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**ADULTS, HOUSING & COMMUNITIES QUARTER TWO 2023/24 PERFORMANCE  
REPORTS**

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**Purpose of the Report**

1. To present the Adult Social Services, and Housing & Communities, Performance Reports for the Quarter 2 period (*July - Sep 2023*).
2. Information relating to performance for **Adult Social Services** is attached at **Appendix A & B**; and information relating to performance for **Housing & Communities** is attached at **Appendix C and D**.
3. Committee Members are to note that following this Committee's request for performance reporting to be presented through a more visual, dashboard approach, each service area has provided:
  - a dashboard of their performance on the corporate KPIs that are detailed in the service areas, Directorate Delivery Plan (**Appendix A** for Adult Social Services, and **Appendix C** for Housing & Communities)
  - a narrative based update on performance across all the steps detailed in the Directorate Delivery Plans (**Appendix B** for Adult Services, and **Appendix D** for Housing & Communities).

**Scope of Scrutiny**

4. This item will begin with each Cabinet Member being offered the opportunity to provide a brief opening statement (should they wish). Following any opening statements provided by the Cabinet Members, the Committee will then have the opportunity to explore the performance of services for either Adult Services, or Housing & Communities.

5. Scrutiny of performance provides the opportunity to challenge and explore past and current performance levels, and through this, drive service improvement. In addition, it also helps the Council to reprioritise efforts to secure the delivery of the Council's priorities and targets.
6. During this scrutiny, Members will have the opportunity to:
  - Explore past performance levels.
  - Assess why targets may not have been achieved or over-achieved.
  - Investigate any concerns.
7. Following Scrutiny Members' review of performance levels, they will decide what comments, observations, or recommendations they wish to pass on to the Cabinet for their consideration.

### **Background – The Council's Performance Management Framework**

8. The Council's Performance Management Framework includes the production of quarterly Performance Reports, designed to provide an overview of directorate performance.
9. The Council has four high-level **priorities** that form the basis for the Corporate Plan 2023-26, and they are:
  - **Working for Cardiff**
  - **Working for Wales**
  - **Working for the Future**
  - **Working for Public Services**
10. Each of the priorities, bullet pointed above, are also aligned to Well-being Objectives (as required by the Future Generations Act).

11. The 7 Well-being Objectives that support the 4 priorities are:

- Cardiff is a great place to grow up (aligned to the priority **Working for Cardiff**)
- Cardiff is a great place to grow older (aligned to the priority **Working for Cardiff**)
- Supporting people out of poverty (aligned to the priority **Working for Cardiff**)
- Safe, confident, and empowered communities (aligned to the priority **Working for Cardiff**)
- A capital city that works for Wales (aligned to the priority **Working for Wales**)
- Cardiff's population growth is managed in a resilient way (aligned to the priority **Working for the Future**)
- Modernising and integrating our public services (aligned to the priority **Working for Public Services**)

12. For each Well-being Objective, a number of high level “steps” and Key Performance Indicators (KPIs) have been identified to measure progress.

13. The information provided in the Performance Reports attached to this report, are in line with the service areas Key Performance Indicators, and Steps, as detailed in the Council's Corporate Plan 2023-26 and the service area's Directorate Delivery Plan.

### **Previous Scrutiny on Performance Reports**

14. During this, and the previous Committee's consideration of Performance Reports, comments raised by the Committee included:

#### **Adult Services**

- Assurance that the quality of care provided to service users would be upheld, regardless of challenges the services' faced. In the May 2023 meeting,

Committee Members were informed of preliminary work being undertaken by Adult Social Services to gather feedback from individuals in receipt of services to drive service improvement; Committee Members noted interest in receiving updates on this work.

- If capacity issues will be adequately addressed through the proposed measures – Committee Members were informed to address capacity issues in Adult Social Services, non-qualified staff may be assigned certain tasks. From their questioning, Committee Members felt assured that if this measure is deployed, there will be clear understanding among staff about what task requires qualified staff, and where tasks may be re-directed safely. To further address capacity issues, in the November 2022 and May 2023 meeting, Members received an update on the newly deployed 'Trusted Assessor' model which provides Occupational Therapists prescribing care to assist social workers with the demand for new assessments.
- Members raised concern regarding measures in place to ensure staff retention, particularly in the care sector. Committee Members questioned if the service areas are looking to enlist 'Occupational Therapy Assistants' and apprenticeship courses to help lessen the pressure and demand on staff, and were pleased to be informed work is ongoing in deploying both initiatives.
- Members raised the notable, and continued level of sickness rates and staff vacancies in adult services. Committee Members emphasised the need for the service area to seek specific feedback from staff regarding any specific sickness related support they have received. In response, the executive advise they do not currently seek feedback from staff members who have received sickness related Council support, such as counselling as much of the support that employees receive is confidential so seeking feedback at a directorate level would not always be appropriate or even possible. However, feedback on staff wellbeing session delivered is collated corporately on a quarterly basis.
- Members stressed the need to ensure an increase in staff take-up of safeguarding related training modules to ensure corporate safeguarding issues do not arise.
- Committee Members were informed by the executive of concern that unless the forthcoming Liberty Protection Safeguard legislation is simplified; backlogs

of safeguarding related cases could emerge, and they have informed Welsh Government of this concern via a consultation.

- Members explored how council staff will be trained on a “strengths-based approach to mental capacity”, and how it aligns with the Mental Capacity Act.
- Noted concern around the national suspension of data relating to delayed transfer of care. In response, Members were informed the reporting of delayed transfers of care needs to be improved to better inform why delay has occurred and a new mechanism is currently in development between the local authority and health. Committee Members received a further update on this matter in their July 2023, ‘Hospital Patient Discharge’ meeting. At this meeting, Committee Members were informed the local authority and Health have worked together to produce an Action Plan toward addressing, the newly termed, ‘Pathway of Care Delays’. Members were informed this work will include co-produced Key Performance Indicators (KPIs) which will provide insight into reasons for hospital discharge delays and average length of time for discharge. At the meeting, Committee Members stressed these Key Performance Indicators must be underpinned by clear lines of accountability and provide relevant bodies with clear data on gaps in provision.

At the time of the meeting (July, 2023) Committee Members were informed these KPI’s will be available shortly and included in the performance monitoring reports.

- Committee Members raised sustained concern regarding the Community Resource Team (CRT) results which has been well below target for a few years. Members were informed reasoning for this is due to the team assisting with work outside their remit due to the pandemic (e.g., double handed care). Committee Members received assurance both at the May 2023 meeting and during their hospital discharge deep-dive in July 2023, that as the team embeds their new system (Electronic Call Monitoring System), and returns its focus to reablement, the results for the CRT should improve.

Further, in the committee’s July 2023 meeting, Members were informed work is ongoing to addressing staff morale and workload pressures in the Community Resource Team including providing the team with more regular updates from partners, and opportunities to understand and contribute to the service’s vision for the future.

## **Housing & Communities**

- Members sought assurance that the target to build 1,000 new council homes would be met. Further, Members stressed the need to reinstate a break-down of homes completed on a more regular basis – e.g., how many homes have been complete on a quarterly basis against a set, quarterly target.
  - Progress of measures to address availability of temporary, and private rented sector housing.
  - How the Council is ensuring the older population, particularly pensioners, are being targeted to ensure they have the knowledge and access to financial support services.
  - For the management of void properties – Members explored how the in-house team is being expanded, with reference to the avenue of utilising apprenticeships.
  - In terms of housing repairs, Committee Members raised concerns over the performance data and were informed there will be a soft launch of a ‘Repairs Online’ service (in the summer of 2023) for contract-holders allowing them to report and monitor progress of their repair requests online. Members were informed (May 2023) there had been a recent introduction of a dedicated damp and mould team and commissioning new resource within the in-house repairs team and through contractors to help alleviate pressures and address performance issues.
  - Given the positive results from Housing First, Members questioned why more individuals could not be offered this scheme and we were advised the issue is due to a shortage of move on accommodation, however work is underway toward expanding the scheme.
  - The previous Committee felt a significant amount of the *targets* within the Housing & Communities report were static; with little movement in targets when they are being reached continuously. Members felt when targets are being continuously met, they should then be raised.
15. For ease of reference the letters sent following the November 2022, and May 2023 scrutiny of the performance reports can be found on the Community & Adult Services webpage on the Council website. Or, by clicking [here.](#) and [here.](#)

## **Legal Implications**

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**

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:

- I. consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet.

**Leanne Weston**

Interim, Deputy Monitoring Officer

14 Nov 2023