

CADP Progress Update – Resilient Services Portfolio

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



Figure 1: The four Programmes within the Resilient Services Portfolio

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

Programme – Inclusive Growth

Aim

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Into Work Service Development Project

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

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

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

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

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

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

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

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

Key Achievements 1st April 2018 – 28th February 2019

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

Next steps

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

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

Improving Employer Engagement Project

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

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

Key Achievements 1st April 2018 28th February 2019.

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

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

Next Steps.

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

Targeting of Services to the most vulnerable project

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

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

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

Key Achievements -1st April 2018 – 28th February 2019.

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

Next Steps.

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

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

Work Experience and Volunteering Project

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

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

Key Achievements

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

Next Steps

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

Social Responsibility Project

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

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

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

Living Wage

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

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

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

Community Benefits

There are a number of work streams underway and include:

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

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

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

Key Project Successes

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

Next Steps

Over the next 6 months, the project will:

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

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

Programme – Improving Outcomes for Adults

Aim

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

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

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

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

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

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

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

- **Managing Demand**

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

- **Progressive Commissioning**

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

- **Strength-based Practice**

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

- **Business Efficiency**

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

First Point of Contact – Get Me Home Project

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

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

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

Next Steps

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

Review Community Resources Team Project

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

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

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

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

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

Delivery will be based on a phased approach.

The outcomes of the systems review were twofold:

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

This would inform the second element to:

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

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

Next Steps

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

April 19 - Implementation of quick wins

April 19 - Undertake Demand & Capacity exercise

May 19 - Development of Agreed Pathways

June 19 - Development of Business Case for New Operating Model

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

Care and Housing Review Project

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

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

Supporting this are a number of key aims, to:

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

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

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

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

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

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

Next Steps

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

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

Dementia Friendly City Project

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

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

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

Some of the key achievements to date are:

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

Next Steps

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

Programme – Improving Outcomes for Children

Aim

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

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

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

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

Child Placements Project

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

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

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

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

The Fostering Project has been established to:

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

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

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

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

Next Steps

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

Child Friendly City Project

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

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

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

Within the project, there are five key goals:

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

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

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

Goal 4 - All children and young people access high quality education that promotes

their rights and helps them develop their skills and talents to the full.

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

Some of the key milestones delivered to date include:

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

Next Steps

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

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

Early Help Project

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

Aims of the service will be to:

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

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

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

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

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

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

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

Work on systems, accommodation and training plans are ongoing.

Next Steps.

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

Children's Services Workforce Planning Project

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

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

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

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

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

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

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

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

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

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

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

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

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

Next Steps

- The review of the establishment data is a priority.

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

Disability Futures Project (DFP)

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

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

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

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

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

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

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

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

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

Programme – Street Scene

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

The key aims of the programme are:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Waste (Bartec) Project

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

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

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

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

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

Next Steps

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

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

Cleansing Round Re-design project

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

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

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

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

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

Next Steps

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

'Love Where You Live' Expanded Campaign project

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

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

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

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

Key Achievements to date include:

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

Next Steps

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

Sustainable Drainage Systems (SuDS) Project

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

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

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

To date:

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

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

Next Steps

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

64% Recycling Project

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

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

To date the project deliverables have included:

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

Next Steps

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