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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 22 MARCH 2023, 4.30 PM

Venue CR 4, COUNTY HALL - MULTI LOCATION MEETING

Membership Councillor Williams (Chair)
Councillors Ash-Edwards, Chowdhury, Ferguson-Thorne, Henshaw, Hunt, Stubbs, Thomson and Waldron

*Time
approx.*

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 Cabinet Response to the Committee's Home & Agile Working Inquiry (Pages 5 - 18) 4.30 pm

Briefing Report back to Committee

4 Participation Strategy (Pages 19 - 58) 5.00 pm

Policy Development scrutiny of draft strategy for public consultation

5 Committee Business (Pages 59 - 66) 5.45 pm

6 Urgent Items (if any)

7 Way Forward 6.00 pm

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

8 Date of next meeting

24 April 2023 at 5.00pm

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 16 March 2023

Contact: Andrea Redmond, 029 2087 2434, a.redmond@cardiff.gov.uk

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CARDIFF COUNCIL

POLICY REVIEW & PERFORMANCE

SCRUTINY COMMITTEE

22 March 2023

Cabinet Response to an Inquiry of the Policy Review & Performance Scrutiny Committee – Home & Agile Working

Purpose of report

1. To update Members on the Cabinet response to the recommendations made in the Policy Review & Performance Scrutiny Committee inquiry report, Home & Agile Working, published in March 2022.

Background

2. The Policy Review & Performance Scrutiny Committee work programme for 2021-22 included an in-depth review of the Council's approach to capturing the benefits of homeworking developed as an emergency response to the pandemic. The following terms of reference were used:

To examine how the experience of managing remotely during the pandemic can inform future policy on autonomy at work, operating within a culture of care and trust; with a specific focus on the management/leadership challenges of supporting home & agile working.

3. Membership of the task & finish group comprised:
 - Councillor David Walker (Chair)
 - Councillor Jane Henshaw
 - Councillor Norma Mackie

Members received internal evidence from a range of sources, including the Cabinet Member, Finance Modernisation & Performance; Director of

Resources, Head of Performance & Partnerships; Assistant Director, Estates; and six additional Senior Managers who contributed to fieldwork. External evidence was gathered from organisations who had adopted homeworking policies well in advance of the pandemic. These were Monmouthshire Council's Cabinet Member for Education and, Head of Policy, Engagement & Improvement, and Senior Scrutiny Officer, and from the Head of Renewal, Natural Resources Wales

4. The evidence was used to identify key findings from the Inquiry, and to develop recommendations based on the evidence heard throughout the Inquiry.
5. The Committee's report for this task and finish inquiry can be found by following this link - [Home & Agile Working Report by PRAP](#). It was published in March 2022 and considered at an early Cabinet meeting of the new Administration held on 14 July 2022, at which Cllr Henshaw represented the task group in presenting the Committee's recommendations.

Cabinet Response to Recommendations

6. The Cabinet agreed their response to the Home & Agile Working Inquiry at its meeting on 19 January 2023. Attached at **Appendix 1 is the Cabinet** response in the form of a presentation. The response outlines the recommendations made, the Cabinet response to each recommendation, and information on implementing the recommendation.
7. Overall, the Committee made 9 recommendations to the Cabinet. The Cabinet response (**Appendix 1**) shows that:
 - 6 of the recommendations are **accepted**.
 - 3 of the recommendations are **partially accepted**.
 - No recommendations are **not accepted**.

Those recommendations that are partially accepted request that in the medium-longer term, Cabinet:

R3 – Undertakes a full review of the leadership expectations and capabilities of managers at all levels. This review should provide managers with:

- An updated role definition;
- A full understanding of their responsibility for disseminating the Council's vision and upholding its culture;
- The people management skills and personal guidance they require to successfully deliver a hybrid model; and
- A clear definition and understanding of what the Council means by 'management by results.' This should include defining expected people and performance management capabilities, leading to a review of the knowledge and skills required to develop all managers to meet this key requirement.

R8 – Requires each Directorate to develop and implement an action plan setting out what it expects in terms of people management and preferred leadership styles. These plans should be consistent across the Council reflecting the refreshed vision and values.

R9 - Requires the Senior Management Team to undertake regular reviews, at least annually, of the quality and consistency of hybrid working, its effectiveness in the delivery of council services and the embedding of the agreed and implemented recommendations in this report.

8. The Cabinet response at **Appendix 1** explains reasons for each partially accepted determination, and Members will have an opportunity to explore the response further at the meeting.

Way Forward

9. Councillor Chris Weaver, Cabinet Member – Finance, Modernisation & Governance, and Chris Lee, Corporate Director Resources, have been invited to present the response to the inquiry, and present any progress made in addressing the issues raised and recommendations approved.

Legal Implications

10. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendation

The Committee is recommended to receive the Cabinet response and agree the way forward for receiving progress reports on the work required to implement the agreed recommendations.

DAVINA FIORE

Director of Governance & Legal Services

16 March 2023



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RESPONSE TO THE POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE TASK AND FINISH GROUP INQUIRY REPORT ON HOME AND AGILE WORKING

Scrutiny Presentation – March 2023



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Background



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The Policy Review and Performance Scrutiny agreed following its re-start in September 2020 that its work programme would include a task and finish inquiry into the Council's approach to capturing the benefits of homeworking developed as an emergency response to the pandemic.

The terms of reference for the inquiry were agreed as follows:

To examine how the experience of managing remotely during the pandemic can inform future policy on autonomy at work, operating within a culture of care and trust; with a specific focus on management/leadership challenges of supporting home and agile working.

The findings and recommendations are set out in a report dated March 2022 which was presented to Cabinet for consideration in July 2022.



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RESPONSE TO SCRUTINY RECOMMENDATIONS - Accept



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Recommendation	Cabinet Response	Implementation Information
<p>Cabinet develops, publishes and communicates to all staff a refreshed set of Council values setting out its vision of how hybrid working will be introduced and embedded. Such values will need to be widely communicated and receive constant reinforcement by leaders at all levels.</p>	<p>It is agreed that the Council's move to home and agile working being part of its business-as-usual working arrangements will need to be founded on a set of agreed and robust values. This will form part of the development of policies for hybrid working.</p>	<p>Hybrid working policy framework developed and to go to Cabinet on 23rd March. This will provide the go ahead for detailed policy development and discussion with Scrutiny for their input in April 2023. Values across the Council also set for review as part of the Workforce Strategy 2023-2027 which also goes to Cabinet on 23d march 2023 and the first 18 month action plan to be discussed at Scrutiny in April 2023.</p>
<p>Cabinet refreshes and updates the Council's HR policy framework to reflect new working styles, particularly policies affecting terms and conditions, organisation structure job roles and responsibilities, PPDRs as well as sickness absence and well being policies.</p>	<p>It is agreed that some HR policies will need to be refreshed and updated to reflect new working styles and this will be carried out for some policies as and when they are due for review and for others on a proactive basis depending on the changes required</p>	<p>This will be an ongoing process</p>



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RESPONSE TO SCRUTINY RECOMMENDATIONS - Accept



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Recommendation	Cabinet Response	Implementation Information
<p>Cabinet clearly sets out its expectations on the levels of communication and consultation between managers and their hybrid/office-based and homeworking staff. Central to the system should be regular whole team meetings which encourage staff feedback to managers on how the effectiveness of working styles could be improved. An important element of the framework must be staff well-being needs.</p>	<p>This recommendation is agreed. At the beginning of the pandemic a Homeworking etiquette guide was issued to managers and staff as well a training put in place for managers regarding managing remote working employees. This documentation and training included these messages. This will be reinforced as hybrid working becomes business as usual.</p>	<p>This will take place throughout 2023/24 and onwards in a variety of forums and processes</p>
<p>Cabinet locks in the emerging Council culture by introducing a framework for the continual sharing of service area hybrid working processes, experiences and best practice, to benchmark and ensure consistency of culture, management and staff experience across the Council. Capturing some excellent existing cultural norms which are being employed by one, or a few Council Directorates offers the opportunity for useful organisation learning and potential change.</p>	<p>This recommendation is agreed. The development of the Hybrid Model at Cardiff has been a collaborative approach with services and key stakeholders. A key part of this has been ongoing staff engagement which will continue to be scheduled in for regular check points of progress and sharing of good practice.</p>	<p>This will be an on-going process</p>

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RESPONSE TO SCRUTINY RECOMMENDATIONS - Accept



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Recommendation	Cabinet Response	Implementation Information
<p>Cabinet recognises the value in exploring the experiences of other Councils, for example Monmouthshire, which successfully introduced new ways of working well before the pandemic. Monmouthshire's experience of homeworking is summarised in this report and offers a number of learning opportunities for Cardiff Council, particularly their two-phase approach to hybrid working that further reduces staff: desk ratios and office space requirements. We recommend contact at Chief Executive level to establish potential learning followed by exchanges at director and senior manager level.</p>	<p>It is agreed that it is beneficial to explore the experiences of others including Monmouthshire Council as well as other core city authorities and others in Wales that have developed hybrid working. This will be developed further as more formal arrangements are put in place across organisations to support post pandemic service delivery.</p>	<p>This will take place as part of the development of the detailed policy and will continue thereafter to check against other policies as they are developed.</p>



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RESPONSE TO SCRUTINY RECOMMENDATIONS - Accept



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Recommendation	Cabinet Response	Implementation Information
<p>Cabinet invests in training to support the successful introduction of a new style of working in the delivery of Council services. Three key areas of focus and development for Cardiff Academy stood out in our research:</p> <ul style="list-style-type: none"> • Management skills – in coaching and mentoring; managing home/hybrid worker performance and identifying and dealing with staff wellbeing needs. • Induction – enhanced induction for home/hybrid working new starters • IT self-sufficiency – all staff would benefit from IT skills training that ensures confident self sufficiency whilst homeworking and successful communication with their line manager. 	<p>It is agreed that along with development of vision and policies there will also be a need to invest in training whether this be through the Academy, directly in service areas or through subject matter experts. This will be put in place.</p>	<p>Training will be implemented and take place on an on-going basis to support the new way of working and the Hybrid working policy.</p>



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RESPONSE TO SCRUTINY

RECOMMENDATIONS - Partially Accepted



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Recommendation	Cabinet Response	Implementation Information	Comments for partially accepting
<p>Cabinet undertakes a full review of the leadership expectations and capabilities of managers at all levels. This review should provide managers with:</p> <ul style="list-style-type: none"> An updated role definition; A full understanding of their responsibility for disseminating the Council's vision and upholding its culture; The people management skills and personal guidance they require to successfully deliver a hybrid model; and A clear definition and understanding of what the Council means by 'management by results'. This should include defining expected people and performance management capabilities, leading to a review of the knowledge and skills required to develop all managers to meet this key requirement. 	<p>Whilst it is agreed that managers need to:</p> <ul style="list-style-type: none"> Understand their responsibilities in role modelling and disseminating the Council's vision and culture; Have the people management skills and personal guidance to successfully deliver the hybrid model, and Have a clear definition and understanding of what the council means by 'management by results' <p>It is not agreed that this necessarily requires an updated role definition for every manager and that this could be achieved through clear communication of the Council's expectations of managers.</p>	<p>There is a process outlined in the Workforce Strategy 2023-2027 which sets out the need for manager competencies and it will be within this framework that this is carried out.</p>	<p>To change every manager's job description will require mutual agreement as it is part of their contractual terms. Therefore it was decided that this could be better achieved through a manager competency framework which allows managers to be measured against the framework and training and development interventions to be put in place to support managers where there are gaps.</p>

RESPONSE TO SCRUTINY RECOMMENDATIONS - Partially Accepted



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Recommendation	Cabinet Response	Implementation Information	Comments for partially accepting
<p>Page 16 Cabinet requires each Directorate to develop and implement an action plan setting out what it expects in terms of people management and preferred leadership styles. These plans should be consistent across the Council reflecting the refreshed vision and values</p>	<p>New ways of working, including Hybrid Working are being built into refreshed Service Delivery Plans and Service Workforce Plans rather than as standalone plans for Hybrid Working. It is recognised that 'one size doesn't fit all' but the policies, values and management guides referenced in earlier recommendations will support a consistent framework being developed.</p>	<p>This will be delivered as part of 2023/24 Directorate Delivery and Workforce Plans</p>	<p>It is agreed that each Directorate needs to set out its expectations with regards to people management and how it will deliver its service. Rather than these be separate from the Directorate Delivery plans it can encompassed in them as the workforce plan will be from 2023//24.</p>



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RESPONSE TO SCRUTINY RECOMMENDATIONS - Partially Accepted



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Recommendation	Cabinet Response	Implementation Information	Comments for partially accepting
<p>Page 17 Cabinet requires Senior Management Team to undertake regular reviews, at least annually, of the equality and consistency of hybrid working, its effectiveness in the delivery of council services and the embedding of the agreed and implemented recommendations in the report.</p>	<p>As already referenced, regular staff engagement activity will continue to be undertaken as Hybrid working is developed at the Council and this is being reported to the Senior Management Team. This will include gaining assurance on the equality and consistency of how Hybrid Working is being deployed. In addition, as this becomes business as usual, assurance will also be gained through existing corporate mechanisms such as Senior Management Assurance Statements</p>	<p>Ongoing staff engagement and for embedding in corporate assurance processes by the end of 23/24.</p>	<p>It was felt that rather than separate reviews this should be part of already existing corporate mechanisms to ensure that there is consistency of approach and that it is reviewed alongside other processes that make up corporate mechanisms such as the Senior Management Assurance Statements.</p>



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CARDIFF COUNCIL

POLICY REVIEW & PERFORMANCE

SCRUTINY COMMITTEE

22 March 2023

Participation Strategy

Purpose of report

1. To offer Members an opportunity for early policy development scrutiny of the public participation strategy, currently under development.

Background

2. The Committee's Terms of Reference confer responsibility for the scrutiny and review of the effectiveness of the implementation of Council policy developed to address citizen engagement and consultation.
3. Full Council on 9 March 2023 agreed a new Corporate Plan 2023-26. Within Well-being Objective 7 - *Modernising and integrating our public services* – under the priority '*Ensuring the Council represents and responds to the diversity of Cardiff's communities*' the Council commits to:
Develop a draft of the Participation Strategy for public consultation by June 2023 with a focus on improving engagement with seldom heard voices and amplifying the voices of people who are currently less likely to get involved in the decision-making process.
4. The Corporate Plan commitment will be led by the Cabinet Member for Public Health and Equality, Cllr Julie Sangani, and developed by the Performance & Partnerships function. The scope of the Participation Strategy is predicated on legislation that also requires the new strategy to encompass ways of promoting awareness among local people of how to become a member of the council, and what membership entails. Therefore, delivery of this strategy is a collaborative policy development exercise together with the Council's Democratic Services function.

Issues

5. The Local Government (Wales) Act 2021 places a duty on principal councils to encourage local people to participate in their decision making. This includes where the council is making decisions in partnership with another individual or body, for example a local health board (*section 39*).
6. Councils across Wales are required to develop and publish a strategy on encouraging participation that specifies how they will comply with the duty. (*section 40*). The public participation strategy must address:
 - ways of promoting awareness among local people of the council's functions;
 - ways of promoting awareness among local people of how to become a member of the council, and what membership entails;
 - ways of facilitating access for local people to information about decisions made, or to be made, by the council;
 - ways of promoting and facilitating processes by which local people may make representations to the council about a decision before, and after, it is made;
 - arrangements made, or to be made, for the purpose of the council's duty in section 62 of the 2011 Measure (bringing views of the public to attention of scrutiny committees);
 - ways of promoting awareness among members of the principal council of the benefits of using social media to communicate with local people.
7. Importantly, the legislation places a duty on the council to consult local people who live, work or study in the council's area, and anyone else it thinks appropriate, when preparing its public participation strategy (*section 41*). The public participation strategy must set out how Council will establish a relationship with its communities built on trust and a commitment to listen. The strategy must also set out the frequency of subsequent reviews.
8. Draft Welsh Government guidance on public participation states that it is essential to ensure the needs and aspirations of communities are at the heart of local decision making. The policy intent of the strategy is for the council to set out

the arrangements it intends to put in place to embed and deliver a culture of partnership with the public.

9. The draft guidance states that the participation strategy must be developed together with all diverse communities within the council area. Participation should be interpreted as an all-encompassing term for activities or methods which inform, engage, consult, involve or use co-development or co-production between council and the public. It should also be interpreted as participation of everyone no matter their age, protected characteristic or characteristics or socio-economic background.

Preparing the strategy

10. In preparing the strategy the council should be clear about those it is required to consult with, by setting out **how** the council will achieve the requirements of section 39 of the Act. This might include setting out a basket of measures; how to make representations to your ward member; how to submit questions to the council leader; how to submit evidence to scrutiny committees; how to become a member of a citizens' panel or a co-production forum; systematic publication of council, cabinet and committee forward work plans.
11. The draft guidance is clear that Councils should use the participation strategy to build on the strengths it already has in this area, while developing new ways of working within a wider partnership approach to demonstrate its commitment to public participation.
12. The first step in preparation of the strategy is for a local authority to conduct a **baseline assessment** as part of its preparation for developing a public participation strategy. Key questions that must be asked:
 - What is the local authority's demographic profile?
 - What community networks already exist and under what circumstances does the local authority engage with them?
 - What community leaders and local issues champions has the local authority identified, developed and maintained relationships with?

- What mechanisms currently exist for members of the community to put forward ideas to the council for consideration? How is this communicated to the public?
 - How does the local authority act upon complaints received and how does the public know whether changes have been made to services / processes as a result? Information published by the PSOW about levels of complaints for councils is a rich source of information;
 - What resources are dedicated to community engagement / involvement? What has changed as a result?
 - How does the public contribute to the scrutiny of the council's work?
13. The council's public participation strategy should include how it will improve the way it promotes awareness for example by:
- Improving the relevant sections of the council's website;
 - Ensuring the council's forward plan supports public engagement by being accessible, timely and user friendly;
 - Ensuring information for potential councillors is available and fit for purpose;
 - Communicating through council publications, local media and social media, taking steps to use languages such as BSL and Braille;
 - Information and support for schools;
 - How individuals can submit positive comments to the council and the arrangements for making complaints about services or activities, including the role of the Public Service Ombudsman Wales;
 - Staff from across the council being involved in its design, development, review and revision so that all interactions with the public can be harnessed;
 - Staff training and development on good practice engagement, encouragement to see the participation strategy as a living document with continuous opportunity for improvement;
 - How it will measure progress in terms of public participation; and
 - Providing information to individuals interested in standing to be a councillor.
14. Other important references of interest in the draft guidance include:
- The council must review its public participation strategy as soon as possible following each ordinary election;

- A participation strategy must set out the ways in which the council and the public can exploit the use of digital to maximise opportunities for effective participation;
 - The role scrutiny plays in involving local people to participate in decision making under section 39 of the 2021 Act should be set out in the participation strategy.
15. The presentation attached at **Appendix 1** will be delivered at committee, setting out progress to date in addressing the duties and requirements of the Local Government Act 2021 in respect of encouraging local people to participate in their decision making.

Scope of the Scrutiny

16. This matter has been brought forward for early policy development scrutiny, prior to an all-member workshop to be held in May 2023, followed by a public consultation in June 2023. The baseline assessment is nearing completion. Members are invited to:
- i) Contribute to the ongoing development of the participation strategy and how effectively it addresses the requirements as set out in paragraphs 10-13 above.
 - ii) Make contributions and suggestions that will potentially enrich the scope and detail of the baseline assessment.
 - iii) Make recommendations to inform the developing strategy.

Way Forward

17. Councillor Julie Sangani, Cabinet Member Public Health and Equality, Davina Fiore, Director of Governance & Legal Services, Gary Jones, Head of Democratic Services, Gareth Newell, Head of Performance and Partnerships, and Dylan Owen, Operational Manager Policy and Performance have been invited to facilitate Member engagement in collaborative policy development scrutiny of work ongoing to draft the Council's Participation Strategy in line with the Corporate Plan commitment.

Legal Implications

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

19. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendation

The Committee is recommended to:

- i. consider the progress update as presented,
- ii. reflect on discussion at Committee and
- iii. consider whether it wishes to offer its observations and recommendations to Cabinet to inform ongoing development of the participation strategy.

DAVINA FIORE
Director of Governance & Legal Services
16 March 2023



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Cardiff Council Participation Strategy

Consultation and
Engagement



Importance of Participation

- Stronger, Fairer, Greener sets out a commitment to

*“Introduce a new **Community Participation Strategy**, amplifying the voices of people who are **currently less likely to get involved in the decision-making process.**”*

- The Local Government and Election Act (Wales) 2022 requires the Council to:

*“**Prepare and publish a public participation strategy** setting out how it will encourage local people to participate in its decision making.”*

Current Arrangements: Areas of Strength

- The **Cardiff Research Centre (CRC)** is the Council's corporate consultation and engagement team, managing projects and offering advice to internal service areas and external partners.
- CRC have an **established track record of high quality consultation and engagement** work, with all work:
 - Consistent with the Gunning Principles
 - Meeting the National Good Consultation Standards
 - Compliant with all relevant legislation
 - Meeting the Gunning Principles
- **Series of Core Surveys undertaken regularly** such as
 - Ask Cardiff
 - Budget Consultation
 - Child Friendly City Survey
- A Citizens Panel established to support engagement
 - Over **5000 active Members**
 - **63% reporting that the Panel was very good/good** compared to 3% poor/very poor.

Current Arrangements: Areas of Strength

- **Council Surveys are characterised by high response rate;**
 - The Ask Cardiff Survey 2022 received almost 4,000 responses
 - The Budget Consultation 2023/24 received almost 6,000 responses
 - The Child Friendly City Survey received 7,600 responses with good representation across age groups, geography, gender and ethnicity.
 - **Statistically significant sample size important.**
- **Comparator analysis with other major city positions Cardiff well:**
 - Looking at results for 2023/24 Budget consultations, Cardiff received more responses than all other local authorities in Wales (where results have been published):
 - Carmarthenshire received “over 2,000 responses”, followed by Newport, with “just under 1,800”
 - It also received the highest response of core cities across the UK
 - Leeds was the only core city to publish results, with 468 responses, down from 2,495 the previous year
- **Robust communication and engagement** infrastructure is in place
 - Council Social Media Platform with large number of followers
 - Network of Community Hubs and Libraries
 - Extensive partnership arrangements in place (e.g. with C3SC) to amplify reach

Current Arrangements: Areas of Strength

Practice with Service Areas: A number of teams across the Council work closely with CRC to maximise response rates

- **Tenants Survey**
 - CRC undertake annual Tenants Survey for the housing team, developing online and hard copy versions of the survey, arranging the random selection of respondents, and distribution of surveys. CRC monitor responses, and issue a reminder letter to those not returning a survey by the midway point.
 - Housing staff support promotion of the survey, with paper copies of the survey at all Hubs and Libraries that provide Housing Assistance, links to the survey on the Housing website, and support to complete surveys at the monthly Tenants coffee morning. Housing staff are advised who hasn't responded to the survey at the halfway point, and call a sample of tenants to complete the survey over the phone
 - All respondents are offered the chance to win a cash prize of up to £200
- **Waste Survey**
 - Communication and Enforcement Officers in the Waste team undertake face-to-face interviews for both city-wide and locality surveys, targeting areas known to have poor engagement, or distribute letters to service users, promoting the survey and encouraging participation.
- **Schools Organisation Programme**
 - CRC develop online surveys (with separate versions for adults and pupils) for the SOP team, who promote the surveys through the relevant school, passing on letters to parents, staff and governors, encourage staff to support pupils in completing the survey, and promote the survey through the school's social media accounts and newsletters.
 - CRC analyse results and prepare a report of the findings.

The Council also undertakes extensive statutory consultation

- Good processes in place to ensure statutory requirements are discharged
- Areas such as planning and licensing applications and school admission policy cases in point

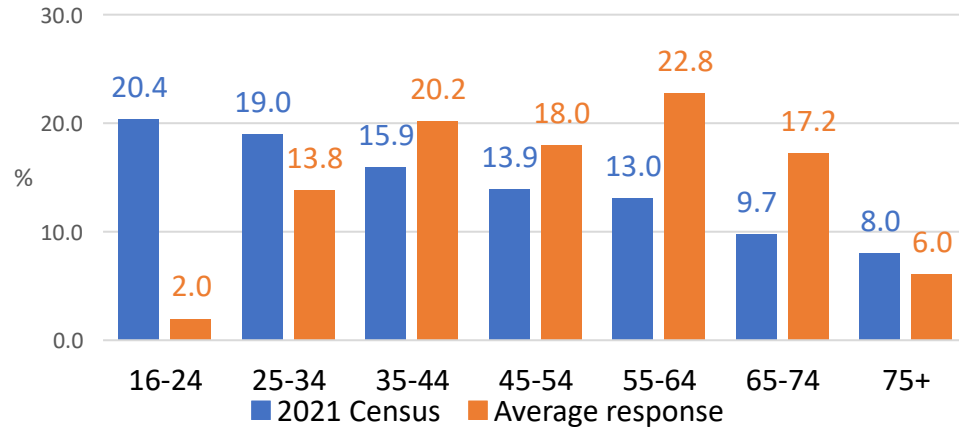
Identifying Areas of Improvement: Baseline Assessment

- **An analysis of major Council surveys was conducted** to develop a profile of survey respondents.
- Demographic data from 3 recent consultations- Ask Cardiff, Budget Consultation and the Waste Survey- were analysed and compared with Census data and Mid-Year Estimates to **identify *who and where were responding to the surveys.***
- The Analysis confirmed areas of strength including:
 - Over 62,000 responses to consultations and surveys in 2021/22, up 40% since 2019.
 - Higher response rates than all other Welsh local authorities and core cities
 - A statistically significant response rate
- The analysis also revealed areas for improvement, with **a lower response rate evident for the following groups:**
 - Children and Young People
 - Older People (+ 75)
 - Black, Asian and Minority Ethnicity Communities
 - Lower socio-economic areas
 - People with a disability

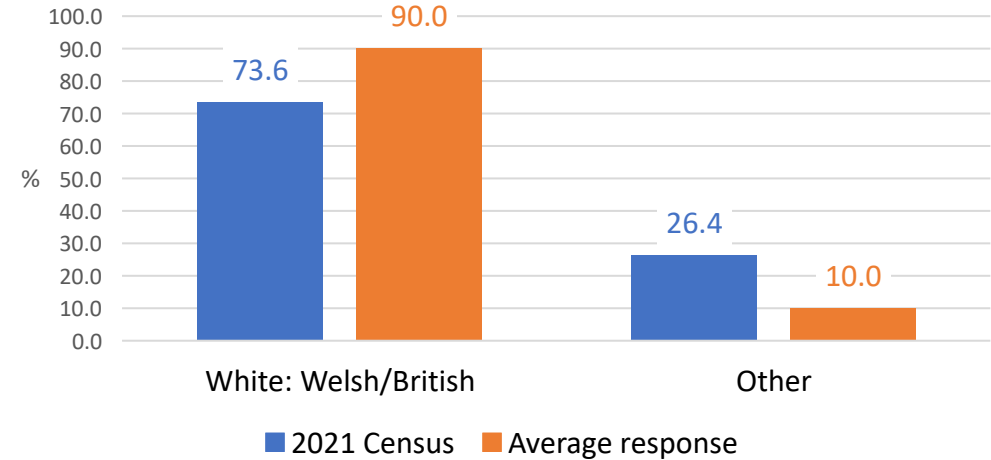
Identifying Areas of Improvement: Respondent Analysis

Census results are based on adults 16+ unless stated

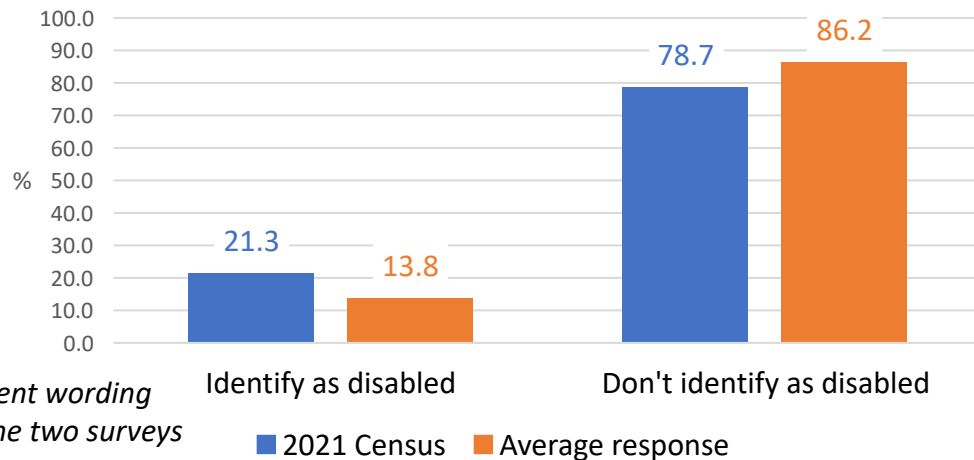
Representation by age group



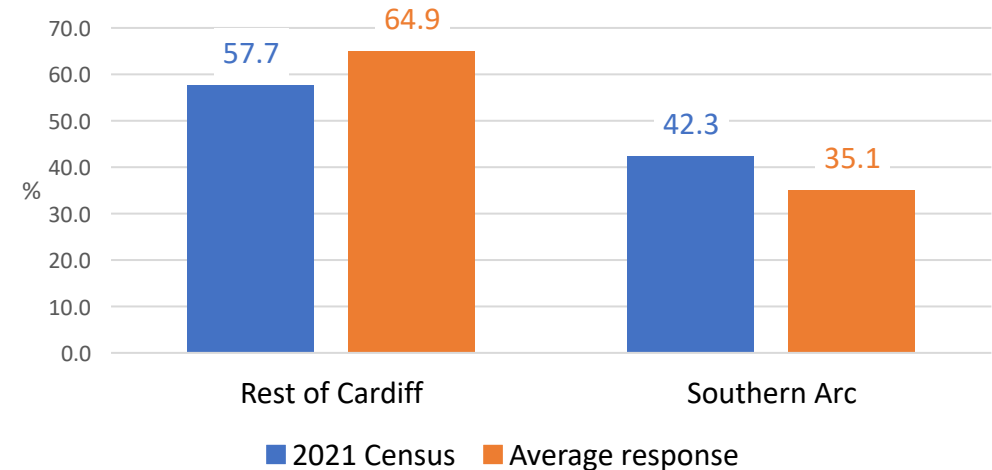
Representation by Ethnicity



Representation by Disability



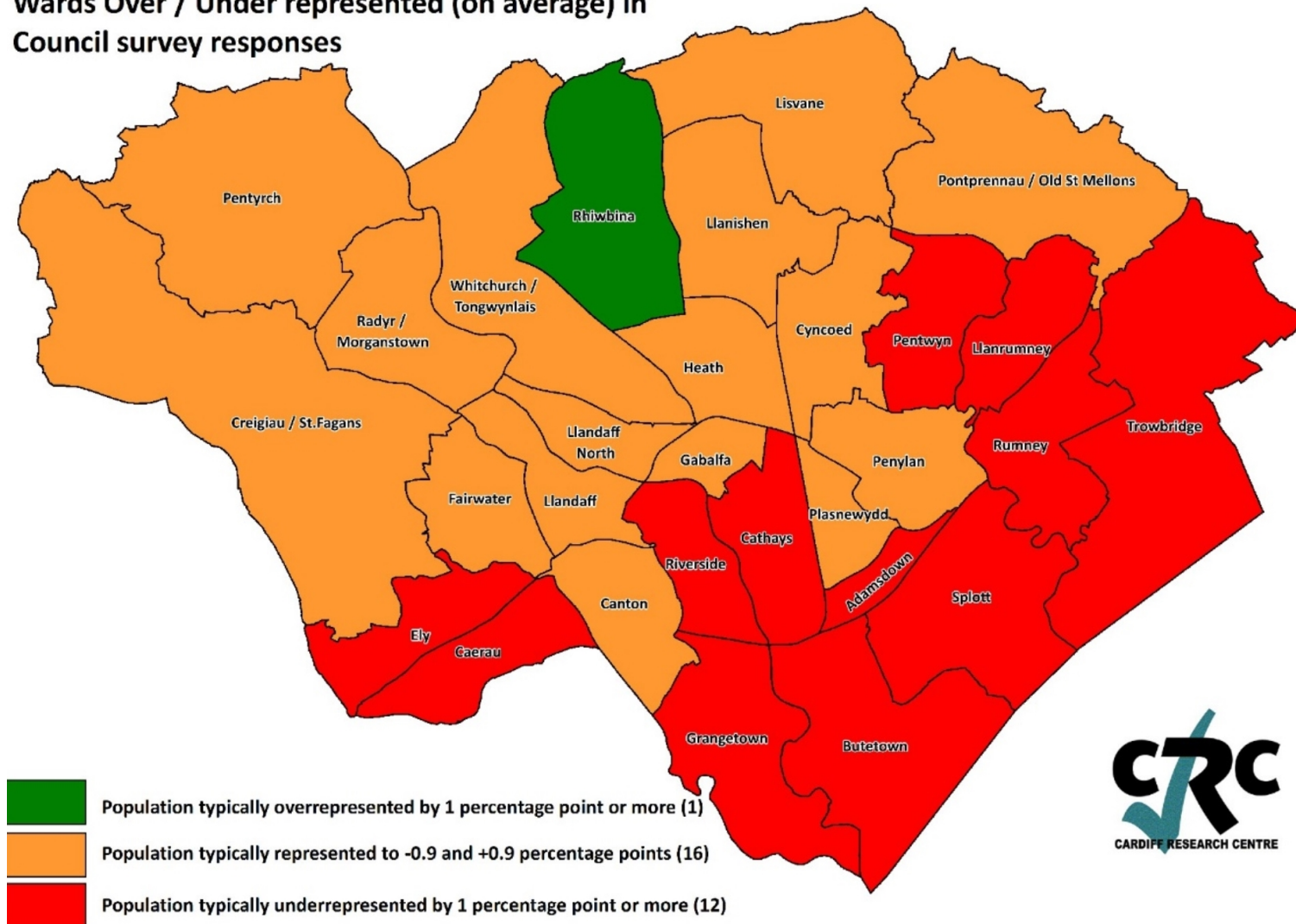
Representation by Geography



Note: different wording used over the two surveys

Identifying Areas of Improvement: Ward Analysis

Wards Over / Under represented (on average) in Council survey responses

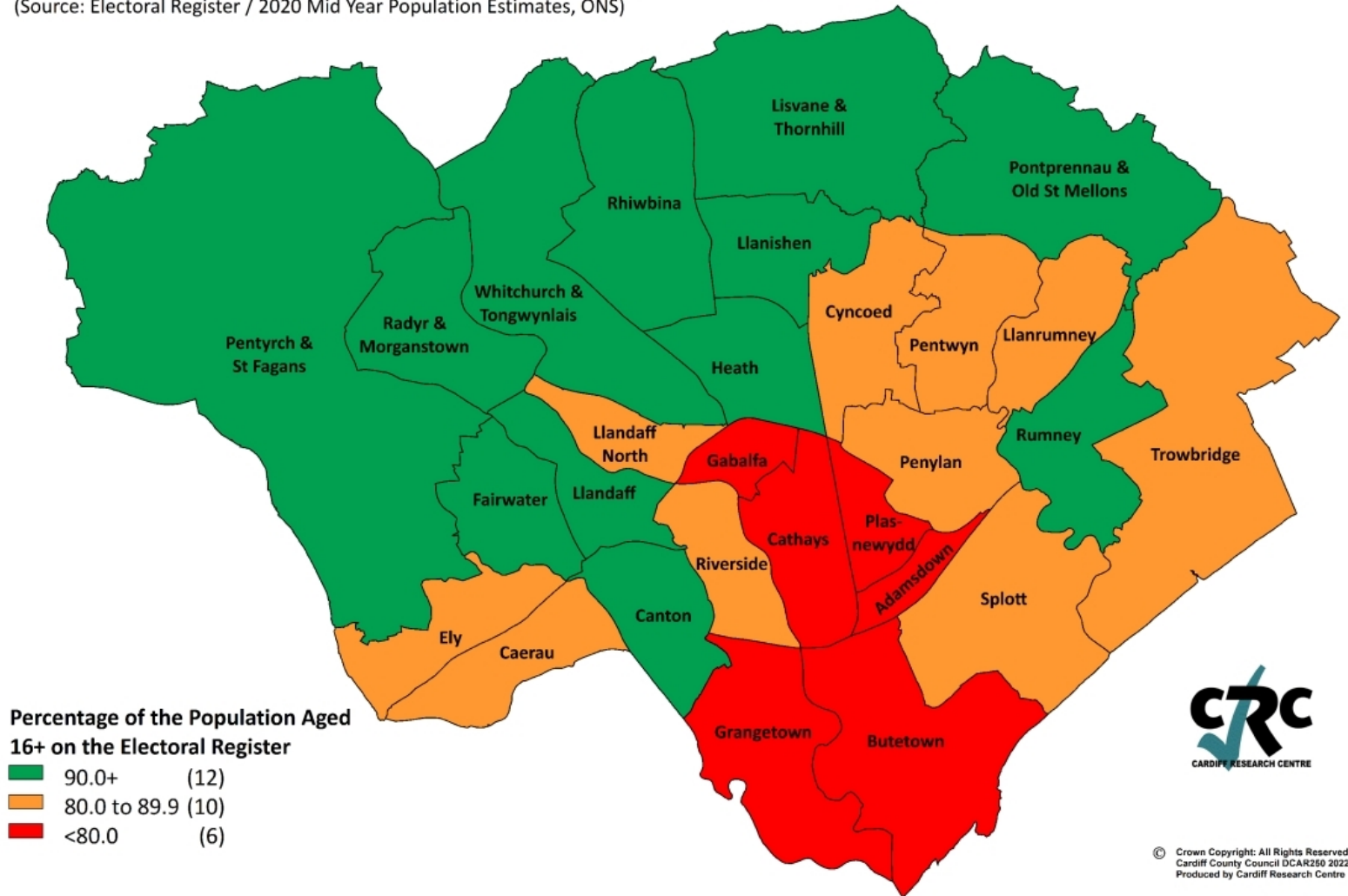


Ward	Under-representation
Cathays	-5.0%
Butetown	-1.8%
Adamsdown	-1.6%
Ely	-1.6%
Caerau	-1.3%
Grangetown	-1.3%
Llanrumney	-1.1%
Trowbridge	-1.0%

Correlation with Electoral Register

Percentage of Population Aged 16+ on the Electoral Register by Ward, November 2022

(Source: Electoral Register / 2020 Mid Year Population Estimates, ONS)



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Broad alignment with areas of the city with lower number of residents on the electoral register

Identifying Areas of Improvement: Review of Practice

- Feedback from Survey Respondents consistently point to a requirement to promote the impact of consultation – ‘You said, we did’
- Some inconsistent practice across Service Areas
 - Accessibility of survey software
 - Survey and consultation methodology not always robust
- Citizen Voice needs to feature more consistently across the Council’s performance framework

Driving Improvement: Stakeholder Engagement Programme

- An **extensive stakeholder mapping exercise was undertaken** to identify the community groups, community champions and organisations which could help identify barriers and improve participation rates for the identified groups.
- Over **25 hours of engagement** was been undertaken to understand how the council can better reach out to groups who historically have not engaged in consultations.
- **Officers engaged with key stakeholders**- identified through the mapping exercise- in virtual meetings, by email, and calls to discuss key issues and barriers to engagement for groups highlighted in the benchmark analysis.
- **Key Stakeholder** included:
 - Local Ward Councillors
 - Community Organisations
 - Representative Bodies
 - Staff Networks
 - Policy Review and Performance Scrutiny Committee

Strengthening Corporate Practice

In order to Strengthen Corporate Practice we propose to;

- Ensure high standards of Consultation and Engagement across all service areas by
 - Sharing Advice and Guidance with all services areas setting out the requirements of good consultation practice.
 - Developing a Consultation Log so that details of all Consultation and Engagement activity can be caught on a corporate register.
- Improve Feedback with Survey Respondents and the wider public to demonstrate that views are being heard by
 - Developing a new design template and brand for the Cardiff Research Centre, focused on improving the presentation of information
 - Providing guidance on how to communicate the impact of the consultation.
 - Producing a periodic consultation feedback newsletter, providing details of the impact of the consultation – we would need timely support from Service Areas to advise on how consultation results will be used to feed this back to respondents
 - Develop feedback based on responses by Ward to be more relevant to residents *[Note, CRC does not currently have capacity to prepare / distribute feedback as we would like, and would need additional support to undertake this work]*
- Review and improve the use of perception data in the Council’s Planning and Performance Framework:
 - Review citizen perception data collected in service areas
 - Create new ‘Citizen perception’ section of Directorate Delivery Plans ensuring that all Directorates have identified core citizen perception data sets
 - Publish Annual citizen perception report by Wellbeing Objective (alongside Annual Wellbeing Report) using PSB report as the model

Strengthening Participation: Corporate Practice

In order to Strengthen Corporate Practice we propose to;

- Further develop our consultation infrastructure by:
 - Identifying all appropriate Council and partners buildings/services where surveys can be promoted
 - Developing a Consultation Directory where all organisations, charities or venues wishing to promote Council surveys can register their interest
 - Agreeing basic steps for appropriate frontline staff to promote surveys, including the preparation of short, simple script for frontline staff
- Improve promotion of survey results and enhance the impact of survey intelligence by:
 - Improving the presentation of survey and consultation results using an interactive dashboard (PowerBi)
 - Feeding back ‘good news’ stories from actions taken following key consultations.
 - Improving the way key consultation findings are shared and promoted with the public, with a focus on making locally relevant findings available to local stakeholders.

Strengthening Participation: Improving Engagement by Ward

Analysis and Assessment:

- The map shows the average engagement rates by ward with the Southern arc generally characterised by low response rates.
- The Southern Arc accounts for 42.3% of the population of Cardiff, but has a typical response rate of 35.1%

Proposed Improvement Actions:

- Continued engagement with ward Councillors
- Developing a Consultation Directory where all organisations, charities or venues (particularly in low response wards) wishing to promote Council surveys can register their interest
- Continued use of post-code targeted social media
- Further develop reach into local online community groups
- Increase the use of face to face engagement to supplement survey work.
- Enhance local community engagement on all major regeneration projects.

Strengthening Participation: Older People (+ 75)

Analysis and Assessment:

- The levels of engagement drops for those over 75 years old
- Residents aged 75 or over account for 8.0% of the population of Cardiff, but only account for 6.0% of responses to the surveys analysed

Proposed Improvement Action:

- Work closely with the Age-Friendly Cardiff team, encouraging promotion of surveys and consultations to older residents, distributing hard copies to care homes and day centres
- Improving feedback of results for this group

Strengthening Participation: Improving Engagement with Children and Young People

Analysis and Assessment:

- Poor engagement levels of under 24s
- Residents aged 16-34 account for 38.6% of the population of Cardiff, but only make up 15.8% of respondents to the surveys analysed

Proposed Improvement Action:

- Commit to undertaking the Child Friendly City Survey on a bi-annual basis
- Develop the new Youth Citizen Panel to work with the Council to respond to major surveys
- Where appropriate develop Child Friendly consultations and surveys.
- Discuss with Universities and Students Union options for improved engagement with students.

Analysis and Response: Minority Ethnicity Groups

Analysis and Assessment:

- Particularly low response rates from Asian heritage groups, as well as Black African heritage groups.
- Lower rates of engagement from minority ethnicity groups across the board compared to White groups.
- Respondents from a White British background over-represented by 8.2%, with under-representation notable amongst those from Asian Indian (1.8%), Asian Pakistani (1.5%) and Black African (1.1%) backgrounds

Proposed Improvement Action:

- Work with staff Black Asian & Minority Ethnic Network, and external organisations including C3SC, Diverse Cymru, Race Equality First, Women Connect First to promote surveys and feedback results.
- Increase the use of face to face engagement and group engagement to supplement survey work.
- Publish corporate consultations and others (where appropriate) in community languages (beginning with Arabic, Polish, and Bengali).

Analysis and Response: People who identify as Disabled

Analysis and Assessment:

- Large under representation of people who identify as disabled within consultation responses compared to the census.
- *It should be noted that the council's surveys and consultations ask if the respondent identifies as a disabled person. However, the Census 2021 asked respondents "*Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?*". If they answered yes, they were then asked "*Do any of your conditions or illnesses reduce your ability to carry out day-to-day activities?*", which respondents could answer either "a lot" or "a little".
- A fifth (21.3%) of Cardiff residents reported having a health condition lasting or expected to last 12 months or more, 13.8% of respondents to the surveys analysed identified as disabled.

Proposed Improvement Action:

- Review how software and technology could improve access for, and engagement with, those with disability.
- Rebranding of the Cardiff Research & Engagement Centre Reports to ensure that the colour scheme support accessibility.
 - For example, 8% of the population are colour blind and have difficulty differentiating between certain colours.

Improvement actions already delivering increases in respondents: Budget Consultation Results

	2022/23	2023/24
Identify as a disabled person	182	522
Over 75s	68	226
LGBTQ+	154	503
BAME	154	540
Most deprived (20%)	194	461

- Statistically significant sample sizes being achieved for each demographic group and income quintile
- Opportunity to embed new practice and enact new improvement actions identified...

Questions?

A woman with curly hair, wearing a yellow and blue plaid shirt, is pointing her right index finger towards a screen. She is smiling and looking towards the right. Another woman's face is partially visible on the right side of the image, looking towards the first woman. The background is a bright, out-of-focus office setting with computer monitors.

Cardiff Council Participation Strategy

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The Democratic
Component

What is required?

- **Promoting awareness of:**
 - the Council's functions
 - how to become a member of the council, and what it entails
 - the benefits of Members using social media to communicate with local people.
- **Facilitating access to information about Council decisions which are to be or have been made**
- **Promoting and facilitating processes for local people to make representations to council about a decision before, and after, it is made;**
- **Bringing views of the public to attention of overview and scrutiny committees**
- **Duty to make petition scheme**
- Other considerations
- Involvement of Elected Members

Promoting awareness of the Council's functions

Analysis and Assessment:

- The majority of information required by the legislation is currently available on the Councils website.
- Ward Councillors are able to inform their constituents of the services and duties of the Council during surgeries, in ward letters and meetings with community groups.
- Streaming and Webcasting Council, Cabinet, Scrutiny Committees, Planning Committee, Governance and Audit Committee and the Standards & Ethics Committee which exceeds the legislative requirements.

Proposed Improvement Action:

- Develop an engaging Democracy Portal and which will provide a focal point to complement existing information, include additional information and signposting to other locations where information is already available.
- Develop videos and easy to read information for the Democracy Portal

Promoting awareness of how to become a member of the council, and what it entails

Analysis and Assessment:

- the majority of information was only available on the website during pre-election periods and that general information about the role of a councillor was limited.
- Limited in-person activity to raise awareness was undertaken although some mentoring with Ethnic Minorities and Youth Support Team (Eyst), Women's Equalities Network (WEN) Wales and other partners was carried out.

Proposed Improvement Action:

- Include additional information on the Democracy Portal of the process for becoming a Cardiff Councillor.
- Provide timely online/in-person awareness sessions for those considering standing for office
- Develop mentoring and shadowing programmes and opportunities with stakeholders and partners including Youth Council and Youth Parliament.
- Launch of Digital Democracy videos in October

Promoting awareness to Members of the benefits of using social media to communicate with local people.

Analysis and Assessment:

- Some members have their own personal social media accounts
- Members' Social Media Code of Principles approved by Council and included in the Council's Constitution.
- The Council's Corporate social media account are supported by Officers and individual members do not have Council social media accounts.

Proposed Improvement Action:

- Provide social media and media training for Elected Members

Promoting and facilitating local people participating in the Council's decision making processes;

Analysis and Assessment:

- Information is available on the councils website, Calendar of meetings , Forward Plans for Cabinet and Scrutiny.
- Public Questions at Council, Petitions at Council and Committees,
- The provision of Statutory and other consultation for Planning and other committees is established
- Multi-location Meetings policy to provide access to meetings where appropriate i.e. witnesses at scrutiny or objectors at Planning and Licensing meetings
- Streaming and Webcasting Council, Cabinet, Scrutiny Committees, Planning Committee, Governance and Audit Committee and the Standards & Ethics Committee which exceeds the legislative requirements and includes the Webcast Library.

Proposed Improvement Action:

- Include additional governance process information on the Democracy Portal i.e. Decision Making roles of Council Cabinet and its Committees

Bringing views of the public to attention of overview and scrutiny committees

Analysis and Assessment:

- [Get involved with Scrutiny](#) and [Have your say](#) on Council's scrutiny website
- Co-opted Members and Registered Representatives on Children and Young People Scrutiny Committees
- Involvement of Youth Council representatives on scrutiny Committees
- Wide range of witnesses attending scrutiny committee meetings to enhance decision making
- Scrutiny Research surveys undertaken to support Task and Finish groups

Proposed Improvement Action:

- Develop a "Democracy" communication plan to promote awareness of the current opportunities including the "Involvement with Scrutiny" with the plan

Duty to make petition scheme

Analysis and Assessment:

- [Cardiff Council Petition Scheme 2022](#) on Councils website which includes the opportunity for a Lead Petitioner to present the petition.
- Petitions regularly submitted to Council and committees
- Queries regarding the information required to be provided by the Petitioner and the scope of petition

Proposed Improvement Action:

- Consult on existing Petition Scheme as part of the Participation Strategy
- Review Petition Scheme with Constitution Committee

Other considerations

Analysis and Assessment:

Other Languages:

- Limited or no access for the use of languages other than English and Welsh for community engagement activities by Ward Councillors

Electoral Services

- Recruitment of a Public Awareness Officer – WG impressed with the work that's being undertaken and are planning to promote this role across Wales
- Engagement with Schools - **Curriculum for Wales 2022 : Political Literacy** pilot project
- Working to develop the next phase of this programme for over 14 year olds
- Resources
- Resources are finite – Staff capacity, working within existing budgets
- Phased implementation - Managing expectations, unknown impact of success

Other considerations

Proposed Improvement Action:

Language

- Assess the cost implications of providing other language translations (WITS) or other solutions

Electoral

- continue development of Electoral engagement plan including:
 - Public Engagement Survey,
 - Democracy Recourses (EC & Cardiff Commitment),
 - Consultation with Adults with learning disabilities
 - Gypsy & Traveller Communities
- Accessible Voting Champion working with United Response, Dimensions, Ambitious About Autism and Mencap. This would increase our engagement work with young people and adults who are autistic, have a learning disability and or an acquired brain injury.

Resources:

- Identify any resources necessary to successfully deliver the Participation Strategy

Involvement of Elected Members

Analysis and Assessment:

- Elected Members provide the primary connections to the communities they serve and are our best resource in the community.
- Undertake ward surgeries to engage with constituents
- Many Elected Members are involved with community groups and can provide local intelligence

Proposed Improvement Action:

- Undertake Member Workshops in May to determine their views:
 - on the proposed plans for the Participation Strategy
 - for other potential actions to support the Participation Strategy
 - Identify the capacity of members to undertake:
 - Mentoring and Shadowing
 - support for proposed activities included in the plan

Next Steps

- March 2023: PRAP Policy Development Session with recommendations to be received
- May 2023: All Member Workshop to be arranged seeking further suggestions to improve engagement practice
- June 2023: Draft Participation Strategy shared for Public Consultation
- October 2023: Consideration of Draft Participation Strategy by Cabinet, aligned to Local Democracy Week (15th October)

Any Questions



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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

POLICY REVIEW & PERFORMANCE

SCRUTINY COMMITTEE

22 March 2023

Committee Business Report

Scrutiny Annual Report 2022/23 – RLDP Inquiry - Correspondence

Reasons for this Report

1. Three matters comprise this month's Committee Business Report:
 - To update Members on the Scrutiny Annual Report 2022/23.
 - To invite expressions of interest in the Replacement Local Development Plan (RLDP) Joint Scrutiny Task and Finish Inquiry.
 - To advise Members of correspondence arising from recent PRAP scrutiny meetings.

Scrutiny Annual Report 2022/23

2. The Council's Constitution requires all Scrutiny Committees to report annually to the Council on their work during the past year and make recommendations for future work programmes. In recent years this constitutes one combined Scrutiny Annual Report capturing the work of all five scrutiny committees.
3. The Scrutiny Annual Report 2022/23 will be considered by Full Council in June 2023. It is currently being drafted and the final report will be agreed by all Chairs of Scrutiny.
4. In preparation for the final draft each scrutiny committee is requested to agree the pages that will be included for that committee. A draft page is therefore attached at **Appendix 1** for this committee's approval. The page will set out membership, purpose, and achievements over the year.

5. The final Scrutiny Annual Report to Council will focus on how Scrutiny has influenced the way Council services are delivered; improve stakeholder understanding and interest in Scrutiny; explain how Scrutiny facilitates engagement and encourages public participation; and highlight the value of Member-led/ stakeholder informed decision making.
6. If agreed by Council the report will be available for download bi-lingually from the Council's website, in standard or large print version and will also offer a translation in other minority languages if requested.
7. Members views are sought on whether the narrative at **Appendix 1** succinctly captures the work of the Committee in this first year of a new administration.

Replacement Local Development Plan (RLDP) Inquiry

8. The Replacement LDP is a crucial strategic document which governs the future development and economic growth of Cardiff up to 2036. It will be a key driver of investment, competitiveness, growth and environmental protection in Cardiff and will have implications for the wider city region.
9. In September 2021, the five Scrutiny Committees individually considered the first stage of the Replacement LDP - *Vision, Issues and Objectives* and *Integrated Sustainability Appraisal Scoping Report* - prior to its consideration by Cabinet. Following these meetings, a collective letter capturing all concerns and observations from all five committees was sent to Cabinet.
10. In October 2021, all five Scrutiny Committees approved the establishment of a joint task & finish group, comprising the Chairpersons of the five Scrutiny Committees plus a volunteer from each Committee, to consider the next stage of the Replacement LDP, the *Strategic Options*. The Task Group met on several occasions, resulting in 2 letters to Cabinet setting out key findings and recommendations relating to consultation and engagement, strategic and delivery options, accessibility, inclusivity and environmental sustainability.

The Preferred Strategy

11. The next stage of the Replacement LDP is the *Preferred Strategy*, which will set out the preferred level of housing and jobs growth for the plan and the spatial strategy to deliver this growth. It will also contain a number of draft strategic key policies – such as sustainable transport, protecting the environment and delivering quality new development – which will inform the preparation of a Deposit Plan.
12. Welsh Government guidance requires the Preferred Strategy to be founded on a robust and up to date evidence base; this is tested during the independent examination of the Deposit Plan.
13. The draft Preferred Strategy will be consulted on between July and September 2023, finalised by the Council's Cabinet in Autumn 2023 and will then be considered for approval by Full Council.

The Scrutiny Process

14. It is essential that the Preferred Strategy is subject to robust scrutiny prior to being finalised by Cabinet.
15. The Scrutiny Chairs have agreed that a task and finish group be established, consisting of the Chairs of the five Scrutiny Committees and two volunteers from each committee.
16. The Task and Finish group needs to be established as soon as possible to plan and commence work around the RLDP Preferred Strategy, scheduled to go out to consultation in July 2023.
17. The Terms of Reference for the Task and Finish Group have yet to be set but will be established by the Task and Finish Group and presented to the 5 Scrutiny Committees for agreement.
18. Members might wish to consider the potential benefits of joining the task and finish group. Some of these benefits will include:
 - a. Becoming involved in the scrutiny of a key strategic corporate and statutory document which has major implications for the future of Cardiff.

- b. Gaining an in-depth awareness of the issues underpinning the LDP and its process.
- c. Gaining experience of the Task and Finish process and the dynamics of working with Members from the Council's other four Scrutiny Committees.

19. Following approval of the Preferred Strategy, it is anticipated that the task and finish group will continue to meet periodically, to undertake scrutiny of future stages of the Replacement LDP.

Correspondence

20. Following each Scrutiny Committee meeting, the Chair writes on behalf of all Members, to the relevant Cabinet Member and senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The Committee is routinely copied into the letters when they are forwarded to the Cabinet Member. Depending on the issues highlighted, the letter may request a response from the Cabinet Member to any recommendations made, and sometimes requests further information.

21. For Members information, attached to this report are copies of correspondence following the January, February and March 2023 meetings of this Committee, both letters sent, and Cabinet responses received.

22. Where responses are marked *Response awaited* the support officer continues to follow up on the Committee's behalf, particularly where the Committee has made a formal recommendation for monitoring as part of the new database in place to capture the impact of scrutiny. There are occasions, however, that the Committee does not formally request a response.

Committee	Scrutiny	Link
14 December 2022	Race Equality Taskforce	Link to correspondence following December PRAP
	<i>Response awaited</i>	
17 January 2023	Budget Consultation 2023-24	Link to correspondence following January PRAP
	<i>Response not required</i>	
	Mid-year Performance 2022-23	Link to correspondence following January PRAP
	<i>Response awaited</i>	
	Call-in St David's Hall	Link to correspondence following January PRAP
	<i>Report not referred back</i>	
3 March 2023	Corporate Plan 2023-26	Link to correspondence following 1 March PRAP
	<i>Cabinet response</i>	Link to Cabinet response
	Budget Proposals 2023-24	Link to correspondence following 1 March PRAP
	<i>Response not required</i>	
	Maindy Park Land Advisory Committee Recommendations	Link to correspondence following 1 March PRAP
	<i>Cabinet response</i>	Link to Cabinet response

Legal Implications

23. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the

Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

24. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

Members are recommended to:

- i. Consider, if necessary amend, and approve the draft Policy Review and Performance Scrutiny Committee page of the Scrutiny Annual Report 2022/23, attached at **Appendix 1**.
- ii. Express an interest in sitting on the Replacement Local Development Plan Joint Scrutiny Task and Finish Group.
- iii. Note correspondence between the Committee and the Cabinet for meetings December 2022 – March 2023.

Davina Fiore

Director Governance & Legal

16 March 2023

POLICY REVIEW & PERFORMANCE PAGE - Draft copy for Scrutiny Annual Report 2022/23

Our Membership – photos to be sourced from library.

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 **Homeworking 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.