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CORRESPONDENCE FOLLOWING THE COMMITTEE MEETING

Committee COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 11 MAY 2016, 5.00 PM

Please find below correspondence send by the Committee Chair following the meeting, together with any responses received.

For any further details, please contact scrutinyviewpoints@cardiff.gov.uk

9 **Correspondence Following Committee Meeting** (Pages 1 - 8)

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My Ref: Scrutiny/Correspondence/Cllr McGarry

18 May 2016

Councillor Dan De'Ath
Cabinet Member
c/o Room 520
County Hall
Cardiff
CF10 4UW



Dear Dan

Community & Adult Services Scrutiny Committee – 11 May 2016

At our last Committee Meeting, Members considered the Social Services Delivery Plan (the Adult Social Services and Joint sections) and the Communities, Housing and Customer Services Delivery Plan (the Communities and Housing sections). We have also received the Delivery Plans for Resources, Economic Development and City Operations to review the sections relevant to our terms of reference.

Members have asked that I raise their concerns with you regarding the lack of wording and actions directly referencing community safety, community cohesion and tackling human trafficking in these Plans. Members can see that several actions in the plans we considered contribute to these areas – for example safeguarding actions, city centre management and night time economy actions, recommissioning of domestic violence services, and other actions detailed under the outcome heading 'People in Cardiff are safe and feel safe'. However, none of these actions capture the overarching role the Council has in contributing to crime and disorder reduction and promoting community safety and community cohesion.

Having raised these at our Committee Meeting, the consensus seems to be that these should have been referenced in the Resources Delivery Plan, under the relevant section on partnerships. Members therefore request that the omissions be addressed by the addition of appropriate references to the role of the Council as outlined above.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Mary McGarry', with a long, sweeping underline.

COUNTY COUNCILLOR MARY M^CGARRY

Chairperson - Community & Adult Services Scrutiny Committee

Cc: Cllr Hinchey Christine Salter Joseph Reay Matt Swindell Rita Rohman

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My Ref: Scrutiny/Correspondence/Cllr McGarry

19 May 2016

Councillor Susan Elsmore
Cabinet Member
c/o Room 520
County Hall
Cardiff
CF10 4UW



Dear Susan

Community & Adult Services Scrutiny Committee – 11 May 2016

On behalf of the Members of the Community & Adult Services Scrutiny Committee, I would like to thank you and the officers for attending our Committee on 11 May 2016 for items relating to the Directorate Delivery Plans and the Syrian and Afghan resettlement schemes. Members' recommendations, comments and observations on these items are set out below.

Members recognise that officers have followed the corporate template when completing the Plan. As discussed at the meeting, Members have concerns about one template meeting the various needs of all Directorates; I have written separately to Councillor Hinchey and Joseph Reay to convey our comments and observations on this.

Social Services Directorate Delivery Plan

Members thank officers for their presentation and for explaining that the Delivery Plan is a draft 'living' document, subject to change. Overall, Members are pleased that the Plan is focused and that the thread from our partnership and corporate commitments is clearly visible in the actions being taken by Adult Social Services to contribute to meeting these commitments.

With regards to the structure of the Plan, Members recommend that an 'at a glance' summary be provided, on page 16 before the detail of the action plan, which tabulates the outcomes, improvement objectives and actions. Members further recommend that the Plan clearly identifies the top priorities that have to be achieved. As discussed at the meeting, officers recognised that there will have to be prioritisation of actions in the Plan to ensure critical actions are completed and outcomes achieved and it would be helpful for these to be easily identifiable.

With regard to the content of the Plan, Members believe it would be clearer to either take out the prompts on Page 47 (budget, improvement, risk and legislative change) or, for each of the potential impacts listed, state which prompt is applicable;

Members therefore recommend that further thought be given to the content of the potential impact column.

Members recognise that the Plan should clearly identify the actions being taken to address the areas for improvement identified by the CSSIW in their last performance evaluation report, as stated in your response to a previous letter of mine following scrutiny of the CSSIW performance evaluation report 2014/15. Members can see that most of these are addressed by the Plan; answers at the meeting indicate that work is underway and/ or planned for the two areas for improvement which Members identified as not being clearly addressed in the Plan. Members therefore recommend that the Plan be amended to make it clear which actions are being taken to address the following areas for improvement identified by the CSSIW: quality of residential care; and the timeliness of reviews for older people.

Members note the two areas highlighted by the Director of Social Services as requiring significant work this year – the workforce strategy and regional workforce development partnership, and the quality assurance framework.

Members accept the Director of Social Services offer to organise training on the new performance framework for Social Services. Members would like this to cover the new measures and the new activity data, quantitative and qualitative requirements.

With regards to the performance indicators for Adult Social Services contained in the Plan, Members are not certain that these reflect fully enough the robust performance management that exists for Adult Social Services as outlined by officers answers at the meeting. Members therefore recommend that further details on the other performance tools used in Adult Social Services – such as the Directorate Dashboard and consideration by senior managers – be referenced in the Plan.

With regard to the performance milestones provided on Page 23 for the action '*work to make Cardiff a recognised Dementia Friendly City by March 2018*', Members recommend that these be elaborated on as they are currently too vague to be of much use.

Members note that the draft Plan does not contain targets for PPDR completion rates or for sickness absence. Members ask that they be advised on these targets in the response to this letter.

Communities, Housing and Customer Services Directorate Delivery Plan

Members thank officers for their presentation; we found it particularly helpful to have the commitments contained in the Plan presented by Cabinet Member portfolio. Members found the scope and volume of work contained within the Communities Delivery Plan impressive and are pleased that the commitments contained in the Plan clearly demonstrate the contribution this Directorate is making to meet our partnership and corporate commitments.

With regard to the content of the Plan, Members note that a review of advice services is not included and query whether an action on this should be included, as

the recent officer decision to extend and vary the Advice Services contracts was for a period until March 2017. Members therefore ask for clarification of this point.

Members wish to accept the offer made by the Director of Communities, Housing and Customer Services to provide an explanatory note on the details of how the homelessness targets were decided.

Members note that officers believe the other targets are appropriate and deliverable, including those for rent arrears and voids, where work is planned to mitigate the impact of Welfare Reform and, for the latter, to strengthen the procedures. Members hope to include an update on the work to tackle voids, including the implementation of the agreed elements of the voids deep dive, in the work programme for 2016/17.

Finally, Members register the note of caution from the Director of Communities, Housing and Customer Services about the Disabled Facilities Grants targets, which may be affected as work on fast track applications is undertaken. This is an area Members will wish to explore in more detail over the forthcoming year.

Syrian and Afghan resettlement schemes update report

Members thank you and the Director of Communities, Housing and Customer Services for providing the update which was very useful. Members note the scope of the Syrian resettlement scheme and the fact that there will be an out of hours service via a 24 hour emergency helpline. Members note the timescales and the fact that it is assumed that, for most people, less support will be needed after a year, and the support package will therefore tail off as appropriate.

At the meeting, several Members mentioned concerns that have been expressed to them about the fact that there are several different systems already operating in Cardiff with regards to asylum seekers and refugees and that the Syrian resettlement scheme adds a further system. The concerns expressed to Members are that this will exacerbate existing confusion and misunderstanding. Members are of the view that it is therefore critical to manage messages regarding these schemes, and others, to address the misunderstandings. Members were pleased to hear from the Director of Communities, Housing and Customer Services that existing media management stresses that no social housing is used in the Syrian resettlement scheme, as this is another area of concern that Members are aware of.

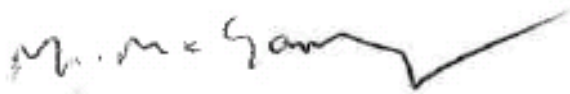
Members are due to consider their work programme for 2016/17 shortly and would welcome the opportunity to receive a further briefing from the Director of Communities, Housing and Customer Services as part of this process. I will ask Scrutiny officers to liaise with you regarding this.

To summarise, I look forward to hearing back from you on the following:

- Recommendation – that an ‘at a glance’ summary be provided, on page 16 of the Social Services Delivery Plan before the detail of action plan.
- Recommendation - that the Social Services Plan clearly identifies the top priorities that have to be achieved.

- Recommendation – that further thought be given to the content of the potential impact column on Page 47 of the Social Services Plan.
- Recommendation – that the Social Services Plan be amended to make it clear which actions are being taken to address the following areas for improvement identified by the CSSIW: quality of residential care; and the timeliness of reviews for older people.
- Recommendation – that further details on the other performance tools used in Adult Social Services – such as the Directorate Dashboard and consideration by senior managers – be referenced in the Plan.
- Recommendation – that the performance milestones provided on Page 23 for the action '*work to make Cardiff a recognised Dementia Friendly City by March 2018*' be elaborated.
- Seek clarification – regarding whether or not a review of advice services should be included as an action in the Communities Delivery Plan.
- Check whether the Communities First target, which is on the last page of the Communities Delivery Plan, is correct or needs adjusting.
- Accept the Director of Communities, Housing and Customer Services offer to provide an explanatory note on the details of how the homelessness targets were decided.

Yours sincerely,



COUNTY COUNCILLOR MARY M^CGARRY

Chairperson - Community & Adult Services Scrutiny Committee

Cc: Tony Young Director of Social Services
 Amanda Phillips Assistant Director Adult Social Services
 Sarah McGill Director of Communities, Housing and Customer Services
 Nick Blake Business Support Manager
 Paula Angel Personal Assistant
 Liz Patterson Personal Assistant
 Matt Swindell Cabinet Support Officer

My Ref: Scrutiny/Correspondence/Cllr McGarry

18 May 2016

Councillor Graham Hinchey
Cabinet Member
c/o Room 520
County Hall
Cardiff
CF10 4UW



Dear Graham

Community & Adult Services Scrutiny Committee – 11 May 2016

At our last Committee Meeting, Members considered the Social Services Directorate Delivery Plan and the Communities, Housing and Customer Services Directorate Delivery Plan. Both of these documents have followed the corporate template for Directorate Delivery Plans. Members are pleased to see that the template has enabled a clear thread to be visible from our partnership and corporate plan commitments through to the actions in the Delivery Plans.

However, Members have concerns that the application of the template may be too rigid in other areas, thus meaning that Delivery Plans may not meet the needs of the Directorates. Comments from the Directors at our meeting seemed to be supportive of this point of view.

Members therefore request whether it is possible for Joseph Reay to lead a review of the template for Directorate Delivery Plans so that the template for 2017/18 delivers fit-for-purpose Plans. As part of this review, Members ask that more guidance be given to including appropriate performance measures in Delivery Plans, to ensure that outcomes are included and that other measures – input, process and output – are included where needed to monitor declining/ bad performance or to track commercially important information.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Mary McGarry', with a long, sweeping underline.

COUNTY COUNCILLOR MARY M^CGARRY

Chairperson - Community & Adult Services Scrutiny Committee

Cc: Cllr Elsmore Tony Young Sarah McGill Joseph Reay
 Matt Swindell Paula Angel Liz Patterson

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**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref: CM34691
Eich Cyf / Your ref: Scrutiny/Correspondence/
Cllr McGarry



Dyddiad / Date: 08 June 2016

Councillor Mary McGarry
Chair, Community & Adult Scrutiny Committee
Scrutiny Services
Room 263
County Hall
Cardiff
CF10 4UW

Annwyl / Dear Councillor McGarry

Community & Adult Services Scrutiny Committee - 11 May 2016 - Delivery Plan

Thank you for your letter dated 18th May 2016 and the comments from the Committee concerning the Delivery Plans.

The Performance & Governance programme, which sits within the Council's Organisational Development Programme, contains a Business Planning project. This scope of this project includes the three top layers of effective business planning: the Corporate Plan, Directorate Delivery Plans and Service Plans. The work of the project will look to ensure that every layer of the Council's Business Planning framework is effective, and strikes the right balance between consistency and usability. A key element of this programme will be the review of the Council's Directorate Delivery Plan framework and approach and Members' comments will be fed into this work.

I trust this information is of assistance.

Yn gwyir,
Yours sincerely,

Y Cyngorydd / Councillor Graham Hinchey
Aelod Cabinet dros Wasanaethau Corfforaethol a Perfformiad
Cabinet Member for Corporate Services & Performance

ATEBWCH I /
PLEASE REPLY TO: Swyddfa Cymorth Y Cabinet / Cabinet Support Office,
Ystafell / Room 514, Neuadd y Sir / County Hall,
Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd / Cardiff,
CF10 4UW Ffon / Tel (029) 2087 2479

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg a Saesneg a byddwn yn sicrhau ein bod yn cyfathrebu â chi yn eich dewis iaith boed yn Gymraeg, yn Saesneg neu'n ddwyieithog dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn creu unrhyw oedi.

The Council welcomes correspondence in English and Welsh and we will ensure that we communicate with you in the language of your choice, whether that's English, Welsh or bilingual as long as you let us know which you prefer. Corresponding in Welsh will not lead to any delay.

Cc Members of the Community & Adult Services Scrutiny Committee
Councillor Susan Elsmore
Tony Young
Sarah McGill
Joseph Reay
Claire Deguara