
**QUARTER FOUR - PERFORMANCE REPORT FOR 2014/15 (UNAUDITED):
HEALTH & SOCIAL CARE SERVICES; AND COMMUNITIES & HOUSING**

Purpose of Report

1. The Community and Adult Services Scrutiny Committee is responsible for scrutinising performance across the Health & Social Care and Communities & Housing Directorates in order to facilitate challenge and public discussion and drive improvement.
2. This report sets the context for Quarter Four performance for 2014-15. The performance management report is attached at **Appendix A**. For some indicators, the information provided for Quarter Four means that the outturn information for 2014-15 is provided whereas for other indicators, further information needs to be collated before the outturn can be finalised. In addition, there are a few Health & Social Care indicators, which are annual indicators, where the information is not yet available but is due by the end of May. The Quarter Four performance report states where the above are the case.
3. A summary of year-on-year Health & Social Care's performance is attached at **Appendix B**, which shows the overall direction of travel from 2007- 2015. Attached at **Appendix C** is a table showing comparator performance data for each Welsh local authority for each of the Health & Social Care national indicators, for the period 2013-14; the data for 2014-15 has not yet been released.

Structure of Scrutiny

4. To enable Members to focus on the relevant issues, the scrutiny will be split into two parts, by Directorate. This report is structured accordingly, with the issues section split by Directorate.

Background to Performance Report

5. At the Committee meeting on 4th March 2015, Members agreed to receive the Corporate Performance Quarterly Reports for Health & Social Care and Communities & Housing in future, rather than the bespoke reports that Members had previously developed with the Directorates. However, Members requested that the Corporate Reports be amended to include all the performance indicators which this Committee receive, to enable a good overview of service delivery for this area. It has not been possible to amend the reports for this quarter; however, officers have provided the information for the additional performance indicators and this is presented at the end of each Directorate's section of the Corporate Performance Report, in **Appendix A**.

6. The Quarter Four Corporate Performance Report, attached at **Appendix A**, starts with a corporate overview section covering:
 - Various staffing issues (Sickness absence, PPDR compliance, Return to Work compliance data).
 - Staff costs (including overtime and agency spend).
 - Customer contact.
 - FOI requests compliance with statutory timescales.
 - Summary of performance against the basket of measures included in the Welsh Government Outcome Agreement, successful delivery of which triggers release of the £3.3m Outcome Agreement Grant. The financial impact of performance in these measures is such that it is deemed appropriate to draw Members' attention specifically to this suite of indicators.

7. The Corporate Performance Report then provides information on the following, by Directorate:
 - Key performance indicators
 - Progress against Corporate Plan commitments
 - Management issues
 - Key challenges & risks.

8. Financial information has not been included in the Quarter Four Corporate Performance Report as the accounts for the end of year are to be finalised in time for the deadline of the end of May.
9. Performance reports for Quarter Four have been through 'Star Chamber' sessions where Cabinet Members and Directors will have reviewed and challenged performance and agreed actions that need to be taken to address issues raised in the report.

Communities and Housing Issues

10. Members are reminded that not all areas covered by the performance report fall within the terms of reference of this Committee. Members are therefore asked to refrain from asking questions re. Libraries, C2C, Adult Community Learning and the Council's website, as these come under the terms of reference of the Economy & Culture Scrutiny Committee and Policy Review and Performance Scrutiny Committee.
11. Members are asked to refer to **Appendix A** for the performance report. Progress against the Corporate Objectives shows that, out of the 38 objectives where Communities and Housing's contribution is measured, 35 are Green and 3 are Amber.
12. Progress against the Performance Indicators demonstrates that out of 10 performance indicators that fall within this Committee's terms of reference:

10 are GREEN – have met the annual target
2 are AMBER - may meet the annual target
2 are RED – have not meet the annual target.

13. The following indicators are **RED**:
 - **HHA/002** - The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless
 - **HLS/014** – The average number of calendar days taken to let lettable units of permanent accommodation during the financial year.

14. With regard to sickness absence, the Communities, Housing and Customer Services Directorate had a target of reducing sickness absence to 9.0 days per full time equivalent employee. This target has been missed, with a result of 10.04 days per full time equivalent employee, as shown on page 7.
15. The table below provides a comparison of the RAG status, for Q4 2013-14 and Q4 2014/15, for the indicators which are Red this year:

Comparison of RAG status

	Q4 2013-14	Q4 2014-15
HHA/002	Red	Red
HLS/014	Red	Red

Health and Social Care Issues

16. Members are asked to refer to **Appendix A** for the performance report. Progress against the Corporate Objectives shows that, out of the 10 objectives where Health and Social Care's contribution is measured, 8 are Green and 2 are Red.
17. Progress against the Performance Indicators demonstrates that out of **25** performance indicators:

8 are GREEN – have met the annual target

1 is AMBER - may meet the annual target

8 are RED – have not met the annual target

5 have no RAG status - Where a target is not applicable/ no target set (SCA/019, SCAL17, SCA/018c, SCAL15b and SCAL15c)

3 have no RAG status currently – as further results are awaited (SCA/003(a), SCA/003(b) and SCA020).

18. The following indicators are **RED**:
- The rate of Delayed Transfers of Care for social care reasons per 1,000 population aged 75 or over (**SCA/001**)
 - Percentage of reviews due within the quarter that were received or reassessed within the quarter (**SCAL24**)

- The percentage of carers of adults who were offered an assessment in their own right during the year (**SCA/018a**)
- The percentage of carers of adults who had an assessment or review of their needs in their own right during the year (**SCA/018b**)
- Total number of adults using the Direct Payments scheme at the end of the quarter (**FCLi37**).
- The number of delayed transfers of care due to Social Care reasons (**SCAL2**)
- The average number of working days taken from completion of the care plan to provision and or installation of aids/equipment (**SCA/015**)
- The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over (**SCA/002a**).

19. The results for Q4 2014/15 show that there has been improved performance in the number of carers assessments completed in the quarter (**FCLi44**) and in the average number of working days between initial enquiry and completion of care plan, including specialist assessments (**SCA/005a**), compared to performance in Q4 2013/14 when indicators for these were Red; they are now both Green.

20. With regard to sickness absence, the Health & Social Care Directorate had a target of reducing sickness absence to 13.1 days per full time equivalent employee. This target has been missed, with a result of 15.87 days per full time equivalent employee, as shown on page 7.

21. The table below provides a comparison of the RAG status, for Q4 2013-14 and Q4 2014/15, for the indicators which are Red this year:

	Q4 2013-14	Q4 2014-15
SCA/001	Amber	Red
SCAL24	Green	Red
SCA/18a	Red	Red
SCA/018b	Red	Red
FCLi37	Red	Red
SCA/015	Red	Red
SCAL2	Red	Red
SCA/002a	Amber	Red

Year on Year Performance

22. At **Appendix B**, Members will find a summary of year on year Health & Social Care Services performance, to enable them to have an overview of performance over the last eight years. Members will see that a number of indicators have been introduced in 2010-11 and 2012-13, so it is not possible to show previous performance. The shaded rows in the summary indicate where the performance in 2014-15 has not met the target set for 2014-15.

Comparison with other local authorities

23. At **Appendix C**, Members will find a table detailing the national performance indicators for Adult Social Care services, by local authority, covering the period 2013-2014. The data for 2014/15 has not yet been released. However, this table enables Members to have an overview of the performance of Cardiff relative to other local authorities in Wales.

24. There are eleven national performance indicators for Adult Social Services in Wales. Of these, in 2013/14, Cardiff was:

- in the lower quartile for five indicators (SCA/001, SCA/002a, SCA/018a, SCA/018c and SCA/019).
- in the median quartiles for six indicators (SCA/002b, SCA/003a, SCA/003b, SCA/007, SCA/018b and SCA/020).

Previous Scrutiny re Communities & Housing

25. Over the course of scrutinising performance in 2014-15, Members have focused on the following areas of concern:

Homelessness

*'Members note that the target to make a decision within 33 days on the authority's duties regarding a homeless application is at 75% and that the reasons cited for this are: the increasing trend in homeless applications seen over recent months; and the anticipated additional increase in homeless applications and need to provide homelessness advice and information resulting from the implementation of the Housing Act 2014.'*¹

¹ Letter from Councillor Groves, Chair CASSC, to Cllr Elsmore, Cabinet Member, dated 3rd October 2014

'Members wish to receive details of how many applicants were waiting and for how long they were waiting, broken down into relevant time series i.e. 5- 10 days longer than 33 days, 10-20 days longer etc.' and *'details of the number of homeless applicants awaiting decision who were housed in temporary accommodation in Quarter Three.'*²

Voids

*'Members note that there are two main reasons for the dip in performance over recent months. First, there has been a circa. 10% increase in voids as a consequence of the Welfare Reform Under Occupation of Social Housing, which has led to a significant number of tenants needing to downsize and thus these properties have become vacant when they would not normally have been expected to. Secondly, there have been issues with the contracts let for dealing with void properties. Members are pleased to hear that the issues with the contracts are being dealt with and actively managed. We will look to see whether this leads to improved performance in future quarters.'*³

*'Members note that performance has been impacted by the reletting of long-term vacant properties, that these should all have been relet by the end of Quarter One 2015/16 and that performance is therefore anticipated to improve; we will be closely monitoring this.'*⁴

Customer Satisfaction

*'Members explored performance in relation to Disabled Facilities adaptations. Members wish to accept Sarah's offer to share customer satisfaction data regarding these with the Committee and ask that this be sent via Scrutiny Services.'*⁵

Allocations

*'Members intend to recommend to a future committee that they scrutinise the impact of the implementation of the new Allocations Policy and therefore request that the monitoring information and trend analysis being undertaken by the Directorate be made available to this Committee if this item is prioritised for scrutiny.'*⁶

Sickness Absence

² Letter from Councillor Groves, Chair CASSC, to Cllr Elsmore, Cabinet Member, dated 9th March 2015

³ As footnote 1 above

⁴ As footnote 2 above

⁵ As above

⁶ As above

*'Members note that officers are working hard to ensure compliance with the Corporate Attendance and Wellbeing Policy but that Communities will not hit the sickness absence target for this year. Members are aware that a review of the Policy is scheduled to be taken to Cabinet in June 2015 and that this review aims to strengthen process to deliver improved performance. Again, this is an area that we will monitor.'*⁷

Previous Scrutiny re Health & Social Care

26. Over the course of scrutinising performance in 2014-15, Members have focused on a number of areas of concern, including direct payments, carers' assessments, care management and sickness absence. Members also raised concerns about the approach taken to target setting and, in Quarters Two and Three, that the approach being taken to manage performance did not appear to be delivering improvements:

Direct Payments and Carers Assessments

- *'Members asked about poor performance with regard to Carers Assessments and Direct Payments and were interested to learn that care packages will not be approved unless the officer can demonstrate that direct payments and a carer's assessment have been offered and that officer's performance on these factors will be monitored via the PPDR process.'*⁸

Care Management

- *'With regard to the review of care plans (SCA007), Members note that the target has not been stretched but that reviews are being targeted at the areas where they can potentially have the best impact. Members thank officers for providing the additional information requested following our scrutiny of Quarter Four performance but ask that the longest wait for a local case be provided rather than an out of county case.'*⁹

Sickness Absence

- *'With regard to sickness absence levels, Members note your statement that Health and Social Care traditionally has a higher rate due to the innate pressures and strains of working in this area but also that this is currently compounded by staff facing uncertainty about their job security.'*¹⁰

Health and Social Care Overall Performance

⁷ Letter from Councillor Groves, Chair CASSC, to Cllr Elsmore, Cabinet Member, dated 9th March 2015

⁸ Letter from Councillor Groves, Chair CASSC, to Cllr Elsmore, Cabinet Member, dated 8th September 2014

⁹ As above

¹⁰ Letter from Councillor Groves, Chair CASSC, to Sian Walker, Director of Health and Social Care, dated 3rd December 2014

*'Members recognise front line staff are working hard to deliver services within a climate of increasing demand and stretched resources and we commend them for their efforts. However, the same areas have been suffering from poor performance for the last eighteen months. These are areas that deal with service provision to some of the most vulnerable adults in our society who deserve better than this. What appears to be missing in improving the performance in these areas is management ownership to realistically deliver improved performance. Members recognise that wholesale system change is underway in Health and Social Care and that it takes time for these changes to deliver improved performance. Previously we have raised our concerns that the targets set were therefore not realistic and noted your response that you wished to set stretching targets to assist cultural change. However, other Directorates took a different view to this, adjusting performance targets where there were known pressures, whilst still achieving cultural change, system change and improved service delivery. Members are deeply concerned that there appears to be no other plan to improve performance and do not believe it is acceptable to simply continue with the current approach, hoping that this eventually delivers improved performance.'*¹¹

*'Overall, Members agree with your comments at the meeting that there are problems with performance in this area and challenges in addressing these. We note the Director's, Siân Walker, comments that she appreciates that the discussion on performance focuses on the same issues each quarter due to under-performance and that this is disappointing. Members feel that their comments following Quarter Two performance scrutiny still stand, as set out in my letter dated 9th December 2014, which in your absence was addressed to Siân Walker.'*¹²

27. The responses to the Chair's letters containing the above points have been shared with Members via the regular correspondence reports to Committee. The main points from these are provided below:

Homelessness – the information requested has been provided and can be seen in this month's correspondence report, attached as the last item in the papers for this Committee.

Customer Satisfaction - as above.

Direct Payments and Carers Assessments – please see this month's correspondence report, attached as the last item in the papers for this Committee, for information on performance in these areas.

¹¹ Letter from Councillor Groves, Chair CASSC, to Sian Walker, Director of Health and Social Care, dated 3rd December 2014

¹² Letter from Councillor Groves, Chair CASSC, to Cllr Elsmore, Cabinet Member, dated 9th March 2015

Care Management – *‘the longest overdue review of a local case was from October 2011 to June 2014, 754 days arising because of a backlog during that period. This review has now taken place. For the next Quarter 3 performance report, we will also set out all the delays which go beyond 450 days and the reasons for the delays’*¹³

Health and Social Care Overall Performance – *‘The Directorate continues to work hard to deliver improved performance in Carer Assessment and Direct Payment numbers. Our work to improve performance will continue during the remainder of 2014/15 and through into the next year. We reject the assertion that there is no management ownership in these areas; on the contrary, these are areas where senior and middle managers have worked hard to bring about improvements which have been gradual and have not achieved the stretch targets initially set.’*¹⁴ Please also see this month’s correspondence report, attached as the last item in the papers for this Committee, which contains some opening comments about performance overall.

Way Forward

28. At the meeting, Councillor Susan Elsmore, (Cabinet Member Health, Housing & Wellbeing), Sarah McGill (Director of Communities, Housing and Customer Services with interim responsibility for Health & Social Care) and Stuart Young (Operational Manager Resources & Performance) will be present to answer questions that Members might have.
29. Members will have the opportunity to question the Directorates regarding performance in Quarter Four and the management actions being taken to address performance issues.

Legal Implications

30. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are

¹³ Letter from Councillor Elsmore, Cabinet Member, to Cllr Groves, Chair, dated 22nd September 2014

¹⁴ Letter from Sian Walker, Director of Health and Social Care, to Cllr Groves, Chair dated 24th December 2014

implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

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

RECOMMENDATION

The Committee is recommended to:

- a. Consider the contents of the report, appendices and evidence presented at the meeting
- b. Report any comments, observations or recommendations to the Cabinet.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

30 April 2015