



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

CORRESPONDENCE FOLLOWING THE COMMITTEE MEETING

Committee COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 7 JULY 2021, 4.30 PM

Please find below correspondence send by the Committee Chair following the meeting, together with any responses received.

For any further details, please contact scrutinyviewpoints@cardiff.gov.uk

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My Ref: Scrutiny/Correspondence/Cllr Jenkins

13 July 2021

Councillor Lynda Thorne
Cabinet Member for Housing & Communities
Sent via e-mail



Dear Cllr Thorne,

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 7 JULY 2021 –
HOUSING DEVELOPMENT NEW BUILD SCHEMES**

Please accept my thanks on behalf of the Committee to both yourself and officers for attending the Community & Adult Services Scrutiny Committee to facilitate our consideration of the Housing Development New Build Scheme Cabinet Report.

Members felt that both the former Lansdowne Hospital site and former Michaelston Pub site have potential and can see the merits of working in partnership with Hafod and Linc respectively. That said, it is worth considering that we will be a junior partner to Hafod in respect of the former Lansdowne Hospital scheme and we explore this further below.

During the meeting questions were raised regarding the speed of decision making with regard to the Council no longer progressing the package deal at the former Morrisons Local site in Pentwyn and Members note the comments made that decisions have to be taken quickly in order to access finances and avoid scheme delay. Members also note that as a Council, we are able to offer strategic support to Linc in their progression of the package deal; and we heard at Committee that this will maximise the overall delivery and offer of affordable housing to Cardiff residents.

During the meeting we explored how much of an influence we as a Council would have on the design aspects of the Lansdowne site and it was pleasing to note that the approach to design with Hafod will be a 50/50 approach and although we will not have full control over the design aspects, we will have an ability to influence design and standards. During the meeting consideration was also given to the proposed property mix and Members heard this has been done in line with the sites density, financial viability and the sites known environmental factors.

Although this is recognised, Members do wish to reiterate that the size of the properties is important, and where possible, consideration should be given for more family homes.

It was pleasing to hear at committee that the Council continues to exceed the Welsh Housing Quality Standard (WHQS) on a number of measures and we encourage officers to continue to explore ways we can even further improve social housing in the city.

Lastly, Members sought assurance regarding the associated costings for the Hafod collaboration along with the likelihood of a change in projected cost. Members note the costings for this collaboration have been weighted against the Welsh Government priority for local authorities to work with housing associations along with the anticipated benefits from this collaboration as detailed within the Cabinet Report.

Thank you once again to you and officers for attending Committee, a response to this letter is not requested.

Yours,



COUNCILLOR SHAUN JENKINS

Chairman - Community & Adult Services Scrutiny Committee

cc. Sarah McGill, Corporate Director People & Communities

Dave Jaques, OM Housing Development

Tim Gordon, Head of Communications

Cabinet Office



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

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

My Ref: Scrutiny/Correspondence/Cllr Jenkins
13 July 2021

Councillor Susan Elsmore
Cabinet Member Social Care, Health & Wellbeing
Councillor Lynda Thorne
Cabinet Member Housing & Communities
Sent via e-mail

Dear Cllr Elsmore & Cllr Thorne,

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 7 JULY 2021 – LOCAL
AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2020-21 & DIRECTORATE
DELIVERY PLAN 2021-22**

As Chairman of the Community and Adult Services Scrutiny Committee, I wish to thank you and officers for attending Committee, providing Members with an opportunity to consider the Local Authority Social Services Annual Report 2020-21 and Adults, Housing & Communities Directorate Delivery Plan 2021-22. Following our consideration, Members of the Committee have requested that I feedback the following comments and observations to you.

Local Authority Social Services Annual Report 2020-21

Members firstly wish to place on record their appreciation for the way in which staff have adapted to new ways of working in response to the Covid-19 pandemic. It was also interesting to note that the speed of delivery in establishing and deploying a 'whole-system response' with partners to emerging issues, was an area of work which can be adapted and deployed into other areas of the directorates work over the coming years. For clarity purposes, our understanding of the term 'whole-system response' relates to the service area working more closely with partners and we would appreciate your confirmation that our understanding of this term is correct.

In terms of staff vacancies and sickness, Members note detail of this was captured in the Children Service Overview section of the report but was not included in the Adult Services Overview. Members note the majority of issues are within Children Services however as detailed within the meetings papers, Adults Services does have a notable level of vacancies

and staff sickness and so wish to request that if this issue remains, narrative on Adults Services sickness and absence also be included in future reports.

At the meeting, the absence of an introductory analysis and assessment by the Director, which was included in previous Annual Reports was raised. During Committee's previous consideration of the 2019-20 Annual Report this introductory analysis from a senior perspective was recognised and commended by the Committee as a key contributor toward the report's openness and transparency; with such introductory framing serving as a useful tool for readers.

Further to this, comments were also made regarding the need for the report to include more detail around priorities and next steps in order to make the report more accessible. Members note the comments made that the Annual Report serves as a strategic assessment of the past year which highlights the forthcoming priorities, with the Directorate Delivery Plan setting out those priorities in more detail.

Members also note the comments made regarding the need to remain mindful to the documents length and avoidance of information being duplicated. However, it is felt that a frank, yet succinct, introductory analysis by the Director capturing the past years successes and challenges at the start of the report is worthwhile. As such, Members **recommend** that the Director provides a balanced analysis of the year's performance, highlighting both the successes and challenges of the directorate in future Annual Reports. In addition, consideration should also be given to including more detail on the delivery of priorities, or as an alternative, stronger signposting to the Directorate Delivery Plan in order for the reader to obtain such detail.

Adults, Housing & Communities Directorate Delivery Plan 2021-22

Members welcomed the assurance provided by yourself and officers that all of the service areas 2021-22 priorities are included within the Plan. Although the priorities seem to align between both the Social Services Annual Report and the Directorate Delivery Plan, it was felt that the ease of evaluating such alignment was not easy and Members would appreciate consideration be given to this in future years.

The demand on the service area following the unification of Adult Services and Housing & Communities was also questioned and Members welcomed the comments made that this amalgamation has been an important move which will stimulate a strong, positive impact on service delivery.

During the meeting, members queried whether by combining Adult Services and Housing & Communities a "super directorate" has in-effect been created, and if so, if there is a risk of

losing clarity on priorities. Members welcomed the candour about the importance of being suitably resourced to deal with the new scope of the directorate, and note the comments about the remaining recruitment still left to do to complete the leadership team of the directorate.

It was also pleasing to note the confidence levels in terms of managing the transition of services into a blended virtual and face to face approach, and Members welcomed the recognition made over the importance of offering Cardiff residents services either online or in person. Members also note the comments made that there are challenges going forward in terms of increased workload along with a tired workforce.

Lastly, in terms of void management Members welcome the confirmation that reserves have been allocated within the budget and note that challenges remain around recruitment and cost of materials along with the identified solutions presented by officers in addressing this matter.

Thank you once again to you and officers for attending Committee. For ease of reference our recommendation captured within this letter, which we would welcome your response on is as follows:

Local Social Services Annual Report 2020-21

- Members **recommend** that the Director provides a balanced analysis of the year's performance, highlighting both the successes and challenges of the directorate in future Annual Reports. In addition, consideration should also be given to including more detail on the delivery of priorities, or as an alternative, stronger signposting to the Directorate Delivery Plan in order for the reader to obtain such detail.

Yours,



COUNCILLOR SHAUN JENKINS

Chairman - Community & Adult Services Scrutiny Committee

cc. Sarah McGill, Corporate Director People & Communities

Jane Thomas, Director, Adults, Housing & Communities

Tim Gordon, Head of Communications

Cabinet Office

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Caerdydd,
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www.caerdydd.gov.uk
County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087
www.cardiff.gov.uk

Ref: CM46118
Date: 29th July 2021

SWYDDFA CYMORTH Y CABINET CABINET SUPPORT OFFICE

Councillor Shaun Jenkins
Cardiff Council
County Hall
Cardiff
CF10 4UW

Annwyl/Dear Cllr Jenkins

Local Authority Social Services Annual Report 2020-21 and Adults, Housing & Communities - Directorate Delivery Plan 2021-22

Thank you for your letter of the 13th July providing us with Committees' views in relation to the Social Services Annual Report and the Adults, Housing and Communities Directorate Delivery Plan.

We would like to thank Committee members for the helpful and constructive comments at committee, and for the thanks to staff expressed in your letter.

Annual Report and Directorate Delivery Plan

In relation to your request for clarification of a whole system response - there is a huge amount of material in relation to systems thinking but, in essence, the term "whole system response" refers to a way of working that involves all relevant organisations and services in understanding and defining an issue, challenge or objective, and the creation of a collaborative plan for action - with a wide set of stakeholders, that is implemented and refined over time to deliver the outcomes sought.

You will be pleased to know that following the scrutiny meeting and, in light of the comments from members, a number of amendments were made to the final version of the annual report that was subsequently considered and approved by Cabinet and Council. Page 14 of the report now includes the detail in the narrative of staff sickness levels in adult services, for example.

The analysis of the performance of Social Services by the Director was also extended to include a more detailed reference to the CIW risk based inspection that was a significant feature of an already notable year. We would welcome the committees' confirmation that

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Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Nid fydd gohebu yn Gymraeg yn arwain at oedi.

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the 14 page analysis by the Director is along the lines that Committee would be looking to see in future reports.

In response to the request for greater clarity of the read-across from the Annual report to the Directorate delivery plan, we have asked officers to consider how this might be made clearer in future years - potentially with colour coding of priorities, and this will be taken forward in next year's plans.

We hope the above is of assistance.

Yn gywir
Yours sincerely

Susan Elsmore

Councillor / Y Cynghorydd Susan Elsmore
Cabinet Member for Social Care, Health & Well-being
Aelod Cabinet dros Ofal Cymdeithasol, Iechyd a Lles

Lynda Thorne

Councillor / Y Cynghorydd Lynda Thorne
Cabinet Member for Housing & Communities
Aelod Cabinet dros Dai a Chymunedau

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