CARDIFF COUNCIL
CYNGOR CAERDYDD

GOVERNANCE & AUDIT COMMITTEE: 28 NOVEMBER 2023

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PEOPLE AND COMMUNITIES CONTROL ENVIRONMENT UPDATE

AGENDA ITEM: 4

REPORT OF THE CORPORATE DIRECTOR OF PEOPLE & COMMUNITIES

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Reason for this Report

1. This report has been produced in response to the Governance and Audit Committee's request for an update on the People and Communities control environment.

2. The Governance and Audit Committee has requested this update in respect of its role to:

    - Monitor progress in addressing risk-related issues reported to the committee.
    - Consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
    - Consider the Council's framework of assurance and ensure that it adequately addresses the risk and priorities of the Council.
    - Consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
    - Review the assessment of fraud risks and potential harm to the council from fraud and corruption.
    - Review the governance and assurance arrangements for significant partnerships or Collaborations.
    - Review and assess the authority's ability to handle complaints effectively, and make any associated reports and recommendations.
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Background

3. The People & Communities Directorate covers an extensive range of functions but in headline terms delivers Adults and Children's social services, Housing and Communities services, Development and Regeneration and Corporate Performance and Partnerships activity. The structure of the Directorate is set out in the attached chart at appendix 1a.

4. The Directorate consists of 2926.62 FTE posts broken down as follows:

    - 2167.65 in Adults, Housing & Communities
    - 600.37 in Children's Services
    - 48.93 in Development & Regeneration
    - 109.67 in Performance & Partnerships

The Directorate has an overall annual budget of c. £396 million (revenue) and £132m (capital).

Service Demands

5. The recent Annual Wellbeing report presented to Council in October identified that services across the People and Communities directorate are managing a sustained increase in the complexity and scale of demand which looks likely to be long lasting. The increase can be attributed to the lasting impacts of the pandemic, as well as the cost-of-living crisis, which has placed pressure on households across the city – particularly vulnerable individuals and families – with increasing numbers of individuals relying on council services.

    Demand challenges are particularly evident in services for children and young people, with children's services facing a significant rise in both the number and complexity of cases. In addition to this, acute workforce supply challenges and a shortage of accommodation places have resulted in serious service and budgetary pressures.

    Similarly, the adult social care sector continues to face ongoing pressures through rising demand and increasingly complex service requirements. Though the supply of care in Cardiff has improved significantly, unlike in many other local authority areas, the fragility of the care market remains a concern due to an ongoing shortage of care workers.

    The number of people who are becoming homeless and the demand for emergency and temporary accommodation has increased substantially, with high waiting lists across all homeless gateways.The need to rapidly extend access to housing, through building and securing additional affordable housing, represents a key corporate priority.

Scope of report

6. The Director of Adults, Housing & Communities and the Director of Children's Services report to the Corporate Director of People & Communities.

    The Director of Adults, Housing & Communities attended the Governance & Audit Committee in March 2023 and the Director of Children's Services attended in November 2022 to provide assurance on their areas of responsibility.

    This report will therefore focus on the areas not overseen by those Directors and will focus on the areas of Performance & Partnerships and Development & Regeneration.

Governance & Oversight

7. The lead Directors and Assistant Directors in the People and Communities Directorate are all members of the Council's Senior Management Team (SMT) and as such, currently have the opportunity to meet weekly to discuss a range of corporate performance and policy matters.

    In addition, a People and Communities SMT is held fortnightly for more specific directorate matters and there is a meeting for each direct report with the Corporate Director fortnightly as a minimum. Appendix 1b gives a short summary of the current boards and meetings established to ensure effective governance across a range of service, partnership and wider development matters.

Performance & Partnerships - Overview

8. Performance and Partnerships sits within the People and Communities Directorate. The Directorate is responsible for a wide range of significant corporate functions, serving the whole Council and its partners. The Directorate is made up of the teams outlined below:

- **Policy and Improvement:** The service brings together the Corporate Policy, Partnerships, Corporate Performance, Research and Insight Teams. It supports the translation of political priorities into organisational objectives, monitors the progress of these objectives with focus on increasing outputs, improving efficiency and effective delivery. The service also includes the Cabinet Office, which Supports the Office of the Leader and the Cabinet- the main decision-making body of the Council.

- **Communications, Media & Design:** News about the Council's initiatives and services reaches the public in a wide variety of ways. The Communications Team play a key part in making sure correct, up to date and relevant Council information is made available to the people of Cardiff and to council staff. This is done using a range of communication channels to make information accessible and interesting to different audiences.

- **Bilingual Cardiff:** 'Bilingual Cardiff' plays a lead role in developing a truly bilingual Cardiff where citizens and staff of Cardiff Council can access services and support in either language equally through improved partnership work. The Bilingual Cardiff Team assist the Council in complying with its statutory duty to provide services in both Welsh and English and includes a comprehensive translation service.

- **Community Safety and Cohesion:** The Community Safety Team provide expertise in the development, implementation and monitoring of initiatives to help keep people safe in the city. The overarching aim of the Team is to develop communities where people benefit from social equality and opportunity and are not overshadowed by crime or the fear of crime and putting in place robust arrangement for contextual and corporate safeguarding issues. The Team works across the Council and with partners to ensure that the Council delivers inclusive services, which meet the needs of the City's diverse communities, including supporting refugees and asylum seekers.

- **Strategic Safeguarding:** The Strategic Safeguarding team facilitates cross-department and city collaboration to deliver on the Council's strategic and contextual safeguarding priorities. This includes: supporting the Regional Safeguarding Board and the delivery of the RSB Annual Plan 23-24; delivering the Safeguarding Adolescents from Exploitation (SAFE) approach to respond to contextual safeguarding and extra-familial harm, working with local communities, practitioners and partners to consider and respond to the risks and vulnerabilities outside the family home; and supporting the council's Corporate Safeguarding Board and delivery of the Corporate Safeguarding priorities across all Council service areas.

- **Prevent:** Section 26 of the Counter-Terrorism and Security Act 2015 places a statutory duty on local authorities to have due regard when carrying out their day-to-day functions by placing an appropriate amount of weight on the need to prevent people from becoming terrorists or supporting terrorism. Cardiff is Home Office priority area and as such receives funding from the Home Office to implement Prevent locally. This funds a small prevent team who work across the local authority and partners organisations to ensure that Prevent is embedded into the wider work of community safety and safeguarding.

Development & Regeneration - Overview

9. Development and Regeneration is a rapidly growing area of Council activity. The service is led by an Assistant Director who reports directly to the Corporate Director for People and Communities.

The directorate has four service teams:

Development - delivers a wide range of major development projects across the city including Cardiff Living – our first partnership programme with Wates Residential delivering 1,600 units across the city over 26 sites ; the Additional Housing Build Programme – 24 sites delivering around 600 units via more traditional tendering routes, Channel View Regeneration Scheme – a large scale regeneration programme to replace approximately 180 units with 350 new homes in Grangetown , Partnering 2 – currently out to tender via competitive dialogue for 16 sites in cardiff delivering 1,600 homes with an additional 8 sites in the Vale of Glamorgan and Direct Market Purchase Strategy which has delivered 285 homes to date since 2018.

Enabling - This service is responsible for keeping the housing needs assessment accurate for planning and investment purposes including informing the LDP for affordable housing requirements, managing the low cost home ownership scheme and negotiating section 106 new build requirements. The team mange the houses into homes loan scheme and implement the Welsh Government private sector developers loan scheme. The team manages the Cardiff Social Housing Grant programme worth approximately £36 million per annum.

Regeneration – responsible for local regeration and investment schemes including local shopping centres , specialist housing schemes, partnership projects including integrated community hubs , community infrastructure , neighbourhjod improvement schemes , alley gating and RPB capital programme management. The team secure additional grant funding from a range of sources to contribute to the delivery programme. In total over £121m of grant has been secured over the past 5 years.

Business Support Team – Providing support across all team functions including management of complaints, financial monitoring, business planning, performance management and communications strategy.

Performance & Partnerships - Governance

10. The Head of Performance and Partnerships has strategic oversight of the service supported by a strong tier of operational managers who oversee the delivery of the services and manage both performance and risk on a day-to-day basis.

Development & Regeneration - Governance

11. The Assistant Director for Development and Regeneration has strategic oversight of the service supported by a strong tier of Operational Managers. The Assistant Director meets with all operational managers regularly on a one to one baisis and meets all direct reports as a group once a month. The entire service meets twice a year for service planning and performance review. Any issues are escalated by the Assistant Director to the Corporate Director for People and Communities through a programme of fortnightly 1-2-1 meetings or via the appropriate corporate reporting mechanism to SMT.

<u>Performance & Partnerships - Planning & Performance Management</u>

12. The Performance and Partnerships Directorate Delivery Plan sets out the service in more detail, and contains the following information:

- Corporate Plan commitments
- Directorate Risks
- Internal and external audit, scrutiny recommendations and management response
- Workforce planning and development actions
- Management response to recommendations relating to Corporate Safeguarding, Equalities and Welsh Language
- Information Governance

Progress against the Performance and Partnership Delivery Plan is monitored at quarterly Performance and Partnership Management Assurance meetings. Any issues are escalated by the Head of Performance and Partnerships to the Corporate Director for People and Communities through a programme of fortnightly 1-2-1 meetings or via the appropriate corporate reporting mechanism to SMT.

Thematic audit reviews were planned across all directorates in respect of Performance Management. This report is in respect of the Performance Management Arrangements in People and Communities. This audit reviewed Performance and Partnerships and Development and Regeneration.

The objectives of the audit were to provide assurance that:

- There are robust performance management arrangements and systems at the Directorate level;
- Directorate performance management arrangements are effectively applied at all stages of planning, monitoring, review, and reporting;
- There are effective Directorate oversight, escalation, and improvement arrangements in place

The audit provided an overall assurance rating of **effective,** with no recommendations for improvement relating to Performance and Partnerships. In relation to the Performance and Partnerships DDP the report made the following observations:

'A review of the Performance and Partnerships DDP showed that all relevant actions and KPIs had been incorporated into the DDP. It also demonstrated how they were delivering and contributing to other legislative requirements, Council strategies and partnerships, for example, Social Services and Wellbeing (Wales) Act, Corporate Safeguarding, Welsh Language Standards and the Bi-lingual Strategy and the Local Wellbeing Plan through the Community Safety Partnership. Additional service specific KPIs had also been included for Prevent and Communications.'

'A comparison of the Performance and Partnerships risk register to the DDP showed that risks had been recorded that related to DDP steps and KPIs which enabled the delivery to be supported and monitored robustly through both performance and risk management processes, for example, Welsh Language Standards, non-compliance with Prevent Duty, Safeguarding and Race Equality Task Force.'

Development & Regeneration – Planning & Performance Management

13. The Development and Regeneration team plan shows the key team actions that flow from the Corporate plan objectives and provides a framework for monitoring progress against those commitments.

The HRA Business Plan contains the key risk matrix for the overall sustainability of the HRA and the sensitivity analysis for the assumptions within the HRA Business plan based on the best information available at the time. The HRA Business Plan for 2023-24 can be found here.

The key risks to delivery and the maintenance of the significant housing development and regereration investment strategy is manged through the Housing Development and Capital Finance Advisory Board (see ToR & Risk Matrix attached at appendices 2d and 2e).

Issues

(a) Risk Management

Performance & Partnerships - Risk Management

14. The Performance and Partnerships Risks are reviewed on a quarterly basis at the Management Assurance meeting (see above) with any mitigating actions identified and any enhanced directorate risks recommended for escalation to SMT.

The following risks on the Corporate Risk Register are owned by Performance and Partnerships:

i) **Performance Management:** *The risk that the Council's Performance Management arrangements do not provide timely performance information to allow the Council's political and managerial leadership to effectively deliver corporate priorities, statutory services, or performance improvement.*

The Council has responded effectively to the requirements of the Local Government & Election (Wales) Act 2021, with a new performance framework now well embedded at both a corporate and directorate-level, with oversight at Cabinet, SMT, Scrutiny, and Governance and Audit Committee. The performance framework enables the Council to review performance and identify areas of challenge and where change and improvement may be required. The Council's Annual Wellbeing Report, which acts as its self-assessment of performance, as required under Act, takes a holistic view of the Council's performance drawing on a wide range of performance information and indicators. The Council also produces a short, more concise report, the Mid-Year Assessment, following Quarter 2, and uploads performance updates into the Corporate Plan Dashboard every quarter. This dashboard is accessible online by all Council staff and elected members and displays the latest position on the steps and KPIs from the Corporate Plan, including narrative updates, targets, and RAG ratings.

Directorate performance arrangements follow a similar process, which each directorate completing their Directorate Delivery Plan annually, in line the with updated Corporate Plan. Directorate steps and KPIs are review quarterly by directorate management teams. All Directorate Delivery Plans include a series of corporate indicators and actions which includes workforce planning, race equality, corporate safeguarding, Welsh language, information governance, and citizen insights. Directorate Delivery Plans are also used to

track actions associated with directorate risks, along with any Internal or External Audit or Scrutiny recommendations.

Audit Wales completed an assessment of the Council's process for setting Wellbeing Objectives in the development of the Corporate Plan in June 2023. The audit contained no recommendations and found that *"The Council has used the sustainable development principle to drive the setting of its well-being objectives including good use of data and a strong collaborative approach"*. In review of performance management arrangements, the audit concluded that *"the Council has robust arrangements for monitoring its Corporate Plan and well-being objectives throughout the year"*. This report was shared with Governance and Audit Committee for consideration in the summer of 2023 in advance of a briefing convened by the Committee on the Council Planning and Performance Framework.

An internal audit was also completed on the Council's performance management arrangements in Quarter 1 2022/23. The audit found overall assurance ratings to be effective across the board, with a small number of recommendations put forward, all of which have been accepted and management responses provided.

    ii)   ***Safeguarding:*** *Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners.*

This risk is shared with Children's Services and Adults Services. Performance and Partnerships lead on:

- Delivering effective regional governance arrangements through the Regional Safeguarding Board: Work has been underway over the past 12 month to review and strengthen governance arrangements and performance management. As a result the RSB have agreed new streamlined and strengthened governance arrangements and a, more focussed Annual Plan and a new performance framework. A RSB Risk register has also been established which allows for increased partnership oversight of the safeguarding risks across the region.

- Delivering effective corporate safeguarding arrangements through the Council's Corporate Safeguarding Board: The Corporate Safeguarding Board published The Corporate Safeguarding Policy for 2022-2025 which sets out how Cardiff Council will meet its statutory duties towards the safeguarding of children and adults at risk of harm. The team have facilitated a cross council programme of Safeguarding Self-Assessment and supported the implementation and monitoring of actions into directorate delivery plans.

  A large area of development focused on improving the mandatory training offer and roll out, particularly with staff who do not have PC access. A training framework has been developed which outlines alternative training methods, including a paper-based version that was successfully piloted with the cleaning operative team in the first instance. Seeing overall training compliance rise from 64% to 89% in 12 months. Other successes have also included the development and implementation of a corporate safeguarding communications plan, strengthened safeguarding assurances within our commissioned and procured services and increased support and guidance for the Designated Safeguarding Persons (DSPs) across the authority.

  An Audit Wales review of Corporate Safeguarding Arrangements in 2019 made 8 recommendations for improvement which have all been responded to by the Council. Internal audit considered the Council's Corporate Safeguarding

arrangements in 2023, making 4 recommendations for improvement, each of which has been responded to be the Council. Progress against recommendations from Audit Wales and internal audit are considered by Corporate Safeguarding Board as a standing agenda item.

- <u>Delivering effective contextual safeguarding arrangements through the development of the SAFE partnership:</u> A Safeguarding Adolescents from Exploitation (SAFE) framework has been developed and implemented, which includes bringing together a wide range of partners to review and respond to the needs, gaps, themes and trends in order to keep children safe from exploitation in Cardiff.

15. Performance and Partnerships maintains its directorate-level risks on a directorate risk register which is reviewed on a quarterly basis. The following directorate level risks have currently been escalated to SMT for consideration:

i) **Refugees and Asylum Seekers:** In June 2023, the UK Government announced a streamlined asylum process to address the significant backlog of asylum decisions and reduce the numbers of asylum applicants in contingency and dispersed accommodation. In essence, the streamlined process applies to households from countries who are more likely to receive a positive asylum decision - these countries being Afghanistan, Eritrea, Libya, Syria, and Yemen.

When a person receives a positive decision, they are given 28 days to leave the accommodation that is provided by Clearsprings Ready Homes. At that point, any household that has received leave to remain in the UK can seek assistance from the Local Authority under homelessness legislation. The homelessness application will be processed in the normal manner with those with leave to remain having the same rights to emergency and settled accommodation as any other household.

This has already put significant additional pressure on homelessness services and could lead to a rise in rough sleeping in the city as limited accommodation options remain to deal with the further decisions that the Home Office are due to make in Q3 2023/24. In response to the risk the service is working in close partnership with Housing and Communities Directorate to put in place additional advice and support in the context of the response to wider housing and homelessness pressures.

ii) **Delivery of the Ely and Caerau Community Plan**: In May 2023, riot police attended the scene of disorder in the district of Ely in Cardiff. The disorder unfolded following a fatal collision in the area, in which two local teenage boys, Harvey Evans and Kyrees Sullivan, tragically died. Following these deeply distressing events for the local community, Action for Caerau and Ely (ACE) – a local organisation with a long record of supporting communities in Ely & Caerau – are leading a community conversation between residents and public services in the city to inform the development of a Community Plan.

The Community Plan will be an action plan consisting of short-, medium- and longer-term actions, some of which will be delivered in-year with the agreement and support of the community, to demonstrate public services' intention and commitment to delivery. Other actions will be longer term commitments, with delivery spanning several months or years. In delivering their community engagement, ACE have worked closely with all local organisations through a local steering group and engaged widely with residents of all ages and backgrounds.

This approach ensures that the community plan is deeply rooted in the needs and aspirations of the people of Caerau and Ely. In parallel to the development of the Community Plan the Cardiff Public Services Board has established a cross-public service working group which will work with the community on key themes over the course of 2023/24 and help develop deliverable proposals. It is anticipated that the Community Plan will be approved and considered by the Cardiff Public Services Board in spring 2024.

Development & Regeneration – Risk Management

16. The key risks for Development and Regeneration are included in the Housing and Communities Directorate risk register. The risks held by this service are:

17	Failure to deliver new build projects – Delays with planning approvals. Design and specification changes affecting tendered rates. Market conditions affecting costs and sale values. Market conditions resulting in lack of interest in sale properties. Current market conditions resulting in difficult tendering process to appoint contractors to build out projects and delays in concluding tender processes. Risk of insolvency of appointed contractors due to difficult	Increased project costs due to increase in material prices and sub-contracting costs. Delays in handing properties over, impact on the waiting list. Lack of interest in market sale homes. Delays in delivering new homes. Increase in build costs. Delays in tendering. Delays in delivering new homes. Additional costs associated with retendering.	**Medium – Red / Amber** **(A3)**	Ensure detailed consultation takes place with Planners. Ensure we fully understand cost implications of any proposed design changes prior to agreement. Revise viability assumptions based on updated costs & sales values. Ensure updated site investigation reports are obtained. Review market conditions before work starts on site. Ensure Build contracts mitigate risk associated with cost increases. Use of established frameworks. Development	**Medium – Red / Amber** **(B3)**	Management of planning & design process. Viability report at each site draw-down. All site investigation reports commissioned. Update valuation advice on market conditions. Updated JCT clauses to be implemented to deal with inflation and cost increases. Develop collaboration process with CCR partners. Ensure project team is established to implement 2nd partnership. Continue strategic partnership with Welsh Government.	**Medium-Amber / Green** **(D3)**	Ongoing	Dave Jaques

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	market conditions.			of strategic partnerships. Collaboration with CCR partners & Welsh Government. Implement a second housing partnership.					
18	**Failure to deliver new affordable housing across the city –** Staffing resources Land availability Capital funding & grants Market conditions & uncertainty around Brexit Material price increases & inflation Lack of developer/ contractor appetite	Site viabilities affecting % of affordable housing agreed through s.106. Reduction of WG social housing grant. Viability reports showing lower % affordable housing being offered. Notice from WG regarding grant levels. Lack of schemes being proposed. Market conditions affecting programmes.	**Medium – Red / Amber** **(B3)**	Robustly interrogate viability reports. Monitor WG funding, ensure the correct resources are in place to manage the process. Regular meetings with developers over AH principles & Phasing 4. Enable the Local Authority to purchase s106 properties in case RSL's are unable to deliver these.	**Medium – Red / Amber** **(B3)**	Quarterly meetings with RSLs. Monitoring & reporting of SHG programme and AH completions. Regular meetings with & improved partnership working with WG. Regular meetings with Developers regarding Strategic Sites. Internal working group set up with Strategic Planning to review LDP sites & what is being delivered.	**Medium – Amber / Green** **(C3)**	Ongoing	Dave Jaques
19	**Failure to deliver 1,000 new council homes by December 2023 & 4,000 in the longer term:** Delivering 1,000 new council homes over 5 years & 2,000 in the longer term:	Increased spend due to Covid related delays or other delays such as planning and market conditions. Delays in delivering new homes & associated impact on the	**High – Red** **(A1)**	Identify additional resources required & advertise posts. Work with Strategic Estates to develop land protocol & appropriate suitable	**Medium – Red / Amber** **(A4)**	Continually review team resources & implement restructure. Seek out package deals & identify opportunities to work in partnership with RSL's. Regularly review the development	**Medium – Amber / Green** **(B4)**	Q2 2023/24	Dave Jaques

- staffing resources - land availability - capital funding & grants - market conditions & uncertainty around Brexit	waiting list. Increase in build costs and inability to meet new build targets.	■	development sites. Build in sufficient funding within the 30 year Business Plan to deliver pipeline of development. Identify opportunities with RSL partners and with developers (package Deals). Work with internal departments such as Planning & Drainage and forward plan the workflow to mitigate delays as much as possible. Put in place a second housing partnership.	■	programme and continue to meet with Planning & Drainage. Continue to investigate best practice associated with LA led partnership models.	■		

17. Risks identified in the HRA business plan which would impact on the ability to meet current new build and regeneration targets are:

1. Restricted rent uplift in future years due to changes in the rent policy beyond 2024/5 or to levels of CPI
2. Cost inflation above rent uplifts
3. A reduction in the WG Major Repairs allowance

(b) Internal Audit Engagement and Response

<u>Internal Audit Engagement - Performance & Partnerships</u>

18. All internal audit recommendations are included in the Performance & Partnerships Directorate Delivery Plan and as noted in section 5, all internal audit recommendations are reviewed each quarter in management assurance meetings. The Head of Performance and Partnerships also meets with the Council's Audit Manager and lead audit officer for Audit Relationship Management Meetings each quarter. Performance and Partnerships currently

have no open actions from internal audit reports and the last 5 internal audits have been rated as either effective or effective with an opportunity for improvement.

Internal Audit Engagement - Development & Regeneration

19. All internal audit recommendations are included in the Development and Regereration team's sharepoint site for ease of access and all internal audit recommendations are reviewed each quarter in management assurance meetings. The Corporate Director meets with the allocated Audit Manager for Audit Relationship Management Meetings each quarter. Development and Regeneration currently have no open actions from internal audit reports.

Internal Audit Assurance

Audit	Report Status	Assurance Rating	Outstanding Actions	Completed Actions	Total Actions	Implementation Status
2023/24 (to date)						
Performance Management - People and Communities	Draft	Effective				Draft Stage (1 recommendation for consideration)
2022/23						
Disposal of Land and Buildings - Housing Services	Final	Effective with opportunity for improvement	0	3	3	Audit Closed
Directorate Recovery Planning	Final		0	3	3	Audit Closed
Safeguarding 2021-2022	Final		0	4	4	Audit Closed
2021/22						
Bilingual Cardiff 2021-2	Final	Effective with opportunity for improvement	0	6	6	Audit Closed
Corporate Performance Management	Final		0	3	3	Audit Closed
Older – Longstanding Open Recommendations						
None						

(c) The Wider Control Environment

Senior Management Assurance Statements

20. Senior Management Assurance Statements are reviewed on a 6 monthly basis and reported to the Council's Senior Management Team.

The latest review for Pertformance and Partnerships and Development and Regeneration shows good assurance levels were demonstrated with a rating of strong or embedded for the majority of the domains considered.

In terms of the 9 key categories/types of assurance the position is as follows:

1. Risk - Embedded
2. Partnership Working - Embedded
3. Engaging Equalities - Strong aplication
4. Compliance - Strong / Mixed application
5. Project Initiation - Mixed application
6. Budget - Strong application
7. Planning & Performance - Strong application

8. Control - Embedded
9 .Counter-Fraud - Embedded

<u>External Assurance - Performance & Partnerships</u>

21. Senior Management Team and the Governance and Audit Committee receive bi-annual updates on the work of the Council's external auditors and information in respect of the reports underway and completed as part of Committee meetings. The most recent report to the committee (October 2023) outlined the progress made in delivering agreed recommendations. As noted earlier, all external audit recommendations relating to Performance & Partnerships are reviewed each quarter in management assurance meetings.

The table below outlines the details of external inspections that have taken place in 2022/23:

External Audit/ Inspection Area	Provider	Report Date	Rating/ Opinion	Number of Actions	Completed Actions	Management Comments
Well-being Objective Setting	Audit Wales	May 2023	The Council has used the sustainable development principle to drive the setting of its Well-being Objectives including good use of data and a strong collaborative approach	0	0	N/A

The table below details any forthcoming external assurance/regulatory/inspection reports:

External Audit / Inspection Area	Provider	Scope	Audit Date	Status
Use of performance information – with a focus on service user feedback and outcomes	Audit Wales	Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources and acting in accordance with the sustainable development principle	February – September 2023	Fieldwork complete, reporting being drafted
Local Project – Equalities Impact Assessments	Audit Wales	The audit will focus on the Council's arrangements to ensure its staff are completing equality impact assessments which comply with the Council's Equalities and Inclusion strategy.	March – August 2023	Clearence
Assurance and risk assessment	Audit Wales	Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources and acting in accordance with the sustainable development principle.	2023-24	Ongoing

22. The Head of Performance and Partnerships meets with Audit Wales on a quarterly basis to discuss the Audit Wales work programme across the Council. This includes co-ordinating the annual risk and assurance work undertaken by Audit Wales which is presented at a meeting between the Council SMT and Audit Wales, the Care Inspectorate for Wales and Estyn each January.

23. In 2021 an 'audit recommendation tracker' was introduced to ensure that the Council's senior management team had oversight of management action in response to recommendations made by external regulators. This is reported to Governance and Audit Committee on a 6 monthly basis.

External Assurance - Development & Regeneration

HRA Business Plan

24. All Local Authorities in Wales have the responsibility to plan for the housing needs of their population in their role as a Strategic Housing Authority. However only 11 of the 22 authorities in Wales have retained their council housing stock and consequently play a role in the direct delivery of affordable, good quality homes as a social housing landlord.

25. The 11 stock retaining authorities in Wales are required to present an "acceptable" Housing Revenue Account (HRA) Business Plan (including a 30 year financial model) to the Welsh Government each year in order that the Welsh Government can assess the progress of local authorities towards meeting and/or maintaining the Welsh Housing Quality Standard (WHQS) in order to be eligible for the Major Repairs Allowance (MRA) Grant.

26. The HRA Business Plan aims to:

- Set out Cardiff's purpose and vision as a social housing landlord
- Set out its objectives and standards for the service
- Plan how the service aims to achieve the objectives and standards set out (the strategies)
- Plan resource and financial requirements
- Provide a framework for monitoring and evaluating the progress of the housing 'business'
- Communicate Cardiff's plans to its tenants, members, the Welsh Government, other key stakeholders, partners and the wider community.
- Identify the estimated stock and management needs over a 30 year period, against forecast resources to demonstrate that the Housing Revenue Account remains viable over that period.
- Detail our development programme, which will deliver in excess of 4,000 new homes over the next 10 years.

27. The Business Plan ensures:

- Efficient use of housing assets
- Increased transparency of the HRA
- Precise planning of the Council's housing management strategy

Reporting to Welsh Government

28. The Development programme is reported annually to Welsh Government. This includes site details, numbers of new homes to be built and the average costs of each scheme. Should Welsh Government Social Housing Grant be awarded to a project, a full technical review is undertaken by Welsh Government. All new build housing schemes must comply with the Welsh Government Development Quality Requirements along with full compliance with Building regulations.

Performance of the development programme

29. The council's House building programme is seen to be innovative and well performing. Over a short period of time, it has grown to be the largest council-led house building programme in Wales and one of the largest in the UK. The programme has been recognised with numerous awards including:

- Constructing Excellence Wales Integration & Collaboration award winners 2019
- What House Gold Award winner for Best Starter Home Scheme 2019
- RICS Social Impact award winners 2020
- RESI award for Best Climate Crisis Initiative (Residential) 2022
- Constructing Excellence Wales award for Best Modular Project 2022
- Constructing Excellence Wales award winner for Client of the year 2023
- UK Housing Design Award winners 2023
- EG city of the year award winners 2023

30. Over the past 12 months, the only external regulator report received relating to Performance and Partnerships was the 'Well-being Objective Setting Examination' report from Audit Wales. The aim of this examination was to:

- Explain how the Council applied the sustainable development principle throughout in the process of setting its well-being objectives;
- Provide assurance on the extent that the Council applied the sustainable development principle when setting its well-being objectives; and

- Identify opportunities for the Council to further embed the sustainable development principle when setting well-being objectives in future.

31. The report contained no recommendations for improvement and concluded that *'the Council has used the sustainable development principle to drive the setting of its well-being objectives including good use of data and a strong collaborative approach.'* In addition to providing assurance on the Council's Corporate Planning arrangements, the report also concluded that *'the Council has robust arrangements for monitoring its Corporate Plan and well-being objectives throughout the year.'* The report was provided to Governance and Audit Committee in summer 2023.

32. Audit Wales will be concluding and publishing the following reports over the coming months:
- Equality Impact Assessment Review
- Use of performance information: service user perspective and outcomes

Major Project and Partnership Governance

Board/Group	Purpose	Membership	Frequency	Plans & Priorities	Reporting Arrangements
Children & Young People's Board (Terms of Reference included at Appendix 2a)	This board is responsible for setting the overall strategic direction for the projects and programmes under its workstreams and monitoring the progress of said workstreams. Selected issues, risks, and decisions from each workstream will be escalated to this board for resolution, and each workstream lead is expected to keep the board up to date on major workstream developments. Specifically, this board is responsible for: Authorising the initiation or cessation of workstreams Identifying appropriate workstream leads Ensuring each workstream is appropriately resourced Resolving escalated risks, issues, and decisions Identifying dependencies, including potential conflicts, between workstreams Providing guidance and direction for workstreams, in line with the overall strategic vision	Sarah McGill (Chair) Education Melanie Godfrey Mike Tate Richard Portas Suzanne Scarlett Jennie Hughes Philip Norton Children's Services Deborah Driffield Suki Bahara-Garrens Sarah Skuse Kate Hustler Nick Blake Matthew Osborne Adults, Housing & Communities Jane Thomas Laura Garvey-Cubbon Rebecca Hooper Helen Evans Performance & Partnerships Gareth Newell Sian Sanders Dylan Owen Jacob Choudry-Ball Resources Chris Lee Tracey Thomas Ian Allwood Eifion Austin	Monthly	Business Intelligence Gareth Newell Jacob Choudry-Ball Integrated Youth Support Services Helen Evans Suzanne Scarlett Tackling Youth Violence and Exploitation Sian Sanders Suki Bahara-Garrens Locality Based Services Melanie Godfrey Deborah Driffield Jane Thomas Maximising Placements and Support Accommodation Provision Deborah Driffield Additional Learning Needs Melanie Godfrey Finance & Grant Maximisation Nick Blake Eifion Austin Corporate Parenting Initiatives	Each workstream will have its own governance arrangements which will report up to this board. This board will report up to SMT as required

| | Ensuring that the work undertaken is compliant with the Council's rules, procedures, policies, and processes

The scope of the board includes business change and transformational projects which ultimately aim to improve the well-being and outcomes of children and young people in Cardiff, aligning with the Council's Well-Being Objective of making Cardiff a Great Place to Grow Up. | | | | |

Partnership Arrangements

33. The Directorate provides policy and secretariat support for a number of statutory and local partnership boards, including:

Board/Group	Purpose	Membership	Frequency	Plans & Priorities	Reporting Arrangements
Cardiff Public Services Board	The Cardiff Public Services Board is a statutory strategic partnership established under the Well-being of Future Generations (Wales) Act 2015.

The Cardiff PSB brings together the city's public service leadership and decision-makers to strengthen joint working, improving Cardiff's economic, social, environmental and cultural wellbeing. | • Cllr Huw Thomas **(Chair)**, Leader of Cardiff Council
• Charles Janczewski **(Vice Chair)**, Chair of Cardiff & Vale University Health Board
• Paul Orders, Chief Executive, Cardiff Council
• Sarah McGill, Corporate Director, People and Communities, Cardiff Council
• Suzanne Rankin, Chief Executive, Cardiff & Vale University Health Board
• Fiona Kinghorn, Executive Director Public Health, Cardiff & | Quarterly | Every five years, Cardiff Public Services Board (PSB) is required to produce a new Wellbeing Plan. This is Cardiff's second Wellbeing Plan. The plan can be found here:

[Local Well-being Plan (2023-28)](#)

The Plan contains 'Well-being Objectives', areas for action that the Cardiff PSB have identified as being most important. It also contains 'Priorities' or the steps that the city's public services, together, will take forward. | The Cardiff PSB is supported by several boards who are responsible for the delivery of the priorities for partnership working set out within the Wellbeing Plan.

The PSB's partnership governance map can be viewed [here](#).

Policy Review and Performance Scrutiny Committee have oversight of the work of the Cardiff PSB. |

		Vale University Health Board			
		• Abigail Harris, Director of Planning, Cardiff and Vale University Health Board			
		• Huw Jakeway, Chief Fire Officer, South Wales Fire and Rescue			
		• Gareth O'Shea, Executive Director for Operations, Natural Resources Wales			
		• David Letellier, Head of Operations South Wales Central, Natural Resources Wales			
		• Sheila Hendrickson-Brown, Chief Executive, C3SC			
		• Martyn Stone, Chief Superintendent, South Wales Police			
		• Alun Michael, South Wales Police and Crime Commissioner			
		• Dan Jones, Director, Violence Protection Unit			
		• Eirian Evans, Probation Delivery Unit (PDU) Head, National Probation Service			
		• Matthew Jenkins, Deputy Director Futures & Integration, Health and Social Care, Welsh Government			
Community Safety Partnership Board	The Community Safety Partnership Board provides oversight of the partnership priority groups, to ensure	• Cllr Thorne, Cabinet Lead Housing and Communities • Alun Michael, South Wales			

	connectivity to emerging issues, offering support and guidance with an element of scrutiny. It also reports to the Public Services Board.	Police and Crime Commissioner • Sarah McGill, Corporate Director, People and Communities • Danny Richards, Chief Supt South Wales Police • Gareth Newell, Head of Performance and Partnerships • Sian Sanders, Head of Community Safety and Cohesion • Jenny Rogers, OM Community Safety • Linda Hughes-Jones, Head of Safeguarding CVHUB • Eiran Evans, Head of Local Delivery, Probation Service • Amanda Corrigan, Governor HMPPS • Deborah Driffield, Director of Children Services • Dan Jones, Violence Prevention Unit • Mel Wilkey, Deputy Director of Commissioning CVUHB • Keith Meredith, Group Manager SWFRS • Bernie Bowen-Thomson, Safer Wales • Helen Evans, Assistance Director of Housing and communities			

		• Matt Evans, OM Supported Accommodation • Jason Roberts, Deputy Executive Nurse Director CVUHB • James Dunn, A&E Consultant, CVUHB • Steph Kendrick-Doyle, OM Prevent			
Regional Safeguarding Board	The Regional Safeguarding Board (RSB) is a Multi-Agency Partnership that has responsibility for working together to oversee the safety and well-being of children and adults at risk of harm throughout Cardiff and the Vale of Glamorgan.	• Lance Carver **(CO-CHAIR)** Director of Social Services, Vale of Glamorgan • Sarah McGill CO-CHAIR Corporate Director People & Communities Cardiff • Tracey Holdsworth CO-CHAIR Assistant Director and head of local services Wales NSPCC • Deborah Driffield Director of Children's Services, Cardiff • Rachel Evans Head of Service for Children and Young People Services, Vale of Glamorgan • Natasha James Operational Manager of Safeguarding and Service Outcomes, Vale of Glamorgan • Iain McMillan Head of Service, Social Services, Vale of Glamorgan • Jason Bennet Head of Service for Adults, Vale of Glamorgan • Jane Thomas Director of Adult Services, Cardiff	Quarterly	The Regional Safeguarding Board Annual Plan 2023-24 can be found here: RSB Annual Plan	National Independent Safeguarding Board (NISB) provides independent advice and support

		- Assistant Director of Education and Lifelong Learning, Cardiff - David Davies Head of Achievement for All for School Improvement & Inclusion, Vale of Glamorgan - Nick Jones Operational Manager of Housing Services, Vale of Glamorgan - Laura Garvey-Cubbon Operational Manager, Strategy & Housing Need, Housing & Communities, Cardiff - Jason Roberts/ Rebecca Aylward Deputy Executive Director of Nursing, Cardiff and Vale University Health Board - Linda Hughes-Jones Head of Safeguarding, Cardiff and Vale University Health Board - Katina Kontos Named Doctor Safeguarding Children, Cardiff and Vale University Health Board - Nicola Edwards Head of Nursing - Safeguarding, Swansea Bay University Health Board - Claire Thomas Designated Doctor for NHS Wales National Safeguarding Team, Public Health Wales			

		- Nigel Downes Deputy Director of Nursing & Service Improvement, Velindre University NHS Trust - Nicola Williams Executive Director of Nursing, Allied Health Professional and Health Science, Velindre University NHS Trust - Martyn Stone Detective Superintendent, South Wales Police - Beth Aynsley Independent Protecting Vulnerable Person Manager, South Wales Police - Eirian Evans LDU Head for National Probation Service - Kirsty Davies YOS Manager for Children and Young People Services, Vale of Glamorgan - Angharad Thomas YJS Manager for Children and Young People Services, Cardiff - Cassandra Mead Safeguarding Operations Manager, Asylum Safeguarding Hub, Home Office - Helen Ryder Governor, HMPS - Nikki Harvey Head of Safeguarding for WAST - Laura Thomas Safeguarding Lead Officer,			

		• Wendy DeBruin Service Manager, NSPCC • Elly Jones Assistant Director, Barnardo's • Morgan Fackrell Chief Executive of Cardiff Women's Aid • Brian West Chair of Vale of Glamorgan Care Homes/Care Forum Wales • Liz Hill Learning Disability & Supported Living Care Providers • Leanne Weston Operational Manager for Legal & Democratic Services, Community Team Legal, Cardiff Victoria Davidson Operational Manager, Legal Services, Vale of Glamorgan			
Cardiff and Vale CONTEST Board	The aim of the Cardiff & Vale CONTEST Board is to provide a strategic lead in threat, risks, and vulnerabilities in relation to counter-terrorism.	Cardiff Council Gareth Newell (Chair) Stephanie Kendrick-Doyle Gavin Macho Isabelle Bignall Sian Sanders Vale of Glamorgan Council Deborah Gibbs Debbie Spargo Benedicte Lepine South Wales Police Michelle Conquer Counter Terrorism Policing (CTP) Wales Katherine Morris (Deputy Chair) Damien McKeon Dan Howe Jane Carter Mark Davies Martin Cowan	Quarterly	The local governance of CONTEST aligns with the Welsh Government's CONTEST Cymru delivery framework. The Board focuses on the implementation of the UK Government's CONTEST (Counter Terrorism) Strategy across Cardiff and the Vale, with a focus on the four P's within the Strategy, namely: • **Prevent:** To stop people becoming terrorists or supporting terrorism	Nationally, the Cardiff & Vale CONTEST Board feeds into the: • All Wales CONTEST Board • All Wales Protect/ Prepare Group • All Wales Prevent Board Locally, the Board feeds into the Community Safety Partnerships of both Cardiff and the Vale. Additionally, the following Boards and Groups feed

		Simon Rees South Wales Fire and Rescue Service John Treherne Cardiff & Vale University Health Board Cari Randall Welsh Ambulance Service Jason Fenard Scott Walker HM Prison and Probation Service (HMPPS) Eirian Evans Jill Packham Sandra Garmson Benjamin Evans Department for Work and Pensions Victoria Case Welsh Government Dane Marsh Home Office David Bannister Kirsty Stevenson		• **Pursue:** To stop terrorist attacks • **Protect:** To strengthen our protection against a terrorist attack • **Prepare:** To mitigate the impact of a terrorist attack	into Cardiff & Vale CONTEST Board: • Cardiff Prevent Partnership Board • Cardiff Protective Security Preparedness Group • Vale Protective Security Preparedness Group • Vale Prevent Partnership Board
Cardiff Prevent Partnership Board	The Prevent Partnership board will co-ordinate Prevent activity across Cardiff Council and partner agencies and have will have direct responsibilities for the following areas: Maintaining oversight of all statutory Prevent delivery, including referral pathways and Channel Panel Agreeing and updating a Prevent Risk Assessment Agreeing the Prevent Partnership Plan	Local Authority Home Office South Wales Police Counter Terrorism Police Wales Cardiff & Vale University Health Board HM Prison and Probation Service Further /Higher Education	Quarterly	Prevent Partnership Plan	Reports to CONTEST Board Community Safety Partnership

	Facilitating the sharing of information amongst partners Monitoring and reviewing performance against Prevent Partnership Action Plan				
Amplifying Prevention Board	Address inequalities and inequities in Health Outcomes	• Executive Director of Public Health, Cardiff and Vale UHB • Corporate Director of People and Communities, Cardiff Council • Director of Corporate Resources, Vale of Glamorgan Council • Consultant lead for Childhood Immunisations, Cardiff and Vale UHB • Consultant lead for Screening, Cardiff and Vale UHB • Consultant lead for Move More, Eat Well, Cardiff and Vale UHB • Communications Manager, Vale of Glamorgan Council • Head of Performance and Partnerships, Cardiff Council • Operational Manager- Policy & Improvement, Cardiff Council	Six Weekly	Amplifying Prevention Delivery Plan and Communication and Engagement Plan	PSB
Ely and Caerau Public Services Working Group		Cardiff Council • Sian Sanders (Chair), Head of Community Safety & Cohesion			

		- Gareth Newell, Head of Policy & Partnerships - Avril Hooper, Operational Manager, Early Help - Suzanne Scarlett, Education Partnerships & Performance Manager (OM) - Jenny Rogers, Operational Manager: Community Safety - Phil Norton, Achievement Leader- Targeted Support - Angharad Thomas, Operational Manager: Youth Justice Service - Matthew Seymour, Operational Manager, Strategic Estates - Helen Evans, Assistant Director- Housing and Communities - Jonathan Day, Operational Manager, Economic Development - Dave Jacques, Head of Development - Rebecca Hooper, Operational Manager, Regeneration - Gareth Davies, Operational Manager Major Projects, Housing Development and Regeneration - Steve Robinson, Operational Manager, Commissioning and Procurement - Emily Parker, Community			

| | | Focused Schools Officer

South Wales Police
- Jeff Burton, Superintendent, Head of Partnerships & Safeguarding
- Duncan Mitchel, Inspector, Ely & Caerau Neighbourhood Policing Team

Cardiff & Vale University Health Board
- Julian Willet, Transformation & Innovation Lead (Mental Health)

Violence Prevention Unit/ OPCC
- Dan Jones, Deputy Director

HMPPS
- Christie Sullivan, Senior Probation Officer
Grand Avenues, Prison and Probation Service | | | |
|---|---|---|---|---|---|

34. More broadly, the service has undertaken a review of strategic partnership governance and delivery arrangements on behalf of the Cardiff Public Services Board. The review sought to ensure that is clearly identified responsibility for partnership priorities agreed in the Cardiff Public Services Board Wellbeing Plan and the Regional Partnership Board's Area Plan in the city's partnership framework and that all partnership boards have a and 'line of sight' for governance oversight and escalation to either the Cardiff PSB or the Cardiff and Vale RPB. The Terms of Reference for the Cardiff & Vale Regional Partnership Board (RPB) can be found at appendix 3a.

35. In addition to providing clarity over local public service partnership arrangements, this work also responds to the findings of the Welsh Government and WLGA Review of Strategic Partnerships Review on simplifying complexities in Welsh public services partnership landscape. This national review recommended that, while there was no support for standing down any specific partnerships, work to align partnerships should be 'built from the ground up, with Public Services Boards (PSBs) and Regional Partnership Boards (RPBs) taking a strategic leadership role.' The Cardiff review has been identified as good practice by the Welsh Government and the Office of the Future Generations Commissioner. The report received by the Cardiff Public Services Board can be found here.

Major Project and Partnership Governance in Development & Regeneration

Board/Group	Purpose	Membership	Frequency	Plans & Priorities	Reporting Arrangements
Social Services Programme Board (Terms of Reference included at Appenix 2b)	To bring together the work of the Housing & Social Care Board and key commissioning/procurement projects into one space To ensure that staffing and revenue costs for the aforementioned projects is given due consideration Receive progress updates from Project leads who will be invited into the meeting for specific agenda items. Updated to highlight progress, next steps, issues / challenges /risks. To track progress between board meetings via a tracker, managed by the Business & Project Support Manager – Housing & Regeneration, in order that oversight of all major projects is located at a central location (Sharepoint site). To identify and agree a forward plan for up and coming projects that need to be brought into the Programme.	Sarah McGill (Chair) Amy Harmsworth Angela Bourge David Jaques Deborah Driffield Jane Thomas Matthew Seymour Rebecca Hooper Rachael Jones Rhian Hunt	Monthly	Core Projects that are in scope for Social Services Programme Board are as follows: **All Capital Projects** **Adult Services** Recommissioning of Domiciliary Care Extra Care Advocacy Internal Supported Living Care Homes APL / regional contracts & specification Direct Payments Financial Support & Advice Services **Children's Services** Supervised Contact Therapeutic Fostering Residential Provision including respite provision for disabled children Sessional Support & Domiciliary Care Adolescent provision Young People's Gateway Accommodation provision	The Board will provide overall governance for the monthly Children's Placement Projection Meetings chaired by the AD Children's Services and the monthly ASMT & Commissioning Meetings chaired by the AD Adult Services.

				Children's regulated placements frameworks (4Cs) Internal Fostering	
New Housing Partnership Group (Terms of Reference included at Appendic 2c)	To set a framework for the review and approval of the procurement exercise to identify a Development Partner for the Cardiff and Vale Housing Partnership, including the agreement of proposed sites for Cardiff's programme. The Board will be responsible for reviewing and approving the procurement documentation including evaluation criteria, prior to any decisions made by authorised Officers or Cabinet, ensuring that a development partner is secured with sufficient experience and financial stability to deliver the housing partnership at scale and pace. To agree the proposed list of sites to be included within the partnership to enable a defined development pipeline for the life of the partnership.	Sarah McGill (Chair) David Jaques (Deputy Chair) Anil Hirani Donna Jones Joseph Thomas Kate Cutter Matthew Seymour Richard Crane Samantha Collins Sarah Messruther Steve Robinson	Monthly	The board will: Agree PQQ documentation including the selection criteria and scoring. Agree select list of bidders for Invitation to Participate in Competitive Dialogue. Agree IPCD documentation including the Award criteria and scoring. Agree evaluation and successful bidder prior to cabinet approval. Agree Final Contract Negotiations with final Bidder To agree the additions/omissions of development sites and agree on any potential opportunities, issues or barriers to development schemes and to the overall programme.	The Board will report into the Housing Development & Capital Finance Advisory Board

Housing Development & Capital Finance Advisory Board (Terms of Reference included at Appendix 2d)	To set a framework for the review and approval of the housing development and acquisition programme, capital expenditure proposals and related affordability. The Board will be responsible for reviewing and approving the proposed development and acquisition programme, prior to any decisions made by authorised Officers or Cabinet, ensuring expenditure is within the approved budget framework, in accordance with agreed viability assumptions whilst ensuring financial resilience of the Housing Revenue Account.	Sarah McGill (Chair) Jane Thomas (Deputy Chair) Anil Hirani Chris Lee Colin Blackmore David Jaques Gill Brown Ian Allwood Kate Cutter Matthew Seymour Richard Crane Steve Robinson	Bi-Monthly	The board will: Agree and set assumptions for the ProVal financial viability model and review this annually. Set viability thresholds for payback in respect to grant funded as well as for 100% Council funded developments and agree reasons for variations. Approve scheme viability at the following stages: - Land acquisition and initial viability -Pre Planning and Pre Tender -Tender approval Receive an annual outturn report including post project evaluation. Review the overall development programme including approved sites and sites to be included and check against programme targets. Identify and advise on any potential opportunities, issues or barriers to development	The Board will report into the Asset Management Board.

| | | | | | schemes and to the overall programme.

Consider new financial and non-financial initiatives to support the development of affordable housing in the City.

Recommend the approval of the capital and revenue investment plan included in the HRA business plan.

Review policies and factors impacting on the financial resilience of the HRA and consider the latest revenue and capital monitoring positions. | |
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Value for Money - Performance & Partnerships

36. As noted earlier in this report, the quarterly Performance and Partnership Management Assurance Meetings consider a range of performance information relating to the economy, efficiency, and effectiveness of the service. Any performance or budgetary issues are then escalated to the Corporate Director for People and Communities by the Head of Performance and Partnerships through fortnightly 1-2-1 meetings. The Head of Performance and Partnerships also meets with the lead officer in the Resources service on a quarterly basis to consider the budget position and escalate as necessary to the Head of Finance and to SMT.

37. In line with the requirements of the Local Government & Elections (Wales) Act 2021, the Council, through its performance framework, assesses the economic, efficient, and effective deployment of its resources via its self-assessment process. Twice annually, following Quarter 2 and Quarter 4, directors are asked to reflect on the performance of their directorates, providing a summary of what has gone well, what their key risks and challenges are, and what their priorities are for the coming 6 months. Directors present their self-assessments from exercise to the Chief Executive, the Corporate Director for Resources, and the Head of Finance at Assurance Sessions. These sessions are held twice a year for each directorate and session attendees consider the overall performance of the directorate and the effectiveness of the deployment of resources and allocation of budgets.

Value for Money - Development & Regeneration

38. To ensure that development projects are affordable and provide value for money, a financial viability tool is used. Proval, a viability tool developed by SDS, has been used by the development team since 2018. Financial parameters and assumptions, agreed in the Housing and Finance Board, are embedded in the model and used to test scheme viability. The full list of financial parameters and assumptions will include rent levels, bad debts assumptions, maintenance assumptions, build costs, inflation, void levels and the scheme will need to payback within a 50 year period.

39. A full viability assessment is included within the decision report for each scheme seeking approval to award a construction contract.

Complaints Handling in Performance & Partnerships

40. Performance & Partnerships handles all complaints received in line with the Corporate Complaints Standard Operating procedure. All complaints are acknowledged within 5 working days of the day received and with an aim to resolve the complaint within 20 working days.

41. Performance & Partnerships received 0 complaints for both the 2021/22 and 2022/23 financial year. As the service receives low volumes of complaints, the Head of Performance & Partnerships deals with any complaints directly.

Complaints Handling in Development & Regeneration

42. The Business team within Development and Regeneration manage enquiries and compliants for the team. All correspondence requiring a response is logged and monitored by the Business team who work to ensure a response to an enquiry or complaint is dealt with within suitable timeframes. The team will often liaise with the Directorate Complaints Team or Corporate Compliants Team to ensure that responses are provided to enquiries or compliants that get logged through these contact routes.

Legal Implications

43. There are no direct legal implications from this report.

Financial Implications

44. The financial implications (if any) arising from this report have been contained within the body of the report.

RECOMMENDATIONS

45. That the Governance and Audit Committee considers and notes the content of the report.

Sarah McGill
Corporate Director - People and Communities

APPENDICES

The following appendices are attached:

Appendix 1a: Structure Chart for People & Communities Directorate
Appendix 1b: Boards and Meetings within People & Communities
Appendix 2a: Terms of Reference for Children & Young People's Board
Appendix 2b: Terms of Reference for Social Services Programme Board
Appendix 2c: Terms of Reference for New Housing Partnership Group
Appendix 2d: ToR for Housing Development & Capital Finance Advisory Board
Appendix 2e: Risk Matrix for Housing Development & Capital Finance Advisory Board
Appendix 3a: Terms of Reference for Cardiff and Vale Regional Partnership Board