

## PRAP Work Programming 2023/24 – options

Proposed Item	Indicative Timing	Priority (RAG)
<b>Corporate/Strategic</b>		
<p><b>Corporate Plan 2024-2027</b>  <i>Pre-decision scrutiny of the 2024-2027 Corporate Plan. This will follow policy development scrutiny by the Committee's Performance Panel in January 2024</i></p>	Feb-23	
<p><b>Race Equality Taskforce</b>  <i>Oversight of the Race Equality Taskforce to ensure continuing progress in addressing inequalities.</i></p> <p><i>A performance update report will be produced at Q3 23/24 and the Task Force is to be re-convened in Q4 23/24</i></p> <p><i>Link to HR task CP14 (Resources DDP) – Ensure that the Council's workforce is representative and inclusive of the communities we serve.</i></p> <p><i>Written briefing-option for questions</i></p>	Q3	
<p><b>Equality &amp; Inclusion Strategy</b>  <i>Review &amp; refresh to address training, introduce an EIA tracker and improve governance.</i>  <i>(Engagement programme Q3 &amp; draft strategy to Cabinet Q4)</i></p> <p><i>Pre-decision scrutiny</i></p>	March-24	
<p><b>Organisational resilience</b>  <i>Senior Management interim arrangements to address turnover, capacity, absence, cover, legal responsibilities (monitoring officer) and ensure business continuity. Request briefing/update from Corporate Directors.</i></p>	Sept-23	
<b>Performance</b>		
<p><b>Mid-year Performance Assessment 2023/24</b></p> <p><i>(Note that a Scrutiny Performance Panel informal session will be held prior to PRAP and will inform the assessment.)</i></p> <p><i>Routine corporate -wide performance monitoring under the new Performance Management Framework. However, in 2023/24 the Performance and Partnership Directorate is tasked with 'Enhancing the use of Council data to support service improvement and evidence-based decision taking, including data on Commissioning &amp; Procurement, Health &amp; Safety and citizen satisfaction.</i></p>	Dec-23	

<p><b>Directorate Delivery Plans (DDP)</b>  <i>Possible deep dive/ short scrutiny examining the effectiveness of Directorate Delivery Plans in improving the performance of Council services. What level of moderation is in place and what arrangements are there for services to share best practice in their business planning approach? How embedded are DDP's? How effectively are directorates linking their DDP's to the Council's Personal Development Review process?</i>  <i>All Directors to be invited</i></p>	Jan -24	
<p><b>Annual Well-being Report 2023/24</b> – end of year performance  <i>Routine monitoring following a Scrutiny Performance Panel informal session to inform the assessment</i></p>	July -24	
<p><b>Annual Complaints Report 2022/23</b>  <i>Total number of complaints and compliments received by the Council each financial year; includes detail by service area, with narrative on trend analysis, explaining any increase or decrease from the previous year. Includes information on complaints escalated to the Public Ombudsman for Wales.</i>    <i>Request an option to monitor.</i>    <i>Ombudsman for Wales to be invited to give an overview of Cardiff Context.</i></p>	Oct-23	
<b>Participation &amp; Engagement</b>		
<p><b>Participation Strategy</b>  <i>Pre-decision scrutiny of final Participation Strategy.</i>  <i>(Policy development scrutiny undertaken in March 2023)</i></p>	Oct/Nov-23	
<p><b>Ask Cardiff 2023/24</b>  <i>Cardiff Council's annual resident's survey. The DDP states the 2023 survey will run approx. October/November 2023.</i>    <i>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.</i>    <i>Request briefing once analysis is complete and examine how the organisation is using the results to inform Directorate Delivery planning and budget allocations.</i></p>	Oct-23	

<b>Partnership Scrutiny</b>		
<b>PSB Annual Report 2022/23</b> <i>The Committee has a statutory responsibility for scrutiny of the PSB Annual Report.</i>	Sept/Oct	
<b>Resources - Financial</b>		
<b>Budget Proposals 2024/25</b> <i>Pre-decision scrutiny of budget proposals to Cabinet and Council</i>	Feb-24	
<b>Budget Monitoring 2023/24</b> <i>Monitoring reports available at Months 4,6,9, and outturn</i>  <i>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 2024/25.</i>	Sept-23 Dec-23 Feb-24 June -24	
<b>Capital Programme 2023/24</b> <i>The Council's Capital Programme will require close monitoring in the forthcoming year within the context of current economic factors such as inflation interest rates and increasing building costs. Capital projects are significantly at risk from inflationary pressures.</i>  <i>Monitoring - Consider separate to monitoring reports, post Cabinet. To include detail of key project funding schemes.</i>  <i>Note that Audit Wales are planning an all-Wales review of Capital Programmes.</i>	Dec-23	
<b>Budget Strategy &amp; MTFP 2025/26</b> <i>Pre-decision scrutiny of the Council's financial strategy/plan for the following financial year.</i>	July-24	
<b>Corporate Risk Register</b> <i>Cabinet report to consider the contents of the corporate risk register.</i>	Sept-23	
<b>Local Government Finance Bill</b> <i>Request a briefing on the implications of non-domestic rates reform and council tax reform for the Council.</i>	Jan-24	
<b>The use of cash at Council buildings &amp; venues</b> <i>Briefing request from the Chair. Seek to understand current and future plans and why Council venues are moving away from the use of cash.</i>	March-24	

<p><b>Service Level Agreements</b>  <i>The Finance service is funded by annually agreed Service Level Agreements (SLA) with all directorates. The service area would like to explore longer term agreements to develop a sustainable service.</i></p>	TBA	
<p><b>Council Tax Premium</b>  <i>Finance will monitor, review, consult and consider the appropriate application of a 300% Council Tax Premium on long term empty properties. The aim is to agree a rate for empty homes by Q4 24/25 Request a written briefing with option for questions.</i></p>	TBA	
<b>Resources - HR</b>		
<p><b>Implementation of the Workforce Strategy</b>  <i>Monitor progress in delivering the agreed Action Plan Highlighted by the Chief Executive as a key challenge.</i></p>	Q4 23/24 March-24	
<p><b>Implementation of the Hybrid Working Policy</b>  <i>Monitor progress of changes made to accommodate working styles Incorporate on post Brexit arrangements for Council employees living abroad. Does the Council have the right protections in place?</i></p>	Q4 23/24 March	
<p><b>Sickness Absence</b>  <i>The Council continues to 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.</i></p> <p><i>Monitor progress in reducing absence rates through additional support for staff suffering poor mental health, and strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates.</i></p> <p><i>Written update – option for questions</i></p>	Q4 23/24	
<p><b>Recruitment &amp; Retention of staff</b>  <i>The delivery plans of all services are highlighting a key challenge for 2023/24 will be recruitment to vacant posts and the need to increase officer capacity.</i>  <i>Possible T&amp;F - scope?</i></p>	TBA	
<p><b>Workforce Planning – apprentice, graduate and trainee opportunities</b>  <i>HR are seeking to develop ways of increasing apprentice/trainee/work experience placements to address workforce planning needs. (includes schools)</i>  <i>Request update/written briefing with option for questions</i></p>	TBA	

Resources – other		
<p><b>Digital &amp; Customer Services</b></p> <p><i>C2C visit - awareness raising visit to frontline of customer services, incorporating a fuller understanding of how the Council might use AI.</i></p> <p><i>Requested training visit covers:</i></p> <ul style="list-style-type: none"> <li>• <i>Digital awareness of what the Council offers.</i></li> <li>• <i>An understanding of Bobi the Council's chatbot.</i></li> <li>• <i>A better understanding of AI ChatGPT.</i></li> <li>• <i>How AI might assist the Council in responding to complaints.</i></li> </ul> <p><i>Priority for 23/23 – full-service review of C2C to include how social media is managed. Explore role of 'Digital Assist Agent'.</i></p>	<p>Arrange for Autumn/Oct</p>	
<p><b>Central Transport Services (CTS)</b></p> <p><i>The Council has set a target of 100 electric fleet vehicles by 23/24. It currently has a 900-vehicle fleet. The service also offers a commercial MOT, vehicle testing and washing service.</i></p> <p><i>Request briefing.</i></p> <p><i>Note the Internal Audit work programme for 2023/24 lists a value for money study in the use of Council vehicles.</i></p> <p><i>Priority for 23/24 – deliver a programme of improvement to implement recommendations of an unsatisfactory internal audit report and recommendations from external reviews.</i></p> <p><i>Develop and deliver a <b>Fleet Strategy</b> (Pre-decision scrutiny).</i></p>	<p>Q2</p>	
<p><b>Cardiff Bus</b></p> <p><i>The Committee might also consider requesting an update on the challenges faced by Cardiff Bus. Option to invite Corporate Director and Chief Exec of Cardiff Bus to update the committee. Important to note that the Committee's remit on this topic is from a financial/business perspective rather than a route/services offered perspective.</i></p>	<p>March-24</p>	
<p><b>Resilience – Emergency Management Unit</b></p> <p><i>Co-ordinates the planning and preparation of council resources to respond to emergencies and business continuity issues.</i></p> <p><i>Written update with option for questions.</i></p>	<p>Jan -24</p>	
<b>Economic Development - Property</b>		

<p><b>Annual Property Plan 2024/25</b>  <i>Annual plan containing property programme, reporting progress and establishing targets to support the Property Strategy 2021-26</i>  <i>Monitor property and land disposal is in line with Corporate Property Strategy 2021/26</i></p>	July -24	
<p><b>Facilities Management</b>  <i>Restructuring of FM Teams to improve service delivery and achieve efficiencies.</i>  <i>Request written update.</i></p>	Jan-24	
<p><b>Core Office Strategy – Hybrid Working Model</b>   <i>The Corporate Plan commits to implementing the Hybrid Working Model, utilising Council property assets and reducing revenue costs in line with the Corporate Property Strategy 2021-26.</i>   <i>Monitors progress against relevant recommendations / targets Q4 Q2 – Report on progress in Annual Property Plan 2023/24.</i>   <i>Pre-decision scrutiny of Full Business Case</i></p>	TBA	
<p><b>Carbon Footprint</b>   <i>The Council is committed to reducing the carbon footprint in the built environment by 30% by the end of 2025/26. Progress will be reported as part of the Annual Property Plan 2024/25</i></p>	July -24	
<b>Governance &amp; Legal Services</b>		
<p><b>Public Participation Strategy</b>   <i>The Council is required to prepare and publish a public participation strategy setting out how it will encourage local people to participate in its decision making.</i>   <i>Pre-decision of final proposals to Cabinet – October -23</i>  <i>Implementation of Participation Strategy – March -24 – monitor July?</i>  <i>(See above – Participation and engagement)</i></p>	<p>Oct-23</p> <p>July-24?</p>	

<p><b>Legal Compliance</b>  <i>The Council's risk register cites changes in services and staff roles across the Council resulting in:</i></p> <ul style="list-style-type: none"> <li>• <i>gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate;</i></li> <li>• <i>inability to deliver the services in accordance with all duties and responsibilities due to a lack of resource.</i></li> </ul> <p><i>Source – Risk register  (Link to Recruitment and Retention task group work. Topic also connects well with workforce planning/business resilience)</i></p>	TBA	
<b>External Audit &amp; Review 2023-2026 (Audit Wales)  (All Wales reviews)</b>		
<p><b>Managing assets and workforce in local government.</b>  How councils' strategic approaches to workforce and asset management are supporting their ability to transform, adapt, and maintain service delivery in the short and longer term.  <i>(pick up to inform as appropriate)</i></p>	TBA	
<p><b>Digital strategy in local government</b>  Council's strategic approach to digital application of the sustainable development principle and arrangements for securing value-for -money  <i>(pick up to inform as appropriate)</i></p>	TBA	
<p><b>Use of performance information in local government</b>  Whether Councils' use of performance data enables senior leaders to understand the service-user perspective and the outcomes of their activities to effectively manage performance.  <i>(pick up to inform as appropriate)</i></p>	TBA	
<p><b>Commissioning and contract management in local government</b>  Local audit work to consider how principal councils' arrangements for commissioning and subsequent contract management where a client-contractor model is chosen, apply value-for -money considerations and the sustainable development principle.  <i>(pick up to inform as appropriate)</i></p>	TBA	
<b>Joint Scrutiny</b>		
<p><b>Cardiff Replacement Local Development Plan -T&amp;F</b>  <i>Following a joint scrutiny committee session the top 3 areas of focus for potential scrutiny were agreed as</i></p> <ul style="list-style-type: none"> <li>• <i>Strategic Planning obligations;</i></li> <li>• <i>District shopping centres and</i></li> <li>• <i>Transport.</i></li> </ul> <p><i>T&amp;F will take place Sept-Nov, Chair of PRAP, Cllr Williams, will chair the Strategic Planning strand.</i></p>	Autumn-23	

<p><b>Community Action Plan</b></p> <p><i>A Community Action Plan is to be developed in response to community unrest in Ely, with the final action plan anticipated March 2024. Led by Action for Caerau &amp; Ely, oversight / accountability will fall to the PSB.</i></p> <p><i>CASSC and CYP Members are seeking engagement in the development of the action plan. PRAP may need to review the action plan in final stages.</i></p>	TBA	
<b>Committee Business – routine/ as required</b>		
<b>Correspondence</b>	quarterly	
<b>Work programming updates</b>	quarterly	
<b>Annual Report 2023/24</b>	March -24	

#### **Corporate Plan 2023/26 – Priorities relevant to PRAP Terms of Reference**

- Reduce the **carbon footprint** in the built environment by 30% by the end of 2025/26.
- Implement the **Hybrid Working Model**
- Maintain **Council buildings**
- **Dispose of land and property**
- Support citizens to make the **switch to digital** services.
- Use automation to **streamline administrative** tasks
- Prioritise the **development** or re-development of **digital services**
- Enhance the **use of data** to support service improvement and evidence-based decision making
- Implement the **workforce strategy 2023-27**
- Reduce **sickness absence** rates
- Deliver the **Socially Responsible Procurement Strategy** and **Delivery Plan**
- Deliver the **Race Equality Taskforce** recommendations.
- Establish a **city-wide ‘Equality and Diversity’ network**
- Review and **refresh the Council’s Equality and Inclusion Strategy** by March 2024
- Establish a **new Cohesion Fund in support of community events** promoting inclusion and cohesion.
- Adopt the principles of the **Convention on the Elimination of All Forms of Discrimination Against Women**
- Ensure that the Council’s **workforce is representative** and inclusive of the communities we serve



## Terms of Reference of the Committee

To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives, including:

- Council Business Management and Constitutional Issues
- Cardiff Council Corporate Plan
- Strategic Policy Development
- Strategic Programmes
- Community Planning & vision Forum
- Voluntary Sector Relations Citizen Engagement & Consultation
- Corporate Communications
- Contact Centre Services and Service Access
- International Policy
- Cardiff Local Development Plan
- Equalities
- Finance and Corporate Grants
- Organisational Development
- Cardiff Efficiencies Programme
- E-Government
- Information and Communication Technology
- Council Property
- Commissioning and Procurement
- Carbon Management
- Legal Services
- Public Services Board

To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental nongovernmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

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