



# Scrutiny Annual Report 2022/23

Scrutiny ... engaging today ... shaping tomorrow



CARDIFF  
CAERDYDD





## Welcome to Cardiff's Scrutiny Annual Report 2022/23

This Scrutiny Annual Report captures the achievements of Scrutiny in 2022/23. The past year, following the local government elections in May 2022, the Council has welcomed 4 new Scrutiny Chairs, and a raft of newly elected Members, co-optees and Youth Council representatives to scrutiny. During this time, the Committees have set their priorities and settled into their work. Though challenging times have continued, the Council has adapted to a world of recovery and renewal, continuing to learn from delivering services in a time of crisis. Scrutiny has played its part as the challenging voice, continuing a full programme of remote online meetings and in-depth inquiries, to ensure full accountability.

Within Cardiff Council our critical friend work, expressing multiple stakeholder voices to test the delivery of key Council commitments, is very much valued. This report marks the first year of the new administration elected in May 2022.

The reader may be forgiven for asking what is Scrutiny? Despite its vital role in modern local government over many years, Cardiff Council has five scrutiny committees offering locally elected councillors an opportunity to represent their communities and convey their experience of council services as

an important part in the Council's decision-making processes. Where it is effectively delivered, Scrutiny has proved both critical to the policy-making process, and to the successful implementation of those policies that make a real difference to the lived experiences of Cardiff's residents, businesses, visitors, and commuters. Scrutiny is a strong voice within the Council. We continue to seek improvement in connecting with all who use council services and we want to hear more from you (pages 7/8).



## Scrutiny Chairs - Our Perspective



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“As the only Scrutiny Chair returning to the role following the local government elections, 2022/23 has been a busy year. It’s been great in working with the new Chairs and sharing my experience with them. In addition, it’s been a pleasure to welcome new elected Members, co-opted Members and Emily, our Youth Council representative onto the Committee.

My focus for 2022/23 was to bring the new committee together, agreeing a set of priorities and settling into our role in the new administration. As Chair, I continued to promote an inclusive and supportive role with Cabinet Members and Directorates, whilst remaining a “critical friend” and challenging them when required.

2022/23 was again a very busy year for the Committee. We have been very active in considering a number of multi-million-pound School Organisation Planning Proposals; the continuing implications in relation to Covid-19 Recovery in schools; the introduction of the new Curriculum; Children’s Services Strategy; and continued to monitor improvements in the Youth Justice Service and Children’s Services performance. We commenced our EOTAS Task & Finish Group Inquiry; and played a key role in the scrutiny of the Council’s Corporate Plan, 2023/24 Budget proposals and Replacement Local Development Plan.

We have also taken the time to speak to a number of schools directly, as well as partners such as the Central South Education Consortium.

Looking forward, the Committee will continue to work through its priorities, particularly around engagement and consultation with children & young people; youth services and other provision across the city; and looking at the effectiveness of a number of innovations in Children’s Services. We will also continue our Inquiry into those educated other than at school (EOTAS); and will be broadening our desire to speak to young people and people delivering services “on the ground”, to ensure that their voices are heard.

Central to everything we do is ensuring that we work with Cabinet Members, Officers, children and young people (and their families) and partners in ensuring that we provide the very best services for them and ensuring that our most vulnerable achieve better outcomes and life chances. It is my belief that scrutiny is at its most valuable in working together to achieve this.”

**Councillor Lee Bridgeman, Chair, Children & Young People Scrutiny Committee**

## Scrutiny Chairs - Our Perspective



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“Scrutiny done well, can help support good decision making. It brings more voices into the decision-making process and raises public awareness of the council’s response to pertinent issues. Throughout the year, CASSC Members have kept these principles at the fore. They have strived to explore current topics affecting many, if not all of Cardiff residents’, and have ensured the voice of those with lived experiences, or those front-line delivering services, are integral to our work.

As a result of the 2022 local government elections, CASSC now benefits from a mix of experienced Councillors with an institutional memory of what has gone before, combined with new Members, who bring new insights and experience. Throughout the year, CASSC Members have shown a real commitment to their role in ensuring effective scrutiny in the governance process.

Outside of formal meetings, they actively undertook visits, attended training sessions and received informal briefings. They have strived to ensure the service areas who report to us, remain accountable and transparent, effective and efficient. We have questioned and provided challenge to decision-makers, whilst also recognising and celebrating key achievements to support our fundamental objective of driving continuous improvement.

Looking ahead, I know CASSC will remain committed to examining areas that matter most to residents’. Ensuring transparency in the council’s governance arrangements, and creating a clear, accessible route for members of the public who wish to get involved.

I have sincerely enjoyed my time chairing CASSC, and I wish to pass on my heartfelt thanks to committee members, the executive, and external organisations who engaged with the committee this year. For their support, commitment, and positive working relationships.”

**Cllr Bablin Molik, Chair, Community & Adult Services Scrutiny Committee**





## Scrutiny Chairs - Our Perspective



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“My first year as Chair of the Economy & Culture Scrutiny Committee has been interesting and varied, covering a wide range of topics and meeting with a number of local and national stakeholders. I am fortunate that the Committee consists of a good mix of experienced scrutineers and new members who bring expertise and fresh eyes, and to have Zack Hellard from Cardiff’s Youth Council who ably represents the views of his peers and ensures young people’s needs are considered.

Our scrutiny has benefited from this experience and commitment, particularly when we have scrutinised issues of importance to the citizens of Cardiff and the future of our city, such as the future of St David’s Hall and the International Sports Village. We have also benefited from hearing from the public on these issues and others, via emails to Scrutiny Viewpoints and committee members, a petition, and contributions from a number of representative stakeholders.

Our Inquiry this year focused on hearing from stakeholders about where they thought the Council should target its efforts to support Cardiff’s economy post-pandemic; we heard from a range of micro and small businesses, residents and sector experts and explored the 15-minute city concept, looking to learn lessons from how this has been applied elsewhere. Our Inquiry report has been presented to Cabinet and we await their response to our nineteen recommendations.

We have recently commenced work scoping an Inquiry into the Museum of Cardiff, which again will put stakeholder engagement front and centre.

In addition, we have undertaken site visits to the International Sports Village, Cardiff Bay Yacht Club, and Bute Park Visitor Centre - I would like to thank Cabinet Members and officers for supporting these and Cardiff Bay Yacht Club members for their time and warm welcome.

Our work programme for 2023-24 is already filling up, with further reports due on major projects, Roath Park Dam, Pentwyn Leisure Centre and Cardiff Harbour Authority; however, we would welcome hearing your suggestions for other items to scrutinise.

I would like to close by thanking all my committee colleagues for their time and commitment to ensuring robust scrutiny of often- challenging areas, Cabinet Members and officers for their attendance and assistance in informing our scrutiny, and stakeholders, for their invaluable contributions and insights, enabling the committee to gain a wider perspective than would otherwise be possible. In the fast-changing, challenging world we live in, good scrutiny provides an opportunity to pause, reflect, consult and consider, helping to drive improvement, boost democracy and, ultimately, use our scarce resources to best advantage.”

**Cllr Peter Wong, Chair, Economy & Culture Scrutiny Committee**

## Scrutiny Chairs - Our Perspective



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“Having sat on the Environmental Scrutiny Committee since being elected in 2017, I am privileged to be writing this statement in my first year of being its chair. It is a great honour and a role from which I am committed to ensuring the voices of backbenchers of all parties are heard.

We are well represented on Environment. A mix of expertise and backgrounds with every Cardiff constituency having a voice and all elected parties are featured. It has been great to welcome back some familiar faces to the committee but also to welcome newly elected Members too, who are already showing a keen interest and commitment to driving improvement in the key areas we scrutinise. We are also fortunate to have the benefit of a representative of the Youth Council, Shifa, on the Committee.

Scrutiny is essential in ensuring that local government is transparent, accountable and open, leading to improved public policies and services; therefore, successful Scrutiny needs engagement and commitment from Cabinet Members, Councillors and Officers at every step of the process to ensure Scrutiny adds value to the work of the organisation in its role as ‘critical friend’.

This Committee challenges some of the areas that are of great interest to our citizens. The ones that often spark the most heated debates on social media, services that every resident uses, include recycling and waste services and the Council’s transport plans, policies and highways. The Committee also oversees how the Council is responding to the Climate Emergency through the delivery of the One Planet Cardiff strategy and the Nature Emergency.

Throughout our scrutinies, we have questioned proposals to make sure they are fit for purpose and meet the needs of our residents; we have also invited stakeholders and experts to share their views and knowledge with us to inform our recommendations.

Impressively, Committee Members have also produced three babies in the municipal year, which must be a record! Croeso to babies Taran, Mali and Nye.”

**Cllr Owen Jones, Chair, Environmental Scrutiny Committee**





# Scrutiny Chairs - Our Perspective



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“As the new Chair of the Policy Review and Performance Scrutiny Committee it gives me great pleasure to showcase the work of Cardiff’s Scrutiny service in this Annual Report for 2022/23.

Over the year I have steered the Committee’s work to include a mix of seeking assurance on important internal functions; such as financial strategy and management, Council performance, and how effectively we collaborate with our Public Service Board partners; to highlighting issues of great public interest, such as financing St David’s Hall and decision-making arrangements for Maindy Park Charitable Trust.

All Members of this Committee are elected local leaders, conveying the views of their communities, and adding valuable real-time knowledge to inform decision-making. With strong questioning skills, my committee has shone a light on the Council’s Communications and External Relations service. We have influenced work underway to produce the Council’s Participation Strategy and we have welcomed the organisation’s response to our research on Hybrid Working. How the Council prepares to support its workforce in the future will be a key interest in the coming year.

I believe Scrutiny can be an advocate for change, bringing all parties together to deliver a 360-degree effective and independent voice to influence the work of the Cabinet. Scrutiny represents an excellent model of governance in local decision-making. Its members deliver

formal recommendations for service improvements to Cabinet. We don’t stop there, we closely monitor how they respond!

My sincere thanks to Committee Members for their commitment, to Cabinet Members and to senior officers whose co-operation with Scrutiny makes our task one that benefits both the organisation and the citizens of Cardiff. I commend this report as evidence that Cardiff continues to deliver effective Scrutiny.”

**Cllr Joel Williams, Chair, Policy Review & Performance Scrutiny Committee**



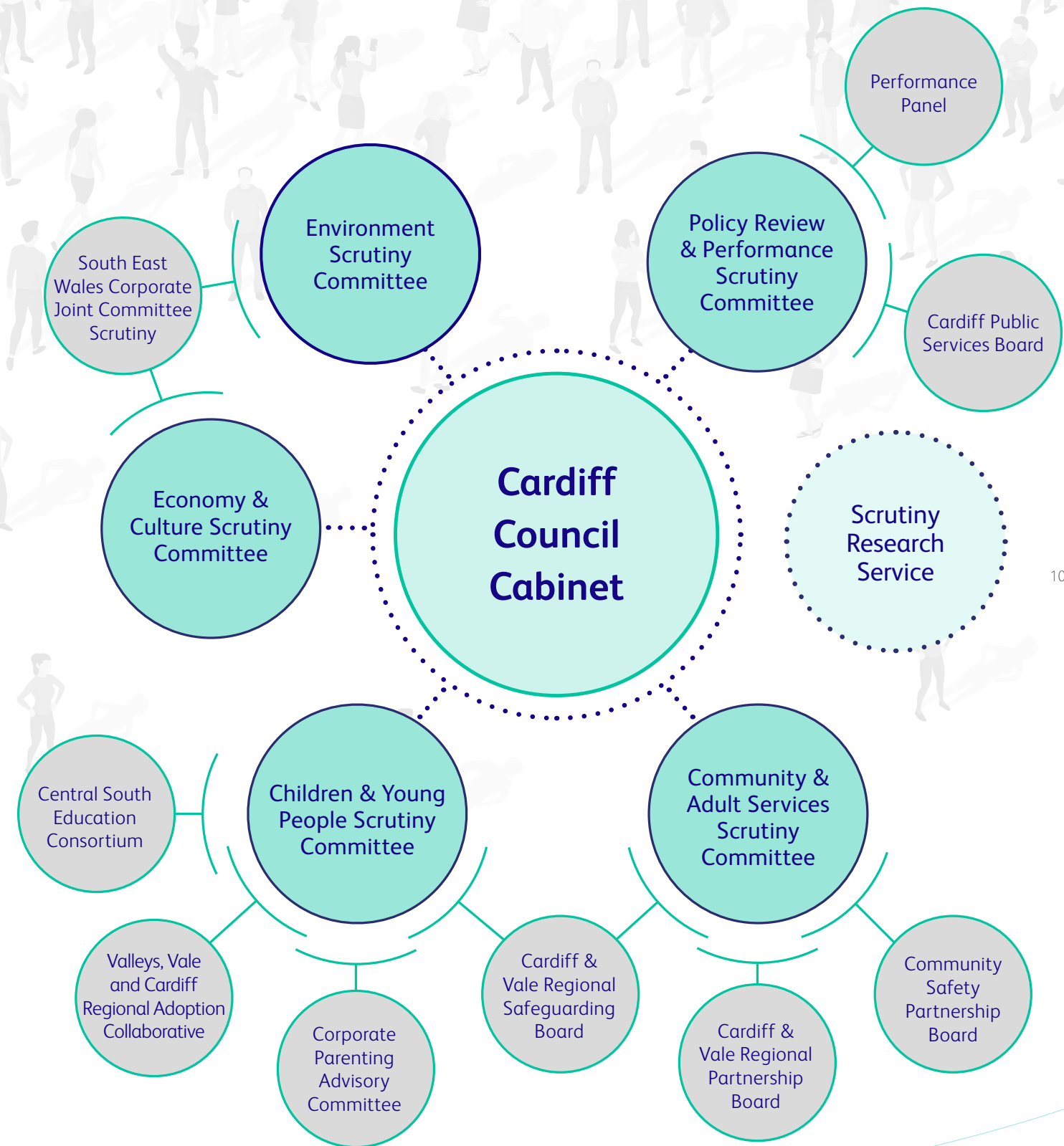
## Our governance role

Cardiff Council's five Scrutiny Committees fulfil a statutory responsibility placed on local authorities by UK and Welsh Governments to review and scrutinise decisions and actions taken by the Cabinet in relation to the delivery of services, to improve the wellbeing of residents. We also have various statutory responsibilities for the scrutiny of important partnerships established under Welsh Government legislation. In short we shine a light on the effectiveness of local partnership working in which the Council plays a leading role.

The Policy Review and Performance Scrutiny Committee has statutory responsibility for scrutiny of Cardiff's Public Services Board. The Community and Adult Services Scrutiny Committee has responsibility for scrutiny of both the Cardiff & Vale Regional Partnership Board and a statutory duty to scrutinise decisions made, or other action taken, on Crime and Disorder matters, engaging with the Community Safety Partnership Board.

Welsh Government legislation introduced in April 2021 has led to the Cardiff Capital Region City Deal becoming the South-East Wales Corporate Joint Committee. The body has powers to aid regional economic wellbeing and is responsible for regional transport and strategic development plans. A joint scrutiny committee representing 10 local authorities will hold to account its decisions and link with the Council's Economy & Culture and Environment Scrutiny Committees to oversee progress.

Each Scrutiny Committee is made up of 9 elected Members. However the Children and Young People Scrutiny Committee additionally has four co-opted members comprising two parent governor representatives, a Roman Catholic representative and a Church-in-Wales representative. Both the Economy and Culture and the Children and Young People Scrutiny Committees offer a seat to a representative of the Cardiff Youth Council, enabling young voices to challenge decision-making.





## Hearing from you...

Scrutiny Committee members are keen to hear the opinions and concerns of those who live or work in Cardiff. Hearing from residents, workers and employers helps to inform scrutiny and improve outcomes, ensuring that the Council and its partners deliver the right policies and services to benefit Cardiff's citizens.

We do this by:

- Having 'Contact Us' forms on the Council's Scrutiny webpages, so you can share your views and experiences and suggest a topic for future scrutiny, available [here](#)
  - Seeking to understand the views and experiences of customers, service users and carers, using workshops, focus groups and survey results to gather feedback.
  - Inviting partners, representatives, and external experts to contribute evidence to broaden our understanding and inform our discussions.
  - Having an independent, dedicated research service to collect robust stakeholder and/ or document-based evidence to inform our work.
  - Having co-optees on our Children & Young People Scrutiny Committee, representing parent governors, Catholic Dioceses, Church in Wales, and Cardiff Youth Council co-optees on this Committee and the Economy & Culture Scrutiny Committee.
  - Questioning decision makers, managers, and experts.
  - Ensuring transparency, by webcasting our committee meetings – please use this [link](#) to access webcasts.
- Some examples of our work involving stakeholders in 2022/23 include:**
- To support the Shaping Post Pandemic Economic Recovery Task Group FSB Cymru undertook a bespoke, targeted survey of 25 of their Cardiff members, to inform their evidence session and the Inquiry work.
  - Scrutiny Research also undertook a bespoke survey targeting remote workers, small businesses, and city centre, local and district centre traders. In total, 34 respondents completed the survey on-line. This includes 19 remote workers, 3 individuals making use of co-working spaces and 12 small business owners and traders.
  - Scrutiny Services paid for questions relevant to this Inquiry to be included in the Council's Ask Cardiff survey, available for all residents to complete. Response rates varied by question, from 1,035 responses to 3,588 responses
  - 20 submissions via Scrutiny Viewpoints from members of the public were received regarding the St David's Hall proposals .
  - As part of CASSC's Cost of Living Inquiry, 9 key external stakeholders were invited to contribute to the investigation by attending a detailed roundtable exploring the current council offerings and public awareness of the council support available. In addition, a number of front line staff, and line managers also fed their views on service offerings and areas for improvement to Committee Members.
  - Eight key stakeholders were invited to contribute to an Inquiry into Street Homelessness in the city 2 external organisations were invited but could not attend – instead they engaged with the meeting by providing written submissions for the meeting's papers. 2 individuals (members of the public) engaged with the committee by providing interviews of their experience with street homelessness – these interviews were included in the meeting papers.
  - Stakeholders attending committee to contribute to discussions on preventing serious violent crime in Cardiff, improving physical activity, sport and leisure services, the review of the Allotments Strategy, weed control pilots, the operation of the Cardiff Public Services Board, and improving Youth Justice Services.
  - Overall, in 2022/23, we received 53 verbal contributions and 17 written contributions from external contributors, in addition to 322 responses to our primary research. In the last year, we have worked with the following stakeholders:  
TO BE UPDATED

- Advanced Invasives Ltd
- Business Owner – Llandaff High Street
- Business Owner - Wellfield Road
- Carbon Trust
- Cardiff & Vale Citizens Advice
- Cardiff & Vale Credit Union
- Cardiff & Vale Health Inclusion Service
- Cardiff & Vale University Health Board
- Cardiff Bay Yacht Club – Staff and Board Members
- Cardiff Capital Region City Deal
- Cardiff Civic Society
- Cardiff Foodbank
- Cardiff Future Wellbeing Alliance
- Cardiff Public Services Board
- Cardiff Sport, Cardiff Metropolitan University
- Cardiff Third Sector Council
- Cardiff University
- Cardiff University Sustainable Places
- Cardiff Youth Council
- CAST (Centre for Climate Change & Social Transformation)
- Celsa Steel
- Central South Education Consortium
- Chief Executive – Town Square
- Community Housing Cymru
- Creative Economy Unit/ Creative Cardiff
- Crisis
- Cwrt Coworking, Llanishen
- Cymorth Cymru
- Design Commission for Wales
- Disability Wales
- Displaced People in Action
- Diverse Cymru
- Dwr Cymru
- EMWWAA (Ethnic Minority Women Wales)
- Food Cardiff
- FOR Cardiff (Cardiff Bid)
- FOR Cardiff
- Friends of the Earth Cardiff
- FSB Cymru
- Future Generations Commissioner for Wales
- GLL
- Gypsy & Traveller Wales
- Huggard
- Incubation Manager, Stiwdio – University of South Wales
- Maindy Park Trust Advisory Panel
- Natural Resources Wales
- OASIS Cardiff
- Planning Environment Decisions Wales
- Planning Officers Society Wales
- Prosiect Gwyrdd
- Renewables UK Cymru
- Resilience Sustainability
- Riverside Advice
- RSPB
- Shared Regulatory Services
- Shelter Cymru
- South Wales Police
- Sustrans
- The Salvation Army
- The Wallich
- The Wildlife Trust of South and West Wales
- Viridor
- Wales & Northern Ireland - RTPi
- Welsh Government
- Welsh Government Energy Services & Local Partnerships
- Welsh Women's Aid
- WLGA
- YMCA

## How you can get involved..

We have improved the Scrutiny webpages to make it easier for residents, workers, and employers to contribute to scrutiny. There is a 'Get Involved' page, so that people who live or work in Cardiff can share their views and experiences on the topics being scrutinised, and can also suggest a topic for future scrutiny, by using online 'Contact Us' forms. There are also pages for each scrutiny committee, which show what topics the Scrutiny Committees are examining - [Scrutiny Committee page](#).

You can also get involved by:

- Contributing to our consultations, surveys, workshops and/ or focus groups
- Being invited to be a co-opted member of a Scrutiny Committee. In this role, you would work alongside elected Scrutiny Committee Members in supporting the development and review of Council policies.

**If you live or work in Cardiff, our Scrutiny Committee members want to hear from you. Your opinions will help to inform the topics under scrutiny and improve the Council's performance. Please use the forms available online at [Scrutiny Get Involved](#).**

## Listening to our young people.....



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As already stated, representatives from the Cardiff Youth Council sit on the Children & Young People, Economy and Culture and Environmental Committee Scrutiny Committees. In addition, representatives will also be invited to the Community and Adult Services and Policy Review and Performance Scrutiny Committees when there are relevant items.

Youth Council representatives play a full role on the Scrutiny Committees they are part of. They are fully trained, will work with, and have support from the Scrutiny Chair and Members, Scrutiny Officers and also their mentors in the Child Friendly City Team. Youth Council Members are encouraged to take part in the Committee's work, and that includes not only asking questions of witnesses, but also to have an input into any work the whole committee undertakes. They play a crucial role in ensuring that the voices of children and young people are heard at EVERY meeting.

So, what do our Youth Council Reps think of beng part of a Scrutiny Committee? Here's what they told us.....

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**Shifa Shahzad**

Hello, my name is Shifa Shahzad-Khan. I'm 16 years old and the youngest member on Cardiff's Environment Scrutiny Committee. Being in Scrutiny has taught me invaluable skills. The other members have all been welcoming despite my lack of experience, and I'm honoured to be the representative of the young people in the city. I'm aware that our interests can become overlooked, so I know how great of a responsibility it is to be the mouthpiece for young people all over the city – to represent all of their wants and beliefs. This experience will definitely be something I take forward with me for the rest of my life, helping me to gain confidence in speaking with adults and decision makers and giving me indispensable experience.

Overall, I've loved being a part of the Scrutiny Committee, despite being slightly out of my comfort zone, and I'm extremely grateful for all the help and training I've gotten.

Thanks, Shifa

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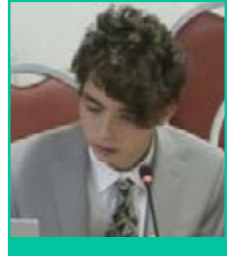
**Emily Gao**

Hello, may name is Emily Gao, 16 years old. I've loved every part of being in scrutiny for children and young people. It's made me realise a lot. I would say it's changed me as a person in a good way. It's a once in a lifetime opportunity to be on scrutiny. I couldn't thank everyone enough for such a warm welcome to the committee. When I first started it was hard but the training I went to helped me so much with gaining confidence and being able to ask questions. It's a huge role as a young person to sit there and have a say in all of this. As a young person I want all young people out there to have a say, to express how they really feel. At times I feel the fear, I feel how big a role this is but if you want to make a difference you have to overcome those fears and that's what I've done.

Thank you, Emily

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### Zack Hellard

I would like to begin by saying that serving on the Economy and Culture Scrutiny Committee has been a great honour and the privilege of a lifetime. It has been wonderful to be able to represent my peers, to work with those in local government to ensure that the youth aspect is not forgotten and to learn more about the systems of the economy and culture that form the basis of our society.

Cardiff is, as always, a wonderful city to live, work and spend time within. I am glad to be able to bring meaningful contributions and ideas to the discussion surrounding the future of the city aiming to be the UK's first Child Friendly City. This achievement will be a major step forward in protecting Cardiff's position as a 'City of Tomorrow' which puts future generations at the heart of lifelong plans for change and growth.

Whilst some of the topics have certainly not been the easiest to debate and scrutinise, I am extremely thankful to every member of the committee for welcoming me with warm and open arms; particularly the Chair, Councillor Peter Wong, and Angela Holt, Principal Scrutiny Officer, for their continued support for youth engagement and ensuring each meeting is accessible irrespective of age. In this environment, I have been able to develop several abilities relating to the scrutiny process with help from all involved; including councillors and representatives from all political parties.

Several individual projects, notably those of the Velodrome and St. David's Hall were particularly challenging; however, the scrutiny process addressed the concerns of citizens as well as those involved with the outcomes being extremely beneficial. These cases also inspired me further to research the great history of Cardiff, other ongoing projects and to work closer with the community on local concerns and issues relating to their areas; particularly those of street cleansing and education.

The actual process by informed individuals with expertise in decision making and the ability to scrutinise and question factors ensured the best options were available and clear before any final decisions are made; ensuring that the citizens of Cardiff receive only the best in social and economic developments and policy.

Youth involvement has undoubtedly ensured that youth consideration is within all approaches made by Cardiff Council, and I am proud to have been that vessel for development- particularly in ensuring that projects with an impact on children and young people undergo a Child's Rights Impact Assessment.



These contributions work for the people, ensuring that considerations for children and young people within our community are made. I am satisfied and reassured that Cardiff is on track to becoming the United Kingdom's first UNICEF Child Friendly City with the assistance of every member of the council in aiming for this prestigious and worthwhile target.

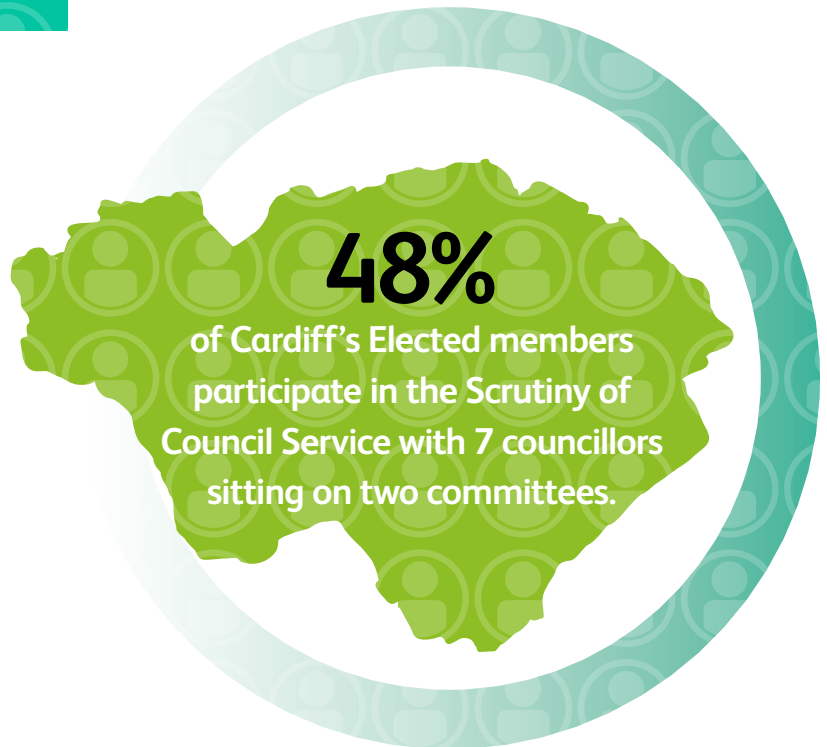
I would also like to thank the Child Friendly City Cardiff team for the opportunity to represent Cardiff youth as well as support in dissecting the true issues facing the youth within the capital of Wales and beyond, ensuring that their interests are protected. This effort has also been enabled through my engagement with youth members of the community who are extremely excited to learn that their views are actively considered.

Looking forward to the next year of scrutiny, I hope to see the same levels of engagement as seen from 2022-2023 with an additional focus on working closer and more cohesively together as members of the same scrutiny board.



# Scrutiny in Numbers

## 1 Activity



Following the Elections in May 2022, Cardiff residents were represented by **79 elected councillors** across 28 wards. Of those councillors, **45 were nominated by their political parties to sit on 5 scrutiny committees**. Each scrutiny committee is politically balanced reflecting the balance of Full Council. Importantly, scrutiny is where councillors are encouraged to deliver critical friend challenge in a non-political arena.

**79** elected councillors

**38** cross party elected members involved in 5 scrutiny committees that provide critical friend challenge to the Cabinet

**55** scrutiny committees held

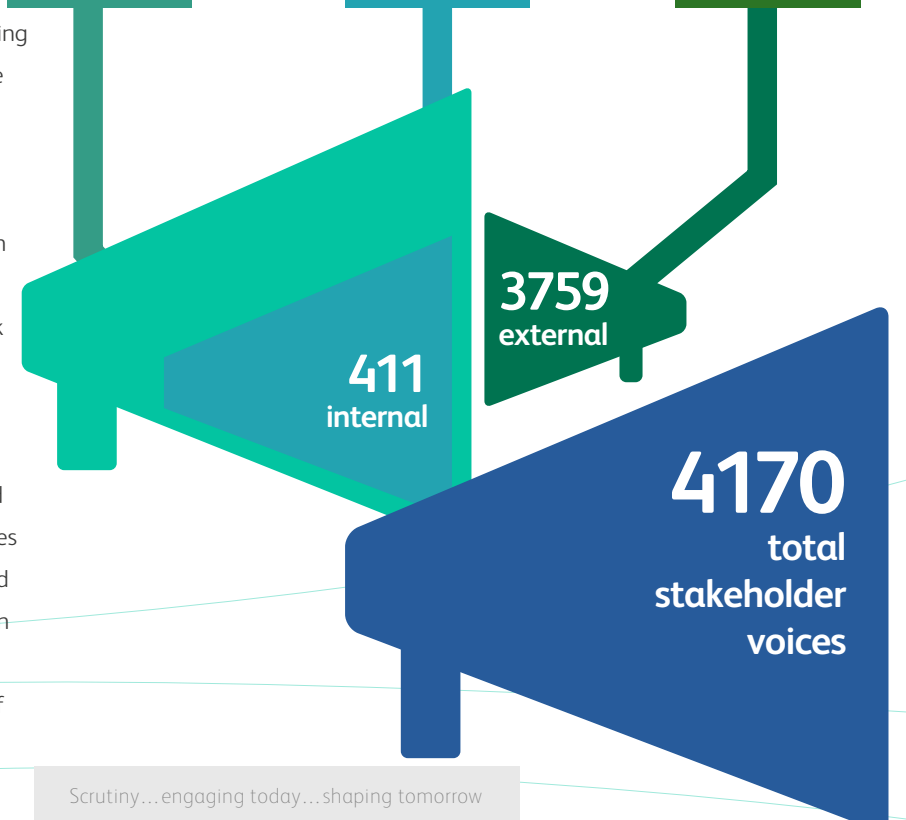
**111**  
This year, following substantive scrutiny the 5 committees delivered 111 letters to the Cabinet making recommendations for improvement.

## 2 Participation

### Number of Internal and External Contributors to Scrutiny

	Council Officers	Cabinet Members	External Contributors
Committee Meeting	225	93	109
	+	+	+
Performance Panel	14	4	-
	+	+	+
Task and Finish	35	9	3635
	+	+	+
Other Meetings	24	7	15
<b>Total</b>	<b>298</b>	<b>113</b>	<b>3759</b>

Scrutiny is a route into the decision-making cycle for many external stakeholders. We pride ourselves on asking questions of the right people, those that have a stake in the decision to be taken or the policy under review. Internally stakeholders can be cabinet members, senior managers, and council officers. Importantly we seek evidence from service users and external organisations or groups with a stake in the issue being discussed. This year we have benefited from gathering first hand experiences to inform our work and these include resident involved in the separated recycling pilot, business owners in relation to economic recovery after the Covid pandemic and people with experience of street homelessness.





## Webcasting Views of Scrutiny Committees

Cardiff Council's commitment to allowing stakeholders full insight into its decision-making continues to grow. Despite the number of meetings available to view in 2022/23 decreasing 16% the number of views increased by 38% the total view time also increased by 18%. You can find all publicly broadcast scrutiny committees on the Council's website by [clicking here](#).

This year the number of Scrutiny viewings increased by over 40%



38% increase in viewing time

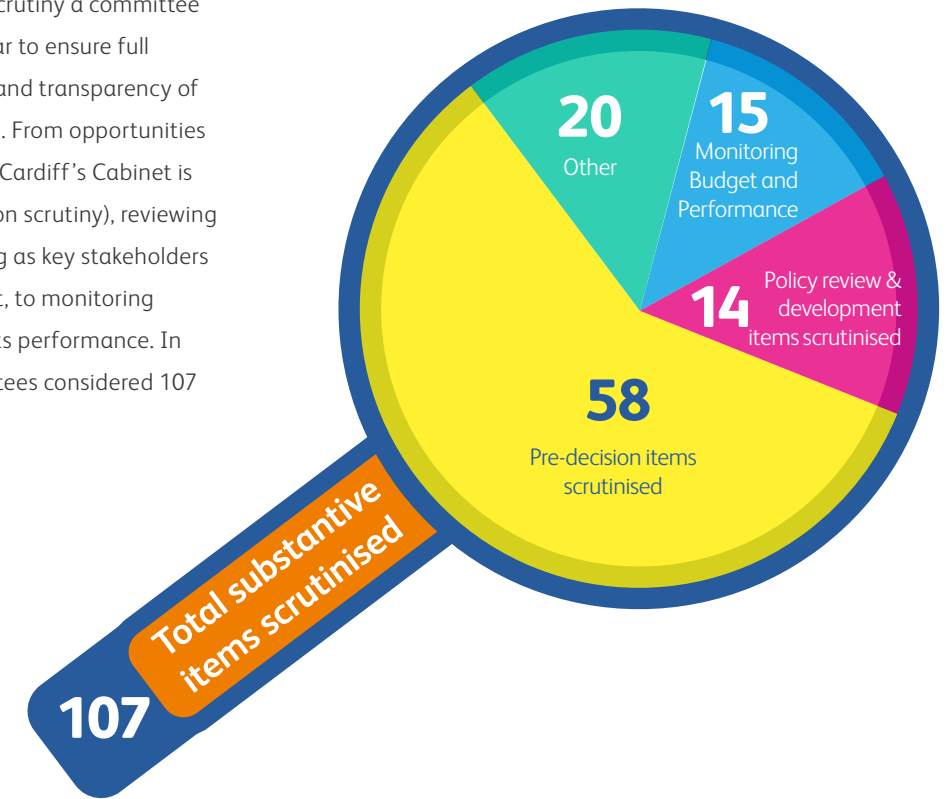
43 Scrutiny Meetings webcast



## 3 Output

### Scale and variety of items scrutinised

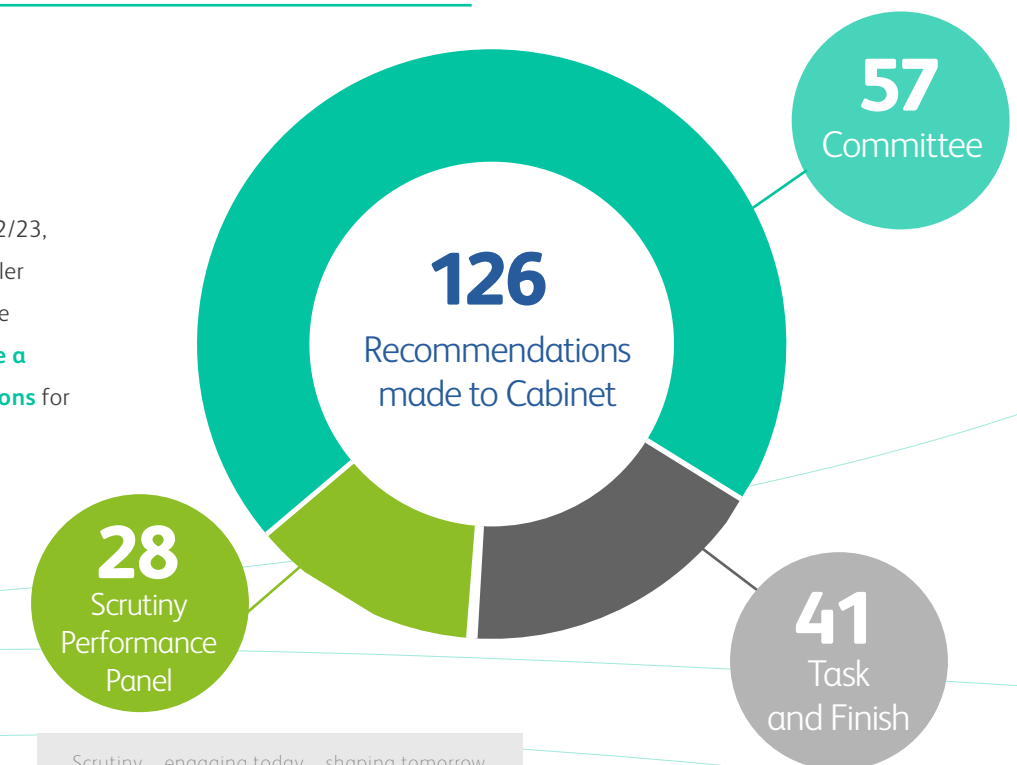
There are many types of scrutiny a committee will undertake over the year to ensure full accountability, openness, and transparency of governance arrangements. From opportunities to examine decisions that Cardiff's Cabinet is about to make (pre-decision scrutiny), reviewing existing policies and acting as key stakeholders in new policy development, to monitoring the council's budget and its performance. In 2022/23 Scrutiny Committees considered 107 substantive items.



### Scrutiny Recommendations

Scrutiny is all about improvement!

So, following our work in 2022/23, whether full committee, smaller task group or cross-committee performance panel, we made a total of 126 recommendations for improvement to the Cabinet.



## Substantiveness

In an attempt to quantify the 'value' of the scrutiny and the recommendations made, a scoring table was devised which calculates the 'importance' of the recommendations made based on the significance of the topic/policy and the level of change being recommended.

Policy significance is scored 1, 2 or 3 (minor, medium, major) and is determined by if it is a policy in its own right or included in key corporate policies.

The level of change is scored similarly, 0, 1, 2 or 3 (no change, small change, medium change, large change), the two scores are then multiplied.

This helps us to evaluate the different types of activity undertaken.

In 2022/23 our scrutiny of **Pre decision** items where recommendations were made scored 4.6, and similarly **Policy review and development** scored 4.7, with **Monitoring performance & progress**, scoring slightly less with 4.3, but the most 'effective' scrutiny activity is our **Task & Finish Inquiries** scoring 6.



## Training Opportunities

Following the 2022 local government elections, Scrutiny Services welcomed a wealth of new and returning Elected Members, Co-optees, and young people representatives onto their committees.

To support Committee Members in their scrutiny role, the following scrutiny specific training opportunities were provided:

- Introduction to Scrutiny
- Scrutiny Chairs Training
- What Makes Effective Scrutiny?

All training sessions were designed to be interactive, providing attendees with an enjoyable, worthwhile learning opportunity.

The courses offered initial, or refreshed, understanding of scrutiny's role, value and purpose in the council's governance process. Along with the specific skills required to chair, lead and achieve effective scrutiny.

Both the 'Scrutiny Chairs' and 'What Makes Effective Scrutiny?' training courses were funded by the Member Development Programme, and so benefited from the delivery and expertise of external facilitators.

In addition, prior to the commencement of formal scrutiny meetings, each Scrutiny Committee undertook 'Introduction' sessions, allowing the new Chairs, and their Committee Members to meet, receive an overview of their committee and its responsibilities, and engage with the service areas' who report to them.

All Scrutiny Committee Members were also offered a 'Welcome to Scrutiny' pack, which provided detailed information on their committee, along with insight into the skills required to deliver effective scrutiny. The information packs were well received by Committee Members, providing them with an accessible reference point to draw upon throughout their time on a scrutiny committee.

A fundamental objective of scrutiny is to drive continuous improvement, and achieving this, starts from within. As such, looking ahead, Scrutiny Services will remain committed to offering its Committee Members relevant, worthwhile development and learning opportunities as and when required.

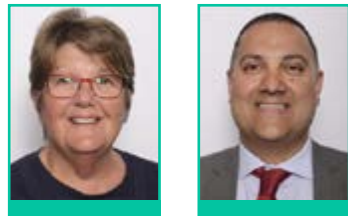
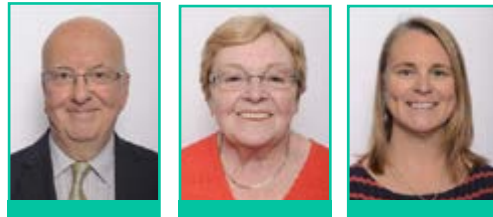
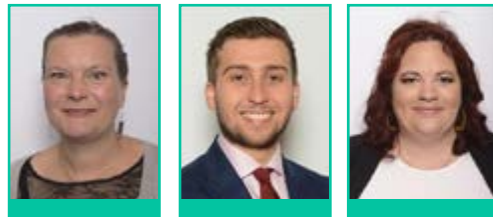


# Children & Young People Scrutiny Committee

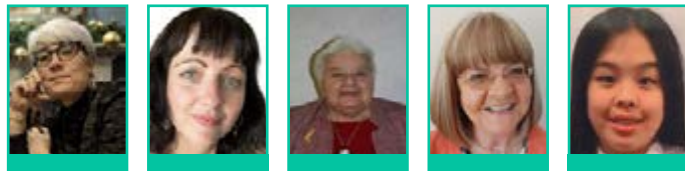
## Our Membership



Councillor Lee Bridgeman (Chair)



Councillors Claudia Boes, Calum Davies, Grace Ferguson-Thorne, Robert Hopkins, Heather Joyce, Sian-Elin Melbourne, Elaine Simmons and Kanaya Singh



Co-opted Members: Bridgid Corr (Parent Governor Representative), Celeste Lewis (Parent Governor Representative), Carol Cobert (Church in Wales Representative), and Patricia Arlotte (Roman Catholic representative) and Youth Council Representative: Emily Gao

## Our Purpose

- We work to improve the Council’s services and policies in the area of children and young people, which includes Schools; Children’s Social Services; Youth Services and Justice; and relevant support services (Education and Schools support services etc.)
- We monitor the effectiveness of who the Council works with in this area, including how resources are spent;
- We ensure that key Council Policies in this area such as Cardiff 2030 Vision for Education & Learning; 21st Century Schools Programme; Social Care Commissioning Strategy; and Corporate Parenting Strategy are developed and put in place; and
- We make recommendations to the Council’s decision-makers to enhance performance and service delivery.

## Our Achievements

During the past year, the Committee continued to monitor two key areas of work – **Youth Justice Service and Schools/ Education Pandemic Response and Recovery**. In addition, the Committee prioritised several further topics for consideration, namely the Impact of Welsh Government removal of profit from Care; Engagement and Participation of Children & Young People; developments in relation to Innovations in Children’s Services; the New Curriculum; and Youth Provision in Cardiff.

During 2022/23 the Committee has also undertaken the pre-decision scrutiny of a number of Cabinet reports relating to **school organisational proposals** (prior to the establishment of the Task & Finish Group – see below); childcare sufficiency strategy; National Adoption Agency hosting; and commitments to unpaid carers. It has considered the Local Authority Social Services Annual Report, the Vale, Valleys and Cardiff Adoption Consortium Annual Report and the Corporate Parenting Strategy.

On a quarterly basis, the Committee monitors **the performance of Children’s Services** for children who are looked after, children in need, the youth justice service and staffing. The Committee regularly seeks clarification on areas of concern and expectations for improvement, which are always responded to.

**School Organisation Planning** – CYPSC Members were notified that, during 2022/23, there would be a large number of School Organisation Planning (SOP) proposals coming forward as pre-decision items. CYPSC Members were given an overview of the number of SOP Items scheduled, and it was apparent that it was likely that SOP Items would dominate formal agendas, and the Committee would be limited to what they could scrutinise. The Chair agreed to look at options available for the Committee, and in consultation with CYPSC Members, the Deputy Leader & Cabinet Member for Education, Director of Education & Lifelong Learning, the Director of School Organisation Planning and Head of Democratic Services, proposed that a rolling Task & Finish Group be established for the current year, to enable individual proposals to be considered outside of formal Committee, with monthly reports from the T&F Group being reported to the main committee. This approach has, to date, worked very successfully and will continue to run for the remainder of the municipal year.

**Young People who are educated other than at School (EOTAS) and what factors could lead to them becoming vulnerable to criminal exploitation Inquiry** – the Committee has also commenced an in-depth Inquiry on the above issue which will take place over the next 12 – 18 months. The Inquiry includes looking at the types of young people who could be vulnerable to exploitation (e.g., those on reduced timetables; NEETS; care leavers etc); and what measures and services are in place to mitigate them being exploited (e.g., The Care Leaver Transition process; contextual safeguarding effective wraparound for children and young people AND their families; Cardiff Commitment; Into Work Services; apprenticeships etc).

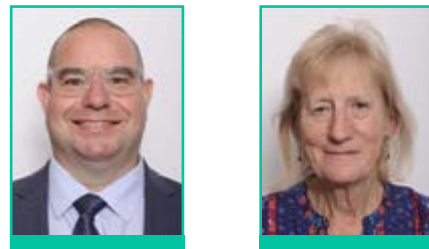
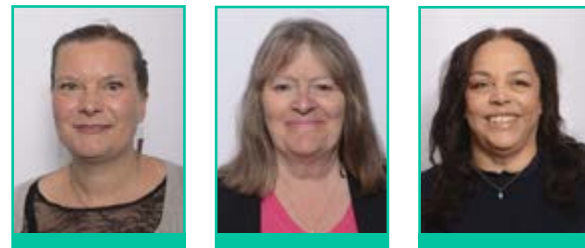


## Community & Adult Services Scrutiny Committee

### Our Membership



Councillor Bablin Molik (Chair)



Councillors Ali Ahmed; Saleh Ahmed, Mike Ash-Edwards, Claudia Boes, Sue Lent, Margaret Lewis, Peter Littlechild Mary McGarry.

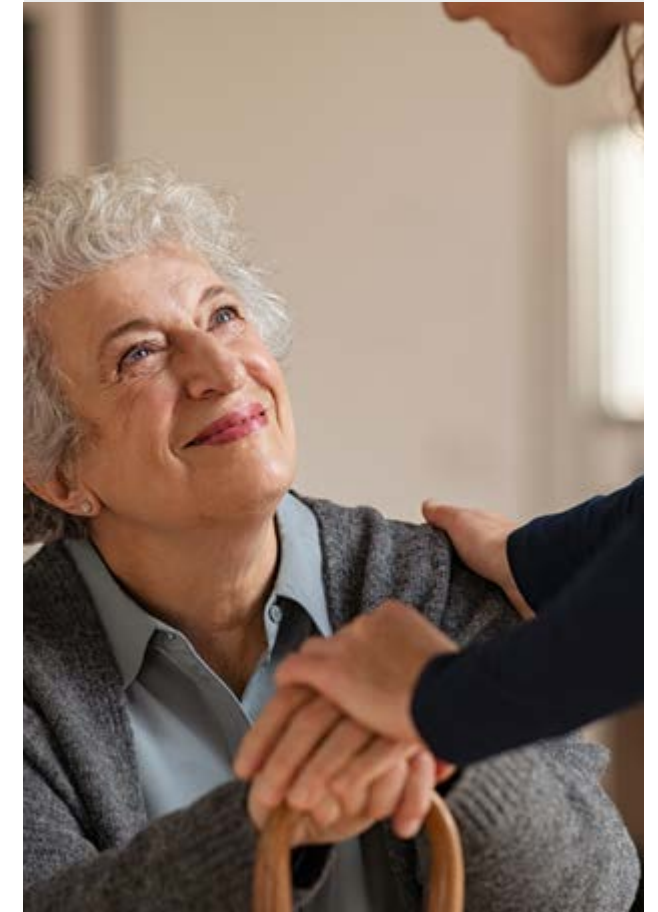
### Our Purpose

- The Community & Adult Services Scrutiny Committee works to improve the Council's services and policies in the areas of community and adult services. This includes matters which relate to housing, neighbourhood renewal, community safety, mental health, community services and adult social care.
- The Committee also serves as the Council's Crime and Disorder Scrutiny Committee, reviewing actions taken by the Community Safety Partnership to address local issues of crime and disorder.
- We monitor the effectiveness of who the Council works with, its performance levels, how resources are spent, the effectiveness of measures in place and look to identify possible areas for improvement.

### Our Achievements during 2021-22

- **The cost of living in the UK has been increasing since early 2021.** With a backdrop of continued uncertainty, this is an issue, affecting many, if not all, of Cardiff's residents. In recognition of its prevalence, the Community & Adult Services Scrutiny Committee committed itself to examining the **council's offerings of support.** So, in consultation with the **council's executive, frontline staff** and **key external stakeholders** such as the **Welsh Government, Cardiff & Vale Citizens Advice** and **Diverse Cymru**, Members assessed the overall demand and capacity of council services. Along with community awareness of the schemes, and their overall accessibility. The work concluded with 10 recommendations posed to the council's Cabinet. The recommendations made ranged from **proposals to simplify internal processes and methods to maximise current resource and allow greater flexibility in service provision.**

- Throughout the year, the committee continued to remain mindful to the current context, **and in recognition of the devastating conflicts across the globe**, dedicated time toward assessing the council's **support for refugees and asylum seekers.** With the committee's assessment once more being supplemented and strengthened through liaison with externals. Many of the committee's concerns fell outside of council control, and it became clear to Members; **parity across all support schemes is imperative; and this must be stimulated by equity in the funding arrangements provided to the council.** The committee's work confirmed both council and third sector services are facing significant demand and capacity pressures, and so Members explored and offered suggestions on improving **partnership arrangements** and emphasised the need to ensure a **multi-agency, trauma informed training model is in place for the staff delivering support services.** The committee welcomed the work the council is progressing in this area of service and will continue to closely monitor and support the service area in its progress.
- **Housing need in the city continues to rise** and during the year, Members were briefed that the demand on the council's homelessness services are at unprecedented levels. As such, Members sought to consider this vital, yet multifaceted area of work, focusing on **the accommodation and support pathways for those with complex needs.** To inform their work, Members heard **the views and experience of those who were or were previously rough sleeping.** Engaged with a number of organisations including the **Salvation Army, Crisis, Shelter Cymru, The Wallich and the Huggard Centre** along with the frontline council, health board and police staff **directly supporting individuals.**
- In addition, over the course of the year, the committee has continued to **closely monitor the performance and quality of services** within the field of adult and community services; assessed the council's **commitments to unpaid carers;** evaluated the council's response to the **Renting Homes (Wales) Act;** contributed to the council's management of **direct payment systems and explored the prevalence of ASB instances throughout Cardiff.**



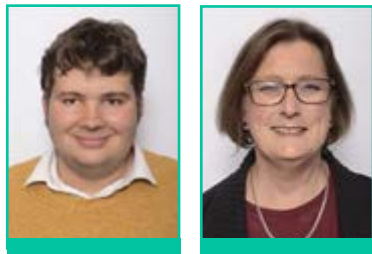
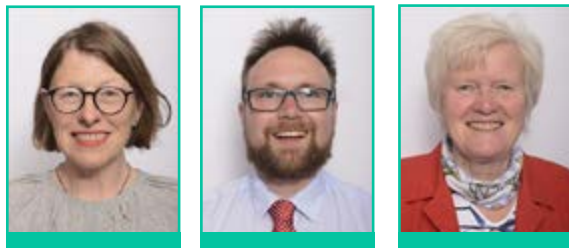
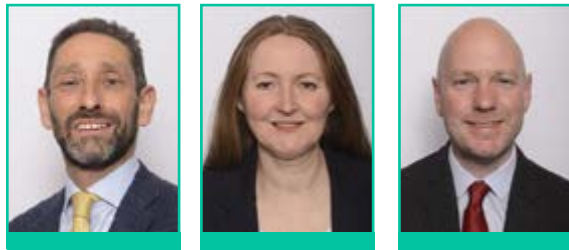


# Economy & Culture Scrutiny Committee

## Our Membership



Councillor Peter Wong (Chair)



Councillors Rodney Berman, Catriona Brown-Reckless, Stephen Cunnah, Jane Henshaw; Peter Huw Jenkins, Helen Lloyd Jones, Dan Naughton, Leonora Thomson



Youth Council Representative – Zack Hellard

## Our Purpose

- The Economy & Culture Scrutiny Committee drives improvement across economic development, regeneration, parks, leisure, sports, libraries, hubs, culture, events, and tourism.
- We hold to account those in charge, to make sure decisions are transparent and right for Cardiff.
- We listen to people who live and work in Cardiff, using their views and experiences to inform our scrutiny to help ensure the Council and partners deliver the right services for citizens.
- We make recommendations to enhance the use of resources, performance, and service delivery.

## Our Achievements

- **Shaping Cardiff's Post Pandemic Economic Recovery** – Aware of changing work and retail patterns, Members used the Ask Cardiff survey, a Scrutiny Research survey, an FSB Cymru survey, and face to face evidence sessions to seek views on how the Council could best help, bearing in mind its limited resources. Members heard from remote and co-worker individuals and providers, small businesses, independent artists, traders in local and district centres, city centre businesses, residents, and key bodies including Creative Cardiff, For Cardiff and the Royal Town Planning Institute Cymru. Members also explored the 15-minute city concept, looking to learn lessons from how this has been applied elsewhere. The Inquiry made 19 recommendations, focusing on how best to move forward on the 15-minute city and how to respond to specific areas highlighted by stakeholders. The report was submitted to Cabinet in March 2023 and a response to the recommendations is awaited.
- **Supporting public engagement** – As well as enabling the public to engage with their Inquiry, the Committee responded positively to requests to address the Committee. On the proposed way forward for St David's Hall, Members received a presentation from Cardiff Civic Society and 20

submissions made by members of the public via Scrutiny Viewpoints. In addition, Members received a petition and address from Cardiff Civic Society on the Museum of Cardiff budget consultation option. Committee Members also received written representations from AWEN@thelibrary, the Whitchurch Library Charity Group, and from the Save Maindy Velodrome campaign group.

- **Preparing to Scrutinise** – in recognition that 8 out of 9 committee members were new to the committee, Members attended confidential briefings on the Atlantic Wharf, Red Dragon Centre, Indoor Arena and International Sports Village, and a briefing on progress with implementing the Allotment Strategy, supporting the National Park City, and addressing the areas agreed by the previous motion to Council on 'Making Cardiff Healthier, Greener and Wilder'. Members also visited the Cardiff Bay Yacht Club, the International Sports Village site, and Bute Park Heritage Centre.
- **Scrutinising Major Projects** – Members scrutinised the next stages of regeneration projects, including Cardiff Bay, International Sports Village including the Ice Rink, Atlantic Wharf, Red Dragon Centre, and Llanrumney. Members recommended as much non-confidential information as possible be put into the public domain, to provide access for interested stakeholders and the general public.
- **Shared Prosperity Fund (SPF)** – Members scrutinised the approach to accessing SPF monies, including proposed projects and governance arrangements, and explored how SPF monies will be used to tackle inequalities by working synergistically with existing schemes.
- **St David's Hall** – Members devoted several hours to scrutinising proposals on the future management of St David's Hall. Members considered written submissions from members of the public and received a statement from Cardiff Civic Society. Members made four recommendations, three of which were accepted in full by Cabinet, with the remaining recommendation partially accepted. These led to the expert acoustics report being put into the public domain, something interested stakeholders had requested.

- **Playgrounds/ Play Areas** – Members discussed the refurbishment of playgrounds and play areas across the city, noting the palpable sense of purpose and progress since the last scrutiny in October 2020, and that sites are being future-proofed.
- **Community Sport in Cardiff** – In September 2022, Cabinet accepted in full five out of six recommendations and partially accepted a further recommendation made by this Inquiry undertaken by the previous Committee. In April 2023, Members received an update on progress in implementing these recommendations. Update post-April mtg.
- **Update post-April mtg** – due to receive update on Physical Activity & Sport Strategy implementation, and GLL.
- **Corporate Plan, Budgetary proposals, performance and budget monitoring** – Members examined the proposed Corporate Plan and Budget. During the year, Members were briefed on budget and performance monitoring reports and did not identify any areas of concern.





# Environmental Scrutiny Committee

## Our Membership



Councillor Owen Jones (Chair)



Councillors Bob Derbyshire; Andrea Gibson, Jamie Green, John Lancaster; Margaret Lewis (October 2022 – April 2023), Helen Lloyd Jones, Jacqueline Parry; Bethan Proctor (May – September 2022) Ashley Wood.



Youth Council Representative – Shifa Shazad

## Our Purpose

- The Environmental Scrutiny Committee works to improve the Council's services and policies in the area of environmental sustainability, which includes Waste Management, Planning, Environmental Health and Transportation;
- We monitor the effectiveness of who the Council works with in this area, including how resources are spent;
- We ensure that key Council Policies in this area such as One Planet Cardiff, Clean Air Strategy, Recycling Services Strategy, Green Infrastructure Plan and Local Development Plan are developed and put in place; and
- We make recommendations to the Council's decision-makers to enhance performance and service delivery.

## Our Achievements

- **Transport.** The committee commented on the Councils response to the **Welsh Government White Paper Bus Consultation response**, which was strengthened following a number of recommendations made by the Committee. The committee also heard that the Welsh Government was making up to £8m available to grow the number electric buses within its borders and that officers were consulting with bus companies in order to develop a grant scheme and criteria. The committee made a recommendation in relation to sustainable energy sources which was partially accepted
- **Recycling & Waste Management Service** – we welcomed public participation from residents that were involved in the segregated recycling pilot when discussing the final **Recycling Strategy for Cardiff**. We noted the need for innovative ways to engage with the public to influence behaviour change, and highlighted challenges for some property types as the strategy is rolled -out. During the Budget Scrutiny we asked for clarification about how the one day a week closure of the Household Waste Recycling Centre would be decided and were informed that the data from the booking system would be used.

- The Committee were pleased to support the final proposals for the delivery of the **Coastal Risk Management Programme** that will protect a significant area of Cardiff from a 1 in 200 year event on completion.
- **One Planet Cardiff**, is the Council's response to the Climate Emergency and strategy to achieve its Carbon Neutral target by 2030. This year we received a One Year update following the adoption of the strategy and the Action Plan, and noted the change in the reporting framework by Welsh Government, therefore making a comparison with the baseline year difficult, but hopefully will improve going forward.
- The Replacement **Local Development Plan** Task and Finish group looking at **Supplementary Planning Guidance** finalised its report and submitted it to Cabinet in November 2023 it made 12 recommendations 10 were accepted and 2 partially accepted.





# Policy Review & Performance Scrutiny Committee

## Our Membership



Councillor Joel Williams (Chair)



Councillors Mike Ash-Edwards, Jasmin Choudhury, Grace Ferguson-Thorne, Jane Henshaw, Garry Hunt, Ed Stubbs, Leonora Thomson, Daniel Waldron.

## Our Purpose

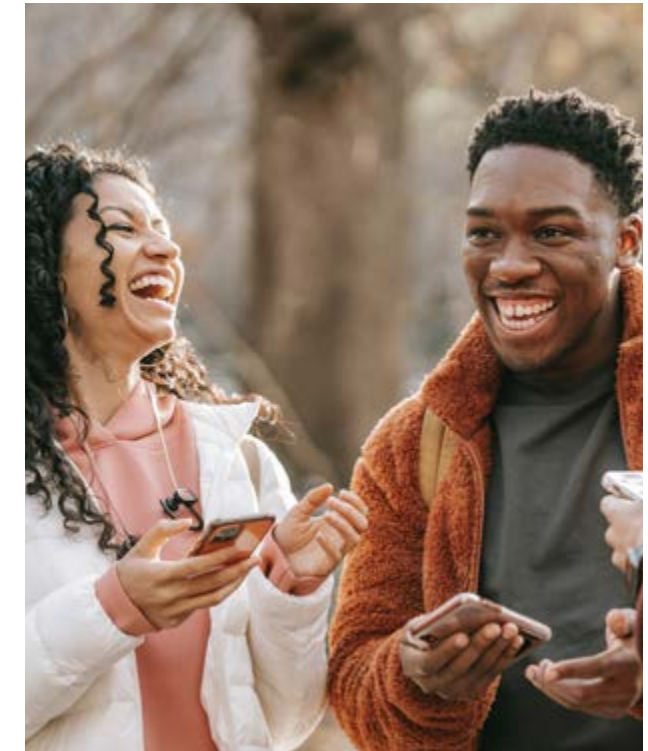
- We assist the Council in creating solid foundations to deliver services successfully. With the customer in mind, we act as a critical friend, challenging the back-office support services on which frontline services depend, seeking assurance that the Council is using its finances, property, digital and staff resources to deliver the best possible services.
- Our aim is to maximise customer experience by scrutinising policies, plans and programmes. We are looking for good performance against the priorities and objectives set out in the Council's Corporate Plan.
- We report our findings to the Cabinet by making recommendations we consider would enhance Council performance and the effectiveness of its policies.

## Our Achievements

- Continuing our focus on the **financial resilience** of the Council, we have allocated time to the Council's financial strategy for dealing with the challenges ahead, to the proposals for the 2023/24 budget, and to monitoring the budget at the Outturn 2021/22 and months 4 and 6 2022/23. This year we have scrutinised in greater depth the Capital Programme for 2022/23, given our stakeholder view on the Budget Consultation and endorsed the Council's new Socially Responsible Procurement Strategy.
- The work and influence of the Committee in **Performance Monitoring** has continued to grow, formally challenging Council performance at the end of year 2021/22 and mid-year 2022/23. The Scrutiny Performance Panel gained a more independent standing in 2022, whilst continuing to report its recommendations on performance to this Committee. In a spirit of open informal engagement all five Chairs of Scrutiny engaged with the Leader and Cabinet Member for Finance, Modernisation and Performance in performance related discussion centred on

the Council's highest strategic document, the **Corporate Plan 2023-26**. Our focus, with citizen service in mind, is on target setting.

- Our statutory responsibility for scrutiny of the **Cardiff Public Services Board (PSB)** resulted in commending its work and recommending that the culture and successes of all PSB's are celebrated by Welsh Government and the Future Generations Commissioner and, where good practice is in clear evidence, it is shared across Wales.
- We have focussed on topical issues, commending the Council's response to the **Race Equality Taskforce** setting out progress made and proposing actions for each of the Taskforce recommendations. We examined whether our **Communications and External Relations** service is equipped to support the important role it plays in the organisation's reputation and public profile, establishing that the role of scrutiny committees is of genuine interest to the Council's customers and stakeholders. As such we can play our part in improving public engagement with assistance from the communications service. We have also scrutinised the **Annual Property Plan 2022-23** and look forward to engaging with Cabinet's proposals to rationalise the estate.
- Our inquiry into **Home & Agile Working** in support of the move towards a hybrid working style was warmly received as a reference point for the Council's ongoing policy development work on its **Hybrid Working Strategy**.
- The Committee discharged a more formal governance role when it scrutinised how the Council should manage its conflict of interests in discharging its role as sole trustee of the **Maindy Park Charitable Trust**, and thereby ensure a lawful and robust decision-making process. We followed up our interest in ensuring good governance with scrutiny of the recommendations of the Maindy Trust Advisory Panel, prior to Cabinet's decision to proceed. Similarly, the Cabinet proposal to seek an alternative operating mechanism for St David's Hall was called-in for consideration on the basis of additional information with the announcement of the Financial Settlement for 2023/24.





## Looking ahead ...

Scrutiny Committees are responsible for setting their own work programmes each year. We use a variety of recognised approaches to examine the topics we agree for our work programme. Approaches such as task and finish inquiries, monitoring performance, policy development and scrutiny of statutory partnerships, progress briefings and updates populate a typical scrutiny agenda each month. We adopt an approach that is right for the topic in question and within a timescale that will make a difference. We often join with other scrutiny committees where a broader scrutiny perspective would produce a better outcome.

Now is the time we start developing our work programmes and already ideas are forming. See below for priorities on our radar so far. This is a good time to get in touch if you have an issue you think scrutiny would be interested in.

Simply e-mail us at [ScrutinyViewpoints@cardiff.gov.uk](mailto:ScrutinyViewpoints@cardiff.gov.uk)





# Scrutiny Priorities 2023/24

## Children & Young Persons Scrutiny Committee

Continuing to focus on **Schools Organisation Planning**, particularly the move towards the “Community Based Schools Programme”, and a Catchment Area Review

Continuing the Inquiry into young people who are in **Education other than at School (EOTAS)**, and examine what factors could lead to them becoming vulnerable to criminal exploitation

Monitoring **Children’s Services performance**, particularly capacity, performance, and demand for services

Scrutinise the effectiveness of **Innovations in Children’s Services**, such as the FDAC Pilot; North Yorkshire Model; and Innovations and Reviewing Hubs

Ensuring Cardiff is a **Child Friendly City**, and obtains this status during 2023/24

Continuing to monitor **Covid-19 Recovery in Schools**, particularly in relation to attendance and attainment; and Mental Health and Well being across Services and beyond

Undertake mapping and scrutiny of **Engagement and Participation of Children and Young People**

Undertake a short scrutiny into **Youth Provision in Cardiff**

## Community & Adult Services Scrutiny Committee

Examine the work of the council, and local health board, in facilitating **hospital patient discharge**.

Explore the accessibility of **ethnic minorities access to social care**.

Assess how the council, and partners, are working to **keep communities safe and tackle repeat offending of antisocial behaviour**.

Ensure the **long-term well-being impacts of Covid-19**, are adequately recognised and resourced.

Assess how the council is responding to the continued increased **demand for homeless prevention services**.

Evaluate the council’s response to the ongoing **recruitment challenges within the care sector**.

Engage with the service area on the development of **effective, technology enabled care**.

Review the development of **direct payment systems**.

Continue to monitor the progress, and quality, of **Cardiff Council’s new council houses**.

Explore an individual’s pathway toward receiving **community mental health support**.

Continue to work closely with the **Cardiff & Vale Regional Partnership Board, Regional Safeguarding Board, and local Community Safety Partnership**.

## Economy & Culture Scrutiny Committee

Continue the Inquiry into the **Museum of Cardiff**, hearing from key stakeholders to learn from their knowledge and experience of council-run and/ or charitable trust museums and exploring the main requirements to ensure a sustainable location and future for the Museum of Cardiff

Scrutinise the report to Cabinet on the future of **St David’s Hall**

Continue to scrutinise **Major Projects**, with a keen focus on challenging how any risks to the Council are mitigated and how benefits to local communities are maximised

Scrutinise the report to Cabinet on the way forward for **Pentwyn Leisure Centre**

Review the **Llanrumney Bridge** Project to understand the current situation and proposed way forward

Examine the **Culture Strategy** and test how it fits with the Committee’s **‘Culture in Cardiff Inquiry’** recommendations

Consider the **Events Strategy** and test how it fits with the Committee’s **‘Events in Cardiff Inquiry’** recommendations

Receive the Cabinet’s Response to the Committee’s **‘Shaping Cardiff’s Post Pandemic Economic Recovery Inquiry’** recommendations

Contribute to the scrutiny of the **Replacement Local Development Plan**

Explore the potential tourism, leisure, physical activity and sport benefits of expanding the **Taff Water Trail**

## Environment Scrutiny Committee

Continue to monitor the rollout and efficiency of the Council’s waste services and how the Council achieves the **Welsh Government’s statutory recycling target of 70%**. Including, plans for flats/HMOs and Recycle/Reuse facility, WG targets.

Continuing to act as a key contributor towards the Council’s **Replacement Local Development Plan (RLDP)**. Ensuring a robust process is in place, and to ensure the final plan is **fit for purpose**.

Assessing how the Council is managing **Cardiff’s biodiversity and natural environment** and ensure it is incorporated in considerations under wider pieces of work.

Monitor the Council’s **development of an electric vehicle infrastructure**, ensuring it is fit for purpose and sustainable for the future.

Monitor to implementation of the **Air Quality/ Castle Street solution**.

**Flatholm** to review progress made against previous recommendations and the impact of Covid

To review how the Council can work with bus operators to improve **Bus Services** for residents and visitors in Cardiff

Parking zones

## Policy Review & Performance Scrutiny Committee

Oversight of the Council’s **Recovery & Renewal Programme**, including management skills in leading **hybrid working** styles, **digital progress**, **customer focus**, corporate property strategy and **core office accommodation**.

Scrutinising the **Citizen Engagement Strategy** and engaging with the **Race Equality Taskforce** to ensure continuing progress in addressing inequalities.

Monitoring the embedding of the **Performance Management Framework** and its effectiveness in addressing performance challenges and supporting the delivery of corporate plan targets.

Monitoring **financial strategy**, proposals, and performance throughout the year.

Focussing on **procurement**, both the Councils strategic approach to growing its procurement customer base through partnership arrangements and the accessibility of tendering arrangements for Council contracts to small/ local business contractors.

Statutory scrutiny of the work of the **Cardiff Public Service Board**.

This report is available in other languages.

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यह रिपोर्ट अन्य भाषाओं में उपलब्ध है

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