

# Report

## Performance Board

### Part 1

29<sup>th</sup> September 2014

Item No 4

**Subject** Annual Review of the 13/14 Improvement Plan

**Purpose** To inform Performance Board of the progress made towards the delivery of the 13/14 Improvement Plan

**Author** Debra Wood Lawson, Head of People and Transformation

**Ward** All

**Summary** Under the Local Government Measure 2009, Local Authorities have a duty to make arrangements to secure continuous improvement and to account for it. This report offers details of our progress in delivering the Improvement Objectives described in the Improvement Plan 2013/14.

Overall progress against the 13/14 plan is assessed as being 'good', with most Improvement Objectives performing well with Community Insight, Waste Management and Streetscene Management assessed as excellent.

**Proposal**

1. To recommend the Improvement Plan 13/14 Review to Cabinet
2. To note the content of the report
3. To commend areas of successful service delivery
4. To request the attendance of relevant Cabinet Members and Heads of Service at future meetings to review performance

**Action by** Performance Board

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service
- Service Managers
- Chair of Cabinet

## Background

### Improvement Plan 13/14

Appended to this report is the year-end review of the Improvement plan for 13/14. This document enables the council to fulfil its statutory duty to make arrangements for continuous improvement and to account for them.

The year-end review details progress towards the ten Improvement Objectives identified in the Improvement Plan 13/14 and an assessment of how successful the council has been in achieving them. The ten Improvement Objectives are linked to the six themes in the Corporate Plan 2012-2017.

Overall progress against the 13/14 plan is assessed as being 'good', with most Improvement Objectives performing well with Community Insight, Waste Management and Streetscene Management assessed as excellent.

### National Strategic Indicators

The council's performance against the National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for 13/14 is also assessed.

Overall performance of NSIs and PAMs for the Council can be summarised as follows:

- 64% of NSIs and PAMs have performed better than last year
- 68% of NSIs and PAMs have performed better than target
- 43% of NSIs and PAMs have performed better than Wales average

### Wales Audit Office Proposals for Improvement

An update of progress in 13/14 can be found at the end of this report.

### Risks:

Risk	Impact of risk if it occurs (H/M/L)	Probability of risk occurring (H/M/L)	What is the council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk
That the council's plans and projects do not have the desired impact on the city	H	M	The council will assess the impact of its actions on an on-going basis and enable adjustments to actions and policies to be brought forward as the need arises	Heads of Service / Strategic Directors
That major impacts are not properly monitored due to faulty assessment of risk and/or impact	H	L	Quarterly reporting to cabinet, together with opportunity for scrutiny reviews will enable adjustments to monitoring regime to be implemented as the need arises	Heads of Service / Strategic Directors
That on-going monitoring impedes progress on project delivery	H	L	The assessment criteria for monitoring progress are designed to ensure monitoring is proportionate to impact and purpose. This will be reassessed as part of the on-going reporting process	Cabinet / Strategic Directors

### Links to Council Policies and Priorities

This report directly links with all of the council's priorities identified in the Corporate Plan and the Improvement plan 13/14

### **Options available**

1. To accept the report and recommend it to Cabinet for approval
2. Not to accept the report

### **Preferred Option and Why**

Preferred option is 1. Accepting and recommending the report to cabinet will enable the council to fulfil its statutory duty and to publish a report before the deadline of 31<sup>st</sup> October 2014.

### **Comments of Chief Financial Officer**

There are no direct financial implications from this report.

### **Comments of Monitoring Officer**

The details set out in this report reflect the requirements of the Local Government Measure. The approach for monitoring progress against corporate priorities and strategies is consistent with the Council's performance management framework and risk management principles

### **Staffing Implications: Comments of Head of People and Transformation**

There are no direct staffing Implications. The success toward the delivery of the Improvement Plan 13/14 is pleasing to note. This report fulfils the council's statutory duty to make arrangements to secure continuous improvement and account for it.

### **Comments of Cabinet Member**

The Leader of the Council has endorsed the report.

### **Local issues**

No specific local issues

### **Consultation**

### **Background Papers**

Council Report "Corporate Plan 2012-2017" (25/09/12)

Cabinet Report "Wales Audit Office Improvement Assessment Letter" (10/12/2012)

Cabinet Report "Wales Audit Office Improvement Assessment Letter 2" (14/01/2013)

Learning Caring and Leisure Scrutiny Committee Report "Draft Improvement Plan 13/14" (29/05/2013)

Community Planning and Development Scrutiny Committee "Draft Improvement Plan 13/14" 29/05/2013)

Streetscene, Regeneration and Safety Scrutiny Committee Report "Draft Improvement Plan 13/14" (03/06/2013)

Cabinet Report "Improvement Objectives and Improvement Plan 13/14" (10/06/2013)

Council Report "Annual Improvement Plan 13/14" (23/07/2013)

Cabinet Report "Improvement Plan Update 13/14 Q1" (09/09/13)  
Cabinet Report "Corporate Assessment" (21/10/13)  
Cabinet Report "Improvement Plan Update 13/14 Q2" (11/11/13)  
Cabinet Report "Improvement Plan Update 13/14 Q3" (17/03/14)  
Cabinet Report "Improvement Plan Update 13/14 Q4" (09/06/14)

**Dated: 22<sup>nd</sup> September 2014**

# Annual Review of the 13/14 Improvement Plan

---

## Index

Summary .....	7
Overview of Improvement Objectives for 13/14 .....	12
Improvement Objective 1 – Disabled Facilities Grants .....	15
Improvement Objective 2 – Telecare.....	18
Improvement Objective 3 – Community Insight .....	21
Improvement Objective 4 – Corporate Parenting.....	23
Improvement Objective 5 – Level 2 Threshold English and Maths .....	27
Improvement Objective 6 – City Regeneration and Development .....	30
Improvement Objective 7 – Waste Management.....	33
Improvement Objective 8 – Enhancing cultural opportunities to increase participation .....	36
Improvement Objective 9 – Streetscene Management .....	40
Improvement Objective 10 – Integrated Family Support Services .....	43
Equalities and the Welsh language .....	46
Corporate Complaints and Compliments.....	47
Partnership work and collaboration .....	48
Wales NSI and PAM analysis.....	49
Wales Audit Office Recommendations and Proposals for Improvement.....	53

## Summary

The following report outlines progress the council has made against achieving the goals set out in the 2013/14 Improvement Plan.

The 2013/14 Improvement Plan was based on the key themes that form the Corporate Plan 2012/17; the change this year has been that there are ten Improvement Objectives spread across the themes, their performance is summarised below.

The 2013/14 Plan has been successful and has achieved an overall rating of good – amber. Despite an ever increasing drive to realise savings and an unprecedented internal economic climate, the Plan demonstrates solid performance. Key areas of high performance include community insight, waste management and Streetscene management which all achieved green – excellent performance ratings. Other notable good performance is recognised in disabled facilities grants, level 2 threshold English and Maths, city regeneration and development, enhancing cultural opportunities to increase participation and Integrated Family Support Services. Performance was less successful in Telecare and for the Corporate Parenting Strategy.

Progress against the key themes in the 13/14 Plan is shown below:

### Newport is a Caring City

Improvement Objectives:

#### 1: Disabled Facilities Grants (DFGs) – Good **AMBER**

Objective: To provide an enhanced programme of Disabled Facilities Grants with the aim of reducing average delivery time from first date of contact.

The time taken to procure small scale adaptations has been scrutinised to measure the exact time taken for this process and is now being used to consider whether a step change in the procurement process would yield significant improvements in DFG delivery times.

**The objective is rated amber;** we have reached this conclusion because two of the three measures exceeded target; the final measure – percentage of occupational therapist assessments carried out within 14 weeks was rated amber as it fell slightly short of target.

#### 2. Telecare – Acceptable - **ORANGE**

Objective: The Telecare Service, in combination with other care and support services, will enable frail, disabled and vulnerable people to live as independently as possible whilst reducing risks.

**This objective is rated orange – acceptable;** we have reached this conclusion because of the seven measures, four exceeded their targets and the remaining three missed targets.

We continue to make progress in developing Telecare as a suitable option for many people in our community that are frail or vulnerable and need support from adult social services. The performance has been satisfactory and we will continue to focus our efforts to improve this position in 2014/15.

## Newport is a Fairer City

Improvement Objectives:

### 3. Community Insight – Excellent **GREEN**

Objective: Customer Insight can be defined as a deep understanding of the needs, behaviours and motivations of customers. Developing this understanding will allow us to design services around the needs of customers and be more targeted in their delivery.

**This objective is rated green- excellent;** we have reached this conclusion as three of the four measures exceeded target and one measures – the number of registered voters marginally (0.16%) missed the target.

### 4. Corporate Parenting Strategy - Acceptable **ORANGE**

Objective: The Corporate Parenting Strategy represents a more holistic and integrated approach to securing better outcomes for Looked After Children.

**This objective is rated orange – acceptable;** we have reached this conclusion as of the thirteen measures eight exceeded target, one slightly missed target and four significantly missed target. Those that significantly missed target include: Leisure participation for looked after children, care leavers still accommodated after 12 months, care leavers in suitable accommodation and stability of placements of looked after children. Each of these areas continues to make progress.

## Newport is a Learning and Working City

Improvement Objectives:

### 5. Level 2 Threshold English/Maths - Good **AMBER**

Objective: Achieving a good range of qualifications at Key Stage 4 is essential for young people to progress towards further learning, training and employment opportunities to achieve their full potential.

**This objective is rated amber – good;** we have reached this conclusion because both measures – young people achieving L2 threshold and increased proportion of young people in receipt of free school meals achieving L2 threshold marginally missed their targets and were rated as good.



Schools have used National Literacy and Numeracy tests effectively to determine where improvement should be targeted to increase pupil attainment. There is a clear plan to develop the literacy and numeracy framework across all schools.

## 6. City Regeneration and Development - Good **AMBER**

Objective: The regeneration of the City Centre making Newport an attractive place for investment. The aim is to improve the overall attractiveness and physical appearance of the public realm with the effect of increasing visitor numbers to the city. We will enhance the city's skill base, increasing potential for local employment and growth in the local economy.

**This objective is rated as amber – good;** we have reached this conclusion because of the four measures, two exceeded target and two fell short of target, these include: number of business support loans issued and the amount of business support loans issued. This was mainly due to some business projects not proceeding and some applications which were received later than anticipated.

### Newport is a Greener and Healthier City

Improvement Objectives:

## 7. Waste Management - Excellent **GREEN**

Objective: Europe and Welsh Government have set very challenging waste diversion and recycling targets, failure to meet these targets could result in substantial fines. Newport historically has been seen as a progressive and innovative authority in the way in which it recycles and the low cost of its service provision.

**This objective is rated as green – excellent;** we have reached this conclusion as three of the four measures under this objective exceeded their targets. The remaining measure – waste recycled or composted marginally (0.31%) missed target and was rated overall as good and despite missing the target has demonstrated year on year improvement.

## 8. Enhancing cultural opportunities to increase participation - Good **AMBER**

Objective: Sport and other cultural opportunities improve people's lives and make the city a better place to live and visit. Our aim is to enhance the cultural offer of the city and increase participation in sports and leisure opportunities.

**This objective is rated as amber – good;** we have reached this conclusion because of the eleven measures that comprise this objective, six exceeded target and five marginally missed target. Despite slightly missing their targets, two demonstrated year on year improvement.

All actions are completed successfully at the end of the year. Two measures have fallen short of target and while some parts of the participation measure have failed to meet targets, overall participation has exceeded expected levels.

## Newport is a Safer City

Improvement Objectives:

### 9. Streetscene Management - Excellent **GREEN**

Objective: Effective Streetscene Management will help to make the city's streets cleaner and safer.

A clean, safe, healthy and green environment promotes:

- Community pride and value in its environment
- Improves people's lives
- Reduced pressure on stretched operational resources and budgets
- Safe, clean and attractive environment in which to live, work, visit or do business

**This objective is rated as green – excellent;** we have reached this conclusion because all measures have exceeded target and are on track.

### 10. Integrated Family Support Services - Good **AMBER**

Objective: Further development of early intervention and preventative services will increase family's ability and confidence whilst reducing the reliance and pressure on acute services.

**This objective has been rated as amber – good;** we have reached this conclusion because of the six measures, five are exceeding target and one has slightly fallen short of target.

More children and families have been supported during the last year than in the previous one – the vast majority demonstrated decreased assessed risk factors, thus indicating most have been assisted not to escalate through the Child protection and/or looked after systems.

## NSI and PAM summary

The points below highlight the Council's performance in 2013/14 for the NSI and PAMs overall:

- 64% of NSI and PAMS have performed better than last year.
- 68% of NSI and PAMS have performed better than target
- 43% of NSI and PAMS have performed better than the Wales average

## Amendments

It should be noted that changes to some measures and targets were made during 2013/14. These are identified and can be found in the following report:

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont718090.pdf>

## WAO proposals for improvement

During 13/14 the council received its Corporate Assessment from the Wales Audit Office containing six recommendations for action. Progress has been made towards delivering the Wales Audit Office proposals for Improvement and recommendations during 13/14.



## Overview of Improvement Objectives for 13/14

### Improvement Plan 13/14

The Improvement Plan for 2013/14 sets out ten Improvement Objectives that contribute towards each of the five themes in the Corporate Plan.

#### A Caring City

##### **1: Disabled Facilities Grants (DFGs)**

To provide an enhanced programme of Disabled Facilities Grants with the aim of reducing average delivery time from first date of contact.

##### **2. Telecare**

The Telecare Service, in combination with other care and support services, will enable frail, disabled and vulnerable people to live as independently as possible whilst reducing risks.

#### A Fairer City

##### **3. Community Insight**

Customer Insight can be defined as a deep understanding of the needs, behaviours and motivations of customers. Developing this understanding will allow us to design services around the needs of customers and be more targeted in their delivery.

##### **4. Corporate Parenting Strategy**

The Corporate Parenting Strategy represents a more holistic and integrated approach to securing better outcomes for Looked After Children.

#### A Learning & Working City

##### **5. Level 2 Threshold English/Maths**

Achieving a good range of qualifications at Key Stage 4 is essential for young people to progress towards further learning, training and employment opportunities to achieve their full potential.

##### **6. City Regeneration & Development**

The regeneration of the City Centre making Newport an attractive place for investment. The aim is to improve the overall attractiveness and physical appearance of the public realm with the effect of increasing visitor numbers to the city. We will enhance the city's skill base, increasing potential for local employment and growth in the local economy.

#### A Greener and Healthier City

##### **7. Waste Management**

Europe and Welsh Government have set very challenging waste diversion and recycling targets, failure to meet these targets could result in substantial fines. Newport historically has been seen as a progressive and innovative authority in the way in which it recycles and the low cost of its service provision.

##### **8. Enhancing cultural opportunities to increase participation**

Sport and other cultural opportunities improve people's lives and make the city a better place to live and visit. Our aim is to enhance the cultural offer of the city and increase participation in sports and leisure opportunities.

## A Safer City

### 9. Streetscene Management

Effective Streetscene Management will help to make the city's streets cleaner and safer.

### 10. Integrated Family Support Services

Further development of early intervention and preventative services will increase family's ability and confidence whilst reducing the reliance and pressure on acute services.

## Amendments

It should be noted that changes to some measures and targets were made during 2013/14. These are identified and can be found in the following report:

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont718090.pdf>

Links and further information

[Improvement Plan 13/14](#)

[Improvement Plan Summary 13/14](#)

[Corporate Plan 2012-2017](#)

[Performance Management webpages](#)

## Have your say

Newport City Council is committed to improving our services and it is important that we listen to what the community have to say. We welcome your comments or suggestions at any time of the year.

If you have any comments, would like any further information, or to request a copy of this Improvement Plan review please contact:

Corporate Performance Team

Newport City Council

Civic Centre

Newport

NP20 4UR

Email: [performance.management@newport.gov.uk](mailto:performance.management@newport.gov.uk)

Telephone: 01633 656656

## Improvement Objectives in Detail

This section discusses the Improvement Objectives in more detail. An overall assessment of each of the objectives has been made based on the following:

An overall evaluation of progress is made using the following criteria.

Status	Evaluated as	Explanation
Green	Excellent	All actions and measures are on track
Amber	Good	Actions and measures are on mostly on track, one or two falling marginally short of planned targets
Orange	Acceptable	Some actions and measures have deviated from plan and are some are falling short of planned targets
Red	Improvement Required	Actions and measures are of concern and are mostly falling short of planned targets

### Key for Actions

*Green – actions fully achieved against plan and expected outcomes for citizens are realised*

*Amber – actions fall marginally short of planned activity and/or some of the expected outcomes for citizens are realised*

*Red – actions not achieved as planned and expected outcomes for citizens not realised*

### Key for Measures

*(G) = Green, performance is better than target / previous year*

*(A) = Amber, performance has fallen slightly short of target / previous year*

*(R) = Red, performance has missed target / previous year*

## Improvement Objective 1 – Disabled Facilities Grants

**Lead Cabinet Member:** Cabinet Member for Social Care and Wellbeing

**Lead Officer:** Strategic Director - Place

**Overall Assessment:** Amber – Good. Only one measure has fallen short of target

### Key Actions

#### *1.2 Introduce modern methods of procurement to develop framework agreements and partnered contracts for DFG services. GREEN*

##### **What has been achieved this year?**

The time taken to procure small scale adaptations has been scrutinised to measure the exact time taken for this process and is now being used to consider whether a step change in the procurement process would yield significant improvements in DFG delivery times. Low cost stairlift installations has been identify as the most appropriate type of adaptation that can best benefit from a procurement change.

##### **What difference has it made to citizens? (Improved outcomes)**

Improved delivery times and improved quality of life for residents as adaptations dealt with in a timely manner.

#### *1.3 Work with independent advocacy services to encourage the promotion and take up of independent living services including DFGs and to improve the quality and range of information provided to applicants through the production of service information in a wide range of formats including Braille, audio, large font, Welsh and other languages GREEN*

##### **What has been achieved this year?**

The Council's web page has been updated to reflect the current process and waiting times along with contact points. An article on the Safety at Home will be featured in March's Newport Matters. A new brochure design is being developed. This will ensure there is an opportunity to measure what impact the enhanced level of publicity will bring by way of numbers of requests for adaptations and subsequent DFG's.

Work is also in progress with Care & Repair to have a possible older persons column in the local press where the adaptations process can also be advertised to develop.

##### **What difference has it made to citizens? (Improved outcomes)**

This will improve access to the service by many potential grant recipients that need adaptations to improve their quality of daily living

#### *1.4 Introduce a reporting system that demonstrates more effectively the level of improvement in the service and which demonstrates the underlying performance rather than a simple average. GREEN*

##### **What has been achieved this year?**

The Council has sought to isolate various types of adaptation and assessment processes and fixed set targets to these. At present a target of 28 weeks has been set for the OT assessment and the delivery of the DFG. Delivery time is then measured and reported

monthly on all grants completed to that date and banded into 4 delivery time blocks. 2013 / 2014 will be the second year of the two year programme to clear the previous backlog. This effectively means that the majority of cases should be managed within 28 weeks and sits within the two time bands of 3-6 months or 6-9 months. At the end of March 2014 the mean average for delivery of a DFG was 316 days. 74% of the completions were delivered under 365 days.

**What difference has it made to citizens? (Improved outcomes)**

This new reporting system accounts for the variance in differing types of adaptation and can be used to re-assure both the Council and residents that average DFGs will be processed quickly allowing maximum benefit to be gained from the alteration to their homes.

*1.5 To report on how the adaptations provided have improved the quality of life of the individual and effect on other potential services that would have been required in the adaptation had not been provided in a timely manner GREEN*

**What has been achieved this year?**

The Housing Renovations Manager and Renewals Manager have been working with the remaining 4 Gwent Council's to develop a unified monitoring system that will pick up qualitative data required not only to review the process improvements but also the quality of life benefits for the client. The new system was expected to be in place by the end of September and be applied to all DFG completions that have taken place since 1<sup>st</sup> April 2013. However as this was a joint working arrangement with other Authorities delays have occurred. The South Wales Housing Renewal & Adaptations Group are now working with the Data unit Wales to design a customer satisfaction survey that can be used by all Welsh Authorities. This piece of work is still ongoing and Newport has reinstated its own satisfaction survey

**What difference has it made to citizens? (Improved outcomes)**

Allows the Council to monitor outcome for client and also improve service for future clients

**Key Performance Measures**

Measure	Actual 13/14	Target 13/14	Previous Year 12/13	Comments
1A Time taken to deliver disabled facilities grants	319 days	375 days (G)	539 days (G)	This illustrates the impact of an ongoing programme of system improvements, additional capital resources and the resolution of staffing issues. Total days 65,042 total adaptations 204.
1B Percentage of Occupational Therapist (OT) assessments carried out within 14 weeks	87.6%	90% (A)	n/a	The delivery against target was on schedule until in the last quarter, a reduction in staff resource affected allocation of cases for assessment within timescale. Early reported position for 2014/15 is that the target is being met. 121 assessments, 106 in 14 weeks.



1C Number of cases that take over 1 year to complete	55 cases	62 cases (G)	n/a	This illustrates the impact of an ongoing programme of system improvements, additional capital resources and the resolution of staffing issues.
--	----------	--------------	-----	---

## Improvement Objective 2 – Telecare

**Lead Cabinet Member:** Cabinet Member for Social Care and Wellbeing

**Lead Officer:** Head of Integrated Services (Social Care and Health)

**Overall Assessment:** Orange – Acceptable, some actions have fallen marginally short of planned activity and three measures have missed targets.

We continue to make progress in developing Telecare as a suitable option for many people in our community that are frail or vulnerable and need support from adult social services.

The performance has been satisfactory and we will continue to focus our efforts to improve this position in 2014/15. The use of Telecare requires a change in the way we all think of care and support being provided in the community-

- Individuals who receive services need to endorse the advantages this can bring to maintaining their independence, this will develop as more people receive this type of support and as technology continues to offer more improved ways of supporting care arrangements
- Staff involved with assessing people who have care and support needs in the community also need to think in a less traditional way and work differently with people to explore these new ways of working
- Carers, other family members or representatives of service users also need to be much more aware of the advantages such approaches can bring and appreciate that this does not represent putting people at risk but enhances support across the community.

### Key Actions

2.1 Telecare services will be a consideration in all assessments of need undertaken by social care assessors. **AMBER**

#### **What has been achieved this year?**

The successful transfer of Service Provider without the loss of service. Working towards the inclusion of a Telecare prompt within assessment tools. An increased number of assessors are referring to the service. We have achieved a large increase within the last three months of referrals from 217 at end Dec 13 to 283 at end March 2014 due mainly to on-going training for assessors. Heightened awareness through Telecare being a part of our corporate agenda. Prioritised within service development and transformation plans.

#### **What difference has it made to citizens? (Improved outcomes)**

Reduced delayed transfer of care. Enhanced safety and security for citizens. Enabling People to remain at home safely for longer. The new Service allows for City Wide; across tenure access to the service, therefore allowing greater choice. Citizens can access a Telecare Service as part of their care plan or as a preventative measure.

2.2 Telecare services will be added to more existing care packages on review. **AMBER**

#### **What has been achieved this year?**

Telecare has allowed for changes in existing Care Packages allowing for

- Personal Choice
- Increased Independence
- Enhanced safety & Security
- Reduction of existing provision

The opportunity to test out the equipment as a replacement, for example, to test a pill dispenser alongside home care prompting.

**What difference has it made to citizens? (Improved outcomes)**

Package Reviews allow for;

Providing preventative equipment for people who may have a history of falls for example Telecare has helped citizens to think about different ways of supporting their situation and the support of their carers.

2.3 Telecare will become a component part of all Frailty interventions for the six week period of frailty intervention. **GREEN**

**What has been achieved this year?**

There has been a marked increase in the use of Telecare within Frailty Packages, encouraged by a new process including the introduction of a Frailty Referral package and a bespoke referral form to facilitate this.

**What difference has it made to citizens? (Improved outcomes)**

All Citizens that are having a Frailty intervention can access Telecare for a period of 6 weeks whereupon, a Telecare Officer will contact them to ascertain if the provision is required to continue as part of their care package, any further Telecare equipment is needed or to be signposted to another team. This allows for peace of mind in the knowledge that a person's Telecare package will be reviewed.

2.4 More assessing staff are trained in telecare awareness so that the service can be promoted and more effectively as part of care packages. **AMBER**

**What has been achieved this year?**

We achieved 95% of available assessors in 2013 -14 and will now encourage all existing assessors and any new ones to continue accessing the update training days. An open day is planned in May2014 and all assessors will be invited along as well. Team meeting updates will continue where possible. The TeleCare Promotions group have been active in inputting their experiences from their individual teams and will assist at the information day.

**What difference has it made to citizens? (Improved outcomes)**

Outcomes for Citizens are that they are being assessed by people who have an up to date knowledge of the equipment and how it could support or enhance their situation. More Citizens will have the opportunity to have Telecare equipment installed to support their independence and autonomy.

**Key Performance Measures**

Measure	Actual 13/14	Target 13/14	Previous Year (2012/13)	Comments
2A Total number of telecare service users	281	300 (A)	n/a	The delivery of new telecare cases was slightly below target at the year end. We continue to affect a cultural change to acceptance of the provision as a viable alternative for people amongst our social work assessors and amongst

				potential recipients of this type of service. The challenge is to maintain telecare as a viable option for all adult social care clients.
2B The percentage reduction in residential placement costs (cost avoidance measure)	58%	58% (G)	n/a	Target achieved and proves an avoidance of cost that would normally have been made in such cases on residential care. More importantly a provision of services within peoples' homes that maintains independence
2C The percentage reduction in domiciliary care package costs (cost avoidance and reviews of current care packages)	42%	42% (G)	n/a	Target achieved and proves an avoidance of cost that would normally have been made in such cases on domiciliary care. More importantly a provision of services within peoples' homes that maintains independence
2D % of service users who said the service met their needs	90%	95% (A)	n/a	We achieved a high satisfaction level at 90% but this was below expected figure. We will explore with people who felt their needs were not met what the reason was for that.
2E % of service users satisfied with the service and equipment	90%	80% (G)	n/a	A positive result with high satisfaction levels
2F % of service users who would recommend the service	90%	65% (G)	n/a	Much higher recommendation than we were expecting which is also a positive result
2G % of assessing staff who have been trained on Telecare awareness and undertaking assessments	91.5%	95% (A)	n/a	Slightly below target on telecare awareness training. We will ensure awareness raising continues as that is essential to change the mind-set on the viability of such approaches in the community

## Improvement Objective 3 – Community Insight

**Lead Cabinet Member:** Deputy Leader

**Lead Officer:** Head of Customer and Information Services

**Overall Assessment:** Green – Excellent. All Actions are on track and assessed as green due to progress on improvement actions and PIs, although voter engagement PI missed the target by 0.16%.

### Key Actions

3.1 Produce Ward Profiles and Summary Ward Profiles in order that Services and Citizens will have access to accurate, agreed data and customer insight on each ward to be able to inform decisions. **GREEN**

#### **What has been achieved this year?**

Ward profiles developed to support the aims of the One Newport Local Service Board and the development of four Area Partnerships which encompass the 20 designated ward areas across the city. The profiles provide an overview of the ward and provide key information which can be used to support and baseline future initiatives. Ward profiles now available for all areas of Newport, and will be published once members and partners have been briefed.

#### **What difference has it made to citizens? (Improved outcomes)**

Ward profiles compiled for ease of reference and access by the LSB partner organisations and wider community. South East Newport Area Partnership Action Plan has been developed around ASB, Legal Highs and Family Engagement. Work has begun on pilot provision. The profiles are being used to support service planning, and this work will continue to develop

3.2 Use Community Insight to inform and shape the Council Tax Reduction Scheme with Finance and Law and Standards Service Areas, enabling greater awareness and support to residents who are eligible for Universal Credit, increasing participation and representation in relation to the number of eligible voters and assisting in the reduction of potential benefit fraud. **GREEN**

#### **What has been achieved this year?**

Elections - Unprecedented response rate of 84% through targeted messaging to 6,500 unregistered households. Targeted messaging response rate represents a percentage increase of 38% in comparison to previous annual canvasses. Increase from 84% to 93% on the published Electoral Registry – 5,850 additional properties. Significant improvements in data quality and accuracy of the Electoral Register. Customer - customer profile data matched to the CRM. The segmentation indicates customer propensity to use self-service channels to support targeted channel shift a part of the Customer Services Strategy. Working with NCH to support residents who receive welfare benefits and are eligible for Universal Credit. Planning commenced to implement a Single Customer View across the Council to support a number of initiatives including the identification of citizens ahead of Individual Electoral Registration in June 2014.

#### **What difference has it made to citizens? (Improved outcomes)**

Targeted communications around the Electoral Roll resulted in significant improvements in regard to the quality of the Electoral Register with updates and notifications of additions and deletions. The approach has been acknowledged in the UK review of Voter Engagement. Channel shift as part of the Prospectus for Change, supported by Customer

Insight data. 42% of all transactions for the Council are now self-served by the customer, an 18% increase on the previous year.

3.3 Implement a communications plan covering service areas, Councillors, residents, businesses and partner organisations to raise awareness of the Council’s revised approach to capturing and using data. This will help to demonstrate that decisions are evidence based, enabling a better understanding of why decisions have been made, taking account of risk, equalities and financial considerations in the context of a deeper understanding of our residents and customers. **GREEN**

**What has been achieved this year?**

Customer (Community) Engagement Group established with LSB partners. Communicating engagement activity and outcomes, with a view to coordinating these more effectively. Group membership, terms of reference and a comprehensive action plan have been agreed. Subsequent sessions of the group will focus on what consultation has been conducted, what is planned and how areas of best practice can be shared and employed; mechanisms for engagement; information sharing; analysis of existing methods of engagement; improving information governance and sharing (WASPI) and addressing training requirements across NCC and the partners who comprise this group. The Data Strategy group is sharing data practices and understanding and working towards an ‘observatory’ where ward profiles and other customer data will be published, building on existing best practice.

**What difference has it made to citizens? (Improved outcomes)**

Use of customer and community insight data to inform community centre review, library service review, and service planning within the Council and NCH. Proposal to publish ward profiles and related customer data as part of an observatory on the Council’s website will allow partners and the community to use the same reference data through re-use and avoid duplication.

**Key Performance Measures**

Measure	Actual Q4 13/14	Target Q4 13/14	Previous Year (Q4 2012/13)	Comments
3C To support the development of customer self service, add customer preference linkage with every CRM address. (C&I/L/022)	100%	100% (G)	n/a	Completed on-time
3D. Time to access and availability of required data and community insight – response time to requests for information. (C&I/L/023)	2 days	2 days (G)	n/a	Target consistently achieved throughout the year.
3E. Number of registered voters	105,351	105,524 (A)	n/a	
3F Development of community insight through production of ward profiles for each area. (C&I/L/024)	100%	100% (G)	n/a	Work completed to target.

## Improvement Objective 4 – Corporate Parenting

**Lead Cabinet Member:** Cabinet Member for Skills and Work and Cabinet Member for Education and Young People

**Lead Officer:** Head of Children and Family Services

**Overall Assessment:** :.Orange – Acceptable. Actions are mostly on track but some measure are falling short of target

### Key Actions

4.1 The Children in Care Council will be developed and supported so that is in a position where it represents the interests of Looked After Children and holds services to account.

**GREEN**

#### What has been achieved this year?

10 sessions were held over this period with focus being put on:

- Establishing the group
- Meeting with Lead Officers in Leisure, Home, 16+
- Looked After Children packs were distributed to the group and they were able to implement changes
- CiCC leaflet was created and sent out to all children who are looked after
- CiCC members attended members forum and feedback messages from the group
- Met with CSSIW Inspectors
- Created an agenda for the following year with all interested parties being invited
- Worked on the Looked After Child's Review process and how these take place
- Discussed the provision of Residential Care and Foster Care and best interests of the child

Discussion on the role of the Placement

#### What difference has it made to citizens? (Improved outcomes)

Children and Young People have a system in place whereby they can feedback to members, Leads and Councillors on the provision of care. Children and Young People are able to influence provision in a thoughtful and considered manner. Children and Young People are empowered to raise concerns, areas for improvements and good practice. Every Child and Young Person within NCC should be aware of the CiCC, their purpose and how to feedback. The group's status within the organisation is positive – the provision of an independent group that is able to 'hold lead officers and the corporate parenting members' forum to account as their corporate parents'.

4.2 Looked After Children and care leavers will be given prioritised opportunities in Newport City Council to gain work experience and skills in a supportive environment. The work based learning programme represents the first phase of developing a pathway towards apprenticeships for Looked After Children and care leavers. This will address the fact that these children are often amongst the most excluded in terms of work and skills. **GREEN**

#### What has been achieved this year?

2 YP have been able to experience work experience 2 other YP had work experience set up but due to personal issues were unable to attend.

#### What difference has it made to citizens? (Improved outcomes)



The YP have been supported to attend work experience with providers who have an understanding of the YP's life experiences and the impact this can have on their presentation and ability to deal with stress and self-worth and confidence. These YP thoroughly enjoyed this experience. Unfortunately due to personal issues 2 YP were unable to attend on this occasion but it is hoped that they will be able to attend the next opportunity. Providers have been supported in a way to allow them to appropriately support the children and young people.

4.3 New supported housing options will be in place for young people leaving care, including a shared living supported housing scheme for care leavers, and a supported tenancy placement scheme delivered in partnership with Newport City Homes. GREEN

**What has been achieved this year?**

Shared living accommodation has been sourced as an alternative to Bed and Breakfast. The supported tenancy placement scheme has been set up with housing providers. Young people have the opportunity to attend a MyPad course to prepare them for living independently.

**What difference has it made to citizens?**

Shared living accommodation is now available as an alternative to bed and breakfast accommodation. Supported tenancies with Newport City Homes have been expanded to offer up to 4 occupant's accommodation.

4.4 A programme of development sessions will be held for foster carers on supporting Looked After Children with their educational, health, leisure, social and personal development which could help to address this under-performance whilst increasing the confidence and skills of foster parents and providing a supportive environment. This will contribute towards a reduction in the number of placement changes (except where changes represent positive outcomes.) GREEN

**What has been achieved this year?**

Matching & Placement Support Team launched in October 2013. The Newport Fostering Learning & Development programme for April 2014 – March 2015 provides a 6 session induction programme for newly approved foster carers which builds on their pre-approval training and advanced training for foster carers in a number of core subjects.

**What difference has it made to citizens? (Improved outcomes)**

These sessions have proved to be popular and feedback has been positive.

4.5 All Looked After Children will have a Personal Education Plan in place and the young people will be encouraged to be involved in the planning process. The PEP is a vital document as it helps everyone gain a clear understanding about the teaching and learning provision necessary to meet the educational needs of a young person who is in care. Improving this issue will require a joined up approach between education, social services and the families they work with. GREEN

**What has been achieved this year?**

- A pilot has been undertaken. The Looked After Children Education Co-ordinator took the lead in initiating PEPs with Looked After Children, families, Social Services and Education staff.
- The number and percentage of PEP's were recorded



### What difference has it made to citizens? (Improved outcomes)

PEPS identify to providers that a child is being looked after and may have additional needs as a result of their circumstances. The PEP gives specific targets and allows people working with the children the opportunity to develop them to their full potential.

4.6 An emotional and mental health team will be established to work with children in care and their families. This new service will advise and assist carers in their understanding of the emotional and mental health needs of children in their care. In addition we will offer direct work with children who are unable to access CAMHs services. **GREEN**

### What has been achieved this year?

From October 2013 to March 2014 the MAPS Team have provided 51 Network Consultations or Consultations for children in foster care. Network Consultations are a therapeutic intervention provided for Looked After Children placed with Newport Foster Carers they provide a learning opportunity for foster carers in developing their understanding of how a child's past experiences and can impact on their emotional and social development. The MAPS team learning and development plan for April 2014 – March 2015 includes specific training opportunities facilitated by the MAPS team for foster carers to develop their skills and confidence and understanding of attachment and raising awareness of values and how these are incorporated into family life, how family values affect relationship building, increase competence in applying secure base parenting, identifying difference in family life/roles, cultures.

### What difference has it made to citizens? (Improved outcomes)

Evaluation of network and consultation slots is collated on a quarterly basis.

91% participants of NCM/consultation felt it helped their depth of understanding of the child  
87.5% participants of NCM/consultations felt more confident on how to support/care for the child

87.5% participants felt NCM / consultations had a positive impact on support of the child

## Key Performance Measures

Measure	Actual Q4 13/14	Target Q4 13/14	Previous Year (Q4 2012/13)	Comments
4A Number of young people on work based learning programme at Newport City Council	3	3 (G)	n/a	Target hit and positive feedback from placements. Supporting young people to access WBL programmes within NCC is now gaining momentum
4B Leisure participations for looked after children	63.25%	95% (R)	n/a	The annual self assessment process highlighted inconsistent card processing during quarter 2. New procedures and clear descriptions have now been put in place to
	4,922	2,100 (G)	n/a	

				monitor the issuing of membership cards to looked after children. Participation at facilities exceeding targets due to enhanced access to facilities and programmes
4C Libraries participations for looked after children	100%	98% (G)	n/a	The service worked with social services to provide a library pack to all those children who are recognised by the Authority as being Looked After. This year all those children were library participants.
	100	60% (G)	n/a	
4D Number of tenancies established in year with NCH for Care Leavers	7	5 (G)	n/a	Positive work between NCH and the 16+ team brought an increased number of tenancies.
4E Number/percentage of care leavers still accommodated in units/accommodation after 12 months	100%	100% (G)	n/a	Sustainable suitable accommodation for care leavers continues to be an area which requires attention. The work with NCH and housing development is positive but needs time to embed
4F SCC/033e) - Care leavers who are in suitable accommodation	100%	90% (G)	88.9% (G)	Sustainable suitable accommodation for care leavers continues to be an area which requires attention. The work with NCH and housing development is positive but needs time to embed. 27 care leavers
4G SCC/033f) - Care leavers who are in Education, Training or Employment.	51.9%	60% (A)	66.7% (R)	Opportunities for vulnerable care leavers require support and vigilance. Again work with other agencies is bearing fruit but will take time to fully materialise. 27 care leavers, 14 in education, training or employment
4H SCC/037 - Educational attainment of Looked After Children at 16 (external points)	244	195 (G)	190 (G)	Looked After Children with the support of all relevant staff exceeded expectations of

score)				predicted attainment
4J SCC/024 - % PEP's in place within 20 days of starting school	95.3%	85% (G)	83.6% (G)	The work of the LACES has ensured an above target completion of PEPS. 43 children, 41 with PEP's in 20 days.
4K % participation of young people in Personal Education Plans	87.5%	80% (G)	n/a	The work of the LACES has ensured an above target participation of young people in PEPS
4L SCC/004 Stability of placements of Looked After Children (where there are more than 3 placements during the year)	10.9%	8% (R)	6.8% (R)	The nature of this target does mean that positive moves of placement are also reflected within the percentages. There were an increased number of adoption last year which will have been positive moves to permanence. Equally planned moves following emergency placement are also included. MAPS provision does predicate against negative and unplanned moves. 285 looked after children, 31 with 3 or more placements

## Improvement Objective 5 – Level 2 Threshold English and Maths

**Lead Cabinet Member:** Cabinet Member for Education and Young People

**Lead Officer:** Head of Education

**Overall Assessment:** Amber – Good The actions linked to measures 5A and B have been very successful. Over the past academic year there is clear evidence of increased monitoring and accountability linked to School Improvement Planning, ensuring a seamless approach to targeted grant spend (PDG and SEG). It is clear that the partnership between the Local Authority, schools and the EAS is successful (as effective challenge and support is evident through the development of Intervention Plans and brokerage arrangements). Schools have used National Literacy and Numeracy tests effectively to determine where improvement should be targeted to increase pupil attainment. There is a clear plan to develop the literacy and numeracy framework across all schools. Overall performance is described as 'good' (actions and measures are on mostly on track, one or two falling marginally short of planned targets).

## Key Actions

5.1 Ensure individual School Improvement strategies and action plans are implemented. Schools will use previous data on pupil performance to consider their own priorities and sustain an effective self-evaluation and improvement process which focuses on the needs of learners. **GREEN**

### **What has been achieved this year?**

All Secondary School Improvement Plans were submitted and approved by Systems Leaders in Autumn term 2013 (based on previous data / pupil performance)

All SIP's were monitored, executed and integrated into the continuous cycle of self-evaluation (focussing on the needs and improved performance of learners).

### **What difference has it made to citizens? (Improved outcomes)**

Clear and well formulated School Improvement Plans have the ability to improve pupil performance. Good School Improvement Plans have contributed to:

- The improvement of Level 2 Inclusive performance
- The improvement in performance of pupils achieving L2 Inclusive entitled to free school meals

5.2 Ensure appropriate intervention plans are implemented for schools identified as being in need of additional support and intervention, including Band 4 schools. Schools within a category of concern will receive their entitlement of support, enabling them to improve the performance of pupils and sustain progress over time. **GREEN**

### **What has been achieved this year?**

All intervention plans required for schools causing concern were written in conjunction with the EAS, LA and School. All Band 4 and 5 schools received additional EAS support.

Bespoke packages for support were identified and provided by the EAS based on learner need

### **What difference has it made to citizens? (Improved outcomes)**

The agreed plan has ensured that schools in a category of concern are given the level of support they require and that timely progress is made. This will ensure that schools continue to improve the L2 inclusive indicator, which will contribute to the LA overall improving performance (L2 inclusive currently at 51.3%). The target was set at 51.4% and therefore missed by 0.1%. This equates to 2 pupils not achieving.

5.3 Ensure Literacy and numeracy strategies implemented across all schools. Schools will improve their capacity to develop pupils literacy and numeracy skills, enabling children and young people to access a broad and balanced curriculum and achieve their full potential.

**GREEN**

### **What has been achieved this year?**

National Numeracy Framework and National Literacy Framework support has been given to all secondary schools via the EAS and CfBT. Audits have been completed to identify gaps.

Action plans have been developed based on staff and curriculum needs. All action plans are progressing in a timely manner. Schools (in conjunction with the EAS) have identified specific numeracy and literacy intervention programmes required to improve their rate of pupil progress in English and Maths. This has been funded through SEG, PDG and schools core budget

### **What difference has it made to citizens? (Improved outcomes)**

The introduction of the National Literacy and Numeracy Framework is instrumental in ensuring that there is a cross curricular approach to improving pupil's literacy and numeracy skills. In turn this will enable pupils to achieve GCSE Maths and English and additional GCSE's (which will equate to the L2 inclusive indicator). Bespoke intervention enables schools to improve specific areas of learning within Maths and English e.g. writing, written and mental calculation. This encourages a more forensic and targeted approach to L2 inclusive improvement.

5.4 Ensure School Effectiveness Grant and Pupil Deprivation Grant funding is used effectively to improve outcomes. Schools will ensure that SEG and PDG are focused on developing literacy, numeracy and tackling poverty and disadvantage. Pupils most a risk of not achieving their expected levels of attainment are tracked and timely intervention will take place. **GREEN**

**What has been achieved this year?**

PDG and SEG budget plans were received and approved by Systems Leaders in summer term 2013. This ensured that grant spend met terms and conditions, that the needs of learners and those disadvantaged by poverty were prioritised. Pupil level tracking systems are in place throughout secondary schools. System Leaders continue to work with individual Senior Leadership Teams to improve and refine pupil level tracking and ensure that those pupils at risk of not achieving are given timely support and intervention. This includes pupils that are disadvantaged by poverty.

**What difference has it made to citizens? (Improved outcomes)**

Four of the eight secondary schools in Newport spent 100% of their PDG and SEG allocation.

Three schools spent over 98%. One school spent over 96% of the grant. The number of pupils entitled to free school meals achieving the L2 Inclusive improved from 20% in 2011/12 to 22.49 in 12/13. The target of 26.5% was missed; however, Newport LA improved the rate of pupils entitled to free school meals achieving the L2 Inclusive, at the same rate of improvement as the Welsh average.

Newport LA needs to improve this indicator. Further national resources and targeted support has been distributed to prioritise this indicator in 2013/14.

**Key Performance Measures**

Measure	Actual 13/14 (Academic year 2012/13)	Target 13/14 (Academic year 2012/13)	Actual 12/13 (Academic year 11/12)	Wales Average 13/14 (Academic year 2012/13)	Comments

<p>5A The proportion of young people achieving L2 threshold including English/ Welsh and mathematics is targeted to increase from 49.2% to 51.4% in the academic year of 2012/13 and to 53.5% in the academic year of 2013/14</p>	<p>51.32%</p>	<p>51.4% (A)</p>	<p>49.2% (G)</p>	<p>52.7% (A)</p>	<p>The target was set at 51.4% and therefore missed by 0.1%. This equates to 2 pupils not achieving.</p> <p>1787 pupils assessed, 917 achieving level 2 threshold</p>
<p>5B An increased proportion of young people entitled to free school meals will achieve the L2 threshold including English/ Welsh and mathematics</p>	<p>22.49%</p>	<p>26.5% (A)</p>	<p>20% (G)</p>	<p>25.8% (A)</p>	<p>The number of pupils entitled to free school meals achieving the L2 Inclusive improved from 20% in 2011/12 to 22.49 in 12/13. The target of 26.5% was missed; however, Newport LA improved the rate of pupils entitled to free school meals achieving the L2 Inclusive, at the same rate of improvement as the Welsh average.</p> <p>249 pupils claiming free school meals, 65 achieving level 2 threshold</p>

## Improvement Objective 6 – City Regeneration and Development

**Lead Cabinet Member:** Cabinet Member for Regeneration and Development and Cabinet Member for Skills and Work

**Lead Officer:** Strategic Director - Place

**Overall Assessment:** Amber – Good. All actions are on track and despite two measures falling short of target a vast amount of work undertaken regarding city regeneration in the widest sense

## Key Actions

6.1 Implementation of the City Enhancement Scheme will take place with proposed works to the Market Quarter and public realm works over the next 2 years. Completion of the bus station will bring commuters and shoppers to the doorstep of the indoor market enhancing the viability of these businesses. The Market works will restore the High Street entrance to the centre of the building and create smart new units for use as shops or restaurants and the wider works. Physical improvements will also include the delivery of the key buildings programme and the delivery of phase 2 of the Pillgwenlly Regeneration Framework. **GREEN**

### **What has been achieved this year?**

Completion of the Market Quarter works including the refurbishment of the High Street Entrance to Newport Market, new Market Square bus station and the surrounding public realm works. 7 key buildings within the city centre have been completed. NCC was awarded 100% of the £14.9 million Welsh Government Vibrant bid. This will deliver regeneration projects for 2014/15 – 2016/17. The Friars Walk development has commenced with the handover of the site to Queensbury. Preparation work with the property owners of the final 2 blocks of the Pillgwenlly Regeneration commenced. Physical works will commence in May 2014. The Market building has been shortlisted for a RICS national award – outcome May 2014.

### **What difference has it made to citizens? (Improved outcomes)**

Footfall into the Indoor Market has increased by 40%. Retailers have reported an increase in the number of customers and trade. The decline in city centre footfall is decreasing but at a steadier rate; resulted from the loss of a number of retailers. 3 empty properties have been brought back into beneficial use as a direct result of the Key Buildings grant. Anecdotally public confidence has increased due to the ongoing investment and planned schemes in the city centre

6.2 Targeted support will be provided to businesses, including a more sustainable system of providing financial support to businesses in the form of a new business loans scheme. The Council will also provide support to local businesses in the form of assisting them in securing a new Business Improvement District. **GREEN**

### **What has been achieved this year?**

5 business loans have been approved to the total value of £22,323. 6 UK Steels start up grants have been approved to the total value of £2,930. 162 business start-up enquiries were advised. 314 potential inward investors have been advised resulting in 9 companies and 407 jobs being brought to Newport. Delivery has commenced of the Super Connected City superfast broadband voucher scheme targeting up to 1700 SME's in Newport. The steering group for the Business Improvement District has been created with a view of holding a vote for its creation in November 2014.

### **What difference has it made to citizens? (Improved outcomes)**

Over 400 businesses have benefited from specialist business advice. 11 businesses have benefitted from direct financial assistance through a loan or start up grant of which 6 are newly created businesses. 22 jobs have been created and 38 safeguarded as a result. 9



companies have relocated to Newport benefiting the economy and leading to employment opportunities.

City centre businesses are now engaged in developing the future management of the city centre through the creation of the BID steering group.

6.3 An increase in training and skills improvement will allow local people to take up local, high quality employment when generated. **GREEN**

**What has been achieved this year?**

Engaged 1302 people into learning and training projects, ranging from CV writing, job searching, basic skills, vocational training and accredited qualifications. We have supported a total of 612 people to find employment.

**What difference has it made to citizens? (Improved outcomes)**

Improved skills and qualifications; improved resident's chances of finding employment. Assisting residents to find work improves quality of life and also improves health.

**Key Performance Measures**

Measure	Actual Q4 13/14	Target Q4 13/14	Previous Year (Q4 2012/13)	Comments
6A Number of business support loans issued	3	12 (R)	n/a	In 2013/14 we committed to launching a loans scheme to replace the existing business grant scheme. The scheme was launch in September 2013 by the Cabinet Member which was attended by over 40 local businesses. Since September there have been 102 enquiries for loans of which 13 are progressing. However as at 31 March some projects did not finally proceed and one went ahead without completing a loan application. 2 applications were submitted later than anticipated and these were approved in April.
6B £ business support loans issued	£11,500	£75,000 (R)	n/a	
6C Number of people engaged in employment programmes	1302	1300 (G)	1,921 (R)	We have achieved this target. We have seen a significant decrease of unemployed people joining the scheme this year compared with 2012/13. There were 1302 new starters, the total caseload for 2013/14 was in excess of 2000 people. We have successfully moved more



				people into work this year than ever before demonstrating a positive change in our economy. We are anticipating similar numbers for projects in 2015/16. This decrease in numbers is in line with drops in national unemployment figures.
6D Number of people supported into employment	612	605 (G)	479 (A)	We have met this target. With the improvement in the economy we are seeing more opportunities develop in manufacturing retail and the customer services sectors. Added to this is the proactive support of our LSB partners through the WBLA. 2014/15 we are anticipating a similar performance if not improved when taking into consideration the friars walk and VVP developments in the city centre.

## Improvement Objective 7 – Waste Management

**Lead Cabinet Member:** Cabinet Member for Infrastructure

**Lead Officer:** Head of Streetscene

**Overall Assessment:** Green Excellent. All actions are on track and progress has been made in this area and the performance of the recycling measure has only fallen short of target by 0.31%

### Key Actions

7.1 Implement new Sustainable Waste Plan including collection of source-segregated card (2 years). **GREEN**

#### What has been achieved this year?

Roll out of source segregated card collection commenced with 30,200 properties provided with recycling containers against a Quarter 4 target of 12,500.

Preparation to continue and complete the roll out in 2014/15

#### What difference has it made to citizens? (Improved outcomes)

Encourage Newport Residents who currently do not recycle on a regular basis to recycle more.

Improves people's lives. Reduction in waste to landfill and tax paid by the authority. The success of this measure drives Streetscenes contribution to the councils Improvement Objectives Greener and healthier city.

7.2 Continue with Waste Infrastructure Procurement Programme to secure long term waste facilities. **GREEN**

#### What has been achieved this year?

Prosiect Gwyrdd plant construction period continues. Monthly progress meetings to monitor progress. Cwm Y fory construction period started. Monthly progress meetings to monitor progress

Distribution of customer information leaflets and roll out of 180 ltr bins commenced with 40,900 properties provided with the new bins against a Quarter 4 target of 15,000.

Preparation to continue and complete the roll out in 2014/15

**What difference has it made to citizens? (Improved outcomes)**

Improved outcomes will start to be delivered for all stakeholders on completion of the construction phase of the projects. The plants are programmed to be on line by:

Prosiect Gwyrdd - October 2015

Cwm Y fory - October 2014

Encourage Newport Residents who currently do not recycle on a regular basis to recycle more.

Reduction in waste to landfill and tax paid by the authority. The success of this measure drives Streetscenes contribution to the councils Improvement Objectives Greener and healthier city.

Improves people's lives

**7.3 Continue roll out of smaller 180ltr bins to remaining properties to reduce the capacity for residual waste, resulting in more materials diverted to recycling. GREEN**

**What has been achieved this year?**

Trade waste recycling customers for 2013/14 stand at 901 against a target of 900

**What difference has it made to citizens? (Improved outcomes)**

Diversion of trade waste from landfill. Improves people's lives. Drives Streetscenes contribution to the Councils Improvement Objectives, greener and healthier city. Provides financial income that underpins the services provided by the authority to its stakeholders.

Wider range of services for businesses allowing them to become environmentally sustainable and reduce waste overheads.

**7.4 Increase trade recycling to increase quantities of recyclable material collected. GREEN**

**What has been achieved this year?**

Roll out of source segregated card collection commenced with 30,200 properties provided with recycling containers against a Quarter 4 target of 12,500. Preparation to continue and complete the roll out in 2014/15

**What difference has it made to citizens? (Improved outcomes)**

Encourage Newport Residents who currently do not recycle on a regular basis to recycle more.

Improves people's lives. Reduction in waste to landfill and tax paid by the authority

The success of this measure drives Streetscenes contribution to the councils Improvement Objectives Greener and healthier city.

**7.5 Continue enforcement and education programmes to target low participation and working with Community Insight team to target households more effectively. GREEN**

**What has been achieved this year?**

Worked with WLGA and WAW to develop pan Wales approach to recycling participation, segmentation and targeting with specific promotion material

**What difference has it made to citizens? (Improved outcomes)**

Encourage Newport Residents who currently do not recycle on a regular basis to recycle more.

Reduction in waste to landfill and tax paid by the authority. The success of this measure drives Streetscenes contribution to the councils Improvement Objectives Greener and healthier city.

Improves people's lives

## Key Performance Measures

Measure	Actual Q4 13/14	Target Q4 13/14	Previous Year (Q4 2012/13)	Comments
7A Waste recycled or composted performance indicator (WMT/009b)	51.69%	52% (A)	49.18% (G)	Although this measure fell marginally short of the All Wales target, overall recycling performance has continued to improve year on year with a 2.51% increase on 2012/13 actuals. Total waste 70,335 tonnes, of with 36,353 tonnes composted, reused and recycled.
7B Number of households with separate card collection	30,200	12,500 (G)	n/a	A concerted effort was made to roll out the new source segregated card collection scheme in 2013/14, with a view to increasing recycling throughout the city. With the roll out programmed to be completed early 2014/15, this will maximise the impact in the next financial year
7C Number of households with 180l residual waste bins	40,900	15,000 (G)	n/a	A concerted effort to roll out the new 180 ltr bin scheme in 2013/14 was made to further increase recycling throughout the city, with 40,900 households against a target of 15,000 receiving a new bin.

7D Number of trade waste clients	901	900 (G)	n/a	Streetscene has continued to promote this successful trade waste service to our business partners throughout the city
----------------------------------	-----	---------	-----	---

## Improvement Objective 8 – Enhancing cultural opportunities to increase participation

**Lead Cabinet Member:** Cabinet Member for Leisure and Culture

**Lead Officer:** Head of Continuing Learning and Leisure

**Overall Assessment:** Amber – Good. All actions are completed successfully at the end of the year. Two measures have fallen short of target and while some parts of the participation measure have failed to meet targets, overall participation has exceeded expected levels

### Key Actions

8.1 Develop Cultural Strategy and Action Plan aimed at increasing participation in sport, physical activity, learning and cultural activities leading to improved learning and qualifications, more people are involved in the cultural direction of the City. **GREEN**

#### What has been achieved this year?

The draft Cultural Strategy was presented to Cabinet and approved for consultation. The consultation was promoted through Newport Matters, Newport City council web sites and press releases which were featured in the South Wales Argus. The consultation exercise was completed and the final Newport cultural strategy framework was approved by Cabinet and ratified by Council in February 2014

#### What difference has it made to citizens? (Improved outcomes)

The Framework identifies four strategic priority themes

- Culture and Learning
- Health and Well-Being
- Enriched Lives
- Cultural and Creative Economy

The Continuing Learning and Leisure Service Plan for 2014-15 will focus on actions based upon the four priority themes of the Cultural Strategy. The strategy will be published on the web site. The Cultural Partnership terms of reference including membership will be agreed and first meeting established.

8.2 The Strategy aligns current and planned cultural and sporting provisions, leading to increased visits to gyms at NISV and the Newport Centre. **GREEN**

#### What has been achieved this year?

The newly refurbished gyms at NISV and Newport Centre have continued to see a significant increase in usage from Jan to March 2014 period. In NISV this is particularly marked with an increase from 18,358 usages for the same period in 2013 to 35,842 in 2014 an improvement of 49%. The Newport Centre gym saw an increase of 6,033 uses over the same period, increasing from 19,422 in Jan – March 2013 to 25,455 in 2014. Income from

Direct Debit Leisure memberships saw an increase over the same period. From Oct 12 – Jan 13 the income was £210,605, while for the same period in 2013-14 the income was £226,223, an increase of £15,618. The service saw an increase in direct debit income during the 4<sup>th</sup> quarter of 2013-14 to £176,345 compared to £162,385 during the same period in 2012-13 and increase of £13,960. In the New Year the 7 for £7 campaign has proved to be a success. Customers who sign up to the campaign, paid £7 for 7 attendances at any Leisure facility.

**What difference has it made to citizens? (Improved outcomes)**

There has been a significant overall increase in visits to sport and leisure centres during the year. At the end of quarter four 1,252,526 physical activity visits had taken place compared to 1,119,187 for 2012-13, an improvement of 10.65%. This now equates to 8,573 visits per 1,000 of population, these statistics are actual participations at sport and leisure centres and is a National Performance Indicator. The service has worked hard to encourage long term participation with 219 customers now converting to a longer term membership product. £17,304 of income was collected as part of the 7 for £7 campaign. During the campaign 2472 people purchased the £7 for 7 product, of these 1307 were new customers to the service.

**8.3 Development of Transporter Bridge and visitor experience. GREEN**

**What has been achieved this year?**

The Bridge opened for Easter 2013 as a visitor attraction and operated until the end of September when it closed for the winter period.

Additional road signage has been installed in preparation for 2014-15 season.

An interpretation plan has been produced with further work being undertaken 2014-15.

The improved economic performance has enabled much needed maintenance work to be undertaken.

**What difference has it made to citizens? (Improved outcomes)**

Performance exceeded the visitor target of 15,000 (15,600) and income target of £18,000. Income has increased by 300%, visits by 9% and car usage by 50%. The Transporter Bridge is now rated as the highest “paid” visitor attraction on Trip Adviser.

**8.4 Deliver a varied cultural programme at the Riverfront to meet customer needs as well as introduce new works and experiences to Newport. GREEN**

**What has been achieved this year?**

The programme has been well received by customers and reviewers with attendances the best they have been since opening in 2004 The Riverfront. In addition to the success of the pantomime, which was the best attended in the history of the Riverfront the last three months saw productions by Newport-based companies Tin Shed Theatre, Daniel Llewelyn Williams and Bellabella dance studio. All of these were very well attended and reflected local needs and interests (as well as providing income which encourages those artists to stay in Newport).

**What difference has it made to citizens? (Improved outcomes)**

Total active attendances in 2013-14 were 90,174. The best ever since opening in 2004. 15% up on this year’s target and 11% up on previous best 69% of the total activity was events initiated and managed by the Riverfront, Arts Development and Events team. The range of workshops and classes taking place has expanded with the inclusion of Community Learning activities alongside the Riverfront’s own programme. This has contributed to a 19%

increase in attendances for this area of work and is developing the Riverfront as a true hub for art and cultural activities.

### Key Performance Measures

Measure	Actual Q4 13/14	Target Q4 13/14	Previous Year (Q4 2012/13)	Comments
8A Increase in participation Improvement in relevant population outcome measures	227,575	164,222 (G)	195,666 (G)	Service performance across the board was very good and performed well against target with decreasing resources available. The City Centre redevelopment having a significant impact upon the performance of the Central Library and number of customer interactions with other service points within the City being withdrawn at Brynglas House and Stow Hill.
	38,089	38,175 (A)	37,596 (G)	
	90,174	78,500 (G)	77,689 (G)	
	51,198	54,000 (A)	n/a	
	15,764	15,000 (G)	n/a	
	1,252,526	992,991 (G)	1,119,187 (G)	
	636,467	720,000 (A)	815,525 (R)	
8B NSi – LCS/002 Visits to sports and Leisure	8,573 per 1,000	6,796 per 1,000 (G)	7,677 per 1,000 (G)	The service significantly exceeded participation targets due to enhanced programming of facilities and the attraction and retention of customers. Significant investment in fitness facilities and event programming has driven participation in

				Newport facilities to an all time reported high. 1,252,526 visits
8C NSi - LCL/001 Use of public libraries	4,356 per 1,000	4,928 per 1,000 (A)	5,594 per 1,000 (R)	The reduction in visits against target is due to the significant decline in visits to the Central library as a result of the redevelopment work ongoing in the City Centre. In addition the closure of the library at Brynglas House and changes to the combined library and visitor centre at Tredegar house have also contributed to the decrease in visitors. 647,572 visits
8D Income from Transporter Bridge	£18,585	£18,000 (G)	n/a	Income target achieved as a result of new operating and pricing structure. 300% increase in visitor numbers and income achieved.
8E Adult learner achievements	87% Academic year 2012/13	90% (A) Academic year 2012/13	85.02% (G) Academic year 11/12	While below target, the level of achievement during 2012/13 academic year was an increase on the previous year. The area where attainment was lower than anticipated was essential skills.

## Improvement Objective 9 – Streetscene Management

**Lead Cabinet Member:** Cabinet Member for Infrastructure

**Lead Officer:** Head of Streetscene

**Overall Assessment:** Green – Excellent. We have come to this conclusion because all measures and actions are on track.

### Key Actions

9.1 Develop a proactive approach to the removal of fly tipping material, targeting known hot spots and pre-empting customer enquiries, ensuring the timely removal of material using same levels of resources in the context of City-wide increases in fly tipping. **GREEN**

#### **What has been achieved this year?**

Our RRT teams and education and enforcement officers patrol known "hot spot " fly tipping sites and remove materials following investigative actions to try to identify offenders and pursue prosecution of offenders. Streetscene responded to 99.53 % of all service requests relating to fly tipping against a corporate target of 98%. Materials, wherever possible are segregated and recycled. Funding secured through Keep Wales Tidy to produce marketing material and increase resources through community engagement.

#### **What difference has it made to citizens? (Improved outcomes)**

Contributes to the Councils Improvement Objectives, Caring, Fairer, Greener, healthier and safer city.

A clean ,safe, healthy and green environment promotes:

- Community pride and value in its environment
- Improves people's lives
- Reduced pressure on stretched operational resources and budgets
- Safe, clean and attractive environment in which to live, work, visit or do business

Clean environment that is pivotal to public perception of safety and known to discourage other forms of ASB

9.2 Promotion of cyclic removals driving down customer enquiries for known hot spots, and carry out enforcement action in response to incidents of fly tipping. **GREEN**

#### **What has been achieved this year?**

Hot spot reports are reducing through this initiative which meets the requirement of this measure. Promoting campaigns that encourage communities / residents to report incidents. The year-end has seen a drop in the number of actual incidents of fly tipping this year.

#### **What difference has it made to citizens? (Improved outcomes)**

Contributes to the Councils Improvement Objectives, Caring, Fairer, Greener, healthier and safer city.

A clean ,safe, healthy and green environment promotes:

- Community pride and value in its environment
- Reduced pressure on stretched operational resources and budgets



- Safe, clean and attractive environment in which to live, work, visit or do business
- Improves people's lives

Clean environment that is pivotal to public perception of safety and known to discourage other forms of ASB.

### 9.3 Carry out planned community clean up events and work with community payback schemes. **GREEN**

#### **What has been achieved this year?**

Engagement with the city's communities and strategic partners at these clean up events has been extremely popular through 2013/14, with a total of 33 events being carried out against a target of 6.

It should also be noted that the success of these events are largely due to the dedicated Waste Enforcement Team who regularly give up their weekends and evenings for these events.

Funding secured through Keep Wales Tidy to develop Litter Champion tool kit and community engagement.

#### **What difference has it made to citizens? (Improved outcomes)**

A clean, safe, healthy and green environment promotes:

- Community pride and value in its environment
- Reduced pressure on stretched operational resources and budgets
- Safe, clean and attractive environment in which to live, work, visit or do business
- Clean environment that is pivotal to public perception of safety and known to discourage other forms of ASB
- Improves people's lives

### 9.4 Timely responses to customer enquiries received via the City Contact Centre. Reducing 'avoidable contact', and the need for customer follow up enquiries. **GREEN**

#### **What has been achieved this year?**

Streetscene has consistently exceeded the 91% target for enquiries closed down within SLA throughout the year, and closed the year at 98.6%

The total volume of service requests received via the City Contact Centre for 2013/14 was 34,814 which represent an overall 1.53% increase in customer contact with Streetscene in comparison with 34,289 in 2012/13.

This increase is due to a spike in contact through January and February.

For reference, Quarter 3 reported a 0.15% decrease in customer contact against the same period in 2012/13. Quarter 3 reported a 13.35% decrease in customer requests for feedback in comparison to 2012/13. However, a spike in January and February has resulted in an end of year increase of 7.6% in comparison to 2012/13. The spike was due in the main to the National Resources Wales predicted flooding of the Usk estuary, period of high wind speeds, and the roll out of the 180 litre bins and cardboard collection sacks.

#### **What difference has it made to citizens? (Improved outcomes)**

The success of this outcome drives Streetscene's contribution to the council's Improvement Objectives, Caring, Fairer, and Greener, healthier and safer city. Addresses matters that can impact on the quality of daily life for Newport residents Improves people's lives. Efficient and effective customer care promotes a sense of partnership with customers Enhances the Council's reputation.

9.5 Maintaining a safe highway network through timely completion of Category 1 defects on carriageways and footways, increasing the number of Category 1 defects repaired or made safe within 2 hours of safety inspection. **GREEN**

**What has been achieved this year?**

Against a target of 86% of category 1 defects completed on time, the performance data shows an average of 92.6% of Cat 1 defects were completed within target in 2013/14

**What difference has it made to citizens? (Improved outcomes)**

A safe, well maintained highway network promotes:

- Safe and attractive environment in which to live, work, visit or do business
- Aids city regeneration, social inclusion and community safety
- Improves people’s lives
- Supports national and local economy
- The council’s objective to improve people’s lives
- Reduces 3<sup>rd</sup> party claims for failure to maintain
- Supports good asset management and reduces whole life costs
- Improves people’s lives

**Key Performance Measures**

Measure	Actual Q4 13/14	Target Q4 13/14	Previous Year (Q4 2012/13)	Comments
9A Response rates for the removal of fly tipping incidents (STS/006)	98.54%	98% (G)	98.69% (A)	Streetscene continues to be proactive in the prompt removal of reported fly tipping and the pursuing of offenders. Continued emphasis is given to working with our strategic and community partners in the reporting and investigation of offences. 1,575 incidents recorded, 1,552 cleared in 5 days
9B Number of community clean up events held	33	6 (G)	n/a	An extremely successful year which has seen an enthusiastic take up by many of our community partners. The excellent summer conditions and a dedicated Waste Enforcement Team has contributed to the excellent performance against this measure
9C Timely responses to customer enquiries received via the City Contact Centre	98.6%	90% (G)	95.77% (G)	Streetscene received 34,814 enquiries via the City Contact Centre in 2013/14. At 98.6% of enquiries dealt with within corporate timescales, this is

				an outstanding performance against this measure. Although every effort is made to drive down avoidable customer contact and promote channel shift to online reporting, a slight increase of 1.53% has been recorded against 2013/14
9D Number of Category 1 carriageway and footway defects completed on time (defects requiring prompt attention because they represent an immediate or imminent risk)	92.6%	86% (G)	n/a	Timely correction of highway defects is pivotal to maintaining highway safety, serviceability and sustainability. The performance of this measure also impacts on other measures such as STR/L014 Reduction in customer complaints, ECLI/012 Third party claims and ECLI/013 Reactive jobs, all of which met their targets in 2013/14

## Improvement Objective 10 – Integrated Family Support Services

**Lead Cabinet Member:** Cabinet Member for Education and Young People

**Lead Officer:** Head of Children and Family Services

**Overall Assessment:** Amber – Good. All actions are on track, but one measure has fallen short of target

### Key Actions

10.1 Further development of the preferred partnership with Barnardo's to provide Integrated Family Support Services (IFSS) which will result in an expanded 'single point of entry and pathway' into preventative services, with the number of referrals through the single pathway increasing. **GREEN**

#### What has been achieved this year?

The preferred partnership with Barnardos continues to grow and develop. 2 new posts have been created in FASS and the SERAF worker post has been extended for a further 12 months. Quarterly reviewing and monitoring groups have been diarised. Extensive review and revision to the referral pathway has taken place over the period. Having tested several different options, whilst there is a single point of access for both preventative and statutory teams, within the latter each team will take its own referrals (as opposed to for each other). The developments within CCM to facilitate referrals to the statutory teams being made electronically are in the final test stages and will be due to be operational by the end of Quarter 1 2014/15. Referrals to IFSS overall have significantly increased by 58% over the

last year, hence the teams are assisting more families, and all measures set out in Improvement Objective 10 which are in the control of IFSS, have been exceeded.

**What difference has it made to citizens? (Improved outcomes)**

As regards the referrals, social workers should find the revised process easier once it beds in. Further consultation is planned to support the changes going forward. Significantly more children and families have been supported during the last year than in the previous one – the vast majority demonstrated decreased assessed risk factors, thus indicating most have been assisted not to escalate through the Child protection and/or looked after systems.

10.2 Investment in the development of early intervention and preventative services will increase family's ability and confidence whilst reducing the reliance and pressure on acute services. This will reduce family risk factors as shown through the distance travelled model. The number of children in care remains at a stable level when compared to comparable authorities (i.e. the relatively low figure is maintained) and the re-referral rate decreases.

**GREEN**

**What has been achieved this year?**

All teams within IFSS have evidenced that the families they support, do make positive behavioural changes (distance travelled) and wellbeing and safety of children is improved. Where this cannot be achieved, evidence is supplied to support escalation through the various processes. The prevention (TAF) team increased the number of children and families - it has supported an additional 26% of cases. The different strands of FF are working collaboratively and effectively, and the Prevention team are now established in the different community bases, which seek to optimise local networking and reduce duplication. A draft job description has been drawn up for the Education prevention worker and a project plan to progress this work developed and is being implemented – a workshop with key partners is planned for June. Whilst the Care population has grown in the period, an audit completed by the QA team indicates that there are a number of cases which have never been referred to IFSS – various gatekeeping processes have been implemented within the front line teams to address this.

**What difference has it made to citizens? (Improved outcomes)**

The Improvement Objective targets have all been met and exceeded. A greater number of children and families have accessed the service, and have evidenced positive behavioural change. Many of the children and families, referred to the Prevention team would, in the past have been referred to Children's services as 'children in need' hence Prevention is reducing the need for statutory services, and the relatively low percentage of families becoming known to SSD following intervention, indicates that the positive behavioural changes are sustained over time. Increased numbers accessing the services of the statutory teams, demonstrate similar positive trajectories.

10.3 The Integrated Family Support Team (IFST) model will be rolled-out across the Gwent Area, led by Newport Children's Services. **GREEN**

**What has been achieved this year?**

The Gwent IFST became operational in July 2013 and is now fully operational, with all posts recruited – the social care posts all being hosted by Newport. An agreement has been signed ensuring that any liability for posts when the grant funding is transferred to RSG is shared proportionately. The first Gwent Annual report has been submitted to WG which documents the journey, outlines what we have done, how well we have done it and what difference has been made.

Newport continues to be the lead authority in 2014/2015 and retains the banker role on behalf of Gwent. The research completed was inconclusive as regards optimal target audience- further analysis is planned.

### What difference has it made to citizens? (Improved outcomes)

Each local authority in the Gwent area is utilising the IFST resource in slightly different ways according to their own local needs. For Newport, despite decreased capacity as a result of the roll out, the number of children and families receiving this acute support (including those families supported by FASS) has increased by over 62% in the period. (FASS has increased significantly grown in this same period.

### Key Performance Measures

Measure	Actual Q4 13/14	Target Q4 13/14	Previous Year (Q4 2012/13)	Comments
10A The average reduction of risk with families supported by Families First programme	32.34%	31% (G)	n/a	First full year of operation of the FF programme has demonstrated clear evidence of reduction of risk
10B The percentage of children and families worked with where there is a reduction in risk	89.8%	75% (G)	n/a	
10C The percentage of referrals to Preventions Team from Duty Team	17.2%	10% (G)	n/a	This is a welcome increase and reflects the understanding between the teams of the appropriate needs of referrals and the effectiveness of the Preventions interventions
10D Number of children supported by IFSS	1521	1300 (G)	n/a	IFSS continues to make a significant positive difference in the lives of families
10E Re-referrals from Preventions Team to duty team	4.4%	15% (G)	n/a	This very low percentage reflects the understanding between the teams of the appropriate needs of referrals and in part evidences the effectiveness of the Preventions interventions
10F Children in care figure for Newport City Council remains	85.9 per 10,000	84 per 10,000	83.6 per 10,000 (278)	The children in care figure has seen a slight

stable against comparable authorities	(285 children)	(A)	children) (A)	increase. The number of children coming into care is under constant examination. The figure is still low compared with benchmark LAs but work is ongoing to ensure stability.
---------------------------------------	----------------	-----	---------------	---

## Equalities and the Welsh language

### Equalities

Council approved the Strategic Equality Plan (SEP) in March 2012 to comply with the Equality Act 2010 and the Statutory Duties (Wales) Regulations 2011. Public authorities have to produce an annual report and publish it within a year of the year end at 31<sup>st</sup> of March; this is the third year that the council has produced its annual report which covers the period April 2013 to March 2014.

Overall findings indicate healthy progress against the council's five chosen equality objectives:

- Engagement
- Accessible services
- Community cohesion and tackling hate crime
- Domestic abuse
- Worklessness

The objectives remain high priority on a strategic level as indicated by their inclusion in Newport's Single Integrated Plan and this will continue as we update our Single Integrated Plan for 2014 – 2016.

In general, the council is committed to continually improving the data it holds on people and their needs, and improving how we use the data to help meet their needs. Furthermore, on-going work is undertaken to assess the future needs of the population. This information is not only collected because of the equality duty, but because it is an effective and intelligent way to work in times of reduced resources and increasing demands. It fulfils the requirement of the equality duty by giving us better information on the workforce, our customers and our communities, on which to base decisions. In brief, the work being undertaken which reflects our equality objectives is on course and the objectives selected in 2011 remain a priority for the authority. Ensuring fair outcomes is at the heart of the council's work and is a key driver in decision making.

The 2013/14 Strategic Equality Plan annual report is available:

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont727365.pdf>

## Welsh

The Council is required to report annually on its progress in implementing its Welsh Language Scheme, in compliance with the Welsh Language Act 1993. The Welsh Language Commissioner is the regulator for Welsh language matters, under the Welsh Language (Wales) Measure in February 2011.

The Welsh Language Scheme Implementation Plan 2011 was established with agreement from the then Welsh Language Board. The Plan builds on the initial actions set out in the council's Welsh Language Scheme (although does not replace the Scheme) and seeks to promote Welsh language and culture across the City. It commits Newport City Council to incremental change, mirroring the key objectives of the Welsh Language Scheme – the promotion of the use of Welsh and a bilingual identity for Newport.

The 2011 census shows an increasing growth in children and young people in Newport speaking Welsh, with 7.8% of 20-24 year olds, and 4.9% of 25-29 year olds able to speak Welsh. By 2017, Newport City Council has committed to:

- Developing a Welsh medium early years and childcare strategy and action plan to stimulate demand for Welsh medium education in Newport.
- Annually conducting Welsh medium education parental demand surveys through a postal questionnaire to parents of children under the age of 2 with an action plan developed and published to address the findings of each survey.
- Increasing the number of pupils assessed in Welsh first language at the end of the Foundation Phase from 5.2% to 5.6% by 2017.
- Increasing the number of pupils assessed in Welsh first language at the end of Key Stage 3 from 2.6% to 3.2%.
- Working with South East Wales Local Authorities to ensure sufficient Welsh-medium secondary provision in 2016 when Ysgol Gyfun Gwynllyw reaches full capacity.

The annual Welsh language monitoring report for 2013/14 is available:

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont727366.pdf>

## Corporate Complaints and Compliments

### Complaints

The City Council deals with a vast number of customer interactions each year. The City Contact Centre alone deals with almost 300,000 requests annually. From time to time services may not entirely meet the needs of our customers or may exceed their expectations and this can result in a complaint or compliment. For an organisation that handles a vast number of contacts on such a diverse range of services the number of complaints received are very low.

In 2013/14 the Council received a total of 475 Stage 1 complaints and 30 of these were escalated to Stage 2. This equates to a 9% decrease in the number of complaints received 2013/14 compared to the same period in 2012/13. This is the first year that the number of Stage 1 complaints received dropped since recording of the two stage process began in



April 2011. Of the total number of Stage 1 complaints received, 385 investigations have been completed with 24.5% of complaints upheld.

Although relatively low in number, dealing with complaints and compliments is seen as a priority and the Council operates a two stage process in order to ensure that we are able to learn from this feedback and where possible, make positive changes to improve the services we deliver.

The number of complaints that have progressed to Stage 2 has increased when compared to the same period last year. However, It should be noted that only 6.4% of progressed to Stage 2 which indicates that in most cases the Stage 1 process remains effective in responding to customer concerns.

### **Compliments**

The number of compliments received in 2013/2014 has increased significantly. 347 compliments were received through the year; a 38% increase on the previous year. For the third consecutive year Streetscene have received the most compliments, followed by Customer and Information Services. There was a peak in July related to the wild flower displays provided by Streetscene which resulted in a lot of praise from the general public. The majority of compliments received in C&IS are for service provided by customer service officers.

### **Partnership work and collaboration**

Newport City Council is committed to working in partnership on a number of service delivery areas with a variety of partners.

During 2013/14 the council collaborated extensively with other partners and stakeholders across service areas.

Ranging from the new joint property venture which saw the establishment of Newport Norse (who now manage all council property services), One Newport Single Integrated Plan (SIP) Board which supports the shared strategic purpose as detailed in the SIP; a collaborative chief auditor post shared with Monmouthshire; PREVENT to tackle extremism; the Community Cohesion Group; south east Wales adoption service; the SE Wales safeguarding children board; the Safeguarding Adults Forum; ongoing work with Prosiect Gwyrdd; Domestic Abuse forum; Newport Admissions Forum; ASD Steering Group; Welsh Education Forum; South East Wales Strategic Planning Group; Strategic Welfare Reform Group; Youth Offending Service; National Homelessness Network. It should be noted that this list is not exhaustive.

The level and range of partnership and collaboration work is significant and as such it is not possible to list every agency or stakeholder that works alongside the Council. The 2013/14 published service plan reviews provide a more comprehensive compendium of those organisations that work with the Council.

Please click on the link below to access the 2013/14 Service Plan Reviews

<http://www.newport.gov.uk/en/Council-Democracy/About-the-council/Service-plans.aspx>



## Wales NSI and PAM analysis

The table below shows the Council's performance in 2013/14 for the NSI and PAMs overall:

- 64% of NSI and PAMS have performed better than last year.
- 68% of NSI and PAMS have performed better than target
- 43% of NSI and PAMS have performed better than the Wales average

Measures	Actual 13/14	Previous 12/13	Target 13/14	Wales Average 13/14	Quartile	Rank
EDU/002i: The percentage of all pupils (including those in LA care) in any LA maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	0.6	0.2 (R)	0 (R)	0.3 (R)	4	19
EDU/002ii: The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	5.3	0.0 (R)	0 (R)	2.0 (R)	4	18
EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	86.1	86.1 (G)	90 (A)	84.6 (G)	2	8
EDU/006ii: The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	0.0	0.0 (G)	0 (G)	17.0 (R)	4	19
EDU/011: The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	506.7	490.1 (G)	506.7 (G)	505.3 (G)	3	13
EDU/015a: The percentage of final statements of special education need issued within 26 weeks including exceptions	77.3	62.8 (G)	65 (G)	69.6 (G)	3	13
EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions	97.8	81.0 (G)	85 (G)	96.6 (G)	4	18

Measures	Actual 13/14	Previous 12/13	Target 13/14	Wales Average 13/14	Quartile	Rank
EDU/017: The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	51.3	49.2 (G)	51.4 (A)	52.5 (A)	3	15
EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	78.0	73.8 (G)	76 (G)	77.2 (G)	2	11
EDU/016a: Percentage of pupil attendance in primary schools	93.0	93.4 (A)	93.5 (A)	93.7 (A)	4	21
EDU/016b: Percentage of pupil attendance in secondary schools	92.1	91.9 (G)	92 (G)	92.6 (A)	4	18
SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	11.51	11.84 (G)	15.4 (G)	4.70 (R)	4	21
SCA/002a: The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	63.32	68.96 (A)	66 (A)	74.48 (A)	3	13
SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	16.20	18.50 (G)	19.4 (G)	19.84 (G)	1	4
SCA/019: The percentage of adult protection referrals completed where the risk has been managed	97.08	90.61 (G)	85 (G)	94.45 (G)	3	12
SCA/020: The percentage of adult clients who are supported in the community during the year	85.68	85.61 (G)	85 (G)	86.33 (A)	3	13
SCA/007: The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	65.0	64.0 (G)	68 (A)	81.1 (R)	4	20
SCA/018a: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	87.9	67.3 (G)	75 (G)	85.8 (G)	3	16
SCC/002: Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	10.4	15.5 (G)	12 (G)	13.8 (G)	1	5
SCC/004: The percentage of children looked after on 31 March who have had three or more placements during the year	10.9	6.8 (R)	8 (R)	8.3 (R)	4	17

Measures	Actual 13/14	Previous 12/13	Target 13/14	Wales Average 13/14	Quartile	Rank
SCC/011b: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	48.5	26.3 (G)	30 (G)	42.9 (G)	2	11
SCC/033d: The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	93.1	100.0 (A)	90 (G)	93.4 (A)	3	14
SCC/033e: The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	100.0	88.9 (G)	90 (G)	92.7 (G)	1	1
SCC/033f: The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	51.9	66.7 (R)	60 (A)	54.8 (A)	3	13
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	244	190 (G)	195 (G)	262 (A)	3	14
SCC:041a: The percentage of eligible, relevant and former relevant children that have pathway plans as required	87.0	97.2 (A)	97 (A)	89.2 (A)	4	17
SCC/001a: The percentage of first placements of looked after children during the year that began with a care plan in place	98.3	99.0 (A)	98 (G)	90.9 (G)	3	13
SCC/011a: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	80.1	66.9 (G)	70 (G)	78.9 (G)	3	14
SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	96.8	97.1 (A)	85 (G)	89.6 (G)	1	2
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	82.2	87.5 (A)	85 (A)	85.3 (A)	4	18
SCC/030a: The percentage of young carers known to Social Services who were assessed	77.4	90.9 (A)	70 (G)	85.9 (A)	3	16
HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	57.4	61.6 (A)	50 (G)	66.4 (A)	4	17

Measures	Actual 13/14	Previous 12/13	Target 13/14	Wales Average 13/14	Quartile	Rank
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	319	539 (G)	280 (A)	239 (R)	4	21
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	4.33	4.23 (G)	3.36 (G)	9.23 (R)	3	16
PLA/006(b): The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	39	68 (R)	20 (G)	37 (G)	2	9
WMT/004(b): The percentage of municipal waste collected by local authorities sent to landfill	45.08	49.69 (G)	48 (G)	37.72 (R)	4	19
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	51.70	49.18 (G)	52 (A)	54.33 (A)	4	19
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	98.54	98.69 (A)	98 (G)	95.03 (G)	1	6
STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	98.0	96.4 (G)	95 (G)	96.8 (G)	2	10
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	88.5	86.2 (G)	87 (G)	84.3 (G)	2	8
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	8.6	8.8 (G)	8.8 (G)	13.2 (G)	2	9
PPN/009: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	85.01	82.28 (G)	78 (G)	90.33 (A)	4	22
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population	4,432	5,594 (R)	4,928 (A)	5,851 (R)	3	15
LCS/002(b): The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	8,573	7,677 (G)	6,796 (G)	8,954 (A)	2	11

## Wales Audit Office Recommendations and Proposals for Improvement

The table below show the progress made towards the recommendations proposals for Improvement made to the authority by the Wales Audit Office. This was considered by Cabinet as part of a year end report in June 2014. The full report can be found on the link below <http://www.newport.gov.uk/stellent/groups/public/documents/report/cont724223.pdf>

### Q4 Update on Wales Audit Office Proposals for Improvement

Letter 1 (Considered by Cabinet in December 2012)

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont698707.pdf>

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
22	<p>The Council should introduce an effective asset management strategy for its property and associated infrastructure. This should:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> set out a vision for each type of asset which shows how they will contribute to Council objectives and service aims;</li> <li><input type="checkbox"/> set targets for assessing progress, including the condition and suitability of each asset; and</li> <li><input type="checkbox"/> describe an overall plan for achieving this.</li> </ul>	<p>The Corporate Property Strategy and Strategic Asset Management Plan (SAMP) 2013-18 was adopted by Council in February 2013</p> <p><a href="http://stellentcons/stellent/groups/internal/documents/plans_and_strategies/cont709170.pdf">http://stellentcons/stellent/groups/internal/documents/plans_and_strategies/cont709170.pdf</a></p>	<p>The strategy covers the next five years so delivery will be ongoing throughout the 20113-2018 period</p>	<p>Completed</p> <p>Delivery of Strategy – ongoing to 2018</p>	<p>Head of Regeneration and Regulatory Services</p>
23	<p>To enable Property Services to deliver the Council's strategic goals, it needs to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 2a agree and articulate a clear strategic direction for asset management setting out what it intends to achieve in the short,</li> </ul>	<p>The strategic direction for Property Services is articulated in the SAMP and its delivery will be managed through the Strategic Asset Management Group (SAMG) which is chaired by the Strategic Director – Place.</p>	<p>Delivery of the 2013/14 and 14/15 business plan</p>	<p>Completed</p>	<p>Head of Regeneration and Regulatory Services</p>

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>medium and long term;</p> <ul style="list-style-type: none"> <li>□ 2b make certain its business plan covers all activity of the new service;</li> <li>□ 2c ensure the action plan is SMART<sub>1</sub> and focused on delivering outcomes; and</li> <li>□ 2d make sure that departmental plans and individual staff targets link to the business plan and corporate objectives to support their delivery.</li> </ul>	<p>The Property Service Business Plan 2013/14 covers the range of the services' activities, contains SMARTactions and will link through to the staff annual reviews.</p>			
24	<p>Undertake a systematic rolling programme of condition and suitability assessments, to ensure that comprehensive information for all Council buildings is held within a single database.</p>	<p>All buildings and land have been Reassessed with the audited data populated to the new Property Information Management System. collection of lease data has commenced .</p> <p>The data set is being reviewed as part of the implementation of the Property Joint Venture</p> <p>A rolling programme of condition surveys has been established – with priority given to buildings subject to review by the SAMG.</p> <p>A programme for valuations has been established and agreed with Finance – this includes annual reconciliation of values to the Fixed Asset Register</p> <p>2013/14 Asset valuations are completed</p>	<p>Population of lease information to the Property Information Management System will continue. To be completed by transfer date</p>	<p>Population of key data to Property Management Information System – To be complete by transfer date</p>	<p>Head of Regeneration and Regulatory Services</p>

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
		Delivery of condition Surveys is on track			
25	Formulating a long-term capital strategy, linked to achieving the aims of the asset management strategy. This should include a formal corporate approach to options appraisal for proposed capital projects.	A formal long-term capital strategy is an action for the 13/14 Business Plan – however full option appraisal of asset management proposals is governed through the Strategic Asset Management Group.	Formulation of a long-term capital strategy to be undertaken as part of the joint venture	July 2014	Head of Regeneration and Regulatory Services
26	Review the current range of performance data and ensure a comprehensive range of appropriate outcome-focused measures is in place to manage service improvement in each service.	Performance improvement targets reviewed and a new suite introduced during 2012/13 and continued in 13/14 A full suite of performance indicators is included in the Property Services Business Plan 2013/14 – with key PIs included in the Regeneration and Regulatory Services Service Plan 2013/14	Collection and review of performance data of performance data for 13/14 will be undertaken by July 2014	To be complete by transfer date	Head of Regeneration and Regulatory Services
27	Address weaknesses in the range and coverage of business plan reporting through the inclusion of comprehensive performance baselines, trend data, ranking data, budget performance, risk and benchmarking information.	The Property Service Business Plan 2013/14 covers the range of the services' activities, contains SMART actions, budget performance and risk information.	Delivery of the Property Service Business Plan Property Service	complete	Head of Regeneration and Regulatory Services
28	Ensure that asset information is up to date, complete, and held in a form which allows the production of appropriate management reports.	All buildings and land have been reassessed with the audited data populated to the new Property Information Management System Collection of lease data is on track.  Population of lease information to the Property Information Management		complete	Head of Regeneration and Regulatory Services

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
		System is on track and will continue to June 2014			
<b>29</b>	Ensure that its Economic Development Strategy and Master Plan clearly relate to the relevant objectives in the Community Strategy and Improvement Objectives and to each other, to help the Council assess their contribution to its improvement programme and to achieving the Council's strategic priorities.	Preparatory work to put in place a revised economic development / regeneration framework for the city. When implemented this will: - Ensure vitality and viability of the city centre is safeguarded - Increase employment - Fewer empty shops and vacant/derelict buildings - Provide growth within local economy - Increase footfall in city centre and increase level of tourism and use of city as a sporting venue	Work is now underway on a new Regeneration Strategy encompassing the proposed new regeneration model.  This will link to the objectives of the Community Strategy and Improvement programme. An action plan will be produced as part of the new Regeneration Strategy outlining outcomes, targets & milestones.	By close of 2014/15	Head of Regeneration and Regulatory Services
<b>30</b>	Prioritise its actions and, against those actions, consistently include more details regarding outcomes, targets, deadlines, resources, milestones, risk factors and mitigating actions, which can be used to monitor progress, measure success and establish improvement.				
<b>31</b>	Strengthen the setting of outcomes and targets for regeneration schemes and projects, and ensure sufficient performance information is available to maintain monitoring and evaluation.				
<b>32</b>	Include more details on time, budget and resources in regeneration documents such as project initiation documents to enable assessment of value and cost effectiveness.				



Letter 2

Considered by Cabinet in January 2013

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont705797.pdf>

All proposals superseded by proposals and recommendations made in the Corporate Assessment

Proposals for Improvement from the Corporate Assessment

Considered by Cabinet in October 2013

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
40	<p>The Council should:</p> <ul style="list-style-type: none"> <li>• develop and implement an appropriate engagement and communication strategy that both communicates the new mission and organisational framework, and also supports cultural changes within the organisation;</li> <li>• ensure that it has in place the people and resources capable of implementing the organisational framework and delivering subsequent service changes; and</li> <li>• engage the Fairness Commission when developing improvement priorities as well as budget proposals.</li> </ul>	<p>The council recognises the importance and need to inform employees of the new mission and organisational framework, and also supports cultural changes within the organisation.</p> <p>To do this the council has used its internal communications channels to inform our employees of the key messages.</p> <p>There have also been specific messages from the Chief Executive via the intranet and team brief to inform our workforce of the challenges we face, and how we will approach those challenges.</p> <p>To promote awareness and buy-in of the council's vision a set of internal posters and a booklet for third and fourth tier managers was produced giving examples of Improving people's lives.</p> <p>The core message of Improving People's Lives has been placed on signs in main footfall areas in council offices.</p> <p>Staff conferences were held in March and a new internet launched in April.</p>	<p>The council will continue to use its suite of internal communications channels and tools to communicate the new mission and organisational framework, and also support cultural changes within the organisation.</p> <p>This will include weekly ebulletins, team brief, staff newsletter, info point noticeboards and intranet.</p>		<p>Head of People and Transformation / Head of Finance</p>

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
		Fairness commission were engaged during the budget setting and improvement planning process			
41	Fully implement the proposals for improvement set out in our previous reports on asset management.	Please see 22-28 above	Please see 22-28 above	July 2014	Head of Regeneration and Regulatory Services
42	Develop a clearer understanding of the collaborative projects taking place across the Council and an agreed and widely communicated approach to the management of collaboration. The approach should help the Council to ensure that collaborations are providing value for money outcomes for Newport's citizens.				
43	Evaluate the new structures of the LSB to ensure that terms of reference are clear, that the groups are inclusive (particularly of third sector and private sector partners), and that roles are not duplicated.	Evaluation consultation period came to an end November 30th 2013. Responses collated and analysed for presentation to LSB Report to be presented to SIP Board February 2014 Partnership Engagement Event held March 2104 Performance Management Framework reviewed and redesigned to simplify processes and ensure accountability and challenge	Recommendations made to the LSB in May 2014 for implementation during 2014-15	Closed down May 2014	Head of People and Transformation
44	Clarify timescales for updating and reviewing the Unified Needs Assessment and Single Integrated Plan and develop a communication strategy to ensure wider awareness of these key documents. Ensure that the process for selecting priorities is	Consultation and communications events held with officers and wider partnership during March 2014 as part of wider Information plan and to agree priorities Regular newsletters provided on One Newport activities	Quarterly engagement events will be undertaken based on themes from the SIP to ensure continued information exchange with partners. Delivering specific third sector sessions through GAVO	March 2014	Head of People and Transformation

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
	agreed, clear, transparent and widely communicated.		UNA process now sits within the framework for Community Engagement		
45	Strengthen the LSB's performance management framework to set out: <ul style="list-style-type: none"> <li>• clearer and more detailed roles and responsibilities on what will be delivered by which organisations;</li> <li>• what performance information will be collected, where and when it will be monitored, and how progress and performance will be monitored;</li> <li>• mechanisms for dealing with underperformance; and</li> <li>• a stronger focus on performance and resource management across the LSB.</li> </ul>	<p>The mechanism for dealing with underperformance is firstly the SIP Board within their responsibilities to manage the delivery of the SIP and if this fails to call an Executive Group meeting to remove any blockages in the system.</p> <p>Single Integrated Plan Quarter 3 report presented to SIP Board February 2014.</p> <p>Peer Review process for Skills and Work and Economic Opportunity undertaken January 2014</p> <p>Peer Review process for Health and Wellbeing undertaken March 2014</p>	<p>Reviewed and revised Performance Management Framework to be implemented across Partnership</p> <p>Annual report to be presented to LSB May 2014 and Scrutiny June 2014</p>	This will be on going as part of a culture of continuous improvement. However, this will result in the production of the LSB Annual Report for May 2014.	Head of People and Transformation
46	Maintain the increased momentum of the Neighbourhood Working project and ensure that its planned impact on communities and citizens is achieved.	<p>First Area Partnership meeting held in September 2013 to agree priorities and develop ideas for action plan. Action underway regarding Anti-Social Behaviour, Legal Highs and Family Engagement. All Ward Profiles are complete.</p> <p>Due to staff changes additional resource will be identified to further develop the Area Partnership</p>	Pilot project evaluation report will be presented to the SIP Board for further recommendations to LSB and NCC	May 2014	Head of People and Transformation

Neighbourhood working proposals covered by proposals 42-46 above.

Proposals for Improvement from the Review of Transformation Programme  
June 2013

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont718071.pdf>

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
47	<p><b>Co-ordinated and strategic approach to change, efficiency and effectiveness</b></p> <p>P1 Develop a more strategic, coherent and outcome focused approach to transformation by:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> establishing a clear strategic vision and aims for what the programme seeks to achieve;</li> <li><input type="checkbox"/> ensuring that the programme incorporates all relevant activity needed to support what it is trying to achieve;</li> <li><input type="checkbox"/> developing mechanisms to effectively engage with service users and other stakeholders to better understand their needs and using this information to inform the programme;</li> <li><input type="checkbox"/> ensuring that the programme provides an effective mechanism to help the Council deliver its priorities and improvements; and</li> <li><input type="checkbox"/> ensuring appropriate staff capabilities and capacity to take the programme forward.</li> </ul>	<p>Completion of "Prospectus for Change" (Change Programme) which details a clear destination and route map for the organisation agreed by cabinet in October 2013.</p> <p>Approval of the Council budget and change programme.</p> <p>The Change programme encompasses all Council activity including cross cutting and enabling initiatives</p> <p>Development and implementation of stakeholder engagement plan and key messages to communicate. Completed direct staff engagement road shows with senior management, face to face citizen consultation, member engagement using the all member groups as well as communication using a range of other channels including, external website, local media, cascade team briefing etc. The feedback received was used to develop and enhance the programme,</p> <p>Change programme developed which aligns with the Council's strategic objectives and improvement priorities.</p> <p>Development and implementation of revised governance, progress monitoring and benefits realisation arrangements. Closer alignment of performance and improvement by the incorporation of performance into the Council's</p>	<p>Further development and implementation of Stakeholder engagement plans at the individual project level and at the programme level to align with the 14/15 budget setting process.</p> <p>Continuing roll out of support/training (Project Management/Change Management) to develop appropriate skills and capabilities across the organisation.</p>	February 2015	Head of People and Transformation

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>Improvement/Change function.</p> <p>Development and approval of a resourcing plan as part of the budget setting process. Recruitment of programme and project managers undertaken to ensure the programme is adequately resource to meet its objectives.</p> <p>Delivery of Project Management and Change Management courses across the council.</p>			
48	<p><b>Promote greater awareness of the programme</b></p> <p>P2 Raise the profile and promote greater awareness of the programme and what it aims to achieve by:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> clarifying the terminology used to describe the programme and using this consistently in all internal and external communication;</li> <li><input type="checkbox"/> clearly communicating the aims and scope of the programme to staff, councillors and externally to stakeholders;</li> <li><input type="checkbox"/> promoting the programme (and its achievements), for example on the Council website and in newsletters, together with inviting comments and feedback;</li> <li><input type="checkbox"/> promoting ownership of the programme through staff appraisals, training and development; and</li> <li><input type="checkbox"/> consider the introduction of change advocates at service level to act as a catalyst for bringing forward new ideas</li> </ul>	<p>The consistent terminology to describe the programme is the Change programme. This is now used to communicate with all stakeholders and is incorporated into the budget setting communication plan,</p> <p>The Change programme has now been communicated with external stakeholders via the external website, Councillors in detail via the Change Working Group and staff via a range of channels including staff road shows, e-bulletin and team briefing.</p> <p>The Change programme has been communicated to a wide range of internal and external stakeholders via a range of channels and comments and feedback received.</p> <p>Align review process with new priorities. Incorporation within the staff appraisal process, existing training and</p>	<p>Incorporate consistent use of terminology into the further development of the Councils Change Programme communication plan</p> <p>Communicate and promote Change programme to all stakeholders in line with the actions set out in the change communications plan.</p> <p>Future engagement to be incorporated into the overall communications plan covering all stakeholders.</p>	December 2014	Head of People and Transformation

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
	and promoting new ways of working.	<p>development and staff inductions</p> <p>Heads of Service identified as the key change advocates within each of the service areas and have acted as the catalyst within each of the service areas for the development of the Change programme.</p>			
49	<p><b>New focus on service improvement and value for money</b></p> <p>P3 Instil a new focus on service improvement and value for money by:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> clarifying the extent of improvement the Council wants to make through the programme and supporting this with appropriate measures and targets to monitor progress, particularly focusing on service quality, performance, customer experience and the difference the Council wants to make to the lives of local citizens;</li> <li><input type="checkbox"/> jointly reporting savings and performance information to help evaluate the impact of the programme on service performance and assess whether value for money is improving;</li> <li><input type="checkbox"/> continuously challenging performance through benchmarking with other councils and service suppliers and integrating this with programme monitoring and reporting;</li> <li><input type="checkbox"/> developing more consistent mechanisms to obtain feedback from users and using this to take corrective action and inform future changes to service delivery; and</li> </ul>	<p>Business cases developed for each key initiatives within the Change programme.</p> <p>Performance team now merged into the Council's Business Improvement function.</p> <p>Alignment of the Change Programme, Budget and Performance reporting to relevant boards, Cabinet and Scrutiny.</p> <p>Development and implementation of revised Change Programme reporting dashboard to incorporate performance information. New dashboard incorporating performance submitted on a monthly basis to the Senior Leadership team and performance is now one of the key elements in the monthly Corporate management away day.</p> <p>Appropriate performance benchmark information collected as part of the Diagnostic review process for Change Programme initiatives. All of the initiatives in the Change programme were consulted on with the public as part of the Council annual budget setting process.</p>	<p>Increased alignment of the Change programme with the Councils performance framework.</p> <p>Develop appropriate improvement measures and targets for the Change Programme and individual initiatives and monitor using existing governance processes and mechanisms.</p> <p>Identify appropriate Benchmark comparators and incorporate within the Change Programme reporting process.</p> <p>Develop consistent mechanisms to obtain user feedback.</p> <p>Define and implement cascade mechanisms to service areas.</p>	ongoing	Head of People and Transformation

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
	<input type="checkbox"/> continuing to develop a performance culture in which service managers are accountable for service performance and efficiency.				
50	<b>Learning and evaluation</b> P4 Strengthen the arrangements to capture and share learning by: <ul style="list-style-type: none"> <li><input type="checkbox"/> more consistent evaluation of reviews at key stages and on completion;</li> <li><input type="checkbox"/> strengthening mechanisms to capture, share and apply learning on a corporate basis; and</li> <li><input type="checkbox"/> establishing mechanisms to systematically obtain post-implementation feedback from staff and managers, for example to assess the impact on staff capacity, identify training and IT needs and learn from their experience.</li> </ul>	Gateway review process and post implementation reviews defined as part of the Newport Programme and Project Management methodology.	Roll out of the Gateway Review process and post implementation review process across all initiatives within the Change Programme.  Ensure adherence to the gateway review process and post implementation review process by embedding within the governance process for the Change programme.  Review options for disseminating and apply learning on a corporate basis	ongoing	Head of People and Transformation

## Data Quality Review

October 2013

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont720069.pdf>

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
54	The Council should address gaps and weaknesses in its data quality arrangements and ensure that they are consistently adopted across the Council, in particular: <ul style="list-style-type: none"> <li><input type="checkbox"/> ensure an up-to-date list of data</li> </ul>	The Council has made significant progress in addressing issues with data quality and the Corporate Performance Team has put in place a number of actions to address proposals in the DQR.	Ongoing monitoring of data quality forms part of the action plan. Training needs will be reviewed at the operational meetings and more training is planned for the year ahead since the introduction of new measures will mean	Publication of next DQR October 2014	Head of People and Transformation

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>compilers is available to appropriate officers;</p> <p><input type="checkbox"/> undertake refresher training for data compilers and other appropriate officers;</p> <p><input type="checkbox"/> clarify roles and responsibilities of officers in data quality arrangements including the timing of Internal Audit's involvement;</p> <p><input type="checkbox"/> develop, agree and communicate the processes for:</p> <ul style="list-style-type: none"> <li>– establishing new performance measures;</li> <li>– amending performance measure definitions;</li> <li>– ensuring performance measure definitions are consistently and accurately described;</li> <li>– addressing audit amendments and qualifications; and</li> <li>– amending outturn figures after initial submission to the Welsh Government.</li> </ul>	<p>Lists of data compilers and reviewers have been created and published on the Intranet.</p> <p>Refresher training has been completed by staff across several service areas.</p> <p>At the October Operational Performance Network meeting, a number of key issues including clarification of roles and communication of processes were discussed.</p> <p>FAQ pages have been created and uploaded to the intranet and also shared with the OPN (operational performance network) group</p> <p>The OPN have been briefed on roles and responsibilities in terms of data quality and self-assessment.</p> <p>A range of training on local definition and self-assessment protocol has been provided to officers responsible for data compilation and reviewing</p>	<p>that additional officers will require training.</p> <p>Due to staff changes there are new members of the OPN and a refresher of roles and responsibilities will be given at the summer meeting.</p> <p>Regular updates and monitoring of the FAQ pages will be undertaken to ensure that it addresses common and pertinent concerns. The current pages provide additional advice and guidance for officers involved in performance roles; in particular it outlines how to establish, define and amend measures.</p> <p>A new list of data compilers and reviews will be created and published for the year ahead once service plans have been finalised.</p> <p>Local definition and self-assessment refresher will be included in the summer OPN meeting and offered more widely in line with plans to have in place new local definitions as soon as practicable this year.</p>		
55	<p>Ensure that information provided for data quality review audit does not contain personal data and is sent over the appropriate channel.</p>	<p>Information Security risks and progress are as outlined in the Annual Information Risk Report. Report for Jan 13 can be found <a href="#">here</a>.</p> <p>Following a number of security incidents that relate to information sent to WAO in error, an investigation was completed Aug 2013 with the following actions agreed:</p>	<p>Ongoing information security training</p> <p>Next meeting of Information Governance Group supporting information security developments.</p>	<p>June 14 annual risk report.</p>	<p>Head of People and Transformation / Head of Customer and Information Services</p>



Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
		<p><i>Advise those directly concerned of the errors made (complete); Reminder to staff (complete); Provide response to WAO on investigation outcomes (complete); Continue to train staff in the importance of information security (ongoing*); Target increased take up of information security courses; For future WAO visits, ensure staff are advised to be helpful, but mindful of information security.</i></p> <p>Advice provided by the Corporate Performance Team for all WAO audits to support the principle that personal data is not provided, and is sent in a secure manner.</p>			

Improvement Assessment Letter 2  
February 2014

Ref	Proposal	Progress update to the end of March 2014	Actions planned next quarter	Expected close down date	Responsible Officer
56	Ensure that the Council's overall statements and red, amber green ratings evaluating its success in achieving its improvement objectives are signed off through the appropriate officer and member governance mechanisms.	Overall assessments for the November Improvement Plan update report (Q4) were discussed and agreed with each of the lead officers for the Improvement Objectives	Overall assessments and evaluation for this report were agreed by each of the lead officers and an overview of progress as a whole was discussed at the Change and Efficiency Board meeting (Directors and Heads of Service present)	November 2014 (IAL2)	Head of People and Transformation
57	Ensure that the data in the Year End Review is correctly stated and consistent with reported data.	This is an annual event. Year end data is reported in July and the Year end Review will be published by 31 <sup>st</sup> October 2014		November 2014 (IAL2)	Head of People and Transformation

Ref	Proposal	Notes
33	The Council should ensure that it acts more in accordance with Welsh Government guidance by:	Status: Superseded by Proposal 56 and 57 in Improvement

Ref	Proposal	Notes
	□ evaluating its success in achieving its improvement objectives and expressing its view clearly;	Assessment Letter December 2013
34	using a wider evidence base of information to enable it to assess whether it has met its improvement objectives;	Status: Superseded by Proposal 56 and 57 in Improvement Assessment Letter December 2013
35	extending the use of comparative information including historical performance and comparison with other bodies;	Status: Superseded by Proposal 56 and 57 in Improvement Assessment Letter December 2013
36	maximising accessibility to citizens and stakeholders of its performance assessment; and	Status: Superseded by Proposal 56 and 57 in Improvement Assessment Letter December 2013
37	actively seeking feedback and comments from citizens and communities on its Performance Review.	Status: Superseded by Proposal 56 and 57 in Improvement Assessment Letter December 2013

## Recommendations from the Corporate Assessment October 2013

### Recommendation 1

R1 The Council should ensure that members are provided with robust information at the earliest opportunity to enable them to inform, take and challenge choices and decisions effectively, and ensure that they are recorded and reported transparently. This includes the provision of:

- Options appraisals.
- The implications of the options, recommendations and decisions.
- Fully costed business cases prior to initiating major programmes to support change. The financial impact of any significant proposed service changes should be reflected in medium-term financial plans directly where the change is certain to proceed or as a sensitivity if the change is not certain.

#### Progress to date:

- Responding to this recommendation is not the responsibility of one particular service area, it has implications for various people across the organisation.
- All Heads of Service are seen to have a role in providing members with robust information and in response to the Corporate Assessment this is now being addressed through the business planning process.

- The Scrutiny Team are seen to have a role in raising awareness among officers of the procedures that are in place for reporting to members and challenging whether they are being adhered to (options, implications, recommendations and decisions).
- The Business Improvement Team are seen to be responsible for ensuring that fully costed business cases are developed
- The Report Template is to be amended to include options, appraisals and implications by the summer of 2014.

#### **Future actions:**

- Future compliance checking is to be carried out.
- The process developed for this years budget setting process will be reviewed and refined and will form the basis of the Council's approach to challenge and assure business cases using the gateway review process as the framework

#### **Recommendation 2**

R2 The Council should address with more urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include:

R2.1 strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up;

R2.2 reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all members understand and apply their respective roles in relation to each other without compromising independence;

R2.3 empowering members to be more proactive and accountable for their roles and responsibilities;

R2.4 strengthening decision-making arrangements to ensure transparency and appropriate safeguards are in place;

R2.5 strengthening scrutiny arrangements to more effectively inform and challenge policies, options, decisions and actions, and hold Cabinet members, officers, partners and others to account more robustly to drive increased pace of progress and improvement;

R2.6 strengthening and mandating member and officer development and learning programmes based on competency assessments to improve skills and understanding to enable them to undertake their roles more effectively; and

R2.7 addressing information security and business continuity arrangements.

#### **Progress to date**

- Scrutiny Improvement Group (SIG) established;
- A development programme based on skills appraisal is being followed by some members;
- The Service Improvement Group is also looking at a programme of development for scrutiny members;
- The Scrutiny Improvement Group (SIG) Action Plan contains some twenty actions which are included in the SIG programme of work . Good progress is being made in implementing these actions and a review of progress will form part of the scrutiny report in July 2014.

Corporate Assessment Recommendation	Action	Status	Evidence
R2.7 addressing information security and business continuity arrangements	<p>Governance arrangements have been put in place for both information security and business continuity. An Information Risk policy has been developed which established the roles of various groups that have been set up including the Information Governance Group. Terms of reference have been established for this group and they refer to both information security and business continuity which is driven through the Council's corporate risk register. The Corporate Business Continuity Group has been established chaired by Strategic Director and reporting into SLT in order to provide appropriate governance over this area of activity.</p> <p>In relation to information security there is an on-going process in place (including training that has been delivered) that is consistent with securing continuous improvement.</p> <p>In relation to business continuity formal proposals have been developed that are awaiting organisational agreement on priorities. An action plan has been developed to implement these proposals and an IT capital spend report will be produced for July 2014 to commit resources to support the implementation of the action plan. The timescale for completion of the action plan is summer 2014 to spring 2015. The process for securing continuous improvement in business continuity is now firmly in place and continue to mature.</p>	Implementation of the business continuity action plan will mean that this sub-section of Recommendation 2 will have been fully addressed.	<p>Information Governance Group established (<a href="#">Annual Risk Report</a> refers). The group is constituted, has met and the meetings have been minuted and have Terms of Reference: Report containing proposals and action plan.</p> <p>July capital spend report</p> <p>Service Plan</p>

**Future Actions:**

- Composite Work Programme (CWP) will be produced as an on-going programme from summer 2014;

- A new generic model constitution is being developed by a group of lawyers for use in Local Government. This document will be available later in 2014. Democratic Services Committee is taking the lead on this work and will use the model constitution to facilitate an overall review of the constitution as opposed to previous piecemeal approaches;
- The review and update of the constitution is planned to be completed by the end of 2014. The next phase of ensuring understanding and application will take place in 2015;
- A progress report on the development programme based on skills appraisal that is being followed by a small number of members will be produced in July 2014. Based on the findings of this report a decision will be whether to extend or further develop the programme;
- Produce document by autumn 2014 that clarifies roles and responsibilities and standards for decision making and feed this into the planned review of the constitution;

Ref	Proposal	Notes	Responsible Officer
11	Implement ICT governance arrangements to support the strategic development of technology aligned with service business needs and corporate standards. Incorporate ICT investment into MTFPs and ensure that technology is delivered in the most cost-effective way, is sustainable, and does not result in unnecessary risks and support overheads.	Status: Superseded by Recommendation 2 in Corporate Assessment Report September 2013 <b>No further Action</b>	Head of Customers and Information

### Recommendation 3

R3 The Council needs to quickly address weaknesses in its strategic financial planning and management to ensure that it is able to deliver its planned improvements. In doing so, the Council needs to:

- R3.1 strengthen medium-term financial planning with fuller consideration of demographics, projections and priorities as well as the management of risks that are linked to the risk register(s);
- R3.2 the delivery of financial savings needs to be monitored and reported more effectively at a corporate level as well as the investments being made to improve/maintain services;
- R3.3 strengthen the status of financial management at a strategic level and ensure that responsibility is aligned to corporate objectives and accountabilities; and
- R3.4 ensure there is sufficient challenge to ensure that savings/investment plans are delivered and any budget overspends are highlighted and addressed by early intervention.

**Progress to date:**

- There is now fuller consideration of demographics projections and priorities. The risk register has been reviewed and potential pressures have been identified for incorporation into the MTFP as part of the budget setting process in July 2013.
- Investments in the context of using reserves to fund invest to save decisions are agreed and signed off by both SLT and Cabinet. Savings are monitored through the on-going Financial Budget Monitoring process. The outcomes from this process are reported to SLT and the Change and Efficiency Board on a monthly basis by the Business Improvement Team. There are project management arrangements in place for the overall budget process.
- The Cabinet receives quarterly reports from the budget monitoring process that includes savings. The Annual Statement of Accounts makes explicit reference to savings.
- To strengthen the status and enhance responsibility and accountability summary reports to Cabinet and SLT now contain commentary from Heads of Service. This also helps to raise awareness of the financial position across the Council by ensuring that it is not perceived as a central issue but is linked to service delivery. Financial Management now greater part of strategic decision making and has more active role in determining remedial action to address overspends compared to the more passive monitoring that used to take place.
- Challenge is provided through consideration of summary budget monitoring reports by the Change and Efficiency Board, SLT and Cabinet. Challenge is increasingly focused on early intervention to prevent overspends occurring and recurring. There is now early identification of the risks of overspend with an accompanying explanation of what Heads of Service are doing to address any overspend and prevent recurrence through a timescaled set of actions.

**Planned future action:**

- Necessary financial modelling tools (projections) to be developed by end of 2014.
- More explicit linkage to risk register from September 2014.

**Superseded Proposals for Improvement**

Ref	Proposal	Notes	Responsible Officer
03	Financial planning The Council needs to agree on a working definition of 'savings' that is understood across the organisation.	Status: Superseded by Recommendation 3 (actions 3A-3J) in Corporate Assessment Report September 2013	Head of Finance
04	Financial planning The Council should report financial 'savings' information in a way that clearly identifies the type and nature of the saving.	Status: Superseded by Recommendation 3 (actions 3A-3J) in Corporate Assessment Report September 2013	Head of Finance

05	Financial planning To improve its approach to medium-term financial planning, the Council should incorporate appropriate data to help identify the financial impacts of changes in the demand for services as well as changing demographics.	Status: Superseded by Recommendation 3 (actions 3A-3J) in Corporate Assessment Report September 2013	Head of Finance
06	Financial planning To improve its approach to medium-term financial planning, the Council should use financial modelling tools to predict likely financial and service impacts given a range of assumptions and scenarios.	Status: Superseded by Recommendation 3 (actions 3A-3J) in Corporate Assessment Report September 2013	Head of Finance
10	Put in place an MTFP that is aligned to the delivery of the transformational change programme.	Status: Superseded by Recommendation 3 (actions 3A-3J) in Corporate Assessment Report September 2013	Head of Finance
13	Set clear priorities for action in the context of reduced resource availability.	Status: Superseded by Recommendation 3 (actions 3A-3J) in Corporate Assessment Report September 2013	Head of People and Transformation

#### **Recommendation 4**

R4 The Council should address weaknesses in its people management arrangements with more urgency to tackle long-term deficiencies to ensure it has the capacity and capabilities necessary to change and improve. In doing so, it should:

- R4.1 ensure that the 360° appraisal process is fully integrated into its arrangements to manage staff performance and development;
- R4.2 establish an integrated workforce and succession plan to support and develop the Council's current and future workforce to meet the organisational need;
- R4.3 address its longstanding organisational development deficiencies;
- R4.4 address manager capacity and capability to manage, both in terms of basic core management skills and in managing the performance of their staff;
- R4.5 establish much clearer and better communicated recruitment and retention strategy linked to workforce development, talent management, personal development and training; and
- R4.6 continue to improve the management of sickness levels, focusing on the areas where there is least improvement.

#### **Progress to date:**

- The Council is committed to the 360 process at Head of Service (HoS) level and above. All appraisals have been completed for 2013-14. At HoS level improvement actions are now being picked up in individual development plans.

- People Plan 2013-17 has been produced with reference to the Council's workforce and organisational needs. This Plan was approved by Cabinet in August 2013.
- Organisational Development (OD) team has changed. There is now extra support for strategic planning. Key priorities have been identified within a 12 month OD team plan (Business unit plan)
- A planned range of evaluations for learning and development interventions over 2014, one of the main sources of data will be the employee survey.
- a recruitment and retention strategy for social services based on the challenges faced on an on-going basis is in place and this is being used to pilot a specific recruitment and retention strategy.
- The Council has a sickness absence strategy in place and the overall picture is a constantly improving one with dedicated resources being deployed to work on this issue. The Council is concentrating on the most problematic area which is that of long-term sickness absence through targeting the top 10 long-term absentees in each service area and providing support for a return to work or considering terminating employment.

#### Superseded Proposals for Improvement

Ref	Proposal	Notes	Responsible Officer
12	Develop Human Resource (HR) and organisational development arrangements that are aligned with delivery of the Fit for the Future programme.	Status: Superseded by Recommendation 4 (actions 4A-4F) in Corporate Assessment Report September 2013	Head of People and Transformation

#### **Recommendation 5 – No further action required**

R5 The Council needs to increase the pace of change to better exploit and use its information technology and quickly address remaining weaknesses in its arrangements to better support improvement. In doing so, the Council needs to:

- R5.1 develop and align plans to deliver improvement by using technology that are linked to outcomes and include clear targets and milestones to support the monitoring of progress;
- R5.2 review, evaluate and report on the effectiveness and return on investment of technology projects; and
- R5.3 implement robust arrangements to effectively scrutinise and challenge technology projects and service provision at local, regional and national level.

Corporate Assessment Recommendation	Action	Status	Evidence



R5.1 develop and align plans to deliver improvement by using technology that are linked to outcomes and include clear targets and milestones to support the monitoring of progress	Customer Services Strategy developed and Information and Technology Strategy in place. The IM & IT Strategy is to be reviewed in 2014 with WAO engaged in the review process. Progress on actions in these strategies are monitored through the CIS service plan which is reported to Scrutiny and Cabinet Member. All IT projects are included within the programme of projects overseen by the Change and Efficiency Board under the new Ways of Working programme. All IT projects within this programme are linked to outcomes and have targets and milestones.	This sub-section has been fully addressed – <b>no further action</b>	Strategies, project documentation
R5.2 review, evaluate and report on the effectiveness and return on investment of technology projects	All IT investment is supported by business cases and business led investment is subjected to monitoring by the Change and Efficiency Board, SLT and service planning process. Projects are evaluated to ensure that technological change is enabling the Council to gain the maximum benefit in terms of business efficiency	With IT projects now subsumed under the Change and Efficiency Board programme this sub-section has been fully addressed – <b>no further action</b>	Change and Efficiency Board documentation and IT project documentation
R5.3 implement robust arrangements to effectively scrutinise and challenge technology projects and service provision at local, regional and national level.	At a local (Council) level this has been addressed as in (2) above. The Council engages with regional and national structures and takes a lead role wherever possible but there is currently a limited national steer from the Welsh Government; and a reassessment regionally and nationally following the Williams Report including its reference to national IT provision	Given the current wider context this sub-section can be considered to be fully addressed – <b>no further action</b>	Change and Efficiency Board documentation and IT project documentation

#### Proposals for Improvement superseded by Recommendation 5

Ref	Proposal	Notes	Responsible Officer
15	Establish corporate arrangements for the funding, refreshment and development of all ICT.	Status: Superseded by Recommendation 5 (actions 5A-5B) in Corporate Assessment Report September 2013 <b>No further Action</b>	Head of Customers and Information

## Recommendation 6

R6 Put in place arrangements that enable the Council to formulate, scrutinise, approve and publish its improvement objectives in a timely way to meet its statutory obligations under the Measure. In doing so, the Council should:

- R6.1 Develop a more comprehensive, open and transparent approach to public reporting.
- R6.2 Ensure that internal reporting is systematic, regular and getting to the right groups with a stronger focus on priorities.
- R6.3 Develop a clear and agreed approach to prioritisation of improvement objectives and the development of measures for these improvement objectives that involve scrutiny members at an early stage and a stronger approach to consultation.
- R6.4 Enable members to effectively challenge and scrutinise service performance:
  - R6.4.1 clarify the respective roles of Performance Board and scrutiny;
  - R6.4.2 ensure that both groups receive regular, high-quality, priority-focused performance information;
  - R6.4.3 ensure that meeting agendas allow for sufficient time for members to focus on (broad) underperformance in both; and
  - R6.4.4 provide training on effective challenge and scrutiny for members.
- R6.5 Further embed the approach to business and service planning and ensure that corporate and single integrated plans are included.
- R6.6 Improve the corporate approach to risk management.
- R6.7 Improve target setting to better reflect the service/performance standards the Council wants to achieve and ensure resources are allocated to deliver desired standards through the Medium-Term Financial Plan.

Corporate Assessment Recommendation	Action	Status	Evidence
R6.1 Develop a more comprehensive, open and transparent approach to public reporting	Quarterly reporting on the Improvement Plan is considered by Cabinet. Half yearly and end of year service plan reviews are considered by Scrutiny Committees	Ongoing	Cabinet and Scrutiny Reports
R6.2 Ensure that internal reporting is systematic, regular and getting to the right groups with a stronger focus on priorities.	Monthly internal reporting is to Heads of service about service planning and improvement planning	Ongoing	Monthly performance reports
R6.3 Develop a clear and agreed approach to prioritisation of improvement objectives and the development of measures for these improvement objectives that involve scrutiny members at an early stage and a stronger approach to	Consultation on Improvement Objectives was undertaken in December 2013 including consultation with the public, scrutiny committees and with Fairness Commission. A Decision was then taken by Cabinet In January 2014 to agree the selection of Improvement Objectives for 14/15. The detail of these objectives was considered by Scrutiny in February and March, with further review by Performance	Action Complete – <b>no further action</b>	Consultation Results Cabinet Papers January 2014 Scrutiny Papers February and March 2014 Performance Board papers March 2014 Cabinet Papers April 2014

consultation.	Board at the end of March. The final plan was approved by Cabinet and Council in April 2014		Council Papers April 2014
R6.4 Enable members to effectively challenge and scrutinise service performance: R6.4.1 clarify the respective roles of Performance Board and scrutiny; R6.4.2 ensure that both groups receive regular, high-quality, priority-focused performance information; R6.4.3 ensure that meeting agendas allow for sufficient time for members to focus on (broad) underperformance in both; and R6.4.4 provide training on effective challenge and scrutiny for members.	R6.4.1 Members of Cabinet and Scrutiny met to discuss their respective roles in March 2014. The role of performance board and scrutiny was clarified at the meeting of Performance Board in March 2014	Complete – <b>no further action</b>	Minutes of Performance Board March 2014
	R6.4.2 Performance Board meet quarterly and receive regular monitoring information on the Improvement Plan and overall council performance	In progress	Performance Board agendas and minutes
	R6.4.3 Meeting agendas are prioritise to assess 'looking forward' and 'looking back' items and to devote appropriate time to addressing underperformance	In progress	Performance Board agendas and minutes
	R6.4.4 The Democratic Services Committee has considered a schedule of member development activities since and recognised that much of the training events offered to date were knowledge based rather than concentrating on the skills members need in their various roles. Members of the Committee have agreed to pilot a series of interviews with the Organisational Development Team to assess the benefit of developing a programme based on needs expressed by members. An initial report is o be considered by the Committee in July The Scrutiny Improvement Group will examine the specific needs of members of scrutiny committees. It is its programme of work	In progress	The Democratic Services Committee Minutes and agenda item for July 2014
R6.5 Further embed the approach to business and service planning and ensure that corporate and single integrated plans are included.	Service Planning guidance requires service areas to set out the key plans and priorities that will influence the direction of the service over the next 12 months. This includes references to the Corporate Plan and the Single Integrated Plan	In progress – to be completed when service plans are finalised	Service Planning Guidance and Service Plans
R6.6 Improve the corporate approach to risk management	Work on improving arrangements around corporate risk management is in progress. A revised risk management strategy was considered by Cabinet and Audit Committee in	In progress	Cabinet Papers May 2014

	May and an updated Corporate risk register will be considered by Cabinet in September		
R6.7 Improve target setting to better reflect the service/performance standards the Council wants to achieve and ensure resources are allocated to deliver desired standards through the Medium-Term Financial Plan.	Service Planning guidance requires service areas to record baseline data and to use this data to set targets for the following year.	In progress – to be completed when service plans are finalised	Service Planning Guidance

### Proposals for Improvement superseded by Recommendation 6

Ref	Proposal	Action	Status	Evidence
01	Improvement Plan The Council should ensure that it has arrangements in place to publish its Improvement Plan as soon as practicable after the start of each financial year, and to act more in accordance with the Measure guidance.	Improvement Plan for 14/15 was published by the end of April 2014	Completed – <b>no further action</b>	Improvement Plan 14/15 on the Council website Press Release
09	Refine and develop performance information arrangements to identify the benefits of Council activities and that of its partners in terms of outcomes for citizens and communities.	Improvement Plan 14/15 includes a 'what difference will it make' section to capture the impact and anticipated outcomes of our actions on citizens	Completed – <b>no further action</b>	Improvement Plan 14/15
14	Set outcome measures that enable the Council to identify the impact of its activity for the community and service users.	Measures in the Improvement Plan 14/15 link to the actions and expected outcomes of the Improvement Objectives in the plan	Completed – <b>no further action</b>	Improvement Plan 14/15
16	Ensure service business plans incorporate realistic estimates of financial, staff and other resources required to deliver proposed actions.	Service Plans for 13/14 and 14/15 include details of financial, staff and other resources required to deliver the service	Completed – <b>no further action</b>	Service Plans 13/14 and 14/15
17	Strengthen the understanding of managers so that service plans for 2012-13 consistently identify clear outcome-focused measures related to achievement of improvement plan objectives.	See proposal 9 above	Completed – <b>no further action</b>	See proposal 9 above

20	Refine performance assessment by ensuring that: 1. service plans include a framework to evaluate how well a service has been delivered and identify the impact achieved for service users, and in the context of Council priority aims; 2. all reports to Members have been evaluated by officers and minutes of meetings indicate what assessment Members have made of the information presented; and 3. website access to relevant information is readily available and routinely tested by officers.	1. The service planning guidance for 13/14 included a section on what does success look like and what difference will it make. These aspects will be evaluated through the year end service plan review process	On-going. Due to be completed in July 2014	Service planning guidance, service plans and mid-year reviews 13/14
		2. All Improvement Plan monitoring reports to Cabinet have been evaluated by officers prior to the papers being published	Completed – <b>no further action</b>	Improvement Plan update reports to Cabinet
		3. All reports for Public meetings are up to date and readily available, however further work needs to be undertaken on some of the website content	On-going	Newport Council 'council documents' web pages
39	implement more joined-up/coherent and robust corporate arrangements to manage, report, evaluate and improve performance.	Corporate arrangements have been improved in the last 12 months and reporting and evaluation is more robust	Completed – <b>no further action</b>	Public reporting Internal reporting Judgements from WAO