
ADULTS, HOUSING & COMMUNITIES QUARTER FOUR 2023/24 PERFORMANCE
REPORTS

Purpose of the Report

1. To present the Adult Social Services, and Housing & Communities, Performance Reports for the Quarter 4 period (*Jan - March 2024*).
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. 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).
4. Following Committee's 'deep dive' on the hospital discharge process for adults with care needs (July 2023) and, consideration of Q2 Performance Reports (November 2023), Committee Members wished for additional data to be included in their Performance Reports on the hospital discharge process. Following circulation of the full data captured by the relevant Council teams, Members requested the following be included in future Performance Reports:
 - Overview of Discharge with Care Pathways (provided in **Appendix A**)
 - Reason for Delayed Discharge (provided in **Appendix A**)
 - Pathway of Care Delays in Cardiff vs All Wales (provided in **Appendix A**)

Scope of Scrutiny

5. 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.
6. Scrutiny of performance provides the opportunity to challenge and explore past and current performance levels, and through this, assess delivery of priorities and drive service improvement.
7. 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.
8. Following Committee 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

9. The Council's Performance Management Framework includes the production of quarterly Performance Reports; designed to provide an overview of directorate performance.
10. The Council's Performance Management Framework is heavily aligned to the council's Corporate Plan. The foundation of the council's Corporate Plan is to support the achievement of the Welsh Government's national well-being goals and they are:
 - **A Prosperous Wales**
 - **A Resilient Wales**
 - **A Healthier Wales**
 - **A More Equal Wales**
 - **A Wales of Cohesive Communities**
 - **A Wales of Vibrant Culture and Thriving Welsh Language**
 - **A Globally Responsible Wales**

11. Each of the national goals, bullet pointed above, are also aligned to local Well-being Objectives (as required by the Future Generations Act).

12. The 7 local Well-being Objectives that support achievement of the Welsh Government, National Well-being Goals are:

- Cardiff is a great place to grow up.
- Cardiff is a great place to grow older.
- Supporting people out of poverty.
- Safe, confident, and empowered communities.
- A capital city that works for Wales.
- Cardiff grows in a resilient way.
- Modernising and integrating our public services.

13. For each Well-being Objective, a number of high level “We Will” steps and Key Performance Indicators (KPIs) have been identified in the council’s Corporate Plan to measure progress.

14. The information provided in the Performance Reports attached to this Cover Report, are in line with the service areas Key Performance Indicators, and Steps, as detailed in the Council’s Corporate Plan 2024-27 and the service area’s Directorate Delivery Plan.

Previous Scrutiny on Performance Reports

15. 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 resource or financial challenges the services’ face. In the May & November 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, known as ‘Service User

Surveys'. In November 2023, Members were informed the surveys were being piloted and Committee Members noted interest in receiving updates on this work.

- Explored 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, administrative 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; with the overall view presented that it is working well and supporting reduction in workload pressures or delays.
- 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 advised 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.
- Committee Members will note, in April 2024 they undertook an informal review of the workforce planning in Adult Services. The output from the session, saw Members commend the efforts made within the service areas 'Programme of Change' and the strong strategic vision of a whole system approach to address Adult Services workforce recruitment and retention. Within their observations, Members stressed the importance of truly embedding changes through, sustained long-term focus with particular emphasis on ensuring staff feel valued and succession planning. Members offered a number of recommendations to the service area to support progression of the work, ranging from:

- Stronger recruitment methods on social media.
 - Data monitoring on the length of time taken from advertising a vacancy to the candidates start date.
 - Increased apprenticeship opportunities.
 - More long-term funding for resource admin posts.
 - Undertaking profiling with the 'Grow our Own' initiative and;
 - Increasing response rates to the staff survey through formal inclusion in staffs' PDR process.
- 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 stressed the need to ensure an increase in staff take-up of safeguarding related training modules to ensure corporate safeguarding issues do not arise.
 - In the November 2023 meeting, Members explored the strength of the new, national KPIs on the hospital discharge process. At the meeting, Committee Members stressed the national Key Performance Indicators must be underpinned by clear lines of accountability and provide relevant bodies with clear data on gaps in provision or areas for improvement.
Members were informed a wealth of data is collected by relevant teams which could be included in the Performance Reports alongside the national KPIs to support the Committee's performance monitoring. As noted in paragraph 4 of this Cover Report, additional hospital discharge data for the performance reports has now been requested and supplied.
 - 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. Committee Members will note the council's 2024/25 budget saw £86,000 of savings proposed for the Community Resource Team through employee or 'other' cost savings. The narrative into this budget proposal being:

As part of an ongoing review of the CRT Homecare Service, further changes are currently being considered which will streamline the assessment process, improve back-office processes and strengthen night service provision. The detail of this proposals are still being developed but are expected to release £86k in savings.

Housing & Communities

- In both the May 2023 and November 2023 meetings, Members pressed on the need to increase Advice Service KPI targets given targets are being continuously over-achieved. Committee Members were also of the view, given the importance of the services offered by the Advice Service teams', further KPIs should also be considered for inclusion in the Committees Performance Reports to help demonstrate the extent and importance of the work carried out by the team, and highlight the severity of the current financial context.

Members, therefore, in their November 2023 meeting **recommended** a review of the data collected by the Advice Services be undertaken, to determine if further KPI's can be provided in the Performance Reports.

This recommendation was **agreed** by Cabinet, with the following response provided:

It is agreed that a review of the data collected by the Advice Service would be beneficial. We are therefore pleased to advise that this recommendation is accepted. Work on the collation and review of data will start shortly and the Committee will be advised as soon as findings are available.

- In their consideration of the draft Corporate Plan 2024-27 (Feb, 2024) Committee Members were pleased to note that in line with their observations and suggestions, the KPI targets for the Advice Services had been raised¹.
- In terms of housing repairs, Committee Members have previously raised concerns over the performance data especially given the significant number of outstanding repair jobs. Members were previously 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 & November 2023) there had been a recent introduction of a dedicated damp and mould team and increased in commissioning new resource through contractors to help alleviate pressures and address performance issues.
- In line with this Committee's observations and in response to a direct recommendation made at the Scrutiny Performance Panel, Committee Members in their consideration of the draft Corporate Plan 2024-27 (Feb, 2024) were pleased to note the new inclusion of specific steps on addressing Council House Repairs.
- In line with pressures in the Council House Repairs service, Members will also recall discussions held in their March 2024 meeting regarding the scale of work required for Council homes to meet the Welsh Housing Quality Standards (WHQS) 2023. Members main concern during the meeting related to the lack of indicative financial planning on meeting these standards within the Housing Revenue Account Business Plan 2024/25. Within the discussions Members were informed the service area has established a WHQS Taskforce and received the commitment that at present, and in the forthcoming years there will be a concentrated effort on understanding how much WHQS requirement will cost, and how will it be achieved. Members confirmed their desire to liaise further with the Taskforce.
- Committee Members reiterated their desire to assist in the development of the Adults, Housing & Communities Equality Action Plan by undertaking consultation exercises with specific groups.

¹ The previous target for 'additional weekly benefit identified for clients of the Advice Team' was £17m, now its £18m. For 'the number of customers supported and assisted with Universal Credit financial support', the previous target was 3,000 now its 5,000. Committee Members are to note these new targets were agreed for the Corporate Plan 2024-27 and so will be present for the next performance report cycles, e.g. Quarter 1, 2024-25.

- Members have continued to seek assurance that the target to build 1,000 new council homes would be met. Further, Members have 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 within performance reports.
- 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.

17. For ease of reference the letters sent following the May 2023 & November 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

7 May 2024