackie Parry)	The respondent stated that they are content with the polling stations proposed.	Agreed - current arrangements suitable
			Elected Member (Bob Derbyshire)	The respondent stated they are confirming contentment with the current polling stations in Rumney.	Agreed - current arrangements suitable

Splott	RC	Oasis Cardiff, Splott Road (Burnaby Street Entrance)	<b>No Change</b>	Steve Gardiner Organiser of Oasis Cardiff	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
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Trowbridge	SA	Community Hall, St Mellons Hub, Brockhampton Road	<b>No Change</b>	Holly James (Cardiff Council Employee at St Mellons Hub)	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	SE	Community Hall, St Mellons Hub, Brockhampton Road	<b>No Change</b>	Holly James (Cardiff Council Employee at St Mellons Hub)	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable

Canton	UH	Church In The Avenue, Leckwith Gospel Hall	<b>Proposed Change</b>	Local Resident	The respondent stated this is an unsuitable polling place as a religious building. The respondent stated they would prefer a non religious building to cast their vote.	Concerns considered, however no suitable alternative venue/s found in the vicinity. Current arrangements suitable.

Ely	VF	Church of Resurrection Hall	<b>No Change</b>	Canon Jan Gould Organiser of Church of Resurrection	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
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Fairwater	WC	St Peters Community Hall, St Fagans Road	<b>No Change</b>	Rachel Payne Organiser of St Peters Community Hall	The respondent stated this is a suitable polling place and has been used for many years as a station.	Agreed - current arrangements suitable
	WD	St Peters Community Hall, St Fagans Road	<b>No Change</b>	Rachel Payne Organiser of St Peters Community Hall	The respondent stated this is a suitable polling place and has been used for many years as a station.	Agreed - current arrangements suitable

Radyr and Morganstown	YA	Radyr Guide Centre, Bryn Derwen	<b>No Change</b>	Elected Community Member (Allan Cook)	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
				Katherine Walker Organiser of Radyr Guide Centre	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable
	YC	Old Church Rooms, Park Road, Radyr	<b>No Change</b>	Local Resident	The respondent stated this is a suitable polling place.	Agreed - current arrangements suitable

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 411</p> <p>Radyr and Morganstown</p>	YA-YD	<b>No Change</b>	Elected Member (Helen Lloyd Jones)	The respondent stated to increase the number of polling places offered for YD due to the increase in electorate. Electoral Services advised they will monitor the electorate statistics as the current in person electorate for YD is under the current Electoral Commissions tolerance guidance.	Concerns considered and the electorate for Radyr and Morganstown will continue to be monitored for potential improvements.
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### Polling District and Places Review - 2023

Electoral Divison	Polling Districts	Address	Returning Officer Proposals
Adamsdown	AA	Tredegaville Primary School, Glossop Road, Adamsdown, Cardiff, CF24 0JT	No Change
	AB	Little Angels Flying Start Nursery, Corner of Constellation / Metal Street, Adamsdown, Cardiff CF24 0LZ	No Change
	AC	The Rubicon, Nora Street, Adamsdown, Cardiff, CF24 1ND	No Change
	AD,AE	The Rubicon, Nora Street, Adamsdown, Cardiff, CF24 1ND	No Change
Cathays	BA	Sbarc Spark, Maindy Road, Cathays, Cardiff CF24 4HQ	Change
	BB	Sbarc Spark, Maindy Road, Cathays, Cardiff CF24 4HQ	Change
	BC	Nazareth House, Colum Road, Cardiff, CF10 3UN	No Change
	BD	Highfields Church, Monthermer Road, Cathays, Cardiff, CF24 4QW	No Change
	BE	Cathays Methodist, Church Foyer, Crwys Road/Fanny Street, Cardiff, CF24 4NE	No Change
	BF	The Church Hall, At Junction of Rhymney, Terrace and Harriet Street, Cathays, Cardiff, CF24 4BX	No Change
	BG	The Foyer, Sherman Theatre, Senghenydd Road, Cathays, Cardiff, CF24 4YE	No Change
	BH	Central Library Hub, Meeting Room, Level 4, Mill Lane, Cardiff, CF10 1FL	No Change

Cyncoed	CA	Park End Church Hall, Rhydyppennau Crossroads, Cyncoed, Cardiff, CF23 6EG	No Change
	CB	The Cafe, The Promenade, Roath Park Lake, Cardiff, CF23 5PH	No Change
	CC	Cyncoed Methodist Church Centre, Cyncoed Road/, Westminster Crescent, Cardiff, CF23 6SE	No Change
	CD	Christ Church, Lake Road North, Cardiff CF23 5QN	No Change
	CE	The Discovery Inn, Celyn Avenue, Cardiff, CF23 6FH	No Change
	CF	Portacabin, at junction with Gwern Rhuddi Road, and Hampton Crescent East, Cyncoed, Cardiff, CF23 6PS	No Change
	CG	Cyncoed Methodist Church Centre, Cyncoed Road/, Westminster Crescent, Cardiff, CF23 6SE	No Change
	CH	The Discovery Inn, Celyn Avenue, Cardiff, CF23 6FH	No Change
Pentwyn	DA	Staff Room, Glyncoed Primary School, Glyncoed Road, Cardiff, CF23 7DW	No Change
	DB	Staff Room, Glyncoed Primary School, Glyncoed Road, Cardiff, CF23 7DW	No Change
	DC	Glenwood Church Centre, 131 Glenwood, Cardiff, CF23 6UW	No Change
	DD	Glenwood Church Centre, 131 Glenwood, Cardiff, CF23 6UW	No Change
	DE	Christchurch United Church, Wellwood, Llanedeyrn, Cardiff, CF23 9JQ	No Change
	DF	Reception Area, Ty Enfys Care Home, Marle Close, Pentwyn, Cardiff, CF23 7EP	No Change
	DG	Flying Start Activity Room 2, in the grounds of Bryn Celyn Primary School, Bryn Celyn, Pentwyn, Cardiff, CF23 7EH	No Change
	DH	St Philip Evans R C Church, Llanedeyrn Drive, Llanedeyrn, Cardiff, CF23 9UL	No Change
	DI	Christchurch United Church, Wellwood, Llanedeyrn, Cardiff, CF23 9JQ	No Change

Plasnewydd	EA	Tabernacle Cardiff, Pen-y-wain Road, Roath, Cardiff CF24 4GG	<b>Change</b>
	EB	Mackintosh Community Centre, Keppoch Street, Roath, Cardiff, CF24 3JW	<b>No Change</b>
	EC	YMCA Plas (Plasnewydd Community Hall), Shakespeare Street, Plasnewydd, Cardiff, CF24 3ES	<b>No Change</b>
	ED	22nd Scout Hall, Cottrell Road, Roath, Cardiff, CF24 3EY	<b>No Change</b>
	EE	Mackintosh Community Centre, Keppoch Street, Roath, Cardiff, CF24 3JW	<b>No Change</b>
	EF	22nd Scout Hall, Cottrell Road, Roath, Cardiff, CF24 3EY	<b>No Change</b>
	EG	Mackintosh Community Centre, Keppoch Street, Roath, Cardiff, CF24 3JW	<b>No Change</b>
Penylan	FA	Penylan Library & Community Centre, Penylan Road, Roath, Cardiff, CF23 5HW	<b>No Change</b>
	FB	Penylan Library & Community Centre, Penylan Road, Roath, Cardiff, CF23 5HW	<b>No Change</b>
	FC	Penylan Library & Community Centre, Penylan Road, Roath, Cardiff, CF23 5HW	<b>No Change</b>
	FD	Ysgol Gyfun Gymraeg Bro Edern (Staff Room), Llanedeyrn Road, Cardiff, CF23 9DT	<b>No Change</b>
	FE	The Foyer Albany Baptist Church, Albany Road, Roath, Cardiff, CF24 5NU	<b>No Change</b>
	FF	Howardian Primary School, Hammond Way, Cardiff, CF23 9NB	<b>No Change</b>
	FG	Roath Church House, Waterloo Road, Roath, Cardiff, CF23 5AD	<b>No Change</b>
	FH	Ysgol Gyfun Gymraeg Bro Edern (Staff Room), Llanedeyrn Road, Cardiff, CF23 9DT	<b>No Change</b>
	FI	St Edwards Church Hall, Westville Road/, Blenheim Road, Roath, Cardiff, CF23 5DE	<b>No Change</b>

Pontprennau and Old St Mellons	29A	Pontprennau Community Church Centre, Heol Pontprennau, Cardiff, CF23 8LL	No Change
	29B	Pontprennau Community Church Centre, Heol Pontprennau, Cardiff, CF23 8LL	Change
	29C,QK,SJ	Hall at rear of Caersalem Baptist Church, Caersalem Baptist Church, Eurwg Crescent, Old St Mellons, Cardiff, CF3 5UT	No Change
	29D	Portacabin in Car Park, Aldi Supermarket, Pentwyn Road/Dartington Drive, Cardiff, CF23 8SQ	No Change
Gabalfa	GA	Our Mynachdy Community, Radyr Place, Cardiff CF14 3HP	No Change
	GB	Social Centre, Talybont Residences, Bevan Place, Gabalfa, Cardiff, CF14 3UX	No Change
	GC	All Nations Centre, Sachville Avenue, Heath, Cardiff, CF14 3NY	No Change
	GD	Heath Evangelical Annexe, Llanishen Street, Cardiff, CF14 3QD	No Change
	GE	Heath Evangelical Annexe, Llanishen Street, Cardiff, CF14 3QD	No Change
Heath	HA	The Bethesda Hall, Tyn Y Parc Road, Heath, Cardiff, CF14 6BP	No Change
	HB	St Thomas`s Church Hall, Pantbach Road, Heath, Cardiff, CF14 1UE	No Change
	HC	St Andrews Methodist Church Hall, (Tower Entrance), Coronation Road/Caerphilly Road, Cardiff, CF14 4AE	No Change
	HD	The Pavilion, Llwynfedw Gardens, Heath, Cardiff, CF14 4NX	No Change
	HE	Scout Headquarters, St Agnes Road, Heath, Cardiff, CF14 4AP	No Change
	HF	Maes Y Coed Community Centre, 1 Jubilee Gardens, Cardiff, CF14 4PP	No Change
	HG	Heath Citizens Community Centre, Social Hall/Front Building, King George V Drive, Heath, Cardiff, CF14 4EP	No Change



Lisvane and Thornhill	IA	The Memorial Hall, Heol Y Delyn, Lisvane, Cardiff, CF14 0SQ	No Change
	IB	The Memorial Hall, Heol Y Delyn, Lisvane, Cardiff, CF14 0SQ	No Change
	IC	The Thornhill Church Centre, Excalibur Drive, Thornhill, Cardiff, CF14 9GA	No Change
	ID	The Thornhill Church Centre, Excalibur Drive, Thornhill, Cardiff, CF14 9GA	Change
	IE	The Thornhill Church Centre, Excalibur Drive, Thornhill, Cardiff, CF14 9GA	No Change
	IF	The Thornhill Church Centre, Excalibur Drive, Thornhill, Cardiff, CF14 9GA	Change
Llandaff North	JA	Llandaff North Community Centre, Hawthorn Road East, Llandaff North, Cardiff, CF14 2LR	No Change
	JB	Llandaff North Community Centre, Hawthorn Road East, Llandaff North, Cardiff, CF14 2LR	No Change
	JC	Llandaff North & Gabalfa Hub, Gabalfa Avenue, Llandaff North, Cardiff, CF14 2HU	Change
	JD	Emmanuel Baptist Church, Gabalfa Avenue, Gabalfa, Cardiff, CF14 2SH	No Change
	JE	Our Mynachdy Community, Radyr Place, Cardiff CF14 3HP	No Change

Llanishen	KA	Bethel Church & Community Centre, Bethel Place, Off Llangranog Road, Cardiff, CF14 5BL	No Change
	KB	Llanishen Hub, 11 Station Road, Llanishen, Cardiff, CF14 5LS	No Change
	KC	Portacabin In Car Park, Morrison Supermarket, Ty Glas Road, Llanishen, Cardiff, CF14 5EP	No Change
	KD	Community Suite, Llanishen Leisure Centre, Ty Glas Avenue, Llanishen, Cardiff, CF14 5EB	No Change
	KE	St Faiths Church Hall, Morris Avenue, Llanishen, Cardiff, CF14 5JX	No Change
	KF	The Parish Centre, Newborough Avenue, Llanishen, Cardiff, CF14 5DB	No Change
	KG	Llanishen Evangelical Church, Heol Merlin, Llanishen, Cardiff, CF14 5QD	No Change
Rhiwbina	LA	Church of Jesus Christ Of, Latter Day Saints, Main Foyer Entrance At, Junction of Heol Y Deri &, Heol Llanishen Fach, Cardiff, CF14 6UH	No Change
	LB	Portacabin In Car Park Of, Pantmawr Inn, Tyla Teg, Pantmawr, Cardiff, CF14 7TL	No Change
	LC	Rhiwbina Memorial Hall, (Lon Ucha Entrance), Rhiwbina, Cardiff, CF14 6HL	No Change
	LD	Church of Jesus Christ Of, Latter Day Saints, Main Foyer Entrance At, Junction of Heol Y Deri &, Heol Llanishen Fach, Cardiff, CF14 6UH	No Change
	LE	Canolfan Beulah, (Church Community Centre), Beulah Crossroads, Rhiwbina, Cardiff, CF14 6AX	No Change
	LF	Canolfan Beulah, (Church Community Centre), Beulah Crossroads, Rhiwbina, Cardiff, CF14 6AX	No Change
	LG	Bethany Baptist Church Hall, Heol Uchaf, Rhiwbina, Cardiff, Cardiff, CF14 6LF	No Change

Whitchurch and Tongwynlais	MA	The Communal Room, Oak House, Hollybush Estate, Whitchurch, Cardiff, CF14 7DW	No Change
	MB	The Lounge, Whitchurch Rugby Sports & Social Club, Samuels Crescent, Whitchurch, Cardiff, CF14 2TH	Change
	MC	The Communal Room, Oak House, Hollybush Estate, Whitchurch, Cardiff, CF14 7DW	No Change
	MD	The Church Hall, Kelston Road, Whitchurch, Cardiff, CF14 2AA	No Change
	ME	The Church Hall, Kelston Road, Whitchurch, Cardiff, CF14 2AA	No Change
	MF	St Mary's Church Hall, Church Road, Cardiff, CF14 2ED	No Change
	MH	Ararat Baptist Church, Church Hall, Plas Treoda, Whitchurch, Cardiff, CF14 1PT	No Change
	MI	Ararat Baptist Church, Church Hall, Plas Treoda, Whitchurch, Cardiff, CF14 1PT	No Change
	MJ	The Village Hall, Merthyr Road, Tongwynlais, Cardiff, CF15 7LF	No Change
	MK	Whitchurch Community Centre, Ty'n y Pwll Road, Whitchurch, Cardiff, CF14 1BU	No Change
	ML	The Lounge, Whitchurch Rugby Sports & Social Club, Samuels Crescent, Whitchurch, Cardiff, CF14 2TH	No Change
	Butetown	NA	Butetown Community Centre, Loudoun Square, Butetown, Cardiff, CF10 5UZ
NB		Canteen, Rear of County Hall, Atlantic Wharf, Cardiff, CF10 4UW	No Change
NC		Butetown Pavilion, Dumballs Road, Cardiff, CF10 5FE	No Change

Grangetown	OA	The Baptist Church Hall, Cornwall Street/, Rutland Street, Cardiff, CF11 6SR	No Change
	OB	Ninian Park Primary School, Virgil Street, Cardiff, CF11 8TF	No Change
	OC	The Baptist Church Hall, Cornwall Street/, Rutland Street, Cardiff, CF11 6SR	No Change
	OD	Bayden Scout Hall, Ferry Road, Grangetown, Cardiff, CF11 0XR	No Change
	OE	Grange Pavilion, Grange Gardens, Cardiff, CF11 7LJ	No Change
	OF	Channel View Centre, Jim Driscoll Way, Grangetown, Cardiff, CF11 7HB	No Change
	OG	St Dyfrigs & St Samsons, Church Hall, Dinas Place, Grangetown, Cardiff, CF11 6QG	No Change
	OH	St Dyfrigs & St Samsons, Church Hall, Dinas Place, Grangetown, Cardiff, CF11 6QG	No Change
	OI	Grange Pavilion, Grange Gardens, Cardiff, CF11 7LJ	Change

Llanrumney	PA	Llanrumney Phoenix Boxing Club, Shaw Close, Llanrumney, Cardiff, CF3 5NX	No Change
	PB	The Royal British Legion, Rumney Court/British Legion Drive, Cardiff, CF3 4BN	No Change
	PC	Llanrumney Phoenix Boxing Club, Shaw Close, Llanrumney, Cardiff, CF3 5NX	No Change
	PD	New Hope Community Church, Ball Road, Llanrumney, Cardiff, CF3 4BX	No Change
	PE	Llanrumney Hub, Creche Room, Countisbury Avenue, Llanrumney, Cardiff, CF3 5NQ	No Change
	PF	The Royal British Legion, Rumney Court/British Legion Drive, Cardiff, CF3 4BN	No Change
	PG	St Dyfrigs Church Hall, Countisbury Avenue, Llanrumney, Cardiff, CF3 5RN	No Change
	PH	St Dyfrigs Church Hall, Countisbury Avenue, Llanrumney, Cardiff, CF3 5RN	No Change
	PI	Siloam Baptist Church, Burnham Avenue, Llanrumney, Cardiff, CF3 5PD	No Change

Rumney	QA	St Augustine's Church Hall, Whitehall Parade, Rumney, Cardiff, CF3 3BA	No Change
	QB	St Augustine's Church Hall, Whitehall Parade, Rumney, Cardiff, CF3 3BA	No Change
	QC	Rumney Scouts Hall, off Trelawney Avenue/Barmouth Road, Rumney, Cardiff, CF3 3JQ	No Change
	QD	Rumney Partnership Hub, Llanstephan Road, Rumney, CF3 3JA	No Change
	QE, SF	Rumney War Memorial Hall, Wentloog Road, Rumney, Cardiff, CF3 3EA	No Change
	QF	Rumney Partnership Hub, Llanstephan Road, Rumney, CF3 3JA	No Change
	QG	Earlswood Social Club, 160-164 Greenway Road, Rumney, Cardiff, CF3 3PN	No Change
	QH	Earlswood Social Club, 160-164 Greenway Road, Rumney, Cardiff, CF3 3PN	No Change
	QI	The Bowls Pavilion, Rumney Hill Gardens, Rumney Hill, Cardiff, CF3 4BA	No Change
	QJ	St Augustine's Church Hall, Whitehall Parade, Rumney, Cardiff, CF3 3BA	No Change

Splott	RA	East Moors Youth Centre, Sanquhar Street, Splott, Cardiff CF24 2AD	No Change
	RB	The Old Library Sports & Community Centre, Bute Room, Singleton Road, Splott, Cardiff, CF24 2ET	No Change
	RC	Oasis Cardiff, Splott Road (Burnaby Street Entrance), Splott, Cardiff, CF24 2BW	No Change
	RD	Moorland STAR, Moorland Road, Splott, Cardiff, CF24 2LG	No Change
	RE	Star Hub, Muirton Road, Cardiff, CF24 2SJ	No Change
	RF	Belmont Baptist Church Hall, Tweedsmuir Road/Taymuir Road, Tremorfa, Cardiff, CF24 2RG	No Change
	RG	Tremorfa Community Centre, Tweedsmuir Road, Splott, Cardiff, CF24 2QZ	No Change
	RH	Tesco Superstore, (Inside Main Entrance), Pengam Green, Tremorfa, Cardiff, CF24 2HP	No Change
Trowbridge	SA	Community Hall, St Mellons Hub, Brockhampton Road, St Mellons, Cardiff, CF3 0EF	No Change
	SB	Trowbridge Community Centre, Caernarvon Way, Trowbridge, Cardiff, CF3 1RU	No Change
	SC	Trowbridge Community Centre, Caernarvon Way, Trowbridge, Cardiff, CF3 1RU	No Change
	SD	Community Hall, St Mellons Hub, Brockhampton Road, St Mellons, Cardiff, CF3 0EF	No Change
	SE	Community Hall, St Mellons Hub, Brockhampton Road, St Mellons, Cardiff, CF3 0EF	No Change
	SG	Beacon Centre, Harrison Drive, St Mellons, Cardiff, CF3 0PJ	No Change
	SH	Beacon Centre, Harrison Drive, St Mellons, Cardiff, CF3 0PJ	No Change
	SI	Community Hall, St Mellons Hub, Brockhampton Road, St Mellons, Cardiff, CF3 0EF	No Change

Pentyrch and St Fagans	27A	Gwaelod y Garth Village Hall, Main Road, Gwaelod y Garth, Cardiff, CF15 9HJ	No Change
	27B	Pentyrch Village Hall, Heol Y Bryn, Pentyrch, Cardiff, CF15 9PY	No Change
	27C	Creigiau Church Hall, Cardiff Road, Creigiau, Cardiff, CF15 9NL	No Change
	27D	St Fagans Village Hall (Main Hall), Crofft Y Genau Road, St Fagans, Cardiff, CF5 6DQ	No Change
	27E	Portacabin, Prince of Wales Drive, Opposite Its Junction With, Old Mill Drive, Cardiff, CF5 6HG	No Change
	27F	St Fagans Village Hall (Main Hall), Crofft Y Genau Road, St Fagans, Cardiff, CF5 6DQ	No Change
Caerau	TA	Portacabin, Between 18-28, The Sanctuary, Caerau, Cardiff, CF5 4RX	No Change
	TB	Ysgol Gymraeg Nant Caerau, Caerau Lane/Heol Y Gaer, Caerau, Cardiff, CF5 5QZ	No Change
	TC	Ysgol Gymraeg Nant Caerau, Caerau Lane/Heol Y Gaer, Caerau, Cardiff, CF5 5QZ	No Change
	TD	Western Leisure Centre, (The Community Room), Caerau Lane, Cardiff, CF5 5HJ	No Change
	TE	4th Glamorgan Homeguard Club, 10 Church Road, Cardiff, CF5 5LQ	Change
	TF	4th Glamorgan Homeguard Club, 10 Church Road, Cardiff, CF5 5LQ	Change
	TG	Ely & Caerau Community Hub, Treseder Way Entrance, Ely, Cardiff, CF5 5BQ	No Change
	TH	Llandaff & Ely RAFA Club, Riverside Terrace, Caerau, Cardiff, CF5 5AR	No Change



Canton	UA	Victoria Park Pavilion, Victoria Park, Canton, Cardiff, CF5 1EH	No Change
	UB	St Luke's Church Hall, (Lansdowne Road Entrance), 561 Cowbridge Road East, Cardiff, CF5 1BD	No Change
	UC	Canton Uniting Church, Theobald Road/, Cowbridge Road East, Cardiff, CF5 1LQ	No Change
	UD	Victoria Park Pavilion, Victoria Park, Canton, Cardiff, CF5 1EH	No Change
	UE	Llanover Hall, (Front Foyer), Romilly Road, Canton, Cardiff, CF5 1FH	No Change
	UF	Canton Uniting Church, Theobald Road/, Cowbridge Road East, Cardiff, CF5 1LQ	No Change
	UG	Church In The Avenue, Leckwith Gospel Hall, 2-4 Leckwith Avenue, Canton, Cardiff, CF11 8HQ	No Change
	UH	Church In The Avenue, Leckwith Gospel Hall, 2-4 Leckwith Avenue, Canton, Cardiff, CF11 8HQ	Change
Ely	VA	Bethel Presbyterian Church, Michaelston Road, Cardiff, CF5 4SX	No Change
	VB	Dusty Forge, 460 Cowbridge Road West, Cardiff, CF5 5BZ	No Change
	VC	The Salvation Army Hall, Aberthaw Road, Ely, Cardiff, CF5 4HB	No Change
	VD	Wanderers Rugby Club, Stirling Road, Ely, Cardiff, CF5 4SR	No Change
	VE	Ely Baptist Church Hall, Church on the Roundabout, Archer Road, Ely, Cardiff, CF5 4FN	No Change
	VF	Church of Resurrection Hall, Ty Coch Road, Ely, CF5 4HX	No Change
	VG	Ely Baptist Church Hall, Church on the Roundabout, Archer Road, Ely, Cardiff, CF5 4FN	No Change
	VH	Bowls Pavilion, Plymouthwood Road/, Mill Road, Ely, Cardiff, CF5 4DD	No Change
	VI	Church of Resurrection Hall, Ty Coch Road, Ely, CF5 4HX	No Change

Fairwater	WA	Fairwater Leisure Centre, Waterhall Road, Cardiff, CF5 3LL	No Change
	WB	Pentrebane Community Centre, Adjacent to Primary School, Lavendar Grove/Beechley Drive, Cardiff, CF5 3SG	No Change
	WC	St Peters Community Hall, St Fagans Road, Fairwater, Cardiff, CF5 3DW	No Change
	WD	St Peters Community Hall, St Fagans Road, Fairwater, Cardiff, CF5 3DW	No Change
	WE	Holy Family RC Church Hall, Carter Place/Keyston Rd, Cardiff, CF5 3QH	No Change
	WF	Fairwater Presbyterian, Church Schoolroom, St Fagans Road, (St Fagans Close Entrance), Cardiff, CF5 3AL	No Change
Llandaff	XA	St Johns Church Hall, Rachel Close, Danescourt, Cardiff, CF5 2SH	No Change
	XB	Ysgol Pencae, Highfields, Llandaff, Cardiff, CF5 2QA	No Change
	XC	Drawing Room, Insole Court, Fairwater Road, Llandaff, Cardiff, CF5 2LN	No Change
	XD	Drawing Room, Insole Court, Fairwater Road, Llandaff, Cardiff, CF5 2LN	No Change
	XE	Llandaff Parish Hall, High Street Car Park/Chapel Street, Llandaff, Cardiff, CF5 2EA	No Change
	XF	St Johns Church Hall, Rachel Close, Danescourt, Cardiff, CF5 2SH	No Change
Radyr and Morganstown	YA	Radyr Guide Centre, Bryn Derwen, Radyr, Cardiff, CF15 8SW	No Change
	YB	Morganstown Village Hall, Heol Syr Lewis, Morganstown, Cardiff, CF15 8LE	No Change
	YC	Old Church Rooms, Park Road, Radyr, Cardiff, CF15 8DF	No Change
	YD	Radyr Methodist Church Hall, Windsor Road, Radyr, Cardiff, CF15 8BP	No Change

Riverside	ZA	St Catherines Church Hall, Kings Road, Pontcanna, Cardiff, CF11 9DE	No Change
	ZB	Conway Road Methodist Church Hall, Romilly Crescent Entrance, Canton, Cardiff, CF11 9NT	No Change
	ZC	St Marys Church Hall, Talbot Street, Riverside, Cardiff, CF11 9BX	No Change
	ZD	Canton Library Hub, Library Street, Cardiff CF5 1QD	Change
	ZE	Bangladesh Centre, Machen Place, Cardiff, CF11 6EP	No Change
	ZF	St Marys Church Hall, Talbot Street, Riverside, Cardiff, CF11 9BX	No Change
	ZG	City Church, Lower Cathedral Road, Cardiff, CF11 9AD	No Change
	ZH	South Riverside Community, Development Centre, Brunel Street, Cardiff, CF11 6ES	No Change

### Local Boundary Changes

Electoral Divison	Polling Districts	Address	Change	Returning Officer Proposal Status
Whitchurch and Tongynlais	MG	Portacabin, Silverbirch Close, Whitchurch, CF14 1EL - Removal of MG Polling District	Coed Arian merge with MF Silver Birch Close merge with MI	Change
Fairwater	WB	Pentrebane Community Centre, Adjacent to Primary School, Lavendar Grove/Beechley Drive, Cardiff, CF5 3SG	Moving 63 properties from WA to WB	Change

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**COUNCIL:****30 November 2023**

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**REPORT OF THE HEAD OF DEMOCRATIC SERVICES**

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**REVISION OF ELECTED MEMBER LEARNING AND DEVELOPMENT STRATEGY (MANDATORY TRAINING)****Reason for this Report**

1. The purpose of this report is to seek approval for amendments to be made to the Elected Member Learning and Development Strategy relating to mandatory training to reflect the views of Council at its meeting on 29<sup>th</sup> June 2023 and recommendations made by the Democratic Services Committee at its meeting on 13<sup>th</sup> November 2023.
2. To note:
  - a. that a review of the Elected Member Learning and Development Strategy will be undertaken in 2024 and the revised strategy will be submitted to Council for approval.
  - b. The deadlines for the completion of the mandatory training following the Local Government Elections in 2022.

**Background**

3. The Local Government (Wales) Measure 2011, Part 1, Chapter 2, <https://www.legislation.gov.uk/mwa/2011/4/part/1/chapter/2> requires local authorities to appoint a Democratic Services Committee to oversee the Democratic Services functions of the Council, ensure that the work is adequately resourced and report to the full Council accordingly. The Democratic Services functions include Members' Services, Committee Services and Scrutiny Services, but not Cabinet Support Services.
4. Council approved the Elected Member Learning and Development Strategy 2019-2022 proposed by the Democratic Services Committee at its meeting on 28 March 2019. In preparation for the Local Government Elections in 2022, Council subsequently approved amendments to the strategy as recommended by the Democratic Services Committee on 25 November 2021.
5. At its meeting on 29 June 2023, Council considered a report which recommended an amendment to the Members' Code of Conduct to require councillors to undertake all training designated as mandatory to enable councillors to properly discharge their duties, within 6 months from the date on which the mandatory training is first made available unless:

- i. a Councillor can provide evidence of having attended equivalent and up to date training; or
- ii. that they have reasonable excuse for requiring an extension of time,

which, in either case, should be agreed in advance with the Head of Democratic Services). Council approved the amendments and necessary changes were made to the Members' Code of Conduct.

6. During the debate members expressed their concerns that any topics identified as mandatory training should be approved by full Council. The Monitoring Officer advised that a subsequent report would be submitted to Council to confirm the currently designated mandatory training and any future designation of training as mandatory would be subject to approval by Council.

## Issues

### Amendment and review of the Elected Member Learning and Development Strategy

7. At the Democratic Services Committee held on 13 November 2023 proposals to update the existing Elected Member Learning and Development Strategy to reflect the views of Council were considered. The Committee agreed that:

The existing Elected Member Learning and Development Strategy 2019-22 be amended as shown in red text in the revised Strategy at **Appendix A** with immediate effect, in particular,

- a. Roles and Responsibilities for Elected Member Learning and Development Full Council.

Approval of full Council will be sought for this Elected Member Learning and Development Strategy, including any substantive amendments or updates to it and the designation of member development topics recommended by the Democratic Services Committee as mandatory training.

- b. to confirm the mandatory training courses identified within the Member Induction Programme 2022, specifically:
  - What Councillors need to know including the Member's Code of Conduct
  - Information Governance and Data Protection
  - Safeguarding
  - Corporate Parenting
  - Supporting Equality in Cardiff's Diverse Communities,

8. In addition, the Democratic Services Committee agreed that a review of the Elected Member Learning and Development Strategy should be undertaken in 2024 and submitted to Council for approval.

### Outstanding Mandatory Training

9. Following Council's approval of the revised Members' Code of Conduct on 29<sup>th</sup> June 2023, Elected Members have been advised of any outstanding mandatory training

which must be completed by 29<sup>th</sup> December 2023. Any Elected Members who have not complied with the Members' Code of Conduct duty to complete mandatory training by this date will be referred to the Standards and Ethics Committee.

### **Financial Implications**

10. Any expenditure for the providing of Member Development activities will be met from the Member Development Budget.

### **Legal Implications**

11. Under the Local Government (Wales) Measure 2011, Part 1, the Democratic Services Committee is responsible for overseeing the democratic services functions of the Council, ensuring this work is adequately resourced, and reporting to full Council accordingly.
12. The Local Government (Wales) Measure 2011, section 7, requires local authorities to secure the provision of reasonable training and development opportunities for its members. In determining how to exercise its functions, the Council must have regard to the statutory guidance issued by the Welsh Ministers. Updated statutory guidance has been issued by the Welsh Government within Part 2, section 2.0 of the Statutory and Non-Statutory Guidance for Principal Councils in Wales – supporting provisions within the Local Government Act 2000, the Local Government (Wales) Measure 2011 and the Local Government and Elections (Wales) Act 2021, 'the Democracy Handbook', June 2023, which includes the following:

*2.14 It is recommended that the Democratic Services Committee (DSC) has overall responsibility for deciding what should be regarded as reasonable training and development opportunities as part of its function of providing support to members to carry out their functions. In addition to the list above the DSC may consider adding some policy areas for which training is considered essential, such as planning or licensing.*

### **RECOMMENDATION**

13. Council is recommended to:
  - a. Approve the recommendation of the Democratic Services Committee for the immediate revision of the Elected Member Learning and Development Strategy as shown at **Appendix A**, to include confirmation of the mandatory training courses as set out in paragraph 7b of this report.
  - b. To note:
    - 1) that a review of the Elected Member Learning and Development Strategy will be undertaken in 2024 and the revised strategy will be submitted to Council for approval.
    - 2) The deadline of 29<sup>th</sup> December 2023 for Members to complete all mandatory training following the Local Government Elections in 2022.

**GARY JONES**  
**HEAD of DEMOCRATIC SERVICES**

## **24 November 2023**

### Appendix A - Elected Member Learning & Development Strategy 2019-22 (Revised)

#### Background Papers:

- [Elected Member Learning and Development Strategy](#) report to Council dated 28 March 2019.
- [Elected Member Learning and Development](#) report to Council dated 25 November 2021
- [Amendment of the Members' Code of Conduct - Attendance at Mandatory Training](#) report to Council dated 29 June 2023.
- [Member Development Programme Update](#) report to Democratic Services Committee dated 13 November 2023.



Elected Member

# Learning & Development Strategy

2019-2022



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

WORKING FOR CARDIFF,  
WORKING TOGETHER





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## Foreword

The role of a Councillor can be complex and challenging and is getting more so. The responsibilities and duties placed upon us by the Welsh Government, the Council, through the provision of its services and Councillor duties, and the communities we represent, grow and change with each election. Councillors are expected to carry out many roles ranging from community leader to taking on additional responsibilities within the council structure. Councillors have to balance the needs and interests of their community, their political party or group, and the council as a whole as well as, of course, their personal, family and employment commitments.

Constantly changing priorities, needs and legislation require difficult decisions for which Councillors need to be well informed. The provision of services, as well as the search for new and collaborative ways of working, for both front line and back-office operations, can, in many cases, require difficult choices and a need for more information. Just as challenging can be the task of explaining these decisions, and dealing with the impact of these choices in our own communities. For many Councillors, this is something they may not have had to do before and might involve dealing with residents who are opposed to the outcome.

It is essential that the Council meets the needs of Councillors and provides excellent development opportunities to assist them in serving the citizens of this city. In fact, the Local Government (Wales) Measure 2011 directs Councils to place more emphasis on Member Development. The Democratic Services Committee will be working to ensure that Cardiff offers all its Councillors the best personal development opportunities to enable them to gain the knowledge and learning they may need, to properly serve the city and its citizens. The council also recognises that looking after the Wellbeing of Councillors is equally important and seeks to set the standard of excellence in both these areas.

The council sees the needs of Councillors in Cardiff as of paramount importance. This Elected Member Learning and Development Strategy sets out what are seen as the development priorities for the induction of newly Elected Members as well as the identification of each Councillors ongoing development, learning and wellbeing needs. As Councillors knowledge and experience grows, sometimes over many electoral cycles, the opportunities for them to undertake wider roles increases, bringing greater responsibilities and pressures. These new roles and responsibilities may require further learning and development. This strategy is intended to assist in equipping all members with the necessary skills, knowledge and help to meet the challenges that they may face during their term of office.

Councillor Michael Jones-Pritchard  
Chair of Democratic Services Committee

## **Expectations of the Elected Member Learning and Development Strategy**

Elected Members are an integral part of setting the strategic aims and objectives of the Council. They also ensure that these objectives are met and that high-quality cost-effective services are delivered to the residents of Cardiff.

This Council is working to support the development of all of its Elected Members and to ensure that they are able meet the demands of their roles. Cardiff Council is committed to ensuring that:

- There is a planned and structured approach to Elected Member Learning and Development.
- Elected Members have access to appropriate means to assist them to acquire relevant knowledge and develop the skills necessary for their roles.
- Learning and development, wherever possible, is linked to the roles of Elected Members.
- Access to learning and development activities is equitable.
- Elected Members are encouraged to identify their own development needs and participate fully in learning and development activities.
- Elected Member learning and development activity is adequately resourced within available budgets.
- The Member Development Programme will be produced and updated on a regular basis, to support the Council's strategic plans, the roles and functions of Elected Members and key challenges affecting the Council's priorities.

## Roles and Responsibilities for Elected Member Learning and Development

### Full Council.

Approval of full Council will be sought for this Elected Member Learning and Development Strategy, including any substantive amendments or updates to it and the designation of member development topics recommended by the Democratic Services Committee as mandatory training.

### Democratic Services Committee

The Democratic Services Committee will provide direction to the Head of Democratic Services when reviewing the development and support requirements of Elected Members. This will include identifying learning and development priorities and the adequacy of the Member Development budget.

To assist in the prioritisation of learning opportunities, the Democratic Services Committee has developed the following matrix to reflect the:

- requirement to undertake a learning activity
- likely knowledge and experience of some Elected Members
- importance and relevance of the learning activity.

Requirement	Newly Elected Members	Experienced Members	Committee Members	Executive Members / Chairpersons/ Group Spokesperson
Legislative/Constitutional	Mandatory	Mandatory	Mandatory	Mandatory
Auditors, Inspectors & Regulators, Corporate Policy	Recommended	Recommended	Recommended	Recommended
Committee Specific	Beneficial	Useful	Recommended	Useful
Service Area/provision	Beneficial	Beneficial	Beneficial	Beneficial
Personal	Beneficial	Useful	Useful	Beneficial
Regional/National	Beneficial	Useful	Useful	Beneficial

This matrix will be applied by the Head of Democratic Services who will then assess if topics should be delivered to all Elected Members or targeted for specific groups of Elected Members i.e., all scrutiny members or all of the Corporate Parenting Advisory Committee etc. The Head of Democratic Services will liaise with the Chairperson of the Democratic Services Committee regarding the categorisation and delivery of development topics as necessary.

The Democratic Services Committee will also consider any benefits which could be achieved by providing a tiered level of development. This would enable one level for those elected members with existing skills, knowledge or abilities and for a more detailed introduction for those members who are new to the topic.

## **Mandatory Member Development**

As part of the Elected Member Induction Programme 2022 the following topics have been identified as “Mandatory Training”:

- What Councillors need to know including the Member’s Code of Conduct
- Information Governance and Data Protection
- Safeguarding
- Corporate Parenting
- Supporting Equality in Cardiff’s Diverse Communities

The Council has agreed that any further topics recommended by the Democratic Services Committee as “Mandatory Training” are to be submitted to Council for approval.

A duty to attend all mandatory training is incorporated within the Members’ Code of Conduct, paragraph 8(c).

A failure to undertake any training designated by the Council as mandatory within 6 months from the date on which the mandatory training is first made available shall be a breach of the Members’ Code of Conduct, unless:

- (i) a Member can provide evidence of having attended equivalent and up to date training; or
- (ii) a Member has a reasonable excuse for requiring an extension of time,

which, in either case, should be agreed in advance with the Head of Democratic Services.

### **The Head of Democratic Services**

The role of the Head of Democratic Services is to:

- produce and monitor the Member Development Programme,
- collate any identified learning and development needs, and
- inform and plan the on-going Member Development Programme,
- Identify opportunities which support the wellbeing of Elected Members and enhance their personal resilience.

### **Political Leaders (supported by Party/Group Whips)**

The responsibility of political leaders (Party/Groups Whips) is to:

- endorse the aims and intentions of the Elected Member Learning and Development Strategy.
- Promote participation in the Member Development Programme to enhance the knowledge and skills of individual members.
- Encourage group members to attend relevant training, in particular, any training designated as mandatory.
- Raise awareness of the support mechanisms available to improve the wellbeing and personal resilience of all of their Party/Group Members.
- Encourage all of their Party/Group Members to achieve their potential.



## Directorates and Departments

Directorates and Departments are responsible for identifying and delivering service specific learning and development in co-ordination with the Head of Democratic Services and the Democratic Services Committee

## Individual Members

Individual Members are responsible for:

- identifying their own development needs.
- seeking opportunities to improve their effectiveness and increase their potential.
- attending arranged learning and development activities.
- sharing their knowledge and skills with their peers.
- reviewing their learning and development activities.
- applying the knowledge and skills developed through the activities.
- **undertaking all training designated by the Council as mandatory 'in line with their duties under the Members' Code of Conduct, paragraph 8(c)**

## Co-ordination

The day-to-day co-ordination of learning and development activities will be the responsibility of the Head of Democratic Services and the Democratic Services Team in liaison with representatives from the Council as necessary.

## A Phased Approach

A systematic induction programme will be provided for all newly Elected Members. The initial induction and subsequent Member Development Programme will be delivered as part of a phased approach as shown in **Figure 1**.

Details of each phase of the strategy are as follows:

### Phase 1 – Administration

To establish the newly Elected Members within the Council and will include:

- Fulfilling their statutory requirements regarding their Acceptance of Office and completing their Declaration of Personal Interests,
- Creation of ICT accounts and provision of ICT equipment.
- Authority for the use of personal information to set up remuneration payments, web pages and enable officers to carry out other necessary administrative functions.
- A briefing of the facilities available to Elected Members within the Authority
- The taking of official photographs for use on the Cardiff Council website and ID cards

### Expected outcomes.

The following are the expected outcomes from this phase:

- All Acceptances of Office completed.
- Elected Member induction administration completed.
- Cardiff Undertaking signed by all Elected Members

### Phase 2 – The Essentials

To provide Elected Members with sufficient knowledge to prepare them to undertake their initial role in the support of Council business. This phase may include briefings on the following topics from key officers:

### **The Chief Executive:**

- Overview of the Council its services and structures

### **Corporate Directors/Directors:**

- An overview of the Directorate Policy and Service Provision – policy context, challenges and achievements

### **The Monitoring Officer:**

- Introduction to Local Government
- Constitution and decision making
- Members Code of Conduct

### **Head of Democratic Services**

- Roles of and appointment to committees
- Introduction to role descriptions
- The electronic meeting systems used at Council and Committee meetings.

### **Expected outcomes**

The following are the expected outcomes from this phase:

- a. All Members have a basic knowledge of the Council, its structure and role.
- b. Code of Conduct completed by all Elected Members
- c. Elected Members are able to effectively undertake their governance and decision-making role at Council meetings.

### **Phase 3 – The Core Functions**

To provide Elected Members with the knowledge and skills to enable them to undertake their core functions as Elected Members. It is intended to provide a sound basis for decision making which is required by councillors to carry out their role effectively.

- Ward and Casework (including the Member Enquiry System)
- Personal Resilience
- Corporate Parenting
- Safeguarding
- Equalities and Diversity
- Decision Making for Cabinet Members
- Developing effective decision making for those appointed to the following:
  - Audit Committee
  - Constitution Committee
  - Corporate Parenting Advisory Committee
  - Council Appeals Committee
  - Democratic Services Committee
  - Employment Conditions Committee
  - Local Authority Governor Panel
  - Pensions Committee
  - Standards & Ethics Committee
  - Licensing Committee
  - Planning Committee
  - Public Protection Committee
  - Overview and Scrutiny Committees
- Representing constituents at meetings ie Licensing and Planning Committees

- Chairing Skills
- Questioning Skills
- Using social media and Handling online Abuse
- Managing difficult discussions

### **Expected outcomes.**

The following are the expected outcomes from this phase:

- a. Elected Members understand the roles to which they have been appointed.
- b. Elected Members are more able to carry their role in their wards and for the city.
- c. Elected Members are aware of their responsibilities when representing the Authority.

### **Phase 4 – Identifying the Needs of Individual Councillors**

With the possibility of a large number of new Elected Members after an election, it will be necessary to undertake a Personal Review process<sup>1</sup> as soon as possible. Learning, support and development needs will be identified at a number of levels which may include:

#### Personal Resilience and Wellbeing

All Elected Members will be informed of the personal support available to develop their personal resilience and ensure that their wellbeing is maintained throughout their time in office.

#### As an individual:

All Elected Members and in particular those who have been newly elected will have an opportunity to discuss their learning and development needs:

- with a suitable mentor<sup>1</sup> as part of their induction.
- as part of a peer review process where learning and development requirements can be identified.

#### Role Specific:

- Role descriptions will be used as an aid to identify development needs particularly during a review process.
- Members whose roles change will be supported to review their learning and development needs.
- The identification of learning and development needs at political group level be achieved in consultation with the Head of Democratic Services and through the feedback from the Democratic Services Committee.

#### Corporate and Constitutional:

Member Development will be linked to corporate and constitutional priorities by the Head of Democratic Services in liaison with the Chief Officers, Heads of Service and the Democratic Services Committee.

#### Regional and National Initiatives:

Requests are often received from regional bodies or national organisations to provide development opportunities on key issues. These events will be integrated into the

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<sup>1</sup> See Enhancing the current arrangements for Elected Member Learning and Development Version 2.0

Member Development Programme by the Head of Democratic Services but may be in addition to the usual learning and development activities.

### **Expected outcomes.**

The following are the expected outcomes from this phase.

- a. Elected Members have been offered a Member Mentor to assist in their development.
- b. Elected Members regularly identify their support and development needs.

### **Phase 5 – Individual & Continuing Development**

To provide Elected Members with knowledge and skills related to:

- leading their community,
- developing those individual and specialist requirements identified within the personal review process,
- learning and development identified by the Democratic Services Committee.
- working with external partners.

### **Regional and National Development Opportunities**

Opportunities may arise for regional development activities to be undertaken. This may include topics of common interest on a regional or national basis. These events may reduce costs and enhance outcomes due to the diversity of knowledge and experience of attendees, whilst also providing an opportunity for cross-council communication and collaboration.

### **The Leadership Programme**

As part of the Academi Wales, the Welsh Government and the Welsh Local Government Association (WLGA) work in partnership with the Local Government Association (LGA) to deliver a Leadership Programme for Elected Members.

The Leadership Programme is a place where Elected Members, can explore the latest thinking in political leadership, and equip themselves with the knowledge and skills needed to meet the challenges that they face as councillors.

Initially authorities are offered 2 places. However, if every council does not take up its entitlement any unfilled places are made available for Authorities who have identified reserves. Attendance is capped at 3 – 4 councillors per authority per programme to ensure that confidentiality in action learning sets is maintained and that the benefits of having representatives from a variety of Councils are not diminished.

Elected Members can request via their political group to attend the Leadership Programme as long as they have sufficient experience to actively participate. A process for the allocation of available spaces to the Leadership Programme for the current term of office has been agreed by political groups as follows:

<b>Year</b>	<b>Places</b>	<b>Allocation</b>
2022-23	2	Labour x 2
2023-24	2	Labour x1 Conservative x 1

Year	Places	Allocation
2024-25	2	Labour x 1 Liberal Democrat x 1
2025-26	2	Labour x 2
2026-27	2	Labour x 1 Plaid/Green or Propel x 1

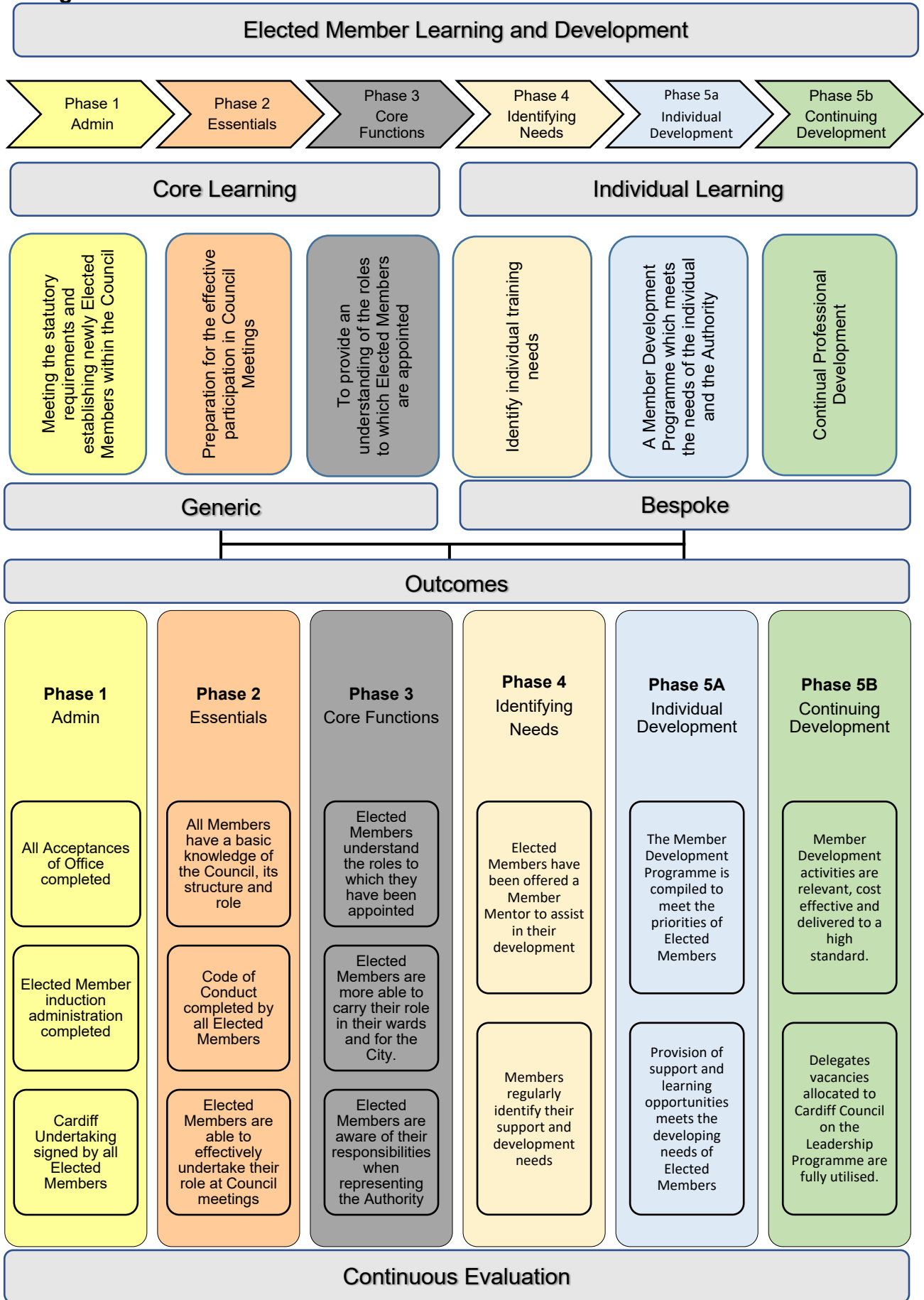
Should there be sufficient interest a bespoke Leadership Programme could be provided by the WLGA specifically for Cardiff councillors. It should be acknowledged that this option does have financial implications and does not provide the networking opportunities with other Local Authority Members which is regarded as a beneficial element of the Leadership programme.

### **Expected outcomes.**

The following are the expected outcomes from this phase.

- a. The Member Development Programme is compiled to meet the priorities of Elected Members.
- b. Provision of support and learning opportunities meets the developing needs of Elected Members.
- c. Member Development activities are relevant, cost effective and delivered to a high standard.
- d. Delegate vacancies allocated to Cardiff Council on the Leadership Programme are fully utilised.

**Figure 1**



## **Member Development Activity Survey**

Elected Members will be surveyed within the first 12 months following the Local Government Elections to help inform the number of topics, frequency and timings of development events that will be held. The survey will identify the most appropriate time to provide learning and development events to maximise participation. This survey will be repeated at the mid-point of a term of office or when requested to do so by the Democratic Services Committee.

## **Prioritisation of Member Development activities**

All requests to provide learning and development opportunities for Elected Members should include the following key information to assist when prioritising the delivery of Member Development activities:

- The subject of the learning activity.
- A brief outline description of the subject.
- The requirement/justification to undertake this learning, i.e., is there a statutory requirement, is it part of an on-going initiative?
- Who forms the target audience, i.e. All Members, Scrutiny Members etc.?
- What are the expected/desired learning outcome/objectives?
- Which officers/organisations will be delivering/facilitating this event?
- What is the anticipated duration of the session?
- What type of training activity is suggested i.e., 1 hour presentation with questions, 30-minute briefing, 2 hour interactive workshop etc.?
- How will this activity be evaluated to show that the anticipated benefits have been achieved?

The Head of Democratic Services will assess all requests and recommend to the Democratic Services Committee how these requests should be prioritised, categorised and if necessary tiered for inclusion in the Member Development Programme. **Any designation of training as mandatory will be set out within this Strategy and is subject to the approval of full Council.**

## **Methods of learning and development**

A flexible approach to the delivery of learning and development opportunities will be adopted to meet the identified needs of individuals and groups.

### **Face-To-Face Activities**

A variety of methods may be used to deliver these opportunities which could include seminars, workshops, E-Learning and briefing sessions. Where appropriate, shared Member and officer development activities will be encouraged.

### **E-Learning**

The Cardiff Academy Website is an online portal where suitable development opportunities are provided for Officers and Elected members.

Greater use of the E-Learning facilities will be incorporated into the Member Development Programme and this will enable:

- Essential E-Learning modules to be identified by the Democratic Services Committee and included as part of an Elected Member Induction. Elected

Members will be expected to be complete the identified induction E-Learning modules.

- Key topics to be identified for inclusion in the Member Development programme and categorised by the Democratic Services Committee accordingly. Elected Members may be requested to complete the specific E-Learning modules by a particular date. A subsequent report will be provided by Cardiff Academy to confirm that the E-Learning modules have been completed as requested by the Democratic Services Committee.
- Those returning councillors or those who have previously attended face to face training on topics such as Corporate Parenting will be able to undertake the e-learning module rather than attending an annual repeat of any face-to-face refresher sessions.
- Elected Members to undertake other E-Learning activities for their own development which will be shown on their training records.

Assistance can be provided by the Democratic Services Team to enable Elected Members to engage with these learning activities and ensure that development records are maintained.

### **WLGA Workbooks**

The WLGA have designed a series of Elected Members workbooks which can be used as an introduction or a refresher for key knowledge. They cover a broad range of generic skills as well as specific issues and service and or policy areas and their impact at ward level. The workbooks currently available are:

- The Effective 'Ward' Councillor
- Handling Casework
- Influencing Skills
- Facilitation and Conflict Resolution
- Stress Management and Personal Resilience
- Safeguarding Adults
- Child Sexual Exploitation
- Scrutiny of Finance
- Corporate Parenting
- Health and Safety in the Council
- Making Sustainable Decisions
- Presentations from regional training sessions for Elected Members on their responsibilities towards Gypsies and Travelers

### **Member Development Programme**

It will be the responsibility of the Head of Democratic Services to prepare the Member Development Programme in line with the priorities determined by the Democratic Services Committee. This will be a rolling programme that will confirm the Member Development activities for the following three months with topics for the subsequent 3 months being identified but not confirmed. This will allow the programme to be flexible and adapt to the changing needs and priorities of Elected Members and the Council.



If time dependant learning opportunities arise and there is no meeting of the Democratic Services Committee planned before the delivery of the event the Chairperson of the Democratic Services Committee in liaison with the Head of Democratic Services will update the Member Development Programme as necessary.

### **Access to learning and development opportunities.**

All Elected Members will have equal access and opportunity to:

- information relating to learning and development opportunities.
- participate in learning and development opportunities, taking into account the needs of their roles and responsibilities and their personal learning needs.
- benefit from learning and development activities, regardless of ability, race, colour, national ethnic or social origin, gender, sexuality, sexual orientation, religion, age, disability, political or other personal beliefs.

### **Attendance at Member Development Activities**

The Member Development Programme will be approved by the Democratic Services Committee and included in the Member Information and Diary of Meetings email circulated by Democratic Services.

Electronic invitations for Member Development activities will be placed in individual Elected Members electronic calendars. Elected Members will be requested to respond electronically if they are unable to attend the activity. It is vital that these responses are accurate as the facilitators of the events are provided with the anticipated attendance numbers to tailor their delivery of the session. The attendance of Elected Members at these Member Development Activities will be displayed on the Elected Members profile page on the Cardiff Council website.

At each session the attendance will be recorded and passed to Democratic Services. A summary of attendance at training events will be compiled and circulated to Group Whips on a regular basis to promote and encourage attendance of their members.

Group Leaders will be provided with training attendance records for the members of their groups for the purposes of their biannual report to the Standards & Ethics Committee, which will include specific reference to attendance figures for all mandatory training and any steps being taken to address any non-attendance.

### **Learning and development records**

Democratic Services will collate and record information relating to Elected Member learning and development including attendance and the evaluation of activities which have been completed. The evaluation will also enable Elected Members to identify and record any additional learning needs which arise from a completed learning activity.

### **Resources**

Elected Member learning and development, will be resourced from the allocated Member Development budget. Reasonable allocation will be made as part of the annual budget round and applied with regard to the corporate needs of the Authority. The Democratic Services Committee will monitor appropriate spend on the budget.

In house training will be provided by Directorates if the topic relates to their service areas. The costs for this type of event will be met from Directorate budgets and not from the Member Development budget.

The Democratic Services Team will be responsible for the co-ordination and support for Elected Members attending relevant conferences and events within its allocated resources. The Team will also coordinate the reimbursement of travel and out of county subsistence allowances.

### **Evaluation**

It is the responsibility of the Head of Democratic Services to ensure that the evaluation of learning and development activities is carried out.

### **Evaluation of Individual Activities**

All training providers will be required to incorporate an evaluation of the event into their learning session and Elected Members will be asked to complete a learning and development evaluation form. Elected Members are recommended to compile learning logs to support any self-assessment or review of their development requirements.

Evaluation forms will be analysed, and the feedback collated into a report which will be presented to the Democratic Services Committee on a regular basis. This will enable the Democratic Services Committee to evaluate the effectiveness of the Member Development Programme and ensure that the identified outcomes are achieved.

### **Evaluation of Facilitators**

To ensure that any learning and development activity provided to Elected Members is delivered to the highest standards and that the aims and objectives of the event are met, it is intended that an internal subject matter expert or the Head of Democratic Services attend each learning event and evaluate the provider/facilitator. This will be essential for events delivered by external providers to ensure that value for money has been achieved and that an effective learning opportunity has been provided and achieves the planned outcomes.

### **Review of the Elected Member Learning and Development Strategy**

To ensure that the Elected Member Learning and Development Strategy remains an effective tool for Elected Members increase their knowledge. It will be necessary to plan a review the strategy. It is anticipated that the strategy will be reviewed (to be determined), at the request of the Democratic Services Committee and in response to relevant changes to legislation or to the Authority.

### **Enhancing the current arrangements for Elected Member Learning and Development**

The following topics are planned to be developed during the duration of this strategy:

#### **Role Descriptions**

The WLGA provides a suite of generic role descriptions which are being reviewed with the intention of adapting them to better reflect the roles that Elected Members undertake in Cardiff.

Role descriptions set out the responsibilities and functions of the role of an Elected Member. The person specifications describe the qualities and skills desirable to fulfil the role and can help when considering personal development.

Where Elected Members undertake more than one role it is anticipated that role descriptions would be combined. For example: Overview and Scrutiny committee chairs would be expected to undertake the role of Elected Member, Overview and Scrutiny Member Overview and Scrutiny Chair.

### **Mentoring:**

The formal mentoring of Elected Members by experienced Members is strongly recommended and it is planned to be offered to all newly Elected Members. This will enable the mentee to develop the skills, knowledge, understanding and behaviours required for the Elected Member role. This is not a prescriptive or directive relationship but one which allows the mentee to find their own way, guided by the mentor.

Guidance for Member Mentors has been developed by the Welsh Local Government Association (WLGA). It is anticipated that experienced Elected Members identified by Political Groups will participate in a workshop facilitated by the WLGA to those undertaking a mentoring role. This will provide the appropriate level of support for newly elected to rapidly develop the necessary skills to become an effective Elected Member.

Returning Members who do not require mentoring will be provided with the opportunity to discuss their development needs as part of the Personal Review process. This process is to be developed but it is anticipated that it will enable Senior Elected Member Peers to be able to assist other Elected Members to identify their learning needs.

### **Personal Review Process**

The key requirements of a Personal Review process are identified in the Local Government (Wales) Measure 2011:

- A local authority must make available to each member of the authority an annual review of the member's training and development needs.
- The review must include an opportunity "to discuss" with a person who is, in the opinion of the authority, suitably qualified to provide advice regarding the training and development needs of a member of a local authority.

Establishment and effective use of the Personal Review process will enable this Authority to meet its requirement in accordance with the Measure and secure the provision of reasonable learning and development opportunities for its Elected Members.

The use of learning logs to record any development activities that have been attended will provide an opportunity to reflect on the event at a later date. These will also assist in the production of an Annual Report and support Personal Review discussions.

### **Potential Candidate Briefings**

In order to promote local democracy and the understanding of the role of a councillor briefing for potential candidates will be held prior to Local Government elections. This event will inform those members of the public planning to stand for election of the:

- The criteria to stand for election,
- election process

- roles and responsibilities they will be expected to undertake as a councillor.
- skills, knowledge and commitment necessary to become an effective councillor.
- structure and remit of the Council

### **Learning and Development Support for Community Councils**

With the introduction of a Community Councils Charter opportunities to identify appropriate common learning and development activities will be investigated although Community Councils may be asked to contribute to the cost.



# Standards and Ethics Committee Annual Report 2022/23

**Cardiff Council**



# The Ten General Principles of Public Life

<p><b>Selflessness</b> – members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.</p>	<p><b>Personal judgement</b> – members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.</p>
<p><b>Honesty and integrity</b> – members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly, and should on all occasions avoid the appearance of such behaviour.</p>	<p><b>Respect for others</b> – members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority’s statutory officers and its other employees.</p>
<p><b>Objectivity</b> – members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefit.</p>	<p><b>Duty to uphold the law</b> – members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.</p>
<p><b>Accountability</b> – members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office.</p>	<p><b>Stewardship</b> – members should do whatever they are able to do to ensure that their authorities use their resources prudently, and in accordance with the law.</p>
<p><b>Openness</b> – members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.</p>	<p><b>Leadership</b> – members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.</p>
<p><b><i>“Nolan Committee on Standards in Public Life”</i></b></p>	

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# Chair's Foreword

This is the first statutory annual report, being presented under the Local Government and Elections (Wales) Act 2021, since the Committee presented its first annual report to Council over 20 years ago. A few changes have been made to the structure and contents of the report to reflect the new statutory requirements.

In particular, we have included a new section dealing with the new statutory duties of Group Leaders to promote and maintain high standards of conduct by their Group members and set out the arrangements which have been put in place by the Committee, in consultation with Group Leaders, to fulfil the new duties. I must thank all Group Leaders for engaging with the Committee so positively and constructively to introduce the new reporting arrangements and for all their efforts to promote and maintain high standards of conduct within the Council.

This report covers the first year of the new Council elected in May 2022. The reporting period has changed to the financial year, rather than the municipal year as in previous reports, although it includes updates on key issues, where we considered it appropriate to do so. We are delighted to report that all 79 Cardiff Councillors have now completed the mandatory training on the Code of Conduct, which was delivered as a key component of the Member Induction Programme. The Committee believes that relevant training is essential for Members to be able to discharge their roles properly and, with the support of Group Leaders, has been pleased to follow this through by introducing a new duty to attend mandatory training within the Members' Code of Conduct. We think the acceptance of this new duty evidences the commitment of all Cardiff Councillors to ensure they are equipped to serve their communities to the best of their abilities.

We are pleased to report that standards of conduct during 2022/23 have remained generally high. The number of complaints recorded this year (7) shows a significant reduction from last year (20), although we noted that several of the complaints reported last year involved the same Members and related incidents. None of the 7 complaints reported this year resulted in a finding of a breach of the Code, which is good news indeed. We continue to encourage anyone with concerns about the conduct of an elected Member to raise their concerns with their group leader, group whip, the Monitoring Officer, Community Council clerk (if appropriate), or if they are a member of the public and wish to lodge a formal complaint, with the Public Services Ombudsman for Wales, so that their concerns can be properly addressed.

I must thank my fellow Committee members, who have all contributed diligently to the work of the Committee. We are also grateful to the former Monitoring Officer, Davina Fiore, who supported the Committee so effectively during her time at Cardiff Council. We welcome the new Interim Monitoring Officer, Debbie Marles, and look forward to working with her.

As the Council continues to face unprecedented budget pressures and all the associated challenges, we urge Members to remember the importance of high standards of conduct to maintain public trust and confidence in local democracy.

**Jason Bartlett**  
**Chair of Standards and Ethics Committee**



# The Role of the Standards and Ethics Committee

**The Committee operates within a statutory framework and the following terms of reference:**

- (a) To monitor and scrutinise the ethical standards of the Authority, its Members, employees and any associated providers of the Authority's services, and to report to the Council on any matters of concern.
- (b) To advise the Council on the content of its Ethical Code and to update the Code as appropriate.
- (c) To advise the Council on the effective implementation of the Code including such matters as the training of Members and employees on the Code's application.
- (d) To consider and determine the outcome of complaints that Councillors and Co-opted Members have acted in breach of the Code in accordance with procedures agreed by the Standards Committee, including the imposition of any penalties available to the Committee.
- (e) To oversee and monitor the Council's whistleblowing procedures and to consider ethical issues arising from complaints under the procedure and other complaints.
- (f) To grant or refuse requests for dispensations in respect of Members' interests under the Members Code of Conduct in accordance with the relevant statutory provisions.
- (g) To undertake those functions in relation to community councils situated in the area of the Council and members of those community councils which are required by law.
- (h) To recommend to Council and the Cabinet any additional guidance on issues of probity.
- (i) To hear and determine any complaints of misconduct by Members or a report of the Monitoring Officer, whether on reference from the Ombudsman or otherwise.
- (j) To recommend the provision to the Monitoring Officer of such resources as he/she may require for the performance of his/her duties.
- (k) To monitor compliance by political group leaders with their duties in relation to Member conduct (under section 52A(1) of the Local Government Act 2000), and to advise, train or arrange training for political group leaders in relation to those duties.

All Members of the Committee will be required to undertake relevant training to enable them to properly discharge their duties.

## **The Committee has identified its major role as being to:**

- Promote and maintain high standards of conduct by County Councillors, Community Councillors and Co-opted Members.
- Provide support, advice and training for County Councillors and Community Councillors on conduct and personal interests.
- Monitor the operation of the Code of Conduct and the governance of the Council.
- Hear and determine any complaints referred by the Public Services Ombudsman for Wales.
- Provide advice and guidance on the whistleblowing procedure, constitutional, protocols and ethical issues.

The Committee operates on the clear understanding that Elected Members that sit on the Committee are independent of political allegiance and that all discussions and decisions are taken with ethical principles at the forefront. The Committee is mindful that not all political groups are represented on the Committee and welcomes attendance by all Members at its meetings and is happy to receive contributions from those groups not so represented. The Committee wishes to do all it can to support Elected Members and Co-Opted Members in their role.

# The Committee's Work in 2022/23

## MEMBERS EXIT SURVEY

The Committee gave detailed consideration to the outcomes from the Members Exit Survey carried out at the end of the 2022 local government terms, to enable lessons to be learned about the experiences of Councillors in relation to standards of conduct and behaviour. The 2022 survey outcomes were compared with the 2017 Exit Survey outcomes and it was noted that the number of reports of incidents of experienced and witnessed unacceptable behaviours remained broadly consistent with the numbers reported the 2016-17 Exit Survey. The Committee was pleased to note that the majority of those who reported unacceptable behaviours experienced confirmed that they were happy with how it was dealt with, and the Committee was mindful that behaviour considered to be unacceptable may not necessarily constitute a breach of the Code of Conduct, particularly, in view of the enhanced protection afforded to the right to freedom of political expression under human rights law.

Although the Committee noted that female Members were still more likely to report experiencing unacceptable behaviour compared to their male counterparts, it was encouraging to note that the proportion of female Councillors as well as the differential between female and male Councillors had reduced. Similarly, the number of Councillors reporting discrimination, both female and male, had reduced from 2017.

The Committee agreed that a repeat survey should be carried out to identify whether the 2022 Member Induction had been successfully assimilated by Councillors elected in 2022 and check for any improvements in behaviours; and to revise the section dealing with unacceptable behaviours to include definitions of key terms, such as 'bullying', 'harassment' and 'discrimination' and to encourage Members to provide as much information about any incident or multiple incidents and types of behaviours, as possible.

It was noted that a mid-term survey is to be carried out in early 2024 and then a further Exit Survey towards the end of 2026.

## COMMITTEE MEMBERSHIP

The Committee appointed a new Community Council representative to fill the vacancy which arose following the May 2022 local government elections. Nominations were invited from all 6 community councils in Cardiff, and One Voice Wales was consulted, as required under the Standards Committees (Wales) Regulations 2001. The Committee set up an Appointments Panel to select and interview suitable candidates and make a recommendation to full Council. The Committee decided to also recommend a substitute Community Council representative to be appointed to deal with any misconduct complaints in which the community council member may have a conflict of interests (for example, if a complaint were to involve a community councillor from their own council).

After shortlisting and interviewing suitable candidates, the Appointments Panel recommended the appointment of Community Councillor Julia Charles of Radyr and Morganstown Community Council as the Community Council representative on the

Committee; and Community Councillor Mike Jones-Pritchard of Tongwynlais Community Council, as substitute Community Council representative. The new Community Council representative appointments were approved by full Council in September 2022.

There were also changes to the elected Members serving on the Committee following the May 2022 local government elections – please see Committee membership details at the end of this report; and, following the public appointments process carried out at the end of 2021, the Committee welcomed a new Independent member, Rashpal Singh, who joined the Committee in June 2022.

## **WELSH GOVERNMENT STATUTORY GUIDANCE**

The Committee considered the draft Welsh Government statutory guidance on standards of conduct issued in February 2022 and approved a consultation response. The draft guidance covered the new statutory duties on political group leaders and the Committee’s associated monitoring duties (which are addressed in the separate section on Group Leaders’ Duties below). The guidance also covered the new statutory requirements for standards committees to make an annual report to Council, which has been considered and taken into account in the preparation of this annual report.

The Committee also considered the separate Welsh Government consultation on statutory guidance relating to democracy in principal councils (‘the Democracy Handbook’). Whilst most of the Democracy Handbook falls outside the remit of the Standards and Ethics Committee, the Committee considered the consultation question about the publication of Members’ home addresses within their Register of Interests. The Committee was content, on the basis of the statutory guidance issued by the Public Services Ombudsman for Wales on the Members’ Code of Conduct, to support the view of the Welsh Government that there is no requirement for Members’ full home addresses to be included within their Register of Interests and that a description referring to a street name or postcode would suffice. The guidance issued by the Council on the Register of Interests confirms this and the Committee agreed to respond to the Welsh Government consultation accordingly.

## **MEMBERS USE OF COUNCIL IT FOR REMOTE / HYBRID GROUP MEETINGS**

The Committee considered a request from party group whips to allow the use of the Council’s IT equipment to facilitate remote / hybrid group meetings. Whilst the law does not permit Council resources to be used for purely political purposes, the Committee noted that the Ombudsman’s statutory guidance on the Code of Conduct states that the Council may authorise Members to use Council resources and facilities for political purposes in connection with the authority’s business, such as holding political group meetings. On the basis that Members’ discussions at their political group meetings relate predominantly to Council business, and in recognition of the fact that facilitating remote attendance is consistent with the Council’s general approach to its formal decision making meetings (as set out in its Multi-Location Meetings Policy), the Committee agreed that the requested use should be permitted.

On the advice of the Council's Head of Democratic Services, the Committee agreed a draft protocol should be developed to clearly set out appropriate conditions and limitations. The Committee also agreed to recommend the amendment of the Members' Code of Conduct to expressly permit the use of Council resources for political group meetings held for the purpose of discussing Council business, in accordance with the approved protocol.

On the recommendations of this Committee, the draft Protocol for the Use of Council Hybrid Meetings IT Equipment for Political Group Meetings and the corresponding amendment of the Members' Code of Conduct were subsequently approved by full Council in November 2022.

## **CARDIFF UNDERTAKING**

The Committee has reviewed the purpose and status of the Cardiff Undertaking, in light of the fact that there are no prescribed mechanisms for enforcing it and that two Members have declined to give the Undertaking. The Committee noted that the commitments given in the Undertaking are similar to the statutory duties imposed in the Members' Code of Conduct and that, by law, Members are required to give an undertaking to comply with the Code of Conduct within their statutory declaration of acceptance of office. The Committee agreed to seek the views of Group Leaders on the value of retaining the Cardiff Undertaking before making any recommendation to full Council in this regard.

During discussion with Group Leaders, the majority view was that the Cardiff Undertaking provides a useful opportunity for Members to publicly reaffirm their commitment to high standards of conduct; and that an additional commitment, over and above the statutory duties imposed under the Code of Conduct, was to be welcomed. On this basis, it was agreed that the Undertaking should be retained, subject to a minor amendment to reflect the fact that Councillors may also have legal duties to other bodies, for example, to outside bodies to which they may be appointed by the Council; and that the Undertaking should be reviewed to ensure it remains up to date and fit for purpose.

On the recommendations of the Committee, the minor amendment to the Undertaking was subsequently approved by full Council and all Councillors were invited to publicly affirm their commitment to the revised Undertaking at the Annual Meeting in May 2023.

## **NATIONAL STANDARDS COMMITTEE FORUM**

The Committee considered proposals in relation to the establishment of a National Standards Committee Forum, in response to one of the recommendations of the Independent Review of the Ethical Standards Framework (published in October 2021). The Committee noted that the Forum, to be comprised of the Chair from each standards committee in Wales, is intended to encourage consistency of approach and the adoption of best practice across Wales. The Committee was supportive of the establishment of the Forum and was content to agree the draft terms of reference for the Forum, which had been prepared collaboratively by the Monitoring Officers' Group and the Welsh Local Government Association (WLGA). The Chair of the

Committee has since attended Forum meetings and reported back to the Committee for information.

## **MEMBERS BRIEFING**

The Committee has resolved to issue periodic Member Briefings to update Members on the work of the Committee and provide advice and guidance on topical issues. Following the May 2022 elections, the April 2022 Briefing was re-issued to all newly elected Councillors. In October 2022 the Committee considered and agreed the content of its next Member Briefing, issued in early 2023 and cover changes to the Committee's membership, to remind Members of the Social Media Codes as social media continues to be a common feature in complaints, to note the new statutory duties of Group Leaders in relation to standards of conduct, to provide an update on the number of Member conduct complaint, and to remind Members of the rules requiring registration of gifts and hospitality. Community Councillors were reminded that they were welcome to attend any of the Committee's meetings. All Members were invited to contact the Chair if they wished to provide any feedback on the Briefing or required any further information about the work of the Committee.

## **MEMBERS' GIFTS AND HOSPITALITY REGISTER**

Under the Members' Code of Conduct, Members are required to register the receipt of any gifts and hospitality which exceeds the threshold value set by their authority, which in Cardiff is £25. The Committee has carried out its annual review of the Members' Hospitality Registers covering the period from 1st January 2022 to 31st December 2022. The Committee was content that there were no concerns regarding the receipt of the gifts and hospitality recorded in the register. However, it was noted that a number of register entries recorded the approximate value of the gift / hospitality as 'unknown', and several of these related to tickets to public events where ticket prices would be available on websites. The Committee agreed that an estimated value should be included for all registrations made and agreed minor amendments to the Council's Guidance and the Member Registration Form to reiterate this.

The Committee also noted that one of the recommendations from the Independent Review of the Ethical Standards Framework in Wales was that the Code of Conduct should specify a threshold for registration to provide consistency across Wales; and a suggestion had been put forward by another Standards Committee that authorities should consider voluntarily aligning their thresholds to avoid the need for legislation. Informal enquiries made through the Monitoring Officers in Wales Group have indicated that the proposed harmonization of thresholds is broadly supported, in principle, by other Welsh authorities, provided a specific threshold value is agreed by all. The Committee noted that the most common threshold value adopted by authorities across Wales is £25, as adopted by Cardiff Council. However, some authorities have lower limits, including a few authorities which require all gifts and hospitality to be registered, irrespective of value, and one authority which had adopted a higher limit for gifts only.

The Committee considered that the £25 threshold was reasonable as it would capture most items at that level. They were content, in principle, to co-ordinate with other authorities, but noted that costs in the capital city may be higher than elsewhere in Wales and so a lower threshold may not be appropriate for Cardiff Council. On this

basis, the Committee was keen to ensure that any standardised threshold should be a matter of local choice by individual authorities, if considered appropriate.

## **SENIOR OFFICERS' PERSONAL INTERESTS**

The Committee completed its annual review of Senior Officers' personal interests declarations for 2022. The purpose of the review was to satisfy the Committee that Senior Officers' personal interests are being appropriately managed and that there are no ethical issues arising. The report to Committee was presented by the Governance Solicitor, as the Monitoring Officer is one of the Council's Senior Officers and therefore has a personal interest in this matter. As the declarations include the personal information of Senior Officers, the review was conducted on a confidential and exempt basis. However, the Committee noted that a register of Senior Officers' outside business interests is published on the Council's website in the interests of transparency and accountability.

Having carefully reviewed all declarations made, the Committee was pleased to note that there were no concerns arising in this regard.

## **WHISTLEBLOWING REPORTS**

The Committee received its regular annual report setting out the number of whistleblowing reports made during 2021/22 (three during the financial year), and considered a confidential note of the nature of the concerns raised and outcomes in relation to each case. This information was considered alongside comparative data on the number of whistleblowing reports recorded by other Welsh local authorities, which had been shared on a confidential basis. The Committee was content that Council's whistleblowing arrangements were operating satisfactorily and that there were no ethical concerns arising from the cases reported.

The Committee also noted that the Whistleblowing Policy was due to be reviewed, but had been delayed due to resource constraints. Accordingly, the review of the Policy, to be accompanied by a training and communications plan, has been rescheduled for 2023/24.

## **OMBUDSMAN'S ANNUAL LETTER, ANNUAL REPORT AND CASEBOOK 2022/23**

The Committee received and considered various documents issued by the Public Services Ombudsman for Wales, specifically, the consultation on the PSOW's Strategic Plan 2023-26, updated Code of Conduct guidance and procedures and the Equality and Human Rights Casebook 2022/23.

The Committee noted that the updated Code of Conduct guidance for Members of principal authorities included reference to the new statutory duties on political group leaders and standards committees, which was agreed to be helpful; and the changes to the PSOW's complaints notification process (detailed under the Complaints section below). The updated Code of Conduct guidance has been circulated to all Cardiff Councillors.

## **OBSERVATION OF MEETINGS**

Independent members of the Committee and the Community Council representative have continued to observe meetings of Full Council and its Committees, as well as Community Council meetings and record their observations using the Committee's standard template form. Observations have been shared with the Chair / Clerk of the relevant meeting and discussed at Standards and Ethics Committee meetings to inform the Committee's work and understand the work of the Council and Community Councils.

The Committee has been pleased to observe that standards of Member conduct and management of the Council, Planning Committee and Community Council meetings attended were all generally good. In one instance, when inappropriate criticism of a senior officer was observed during a Council meeting, the Committee was pleased to note that the Lord Mayor, as Chair of Council and the Leader of the Council had responded appropriately and this had been followed up with the leader of the relevant political group, the Member concerned and the Chief Executive, and the Member had apologised. In another instance, the Committee noted that technical issues had occurred during a full Council meeting, which required the remote part of the meeting to be restarted and a delay with the re-activation of the webcast. The Committee was content to note that the webcast was back online as quickly as possible and upgrades had been made to the system to prevent a recurrence of the problem. A query was also raised in relation to circulation of exempt documents during the Council meeting, which was subsequently clarified to the satisfaction of the Committee.

Committee members are encouraged to continue attending different Council and Committee meetings for observation and feedback to the Committee.

## **COMMUNITY COUNCILS**

The Committee has continued to engage with Community Councils to promote and maintain high standards of conduct within those Councils and build good working relationships with them. Members of the Committee have attended Community Council meetings to familiarise themselves with the work of Community Councils and raise the profile of the Standards and Ethics Committee.

The Monitoring Officer has continued to hold regular meetings with the Community Council Clerks to discuss and provide support and advice to Clerks in relation to Member conduct issues and good governance.

## **TRAINING**

The former Chair of the Committee introduced herself and welcomed Members during the introductory session of the Member Induction in May 2022 and the Monitoring Officer's staff were available to assist Members with their Register of Interests. Mandatory training on the Members' Code of Conduct, Ethical Standards and Interests, which included an overview of Group Leaders' new Member conduct duties, was included within the Member Induction Programme, along with a comprehensive programme of other relevant training.



During the year, the Committee discussed mandatory training and what action could be taken to compel Members' attendance. The Committee noted that the new statutory duties of Group Leaders would require them to take steps to address any non-attendance at mandatory training by Members of their group; and agreed that the Chair of the Standards and Ethics Committee would write to any individual Councillors who had not attended the mandatory Code of Conduct training. The Committee also considered incorporating a requirement to attend mandatory training within the Members' Code of Conduct, as a permitted local variation to the statutory model Code. It was agreed that this issue would be discussed with Group Leaders to seek their views. [With the agreement of the group leaders and on the recommendation of this Committee, the Council has since (in June 2023) amended its Members' Code of Conduct to incorporate a duty to attend within 6 months all training designated by Council as mandatory, unless certain specified exemptions apply.]

By the end of the year, the Committee was pleased to note that, following a number of repeat training sessions on the Code of Conduct delivered by the Monitoring Officer both in person and remotely, with individual sessions offered when necessary, all Cardiff Councillors had completed the mandatory Code of Conduct training.

## Taking Action on Complaints

The Standards and Ethics Committee receives quarterly reports from the Monitoring Officer in respect of complaints made about Members' conduct. The Committee monitors the number of complaints and any themes or patterns emerging (but only considers specific details of individual cases if a complaint is formally referred to the Committee by the Monitoring Officer or the Ombudsman.)

During the period from 1st April 2022 to 31st March 2023, the Monitoring Officer was notified of a total of 7 complaints made against Members alleging breach of the Code of Conduct. The table below shows an analysis of the complaints reported on a quarterly basis.

	<b>Q1 Apr, May, Jun 2022</b>	<b>Q2 Jul, Aug, Sept 2022</b>	<b>Q3 Oct, Nov, Dec 2022</b>	<b>Q4 Jan, Feb, Mar 2023</b>	<b>TOTAL</b>
<b>Member on Member</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public on Member</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>7</b>
<b>Officer on Member</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community Councillors</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>7</b>

## Change in the Ombudsman's Notification Procedures

During the year, the Committee was notified that the Ombudsman's office had changed its notification procedures; and would in future only notify all parties of a complaint after the Ombudsman's decision had been made on whether the matter would be investigated. The Ombudsman indicated that the new notification approach had several advantages:

*'It reduces pressure on the Monitoring Officers who are often contacted by members as soon as a complaint is made about them (seeking advice and support), it also reduces the concern for Members who were previously worrying about a complaint (some even went so far as to engage legal support), which may never be taken further than assessment, and it has reduced the number of counter complaints, which would also not meet the test for investigation. The process is also more in keeping with the legislation which requires that the Monitoring Officer be provided with a reason for decision.'*

The Committee noted, in relation to complaints notified by the Ombudsman, that the Monitoring Officer could only report to Committee once those complaints had been notified to her and that such complaints may relate to incidents and complaints submitted several months or even years previously, which would make it difficult to make meaningful comparisons in relation to the number of complaints. The Committee agreed, for its future reports, to receive a breakdown of the number of complaints notified by the Ombudsman, alongside the number reported directly to the Monitoring Officer for informal resolution.

The Committee was pleased to note that the number of complaints received during 2022/23 (7 in total) was lower than the three previous years (20 in 2021/22, 13 complaints in 2020/21; and nine complaints in 2019/20). An outline of the complaints submitted during each quarter of the year 2022/23 is set out below.

### Quarter 1 of 2022/23

During Quarter 1 of 2022/23, covering the period running from 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2022, a total of 2 complaints alleging a breach of the Members' Code of Conduct were reported to the Monitoring Officer:

- (i) A member of the public complained that a Member had continued to hold advice surgeries during the pre-election period. The complaint was submitted to the Ombudsman who decided not to investigate the matter, because there was no evidence of a breach of the Code of Conduct. The Ombudsman confirmed that *'During the pre-election period, Councillors standing for election can arrange to speak to constituents as long as their activities are not funded nor arranged by the Council.'*
- (ii) A member of the public complained that a Member had, during the election campaign, removed mail from their letterbox. The Ombudsman decided not to investigate the complaint, indicating that concerns related to the election and the campaigning period are primarily a matter for the Electoral Commission and or the Police; and

that he did not consider the Code of Conduct to be engaged in this case.

### Quarter 2 of 2022/23

During Quarter 2 of 2022/23, covering the period running from 1<sup>st</sup> July 2022 to 30<sup>th</sup> September 2022, a total of 2 complaints alleging a breach of the Members' Code of Conduct were reported to the Monitoring Officer:

- (i) A member of the public complained about a social media comment made by a Member, which was considered to be inflammatory and insulting. The Monitoring Officer resolved this complaint informally by raising this with the Member, who then deleted the offending comment.
- (ii) A member of the public complained that a Member had made malicious attacks on their name and integrity, specifically in relation to (i) alleged events which took place in 2017; and (ii) social media comments made during the election period in 2022. The Ombudsman decided not to investigate the complaint. In relation to the events alleged to have taken place in 2017, the Ombudsman found that, in view of the length of time which had elapsed since then, it was not in the public interest to investigate this aspect of the complaint. In relation to the social media comments made during the election period, the Ombudsman noted that *'It is not the purpose of the Code of Conduct to inhibit free speech and the robust expression of political differences. Councillors have a wide freedom of expression both in a personal and professional capacity.. [meaning that they] can say things which may be shocking or offensive to some people.'*

### Quarter 3 of 2022/23

During Quarter 3 of 2022/23, covering the period running from 1<sup>st</sup> October 2022 to 31<sup>st</sup> December 2022, a total of 2 complaints alleging a breach of the Members' Code of Conduct were notified to the Monitoring Officer:

- (a) A member of the public submitted a complaint to the Ombudsman in September 2020 alleging that their local Councillor had failed to respond to correspondence and to support them with their concerns. The Ombudsman's decision confirmed that the Ombudsman had decided not to investigate the complaint, because the matters alleged did not constitute a breach of the Code. The decision letter explained the Ombudsman's view that: *'It is a matter for the Member to determine which causes to support and they are elected to make those decisions. Whether the Member has acted for the benefit of the community is something which will be determined at the ballot box at the next election. It is not the Ombudsman's role to interfere with the will of the electorate and Cllr X is the person elected by the constituency to represent it.'*
- (b) Another member of the public complained that their local Councillor had failed to support them with their concerns, lied to residents at a public meeting held in September 2022, was unfit to perform their duties as

Member and had used a religious slur and made other comments, which were considered to be unacceptable behaviour for an elected Member. The Ombudsman decided not to investigate, because the alleged failure to support the constituent's concerns could not constitute a breach of the Code, as the complaint related either to the decisions of the Council as a whole and or to political matters on which the Councillor was entitled to form their own views. The Ombudsman further decided that, whilst the remaining parts of the complaint may amount to a breach of the Code, an investigation would not be in the public interest, because the comments were not 'sufficiently offensive, intimidating or insulting to amount to bullying behaviour', nor 'so inflammatory, violent or shocking that they could amount to a breach of the Code'. However, the Ombudsman did not condone the comments made and indicated that the Councillor would be reminded of their duty to always show respect and consideration for others.

### Quarter 4 of 2022/23

During Quarter 4 of 2022/23, covering the period running from 1<sup>st</sup> January 2023 to 31<sup>st</sup> March 2023, a total of 1 complaint alleging a breach of the Members' Code of Conduct was notified to the Monitoring Officer by the Ombudsman:

A member of the public had complained to the Ombudsman that a Member had treated him poorly, told the complainant that they did not care about the difficulties he had experienced, bragged about how long they had been a member of the Council and failed to respond to correspondence. The Ombudsman decided there was insufficient evidence to suggest a breach of the Code of Conduct, so the complaint would not be investigated. The Ombudsman's decision stated that: *'Failing to respond to correspondence could be considered rude but it is unlikely to amount to a breach of the Code of Conduct. If the Complainant remains unhappy with the service they have received from their elected member, it is open to them to choose a different candidate for election going forward.'*

## **OUTCOMES**

Of the 7 complaints reported to the Monitoring Officer during 2022/23, 1 was resolved informally by the Monitoring Officer under the Local Resolution Protocol.

Six complaints were considered by the Ombudsman, who decided not to investigate any of the complaints on the basis that there was insufficient evidence of a breach of the Code to warrant an investigation in 5 of the cases; and that an investigation would not be in the public interest in 2 of the cases.

## **LOCAL RESOLUTION**

The Committee is pleased to report that the Local Resolution Protocol adopted by Cardiff Council appears to be working well. A significant proportion of complaints are resolved by the Monitoring Officer through discussion with the Members concerned, and complainants are often satisfied with an apology or other action, such as deletion of a

comment on social media. The Committee believes that local resolution provides a helpful process for resolving relatively 'low-level' behavioural complaints made by Members about other Members, in a timely and proportionate way.

However, the Committee reviewed the provision made under the Protocol for those complaints which cannot be resolved informally, which may then be referred to the Hearings Panel. The Committee noted the significant resource involved in arranging a hearing by the Hearing Panel, in terms of obtaining all relevant evidence from the parties; preparation of reports and administrative arrangements for the hearing; Members, officers' and witnesses' time in attending and administering the hearing; and arrangements for preparing and issuing the decision of the Panel. It was observed that the amount of work involved in arranging a hearing may sometimes be seen as disproportionate to the seriousness of the complaint, particularly when the conduct complained about may not meet the threshold for the Panel to find a breach of the Code.

Having carefully considered this matter, the Committee recommended that the Local Resolution Protocol and Procedure should be amended to provide that the Monitoring Officer shall not refer a complaint to the Hearings Panel *unless s/he is satisfied that there is direct evidence of a breach of the Code and that it is in the public interest to do so*, with the proviso that any decision to not refer an unresolved complaint to the Hearings Panel must be made with the agreement of the Chair of the Standards and Ethics Committee (or the Vice-Chair in the absence of the Chair). Full Council accepted this recommendation and in March 2023, the Local Resolution Protocol and Procedure was amended accordingly.

No complaints were referred to the Hearings Panel in 2022/23 under the Local Resolution Protocol.

The Committee encourages Community Councils to adopt their own local resolution protocols, using the model developed by One Voice Wales in consultation with the Ombudsman.

## **REFERRALS FROM THE OMBUDSMAN / ADJUDICATION PANEL FOR WALES**

During 2022/23, no referrals were made to the Standards and Ethics Committee for determination by either the Public Services Ombudsman for Wales or the Adjudication Panel for Wales.

# Group Leaders' New Statutory Duties

The Committee received several reports to consider the new statutory duties imposed (under the Local Government and Elections (Wales) Act 2021) on group leaders, with effect from May 2022, promote and maintain high standards of conduct by Members within their groups.

At the start of the year, the Committee considered the Welsh Government consultation on the then draft statutory guidance on standards of conduct, which included guidance on group leaders' new statutory duties and the corresponding duties on Standards Committees to support and monitor group leaders' compliance. The Committee agreed that the draft statutory guidance was helpful for understanding the scope of the new duties and how they may be fulfilled, and endorsed the consultation response submitted by the Monitoring Officer. A draft proforma for group leaders' reports to the Standards and Ethics Committee was agreed, for discussion with group leaders. The Committee was pleased to note that training on group leaders' new statutory duties was included within the Code of Conduct training delivered by the Monitoring Officer as part of the Member Induction Programme 2022 and that further training needs would be discussed with group leaders.

In October 2022, the Committee met with the group leaders and whips and discussed the new statutory duties and the proforma report which group leaders would be asked to complete and submit to the Committee biannually. It was noted that the proforma report had been developed in line with the draft statutory guidance and revised to reflect comments made by members of the Committee, and informed by work undertaken by colleagues in another local authority, which had been shared within the Welsh Monitoring Officers group. Group leaders confirmed their agreement with the proposed proforma and agreed to report to the Committee in May 2023.

The Committee duly received reports from the leaders of each of the three political groups represented on the Council, which included a summary of specific complaints raised with the leaders (on an anonymised basis) and action taken to resolve them, as well as confirmation of the general steps taken by each leader in order to promote and maintain high standards of conduct by Members of their group and to co-operate with the Standards and Ethics Committee in the discharge of its functions. The reports included figures provided by Democratic Services officers on group members' attendance at mandatory training and leaders' comments on these figure, as encouraging group members to attend relevant training and development is recognised (within the draft statutory guidance and the proforma group leaders' report) as one step group leaders should take to promote high standards of conduct.

## Committee's Assessment of Group Leaders' Compliance

Following careful consideration of the group leaders' reports for 2022/23 and prior discussions held throughout the course of the year, the Committee was satisfied that all group leaders had engaged positively and constructively to take steps to comply with their new statutory duties and the new reporting arrangements. The Committee wishes to thank group leaders for all their efforts to promote and maintain high standards of conduct within Cardiff Council.

# Future Priorities




The Committee regularly reviews its work programme and the following areas have been scheduled for consideration in 2023/24:

- **Code of Conduct Complaints** - To continue to receive quarterly reports on complaints made against Cardiff Members alleging a breach of the Code of Conduct.
- **Whistleblowing Policy** - To review the Council's Whistleblowing Policy and its implementation; and to receive information on reports made under the Policy and consider any ethical issues arising.
- **Training** - to oversee the provision of training and advice for group leaders on their new statutory duties in relation to Member conduct.
- **Monitoring compliance with Group Leaders' statutory duties in relation to Member conduct** - to receive and consider reports from political group leaders about steps taken to discharge their new statutory duties in accordance with the agreed reporting arrangements.
- **South East Wales Corporate Joint Committee** – as the duly appointed standards sub-committee for the Corporate Joint Committee, to consider any work required to fulfil its statutory functions.
- **Members' Use of Council IT for Political Group meetings** - to review the operation of the approved Protocol and consider any amendments required or issues arising.
- **Observation of Council and Committee Meetings** – to continue to observe proceedings at Council, Committee and Community Council meetings to give feedback on observations and inform the Committee's work priorities.
- **Member Briefings** To continue to publish Member Briefings on the work of the Committee, underlining the importance of Member conduct and behaviour.
- **Gifts and Hospitality** - To continue to monitor the registers of gifts and hospitality received by Members.
- **Senior Officers' Personal Interests** – to continue to monitor senior officers' personal interests declarations.
- **Cardiff Undertaking** – to review the Undertaking, to ensure it remains fit for purpose.

The Committee recognises the challenging budget position of the Council and the limited resources available for the work of the Committee, and notes that the Committee's work will be progressed as resources permit.

# Committee Membership 2022/23

## INDEPENDENT MEMBERS

 <p><b>Jason Bartlett (Chair)</b></p>	<p>Jason Bartlett worked within the private sector running a number of businesses over a twenty five year period. He studied at the University of Glamorgan completing a post graduate course in Leadership and Management from the ILM (Institute of Leadership and Management). He has been a Magistrate in Cardiff since 2003, serves as a Chair for Social Care Wales on Fitness to Practice and was also appointed as an independent person to the Devon and Somerset Fire and Rescue Authority. He also served on the CHC (Community Health Council ) for Cardiff and Vale. Other voluntary work included many years as a lay member for the Royal College of Anaesthetists as well as Chair for his local PACT meetings. Jason was appointed as an Independent Member of the Standards and Ethics Committee in November 2019 and was elected as Chair from June 2022.</p>
 <p><b>Hollie Edwards-Davies (Former Chair)</b></p>	<p>Hollie Edwards-Davies was brought up in Rhyl, North Wales and has lived in Riverside, Cardiff for 12 years. She studied for a LLB honours degree in Law with Legal Studies in Europe at the University of Reading, including a year in Germany at <i>Universität Trier</i>. She subsequently completed a degree in Applied Accounting by distance learning with Oxford Brookes University and continued her studies to become a member of the Association of Chartered Certified Accountants (ACCA) in 2010. Hollie served as Chair of the ACCA South Wales Members Network Panel between 2013 and 2015, and is still an active member of the network. Following a variety of roles in the private sector and some voluntary work, Hollie worked at the Welsh Government for ten years and departed in 2015 to pursue a career change. She joined the Standards and Ethics Committee in July 2014; stepped down in November 2017 and resumed her position in June 2018 following maternity absence. Hollie was elected as Vice-Chair in September 2019 and became Chair from 1st November 2021 until the end of her second term of office in June 2022</p>
 <p><b>Arthur Hallett</b></p>	<p>Arthur Hallett was born and brought up in Essex and came to South Wales in 1983. Arthur is a retired NHS Senior Manager having spent virtually all his working life in the public sector including over 30 years in the NHS specialising in Payroll, Pensions and Human Resources Management. He has a Masters Degree in Business Administration from Cardiff Business School. Previously he was a magistrate on the Cardiff and Vale of Glamorgan Bench as Chair in Adult, Youth and Family Courts; a member of the Independent Social Services Appeals Panels under the aegis of the Welsh Government; a member (including six years as Chair) of the Vale of Glamorgan Council's Standards Committee; and a member of the Institute of Personnel and Development and the Institute of Health Services Management. He is currently a member of the Wales Government sub-committee for NHS Consultants Clinical Impact Awards and sits as a Chair for the Valuation Tribunal for Wales. Arthur became an Independent Member of the Standards and Ethics Committee in November 2019.</p>





**Chrissie Nicholls  
(Vice Chair)**

Chrissie Nicholls has worked in the public and third sector for 20 years as an experienced senior and project manager for Local Government and a number of National and International charities. Since 2016 she has been working as an independent consultant, providing business development, governance and capacity building support to the third sector, and research and evaluation programmes for local authorities across Wales. She particularly specialises in violence against women, domestic abuse and sexual violence. Originally born in Cardiff, Chrissie studied in Nottingham before moving to London. She returned to Cardiff in 2012 and now lives in the Vale of Glamorgan. In addition to her work, Chrissie is a Trustee for Cancer Research Wales. Chrissie became vice-chair of the Committee on 1<sup>st</sup> November 2021.



**David Mills**





David Mills has worked in financial services for over 40 years in a number of senior roles across a variety of disciplines including IT services and operations, systems development and project & programme management. He has a Master's Degree in Business Administration from the University of Wales College Newport. Previously he sat on the governing body of a Cardiff primary school for 15 years, which included 5 years as chair and is currently a community governor at a Cardiff secondary school which he joined in 2011 and where he has also served as chair for 5 years. He has served on or chaired a number of other governing body committees over the years including an improvement group in 2018/19 which developed a range of resources for use by other governors across five Welsh local authorities. David was appointed as an Independent Member of the Standards and Ethics Committee in January 2022.




**Rashpal Singh**

Rashpal Singh is a qualified and an accredited Psychotherapist / Counsellor. He has practiced in the welfare, counselling, occupational health and employee assistance field for the past 25 years. He has successfully set up his own practice where he continues to deliver counselling, coaching, training, information, advice and guidance service, where a person in any walk of life can get confidential support. Rashpal specialises in stress, anxiety, depression, trauma and includes relationship counselling, work related stress to domestic/physical or psychological abuse. His current client list includes GPs, consultants, psychiatrists, counsellors, psychologists and employees, managers and directors of businesses. He has been the Chairman and one of the Trustees of the Institute of Welfare for the last 5 years and has been a Justice of the Peace for the last 23 years. Rashpal was appointed as an Independent Member of the Standards & Ethics Committee on 23 June 2022.


## COUNTY COUNCIL MEMBERS

 <p><b>Councillor Stephen Cunnah</b></p>	<p>Labour Councillor for the Canton Ward</p> <p><b>Currently serving on the following committees:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Constitution Committee</a></li> <li>• <a href="#">Council</a></li> <li>• <a href="#">Standards &amp; Ethics Committee</a></li> </ul> <p><b>Outside Bodies:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Chapter (Cardiff) Limited</a></li> </ul>
 <p><b>Councillor Imran Latif</b></p>	<p>Liberal Democrat Councillor for the Penylan Ward</p> <p><b>Currently serving on the following committees:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Council</a></li> <li>• <a href="#">Standards &amp; Ethics Committee</a></li> </ul>
 <p><b>Councillor Jayne Cowan</b></p>	<p>Conservative Councillor for the Rhiwbina Ward</p> <p><b>Currently serving on the following committees:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Constitution Committee</a></li> <li>• <a href="#">Council</a></li> </ul> <p><b>Committee Term of Office ended: 25/05/23</b></p>
 <p><b>Councillor Joel Williams</b></p>	<p>Conservative Councillor for the Pontprennau and Old St Mellons Ward</p> <p><b>Currently serving on the following committees:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Council</a></li> <li>• <a href="#">Governance and Audit Committee</a></li> <li>• <a href="#">Policy Review and Performance Scrutiny Committee</a></li> </ul> <p><b>Committee Term of Office ended: 08/05/22</b></p>

	<p>Liberal Democrat Councillor serving the Pentwyn and Llanedeyrn Ward</p>
<p><b>Councillor Emma Sandrey</b></p>	<p><b>Term of Office as an Elected Member and Committee Member on 5 May 2022</b></p>

[Councillor Catriona Brown-Reckless, Conservative Councillor, serving the Pentyrch and St Fagans Ward was appointed to the Committee on 25 May 2023]

**COMMUNITY COUNCIL REPRESENTATIVE**

	<p>Community Councillor Julia Charles was appointed to the Standards &amp; Ethics Committee at Full Council on 29 September 2022. Julia has been a Member of the Radyr and Morganstown Community Council since September 2017. Julia has a strong background in Human Resources and Learning and Development in Banking and the Civil Services, taking early retirement in October 2023. This knowledge and experience has helped in her Community Council work as Chair of Chair of the Finance Committee and a member of the Employment and Allowances Committee. She also held the Chair of the Christmas Working Group arranging Christmas festivities in Radyr and Morganstown during the lockdown and pandemic to ensure that the villages still had meaningful Christmas spirit.</p>
<p><b>Community Councillor Julia Charles</b></p>	

**SUBSTITUTE COMMUNITY COUNCILLOR REPRESENTATIVE**

Community Councillor Mike Jones-Pritchard was appointed to the Standards & Ethics Committee as the Substitute Community Councillor Representative at Full Council on 29 September 2029. Mike is the Chair of Tongwynlais Community Council.

# Attendance Record

The Committee meets quarterly, with additional ad hoc meetings held as required. During 2022/23, the Standards and Ethics Committee met on the following dates:

- 22 June 2022
- 25 October 2022
- 14 February 2023

COMMITTEE MEMBER	ATTENDANCE MAIN COMMITTEE	
	Possible	Actual
Hollie Edwards-Davies (Chair until 22 June 2023)	1	1
Jason Bartlett (Chair from 23 June 2023)	3	3
Chrissie Nicholls	3	3
Arthur Hallett	3	3
David Mills	1	1
Rashpal Singh (from 23 June 2023)	2	1
Councillor Stephen Cunnah	3	2
Councillor Jayne Cowan (from 26 May 2023)	3	3
Councillor Imran Latif	3	2

## Helpful Contacts

**Chair of Standards & Ethics Committee – Jason Bartlett**

Email: [Jason.Bartlett@Cardiff.gov.uk](mailto:Jason.Bartlett@Cardiff.gov.uk)

**Interim Monitoring Officer – Debbie Marles**

Email: [Debbie.Marles@Cardiff.gov.uk](mailto:Debbie.Marles@Cardiff.gov.uk)

**Contact: Committee & Members Services**

Tel: (029) 2087 2020

Email: [democraticservices@cardiff.gov.uk](mailto:democraticservices@cardiff.gov.uk)

**Public Services Ombudsman for Wales – Michelle Morris**

Tel: 0300 790 0203

Email: [ask@ombudsman.wales](mailto:ask@ombudsman.wales)

Webpage: [www.ombudsman.wales](http://www.ombudsman.wales)



Cardiff Council

# Governance and Audit Committee Annual Report 2022/23

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## 1. Foreword by Gavin McArthur (Chairperson of the Governance and Audit Committee)

At the financial year end, I became Chairperson of the Governance and Audit Committee following the retirement of David 'Hugh' Thomas as Chairperson and Independent Member of the Committee at the end of March 2023. I have served as Deputy Committee Chairperson for three years, and as an Independent Committee Member for nearly six and a half years overall. I am looking forward to my new role. Details of my background and experience are included within the Member Profiles in Annex 4.

I wish to start our Committee's Annual Report by paying tribute to the outstanding commitment and contribution to public services, and in particular to this committee, of our outgoing Chair, David 'Hugh' Thomas. Hugh stood down after completing 62 years of unbroken public service. Our Committee had the privilege of being led so effectively by Hugh since his appointment as Chair three years ago, and of his experience and input during the eight and a half years that he served as an Independent Member overall. Hugh has vast experience as a retired solicitor who served as Chief Executive of Mid Glamorgan Council for fifteen years, and within a number of public bodies and national voluntary organisations. On behalf of our Committee, and the wider Members and public service officers who you worked with, very best wishes for your well-deserved retirement.

Consequently, an open recruitment exercise was successfully undertaken to fill the Independent Member vacancy. I would therefore like to welcome our new Independent Member, Chris Burns. I look forward to working with Chris who is highly experienced in local government, and I am sure will be an asset to our Committee.

I also wish to thank Councillor Daniel Waldron for his valued service to the Committee; he stood down as a Committee Member following the municipal year-end, We therefore ended the year with one Elected Member vacancy, and we look forward to working with the next Elected Member who is to join us. I must also record my thanks to all Elected Members of the Committee and the Independent Lay Members (whose detailed profiles are set out in Annex 4 of this Report) for serving on the Committee. I believe that a strong sense of teamwork has been engendered, and the meetings have generally been well attended.

The pandemic and subsequent inflationary pressures have presented substantial financial challenges for the Council, at a time when systems needed to be established at pace to support the arrival and settlement of refugees from Ukraine. The Governance and Audit Committee has been mindful of the wide range of financial, economic, and social risks associated with the current environment, and the importance of seeking assurance on the items that come before us. As we seek assurances on good governance, risk management and internal control across the Council, I must recognise the value of the effective professional working relationships we have benefitted from.

The Committee received reports from the Chief Executive on the Council's Control Environment, and members of the Senior Management Team (SMT) on their Directorate Control Environments throughout the year. This has given our Committee a good opportunity to engage with members of SMT individually, and seek relevant assurances in their respective areas of responsibility.

Over the course of the year, the Corporate Director Resources (Section 151 Officer) has kept us fully informed on financial resilience and management challenges, and the Audit Manager has

briefed the Committee on the risk-based work and focus of internal audit, and counter-fraud systems and outcomes. Internal Audit reports have provided assurance that overall adequate arrangements were in place to deliver good governance, risk management and control. With their respective responsibilities for the prudent management of the Council's financial affairs and independent assurance, our engagement with these officers is of particular importance and value.

Throughout the year, our Committee has benefited from the professional support of Senior Officers in Accountancy, Internal Audit, External Audit (Audit Wales), Treasury Management, Risk and Performance Management. Arrangements have been put in place with our Committee and the Council's Scrutiny Committees to share our respective work programmes, enquiries and outcomes. The awareness and insight we receive is valuable as we consider our own work programme and enquiries.

We engage with the Chairpersons and Chief Auditors across Welsh Local Authorities through an All-Wales Governance and Audit Committee Chairs' Network, with formal meetings held at least annually. Meetings have been attended by representatives from Audit Wales, the Chartered Institute of Finance and Accountancy, and the Welsh Local Government Association and we continue to benefit from this important forum of peers and expert advisors. During October, we held a multi-location meeting with sessions delivered by Diana Melville, Governance Advisor of the Chartered Institute of Public Finance and Accountancy (CIPFA). We received an outline of core guidance for Audit Committees from CIPFA (Practical Guidance for Local Authorities and Police), which is widely recognised as leading best practice. It was very timely to discuss the 2022 publication with her which was released during the month of our meeting.

The Governance and Audit Committee Work Programme is received at each Committee meeting. Changing risks and priorities are given due consideration, whether they are put forward by Elected Members, Officers, External Stakeholders, or other Committees of the Council. The importance of our role to a range of stakeholders is recognised. We have reflected on the effectiveness of governance, risk management and control in providing overall assurance opinion and informing the Council's Annual Governance Statement 2022/23.

We continue to promote awareness of our work through the publication of a Committee Newsletter, twice a year, and have done so since October 2018, supporting the Council's culture of accountability and assurance.

We have also taken the time to review our performance, so as to give confidence to those relying on our work. In January 2023, we held a self-assessment workshop against the best practice CIPFA Framework. This involved reflection on the feedback we receive from those attending Committee meetings.

Looking forward to 2023/24, I consider that the financial, economic and social challenges facing the Council, public services, and the community will still be significant. In our role as Governance and Audit Committee in the year ahead, the importance of assurance and oversight will remain critical as we discharge our responsibilities with close attention and care.

Gavin McArthur, Chairperson.



## 2. The Role of the Governance and Audit Committee

The Governance and Audit Committee has delivered an important role to increase public confidence in the objectivity and fairness of financial and other reporting and provide independent assurance over governance, risk management and control processes.

The Local Government (Wales) Measure 2011 has required the Council to have a Committee to:

- review and scrutinise the authority's financial affairs.
- make reports and recommendations in relation to the authority's financial affairs.
- review and assess the risk management, internal control and corporate governance arrangements of the authority.
- make reports and recommendations to the authority on the adequacy and effectiveness of those arrangements.
- oversee the authority's internal and external audit arrangements, and
- review the financial statements prepared by the authority.

The Council determined that the membership of its Governance and Audit Committee would be twelve Members (eight Elected Members and four Independent Lay Members), which meets the requirement of the Measure and the Local Government and Elections (Wales) Act 2021.

The Terms of Reference of the Governance and Audit Committee for 2022/23 is included within Annex 1 from which an overview of its role is summarised in the following statement of purpose:

### Statement of Purpose

- Our Governance and Audit Committee is a key component of Cardiff Council's corporate governance. It provides an independent and high-level focus on the audit, assurance, and reporting arrangements that underpin good governance and financial standards.
- The purpose of our Governance and Audit Committee is to provide independent assurance to the members of Cardiff Council, and its wider citizens and stakeholders, on the adequacy of the risk management framework, then internal control environment, and the performance assessment of the Council. It provides an independent review of the Council's governance, performance assessment, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

## 3. Our Work in 2022/23

The Governance and Audit Committee received regular reports in relation to standard agenda themes and received reports of interest based on risk, governance and internal control matters during 2022/23. Details are provided below.

## Standard Items

### 3.1 Finance

Chris Lee (Corporate Director Resources (Section 151 Officer)) has provided financial updates at every meeting to provide Committee Members with an overview of the financial standing of the Council during a period of ongoing unprecedented financial pressure.

The Committee has noted the challenges facing the Council in respect to its budget strategy for both the year hence and the medium term.

The Committee has received, reviewed and had the opportunity to comment on key finance reports in 2022/23, including:

- Draft Statement of Accounts 2021/22 and ISA 260 Audit Report
- Draft Annual Governance Statement 2021/22
- Cardiff & Vale of Glamorgan Pension Fund Statement of Accounts 2021/22 and ISA 260 Audit Report
- Treasury Management reports, independent review, and updates
- Financial Resilience updates

Each year our Committee plays an important role in reviewing the Draft Statement of Accounts of the Council, Harbour Authority and Pension Fund, and the Council's Annual Governance Statement. Following our review and external audit, approval was received for the 2021/22 accounts by Full Council during November 2022 and March 2023.

The corresponding International Standard on Auditing (ISA) 260 Reports from Audit Wales provided unqualified audit opinions on the accounts and reported no uncorrected misstatements.

There was a delay in the completion of the audit and approval of the accounts as a result of national issues regarding the valuation of assets and presentation within the accounts, in particular infrastructure assets. This included a requirement to introduce regulations at a national level to ensure the audit of accounts of all local authorities could be completed.

The pandemic and subsequent inflationary pressures have presented substantial financial challenges, and the Committee has taken particular interest in the information and updates provided by the (Corporate Director Resources (Section 151 Officer)) in each Committee meeting. Through these updates, we have been kept informed about matters of budget strategy and performance, funding streams and overall financial resilience.

### 3.2 Governance and Risk Management

The Committee plays a key role in contributing to and challenging the contents to be included in the Annual Governance Statement (AGS). The AGS is an important governance disclosure document and accompanies the Statement of Accounts, and measures and reports assurance of the Council's governance arrangements. Core components of the AGS are:

1. A Senior Management Assurance Statement (SMAS) and assessment of good governance.

2. The Audit Managers opinion on the Council’s control environment based on the programme of Internal Audit work.
3. The Governance and Audit Committee’s opinion of good governance, risk management and internal control.

The Governance and Audit Committee reviewed the AGS 2021/22 in July 2022. The Committee will review the AGS 2022/23 following the financial year-end, in which the ‘Opinion of the Committee for 2022/23’ (section 8) will be disclosed.

The Committee has received and had the opportunity to comment on the following governance and risk management disclosures:

Committee Meeting Date	Item Reviewed
July 2022	<ul style="list-style-type: none"> <li>▪ Draft Annual Governance Statement 2021/22</li> <li>▪ Corporate Risk Management (Q4 Update) 2021/22</li> </ul>
September 2022	<ul style="list-style-type: none"> <li>▪ Corporate Risk Management (Q1 Update) 2022/23</li> </ul>
November 2022	<ul style="list-style-type: none"> <li>▪ Corporate Risk Management (Q2 Update) 2022/23</li> </ul>
March 2023	<ul style="list-style-type: none"> <li>▪ Corporate Risk Management (Q3 Update) 2022/23</li> </ul>

Within the Council’s Code of Corporate Governance, the Senior Management Assurance Statement (SMAS) process is a core mechanism for senior management self-review and provides an open disclosure of the application of good governance. We have probed the senior officers we met during the year on their senior management assurance statements that were presented as part of their directorate control environment reports.

Our committee has continued to receive quarterly corporate risk management updates, through which we have considered and discussed the Council’s Corporate Risk Register. The latest update we received is available [here](#). When we invite senior officers to attend committee meetings, we take an interest in understanding the controls in place to manage directorate risks, as part of wider assurance updates. Further information is provided in sections ‘3.7 - Control environment Reviews’, and ‘3.8 - Areas of Particular Focus’ of this report.

### 3.3 Performance

Our Committee has a responsibility from the Local Government and Elections (Wales) Act 2021 to review the Council’s draft annual Self-Assessment Report and make any appropriate recommendations for changes. This role involves reviewing overall performance systems and arrangements in place, whereas scrutiny Committees are responsible for scrutinising specific performance issues relative to their terms of reference and executive decision making. We discharged this new role for the first time in September 2022.

We reviewed the Council’s draft Annual Self-Assessment report (represented by the [Annual Well-being report](#)) during our meeting in our September meeting, with the report presented by the

Chief Executive, Paul Orders. Alongside this report, we also received a Council control environment update for which details are provided in '3.7 – Control Environment Reviews'.

The meeting was informative, in which we were provided with a clear outline of the different performance and assurance components which make up the overall assessment. We raised questions from our initial consideration of the report and received useful explanations.

Following the meeting, the report's introductory pages were circulated, and we consolidated the views of our committee views and prepared a joint letter for the Leader and Chief Executive. Our Committee considered that the annual report was comprehensive and professionally written, and we recognised the well-structured self-assessment process. The recommendations and observations that we raised with the Leader and Chief Executive from our review related to areas where we considered that the representation of the Council's performance could be enhanced.

We undertake our review formally after the end of each financial year, and in our July Committee meeting we will consider the 2022/23 draft report. At the mid-year stage we are provided with a report and the mid-year assessment of performance, as reported to Cabinet to note progress reported and any updates on the approach ahead of our formal year-end review.

Our Committee has a further performance responsibility arising from the Act, to review and assess the authority's ability to handle complaints effectively, and to make any associated reports and recommendations. Details of this work are included in section '3.8 – Particular Areas of Focus' of this report.

### 3.4 Treasury Management

Through its Treasury Management role, the Council needs to govern and manage its borrowing and investments effectively, with prudence and in accordance with professional codes, standards, and guidance. The Governance and Audit Committee seeks assurance that the Council has complied with the Treasury Management Strategy and Practices, and has demonstrated effective risk and performance management.

Over the past twelve months, the Committee has received reports on the [Treasury Management Annual Report 2021/22](#), [Treasury Management Mid-Year Report 2022/23](#) and the [Treasury Management Strategy 2023/24](#).

Through the treasury management reports and updates in Committee meetings, Members have taken the opportunity to scrutinise and challenge the approach adopted and decisions taken. This is a complex area, through which the Committee has delivered its role through probing and scrutinising strategies, reports and data provided within difficult economic conditions.

Members have continued to focus attention on the use of reserves, the levels of borrowing and investment, and the management of risk. To support the Governance and Audit Committee in its role, Members of the Committee were provided with treasury management training in January 2023 from the Council's external treasury advisors.

Treasury Management is subject to regular Internal Audit, and during 2019, it was subject to a review commissioned with the Council's treasury management advisors. This review considered the corporate team's skills, compliance with best practice, required regulations and professional

guidance. The report was complimentary, and we received a management response with target dates for the small number of actions raised.

### 3.5 External Audit (Audit Wales)

The Committee places reliance on the work of Audit Wales as the Council’s external auditors. The Committee has received key documents throughout the year:

- Audit Activity / Progress Updates
- External Review Bodies Recommendation Tracker
- Council Review Reports
- Summary of Risk and Assurance Work 2021/22
- Audit of Accounts Reports 2021/22

The Committee has received regular updates from Audit Wales, led by Derwyn Owen (Engagement / Financial Audit Director, with Richard Harries taking over responsibility from 2023/24), Phil Pugh (Financial Audit Manager) and Sara-Jane Byrne (Performance Audit Manager)).

We received a range of reports from the Council’s external Auditor (Audit Wales) over the year and details of these reviews and the management response are provided below.

#### **Waste Management Review**

In March 2022, Audit Wales undertook a follow up review of the Council’s plans to reduce waste and improve its recycling performance to achieve the national recycling targets. Five proposals were raised and agreed covering recycling strategy implementation planning and resources, the mitigation of associated risks, developing an integrated and longer-term waste management approach, and exploring how other organisations have achieved better recycling outcomes to improve performance and longer-term strategy.

We considered the report and were been advised that the Council has continued to work closely with the Welsh Government and the Waste and Resources Action Programme (WRAP) to demonstrate its commitment to meeting the statutory targets. We were also informed that a segregated recycling pilot and a compositional analysis of household and Trade waste in Cardiff informed the development of a new Recycling Strategy 2022-25: ‘Cleaner and Greener’, which aims to achieve a recycling rate of 70% by 2025

#### **Follow-up Leisure Review**

We received a follow-up report on the Council’s progress in meeting the proposals for improvement made in the Audit Wales Review of Leisure Services report in 2020. The findings from the review in 2020, based on fieldwork undertaken prior to the pandemic, concluded that the Council had achieved its key aim of keeping its leisure centres open but there was scope for the Council to better apply the sustainable development principle and strengthen arrangements to assure itself that its contract with Greenwich Leisure Limited (GLL) was delivering value for money. Audit Wales undertook a follow-up review during spring 2022 to assess the Council’s progress in addressing six proposals for improvement made in the 2020 report. Two were recognised as met and progress was noted in the remaining four areas.

Audit Wales concluded that the Council has made swift and good progress in addressing the proposals raised but needs to do more to ensure the sustainable development principle fully

drives future leisure provision. The proposals for improvement have been agreed in the management [response](#). In response to the report, we were advised that in October 2022 [Economy and Culture Scrutiny Committee](#) and [Cabinet](#) reviewed the Leisure Services Contract and opportunities to improve the revenue position post-pandemic as identified in a Local Partnerships contract review report.

#### **Summary Report of Assurance and Risk Assessment Work**

We received a [report](#) in November 2022, summarising the assurance and risk assessment work undertaken by Audit Wales during 2021/22. One recommendation has been raised associated with determining the resource and cost implications of delivering the Council's 'One Planet Cardiff' Net Zero Carbon 2030 strategy.

We were advised that a management response to the report was being drafted, and we have asked that in future we consider all reports once a management response has been formalised, however, we were assured by management in attendance that there were no issues of concern identified through the Senior Management Team consideration of the report to date.

#### **Combined Springing Forward Report**

We received a [report](#) focused on how the Council strategically plans to use its assets and workforce, how it monitors their use and how it reviews and evaluates the effectiveness of its arrangements.

The report raised four recommendations arising from the report for which a management response was being prepared, and concluded that the Council:

- Has made valuable progress in developing its hybrid working plans. It hasn't developed its longer-term workforce plans nor the resources and governance arrangements to support their delivery, fully shaped by the sustainable development principle.
- Has made good progress in delivering its property strategy and has the necessary governance arrangements underpinned by improved performance data, but its approach lacks a focus on service user and longer-term needs.

#### **External Review Body Recommendations**

Our Committee receives a consolidated report twice a year of the recommendations which have been received from external review bodies (Audit Wales, Estyn, Care Inspectorate Wales, and Her Majesty's Inspectorate for Probation).

The report contains a management update of how each recommendation is being addressed and details of the relevant oversight board or committee, for our information and assurance. Our latest update was in March and is available [here](#).

#### **Statement of Accounts**

The Committee's review of the Audit of Accounts Reports and Audit Certificates 2021/22 is outlined in 'Section 3.1 – Finance'.

### 3.6 Internal Audit & Investigation Teams

The Committee continues to place reliance on the work of the Council's in-house Internal Audit Team. It receives a progress report from the Audit Manager on a quarterly basis, which includes audit opinions, critical findings and progress against the audit plan, together with wider performance measures and audit recommendation tracking information.

The Audit Manager has had a functional reporting role to the Governance and Audit Committee and reports managerially to the Head of Finance (Deputy Section 151 Officer). The Committee has been assured that throughout the year that there have been no impairments to Internal Audit independence or objectivity in accordance with the Public Sector Internal Audit Standards (PSIAS).

The Internal Audit Charter and the Internal Audit Plan 2022/23 were accepted by the Governance and Audit Committee in March 2022. At this time, the Committee also considered the Audit Strategy. The priorities and approach of the audit team were to deliver a combination of management support through consultation and engagement in high-risk areas, and to progress targeted assurance engagements from the Audit Plan. The Internal audit Team achieved 52% of Audit Plan this year against a target of 70%. A prioritised approach was taken, in the context of reduced staff resources due to vacant audit posts, to ensure all fundamental areas of the plan were delivered, that core areas of corporate governance were reviewed, and that there was sufficient coverage at the directorate level in order to provide a full audit opinion on the Council's control environment. In the context of reduced staff resource, it is considered that an effective outcome was achieved in terms of audit delivery, coverage and focus.

The Committee received the following key documents during the year:

- [Internal Audit Strategy, Charter, and Plan 2023/24](#)
- [External Quality Assurance Report on conformance with the Public Sector Internal Audit Standards](#)
- Internal Audit and Investigation Team Progress Reports
- Internal Audit Recommendation Tracker
- [Internal Audit](#) and [Counter-Fraud](#) Annual Reports

We received an update on the work, initiatives and outcomes of Council's Internal Audit and Counter-Fraud services on a quarterly basis from the Audit Manager. An overview of all issued audit reports has been provided to the Governance and Audit Committee, with emphasis given to recommendations allocated a priority rating of Red or Red / Amber. The Committee has received and had an opportunity to review all audit recommendations and the associated management responses and updates until the point of implementation. We received an overview of the activities and outcomes of the work of the corporate Investigation Team including details of counter fraud initiatives, training and awareness campaigns.

The number of audit recommendations implemented within agreed timescales is improving, but requires further management attention, with performance at 67% against a target of 80%. It is essential that audit clients prioritise delivering audit recommendations within the timescales they agree to, and to support this sentiment, we have written to a small number of directors who have had particularly overdue recommendations in their portfolio.

In March 2023, we received an external quality assessment report, undertaken via a peer assessment process from the Chief Internal Auditor in Newport and Monmouthshire on Cardiff Council's conformance with the Public Sector Internal Audit Standards (PSIAS). The PSIAS requires an external assessment at least once every five years by a qualified, independent assessor or assessment team from outside the organisation. The assessment reported no partial or non-conformance with the requirements of the PSIAS, and conformance with all 304 of the requirements (includes those not applicable).

Prior to the financial year-end we approved the Internal Audit Charter and Plan 2023/24. The Audit Charter defines the internal audit purpose, authority and responsibility. The Audit Charter provides a mandate for the necessary unfettered access of internal audit to records, personnel and properties in order to carry out its importance assurance and advisory work, whilst the Audit Plan sets out the detailed planned audit engagements for the year ahead.

The Committee will receive a full year overview of audit work completed, and key messages, when the Internal Audit Annual Report 2022/23 is presented in our first Committee Meeting of 2023/24. This report will provide the Audit Manager's opinion on the Council's overall position in relation to risk, governance and control and an annual review and assurance statement on conformance with the PSIAS.

## Wider Reviews

The Governance and Audit Committee has engaged with senior officers through its programme of work this year for assurance on the control environment for their respective areas of oversight. We have also considered our new performance responsibilities areas, and areas of good governance, risk management and control this year with particular focus and details are provided below.

### 3.7 Control Environment Reviews

#### a. Council Control Environment

The Committee receives an annual overview of the Council's control environment from Paul Orders, Chief Executive. The Council's control environment update comprises an outline of, and assurance on, the Council's overall arrangements for governance, risk management and internal control. Our Committee recognises the challenging financial environment facing the authority, and the Chief Executive continues to emphasise the important role of the Section 151 Officer, and SMT in making the interventions necessary to effectively to manage Council finances.

The timing of the Council control environment update has been aligned with the timing of reporting on the annual performance self-assessment, and in September 2022, we received our latest update.

Our Committee received an [outline](#) of the council's performance and assurance frameworks, the arrangements in place to oversee and manage their effective application, and the reporting and improvement arrangements in place. This comprised the Council's planning and performance framework, senior management assurance processes and review arrangements, independent assurance arrangements, and risk management arrangements. The overview consolidated the positions and views that we have received from individual Directors.

#### b. Directorate Control Environment Reviews

Three Directors attended Governance and Audit Committee meetings in 2022/23 to provide an overview of their directorate control environments. We were provided with details of directorate governance, risk management and internal control, and the prominent matters discussed and actions agreed were as follows:



## Childrens Services

During our November 2022 meeting, Deborah Driffield, Director of Childrens Services, provided an overview of her service, its statutory obligations and the governance, risk management and control arrangements in place.

We received details of the risk management controls applied within the Directorate and a summary of the key corporate and directorate risks. We were provided with an outline of the senior management assurance and external assurance arrangements in place, together with the position in response to internal audit reports and recommendations. The presentation concluded with information on directorate value for money and complaints handling.

In response to our enquiries on financial management, we were advised that significant work is being undertaken to develop in-house services in Cardiff to mitigate the risk of the high-cost external residential child care provision. Every decision to place a child into care is taken by the Senior Management Team and every decision has oversight. High-cost placements are reviewed weekly, and very high cost or unregistered placements are reviewed twice-weekly. We were advised that there was a need to work on preventative measures to mitigate increases in demand and identify early warning signs, primarily in schools. In respect of workforce planning and resilience, we were advised that Social Work Support Assistants provide administration support and are receiving support to become qualified within three years.

## Education and Lifelong Learning

In January 2023, the Melanie Godfrey, Director of Education and Lifelong Learning, provided an overview of the Education Management Team structure, the governance arrangements in respect for the school improvement framework and schools causing concern, and details of risk management, internal audit and senior management assurances. A summary of budget management and value for money was also included. We also received updates that we had requested on the management of school balances, systems to review the affordability of the 21st Century Schools Programme, and complaints handling arrangements.

In response to our enquiries on matters relating to governance, risk management and control, we were advised that in addition to delegated school budgets, due to the pandemic, some schools secured grant support from the Government, and some schools are very good at generating income. The position is monitored with the support of colleagues in Finance. We were informed that Welsh Government sets the priorities for the 21st Century schools Programme, and the Council takes decisions on the specific projects to address need, for which improvements in the understanding of real-time data are needed to ensure school provision addresses the challenge of learner needs. Conditions surveys across the estate were used to inform where best to make such investments over and above any reactive emergency repairs required. We were advised that there are a range of governance arrangements in place for the Central South Consortium, including boards and management arrangements. Support measures are advised to be in place for schools identified as a cause for concern for which assurance is received through the new accountability, improvement and evaluation arrangements from Welsh Government.

We were advised that Internal Audit recommendations are regularly monitored and that addressing them is a priority in January 2023. We wrote a Committee letter for the Director to provide further information and assurances on the response to internal audit recommendations after we reflected on performance in our March meeting.

## Adults, Housing and Communities

In March 2023, we received an overview of the control environment within the Adults, Housing and Communities Directorate. We received details of the directorate's services and functions, and the key management and board meetings in place for governance. We received information on performance and risk management arrangements and the details of corporate and directorate risks. An overview was provided of the internal audit engagement and response position, which included a commitment to review and address longstanding recommendations. Senior management, partnership and major project assurances were presented, together with details of external assurance arrangements and areas of oversight. Finally, we received information on complaints handling arrangements and value for money assurances.

In response to our enquiries, we were advised that corporate safeguarding arrangements are in place that can include partnership and multi-agency responses. In social housing for instance, risks are identified, and referral systems are in place. Risks are monitored and domestic abuse services have been subject to review accordingly. We heard that backlogs of deprivation of liberty safeguards are being prioritised and a project has been put in place to act upon new legislation and to prioritise cases. In response to our comments on the presentation, description of controls in place and action dates within risk registers, we were advised that this would be reviewed for consistent and appropriate recording. We concluded the meeting by registering that we will be requesting an update in due course on the response to internal audit recommendations.

### 3.8 Areas of Particular Focus

In addition to our standard areas of work, the Governance and Audit Committee considered our new performance responsibilities areas, and areas of good governance, risk management and control this year with particular focus. A brief account of our reviews of these areas is included below.

#### 1. Performance Self-Assessment

As outlined within section 3.3 – performance of this report, the Governance and Audit Committee has a responsibility arising from the Local Government and Elections (Wales) Act, to review the Council's draft annual Self-Assessment Report for the financial year each year, and to make any appropriate recommendations for changes.

Prior to undertaking this role for the first time in September 2022, we have engaged with peers the WLGA and CIPFA through the All-Wales Governance and Audit Committee Chairs' Network, to assist in our understanding and effectively delivery of these requirements. We also received useful briefings from Gareth Newell, Head of Performance and Partnerships on our new responsibilities and the Council's assurance and performance governance arrangements.

We have arranged a briefing session to take place in June 2023 on the planning and performance framework prior to completing our review of the 2022/23 report, to provide a good base-level of knowledge across the Committee before we make our enquiries with management on the annual report.

## 2. Complaints Handling Arrangements

Our committee has a role to review the arrangements for complaints handling within the Council.

During July 2022, we received an update on the implementation of a new corporate complaints system from Isabelle Bignall, Chief Digital Officer, which followed a briefing that we received on the system specification, and the project-based review and decision-making which was used to inform the procurement process.

The report we received ([LINK](#)) provided:

- details of the current level of assurance from internal sources as well as commentary from the Public Services Ombudsman for Wales,
- details of the development and planned deployment of the new corporate complaints system.
- the draft Complaints and Compliments Annual Report 2021/22 for wider context

As there are separate arrangements and responsibilities for officer complaints handling corporately, in schools and within social services, and as referred to within '3.7 – Control Environment Reviews', we have been considering the separate assurance arrangements with the respective Directors.

In our November 2022 [report](#) we were advised that the Project Manager for rolling out the corporate system had since left the Council, that a request for a full-time Project Manager had since been made, but the resource had not yet been identified presenting a challenge for the project. We were advised that there has been no impact upon the ability to respond to complaints on a day-to-day basis. However, the timeline for rolling out the new system would need to be revisited. We will continue to review corporate arrangement and the roll out of the corporate system and receiving overviews of the arrangements in place within directorates when we engage with senior officers to discuss the internal control environment for their areas of responsibility.

## 3. Waste Management Control Environment

Our Committee has maintained a close interest on the internal control environment in Waste Management for which lower levels of assurance have typically been received from Internal Audit reports than for other areas of the Council. During recent years, the Service Area has also been subject to investigations into financial / control matters for which our Committee has received confidential briefings.

We note that management and Internal Audit have reported a tightening of internal controls, the implementation of a significant number of Internal Audit recommendations and no recent audits have provided an 'unsatisfactory' audit opinion. The focus remains on the journey of improvement.

## 4. Education and Lifelong Learning Assurance

As referred to in section 3.7 – Control Environment Reviews, for a number of years, we have sought regular Education and Lifelong Learning assurance. This year, we have focussed our attention on:

- i. The arrangements in place to manage school balances.

Our Committee received a briefing on school balances in January 2023, which provided a breakdown of individual school balances at the 2021/22 financial year end with comparative prior year details. We observed significant surplus balances, although projections reported that 35 schools would end the 2022/23 financial year in a deficit position. The Committee has been advised of the control arrangements in place to address both surplus and deficit school balances and we are keen to observe appropriate and effective application and local authority governance.

- ii. The implementation of audit recommendations.

The implementation of internal audit recommendations is important across all areas in order to deliver good governance, risk management and control. The timely response to audit recommendations has been an area for improvement in the Education and Lifelong Learning directorate, and notable within schools for a number of years. Accordingly, we have written a letter to the Director for further information and assurances on the response to internal audit recommendations going forward.

## 4. Governance and Audit Committee Self-Assessment

### Context and approach

In January 2023, the Governance and Audit Committee held a Self-Assessment Workshop, to review its performance against a best practice CIPFA framework. Following the process introduced in previous years' assessments, Governance and Audit Committee Members were asked to undertake an Individual Assessment against the CIPFA core knowledge and skills areas in advance of the collective workshop. This assessment incorporated the best practices of the CIPFA 2022 guidance for Audit Committees, including the requirements of the CIPFA Position Statement. This enabled the results to be reflected upon when considering the overall assessment.

### Self-Assessment

Individual Assessments were completed by eight of the twelve Governance and Audit Committee Members.

From the Individual Assessments completed, whilst there was strong self-assessed performance in each core area, Internal Audit and Risk Management represented the lowest self-assessed areas overall. A proportion of individual Committee Members have self-assessed as at least strong for knowledge and application in each of the ten core areas.

In respect of the collective Self-Assessment Workshop held in January 2023, the results were as follows.

Through our review of good practice, Governance and Audit Committee self-assessed:

- Twenty-four areas were assessed as 'full complies – no further improvement'.
- Five areas were assessed as 'partially complies – minor improvement needed'.

For the areas reported as ‘partially complies – minor improvement needed’, the Committee considered:

- We will review seek further partnership and HR assurance going forward.
- We will benefit from establishing private meetings with our external auditors.
- There is sufficient knowledge across the Committee, but Members would benefit from further training on the role and work of Internal Audit and on Risk Management.
- Committee meetings are effective, but we do not have regular discussion and engagement from all Members.
- We have generally maintained non-political in discussions, which is something for us to continue to focus on.

For our review of Governance and Audit Committee effectiveness, we considered our strengths and areas for improvement against 10 areas of effectiveness. We considered a strong overall assessment, in which we have been effective in meeting our purpose and complying with the CIPFA Position Statement. Where we identified areas for improvement, these were included in an Action Plan for us to progress in the year ahead.

The Action Plan and feedback information from those attending Governance and Audit Committee are included in Annex 2 and Annex 3 of this report respectively.

## 5. Key Observations 2022/23

The Governance and Audit Committee Work Programme has been developed and discharged with the support of Audit Wales, Internal Audit and other Council Officers, to deliver the Governance and Audit Committee terms of reference with a focus on the significant risks and challenges facing the Council.

The Committee has achieved an overview of the Council’s priorities, risks and controls through the many items received through its Work Programme. The Committee has focussed on achieving assurance on the effective arrangement across directorates to respond to the challenges of maintaining controls, displaying good governance and managing risks. Through engagement with senior officers, and receiving a range of management and independent assurances, the Committee has gained a good understanding of the services provided and the challenges faced. We have responded proportionately with assurance and challenge, as appropriate, and documented within section 3 of this report, ‘Our Work’.

In addition, the Committee has had the opportunity to challenge and discuss actions taken in response to External and Internal Audit Reports, and we have undertaken reviews of particular matters of good governance, risk management and control, through inviting senior officers to Committee meetings to provide information and assurance. Through this information and engagement, we have identified the assurance and coverage required to deliver our role, from which our Annual Opinion for 2022/23 and areas of particular interest going forward are documented in the following section.

## 6. Opinion of the Committee for 2022/23

Based on the evidence presented to the Governance and Audit Committee during 2022/23, it is the considered view of the Governance and Audit Committee that the Council does have, for the most part, sound internal controls and governance arrangements in place. Strategic risks representing the true challenges facing the Council are captured and reviewed on a regular basis. Examples of where the Committee continues to have concerns, which will be incorporated into the Committee's Work Programme for 2022/23, include:

### 6.1 Budget Management

The Committee recognises the sustained financial pressure that the Council is under and notes that whilst the overall financial position was balanced, some particular directorates had significant overspends for which control improvements are needed, and management attention and actions are required in directorates to achieve budget savings proposals put forward. Sound budget management is essential in the context of a challenging economic environment, continued constrained finances and an ever-increasing demand for services.

The financial challenge continues to be significant, with a budget gap of £113.4 million reported based on current financial modelling over the next four years. The Committee is keen to observe effective arrangements for budget management and control during 2023/24. The Committee will carefully consider budget management arrangements over the year to come, through observing the use of appropriate management controls and interventions and continuing to reinforce expectations for delivery.

### 6.2 Internal Control

Assurance on compliance and control is essential. For a number of years there have been continued constraints on resources, together with a growing population and greater demand for public services. As the Council faces significant challenges in how it delivers services, it remains essential that internal controls are not neglected or impaired, and that strong controls operate throughout reformed processes and systems. Additionally, the pandemic has necessitated the adaptation of systems, and in some cases the design of new systems, in order to respond to new priorities. We have been advised of the consultation, advice and guidance provided by the Internal Audit and Investigation Teams to support management to design and uphold robust controls as they have navigated new priorities and responsibilities.

The Committee has invited senior officers to attend its meetings this year, to account for their delivery of good governance, risk management and control. In addition, the Committee has continued to receive the details of all Internal Audits completed, and the respective assurance ratings. This year we have observed isolated internal control gaps through reports of insufficient assurance, and one unsatisfactory audit opinion. Whilst the number of unsatisfactory Internal Audit opinions remain low, management must maintain sound systems of internal control and promptly address identified weaknesses.

We have maintained close interest on the robustness of controls in relation to the Waste Management function. In recent years, alongside a police referral and investigation, a wide-scale

internal investigation into allegations of fraud was completed and disciplinary proceedings have concluded. Through discussions with the Director and the Audit Manager we are advised that there has been steady and sustained progress in recent years in the internal control environment, led by the senior management in place. Our Committee has been advised that there are mechanisms for delivering and acting on improvement actions, and that there is a constructive two-way relationship with Internal Audit, in the planning of, and response to, assurance work. We recognise the progress made for which continued management attention and assurance are required.

The Committee has access to all Internal Audit recommendations raised and agreed, and visibility of updated management comments until the point of implementation. Whilst the Committee has an overall assurance of internal control, we continue to require officers to account for services or functions where internal control weaknesses have been identified. We continue to challenge any impairment in stewardship and control of public funds and assets, seeking prompt and proportionate management actions. The Committee has considered and approved the Internal Audit Plan for 2023/24, and will closely monitor its progress and findings over the year ahead.

### 6.3 Financial Resilience (including Treasury Management)

In a position of constrained finances, the Committee will continue its consideration of the framework for financial decisions. The Committee has received regular updates on financial resilience and, in recent years has welcomed the independent assurance of the Council Treasury Management activities, by the Council's Treasury Management advisors, further to the regular assurance provided by Internal Audit.

The Governance and Audit Committee will continue to look to gain assurance of sound treasury management practices and strategy. This is vital work, which will both safeguard and deliver best value from the Council's borrowing and investments. The Committee has and will continue to seek assurance that the levels and profiles of investments and borrowing are appropriate and in line with the Treasury Management Practices, Strategy and Reports presented.

### 6.4 Schools Governance

The Committee has sought regular reports from senior management in the Education and Lifelong Learning directorate seeking ongoing assurance on the arrangements to manage school balances, and to address audit recommendations. Our Committee has raised concerns over delays in implementing school audit recommendations, and the Director of Education and Lifelong Learning has committed to providing a full analysis of outstanding audit recommendations by the end of this academic year.

Our Committee has noted positive improvements made, as recognised by Estyn, and we will continue to keep a keen interest in the governance arrangements and assurance we receive in respect of schools. This is with the understanding that the Governance and Audit Committee can request the attendance of those directly responsible for governance at an individual school level, to a Committee meeting, in the event that assurances are not considered as sufficient.

The Committee acknowledges that the Council is not able to set rules for schools to adhere to regarding contracting matters, albeit advice can be offered on good practice. This area of interest

remains a priority of the Committee and we continue to support the production and use of best practice guidance in schools to strengthen financial stewardship and control.

## 7. Looking ahead to 2023/24

During the forthcoming municipal year, we will continue to be guided by the professional advice of our Corporate Director Resources, Audit Manager and the Internal and External Audit teams.

Our work programme will cover all areas of our terms of reference and we will monitor the management of the existing matters highlighted in section 6 of this report (the 'Opinion of the Committee for 2022/23') as well any new issues, which require our attention.

We will continue to deliver our responsibilities with the necessary level of flexibility to discharge our role comprehensively, through relevant engagement and consultation with relevant officers and stakeholders both within and outside of formal Committee meetings.

## 8. Committee Membership 2022/23

The Committee consists of four Independent Lay Members and eight Councillors, elected by Council (detailed in Annex 4). Independent members are appointed for no more than two administrative terms with Council Members reappointed annually.

- On 25 November 2021, Council re-appointed Gavin McArthur and David Price as Independent Members of the Committee, for a second 5-year term.
- Hugh Thomas, Chair of the Governance and Audit Committee, who was already serving a second term, stood down from the Committee at the financial year end (31.03.23).
- Gavin McArthur (Deputy Chair) became Chair of the Governance & Audit Committee on 31.03.23, when Hugh Thomas stood down.
- Two Independent Members are serving in their first terms. Dr Janet Wademan, Independent Lay Member of the Committee, was appointed on 30 September 2021. Chris Burns was appointed following the financial year-end, at Annual Council on the 25 May 2023.
- There is one Elected Member vacancy arising from Cllr Waldron stepping down following the financial year-end.

The position in respect of Committee Membership is shown in Annex 4.

The Committee has been serviced by Council Officers, principally the Corporate Director Resources (Section 151 Officer), and the Audit Manager. Representatives from Audit Wales have also attended Committee meetings.

## 9. Attendance in 2022/23

The Governance and Audit Committee met on 6 occasions throughout the municipal period 2022/23 on the following dates: 19 July 2022, 27 September 2022, 15 November 2022 (Special Meeting), 29 November 2022, 24 January 2023, and 21 March 2023.



## Committee Meeting Attendance

Attendance 2022/23	Possible	Actual
<b>Independent Lay Members</b>		
Hugh Thomas (Chairperson until 31.03.2023)	6	4
Gavin McArthur (Deputy Chairperson until 31.03.2023)	6	6
David Price	6	5
Janet Wademan	6	6
Chris Burns (appointed to Committee on 25.05.2023)	0	0
<b>Elected Members</b>		
Councillor Saleh Ahmed	6	3
Councillor Kate Carr	6	6
Councillor Russell Goodway	6	2
Councillor Margaret Lewis	6	5
Councillor Jess Moultrie	6	5
Councillor Marc Palmer	6	5
Councillor Daniel Waldron (stepped down at year-end)	6	5
Councillor Joel Williams	6	5

All Committee Members received induction training prior to attending Governance & Audit Committee meetings.

## 10. Contacts

Gavin McArthur Chairperson of the Governance and Audit Committee	Please contact via the Audit Manager
Christopher Lee Corporate Director Resources	029 2087 2300 <a href="mailto:Christopher.lee@cardiff.gov.uk">Christopher.lee@cardiff.gov.uk</a>
Chris Pyke Audit Manager	029 2087 3455 <a href="mailto:cpyke@cardiff.gov.uk">cpyke@cardiff.gov.uk</a>
Richard Harries Engagement Director (Financial Audit), Audit Wales	<a href="mailto:Richard.Harries@audit.wales">Richard.Harries@audit.wales</a>
Phil Pugh Audit Manager (Financial Audit), Audit Wales	07964 118615 <a href="mailto:phil.pugh@audit.wales">phil.pugh@audit.wales</a>
Sara-Jane Byrne Audit Manager (Performance Audit), Audit Wales	07786 111385 <a href="mailto:sara-jane.byrne@audit.wales">sara-jane.byrne@audit.wales</a>

## Governance and Audit Committee Terms of Reference 2022/23

### Statement of Purpose

- Our Governance and Audit Committee is a key component of Cardiff Council's corporate governance. It provides an independent and high-level focus on the audit, assurance, and reporting arrangements that underpin good governance and financial standards.
- The purpose of our Governance and Audit Committee is to provide independent assurance to the members of Cardiff Council, and its wider citizens and stakeholders, on the adequacy of the risk management framework, the internal control environment, and the performance assessment of the Council. It provides an independent review of Cardiff Council's governance, performance assessment, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

### Governance, Performance, Risk & Control

- To review the Council's corporate governance arrangements against the good governance framework, including the ethical framework and consider annual governance reports and assurances.
- To review the Council's draft annual Self-Assessment Report, and make any appropriate recommendations for changes.
- To review the Council's draft response to the Panel Performance Assessment Report, and make any appropriate recommendations for changes.
- To review the Council's draft response to any Auditor General's recommendations arising from a 'special inspection' in respect of the Council's performance requirements, and to make any appropriate recommendations for changes.
- To review and assess the authority's ability to handle complaints effectively, and make any associated reports and recommendations.
- To review the Annual Governance Statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances, taking into account the internal audit opinion on the overall adequacy and effectiveness of the Council's framework of governance, risk management and internal control.
- To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- To consider the Council's framework of assurance and ensure that it adequately addresses the risk and priorities of the Council.
- To monitor the effective development and operation of risk management in the Council.
- To monitor progress in addressing risk-related issues reported to the Committee.

- To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- To review the assessment of fraud risks and potential harm to the Council from fraud and corruption.
- To monitor the Counter-fraud strategy, actions and resources.
- To review the governance and assurance arrangements for significant partnerships or collaborations.

#### Internal Audit

- To approve the Internal Audit Charter.
- To review proposals in relation to the appointment of external providers of internal audit services and to make recommendations.
- To approve the risk-based internal audit plan, containing internal audit's resource requirements, the approach to using other sources of assurances and any work required to place reliance upon those other sources.
- To approve significant interim changes to the risk based internal audit plan and resource requirements.
- To make appropriate enquiries of both management and the audit manager to determine if there are any inappropriate scope or resource limitations.
- To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Audit Manager. To approve and periodically review safeguards to limit such impairments.
- To consider reports from the Audit Manager on Internal Audit's performance during the year including the performance of external providers of internal audit services. These will include:
  - Updates on the work of internal audit including key findings, issues of concern and action in hand as a result of internal audit work
  - Regular reports on the results of the Quality Assurance and Improvement Programme (QAIP)
  - Reports on instances where the internal audit function does not conform to the PSIAS and Local Government Application Note (LGAN) considering whether the non- conformance is significant enough that it must be included in the Annual Governance Statement.
- To consider the Audit Manager's annual report:
  - The statement of the level of conformance with the PSIAS and LGAN and the results of the QAIP that support the statement – these will indicate the reliability of the conclusions of internal audit
  - The opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control together with a summary of the work supporting the opinion – these will assist the Committee in reviewing the Annual Governance Statement.

- To consider summaries of specific internal audit reports as requested.
- To receive reports outlining the action taken where the Audit Manager has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions.
- To contribute to the Quality Assurance and Improvement Programme and in particular the external quality assessment of internal audit that takes place at least once every five years.
- To consider a report on the effectiveness of internal audit to support the Annual Governance Statement, where required to do so by the Accounts and Audit Regulations.
- To provide free and unfettered access to the Governance and Audit Committee Chair for the Audit Manager, including the opportunity for a private meeting with the Committee.

#### External Audit

- To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
- To consider specific reports as agreed with the external auditors.
- To comment on the scope and depth of external audit work and to ensure it gives value for money.
- To commission work from internal and external audit.
- To advise and recommend on the effectiveness of relationships between external and internal audit and other inspector agencies or relevant bodies.

#### Financial Reporting

- To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.
- To seek assurances on the arrangements for the management of the authority's financial affairs.
- To seek assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks.

#### Accountability Arrangements

- To report to Council on the Committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of the governance, risk management and internal control frameworks, financial reporting arrangements and internal and external audit functions.

- To report to Council on an annual basis and to publish an annual report on the Committee's work, its performance in relation to the Terms of Reference, and its effectiveness in meeting its purpose.
- To raise the profile of probity generally within the Council and to report on matters of concern to the individual Cabinet Member, relevant Scrutiny Committee, Cabinet or to Council as necessary and appropriate.
- To work in synergy with the five Scrutiny Committees of the Council and liaise with other Council Committees as and when appropriate to avoid duplication in work programmes.

#### Training & Development

- To attend relevant training sessions in accordance with the Member Development Programme including specialist training tailored for Members of the Governance and Audit Committee e.g., Treasury Management.

## Self-Assessment Action Plan

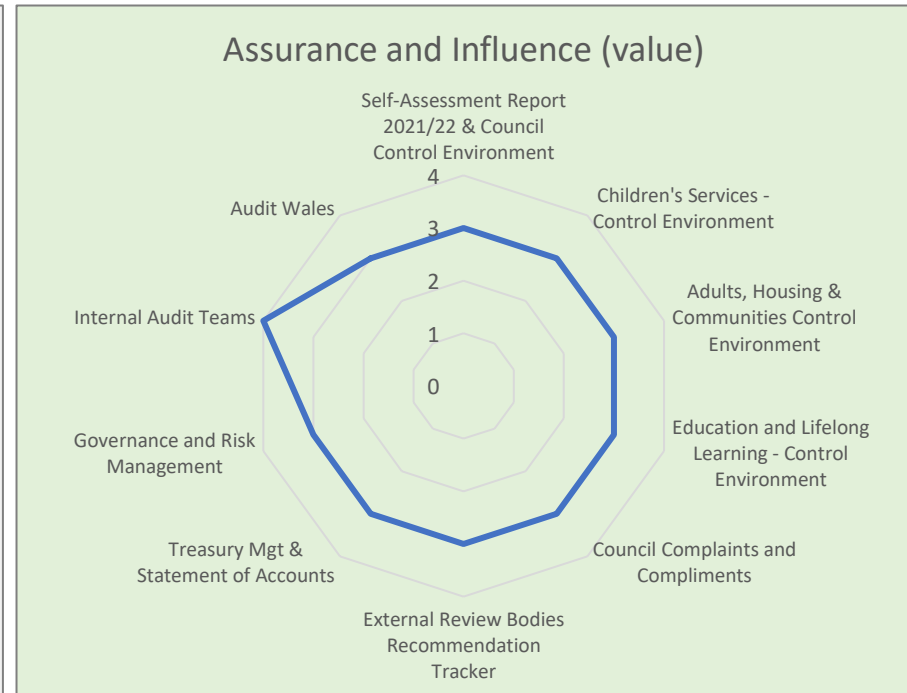
January 2023

	Action	Status / Target
1.	Refresher Committee training to be delivered on Risk Management and Internal Audit.	To be arranged in 2023/24
2.	Periodic private meetings to be arranged for the Committee and Audit Wales, which will not be attended by management.	To be arranged in 2023/24
3.	As background information, Committee to receive the Standards and Ethics Committee Annual Report each year.	Report to be circulated when published
4.	Senior officers currently provide information on partnership assurances within their control environment reports to Committee. The reflection of Committee is that there is scope to engage further in this area with senior officers.	From January 2023
5.	The Corporate Director Resources to provide HR information and assurances when next presenting on the directorate control environment.	Upon next attendance of Corporate Director Resources
6.	Committee to raise comments with officers on Committee papers as appropriate where they consider improvements may assist in future / ongoing Committee's reviews.	From January 2023
7.	Governance and Audit Committee to share relevant information with Scrutiny Committees of where it feels important assurances could be sought as part of a scrutiny process e.g., matters which could be explored as part of pre-decision scrutiny.	From January 2023
8.	Committee to continue to seek more value for money assurance from those it engages with.	From January 2023

The Committee requested feedback from those it engaged with in Committee meetings in respect of ‘performance’, ‘assurance and influence’ and ‘discussion and engagement’.

The results for 2022/23 were as follows.




Key	Score
1	Poor
2	Satisfactory
3	Good
4	Excellent



Current Membership

 <p><b>Gavin McArthur</b> <b>(Chair)</b> (Independent Lay Member)</p>	<p>Gavin McArthur is an experienced internal audit and governance professional and qualified accountant. He was Head of Governance and Assurance for the Ministry of Justice Estates Directorate. He has also held senior management roles in internal audit functions in the private sector, local and central government.</p> <p>Following a degree in Geological Sciences from Birmingham University, Gavin qualified as a CIPFA accountant with Coventry City Council where he undertook a range of financial management and accounting roles, including audit.</p> <p>His professional experience and expertise lie in the fields of internal control, risk management, governance, internal audit, business case review, and performance management. He was appointed as Vice Chair of the Governance and Audit Committee of Cardiff Council in January 2020, and is Vice Chair of the Warwickshire Police Joint Audit and Standards Committee.</p> <p>On 31/03/2023, Hugh Thomas stepped down from the Governance &amp; Audit Committee, at which point Gavin (previously Deputy Chair), assumed the role of Chair.</p> <p>A keen sportsman, who played semi-professional football, Gavin has coaching qualifications in rugby, goalkeeping and strength &amp; conditioning. He currently coaches goalkeeping for a university football team and for many years coached at a local rugby club, he is also an experienced Tai chi practitioner.</p>
 <p><b>David Price</b> (Independent Lay Member)</p>	<p>David Price is an independent management consultant, executive coach and interim manager who works primarily with tertiary education organisations. He formerly spent 25 years working for a number of UK universities and non-governmental departmental bodies in strategic planning and policy roles. His last permanent role was Pro Vice-Chancellor (Strategy &amp; Performance) at Cardiff Metropolitan University.</p> <p>Over the last two years David has been the interim Director of the Open University in Wales, interim Chief Executive of Colegau Cymru/Colleges Wales (the representative body for the further education sector in Wales), provided consultancy services for Universities Wales (the representative body for higher sector in Wales), the University of South Wales and the British University in Egypt, served as an independent member of Cardiff Council’s Governance and Audit Committee and acted as a charity trustee.</p> <p>Educated at the universities of Sheffield and Newcastle-Upon-Tyne and at schools in the UK and abroad, David is a graduate of the Leadership Foundation for Higher Education’s Top Management Programme.</p> <p>David’s professional interests focus on the development and application of performance systems, business intelligence, risk management, regulation and governance.</p>



 <p><b>Dr. Janet Wademan</b> (Independent Lay Member)</p>	<p>Janet Wademan was awarded the degrees of BA and PhD in Pure Mathematics from Cardiff University. After graduation she enjoyed a corporate R&amp;D career in the systems engineering, programme management, international marketing and bid directorship of safety critical applications in defence and civil domains. In 1995, Janet founded her advisory practice specialising in technology and innovation representing Wales and Welsh companies via the WDA’s Global Link programme. She has advised consortia of international corporates resulting in winning substantial bids and the creation of 100s of STEM jobs.</p> <p>Janet's underpinning professional interests are: sustainable regional development, building organizational resilience and the realization of societal impact from R&amp;D. She was a Member of the Ministerial Advisory Group for the then Department of the Economy and Transport (2006-09). She also served as a Member of the First Minister's Economic Research Advisory Panel (2002-12). Having developed a breadth of experience as a non-executive since 1998, Janet currently serves as: Vice-Chair, Joint Audit Committee, Office of the Police &amp; Crime Commissioner Gwent Police; Trustee and Chair of the Audit, Risk and Assurance Committee, National Library of Wales; Member, Wales Productivity Forum. She is a Fellow of the Chartered Management Institute and of the RSA.</p>
 <p><b>Cllr Saleh Ahmed</b> (Welsh Labour)</p>	<p>Serving the <b>Fairwater</b> Ward</p> <p><b>Terms of Office:</b> 09/05/2022 - 09/05/2027</p> <p><b>Serving on the following Committees:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Children and Young People Scrutiny Committee</a></li> <li>• <a href="#">Community &amp; Adult Services Scrutiny Committee</a></li> <li>• <a href="#">Council</a></li> <li>• <a href="#">Governance and Audit Committee</a></li> </ul>
 <p><b>Cllr Kate Carr</b> (Welsh Labour)</p>	<p>Serving the <b>Whitchurch and Tongwynlais</b> Ward</p> <p><b>Terms of Office:</b> 09/05/2022 - 09/05/2027</p> <p><b>Serving on the following Committees:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Council</a></li> <li>• <a href="#">Governance and Audit Committee</a></li> </ul> <p><b>Appointments to Outside Bodies:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">South Wales Fire &amp; Rescue Authority</a></li> </ul>



**Cllr Russell Goodway**  
(Welsh Labour)

- Serving the **Ely** Ward

**Terms of Office:** 04/05/1995 - 08/05/2022  
09/05/2022 - 09/05/2027

**Serving on the following Committees:**

- [Cabinet](#)
- [Cabinet \(Trustee Maindy Park Trust\)](#)
- [Constitution Committee \(Chair\)](#)
- [Council](#)
- [Democratic Services Committee](#)
- [Governance and Audit Committee](#)

**Appointments to Outside Bodies:**

- [Cardiff Airport Consultative Committee](#)
- [Consortium of Local Authorities in Wales \(CLAW\)](#)
- [WLG A](#)



**Cllr Margaret Lewis**  
(Welsh Labour)

Serving the **Butetown** Ward

**Terms of Office:** 09/05/2022 - 09/05/2027

**Serving on the following Committees:**

- [Community & Adult Services Scrutiny Committee](#)
- [Corporate Parenting Advisory Committee](#)
- [Council](#)
- [Glamorgan Archives Joint Committee](#)
- [Governance and Audit Committee](#)

**Appointments to Outside Bodies:**

- [Cardiff Bay Advisory Committee](#)



**Cllr Jess Moultrie**  
(Welsh Labour)

Serving the **Pentwyn** Ward



**Terms of Office:** 09/05/2022 - 09/05/2027

**Serving on the following Committees:**


- [Children and Young People Scrutiny Committee](#)
- [Constitution Committee](#)
- [Council](#)
- [Governance and Audit Committee](#)

**Appointments to Outside Bodies:**

- [Cardiff Mind](#)

 <p><b>Cllr Marc Palmer</b> (Welsh Labour)</p>	<p>Serving the <b>Whitchurch and Tongwynlais</b> Ward</p> <p><b>Terms of Office:</b> 09/05/2022 - 09/05/2027</p> <p><b>Serving on the following Committees:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Council</a></li> <li>• <a href="#">Democratic Services Committee</a></li> <li>• <a href="#">Governance and Audit Committee</a></li> <li>• <a href="#">Licensing Committee</a></li> <li>• <a href="#">Licensing Sub Committee</a></li> <li>• <a href="#">Public Protection Committee</a></li> <li>• <a href="#">Public Protection Sub Committee</a></li> </ul>
 <p><b>Cllr Joel Williams</b> (Welsh Conservatives)</p>	<p>Serving the <b>Pontprennau &amp; Old St Mellons</b> Ward</p> <p><b>Terms of Office:</b> 04/05/2017 - 08/05/2022 09/05/2022 - 09/05/2027</p> <p><b>Serving on the following Committees:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Council</a></li> <li>• <a href="#">Employment Conditions Committee</a></li> <li>• <a href="#">Governance and Audit Committee</a></li> <li>• <a href="#">Policy Review and Performance Scrutiny Committee (Chair)</a></li> </ul>

Members who stood down from the Committee at the Year-End  
(prior to the first meeting of 2023/24)

 <p><b>Hugh Thomas</b> <b>(Chairperson until standing down on 31.03.2023)</b> (Independent Lay Member)</p>	<p>Hugh Thomas, a retired Solicitor, pursued a Local Government career for forty years culminating in his being Chief Executive of Mid Glamorgan County Council (the largest local authority in Wales) for fifteen years. During this time, he served as Clerk to the South Wales Police Authority and Honorary Secretary of the Assembly of Welsh Counties. He retired in 1995.</p> <p>He has since chaired a number of public bodies and national voluntary organisations including those in the health and higher education sectors. He was Vice Chairman and Chair of the Audit Committee of the Wales Centre for Health.</p> <p>He was also a non-Executive Director of Welsh Water. He served as Chairman of The Regulatory Board for Wales 2010 – 2016.</p> <p>He has served a term of fifteen years as a Trustee of The National Library of Wales. For more than 5 year's he occupied the position of the Deputy Chairperson of the Audit Committee of Cardiff Council, and was appointed as Chairperson in January 2020.</p>
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**Cllr Daniel Waldron**  
(Welsh Liberal Democrats)

Serving the **Cyncoed** Ward

**Terms of Office:** 09/05/2022 - 09/05/2027

**Serving on the following Committees:**

- [Council](#)
- [Governance and Audit Committee](#)
- [Policy Review and Performance Scrutiny Committee](#)

**COUNCIL:**

**30 NOVEMBER 2023**

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## **LEADER & CABINET STATEMENTS**

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1. Leader Statement – Councillor Huw Thomas
2. Tackling Poverty, Equality & Public Health Statement -  
Councillors Bradbury and Sangani
3. Transport & Strategic Planning Statement – Councillor  
De’Ath
4. Deputy Leader & Education Statement - Councillor Merry
5. Social Services Statement - Councillors Mackie and Lister
6. Climate Change Statement – Councillor Wild
7. Culture, Parks & Events Statement - Councillor Burke
8. Finance, Modernisation & Performance Statement –  
Councillor Weaver
9. Housing & Communities Statement - Councillor Thorne
10. Investment & Development Statement - Councillor  
Goodway

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**LEADER STATEMENT**

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**Official Opening of New Fitzalan High School Building**

I was pleased to attend and speak at the official opening of the new Fitzalan High School building on 16 November 2023, alongside Rt Hon Mark Drakeford MS, the First Minister of Wales and Member of the Senedd for Cardiff West. The new school building was also visited last month by Their Royal Highnesses The Prince and Princess of Wales. The new £64m school was jointly funded by the Council and Welsh Government, through the city's Sustainable Communities for Learning Programme. The school staff, pupils and governors welcomed guests to the school including local politicians and representatives from Kier who played a key part in the school's construction.

**School of Sanctuary Award**

Ysgol Y Berllan Deg in Llanedeyrn has become the first Welsh medium primary school in Cardiff to be recognised as a School of Sanctuary or Ysgol Noddfa. The award recognises the creation of a welcoming environment where pupils, staff and their wider communities understand what it means to be seeking sanctuary. I was pleased to visit the school on 24 October 2023 and present the school with its award during a special event that was attended by pupils. Twenty Cardiff schools are now recognised as Schools of Sanctuary and, with the support of the Council's Ethnic Minority Travellers Achievement Service (EMTAS), many more are working towards recognition.

**Living Wage Week 2023**

As part of this year's Living Wage Week, Cardiff Business School hosted a Breakfast Briefing event on 10 November where I spoke alongside Cardiff University's new Vice Chancellor, Professor Wendy Lerner. The event provided an opportunity for me to speak about how the Council has led the drive and partnership work to make Cardiff a Living Wage City. Both Cardiff Business School and Cardiff University have also played important roles as part of the work undertaken in the city to date.

As part of the Breakfast Briefing event, academics from Cardiff Business School (Dr Deborah Hann, Professor Edmund Heery and Dr David Nash) shared the key findings from their report, entitled '*Twenty Years of the Living Wage: The Employer Experience*', which was based on a survey conducted in 2021 of all accredited Living Wage employers to examine the impact of the Living Wage on their organisations.

The research found that 85% of employers said that accreditation had enhanced their organisation's reputation, with 67% saying it had provided a competitive advantage. Around 60% said it had helped with recruitment and retention, with a similar number saying that accreditation had improved staff commitment and motivation.

Since its launch twenty years ago, more than 16,000 employers have signed up to pay the Real Living Wage, generating a pay increase for more than 350,000 employees and a total wage transfer of about £3bn.

### **Cardiff Business Awards 2023**

I was pleased to welcome guests to this year's Cardiff Business Awards on 17 November 2023, which was the ninth edition of the awards event to have been held in the city. The annual awards were, once again, supported by the Council and this year's awards attracted applications from some of the leading sectors in the city, including strong representation from the creative and digital industries and from SMEs across a wide range of business sectors. The Cardiff Business Awards enjoyed another successful year, with 77 companies being shortlisted for this year's awards and a total of 20 awards being handed out on the night across a wide range of industry categories.

### **Transport for Wales Metro Depot**

I was pleased to visit the impressive new Transport for Wales Metro Depot and Integrated Control Centre at Taffs Well on 17 November 2023 to see the progress that is being made in the construction of the £100 million facility. Whilst it is located just outside of Cardiff's boundaries, the new Metro Depot will be home to 36 Citylink Class 398 tram-trains and over 400 employees, and it was great to see the new tram-trains that will come into service next year on the Rhondda, Cynon and Merthyr Tydfil railway lines.

### **Gŵyl Cerdd Dant 2023**

Gŵyl Cerdd Dant is an annual music festival that has been held at different locations across Wales since 1934. Earlier this month on 11 November 2023, the music festival returned to Cardiff for the first time in over 40 years and was held at Cardiff and Vale College. The Council was proud to be the event's main sponsor and was pleased to welcome people to Cardiff from all over Wales for this prestigious event in the Welsh cultural calendar. As the capital city of Wales, Cardiff continues to play a key role to play in supporting and promoting Welsh music and culture and the festival provided a great opportunity for people to experience our nation's rich heritage first-hand.

**Councillor Huw Thomas**  
**Leader of the Council**  
**24 November 2023**



**TACKLING POVERTY, EQUALITY & PUBLIC HEALTH STATEMENT**

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**PUBLIC HEALTH & EQUALITY**

**HIV Testing Week**

I am pleased to say that Cardiff Council will be supporting Fast Track Cardiff & Vale during Wales HIV Testing Week between 20 & 26 November by promoting the benefits of regular HIV testing. The Fast Track Cities Initiative is a global partnership which works towards zero new infections, eliminating HIV-related stigma, and improving the quality of life of people living with HIV. Cardiff became a Fast Track City in 2020.

The aim of the week is to break down the stigma which prevents people from testing, showing how easy it is to get tested and linking people to the national free postal testing portal ([www.shwales.online](http://www.shwales.online)). Increasing awareness and accessibility of testing is crucial in order to diagnose HIV at an early stage, providing people with treatment and support quickly as well as preventing ongoing transmission.

The Council is fully supporting the campaign with promotion on the StreetHub units across the city centre, as well as via Hub digital screens. Officers have also been liaising with health colleagues to promote the message across GP surgery screens. Staff are also supporting Fast Track colleagues by joining them at an information stall in the University Hospital of Wales concourse during the week, where they will be on hand to talk to visitors about HIV and testing. Officers and Fast Track colleagues have also collaborated with in the development of a 'HIV 101' booklet, which includes key messages about HIV, including prevention and how to access testing. The booklet is available in all Community Hubs during HIV Testing Week.

**Bowel Cancer Roadshows**

Bowel Cancer UK delivered roadshows in Cardiff between 21 and 23 November to raise awareness of bowel cancer. Visitors were able to experience their giant inflatable bowel – measuring 19 feet by 6 feet – in an interactive way to demonstrate the various stages of bowel cancer and other diseases of the large intestine, and to raise awareness of bowel cancer symptoms and screening. Around half of all bowel cancers could be prevented by leading a healthier lifestyle, so it is important that people recognise the risk factors.

Council teams are sharing these key messages widely via posters and social media to support Bowel Cancer UK and are encouraging customers to take part in this vitally important screening programme.

I would urge anyone who is invited to screening (people aged between 51 and 74 years old registered with a doctor in Wales) to make sure that they take up the invitation. If you have any bowel symptoms or are worried about your family history of bowel cancer, do not wait for your bowel screening test kit. It is important that you speak to your doctor.

### **Arts and Culture for Community Cohesion**

My Cabinet colleague, Cllr Bradbury, and I are both delighted to support a powerful new film demonstrating how the people of Cardiff are using arts, education and culture to improve diversity and encourage inclusivity in the city. 'Stories for Cohesion' is a short film produced by the Co-operative Councils Innovation Network (CCIN), a group of UK local authorities committed to finding better ways of working for, and with, local people for the benefit of their local community. Filmed in June during Refugee Week, the film was launched at the CCIN'S AGM in Sunderland earlier this month. As well as Cllr Bradbury and myself, the film features leading figures from Cardiff's arts, theatre and music scenes, along with teachers and community cohesion workers, explaining how their work helps to generate harmony in the city's multi-ethnic communities. The film is available to watch at: <https://player.vimeo.com/video/863120356>

### **Sustainable Food Challenge**

Following completion of a feasibility study, Fareshare Cymru has been successful in being selected to participate in the Round 1 demonstrator phase of the Cardiff Capital Region Sustainable Food Challenge. The Redistribution Wales Kitchen will turn surplus food, which would otherwise be wasted, into nutritious, healthy meals. Recipes aim to contain two of the 'five a day' fruit and vegetables, will be fully vegetarian, and will trial reuseable packaging. The meals will meet a gap in provision of food to community organisations and charities who are supporting some of the most vulnerable in society. The project will supply 10 community food members initially, with the aim to build up to 30 as the trial progresses over the six-month period. Projects for the Round 2 demonstrator phase are currently being evaluated following a recent round of bids.

### **Diwali 2023**

Diwali is one of Hinduism's most important festivals and the Indian community's biggest celebration. It is a five-day festival which represents triumph of light over darkness, good over evil and knowledge over ignorance. I had the pleasure of attending a number of celebratory events across the city, one of which was hosted by the First Minister for Wales, Rt Hon Mark Drakeford MS, and the Honorary Consul for India in Wales, Mr Raj Aggarwal, at Sophia Gardens. These events brought the Indian community together to celebrate the Festival of Light and the many shared connections between Wales and India. There was an abundance of music and food as well as entertainment and cultural dance performances and the venues were beautifully decorated with Indian artefacts, textiles and Rangoli art.

## **Remembrance Service for Ethnic Minority and Commonwealth Servicemen and Women**

It was an honour to attend the Ethnic Minority and Commonwealth Servicemen and Women Remembrance Service at Alexandra Gardens on 14 November to lay a wreath on behalf of the Leader and the Council. The annual event was organised by Race Council Cymru and pays tribute to the contribution made by Ethnic Minority and Commonwealth servicemen and women who served during the First and Second World Wars and who have served in other conflicts since. The service of remembrance provides a focal point and an opportunity to give thanks and remember some 2.5 million soldiers who came from India and fought for Britain in the Second World War, alongside servicemen and women from the Caribbean, Africa, Canada, and Australia, many from Black, Asian, and Minority Ethnic communities who lived and worked in the docks of Cardiff and South Wales. For a future of equity and anti-racism, we need to look honestly at our past and learn from it.

## **TACKLING POVERTY & SUPPORTING YOUNG PEOPLE**

### **Cost-of-Living Update**

As we head into the winter months and the cost-of-living crisis continues, I am extremely proud of the Council's Advice Services, which continue to deliver support to residents to help mitigate the impacts of these challenges. Over 3,000 people have already been assisted with Universal Credit financial support, and the team has identified over £10 million in additional weekly benefits for customers since April and issued 855 foodbank vouchers. Our dedicated Fuel and Food Poverty champions continue to support people across Community Hubs, providing advice to people who are struggling with ongoing rising costs. I would implore anyone who is struggling currently to contact the Council's Money Advice Service to find out more about the support available by phoning 029 2087 1071 or by emailing: [advicehub@cardiff.gov.uk](mailto:advicehub@cardiff.gov.uk)

### **Remembrance Service**

The Council's Veterans Advice team, which offers help and support to the Armed Forces community in Cardiff, held an event to commemorate Remembrance Day at Central Library Hub on 10 November. A bugler played the Last Post at 11am, which was followed by a two-minute silence and the laying of a wreath in the reception area. The organisations who attended included Change Step, a peer-to-peer veterans mentoring service, and an NHS Wales dedicated mental health service for the Armed Forces.

### **School Snack Scheme**

The School Snack Scheme has been relaunched ahead of the forthcoming winter period after the success of last year's initiative, which supported over 1,500 families. The scheme enables schools to ensure that every pupil has access to healthy snacks during the school day, as well as providing food parcels for families who are experiencing food poverty.

Each school in the city can request a voucher from the Money Advice Service, highlighting the number of families they have identified who require support. Schools will also actively promote and refer families to the Money Advice Service, so they can receive a full money and benefit health check, including income maximisation as part of the help available. To refer a family into the scheme, please contact your local school or the Council's Money Advice Service by phoning 029 2087 1071 or by emailing: [advicehub@cardiff.gov.uk](mailto:advicehub@cardiff.gov.uk)

### **Into Work Advice Service Jobs Fair**

As part of the Council's initiative to get people into work, the Into Work Advice Service delivered its fourth Cardiff Jobs Fair at the Capitol Centre in partnership with Scope last month. Disability-friendly employers promoted live vacancies at the event with 60 employers and support organisations in attendance. The event was very well attended, with over 1,000 jobseekers visiting the event, engaging with employers and receiving support from organisations.

### **Young Person Homelessness Support**

It is extremely important that young people living in supported accommodation are equipped with the tools to live independently. This month saw the start of 'Cook & Create' workshops. These workshops, delivered by the Multiply team within the Into Work Advice Service, aim to help young people develop cooking skills, learn about budgeting, problem solving and following instructions. Upon completing the workshops, the young people are gifted an air fryer and an item of furniture that they have made. Over 40% of residents at Ty Bronna young person's hostel have now completed the workshops, and the team will continue to offer the opportunity to young people living in supported accommodation, with the next sessions planned for Ty Seren and Northlands.

### **Virtual Headteacher/Bright Futures**

LACE (Looked after Children in Education) is a multi-disciplinary team based within the Council's Education Service which works to support Looked After Children with all aspects of their education, monitor their achievements and assist them in overcoming any barriers to their success, ensuring they achieve their full potential. The Into Work Youth Employment Team met with the LACE Virtual School Headteacher last month to discuss collaborative working to support care-experienced young people's transition from statutory schooling into employment, training, volunteering, or higher education. The meeting was very successful with further plans being made, including visits by the Into Work Youth Team to parents' evenings to talk to parents and young people about the help that is available from the service. This early intervention will allow the team to tailor support to each care-experienced young person. It is great to see collaborative and partnership working across council services to help these young people get the best opportunities to fulfil their potential.

## **Cardiff Playday**

The autumn half-term school holiday ended on a high for hundreds of Cardiff school children and their parents and carers thanks to the combined efforts of hard-working council teams. The rescheduled Playday on 2 November at the Central Library Hub was the result of the combined efforts of the Children's Play Services, Flying Start Parenting, the Childcare Offer and the Cardiff Family Advice and Support Service. The day was a great success and saw a range of activities to suit everyone's needs with no-one being left out. At one point during the day, there were over 400 families at the event.

Unfortunately, I was unable to attend the event; however, my Cabinet colleague, Councillor Lister, did attend and has reported back to me about the joy that he saw on the faces of the children, their carers and council staff on the day. One elderly gentleman who had simply come into the library to use a computer said to the organisers: *"Thank you for doing this – children need people like you."* I would like to thank all of the teams involved for their hard work and dedication to making the day such a success.

## **Cardiff Youth Service**

Following their nominations, a number of Youth Service teams from across the city have been shortlisted for the National Youth Work Excellence Awards. I want to congratulate all those who have been shortlisted, including the Ely & Caerau team, which has been shortlisted for their work supporting the delivery of a grants programme to help young people and community groups. The Digital team has, once again, been shortlisted for an award; this time, for the Cardiff Content Creator's project. In addition, the Youth Service's Welsh provision has been shortlisted for their partnership work with Menter Iaith and Urdd Gobaith. I would also like to recognise the work of Caroline Jones who has been shortlisted for her leadership qualities at the city centre youth project, Grassroots.

A new Youth Action Group has been launched to seek the views of young people, councillors and a range of wider stakeholders to create an action plan to support the development of youth provision within Gabalfa, Whitchurch and Tongwynlais. There has been a concerted effort to address challenges within the communities through a Street Safe initiative. This has been delivered with a renewed youth service presence in the community undertaking street-based youth work on Saturdays. There will also be a schedule of pop-up provision within the communities to meet the identified needs.

The Youth Service continues to provide support for young people to access their rights and entitlements. The Active Involvement team, in partnership with young people, has developed a Young Leadership programme, which will allow young people from across the city to engage in accredited training. The programme seeks to develop their confidence and leadership abilities to enable them to actively participate within their communities.

The team at Eastmoors has worked with Sky Up to transform parts of the youth centre to create a digital space for young people. This project will deliver a range of digital provision which will seek to address the digital inclusion agenda. The facility will benefit from a wide range of improvements, as well as a gift of equipment that will allow significant improvements to the Youth Service curriculum. There will be a range of infrastructure improvements for other communities, including free fibre optic broadband and equipment for use at other Youth Service facilities, which will benefit communities throughout Cardiff.

Following the successful development of an online youth provision for 13-17-year-olds, the Digital team has developed provision for older young people, with a focus on supporting 16-25-year-olds into education, employment and training. The team will use Discord to engage young people with the help of partners, including the Council's Into Work Advice Service. The provision will provide access to trained Youth Workers and deliver a range of activities and opportunities to develop young people's capacity to engage with other services. This innovative and creative provision will be the first of its kind in Wales.

**Councillors Julie Sangani & Peter Bradbury**  
**Cabinet Members for Tackling Poverty, Equality & Public Health (Job Share)**  
**24 November 2023**

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## **TRANSPORT & STRATEGIC PLANNING STATEMENT**

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### **Canal Quarter**

I was pleased to join the Leader and Members representing the Cathays ward at the opening of the Dock Feeder Canal on Churchill Way on 24 November. This project, which began construction in February 2022, has created a valuable new public space in the city centre with outdoor seating areas, two footbridges and an amphitheatre-style performance area. It is the first phase of a wider regeneration project with plans to extend the canal along Churchill Way to connect to the Dock Feeder south of Tyndall Street. The Council will work with private investors to deliver a successful high-density mixed-use development, attracting homes, hotels, hospitality, high-quality offices, leisure, and retail units.

The scheme has also delivered a new water habitat in the city centre. A series of rain gardens have been built, with specific soil and planting to treat the surface water and remove pollutants before the water flows into the canal. This will ensure that 3,700m<sup>3</sup> of water will be diverted away from the sewage system each year, reducing the cost and energy of treating this water through the sewage pumping station at Cardiff Bay.

### **Winter and Adverse Weather Service**

The Winter and Adverse Weather Service, delivered through the Highway Maintenance Operations team, has begun in earnest. The scope of winter activities has been expanded to include support from the out-of-hours emergency teams in response to severe adverse weather events, and frontline operational winter staff have already been deployed to assist with demand during Storm Debi.

With several storms hitting over the past few weeks, the Drainage team has seen a significant increase in reports of flooding across the city. Over 250 reports were received in less than a week, which the team has been working hard to address and minimise the impact of these intense rain episodes. This work has been carried out in conjunction with the Cleansing teams, who undertake the clearing of leaves that can otherwise block the highway gullies.

Work to enhance the delivery of frontline operations continues, with a new gritter being trialled this winter which has an electric salt-spreading system. Furthermore, as part of workforce planning within the Highway Maintenance Operations team, a new apprentice and an existing member of the Street Lighting team have started a four-year electrical apprenticeship qualification. This continued development of both the Highways Operations service and staff is an essential part of ensuring the Council can meet challenges going forward, such as those related to climate change, and deliver its statutory highway maintenance functions.

## **Reducing the Carbon Impact of Highways Resurfacing**

The Council is continuing its journey to reduce the carbon impact of roads resurfacing in the city and service delivery more generally. An 877m<sup>2</sup> section of Pengam Road in Splott has been resurfaced using a new pioneering technique to ensure that the materials used have a negative carbon impact and without the need for carbon offsetting. The technique incorporates and embeds the equivalent weight of naturalised carbon into the surfacing. The work in Pengam Road equated to a saving of over 4.5 tonnes of emitted carbon.

The key ingredient of this technique is biochar, which describes any organic material that has been carbonised under high temperatures (500-600°C) in the presence of little or no oxygen – a process known as pyrolysis. The resulting biochar has a high stable carbon element, which in turn is incorporated into the new surfacing material to give the negative carbon impact.

Working closely with the contractor, Miles Macadam, the Council is trialling this unique material and variations of design. The more biochar that is added to the mix, the lower the carbon impact of the materials that are used. If enough biochar is added to the product, the impact of other items involved in the process, such as transporting the materials, could also become carbon neutral by default. If this system is used in all road resurfacing works, it would result in significant carbon savings across the city and nationally.

## **Active Travel & Road Safety**

### **Bike Bus**

Gwaelod y Garth Primary School set up a Bike Bus from Taffs Well at the end of last term, which has enabled more pupils to cycle to school. The pupils cycle together in a group accompanied by parent volunteers. The Council is providing adult bikes to the school to enable more teachers to take part in the Bike Bus, which arrived in school earlier this month. The school has been nominated in the Cardiff Cycling Awards 2023 in the category 'Cardiff School Doing Most to Encourage Cycling to School'. A video on the Bike Bus has been produced by Public Health Wales and Sustrans. More information, including a link to the video, can be found on Cardiff & Vale University Health Board's website at: <https://cavuhb.nhs.wales/news/latest-news/bike-bus-the-community-cycle-rides-making-journeys-to-school-more-fun-and-active/>

### **Bike Fleet Project**

Phase 4 of the Council's Bike Fleet Project is progressing well, with the majority of storage containers delivered in October. This phase includes new bike fleets, bike fleet extensions, and two bespoke fleets of adapted trikes for the Specialist Resource Base in Ysgol Pwll Coch and Ty Gwyn Special School to ensure that every child and young person in Cardiff can take part in cycling. Ysgol Pwll Coch, with support from the Active Travel team, has also started a Park and Stride and a Walking Bus to enable more pupils to actively travel part of their journey to school. This month, 30 scooters and helmets have been delivered to the school to support these initiatives.



## Safer Cycling Project

In October, the Active Travel team collaborated with the Youth Service to develop a project encouraging young people living in Ely and Caerau to wear bike helmets and promoting safer cycling more broadly. The project will give young people helmets, which they will design and spray paint with a local artist. Young people taking part will also have their bike serviced and receive cycle training, as well as the opportunity to gain an Agored Cymru Level 1 Qualification in Bike Maintenance, with a further opportunity to progress to higher bike maintenance qualifications. This project will commence in January 2024.

## Child Pedestrian Training

133 Year 2 pupils have received Child Pedestrian Training. The practical element of the training is delivered on roads near to their school to keep the training relevant to the children.

## Training for Pupils with Additional Learning Needs

Independent Travel Training provided one-to-one training to pupils with Additional Learning Needs to allow the pupils to travel independently to school and to give them confidence to travel independently to any future education setting and employment. Group sessions were also delivered to pupils in Specialist Resource Bases.

## Bike Shelters

A contractor has been appointed to start the latest “bike shelters for schools” scheme, with 11 schools due to have new bike shelters, bike racks, and scooter racks installed over the coming months. Work has begun at Bryn Hafod Primary School and was completed at Marlborough Primary School during the autumn half-term holiday period.

## The Bike Lock

The Bike Lock in Windsor Place in the city centre has won the ‘One To Watch’ category at the Social Wales Business Awards 2023. Opened in October 2022, the Bike Lock is an independent bike storage and co-working space in the city centre that offers storage space for 80 cycles, along with shower facilities and a café. The ‘One To Watch’ Award category is for social enterprises that have been operating for less than two years and can articulate their future vision and how they are going to achieve it.

## Registration Services

The Register Office has now been operating from its new locations for a month and the first Register Office wedding was held on 22 November in the newly refurbished Llandaff Suite at Insole Court.

The Registration team has settled in well to its new operating locations, which we are continuing to promote via social media. Customers visiting the main office, which is now based at Glamorgan Archives, have been positive about the new modern accommodation and improved facilities such as baby changing.

The Hubs are also proving to be very popular service points and are fully booked for birth registrations every week. The service days and Hub locations are as follows:

- Monday: Llandaff North & Gabalfa Hub
- Tuesday: Central Library Hub
- Wednesday: Ely & Caerau Hub
- Thursday: St Mellons Hub

Appointments for those needing to register deaths are available daily with Registrars based at Thornhill Cemetery offices, and feedback is consistently positive regarding the location and the service provided.

### **Cardiff Dogs Home**

The plans for the new kennel block at Cardiff Dogs Home are now complete and have been submitted for planning permission. The plans have been prepared for free by Capital Construction Training Group. A meeting with Capital Construction is planned this month to understand which parts of the building work their group is able to do without charge. When the block is complete, there will be an additional 11 kennels available, which will support the home to keep the service running while the main kennels are refurbished next year.

A small piece of land has been secured on the other side of the railway track from the Dogs Home. This will be suitable for two secure exercise areas for the dogs in our care and will also serve as an excellent walking area for volunteers, reducing the need for them to walk on busy roads. The secure areas can also be hired out to the public and this will help to bring in extra income for the Dogs Home.

Finally, the 2024 Dogs Home Calendar is currently available from the Dogs Home or The Rescue Hotel website for £10, with all proceeds going directly to benefit the dogs at the home.

**Councillor Dan De'Ath**  
**Cabinet Member for Transport & Strategic Planning**  
**24 November 2023**

**COUNCIL: 30 NOVEMBER 2023**

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**DEPUTY LEADER & EDUCATION STATEMENT**

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**UNICEF Child Friendly City**

On 27 October, Cardiff was officially declared as the first UNICEF Child Friendly City in the UK.

In 2017, the Council and its partners joined the UK Committee for UNICEF's Child Friendly Cities & Communities programme as part of a pioneering cohort. Since then, the Council has been implementing strategies to embed children's rights, as outlined in the United Nations Convention on the Rights of the Child (UNCRC), into its policies and services. Working with the city's children and young people, the Council has prioritised six key areas: Co-operation and Leadership; Communication; Culture; Healthy; Family and Belonging; and Education and Learning. These priorities and goals have been enshrined in Cardiff's Child Friendly Strategy since 2018.

Working in partnership with organisations across the city, a significant number of projects, initiatives and actions have been undertaken to ensure that children and young people are able to claim their rights, thrive and reach their potential, whilst addressing the barriers which may limit their life chances. We now move forward into new priority areas to further embed a child's rights approach to our work across urban planning and addressing inequality.

**Rights Fest**

Over 500 children and young people attended a two-day Rights Festival or 'Rights Fest' that was held at Cardiff City Stadium on 26 & 27 October. The first day was for girls and young women and had a focus on gender equity. It included talks, workshops and performances, with the last session being facilitated by Professor E J Reynolds from Cardiff University, which focused on developing a manifesto for change that will be presented early next year.

The second day was a celebration of children's rights, with over 50 partners coordinating four zones of games, workshops and fun activities over two floors of the stadium. Participants were joined by Cabinet Members, public service representatives and a delegation from UNICEF UK, with the event culminating in the signing of the Child Friendly City Recognition Agreement between the Council and UNICEF UK.

## **New Cardiff School Developments**

This month, I have been delighted to join the Leader of the Council in attending both the official opening of the fantastic new Fitzalan High School building and in visiting one of the city's newest primary schools, Ysgol Gynradd Groes-wen Primary School, which forms part of the Plasdŵr development in north-west Cardiff and was delivered in line with commitments set out in the existing Local Development Plan.

Ysgol Gynradd Groes-wen Primary School is the first of its kind in Cardiff and Wales, providing a dual language stream and a Welsh-medium stream. The dual language stream will consist of 50% Welsh and 50% English, known as a 50/50 split. In addition, there is a 96 place, part-time nursery provision that is supported by a Cylch Meithrin, which will offer wraparound provision and also operate an after school club for pupils. This new school supports our aspirations to grow the Welsh language and develop bilingualism in Cardiff as set out in our Bilingual Cardiff strategy.

The Pre-Application Consultation (PAC) process for the new Willows High School site commenced on 20 November and will run until 18 December. This process is taking place ahead of the submission of the planning application for the development of the new school on the former Splott Market site.

In June 2023, the contract to carry out the enabling works associated with the development of the new Willows High School site was awarded to Morgan Sindall Construction. An event was held on 15 November at Cardiff Arms Park to mark the official launch of a new partnership between Morgan Sindall Construction, Cardiff Rugby Community Foundation, Cardiff Council and Willows High School. The event saw students from Willows High School participate in a series of activities, which included a guided tour of Cardiff Arms Park and the opportunity to meet a Cardiff Rugby player. As part of their social value offer, Morgan Sindall is currently sponsoring three educational enrichment programmes within the Willows High School cluster that will use the power and values of sport. These programmes will be delivered by Cardiff Rugby Community Foundation, a not-for-profit community arm of Cardiff Rugby, until at least summer 2025.

## **Western Learning Federation**

The Western Learning Federation of three schools in the Caerau ward has been recognised as an exemplar of best practice by Estyn, with an impressive six areas of effective practice being recognised and published. Following a visit in November last year, Estyn invited all three of the federated schools (Riverbank, Ty Gwyn and Woodlands) to prepare case studies on some of the positive work taking place, so that other educational settings can learn from them.

Riverbank Special School was praised for its efforts in relation to the work of the family liaison officer, particularly on the way parents and carers are supported around addressing the poverty agenda and the school's use of outdoor learning to meet the needs of pupils with complex and sensory needs.

Inspectors acknowledged Ty Gwyn Special School for its support for families, including those who have English as an additional language, and its work within the curriculum to support pupils with complex needs to attend appointments for their personal care.

Woodlands High School was also commended for the way in which the school supports pupils' attitudes to learning, the sharing of curriculum and learning experiences and the development of a culture that supports staff well-being.

### **Local Authorities Caterers Association (LACA) Awards**

The Council's Education Catering Service has been recognised for its dedication, innovation and outstanding contribution made in the school catering sector. At this year's Local Authorities Caterers Association (LACA) Wales Region Awards, Cardiff won the Community Impact Award for the delivery of the Flexible Supported Employment Pathway (FSEP). This provides young people with Additional Learning Needs (ALN) with the support and training necessary so that they can go on successfully to employment and is delivered by the Cardiff Commitment, in partnership with our post-16 ALN team and the Education Catering Service as the employment partner.

Since launching in May 2023, four young people with Additional Learning Needs and/or autism, have received training and 12-month work experience placements to prepare and support them in their transition from school to full time employment. The pupils aged 16-18 from the Specialist Resource Bases at Cantonian and Llanishen High Schools gained hands-on experience in a commercial kitchen and accessed work skills training, including the Level 2 Food Safety Qualification. They have gained access to unique opportunities and transitioned into paid employment through the Food and Fun initiative, Cardiff's multi-award-winning school holiday enrichment programme, which provides children with health and well-being provision during the school holidays.

In addition to the Community Impact Award, the Education Catering Service has also been awarded the Welsh Government's Food in Schools Award for the work undertaken to roll-out the Universal Free School Meal scheme for primary aged children, which is now provided to all pupils from Reception to Year 3. The scheme is also being rolled out to Year 4 from 20 November.

### **Period Poverty**

The Cardiff Period Dignity programme has been expanded further in schools, with primary schools now providing free reusable period pants for learners, in addition to single use pads that are already available. As well as being an excellent eco-friendly option, period pants are proving to be popular with young people due to their ease of use and help in preparing them for their first period. The Education Service is also continuing to provide secondary schools with a wide range of eco-friendly and reusable options for learners.

## **Passport to the City**

Passport to the City facilitated a wide range of experiences and opportunities for children and young people in Cardiff during the recent school half-term holiday period. On 31 October, a group of young people from the east of the city had the opportunity to visit the BBC Cymru Wales studios for a Halloween special tour. Passport to the City is now being offered regular exclusive tours of the studios during school holiday periods as a result of the strong partnership with BBC Cymru Wales.

Passport to the City worked closely with one of its targeted schools to facilitate access by some of its most vulnerable families to unique locations within Cardiff. The school had recognised the limited mobility of some of its families, especially in accessing the city centre, even though the community is within close proximity. Through working closely with the school, families and city partners, Passport to the City was able to structure a day out within the city centre, with children visiting Cardiff Castle, whilst also enjoying exclusive access to a ticketed event with a Halloween theme. All those involved had lunch within the Castle grounds before undertaking further activities and a private tour of the Museum of Cardiff.

In addition, a small group of young people from North Ely Youth Service also had the opportunity to engage with a one-off, face-to-face Dungeons & Dragons campaign, which has been structured in direct response to requests made by the young people. As a result of sessions like this, this specific group of young people has continued to engage regularly and face-to-face to play the game, and there is also an appetite to grow this project further.

**Councillor Sarah Merry**  
**Deputy Leader & Cabinet Member for Education**  
**24 November 2023**

**COUNCIL: 30 NOVEMBER 2023**

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## **SOCIAL SERVICES STATEMENT**

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### **ADULT SERVICES**

#### **National Meals on Wheels Week**

It was a real pleasure to attend the Fairwater Care Hub (formerly Fairwater Day Centre) to celebrate National Meals on Wheels Week at the end of October and join the team on some deliveries that were made. During the visit, I met with the managers and staff who organise and prepare the meals for this much-needed and appreciated service. I also met the drivers who deliver the meals to people in Cardiff and the Vale of Glamorgan who might not get a hot meal or any meal at lunchtime if this service was not provided. It was wonderful to join a member of the team on their delivery rounds and to see them welcomed warmly by each client. The service does so much more than just provide a nutritious, hot meal and dessert, with team members also checking that all is well with the clients and providing some friendly social interaction with a quick chat. I would like to thank the excellent team for the service and care that they provide.

#### **Understanding Disability Awards**

Earlier this month, the Council's Transition Day Service received an award at the Understanding Disability Awards run by the Cardiff & Vale Parents' Federation, which highlighted the service as an example of good practice. I had the pleasure of attending the awards ceremony, which was held at the Marriott Hotel in Cardiff on 16 November, where the awards were presented by the Lord Mayor of Cardiff and the Mayor of the Vale of Glamorgan.

The Transition Day Service works with young people with complex needs in their final year of school, assisting with a smooth transition into adulthood. As part of this support, the team co-produces a support plan with a young person, which captures what is important to them and what a good adult life looks like from their perspective. The service provides an opportunity for the young people to experience new opportunities, to develop independent living skills and to develop friendships. I am extremely proud of the service and delighted that staff have received this recognition.

In addition, the event saw the presentation of an award to two Cardiff taxi drivers who had been nominated by the parents of a schoolboy with complex needs who was refusing to go to school by taxi. The two drivers were given the job of driving him to/from school and went over and above what would be expected of them, visiting his home and getting to know him until he was pleased to see them and happy for them to take him to/from school. His attendance at school has vastly improved and he is now ready and waiting for the taxi to school in the mornings. Well done to them both.

## **Cardiff Wellbeing Support Service**

The pandemic had such a negative impact on people's health and wellbeing and the effects of this can still be seen, particularly amongst older people in Cardiff; many of whom became isolated and disconnected from their communities. There is so much evidence that loneliness and isolation can be harmful to both physical and mental health and wellbeing and, therefore, I was pleased to receive an update on the work of the Cardiff and Wellbeing Support Service – the team that was set up to support people to re-engage with the community.

The team provides a mentoring service, which aims to boost health and wellbeing by working with people on a one-to-one basis and supporting them with advice, activities, events and training opportunities. It was good to see that there has been an increase in referrals to the service from various sources, including internal teams and external organisations, which I'm sure is due to the team's hard work to increase their profile.

I am delighted that the service is currently collaborating with Cardiff MIND and has been able to offer direct access to counselling and further support. Clients have also been signposted to multiple different internal teams and external organisations who are able to support them further, including the Money Advice Service, our Community Hubs, Cardiff Women's Aid, Chatterbox Befriending and Brawd. It's clear that the work of the team is really helping people to re-connect with others and take part in groups and events – some of them have even become community volunteers themselves and are now helping others to create new friendships and networks.

## **Older People's Commissioner for Wales Conference**

I was pleased to attend the Older People's Commissioner for Wales conference, entitled 'Making Wales an Age-friendly Nation: Celebrating progress, Building on Success', which was held in Cardiff earlier this month. The event provided a great opportunity for public services from across Wales to come together, share best practice and celebrate achievements and, in my capacity as a WLGA Spokesperson on Health and Social Services, I was pleased to speak about the importance of a partnership approach to creating age-friendly communities. I also really enjoyed taking part in a discussion panel at the conference and responding to questions from older people across Wales. It was great to see how committed older people are to working together to make Wales a better place for older people to live in.

Cardiff was the first Local Authority to be accepted by the World Health Organisation to membership of their Global Network for Age-Friendly Cities and Communities and our Age-Friendly Cardiff team was able to showcase at the conference the good work that has been undertaken and the progress that is being made in Cardiff. The team was also joined by Jeanette Edwards and June Bailey who volunteer to deliver activities for older people in our Community Hubs. They spoke eloquently about the positive impact that volunteering has had on their own wellbeing, as well as how it has helped all the people who take part in their wonderful Tai Chi classes. I would like to personally say a big thank you to June and Jeanette – true age-friendly community heroes!

More information about our Age-Friendly Cardiff work is available at:

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



## **Cardiff's Age-Friendly Forum**

Since its inception in May 2023, Cardiff's Age-Friendly Forum has been a great success, with attendees providing positive feedback about the impact of the meetings. The Forum is a way of bringing together key stakeholders within an age-friendly space for networking, consultation and participation. The Forum meets in-person every quarter and has an overall aim of exploring how the lives of older people in Cardiff can be improved.

I was pleased to be able to attend a meeting of the Age-Friendly Forum on 21 November, which focused on digital initiatives. The members of the Forum learnt about technology that is available to support older people, as well as hearing about an innovative inter-generational digital project. The Council's Web Team also carried out some website user testing for the Age-Friendly Cardiff, Dementia-Friendly Cardiff and Telecare websites, to ensure that these websites are easy to use for older people to find the information they want. If any older person or older person's organisation in Cardiff would like to join the Forum, then they should email: [agefriendly@cardiff.gov.uk](mailto:agefriendly@cardiff.gov.uk) or telephone 029 2087 1055 for further details.

## **Chai (Tea) Club Update**

In partnership with the Alzheimer's Society, Independent Living Services (ILS) have helped set up a Chai Club 50+ Coffee Morning at the India Centre in Splott. The mornings are aimed at providing engagement and support for carers and people with dementia who are part of the city's South Asian Community. The first session took place on 12 October and included a range of activities to support older people by reducing social isolation and providing them with an opportunity to meet similar people to help break down stigma about living with dementia. The group took part in Clock Cricket, a form of low-impact exercise, and enjoyed refreshments and a good catch up. The initial session was so well received that attendees asked whether the club could meet weekly, rather than monthly. As a result, the club will now run every week, with our Community Co-ordinator working with the Cardiff Volunteer Service to locate and train volunteers to support ongoing club sessions.

## **Chatty Cafés**

ILS have also been working in partnership with the Chatty Café non-profit organisation and venues across the city to increase the number of 'Chat and Natter tables' across the city. Chat and Natter tables are a scheme run by the Chatty Café, which is aimed at reducing loneliness by providing spaces in cafés, pubs, libraries or other public venues where people can meet and chat over a drink or lunch if they are happy to do so. ILS have been engaging with venues across localities in Cardiff, providing information on the benefits of hosting Chat and Natter tables and supporting interested venues in signing up to the scheme. The service then helps to get the initial sessions started and provides support until the venue and volunteers are happy to sustain the sessions themselves. In April 2023, Cardiff only had two venues registered with the scheme; however, within the last six months, five new venues have started hosting Chat and Natter tables with support and promotion by ILS. More information about the Chatty Café, including a list of venues in Cardiff, can be found at: [www.thechattycafescheme.co.uk](http://www.thechattycafescheme.co.uk)

## **CHILDREN'S SERVICES**

### **Residential Update**

Council will be pleased to note that Children's Services have received confirmation from Care Inspectorate Wales of the registration of two new children's homes in the city. This demonstrates fantastic progress with the implementation of the Accommodation Strategy and reflects the hard work and dedication of the officers within the Directorate. The homes will provide one registered bed each and will allow opportunities for more children who require residential accommodation to remain closer to home in Cardiff. I look forward to providing you with further updates as the implementation of the Accommodation Strategy progresses.

### **Visit to Home-Start Cymru**

To provide the best possible services and opportunities for children, young people and families, it is important that the Council works together with partners in other organisations, particularly the third sector. A few weeks ago, I had the privilege of meeting families and volunteers involved with Home-Start Cymru and to hear directly from them about how the programmes they are involved in have changed their lives. The families were able to tell me how, in such a short space of time, their volunteers had been able to help them move forward with several aspects of their lives – whether supporting them in the home or helping their family to access new opportunities. In just a few hours, it was clear to me how much of an impact that Home-Start is having on families in our communities, and I would encourage Members to find out more about their work and to encourage others to volunteer their time. More information is available on their website at: <https://www.home-start.org.uk/pages/category/home-start-wales>

### **Cardiff Parenting**

In recognition of the importance of offering apprenticeship and training opportunities in response to ongoing recruitment pressures, I am pleased to advise Members that Cardiff Parenting will be creating some new apprentice posts within their crèche team. The team has struggled to recruit to vacant crèche assistant posts due to a shortage in Level 2/Level 3 qualified applicants, which is a requirement of Care Inspectorate Wales. The Council's crèche assistants are vital to the success of parenting groups within Flying Start and the Cardiff-wide Parenting Service. This proposal will support the Council to 'grow our own' qualified staff, offering successful applicants a quality experience, mentoring and the resources they require to gain the desired qualification. Hopefully, this will enable the apprentices to then apply for permanent posts within the service and support their career progression.

### **Flying Start**

Members may like to know that there has been a focus on improving levels of attendance within Flying Start childcare this academic year. Officers have supported Flying Start childcare providers to ensure that they are recording attendance accurately. Conversations are taking place with families about the benefits of good attendance for their child. Officers have also supported providers to develop their ability to challenge parents/carers about planned absences that do not seem appropriate. Examples could include children not attending childcare due to non-urgent appointments, such as haircuts.

Officers have implemented a social media project with a focus on the positive impact that good attendance has on child development. As a result, there has been an improvement in attendance. Last term, the team recorded overall attendance as 78%. This was a significant improvement on the same period from the previous year. The work that the team has done has been recognised and praised by Welsh Government officials, who have said that this is one of the highest attendance rates across Wales and they have asked the team to share their good practice with other local authorities.

### **Staff Engagement Event**

Last month, I was able to drop in on one of the Children's Services staff engagement events, where I heard about developments within the Directorate and the progress that is being made to improve the offer for children and families in Cardiff. It's always a pleasure to hear directly from staff across the Directorate and to extend the thanks of Members for the work they do day in, day out in supporting our communities.

### **Llamau Impact Event**

Councillor Mackie and I recently attended an Impact Event held by Llamau, which highlighted the work they do right across Wales to support children, young people and families who are on the verge of, or experiencing, homelessness and/or domestic violence. The event provided a true showcase of the impact that Llamau has and we heard directly from young people who have benefited from their services, as well as survivors of domestic abuse and Llamau staff who shared testimonies from families they have supported. The event focused on the importance of early intervention and prevention, and we would encourage Members to find out more about how they can support the work that Llamau does across the city. More information is available on their website at: <https://www.llamau.org.uk/>

### **Action For Children's Review into Child Criminal Exploitation**

For a number of years, the Council has been working with Action for Children to support young people at risk of criminal exploitation, through a multi-disciplinary approach which focuses on building young people's resilience and avoiding factors which make them vulnerable. Earlier this month, I attended an evidence-giving session that was chaired by Professor Alexis Jay OBE who led the Independent Inquiry into Child Sexual Abuse in England and Wales. I spoke about the improved partnership and information-sharing arrangements between the Council and other organisations which help to safeguard vulnerable young people. The session also gave me the opportunity to explain how the Council uses the information to support young people and their families, working with partners to offer the right support at the right time.

### **Fostering Update**

Our Fostering team continues to focus on ensuring that children and young people receive the best possible support, through various schemes including Teen Scheme. One young person in a Teen Scheme placement recently won an award in their new school for pupil of the week for 'outstanding effort and learning behaviours'. They have thrown themselves into school life and after school clubs, and are evidently very much enjoying school.

The team also received positive feedback from a provider about the progress one young person has made since being accommodated with them. When they first moved in, they often didn't leave their room, would sleep all day and had little engagement with staff or other residents. They are now regularly preparing their own meals, completing daily household chores and have made friends with other residents. They are a sensible, funny and intelligent young person and they are respectful and mindful of others. In addition, they often help members of the public when they see them struggling, such as assisting elderly people on and off the bus.

### **Corporate Parenting Advisory Committee Visits**

In the last few weeks, members of the Council's Corporate Parenting Advisory Committee have been attending various Children's Services sites, including the Youth Justice Service and Ty Storrie, the Council's overnight short break provision for children with disabilities and complex needs. The committee members were extremely grateful for the warm welcome they received. They were inspired by the care and support that staff provide to the children and families who are reliant on Ty Storrie and also noted the strong evidence of a committed and enthusiastic Youth Justice staff team working well together.

### **National Safeguarding Week**

This year's National Safeguarding Week was held during the week commencing 13 November. The theme for this year was 'Exploitation' and there was a full programme of events to share information, learning and best practice. These included updates in relation to "Human Trafficking and Safer Travel", "Gangs, County Lines and Serious Youth Violence" and "Welsh Women's Aid and Safer Wales". The week culminated in a Cardiff and Vale of Glamorgan Regional Safeguarding Board Conference that was opened by the Deputy Minister for Social Services, Julie Morgan MS.

**Councillors Norma Mackie & Ash Lister**  
**Cabinet Members for Social Services (Job Share)**  
**24 November 2023**

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## **CLIMATE CHANGE STATEMENT**

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### **One Planet Cardiff and Schools**

A successful One Planet Cardiff event for schools was held on 8 and 9 November and delivered by the Council's Curriculum team in partnership with the One Planet Cardiff team. Held at the Cardiff City Stadium, the event launched the One Planet Cardiff Schools Pledge. Schools signing the pledge commit to incorporating climate change issues into their teaching and to taking positive action to support the delivery of the One Planet Cardiff Strategy.

Over the two days, 35 schools were represented with over 140 learners present from across the city along with 35 partner organisations. The event highlighted some impressive actions already being taken by schools and showcased a wide range of partner initiatives and learning experiences, which will be made available to school children and schools as the pledge initiative develops.

### **Greener Whitchurch**

The detailed design of the Greener Whitchurch flood alleviation scheme is progressing. Topographical, drainage and ground investigations surveys which will be required for the detailed design are planned for commencement in the new year and discussions are continuing with key stakeholders such as Natural Resources Wales. A drop-in event for the public is being organised by the project team and will take place before Christmas. The date and time of the event will be confirmed shortly and will be advertised via the Council's social media channels.

### **Coastal Defence Scheme**

Preparations are ongoing for the commencement of the Coastal Defence Scheme and applications for the discharge of conditions for both the planning permission and marine licence have been submitted. As part of the enabling works, further ground investigation is required and is expected to begin shortly, with physical construction of the scheme commencing in March 2024.

### **Cardiff Flood Risk Strategy**

Development of the Cardiff Flood Risk Strategy is continuing, with public consultation on the draft strategy planned for January 2024.

## Leaf Clearance

Leaf clearance commenced at the start of October and teams have been working to clear leaves and keep highway drains clear. The recent inclement weather has meant flooding of the local highway network and Cleansing Services work closely with colleagues in Highways to address concerns. However, some issues relate to capacity issues of main carrier drains and water will only dissipate once the drains are able to take more water. Cleansing Services undertake a two-week rota of leaf fall clearance working in areas identified as needing attention as set out below:

		<b>Ward Leaf Fall Cleansing Plan – Week A (w/c 09.10.23)</b>				
<b>EAST</b>	<b>Week A</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
		Rhiwbina	Pentwyn	Llanishen	Gabalfa	Cathays
			Lisvane			
	<b>Ward Leaf Fall Cleansing Plan – Week B (w/c 16.10.23)</b>					
<b>Week B</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	
	Heath	Plasnewydd	Splott	Cyncoed	Adamsdown	
		Penylan				

		<b>Ward Leaf Fall Cleansing Plan – Week A (w/c 09.10.23)</b>				
<b>WEST</b>	<b>Week A</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
		Whitchurch/ Tongwynlais	Fairwater	Gwaelod Y Garth	Radyr	Canton
	Creigiau/ St Fagans		Pentyrch			
	<b>Ward Leaf Fall Cleansing Plan – Week B (w/c 16.10.23)</b>					
<b>Week B</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	
	Tongwynlais	Ely	Llandaff	Riverside	Grangetown	
Caerau		Llandaff North				

Areas where properties are at risk of flooding or have flooded in the past are cleansed weekly and additional cleansing takes place in these locations prior to inclement weather to ensure highway drains are free from obstruction.

## **Garden Waste Collections**

The current period of industrial action by Unite is scheduled to end on 26 November 2023. Waste Collection Services will undertake one garden waste collection in each ward prior to Christmas starting from 5 December 2023. The volume of garden waste being presented may mean that collections may happen later into the evening than usual or on a different day than usual. The Council will use social media to notify residents and will keep the online collection calendar up to date.

**Councillor Caro Wild**  
**Cabinet Member for Climate Change**  
**24 November 2023**

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**COUNCIL: 30 NOVEMBER 2023**

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## **CULTURE, PARKS & EVENTS STATEMENT**

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### **Cardiff @ Christmas**

There is no mistaking that Christmas has arrived in Cardiff and, to coincide with switching on of the Christmas Lights, Winter Wonderland is already welcoming visitors to its two iconic sites. Cardiff Castle is, once again, providing a breathtaking backdrop to Cardiff's Winter Wonderland Ice Rink and Ice Walk, whilst City Hall Lawn is playing host to a selection of rides and funfair games, the Sur La Piste après-ski bar, plus a full line-up of free, family entertainment – not forgetting the ever-popular ice bar.

There is a plethora of treats in store for anyone visiting Cardiff this Christmas, from the mesmerising Christmas at Bute Park Light trail, which is 50% longer this year, to the perfect hand-crafted gifts on sale at the Cardiff Christmas Market and the return of the 500-seat Spiegeltent, which is located in Sophia Gardens this year. Further information about everything that the city has in store this Christmas season is available on the Visit Cardiff website at: <https://www.visitcardiff.com/>

### **Welsh Museums Festival 2023**

The Museum of Cardiff was proud to take part in the Welsh Museums Festival 2023. The festival ran from Saturday 27 October to Sunday 5 November during the school half-term holiday period and attracted over 1,700 visitors to the Museum. Highlights included Portrait of a City illustration workshops with author and illustrator, Jack Skivens; and Songs and Rhymes featuring Mymuna Soleman, a Somali-Welsh resident of Butetown and founder of the Privilege Café. A spoken word artist, Mymuna was joined by Cath Little, a storyteller from Llanrumney and author of Glamorgan Folk Tales for Children. Together they shared their favourite traditional stories, songs and rhymes and explained how and why their families came to live in Cardiff. The Museum also received several lovely comments from visitors who enjoyed the festival.

### **Cardiff Local Nature Partnership**

I wanted to update Council on the continuing positive work of our Local Nature Partnership (LNP) in Cardiff. The LNP has been funded by the Welsh Government since 2020, providing capital and revenue sources to support projects and mainstream activity which enhance and promote biodiversity. Fourteen organisations are represented on the steering group, including the Wildlife Trust of South and West Wales, Royal Society for the Protection of Birds, Woodland Trust, Natural Resources Wales, Wales Biodiversity Partnership and Buglife Cymru.

There has been a wide range of practical activity, led by the Community Park Ranger Service, involving our volunteer workforce over the last couple of months. This has included cut and lift operations linked to our wildflower areas, grassland surveys, dormouse surveys, bulb planting, habitat management and conservation volunteering taster sessions. Further activity is planned up until the end of the financial year, which includes the planting of marginal pond vegetation, herbaceous perennials, tree planting, maintenance of permanent planting, bird and bat box installation, and outdoor learning sessions with schools for pupils in Year 6.

The LNP plays an important role in developing the Cardiff Nature Recovery Action Plan, which will outline the essential steps needed to restore and improve nature in Cardiff, while also responding to both the declared nature and climate emergencies. Public workshops and drop-in sessions have been taking place to gather views and ideas for action to support nature recovery in our city. Details of the remaining drop-in sessions and workshops are provided below:

#### Drop-in Sessions

- Bute Park Visitor Centre – Saturday 25 November 2023 (11am-2pm).
- Dusty Forge, Ely – Monday 27 November 2023 (1.30pm- 3.30pm).

#### Community Workshops

- In-person workshop at Sport Wales National Centre, Sophia Gardens – Tuesday 16 January 2024 (6pm-8.30pm).  
Book a place at: <https://www.eventbrite.com/e/cardiff-action-for-nature-community-workshop-tickets-744055860107?aff=oddtcreator>
- Online workshop – Thursday 18 January 2024 (6pm-7.30pm).  
Book a place at: <https://www.eventbrite.com/e/cardiff-action-for-nature-on-line-workshop-tickets-744063543087>

#### **Green Flag ‘Best of the Best’ Awards**

I am delighted to report that the Council’s Community Park Ranger team, based at Forest Farm Country Park, won the Parks Team of the Year Award at this year’s Green Flag Awards UK ‘Best of the Best’ Awards. This is a particularly pleasing outcome following on from the success of the Bute Park team in winning the same award last year.

The ‘Best of the Best’ Awards recognise employees who make an exceptional contribution and I’m delighted that the team has been recognised for its work in engaging local communities in the management of Forest Farm. The awards scheme, which recognises excellence in innovation and service delivery, is managed by Keep Britain Tidy who also manage the Green Flag Awards Scheme.

### **Partnership Working with Linc Cymru Housing Association**

Earlier in the month, council officers and I met with representatives from Linc Cymru Housing Association to discuss outline proposals for a pilot partnership project aimed at improving local parks and green spaces through engagement with local tenant communities. The city's parks and green spaces make a significant contribution to the health and wellbeing of local communities, particularly in areas of deprivation, and I was very pleased with the positive response received from Linc Cymru. Officers are now collaborating to define detailed proposals and it is my intention to engage with local members in pilot wards in due course.

**Councillor Jennifer Burke**  
**Cabinet Member for Culture, Parks & Events**  
**24 November 2023**

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**FINANCE, MODERNISATION & PERFORMANCE STATEMENT**

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**Budget Update and Autumn Statement**

Members will be aware that local authorities across the UK are expecting a shortfall in funding for the next financial year. Whilst the Council will not receive the provisional settlement from Welsh Government until 20 December this year, at present, finance officers are anticipating a budget gap of upwards of £40 million. This presents a significant challenge, and work is ongoing to identify the potential savings that will be necessary to deliver a balanced budget proposal in March 2024. Public consultation on any proposals will take place from early January, with the Budget Council meeting due to take place on 7 March 2024.

At the time of writing, the full implications of the Autumn Statement are still being assessed, though the initial indications are of a deepening period of further austerity for many public services. There was no indication of any significant funding for public services to help address the rising prices and increasing demand that all services are experiencing.

At a WLGA event last week to discuss the financial position of Welsh local authorities, the Leader of the WLGA described the outlook as “grim” for Welsh public services if there is no further funding from the UK Government. Across Wales, local authorities collectively face an estimated £411 million shortfall in funding.

**Living Wage Week 2023**

The Council played an active role in Living Wage Week earlier this month at events hosted by Cardiff University and by the Institute of Government & Public Policy in London. The Cardiff events celebrated the successes of the Cardiff Living Wage City Partnership and highlighted the key findings of research undertaken by Cardiff University, which included a survey of UK Living Wage employers.

As mentioned in my Council Statement last month, I joined colleagues from across the UK to discuss the topic of “*From The Living Wage And Local Collaboration To Digital Innovation And Inclusion: Creating The Right Conditions For People To Thrive*” at the conference in London. During the discussion, I was able to highlight the impact that the Cardiff Living Wage Partnership has had on the Cardiff economy. Cardiff University’s latest analysis shows the impact that uplifts to the real Living Wage have had on the local economy. An additional £75 million has gone into the Cardiff economy as a result of these uplifts since 2012. This is out of a total Welsh uplifts figure of around £109 million.

The new real Living Wage rate of £12.00 per hour was announced on 24 October and needs to be implemented by Cardiff's 215 accredited Living Wage employers by 1 May 2024.

The Council's Living Wage Accreditation Support Scheme continues to pay the first three years of accreditation fees for Cardiff-based small and medium-sized enterprises who are interested in becoming accredited Living Wage employers. Further information about the real Living Wage is available at: [www.livingwage.wales](http://www.livingwage.wales)

### **White Ribbon Campaign**

Members will have received an email from me on 14 November advertising a number of public events taking place between 20 November and 8 December in support of 'White Ribbon Day', otherwise known as the United Nations 'International Day for the Elimination of Violence Against Women and Girls', which is held on 25 November. This date also marks the start of the annual 16 Days of Activism campaign, which starts on 25 November and ends on 10 December, which is Human Rights Day.

White Ribbon UK is part of a worldwide movement started by men committed to ending male violence against women. Cardiff Council is an accredited White Ribbon organisation and we are committed to not only raising awareness of violence against women, domestic abuse, and sexual violence, but also to addressing the attitudes and behaviours that enable it to flourish. While women and girls are disproportionately affected by violence and abuse, we recognise that anyone can be affected by these issues. The Council has commissioned local specialist services to support women, men and children, and to promote the national Live Fear Free helpline: 0808 802 0800.

I was very pleased to open the series of events by attending a session with council staff and the CEO of White Ribbon UK on 20 November, which focused on actions we can take as an employer to support staff who are experiencing violence against women, domestic abuse or sexual violence.

### **Digital Services**

#### **CardiffGov Mobile App**

At the end of October, the CardiffGov mobile app hit 84,689 downloads since its launch. The number of downloads continued to be higher than average, with 1,893 downloads last month. More users are using the app to check waste collection details due to the recent industrial action, with the number of checks nearly tripling from August to September (up by 183%) and then up by a further 9% from September to October.

Development work has been completed on improvements to waste bag stockists' information, with appropriate testing having been completed on the CardiffGov mobile app. Further testing is also due to take place in relation to other channels such as the website and chatbot.

## Website

During October, 328,000 people visited [www.cardiff.gov.uk](http://www.cardiff.gov.uk), viewing 658,000 pages with 77% of visitors using a mobile device. Over 28,000 online payments were received totalling £3.3million and 334,000 residents checked their waste collection details online, which was an increase of 29,000 on the previous month. In addition, 92% (19,800) of recycling centre bookings and 95.2% (3,100) of bulky item collections were made online – both of these figures are the highest online percentages to date.

## Chatbot (BOBi)

The Council's chatbot, BOBi, handled a total of 7,465 conversations in October, with 840 resulting in handoff to Connect to Cardiff (C2C) agents. This figure is down from the previous month, although significantly higher than the average of 5,000 conversations per month. Of the 578 users who left feedback, 74% rated their experience as ok, good or very good, with 40% rating it as very good. Chatbot users mostly engaged with the scenarios provided for waste options, Council Tax and parking enquiries.

The team has completed changes to the chatbot content relating to Senedd elections, which explains how to vote and provides details of local polling stations. Additional changes have been made to multiple waste scenarios due to the industrial action, including waste calendars, bulky item collections, garden waste, bins and bags, and recycling centres.

The development of the 'Where is my nearest...?' function to locate closest services to a customer's given address has been finalised. The team has also completed work on major events and road closures, which can now be checked using the chatbot to help users plan their journey through Cardiff.

## **Connect to Cardiff (C2C)**

The top four reasons for contacting the Council last month via Connect to Cardiff (C2C) related to the impact of industrial action on waste collections; events (e.g. the visit of Their Royal Highnesses The Prince and Princess of Wales, and the announcement that some Euro 2028 matches would be held in Cardiff); the Traffic Regulation Order banning cycling on Queen Street; and the announcement of Cardiff becoming the UK's first UNICEF Child Friendly City.

**Councillor Chris Weaver**  
**Cabinet Member for Finance, Modernisation & Performance**  
**24 November 2023**

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## **HOUSING & COMMUNITIES STATEMENT**

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### **Homelessness Demand**

Members will be aware of the unprecedented demands on homelessness services. These pressures continue and emerging demands are also yet to be fully realised as an increase in presentations is anticipated by December. This will put additional pressure on an already stretched resource.

All of the Council's temporary accommodation is full. Four hotels are now being used as emergency accommodation and, on average, 88 single people continue to present each night at emergency out-of-hours provision. To help to address this, plans are currently being finalised to create significant additional spaces to support clients as we head into the winter. These will include contingency and emergency accommodation, which will be located across the city.

As an immediate response, the Council continues to work closely with Registered Social Landlords to create additional temporary accommodation units. Last month saw the opening of Bay Chambers, which created 43 new units that are all fully occupied. The Council is also working with the YMCA to create additional units for single people who have low needs and are currently accessing homelessness services.

Tai Ffres, the Young Person's Housing Association launched by United Welsh and Llamau, is now accepting referrals from the Young Persons Gateway, with people moving in this month. This will provide settled accommodation for the most vulnerable young people and will aid the move-on out of temporary accommodation.

To ensure that households can move out of the emergency and contingency accommodation, plans are also underway to increase the Council's temporary accommodation at scale and pace through a variety of methods. I will update Council further on these plans over the coming weeks.

### **Homeless Prevention Team**

Our focus remains on preventing homelessness wherever possible. The Homeless Prevention team has been completely reviewed and face-to-face help & support is now available in more areas across the city than ever. The team has seen a reduction in the number of Notices to Quit served by landlords, which is at the lowest it has been since April 2023. However, the number of people being served a Notice to Quit by family and friends, and the number of people who are sofa-surfing, has sadly increased.

In order to address this, substantial work has been carried out on the Young Persons Homeless Pathway, with the Prevention team taking the lead on young person homelessness assessments and working in partnership with Llamau to provide family mediation to support young people to remain at home.

The Prevention team is also now co-located with the Probation team and undertakes homeless assessments from within HM Prison Cardiff, which has helped to speed up the assessment and referral process for the Prisoner Pathway. This has helped to increase prevention rates from 71% in September 2022 to 83% in September this year.

### **Young Persons Housing-Led Project**

The Young Persons Housing-Led Project aims to prevent vulnerable young people entering adult homeless services. It has now been running for 12 months and, during this time, six young people with complex needs have been supported through the scheme, with four being permanently housed in social housing and two young people being permanently housed in private rented housing. Due to the success of the project, plans are in place for discussions between Housing-led Services and Children's Services about further expansion of the project.

### **Private Rented Sector**

The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 introduced minimum energy efficiency standards (MEES) for domestic private rented properties. The Regulations were designed to increase the energy efficiency of the worst performing dwellings, reduce fuel poverty and increase housing standards. Since 1 April 2020, it has been unlawful to let out a domestic property under all new and existing tenancies if the property has an Energy Performance Certificate rating of F or G (the least energy efficient categories).

Shared Regulatory Services (SRS) has been conducting a programme of contacting the owners, agents and landlords of private rented properties to remind them of their duties under the legislation and to signpost them to potential funding streams that may be available to assist them in improving the rating of their property. To date, F and G rated properties have been targeted, as well as those properties for which there was no clear rating.

Since this work began, property improvements and re-certification have been evidenced, resulting in new property ratings ranging from B to E. By the end of September this year, the estimated reduction in carbon produced from these properties as a result of SRS interventions is approximately 72 tonnes, together with a reduction of 73,116 kilowatt hours in the energy needed for heating these properties. The approach will continue to be one of seeking compliance, working with landlords and letting agents, and remaining sensitive to the financial and capacity pressures on the sector currently.

### **Welsh Public Library Standards 2022/23**

I am pleased to say that Cardiff Hubs and Libraries Service continues to perform strongly, demonstrating a clear commitment to meeting the needs of its customers.

Every year, libraries services across Wales are assessed against the Welsh Public Library Standards and, once again, Cardiff's provision has been commended for the top-quality services provided to residents around the city. The annual assessment report found that Cardiff provided a wide range of activities and services to support the city's diverse communities and, in particular, there is a strong commitment to health and wellbeing, with the city ranking in the top quartile of library authorities for adults who feel the library makes a difference in terms of skills development, and health and wellbeing.

The report highlighted that the Hubs and Libraries Service has developed a number of innovative wellbeing-related initiatives, including the provision of digital screens displaying health and wellbeing information; the translation of Cancer Research UK videos into community languages; the incorporation of physical activity into story times; provision of a sports library that loans equipment; and physical activities for older people.

The city is in the top quartile of library services for the number of visits and virtual visits per capita and, whilst the number of physical visits to the city's libraries has not returned to pre-pandemic levels, virtual visits have increased markedly, with demand for digital reading materials continuing to rise rapidly.

I am very pleased with Cardiff's performance against the Welsh Public Library Standards and the report's recognition of our strong emphasis on delivering a service that seeks to boost people's health and wellbeing. I am also grateful for the hard work of Hubs and Libraries staff who always go the extra mile to help Cardiff's communities.

### **Warm Welcome Spaces**

Cardiff's Hubs and Libraries are providing Warm Welcome Spaces once again this winter in response to the ongoing cost-of-living crisis. Anyone who is struggling to heat their homes is encouraged to pop-in for a free hot drink and a chat and, if they want to, find out about support and advice services. Last year, the spaces were heavily utilised and, so far this year, over 2,000 people have already enjoyed a warm welcome and been supported with signposting to services. Further information about other locations in Cardiff offering Warm Welcome Spaces this winter can be found at: [www.warmwelcome.uk](http://www.warmwelcome.uk)

### **Prevent**

On 14 & 15 November, the Council's Prevent team hosted a visit by the Home Office Director of Prevent, Michael Stewart, who is currently visiting priority areas across the UK. Whilst in Cardiff, he met with a number of people, including myself, the Chief Executive and representatives from our Police, Health and Probation partners, as well as third sector and community groups. He noted that the Council was performing well in its delivery of a local Prevent programme and was particularly impressed with the effectiveness of partnership working and leadership on Prevent by officers and elected members.

## **Community Safety**

Following on from my Council Statement last month, I am pleased to confirm that the partnership bid to the Home Office's Safer Streets Fund was successful. The funding received will be used to deliver a number of projects in Adamsdown, including strengthened CCTV provision, gating in Anderson Fields, a virtual reality programme exploring gang behaviour that allows young people to safely experience the consequences of their decisions, and a motocross educational programme on the safer use of bikes.

The Community Safety Team is trialling a ward action plan approach in response to street-based lifestyle priorities for Adamsdown/Splott, Riverside and Butetown. A partnership tactical delivery plan is also being developed in response to problems caused by off-road bikes and the impact of this plan will be monitored by the Community Safety Partnership.

In addition, the draft Violence Prevention Strategy is due to be discussed by the Council's Community and Adult Services Scrutiny Committee in January 2024. Public consultation on the draft strategy will also take place in the New Year.

**Councillor Lynda Thorne**  
**Cabinet Member for Housing & Communities**  
**24 November 2023**

## **INVESTMENT & DEVELOPMENT STATEMENT**

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### **Indoor Arena**

This month Cabinet approved the funding strategy for the new Indoor Arena, which means that enabling works will be able to begin in the New Year, with an opening date earmarked for the end of 2026. The circa £250 million investment into Cardiff Bay will bring jobs and support our city's cultural ambitions. Notably, it will complete the jigsaw of our event hosting capability, giving Cardiff the ability to host any type of performance of any size.

The arena has been a longstanding ambition for Cardiff and will support not just jobs in our hospitality sector, but also support the wider development of our city's creative industries; all part of our wider Atlantic Wharf Masterplan. The arena will also support our ambition of increasing more people to visit Cardiff and for longer, filling our hotel rooms throughout the year, and supporting our vibrant hospitality sector.

The Cabinet Report outlined our indicative timeline for the arena, with enabling works beginning in January 2024, the signing of the lease agreement in May/June 2024, with the main arena construction then beginning next summer.

### **Cardiff Market**

Members will also be aware that we have been working hard to invest in our city's heritage buildings. There are not many buildings more iconic than Cardiff Market, which sits proudly in the centre of our city. I am pleased to say that we have secured the full funding for the project following an award of £3.1 million from the Welsh Government Transforming Towns programme. This follows the £2.1 million grant from the National Lottery Heritage Fund, as well as some support from the Shared Prosperity Fund.

A total of approximately £6.5 million will be invested in the restoration of the 130-year-old, Grade II\* Listed Victorian building that will future-proof it for years to come. Members will know the market remains a popular destination in the city centre, but that there is an urgent need to invest in the building to make sure it is there for the next 130 years. The project shows our commitment to supporting our city centre in a way that reflects and respects our city's heritage in a sustainable way, supporting a greener, fairer, stronger Cardiff.

## **Cardiff Capital Region Investment Zone**

This month it was announced that £160m of funding from the UK Government and Welsh Government will be used to support economic growth in the Cardiff Capital Region as part of a new Investment Zone. The Zone within Cardiff Capital Region (CCR) will be based across Cardiff with its heavy research base and Newport with its compound semiconductor expertise, with the wider region designated as an area of benefit.

The intention for the Investment Zones is to catalyse high-potential, knowledge-intensive growth clusters across the UK, with each Zone driving the growth of at least one key future sector from among green industries, digital technologies, life sciences, creative industries and advanced manufacturing. In CCR's case, the world-leading compound semiconductor cluster will feature as part of this.

## **Cardiff Business Awards**

The Cardiff Business Awards, which celebrate the achievements of our city's enterprises and entrepreneurs, continues to grow. This year saw over 400 people attend the annual ceremony, which took place at the Mercure Holland House Hotel. The Cardiff Business of the Year Award went to Afanti Media, one of our city's many thriving creative businesses. In addition, the Outstanding Contribution to Cardiff Award was won by Landsec Group Plc, which has been actively involved in the city for over 40 years and has a longstanding commitment to serving the community, particularly supporting local people facing barriers to entering the workforce.

## **Economic Update**

We continue to see investment in Cardiff across a range of sectors in the city, from technology businesses to new hospitality venues. This includes the official opening of the new Legal & General Headquarters in Central Square that provides space for 2,000 jobs in a modern, sustainable building right next to Cardiff Central Station. This all aligns with our vision of a Stronger, Fairer, Greener Cardiff, providing well paid jobs in places that are accessible to all of our communities. The confidence of the commercial sector in the city is also shown by the opening this month of the new Veezu Headquarters in Hodge House.

Confidence in our manufacturing business can also be seen from Panasonic's recent announcement of investment of up to £20m in its facility in Cardiff. This will see it implement a net-zero power system at its Pentwyn site. This will be the company's first investment of its kind outside of Japan and reaffirms Panasonic's commitment to Cardiff and its 400 staff.

## **Shared Prosperity Fund**

Following an open call for projects this summer, a number of new projects will also be delivered in Cardiff as part of the Shared Prosperity Fund. These projects include support for start-ups and entrepreneurs, backing for the circular economy and investment in new creative spaces. In addition, we continue to support businesses in our city through the Cardiff Growth Fund, which provides SMEs with up to £10,000 to invest in ways of making their business more productive, more sustainable, or to support more inclusive employment.

**Councillor Russell Goodway**  
**Cabinet Member for Investment & Development**  
**24 November 2023**

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# CYNGOR CAERDYDD CARDIFF COUNCIL

**COUNCIL:**

**30 NOVEMBER 2023**

## REPORT OF THE INTERIM MONITORING OFFICER

### COMMITTEE MEMBERSHIP

#### Reason for Report

1. To receive nominations and make appointments to current committee vacancies as set out in the report and in accordance with the approved allocation of seats and political group wishes.

#### Background

2. The Annual Council meeting 25 May 2023 established the Committees and Panels of the Council and their composition. The seats allocated to political groups on each committee were calculated in accordance with the rules on political balance, and nominations were received for each committee from the political groups.
3. In accordance with the Welsh Audit Office Statement of Action P3b (report March 2016), Membership of Committees is a standing item on monthly Group Whips meetings and Full Council, as appropriate.

#### Issues

4. Current Committee vacancies, in accordance with the approved allocations to political groups, are as follows:

Table A

<b>Committee</b>	<b>Vacancy</b>	<b>Group</b>	<b>Nomination Received</b>
Planning Committee	1 vacancy	1 x Liberal Democrat	
Governance & Audit Committee	1 vacancy	1 x Liberal Democrat	
Democratic Services Committee	1 vacancy	Non-grouped	

5. Further nominations to fill existing vacancies received from political groups prior to Full Council on 30 November 2023 will be reported on the amendment sheet.

### **Legal Implications**

6. The Council is required at its Annual Council meeting (and at certain other specified times) to determine the allocation of Committee seats to political groups in accordance with political balance principles set out in Section 15 of Local Government and Housing Act 1989. Having determined the allocations, the Council is under a duty to exercise its power to make appointments to each Committee so as to give effect to the wishes expressed by the relevant political group about who is to be appointed to the seats allocated to their group (section 16 of the 1989 Act).
7. The Local Government (Committees and Political Groups) Regulations 1990 ('the 1990 Regulations') requires political groups to be notified of their allocation on each Committee in order that they may nominate individuals to serve on that Committee (Regulation 14). Regulation 15 contains a residual power for the Council to make appointments if the political groups fail to do so. However, apart from this provision, the Council has no discretion in the matter - its function is simply to make appointments, which give effect to the wishes of the political groups.
8. The wishes of a political group are to be taken as those expressed to the Proper Officer (a) orally or in writing by the leader or representative of the group; or (b) in a written statement signed by a majority of the members of the group. In the event that different wishes of a political group are notified, the wishes notified in accordance with point (b) shall prevail (Regulation 13).

### **Planning Committee**

9. The Size and Composition of Local Planning Authority Committees (Wales) Regulations 2017 (made under s.39 of the Planning Wales Act 2015), provide that, *except in the case of a local authority which is comprised solely of multiple member wards*, only one Member from a multiple member ward may sit on the planning committee, in order to allow other ward Members to perform the representative role for local community interests (Regulation 6 of the Size and Composition of Local Planning Authority Committees (Wales) Regulations 2017). As Cardiff is currently comprised solely of multiple member wards, this rule is not currently applicable to Cardiff.

### **Financial Implications**

10. There are no financial implications directly arising from this report.

### **RECOMMENDATION**

The Council is recommended to receive a nomination and appoint to the vacancy on the Committee, in accordance with the Party Group wishes, as set out in Table A and on the Amendment Sheet.

**D MARLES**  
**Interim Monitoring Officer**  
24 November 2023

*Background Papers*

Council Report, Minutes and Amendment Sheet 26 October 2023

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**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**



**COUNCIL:**

**30 November 2023**

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**REPORT OF THE INTERIM MONITORING OFFICER**

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**APPOINTMENT OF LOCAL AUTHORITY GOVERNORS TO SCHOOL GOVERNING BODIES**

**Reason for this Report**

1. To appoint Local Authority School Governors to fill vacancies.

**Background**

2. Section 19 of the Education Act 2002 makes provision for the governing bodies of maintained schools to include Local Authority appointed governors, with further detail contained in the Government of Maintained Schools (Wales) Regulations 2005. When Local Authority school governor vacancies arise, either by appointees reaching the end of their term of office or resigning, it is the statutory duty of the Council to fill the vacancies as soon as possible.
3. The Local Authority Governor Panel was constituted at the Annual Council in May 2015 to advise the Council on appointments and removal of governors to those places allocated to the Local Authority.

**Issues**

4. The Local Authority Governor Panel met on 20 November 2023 to consider new applications to fill current and future vacancies due to arise by 31 January 2024. The recommendations of the panel, in respect of new appointments are contained in Appendix 1 to this report.

**Legal Implications**

5. As noted in paragraph 2 of the report, the Council is required, pursuant to the Education Act 2002, section 19 and regulations made there under, to appoint local authority governors to the governing bodies of maintained schools, in accordance with those statutory provisions. Appointments are for a fixed term of 4 years from the date of the appointment and governors may be re-appointed for a further 4 year term.
6. Appointments to outside bodies are a local choice function, which is reserved under the Council's Constitution to full Council. Accordingly, the appointment of Local Authority governors to governing bodies requires the approval of full Council.

7. Members will note that this report recommends the appointments of local authority governors, as set out in Appendix 1 for a 4 year term.

### **Financial Implications**

8. There are no financial implications arising from this report.

### **Recommendation**

9. That, in accordance with the recommendations of the Local Authority Governor Panel, the Council approves the new appointments of Local Authority governors to the school governing bodies as set out in Appendix 1, each for a term of 4 years from the date of the appointment.

**Debbie Marles**  
**Interim Monitoring Officer**  
23/11/2023

*The following Appendices are attached:*

Appendix 1            List of Local Authority school governor vacancies and recommendations for appointment by the Local Authority Governor Panel for the period 1 October 2023 to 31 January 2024.

*The following Background Documents have been taken into account: N/A*

## LA Governor Vacancies - Recommendations from LA Governor Panel 1 October 2023 to 31 January 2024

## Appendix 1

- i. All appointments in the list are recommended by the LA Governor Panel and will have satisfied the required application process.
- ii. All terms of office unless otherwise stated are for 4 years.

### Existing LA Governor Vacancies

School Name	Ward	Start of Vacancy	Applications Received
Albany Primary School	Plasnewydd	24/07/2023	Muna Noor
Coed Glas Primary School	Llanishen	14/09/2023	
Eastern High	Trowbridge	30/11/2022	
Fairwater Primary School	Fairwater	24/07/2023	
Ffederasiwn y Ddraig (Ysgol Bro Eirwg and Ysgol Pen y Pil)	Trowbridge/ Llanrumney	02/09/2023	Glesni Owen
Fitzalan High School	Canton	01/09/2023	Cllr Ashley Lister
Glyncoed Primary School	Pentwyn	11/10/2023	
Greenhill Primary School	Rhiwbina	21/03/2023	
Lakeside Primary School	Cyncoed	13/09/2023	
Llanishen Fach Primary School	Rhiwbina	01/09/2023	
Oakfield Primary School	Trowbridge	28/06/2023	
Pentyrch Primary School X 2 vacancies	Pentyrch & St Fagans	12/09/2023 12/09/2023	
Radyr Comprehensive School	Radyr & Morganstown	26/09/2023	Tim Opie
Rhydypenau Primary School	Cyncoed	13/09/2023	
Roath Park Primary School	Plasnewydd	13/09/2023	
St Cuthbert's R.C Primary School	Butetown	26/11/2022	
St Fagans C.W Primary School	Ely	16/10/2023	
St Francis RC Primary School	Ely	17/05/2022	
St Joseph's RC Primary School	Gabalfa	14/09/2023	
St Monica's CW Primary School	Cathays	21/09/2023	
St Teilo's CW High School	Pentwyn	29/02/2023	

The Hollies School	Pentwyn	03/10/2023	
The Oaks Federation (Greenway & Trowbridge Primary Schools) X 3 vacancies	Rumney/Trowbridge	18/07/2023 10/05/2023 28/03/2023	Victor Chitsiga Ahmed Azam Jordan Jones
The Western Learning Campus (Riverbank School, Ty Gwyn School, Woodlands High School)	Caerau	04/09/2023	Andy Kreppel
Thornhill Primary School	Lisvane & Thornhill	29/10/2023	
Tremorfa Nursery School	Splott	13/09/2023	
Windsor Clive Primary School	Ely	05/07/2023	
Ysgol Glan Morfa	Splott	19/10/2022	
Ysgol Gymraeg Nant Caerau	Caerau	13/09/2023	
Ysgol Gymraeg Pwll Coch X 2 vacancies	Canton	17/09/2022 30/09/2021	
Ysgol Gymraeg Treganna	Canton	21/06/2023	
Ysgol Gynradd Gymraeg Hamadryad X 2 vacancies	Butetown	01/08/2023 05/10/2023	Linda Mitchell
Ysgol Pencae	Llandaff	26/01/2022	

### **Future LA Governor Vacancies**

<b>School Name</b>	<b>Ward</b>	<b>Start of Vacancy</b>	<b>Re-appointment requested</b>	<b>New Application Received</b>
Fitzalan High School	Canton	29/01/2024		
Gladstone Primary School	Cathays	29/01/2024	Sarah Crosbie	
Roath Park Primary School	Plasnewydd	25/01/2024	Gareth Brown	
Severn Primary School	Riverside	16/12/2023		
The Rainbow Federation (Bryn Hafod & Glan Yr Afon Primary Schools) X 2 vacancies	Llanrumney	24/02/2024 24/02/2024	John Brown Lesley Noaks	
Ysgol Gymraeg Coed-Y-Gof	Fairwater	29/01/2024	Ceri Landers	