	Work Programming Prioritisation					
	Standard Items	**Timing**	**Red**	**Amber**	**Green**	**Comments**
1	**Corporate Plan 2017/18** - Refresh incorporating minor adjustments to improvement objectives. See ***Appendix A*** attached below for Corporate Plan 2016/17 Objectives relevant to the Committees Terms of Reference. All Objectives have been integrated in the following list of potential items for the Committee's 2016/17 work programme.	Jan				
2	**Budgetary Proposals 2017/18**	Feb				
3	**Budget Monitoring 2016/17**	Sept				
	Month 4	Nov				
	Month 6	Feb				
	(Month 9)	*tba*				
4	**Quarterly Performance Reports** – Corporate overview Committee agreed (May '16) to undertake pre-decision scrutiny of the refreshed proposals for performance monitoring arrangements and that it would participate in the co-design of a balanced scorecard approach to refreshing the performance framework. Going forward consider whether there should be a Performance Panel pre meeting, to look at quarterly headlines and to decide which elements require more focussed scrutiny at full committee. (suggested by Cllr Sanders)					
	Quarter 1 – to include new/developing balanced scorecard reporting framework (*linked to line 38*)	Sept				

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	Quarter 2	Nov				
	Quarter 3	March				
	(Quarter 4)	*tba*				
Committee Business						
5	Work Programme reports - quarterly	Dec/Mar				
6	Annual Report 2016/17 – early to accommodate election period	March				
7	Review of 2012-2017 Work Programmes (suggested by Cllr Bale)					
8	Correspondence updates – Bi-Monthly	Sept/Nov/ Jan/Mar				
9	Audit Committee minutes – For information as available					
Corporate Improvement						
10	**WAO Annual Improvement Report 2015/16** This Annual Improvement Report summarises the audit work undertaken in the Council over the past year, including CSSIW and ESTYN, and provides the Auditor General's determination as to whether the Council has put in place reasonable arrangements for improvement to comply with the requirements of the Local Government Measure.	Sept				
11	**Organisational Development Programme (ODP)** The Committee's role is both to monitor the progress of the overarching ODP as the organisations prime vehicle for improvement, and to focus in more detail on those projects within strands that are pertinent to its Terms of Reference. Committee has agreed (16 June '16) to monitor links between the ODP, Corporate					

	Plan, and Cardiff's Wellbeing Plan; requested that progress reports enable it to measure *how* projects are delivering improvement over time, to achieve an improvement in its own level of challenge and monitoring; and agreed to programme specific ODP projects for more in depth progress reports, containing greater detail. Cllr Sanders has suggested identifying three strands of the ODP, one of them being 'workforce/ employee related'. Members to discuss and agree the other 2, then programme one ODP agenda item per meeting to provide a golden thread about the programme and demonstrate the Committee is really committed to ensuring its delivery.						
	Overall Programme progress monitoring – *6 monthly,*	Jan					
12	**Specific ODP projects** *More focussed/ in depth scrutiny of programme projects (agreed at July '16 Committee) :* Customer Services Strategy (*link to line 23 Visit to C2C*)						
13	Workforce Planning (suggested by Cllr Sanders) (*Link to line 27, Temporary, casual & agency workforce strategy*)						
14	Income Management						
15	Debt Management						
16	Review of PPDR Scheme						

17	Open Data (suggested by Cllr Bale)	March				
18	Online Services (CRM/Web)	March				
19	**Wales Audit Office Follow on report – Statement of Action** Committee has agreed (March '16) it will take account of the regulators assessment that corporate enablers, such as Performance, Human Resources, the Council's use of its Assets, and Scrutiny require further improvement in its work programming. The Cabinet agreed a Statement of Action in March 2016 and 6 months into its delivery the Committee would be monitoring progress.	Sept				
20	**European Referendum** How the council can prepare for the implications of Brexit. (suggested by Cllr Boyle). The Cabinet considered an initial report on the implications of the outcome of the European Referendum in July '16. Option to request a briefing.					
21	**Voluntary sector relations**: The role of Dewis Cymru and how the weight of the voluntary and third sector can be more effectively harnessed by the local authority to deliver services. (suggested by Cllr Boyle)					
	Work prioritised following previous scrutiny.					
22	**Statutory Annual Improvement Report 2015-16** This is a statutory document that the Council must produce each year as a	Sept/Oct				

	reflection of its performance and activities in the previous financial year (2015-16) in line with the Corporate Plan. Considered by the Committee in September 2015, following which the Committee agreed to *"be looking for a notable improvement in Cardiff's comparative position in September 2016"*.						
23	**Strategic Equality Plan 2016-20** *(Link to line 26 – Senior Management gender and ethnicity balance))* Considered by the Committee in March 2016, when the Committee agreed that it *"will factor into our future work programming a fuller exploration of the challenge of ensuring the Council's workforce reflects its community"*.						
24	**Visit to C2C** *(Link to line 11 Customer Services Strategy)* Committee requested a re-visit to C2C when it next considers customer service, prior to holding a full Scrutiny Committee at Wilcox House" This would tie in with scrutiny of the ODP Customer Service Strategy project, listed above.	Nov/Dec					
25	**Employee Health and Wellbeing Strategy 2016-19** Committee agreed (June '16) that it would like to consider a monitoring report in 6 months time to establish whether managers are improving in their ability to identify stress, particularly their ability to identify mental health issues in their staff.	Jan					
26	**Non Operational Investment Property Estate**	Nov/Dec					

	Committee agreed (Nov '15) to receive an annual report to the Policy Review & Performance Scrutiny Committee on the performance of the Investment Estate Board; supported by a cash flow statement outlining all sources of income and allocation of funding					
27	**Senior Management gender and ethnicity balance** *(link to line 22 – Strategic Equality Plan 2016-20))* Committee requested (April 2016) details of the senior management gender and ethnicity balance. Response indicated male 56% Female 44%. White 90% BME 3% Not disclosed 7%. Committee may wish to research further/ elevate to a short scrutiny?					
28	**Temporary, casual & agency workforce strategy** *(link to line 12 Workforce Planning)* Committee requested (April 2016) an opportunity for pre-decision scrutiny of the temporary, casual & agency workforce strategy.					
29	**Business continuity** Committee has expressed concern (July '16) that 100% of the risk around Business Continuity has not been mitigated and wished to factor further work on this topic into work programming discussions, allowing consideration of full Business Continuity plans and red/amber risks.					
	Proposed by Officers					
30	**Welsh language Standards** The Bilingual Cardiff Member Group has requested that the Welsh Language					

	Standards Annual Report comes to scrutiny annually prior to full Council in June. (*however this may not be available during this Council term.*)					
31	**Welsh Language Strategy** The Council is required to draft and publish a 5 year strategy setting out how it proposes to promote the Welsh language and to facilitate the use of the Welsh language more widely in Cardiff (including a target to increase the number of Welsh speakers by the end of the 5 year period) The 'Bilingual Cardiff Strategy' will be published in draft form on the Council's website for consultation on 30th of September (in accordance with Standard 146 & 146) It will be programmed for Cabinet for approval in December/January. Committee has been invited to undertake pre-decision scrutiny of the draft prior to Cabinet.	Nov				
32	**Corporate Risk Register** –mid year review 2015/16.- For information only. Agreed at July '16 Committee.					
33	**Annual Complaints Report** The annual complaints report for the Council provides the total number of complaints and compliments received by the Authority each financial year. This includes information on the volumes received by each service area with narrative provided on trend analysis, explaining any increase or decrease from the previous year. Improvements made by the Council as a result of customer					

	feedback is also considered and documented. Additional information is provided on complaints that have been escalated to the Public Ombudsman for Wales including data such as the number of complaints being upheld.						
	Partnership Scrutiny						
34	**Public Services Board (PSB)- Assessment of Well-being** The Well-being of Future Generations (Wales) Act 2015 requires the Council and its partners that form the PSB to assess the state of economic, social, environmental and cultural well-being in its area. Cardiff's PSB has been established and will consult on the draft *Assessment of Well-being* autumn/winter 2016. The Committee is a statutory consultee. Cllr Sanders has suggested an in depth look at the Terms of reference/ membership/ and programme of work of the new PSB. Option of a briefing outside of Committee.	Nov					
35	**Well-being of Future Generations Act** All Member Well-being of Future Generations Act briefing including implications for Scrutiny Members Progress report of how the council is responding to the WFGA, and in particular the role of the Commissioner for Future Generations. (Cllr Sanders)	Sept					

	Potential Inquiry/Short Scrutiny					
36	**Electoral Count Arrangements –** *suggested by Cllr Hunt* The Council's arrangements for counting votes and the declaration of results at elections have been highlighted as a potential short scrutiny for a few years. The Committee would seek to establish that the Council's arrangements are effective and enable the declaration of results in a timely fashion given the scale of the task for Cardiff's four count centres. The Council's Monitoring Officer has advised that Scrutiny does not have a locus in this matter as Returning Officers are directly accountable to the Courts & not Council. He also considers the Terms of Reference of PRAP passed by the Council do not cover the Returning Officer's functions					
37	**What does a commercial council look like?** A project of the Organisational Development Programme is *Developing Cultural Awareness,* a reference to the challenge of changing culture to a more commercial approach generally. Potential for the Committee to assist the project with primary scrutiny research and a short scrutiny to influence the change.					
38	**Review of Scrutiny** The Scrutiny Chairs Liaison Forum has suggested the Committee participate in the ODP Performance & Governance Review of Scrutiny project. This project is tasked with examining options for the structure of scrutiny from 2017. It would require primary benchmarking research of 3/4 models of scrutiny by evaluating first hand the pros and cons of different models in action, with a suggested short scrutiny to consider the best way forward.					

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39	**Performance Framework** *(linked to line 4 – Quarterly Performance Report Q1))* The Committee has been offered an opportunity to be involved in a short piece of work working with performance management officers to ensure the framework being set up is fit for purpose. *'If we don't get this right we loose the opportunity for effective scrutiny of council services' (Cllr Sanders).*					
40	**Identifying best practice -***suggested by Cllr Walker* Explore potential for a short inquiry to support the Council in identifying 'best practice' of other LA's in the UK (including Scotland and NI) Research and scope how Directorates compare themselves with others, and identify innovations elsewhere which are productive.					

Corporate Plan Objectives that fall within PRAP's Terms of Reference

Priority 4: Working together to transform services

Improvement Objective 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services

- In line with the agreed *commercialisation strategy*, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016
- Implement phases 2 and 3 of the *Customer Relationship Management (CRM) model* by March 2018

Improvement Objective 4.2: The City of Cardiff Council has effective governance arrangements and improves performance in key areas

- Further *embed performance management tools consistently* across the Council to ensure continuing performance improvement in key areas by 2017
- Further *reduce sickness absence* by March 2017 through continued monitoring, compliance and support for employees and managers
- Further *improve completion rates, quality and consistency of Personal Performance and Development Reviews* by March 2017 through continued provision of support and training for employees and managers
- Develop a *strategy for the temporary, casual and agency workforce* taking account of social inclusion and youth engagement by March 2017

Improvement Objective 4.3: The City of Cardiff Council makes use of fewer, but better, buildings

- *Implement new Investment Estate arrangements* in order to improve performance and returns by March 2017
- Implement annual *Corporate Asset Management Plan* by March 2017
- Complete *Operational Estate utilisation review* to guide future use of all assets and inform decision making by March 2017
- Deliver £1.6m of revenue savings and £3m of capital receipts through Property Rationalisation by March 2017

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