
2015/16 DRAFT BUSINESS PLANS: COMMUNITIES, HOUSING & CUSTOMER SERVICES AND HEALTH & SOCIAL CARE

Purpose of Report

1. To provide Members with background information to facilitate the scrutiny of two draft Business Plans, with the draft Communities, Housing & Customer Services Business Plan attached at **Appendix A** and the draft Health & Social Care Business Plan attached at **Appendix B**.

Scope of Scrutiny

2. This item will enable Committee to pass comments to the Cabinet to consider when they receive the draft Directorate Business Plans. At this meeting Committee can scrutinise:
 - a. the Directorates' contribution to delivering the Council's Corporate Plan 2015-17 and the Organisational Development Programme, via the commitments detailed in the Action Plan;
 - b. the milestones and timescales for delivering the commitments in 2015-16;
 - c. the resources it has to deliver these commitments in 2015-16;
 - d. the challenges it faces as a service in 2015-16; and
 - e. the Directorate's key achievements during 2014/15.
3. The whole of the Health & Social Care Directorate falls within the remit of this Committee. The majority of the Communities, Housing and Customer Services Directorate falls within the remit of this Committee, apart from the Customer Services section, which the Policy, Review and Performance Scrutiny Committee has the lead in scrutinising, and the Libraries and Adult Community Learning section, which the Economy and Culture Scrutiny Committee has the lead in scrutinising.

Background

4. The Corporate Plan 2015-17 was approved at Council on 26 March 2015. It sets out four key priorities for Cardiff:
 - a. Education and skills for people of all ages;
 - b. Supporting people in vulnerable situations;
 - c. Sustainable economic development as the engine for growth & jobs;
 - d. Working with people and partners to design, deliver and improve services.

5. The accompanying report stated that *'Directorate Delivery Plans will provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan Improvement Objectives, as well as details of other important activities not included in the Corporate Plan. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities.'*¹

6. Members will also recall that the Cabinet considered proposals to create an Organisational Development Programme in May 2014. Five programmes have been created underneath this Programme, which contain projects that are led by the Communities Directorate e.g. Independent Living, Mobile Working and Scheduling, Community Hubs and the Housing Partnership Projects.

7. The draft Business Plans follow a standard format, which is:
 - Introduction;
 - Core Business;
 - Key Achievements from 2014/15;
 - Aspirations/ Challenges for 2015/16;
 - Budget;
 - HR statistics;
 - Action Plan and Performance Measures.

¹ Points 10 and 11, Corporate Plan 2015-2017 Cover Report – Agenda Item 2 Cabinet Meeting 19 March 2015

8. The Business Plans are structured around the Corporate Plan priorities, with the Action Plan split into three parts, as follows:
 - a. Corporate Plan and Cardiff Partnership Priorities;
 - b. Core Business Priorities; and
 - c. Planning for the Future.

9. Each Action in the Action Plan has its own reference number and shows the linkages to the Corporate Plan Priority and Improvement Objective, the Medium Term Financial Strategy and the partners that are involved in work.

Communities, Housing and Customer Services Business Plan 2015-16

10. Members are reminded that some of the work of this Directorate falls outside the remit of this Committee i.e. adult community learning, libraries and the sections relating to Customer Services and C2C. All of the sections under the 'supporting people in vulnerable situations' heading fall within this Committee's terms of reference, as do sections on neighbourhood regeneration and hubs.

11. To assist Members, listed below are the relevant pages and improvement objectives that fall within the terms of reference of this Committee:
 - a. People at risk in Cardiff are safeguarded – **Appendix A, page 21;**
 - b. People in Cardiff have access to good quality housing – **Appendix A, pages 21-23;**
 - c. Communities and partners are actively involved in the design, delivery and improvement of highly valued services – **Appendix A, page 24;**
 - d. The City of Cardiff Council has effective governance arrangements and improves performance in key areas – **Appendix A, pages 25- 27.**

12. The section on Core Business Priorities (**Appendix A, page 28**) contains the following commitments that fall within the terms of reference of this Committee:
 - a. CHCSBP1 – 18 inclusive (**Appendix A, page 28 – page 36**);
 - b. CHCSB1 – CHCSB5 inclusive (**Appendix A, page 37 - 38**);
 - c. CHCSB10 –CHCSB12 inclusive (**Appendix A, page 40 - 41**).

13. The section on Planning for the Future (**page 48, Appendix A**) contains the following potential impacts that fall within the terms of reference of this Committee:
- a. Increasing costs and increased demands that the costs of providing Health and Social Care in Cardiff grows significantly and consumes a much higher percentage of the authority's budget. (**Appendix A, page 48**);
 - b. The delivery of frontline service provision is ceased to meet the required savings as a result of maintaining and running multiple buildings in areas of the city. (**Appendix A, page 48**);
 - c. Scoping potential possibilities for revenue generation associated with 24/7 services (**Appendix A, page 50**).

Health & Social Care Business Plan 2015-16

14. Members are reminded that all the work of this Directorate falls within the remit of this Committee. The Business Plan is attached at **Appendix B**. All the improvement objectives fall within the terms of reference of this Committee and are shown at **Appendix B, pages 14 – 19**.
15. The section on Core Business Priorities is at **page 20, Appendix B**, whilst the section on Planning for the Future commences on **page 22, Appendix B** and contains the following potential impacts that fall within the terms of reference of this Committee:
- a. Risk of budget overspend and non-achievement of savings;
 - b. Inability to respond to need in a timely way;
 - c. Failure to deliver improved choice and control for citizens;
 - d. Impeded access to services;
 - e. Increased dependency of vulnerable people putting pressure on service;
 - f. Increased costs for residential and nursing care home placements;
 - g. Failure to protect people from harm, abuse and neglect;
 - h. De-stabilisation of integration projects and multi-disciplinary working;
 - i. The implementation of the Social Services and Well Being (Wales) Act 2014 will place new duties and responsibilities upon already pressurised services;
 - j. Increasing costs and increased demands that the costs of providing Health and Social Care in Cardiff grows significantly and consumes a much higher percentage of the authorities budget.

Way Forward

16. Councillor Susan Elsmore (Cabinet Member Health, Housing and Well Being), Sarah McGill (Director for Communities, Housing and Customer Services with interim responsibility for Health and Social Care), Jane Thomas (Assistant Director for Communities and Housing) and Stuart Young (Resources and Performance), have been invited to attend to give a presentation and to answer Members' questions.

17. Members may wish to explore the following areas:

- a. Whether the Directorates are supporting delivery of the Corporate Plan via the commitments detailed in the Action Plan;
- b. Whether the milestones and timescales for commitments are appropriate and achievable;
- c. What the arrangements are for monitoring implementation of the Business Plan commitments;
- d. Whether the performance measures are appropriate and fit for purpose;
- e. The Directorates' resource levels and whether these are sufficient to resource the commitments in the Action Plan;
- f. How the Directorates' are planning for the future; and
- g. The Directorates' key achievements during 2014/15.

Legal Implications

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's

fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

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

RECOMMENDATIONS

The Committee is recommended to:

- I. consider the information in the report , appendices and provided at the meeting;
- II. decide whether they would like to make any comments to the Cabinet and;
- III. decide the way forward for any future scrutiny of the issues discussed.

MARIE ROSENTHAL

County Clerk and Monitoring Officer
22 May 2015