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**ADULTS, HOUSING & COMMUNITIES QUARTER FOUR 2021/22  
PERFORMANCE REPORT**

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**Purpose of the Report**

1. To present the Adult Social Services and Housing & Communities Performance Reports for the period Quarter 4 (*Jan-March 2022*).
2. The Performance Report for Adult Social Services is attached at **Appendix A**; and the Performance Report for Housing & Communities is attached at **Appendix B**.

**Scope of Scrutiny**

3. This item will begin with Cabinet Members 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 ask the Cabinet Members and officers questions on either the Adult Services, or Housing & Communities Performance Report.
4. 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 works to help the Council reprioritise efforts to secure the delivery of the Council's priorities and targets.

5. During this scrutiny, Members will have the opportunity to:
  - Explore past performance levels.
  - Assess why priorities may not have been achieved.
  - Investigate the concerns of the past Committee.
6. 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 - Service Pressure**

7. Throughout the pandemic, unprecedented challenges were posed on services delivered by the Adult Social Services and Housing & Communities directorate. After the easing of Covid-19 restrictions, services saw a considerable increase in demand against a backdrop of significant pressures on staffing and capacity; with many workers isolating or unable to work due to sickness. In addition, the sector also faces challenges of recruiting and retaining care staff along with a shortage of essential aids and equipment.
8. In October 2021, the Community & Adult Services Scrutiny Committee were briefed on the current pressures and advised:
  - To help address the shortage in the social care workforce, the Into Work Service has teamed up with Adult Services to create a new **Cardiff Cares Academy**. This Academy will identify and train new carers, ensuring that they have the knowledge and skills needed to work in the sector.
  - **Additional social work, occupational therapy, money & advice posts created and advertised more widely**. In addition, resources were re-directed across the directorate to support the busiest teams. Agency staff were also sought, and overtime offered to staff where required.

- Occupational Therapists were enlisted to help assess those who need assistance as part of a **‘Trusted Assessor’** pilot project, with the aim of using aids and adaptations to reduce the need for care.
- A joint action plan was developed with the University Health Board to **improve hospital discharge**.
- To address the demand in domiciliary care, **care packages were made available on a locality basis** (*as opposed to each care package being offered to providers on a case-by-case basis*).
- To address challenges in the housing sector and the lack of available private rented properties, a **new incentive package, ‘LETS’<sup>1</sup> was designed** to attract new, and retain, existing landlords.
- Due to the backlog in Council house repairs, **additional operatives and pool of small contractors** appointed. In addition, a new internal working group was established to review Council house repair processes and improve efficiency.
- The Welsh Government made **Recovery Funding** available for social care, with the funding offered to increase reablement support, support workers and increase care capacity. However, Committee Members were briefed that although this funding was welcomed, many of the issues faced by the service area are systemic and require long term funding to resolve.

*Committee Members are to note the above points are not exhaustive and the full briefing provided to the Committee in October 2021 can be seen by viewing the meeting’s webcast available [here](#).*

8. [Councillor Mackie’s June 2022 Council Statement](#), confirmed that whilst demand within Adult Services has stabilised, services remain under considerable pressure due to the backlog. In addition, the statement notes recruitment of social workers and occupational therapists continues to be challenging due to national demand.

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<sup>1</sup> Landlord Enquiries & Tenant Support Service.

The statement informs that the service area has commenced an organisational review to address some of the underlying issues and challenges facing adult social care in Cardiff.

9. [Councillor Thorne's June 2022 Council Statement](#) confirms homelessness services are still under considerable pressure due, in-part, to a lack of available and affordable private rented accommodation.

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

10. The Council's Performance Management Framework includes the production of quarterly Performance Reports, designed to provide an overview of directorate performance.

11. Performance reporting which covers the period Q4 (Jan – March 2022) and in turn, the full 2021/22 reporting period, for both Adult Social Services and Housing & Communities are attached to this report as follows;

- **Appendix A** – Adult Social Services Q4 2021-22
- **Appendix B** – Housing & Communities Q4 2021-22

12. The Council's Corporate Plan sets out how the administration's priorities for Cardiff will be achieved. The Council has four key high-level **priorities** that form the basis for the Corporate Plan 2022-25:

- **Working for Cardiff**
- **Working for Wales**
- **Working for the Future**
- **Working for Public Services**

13. Each of the priorities are aligned to Well-being Objectives (as required by the Future Generations Act).

14. 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**)

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

16. The information provided in the Performance Reports attached to this report, are in line with the service areas relevant Key Performance Indicators, and Steps, as detailed in the Corporate Plan and Directorate Delivery Plans.

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

17. During the previous Committee's consideration of Performance Reports concerns Raised by the Committee included:

#### **Adult Services**

- Assurance that the quality of care provided to service users would be upheld during the challenges the services' faced.

- Given the demand and pressures faced by services', if the aim to support 120 people into employment through the Carers Academy was sufficient.
- Capacity issues being adequately addressed through the proposed measures.
- The notable, and continued level of sickness rates and staff vacancies.
- In line with the lack of equipment and aids, Members felt additional efforts to contact individuals to see if their equipment was still required was needed along with an overall review of how equipment is retrieved, reallocated and reconditioned.
- Concern around delayed transfer of care. In response, Members were informed the enhanced partnership work seen as a result of the pandemic should benefit this issue.

### **Housing & Communities**

- Assurance that the target to build 1,000 new council homes by December 2022 would be met.
- Assurance that under the pilot to house clients out of county (in response to the demand for homelessness services), families would not be separated against their will. Committee Members requested to be kept abreast of this pilot and its roll-out as it developed.
- How social isolation for single adults who live alone would be addressed (Members received a subsequent briefing note on this matter).
- For management of void properties - how the in-house team is being expanded with particular reference to the avenue of utilising apprenticeships.
- Members felt a significant amount of the targets within the P&C report were static, with little movement from previous years.

15. For ease of reference the letters sent following October 2021 scrutiny of the performance report and the subsequent response are attached to this report as **Appendix C.**

## **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.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**12 July 2022**