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CORRESPONDENCE FOLLOWING THE COMMITTEE MEETING

Committee COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

Date and Time of Meeting MONDAY, 21 FEBRUARY 2022, 1.30 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

23rd February 2022

Councillors Chris Weaver, Susan Elsmore & Lynda Thorne
Cabinet Member for Finance, Modernisation and Performance
Cabinet Member for Social Care, Health & Well-being
Cabinet Member for Housing & Communities
Sent via e-mail



Dear Cllr Weaver, Cllr Elsmore and Cllr Thorne.

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 21 FEBRUARY 2022
DRAFT BUDGET PROPOSALS 2022/23 & CORPORATE PLAN 2022/25**

As Chairman of the Community & Adult Services Scrutiny Committee, I wish to thank you, and officers, for attending Committee and providing Members with an opportunity to consider the draft Budget Proposals 2022/23 and draft Corporate Plan 2022-2025. The comments, observations, and subsequent recommendations from Committee Members in their consideration of this item are set out in this letter.

From the outset, and as we have mentioned in previous years, we do wish to state given the importance of the Council's budget, the substantial figures it entails, and the overall level of information that is provided to Members, within incredibly tight timescales, it does pose considerable difficulties for Committee Members to adequately analyse the papers in advance of the scrutiny meeting.

Corporate Overview Section

- During the meeting, questions were asked about how much of the Council's overall budget is toward debt repayment. We were advised, around £35million of the Council's £740million budget for 2022-23, would be spent repaying debt however this figure is not solely in relation to the repayment of new debt, but includes the repayment of historical debt. Further to this, Members were also informed that borrowing affordability and sustainability is undertaken within the Council's Treasury Management Framework which is continuously monitored through relevant scrutiny committees and the council's Governance & Audit Committee. We wish to reiterate the need to ensure the Council's levels of debt are continuously monitored, to ensure it stays within sustainable figures.

- With regard to the Council's Financial Resilience Mechanism, Members noted that £1.648m has been allocated to the heading 'Community Improvement and Safety'. However, when the allocation of where this spending would go was broken down at the meeting, it appeared that only £25,000 would be going toward 'community safety' and £250,000 toward park lighting. With the other monies within this allocation going towards programmes such as sports development, money advice matters and so on.

Although Members note, and appreciate, community safety will be receiving additional funding through other streams in this year's budget, we strongly urge that in future years, 'Community Improvement' and 'Community Safety' is not adjoined into one heading and is clearly divided within the budget proposals paperwork.

- In terms of the 'Consultation on Cardiff Council's 2022/23 Budget', Members raised their concerns on the number of responses it received (1,547). Particularly when compared to the number of responses the consultation received last year, under the same Covid related restrictions (2,870). Given the importance of the budget setting process, Members wish to stress the need to ensure every effort is made going forward to improve response levels and so, **recommend** that additional avenues for generating public awareness and encouraging engagement with future consultations is sought and, in addition, budget consultations are appealing to members of the public by being quick, readily accessible, and easy to understand. In line with this, Committee Members also questioned if the length of time the consultation is live, is adequate to generate a good response and insight into the public's views. Members note timing of the consultation is subject to when the provisional settlement is received from the Welsh Government and welcome the comments it is hoped receipt of the provisional settlement may return to October, which would provide greater time for the consultation to be live. In addition, we note and welcome the comments made that work is ongoing toward a new Citizen Engagement strategy.

Members were disappointed that community safety and dealing with ASB issues was not provided as an option for respondents to select within this year's consultation. Given that *'Keeping our communities safe and tackling anti-social behaviour'* was one of the top three priorities identified by the public in last years consultation, and, how important community safety issues are for the public, its absence as a priority to be selected was extremely notable and disappointing. Although Members note the comments that other consultations such as ASK Cardiff are considered when setting the budget, given community safety's importance, and that it was identified as the publics top three priority last year, Members **recommend**

tackling ASB and keeping our communities safe is always specified as priority for members of the public to select in all budget consultations going forward.

- In terms of the council tax increase, it is noted that the settlement from Welsh Government is “better than expected” and the settlement from Welsh Government has been referred to as better than expected for the past few years, and we heard at the meeting a range of contextual factors have informed the decision for the council tax increase.
- Members noted their concern on the potential impact following the loss of Welsh Government’s Covid-19 Hardship Fund, and although we note and welcome the comments that Welsh Government will continue to fund PPE costs until March 2023, we do wish to stress and reiterate the need to ensure due-diligence towards this risk is continually applied, and the base requirement determined for this risk, is frequently reviewed and monitored.

Cllr Elsmore’s Section

- Given we, as a Committee, have been informed on the service area’s focus, and upcoming work, in developing technology enable care, we noted our surprise that last year’s budget saving proposal, of £94,000 through increasing the use of technology in care packages, was not achieved. We note from the response that although savings were being achieved, the service area did not have the mechanisms in place to capture the savings, which was in part due to a lack of strategy toward this work. Along with the notable absence of all social workers being trained on the technology available. However, we note this is currently being addressed and worked on as part of the ‘Tech’ strategy being developed. Given the importance of this topic, we **request** sight of the statement of requirement that went to tender for the tech strategy and **request** a briefing on the Tech strategy is provided to the Committee when available.
- We also noted how this year, there are a number of savings proposals which relate to changes in accommodation provision (for both learning disabilities and those who require mental health support). Given that last year’s savings proposals, which related to supported living accommodation provision was not achieved (as of Month 9), this does raise questions on the achievability of this year’s saving proposals which relate to alternative provision. Although, the sensitives around these proposals, which provided reasonings for the delay, is acutely recognised by Members.

- Further to this, we also raised our concerns over the savings proposals relating to mental health provision and the intricate, delicate sensitivities in potentially moving individuals with support needs. In addition, we also sought assurance that these individuals would receive no detrimental impact because of the change, particularly less support. We note and welcome the comments that although individuals will receive more independence within this proposal, they will still receive a full support package and their safety and wellbeing will be paramount.
- In terms of the work detailed in the Corporate Plan, we referenced S2.3 which details the work with the Regional Partnership Board. We sought clarity on the wording which states, '*Identifying easily accessible locations within the community and developing an overall working model for the MDT by March 2023*'. From the response, we note the locations referenced in this narrative refers to locations for staff to access, and not members of the public. As such, we strongly urge the narrative be amended to ensure this is clearly understood by readers. During the discussion we also questioned if the need for these locations would require the council purchasing new assets and we note the majority of these locations will be from re-purposing current council buildings or by developing new space as part of a wider project.
- During the meeting, Members sought assurance on how the £5.6million figure in relation to demographic growth and financial pressures had been determined, and, from the response, we note and welcome the level of modelling undertaken when determining this projection.
- We also sought clarity on the spending surrounding Disabled Facilities Adaptions (DFA) and we were informed there are three amounts of money that goes into DFA spending, around £5m towards this spending comes from the Capital Programme general fund, £3m from the HRA fund and £0.5m from grants (annually) totalling to around £8m cost per annum. However, as this was not clear during the discussion, we do wish to **request** clarity on how much is spent annually on DFA's. Although Members note the resource of the Capital Programme is made up of a range of funding streams such as grants, reserves and borrowing, we sought clarity on how much of the DFA spend is funded solely from borrowing. From the response, it appeared this could not be provided as we were informed borrowing within the Council's budget is not based on specific projects, but rather, determined by overall council need. From the discussion we also note that officers have been informed that additional funding has also been made available for people with care and support needs.

Cllr Thorne's Portfolio

- In terms of the Council House Build Delivery Programme, during the presentation Members were informed of the new target, of 4,000 new homes being provided by 2030, which includes homes for social rent, and homes for sale. During the discussion the intent to also expand the scale and pace of the delivery programme was also raised.
- Given that the original target to deliver 1,000 new council homes by March 2022 was not accomplished, we raised questions on how expanding the scale and pace of the programme could be achieved. We note the assurance provided by officers that the Council has the capacity, with the sites confirmed in the programme, to deliver 3,600 new homes, along with the ongoing commitment to meeting targets. In addition, we also note the confirmation that we are on track to deliver 1,000 new council homes by the end of the year.
- Going forward, we **recommend** if a target set within the Council House Delivery Programme is not achieved, or expected to be achieved, CASSC is proactively informed. To confirm, we do not wish to deter the setting of targets within this field, however given its importance we believe a formal, avenue whereby officers in the development programme proactively inform the Committee when a target is not achieved would be welcomed, and useful communication.
- With regard to homelessness, we questioned why, out of the £1.760m of earmarked reserves, £390,000 of its allocation had been spent on other commitments and if this was planned use. From the response it was unclear what the £390,000 spend related to and if this was planned use and so we wish to **request** this information. We also questioned if the amount left in earmarked reserves for homelessness (£1.370m) was enough to adequately address homelessness. We note from the response, officers are confident this is enough and there is also ongoing funding to assist in this area of work.
- We sought information on the new posts created within community safety and we were informed the 2 'Situational Response to Community Safety Issues' posts will be created to assist in the Community Safety Partnerships problem solving groups, and the 2 Violence Prevention posts will be to ensure safeguarding of adolescents who are at risk of exploitation.
- In terms of the prisoner discharge service, Members sought assurance on if communication and relations with the prison and probation has improved and from the response, it was pleasing to note good progress has been made, and work is ongoing to improve it further.

- We also explored the decarbonisation agenda, and we wish to **request** clarity on if every council house being built at present (and in future years) will not include a gas boiler. Within the topic of decarbonisation, we also highlighted how the Council House Build Programme was the largest outgoing in the Capital Programme expenditure and so, we sought assurance that these figures take into account additional costing of all current and forthcoming schemes to meet new regulations. From the response, we note the figures do account for schemes that are currently being built but does not yet include the additional technology costing as these figures are reviewed on an annual basis and are yet to be built into the programme. Although we note these figures are reviewed annually and is subsidised by significant levels of Welsh Government grants, we were informed at the meeting for each home to have additional decarbonisation kit, it equates to £15,000 per property. Given the number of properties within the scheme, and those forthcoming, this additional costing does equate to substantial figures. We therefore strongly urge all additional costing within this work is included in these figures as soon as possible to ensure estimates and indicative spend is a true reflection.
- During our discussions, reference was also made to the Corporate Plan Key Performance Indicator surrounding the extent citizens agree that local public services are successfully dealing with ASB and crime (K4.14). We questioned why no target for this KPI was set, particularly given the results from the Ask Cardiff Survey which showed that only 21.3% of respondents strongly agreed or agreed that they feel the police and other local public services are successfully dealing with crime and ASB. We note from the response, addressing this issue is not solely down to sufficient money and resource, but is largely dependent on effective partnership working. However, given the importance of this area of work, and due to the Ask Cardiff 2021 results, we **recommend** a target within this KPI is included to ensure crucial insight is received, progress of work is effectively monitored, accountability is ensured and to act as an impetus on if more resource is required

For ease of reference, the recommendations and requests captured in this letter which require a response are as follows:

Recommendations

- Additional avenues for generating public awareness and encouraging engagement with future consultations is sought and, in addition, budget consultations are appealing to members of the public by being quick, readily accessible, and easy to understand

- Tackling ASB and keeping our communities safe is always specified as priority for members of the public to select in all budget consultations going forward.
- If a target set within the council house delivery programme is not achieved, or expected to be achieved, CASSC is proactively informed.
- A target within this KPI is included to ensure crucial insight is received, progress of work is effectively monitored, accountability is ensured and to act as an impetus on if more resource is required

Requests

- Sight of the statement of requirement that went to tender for the tech strategy
- A briefing on the tech strategy is provided to the Committee when available.
- Clarity on how much is spent annually on DFA's.
- Information on what the £390,000 within the homeliness earmarked reserves was spent on and if this was planned use.
- Clarity on if every council house being built at present (and in future years) will not include a gas boiler

I hope that the comments provided will be of assistance to you and the Cabinet in considering the Budget proposals on Thursday 24 February and look forward to your response to the points and recommendations raised in this letter.

Thank you once more to you and officers for attending Committee.

Yours sincerely,



COUNTY COUNCILLOR SHAUN JENKINS

Chairman - Community & Adult Services Scrutiny Committee

Cc: Chris Lee, Corporate Director

Ian Allwood, Head of Finance

Sarah McGill, Corporate Director

Jane Thomas, Director Adults, Housing & Communities

Helen Evans, Assistant Director, Housing & Communities

Dave Jaques, Operational Manager, Development & Regeneration

Councillor David Walker, Chair Policy Review & Performance Scrutiny Committee

Chair of Audit & Governance Committee

Nicola Newton, Principal Scrutiny Officer

Cabinet Support Office
CASSC Committee Members

Cyf/My Ref: CM47233
Eich Cyf/Your Ref: Scrutiny/Correspondence/Cllr Jenkins

Dyddiad/Date: 24 February 2022

Councillor Shaun Jenkins
Chairperson Community & Adult Services Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Shaun

Community & Adult Services Scrutiny Committee – 21 February 2022 Draft Budget Proposals 2022/23

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

Please find contained within this letter our response to your recommendations as set out in the agreed table format. You will note we have accepted two of the three recommendations set out in the table and a full response can be found there. The one recommendation not accepted relates to anti-social behaviour as it is not considered appropriate for the Council to set a target for this indicator without full consultation with South Wales Police and partner agencies through the Community Safety Partnership. However, the Committee should be assured, that performance against the KPI and the “The number of reports of anti-social behaviour (ASB) to the police” KPI will be closely and regularly monitored by the Council and the Community Safety Leadership Board, and that appropriate action will be taken in response if required.

Some specific comments in respect of the points made are included below:

Borrowing and Affordability Indicators

The capital financing budget includes interest repayments on existing borrowing, provision for repayment of capital expenditure incurred in previous years and estimated costs of future borrowing. The capital programme is set in accordance with our Capital Strategy (Annex 3 of the budget report) and any borrowing impact resulting from the strategy is set out as part of our Treasury Management Strategy (Annex 4 of the budget report). Governance and Audit Committee review the Treasury Management Strategy prior to approval and full council also receives an annual outturn report in September / October each year and a mid-year report in November each year updating all Members on our Treasury Management Activities.

The capital financing implications of capital schemes are considered as part of the Medium Term Financial Planning Process. Appendix 12 of the Budget Report highlights the various prudential and treasury management indicators that are included in the budget proposals to help determine the prudence, sustainability, and affordability of the capital programme, in line

with guidance and statutory requirements. This includes the setting of an overall borrowing limit and as shown on Page 20 of the Capital Strategy, ratios highlighting capital financing costs as a percentage of the Council's Net Revenue budget.

The Council's S151 officer also makes a statement within the budget report on the affordability of the capital programme, and the risks inherent in the capital programme and wider elements of the budget are reviewed as part of the budget monitoring process and annually as part of refreshing the annual budget.

I note your comments in respect of the tight timescales within which Scrutiny have to consider budget papers. Whilst we need to acknowledge the delay again in the settlement details being received, I have asked the Corporate Director of Resources to reflect on whether improvements can be made, and this would include the timeliness and format of the information provided.

Community Safety Funding

Your comments regarding the breakdown of community support into additional categories in future, with Community Safety identified as a separate category, are noted. I would like to assure the Committee that the 2022/23 Budget contains a number of areas of support for Community Safety. As well as the one-off support of £275,000 noted in your letter, the following items will also be funded on an ongoing basis:

- **Situational Response to Community Safety Issues (£100,000)**
Supporting the Council's and partners approach to improving community safety and tackling anti-social behaviour and violence prevention initiatives. This will include expanding the multi-agency problem solving approach to tackling anti-social behaviour hot-spots that was successfully piloted in 2021/22.
- **Violence Prevention, with focus on vulnerable young people (£82,000)**
To develop the Council and partner approach to violence prevention, with focus on vulnerable young people. This will include the development and delivery of the new statutory Violence Prevention strategy and initiatives, and delivery of a cross-Council and public service preventative approach to safeguarding young people.
- **Community engagement and safety in parks**
The funding will provide additional capacity to support community engagement and safety in parks, specifically:
 - A Parks Community Liaison Officer to increase the service's interface with South Wales Police, and involvement in respect of safety in parks.
 - Two additional Community Park Ranger Staff
 - A Friends Group Support Officer to support emerging friends' groups, increase volunteer activity, submit grant applications and support the emerging interest in the National Park City, Cardiff Movement.

Personal Protective Equipment

It is currently anticipated that Personal Protective Equipment (PPE) via the Welsh Government / NHS Supply that has been supporting provision to Social Care settings will continue until the end of March 2023, although this is yet to be fully confirmed. In addition to this, the Council has incurred PPE costs in relation to other settings, together with the costs of security, storage, and distribution of PPE items. These areas are not expected to receive further external funding support during 2022/23 and could potentially be a call on the Council's £10 million COVID-19 Hardship budget. As with all other calls on the Hardship budget, this will be closely monitored from the outset of the financial year and modelling of ongoing PPE

requirements will take account of current stock, together with any changes to requirements associated with regulations or risk assessments in place.

Technology Strategy

We would be happy to share with Committee a copy of the specification for the consultants assisting with development of the Tech Strategy, this will be provided to the Scrutiny Officer for circulation shortly. Updates on progress with development of the Strategy will be provided as part of the normal corporate plan monitoring arrangements and officers would of course be happy to brief Committee on the draft strategy when available.

Work with the Regional Partnership Board

Your comments about the clarity of the wording of S2.3 are noted, this will be reviewed.

Disabled Facilities Adaptations

The table below summarises the investment in Disabled Facilities Adaptations across the five-year capital programme.

Description			2022/23 Incl. Slippage	2023/24	2024/25	2025/26	2026/27	Total
			£000	£000	£000	£000	£000	£000
1	Disabled Adaptations Grants (see also Public Housing)	Annual Sum: Adaptations and internal modifications to allow the recipient to live independently within their own home.	5,459	5,000	5,000	5,000	5,000	25,459
61	Enable Grant (WG)	Grant: Support for Independent Living and to be used with the Council's allocation for Disabled Facilities adaptations.	540	540	540	540	540	2,700
99	Disabled Facilities Adaptations	HRA: To provide adaptations and internal modifications to allow the recipient to live independently within the home.	3,000	3,350	3,350	3,350	3,350	16,400

Unless there is a specific grant (e.g., row 61), or revenue funding source, capital expenditure on Disabled Facilities Adaptations is either paid for by borrowing, capital receipts, or unhypothecated grant (General Capital / Major Repair Allowance)

Housing Programme

I note the comments raised here and welcome the opportunity to put in place a process to keep CASSC informed more regularly about progress against new build targets. An annual update is already provided as part of the HRA Business Plan Cabinet Report, but I can ensure that more regular updates are provided directly to CASSC.

Homelessness Reserve

The planned drawdown from the homelessness reserve reflects estimated requirements for temporary staff costs and other homelessness pressures during 2022/23. Whilst the heading of the column is entitled "other commitments", this is purely to distinguish it from use of reserves for general budget funding. All expenditure planned to be funded from the reserve relates to the support of homelessness services. Modelling is regularly undertaken to review the longevity of the reserve and presents no cause for concern regarding the adequacy of the

reserve over the medium term. One-off grant funding is sometimes received that improves the position and reduces the planned drawdown by the financial year end.

Decarbonisation and Housing

I am happy to confirm that every council property designed from May 2021 onwards is designed without a gas heating system. Instead, a renewable technology such as ground source or air source heat pumps have been designed in. The Bute Street Community Living project is currently being assessed to determine if it can link into the new Heat Network that will run along Bute Street. If this is achievable then the proposed ground source heating system will be omitted. Furthermore, schemes are designed to incorporate integrated solar PV panels and battery storage and electric Vehicle charging points where possible with consideration being made by our design teams to maximise solar gain in the schemes design from the onset.

Where schemes were designed prior to May 2021 and would have included a traditional gas central heating system but were not yet on site, we have worked with the contractors to remove the gas system and replace it with either ground source or air source. This is the case for the projects recently commenced at Wakehurst Place and lowerth Jones and we are working through this change with the contractor appointed to deliver the St. Mellons and Maelfa Community Living projects.

We believe in futureproofing the new build programme and have already committed **now** to achieving the proposed Welsh Government improvements to Building Regulations earmarked to come into force in 2025. These proposed changes to Building Regulations will mean that every building must achieve a minimum SAP rating of A, not be reliant on gas and deliver an enhanced building fabric. Our scheme on site at the former Rumney High school demonstrates how we are delivering high-quality low carbon homes in volume. Every property has a ground source heat pump, solar PV and battery storage and EV charging points. The homes are predicted to achieve a SAP rating of A and will achieve a 90% improvement against the Current Part L of Building Regulations. We see this as being the minimum standard for our new build programme moving forward. Not only will this approach ensure we are minimising our carbon impact, but we are also helping to eliminate fuel poverty for our tenants.

This is the right approach to take and as we discussed in the Scrutiny meeting, we recognise there is an additional cost. However, each project is subject to a viability assessment to ensure the scheme is financially viable within our approved parameters before it proceeds. The assessment will include the cost increases relating to the enhanced standard. The cost of renewable technology continues to fall as this approach becomes more common and Welsh Government have increased the level of funding available to each project meeting these enhanced standards to help meet the increased costs. As we discussed in the meeting, the cost of the build programme is reviewed on an annual basis.

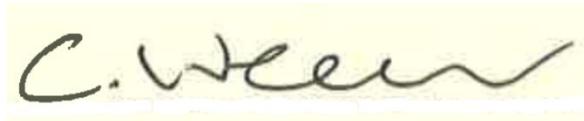
Taking this approach also helps to futureproof the homes we build. As Welsh Government not only review the required quality of new build homes through the DQR standards they also continue to review the standard of the existing social housing stock. As we move towards reducing the carbon impact of our existing housing stock it is likely that future programmes of work will be required to focus on decarbonisation. The standard of the new homes we are building now will mean they will be futureproofed against this.

The Committee sought clarity in relation to Step S2.3 *'Identifying easily accessible locations within the community and developing an overall working model for the MDT by March 2023'*. This Step has been amended within the Corporate Plan to provide the clarity sought and now reads: *'Identifying easily accessible locations within the*

community as touch-down points and collaborative working spaces for MDT staff and developing an overall working model for the MDT by March 2023'.

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process.

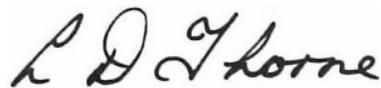
Yours sincerely



Y Cynghorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for Finance, Modernisation & Performance



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



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

cc Chris Lee, Corporate Director
Ian Allwood, Head of Finance
Sarah McGill, Corporate Director
Jane Thomas, Director Adults, Housing & Communities
Helen Evans, Assistant Director, Housing & Communities
Dave Jaques, Operational Manager, Development & Regeneration
Councillor David Walker, Chair Policy Review & Performance Scrutiny Committee
Chair of Audit & Governance Committee
Nicola Newton, Principal Scrutiny Officer
Cabinet Support Office
CASSC Committee Members

Response to CASSC

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
Additional avenues for generating	Accepted	This work will form part of the review of	Gareth Newell	December 2022

public awareness and encouraging engagement with future consultations is sought and, in addition, budget consultations are appealing to members of the public by being quick, readily accessible, and easy to understand.		consultation and engagement practice that will be undertaken as part of the development of a new Citizen Engagement Strategy in 2022.		
Tackling ASB and keeping our communities safe is always specified as priority for members of the public to select in all budget consultations going forward.	Accepted	The Ask Cardiff and Budget consultation will include community safety and tackling ASB in the 'budget priority' shortlist.	Gareth Newell	September 2022
A target within this KPI is included to ensure crucial insight is received, progress of work is effectively monitored, accountability is ensured and to act as an impetus on if more resource is required	Not accepted	Given the focus of the KPI is on satisfaction with 'police and other public services' it is not considered appropriate for the Council to set a target for this indicator without full consultation with South Wales Police and partner agencies through the Community Safety	Sian Sanders	N/A

		<p>Partnership. The Committee should be assured, however, that performance against the KPI and the “The number of reports of anti-social behaviour (ASB) to the police” KPI will be closely and regularly monitored by the Council and the Community Safety Leadership Board, and that appropriate action will be taken in response if required.</p>		
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