

**SWYDDFA CYMORTH Y CABINET  
CABINET SUPPORT OFFICE**



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Fy Nghyf / My Ref : CM33139

Dyddiad / Date: 8th January 2016

Cllr Mary McGarry  
Cardiff County Council  
County Hall  
Atlantic Wharf  
Butetown  
Cardiff  
CF10 4UW

Annwyl / Dear Mary

**Community & Adult Services Scrutiny - 2 December 2015**

Thank you for your letter of the 8<sup>th</sup> December 2015 and the feedback from the performance monitoring panel. I have sought to clarify the points that have been raised by the Committee in the order that they were set out in your letter. Before I do so I think that in relation to Adult Social Services, it is important to see the P.I. related performance management regime in its current wider local government context to date and in the context of the Social Services and Well Being Act 2014 (SSWB) going forward.

In terms of the position pre SSWB Act, no local government service, with the exception of Children's Social Services, has been subject to greater external or regulatory scrutiny or subject to as many P.I.s as Adult Social Services and so the opportunity to transparently demonstrate public accountability has almost certainly been greater in the social services (in this case adults services) context than in any other local public service. In relation to the SSWB Act you will I think be aware of the priority to focus more effectively on outcomes. This means both that the P.I.s themselves will be changing and that they will aim to provide greater understanding of impact. This should enable us to move away from the tendency of P.I.s to answer process questions rather than 'so what' questions. I think you will agree that this is preferable and should enable a more meaningful and rounded scrutiny of performance in future.

**PLEASE REPLY TO / ATEBWCH I :** Cabinet Support Office / Swyddfa Cymorth Y Cabinet,  
Room / Ystafell 518, County Hall / Neuadd y Sir,  
Atlantic Wharf / Glanfa'r Iwerydd, Cardiff / Caerdydd

100% recycled paper  
100% o bapur a ailgylchwyd



## **How are performance indicator intervention levels set for Adult Social Care indicators and Communities & Communities and Housing indicators?**

In terms of the Social Services Directorate, I am aware that there was a national protocol between the Association of Directors of Social Services and CSSIW that established agreed 'intervention levels' in relation to Children's Social Services wherever a basket of key P.I.s dropped below an identified threshold. This was developed to meet a specific set of national safeguarding concerns relating to children. No such protocols exist in relation to Adult Social Services but it is clearly important whenever a given P.I. is approaching a level of underperformance in relation to target, that managers intervene to get performance back on course or otherwise revise the status of the target in light of factors that impact on performance; this is business as usual for the Social Services Directorate. As I hope you will see below, there is ample opportunity for this to occur and I can confirm that performance across the board is monitored on a daily, weekly or monthly basis at various levels. Operationally this enables early action to be taken where performance is declining.

The Communities, Housing and Customer Services Directorate does not set 'intervention levels' for the basket of indicators that are used to measure and monitor performance. The performance management framework within the directorate allows for regular monitoring and actions to be taken. Escalation of issues is clearly established and works well for action to be taken in a timely manner. As scrutiny will know, the directorate will bring forward any issues of poor performance to this committee for their challenge and constructive input.

## **How is the RAG status of each indicator determined?**

The RAG status is determined by analysis of the data in respect of the target, using both that quarter's performance and any underlying trends. It is discussed and challenged at various meetings prior to the final report being presented to scrutiny.

In advance of the Quarter 3 report the Council's Improvement and Information Team have consulted and issued guidance to ensure that there is a more consistent approach to the setting of RAG s.

## **Is the RAG status for HLS/014 correct?**

The rationale for the Amber rating set for the above PI was based on the result showing improvement on the previous quarter. The team has put in a range of improvement measures and it was considered that due to this an Amber rating was appropriate. The recent guidance issued by the Council's Improvement and Information Team will be used in future to help assess the RAG status and therefore a PI not making target or likely to make the target would be given a Red rating.

## **DFG 2015/16 budget**

Close monitoring of the budget raised predicted an overspend, therefore action was taken to right a business case that immediately authorised the additional £700k of general fund and HRA of £250k. In addition to the agreement to use up to £700k from next year's allocation should the need arise.

Whilst cases are being processed as quickly as possible there has been some issues with the capacity of the contractors. However, the contractors have advised the Service Manager that works will be completed by March 2016.

### **What performance information is being kept regarding homelessness –in the absence of Welsh Government Guidance?**

Operationally the Communities, Housing and Customer Services Directorate collects and uses the following performance information and a list of these can be found attached to this letter (Appendix 1).

The changes introduced by the Housing (Wales) Act were very far reaching and the implications of the changes are only now being fully understood. The service is working towards some key indicators which will best reflect good performance under the new arrangements; this work is not yet complete. The Welsh Government is also working on a better understanding of the figures and it is anticipated that further guidance will be introduced in due course.

### **Why is the 2015/16 target for SCAL23 65% when outturn last year was 78.04%?**

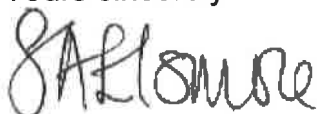
I accept that the target for this PI does not appear to be ambitious based on the previous year's outturn. The target was set at this level to allow for the change of focus for the re-ablement service to target those people with more complex needs, and it was anticipated that a higher percentage would not achieve independence. Currently this is a local indicator and it is intended that a new measure will be introduced from April 2016 as part of the new Social Services and Wellbeing (Wales) Act. The current draft measure is:

The percentage of adults who completed a period of re-ablement

- a. And have a reduced package of care and support 6 months later
- b. And have no package of care and support 6 months later

We look forward to your receiving your findings from the next 'deep dive'. I hope yourself and the Committee Members have found all the information requested in the response and I would like to thank you for your comments.

Yn gwyir  
Yours sincerely



**Councillor / Y Cynghorydd Susan Elsmore  
Cabinet Member for Health, Housing & Wellbeing  
Aelod Cabinet dros Iechyd, Tai a Lles**

**Enc - Appendix 1: Homelessness Performance Management**



## **Appendix 1: Homelessness Performance Management**

### **All Housing Options Clients by category**

Asylum Case  
Hospital Discharge Case  
Housing Options Centre Client  
Llamau (HOPS) Referral  
Mortgage & Debt Management Referral  
Prison Leaver or Prison Referral  
Women's Aid Referral

### **Assessed Duties by category**

Assessed - No duty accepted  
Assessed - Duty to prevent  
Assessed - Duty to help to secure  
Assessed - Duty to help to secure (from the outset)  
Duty to prevent became a duty to help to secure  
Recommendation made - Duty to secure  
Accepted duty to secure

### **Outcomes – Duty to Prevent**

Duty to prevent ended negatively  
Ended at applicant's request or by their actions  
Ended following our decision to end the duty  
Ended, and a duty to help to secure in its place  
Duty to prevent ended with homelessness prevented  
Percentage ended positively  
Percentage ended Positively, excluding those ended by applicant

### **Outcomes – Duty to Help to Secure**

Duty to help to secure ended other than positively  
of which, ended at applicant's request or by their actions  
Duty to help to secure ended with homelessness relieved  
Percentage ended with homelessness relieved  
Percentage ended positively, excluding those ended by applicant

### **Duty to Prevent - time taken to decide this duty**

### **Numbers in Temporary Accommodation by category**

Total  
B&B  
Hostels  
Women's Refuge  
All Properties (including Adams Court)  
Council Stock  
RSL Stock  
Private Stock leased by Housing Associations  
Adams Court

### **Average Length of stay in TA, by category above and time band.**

**Percentage housed in TA more than 12 months**

**Households in TA with a final duty accepted by category**

Homeless Band B housing need  
of whom, under offer  
Homeless Band A urgent housing need  
of whom, under offer  
Deferred or Suspended  
Applicant Excluded  
Appeal Submitted  
Application now Withdrawn  
Under Entry

**Households in TA with no final duty accepted by category**

Housing Act 1996 Cases pending decision  
Interim Accommodation (New Act)  
Housing Act 1996 Cases no duty accepted, still in TA