

Cllrs M<sup>c</sup>Garry, Cllr Lomax, Cllr Sanders

**Corporate Quarter Two Delivery and Performance report 2015/16**

**Key Points**

1. At their meeting on 24<sup>th</sup> November 2015, Performance Panel Members went through the Corporate Quarter Two 2015/16 report sections relevant to this Committee. In order to look at direction of travel, Members referenced the Corporate Quarter One 2015/16 report considered in September 2015 by the Performance Panel as well as the Corporate Quarter Two 2014/15 report, considered by CASSC in October 2014, and the Performance Panel's previous work looking at performance trends for Red indicators, as reported to CASSC 16 September 2015.
  
2. **Performance Panel Members made the following points for discussion at Committee on 2 December 2015:**
  - a. Introductory pages –
    - i. Page 5 - Adult Social Care overtime spend is the second highest in the Council.
    - ii. Page 6 - Sickness Absence for both Adult Social Care and Communities is shown as Red.
    - iii. Page 10 - Outcome Agreement Measures – not all of these are duplicated in the performance indicators shown under each service area e.g. Number of delayed transfer of care for social care reasons (SCAL2) is only shown in the Outcome Agreement section, where it is shown as Red.
  - b. Communities – Pages 16-19
    - i. Not all the information in this section falls within the remit of CASSC. Of the areas that do, there is 1 Red indicator, which is for DFGs.
    - ii. There is 1 Amber indicator, which relates to re-let times for voids; this area is undergoing detailed scrutiny via a deep dive, as reported later in this briefing paper. Performance Panel Members noted that this is shown as Amber, with performance at 94 days compared to a quarterly target of 80 days.
    - iii. Overall, there are only 6 indicators reported that fall within the remit of this Committee, as the homelessness indicators are not reported this Quarter as the Council is awaiting guidance from Welsh Government on new measures.
    - iv. There are no housing repairs indicators, as previously noted in Quarter One; however Cllr Elsmore has agreed to provide these from Quarter Three, as stated in her letter to Cllr McGarry, Chair, provided in the correspondence update to Committee 4 November 2015.

- c. Adult Social Care – Pages 37-41
    - i. There is only 1 indicator shown as Red, namely SCA/001 ‘The rate of Delayed Transfer of Care for Social Care reasons’.
    - ii. There are 3 indicators shown as Amber, which are: Carers Assessments that have taken place (SCA/018b); Total number of adults using the direct payments scheme (FCLi37); and support to Older People in care homes (SCA/002b).
    - iii. There are 5 indicators shown as Green.
    - iv. The intervention levels are not shown in the report and it is hard to ascertain the criteria being used to assign RAG status; Performance Panel Members felt that some of the indicators that are Amber could be seen as Red (for example SCA/018b and SCA/002b) and some that are Green could be seen as Amber (for example SCA/007 and SCA/018a).
    - v. The target for SCAL23 is 65% against an outturn in 2014/15 of 78.04%.
3. Further to the above, Performance Panel Members feel that the following actions are required and **seek Committee’s approval for these:**
- a. Seek clarification from the Corporate Performance Team and Directorates on performance indicator intervention levels, how these are set and how RAG status is determined
  - b. Seek clarification from Communities and Housing on how the DFG budget was set for this year, in terms of whether additional monies were allocated to deal with the backlog from 2014/15 and how much of this year’s budget is already spent or committed.
  - c. Seek clarification from Communities and Housing on whether performance information is being kept regarding homelessness, in the absence of Welsh Government guidance.
  - d. Seek clarification from Communities and Housing on whether the RAG status is correct for HLS/014.
  - e. Seek clarification from Adult Social Care on why the target for SCAL23 is 65% when outturn last year was 78.04%
  - f. Seek clarification from City Operations on the reasons for the lack of private rented sector housing indicators in the corporate performance reports.
4. **Performance Panel Members would also like to discuss at Committee on 2 December 2015 which area to prioritise for detailed scrutiny via a deep dive:**

At Committee 16 September 2015, Members agreed that the Quarter Two results would be critical in determining which areas to prioritise for more in-depth scrutiny – a ‘deep dive’. At Quarter One, voids were chosen for the first deep dive, with the Care Pathway to be prioritised as the next area for more detailed scrutiny, subject to any changes needed as a result of the Corporate Quarter Two performance report, and homelessness

once guidance on the new performance measures had been received from Welsh Government. The points below review the situation with regard to areas of poor performance, which are also summarised in the table at the end of this report:

- a. Disabled Facilities Grants - the Quarter Two results show declining performance - performance has shown declining performance in 2013/14 and 2014/15. However, the information in the Improvement Report 2014 states that Cardiff's performance is still above the Welsh average and explains the reason for the dip in performance in 2013/14 as being due to issues with a new contractor. The Quarter 2 2015/16 performance report highlights budgetary pressures as the reason for declining performance in 2014/15, with the impact of this now affecting performance in 2015/16.
- b. Delayed Transfer of Care – the Quarter Two results show declining performance for both SCA/001 and SCAL2, which look at performance in relation to DTOC caused for social care reasons. This is against a backdrop of declining performance in 2013/14 and 2014/15. Members will be aware that CSSIW intend to look at this area and that leadership and management changes are being implemented, with Councillor Elsmore chairing a partnership leadership group on this issue. Given all of these factors, Performance Panel Members recommend that more time is given for changes to take effect and that, in the meantime, Members keep a watchful eye on performance and prioritise for further scrutiny if performance does not improve.
- c. Direct payments – Members are aware that the performance in this area has not met the target set corporately. Members understand the drive to increase usage of direct payments and have previously seen the management actions taken to address this, including the actions detailed in the Star Chamber update. Members previously decided to keep a watchful eye on performance and prioritise for further scrutiny if performance did not improve.
- d. Carers – Members are aware of the poor performance with regard to Carer Assessments over the last few years, which is why it was prioritised for Inquiry in 2012/13. Members remain concerned about poor performance in this area, both when considered against local targets and when compared nationally with other Welsh local authorities. Members have previously seen the management actions taken to address this, including the actions detailed in the Star Chamber update. Members previously decided to keep a watchful eye on performance and prioritise for further scrutiny if performance did not improve.
- e. Care pathway and care management – Members previously considered SCA/007, SCA/005a, SCA/015 and SCAL24, which measure performance at key stages of service delivery along the care pathway. Three of these indicators were Red at Quarter 4, with SCA/007 being Amber; this is an outcome agreement indicator and Cardiff was 16<sup>th</sup> out of 22 Welsh local authorities in 2013/14. Members previously discussed the need to have effective care planning processes, both for service users and their families, for service providers and for the Council, so that

information is available to plan and commission effectively and make the right choices going forward. Members could not see that this area was being considered by any other mechanism in the performance management framework or by external agencies. Members therefore previously prioritised this area for further scrutiny.

## **Voids Deep Dive**

### **Key Points**

5. At the 16 September 2015 Committee meeting, Members agreed to prioritise voids as the first deep dive undertaken by the Performance Panel. Since then the Performance Panel has met three times to undertake the deep dive, In addition, Members have visited a number of void properties to see the conditions in which properties are handed back to the Council and the standard which is reached before properties are re-let. For more information, please see the scope and project plan, which are attached at the end of this report.
6. During the course of the deep dive, Performance Panel Members have considered the following:
  - a. Good Practice briefings on effective void management
  - b. An overview of available void performance indicators held on the Council's Improvement System (Cis)
  - c. Benchmarking information with Cardiff Housing Associations
  - d. Benchmarking information with comparable local authorities in England and Wales
  - e. Key lessons learnt from tenant-led scrutinies on void management, in England
  - f. Overview of relevant Cardiff Council policies and procedures
  - g. Process maps for Cardiff Council void management
  - h. Answers provided by Communities & Housing to specific queries arising as part of the deep dive.
7. Members have clarified the role of the Buildings Maintenance Framework Agreement, as follows:
  - a. It covers all Council housing voids, via Ian Williams and Vinci: CMS do not undertake voids work as their resource is focused on reactive repairs.
  - b. It expires in eighteen months and work is underway to develop new arrangements.
  - c. It guarantees minimum numbers of voids per week per contractor and contains agreed timescales for works to be completed.
  - d. It is contract managed by a Board, comprising of Communities and Housing, Procurement, Facilities Management and Internal Audit.

8. Members have heard that the following work is underway to improve performance, including the following:
  - a. Voids Working Group meet fortnightly to go through every void and discuss progress and actions required
  - b. One database developed for all voids information to improve monitoring
  - c. Additional resources allocated to voids management – 2x voids inspectors in Social Lettings Unit and 1x Voids Manager temporary post in CMS.
  - d. Quick Turnaround Project trialled – voids inspectors in Social Lettings Unit use the 28 day notice period to identify properties requiring little work; these are then matched to applicants, who are offered decoration vouchers if required and advised of repairs that will be undertaken before and after letting.
  - e. Key Safe pilot used to enable swift and secure access to voids by various staff.
  
9. Members have asked for some additional information and clarification of points, which they wish to discuss before reaching conclusions and making recommendations. It is intended to bring the final report to Committee 6 January 2016.

**10. Position as at Quarter 2 2015/16:**

<b>Area of Concern</b>	<b>Other Action Being Taken</b>	<b>Performance as at Quarter Two 2015/16</b>	<b>Additional Information</b>
<b>Disabled Facilities Grants</b>	Management team taking actions to address poor performance re contractor	<ul style="list-style-type: none"> <li>• Red – 240 days against a target of 200 days</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Programme budgetary pressures</li> </ul>
<b>Delayed Transfer of Care</b>	CSSIW undertaking work Partnership Plan in place	<ul style="list-style-type: none"> <li>• SCA/001 - Red –</li> <li>• SCAL2 – Red – Outcome Agreement Measure – 140 social care DTOC against an annual target of 120 social care DTOC</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and management changes underway, led by Deputy Minister.</li> </ul>
<b>Direct Payments</b>	Star Chamber checking performance	<ul style="list-style-type: none"> <li>• FCLi37 – Amber – 602 people against an annual target of 700 people</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted approach to deliver improved performance</li> </ul>
<b>Carers Assessments</b>	Star Chamber checking performance	<ul style="list-style-type: none"> <li>• SCA/018a – offered –Green - 49.7% against an annual cumulative target of 93%</li> <li>• SCA/018b – had – Amber – 24.16% against an annual cumulative target of 58%</li> </ul>	<ul style="list-style-type: none"> <li>• 4 temporary Carer Assessment officers employed to boost performance</li> </ul>
<b>Care Pathway &amp; Care Management</b>	Would be reviewed at internal management meetings but no other external action planned	<ul style="list-style-type: none"> <li>• SCA/007 – Green – 56.6% against an annual cumulative target of 90%</li> <li>• SCA/005a – Green – 23 days against a target of 26 days</li> <li>• SCA/015 – Green – 3.53days against a target of 4 days</li> <li>• SCAL24 – has been closed as an indicator for this year and is no longer reported.</li> </ul>	

### **Voids Deep Dive: Scope**

1. Review existing performance and management information to identify the causes for poor performance in time taken to re-let vacant council housing properties.
2. Focus deep dive into those areas most affecting performance for time taken to re-let vacant council housing properties.
3. Reference good practice in managing those areas most affecting performance for time taken to re-let vacant council housing properties.
4. Make recommendations to improve performance with regard to time taken to re-let vacant council housing properties (HLS/014).

### **Voids Deep Dive: Project Plan n**

1. Prepare information pack for Performance Panel Members containing background briefings on key issues re void management and desk top review of performance information available on CIS.
2. **3<sup>rd</sup> November - Meeting** to review existing performance and good practice information to identify common causes for poor performance in time taken to re-let vacant council housing properties, by discussing information pack and discussion with Corporate Performance Officers
3. Begin to collate additional information requested by Performance Panel Members e.g. desk top review of relevant policies, procedures, leaflets, void standards etc. , comparison with relevant performance information other housing providers have available , website review of relevant good practice, depending on areas most affecting performance
4. **18<sup>th</sup> November - Meeting** –which focuses on those areas most affecting performance indicator for time taken to re-let vacant council housing properties, by a **Panel briefing by managers and officers** –to provide information on what affects the void journey, how performance management processes are used to address poor performance, role and success of Voids Working Group, Quick Turnaround Void Project, use of relevant initiatives etc. and In-depth discussion with relevant officers on how they use existing information to improve performance and their role in void management process
5. **24<sup>th</sup> November – Meeting** - to review evidence gathered and make recommendations to improve performance with regard to time taken to re-let vacant council housing properties (HLS/014).
6. Finalise report in time for papers to go out 26<sup>th</sup> November for CASSC 2<sup>nd</sup> December.