





PRAP Work Programming 2021/22 – options

Proposed Item	Indicative Timing	Priority - Draft Status
Strategic Overview		
<p>Corporate Plan 2022-2025 Pre-decision scrutiny of the 2022-2025 Corporate Plan, to follow policy development scrutiny by the Committee's Performance Panel in January 2022</p>	Feb-22	
<p>Cardiff Replacement Local Development Plan Review Consultation on the draft <i>Vision, Issues and Objectives</i> and <i>Integrated Sustainability Appraisal Scoping</i> took place between 28th May and 23rd July 2021. This is a report to Council on the findings of the consultation process and recommends the Council approve the <i>Vision and Objectives</i> for the Replacement Local Development Plan and the Final <i>Integrated Sustainability Appraisal Scoping Report</i> which will be used to assess the plan.</p>	Sept-21	
<p>Senior Management In September 2020 following scrutiny of Senior Management proposals the Committee requested further reports, at an appropriate time on: - senior management arrangements for Tiers 1&2; - assurance regarding the inclusion of appropriately qualified staff in the social services senior management team and; - an update on the implementation of the proposals. <i>PSO to follow up</i></p>		
<p>Brexit Members have requested to be informed of any significant challenges the Council is facing as a consequence of Brexit – option to request an update.</p>		
<p>Race Equality Taskforce Annual review the work of the Race Equality Taskforce and its work streams as work gathers pace.</p>	Jan-22	
Financial		

<p>Financial Resilience Covid-19 continues to have a significant financial impact, additional costs and substantial income losses mean the situation remains extremely challenging, and a major financial risk. The Council recovery plans and key risks require close monitoring during 2021/22.</p> <p>Moving forward, <i>a sharper focus on the capital position is required</i>, as increases in costs and supply pressures are impacting on the delivery of the capital programme.</p>		
<p>Budget Proposals 2022/23 Pre-decision scrutiny of proposals to Cabinet and Council</p>	Feb-22	
<p>Budget Monitoring 2021/22 Months 4,6,9, Note – M4 monitoring will give an early indication of services that could offer greater savings and those that need greater protection. <i>(Outturn falls within next administration)</i></p>	Sept-21 Dec-21 Feb-22	
<p>Corporate Risk Register – year- end review 2020/21 Six monthly report highlighting the key risks facing the Council informed by senior officers across all directorates. Considered by Audit Committee July 2021 - Circulate to committee offline.</p>	Sept-21	
<p>Legal Services Budget challenges Following scrutiny of the Outturn Report 2020/21 the committee requested detailed assurance that Governance and Legal Services are looking closely at the substantial increase in demand for its services and the high unanticipated costs and pressures placed on its budget. (June 2021). M4 monitoring report to inform need for deep dive in this and other service areas if required.</p>	Oct/Nov	
<p>CTS - Vehicle Transition Strategy - Delivering An Emission Fleet For Cardiff Council. Approve the Corporate Policy for purchase of new vehicles, a phased replacement strategy, and roadmap for the Council’s ULEV Transition to 2030, to be brought back to Cabinet in Autumn 2021 for formal approval.</p>	Oct 21 Autumn 21	
<p>Procurement of a car club scheme for Cardiff As part of the ‘Ways of Working’ review, explore the option for Cardiff Council to take up corporate membership of the car club scheme, providing access to car club vehicles for Council employees as an alternative to grey fleet usage for work-related travel.</p>	Oct-21	

<p>Socially Responsible Procurement Strategy, New policy based on the Social Partnership and Public Procurement (Wales) Bill to reaffirm the Council's commitment to using its procurement processes and procedures to deliver its Well-being Objectives. (<i>Corporate Plan – date tbc</i>)</p>		
<p>Cardiff Bus Following scrutiny of Cardiff Bus Members recommended that when there are discussions and decisions to be made as to any future investment by the Council in Cardiff Bus or direct involvement in the company by TfW that these matters be dealt with by Council following a scrutiny evaluation by PRAP, including any shorter term decisions required on the potential purchase of 91 new vehicles at an estimated cost of £18m. (Oct 2020)</p>		
Performance		
<p>Performance Management Framework and Data strategy To respond to new performance requirements, build on the improvements in corporate performance reporting and management, and those enacted in response to the pandemic, a new Performance Management Framework will be brought forward alongside a new Data Strategy for the Council.</p>	Nov-21	
<p>Annual Well-being Report – end of year performance <i>(falls within next administration)</i> Performance Panel informal session followed by formal Committee</p>		
<p>Mid-year Performance Assessment 2021/22 Performance Panel informal session followed by formal Committee</p>	Dec-21	
<p>Annual Complaints Report Provides the total number of complaints and compliments received by each service area with narrative on trend analysis, explaining any increase or decrease from the previous year. Includes improvements made by the Council as a result of customer feedback and information on complaints escalated to the Public Ombudsman for Wales. Circulate to committee offline.</p>	Sept-21	
Recovery		

<p>Recovery and Renewal (transformation) Programme</p> <p>The Council recognises the long-term recovery challenges and will continue to use the ‘Restart, Recover, Renew’ framework, approved by Cabinet in June 2020, to guide its planning for restarting services and for identifying medium and longer-term priorities for recovery and renewal. The Corporate Plan 2021-24 contains priorities for service recovery over the medium-term.</p> <p>Following scrutiny in December 2020 the Committee noted that the organisation has demonstrated what can be achieved under pressure and a reset of the corporate change programme would reflect recent evidence, capture and embed innovative opportunities for the future. This will join up technology change, workplace accommodation, health & safety and build on a package of changes to deliver efficiency changes.</p> <p><i>Homeworking Task Group to receive position statement/progress update on Corporate Hybrid Working programme</i></p> <p><i>Report to task group</i></p>	<p>Sept/Oct 21</p>	
<p>Covid-19 – ongoing pandemic management</p> <p>In 2021/22 the Council faces ongoing pandemic management, including delivery of a mass vaccination programme; an effective Test, Trace, Protect Service; robust health and safety practices across all Council buildings and in service delivery; availability of appropriate PPE to protect staff, service users and residents; monitoring the financial implications of the Council’s actions to support the city through the pandemic; enforcing compliance effectively through Shared Regulatory Services; Continue to support delivery of the national, all-Wales Coronavirus Control Plan, and the Cardiff and Vale Covid-19 Prevention and Response Plan.</p> <p>Central scrutiny theme – monitor & request update if concerns arise.</p>		
<p>Covid-19 – health & safety policy</p> <p>Require all home workers and a number of home-based and flexible workers to have regular health and safety assessments, to ensure that those staff working from home are working in safe and appropriate environments. Home working assessments will be repeated at an appropriate frequency determined by the risk involved.</p>		
<p>Homeworking Policy</p> <p>Review of the relevant employee policy requirements, including the Homeworking Policy and associated agile working policies, to ensure that they support the shift to ‘hybrid working’.</p> <p>Update to existing corporate policies – pre-decision scrutiny by whole committee</p>	<p>Oct/Nov- 21</p>	

<p>Sickness Absence</p> <p>Sickness Absence: significant improvements have been made to sickness absence throughout 2020/21, however these are not uniform across the Council, with some service areas recording persistently high sickness absence. The organisation will take a targeted approach of management action to reduce long-term sickness absence, with a focus on case management, managerial discipline and provision of support.</p> <p>Progress monitoring report.</p> <p>Following scrutiny of the Annual Well-being Report 2020-21 the Committee highlighted Waste Management as a prime Council service and a key performance challenge for the Council (recycling targets, sickness absence levels).</p> <p>Request deep dive report on sickness absence in Waste Management alongside corporate monitoring.</p>	Nov-21	
<p>Digital Strategy</p> <p>The Council anticipates that the shift towards online and digital services will continue post pandemic. To reflect this, the Council will review and refresh its Digital Strategy over the year ahead.</p> <p>(as listed in the Corporate Plan 2021-24 – date tbc)</p>		
Property		
<p>County Hall and City Hall (Core Offices) Condition Survey and Engagement Strategy</p> <p>Report to present the current condition of the Councils core administration buildings of County Hall and City Hall and property options to consider as the Council returns from Pandemic around potential new working practices</p>	Nov-21	
<p>Corporate Property Strategy 2021-26</p> <p>The report will present an updated Corporate Property Strategy for the next 5 years, outlining the objectives, management principles and key initiatives relating to the Council's land and property estate, including 5 year targets for the delivery of capital receipts, running cost and maintenance backlog reduction, carbon reduction and revenue income.</p>	Oct-21	
<p>Facilities management</p> <p>Monitor at M4 and request progress update if necessary.</p>		
Participation & Engagement		

<p>Budget Consultation & Ask Cardiff</p> <p>The Committee has requested an opportunity to comment on budget consultations pre-publication (<i>Nov 2020</i>).</p> <p>The Budget Consultation focusses on the core priorities for residents, and is informed by the annual Ask Cardiff consultation. The Ask Cardiff results and analysis will be available in the Autumn.</p>	Oct/Nov 21	
<p>Citizen engagement strategy</p> <p>Pre-decision scrutiny of the Council's Citizen engagement strategy as listed in the Corporate Plan 2021-24</p>	Dec-21	
<p>Bilingual Cardiff Strategy Action Plan</p> <p>The Bilingual Cardiff Strategy 2022-27 is currently being revised and will go to Cabinet in January 2022 in conjunction with the 10 year Welsh Education Schools Plan as both are interlinked in respect of increasing the number and % of Welsh speakers in Cardiff.</p> <p>The Bilingual Cardiff Member Group will consider in September, and December and the Strategy is available for pre-decision scrutiny in Dec/Jan.</p>	Dec 21 /Jan 22	
<p>Virtual Assistant - Chatbot</p> <p>The Council's Chatbot 'BOBI' offers online customer support for enquiries such as waste collections, council tax and Covid-19 related issues. Progress report on its use, refinement and delivering a bi-lingual Chatbot. (<i>This could be aligned with a customer service update.</i>)</p>		
<p>Customer Service/ C2C</p> <p>Progress update of corporate focus on customer service agenda & action plan.</p> <p>Follow up concerns raised by Members during scrutiny of waste management regarding C2C and their experiences of reports to C2C not resulting in action to resolve reported issues. The Chair of Environment has suggested that the Committee considers scrutinising C2C's performance.</p>		
Partnership Scrutiny		
<p>PSB Annual Report 2020/21</p> <p>The Committee has a statutory responsibility for scrutiny of the PSB Annual Report.</p>	Oct-21	
<p>Well-being Needs Assessment</p> <p>The PSB is required to consult widely and publish its Well-being Needs Assessment in May 2022. The Assessment will be available for pre-decision scrutiny.</p>	Feb- Mar-22	

<p>Partnership Governance Arrangements</p> <p>Partnership governance arrangements for the Cardiff Public Services Board (PSB) will be reviewed and refreshed, to ensure they meet the complex multi-agency challenges that the city's public services will face over the coming years.</p> <p>Furthermore the Council will explore a new approach to joint working on public health matters with Cardiff & Vale University Health Board</p> <p>The Committee has previously recommended that the PSB refreshes the approach to capturing the deliverable outcomes from the partnership agenda.</p>		
Joint Scrutiny		
<p>LDP</p> <p>Subject to consideration by all Scrutiny Committees (Sept-21), a potential joint task group across 5 scrutiny committees, reporting to PRAP.</p>		

Corporate Plan Priorities and Commitments 2021/22 relevant to PRAP's Terms of Ref.

Well-being Objective 1: Cardiff is a great place to grow up

Begin to develop a strategic framework for the future prioritisation of 21st Century School and Local Development Plan investment.	Cllr Sarah Merry	Education & Lifelong Learning
Deliver enhancements to the school estate through a two-year programme of asset renewal and target investment in schools that require priority action by March 2022.	Cllr Sarah Merry	Education & Lifelong Learning

Well-being Objective 4: Safe, confident & empowered communities

Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy.	Cllr Huw Thomas	People & Communities
Increase the number and percentage of Welsh speakers in the workforce in line with the 'Bilingual Cardiff: Bilingual Council' Policy and expand capacity to deliver bilingual services by implementing the Welsh Language Skills Strategy 2021	Cllr Huw Thomas	People & Communities

Well-being Objective 6: Cardiff grows in a resilient way

Conduct a full review of the Local Development Plan (LDP) by late 2024 and engage in dialogue on regional strategic planning arrangements.	Cllr Caro Wild	Planning, Transport & Environment
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Well-being Objective 7: Modernising and integrating our public services

Develop a comprehensive programme of organisational recovery and renewal focused on: <ul style="list-style-type: none"> Adopting agile working across the Council; Promoting service innovation in response to the new operating environment; 	Cllr Chris Weaver	Resources, Adult Services, Housing & Communities
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<ul style="list-style-type: none"> Enhancing digital technologies in customer service and in back office functions; Delivering recovery plans for the services whose business models most impacted by the pandemic; Embedding new locality delivery models in key community services; Continuing to drive efficiencies across the Council. 		
<p>Improve the Council's digital offer by:</p> <ul style="list-style-type: none"> Increasing the number of citizens accessing Council services via digital channels each year; Developing a new Data Strategy by September 2021 	Cllr Chris Weaver	Resources
<p>Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people and support recovery, by adopting the new Smart City roadmap by September 2021</p>	Cllr Chris Weaver	Resources
<p>Deliver fewer and better Council buildings and protect the Council's historic buildings by:</p> <ul style="list-style-type: none"> Developing a plan to secure investment into the Council's historic assets, including City Hall, by December 2021; Reviewing the Council's existing corporate estate to identify potential disposals to generate capital receipts 	Cllr Russell Goodway	Economic Development
<p>Reduce sickness absence rates by:</p> <ul style="list-style-type: none"> Continuing to support staff well-being, particularly through providing additional support for staff suffering with poor mental health; Strengthening management practice across all directorates, with a focus on reducing long term sickness absence rates. 	Cllr Chris Weaver	Resources
<p>Work towards achieving the Gold Level Corporate Health Standard</p>	Cllr Chris Weaver	Resources

<p>Award by March 2024 by progressing the initiatives that are set out in the standard</p>		
<p>Ensure that the Council's workforce is representative of the communities it serves by:</p> <ul style="list-style-type: none"> • Ensuring that our recruitment processes are not biased; • supporting careers events in our least represented communities; • Reviewing current arrangements for Cardiff Works staff. 	<p>Cllr Chris Weaver</p>	<p>Resources, and Adult Services, Housing & Communities</p>
<p>Build on the Agency Workers Charter by:</p> <ul style="list-style-type: none"> • Continuing the process of transferring long term agency staff into permanent contracts; • Reviewing agency workers placed with the Council via the Into Work Service. 	<p>Cllr Chris Weaver</p>	<p>Resources, and Adult Services, Housing & Communities</p>
<p>Get the best social and community value from the Council's £430m annual spend on goods, services and works by fully implementing the TOMs National 'Social Value' Framework on all contracts above £75,000 by December 2021.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>
<p>Continue to support the foundational economy through the delivery of our Socially Responsible Procurement Policy by working with partners to further promote opportunities for social enterprises in Cardiff and to promote ethical employment.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>
<p>Strengthen our social partnership approach by updating our Procurement Strategy to promote fair work, the Foundational Economy and One Planet Cardiff objectives by July 2021.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>
<p>Develop a new citizen engagement strategy by December 2021.</p>	<p>Cllr Chris Weaver</p>	<p>People & Communities</p>

<p>Progress and deliver our customer service agenda with a focus on:</p> <ul style="list-style-type: none"> • Delivering a programme of online-based customer service training; • Progressing the customer and digital champions group across the organisation; • Reviewing customer services satisfaction through biannual benchmarking surveys 	Cllr Chris Weaver	Resources
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Well-being Objective 8: Managing the Covid-19 pandemic effectively

<p>Support the delivery of the Mass Vaccination Programme by:</p> <ul style="list-style-type: none"> • Repurposing Council Buildings as vaccination centres; • Providing assistance with the logistical management of attendance at vaccination centres; • Supporting the delivery of the appointment booking system; • Supporting the identification of priority cohorts and the targeting of harder-to reach groups. 	Cllr Huw Thomas	Economic Development, Resources, and People & Communities
Continue to deliver the Cardiff and Vale Test, Trace, Protect service to ensure effective contract tracing capacity.	Cllr Huw Thomas	
Provide a national Test, Trace, Protect surge capacity service	Cllr Huw Thomas	
<p>Ensure the Council has a robust Covid-19 Secure Policy, which remains in line with Central and Welsh Government legislation and Public Health Wales Guidance.</p>	Cllr Chris Weaver	Economic Development
Ensure all services that are located in a Council building or delivering contact services complete the risk assessments identified in the Council's Risk Assessment Guidelines	Cllr Chris Weaver	Economic Development
Ensure the continued timely access to key worker testing (PCR) for Council and partner staff, and the roll-out of additional asymptomatic Lateral Flow Testing for the Council and partners	Cllr Huw Thomas	People & Communities