

	Standard Items	Source	SRO	Scope for Scrutiny	Timing	R	A	G
1	<p>Corporate Plan 2018/2020</p> <p>The Council refreshes its Corporate Plan each year. The new administration will not be refreshing the existing Corporate Plan but will continue to monitor performance against the existing Corporate Plan until production of the 2018/20 Corporate Plan, when Capital Ambition priorities will be converge with the new Plan, and the two will sit alongside one another.</p> <p>See below (page 18) Corporate Plan 2016/17 Objectives relevant to the Committees Terms of Reference. All Objectives have been integrated in the following list of potential items for the Committee's 2017/18 work programme.</p>	SO	Chief Exec Gareth Newell	Policy development Pre-decision	Jan Feb			
2	<p>Draft Budgetary Proposals 2018/19</p> <p>The Committee will have a two-fold responsibility to scrutinise the whole Council budget, factoring in the concerns of all four other scrutiny committees, and to focus on those services specifically under its Terms of reference.</p>	CM/SO	Cllr Weaver Christine Salter	Pre-decision	Feb			
3	<p>Budget Monitoring 2017/18</p> <p>There is an option for the Committee to monitor the budget, based on quarterly monitoring by the Cabinet. Reports would be available post consideration by Cabinet. Option to undertake this via an informal budget panel that escalates issues for further scrutiny to the next available full formal committee.</p>	SO	Christine Salter Ian Allwood	Monitoring				
	Month 4				Sept/ Oct			
	Month 6				TBA			
	(Month 9)				TBA			

4	<p>Budget Strategy 2018/19 and MTFP</p> <p>The 3 year financial position (Save £80m over 3 years)</p> <p>The Cabinet set out its financial strategy for addressing the 2018/19 budget at its meeting on 27 July 2017. Members may find a briefing a useful foundation for budget scrutiny/monitoring.</p>	CM	Christine Salter	Briefing to inform financial scrutiny going forward.	Sept			
5	<p>Quarterly Performance Monitoring Reports – Corporate overview</p> <p>Cabinet considers quarterly performance monitoring reports</p> <p>Committee has previously taken a close interest in pre-decision scrutiny of ongoing proposals to refresh the Council’s performance management framework, and to refresh performance-monitoring arrangements.</p> <p>The Resources Directorate delivery plan has an action to implement the Performance Management Strategy across the organisation to support the Council’s continued improvement.</p> <p>Option to consider reports formally at Committee, either quarterly or six-monthly; or to receive reports for information/briefing only, to identify/inform future scrutinies /deep dives and agenda planning.</p>	SO	Chief Exec Joe Reay	Monitoring. Strategy and delivery. To identify deep dives				
	Quarter 1				Sept			
	Quarter 2				Dec			
	Quarter 3				March			
	(Quarter 4)				TBA			
	Annual Complaints Report	For-	Sarah	Pre-decision	Oct			

6	<p>The annual complaints report for the Council provides the total number of complaints and compliments received by the Authority each financial year. This includes information on the volumes received by each service area with narrative provided on trend analysis, explaining any increase or decrease from the previous year. Improvements made by the Council because of customer feedback is also considered and documented.</p> <p>Additional information is provided on complaints that have been escalated to the Public Ombudsman for Wales including data such as the number of complaints being upheld.</p> <p>The report is on the Cabinet forward plan for October.</p>	ward Plan	McGill/ Isabelle Bignall	monitoring. Inform Committee's forward work planning	All year				
Committee Business									
7	Work Programme reports - update Members quarterly	PSO			Nov/ March /June				
8	Annual Report 2017/18 - usually presented to June Council	PSO		Approval	May				
9	Correspondence updates – Bi-Monthly record of Committees recommendations and Cabinet responses.	PSO			Nov/Jan /March /May				
10	Audit Committee minutes – For information as available		Ian Allwood		Jan/ Mar				
Partnership Scrutiny									
11	Public Services Board (PSB)- Well-being Plan	Leader /SO	Chief Exec Joe Reay	Pre-decision response to consultation.	Oct March				
	The Well-being of Future Generations (Wales) Act 2015 requires the Council and its								

	<p>partners that form the PSB to assess the state of economic, social, environmental and cultural well-being in its area, and develop a Well-being Plan. Cardiff's PSB has developed draft well-being objectives and will be consulting on its Well-being Plan <i>autumn</i> 2017. The Committee is a statutory consultee.</p> <p>Following July's meeting Members proposed, subject to agreeing the Committees work programme on 20 September 2017 to scrutinise Cardiff's Well-being Plan, during the 12-week consultation period (Autumn 2017) and prior to final approval by the Board. (Spring 2018). Members are looking for measurable targets and outcomes in the final Well-being Plan that enables the Committee to monitor progress over time.</p> <p><i>(Note a priority of Capital Ambition is an emphasis on partnerships facilitating the City's economic leverage to improve the living standards of most people.)</i></p>		Gareth Newell					
	Work prioritised following previous scrutiny in 2016/17.							
12	<p>Alternative Delivery Model - follow up</p> <p>The Committee undertook a joint scrutiny with the Environment Scrutiny Committee to evaluate ADM options. The commercialisation approach to delivering services continues, with work particularly focussed on non-domestic facilities management, fleet management and schools maintenance. The Council has successfully outsourced the provision of Leisure services.</p>	Chair	Neil Hanratty/ Tara King	Request progress briefing on roll out of further ADM /Commercial approaches to the provision of Council services.	Jan?			
13	<p>Visit to Connect 2 Cardiff</p> <p>Committee may wish to familiarise itself with the breadth of services delivered by C2C</p>	SO/IB	Isabelle Bignall		TBA			

	during the year, prior to holding a full Scrutiny Committee at Wilcox House. (Includes the Alarm Receiving Centre (ARC); and Welsh Interpretation & Translation Service (WITS).						
14	<p>Employee Health and Wellbeing Strategy 2016-19</p> <p>The previous Committee agreed (June '16) that it would like to monitor whether managers are improving in their ability to identify work related stress, particularly their ability to identify mental health issues in their staff.</p> <p>An action of the Resources Directorate delivery plan is to achieve the <i>Silver Level</i> of the <i>Corporate Health Standard</i> by March 2018 to promote and support the health and well-being of employees.</p> <p><i>(This item links well with the Mental Health Strategy, under development and programmed for Cabinet in the Autumn.)</i></p>		Christine Salter/ Philip Lenz	Policy review	Oct/ Nov		
15	<p>Non Operational Investment Property Estate</p> <p>Committee has previously requested an annual report on the performance of the Investment Estate Board; supported by a cash flow statement outlining all sources of income and allocation of funding.</p>		Neil Hanratty/ Helen Jones	Monitoring			
16	<p>Business continuity</p> <p>Previous Committees have expressed concern (July '16) that 100% of the risk around Business Continuity had not been mitigated and wished to factor further work on this topic into work programming discussions, allowing for consideration of full Business</p>	Chair/ CM	Christine Salter	Policy Development/ Short scrutiny?	2018		

	Continuity plans and red/amber risks. The Cabinet Member responsible has expressed an interest in the Committee assisting in identifying who does this well (private or public) and benchmarking the Council's approach.							
Corporate Improvement								
17	WAO Annual Improvement Report 2016/17 This Annual Improvement Report summarises audit work undertaken by WAO, CSSIW and ESTYN in the Council over the past year, and provides the Auditor General's determination as to whether the Council has put in place reasonable arrangements for improvement to comply with the requirements of the Local Government Measure.	SO	Joe Reay	Circulate for info; bring to Oct/Nov to inform future lines of enquiry.	Oct/Nov			
18	WAO Annual Plan 2017/18 A key pillar of the WAO 2017/18 plan is to further enhance its work on supporting effective scrutiny and accountability. This is proposed by providing support and guidance to committee chairs and providing good practice seminar opportunities and awareness raising sessions for committee members on relevant issues. In September WAO will commence a review of how well placed local government scrutiny is to deal with the statutory responsibilities of the Well-being of Future Generations Act, and the future challenges of the White paper agenda for regional service delivery. The review framework will involve a limited number of evidence gathering interviews and review of arrangements for PSB scrutiny. There will be regional seminars for WAO to report back findings, and local rather than a national report. The review is likely to map the direction of travel of scrutiny resources.	WAO	Joe Reay Davina Fiore	Engage with review as appropriate. Scrutiny of findings to reflect on Council's position and make recommendations to Cabinet if necessary.				

19	<p>Statutory Annual Improvement Plan 2016/17</p> <p>The Council must produce this statutory document each year as a reflection of its performance and activities in the previous financial year in line with the Corporate Plan.</p>	SO	Joe Reay	Monitoring Council performance	Oct			
20	<p>WAO Governance Review</p> <p>As a part of its 2016/17 work plan the WAO undertook a review of governance arrangements in the Council. The final report is available, and Members may wish to receive a briefing note, or a fuller briefing at committee.</p>	SO	Joe Reay	To inform future work programming and lines of inquiry.				
21	<p>Organisational Change Programme</p> <p>New 3-year organisational development programme.</p> <p>Cabinet will consider a provisional account of the Council's programme of future change activity, highlighting the intended overall structure, headline projects and key areas of focus. The Committee's role is both to monitor the progress of the overarching change programme, as the organisations prime vehicle for improvement, and to focus in more detail on those projects within strands that are pertinent to its Terms of Reference.</p> <p>An external review of the ODP has recently been completed and the new change programme will have a narrower focus, a smaller number of projects, and greater focus on technology, particularly IT in the workplace.</p>	Cllr Weaver /Chief Exec	Chief Exec	To consider the proposed headline programme and identify projects for future scrutiny, continuing to monitor progress throughout 17/18	Sept			

	Committee is a key stakeholder, and consideration of this provisional account will be key to the committee's work programme.						
22	<p>Organisational Change Programme projects</p> <p>Following sight of the provisional change programme, specific change projects may require in depth progress reports during 17/18, containing greater detail.</p>	Chief Exec	Chief Exec	Progress monitoring/ pre-decision scrutiny of projects	as appropriate		
23	<p>Digitalisation</p> <p>Capital Ambition aspires to a digital first approach to Council services. The Resources Directorate is tasked with progressing digitalisation to change the Council's way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, and to enable the Council to adopt more efficient working practices.</p> <p>The Director has indicated digitalisation within the Council needs to accelerate and provide the Council with savings, and she had hoped that Customer Relationship Management work would be further down the line. The MTFP needs savings over the next 3 years, such as the e-billing of Council tax.</p> <p>The previous Committee proposed</p> <ul style="list-style-type: none"> Continuing to monitor progress in finding a solution to the implementation of the CRM model across the organisation; Undertaking a case study exercise that monitors the customer journey of socially excluded, elderly and technologically disengaged customers. Exploring opportunities for technological collaboration with other councils, in discussion with the WLGA. Considered channel choice important, particularly maintaining services for those less digitally focussed, such as the elderly 	Members/ SO	Christine Salter	Monitoring progress with a view to deeper inquiry in 2018, including testing the customer experiences of the less digitally able.	March /April		

	<p>Actions within the <i>Communities, Housing and Customer Services</i> directorate that are linked to Digitalisation progress include increasing customer contacts to the Council using digital channels, and reviewing, promoting and increasing current online services offered by C2C.</p> <p>New Members have highlighted Customer Services and the rapidly changing channel shift/access to services as an area of interest. Digital inclusiveness is considered important.</p>		Sarah McGill				
24	<p>Social Responsibility Policy. (Community Benefits Charter)</p> <p>The Social Responsibility Policy and Charter (Community Benefits Charter) will aim to ensure local communities benefit when the Council spends money on goods and services.</p> <p>The Policy will cover Social Responsibility, Community Benefits and the Living Wage. It outlines the council's approach to maximising the delivery of Community Benefits across the city, and wider region, through the inclusion of community benefits clauses in Council contracts and the delivery of a Community Benefits Charter.</p> <p>The Charter is a set of guiding principles to which Cardiff City Council will adhere and will invite its contracted suppliers, the wider business community, other public sector bodies (including schools), and third sector organisations (including grant recipients), to adopt.</p> <p>An action of the Resources delivery plan is to work with major contractors and providers to deliver increased social value through Council contracts by creating opportunities for apprenticeships, work placements and employment.</p> <p>Community Benefits Charter signatories will consider and describe how they can improve the economic, social and environmental well-being of Cardiff that result from</p>	Cllr Weaver	Christine Salter	Pre- decision	Oct		

	their activities. This includes indirect outcomes through commissioning and procurement.							
25	<p>Mental Health Policy</p> <p>As a part of the Employee Health & Wellbeing Strategy, the Cabinet will consider a new Mental Health Policy. The Committee's views are sought as a part of the Council's decision-making framework.</p>	Employee Voice	Philip Lenz	Pre-decision	Oct/Nov			
26	<p>Workforce Strategy</p> <p>A Capital Ambition is to develop and appropriately skill the workforce to meet the changing needs and demands of the Council. The Resources directorate delivery plan includes a Strategic Priority to implement the workforce strategy by increasing apprenticeships, traineeships and work placements.</p>	SO	Christine Salter	Request briefing/update to monitor progress				
27	<p>International Strategy</p> <p>The Corporate Plan indicates the Council will develop a revised International Strategy for Cardiff in 2017/18 reflecting the implications of and opportunities from last year's referendum decision for the UK to leave the EU.</p> <p>The Cabinet considered an initial report on the implications of the outcome of the European Referendum in July '16.</p> <p>During induction work programming discussions Members expressed an interest in how the council can prepare for the implications of Brexit. (suggested by Cllr Boyle).</p>	Member	Leader/ Chief Exec	Request a briefing on current position/future preparations.	TBA			

28	<p>Voluntary /Third sector relations:</p> <p>The role of Dewis Cymru and how the weight of the voluntary and third sector can be more effectively harnessed by the local authority to deliver services. (suggested by Cllr Boyle)</p> <p>The Dewis Cymru directory is a centralised website for residents to find quality information about well-being from a network of social care, health and third sector organisations across Wales without going to a professional or calling for help. With over 1,500 well-being resources registered, Visitors to https://www.dewis.wales/ can select the category they are interested in and a range of advice and links to services available. It should be a valuable tool.</p> <p>The Committee heard from Sarah McGill of the growing community and 3rd sector partnership work with the Council and a stronger join up with the Council.</p>	Cllr Boyle Sarah McGill	SM/IB	<p>Committee has voluntary sector relations within its Terms of Reference and may wish to request a briefing on Dewis Cymru; and how it contributes to effective customer service.</p> <p>Option to scope deeper inquiry into strengthening 3rd sector relations.</p>	Oct	
29	<p>Community Asset Transfers</p> <p>Where delivery models of service provision are changing, how successful have community asset transfers been?</p> <p>Committee heard there have been just 2 CAT's over the past 18 months, where community groups have taken over responsibility for maintaining community land and facilities.</p>	Cllr Berman SO	Neil Hanratty	Scope deeper inquiry/short scrutiny	Sept/ Oct	

30	<p>Corporate Risk Register</p> <p>Available to inform the Committees planning and scrutiny focus. For information/planning purposes only</p>	Ian Allwood	Christine Salter	Circulate mid and end of year reports.				
31	<p>Corporate Safeguarding</p> <p>The Council is proposing to develop a Corporate Safeguarding policy that will apply to all Members of staff. It will consider how staff should deal with a situation where they encounter evidence of neglect and domestic violence, and examine how best to share such intelligence across Council services.</p>	Cllr Weaver	Tony Young	Policy Development	TBA			
National Developments								
32	<p>Welsh Government proposals for regional collaboration & shared local government services.</p> <p>Alongside the statutory Public Services Boards recently established under the Well-being of Future Generations (Wales) Act 2015, an enhanced level of regional planning has been proposed for local government services in Wales, with associated reforms to funding mechanisms and an increase in the complexity of governance models.</p> <p>The White Paper-Resilient and renewed, published in January 2017 aspired to Local Authorities taking the opportunity of new regional</p>	SO	Chief Exec	<p>Contribute to Council response.</p> <p>Feed into development of governance arrangements.</p>	As required			

	arrangements to develop smart scrutiny approaches.....move away from scrutinising the minutiae of day to day operations and focusing on where major impacts for citizens are or on matters that are new or contentious....eg using digital technology....giving citizens a key role in the process.						
33	<p>Electoral Reform</p> <p>The Wales Act 2017 will introduce new reserved powers for the National Assembly. The white paper Resilient and Renewed indicated that, subject to the passing of the Act, the Assembly proposes to make legislation that will allow all councils in Wales to decide which voting system best reflects, the needs of local people. The Government is currently seeking views on a range of proposed electoral reforms; Voting eligibility; improving registration; the voting system and process; standing for election; and Returning officers.</p> <p>Consultation responses must be returned by 10 October 2017.</p> <p>Note: Committee has previously highlighted concerns at how Council elections are resourced.</p>	SO	Davina Fiore	Request an opportunity to feed Committee views into the Council's response to WG consultation.	Sept/ Oct		
34	<p>Welsh language Standards</p> <p>Capital Ambition supports the creation of truly bilingual city. The Bilingual Cardiff Member Group has previously requested that the Welsh Language Standards Annual Report comes to scrutiny annually prior to full Council in June.</p> <p>Previous Committee proposed</p> <ul style="list-style-type: none"> ○ Conducting more focussed case study type inquiry work, with a view to examining the challenge to a private sector employer of offering a 	Capital Ambition SO	Davina Fiore	Monitoring Pre-Council Scope possible case studies	May		

	<p>bilingual service, and at how the Council is supporting bilingualism in an English speaking school;</p> <ul style="list-style-type: none"> ○ Monitoring progress in delivering the Welsh Language Standards on an annual basis. 							
Potential Inquiry/Short Scrutiny								
35	<p>Customer Service</p> <p>Phase 1: Customer Leadership Task & Finish Group. – Customer culture.</p> <p>“How to achieve a Council Wide customer first culture / ethos”</p> <p>Understand and outline the challenges the Council faces as an organisation;</p> <ul style="list-style-type: none"> ● Diverse services ● Multiple touch points ● Large staff group ● No standard approach to customer service and management <p><i>In scope;</i></p> <ul style="list-style-type: none"> ● Customer charter detailing expectations from customer and staff perspective ● Customer “champions” in each area ● Attitudes towards customers and taking responsibility for their issues / enquiries ● Customer Service Training corporately ● Imbedding a customer service ethos in all staff ● Closing the “loop” – if you have to pass a query on how to ensure closure 							

	<ul style="list-style-type: none"> • Our policy (guidelines) for supporting the digitally disadvantaged • Digital inclusiveness <p><i>Out of scope</i></p> <ul style="list-style-type: none"> • Technology solutions <p>The Communities, Housing and Customer Services Directorate has offered staff time to support this task, with a view to taking responsibility for implementing the review findings.</p> <p>Phase 2 – Customer technology.</p> <p>See Digitalisation at 23 above.</p>						
36	<p>Well-being of Future Generations Act 2015</p> <p>Cllr Bowen-Thompson has suggested consideration of the how Scrutiny can apply the ways of working proposed in the Act.</p> <p>Note In January 2018 the Wales Audit Office will hold a seminar examining the implications of the WFG Act for the scrutiny function.and the role that this plays in the overall governance framework of public bodies.</p> <p>The seminar is aimed at officers and members from across the 44 bodies that come under the Act and members/ non execs with direct responsibility for scrutinising executive functions. Attendees will gain an understanding of the implications of the WFG Act for those that scrutinise public services, particularly in relation to the five</p>	Member	Davina Fiore	<p>Scoping paper of implications of applying the Act to Scrutiny.</p> <p>Expressions of interest to attend.</p>			

	ways of working.							
37	<p>Operational estate - management of the schools estate (commercialisation)</p> <p>Members enquired as to the sufficiency of resources allocated to deal with the priority of taking steps to address the historic maintenance backlog in school buildings, given that currently £2m pa is programmed to deal with potentially £4.5m pa of maintenance required.</p> <p>Members may wish to consider the standard of the schools estate, the risks posed for the Council, and financial strategies to mitigate the risks.</p>	SO	Neil Hanratty Tara King	Scoping paper on the proposed programme of maintenance, how the Council proposes to mitigate Health and Safety and reputational risks, and resource necessary maintenance.	Sept /Oct			
38	<p>Sickness absence</p> <p>The Council's sickness absence rate is increasing again, after several years of improvement. The Resources directorate has an action to reduce corporate sickness absence to 9 days p.a. by March 2018 through continued monitoring, compliance and support for employees and managers. The Cabinet Member has brought to the Chairs attention that APSE has recently been working with the Council to review the position and policy, whether there is a policy gap, or an implementation gap. Committee has been offered sight of this review, and may wish to consider further in depth scrutiny of the <i>causes</i> of increasing sickness absence rates.</p>	CM	Christine Salter	Scope short scrutiny/inquiry				
39	Democratic engagement.	SO	Davina	Scope possible short scrutiny	Sept/			

	How to increase public engagement with democratic processes. What works elsewhere? How to balance with resource requirements. Capital Ambition prioritises Citizens becoming more involved in the decision making (budget deficit, services and increased webcasting).		Fiore		Oct			
40	Identifying best practice - benchmarking Explore potential for a short inquiry to support the Council in identifying 'best practice' of other LA's in the UK (including Scotland and NI) Research and scope how Directorates compare themselves with others, and identify innovations elsewhere that are productive. Explore how well established the use of benchmarking is in the performance monitoring of council services. Is there value in routine publication of benchmarking against core cities for key council services?	Chair		Discuss angle of Terms of Reference and Scope options. Explore further with Head of Performance	Sept /Oct			

Appendix A

Corporate Plan Objectives 2017/18 that fall within PRAP's Terms of Reference**Priority 3: An economy that benefits all our citizens**

Well-being objective 3.4 Ensure high quality and sustainable provision of culture, leisure and public spaces in the city. Commitment is:

- Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the **Bilingual Cardiff Strategy**, in line with Welsh Government's vision.

Priority 4: Working together to transform services

Well-being objective 4.1: Communities and partners are involved in the redesign, development and delivery of local public services. Commitment is:

- Continue to deliver the **Community Hubs development programme** to provide a wide range of services, including advice, support and library provision within communities.

Well-being objective 4.2: Ensure effective governance arrangements and improved performance in key areas. Commitments are:

- Implement the new **Performance Management Strategy** across the organisation to support the Council's continued improvement.
- Further, **reduce sickness absence** by March 2018 through continued monitoring, compliance and support for employees and managers.
- Implement refreshed **Personal Performance and Development Review scheme** by March 2018 to improve staff performance.
- Ensure the Council's **decision-making process** is timely, inclusive, open, honest and accountable.

Well-being objective 4.3: Our services are transformed to make them more accessible, more flexible and more efficient. Commitments are:

- Deliver the Council's **Property Strategy** for fewer but better buildings

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- Change our way of working through **digitalisation**, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices.
 - **Commercialise key Council services** to increase net gross income.
 - Further, **develop the Medium Term Financial Plan** to inform the Annual Budget Setting Process, ensuring robust decision making which is sustainable in the longer term.
 - Implement the **workforce strategy** to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority.