PRAP Work Programming 2022/23 – options

Proposed Item	Indicative Timing	Priority (RAG)
Strategic Overview		
Corporate Plan 2023-2026 Pre-decision scrutiny of the 2023-2026 Corporate Plan. This will follow policy development scrutiny by the Committee's Performance Panel in January 2022	Feb-23	🟥
Race Equality Taskforce Oversight of the Race Equality Taskforce to ensure continuing progress in addressing inequalities. The Cabinet response to the in-depth report of the Taskforce is expected Oct/Nov 22. The Committee has an outstanding recommendation following previous scrutiny on this topic. *That the Council leads in the pursuit of ethnic minority role models for the city, starting by encouraging its own Operational Managers of ethnic minority backgrounds to become ambassadors and mentors.*	Nov-22	🟧
Stonewall Scheme Membership Topic suggested by a member of the public, submitted via the Scrutiny webpages: Cardiff council is looking to be in the top 100 Stonewall champions and aiming for a gold award. There has been controversy about Stonewall overreaching its knowledge base in training, not identifying the correct protected characteristics under the Equality Act. It has swapped sex or gender reassignment for gender identity. The member of the public is urging the Committee to consider value for money and that the training provided is accurate in relation to the 9 protected characteristics of the Equality Act and encourages discussion where there is a tension of rights of groups with different protected characteristics. The key issue is to evaluate whether the information on training is accurate about protected characteristics, and whether one characteristic is prioritised over others. The objectives would be • improved value for money • reducing risk of bad media coverage • reducing risk of employment or other tribunal due to inaccurate info provided by Stonewall • that other beliefs are worthy of respect in a democratic society	TBA	🟩

Financial		
Financial - Context Covid-19 continues to have an impact on Council finances, with uncertainty around income losses and ongoing financial risk. Committee will need to monitor financial strategy, recovery plans, proposals, key risks, and performance throughout the year. The Committee can engage with the budget in several ways: • Budget Proposals 2023/24 • Budget Monitoring 2022/23 • Budget Strategy & MTFP 2024/25 • Capital Programme 2022/23 This year, *a sharper focus is on the capital position is required*, as increases in costs and supply pressures are impacting on the delivery of the capital programme.		
Budget Proposals 2023/24 Pre-decision scrutiny of budget proposals to Cabinet and Council	Feb-23	
Budget Monitoring 2022/23 The Committee will need to programme regular budget oversight, together with the option of a deep dive into individual service area budgets/hotspots as appropriate on request. Monitoring reports available at Months 4,6,9, and outturn Note – Month 4 monitoring will give an early indication of services that could offer greater savings and those that need greater protection as the budget strategy is applied in preparation for the budget proposals for 2023/24.	Sept-22 Dec-22 Feb-23	
Capital Programme 2022/23 Several senior managers have highlighted that the Council's Capital Programme is under pressure and its management will require close monitoring in the forthcoming year within the context of current economic factors such as inflation. Capital projects are significantly at risk from inflationary pressures Further the Economic Development Delivery Plan cites a challenge for 2022/23 will be managing uncertainty around quantum and timing of transactions towards Capital Receipts target. Option of requesting a mid-year focus on Capital Programme management and performance. Presentation-deep dive. This would need to be programmed Oct/Nov/Dec/Jan following m4 monitoring report.	Oct/Nov-22	

Budget Strategy & MTFP 2024/25 Pre-decision scrutiny of the Council's financial strategy/plan for following financial year	July-23	
Corporate Risk Register Cabinet report to consider the contents of the corporate risk register. Circulate informally to inform work programming.	Sept-22	
Legal Services – contracting out? A Committee Member has expressed an interest in taking a closer look at the cost-benefit of the Council's Legal Service contracting out legal services. The key issue is to evaluate whether contracted out legal advice should be brought in-house? Of specific interest is how much has been spent on contracted out legal advice in the last 3 financial years; what areas of legal expertise has the Council bought in; and to seek opinions as to whether this is the best approach for the Council.	Nov 22- TBA	

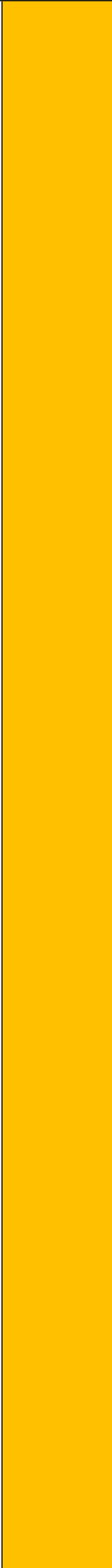|		
Socially Responsible Procurement Strategy, The Council has a new policy based on the Social Partnership and Public Procurement (Wales) Bill to reaffirm the Council's commitment to using its procurement processes and procedures to deliver its Well-being Objectives. The Corporate Plan states a number of procurement related objectives - Increase year-on-year social value/ community benefits delivered through the Council's annual procurement programme utilising the TOMs (Themes, Outcomes, Measures) National "Social Value" Framework. - Continue to support the Foundational Economy by making our procurement spend more accessible to local small businesses and the third sector. - Develop a Socially Responsible Procurement Strategy and Delivery Plan to shape the Council's procurement approach for the next four years. - Ensure the Council's procurement programme fully supports the delivery of the Council's aim of being a Carbon-Neutral City by 2030. Focussing on procurement, both the Councils strategic approach to growing its procurement customer base through partnership arrangements and the accessibility of tendering arrangements for Council contracts to small/locality-based business contractors. The Resources delivery plan lists - Develop the Socially Responsible Procurement Strategy and Delivery Plan - Supporting the Council to reduce the carbon impact of what it buys - Supporting Monmouthshire and Torfaen Councils to deliver their procurement functions - Developing a wide ranging 'self-service' procurement training programme for staff and suppliers - Continue roll out of SVP/TOMs, further embed the Contract Management arrangements, and publish a Contract Forward Plan - Publish quarterly Directorate Procurement Reports on Power BI Proposed to request a standard report to Committee for pre-decision scrutiny of the Socially Responsible Procurement Strategy.	Oct-22	

Performance		
Annual Well-being Report 2021/22 – end of year performance Formal consideration of the Council's performance at year end in the form of the Annual Well-being report 2021/22 Note that the *Scrutiny Performance Panel* will hold an informal session with the Leader, and Cabinet Members with responsibility for Performance, together with Chief Executive and Corporate Directors *prior to* PRAP. The observations and recommendations of this Panel will inform the Well-being Report, which will then be considered formally by the PRAP committee. This item will usually come forward in July annually, delay is due to it being an election year.	Sept -22	RED
Mid-year Performance Assessment 2022/23 This is the first of routine corporate -wide performance monitoring under the new Performance Management Framework. It will also be a chance to assess how the framework is embedding and its effectiveness in addressing performance challenges and supporting the delivery of corporate plan targets. *Note that the Scrutiny Performance Panel informal session will be held prior to PRAP and will inform the assessment.*	Dec22/ Jan 23	RED
Annual Well-being Report 2022/23 As above – usual programming for this report is July, delayed in 2021-22 due to election.	July-23	RED
Annual Complaints Report 2021/22 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 because of customer feedback and information on complaints escalated to the Public Ombudsman for Wales. Note the Governance and Audit committee programme regular updates on complaints, however the report serves as useful oversight and an option is to *circulate* it to members informally for information and to inform questioning. (*Chair & PSO to discuss informally with lead officer to ensure new system of recording is improving matters and to inform work programming*.)		GREEN

HR People Services A member has highlighted that HR services to schools may be worthy of closer review. Further clarify scope/concerns identified. (Chair to discuss with lead officer)	TBA	
Recovery		
Recovery / Transformation Programme - Context Oversight of the Council's Recovery/Transformation programme. The corporate change programme should embed innovative opportunities for the future, join up technology change/ digital progress, workplace accommodation/core office, and build management skills in leading hybrid working styles.		
Audit Wales Performance Audit programme 21/22 Springing Forward - A national review by Audit Wales as part of their 2021/22 performance programme examining the building blocks for a sustainable future. As the world moves forward, learning from the global pandemic, this review looks at how effectively councils are strengthening their ability to transform, adapt and maintain the delivery of services, including those delivered in partnership with key stakeholders and communities. Its focus is on **workforce** and **assets** Report to be published imminently. Option to request a briefing and further consideration of the Council's action plan to address any recommendations.	PSO- follow up	

Workforce Strategy Members have expressed an interest in this topic, and heard the Chief Executive highlight it as a key challenge during the induction session. The Corporate Plan commits to developing a new five-year Workforce Strategy by March 2023 addressing sickness, recruitment, and workforce change. The Strategy will be finalised in Q4 22/23 (Note- Resources HR delivery plan includes - Develop ways to increase i) apprentice and trainee opportunities (including graduate), ii) the return on Apprenticeship Levy, and ii) work experience placements, to attract future talent and address workforce planning needs) KPI - the total number of apprenticeship and trainee placements within the Council in year target for 22/23 is 150, result for 21/22 was 183. Pre-decision scrutiny by full committee	Q3 (Nov-Dec) 2023	
Hybrid Working Policy Updates (link to Core Office Accommodation/Hybrid Working Model) Update existing corporate policies to ensure that they support the shift to 'hybrid working.' Corporate Plan commitment – to develop a draft Hybrid Working Policy by September 2022; Note - Chief Exec reported a lot of work underway to update corporate policies particularly in respect of the Terms & Conditions of staff, performance management of staff and adaptation of the estate. The current focus is on accommodation and there will shortly be comms/media explaining the Council's agreed principles going forward as a Hybrid Organisation. Pre-decision scrutiny by whole committee	Late autumn	
Home & Agile Working Cabinet response to the Committee's task & finish inquiry report published in March 2022.	Nov	

Central Transport Services The Committee has an option to request a briefing/update on issues/challenges faced by Central Transport Services and specifically the position in respect of Cardiff Bus. Proposal to invite Corporate Director and Chief Exec of Cardiff Bus to update the committee. Note the Committee's remit is from a financial/business perspective rather than a route/services offered perspective.	Jan -TBA	
Sickness Absence Reducing sickness absence rates remains a challenge for the Council. Some service areas record persistently high sickness absence. The Council 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. The Council will continue to support staff well-being, particularly through providing additional support for staff suffering with poor mental health; and strengthen management practice across all directorates, with a focus on reducing long-term sickness absence rates. The Resources delivery plan states • Review support provided to staff with poor mental health through Occupational Health, Health, and Wellbeing processes and through work with the Disability Network. • Provision of support to managers to reduce long term sickness cases. • Provision of data to Directorates, SMT, and Trade Unions to monitor sickness levels. Sickness levels are reported quarterly and as part of the mid and end of year well-being reports. Committee can request deep dive reports on sickness absence in service areas with levels of concern, alongside corporate monitoring.	TBA	
Digital & Customer Services Over the coming year the Council will launch and embed the Customer Service Strategy / Charter / Standards; launch an E-Learning online module and develop a complaints specific training program; increase services available via the APP/BOBi to channel shift from traditional communication channels for customer to self-serve. Option to review progress in embedding the Customer Service Strategy (Chair & PSO to discuss informally with lead officer to inform work programming.)	March -23	

Property		
Annual Property Plan 2021-26 Annual plan containing property programme, reporting progress and establishing targets to support the Property Strategy 2021-26	Sept-22	■
Maindy Park Trust The Council acting in its capacity as sole corporate trustee to Maindy Park Trust wishes to dispose of part of the Trust's land to itself as Local Education Authority, in exchange for alternative land of equal size and value in close proximity. This report will set out the background and outlined the trusts land and the proposed land swap.	Oct -22 - TBC	■
Delivering the updated Corporate Property Strategy 2021-26 The Council's updated five-year Corporate Property Strategy, outlining the objectives, management principles and key initiatives relating to the Council's land and property estate, was agreed by Cabinet in December 2021. It includes targets to: - Reduce the Council's carbon footprint - Decrease running costs - Deliver priority maintenance work - Increase capital receipts Request an introduction and progress update on the Property Strategy to committee (offered by Director of Economic Development at Induction session) To include an update on the Disposals Strategy and outline of the commercial property estate. (Chair & PSO to discuss informally with lead officer to inform work programming.)	Oct/Nov/Dec	■

Core Office Strategy – Hybrid Working Model (***including County Hall***)
 	
Note - These two policies are co-dependent.
This year– Cabinet will:
 	
Develop and agree a strategic plan for the Council's core office space, producing an Outline Business Case – currently forecast to come forward December 2022/January 2023
Develop a Hybrid Working Model by:
       Reviewing touchdown spaces and developing a touchdown working space model by May 2022;
       Completing a programme of engagement with staff and managers by June 2022;
       Developing a **draft Hybrid Working Policy** by September 2022 taking into account PRAP's Home & Agile Working Report recommendations.
 	
Introduce a **Hybrid Working Business Case** in line with the **Core Office Accommodation Business Case** by October 2022.
	Oct/Nov '22

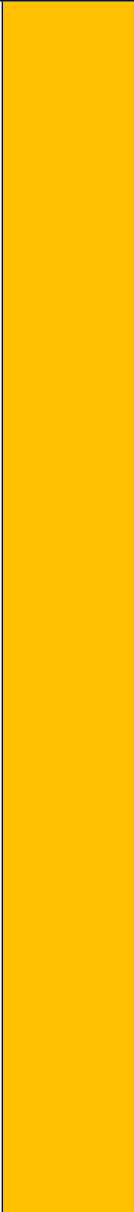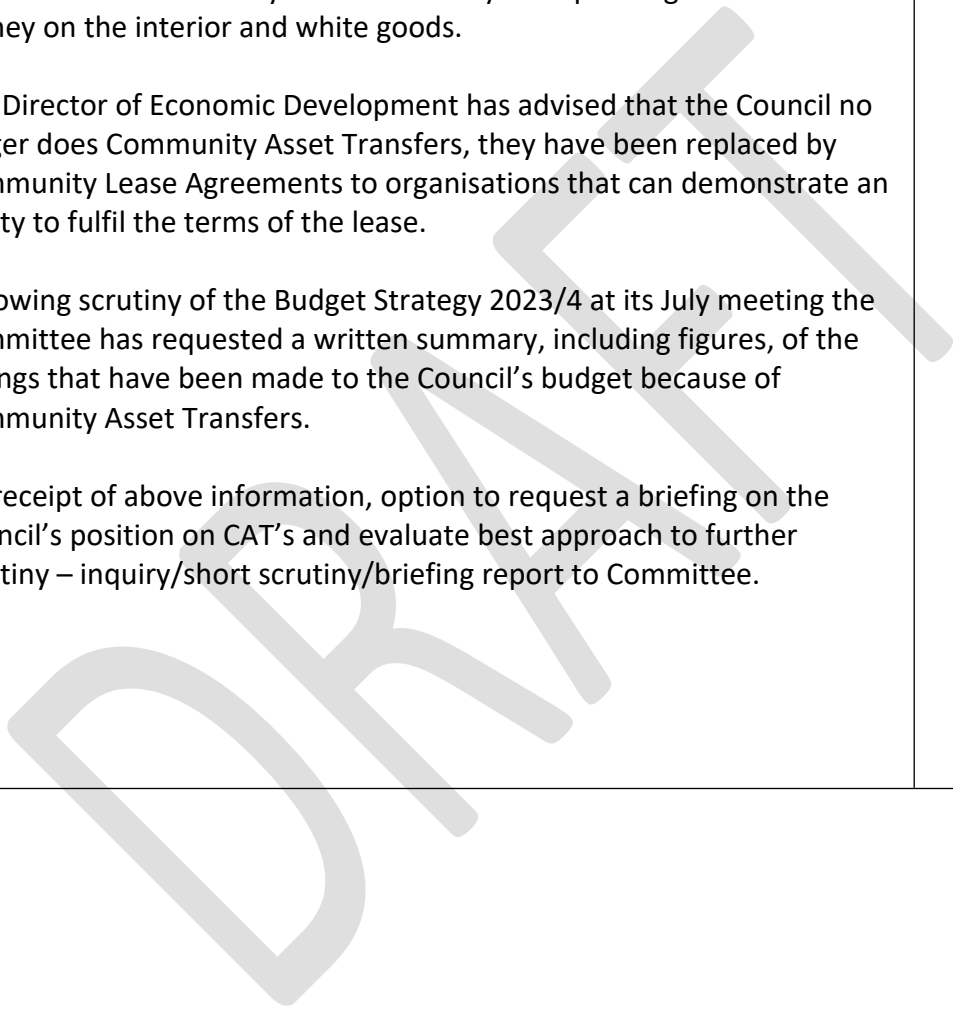**Community Asset Transfers/ Community Lease Agreements**
Members have expressed an interest in the Council's position on Community Asset Transfers.

Wider members have reported their experience as a Councillor working closely with a charity with a lease on a building used for the Community. The charity attempted to take over the building as a Community Asset however the lease was not renewed during lock down and, following a site meeting, was advised that Community Asset Transfers no longer took place. It was agreed that the Council would repair the building and make it fit for Community use. The Charity had spent a great deal of money on the interior and white goods.

The Director of Economic Development has advised that the Council no longer does Community Asset Transfers, they have been replaced by Community Lease Agreements to organisations that can demonstrate an ability to fulfil the terms of the lease.

Following scrutiny of the Budget Strategy 2023/4 at its July meeting the Committee has requested a written summary, including figures, of the savings that have been made to the Council's budget because of Community Asset Transfers.

On receipt of above information, option to request a briefing on the Council's position on CAT's and evaluate best approach to further scrutiny – inquiry/short scrutiny/briefing report to Committee.

Participation & Engagement		
Budget Consultation & Ask Cardiff The Committee has previously requested an opportunity to comment on budget consultations pre-publication *(Nov 2020).* 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. Scrutiny engagement in budget consultation - The Ask Cardiff consultation has become an indicator of public priorities through which the budget might be influenced. Late settlements can limit the opportunity and scope to make any substantial budget changes resulting from the Ask Cardiff consultation. The Committee has previously requested feedback on budget changes which do result from the Ask Cardiff consultation. The Committee has previously requested that pre-decision scrutiny of the full Ask Cardiff consultation is a planned stage in the decision-making process prior to publication. Without that stage PRAP is unable to offer any meaningful input into the consultation process.	TBC	
Participation/ Citizen engagement Strategy Several members expressed interest in the effectiveness of the Council's engagement strategy during induction sessions. Communication barriers, how language barriers prevent accessibility to Council services, and how they can be broken down are of particular interest. The proposed topic of a review is 'Is the Council using best practice to ensure it fully communicates with all minority audiences? What profiling does the Council undertake to fully understand community language needs. The Corporate Plan commits to developing and publishing a new Citizen Engagement strategy by October 2022 in line with the Local Government and Elections (Wales) Act 2021. (Note this Citizen Engagement Strategy appears to be different to the Public Participation Strategy referenced in the Governance & Legal Services delivery plan, which will take proposals through the Democratic Services Committee and report to Cabinet in Q4 2022/23)	Dec 22 /Jan-23	

Communications & Media Relations Service The Council's audience and engagement figures, across all its social media channels, continue to grow. The service highlights risk around having enough staff to manage the demands being placed on the service. Supporting social media is taking more time with many local media outlets giving journalists click targets per month on their stories. The service highlights the risk of more 'sensationalist' reporting designed to bring about higher levels of engagement. The service has limited staff resources to manage such fall out on social media while also working on campaigns designed to bring about behavioural change around recycling, active travel etc. Request a briefing on service challenges and how the Communications & Media service is coping. Does the Council resource this corporate function appropriately to maintain its reputation and offer a full service to all Council functions? How does the service prioritise its resources to support Council functions?	TBA	
Partnership Scrutiny		
PSB Annual Report 2021/22 The Committee has a statutory responsibility for scrutiny of the PSB Annual Report.	Oct/Nov- 22	
Well-being Plan Consultation The PSB was required to consult widely and publish its Well-being Needs Assessment in May 2022. A refresh of its Well-being Plan will follow the Needs Assessment. The Plan will go out to consultation for 12 weeks from late September / early October 2022 and must be published by May 2023. The Committee is a statutory consultee.	Oct/Nov- 22	
Joint Scrutiny		
Cardiff Replacement Local Development Plan Review Following consultation on the draft *Vision, Issues and Objectives* and a report to Council detailing the final *Integrated Sustainability Appraisal Scoping Report* which will be used to assess the Plan, the 5 Scrutiny Committees undertook a joint inquiry. A Cabinet response to the Joint Inquiry report of all 5 Scrutiny Committees is expected in the next two months, at which point scrutiny committees will need to consider further joint scrutiny, depending on response.	TBA	
Committee Business – routine/ as required		

Correspondence		
Recommendation updates		
Work programming updates		
Annual Report		

Corporate Plan Priorities and Commitments 2022/25 relevant to PRAP's Terms of Ref.

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

Deliver enhancements to the school estate through a rolling programme of asset renewal and target investment in schools that require priority action by March 2023.	Cllr Sarah Merry	Education & Lifelong Learning
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

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

Respond to the recommendations of the Race Equality Task Force by December 2022.	Cllr Lynda Thorne	Performance & Partnerships
Deliver Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2022-27 and promote and support the growth of the Welsh language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy	Cllr Huw Thomas	Performance & Partnerships
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	Performance & Partnerships

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

Conduct a full review of the Local Development Plan (LDP) by late 2024. in accordance with the Delivery Agreement timetable and engage in dialogue on regional strategic planning arrangements.	Cllr Caro Wild	Planning, Transport & Environment

Well-being Objective 7: Modernising and integrating our public services

Develop a Hybrid Working Model by: • Reviewing touchdown spaces and developing a touchdown working space model by May 2022;	Cllr Chris Weaver	Resources; Economic Development; and

• Completing a programme of engagement with staff and managers by June 2022; • Developing a draft Hybrid Working Policy by September 2022; • Introducing a Hybrid Working Business Case in line with the Core Office Accommodation Business Case by October 2022.		Performance & Partnerships
Improve the Council's digital offer and expand the breadth of Council services available to citizens on all Council platforms by: • Allowing users to report graffiti and check digital parking permits with the Chatbot, and receive information on Housing, Planning processes and Homelessness by September 2022; • Allowing users to report graffiti, problem parking, lighting faults and request hygiene collection services on the Council website and app by September 2022; • Implementing a new web form product across the website to enable improved information capture relevant to services; • Completing an Alexa skills proof of concept on the Chatbot and investigate new "service location" features for the Council app and website by December 2022; • Undertaking a programme of background maintenance and upgrades on the bot, app, and website by March 2023.	Cllr Chris Weaver	Resources
Deliver the Council's Data Strategy to support performance reporting and evidence-based decision making by: • Adopting a new City Performance Dashboard by May 2022; • Adopting a new Corporate Performance Dashboard by June 2022; • Developing a Community Safety Dashboard by October 2022; • Developing a Management Dashboard by March 2023; • Delivering a programme of staff training on data management, analysis, and presentation by March 2023.	Cllr Chris Weaver	Resources, and Performance & Partnerships
Deliver a leaner and greener estate and protect the council's historic buildings by:	Cllr Russell Goodway	Economic Development

• Meeting the targets of the One Planet Cardiff strategy by reducing the carbon footprint in the built environment by 30% by the end of 2025/26; • Completing 100% of Priority 1 programmed asset works to maintain Council buildings in a safe compliant condition; • Developing a plan to implement the Hybrid Working Model in 2022/23, utilising Council property assets and reducing revenue costs by £6m by the end of 2025/26; • Disposing of land and property to achieve the £25m general fund capital receipts target by end of 2025/26.		
Develop a new five-year Workforce Strategy by March 2023.	Cllr Chris Weaver	Resources
Reduce sickness absence rates by: • 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
Implement strategies that are aligned to the Gold Level Corporate Health Standard Award.	Cllr Chris Weaver	Resources
Ensure that the Council's workforce is representative of the communities it serves by: • Ensuring that any development of new policies and processes or changes to current policies and processes continue to promote a diverse and representative workforce; • Promoting the work of our employee networks; • Supporting careers events in our least represented communities; • Reviewing the new Cardiff Works Ready Scheme by January 2023 to understand the impact it has to increase the Cardiff Works pool – making it more representative of the communities we serve.	Cllr Chris Weaver	Resources, and Adult Services, Housing & Communities
Ensure Cardiff Council is a 'Fair Work' employer by:	Cllr Chris	Resources

• Reviewing long-term agency placements and taking appropriate actions in line with the policy of reducing the use of agency workers on long-term assignments; • Reviewing agency workers placed with the Council via the Into Work Service.	Weaver	
Increase year-on-year social value/ community benefits delivered through the Council's annual procurement programme utilising the TOMs (Themes, Outcomes, Measures) National "Social Value" Framework.	Cllr Chris Weaver	Resources
Continue to support the Foundational Economy by **making our procurement spend more accessible to local small businesses and the third sector.**	Cllr Chris Weaver	Resources
Develop a Socially Responsible Procurement Strategy and Delivery Plan to shape the Council's procurement approach for the next four years.	Cllr Chris Weaver	Resource
Ensure the Council's procurement programme fully supports the delivery of the Council's aim of being a Carbon-Neutral City by 2030.	Cllr Chris Weaver	Resources
Develop and publish a new citizen engagement strategy by October 2022 in line with the Local Government and Elections (Wales) Act 2021.	Cllr Chris Weaver	Performance & Partnerships, and Governance & Legal Services
Progress and deliver our customer service agenda with a focus on: • Tailored customer service training for all staff relevant to their roles and responsibilities; • Delivering an improved complaints process.	Cllr Chris Weaver	Resources
Support an ongoing partnership approach to pandemic management, as part of a wider programme of comprehensive public protection, including: • Supporting a surveillance and risk-based response to incidents and outbreaks; • Continuing to manage any clusters and outbreaks in high-risk settings	Cllr Huw Thomas	Resources; Economic Development; and Adults, Housing & Communities