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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 13 OCTOBER 2020, 4.30 PM

Venue REMOTE MEETING

Membership Councillor Walker (Chair)
Councillors Ahmed, Berman, Bowen-Thomson, Henshaw, Lister, Mackie and McKerlich

Time approx.

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 Minutes - to follow

To approve as a correct record the minutes of the meeting held on 15 September 2020.

4 Cardiff City Transport Services - to follow

4.30 pm

Pre-decision scrutiny of confidential report to Council.

5 Home & Agile working (Pages 5 - 16)

5.45 pm

Policy development briefing

6 Work Programming 2020/21 (Pages 17 - 24)

6.30 pm

7 Urgent Items (if any)

8 Way Forward

6.45 pm

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

9 Date of next meeting - 4.30pm 10th November 2020

Davina Fiore

Director Governance & Legal Services

Date: Wednesday, 7 October 2020

Contact: Kate Rees, 029 2087 2427, kate.rees@cardiff.gov.uk

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

13 October 2020

Home & Agile Working Arrangements - Post Covid-19 Opportunities

Purpose of the Report

1. To provide Members with the context for a policy development briefing on the Council's working arrangements, and opportunities for change to address future challenges following the Covid-19 pandemic.

Structure of the Papers

2. To facilitate the scrutiny the Chair has requested an officer briefing paper, attached to this report as **Appendix A**, titled:

Post Covid-19 Opportunities: Working Arrangements.

Scope of the Scrutiny

3. Members will have an opportunity to consider the Council's approach to workforce arrangements, specifically examining the Council's response to delivering services during the pandemic, gain a better understanding of the multiple elements of working arrangements that need to be reviewed, and also to identify opportunities for informal Committee task and finish work that could feed into the evolving approach to workforce planning.

Background & Context

4. In June 2020 a Cabinet report *Restart, Recover Renew* addressed the immediate strategic issues facing the Council as it re-introduced council services. It set out a three-stage approach to leading Cardiff's response to the easing of lockdown and to the ongoing Covid-19 crisis. The three elements were outlined as:

Restart: Restarting and adapting a wide range of council services in the context of extended stringent social distancing requirements, in tandem with the evolution of national advice.

Recover: Implementing a strategic response to help the city recover from the immediate crisis while adapting to an extended period of social distancing.

Renew: Working closely with city partners, staff and citizens to set out the future we want for Cardiff post-crisis and how, together, we will make it happen.

5. Following scrutiny of this report by the Covid-19 Scrutiny Panel the Chair of the Policy Review and Performance Scrutiny Committee requested a written update from officers on the broader issue of remote working. It was considered that the home working introduced to deliver services during the pandemic could be seen as an opportunity to be explored further, with a view to some services continuing to working from home beyond the restart date.
6. In response, at the request of the Chief Executive, officers provided the summary attached at **Appendix A**.
7. In addition to the Council's own strategic focus on workforce arrangements following the pandemic, Audit Wales (formerly the Wales Audit Office) is currently undertaking a 'Modernisation of Workforce' review linking to the Council's estate, digital and post Covid-19 plans for delivering future services, and aims to report its findings in autumn 2020.
8. Throughout this policy briefing Members may wish to reflect on the scope for informal task and finish committee research on the subject of remote working, particularly from an employee stakeholder perspective, as a part of the committee's 2020/21 work programme.

Issues

9. The briefing note attached at **Appendix A** captures the work currently underway to reinforce the shift to homeworking made to address the requirements of lockdown during the first wave of the pandemic.

10. It outlines the current position and practical arrangements introduced to ensure successful social distancing of employees at Council core offices, and introduces the programme of work currently ongoing to review and assess how home and agile working can be continued, with a focus on improving service delivery, enhancing staff well-being, locking in productivity improvements and releasing potential efficiency savings.
11. Homeworking has significant implications for the Council in the following areas:
 - Digital Infrastructure, ICT equipment and virtual processes
 - Property and Assets
 - Staff Terms and Conditions;
 - Staff Wellbeing (Physical and Wellbeing);
 - Management Support and Performance Management Arrangements.
12. The briefing indicates it is the Council's intention is to lock in the progress made under lockdown and carefully assess the position in autumn 2020. This will include a permanent shift to working from home as the default mode of operation for many staff. However the office will remain an important component of workforce development, collaboration and interaction. The opportunity for new working practices are clear, affording greater flexibility to many staff whilst delivering productivity gains, efficiency savings and service improvements.

Staff Survey – June 2020

13. In June 2020 all staff working at home as a result of the pandemic were surveyed. A total of 1,881 responses to the survey were received, with 95.9% of staff indicating that they wished to continue working from home, 44.7% indicating all of the time and 51.2% some of the time.
14. The survey results revealed the following challenges were experienced by the staff surveyed when working remotely:

- 79.8% of staff stated they missed contact with team members.
- 49.7% of staff stated they missed having everything to hand.
- 43.1% of staff stated they missed time away from home.
- 41.8% of staff stated they missed access to support & equipment.
- 41.8% of staff stated they missed contact with their manager.
- 38.6% of staff stated they missed “usual routine”.
- 20% of staff felt their wellbeing has been impacted negatively by working from home.

Way Forward

15. The scrutiny will be supported by Councillor Chris Weaver, Cabinet Member, Finance, Modernisation and Performance and Paul Orders, Chief Executive. Also available for this item will be: Chris Lee, Corporate Director Resources; Isabelle Bignall, Chief Digital Officer; Tracey Thomas, Acting Head of Human Resources; and Donna Jones, Operational Manager, Health & Safety. Members will hear a full verbal update of how workforce challenges have been addressed during the pandemic and the plans in place to tackle future workforce challenges. The witness panel will take questions from Members.

Legal Implications

16. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the

Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

17. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

18. The Committee is recommended to:

- a. Note work underway to respond to post Covid-19 working arrangements.
- b. Consider whether it wishes to convey any comments, observations or concerns to the Cabinet Member or officers to inform the programme of reviews underway.
- c. Consider whether there is an opportunity for the Committee to undertake informal task and finish research on remote working from an employee perspective as part of its 2020/21 work programme.

DAVINA FIORE

Director, Governance & Legal Services

7 October 2020

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Briefing Note

Post Covid-19 Opportunities: Working Arrangements

Background

Responding to Covid-19 demanded a radical transformation to the way in which many council services were delivered. This transition to an “Essential Services Model” was initially enacted to prevent the spread of the infection, protect the health and well-being of staff and safeguard the delivery of vital frontline services and provision of support for the most vulnerable.

What has become apparent is that the change to working practices, delivered at unprecedented pace and scale, provides a unique opportunity to lock in the progress made under lockdown and deliver a permanent shift to home or agile working as the default mode of operation for many staff. This briefing note summarises the transition in key areas to identify the progress made and identify areas for further review to inform any longer term policy proposals.

Current Position

Following the initial transition to an Essential Services Model, the Council has now reached a steady state with services, in the main, continuing to be delivered effectively with limited disruption. Many of these services are delivered effectively through home and agile working. The [Cabinet report of 11 June 2020](#) set out the approach for the restart of services, with further restart measures and any changes to the status of services communicated to Councillors, at Council and through regular group leader briefing sessions.

It is anticipated, however, that social distancing measures are likely to endure for the immediate future, and the reintroduction of more restrictive lockdown measures remains a possibility. The practical consequence of this is a material reduction in the occupancy rate of core office accommodation. As buildings are repurposed to comply with Health and Safety requirements and become designated Covid-19 safe working areas, their capacity to accommodate staff will reduce. County Hall’s operating capacity, for example, will reduce to around 400 desk spaces which places a clear need to pursue home working arrangements for the immediate term, irrespective of longer term policy options.

Whilst the Council continues to respond to the pandemic, a programme of work is currently ongoing to review and assess how home and agile working can be continued, with a focus on improving service delivery, enhancing staff well-being, locking in productivity improvements and releasing potential efficiency savings.

Enabling Service: Digital Infrastructure, ICT equipment and Virtual Processes

The Council had already established a comprehensive Digital agenda, with the digital strategy setting out a clear direction of travel, prior to lockdown. It is clear that without the progress made in delivering this strategy the Council would not have been able to support the scale of homeworking which it currently does.

It is likely that the impact of the Council’s investment in digital infrastructure, programme of software upgrades and migration to the latest operating platforms would not have been as visible without the pandemic. The extensive demands which Covid-19 placed on the Council’s digital

infrastructure demonstrated the extent to which the Council has established modern and resilient digital capacity. Simply put, the Council would not have been able to support home working at this scale only two years ago.

The ICT service performance data over the past 3 months demonstrated the enhanced capability of the service:

- Provision of equipment, software upgrades and migration to the latest operating platforms
 - Over 5200 staff were migrated to Office 365 in just 3 weeks to enable wider access to council systems from remote and mobile devices;
 - Microsoft Teams has been rolled out to over 5200 users within 2 weeks, to provide additional video, audio conferencing and collaboration tools;
 - Over 850 new laptops and tablets distributed in the last 4 months and over 500 existing devices rebuilt or reconfigured for home use;
 - The ratio of fixed devices to mobile enabled devices has shifted considerably between quarter 3 2019/20 (57%/43%) and Q1 2020/21 (46%/54%). This demonstrates that over half the workforces is now equipped for mobile working.
- Enhanced Support Arrangements
 - All ICT Service Desk staff are working from home with no change in the level or quality of service
 - 96% of the wider ICT service have worked from home with the equipment they need to operate as normal.
- Supporting Service Provision
 - The Network team supported the NHS establish temporary network connections between the new field hospital in the Millennium Stadium and Global Link;
 - The ICT and the Web Team supported Waste Services to ensure that all collection changes were correctly synchronised between back office systems and the various customer facing digital channels;
 - ICT staff have resolved twice as many service request tickets as usual, working extended hours and at weekends, to accelerate mobility options for the council partner organisations such as the WLGA
 - Key telephony systems were extended for use at home, this in conjunction with the 4400 corporate mobile contracts has allowed service areas to continue to function with telephony from home
 - C2C have been enabled to operate with staff split between a home and office based operation

Supporting Safe and Effective Homeworking

Whilst the Council's digital strategy enabled a number of staff to work from home, a recent staff survey revealed high levels of staff satisfaction with little or no drop in productivity:

- 90% of surveyed staff are temporarily working from home on a full time basis, mainly doing same job
- 82% reported being satisfied with home working
- 95% felt safe working from home
- 83% could work productively from home

With the highest level of government, and leading scientific advisors, advocating the continuation of homeworking¹ where possible, the Council will continue its temporary homeworking arrangements. Whilst this remains the default position, strict exceptions apply to enable the delivery of Business Critical Services or to support those with physical or mental health requirement

Each directorate has therefore undertaken a Home Working Assessment of who needs to return to core office accommodation identifying staff who:

- are a priority for return (red)
- need for some office space to deliver aspects of service (amber)
- can work effectively from home (green)

For those categorised as red or amber, procedures are in place to ensure a safe return to work. For those categorised as green, support is being provided to ensure safe homeworking. This has included a Health and Safety Temporary Homeworking Guidance and Checklist, which was issued to all members of staff, supported by Occupational Health. A review of equipment is also being undertaken (physical and ICT) using current equipment in offices with delivery of office equipment being arranged to meet any identified homeworking support need.

Over the longer term, any change to the working arrangements would require a change to the contractual arrangements of staff. The measures currently being progressed to support temporary homeworking ensures that the Council is well positioned to build on the policies already in place for home or agile working arrangements, should it choose to, and in the areas considered appropriate, in the future. Prior to the Covid-19 outbreak, the Council already had a number of services with permanent homeworkers and agile working staff. This meant that policies were already in place which can be reviewed and developed further as required.

Workforce Management

At the same time as responding to the immediate implications of the Covid-19 pandemic, the Council has continued to review the service delivery impacts of a revised approach to workforce management. Perhaps one of the most immediate impacts on productivity is the marked reduction in sickness absence achieved during a period of extensive homeworking. When considered alongside the results of a recent staff survey on homeworking, which demonstrated that staff felt there was little or no fall in their productivity as they continued to deliver largely the same tasks, there are clear efficiency gains being recorded.

¹ Mark Drakeford MS, First Minister: *“Our advice is that you should stay at home and work from home if you are able to do so”* | Dr Frank Atherton, Wales Chief Medical Officer- *“Our position is that if you can work at home, then it’s better to work at home and many of us are able to do so”* | Sir Patrick Vallance, Government Chief Scientific Adviser- *“Home working is a “perfectly good option... I think a number of companies think it’s actually not detrimental to productivity and in that situations, there’s absolutely no reason... to change it.”*

The Council's workforce development approach will consider in detail the impact of the workforce management changes enacted during the lockdown period. Moving forward, the focus will continue to be on improving the quality of service delivery. What has become clear is that home and agile working is not only possible, but potentially desirable across a greater range of council services. The workforce management approach will therefore review the efficacy of greater home and agile working in the delivery of services and in the Council's approach to constituting its workforce.

County Hall and Operational Property

For the immediate future, the Council's operational property will only be used where absolutely necessary to deliver critical services. Currently, therefore, strict Corporate Process are in place to manage a safe return, including

- **Director Approval:** Covid-19 re-occupation checklist must be signed off by H&S and approved by the Director
- **Symptom Free:** If any Covid-19 related symptoms are experienced stay at home and follow Public Health guidance
- **County Hall Safety Precautions, including**
 - Face coverings provided to move around the building
 - Seating arrangements with 2 metre social distancing
 - Use of lift restricted to 1 person
- **Common Area & Office Area Principles**

The significantly reduced staff footprint operating from core office accommodation will provides a unique opportunity to test the impact on service delivery of a fundamentally different operating model. This will see a greater number of staff working from home with digital engagement with residents and service users promoted where possible. Each directorate will review the impact of this model to determine the efficacy of the approach should a more permanent shift in working arrangements be pursued.

Moving Forward

In the longer term, the Council will not do away with core office accommodation as the office will remain an important component of workforce development, collaboration and interaction. The opportunity for new working practices are clear, affording greater flexibility to many staff with the ability staff whilst delivering productivity gains, efficiency savings and service improvements. This will, however, require careful assessment in autumn 2020 and officers are working on a programme of reviews, which will include:

- Digital Infrastructure, ICT equipment and virtual processes
- Property and Assets
- Staff Terms and Conditions;
- Staff Wellbeing (Physical and Wellbeing);
- Management Support and Performance Management Arrangements.

Once completed, the outcomes of these reviews and assessments will be made available to the Policy Review and Performance Scrutiny Committee in order to inform any future consideration of working arrangements, including homeworking, and related policies by the Committee.

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

13 October 2020

WORK PLANNING UPDATE 2020-2021

Purpose of Report

1. To advise Members of the proposed schedule of Policy Review & Performance (PRAP) Scrutiny Committee meeting dates for 2020/21.
2. To seek Members' views on opportunities for informal task and finish research.
3. To seek Members approval for the continuation of the Committee's Performance Panel and an extension of its work.

Background

4. The Council's Constitution empowers each Scrutiny Committee to set its own work programme for the forthcoming year (Scrutiny Procedure Rule 7). This is good scrutiny practice and is traditionally undertaken at the beginning of a municipal year and updated as the work progresses. However, due to the current Covid-19 crisis the process for 2020/21 has been delayed. The Committee is therefore tasked with constructing a work programme that ensures the time available to the Committee is used most effectively and maximises the impact of scrutiny.
5. The Committee's Terms of Reference confer two distinct scrutiny roles. Firstly, an overarching responsibility to scrutinise, monitor and review the overall corporate performance and improvement of the Council. Secondly, to scrutinise, monitor and review the effectiveness of specific functions, such as the Corporate Planning and Performance framework, Finance, Digital

Strategy/ICT, Human Resources, Governance, Legal Services, Property, Procurement, Customer Services and Cardiff's Public Services Board. A copy of the terms of reference has been attached to this document as **Appendix A**.

6. The current organisational structure means the Committee's responsibilities fall within four of the Council's Directorates. The list below is a good indication of the Council business within each Directorate that falls within the Committee's Terms of Reference;

- The Corporate **Resources Directorate** falls within the Committee's remit in its entirety and comprises: Finance and Revenue Services; Commissioning and Procurement; Human Resources People Services; Corporate Health & Safety; Digitalisation/ICT and Customer Services (including 24/7 services and C2C); and Information Governance.
- The **People and Communities Directorate** includes Partnerships and Community Engagement; Communications; Corporate Performance and Improvement; Bi-lingual Cardiff.
- The **Economic Development Directorate** includes Corporate Landlord, Strategic Estates (including both the operational and non-operational portfolios), Facilities and Operational Management.
- The **Governance and Legal Services Directorate** falls within the Committee's remit in its entirety and comprises; Committee & Members' Services; Electoral Services; Equalities, Glamorgan Archives; Legal Services; and Scrutiny Services.

7. During the Covid-19 lockdown, scrutiny committees were suspended, with Council agreeing to enable measured and proportionate scrutiny via a Covid-19 Scrutiny Panel, consisting of the five Scrutiny Chairs.

8. In July 2020, Full Council agreed to restart the five standing scrutiny committees, with a specific remit within their area of responsibility, to:

- Undertake pre-decision scrutiny of all Cabinet decisions, where appropriate and proportionate to do so;

- Scrutinise any issues which are time critical and/ or may have a significant adverse reputational impact on the Council; and
- Develop priorities for potential scrutiny consideration during 2020/21, in consultation with the relevant Cabinet Member/s and Director/s.

9. The report to Council also specified that, in the event of a second peak in Covid-19 cases and further lockdown measures, the Covid-19 Scrutiny Panel would again take on the scrutiny function, until the standing scrutiny committees were able to be supported to resume their functions.

10. Scrutiny plays an essential role in promoting accountability, efficiency and effectiveness in the Council's decision-making process and the way in which it delivers services. The main roles of the Scrutiny Committees are:

- Holding to account the Cabinet and officers, as decision-makers.
- Being a '*critical friend*', questioning how decisions have been made, providing a '*check and balance*' to decision makers and undertaking reviews of services and policy.
- Providing a voice for citizens.

Work programming 2020/21

11. The remit for the restart of Scrutiny Committees provided direction and boundaries to the committee's work programming, requiring a focus on pre-decision scrutiny; issues that are time critical; items that may have a significant adverse reputational impact on the Council; and are priorities identified by relevant Cabinet Members and Directors.

12. Where scrutiny of a topic requires a more in depth approach then it will take place in the form of a task and finish group informally outside of Committee. There is an opportunity for the Committee to focus on the topic of maintaining the momentum of home and agile working, as outlined in the previous agenda item. Members may wish to offer observations as to the scope of this work.

13. The Committee currently has an established Performance Panel with a remit to monitor performance and to consider specific performance reporting developments and issues. Members may wish to discuss the continuation of the Panel and its membership. In previous years the Chair has extended an invitation to include all Chairs of Scrutiny in a target setting session pre-Corporate Plan publication (late January).

14. The Leader has openly engaged with the Performance Panel for the past two years. This year there is an opportunity to extend the Panel's work with an additional session proposed for late in November/early December, to review performance at month 6 of 2020/21 against Corporate Plan targets. This session would then be used to inform early Cabinet conversations around 2021/22 corporate target setting and significantly expands the opportunity for scrutiny impact.

Timing	Task
Late Nov/early Dec 2020	Informal work session to review performance at month 6 against Corporate Targets 2020/21
Late Jan/early Feb 2021	Informal work session to inform Corporate Plan target setting 2021/22.

15. The proposed extension to Scrutiny engagement with the Corporate Plan acknowledges the benefit of progressive interaction between policy development and scrutiny, illustrated by informal engagement sessions. The informal sessions also enable the Scrutiny function, comprised of five Scrutiny Committees, to demonstrate an impact of Scrutiny on the Corporate Plan, the Council's highest level strategic document.

Length of Committee Meetings

16. Audit Wales (formally WAO) advise that scrutiny committees aim to last no longer than three hours, whilst maintaining robust and appropriate levels of scrutiny across the terms of reference, by ensuring agendas are of a

manageable size and that work occurs outside committee meetings. On average, this equates to agendas consisting of no more than two substantial items.

17. This timeframe takes on added significance with meetings held remotely, given advice to keep remote meetings as short as possible. Scrutiny Chairs have discussed the length of meetings and decided to aim to keep meetings to 2.5 hours, where possible.

Dates of Committee Meetings

18. At the September 2020 meeting of PRAP Members agreed that in future remote meetings would commence at 4.30pm.

19. The full calendar of meetings, including remote monthly committee meetings for this Committee, was agreed by Full Council on 24 September 2020. Members are therefore requested to note the following confirmed dates in their diaries. Where the Committee is requested to undertake pre-decision scrutiny, to secure the appropriate impact and maintain effective governance any comments and observations will need to be forwarded to the relevant Cabinet Member prior to the programmed Cabinet date.

2020/21	November	December	January	February	March	April	May
Committee	10 Nov	8 Dec	20 Jan	17 Feb	16 March	tbc	tbc
Cabinet	12 Nov	10 Dec	21 Jan	18 Feb	18 March	22 April	20 April

Legal Implications

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions

taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

21. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- a. Note the schedule of Policy Review & Performance (PRAP) Scrutiny Committee meeting dates for 2019/20.
- b. Agree that an informal task and finish research exercise proceeds, focusing on remote/home working.
- c. Approve the continuation of the Committee's Performance Panel, an extension of the Panel's work, and agree nominations to the Panel.

Davina Fiore
Director of Governance & Legal Services
7 October 2020

Terms of Reference - Policy Review & Performance Scrutiny 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:
 - Strategic Policy Development
 - Strategic Programmes
 - Community Planning & Vision Forum
 - Voluntary Sector Relations
 - Citizen Engagement & Consultation
 - Corporate Communications
 - International Policy
 - Council Business management and Constitutional Issues
 - Equalities
 - Finance and Corporate Grants
 - Organisational Development
 - Fundamental Operational Review
 - E-Government and ICT
 - Property and Procurement
 - Carbon Management
 - Contact Centre Services and Service Access
 - Legal Services
 - Public Service 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 non-government 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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