

PRAP Work Programming 2024/25 – draft options

Proposed Item	Indicative Timing	Priority (RAG)
Corporate/Strategic		
<p>Corporate Plan 2025-2028</p> <p>Pre-decision scrutiny of the 2025-2028 Corporate Plan. This will follow policy development scrutiny by the Committee's Performance Panel in January 2025</p>	Feb-25	
<p>Race Equality Taskforce</p> <p>Continued oversight of the Race Equality Taskforce to ensure continuing progress in addressing inequalities.</p> <p>A corporate plan commitment (s7.12) is to <i>Continue to lead a public service-wide response to Equality, Diversity and Inclusion, including:</i></p> <ul style="list-style-type: none"> <i>Delivering commitments in response to the Race Equality Taskforce recommendations;</i> <p>The Performance and Partnerships Delivery Plan confirms reconvening the Race Equality Taskforce to review progress.</p> <p>Request initial written briefing – with option for questions</p>	<p>Q2 24/25</p> <p>TBC</p>	
<p>Service Level Reviews - Transformation Programme</p> <p>Engage with service level reviews relevant to the committee's Terms of Reference.</p> <p>Note that a number of corporate cross cutting reviews are ongoing in preparation for the 2025/28 Corporate Plan and the 2025/26 budget; Assets & Buildings; Digital; Access to Services; External Spend; Agency working.</p> <p>Discussion programmed for Scrutiny Chairs Liaison Forum. PSO to follow up with Corporate Director Resources.</p>	TBA	
Performance		
<p>Annual Well-being Report 2023/24 – end of year performance</p> <p>Formal consideration of the Council's performance at year end in the form of the Annual Well-being report 2023/24</p>	Sept -24	

<p>Note that the <i>Scrutiny Performance Panel</i> will hold an informal session with the Leader, and Cabinet Member with responsibility for Performance, together with Chief Executive and Corporate Directors <i>prior to</i> PRAP. The observations and recommendations of this Panel will inform the Well-being Report, which will then be considered formally by the PRAP committee.</p> <p><i>Note this report is carried forward from 2023/24 work programme due to the election in July 2024.</i></p>		
<p>Mid-year Performance Assessment Report 2024/25</p> <p>Routine corporate -wide performance monitoring.</p> <p>(Note that, as with the Annual end of year performance report, a Scrutiny Performance Panel informal session will be held prior to PRAP and will inform the assessment.)</p>	Dec-24	
<p>Performance Reporting Improvements</p> <p>The Performance & Partnerships Delivery Plan indicates a step to <i>Pilot the Single View of the Child project</i> to support decision-making and service delivery for young people with various milestones throughout the year. It includes undertaking a live roll out, a comprehensive stakeholder engagement, and developing partner data into a working solution pilot for schools.</p> <p>Request a briefing/ line of inquiry in performance monitoring Discuss with CYP</p>	June/July 25	
Participation & Engagement		
<p>Participation Strategy 2023/27</p> <p>The Council has published a public Participation Strategy setting out how it will encourage local people to participate in its decision making.</p> <p>The Corporate Plan 2025/28 commits (S 7.16) to deliver the Participation Strategy action plan to improve engagement with seldom heard voices and amplify the voices of people who are currently less likely to get involved in the decision-making process. This year the action plan will include: a new commissioning process; good practice guidance, stronger links between EIA process and commissioning engagement work; a new community directory of organisations to support engagement.</p>	March -25	

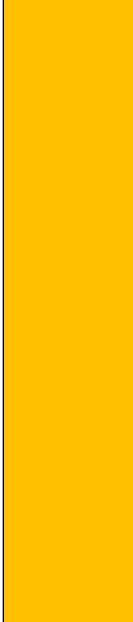
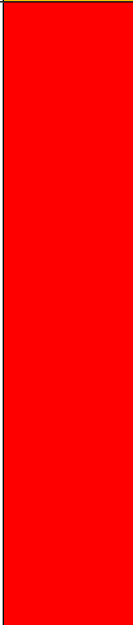
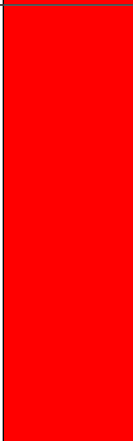
Monitor progress against action plan to implement the Participation Strategy		
Equality, Diversity & Inclusion Strategy 2024-28		
Pre-decision scrutiny of the final Equality, Diversity & Inclusion Strategy presented to Cabinet for approval.	Sept 24	
Strategic Equality Plan 2024-28	Sep -25	
<p>The Performance & Partnerships Delivery Plan identifies that improvements are needed in relation to core Equality Work, which will require embedding strengthened working practices and enhanced oversight arrangements. These will be progressed as part of the Strategic Equality Plan.</p> <p>The Plan will include publication of a Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) city action plan (alongside the Strategic Equality Plan.)</p> <p>Monitor progress of the actions contained within the Strategic Equality Plan.</p>		
Partnership Scrutiny		
PSB Annual Report 2023/24	Oct- 25	
<p>The Committee has a statutory responsibility for scrutiny of the PSB Annual Report.</p> <p>Note also that a Corporate Plan 2025/28 commitment (s7.12) is to continue to lead a public service-wide response to Equality, Diversity and Inclusion, including supporting the delivery of the Public Services Equality Network.</p>		
Resources – Financial		
Budget Proposals 2025/26	Feb-25	
Pre-decision scrutiny of budget proposals for 2025/26 to Cabinet and Council		

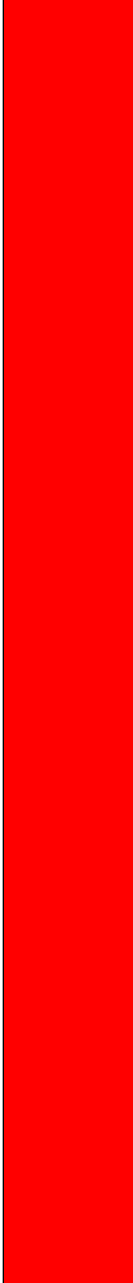
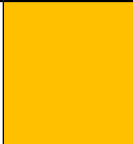
<p>Budget Monitoring 2024/25</p> <p>The Committee will need to programme regular budget oversight, and also has the option of a deep dive into individual service area budgets/hotspots as appropriate on request.</p> <p>Monitoring reports available at Months 4,6,9, and outturn</p> <p>Month 4 monitoring 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 2025/26.</p>	<p>Sept-24 Dec-24 Feb-25 June -25</p>	
<p>Capital Programme 2024/25</p> <p>The Council's Capital Programme will require close monitoring in the forthcoming year within the context of current economic factors and major projects. Option to monitor independently of revenue monitoring reports at any point and focus on key project funding schemes. This could also be a focus for a committee sub-group reporting back to full committee.</p>	<p>TBA</p>	
<p>Budget Strategy & MTFP 2026/27</p> <p>Pre-decision scrutiny of the Council's financial strategy/plan for the following financial year.</p>	<p>July -25</p>	
<p>Budget Consultation</p> <p>The Council routinely undertakes a Budget Consultation exercise. Committee has an option to engage with the consultation however timing is critical and may require a sub-group to ensure flexibility.</p>	<p>Dec/Jan 25</p>	
<p>Corporate Risk Register – Year-end review 2023/24</p> <p>Cabinet report to consider the contents of the corporate risk register.</p> <p>Circulate for information with option for Members to feed questions to the Chair of Governance and Audit.?</p>	<p>Sept-24</p>	
<p>Council Tax Premium (Local Government Finance Bill)</p> <p>Carried forward from June 2023/24 - Request a briefing on Council Tax Premiums, the implications of non-domestic rates reform and council tax reform for the Council.</p> <p><i>Note Corporate Plan commitment CP4 (S4.07) – Q4 agree premium rate for empty homes for 2024/25</i></p>	<p>TBA</p>	

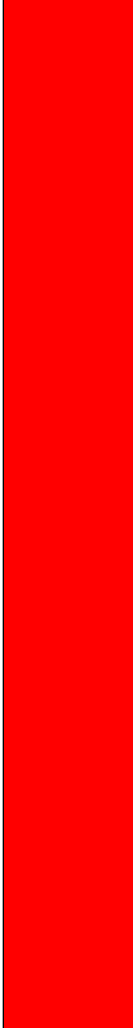
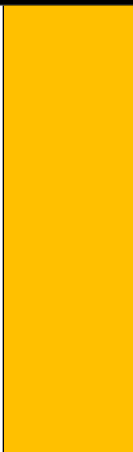
<p>Social Procurement Policy</p> <p>A request through Scrutiny Viewpoints from Cllr Rhys Taylor for a scrutiny focus on the Council's procurement policies and processes and how these support SMEs.</p> <p>The request was to E&C to undertake a follow up/associated inquiry to Cllr Taylors call in on the Secret Garden Café. He feels that there is a need to consider tendering processes, how the council responds to SMEs and factors in the realities facing SMEs in tendering, what more the council can do through policy to be more SME friendly, dialogue between different departments around procurement/SMEs.</p> <p>The E&C scrutiny committee are interested in working jointly with PRAP on this.</p> <p>Note senior management capacity – guidance that it would be helpful if this work took place March 2025 onwards</p>	TBA	
<p>Procurement Policy Rules</p> <p>A report in preparation for Constitution Committee to address the need to change the Council's procurement rules to reflect new themes. Legal services are drafting . The UK Procurement Act is proceeding through this year; Welsh Procurement Act delayed a year.</p> <p>Briefing paper offered</p>	Nov-24	
Resources – HR		
<p>Implementation of the Workforce Strategy 2023/27</p> <p>Committee heard in May -24 that an employee survey was planned.</p> <p>Monitor progress in delivering the agreed Action Plan, circulated following the committee's scrutiny in May 24.</p>	May -25	

<p>Implementation of the Hybrid Working Policy</p> <p>A Corporate Plan commitment is to 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?</p> <p>(Note the Resources Development Plan includes consultation on the policy and the implementation of any contractual and system changes required by Q4 2024/25)</p> <p>See below – aligned with Core Office Strategy.</p>	TBA	
<p>Sickness Absence</p> <p>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.</p> <p>Sickness levels are reported quarterly and as part of the mid and end of year performance reports. Committee can request deep dive reports on sickness absence in service areas with levels of concern, alongside corporate monitoring.</p> <p>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.</p> <p>Consider focussed briefing on progress with option for spotlight on poorly performing services.</p>	TBA	
Resources – other		
<p>Digital Services</p> <p>Scrutinise progress on the Council’s digital offer of increased support to citizens, development of digital services and use of automation to streamline administrative tasks. The Resources Development Plan indicates a revised Digital Strategy will be developed in Q1 2024/25.</p>	Nov/Dec 24	

<p>C2C – Customer Services</p> <p>Committee undertook a frontline visit to C2C in October 2023 following which it was offered a future update on service development plans</p>	TBA	
<p>Annual Complaints Report 2023/24</p> <p>Annual report to Cabinet setting out 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.</p> <p>Note the Governance and Audit committee programmes regular updates on complaints, however the report serves as useful oversight.</p> <p>Following scrutiny of the 2022/23 report the committee made a number of requests and recommendations., including a further opportunity for scrutiny when the Halo system had been fully implemented.</p> <p>Circulate for information with option for Members to feed questions to the Chair of Governance and Audit.</p>	Oct - 24/TBC	
<p>Central Transport Services</p> <p>In April 2024 the committee saw firsthand progress being made in this service area following a number of external inspection recommendations. The service has key milestones to achieve in 2024/25. Complete the review of the Fleet Replacement Programme – service requirements, future fleet management approach and Council approach to funding a fleet replacement programme to transition to clean vehicles.</p> <p>Request progress update</p>	TBA	
<p>Economic Development – Property</p>		

<p>Non-operational Investment Estate</p> <p>Chair has expressed an interest in the Council’s non-operational investment estate, how it is performing as an investment, yield etc.</p> <p>County Estates report that there are a number of disposals in this area programmed for 2024/25 and they are currently reviewing re-investment opportunities.</p> <p>Offered to provide a session outlining the investment estate, its annual yield, target for growth as well as other opportunities under consideration for re-investment to support the general fund.</p> <p>Autumn Oct/Nov suggested for this topic.</p>	<p>Nov</p>	
<p>Annual Property Plan 2025/26</p> <p>Annual plan containing property programme, reporting progress and setting out targets to support the Corporate Property Strategy 2021-26.</p> <p>The Economic Development Delivery Plan highlights that County Estates face a challenge with bringing through suitable disposal sites to meet general fund targets. A further challenge is the pressure on revenue budgets to support maintenance of the operational estate, especially where driven by legislative requirements e.g., Energy Performance Certificates (EPC).</p> <p>Monitor property and land disposal is in line with Corporate Property Strategy 2021/26</p>	<p>Dec 24</p>	
<p>Property Review</p> <p>This year County Estates will undertake a comprehensive land and property review to identify potential disposals in line with the Corporate Property Strategy 2021-26.</p> <p>Work on this will gain traction by the Autumn as it will feature in the revised Corporate Property Strategy. Possible that some worked through plans will be available in October.</p> <p>Pre-decision scrutiny</p>	<p>TBA - possibly Oct/Nov</p>	

<p>Core Office Strategy Full Business Case – including Hybrid Working Model</p> <p>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. The Economic Development business plan commits to align the Core Office Strategy with the principles of the Hybrid Working Model.</p> <p>A Core Office report will be considered by Cabinet in September 2024 this will include the adopted Hybrid Working model which has been informed by information from service areas through a programme of engagement. The Hybrid Working model has been embedded into the Core Office Strategy, a full business case is being developed to enable the Council to make Informed decisions in relation to its core office estate. The future operating model for the organisation will be shaped by hybrid working objectives, to define how the Council will continue to support and improve service delivery. A Core Office Programme Board has been established, which will determine KPI's with regards to hybrid working once the FBC has been agreed by Cabinet and the delivery programme is implemented.(source Econ Dev DDP)</p> <p>(Note that the Corporate Director Resources is leading on the Hybrid Working strategy. HR are developing a policy on hybrid working and may need to be included alongside Economic Development who are incorporating Hybrid Working from an accommodation standpoint.)</p> <p>Pre-decision scrutiny of Core Office Full Business Case</p>	<p>September 2024</p>	
<p>Governance & Legal Services</p>		
<p>Whistle-blowing Policy (Revised)</p> <p>Cabinet Report marked amber for pre-decision scrutiny</p>	<p>Oct 24</p>	

<p>Trusts Governance Arrangements</p> <p>In March 2024, the committee issued a recommendation to Legal Services in relation to Trusts Governance Arrangements.</p> <p><i>Where decision- makers identify serious conflicts of interest they use the appointment of independent trustees and provide the Committee with the occasions where it will consider such appointments.</i></p> <p>The Council has revised its governance arrangements (Trusts - Governance Arrangements) as agreed by Cabinet and Council in March 2024 as outlined in the reports. These have been shared with the Charity Commission and a response is awaited.</p> <p>The committee also heard that a database of land held in trust was under construction and sought an indication of the general approach that will be taken in dealing with historical disposals discovered during the review process.</p> <p>The County Estates service lists a challenge for 2024/25 as the <i>review of proposed Annual Property Plan transactions through new trust governance arrangements. (DDP)</i></p> <p>The Chair has requested an update on the position and progress in the Maindy Trust case that has resulted in the review.</p>	<p>March 2025</p>	
<p>External Audit & Review 2023-2026 (Audit Wales) (All Wales reviews)</p>		
<p>Equality Impact Assessment Review Issued Feb 2024</p> <p>Audit Wales issued five recommendations following its review to support its overall assessment that <i>'While the Council has arrangements to ensure equality impact assessments (EIA) are now completed, there is a risk that it is not always involving the necessary persons and not undertaking such engagement and consulting more broadly at a sufficiently early stage inform decision-making'</i></p> <p>Consider monitoring report to evaluate progress in addressing the recommendations (Council response by Sept 2024)</p> <p>Monitor action plan - progress on response</p>	<p>TBA</p>	

<p>Performance audit work 2024</p> <ul style="list-style-type: none"> • Assurance and Risk Assessment • Local work – Review of Planning Service and • Follow-up review of waste and recycling. • Audit Wales are currently scoping a Local Project – Capital programme management. <i>A review to gain assurance that the Council has put in place proper arrangements for developing, delivering and monitoring its capital programme to secure value for money in the use of its resources and to apply the sustainable development principle.</i> PSO to explore • TBC – <i>National study – Capital Planning in Local Government – examining whether capital investment in the asset base in local government is able to keep pace with demand.</i> • Local government digital strategy review – <i>national summary published June 2024</i> 		
Joint Scrutiny		
<p>Cardiff Replacement Local Development Plan -T&F</p> <p>Deposit Plan – resumption of the joint scrutiny task group to contribute to the consultation on the draft Deposit Plan.</p>	Jan/Feb 25	
Committee Business – routine/ as required		
Correspondence	quarterly	
Work programming updates	quarterly	
Annual Report 2024/25	May/June 25	

Corporate Plan 2024/27 – Priorities relevant to PRAP Terms of Reference

- Reduce the **carbon footprint** in the built environment by 30% by the end of 2025/26.
- Align the Core Office Strategy with the principles of the **Hybrid Working Model**
- Undertake a comprehensive land and property review to **identify potential disposals** in line with the Corporate Property Strategy 2021-26
- Support citizens to make the **switch to digital** services.
- Use automation to **streamline administrative** tasks
- Prioritise the **development or re-development of digital services**
- **Prioritise the development or re-development of digital services** which deliver the greatest budget efficiencies.
- **Protect and strengthen cyber security resilience**
- Implement the **Workforce Strategy 2023-27**
- **Progress the transition to hybrid working**
- Reduce **sickness absence** rates
- Deliver the **Socially Responsible Procurement Strategy and Delivery Plan**
- Lead a public service **wide response to 'Equality and Diversity and Inclusion'**
- Review and **refresh the Council's Equality and Inclusion Strategy** by March 2024
- Publish the **Strategic Equality Plan**
- Publish a **Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)** city action plan.
- Deliver the **Participation Strategy action plan** to improve engagement with seldom heard voices.
- 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.