

Agenda



Newport City Council

Date: Tuesday, 29 September 2015
Time: 5.00 pm
Venue: Council Chambers - Civic Centre
To: **All Members of the City Council**

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Item	Wards Affected
1. <u>Preliminaries</u> i. To receive any apologies for absence. ii. To receive any declarations of interest iii. To receive any announcements by the Mayor.	All Wards
2. <u>Minutes</u> (Pages 5 - 18) To confirm and sign the minutes of the meeting held on 28 July 2015	All Wards
3. <u>Appointments</u> To consider any proposed appointments.	All Wards
4. <u>Police Issues</u> To discuss local police issues with the Local Commander	All Wards

5. Notice of Motion : Outside Bodies All Wards

To consider the following motion to Council for which the appropriate notice has been provided

“This Council resolves that elected members should always be offered positions on outside bodies before members of the public, as is the case with LEA appointed school governors. This Council further resolves that where there are over 3 places available, Opposition members should be offered a place”

To be moved by Councillor Matthew Evans and Seconded by Councillor David Fouweather

6. Improvement Plan 2014-2015 Review (Pages 19 - 124) All Wards

To consider the year – end review

7. Senior Management Structure and Salary Conditions (Pages 125 - 152) All Wards

To consider matters relating to the Senior Management Structure and Salary Conditions

8. Annual Report by the Scrutiny Committees (Pages 153 - 182) All Wards

To consider the Annual Report

9. Annual Report by the Standards Committee (Pages 183 - 220) All Wards

To consider the Annual Report

10. Recommendations by the Standards Committee (Pages 221 - 224) All Wards

To consider two recommendations to Council regarding adoption of the Gifts and Hospitality protocol and the £25 limit as set out in the attached minutes

To receive the Minutes of the meeting held on

11. Questions to the Chair of the Cabinet All Wards

To provide an opportunity for councillors to ask questions to the Chair of the Cabinet in accordance with the Council's Standing Orders.

Process: No more than 30 minutes will be allocated at the Council meeting for oral questions to the Leader

If members are unable to ask their question orally within the allocated time, remaining questions will be answered in writing. The question and response will be appended to the minutes.

The question must be addressed through the Mayor or the person presiding at the meeting and not directly to the person being questioned

12. Questions to Cabinet Members

All Wards

To provide an opportunity to pose Questions to Cabinet Members in line with Standing Orders

Process: *No more than 10 minutes will be allocated at the Council meeting for questions to each Cabinet Member.*

Members will have needed to submit their proposed questions in writing in accordance with Standing Orders. If members are unable to ask their question orally within the allocated time, remaining questions will be answered in writing. The question and response will be appended to the minutes.

The question must be addressed through the Mayor or the person presiding at the meeting and not directly to the person being questioned.

Questions will be posed to cabinet members in the following order:

Deputy Leader
Cabinet Member for Adult & Community Services
Cabinet Member for Education and Young People
Cabinet Member for HR, People & Business Change
Cabinet Member for Regulatory Functions
Cabinet Member for Regeneration and Investment
Cabinet Member for Skills and Work
Cabinet Member for Streetscene & City Services

For Information: *A digest of recent decision schedules issued by Cabinet, Cabinet Members and Minutes of recent meetings of Committees has been circulated electronically to all Members of the Council.*

13. Questions to Chairs of Committees

All Wards

To pose questions to the Chairs of the Committees in the following order:

- I. Scrutiny Committees
 - Community Planning and Development
 - Learning, Caring and Leisure
 - Street Scene, Regeneration and Safety
- II. Planning Committee
- III. Licensing Committee
- IV. Democratic Services Committee

Process: *No more than 10 minutes will be allocated at the Council meeting for questions to each Chair.*

Members will have needed to submit their proposed questions in writing in accordance with Standing Orders. If members are unable to ask their question orally within the allocated time, remaining questions will be answered in writing. The question and response will be appended to the minutes.

The question must be addressed through the Mayor or the person presiding at the meeting and not directly to the person being questioned.



Minutes

Council

Date: 28 July 2015

Time: 5.00 pm

Present: Councillors H Thomas (Chair), M Al-Nuami, D Atwell, R Bright, P Cockeram, M Cornelious, K Critchley, V Delahaye, M Evans, C Ferris, D Fouweather, E Garland, G Giles, J Guy, P Hannon, D Harvey, I Hayat, P Huntley, R Hutchings, R Jeavons, C Jenkins, M Kellaway, M Linton, D Mayer, S Mlewa, R Mogford, J Mudd, R Poole, M Rahman, J Richards, M Spencer, C Suller, T Suller, K Thomas, E Townsend, R Truman, T Watkins, M Whitcutt, R White, K Whitehead and D Wilcox

Apologies: Councillors O Ali, T Bond, E Corten, D Davies, C Evans, C Maxfield, A Morris, N Trigg and D Williams

1. Preliminaries

Mayor's Announcements

The Mayor informed Members that he had been pleased to host the annual visit by children from Belarus. He thanked all those involved in the organisation of the visit and those elected members who had participated and generously donated.

The Mayor mentioned that he had been informed that this was possibly the last opportunity for this visit but expressed hope it would continue. The Mayor thanked Mr and Mrs Doyle who had worked so hard on these events over the years.

2. Minutes

Two drafting errors were corrected. Subject to those amendments, the minutes of the meetings of the City Council held on 28 April 2015 and 26 May 2015 were confirmed as a true record and signed by the Mayor

3. Appointments

The following appointments were agreed:

Body	New appointee	Replacing
Scrutiny Committee: Street Scene, Regeneration and Safety	Cllr Margaret Cornelious	Cllr Martyn Kellaway
Planning Committee	Cllr Ken Critchley	Cllr Paul Hannon

Licensing Committee	Cllr Debbie Harvey Vacancy	Cllr Allan Morris Cllr Sally Mlewa
SACRE	Two Vacancies	Cllr Sally Mlewa Cllr Omar Ali
Newport Wastesavers	Cllr Deborah Davies	Cllr Emma Garland
Drainage Board	Cllr Deborah Davies	Mrs Helen Truman
Jerome Gatehouse Trust	Cllr Mark Spencer (Armed Forces Champion)	To join Cllr Ferris as a Council nominee

4. **Police Issues: Police and Crime Commissioner (30 minutes)**

The Mayor welcomed Mr Ian Johnston the Police and Crime Commissioner and Mrs Shelley Bosson, the Chief Executive of the Commissioner's Office to the meeting for a question and answer session

In response to Councillor Jeavons's concerns about a non – pursuit policy and the issue of off road motor bikes, the Commissioner stated that teams were available to pursue people causing issues in this way. He was very complimentary about police liaison in the Liswerry area. He said he would raise issues in the ward with local officers.

Councillors Fouweather was concerned that the Leader of the Council had not been consulted on the proposal for a designated area for prostitution in the Pill area. The Commissioner explained his understanding of the history and chronology of how this issue had emerged and had received press interest despite the fact that this was only being considered as a possibility among alternatives. His view was that this was not a proposal and had serious doubts that there would be any progress in Newport. The Leader of the Council clarified that he was not consulted at any point, that he had not agreed any press statement and there was no information on the issue from Senior Police Officers.

Councillors Whitehead also expressed concerns about the issue and how it had emerged following discussions with other agencies. The Commissioner repeated that he would be very surprised if the project proceeded

The Commissioner agreed with Councillor Cockeram and Councillor Hannon that this was a matter that impacted on very vulnerable people and that there was the issue of protecting vulnerable people that needed to be addressed. He also agreed with Councillor Guy that this was matter which would benefit from the involvement of a range of agencies working together

The Commissioner agreed with Councillors Matthew Evans and Poole that it was important that safety in the City Centre was a priority, particularly as the Friars Walk development neared completion. The Commissioner stated that an Inspector for the City Centre had been appointed with this specifically in mind and he would work with local councillors on this issue.

Councillor Rahman was concerned about verbal abuse of Muslim women wearing head scarves in Newport. The Commissioner mentioned dedicated hate- crime officers to help alleviate this national problem. He mentioned the new victim's hub in Blackwood and said it was an issue the police was alive to. It was important for all incidents to be reported. Information on the Hate Crime Officer would be circulated to members.

Councillor Mlewa was concerned about press reports about the issue of 12 year old children working in the sex industry in Newport. The Commissioner stated that this was reported to the press by an individual member of the public and not to the police. He responded to Councillor Mlewa by saying that agencies were working together to address the issue and it was important that any such incidents were reported. Councillor Mlewa pointed out this was a child safeguarding issue. The Commissioner agreed that if this was happening it was an issue for agencies to address. The Commissioner informed Councillor Linton that the person who had made the comment to the press was not providing any further information

The Commissioner acknowledged that Police had not attended Community Council meetings in Langstone for some time. This had now been addressed. He considered that would lead to a better service in Langstone and allow local issues to be raised locally.

Councillor Truman was concerned about the impact of reduced funding on the number of police on the streets. He asked whether there had been any plans to increase the powers of PCSO's. The Commissioner was of the view that the powers of PCSO's were unlikely to be extended. The Commissioner mentioned that by 2020 the police budget could be cut by 50%. Gwent would recruit 60 officers in the next three years but this would be achieved without any additional funds. A review of the supervisory staff had been undertaken but fewer officers was likely to be the outcome of diminishing resources.

In response to Councillor Spencer's concerns, the Commissioner informed Councillors of improvements to technology that were aimed at improving the existing 101 service.

In response to Councillor Critchley, the Commissioner explained why the funding provided for PCSO's could not be diverted to recruit police officers owing the funding and grant arrangements.

The Commissioner agreed with Councillor Huntley that the local PACT meeting in Caerleon had been a success. He was hopeful that the move to 'Your Voice' would resolve the engagement issues in the ward. He also stated that concerns about antisocial activities would be reported to local officers and that dispersal orders had been successful in specific areas.

Councillor Harvey was very concerned about drug dealing in the ward area. The Commissioner stated he would raise this locally

5. Annual Report by the Director of Social Services

The Council was presented with the Director of Social Services' Annual Report

The Director stated that the year 2014/15 had been a period of great challenge and also opportunity for Social Services staff and for people who had been receiving our services. He referred to the under-spend achieved in the service area in the 2014-5 financial year. He also referred to the significant improvement against targets and key indicators

The Service had faced the challenges of significant budget reductions at a time of increasing need. Newport's population is growing quickly and indicators for deprivation in Newport show that we have some of the highest rates of vulnerable children and adults in Wales.

The Director referred to the risk to our preparedness for the Social Services and Wellbeing Act and ability to deliver statutory duties from the potential threat of unprecedented cuts and any decision by Welsh Government to protect Health and Education.

In terms of demographics, the Director reported a predicted 2% increase in children and young people in the city aged 0-18yrs and a 14% rise in the number of adults aged 70yrs+ by 2020. He also pointed out that the Wales Index of Multiple Deprivation showed that Newport ranked fourth highest in terms of rates of deprivation.

Details of performance against indicators were provided. The quality of service provision as determined by inspections was also set out in detail.

Despite having improving and mostly good performance indicators across Social Services, there had been areas of poor practice discovered during the year. The youth offending service and social work services for older people with complex needs had received critical inspection reports and work was being done to turn these services around as quickly as possible.

The introduction of an integrated pathway was a priority. This would provide a seamless continuum of services designed to promote good outcomes for vulnerable people.

Details of the successful older people's integrated pathway were described to members. Work with the Local Education Authority on an integrated learning pathway was also described. This initiative brought together services such as education welfare; behaviour support, inclusion, and education psychology are now either devolved or are working closely into school clusters.

The Director also provided information on proposals for the Children and Families integrated pathway and the Team around the Cluster.

The Director referred to work carries out and continuing to develop a regional approach through effective partnerships

In conclusion the Director stated that, despite the challenges faced, the evidence indicates:

- Children's Services continue to maintain good financial management and upward trend of performance.
- It has a strong vision for prevention and early intervention that is integrated with acute prevention through IFSS.
- It is tackling poor performance in the Youth Offending Service
- Children's Services will be ready for the implementation of the Social Services and Wellbeing Act (2014) which is set for April 1st 2016.

Adult Services has now recovered from the financial and performance crisis of 3 years ago.

- There has been steady improvement in performance and budget management.
- There needs to be further improvement in service delivery to ensure both improved quality and consistent performance that is better than the Wales average.
- Readiness for the new Social Services + Wellbeing Act requires further work

The Director answered members' questions about:

- The impact of funding reductions on progress towards improvements and on services to vulnerable people
- The positive impact of increased funding being provided in 2014
- The work being done to integrate mental health services into a shared partnership

- The potential impact on Council Services and the work that is being done on those services that find themselves below the Welsh Average or in the bottom quartile
- The promising messages of the integrated pathways initiatives
- Concerns about the Youth Justice Service report and the progress made to date
- The need to manage demand and reduce the number of people who need services to help mitigate the impact of reduced funding on vulnerable people
- The need to make headway to lift people out of deprivation
- The need for the Council to be part of a multi- agency response to helping protect vulnerable people
- The excellent initiative Barnardo's
- The well treated residents at our care facilities
- The need to enhance working relationships with Health, particularly in times of financial difficulties

Resolved

To receive and accept the Director of Social Services Annual Report

6. Annual Report by the Democratic Services Committee

The Chair of the Democratic Services Committee reported that the Committee is required by the Local Government Measure to provide the Council with an annual report.

The Chair of the Committee presented the Committee's report setting out the activities of the Committee in the past year of operation.

He reminded members that the Council had extended the remit of the Committee beyond that which was set out in the Local Government Measure and said that this had been continued to be a real success.

He considered that the Committee had worked well in a non- partisan way and thanked officers for their support.

Resolved

To received and endorse the Annual Report by the Democratic Services Committee

7. National Non-Domestic Rates: Discretionary Relief: Wales Retail Relief Scheme 2015-16

The Council was informed that Welsh Government had made available funding to billing authorities to continue in 2015-16 the Wales Retail Relief Scheme that was first introduced in 2014-15. The Council's allocation of funding amounts to a maximum of £691,814.

The Scheme sets out the various categories of retail premises that will benefit from relief. Broadly the premises included are those that have a rateable value of £50,000 or less; are occupied; and are wholly or mainly used as shops, restaurants, cafes and drinking establishments. (These categories are intended to cover premises that are being used for the sale of goods and/or services, or food and/or drink, to visiting members of the public).

The means of making the awards of rate relief is the Council's discretionary powers under section 47 of the Local Government Finance Act 1988. The Council is required to make a formal determination (Section 47(1)(a)) and decision (Section 47(3)) to adopt the scheme so that this discretionary power may be exercised by the Head of Finance under delegated powers. The Council is reimbursed for the Rates income foregone as a result of the Scheme when calculating monies to be paid over to the Welsh Government 'pool'.

The Wales Retail Relief Scheme forms part of a package of Welsh Government measures available to support business and reflects the Business Rates Panel's advice that Wales should maintain a competitive business rates regime. The extension of the scheme for 2015-16 sits alongside other recent decisions in that context, such as the extension of the Small Business Rates Relief Scheme until March 2016.

In 2014-15, 343 awards of Retail Relief were made to Newport businesses, at a maximum of £1000.00 per premises. A total of £291,770 was awarded. In 2015-16, the maximum award increases to £1,500.00 and it was expected that a similar number of businesses will benefit. Ratepayers are required to apply in writing and invitations will be sent to all premises that appear, from their Valuation Office Agency description code, to qualify. Awards must be made by 31 March 2016.

Resolved

To adopt the Welsh Government's Wales Retail Relief Scheme for 2015-16 by making the appropriate determination and decision, as required by Sections 47(1)(a) and 47(3) respectively of the Local Government Finance Act 1988, and set out in the Appendix to this report.

8. Licensing Act 2003: Revised Statement of Licensing Policy.

The Cabinet Member for Regulatory Functions, Councillor Pool, informed members that the Council has to review the Statement of Licensing Policy every 5 years.

The Cabinet member stated that the existing policy had proved extremely satisfactory and has guided applicants, officers, and more importantly, the Licensing Committee, in the consideration and determination of applications.

The intention of the new policy was to make it more helpful in the way it is set out for applicants and anyone wishing to make representations. Changes had also been made to ensure the Policy complies with updated guidance and regulations from the Home Office that have come in since 2011.

The Licensing Committee supported these changes and it has been out for consultation to the trade, the public and responsible bodies such as Gwent Police and the Health Board

Resolved

To adopt the revised 2015 Statement of Licensing Policy Licensing under the Licensing Act 2003.

9. Questions to the Chair of the Cabinet

Two questions were submitted to the Chair of the Cabinet. The details of the questions and the Leader's responses are set out in Appendix A

10. Questions to Cabinet Members

Three questions were submitted to Members of the Cabinet. The details of the questions and the Cabinet Members' responses are set out in Appendix B

11. Questions to Chairs of Committees

There were no questions to the Chairs of Committees on this occasion.

12. **Appendix A- Questions to the Chair of the Cabinet**

<i>COUNCIL MEETING : 28 July 2015</i>
Question to: Chair of the Cabinet
Question from: Cllr M Evans
Subject: Extra Mile Awards Evening
Question 1
<p>Question: As you are no doubt aware, the previous administration stopped the Councillors annual dinner and replaced it with an event to celebrate the outstanding work of community volunteers and council staff, which had gone beyond the call of duty. The Extra Mile Awards, as it became known, proved an outstanding success with many businesses more than happy to sponsor a table as the event expanded. At its peak more than 200 people attended the celebration at the Celtic Manor at a cost of just over £20 a head which generated an enormous amount of goodwill, at a time of severe financial constraint. I am convinced it would have become self-financing over a short period of time. Even with current costs, to put it into some perspective, it's roughly equivalent to the cost of one Cabinet member you added for about 12 weeks. Can you tell this Council when the formal decision was taken to stop this prestigious event, the rationale behind this, and do you have any plans to reinstate it, bearing in mind you had already told this council previously, you had no plans to stop it ?</p>
<p>Answer: May I thank the Leader of the Opposition for his revitalised performance. Since January 2013 to date I have received no questions at Council. I am not clear if Councillor Evans is revitalised after his year as Mayor or as he has been selected to fight the Assembly election</p> <p>The difficult decision to reduce expenditure on the Mayoralty and events, including the cessation of the awards ceremony was taken by the Cabinet and Council as part of the budget process last year.</p> <p>I answered Councillor Ferris in June 2012 saying that I intended to continue with the awards. I did so and was able to continue the awards ceremony until 2014. The Council however took the view as part of the budget round that funding for the mayoralty and events should be reduced as I mentioned earlier and the report showed that one proposal was not to continue with the event.</p> <p>The public and all members of the Council were consulted on the proposals, as part of the wide –ranging consultation we carried out. There was support from the public for reduction of expenditure in this area.</p> <p>There were no alternative suggestions to this proposal from Members, nor did it form part of the amendment presented to Council.</p> <p>It is intended that extra mile awards will be presented at Council and I would encourage any nominations to be forwarded to the Mayor's Office for consideration.</p>
<i>COUNCIL MEETING : 28 July 2015</i>
Question to: Chair of the Cabinet
Question from: Cllr M Evans
Subject: Newport Transport
Question 2

Question:

In June 2014 you were asked a question about Newport Transport and outstanding dividend payments owed to the Council, estimated at the time to be around £300,000's. You indicated that they would pay the outstanding amounts in instalments, as and when cash-flow allowed, and their financial position was expected to improve. In light of the recent announcement that Newport Transport has lost the Schools contract, do you still share that optimism? Can you also tell this council how much of the dividend has been repaid over the past year, and what amount is outstanding?

Answer:

The declaration of a dividend to the Council is a matter for the Board of Directors of Newport Transport and, under Company law, they can only pay a dividend to shareholders where there is sufficient profit. Although dividends have been paid in the past, there have been no dividends paid by Newport Transport to the Council for a number of years because their financial position and level of operating profit has meant that it has not been appropriate for the company to declare any dividends.

Therefore, there is no outstanding dividend, as such, due to the Council. The figure to which you refer was a budget pressure within Streetscene which occurred when the dividends ceased, and this has since been addressed through the Council's budget management.

I can only repeat what the Managing Director of Newport Transport told the Cabinet in May 2014 – that the Company are confident that their financial position will improve, particularly when the new Bus Station in Friar's Walk is opened, and they will then be in a position to resume the payment of annual dividends to the Council.

Although the loss of the school transport contract will inevitably have some impact on the Company, this is not their main area of business, and we were advised that the main cause of their current financial position was the significant reduction in Central Government transport support grant for non-commercial bus routes.

13. **Appendix B- Questions to Cabinet Members**

<i>COUNCIL MEETING : 28 July 2015</i>
Question to: Cabinet Member for Education & Young People
Question from: Cllr D Fouweather
Subject: Youth Offending Services
Question 1
Question: Her Majesty's Inspectorate of probation led an independent inspection of Youth Offending Work. Newport was chosen because of a sustained rise in the frequency of reoffending was accompanied by high levels of first time entrants into the youth justice system. In fact Newport had the highest per thousand figures of children in custody in any local authority in Wales. There were three key themes emerging from the inspection. The management of the board was weak, had insufficient oversight of the work of the service and did not offer effective challenge The Management team within YOS was fragmented and ineffective The YOS had over a number of years drifted away from the primary focus of the core work of a criminal justice service being on offending and reoffending and instead was directly offering a welfare model of provision. Would the cabinet member now agree with me that this is a damning and damaging report? Would she now give a detailed account to council of what action has been taken to ensure that this never happens again? Can she tell me if the Chair of the YOS board has been disciplined and if not why not?
Answer: As the current Cabinet Member for Children and Young People I acknowledge that the inspection report presented an unacceptable picture of performance at the time of the inspection in April and June 2014 and I thank the member for asking these questions which will allow me to put on the record the strategy we have developed and the actions we have put in place to rectify the situation. At the time of the feedback from the inspection all involved fully accepted the findings and agreed the imperative had to be to learn from the mistakes of the past and ensure that moving forwards improvement was the only option. The report reflected the practice at the time of the inspection which took place for one week in April 2014 and then a second week in June 2014. The inspection acted as a catalyst to review the YOS at all levels – strategically, managerially and operationally. At all levels the practice of the YOS partnership has been scrutinised by not only the management team but all of the partner agencies, and the Local Management Board including the political representatives on that Board. The journey of improvement has been closely monitored by the Youth Justice Board. The process of improvement and change has taken time and the YOS continues to require a high level of vigilance to sustain the changes and fully embed improvement. There is no quick fix to overcoming the challenges it is facing – but incrementally and collectively we are dealing with those and are on a different journey. The Youth Justice Board has confirmed both orally and in writing that the direction of travel has changed and they are encouraged by recent progress. There is a detailed Improvement plan, which has been developed in response to each of the recommendations made in the report of which there were 12. This is reviewed by the Management Board and the Youth Justice Board to ensure that actions are being progressed – and evidence is being provided to both the Board and to the Youth Justice Board to

evidence this. I meet personally with the YOS manager on a regular basis and I am apprised of any challenges or barriers which need attention. There is an open dialogue taking place between the YOS management team and board, and a concerted effort is being made by all to make improvements and provide a better and more effective service to the children who offend, their families, their victims and their communities.

Within this overarching improvement plan are a series of smaller action plans which deal with specific issues for example there is one owned by the police to improve their overall 'contribution' to the YOS and one by the Education service which seeks to improve the education, training and employment work being undertaken. All elements of the improvement plan are reviewed on a monthly basis between the new YOS manager and the respective leads and then reported back to the management board. As areas of practice in need of development are highlighted through internal audits and such like, so plans are developed to respond to those. All of these are reported to the Board.

At a strategic level, a successful conference took place last September that has led to increased discussion, challenge and participation at Board meetings - it is not a passive board and we hold each other, and the YOS to account.

Managerially, the YOS has restructured, 50% of the management team has been replaced; roles and responsibilities have been reviewed and amended; managers have had group and individual coaching and are now working as a team which was an area highlighted at the time of the inspection. A raft of new meetings and processes have been introduced there is a strong emphasis on quality assurance and gatekeeping to ensure that standards are upheld.

Operationally, most of the processes and procedures have been and are being reviewed, new processes introduced; staff have had additional training and are being held to account.

Collectively the Board and YOS are doing all to support improvement. As a whole the YOS is now firmly embedded in the wider structures of Children's Services. The move from the current premises to a site with other Social Services teams and the introduction of shared administrative and management function will further embed an additional layer of checks and counter checks.

The service is due to be re inspected at any time 12 months after the publication of the last inspection report and we understand this is likely to be in September 2015 where these improvements will be embedded within practice.

The YOS Board is a multi-agency partnership and as such all members have collective responsibility for the functioning of the Board not just the Chair. The Board has been strengthened by the addition of the Director of Social Services as a Board member and the new YOS manager, Vicky Self. The Board now benefits from regularly receiving evidence-based reports on performance and now has a clear line of sight into the functioning of the YOS.

The inspection team were clear in the need for the full commitment of all partner agencies and the importance of learning to move forwards. The Board as a whole and the management team of the YOS have taken and continue to take full responsibility for the inspection. The continuity for the Board and some of the management team has been vital in ensuring a full understanding and ownership of the required journey.

My thanks to Cllr Fouweather for giving me this opportunity to explain to members and residents more fully about this issue and I would urge him to lobby his party colleagues in Westminster not to continue with the austerity agenda that puts our public services at such extreme risk and cuts funding to young people who clearly need support and help.

COUNCIL MEETING : 28 July 2015

Question to: Cabinet Member for Education & Young People

Question from: Cllr D Atwell

Subject: Education Achievement Service

Question 1

Question:

The Education Advisory Service with which Newport City Council were obliged to be part of in 2012, inherited three out of the five member authorities in Special Measures following Estyn Inspections.

However, what was supposed to improve our education in Newport, has had the opposite effect for which we were all concerned at the time, and it appears that it has declined in certain areas and to quote just three examples ;-

- Foundation Phase;-performance has declined in Newport.
- Key stage 2; - Welsh (1st), mathematics and science in Newport, has declined.
- Key stage 3;- indicates Whilst performance has improved across the region and most LAs, results for the region remain below the national figures in all indicators and the overall rate of progress was slower than across Wales. However, performance declined in the CSI, mathematics and science in Newport.

Members were concerned that with Newport's standards being amongst the best in Wales in 2012, standards have now slipped.

Despite three years of the EAS taking control of our education system, there are still three Education Authorities in Special measures, and so what actions are you taking to return Newport's standards of education to what we all expect and have been used to in our past.

Answer:

I'm sure that Cllr Atwell will recognise, as a previous holder of this portfolio that no national comparative data, such as the national average, benchmark boundaries and family averages are available at this stage of the academic year. The response to the questions he raises that I can provide however are summaries of key performance indicators at local authority and regional level, and against targets.

I acknowledge that some areas of performance require development in partnership between the Local Authority, our schools and the Education Achievement Service – after all I always told my pupils that the biggest room in the world was the room for improvement. For Newport this includes increasing the percentage of pupils attaining the Outcome 6+ Foundation Phase Indicator and increasing Key Stage 3 Science Level 6+ performance so it is in line with the regional average. However, the 2015 performance data indicates that Newport continues to perform well against Local Authority targets and in its ranking within the regional consortia. I believe that this demonstrates an effective partnership between schools, the Local Authority and the Education Achievement Service in its early years of operation. We will however continue to keep the partnership under close review with regular meetings of the Joint Executive Group; Board meetings attended by my colleague Cllr Whitcutt and regular scrutiny attendance by senior officers of the EAS directly reporting to members. I have a comprehensive list of the data and attainment of Newport over the past three years since this administration took over in 2012 and what it shows that the commitment that we have given to provide the best possible educational opportunities for our children and young people are evidenced in the outcomes reported.

In order to meet the requirements of the time allowed in answering questions I suggest that I make this detailed data available to members in a written response instead of reading out

lists of what Newport education has achieved over the last three years but I will note the following headline successes

- Newport was the only Local Authority in the South East Wales region to meet their 2015 Local Authority Level 5 Foundation Phase Indicator target.
- Newport is performing above the regional average at both Level 4 and Level 5 attainment in KS2
- In 2014 and 2015 a higher percentage of Newport pupils obtained Level 5+ Welsh (49%) than all other Local Authorities in the South East Wales Consortium.
- Newport is above the regional average in Maths at Level 4+
- Newport is significantly above the regional average of 44% in Level 4+ Science
- The 2015 Level 6+ data places Newport above the regional average in Key Stage 3 Core Subject Indicators of English, Maths and Science

It just remains for me to thank Cllr Atwell for asking the questions that allow me to highlight the achievements of the new service and assuring the wider public that attainment for all of our pupils in Newport irrespective of background continues to be a priority for the administration – a real concern however is that in 2015-16, the Welsh budget will be nearly £1.7bn less than it was in 2010-11 as a result of the Government's cuts in Westminster and trying to maintain education spending in Newport in the face of this austerity agenda is of great concern.

I would urge Cllr Atwell to lobby his party colleagues in Westminster on behalf of Newport to ensure that public service funding, particularly education funding is not under such severe pressure and that we can continue to see the improvements of the past three years grow even further in the future.

On a final note, I will share my report I gave to the Labour Group last evening which shows the successes of Newport Education and some of the things I have done over the past few months

Supplementary

Councillor Atwell: Whilst Scrutiny was embodied in the document that established the EAS, I am not aware of Scrutiny taking place.

Cabinet Member: I am aware that officers of the EAS have attended Scrutiny in Newport but I agree that it is an ongoing concern for all of us to ensure that effective scrutiny takes place.

Detailed Data for Members

(Circulated separately in writing)

Foundation Phase (Year 2 Data) - Pupil attainment of the Foundation Phase Indicator (Level 5+) increased from 87% in 2012 to 88% of pupils in 2015. Newport was the only Local Authority in the South East Wales region to meet their 2015 Local Authority Level 5 Foundation Phase Indicator target.

Key Stage 2 (Year 6 Data) - Pupil attainment of the Level 4+ Core Subject Indicator increased from 86% of pupils 2012 to 89% of pupils 2015. Attainment of the Level 5+ Core Subject Indicator increased from 34% of pupils in 2012 to 40% of pupils in 2015. Newport is performing above the regional average at both Level 4 and Level 5 attainment.

Pupil performance in Welsh (1st Language) at National Curriculum Level 4+ has increased between from 82% of pupils achieving the level in 2012 to 94% of pupils in 2015. In 2014

and 2015 a higher percentage of Newport pupils obtained Level 5+ Welsh (49%) than all other Local Authorities in the South East Wales Consortium.

Pupil performance in Mathematics at National Curriculum Level 4+ has increased from 89% of pupils in 2012 to 91% of pupils in 2015. This places Newport above the regional average. Pupil performance in Mathematics at National Curriculum Level 5+ has increased from 43% of pupils in 2012 to 48% of pupils in 2015.

Pupil performance in Science at National Curriculum Level 4+ has increased from 92% of pupils achieving the level in 2012 to 93% of pupils in 2015. Pupil performance in Science at National Curriculum Level 5+ has increased from 48% of pupils achieving the level in 2012 to 51% of pupils in 2015 which places Newport significantly above the regional average of 44%.

Key Stage 3 (Year 9 Data) - Attainment of the Key Stage 3 Core Subject Indicator (CSI) at Level 5+ has increased from 74% of pupils in 2012 to 82% of pupils in 2015. At Level 6, attainment of the CSI has increased from 33% of pupils in 2012 to 41% in 2015. The 2015 Level 5+ data places Newport in line with the regional average. The 2015 Level 6+ data places Newport above the regional average.

Pupil performance in Science has increased from 87% of pupils achieving Level 5+ in 2012 to 91% of pupils achieving the level in 2015. Pupil performance at Level 6+ has increased from 47% in 2012 to 52% in 2015. Level 5+ performance data for 2015 is in line with regional average and exceeded the Newport target of 89%.

Pupil performance in Mathematics has increased from 81% of pupils achieving Level 5+ in 2012 to 87% in 2015. Level 6+ performance in Mathematics has increased from 54% in 2012 to 59% in 2015. The 2015 Level 5+ data places Newport in line with regional average. The 2015 Level 6+ data places Newport above the regional average.

COUNCIL MEETING : 28 July 2015

Question to: Cabinet Member for Regeneration and Investment

Question from: Cllr C Ferris

Subject: Central Museum and Library

Question 1

Question:

Given that Newport's library provision will be centred on the use of the Museum Building in John Frost Square and given that this ageing building has structural problems, can the Cabinet Member give an estimate of how long the operational use of this building is feasible and what contingency plans have, or are to be made, to replace this building ensuring Newport's future provision of library and museum services?

Answer:

The Council needs to establish a better understanding of the building's structural condition before reaching a conclusion about its future. Officers have been instructed to commission a building survey to ascertain the detail required to inform the Council's position on the long term use of the building.

I would urge Cllr Ferris to campaign his party colleagues in Westminster who are responsible directly for funding to run the services for people of this city

The meeting terminated at 7.20 pm

Report

Council

Part 1

Date: 29th September 2015

Item No:

Subject Annual Review of the 14/15 Improvement Plan

Purpose To inform Council of the progress made towards the delivery of the 14/15 Improvement Plan

Author Debra Wood Lawson, Head of People and Business Change

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 2014/15. In its September meeting, Cabinet endorsed the annual report and have recommended this report for Council to review.

Overall progress against the 14/15 plan is assessed as being 'good', with most Improvement Objectives performing well with Ensuring people have the right social services to meet their needs, education attainment and Flying Start being assessed as excellent.

Proposal

1. To note the content of the report
2. To commend areas of successful service delivery

Action by Council

Timetable Immediate

This report was prepared after consultation with:

- Chair of Cabinet
- Cabinet
- Performance Board
- Chief Executive
- Strategic Directors
- Heads of Service

- Service Managers

Background

Improvement Plan 14/15

Appended to this report is the year-end review of the Improvement plan for 14/15. 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 14/15 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 14/15 plan is assessed as being 'good', with most Improvement Objectives performing well; The 'Ensuring people have the right social services to meet their needs', 'education attainment' and 'Flying Start' themes were all assessed as excellent.

National Strategic Indicators

The council's performance against the National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for 14/15 is also assessed.

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

70% of NSIs and PAMs have performed better than last year
76% of NSIs and PAMs have performed better than target
52% of NSIs and PAMs have performed better than Wales average

Financial Summary

There are no direct financial implications from 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
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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 14/15

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Options Available

To accept the report
Not to accept the report

Preferred Option and Why

Preferred option is 1. Accepting the report will enable the council to fulfil its statutory duty and to publish a report before the deadline of 31st October 2015.

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 Business Change

There are no direct staffing Implications. The success toward the delivery of the Improvement Plan 14/15 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 Chair of Cabinet has been consulted and has agreed that this report goes forward to Cabinet for consideration.

Local issues

No specific local issues

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Scrutiny Committees

Joint Meeting of Scrutiny Committees "Draft Improvement Plan Priorities 2014/15" (16/12/13)
Learning, Caring and Leisure Scrutiny Committee "Draft Improvement Plan 2014/15"
(26/02/14)
Streetscene, Regeneration and Safety Scrutiny Committee "Draft Improvement Plan
2014/15" (10/03/14)
Community Planning and Development Scrutiny Committee Draft Improvement Plan 14/15
(12/03/14)

Equalities Impact Assessment

An EIA was completed for the Improvement Plan 2014/15

Consultation

See background papers section for more detail

Background Papers

Council Report "Corporate Plan 2012-2017" (25/09/12)
Cabinet Report "Corporate Assessment" (21/10/13)
Cabinet Report, Improvement Plan Review 2014/15 (01/09/2015)
Joint Meeting of Scrutiny Committees "Draft Improvement Plan Priorities 2014/15" (16/12/13)
Learning, Caring and Leisure Scrutiny Committee "Draft Improvement Plan 2014/15"
(26/02/14)
Streetscene, Regeneration and Safety Scrutiny Committee "Draft Improvement Plan
2014/15" (10/03/14)
Community Planning and Development Scrutiny Committee Draft Improvement Plan 14/15
(12/03/14)
Performance Board, Draft Improvement Plan 14/15 (26/03/14)
Cabinet, Improvement Plan 14/15 (17/04/14)
Council, Improvement Plan 14/15 (29/04/14)
Cabinet Report Improvement Plan 14/15 Update for Q1 (08/09/14)
Cabinet Report Improvement Plan 14/15 Update for Q2 (08/12/14)
Cabinet Report Improvement Plan 14/15 update for Q3 (16/03/14)

Dated: 22 September 2015

Annual Review of the 14/15 Improvement Plan

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Summary

The following report outlines progress the council has made against achieving the goals set out in the 2014/15 Improvement Plan.

The 2014/15 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 2014/15 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 ‘Ensuring people have the right social services to meet their needs’, ‘education attainment’ and ‘Flying Start’ themes which all achieved green – excellent performance ratings.

Each of the Objectives is linked to a Corporate Plan theme as listed below:

Improvement Plan 14/15

The Improvement Plan for 2014/15 set out ten Improvement Objectives that contribute towards each of the five themes in the Corporate Plan.

Corporate Plan theme: A Caring City

- 1: Improving independent living for older people
2. Supporting older people leaving hospital
3. Ensuring people have the right social services to meet their needs

Corporate Plan theme: A Fairer City

4. Improving outcomes for looked after children

Corporate Plan theme: A Learning & Working City

5. Education attainment
6. City Regeneration & Development
7. Supporting young people into education, employment or training

Corporate Plan theme: A Greener and Healthier City

8. Helping children have the best start in life

Corporate Plan theme: A Safer City

9. City centre evening and night time economy – a safer place
10. Improving outcomes for youth justice

Progress against objectives

The following outlines the progress made in each of the objectives as listed under their Corporate Plan theme.

Newport is a Caring City

1. Improving independent living for older people – Good - AMBER

Objective: The council will work with the health service and other partners to develop and deliver preventative models of care and support within the community setting that respect individuals sense of personal wellbeing, promote independence and develop a strong sense of community, a subsequent reduction in reliance on 'formal support' may be achieved.

The objective is rated amber – good; actions are progressing well with only two actions assessed as amber. All measures are on track. Good progress has been made in this area.

2. Supporting older people leaving hospital – Good - AMBER

Objective: We want to ensure that people who require social care support do not stay in hospital beds any longer than is necessary. When we are unable to organise a discharge for someone from hospital when we have responsibility within a reasonable time, they will be reported as being delayed for social care reasons.

This objective is rated amber – good; good progress has been made in this area, only one action is assessed as amber and all measures are on track.

3. Ensuring people have the right social services to meet their needs– Excellent - GREEN

Objective: It is part of adult services statutory duty to review packages of care and support for individual service users. We are also required in 2014/15 to develop an all Wales integrated assessment process for older people. By developing more integrated approaches to the management of care and support packages then we aim for more multi professional involvement in reviewing care plans. This we would expect should also contribute to improving the care plan reviewing.

This objective is rated green - excellent; all actions and measures are on target, excellent progress has been made in this area.

Newport is a Fairer City

4. Improving outcomes for looked after children – Good - AMBER

Objective: The principle of good corporate parenting is the foundation for good services and support for young people in and from care. It emphasises that we should have the same aspirations for and commitment to young people in and from care as parents have for their own children.

Ensuring that the needs of looked after children are fully met is an important part of the work. Children's Social Services undertakes monitoring of all new placements to ensure that care plans are in place, that all children and young people are well matched and that permanency plans for all looked after children are tracked. This work is aimed at providing stability and permanency for looked after children as soon as possible

This objective is rated amber - good; one action has slightly deviated from plan, and there are 2 measures slightly falling short of target. Generally performance has been good in this area.

Newport is a Learning and Working City

5. Education Attainment – Excellent - GREEN

Objective: To ensure pupils attainment is secured at all stages and including all groups. To ensure all our pupils are effectively engaged in education so that they can attain the best possible educational outcomes.

This objective is rated green - excellent; all actions are on track and with one exception all measures met target; there was a slight dip in the performance of the 'Number of pupils achieving the Foundation Phase' indicator which missed target by only 0.5.

6. City Regeneration and Development - Good - AMBER

The objective is to make Newport an attractive place for:

- The creation of opportunities for businesses to set up in Newport
- Businesses to continue to deliver their services and develop their business
- The city is seen as a destination for tourism, culture, sport and retail where the residents of the city benefit through increased employment and community benefits.

We will provide support to local businesses in order to promote economic growth and will enhance the city's skill base, generating additional employment for Newport residents through a variety of physical and social regeneration projects.

This objective is rated as amber – good; some excellent progress has been made and mostly, actions and measures are on track. There is one red measure regarding people engaged in employment programmes which did not achieve target this year.

7. Supporting young people into education, employment or training – Good - AMBER

Objective: Engagement in learning and training are critical if young people are to make successes of their lives and meet their own needs and the needs of the city of Newport as an economic community. The council and its partners have an important role to play in helping young people to make the most of opportunities for training and employment. The Improvement Objective measures the percentage of young people who are not in education, employment or training at key stages of their lives.

This objective is rated as amber – good; some good progress has been made in this area, all actions are on track and only 2 measures missed their target.

Newport is a Greener and Healthier City

8. Helping Children have the best start in life - Excellent - GREEN

Objective: "Flying Start" aims to make a decisive difference to the lives of children in the most disadvantaged communities" The Flying Start programme offers eligible parents free quality childcare for 2-3 year olds, parenting support, an enhanced health visitor service and support for early language development.

This objective is rated as green – excellent; some excellent progress is noted with all actions and measures on track and meeting target.

Newport is a Safer City

9. City Centre evening and night time economy – a safer place – Good - AMBER

Objective: Newport holds a negative reputation for early evening and night-time use which is not borne out by reality – for example a survey by the Citizens' Panel showed that people do not feel safe in Newport city centre at night and so are reluctant to use it; this perception needs to change.

A vibrant, safe, clean and well-managed early evening and night-time economy can help to boost the local economy by attracting visitors and stimulating culture and creative activity. Evidence suggests that city centres with lively streets and people moving around in them make people feel safe. However, a combination of regeneration and regulatory activity is required. This will encourage and enable people to live, work and socialise in the city centre while ensuring an appropriate level of regulatory control to reduce perceptions of heavy drinking, crime, disorder and anti-social behaviour.

This objective is rated as amber - good; one action is assessed as amber and there are two amber measures; there is one red measure which is falling significantly short of target.

10. Improving outcomes for youth justice- Good – AMBER

Objective: The principle aim of the youth justice system, established by section 37 of the Crime and Disorder Act 1998, is to prevent offending by children and young people. This relates to prevention of anti-social behaviour and offending; appropriate use of Out of Court Disposals to divert young people from the criminal justice system; reducing the rate of proven re-offending and reducing the proportion of young people sentenced to custody. In line with Welsh Government and Youth Justice Board policy, we believe that prevention is better than cure and that children are young people first and offenders second.

This objective has been rated as amber – good; two actions and two measures are slightly missing target, on the whole good progress has been made.

NSI and PAM summary

The points below highlight the Council's performance in 2014/15 for the NSI and PAMs overall:

- 70% of NSI and PAMS have performed better than last year.
- 76% of NSI and PAMS have performed better than target
- 52% of NSI and PAMS have performed better than the Wales average

WAO proposals for improvement

During 13/14 the council received its Corporate Assessment from the Wales Audit Office (WAO) containing six recommendations for action. Progress has been made towards delivering the Wales Audit Office proposals for Improvement and recommendations. The WAO returned to conduct a follow-up review of the Corporate Assessment 2014/15, this resulted in removal and revisions to the original recommendations and PFIs and the addition of a recommendations. Additional detail on these actions can be found at the end of this report.

Links and further information:

Improvement Plan 14/15

Improvement Plan Summary 14/15

[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

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 – Improving independent living for older people

Link to Corporate Plan: A Caring City

Lead Cabinet Member: Cabinet Member for Social Care and Wellbeing

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

Overall Assessment: Amber - good. Actions are progressing well with only two actions assessed as amber. All measures are on track. Good progress has been made in this area.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
1.1 To deliver an integrated assessment process for older people in 2014/15	Action Plan agreed with Gwent authorities to deliver integrated assessment Current assessment processes undergone diagnostic to measure compliance with Ministerial guidance on assessment for Wales. Action plan outlines full compliance and implementation in Newport and Gwent region by March 2016.	The integrated assessment is based on outcome focussed practice and agreed outcome measures will be defined. This will improve person centred delivery models. During 2014/15 the integrated assessment has not been delivered so we cannot measure a positive difference	AMBER
1.2 To develop an integrated pathway for older people needing care and support in the community which develops early intervention models	Although it is too early to tell what success the programme will deliver in terms of quantitative results, initial data and feedback looks promising. Whilst early data indicates admissions to acute having reduced for the Practice, it is too early to say how much this can be attributed to the Pilot. However, positive outcomes have been achieved for individuals and a multitude of case studies have been produced to support this.	Mr D. Is an 85 yr old widower, living on his own with good family support. He lives in a Newport City home which has been fitted with a walk in shower, rails on the stairs, rail to back door and raised toilet seats on both up and downstairs toilets. His granddaughter is his main carer along with his son and	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>High level outcomes for some of the individuals helped to date include:</p> <ul style="list-style-type: none"> • 12 referred to Care and Repair for Aids and Adaptations • 11 referred to a befriending service • 4 referred for telecare • 23 received a benefit check and support with claiming various benefits (£77,649 obtained for successful applicants) • 3 received support in applying for a Blue Badge • 41 referred to Frailty • 8 referred to OT's for bathing and other aids • 4 referred to assessment for packages of care • 4 referred to other services such as Toenail Cutting <p>Despite the fact we are still collating qualitative and quantitative data in order to robustly analyse the success of the programme, what has been achieved to date cannot be underestimated, particularly in terms of bringing together teams from Social Care, Frailty, Acute and Community Services, Mental Health, GPs and the Third Sector, to develop a joint model for delivery of the Older Peoples Integrated Care Pathway. Key in ensuring success to date has been:</p> <ul style="list-style-type: none"> • Effective communication and engagement with all stakeholders 	<p>other family members who visit on a regular basis. He also has friends who pick him up and take him up the local club for social interaction.</p> <p>Mr D. has multiple medical issues affecting his mobility i.e. Heart and lung conditions in particular. He has had strokes in the past and currently suffers with lower back pains.</p> <p>With all the support and help he has Mr D is still very much grieving for his wife who passed away after having a fall in the garden, fracturing her hip and never really recovering. His main issue was related to his wife's fall, as she slipped on a build up of leaves in the garden. When the care facilitator discussed this in more detail, her fall was in part due to a very large tree that was on the public side of their back fence in the garden. On observing this tree on a sunny day it was obvious that when this tree was in full growth the overhang of branches spread right across his garden. Although Mr D said he was worried the same thing might happen to him as his wife, it was not just a safety issue but also one of preventing any</p>	

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>from across the Health and Social Care spectrum</p> <ul style="list-style-type: none"> • Working directly with operational staff to understand current and future pressures in order to develop a pathway that mitigates these pressures and is fit for purpose moving forward – formulating a model of best practice which can be replicated elsewhere. • Putting the citizen at the heart of all change, to ensure that they receive the best outcomes possible. • Robust governance with senior representation from Health and Social Care – to drive the programme forward, acting as a point of escalation where appropriate 	<p>daylight getting through properly making his personal space very gloomy. Mr D's son was present on the Care Facilitators visit and confirmed that they had been trying to get this tree cut down since Mr D's wife had the accident which was over 12 months prior.</p> <p>At the time of the visit Mr D agreed for the Care facilitator to contact Age Cymru Gwent with the intention of carrying out a benefit check, applying for a blue badge and advice on a pendant alarm around the home.</p> <p>Outcomes</p> <p>The Care facilitator contacted the housing to request the tree be cut down due to safety issues. This was carried out within 2-3 weeks of making the referral and Mr D telephoned the clinic to speak to the Care Facilitator and thank him. He said he was very happy and that even his son had noticed a change in his mood. He was sitting out in the nice weather having lunch with his family and this had not happened</p>	

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
		<p>before. He also said how bright it now was in his rooms and it has made him feel a lot better in himself. (I believe that psychologically this tree was also a constant reminder of his wife's death and may have been a barrier to him dealing with his grief more positively).</p> <p>Age Cymru Gwent carried out a full assessment and applied for Attendance allowance, Blue Badge and also gave information re a pendant alarm to add to his safety around the home.</p> <p>This case has shown how inter agency working can bring about not just a physical and financial gain to some but also psychologically have a huge impact on how they feel. Mr D is a lot safer and happier in his home once again.</p>	
<p>1.3 To develop intermediate care style beds within the community setting. This is referred to as 'step down' and 'step up' beds. This will avoid people being admitted to hospital and can speed up discharge from hospital beds.</p>	<p>Hillside utilised as the pilot site, during last quarter utilised up to 6 beds. Development funded by Integrated care fund for revenue for pilot and capital funding for development of longer term beds. Capital funding applied to Parklands care home to refurbish for this type of service, work completed by 31/3/15. This now provides 10 step up/step down beds.</p>	<p>People who have utilised these beds have been able to discharge hospital in speedier way, have received a reablement style support and been supported to return to their own homes.</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
1.4 To review all cases in frailty within the six weeks allocated to ensure there is always capacity available for new cases to benefit from this form of support.	<p>The capacity for reablement based home care has been maintained which is delivered to optimum levels by people being discharged from the service within 6 weeks.</p> <p>At the year-end point the longest case outstanding for review and discharge was 12 weeks, so there is some level of under-performance at year end. This is significantly better than 2013/14 but illustrates there is still further work to do next year.</p>	<p>By maintaining capacity for the service we can reable more people being discharged from hospital and also for people avoiding admission to hospital.</p> <p>The service has reabled 58.06% of the people having a frailty service; this was above target and ensures a higher proportion of people are retaining independence. We would not achieve this without maintaining capacity within frailty.</p>	AMBER
1.5 To continue to promote telecare to support independent living in the community.	The number of people in receipt of telecare has performed above target to total 732 by the year end. This is showing real success in promoting and providing telecare solutions and thereby supporting independent living.	100% of service users surveyed said the service met their needs.	GREEN

MEASURE UPDATE

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
1a. Percentage of reablement cases reviewed within 6 weeks/reablement intervention	58.06%	55% (G)	N/A	<p>We have continued to perform well with reablement achieving over the target we set. As we continue to improve in this area we demonstrate our commitment to promoting independence for people.</p> <p>The primary goal seeks to ensure people's</p>

				wellbeing is maintained by continuing to live independent lives.
1b. Number of people in receipt of a telecare installation	732	366 (G)	281	<p>Preventive services such as Telecare cut across health and social care, and Telecare is a key tool which can be used internally and externally in enabling people to delay entry to or avoid entry to health or social care services.</p> <p>Promoting Telecare technologies across the care pathway from individuals presenting a low end need to those with the most complex support requirements produces substantial financial and non-financial benefits. The earlier individuals engage with assistive living technology, the easier it becomes to embed more complex systems as their needs increase reducing dependency on more intensive statutory support services.</p> <p>The improvement in performance for 2014/15 is notable and evidences our commitment to early intervention and preventative approaches.</p>
1c. Telecare survey - % of service users who said the service met their needs	100%	92% (G)	90%	Client satisfaction levels are high and demonstrate meeting peoples outcomes/expectations.
1d. Telecare survey -% of service users satisfied with	96.55%	92% (G)	90%	Client satisfaction levels are high and

the service and equipment				demonstrate meeting peoples outcomes/expectations.
1e. No package after frailty intervention	64.7%	62% (G)	60.07%	<p>We have continued to perform well with reablement achieving over the target we set. As we continue to improve in this area we demonstrate our commitment to promoting independence for people. What we are showing here is that after a short period of reablement (provided via Frailty team) 64.7% of those people have no ongoing package of support.</p> <p>This is key to managing the demand for support in the community. By reabling more people we are able to support more complex needs in the community. This also ensures that people are not using other public services eg health services on an unplanned basis. The primary goal seeks to ensure people's wellbeing is maintained by continuing to live independent lives.</p>

Improvement Objective 2 – Supporting Older People Leaving Hospital

Lead Cabinet Member: Cabinet Member for Social Care and Well-being

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

Overall Assessment: Amber - good. Actions are progressing well with only one action assessed as amber and all measures are on track. Good progress has been made in this area.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>2.1 The current social care hub management of hospital discharge arrangements will be further developed to link jointly with the hospital discharge arrangements at the Royal Gwent Hospital.</p>	<p>The pilot for single referral was extended for the social care hub and now works across all wards at RGH. This is regularly monitored</p> <p>Planning meetings in place with frailty, hospital social work, OT and discharge liaison at RGH to develop –</p> <ul style="list-style-type: none"> • Discharge to assess arrangements • Single referral point for hospital discharge linking frailty and social care and OT duty arrangements <p>Examine contracting of third sector services to ensure this compliments delivery of effective discharge process</p> <p>The arrangements have improved DTOC management significantly during the year.</p>	<p>We achieved 5.37 per 1000 of the population being delayed for discharge for social care reasons.</p> <p>Simply we are ensuring that less people are waiting for discharge during 2014/15. This ensures people do not stay in hospital any longer than necessary.</p>	<p>GREEN</p>

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>2.2 To develop further the supply of longer term nursing beds for older people with dementia and long term residential care beds for individuals with dementia. This will require a regional approach to market development based on the level of capital expenditure required in this sector.</p>	<p>Welsh Government formed a working group to look at this issue Nationally, representation on this group from Director Caerphilly Social Services</p> <p>Market position statement completed for adult social services and. This will inform the market of where demand exists and what supply is required.</p> <p>Further care homes introducing third party top up charging which is further cutting down on choice for people choosing long term care options.</p> <p>Legal Challenge placed by care home owners to Welsh NHS and social services on the approach to free nursing care funding. Local Authorities responding on a joint basis to this matter. Likely to impact on financial modelling in future based on decision. Currently this is subject to appeals process.</p>	<p>Will improve choice for citizens if further supply available in Newport.</p>	<p>AMBER</p>
<p>2.3 We have drafted a market position statement that outlines the need for the long term care sector to deliver more dementia based supply.</p>	<p>Completed</p>	<p>Will improve choice for citizens if further supply available in Newport.</p>	<p>GREEN</p>

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
2.4 To develop intermediate care style beds within the community setting. This is referred to as step down and step up beds. This will avoid people being admitted to hospital and can speed up discharge from hospital beds.	See 1.3	See 1.3	GREEN

MEASURE UPDATE

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
2a. Delayed Transfers of Care	5.37 per 1,000	6 per 1,000 (G)	11.51 per 1,000 (G)	You will note a significant improvement from last year's performance for DTOC. We may still achieve target locally but still be under national average levels. The improvement in this key area was from a low base and we must ensure a sensible and sustainable approach to performance improvement. For 2015/16 we will be setting a further improvement to achieve at or above Welsh average performance. You will note the Director has provided feedback from key colleagues in the Health Board and they note the joint approach we have undertaken to ensure DTOC is well managed.
2b. No of hospital discharge social work assessments are completed per annum	1297	360 (G)	n/a	Our achievement above target was based on our

				change of process to ensure that all initial hospital discharge assessments were completed within a maximum of 48 hours. This has increased levels of reported productivity.
2c. No of step down beds available	28	7 (G)	n/a	The volume of step down beds increased during the year as we were able to offer increased beds at Hillside during its closure phase.
2d. % of people whose needs were met to their satisfaction following a planned discharge from hospital and needing social care support	92%	70% (G)	n/a	We have performed over target and continue to demonstrate we are meeting peoples needs for support at times of great challenge for them.
2e. No of people fully reabled to independent living	371	210 (G)	292 (G)	<p>We have continued to perform well with reablement achieving over the target we set. As we continue to improve in this area we demonstrate our commitment to promoting independence for people.</p> <p>The primary goal seeks to ensure people's wellbeing is maintained by continuing to live independent lives.</p>

Improvement Objective 3 – Ensuring people have the right social services to meet their needs

Lead Cabinet Member: Cabinet Member for Social Care and Well-being

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

Overall Assessment: Green – Excellent. All actions and measures are on target, excellent progress has been made in this area.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
3.1 Dedicated care plan review staff to ensure consistency of approach, continue to organise review and assessment as dedicated functions.	<p>Review team in place but still evidence of longer term assessment work undertaken in the team, cases being held for too long a period for a review type function.</p> <p>However, dedicated staff are in place and during quarters 3 and 4 we have staff directed to review type activity, eg specific staff for reviewing in care homes, specific staff reviewing low level community support.</p> <p>Review volumes completed in quarter 3 and 4 are higher than at the same point last year.</p>	<p>77.9% of reviews were completed during the year. This was over the target we had set and continues our improvement.</p> <p>By reviewing cases in a more timely way we can ensure we support peoples care needs and avoid periods of crisis for people as needs change. This ensures we become less reactive and more proactive in our approach.</p>	GREEN
3.2 Clarity to all adult social care staff on data requirements to ensure performance is recorded appropriately.	<p>Performance targets set for adult services and reported per team.</p> <p>Administrative support identified to cleanse data on reviews so all client records correctly reported</p> <p>Workshops held in December 2014 to examine all current systems linked to client recording and to develop effective systems-linked to new ways of working project</p> <p>Outcome of workshops to make</p>	Will ensure improved data management.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	amendments to current system to ensure efficient processes. To clarify data compliance requirements for all adult service staff.		
3.3 We are planning to re-organise the Review team to ensure long term care reviews are prioritised.	See 3.1	See 3.1	GREEN
3.4 Quality assurance staff to monitor team and individual review performance levels and ensure quality is maintained.	Activity in place via the quality assurance panel process	Activity in place via the quality assurance panel process	GREEN

MEASURE UPDATE

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
3a. SCA/007 Care plan reviews	77.9%	75% (G)	65% (G)	We have exceeded the target and significantly improved on 2013/14. This is a key improvement for adult services and remains a further area for improvement for 2015/16 to position us at Welsh average figures.
3b. % of people in receipt of services who have had a delay in having a review	22.1%	25% (G)	35% (G)	Due to the improvements in the overall review performance (ie.3a) then we are also reducing delays to reviews

				being counted here. This was a local measure and it is proposed not to collate this in 2015/16 as you can base improvement on indicator 3a
3c. Survey – people who feel their views and opinions were considered	92.1%	70% (G)	n/a	We have exceeded the target and this indicates that our clients/customers feel their views are being listened to and this is key to what is a people business.

Improvement Objective 4 – Improving Outcomes for Looked After Children

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

Lead Officer: Head of Children and Family Services

Overall Assessment: Amber – Good. One action is slightly deviated from plan, and there are 2 measures slightly falling short of target. Generally performance has been good in this area.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
4.1 Support the Children in Care Council to represent looked after children and better hold services to account	The CiCC have met on a regular basis. They were able to recruit a few more young people to sit on this group. A decision has been made to move to a One Children's Newport Group. There have been some issues with moving this One Newport Group forward but this is being progressed. There has currently been more interest from young people in wanting to be part of the CiCC all enquiries are being followed up with a visit from one of the coordinators of the CiCC.	<ul style="list-style-type: none"> Looked after children and care leavers are able to better express their views on the services they receive and how well they perform. 	AMBER
4.2 Increase the Work Based Learning Programme for looked after children within Newport City Council and look at apprenticeship opportunities	Young people are liaised with about their wishes in respect of work experience options. When a specific request is made attempts are made to identify a suitable placement to meet this request. Additional support is utilised when necessary and appropriate to support young people on work experience.	<ul style="list-style-type: none"> Looked after children and care leavers are supported to develop workplace skills so they are prepared for the future in order to become successful fulfilled members of society. 	GREEN
4.3 Increase the placement	The Welsh Government has been drafting a	<ul style="list-style-type: none"> Looked After children experience 	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>options for looked after children and young people and better prepare them for independence</p>	<p>policy which will allow young people the option of remaining in foster care post 18. A foster carer forum has been held which was attended by Cabinet Member Head of Service and Service Manager allowing the foster carers direct access to advice support and the opportunity to discuss issues of concern and hopefully feel better supported in caring for children and young people.</p> <p>Matching and Placement support team has drawn up and executed a schedule of training with foster carers to meet their training needs.</p> <p>Team Manager 16+ has attended the foster carer training program specifically for caring for older young people to look at developing independent living skills.</p> <p>MAPS has also offered attachment theory training at level 1 +2.</p> <p>MAPS has supported foster carers by setting up a support group for carers for the under 5's.</p> <p>Housing has provided two-2 bedroom flats which has given an alternative option than young people having to be placed in B+B whilst they await their own tenancy.</p> <p>Corporate Parenting Forum will be looking to consider new ways of preparing young people for independence in relation to</p>	<p>good quality placements where they feel safe valued and cared for by excellent carers. They and their carers can access therapeutic support via the Matching and Placement Support Team who will work closely with the child and carer to support and stabilise placements.</p> <ul style="list-style-type: none"> • Young people who leave care can access safe and appropriate accommodation and sufficient support that enables them to move gradually into independent living. • Children and young people have a variety of placement options available to meet needs. 	

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	managing finances and taking on responsibility for their future. Work is planned to implement the When I Am Ready scheme. We have a draft policy in place and we will work with carers who are able and willing to offer this option to allow young people to remain in foster care post 18. Foster Carer Forum		
4.4 Look at options for on-going tenancy support	Young people have options in respect of supported housing, hostel accommodation, independent living and shared housing options according to their assessment of need and risk assessments. My-Pad courses are on offer to enlighten young people about the obligations whilst having their own tenancies and the pitfalls if they fail to adhere to expectations. Gwalia offer tenancy support for young people to access and a similar service is available from Llamau with floating tenancy support services which have previously been well received by young people.	Young people have a variety of options to consider according to their needs. Bed and Breakfast accommodation is only used in extreme cases where there is no other option. When young people are placed in emergency B+B accommodation every effort is made to offer them an alternative placement within 4 weeks.	GREEN

MEASURE UPDATE

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
4a. Number of young people on work based learning programme at Newport City Council (data supplied by People and Transformation)	5	5 (G)	3 (G)	Pleasing performance target met.
4b. Number of tenancies established in year with NCH for Care Leavers	9	5 (G)	7 (G)	Pleasing

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
(annual measure)				performance target met.
4c. SCC/024 - % PEP's in place within 20 days of starting school	88.7%	90% (A)	95.3% (A)	A change in process led to a drop in completion in Q1 which has now been rectified
4d. SCC/004 Stability of placements	8.4%	9% (G)	10.9% (G)	Pleasing performance target met.
4e. SCC/033e) - Care leavers who are in suitable accommodation	86.4%	95% (A)	100% (A)	Out of the 3 Young People who were not in suitable accommodation 2 were in custody.
4f. SCC/033f) - Care leavers who are in Education, Training or Employment	68.2%	55% (G)	51.9% (G)	Pleasing performance target met.

Improvement Objective 5. - Education Attainment

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

Lead Officer: Chief Education Officer

Overall Assessment: Green - Excellent. The majority of actions are on track, there was a slight dip in the performance of the 'Number of pupils achieving the Foundation Phase' indicator which missed target by only 0.5%.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status			
<p>5.1 Whole system review of behaviour provision, implement the findings and monitor the outcomes, i.e. reduce permanent and fixed term exclusions, and improve the educational experience for the pupils, to ensure the graduated response is understood by all stakeholders.</p>	<p>A review of behaviour provision took place across the city. The provision for secondary Social, Emotional and Behavioural Difficulties for secondary aged pupils was highlighted as priority for improvement. Work is underway to improve this provision (working with key partners e.g. Managed Move Panel, Secondary SEN Learning Resource Bases and the LA).</p> <p>Permanent and Fixed Term exclusion data was broken down to determine which schools require the greatest level of challenge and support to reduce exclusions</p>	<p>The table below illustrates the reduction in exclusion (with the exception of secondary permanent exclusions which have remained the same). To date, primary days lost to fixed term exclusions have decreased by 177.5 days (68.5%). Secondary days lost to fixed term exclusions have decreased by 144.5 days (9.7%).</p> <table border="1" data-bbox="1160 1233 1861 1342"> <tr> <td data-bbox="1160 1233 1534 1342"></td> <td data-bbox="1534 1233 1662 1342">14/15</td> <td data-bbox="1662 1233 1861 1342">13/14 (up to</td> </tr> </table>		14/15	13/14 (up to	<p>GREEN</p>
	14/15	13/14 (up to				

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)			RAG Status															
	<p>Bi annual link meetings with the Curriculum Improvement Advisor and secondary inclusion managers focus on attendance and exclusion data and how to improve these performance measures. The discussions led senior managers to adjust school sanctions and re-develop the number of days lost to fixed term exclusions.</p> <p>Learning Support Centre leads meet with AEN staff once a half term to discuss complex pupils and how to prevent exclusions.</p> <p>Managed Move protocol has been updated (including referral forms). The agenda includes the opportunity to consider 'at risk pupils' moving towards exclusion (giving the panel an opportunity to support / advice).</p> <p>The Llanwern High Resource Base has been reconfigured. The</p>			<table border="1"> <tr> <td data-bbox="1664 256 1861 331">March)</td> <td data-bbox="1664 331 1861 395">0</td> <td data-bbox="1664 395 1861 459">2</td> </tr> <tr> <td data-bbox="1664 395 1861 459">Primary Perms</td> <td data-bbox="1664 459 1861 523">4</td> <td data-bbox="1664 523 1861 587">4</td> </tr> <tr> <td data-bbox="1664 523 1861 587">Secondary Perms</td> <td data-bbox="1664 587 1861 651">81.5</td> <td data-bbox="1664 651 1861 715">259</td> </tr> <tr> <td data-bbox="1664 651 1861 715">Primary days lost to fixed exclusions</td> <td data-bbox="1664 715 1861 778">1350</td> <td data-bbox="1664 778 1861 842">1494.5</td> </tr> <tr> <td data-bbox="1664 778 1861 842">Secondary days lost to fixed exclusions</td> <td></td> <td></td> </tr> </table>	March)	0	2	Primary Perms	4	4	Secondary Perms	81.5	259	Primary days lost to fixed exclusions	1350	1494.5	Secondary days lost to fixed exclusions			
March)	0	2																		
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Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	Partnership Agreement (SLA) is due to go to the Llanwern Governing Body for approval.		

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>5.2 Continue to improve the educational outcomes for pupils in the vulnerable groups.</p>	<p>The LA and EAS have worked in partnership to create aspirational targets for all pupils at all Key Stages. This has a specific focus around closing the gap between those pupils entitled to Free School Meals and those not</p> <p>SEN Statutory Assessment letters and parental information has been revised. SEN Officers have continued to support 90% of school transfer meetings</p> <p>LA Inclusion staff continues to meet with EAS Challenge Advisers colleagues to consider how best to work together to support vulnerable groups of learners.</p> <p>The EAS has completed a core spring visit in all Newport schools based around 'the provision for vulnerable learners'. The link visit looked at the suitability of teaching and learning, the learning environment and standards achieved by pupils in vulnerable groups.</p>	<p>The impact of actions will not be available until the end of the academic year, although progress towards targets show :</p> <ul style="list-style-type: none"> • A 1% improvement for eFSM learners in the Foundation Phase Indicator. The gap between eFSM and non-FSM pupil is smallest here. • A 6% improvement for eFSM learners at KS2 Core Subject Indicator • A 10% improvement for eFSM learners at the KS3 Core Subject Indicator • A 2.9% increase for eFSM learners at Level 2 Inclusive. <p>Please note that eFSM eligibility was set on date of January PLASC; therefore variations in progress towards targets are often a result of changes in eFSM pupil cohorts</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
5.3 Monitoring the impact of the EAS on achieving targeted pupil outcomes in partnership with the Local Authority (LA) and schools.	<p>All Quality Assurance forms have been revised (to improve QA process and accountability). QA has taken place on a monthly and termly basis with the Principal Challenge Adviser and the Deputy Chief Education Officer.</p> <p>The Service Area ensured that all Intervention Plans (for schools requiring additional levels of support) were formally signed off by the Chief Education Officer and the Cabinet Member. The EAS prepared the Intervention plans with schools in order to address pupil outcomes, ensuring that the appropriate type of brokerage, intervention and support was given to schools with the greatest level of need.e.g. Intense English / literacy support.</p> <p>The EAS completed a spring core visit in all Newport schools focussing on 'the provision of vulnerable learners'. The visit identified next steps and recommendations for individual schools to address.</p>	<p>School Progress Towards Target Data shows that performance is generally on track and that the majority of learners will meet their expected levels.</p> <p>Impact data will be available at the end of the academic year.</p>	GREEN

MEASURE UPDATE

Measure	Actual 14/15 (AY 13/14)	Target 14/15 (AY 13/14)	Previous Year (AY 12/13)	Comments
5a. Number of schools achieving full spend SEG	91.67%	90% (G)	80% (G)	Performance better than target, a new system of approval and monitoring is in place.
5b. Number of schools achieving full spend PDG	96.55%	95% (G)	85% (G)	Performance better than target, a new system of approval and monitoring is in place.
5c. Number of days lost to fixed term exclusions in secondary schools	2115	2480	2486	This demonstrated a 9.7% reduction on last year's outcome
5d. Attendance levels primary school EDU/016a	94.2%	93.6% (G)	93.0% (G)	This demonstrates a 1.16% increase, which was better than the 0.92% increase across Wales.
5e. Attendance levels secondary schools EDU/016b	92.9%	92.1% (G)	92.1% (G)	This demonstrates a 0.81% increase, slightly short of the all Wales increase of 0.98%
5f. Number of pupils reaching expected level at the end of Key Stage 3 EDU/004	77.1%	76.5% (G)	78% (A)	This represents a very slight decline on last year's figure. This indicator shows a 6.4% increase from 2011.
5g. Number of FSM pupils achieving the expected Core Subject Indicator at KS2	73.1%	73% (A)	n/a	This indicator has improved every year for the past 5 years and is higher than all Wales performance
5h. Number of pupils achieving the Foundation Phase Indicator	87%	87.5% (A)	87.3% (A)	A slight decrease (0.3%). However Newport rank 8 th in Wales in this indicator against their FSM ranking of 16 th .
5i. Leavers without qualifications EDU/002i	0.3%	0.5%	0.6%	This demonstrated better progress than expected
5j. Number of Pupils achieving Level 2 Inclusive Threshold EDU/017	52.8%	52.5% (G)	51.3% (G)	This demonstrated a 1.5% increase and moved a a faster

Measure	Actual 14/15 (AY 13/14)	Target 14/15 (AY 13/14)	Previous Year (AY 12/13)	Comments
				rate of improvement than the all Wales figure.
5k. Number of pupils gaining KS2 Level 4+ English in Teacher Assessment	89.6	89.5% (G)	n/a	This indicator improved by 0.26% and has improved by 2.4% over the past 3 years.
5l. Number of pupils gaining KS3 Level 5+ English in Teacher Assessment	83.7%	83% (G)	n/a	This increase by 0.93% and has improved by 4.56% over the past 3 years

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: Head of Regeneration, Investment and Housing

Overall Assessment: Amber – Good. Some excellent progress has been made and mostly, actions and measures are on track. There is one red measure regarding people engaged in employment programmes which did not achieve target this year.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
6.1 Vibrant & Viable Places Year 1	Full expenditure of Year 1 allocation (£6.9m) invested into Newport. A number of projects have commenced with the first two	The VVP Programme is premised on returning vibrancy to the city centre by providing new jobs and quality living	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>VVP projects in Wales completed, including:</p> <ul style="list-style-type: none"> • Commencement of 60-bed Premier Inn hotel • Redevelopment of King's Hotel into 30 market homes • Commencement of affordable housing schemes with Seren, delivering over 70 new affordable homes in the city centre • Refurbishment of the Citizen's Advice Bureau <p>New Education and Training Centre in Pill Millenium Centre</p>	<p>accommodation.</p> <p>In partnership with the Seren Group, the programme will significantly increase the supply of quality affordable housing in the city centre, in line with assessments of housing need.</p> <p>The new Education and Training Centre will now be the main base for linking people in the work programme to the employment opportunities being generated by Friar's Walk.</p> <p>The programme will also generate jobs, both as a result of attracting new investment and in the construction industry.</p>	
<p>6.2 Business Improvement District – Work with businesses in Newport to establish a Business Improvement District through a successful ballot</p>	<p>The BID vote took place during November / early December with the result declared on the 4th December 2014. The vote was successful with 88% of traders voting in favour.</p>	<p>The creation of the BID will empower city businesses and enable them to play an active part in the regeneration of the city centre.</p> <p>The main aims of Newport Now, the</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>Preparations have been made by the BID steering group (Newport NOW) for the launch in April 2015. A number of working groups have been be set up to examine a number of actions within the city centre</p> <p>The BID, which will be a not for profit company is funded by businesses through a small levy. The levy amount is calculated using the rateable value of a business unit. This will be set at 1.25% in Newport city centre.</p>	<p>Newport BID are -</p> <ol style="list-style-type: none"> 1) Enhancing Newport's image and its reputation as a place to visit and invest in. 2) Improving safety and security for visitors, employees and businesses. Creating a more welcoming city centre and reducing anti-social behaviour. 3) Increasing footfall and spend by delivering a targeted marketing campaign and a programme of promotional events. 4) Creating a more attractive environment by tackling 'grot spots' and enhancing gateways. 5) Reducing costs for businesses by collectively purchasing services such as utilities, stationery and recycling. 	

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
		<p>6) Strengthening the voice of the business community on matters important to us: we will give businesses a real say on the future of our city centre.</p> <p>7) Attracting funding from other sources.</p> <p>8) Ensuring all services are additional to those already provided by the council and the police.</p>	
6.3 Regeneration Strategy and redesigning of new Regeneration Team model to deliver the strategy through its implementation period	<p>The appointment of a new Head of Service has resulted in the movement of the deadline for the new team structure and delivery of the strategy. The timetable for the completion of the strategy is as follows.</p> <p>IDB – May</p> <p>Scrutiny Committee – June</p> <p>Full Council - July</p>		AMBER

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
6.4 To continue to secure external funding for Regeneration programmes such as the continued redevelopment of the fourteen locks system and identification of a project to work with the Heritage Lottery Fund.	<p>An application for £430,000 of funds from the EU Rural Development fund has for Marshfield, Llanwern, Langstone, Caerleon and Graig wards has been submitted.</p> <p>£38,200 of WG Town Centre Partnership money has been secured for Maindee</p> <p>Stage 2 business plan on 2 ESF projects targeting NEETS and young people at risk of becoming NEETS</p> <p>Developing stage 1 ESF Business Plan looking at basic skills in the workplace (up skilling).</p>	<p>£10,294,099 of additional funding has been spent in Newport through external funding sources. This has also unlocked addition match funding from private sources.</p> <p>An action plan has been produced for Maindee through the Maindee Town Centre Partnership that will look to address key issues for residents and businesses in the area.</p> <p>The ESF project will reduce the numbers of NEETS and those at risk of becoming NEETS in Newport.</p>	GREEN
6.5 Completion of Pill Framework	The Pillgwenlly Regeneration Framework has been completed with all targets achieved.	£6.7 million of additional funding has been invested into the Pillgwenlly area which has enable 18 commercial properties to be improved, the creation of a new training facility and improved connections between Pillgwenlly and the City Centre.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
		<p>The project has improved access to services for local residents and provided a valuable training facility.</p> <p>Further private sector investment as a result of the ERDF investment in the area which provided further services such as an expanded pharmacy for the community.</p>	
6.6 Business Support	<p>898 businesses have received assistance in the form of finance or advice by the team during 1014/15</p> <p>16 UK Steel Start Up grants were approved to the value of £14,013.</p> <p>2 Loans were approved to the value of £10,823.</p> <p>A rates relief scheme was been implemented for the current financial year. Businesses employing less than 50 people</p>	<p>898 businesses have benefited from assistance from Newport City Council through its various initiatives.</p> <p>It is estimated that 414 Jobs have been created and a further 1422 safeguarded.</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>within the BID boundary were invited to apply. 39 qualifying applications were received from businesses who received a 40% rate reduction totalling £157,889.27.</p> <p>69 Superfast Broadband Vouchers were issued to businesses up to the end of March enabling them to connect to superfast broadband.</p> <p>The geographical area for the scheme has expanded to include Torfaen, Blaenau Gwent and Monmouthshire.</p>		
6.7 Work Based Learning Academy (WBLA) / Skills	<p>Engaged 743 people into training and employment related activity.</p> <p>Successfully implemented a community benefit programme into the Local Authorities procurement processes.</p> <p>Working with the VVP team to deliver community benefit to the programme.</p>	<p>608 people have been supported from benefit into full time employment.</p> <p>Community benefit created more accessible opportunities for people to improve skills and find employment.</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>6.8 Continue to develop new and innovative large scale energy improvement work with energy companies and Welsh Government</p>	<p>Engaged 743 people into training and employment related activity.</p> <p>Successfully implemented a community benefit programme into the Local Authorities procurement processes.</p> <p>Working with the VVP team to deliver community benefit to the programme.</p> <p>During quarter 4 of the financial year the Welsh Government released funding that had been held for use with Energy Company Obligations allowing Newport City council to complete the anticipated schemes for 2014 / 2015</p>	<p>608 people have been supported from benefit into full time employment.</p> <p>Community benefit created more accessible opportunities for people to improve skills and find employment.</p> <p>The work will have created warmer homes and also reduced fuel bills to the point of ensuring the residents will not fall into Fuel Poverty.</p>	<p>GREEN</p>

MEASURE UPDATE

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
6a. VVP- Increase in city centre housing	16	13 (G)	n/a	The VVP programme progressed well, ensuring achievement above target.
6b. Provision of coherent business support	887	500 (G)	n/a	This local indicator over achieved against target, with over 800 business receiving specialist business advice.
6c. Number of people engaged in employment programmes	746	1000 (R)	1302(R)	This indicator has not achieved the anticipated target, as less individuals are entering into training, job search or voluntary employment as a result of the upturn in the economy. More people are entering into mainstream work, which is a positive.
6d. Number of people supported into employment	608	600 (G)	612 (A)	Whilst there is a slight reduction on last year's achieved figure (which can again be partly attributed to people directly entering the labour market without support), this year's target was achieved.
6e. Number of homes benefitting from improved domestic energy performance measures	161	150 (G)	300 (R)	Whilst lower than 13/14, the target for 14/15, which has been achieved, was set lower due to a reduction in available funding.

Improvement Objective 7 – Supporting young people into education, employment or training

Lead Cabinet Member: Cabinet Member for Skills and Work

Lead Officer: Strategic Director – People

Overall Assessment: Amber – Good. All actions are on track, although some measures have fallen slightly short of target. Despite this, some good results have been seen in this area.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
7.1 Implement the Youth Engagement and Progression Framework (YEPF)	<p>YEPF action plan completed, submitted to WG and agreed by WG.</p> <p>Awareness raising of YEPF with all partners (event held with over 120 delegates)</p> <p>Reduction in the numbers of young people not in education, employment or training agreed as an Improvement Plan Priority.</p> <p>Review of all Secondary Schools panels completed.</p> <p>Review of early identification processes and systems across Secondary Schools completed.</p> <p>Review of Year 12 and 13 provision and</p>	<p>Reduction of number of young people not engaged in education, employment or training.</p> <p>Young people at risk identified earlier so more targeted support can be put in place.</p> <p>Less duplication of work with young people.</p> <p>More young people worked with due to information sharing.</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>systems across Secondary Schools and Coleg Gwent completed.</p> <p>Mapping of provision completed.</p> <p>Event held to match young people not engaged with opportunities.</p> <p>Development of 16-18 practitioner forum to reduce the number of young people not in education, employment or training.</p> <p>Process put into place with all Secondary schools for early identification.</p> <p>An YEPF Officer in place for data analysis.</p> <p>Work with local Training Providers to ensure schools are working with them in a coordinated way to ensure Year 11 pupils are aware of all options available to them.</p> <p>Information Sharing Protocol written and returned to Quality Assurance by WASPI.</p> <p>School destination visits to be carried out with work around young people who are NEET.</p> <p>Data analysis carried out for tiers 1-4 with</p>		

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>further work on tiers 2 and 4.</p> <p>Work begun on the ESF bid in partnership with 3 other Local authorities.</p> <p>Further work with Heads of 6th form, Coleg Gwent and CW to ensure young people in tier 4 are worked with.</p> <p>Review alternative education provision for Pre 16 to ensure it is of an appropriate standard and progression opportunities are in place. This will be done with the EAS.</p> <p>Embed employability within the work of schools with young people. This will begin with the Education Business Group that has been set up.</p> <p>Undertake a gap analysis of provision to inform future planning after a full comprehensive mapping exercise.</p>		
7.2 Deliver the Narrowing the Gap – Children and Young People’s Skills Project through Families First	361 individual young people were supported by the project between January-March	Full year target of 852 young people supported in 2014-15, with and actual of 1145 young people supported via the Children and Young Peoples strand.	GREEN
7.3 Embed the Work Based Learning Academy as a portal for young people to access work	Worked with LSB partners such as Seren Group, NCC, ABHB to offer entry level work	Supported 586 young people to apply for opportunities created by the WBLA.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
experience, training and employment with public sector organisations	experience and employment opportunities. Developed the WBLA with local private sector businesses to support their recruitment needs. Such as BT, Whitbread Group, Griffin Communications and Green Deal.	Supported 133 young people to find full time employment.	

MEASURE UPDATE

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
7a. Number of families accessing Family Skills Project	374	260 (G)	219 (G)	The performance exceeded targets and last year's performance. It could have been even higher as the project had to halt recruitment of clients twice (apart from the most needy of cases) due to an increased demand from families and the associated lack of capacity
7b. Number of young people accessing Children and Young People's Skills Project	1145	852 (G)	1373 (R)	Good progress has been made in this area and the target has been exceeded.
7c. Number of enrolments on basic skills courses	455	488 (A)	490 (A)	Increased engagement with Partner Organisations and work within ESF Inspire @ Work will serve to increase

				numbers on Community Learning Essential Skills courses
7d. Number of entrants into work based learning academy	586	480 (G)	160(G)	Effective engagement with key partners and a proactive marketing strategy has seen increased uptake of WBLA provision.
7e. Retention rate for enrolments on accredited Basic skills courses	73.2%	80% (A)	80.6% (A)	Learners' attendance is closely monitored on a weekly basis and systems are in place to follow up absence and encourage learners to return to their course, catch up on course content and progress towards achievement.
7f. Achievement rate for enrolments on accredited Basic skills courses	67.7%	65% (G)	58.4% (G)	The progression route for Essential Skills learners has now been redeveloped, ensuring the most appropriate qualifications are offered to all learners.
7g. Retention rate for learners on community learning courses (excluding basic skills)	90.6%	90% (G)	90.1% (G)	Learners' attendance is closely monitored on a weekly basis and systems are in place to follow up absence and encourage learners to return to their course.
7h. Achievement rate for enrolments on community learning courses (excluding basic skills)	72.4%	80% (A)	79.1% (A)	There has been consistent improvement in the achievement of learners. In this year's Estyn report, the Gwent Partnership received an excellent grading for Quality Assurance.
7i. % of year 11 NEETS	4.8%	4.8% (G)	4.9% (G)	The introduction of the Youth Engagement and Progression Framework has ensured this has remained a priority with better early identification processes being put in place for young people at risk of becoming NEET.
7j. % of year 13 NEET	6.2%	7% (G)	5.1% (R)	Through the above Framework more

				work has taken place with KS5 providers.
7k % of 16-18 year olds not in education, employment or training (October)	10.8%	11% (G)	8% (R)	The introduction of the 16-18 practitioner group has ensured that those young people at risk or not engaging are assigned a lead worker.
7l. Number of graduates from Work Based Learning Academy progressing to further opportunity (six months paid employment placement)	133	80 (G)	37 (G)	Numbers leaving WBLA provision with improved prospects continue to grow year on year. This is as a result of improved partnership working, providing more training and employment placement opportunities and the targeted support on offer through WBLA officers.

Improvement Objective 8 – Helping children have the best start in life

Lead Cabinet Member: Cabinet Member for Leisure and Culture

Lead Officer: Head of Regeneration, Investment and Housing

Overall Assessment: Green Excellent. We have come to this conclusion because all of the actions and measures for this Improvement Objective are on track.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
8.1 To continue to offer every family a parenting programme	Delivered a min of 15 groups per term a increase from 13 groups per term last year.	Parents now have access to Nurture, Incredible Years Infant and Toddler group	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
either within the home or via a group session every 12 months	Delivered 125 packages of support within the home. Delivered a pilot in Bettws of the STEPS programmes for first time in term 3 with good results. This is going to be delivered in Malpas in Summer term. We have been part of joint initiative in Moorland/broadmead to deliver Parent/child sessions with Families First and C1st	courses. PAFT and Nurture in the home. New for 14/15 we are now able to deliver a speech package in the home as all FIDOs have now received EKLAN training. As we have seen increased engagement with families this has lead to increase uptake of places in groups. In some areas such as Maindee we have needed to put on extra groups to meet demand.	
8.2 Through home and group intervention increase the completion rate of identified parenting programmes both within the home and via group intervention.	Over the year the number of parents completing has not increased but numbers attending 50% has increased. 422 started a parenting programme group 332 completed 50% and 226 completed programme.	Parents more able to parent their child effectively. Parents have also been sign posted to other F/S groups e.g Tiny Talkers a speech and language group. We have also signposted to other c1st and Families First groups and activities.	GREEN
8.3 In partnership with health visitors and family support workers support / encourage parents to access the 12.5 hours of free childcare element for children aged 2 (the term after their 2nd birthday).	Support provided by FS staff in childcare setting. Support also provided by Health visitors. Revised criteria for recording authorised and un-authorised attendance. 460 spaces available - 100% fully taken up (N.B – this is for the academic period April to Sept 2014). Welcome meetings are being offered to families to inform them of the Flying Start entitlement prior to engagement as a multi-agency approach including health to increase the take up. Team Leaders from NCC are also attending Health meetings to improve communication and	Welcome meetings are being offered to families to inform them of the Flying Start entitlement prior to engagement as a multi-agency approach including health to increase the take up. Open days at settings are held and leaflets are distributed to families.	GREEN
8.4 Within individual childcare settings and via multi agency family support/encourage parents to enrol children aged 2 (the term after their 2nd birthday) to access	Transition – The FS intensive health programme incorporates 15 visits from the health team to each family prior to eligibility to access childcare. Packages of support are also provided to families prior to	An attendance procedure is fully implemented and families are contacted if they do not attend their entitlement they are also offered increased entitlements periodically throughout the year if they do	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
increased hours of free childcare up to a maximum of 12.5	eligibility to access childcare. Family Information Service (FIS) also signpost and direct families to FS provision. Multi-agency welcome meetings are held at every FS setting to which all prospective families are invited to attend. Questionnaires are provided to all families to enable FS to identify any barriers to accessing the childcare entitlement and support.	not take up the initial entitlement of 12.5 hours.	
8.5 Increase the percentage of Flying Start parents that report an improvement in their ability to support their children after attending a language and play session	94% have reported improvements, and although last year 100% reported improvements we have hugely increased the number of completed evaluations from 72 to 139 this is a significant increase.	By coming to LAP sessions parents are getting involved in education of their child at a very young age. Parents give chance to complete OCNs as part of LAP so improving basic skills of parents and encouraging further study and chance to gain qualifications. This in turn will improve chance of employment.	GREEN
8.6 Increase the number of language and play sessions available to parents	We now have 8 Tiny Talkers groups running, new groups this year in Moorland, Always and Ringland. Plan to start a new Tiny Talkers group in Somerton in May. Work has been continuing this term to recruit for new group Chatty Children which will start in 2 pilot areas (Malpas and Always) in April. We have also increased number of LAP places in playgroup from 268 term1 to 459 term 3.	We are now able to support children with language difficulties at a much earlier age and also from 9 mths we are able to teach parents how to support their child's speech development. This leads to fewer problems for the child and reduces the need for referral to specialist services.	GREEN
8.7 Ensure 100% of children accessing free childcare have Schedule of growing skills assessment undertaken prior to entry to childcare and exit	In order to access the Flying Start childcare entitlement, each child must have had a SOGs assessment at age 2 years. The on year average completion of this compared to the number of children expected to take up the childcare entitlement was 85% - This	Children cannot access the childcare entitlement unless they have a SOGS assessment 100% of two years olds accessing childcare have SOGS assessments at two and three unless they transfer out of area.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	figure is due to the number of families who move out of FS eligible postcodes mid-way through their entitlement.		

MEASURE UPDATE

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
8a. The number of newly eligible children that take up their childcare entitlement as a percentage of the health visitors caseload	88.1%	75% (G)	n/a	Families supported to apply for childcare place via health visitors. Use of social media e.g. Facebook used as a tool to promote the services. Children with additional needs given extra support with transition into childcare settings.
8b. The number of parents completing each Family Links course within Flying Start areas	66.9%	65% (G)	n/a	Parenting officers support staff in completion of the courses by offering top up sessions within the home and developing positive relationships with families.

8c. Percentage of families that take up their full entitlement of 12.5 hours of free childcare	88.7%	60% (G)	n/a	A phased approach to engagement is offered with regular communication with the parents to increase take up of places.
8d. Percentage of families that have shown an improvement in their TOPSE scores following completion of PAFT during the term	89.5%	65% (G)	n/a	Support and training for staff to improve expertise and delivery culminating in improved Topse scores.
8e. Percentage of parents who report their children have improved language skills, social and emotional development (per term as child leaves)	96.8%	65% (G)	n/a	Increased support from speech and language therapist to improve delivery of groups sessions.

Improvement Objective 9 – City Centre evening and night time economy a safer place

Lead Cabinet Member: Cabinet Member for Regeneration and Development

Lead Officer: Head of Regeneration, Investment and Housing

Overall Assessment: Amber - Good. One action is assessed as amber and there are two amber measures; one measure is falling significantly short of target.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
9.1 Identify reasons for current perceptions of the city centre from the day to night transition and engage stakeholders in helping to identify the solutions (year 1). This will include a survey of residents and businesses	Traders voted in favour of establishing a Business Improvement District. Engagement with the businesses has provided some insight into issues relevant to this Improvement Plan objective. The Citizen's Panel questionnaire in January 2015 showed that 26% of panel members feel safe in the City Centre at night, a slight increase compared to the previous result.	Ensure the appropriate actions are taken that reflect the views of key stakeholders. Limited resources are focussed on things that will make a difference.	GREEN
9.2 Develop a vision for the city centre's early evening and night-time economy (year 1)	Work has progressed on setting in place a City Centre Strategy Team and an associated officer Working Group. The Cabinet Member for Regeneration and Development, and the Cabinet Member for Licensing have discussed their aspirations for the City Centre. Work is advanced on finalising a Parking Strategy for the City Centre.	Provide clarity of vision and focus actions in a strategic direction. Ensure a co-ordinated approach.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
9.3 Undertake a gap analysis, self-assessment against good practice standards, including identification of funding opportunities and lead officers (year 1)	<p>A gap analysis was undertaken by Public Protection officers and Police Officers and the findings discussed at the strategic City Centre Management group to identify quick wins e.g. lighting, licensing of open spaces, planning a calendar of all year round (community) events in the city centre to increase foot fall.</p> <p>Work is advanced on finalising a Parking Strategy for the City Centre.</p> <p>The Business Improvement District work has highlighted opportunities for improvements to parts of the City Centre.</p>	Build a coherent response to City Centre early evening and night-time issues with a viable action plan. Limited resources are focussed on things that will make a difference.	GREEN
9.4 Use planning policies to enable the residential conversion of vacant upper floors above shops and to free-up restrictions on vacant shops (years 1 and 2)	<p>The Local Development Plan has been found sound at examination and has been adopted by Council.</p> <p>A proposed Local Development Order (LDO) is being developed for the City Centre. It has been approved by Cabinet Member for consultation, which has commenced in April 2015 with a view to it being in place by June 2015.</p> <p>A number of residential units in the City Centre have been approved, however a delay with one large scheme (Zanzibars, Stow Hill) means the target of approving 70 units was not achieved.</p> <p>Vibrant and Viable Places projects progressed on target with a number of planning permissions approved by year end.</p>	<p>Increased City Centre footfall and 'natural surveillance' from more people living in the City Centre will help reduce crime and fear of crime.</p> <p>Having fewer empty shops will improve the appearance of the City Centre.</p> <p>Having more businesses and residents will encourage more customers into the City Centre, creating a positive cycle of growth.</p>	AMBER

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
9.5 Carry out effective licencing and enforcement (years 1 and 2)	<p>6 Joint City Centre inspections where carried out by both the Police and Council licencing teams. The visits tackled a number of different issues, from using a drug dogs in the city centre premises, to taxi safe operations and compliance checks.</p> <p>All 108 City Centre premises where visited and inspected by the licensing authority. 24 of the 108 City Centre premises visited had Significant Breaches- all were rectified.</p> <p>635 Taxi have been randomly checked by the Licensing Authority over the last 12 months, approximately 42% (266) of these vehicles where checked at late night operations, other inspections where taken during office hours.</p>	More collaborative work with Licensing Act “responsible bodies” and a higher level of compliance with Licensing legislation.	GREEN

MEASURE UPDATE

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
9a. No. of night time safer city operations undertaken jointly with the Police	6	6 (G)	n/a	6 Joint Night Time operations have taken place, these include a drugs dog operation in the city centre premises, a taxi safe campaign (ensuring vehicles where safe and road worthy), a Christmas operation dealing with premises selling alcohol to high intoxicated person and a further operation concentrated on inspecting city centre premises.
9b. % of city centre premises inspected for compliance with licensing laws	100%	80% (G)	n/a	The target was exceeded. The Team visited all the city centre licensed premises
9c. Number of residential units granted planning permission within city centre	39	70 (R)	n/a	The target was not fully achieved due to unforeseeable delays on a number of residential schemes
9d. Number of vacant shops	118	103 (A)	n/a	There has been a slight increase in the number of vacant shops, but this is not a significant increase and can be partly attributed to natural 'churn' within the City Centre
9e. % of late night premises that are broadly compliant for food safety	88.52%	79% (G)	n/a	Pleasingly, we found more city centre food premises to be broadly compliant with food hygiene legislation that we expected
9f. No. of Licensing significant breaches detected and % rectified	100%	80% (G)	n/a	As this was an IP priority, Licensing resources were realigned during 14/15 to ensure all 108 City Centre premises were inspected. 24 premises had Significant Breaches- all were rectified.
9g. % of people who feel fairly safe or very safe in the city centre (during the early evening and) at night	26.3%	28.5% (A)	n/a	This question is now asked twice a year (summer and winter). It is difficult to establish a trend as the survey has previously been asked at various times throughout the year. Comparable data will be available shortly.

Improvement Objective 10 – Improving Outcomes for Youth Justice

Lead Cabinet Member: Cabinet Member for Education and Young People

Lead Officer: Head of Children and Family Services

Overall Assessment: Amber - Good. Two actions and measures are slightly missing target.

ACTION UPDATE

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
10.1 Reduction in first time entrants	<p>The trend evidenced last year of a reduction in first time entrants continues and has significantly reduced from last year (YOS figures as opposed to verified YJB/Police stats). Though the number of offences committed by the smaller number of offenders has increased. Full verified information on this will be available later in the year. The national trend of falling numbers of youths committing offences is similarly falling.</p> <p>A significant contributing factor to this decrease in FTE has been the continued use of Restorative Justice Disposals (RJDs) which have increased in this last year, (though fallen slightly short of the 170 target) and out of court disposals managed</p>	<p>Less young people are entering the Criminal Justice system and becoming criminalised.</p> <p>The poor Inspection will most certainly have had a negative impact on public perception of the youth justice service, but this has served to galvanise actions to turn this around and invoke a more positive response. The increase in Restorative Justice models of intervention, the encouragement of more victims to be part of this, and to increase the use of sessional workers and volunteers have contributed to starting this process.</p> <p>The extension of the Prevention service to</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>through the Bureau system, again which have slightly increased this year (and exceeded target) . Both these activities aim to deflect young people from the CJS through offering early preventative intervention.</p> <p>Over the last year closer links between the Prevention service which facilitates the RJDs and YOS have begun, with a sharing of resources like training, and a more joined up approach to the common shared problem. The Team around the Cluster (TAtC) model of working being rolled out in Newport, offers additional opportunities for young people & families in need of support , accessing this at the earliest opportunity – in the fullness of time, this will most certainly impact on this action.</p> <p>The use of the ‘live’ reoffending toolkit, is in its early days, but planned actions will ensure information gathered and collated through this will be used to inform future development to reduce FTE and re-</p>	<p>include TAtC has meant that many young people are able to access supportive services at the earliest opportunity.</p>	

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>offending.</p> <p>The YOS was subject to an Inspection in 2014, and unfortunately, was found to be lacking in almost all areas of governance, partnership working and practice.</p> <p>An Improvement plan was developed, and has started to be implemented, reviewed and amended and continues to be developed to make improvements in all areas, which has included a total restructure of the service and review of all aspects of service delivery. In the latter part of the year, for numerous reasons, 50% of the original management team left and have been replaced.</p> <p>The year ended with the YOS beginning a very different journey than in previous years, and putting detailed plans in place to use management information and performance information to much more effective use (both for the Management</p>		

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>board and for the team).</p> <p>The use of 'live re-offending information and data cleansing will support and underpin a drive to improve the quality of data and then use it appropriately. This will enable the YOS to report on a much timelier basis in future.</p> <p>Some pockets of excellent practice are evident in the YOS (e.g. ISS) and the aim is to ensure that this best practice is maximised and spread through the whole service.</p>		
10.2 Reduction in youth re-offending	<p>The number of young people appearing in court has fallen between 2013/14 and 2014/15 however those young people offending are committing more offences.</p> <p>As above, the increase in the use of out of court disposals will have played a part in this, though early indication is that the re-offending of this 'early intervention' cohort is lower than in other areas of the service.</p>	When full use of the toolkit is made, the YOS with its partners will be able to plan and develop services in response to the high risk of offending and re-offending and in so doing aim to further reduce this behaviour.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>As referenced above, this is one of the areas of specific focus resulting from the Inspection and a robust action plan is in place to address this which has included: increased scrutiny of those cases identified on a month by month basis where re-offending has occurred; establishment of an Assessment Planning, Intervention and Supervision meeting where workers can discuss 'what works'; task and finish group focussing on resources; better and increased use of partner agency support and internal specialist resources; practice in risk and vulnerability panels reviewed and amended; training and establishment of performance meetings.</p>		
10.3 Reduction in the use of youth custody	<p>Custody has increased from 21 in 2013/14 to 24 in 2014/15 – this is a significant increase and is of huge concern as it is disproportionate to the rest of Gwent and Wales. Of equal concern is that many young people are going into custody as a result of breaching orders, and also for supplying drugs – in the latter instance, these young people have usually</p>	<p>On one level, locking up young people who offend, could be seen as a positive thing in that it protects the community and people within it for the period of the custodial sentence.</p> <p>To the general public, it could be viewed as</p>	AMBER

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>disengaged from ETE provisions, as these cannot offer the financial recompense available through such activities.</p> <p>The Resettlement panel was introduced in late Summer, and seeks to ensure that those in custody and on licence have appropriate support from whatever agencies is needed. Whilst it has achieved this for most young people, the focus has been too late, and in 2015/16, there is an aim to focus on those young people at risk of custody in the aim of preventing them going.</p> <p>Towards the latter part of the year, the YJB highlighted our custody rate as alarming and offered some supportive work to do a deep analysis of all aspects of our custody cases, including interviews with staff; families, young people, & Magistrates to inform an action plan to take remedial action. This is planned to start in April 2015.</p>	<p>positive that where young people are in breach of orders, the ultimate sanction is removal of liberty – young people are being held to account for their behaviours. However these are short term views, as the vast majority of those young people who go into custody will carry on offending and will go again. These young people usually have complex needs and chaotic lives, and the YOS needs to be sure that it has and will do everything it can to meet those needs.</p> <p>The focus of the Custody work planned will be to identify where the YOS could have done things better and in so doing, do whatever can be done in the future to nip in the bud that cycle of offending before it begins, and the project will inform how this is can be done.</p>	

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
10.4 Effective public protection / managing risks	<p>Internal risk management processes have been reviewed and amended and now offer a more consistent approach by all managers. An aide memoir was developed to underpin this and support consistency.</p> <p>The YOS police officer now plays a role in these panels where appropriate.</p> <p>The YOS has continued to play an active role in MAPPA and IOM processes as needed and with partners contribute to the shared agenda of public protection.</p> <p>It also reported one Community Safeguarding and Public Protection Incident to the YJB, LSCB and YOS management board and appropriate action was taken in relation to this.</p>	More robust processes exist to protect the public and safeguard the young people and victims of their offences	GREEN
10.5 Effective safeguarding (identifying vulnerable young people)	<p>As with Risk panels, the Vulnerability aspect of work has also been reviewed and amended to afford a more consistent approach.</p> <p>To support this the team has received additional Child Protection training and Signs of Safety training to ensure all aspects of vulnerability are supported. This has included at looking at what partner</p>	As above	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>agencies, and other services do to support the work and referral routes into Families First and the Prevention service have been agreed to support the non-criminogenic needs of the young people known to the YOS.</p>		

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
10.6 Access to Education, Training and Employment	<p>Over the year this has been a challenging area of work, though it must be recognised that the low number of ETE hours does not necessarily reflect the number of hours which were available to young people, rather the hours they took up at a given time.</p> <p>A robust Education plan has been developed and reviewed, and now includes all young people of school age having an Individual Development Plan (IDP) which is reviewed twice yearly. A similar support is available to those over school age and appropriate engagements with Careers and other providers have supported this.</p> <p>Also in the latter part of the year a Speech and Language Therapist was commissioned for a pilot project (funded by ABUHB) to train and support staff to ensure that they appropriately assess learning styles and thus ensure that intervention offered meets the learning needs of each child. This will continue in the year to come.</p> <p>That said, despite the range of support available, the target has not been met and some young people still do not receive the requisite number of ETE hours - the</p>	<p>Young people known to the YOS have a wider range of learning opportunities open to them and the YOS is able to escalate those cases where needs are not being met or services not provided – as a key area of improvement the Management Board scrutiny of this area of work is constant, and every effort is being made to make the requisite improvements.</p>	AMBER

MEASURE UPDATE

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)	Comments
10a. Number of young people referred for Community Resolution	142	170 (G)	140 (A)	Whilst the target has been missed, this is not one that the YOS has control over. Decisions for RJDs are made by the police using a matrix system, whilst we may be able to influence the number in a small way, we cannot impact significantly as the ultimate decision is that of the police.
10b. Number of young people referred to Newport Bureau for Out of Court Disposals	121	120 (A)	123 (G)	This target has been achieved - as the more young people offered OOC means less are going through the YJS and more are being dealt with by preventative activity.
10c. Number of first time entrants into the Youth Justice System (data from Police National Computer)	66	130 (G)	139 (G)	A robust process of monitoring FTE internally, and using a re-offending toolkit to identify those re-offending and do 'deep dives' into these cases, seeks to support the YOS in doing whatever it can to support young people outside of the court system. A 13.3% decrease in the number of first time entrants has been achieved when comparing Jan-Dec 2014 to Jan-Dec 2013. This is compared to a 27.8% decrease across Gwent and a 31.2% decrease across Wales.
10d. The rate of proven re-offending for young people (follow up for 2 years after committing an offence - data from Police National Computer)	35.3%	38% (G)	37.6% (G)	See comments above. The frequency of reoffending has increased from 1.24 to 1.43 when

				comparing July 2011-June 2012. The binary rate has also increased from 36% to 42.3% for the same time periods mentioned above.
10e. The proportion of young people sentenced to custody	0.48 per 1,000	1.20 per 1,000 (G)	0.61 per 1,000 (G)	Newport had 5 custodial disposals in quarter 4 of 2014/15 compared to 7 custodial disposals in quarter 4 of 2013/14. For the year 2014/15 there has been a total of 24 custodial sentences compared to 21 for the previous year. A significant amount of work has been and is being done to understand why the overall custody rate was so high last year and historically.
10f. Access to suitable accommodation for young people in the Youth Justice System. At the end of their intervention provided they are not in custody (WG indicator WYJI5)	83.6%	80% (G)	N/A	This is on target.
10g. Average hours of education, training or employment received by young people at the end of YOS intervention. (WG indicator WYJI4)	18.3	19 (A)	19.6	Maintain current links with external partners and develop new opportunities for ETE. Ensure each young person on a statutory order has an IDP to identify their needs. Through introduction of weekly planning meetings, ensure every opportunity is explored to provide suitable ETE. Robust plan now in place
10h. Number of children and young people in the Youth Justice System in Wales, with identified substance misuse needs, who have access to appropriate specialist assessment. (WG indicator WJYI6)	91.8%	80% (G)	N/A	Service is meeting target. During quarter 4; of the 10 young people requiring an

				<p>assessment, 10 received this within 10 days. Of the 5 young people requiring treatment, 4 received this within 10 days.</p> <p>For the year 2014/15; of the 40 young people requiring an assessment, 39 received this within 5 days. Of the 23 young people requiring treatment, 19 received this within the 10 days</p>
10i. Percentage of victims satisfied with the service they received from YOS/TAF team	59.8%	50% (G)	N/A	On target and specific plan in place to seek to improve performance
10j. number of young people who receive Out of Court disposals who re-offend within the next 12 months	30.6%	30% (A)	N/A	As with all the above, a system is not in place that all of these things are monitored on a monthly basis, meaning the YOS can respond to changes and seek alternative actions in a timely manner.

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. An annual report has been published for the last four years against the Strategic Equality Plan and the council's five chosen equality objectives:

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

Equality Impact Assessments, which include impact on Fairness and the Welsh language, remain a priority, with particular focus on EIAs during the budget setting process. For stage 2 of the budget consultation we received over 2,200 responses, not necessary from that number of individual respondents. Service Areas also consulted service users individually in advance of developing the F&EIAs. The Decision Schedule below outlines some of the budget proposals which were re-considered in the light of the consultation responses. Cabinet and Scrutiny are currently reviewing the budget setting process and improve it for 2015/16

Decision Schedule published on 10 Feb 2015 Page 3 [https://democracy.newport.gov.uk/Data/Cabinet/20150209/Agenda/\\$1028385%20-%20CONT733480.doc.pdf](https://democracy.newport.gov.uk/Data/Cabinet/20150209/Agenda/$1028385%20-%20CONT733480.doc.pdf)

A Strategic Equalities Group has been convened, to ensure all year strategic scrutiny and direction setting. The Group sits at Head of Service and senior Member level and has themed sub groups for all 5 equality objectives, and for Welsh language, Supporting Employees and Female Genital Mutilation.

The 2014/15 Strategic Equality Plan annual report is available:

<http://www.newport.gov.uk/en/Council-Democracy/Equalities--the-Welsh-language/Equalities.aspx>

Welsh

The Council reports annually on its progress in implementing the Welsh Language Scheme, and compliance with the Welsh Language Act 1993.

The Welsh Language Measure was passed in 2011 and the Welsh Language Standards in March 2015. The Standards establish rights for Welsh speakers and a duty on the council to provide a pro-active offer – so that Welsh language services are available routinely, and not on request. The Standards will require change to our Welsh language strategy from incremental change to full delivery within the 6-12 month timescales. The Compliance Notice is expected in September 2015 and a Welsh Language Standards Implementation Group is planned to address the Standards.

Service areas set out their Welsh language commitments in their service plans.

During 2014 the council transferred its website to a different content management system (CMS,) which could support bilingual web content. The procurement process considered the need for bilingual functionality. The top two tiers were in place by August 2014 with the top ten commonly used on-line forms also available in Welsh and English. We are translating further pages and working on how best to synchronise the two languages.

The councils has a new agreement with Caerphilly CBC to provide translation for the authority. Corporately we pay for half a translator's services, and the service areas benefits from translation free of charge. We are monitoring to ensure that the standard of service remains high and that our demand does not exceed the agreed amount. By using an established translation service we are assured that it is easier to guarantee quality, accommodate flux in the demand and meet our deadlines.

Alongside the Welsh Language Scheme, Newport City Council's Education Service is responsible for delivering the 'Welsh in Education Strategic Plan' (WESP) 2014-2017 in conjunction with the local authorities of Blaenau Gwent, Caerphilly, Monmouthshire, and Torfaen. The five local authorities work together in partnership to plan and deliver Welsh-medium education across the area.

Ysgol Gyfun Gwynllyw, the Welsh medium secondary school that Newport pupils attend, is projected to be full. As a part of a schools reorganisation proposal, supported by Monmouthshire, Torfaen, Caerphilly and Blaenau Gwent authorities, NCC proposed a new Welsh – medium secondary school on the site of the current Duffryn High School in Newport. The full statutory consultation, which began in 2014/15 has now concluded with objections against the proposal. The final determination has subsequently been taken by full Cabinet in July 2015 to establish the school which is planned will open on 1st September 2016.

The 2014/15 Welsh Language Scheme Annual Report is available <http://www.newport.gov.uk/en/Council-Democracy/Equalities--the-Welsh-language/Equalities.aspx>

Corporate Complaints and Compliments

Complaints

The policies and procedures in place for dealing with feedback from customers were reviewed in 2014 to reflect current legislation and guidance. The City Council deals with a vast number of customer interactions each year. In 2014/2015 the total number of transactions made by customers via self-service, face to face and city contact centre channels was 500,000. 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 such a vast number of contacts on such a diverse range of services the number of complaints received are very low at 0.08% of the total transactions received.

In 2014/15 the Council received 386 informal (stage one) Corporate Complaints, 50 formal (stage two) Corporate Complaints and 8 corporate complaints were submitted to the Public Services Ombudsman for Wales for consideration. Overall the total number of complaints received has reduced by 63 since 2013/2014 but the number of stage 2 and Ombudsman complaints have increased. In total 444 complaints received, 415 of these have been reviewed and investigated where appropriate, resulting in 25% of complaints upheld. The percentage of complaints upheld is consistent with the results in 2013/2014.

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 formal investigation (stage 2) has doubled when compared to the same period last year. However, It should be noted that only 12.95% progressed to formal investigation which indicates that in most cases the informal (stage 1) Stage 1 process remains effective in responding to customer concerns.

Compliments

A total of 227 compliments were recorded in 2014/2015, less than the 347 received in the previous year.

In balance the service areas that receive the most complaints are also the areas that received the most compliments as they are the most visible frontline services.

Streetscene have received the most compliments, followed by Customer and Information Services, for the fourth consecutive year.

The compliments recorded for Streetscene mainly relate mainly to the wild flowers displays across Newport and the speed of service from when a request for service has been logged to when the service has been carried out.

Customer Services received the majority of the compliments recorded for the helpful and pleasant nature of staff providing an efficient and friendly service.

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 2014/15 the council collaborated extensively with other partners and stakeholders across service areas.

Ranging from the One Newport Single Integrated Plan (SIP) Board which supports the shared strategic purpose as detailed in the SIP; NEETS groups, Financial Inclusion Forum, Hate Crime Forum, PREVENT to tackle extremism; the Community Cohesion Group; south east Wales adoption service; the SE Wales safeguarding children board; Gwent Safeguarding Adults Forum; Prosiect Gwyrdd; Cwm y Fory food waste recycling, Domestic Abuse forum; Newport Schools Admissions Forum; Regional Welsh Education Forum; All Wales Education Safeguarding Group. The partners listed here provide a 'flavour' of the kinds of partnership and collaboration work being undertaken and 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 2014/15 published service plans reviews provide a more comprehensive compendium of those organisations that work with the Council.

Please click on the link below to access the 2014/15 Service Plan Reviews

<https://intranet.corporate.newport/sites/live/Pages/Service-Plans.aspx>

Wales NSI and PAM analysis

The table below shows the Council's performance in 2014/15 for the NSI and PAMs overall:

- 70% of NSI and PAMS have performed better than last year.
- 76% of NSI and PAMS have performed better than target
- 52% of NSI and PAMS have performed better than the Wales average

Measures	Actual 14/15	Previous 13/14	Target 14/15	Wales Average 14/15	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	0.3	0.6 (G)	0.5 (G)	0.4 (G)	4	17
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	0	5.3 (G)	7.7 (G)	1.2 (G)	1	1
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	86.2	86.1 (G)	86.2 (G)	86.4 (A)	2	11
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	0.0	17.2 (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	519.1	506.7 (G)	507 (G)	530.4 (A)	3	16
EDU/015a: The percentage of final statements of special education need issued within 26 weeks including exceptions	27.8	77.3 (R)	77.5 (R)	64.5 (R)	4	20
EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions	37.5	97.8 (R)	97.9 (R)	95.6 (R)	4	21

Measures	Actual 14/15	Previous 13/14	Target 14/15	Wales Average 14/15	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	52.8	51.3 (G)	52.5 (G)	55.5 (A)	4	17
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	77.1	78.0 (A)	76.5 (G)	81.2 (A)	4	19
EDU/016a: Percentage of pupil attendance in primary schools	94.2	93.0 (G)	93.6 (G)	94.8 (A)	4	21
EDU/016b: Percentage of pupil attendance in secondary schools	92.9	92.1 (G)	92.1 (G)	93.6 (A)	4	20
SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	5.37	11.51 (G)	6 (G)	4.83 (A)	4	17
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	61.81	63.329 (A)	61 (G)	67.3(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	14.36	16.20 (G)	17 (G)	18.85 (G)	1	2
SCA/019: The percentage of adult protection referrals completed where the risk has been managed	98.58	97.08 (G)	90 (G)	95.6 (G)	3	12
SCA/020: The percentage of adult clients who are supported in the community during the year	87.32	85.68 (G)	85 (G)	85.2 (G)	1	6
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	77.9	65.0 (G)	75 (A)	80 (A)	3	15
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	94	87.9 (G)	85 (G)	88.3 (G)	2	11
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	11.9	10.4 (G)	12 (G)	13.5 (G)	2	8

Measures	Actual 14/15	Previous 13/14	Target 14/15	Wales Average 14/15	Quartile	Rank
SCC/004: The percentage of children looked after on 31 March who have had three or more placements during the year	8.4	10.9 (A)	9 (G)	9 (G)	2	10
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	55.1	48.5 (G)	55 (G)	44.8 (G)	2	8
SCC/033d: The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	100	93.1 (G)	92 (G)	93.3(G)	1	1
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	86.4	100.0 (A)	95 (A)	93.1 (A)	4	22
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	68.2	51.9 (G)	55 (G)	59.5 (G)	1	6
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	313	244 (G)	200 (G)	276 (G)	2	8
SCC/041a: The percentage of eligible, relevant and former relevant children that have pathway plans as required	100	87.0 (G)	90 (G)	91.2 (G)	1	1
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	88.3	80.1 (G)	75 (G)	78 (G)	2	7
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	98.6	96.8 (G)	98 (G)	88.9 (G)	1	1
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	90.8	82.2 (G)	87 (G)	87.7 (G)	2	9
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	261	319 (G)	280 (G)	231 (A)	3	16

Measures	Actual 14/15	Previous 13/14	Target 14/15	Wales Average 14/15	Quartile	Rank
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	3.36	4.33 (R)	4.5 (R)	11.76 (R)	4	19
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	27	39 (R)	30(A)	41 (R)	3	16
WMT/004(b): The percentage of municipal waste collected by local authorities sent to landfill	36.65	45.08 (G)	48 (G)	29.38 (R)	3	16
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	52.03	0	52 (G)	56.23(A)	4	20
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	98.09	98.54 (A)	98.5 (A)	93.05 (G)	1	4
STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	98.3	98.0 (G)	95 (G)	96.9 (G)	2	7
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	89	88.5 (G)	88 (G)	85.8 (G)	2	9
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	7.9	8.6 (G)	8.8 (G)	11.9 (G)	2	10
PPN/009: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	93.03	85.01(G)	83 (G)	94.19(A)	3	16
CHR/002: The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	9.6	-	8.6 (A)	9.9 (G)	2	9
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population	3978	4,432 (A)	4356 (A)	5526 (R)	4	21
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	8701	8,573 (G)	8660 (G)	8662 (G)	2	8

Note:

HHA/013 is no longer included in the PAM set.

EDU/006ii – Newport does not have a Welsh medium secondary school, so reports zero for this measure.

Wales Audit Office Recommendations and Proposals for Improvement

The table below shows 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 2015](#).

Q4 Update on Wales Audit Office Proposals for Improvement

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Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
29	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.	<p>Preparatory work to put in place a revised economic development / regeneration framework for the city.</p> <p>When implemented this will:</p> <ul style="list-style-type: none"> - Ensure vitality and viability of the city centre is safeguarded 	<p>Work is now underway on a new Economic Growth Strategy encompassing a new regeneration framework.</p> <p>This will link to the objectives of the Community Strategy and Improvement programme.</p>	By close of 2015/16	Head of Regeneration and Regulatory Services
30	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.	<ul style="list-style-type: none"> - Increase employment - Fewer empty shops and vacant/derelict buildings - Provide growth within local economy 	<p>A high level delivery plan will be produced as part of the new Regeneration Strategy outlining outcomes, targets & milestones.</p>		

31	Strengthen the setting of outcomes and targets for regeneration schemes and projects, and ensure sufficient performance information is available to maintain monitoring and evaluation.	- Increase footfall in city centre and increase level of tourism and use of city as a sporting venue	Scrutiny Committee – July Full Council –September / October		
32	Include more details on time, budget and resources in regeneration documents such as project initiation documents to enable assessment of value and cost effectiveness.	Regeneration Targets have been set through the Vibrant and Viable Places program			

Proposals for Improvement from the Corporate Assessment 2013 and Corporate Assessment Review April 2015

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
40	<p>The Council should:</p> <ul style="list-style-type: none"> 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; ensure that it has in place the people and resources capable of implementing the organisational framework and delivering subsequent service changes; and 	<p>The council is now operating as standard an effective mix of engagement and communication techniques in order to inform staff and wider stakeholders.</p> <p>Internally this includes daily messaging through the staff intranet. This carries multiple messages ranging from the chief executive’s message, updates on key council-wide projects and department specific projects.</p> <p>A regular ebuletin is also sent to staff</p>	<p>The council will maintain its increased momentum of staff communications, and will work closely with all service areas to make sure key initiatives and changes are communicated in a timely manner to those both directly affected and a wider council audience when appropriate.</p>	Ongoing	Head of People and Business Change / Head of Finance

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
	<ul style="list-style-type: none"> engage the Fairness Commission when developing improvement priorities as well as budget proposals. 	<p>which includes a mix of corporate messages, staff updates and wider city news.</p> <p>For non-computer users, the council still produces literature and regularly uses its Info Point notice boards to carry updates on its progress on KPIs for the corporate plan and training opportunities.</p> <p>Newport Matters, continues to be a key external communication tool, and was noted as a key information channel for residents finding out about the council's budget challenges and potential service changes.</p> <p>Social media channels increase in popularity, allowing the council to inform many residents instantly of key council information.</p> <p>Core council business, such as cabinet meetings, are always supported with</p>			

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>external press releases that are distributed through a variety of news channels.</p> <p>Meetings of full council can also be watched online via a live streaming service accessible from the council's website.</p>			
42	<p>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.</p>	<p>Details of collaborations and partnerships are included in the service planning and review process, and through the annual governance statement. A clearer understanding of the councils collaborative activity is now available</p>	<p>Service plans and reviews contain collaborative information and will be considered by CMs in July</p>		
45	<p>Strengthen the LSB's performance management framework to set out:</p> <ul style="list-style-type: none"> • clearer and more detailed roles and responsibilities on what will be delivered by which organisations; 	<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 it is escalated to the LSB.</p> <p>One Newport Local Service Board</p>	<p>The Annual Report for 2015/16 is under development and will be presented to the LSB on 19th May 2015.</p> <p>The first quarter performance will be reported to the SIP Board on 26th</p>	<p>This will be on going as part of a culture of continuous improvement.</p>	<p>Head of People and Business Change</p>

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
	<ul style="list-style-type: none"> • what performance information will be collected, where and when it will be monitored, and how progress and performance will be monitored; • mechanisms for dealing with underperformance; and • a stronger focus on performance and resource management across the LSB. 	<p>produced the first Annual Report detailing work undertaken during 2013/14 and this was presented to Scrutiny in June 2014.</p> <p>The Performance Management Framework was reviewed and revised after year 1 in April 2014. LSB meeting schedule were also changed so that there is better alignment for performance monitoring arrangements.</p> <p>Three communication and engagement events took place in March 2015 to assess progress of the SIP and agree SIP priorities for the coming year.</p> <p>The Performance Management Framework has been reviewed and updated for 2015-16. The main changes to the framework are:</p> <ul style="list-style-type: none"> • Updated clearer roles and responsibilities; • The removal of the Performance Group from the structure to reduce duplication; • An increase in the frequency of performance reporting to quarterly and a simplification of the SIP Board performance process to focus on the core theme dashboards. This will enable the 	August 2015.		

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>SIP Board to address underperformance, reduce risk and remove blockages;</p> <ul style="list-style-type: none"> The introduction of a process to critically analyse the core themes to ensure that the overarching themes of Tackling Poverty and Vulnerable Groups are focused on. A streamlining of the Priority Delivery Plan for use by the Working Groups and Theme Boards; 			
46	Maintain the increased momentum of the Neighbourhood Working project and ensure that its planned impact on communities and citizens is achieved.	<p>The findings of this pilot project were reported back to the LSB at its meeting in November 2014. The lessons learnt from this project are informing the Team Around the Cluster model currently being developed and implemented.</p> <p>In addition, as a result of the development of ward profiles the LSB agreed in March to focus on the Pill ward of the city and undertake a scoping exercise and develop an action plan to address key issues.</p>	No further action required.	Project close down report to LSB November 2014	Head of People and Business Change

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
49	<p>New focus on service improvement and value for money</p> <p>P3 Instil a new focus on service improvement and value for money by:</p> <ul style="list-style-type: none"> ▣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; ▣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; ▣continuously challenging performance through benchmarking with other councils and service suppliers and integrating this with 	<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,</p> <p>Improvement measure and target developed for the Change programme and incorporated into the Council’s performance management framework and reporting mechanisms.</p> <p>Change Programme reporting dashboard incorporating performance, savings and budgetary Information reported monthly to the Change Programme Board and the Cabinet Member.</p> <p>High level portfolio and all council dashboards bring together finance,</p>	<p>Develop appropriate improvement measures and targets for 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>	ongoing	Head of People and Business Change

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>programme monitoring and reporting;</p> <p>☑developing more consistent mechanisms to obtain feedback from users and using this to take corrective action and inform future changes to service delivery; and</p> <p>☑continuing to develop a performance culture in which service managers are accountable for service performance and efficiency.</p>	<p>performance and change information along with people related information and risk management</p> <p>Social media “Yammer” being utilised internally to gain feedback from users across the Council.</p> <p>Development of performance culture – Embed review of performance into the service area management meetings-. Social Services, streetscene, Regeneration and Regulatory Services, CLL and Education..</p> <p>Through project governance processes service users are consulted on proposed changes to service delivery and feedback is used to inform the direction of future activity.</p> <p>Increased alignment of the Change programme with the Councils performance framework.</p>			

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>Staff involved in budget consultation process and underlying change programme proposals</p> <p>Heads of Service and Service Manager are the key for the development and delivery of the efficiency initiatives which underpin the forward MTRP.</p> <p>Heads of Service and Service Managers are responsible for the development of Service planning, monitoring and target setting.</p>			
50	<p>Learning and evaluation</p> <p>P4 Strengthen the arrangements to capture and share learning by:</p> <ul style="list-style-type: none"> ☑ more consistent evaluation of reviews at key stages and on completion; ☑ strengthening mechanisms to capture, share and apply learning on a corporate basis; and ☑ establishing mechanisms to systematically obtain post- 	<p>Gateway review process and post implementation reviews defined as part of the Newport Programme and Project Management methodology.</p> <p>Lessons Learned log completed and circulated to key stakeholders for the Budget setting process and development of the Change programme for the 14/15 financial period</p> <p>Lessons Learned log completed for the</p>	<p>Complete lessons learned report for 2015/16 budget setting process.</p> <p>Roll out of the Gateway Review process and post implementation review process across all initiatives within the Change Programme.</p> <p>Ensure adherence to the gateway review process and post implementation review process by embedding within the governance</p>		Head of People and Business Change

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
	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.	<p>Norse Property Joint Venture, Street cleansing and Refuse.</p> <p>Lessons learned report completed for the 2015/16 budget setting process and disseminated among Senior management.</p> <p>Lessons learned report completed for the initial stages of the New Ways of Working Change programme.</p>	<p>process for the Change programme.</p> <p>Review options for disseminating and apply learning on a corporate basis</p>		

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 2015	Actions planned next quarter	Expected close down date	Responsible Officer
54	<p>The Council should address gaps and weaknesses in its data quality arrangements and ensure that they are consistently adopted across the Council, in particular:</p> <p>☐☐ensure an up-to-date list of data</p>	<p>The Operational Performance Network met on 12th November. Topics discussed at the meeting included a self-assessment and DQR presentation, details on updating local definitions and self-</p>	<p>Chaser of any remaining self-assessments to be conducted at the end of February.</p> <p>An OPN meeting to be set up end of</p>	Expected to be superseded by Corporate Assessment Review 2015	Head of People and Business Change

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>compilers is available to appropriate officers;</p> <p>☑☑ undertake refresher training for data compilers and other appropriate officers;</p> <p>☑☑ clarify roles and responsibilities of officers in data quality arrangements including the timing of Internal Audit's involvement;</p> <p>☑☑ develop, agree and communicate the processes for:</p> <ul style="list-style-type: none"> – establishing new performance measures; – amending performance measure definitions; – ensuring performance measure definitions are consistently and accurately described; – addressing audit amendments and qualifications; and – amending outturn figures after initial submission to the Welsh Government. 	<p>assessments along with the timescales for their completion, additional training needs and FAQs. There was also a self-assessment 'surgery' and round table where the group shared issues around self-assessments, etc. New local definition forms to be available and uploaded on the Virtual Library (November).</p> <p>Due to additional staff changes there are new members of the OPN and a refresher of roles and responsibilities was given at the November meeting.</p> <p>Self-assessments timescales: NSI, PAM completed by December 2014 and the remainder by the end of February 2015.</p> <p>New compiler and review details to be supplied via OPN contacts</p>	<p>Feb/beginning of March as the virtual library which retains all the performance documents (including self-assessments and local definitions) will be decommissioned in March. The IT service will be attending the meeting to train members on the new SharePoint provision which will store this data in future.</p> <p>The next OPN meeting will outline tentative submission dates for 2014/15 data and discuss the proposed performance 'cycle' for the year ahead.</p>		

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>and uploaded to the (virtual library/SharePoint – TBA)</p> <p>Regular updates/alerts fed to the OPN and others via the Performance Network pages on Yammer.</p>			

Recommendations from the Corporate Assessment received in 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 end of 2014 to coincide with the introduction of a new Document management process. The challenge will be ensuring compliance.
- Discussions have taken place and a lessons learned log is in place to improve the approach for 2016/17 and beyond.

Future actions:

- Future compliance checking is to be carried out.

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; Regular meetings of the SIG and the Executive are now diarised. Meetings of the SIG and joint meetings with the executive are continuing
- A development programme based on skills appraisal is being developed by way of the Democratic Services Committee. Meetings are progressing with members and a final report to the Committee is scheduled for February 2015. The Scrutiny Improvement Group is also looking at a programme of development for scrutiny members; A report was presented to the Democratic Services Committee in February 2015 as planned.
- 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 was set out in the Scrutiny Annual Report 2014. Further progress is being made on these issues and a self – assessment of progress is planned for the Annual Report 2015 in July
- An important feature of the action plan resulted from the Wales Audit Office’s National Scrutiny Study. The Scrutiny Improvement Group was set up to implement this plan and to drive forward the improvement programme for Scrutiny. The Scrutiny Improvement Group continues its work on a range of issues
- One of our most significant achievements this year has been to secure funding through the Welsh Government’s Scrutiny Development Fund to hold the “Gwent Scrutiny Challenge 2014 The project started with a high profile, very well attended event on 6 June in the Riverfront Theatre, looking at experiences from the Mid-Staffordshire Inquiry and what lessons can be learned by local government about the quality of challenge within our organisations. We are now planning a series of training events within each authority to look at how the lessons can be applied and our skills improved. : Since June we have been working with CfPS on the ‘legacy’ from the event, and a follow up workshop was held with Members in March – again, this was positively received
- The Composite Work Programme (CWP) continues to be used as an on-going programme and informs the work programme of the Council, Cabinet and Scrutiny Committees. This continues.
- A new generic model constitution has been developed by a group of lawyers for use in Local Government. There has been some delay in producing this document but it should be available late 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 now unlikely in 2014. The next phase of ensuring understanding and application will take place in 2015; The new model constitution is still awaited but the constitution has been updated as necessary by way of the Democratic Services Committee
- A progress report on the development programme based on skills appraisal that is being followed by a small number of members was produced in July 2014. Based on the findings of this report the Democratic Services Committee agreed to further develop the programme; a final report on the process is to be considered by the DSC in February. : We have a modest budget of £12,000 to cover all members’ development. Much of this budget is used for mandatory training, particularly in terms of planning and licensing committees. By way of the Democratic services committee, we did a review of members to find out what they wanted to see in any programme. The results of the Review highlighted a need for training and development in a range of IT skills, interpersonal skills and Council or Committee related skills and knowledge. The WLGA’s funding and support for member development has been lost so the chances of new training opportunities are limited. However we will now work on meeting identified needs in-house at little or no cost, either offering members places on existing Newport City Council courses, or providing a course specifically for councillors. They will also be directed towards e-learning opportunities. Where there is a need for a particular external course, the cost of the training will be considered against the resources within the Members Development budget
- A document that clarifies roles and responsibilities and standards for decision making and the relationships between the Executive and Scrutiny has been produced and considered by the joint meeting of the Scrutiny Improvement group and the Executive. This was agreed as guidance by the Scrutiny Improvement group and the Executive.

- Information Governance Group established (Annual Risk Report refers). The group is constituted, has met and the meetings have been minuted and have Terms of Reference: and a report containing proposals and action plan.

Future Actions:

- Composite Work Programme (CWP) will be produced as an on-going programme from summer 2014; The Composite Work programme is circulated regularly for update by Chief Officers . This fits into the Cabinet work programme
- 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 new model constitution is still awaited but the constitution has been updated as necessary by way of the Democratic Services Committee
- 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 was considered by the Democratic Services Committee in July 2014. Based on the findings of this report a decision was taken to extend or further develop the programme; See above
- 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; see above

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 within the MTRP which was in place for the MTRP agreed in February 2014 and the subsequent medium term Change/Efficiency programme. The risk register has been reviewed and potential pressures have been identified for incorporation into the MTFP as part of the scene setting in September 2014 Cabinet – for 2015/16 budget
- 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 timetabled set of actions.
- More explicit linkage to risk register from September 2014.

Planned future action:

- Necessary financial modelling tools (projections) to be developed by end of 2014.

Recommendation 4 - No further action required

Recommendation 5 - No further action required

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.

Progress to date:

- **Public reporting is now more comprehensive, open and transparent.** The Improvement Plan for 2014-15 was produced on time and covered more extensively in the Council newsletter '*Newport Matters*'. The Improvement Plan has been distributed in hard copy to Council facilities eg libraries and extracts are on display in public spaces eg the reception area in the Civic Centre.
- **Internal reporting is now systematic, regular and getting to the right groups with a stronger focus on priorities.** There is monthly reporting of NSIs PAMs and Improvement Plan measures by all Heads of Service. The data from all service plans is collated into a dashboard for SLT and summarised for the Change and Efficiency Board. Quarterly reporting on the Improvement Plan is considered by Cabinet and mid-year and end of year service plan reviews are considered by Scrutiny Committees.
- **The Council has developed a clear and agreed approach to prioritisation of improvement objectives and developed measures for these improvement objectives that involve scrutiny members at an early stage and a strong approach to consultation.** Consultation on Improvement Objectives was undertaken in December 2013 including consultation with the public, scrutiny committees and the Fairness Commission. A decision was then taken by Cabinet in January 2014 to agree the selection of Improvement Objectives for 2014-15. The detail of these objectives was considered by Scrutiny in February and March with further review by the Performance Board at the end of March. The final plan was approved by Cabinet and Council in April 2014. This approach will be continued in future years.
- **The respective roles of Performance Board and scrutiny have been clarified.** Members of Cabinet and Scrutiny met to discuss their respective roles in March 2014 and the roles of Performance Board and scrutiny was clarified at the Performance Board meeting in March 2014.
- **Both Performance Board and scrutiny receive regular, high quality, priority-focused performance information.** Performance Board meet quarterly and receive regular concisely reported monitoring information on each Improvement Objective contained within the Improvement Plan and also receive information on overall Council performance. Half yearly and end of year service plan reviews are considered by Scrutiny Committees.
- **Meeting agendas allow for sufficient time for members to focus on underperformance.** Meeting agendas for Performance Board are now prioritised to assess both 'looking forward' and 'looking back'. The latter is a mechanism to highlight underperformance and ensure that sufficient time is available to consider and address the underlying causes. The setting of appropriate agendas is complemented by timely briefing meetings with the Leader.

- **The Council is improving the training it provides to members on effective challenge and scrutiny.** The Democratic Services Committee has considered a schedule of member development activities and recognised that much of the training events were knowledge based rather than concentrating on the skills members need to fulfil their various roles. This is now being addressed and the Organisational Development Team is assessing the benefits of developing a programme based on needs identified by members. An initial report is to be considered by the Committee in July. The Scrutiny Improvement Group will examine the needs of members of scrutiny committees within its programme of work.
- **The Council has further embedded the approach to business and service planning and ensured that corporate and single integrated plans are included.** Service plans for 2014-15 have been based on more explicit guidance around demonstrating 'linkage'. Plans now include clear linkage to corporate plans and the link between the Single Integrated Plan and the Corporate Plan has also been made more explicit.
- **The Council is progressing work to improve the corporate approach to risk management.** Work is on-going to improve corporate risk management arrangements. A revised risk management strategy was considered by Cabinet and Audit Committee in May 2014 and an updated Corporate Risk Management Strategy and Register was agreed by Cabinet in September. This report was also considered by Audit Committee in September and the Risk Register will be updated quarterly.
- **Target setting reflects the standards the Council wants to achieve and resources are allocated to deliver desired standards through the Medium Term Financial Plan.** There is clear alignment between target setting within business plans and the Medium Term Financial Plan. The targets and the allocation of resources reflect the Council's ambition and priorities in relation to decision to both invest to save and disinvest.
- **Target setting process has been revised and a new 3 principle model is in place, allowing for SLT to challenge targets for the year ahead.** (The three target setting principles are: i) meet Welsh average, ii) improve on previous year performance iii) set above quartile 4 levels)
- **A target setting and measure building paper has been written (Jan/Feb 2015) and has been provided to HoS to assist in completing the service planning process.**

Future Action

- Provision will be in place for member training on effective challenge and scrutiny on performance

Safeguarding Action Plan

The Safeguarding Action Plan combines the pre-existing Safeguarding Action Plan for 2014/15 with the Improvement Plan put in place to address the Proposals for Improvement put to the Council by the Wales Audit Office (WAO) through their review of “Local Authority Arrangements to Support Safeguarding of Children” issued in draft August 2014.

The WAO report and associated action plan was considered by Learning Caring and Leisure Scrutiny on 15th April 2015. The following six proposals for improvement will be subject to quarterly monitoring as part of the regular reporting arrangements to Cabinet.

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
P1. Develop Corporate Safeguarding Procedures that clearly specify roles and responsibilities for safeguarding to work to the All Wales Child Protection Procedures	Completed	An overarching council wide policy has been developed. Underpinning the council wide policy separate documents have been agreed in respect of Children’s Services, Adult Services and Education. The Corporate Policy and the three specific policies for Adults Services, Children’s Services and Education are attached as a background paper	30.9.2014	HoCS	GREEN
	Completed	A poster to emphasise the safeguarding responsibilities of all has been developed	30.9.2014	HoCS	GREEN

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
		The poster has been widely distributed and paper copies will be circulated on 15.4.15			
	Completed	Distribution of the Corporate Safeguarding policies via each service area Distribution of poster materials highlighting policies Use of Council Intranet and Yammer to promote the policies Policies added with a specific area on the Intranet	31.12.14 30.11.14 31.12.14	HoCS HoCS HoCS	GREEN
	Completed	Policies shared with the Learning and Review Group membership	3.12.14	HoCS	GREEN
P2. Agree Designated Safeguarding Officers within all of the Council's service areas	Representatives from key service areas attend Learning and Review group on a regular and/or invited basis	Completed	9.7.14	HoCS	GREEN
	Safeguarding fixed agenda item	Completed	30.11.14	Strategic	GREEN

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
	for People Portfolio Board			Director	
	Seek nominations for Safeguarding leads for each of the Council Services areas	Nominations received from service areas. The delay in the appointment of the Safeguarding Service Manager has delayed the work across service areas. This will now commence in June 2015.	30.11.14	HoCS	AMBER
	Action plan in each service area reviewed by People Portfolio Board. All service area plans to outline safeguarding training as a key priority	As above. Safeguarding to be highlighted for all Service plans in guidance for planning.	31.5.15	Service Area Leads	AMBER
	Half year updates from each service area to People Portfolio Board	As above.	28.2.15	Strategic Director	AMBER
P3. Improve the range, quality and coverage of	Completed	Children and Adult Services Performance Board including all Service Mangers meets on a six weekly	July 2014	Strategic Director	GREEN

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively		cycle of review performance including safeguarding.			
	Completed	Children Services team managers' meetings includes section on performance	Sept 2014	Service managers	
	Review the relationship between Newport Learning & Review Group and SEWSCB. Report back to People Portfolio and SLT	Agenda item for Learning and Review group 26.3.2015 Agenda item for People Portfolio Board 28.4.2015	31.1.15	HoCS	AMBER
	Confirm six monthly reporting of safeguarding data to Strategic Leadership Team	Meeting dates agreed post April 2015	30.11.14	HoCS	AMBER
P4. Improve the work of the Council's Scrutiny Committees to ensure it is providing assurance on the	Completed	Safeguarding agenda item for Scrutiny January 2015 to consider both the WAO report but also longer term reporting requirements Delayed as a result of competing agenda items until 15.4.2015	21.1.15	Scrutiny Officer	GREEN

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
effectiveness of the Council's corporate safeguarding arrangements	Completed	Scrutiny undertaking a review of Child Sexual Exploitation. CSE event coordinated by Scrutiny with Children's Services	11.9.14	Scrutiny Officer and HoCS	GREEN
P5. Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Councils corporate policy on safeguarding	<p>Safeguarding as an agenda item for all briefings for the Cabinet Member for Education and Young People</p> <p>Review availability of training for all staff and elected members</p> <p>Safeguarding sessions for elected members</p>	<p>All briefings include Safeguarding</p> <p>With the SEWSCB materials now available to offer online.</p> <p>Scrutiny session on CSE.</p> <p>Further sessions to be planned</p>	<p>30.11.14</p> <p>30.11.14</p> <p>30.11.14</p> <p>31.12.14</p>	<p>HoCS and Chief Education Officer</p> <p>HoCS and Safeguarding unit</p> <p>HoCS and Safeguarding unit</p>	GREEN

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
P6. Identify and agree an appropriate internal audit programme of work for safeguarding	Clarify internal audit plan to include safeguarding	To be included in the 2015/16 audit plan	31.3.15	HoCS	

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Report

Council

Part 1

Date: 29 September 2015

Item No:

Subject Senior Management Structure and Salary Conditions

Purpose To propose changes to the Head of Service structure, reduce the numbers from a 9 to 8 model arrangement, whilst also broadening the scope of some Head of Service roles.

To acknowledge the pay differentials for these roles with neighbouring authorities and wider recruitment markets. This has presented on-going recruitment/retention issues; To acknowledge that Council will be asked to formally review Head of Service Pay in June 2016.

Author Will Godfrey – Chief Executive

Ward All

Summary The Head of Service structure was last considered by Cabinet in 2014, matters related to pay were deferred until the pay structure for Total Reward was determined. Additionally, the pressure to reduce management costs and realign services is a constant challenge and one which has been cited during public engagement during the budget process. In the past 18 months, under the Right People, Right Skills, Right Place initiative circa £1.6m has been delivered in management savings.

There is clear evidence to suggest that recruitment and retention continues to be a problem. Pay is a significant factor. It is recommended that Council should acknowledge the need to address Head of Service pay and a recommendation will be made to do this in June 2016

Proposal Council is asked to resolve:

1. Agree the reduction to Heads of Service from 9 to 8 and a realignment of activities as set out in the report and endorsed by Hay Management Consultants in 2014.
2. To agree the proposed duties and responsibilities and agree to the external advertising for the Head of Streetscene and City Services at the pay grade of HOS level 2.
3. Acknowledge that Council will be asked to consider a report on Head of Service pay in June 2016. To agree the realignment of Heads of Service terms and conditions related to local holidays following bank holidays and the removal of Council paid professional subscriptions
4. Note the report has been endorsed by Cabinet on 1 September 2015.

Action by Chief Executive

Timetable Immediate

This report was prepared after consultation with:

- Strategic Directors
- Cabinet Members

Signed

Background

The Head of Service structure has been the subject of a number of Cabinet reports - October 2008, October 2012 and July 2014. All reports have highlighted the need to develop a senior level structure that provides capacity and appropriate alignment to drive forward the strategic change required to modernise services but also meet the growing financial challenges. Each report has also referred to the pay position for these posts, highlighting the increasing divide between pay in the council versus other Welsh authorities and then more generally across professional disciplines and pay markets.

In the Cabinet report of July 2014 the level of turnover in the then 10 posts had resulted in 4 vacancies, bringing with it immediate issues about the council's ability to recruitment and retain senior managers. The pay structure at this point was over 10 years old and Hay Management Consultancy (who were the original architects of the pay structure) were asked comment on the appropriateness of the pay structure and how it compared in today's climate – see Appendix 1. Contained in the report approved by Cabinet, Hay recognised the increased breadth of roles and reducing numbers of Heads of Service meant there was justification to alter the pay structures. They said:

'As a result of the above points related to market rates and the grading of roles we would support the Council's proposal for all Heads of Service roles to be paid a minimum of the bottom point of HS02 (£70,966) with potential progression to the top of HS01 - £87,382.' They went on to acknowledge the timing of this proposal and said *'If the Council does put in place the above arrangements it will need to consider how they fit with the pay policy adopted for its total reward project and develop an approach to the communication and governance issues involved.'*

Both the timing of the fieldwork by Hay in March 2014 and then the subsequent Cabinet report in July 2014 (Appendix 2) coincided with the council entering into negotiation on the design and arrangements for Total Reward for the rest of the workforce. Cabinet concluded that there should be no consideration of senior pay until such time as pay arrangements for the rest of the workforce had been concluded through a Collective Agreement with the Trade Unions.

Whilst an 8 Head of Service structure had been proposed by officers, Cabinet approved a 9 Head of Service structure. Consultation with post-holders began, realignment of some services took place and revised job descriptions were issued to those already in post. The new job descriptions moved towards broader strategic leadership capabilities across a range of service disciplines to acknowledge the changing emphasis of the council's operating model and a need for greater flexibility.

As acknowledged in the Cabinet report of July 2014, the alternative proposal put forward by the Chief Executive and his senior team for an 8 Heads of Service structure was reviewed by Hay. They said:

'We support this approach; a smaller number of higher performing Heads of Service is likely to better serve the Council, whilst enabling it to reduce cost, both direct employment costs and interim costs' and also stated *'Our view is that the functions that would be managed by Heads of Service under the proposals represent coherent and manageable groupings'*

These reports were presented to cabinet for agreement as there was no proposal to create new posts, hence didn't require agreement from Council. This report is different in that it proposes the creation of a new post and therefore requires agreement by Council as the employing body.

In February/March 2015, Total Reward negotiations were brought to a satisfactory conclusion and agreement between the respective Trade Unions and the council resulted in staff being balloted for acceptance (or rejection) of the Total Reward proposal in May 2015. Staff overwhelmingly supported the proposal, a Collective Agreement was signed and the outcomes of Total Reward were implemented through payroll in July 2015.

There were also changes made to terms and conditions of staff covered by Total Reward which are now out of line with those received by Heads of Service. For instance, under the Collective Agreement, there were changes made for the removal of the two local holidays following bank holidays and a compensating increase to annual leave entitlement. Also, in a small number of cases, for those who

received payment for professional subscriptions these were removed. That said, the changes were part of a suite of amendments made to terms and conditions which saw the majority of staff (i.e. 76%) mitigating any real or perceived loss with extra salary earning headroom. Aside from a pay review, unless similar changes are made to the Head of Service population, some of their terms and conditions will be at odds with those they manage. This could result in practical problems around who works or doesn't on the local bank holidays at Christmas and Easter.

Over the last two years, two external reports have highlighted Newport's relatively lower pay position at Head of Service level compared to other authorities and in the past 2+ years we have seen significant turnover in these posts. Without the ability to recruit, let alone retain, the council will need to acknowledge a different capacity of Head of Service might have to be recruited and/or additional costs will be incurred through the continued engagement of interims. To note, our reliance on interims was the subject of criticism by the Wales Audit Office during the council's Corporate Assessment in 2014.

Whilst it is recognised that the subject of senior management pay is contentious, the Council has to strike the balance between public expectation and the need to put in place an appropriate package to recruit and retain staff with the right level of skills for the significant challenges facing the Council.

Any proposal will require detailed preparation and needs to take into account emerging guidance from Welsh Government. Council will therefore be asked to agree to review Head of Service pay in June 2016.

Financial Summary

Moving to a 8 Head of Service model will deliver an ongoing annual revenue savings of £81,000. This is achieved through the deletion of the current post of Head of Streetscene. This is in addition to the £68,000 savings resulting from moving to the current 9 model from 10 previously. Both are in the Council's base budget currently.

Head of Service reconfiguration

In this respect, the proposed 8 Head of Service structure also seeks to address a rebalancing between the number of corporate services Heads against front facing service delivery Heads. Whilst we have demonstrated through external analysis by CIPFA, IFS and others, that the cost of the corporate centre is well below the Welsh average, nonetheless this move seeks to strengthen front facing service resources. It also acknowledges the potential move to an all Wales Shared Services model which is a proposal under the Williams Commission Report. However, whilst the Welsh Government intention works its way through, in the meantime, it allows the council to further develop portfolio synergies, exploit the skills of individuals and re- balance portfolios.

As with the synergy established between the work of Regulatory Services and Legal (implemented via the 9 Head of Service structure), there are similar synergies between opposite ends of the customer experience i.e. those universal services delivered to all customers and the volume of service requests, complaints and compliments received by the Contact Centre and the Information Station. This brings together and better aligns the duties covered by the posts of Customers and Digital Innovation and the vacant post of Streetscene, thus moving to a single portfolio of Streetscene and City Services. This will result in some residual back-office type activities being absorbed by the Head of People and Business Change. This was the proposal reviewed by Hay in 2014.

The new post of Head of Streetscene and City Services will be advertised at Head of Service pay band 2 (£72,385 - £77,946).

Those responsibilities under each Head of Service and the areas which will change as a result of this proposal can be found in Appendix 3. Those changes are highlighted for ease of reference.

Moving to the new structure

Subject to the agreement by Council, the new post will be advertised immediately. The realignment of services to the Head of People & Business Change will take place over the coming weeks.

Aside from the consultation with Heads of Service about changes to some of the terms and conditions which will require consultation with all Heads of Service, the structure proposal will change the nature of the roles of Head of Streetscene and City Services and the Head of People and Business Change. Clearly this targeted consultation will require issuing of new job descriptions to the relevant post holder/s; it will also include discussion with the appropriate Trade Unions

All matters relating to the appointment or remuneration of Heads of Service and any matters involving structural changes affecting the constitution need to be determined by full Council (as these will involve changes being made to the Officers’ Scheme of Delegation).

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?
Structure – Retain 9 Heads of Service, recruit to remaining vacancies and acknowledge future redundancy implications	H	H	Proposing to move an 8 Head of Service structure, builds on synergies, skills and avoid future redundancies	Head of Paid Service/Council
Structure – Devise a different Head of Service configuration acknowledging that this has previously been the subject of 3 Cabinet reports in 5 years and reviewed externally by a structure/pay consultant	H	H	Overcoming uncertainty and regaining focus for senior teams is essential for on-going delivery of savings	Head of Paid Service/Council

Pay – Inequality continues within the senior pay bands which is inconsistent to the council's commitment to equality proofed pay arrangements	M	L	Proposing the adoption of an equality proofed pay structure	Head of Paid Service Head of People and Business Change
Pay – Until such time as there is a determination on pay the council will need to manage retention, recruitment, equality and motivational challenges	H	H	Communicating and developing staff as far as is possible, but acknowledging that the council is out of kilter in the sector.	Head of Paid Service/Cabinet/ Council
Pay – IRP's remit does not extend to all Heads of Service roles. Thereby resulting in a two-tier system of decision making which are inconsistent with each other	H	M	Proposal to Council to change the arrangements for Heads of Service as per its rights as the employing body	Head of Paid Service/Cabinet/Council
Terms & Conditions – To not realign the local holidays and professional subscriptions of some Heads of	H	L	Proposal to realign the terms and conditions with that of those covered by the Total Reward Collective Agreement	Head of Paid Service/Head of People and Business Change

Service, will result in a unreasonable differential with the workforce				
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* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Collective Agreement – Total Reward
Equality objectives

Options Available

These break down into three distinct areas:

Structure:

Option 1 – endorse the configuration of the 8 Head of Service Structure and seek to implement. This will result in the amalgamation of certain activities between Head of Customers and Digital Innovation and Streetscene, which will then be advertised externally. The residual back-office duties will be absorbed by the Head of People and Business Change.

Option 2 – do not endorse the recommendation

Pay:

Option 1 – do nothing

Option 2 – acknowledge the difficulties around pay and endorse the plan to ask Council to formally review Head of Service pay in June 2016

Terms and Conditions:

Option 1 – do nothing

Option 2 – realign the terms and conditions of Heads of Service to align with those set out on the Total Reward Collective Agreement

Preferred Option and Why

These break down into three distinct areas:

Structure:

Option 1 – endorse the configuration of the 8 Head of Service Structure and seek to implement. This will result in the amalgamation of certain activities between Head of Customers and Digital Innovation and Streetscene with residual duties absorbed by the Head of People and Business Change.

For the reasons set out in the report and recognising that these options have been developed and tested both internally and externally.

Pay:

Option 2 – accept and support the need for Council to agree a new Head of Service pay structure in June 2016. Once adopted this may need to be referred to the Independent remuneration panel for approval.

Terms and Conditions:

Option 2 – realign the terms and conditions of Heads of Service to align with those set out on the Total Reward Collective Agreement.

Comments of Chief Financial Officer

The savings coming out of the proposed re-structure is confirmed at £81k, along with a further £68k from the current 9 HoS structure from 10 previously, both currently in the Council's base budget.

The net saving will contribute to the base budget saving on 'right people – right skills' savings already included in the current year's budget and is not therefore an additional saving for 2016/17. Consideration will need to be given as to what, if any, budget provision is kept within the base budget to provide some capacity for funding any potential increase that may come about in June 2016. If no increase was agreed next year, any remaining budget would then also be allocated to the above existing saving target.

Comments of Monitoring Officer

In accordance with the Functions and Responsibilities Regulations, staffing and employment issues are non-executive functions that are either delegated to officers under the Scheme of Delegation or reserved to Council.

Under the Council's Constitution, any decisions in relation to changes in the Head of Service structure and/or relating to the remuneration of Heads of Service are reserved to full Council.

The Local Authorities(Standing Orders) (Wales) (Amendment) Regulations 2014 specifically require that all decisions relating to Chief Officers' pay must be taken by full Council. The Chief Executive, as Head of Paid Service, has a responsibility to ensure that the Council has sufficient staffing resources to discharge its statutory functions.

This Report recommends a revised senior management structure, with a reduction from 9 to 8 Heads of Service, and this proposal has also been endorsed by the Hay Report. This will entail deleting the existing Head of Customers and Digital Innovation post and creating a new combined post of Head of Streetscene and City Services on the same salary band. The post will then be advertised externally in accordance with the Standing Orders Regulations and a panel of Members will need to be established in due course to deal with the appointment. The implementation of the new structure will also necessitate a realignment of some services, with some elements the residual back-office services being reallocated to the Head of People and Business Change.

There is a need to harmonise the general terms and conditions for Heads of Service with the revised terms and conditions of other NJC staff, following Total Reward, particularly in relation to leave arrangements. Although this falls outside the terms of the Collective Agreement with the recognised trade unions, these minor variations can be implemented by agreement with the existing post-holders or by giving contractual notice.

The proposal to review the current Heads of Service pay structure will need to be reported back and approved by full Council in due course and is likely to require prior consideration by the Independent Remuneration Panel for Wales once their extended powers are brought into force under the Local Democracy Wales Act. Any revised scheme will need to be fair and consistent and commensurate with

the levels of responsibility involved and also reflect market factors, in line with the Council's general Pay Policy.

Staffing Implications: Comments of Head of People and Business Change

To note: the Head of People and Business Change has a personal interest in this Report and therefore these comments are being given by Senior HR Business Partner.

Structure

During the 2014-15 Budget Engagement exercise, reducing the numbers of senior officers was the number one response from the public when asked what we could do differently in order to save money. The proposal, therefore, to move to an eight Head of Service model is in keeping with the public view. The proposal should also assist with a re-balancing of Head of Service resource between Corporate Services and front line delivery. The preferred options(s) should continue to draw together complimentary service provision to support the Local Authority in becoming more efficient and effective, whilst contributing to the required budget savings. Cabinet will need to weigh up these benefits and consider how public expectations will be managed should the proposals be accepted.

Any formal amendments to the structure will require consultation with all affected employees. The proposed structure does not place any employee at risk of redundancy following the resignation of one current Head of Service. As a result this leaves the proposed structure with a vacancy which is supported for internal and external recruitment.

Option 1 - The proposal is to advertise the new post of Head of Streetscene and City Services at Head of Services band 2 (£72,385 to £77,946). It should be noted that the post was recently advertised in June 2015 as Head of Streetscene and City Services without success. This may be the opportunity to consider rebranding the post as Head of City Services, giving a new definition to the role.

Pay

Option 2 – There is clear evidence that the current Head of Service pay structure is out of date. To improve recruitment and retention a new pay structure is necessary. This will involve detailed work and the consideration of new arrangements being put in place by Welsh Government, such as the Independent Remuneration Panel. If the Council wishes to review the pay of Heads of Service in June 2016, further engagement of consultants may be required to complete a third (but up to date) review report.

Option 2 provides a clear commitment and timescale to review Head of Service pay which gives clarity to all parties.

Terms and Conditions

Option 2 -The realignment of the terms and conditions of Heads of service to align with those set out in the Total Reward Collective Agreement is supported. These would likely be deemed minor changes to terms and conditions and could be achieved through agreement with relevant employees.

Comments of Cabinet Member

The report has been considered and endorsed by cabinet at its meeting on 1 September 2015.

Local issues

n/a

Scrutiny Committees

There hasn't been consideration by Scrutiny. Employment issues are a matter for Council.

Equalities Impact Assessment

n/a

Children and Families (Wales) Measure

n/a

Consultation

During the budget consultation the issue of cost of senior management was raised. This proposal addresses some of the comments made by delivering savings in management costs.

Background Papers

Appendix 1 - Hay Report 2014

Appendix 2 - Cabinet Report July 2014

Appendix 3– Head of Service responsibilities as per the recommended structure change

Dated: 24th August 2015

Newport City Council

Review of senior management arrangements

Introduction

Working with his senior team the Chief Executive of Newport City Council has developed a proposal for a new second tier (Head of Service) structure. Hay Group were commissioned by the Council to conduct a 'light touch' review of the proposals to ensure they are fit for purpose and will meet the needs of the Council. As part of the project we have also been asked to comment on a proposal to provide additional flexibility in the use of the pay and grading structure for Heads of Service. Our remit does not include either the Strategic Director or Service Manager Structure, the levels above and below Heads of Service.

To undertake the review we have discussed the proposed changes with the Chief Executive and Leader, received a briefing from the Council's two Strategic Directors and Head of People and Transformation and had one-to-one conversations with each member of the Cabinet (a summary of our conversations with Cabinet members is contained as an Appendix). As can be seen from this summary Cabinet members have a variety of views on the proposals and some concerns. Further engagement with the cabinet before implementation would therefore seem advisable. We also used our extensive knowledge of organisational design and senior pay arrangements, particularly in local government and Wales.

The proposed changes to Newport's structure come at a time when Council's across Wales are under unprecedented pressure to cut costs and against the backdrop of the William's Commission report which is proposing wholesale change in the structure of local government. In the case of Newport the proposal is for a merger with Monmouth; a change which is to say the least contentious and is currently being debated. Whatever the outcome of the William's review, what is certain is that the Council will need to change significantly in forthcoming years in order to meet its aspirations with reduced resources. Consequently the proposed changes are relatively short term in nature and designed to serve the Council for around the next two years. We have reviewed them on this basis.

Finally it is worth noting that the importance of structures can be over emphasised. On their own they do not achieve organisational aims; rather it is how they work and align with factors such as culture, leadership and processes.

The structure proposal and our analysis

To review the Council's proposal we have looked at the two main aspects of the structure, as outlined below:

Management capacity

An important part of the rationale for developing the new structure is the need to reduce costs, whilst at the same time ensuring the Council still has the level and quality of Heads of Service necessary for it to deliver high quality services and its change programme. The approach has therefore been to reduce the number of roles whilst providing additional flexibility around salaries to support the Council's ability to recruit and retain Heads of Service. This should enable the Council to appoint permanently to a number of Heads of Service roles that are currently filled on an interim basis.

We support this approach; a smaller number of higher performing Heads of Service is likely to better serve the Council, whilst enabling it to reduce cost, both direct employment costs and interim costs. There is no doubt that the proposed structure is relatively ‘lean’, especially when compared with some other Councils in Wales – a number still have ten plus roles at Head of Service level and three roles at Strategic Director level. However, the trend in English local authorities and increasingly in Wales (Bridgend for example has nine Heads of Service, though it does still have three Directors), given the rapidly tightening financial situation, is to reduce numbers of senior roles whilst increasing the level of collaboration with other local authorities and the outsourcing of services. In Newport’s case the practicality of reducing to eight Heads of Service is supported by the alternative methods of service delivery, that are either already in place or in the process of being implemented, for a number of functions such as educational improvement, leisure, property services, housing provision and to some extent regeneration. These will reduce the level of operational management capacity required and as a consequence should enable Heads of Service to manage a broader portfolio. It should be noted that different skills sets and leadership behaviours will be required to perform the resulting more commissioning and partnership management orientated roles.

We would however have the following provisos:

- The roles have to remain ‘doable’ i.e. not have such a broad and/or diverse span of control as to make the role extremely difficult/impossible to perform effectively. **Our view is that the functions that would be managed by Heads of Service under the proposals represent coherent and manageable groupings;** though we have some detailed comments on the exact alignment of the functions’ (see next section). Additionally whilst some of the roles are bigger operationally than others, in terms of factors such as staff managed, these differences are not excessive and are to a large extent inevitable given the variety of functions managed.
- The roles have to be well supported by the next level of management down i.e. Service Managers. **There appear to be a sufficient number of Service Managers in place (though we have not reviewed these roles in detail), but our challenge would be whether the roles are operating at the right level** (in relation to resolving issues, autonomy to manage services etc). If they are not and as a result Heads of Service are being involved in too much detailed operational management it would make the structure less effective. As a result it would be worthwhile for the Council to spend time carefully defining the relative roles of Heads of Service and Service Manager and working through how their respective accountabilities will work in practice.

In relation to the specific roles that the Council is proposing to remove - the Heads of Service for Continuing Learning and Leisure and Customer and Information, we would make the following comments:

- The learning and leisure role is relatively narrow and in other Councils, especially where the services are outsourced, these functions are often combined into a broader portfolio of services at Head of Service level.
- There is more a mixed picture regarding customer and information role, with some Councils creating a dedicated head of service role focussed on transforming the customer experience and whereas others combine the customer function with functions such as ICT and organisational change. However, in the case of a Council of the scale of Newport we do not have reservations about combining these functions with others under a single Head of Service.

Alignment of functions

The proposed reduction from ten to eight Heads of Service will be achieved by the removing the current roles of:

- Head of Continuing Learning and Leisure and;
- Head of Customer and Information

In addition a number of other roles are being significantly changed. These are outlined below together with our analysis and assessment:

Head of Law and Standards changes to be Head of Legal and Regulatory and covers Legal, Superintendent and Registrar, Democratic Services, Electoral Registration, Registration Services and Public Protection. Additionally the role reports to the Strategic Director – Place instead of the Chief Executive.

Analysis and assessment: Our view is that this is a logical clustering. We agree with the rationale that there are benefits from combining legal and regulatory services due to their similar nature. We do not consider it to be an issue that the Statutory Monitoring Officer role would no longer report directly to the Chief Executive as long as s/he continues to have ready access to the top team this should not be an issue in performing the role. Additionally, although the Chief Executive is the returning officer, the extra layer of management between his role and Electoral Services should not stop him performing this role effectively.

Head of People and Transformation changes to be Head of Business Improvement and covers HR (including social care training), Business Improvement and Performance, Communications, Information Governance and Risk, IT Infrastructure and Policy and Partnerships.

Analysis and assessment: There is a trend across local government to centralise support and enabling functions in order to achieve greater efficiency and more focussed support for change. This role is in line with this trend and in our view represents a logical combination of functions, with for example IT Infrastructure fitting well with Business Improvement as an enabler of change. Customer services could also potentially fit with this role, as it is an important part of the change agenda; though this does run this risk of making this role too broad (see comments under Head of City Services).

During the review the performance of the Communications function was raised. In our view this is not primarily an issue of structure rather a reflection of how the function operates. As a consequence there should be a separate review of this function (which we understand is already in process) starting with the identification of the exact service that needs to be provided and then looking at the best way of achieving this. At this point of where the role best fits structurally can be addressed.

‘People’ or ‘HR’ could easily be left in the title if this is felt to be a substantive issue (see Cabinet member comments).

Head of Streetscene changes to be Head of City Services and covers Environmental Services, Area Services and Customer Services.

Analysis and assessment: This is essentially the Streetscene role with Customer Services added. The rationale for the change is that the Streetscene functions have a lot of direct dealings with the public and as a result combining them with Customer Services is a natural alignment. Our experience is that other Councils benefit from closely aligning Customer Services with Business Improvement functions as it supports an integrated approach to change and enables customer feedback to be fed into the improvement process and disseminated across other Council functions.

Newport may still be able to achieve this benefit via collaboration between the functions as opposed closer integration under one Head of Service. However, our view is that placing Customer Services under Business Improvement is something the Council should consider. As stated above if the Council does adopt this approach the Business Improvement role would have a very broad functional spread (though it remains relatively small operationally) so it would need to consider whether other functions would need to move elsewhere, for example Communications and Information Governance and Risk.

Conversely, the City Services role could be enhanced to cover wider city services, such as those in Sports and Leisure and Arts and Culture. The Council would then have a role focussed on delivering and joining up services across the City and a Head of Service more focussed on planning and promoting economic regeneration.

Head of Regeneration and Regulatory Services changes to be Head of Regeneration and Development and covers Property Services, Planning and Development (which includes Housing Needs), Sport and Leisure and Arts and Culture.

Analysis and assessment: The combination of regeneration with planning and development is in our view a good one as they are closely linked and if aligned effectively one can enable the other. See comments under City Services and Business Improvement, regarding the Sport and Leisure and Arts and Culture functions.

Head of Finance changes so that it includes Accountancy, Commissioning and Contracts, Revenue and Debt recovery, Internal Audit and the Integrated Transport Unit.

Analysis and assessment: Our view is that the combination of functions is a good one. The one area which initially queried is Integrated Transport, but as this unit appears primarily focussed on contract management as opposed to strategy it aligns well with the other functions within Finance.

Head of Children Services changes to include Youth and Community.

Analysis and assessment: This function fits well with the range of services already managed as they are closely related. Range of functions managed is broad but manageable.

Head of Education changes to include Flying Start and Active Communities.

Analysis and assessment: These activities fit well with those already managed. Significant increase in operational scale, but manageable given the previously relatively small numbers managed.

Summary

We support the changes to how the Council's functions are organised and in our judgement the new structure will provide the Council with sufficient management capacity, provided the service manager roles are operating at the right level.

However, the Council could also consider whether:

- Customer services would be better placed with Business Improvement (and if this change is made whether other functions are moved from Business Improvement to avoid the role becoming too broad)
- Sports and Leisure and Arts and Culture would be better placed with City Services

To be clear these are not recommendations, but options that in our opinion the Council could benefit from exploring. Whether they are the best fit for Newport will depend on the exact details of how the functions and management arrangements will operate going forward. As stated in the introduction structure is only one of many factors that enable organisations to operate effectively.

Salary arrangements for Heads of Service

Salary Benchmarking

The table below shows the pay levels for roles at the same job sizes as those of the Council's Head of Service grades, in a selection of external markets. The data has been extracted from our PayNet database of over 700 UK organisations. All of the roles in the sample have been evaluated in accordance with our methodologies in order that comparisons are robust. The 3 external markets used are as follows:

- **The Industrial and Service Sector** – All organisations in our database excluding those from the Financial Services industry. This is a common benchmark for local authorities as it provides a useful general market benchmark.
- **The Public and Not for Profit Sector** – This data cut is based on our sample of public and not for profit organisations only. The sample includes organisations from all sub-sectors. For instance, local government, central government, housing, education and charities.
- **Local Government** – This is our sample of local authorities across the UK.

All data provided is for organisations based across the UK excluding those in London.

The following tables show the range of salaries for each market cut. The first set of tables show the base salary values and the second show base salary rates with short term bonus payments included ('total cash'). The ranges of salaries are defined as follows:

- **Upper Quartile** – Divides the top 25 percent from the remaining 75 percent of data.
- **Median** - Divides the upper 50 percent from the lower 50 percent of data.
- **Lower Quartile** - Divides the lowest 25 percent from the remaining 75 percent of data.

	Hay Points	Newport Grade	Grade Min	Grade Max	Base Salary Market Range		
					Upper Quartile	Median	Lower Quartile
Industrial and Service Sector	400	HDSO3	61,505	66,232	94,584	80,000	70,084
	460	HDSO2	70,966	76,418	112,326	95,177	82,660
	528	HDSO1	79,058	87,382	134,915	114,465	97,380

	Hay Points	Newport Grade	Grade Min	Grade Max	Base Salary Market Range		
					Upper Quartile	Median	Lower Quartile
Public / Not for Profit Sector	400	HDSO3	61,505	66,232	78,312	70,174	64,321
	460	HDSO2	70,966	76,418	95,278	83,232	74,027
	528	HDSO1	79,058	87,382	108,029	95,916	88,578

	Hay Points	Newport Grade	Grade Min	Grade Max	Base Salary Market Range		
					Upper Quartile	Median	Lower Quartile
Local Government Sector	400	HDSO3	61,505	66,232	72455	67209	62649
	460	HDSO2	70,966	76,418	89954	81567	74955
	528	HDSO1	79,058	87,382	102914	94931	88578

	Hay Points	Newport Grade	Grade Min	Grade Max	Total Cash Market Range		
					Upper Quartile	Median	Lower Quartile
Industrial and Service Sector	400	HDSO3	61,505	66,232	110,210	90,749	74,682
	460	HDSO2	70,966	76,418	136,707	109,273	89,970
	528	HDSO1	79,058	87,382	173,168	136,623	106,384

	Hay Points	Newport Grade	Grade Min	Grade Max	Total Cash Market Range		
					Upper Quartile	Median	Lower Quartile
Public / Not for Profit Sector	400	HDSO3	61,505	66,232	79,159	70,222	64,617
	460	HDSO2	70,966	76,418	98,633	83,647	74,027
	528	HDSO1	79,058	87,382	110,000	95,916	88,578

	Hay Points	Newport Grade	Grade Min	Grade Max	Total Cash Market Range		
					Upper Quartile	Median	Lower Quartile
Local Government Sector	400	HDSO3	61,505	66,232	72,459	67,209	62,649
	460	HDSO2	70,966	76,418	89,954	81,567	74,955
	528	HDSO1	79,058	87,382	102,914	94,931	88,578

The tables show that Newport City Council's current salaries are most closely matched to the lower quartile of the Public Sector and Local Government markets. Newport City Council salary ranges are further away from the Industrial and Service (general market) sample which is typical of many public sector organisations benchmarking at these levels.

Where organisations choose to benchmark their salaries is a policy decision based on recruitment data, affordability and other general market conditions. The choice of external market is also a key consideration. As the data shows, salaries for roles of this size in the Industrial and Service sector cut are more than £10,000 higher than the public and not for profit sector. In addition, performance related pay is also more prevalent in the general market meaning that total annual earnings may actually be more than £40,000 higher than similar sized roles in the public and not for profit sectors.

Pay Trends Commentary

We have seen an overall market increase of 3.1% across all types of jobs in all sectors of the economy. This figure is broadly consistent with other commentators who are reporting increases of anywhere between around 2 and 3.5 percent. The Office of National Statistics have published salary movements of just 0.9% although it should be noted that there are differences in how these movements are calculated (they take average pay bill increases as oppose to average increases for individuals (pay progression) or pay awards set).

Pay continues to lag behind the cost of living for many although many believe that this situation may change in 2014 and beyond as the economic climate improves and organisations find pay increases more affordable. It is also important to stress the differences in practice amongst different parts of the economy. The Oil and Gas industry continues to forecast increases of around 4% whilst employees in the public sector are expected to be awarded in the region of just 1%.

The vast majority of public and not for profit sector organisations are still balancing the need for a pay system which is flexible and motivating, with one that is affordable and transparent. Many organisations are still having their pay policies and practices scrutinised and many are subject to pay freezes or very low increases. There has also been a lot of public scrutiny of senior salaries in the

public sector in Wales and England as well which is further adding to the downward pressures on pay.

Newport's Pay and Grading Structure

Hay Group originally worked with the Council in 2005, to evaluate its senior management roles and introduce a new pay structure. At this time the Council decided its policy would be to pay at around the median of the Public Sector market. As stated above the Council's current salaries for Heads of Service are now at the lower quartile of this market.

In relation to the structure itself the lower level, HDS03, was intended for more focussed and functionally narrow roles. Given the changes that have occurred in the Heads of Service structure – the reduction in roles and broadening of functions managed – **our view is that it would be appropriate for all roles (with the exception of the Head of Education which is already at HDS01) to be evaluated and graded at the HDS02 level.** To add rigor the roles do need to be formally reevaluated, but this would be a relatively light touch and quick process.

Proposals for Change

As a result of the above points related to market rates and the grading of roles **we would support the Council's proposal for all Head of Service roles to be paid a minimum of the bottom point of HDS02 (£70,966), with potential progression to the top of HDS01 – £87,382.** Essentially this results from re-grading some of the roles to reflect their broader accountabilities and is in line with the Council's current policy of paying at around the median of public and not-for-profit sector practice.

We would also support the Council's proposal to make progression subject to performance, though given the salary range's still low position against the market it may wish to consider consolidating progression up to the current top of HDS02, and use non-consolidated progression above this level. A formal system for linking progression to the Council's performance system will also need to be developed, that links the level of performance rating to the amount of progression. So for example, a fully acceptable rating might warrant one salary point, whereas an excellent rating could warrant two points. In our view the proposal to make a clear link between performance and pay, all be it in a limited way, will support the communication and achievement of the Council's objectives. A small number of other Councils have introduced similar systems, including in Wales and many are considering their introduction at senior levels in particular. Whether they operate effectively is largely dependent on the quality of the performance management process.

The Council may also wish to adjust the salary paid within this range to reflect any particular market issues, though again a rigorous and evidence based approach will need to be put in place.

If the Council does put in place the above arrangements it will need to consider how they fit with the pay policy adopted for its total reward project and develop an approach to the communication and governance issues involved. In our view though the proposed changes are within the Council's current grade structure and pay policy and reflect the increased levels of the roles.

Jon Gay | Hay Group
March 2014

Appendix

Summary of Cabinet Member Feedback

Views of two or more Members

- Member/Officer relations have improved greatly since the new administration came into power and are now generally very productive.
- The changes make logical sense and that the new clustering is generally good/makes sense.
- A perception that the current proposals are a quick fix and being driven by the need to fund salary increases as opposed to a full review of the structure aimed at doing what's best for Newport.
- Concerns that the reduction in the number of Heads of Service will leave the Council with insufficient management resource, particularly in relation to delivering its change programme.
- Customer Services not best placed with City Services.
- A perception that there has been insufficient debate on the proposals.
- Something needs to be done to improve salaries for Heads of Service to improve the Council's ability to recruit and retain the required quality of managers.
- The Council is currently paying below the market rate for Heads of Service.
- Despite the above it is difficult to increase salaries given the cuts that are being made and the general climate around senior pay in local government.
- Legal and regulatory services would be better reporting to the Chief Executive as it includes the MO and electoral services functions.
- Concern over the functioning and location of the PR function.

Views of individual Members

- Combining legal and regulatory services is a good proposal.
- Not convinced that Customer Services should be placed under City Services due to the need for expertise in housing and council tax benefits to run this area effectively.
- The Council already has insufficient management capacity.
- Housing Needs should be placed under Adult Services due to the close links between the services.
- Concern that the Chief Executive's direct reports have reduced from four to two – seems unbalanced.
- Housing Benefit and Council Tax should be placed under Finance, due to the expertise needed to run this area.
- A separate Head of Service is needed to run Arts, Leisure and Sports.
- Head of Regeneration role is too broad.

- Head of Business Improvement job title should be changed to include HR.
- There is an imbalance between Head of Service portfolios in relation to the number of staff managed.

Cabinet

Part 1

7 July 2014

Item No.

Subject **Heads of Service restructure**

Purpose To seek Cabinet approval to commence formal consultation with Heads of Service and Trade Unions and then look to implement the revised senior structure. Cabinet is also asked to approve the recommended way forward on Chief Officer pay.

Author Will Godfrey, Chief Executive

Ward General

Summary The council has an ambitious and challenging programme of change outlined in the Prospectus for Change – Improving People’s Lives Providing the Best Affordable Services and it is essential that we have the right strategic capacity within the Head of Service structure to deliver improving services and the change agenda.

Proposal Subject to consultation, to adopt the structure outlined in this report and to consider the recommendations on Chief Officers pay as part of the Total Reward implementation.

Action by Chief Executive
Timetable Immediate

This report was prepared after consultation with:

- Cabinet
- Chief Executive
- Strategic Directors

Background

The current Head of Service structure was approved by Cabinet in October 2012, and was prepared by the previous Managing Director. Since this point, there have been a number of Heads of Service (Head of Regeneration and Regulation, Streetscene, Finance, Continuing, Learning and Leisure) who have left the council. This leaves the council's progress significantly hampered in strategic capacity terms and this has been the subject of critical comment by external auditors and regulators. Thus far we have filled a number of the posts on an interim basis and we now need to make arrangements for permanent recruitment. Under the Prospectus for Change report, a cross cutting programme on Right People, Right Skills, Right Place is set to examine spans of control and decision making accountability, thereby bringing the opportunity to assess management structures in any respect. Clearly the turn-over in these key roles has allowed us an early opportunity to review our Head of Service structure.

The council has had a historic relationship with Hay Consultants and they have been engaged at various points to assist the council in designing its Chief Officer pay arrangements and structure, for instance they worked with the Managing Director and Cabinet to design the structure which was approved in 2012. At the end of 2013, the Chief Executive and Strategic Directors designed a number of structure options and these were tested in terms of organisation fit. Following a procurement process, Hay were again engaged and asked to comment on the structures and undertake pay benchmarking for generic Heads of Service posts. NB The current pay structure is over 10 years old and there are known issues with pay rates giving rise to difficulties with recruitment and retention.

At present out of the 10 Heads of Service posts, 6 are filled on a permanent basis - Chief Education Officer, Head of Law and Standards, Customer and Information Services, People and Transformation, Adults and Children Services - albeit with the latter being a long term secondment from Barnados. The other 4 areas eg Head of Finance, Regeneration and Regulatory, Continuing Learning & Leisure and Streetscene are all covered by interim arrangements. The drafted structure prepared by the Chief Executive provided options to move to 8 or 9 Heads of Service.

Following conversations between the Leader and his Cabinet, an alternative structure was proposed - Appendix 1. This structure adopts 9 Heads of Service. Clearly any implementation can only follow formal consultation with those Heads of Service affected by the subsequent changes e.g. reporting lines, changes to job titles and the areas they cover. The structure appended to this report is not definitive and requires some further work to reflect the complete range of City Council services. Cabinet Members have been asked to discuss points of detail with their respective service heads in order that any additional comments or suggestions can be considered prior to implementation. At the Employee Partnership Forum, the Trade Unions were also informed they would also be included in the consultation. Any substantive issues raised during consultation may need to be reconsidered by Cabinet.

On implementation of the senior structure, there will need to be corresponding consultation with those teams who are moving to different Heads of Service. Thereafter, alignment of teams and any physical movement of staff can be considered.

The current Head of Service Structure has 10 posts split across 3 historic pay bands. The pay bands were designed by Hay and took account of the organisation at that point. This resulted in 3 different pay bands with posts allocated on the following basis:

Head of Service 1	HDS01	009	79,058	1 HoS
		010	81,832	
		011	84,607	
		012	87,382	
Head of Service 2	HDS02	005	70,966	4 HoS
		006	72,743	
		007	74,557	

		008	76,418	
Head of Service 3	HDS03	001	61,505	5 HoS
		002	63,039	
		003	64,616	
		004	66,232	

Every organisation needs to review their pay structures to ensure they are still an appropriate fit, the differentials are justifiable and the pay bands are set appropriately to recruit, motivate and retain the right calibre of individual. We know from our experiences over the past few years and what appears in the Trade press or job adverts that the council is no longer competitive or attractive in a range of areas. It was always known that we would need to review the pay of Chief Officers as part of the Total Reward project and as with most councils, we would probably engage an independent organisation external to the council to undertake a pay benchmarking exercise. The report from Hay consultants, can be found in Appendix 2

The Hay report acknowledges that the Head of Service 3 pay band is not appropriate for Chief Officer posts and should be removed. It is recommended that the formal implementation of any pay changes will be introduced alongside the rest of the Total Reward project. However, for those posts currently covered by interims, where we need to move to external advertising, we will need to highlight that a 'pay review' is pending in order to attract the right calibre of individual.

Financial Summary:

The cost of the current 10 Head of Service structure is £715,569 excluding on costs. The removal of 1 post to move to a 9 Head of Service structure results in an annual saving of circa £65k excluding on costs. An eventual removal of Head of Service pay band 3 and moving the 4 posts from this band to the minimum of Head of Service pay band 2 will result in a Head of Service structure cost of £671,466, at the maximum of this grade the cost for the structure will be £698,726 excluding on costs.

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?
Inability to deliver services and change programme	H	H	Proposing to stabilise the Head of Service team	Cabinet/ Chief Executive

Links to Council Policies and Priorities

- Pay Policy
- Options Considered/Available

Comments of Chief Financial Officer

These comments are being given by the Assistant Head of Finance (Accountancy) in view of the fact that the Chief Financial Officer is a Head of Service and accordingly has a personal interest in the matter under consideration.

The costs outlined within this report can be accommodated within existing budgets

Comments of Monitoring Officer

These comments are being given by the Deputy Monitoring Officer in view of the fact that the Monitoring Officer is a Head of Service and accordingly has a personal interest in the matter under consideration.

There are no direct legal implications as the proposed Structure retains the statutory posts which the Council is obliged to have and in any event the purpose of the Report is to agree the structure subject to consultation. It is noted that the Structure is not definitive and needs further detail. The consultation process will need to reflect this and will need to ensure that the consultees have sufficient detailed information to inform the consultation response. As mentioned in the Report, any substantial issues raised will need to be considered by Cabinet. It is important for the decision makers to have all the necessary information to enable them to make an informed decision. In relation to operational matters Cabinet has a wide discretion in relation to agreeing the structure subject to ensuring that the proposed structure complies with the statutory responsibilities in terms of its statutory officers. It is understood that no changes are proposed which affect these responsibilities.

Staffing Implications-: Comments of Head of Human Resources and Policy

These comments are given by the Human Resources Manager on the basis that the Head of People and Transformation has a personal interest in the matter under consideration.

The report seeks approval for formal consultation to commence with Heads of Service and Trade Unions on a senior management structure. There are no redundancy implications associated with this report at this stage, however, full and meaningful consultation will be required with all Heads of Service prior to implementation. There are pay implications and the report recommends these are addressed as part of the Total Reward implementation.

The movement of functions will impact on a number of employees; therefore, an implementation plan will need to be produced clearly setting out the next stages. In addition, there are a number of functions missing from the attached structure chart; this will need to be addressed as part of the consultation process.

Local issues

No local issues.

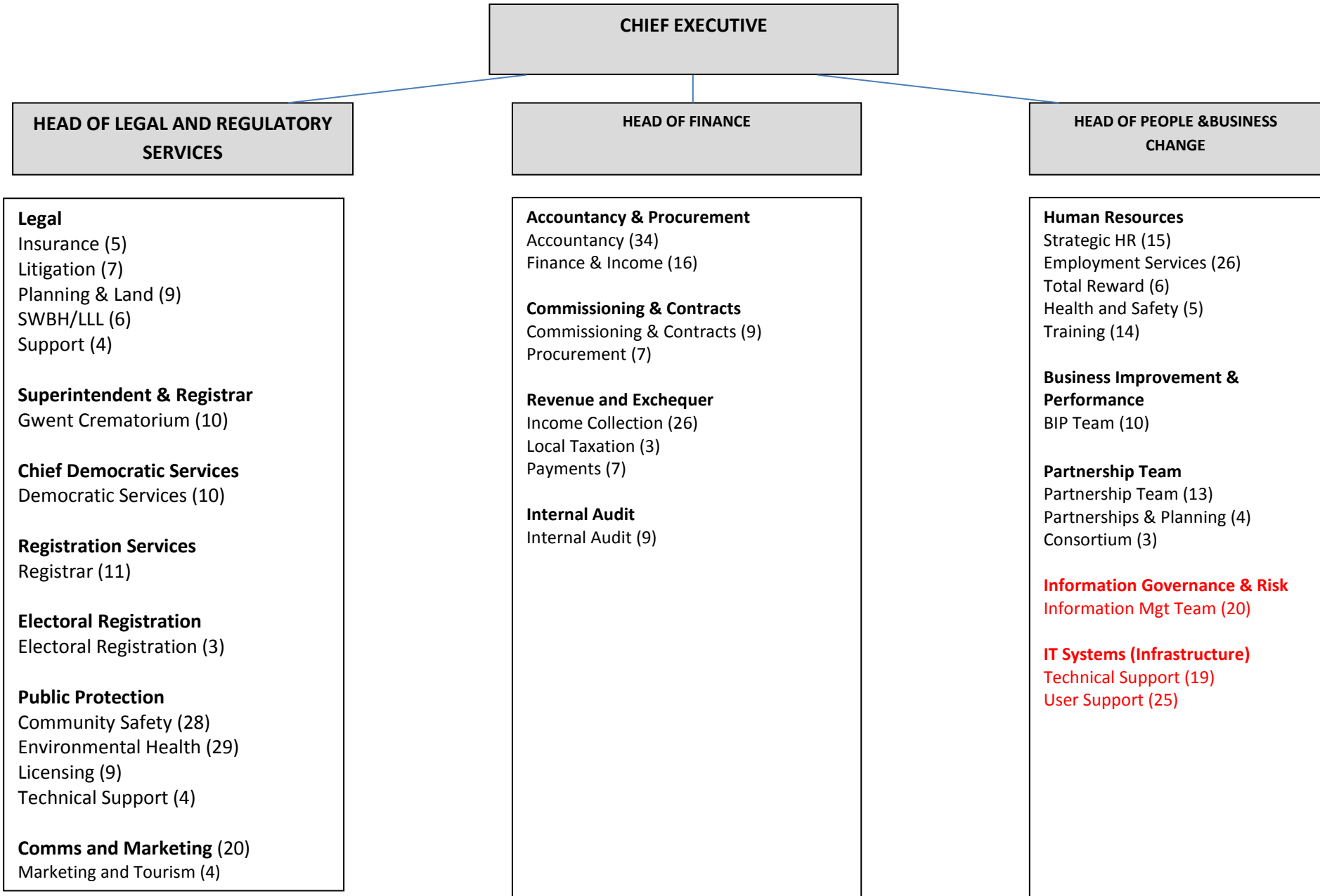
Consultation

This report is for consultation following the Cabinet meeting.

Background Papers

See appendices attached.

Proposed Structure with 8 Heads of Service



STRATEGIC DIRECTOR - PLACE

Proposed – 8 Service Head Model

HEAD OF REGENERATION, INVESTMENT AND HOUSING

Property Services (Joint Venture)/Newport Norse

Strategic Property (23)
Property Maintenance (33)
Facilities (72)

Planning and Development

Development Services

Building Control (5)
Development Mgt (18)
Development Services Support (11)
Planning Policy (6)

Community Development

Housing

Community Regeneration (9)
Flying Start and Families First (101)

Youth & Community

Business Support Team (4)
Youth Development (33)

Skills and Work

Adult Education (30)

Arts & Culture

Museum & Heritage (19)
Theatre & Arts (64)

HEAD OF STREETSCENE & CITY SERVICES

Environmental Services

Waste Disposal (19)
Recycling and Sustainability (13)
Green Services (24)
Recycling & Refuse (57)

Civil Contingencies (2)

Streetscene (City Centre)

Area Management (3)
Project Delivery (9)

Streetscene (West & Strategic)

Assets & Performance (3)
Insurance & Business Support (11)
Streetworks (5)
Traffic, Transport & Development (3)
Traffic, Transport & Road Safety (11)
Area Management (2)
Integrated Transport Unit

Streetscene (East & Operations)

Drainage & Highways (33)
Grounds Maintenance (35)
Street Cleansing (71)

Customer Services

Face to Face, Contact Centre, Housing &
Council Tax Benefits (80)

Newport LIVE

STRATEGIC DIRECTOR - PEOPLE

Proposed with 8 Head of Service Model

HEAD OF CHILDREN SERVICES

HEAD OF ADULTS SERVICES

HEAD OF EDUCATION

Child Protection & Quality Assurance
Child Protection & Quality Assurance (20)

Youth Offending Service
Youth Offending Service (19)

IFSS
Substance Misuse (2)
Integrated Family Support Team (10)
Family Support (44)
Crisis Support (4)

Operations
DAT (15)
Child Protection (28)
Mentoring, Assessment & Planning (3)

Resources
Residential (60)
Adoption (5)
Fostering (16)
Placement Matching & Support (6)

Childrens
Disabled Childrens Team (17)
LAC 1, 2, 3 (24)
16+ (13)

Mental Health
Adults (5)
Older People (9)
Assertive Outreach (5)

Learning Disability
Adult Learning Disability (10)

End to End
Adult Assessment (12)
Review Team (13)
POVA (6)
Hospital Frailty Team (13)
CRT (30)

Provider Services
Residential (213)
Homecare (89)
Supported Living (21)
Family Aide (12)
Supporting People (7)

Planning
Organisation & Assessment (8)
Business Support (12)
Early Years (4)
Education Information Support (1)

Education, Inclusion & Improvement
Cylchdro Centre (17)
Ed Psychology (5)
GEMSS (58)
Pupil Services (14)
Advisory Services (1)
Music Support (25)



Report

Council

Part 1

Date: 29 September 2015

Item No:

Subject Overview and Scrutiny Annual Report 2014-15

Purpose To present the Overview and Scrutiny Annual Report 2014-15.

Author Senior Overview and Scrutiny Officer

Ward All

Summary The Scrutiny Committees are required by the constitution to submit an Annual Report each year to Council, to review how Overview and Scrutiny has operated in the last 12 months.

The Annual Report is a key part of the performance management cycle for Scrutiny. It is difficult to measure the impact of Scrutiny using traditional performance measures, which count the outputs from the Scrutiny Committees but do not measure the outcomes of our work, or show whether improvements have been made as a result. The Annual Report is a more useful tool in reviewing the effectiveness of Scrutiny, providing an opportunity to reflect properly on how Scrutiny has operated in the last year, and to identify upcoming challenges against which future performance can be judged.

Proposal To agree the content of the annual report as a basis for the work of the Scrutiny Committees in the coming year.

Action by Chief Democratic Services Officer and Scrutiny Team

Timetable Immediate

This report was prepared after consultation with:

- Scrutiny Improvement Group
- Scrutiny Members
- Head of Law and Regulation
- Head of People and Business Change
- Head of Finance

Background

- 1 The Scrutiny Committees are required by the constitution to submit an Annual Report each year to Council, to review how Overview and Scrutiny has operated in the last 12 months.
- 2 Scrutiny has made good progress this year in delivering its work programmes and working towards the priorities set out in last year's plan. We have undertaken reviews on a number of key projects, the findings of which have been positively received by the Executive and taken into account in the final decision making process. These include projects which fed in directly to this year's budget process, for example the Riverfront Alternative Delivery Model. The outcomes of the Libraries and Community Centres were particularly well received, and demonstrate the positive impact of Scrutiny work taking an overview across all departments of the Council.

Reviewing Scrutiny's Performance

- 3 The Annual Report is a key part of the performance management cycle for Scrutiny. It is difficult to measure the impact of Scrutiny using traditional performance measures, which count the outputs from the Scrutiny Committees but do not measure the outcomes of our work, or show whether improvements have been made as a result. The Annual Report is a more useful tool in reviewing the effectiveness of Scrutiny, providing an opportunity to reflect properly on how Scrutiny has operated in the last year, and to identify upcoming challenges against which future performance can be judged.
- 4 As well as providing a commentary on scrutiny activity in the past year, the report is structured to review performance on the targets set last September, and agree priorities for the next 12 months (which will be used as the basis of our performance review next year). It includes the following sections:

1. **Introduction**
2. **Scrutiny Improvement Group**
- Summary of activity and progress made
3. **The Scrutiny Committees**
- Statements from the Chairs and summaries of key activities and projects
4. **Planned Actions 2014-15: Update**
- Reviewing progress against the priorities set in last year's annual report
5. **External Feedback on our Performance**
- A précis of scrutiny-related feedback from regulators in the past year
6. **Planned Actions 2015-16**
- Our priorities and goals for the next year

Financial Summary

- 5 There are no specific costs to the adoption of this report. Support for Overview and Scrutiny is undertaken within the budget allocation.

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?
An ineffective	M	L	The Annual Report informs the	Chief

scrutiny function could undermine the Council's corporate governance arrangements and lead to poor quality decision making			Council of the efforts made to strengthen the role of scrutiny in Newport and how the Committees will work to help develop policies and hold the executive to account in an open and transparent manner.	Democratic Services Officer and Scrutiny Team.
Lack of progress in enhancing the role of scrutiny will impact on its effectiveness and esteem within the Council	H	L	The Scrutiny Improvement Group has been set up to examine what is being done well in Newport; what we need to improve upon and an action programme for improvement. This Group also hold regular meetings with the Executive to help develop that relationship and strengthen the position of scrutiny within the authority.	Chief Democratic Services Officer and Scrutiny Team.

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

6 The Scrutiny function has an important role in helping the Council to achieve its expressed aims:

- To make our city a better place to live for all our citizens
- To be good at what we do
- To work hard to provide what our citizens tell us they need

Options Available

7 The Council's constitution requires the production of an Overview and Scrutiny Annual Report. Submission of this report is required in order to meet this requirement. The Council may accept the report, reject it, or ask for further work to be undertaken.

Preferred Option and Why

8 The report sets out to provide a commentary on how the Council is working to strengthen the role of scrutiny and it is recommended that the report is adopted.

Comments of Chief Financial Officer

9 There are no specific financial implications arising from the report. As a matter of course, all Committees are advised of the financial consequences of any matter before them.

Comments of Monitoring Officer

10 The Council is required to establish arrangements for effective overview and scrutiny in accordance with Section 21 of the Local Government Act 2000 and the Local Government Measure 2011. In accordance with the reporting arrangements set out in the Constitution, an Annual Report is presented to full Council regarding the way in which the Overview and Scrutiny arrangements have operated during the preceding 12 months. The Annual report itself raises no legal issues. Each report to and from the Committees during the year has included my comments

on any legal implications. The Annual Report shows that good progress has been made in delivering the targets and objectives set out in last year's Report, particularly the work carried out by the Scrutiny Improvement Group in overseeing the action plan arising from the National Scrutiny Study and the WAO Corporate Assessment. This work will continue throughout the current year, with a view to further strengthening scrutiny arrangements.

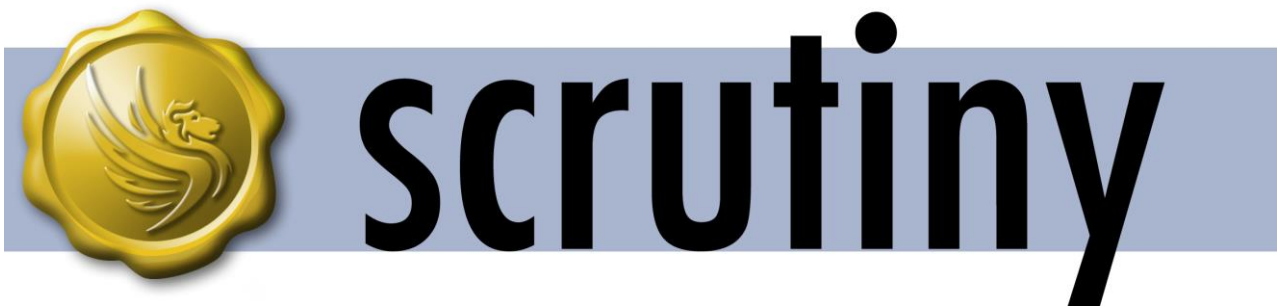
Staffing Implications: Comments of Head of People and Business Change

- 11 The Annual Report demonstrates the value that the Administration places on robust scrutiny processes. Scrutiny plays a key role in reviewing and challenging service area activity, including actual/planned performance, predicted demand levels, customer feedback and actions arising from external regulators' reports and recommendations. This is evident from scrutiny reviews such as the Riverfront Alternative Delivery Model and the Libraries and Community Centre reviews which have informed and shaped final policy decisions. Over the course of 2014/15 Scrutiny also forged links with Newport Fairness Commission which led to the development of a bespoke training package for members delivered by the Chair of the Fairness Commission. This represents truly innovative work which is the first of its type in Wales and probably the UK. The extent of the work of the three Committees and the progress already made against the action plan is noted along with the clearly identified work programme going forward in 2015/16.

Dated: 18/9/2015



Scrutiny Annual Report 2014-15



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For further information please contact:

Overview and Scrutiny Team
Newport City Council
Civic Centre
Newport
NP20 4UR

Tel: 01633 656656

scrutiny@newport.gov.uk
www.newport.gov.uk/scrutiny

Introduction

This report looks at the work of the Scrutiny Committees from May 2014 to April 2015. The Annual Report is an essential tool for measuring the performance of Scrutiny, evaluating the progress made against previous targets and setting priorities for the coming year.

Scrutiny has made good progress this year in delivering its work programmes and working towards the priorities set out in last year's plan. We have undertaken reviews on a number of key projects, the findings of which have been positively received by the Executive and taken into account in the final decision making process. These include projects which fed in directly to this year's budget process, for example the Riverfront Alternative Delivery Model.

The outcomes of the Libraries and Community Centres Reviews were particularly well received and demonstrate the positive impact of Scrutiny work taking an overview across all departments of the Council. These were two separate reviews, looking at the future of Library and Community Centre provision respectively. In undertaking the research it became clear that there was significant crossover between the two projects, as both were looking at the distribution and use of Council assets for providing community-based services. After each group had concluded its research into the specific topics, a joint meeting was arranged to look at the common issues in terms of property management and any potential rationalisation of assets. The joint meeting was very positive and constructive, and was able to look at solutions that crossed over traditional portfolios for the benefit of the wider Council. This was welcomed when reported to Cabinet on 9 February, and Scrutiny was complimented for approaching the issue "with considerable imagination and skill". The proposals from Scrutiny were endorsed, and impacted directly upon the final budget proposals which were agreed at the same Cabinet meeting.

Gwent Scrutiny Challenge

As was referenced in the previous annual report, one of our most significant achievements this year has been the Gwent Scrutiny Challenge, supported by Welsh Government's Scrutiny Development Fund. The Newport Scrutiny Team has taken the lead in managing this project, which is being delivered in partnership with the Gwent Scrutiny Network and with additional support from the Centre for Public Scrutiny, Wales Audit Office, WLGA, CSSIW and Estyn.

The project started with a high profile, very well attended event on 6 June 2014 in the Riverfront Theatre, looking at experiences from the Mid-Staffordshire Inquiry and what lessons can be learned by local government about the quality of challenge within our own organisations. Auditors, Inspectors and Regulators were also invited to set out their expectations for scrutiny following on from the 2013/14 WAO Improvement Study, "Good Scrutiny, Good Question".

Feedback from attendees was excellent and the event attracted a good deal of interest, both locally and across Wales, as an interesting and innovative project – most notably being referenced by the Minister for Local Government and Government Business in her speech to the WLGA conference on 19 June 2014.

Since June we have been working with Gwent colleagues and the Centre for Public Scrutiny to ensure the messages from the event are taken forward, and the positive momentum created continues. This culminated in a workshop on 19 March 2015, attended by Scrutiny Members and Officers from across Gwent, entitled "Sharing Our Strengths, Learning Together". The workshop was facilitated by the Centre for Public Scrutiny and sought to challenge and refine ideas of what constitutes effective scrutiny, through structured discussion and engagement with other scrutiny practitioners. The session looked at the pros and cons of peer review / meeting

observation as a method of assessing effectiveness, and invited Members to think critically about the behaviours and environmental factors that enable effective scrutiny.

The notes from the March event are now being collated and will be formulated into a toolkit which can be used to support peer review and self-assessment going forward.

The Scrutiny Improvement Group

The Scrutiny Improvement Group was set up in August 2013, and comprises the three Scrutiny Chairs plus six Scrutiny Members.

Current Membership

Councillors David Atwell, Tom Bond, Emma Garland, Paul Huntley, Roger Jeavons, David Mayer, Sally Mlewa, Jane Mudd and Mark Spencer.

The Group has also established a link with the trade unions by inviting Steph Davies (Unison Branch Secretary) to attend SIG meetings as an advisor and to share information on specific reviews.

Progress Made

Scrutiny Improvement Group took an active role in planning the budget scrutiny process this year. Representatives from Newport attended the launch of the Centre for Public Scrutiny / Grant Thornton Finance Scrutiny Guide in Cardiff in July, which was then used to support Members in planning this year's scrutiny of the budget. This included briefings and workshops with scrutiny ahead of the formal consultation process in December and January, taking particular interest in the delivery and outcome of the public engagement activities. We also held workshops with each Scrutiny Committee once the final proposals had been released, to check understanding and request any further information required ahead of the formal Committee meetings. The Group is now undertaking a review of the budget scrutiny process for 2015/16, the findings of which will be tabled for discussion with Cabinet in order to plan scrutiny involvement in the budget for 2016/17.

The Group has established regular meetings with Cabinet to discuss matters of mutual interest. This has included developing a protocol for interaction between Scrutiny and the Executive, as well as discussing Scrutiny involvement in the budget process. Meetings have been positive and constructive, encouraging dialogue and strengthening the relationship between the two functions. These diarised meetings will continue in 2015/16. In response to the points raised by the Corporate Assessment, further work needs to be done on clarifying roles and responsibilities, in particular between the scrutiny function and Performance Board.

Improving awareness of and engagement in scrutiny continues to be a key priority for the Group. We are currently developing a public engagement strategy, which is aimed to increase public participation in the process and improve communication about scrutiny matters. When complete, this will take the form of a practical toolkit, and will link with other participation and engagement methods already working within the Council and local partnerships. Members have also taken an interest in internal communications, and as a result a separate task group has been set up outside of the scrutiny process to look at Members' IT, how this can be improved and how alternative meeting formats could be supported.

The Group has overseen the delivery of the Gwent Scrutiny Challenge, for which Newport was the lead authority. Members of the Group took part in the workshop in March to develop a toolkit for scrutiny self-assessment, and this will now be used to evaluate our own scrutiny processes and performance with a view to improving the quality of scrutiny challenge in Newport.

In March, the Group took part in a training session developed and delivered by the Fairness Commission, entitled "how to think critically about fairness when developing and assessing policy and practice". The day started with an introduction to "What is Fairness?", discussing the

different aspects and assumptions associated with this ubiquitous term. We then went on to examine how fairness links with the development of policy, using case studies to discuss how different interpretations of fairness could be applied. There was very positive feedback from the day, and we hope to roll this training out to more Members and Officers later in the year.

Going forward, the Group will oversee the production of the annual report this year and will use the priorities identified to formulate the work programme for the coming year.

The SIG has an important role in addressing the concerns raised within the Corporate Assessment and in responding to the issues raised to improve.

As part of the improvement programme, the SIG have been looking at potential for a review of structures that could be developed further in 2015.

The Scrutiny Committees

Community Planning and Development

Membership:

Councillors Atwell (Chair), Delahaye, Ali, Morris, Mudd, T Suller, H Thomas, K Thomas and Watkins

Chair's Introduction:

The Committee reviewed its Work Programme in June 2014 and given its wide and varied portfolio, has made good progress this year in achieving a challenging work programme, considering topics determined from a series of themed meetings we held previously to examine areas of our portfolio in more detail before selecting priority topics.

We met with partner organisations more over the course of the year including: the Chief Executive and Officers from Newport City Homes to monitor the promises made in the Stock Transfer Document, and; the Chief Executive, Chair and Members of the Aneurin Bevan University Health Board to monitor performance and service delivery over the previous year. Similar opportunities to consider the performance and challenges of our partners are scheduled in the draft Work Programme for 2015-16.

The Committee will also continue to encourage representatives from voluntary organisations to attend relevant meetings wherever possible e.g. inviting representatives from Newport Carers Forum to attend for consideration of the Carers Strategy, as essential contributors to the debate.

2014-15 has also seen an increase in the number of Regulatory Reports the Committee is receiving and monitoring progress of associated action plans developed in response to Regulatory Recommendations, most significantly, the CSSIW Performance Evaluation report 2013-14 and a report from Officers highlighting progress against the areas for improvement identified. This important area of work is also similarly reflected in the draft Work Programme for 2015-16.

We have contributed to the development of a number of policies and strategies during 2014-15 and concluded reviews through Policy Review Groups into Community Centres and Disabled Parking Bays and made recommendations, the outcomes of which we will monitor this year. We also plan to undertake reviews through Policy Review Groups of Adult Residential Care, Empty Homes, Private Rented Sector and Marketing & Engagement during 2015-16.

Our Activities 2014-15

This year our work has included the following:

- **Presentation by Chair & Chief Executive of ABUHB**

The Committee received a presentation from the Chair and Chief Executive of Aneurin Bevan University Health Board on delivery and performance over the past year. Members had the opportunity to question five members of the Health Board that were in attendance and welcomed the presentation, recognised the benefits of working together agreed to invite Members of the Board to meet with the Committee twice a year and that a Review Group could take forward the exchange of ideas.

- **CSSIW Performance Evaluation Report 2013-14**

The Committee considered the Care and Social Services Inspectorate Wales Performance Evaluation Report 2013-14 upon the Council's Social Services. The report had received initial consideration when presented by CSSIW Officers to a Joint Meeting of the Learning Caring & Leisure and Community Planning & Development Scrutiny Committees on 27 January, but was being considered in the individual Committees for any remaining questions to be addressed to Council Officers. A report highlighting progress against areas for improvement identified in the CSSIW Performance Evaluation Report 2013-14 was considered and the Committee accepted that the CSSIW report was based upon historic information relating to the 2013-14 financial year since which progress had been made.

- **Gwent Frailty Programme**

The Committee has received the findings from the Cordis Bright Review of the Gwent Frailty Programme. This review took place between March and June 2014, and made a number of recommendations for taking forward the project. The Committee asked that their comment that it was disappointing that an action plan of the on-going actions from the report had not been included, be fed back to the Gwent Frailty Joint Committee. The Committee was also advised that Wales Audit Office will carry out a review shortly, which is expected to be reported in the Autumn and will be scheduled for the Work Programme.

- **WAO Review of Whistleblowing**

WAO presented their recommendations to the Committee following the national Wales Audit Review of Whistleblowing in all Local Authorities, looking at the Policy and supporting arrangements in place. The Committee also considered the Authority's action plan to implement the recommendations and agreed to receive feedback on an annual basis on the number / type of reported cases.

- **WAO Review of Progress against Corporate Assessment HR Recommendation**

WAO presented their report on progress made to date on the HR Recommendation contained within the Corporate Assessment. The Committee also considered the planned actions for the final quarter of 2014-15 and endorsed them.

- **Annual Information Risk Report 2013-14**

Members considered the Council's information governance arrangements and noted the actions and improvements in 2013/14 which included the move to PSN compliances, awareness-raising across the organisation and member training which will continue into 14/15. The Committee endorsed the draft Annual Information Risk Report and information governance arrangements and reiterated thanks for the development of the excellent Ward Profiles to the Information Governance Manager.

- **Communities First**

Consideration was given to a report to monitor progress of the delivery of the Communities First Programme by the Council as Lead Delivery Body for the Programme in Newport for 2013-15 and a presentation upon the impact and key outcomes to date. The Committee endorsed the progress made in the delivery of the Programme to date and agreed to send a letter from the Committee to the Cabinet Member for Social Care & Wellbeing requesting that WG be encouraged to pursue the money allocated but not spent by other Lead delivery bodies within the time set in conditions attached to the funding and consider redistributing those funds.

- **Disabled Facilities Grants**

Members of the Committee considered a report upon the Council's performance in delivery mandatory Disabled Facilities Grants in the last three years, the target set for 2015-16 in line with the Welsh Average and the underpinning aim to achieve an actual as close as possible to 2016 days; the upper quartile. The Committee recognised the progress made in the last three years, endorsed the continuation of processes outlined in the report including changes in working practices and their introduction into the future improvement plan.

- **Further Monitoring and Evaluation Work**

The Committee has also received reports and fed back comments on the following areas:

- Performance of Adult Social Care Providers
- Annual Social Services Complaints and Compliments Report
- 2013-14 Adult Protection Annual Report
- Homelessness

- **Ongoing Policy Development and Review**

The Committee has considered the following newly developed Policies, Plans and Strategies and provided its comments to the Executive where appropriate:

- Adult Services Commissioning Strategy
- Update on the Carers Strategy 2013-18
- Draft Improvement Plan 2015-16
- Reconfiguration of Social Services Housing Accommodation
- Integrated Pathway for Older People

- **Policy Review Groups**

The Committee has concluded reviews of the following topics:

- Community Centres (Member Referral)
- Disabled Parking Bays.

The Committee has established Policy Review Groups to undertake the review of the following topics within the Forward Work Programme:

- Empty Homes
- Private Rented Sector Strategy
- Marketing & Engagement

Learning, Caring and Leisure

Membership:

Councillors David Mayer (Chair), David Atwell, Emma Garland; Ibrahim Hayat; Christine Maxfield; Sally Mlewa; Mark Spencer; Cliff Suller; Kevin Whitehead and David Williams.

The Committee's membership also includes statutory co-opted members where education matters are discussed, representing the Catholic Church, The Church in Wales and Parent Governors. In addition, the Committee has decided to appoint a co-opted member from Newport Youth Council.

Chairs Introduction:

I remain committed to the development of a culture of effective Member led Scrutiny. We encourage teamwork amongst Members so we can deliver effective outcomes for both scrutiny and policy development and work closely with Officers to develop a positive relationship with the Executive.

This year, the Committee has embarked on a series of challenging but relevant service reviews. Notably, these include Safeguarding Children – Child Sex Exploitation, Recruitment and Retention of Social Workers and the Review of Libraries Services. Our detailed review of the Riverfront Theatre and Arts Centre contributing to the implementation of the Newport Live Trust. These reviews were led by smaller more flexible sub groups of Councillors often working with members of the other Scrutiny Committees. We were able to gather authentic and appropriate evidence that maximised the value of the outcomes for the Council and the affected communities.

These are still early days for our Scrutiny Committees. The knowledge we have gained from our current innovative review process will provide a model for even more effective research in the coming year. We will build on this success and continue to develop our skills to hold the executive to account and provide more efficient and relevant services.

Our Activities 2014-15

This year our work has included the following:

- **Continuing Learning and Leisure – New Delivery Model Riverfront Theatre and Arts Centre**

A Policy Review Group was established to review the options for a new delivery model for the Riverfront Theatre and Arts Centre. Through the course of the review, it became clear that there were significant advantages to including the Riverfront within the NPDO being implemented for the Sport and Leisure Service. Based upon the evidence received, the Committee endorsed this as the preferred course of action, and this has subsequently been agreed and implemented.

- **Libraries Service in Newport**

The Committee concluded its review of regarding the options for delivering the Library Service in Newport through a new delivery model. The Committee set up a smaller Policy Review Group with the aim of assisting in the development of proposals for rationalising and modernising the delivery of the service in order to provide high quality but affordable service

for the residents of the city, and meet the level of revenue budget savings required for 2016-17 while still delivering the statutory function.

In debating its recommendations, it became clear to Members that there was significant crossover between this review and the conclusions of the Community Centres review being undertaken by the Community Planning and Development Scrutiny Committee, which recommended a wider review of Council assets, including libraries, to look at opportunities to rationalise assets and improve service delivery where more than one facility is present in an area. It was agreed that these opportunities needed to be identified and investigated before consultation could start on specific locations for future library provision.

A subsequent joint meeting of the Policy Review Groups, followed by a joint meeting of the respective Committees, supported the hub model approach to Library Services, and recommended the use of certain locations, co-locations and consideration of other community facilities / libraries.

In receiving the joint report, the Cabinet Member for Leisure and Culture welcomed the work of the Scrutiny Committees, saying that scrutiny members had approached the issue with considerable imagination and skill. The Cabinet Member for Human Resources and Assets welcomed the scrutiny work as they had also considered asset management issues. The Cabinet thanked the Scrutiny Committees for their work on this matter and endorsed their proposals for further consultation and implementation reports.

- **CSSIW Performance Evaluation Report 2013-14**

The Committee considered the Care and Social Services Inspectorate Wales Performance Evaluation Report 2013-14 upon the Council's Social Services. The report had received initial consideration when presented by CSSIW Officers to a Joint Meeting of the Learning Caring & Leisure and Community Planning & Development Scrutiny Committees on 27 January, but was then considered in the individual Committees for any remaining questions to be addressed to Council Officers.

A report was subsequently presented to the Committee highlighting progress against the areas for development identified by CSSIW in relation to Children and Family Services. Following further discussion and questioning, the Committee acknowledged the progress being made.

- **Measurement of Performance in Schools**

The Committee evaluated and compared the full range of achievement within and across schools in Newport. Members discussed the 2014 results, and progress and performance in all indicators including comparisons across Wales. Newport's rankings for all indicators were scrutinised. Monitoring and evaluating performance in this key area forms a regular and important part of the Committee's business.

The Committee also received a presentation from the Education Achievement Service (EAS) on the new Intervention Framework for the region, which aligned to the new Welsh Government Guidance and the National Model for Categorisation of Schools which came into effect in September 2014. Members were also appraised of the Draft Regional Policy for Schools Causing Concern, revised in light of the new National Model for school categorisation.

- **Education Achievement Service Contribution – Financial Year 2013-14**

Members discussed the financial contribution made by the Council to the EAS and the level of support provided to Newport by the EAS over the financial year 2013-14. Members discussed its value for money in terms of the amount of support received from the EAS, and concerns regarding lack of attendance on courses from PRU staff, given concerns raised previously. It was agreed that this matter would be investigated.

The Committee has undertaken regular scrutiny of key education matters throughout the year, and has in place arrangements for continuing and improving its activity in these matters as part of its forward work programme.

- **CSSIW National Inspection Safeguarding and Care Planning - Newport City Council**

The Committee considered a report on the outcome of inspection findings within Newport, regarding safeguarding and care planning of looked after children and care leavers who exhibit vulnerable or risky behaviour. The national report, published in January 2015, drew together key themes from all the local authorities. The local inspection report, alongside the national report, and questions posed by the first National Looked After Children Summit in March 2015, would be used to inform an improvement plan for the coming year. This would be submitted to the Corporate Parenting Forum in June 2015. As part of the improvement plan, Children's Services proposed to undertake a rolling analysis of the current Looked After Children population with a view to planning for the coming three years.

The Committee endorsed the progress made and proposals for action in response to the findings of the CSSIW report, and conveyed its comments to the Cabinet Member for Education and Young People.

- **WAO Review Safeguarding of Children Newport City Council**

The Committee considered a report on the outcome of the Wales Audit Office review of the Council's arrangements to support Safeguarding of Children and the Council's response and proposals for action. Members discussed progress against the action plan, endorsed the progress made and proposals for action, and conveyed its comments to the Cabinet Member for Education and Young People.

- **Corporate Parenting Strategy 2011/14 – Performance and Evaluation**

The Committee considered the Corporate Parenting activity undertaken by the Council in the light of the Corporate Parenting Strategy 2011/14 including progress against the associated action plan. The Committee also monitored progress against targets agreed for the Improvement Plan for Corporate Parenting, all of which were either "green" or "amber". Members were appraised that the Corporate Parenting Forum had now agreed the draft Strategy for 2015-18 that built on the 2011-14 Strategy.

The Committee endorsed the progress made and proposals for action and conveyed its comments to the Cabinet Member for Education and Young People.

- **Safeguarding Children – Child Sex Exploitation**

The Committee hosted a scoping seminar for this review involving all public sector stakeholders. The approach proved to be successful in gathering ideas and information to progress the review. This will be used in scoping activity, together with the recent service audit.

The progress of this review was interrupted towards the end of the Autumn given the need to reprioritise work to accommodate the Riverfront and Libraries reviews, which needed to

conclude in time to feed into the 2015-16 budget process. Now that the deadlines for the intervening reviews have been met, work will now recommence in order to progress the review of this high risk area.

- **Further Monitoring and Evaluation Work**

The Committee has also received reports and fed back comments on the following areas:

- Annual Self-Evaluation of Education Services for Children and Young People
- SEN Inclusion – Monitoring and Performance

- **Ongoing Policy Development and Review**

The Committee has considered the following newly developed Policies, Plans and Strategies and provided its comments to the Executive where appropriate:

- Draft Improvement Plan 2015-16

- **Policy Review Groups**

The Committee has concluded reviews on the following topics:

- Delegations to Schools
- Continuing Learning and Leisure - New Delivery Model for Riverfront Theatre and Arts Centre.
- Review of Libraries in Newport

The Committee has established Policy Review Groups to undertake the review of the following topics within the Forward Work Programme:-

- Recruitment and Retention of Social Workers
- Safeguarding Children (Child Sex Exploitation)
- Newport Museum and Art Gallery

Street Scene, Regeneration and Safety

Membership

Councillors Roger Jeavons (Chair), Miqdad Al-Nuaimi, Tom Bond, Chris Evans, Matthew Evans, David Fouweather, Paul Hannon, Paul Huntley, Sally Mlewa and Noel Trigg.

Chairs Introduction:

This year has seen continuing improvement in the delivery of effective Member-led scrutiny in Newport. As Chair of the Street Scene, Regeneration and Safety Committee I remain fully committed to this principle, and I have been keen to introduce new ways of working to improve the information flow to Members of my Committee, making sure the Committee is working in a business-like and efficient manner.

As you will see from the list below, we have contributed to a number of major strategic issues, most notably the work we have done on the recycling review. This has benefited from an innovative approach, working with an existing officer group to review ways to increase recycling and ensure that new ideas are translated into decisions and actions. As part of this project, the Council was lucky enough to receive funding from Waste Awareness Wales to undertake a door-knocking project – this has been very successful, and it is hoped the results from this project will now support an “Invest to Save” bid to continue this project for a full year.

I look forward to continuing our scrutiny work in the coming year, delivering a refreshed and refocused work programme, and looking for further opportunities to innovate and review our approaches.

Our Activities 2013-14

This year our work has included the following:

- **Road Based to Public Transport/ Rail Links**

The Committee considered the potential role of the Committee in relation to its review of Road Based to Public Transport/ Rail Links.

Possible outcomes of a review were initially identified as being those that could suggest options for improvement in the use of public transport, the levels of congestion and associated environmental benefits. The Committee subsequently requested a report upon rail development around Newport, aligned to the topic of Road Based to Public Transport. However, anticipation of an announcement by Welsh Government led to further consideration of this topic being deferred pending further announcements by Welsh Government.

- **Review of Polling Places**

The Committee established a Policy Review Group to undertake the task of reviewing polling places in Newport in preparation for the Parliamentary Election in 2015. This was a statutory duty in accordance with the Electoral Administration Act 2006 in that the Council was required to review the provision of Parliamentary Polling Districts, Places and Stations six months in advance of Parliamentary Elections, which were now held on a fixed term basis, every five years. This review was required to be completed by November 2014.

Widespread consultation was undertaken to canvass the opinion of Members, electors, interested stakeholders groups such as the disabled and the general public in order to inform the review process and to address democratic and equality impact issues. Issues raised, including those raised by Members were taken into account and considered during the review. The review was successfully concluded and approved by the Council before the statutory deadline in November 2014.

- **Draft Economic Regeneration Strategy**

The Committee gave initial consideration to revising the Council's Economic Regeneration Strategy and discussed proposals for the development of a new Strategy. This was required as the Council had received a critical response from the Wales Audit Office. On reflection, the recession was proving to be even more challenging than originally anticipated and as such the Strategy needed to be reviewed with partners.

The Cabinet had endorsed the need to undertake a 'refresh' of the Strategy in the light of the WAO's findings.

The Committee subsequently established a Policy Review Group tasked with co-ordinating the development and review of a draft Economic Regeneration/ Growth Strategy for Newport by July 2015. The Group undertook a thorough review of the draft strategy and this work has now been concluded and reported back to the Committee for endorsement.

- **Newport Local Service Board (LSB) and the Single Integrated Plan**

The Committee considered the Local Service Board's Annual Report on progress in achieving the Single Integrated Plan. Scrutiny Members were invited to consider and comment on the progress made on each theme within the Plan.

The report also provided background information on the wider question of how the Local Service Board and the Single Integrated Plan should be scrutinised in the future. This was a complex area that required careful consideration if scrutiny activity was to be meaningful and constructive.

A review regarding the operation of the Local Service Board was later put on hold pending the outcome of announcements by Welsh Government about the future operation of LSBs in Wales.

- **Further Monitoring and Evaluation Work**

The Committee has also received reports and fed back comments on the following areas:

- City Centre Redevelopment

- **Ongoing Policy Development and Review**

The Committee has considered the following newly developed Policies, Plans and Strategies and provided its comments to the Executive where appropriate:

- Draft Improvement Plan 2015-16

- **Policy Review Groups**

The Committee has concluded reviews on the following topics:

- Review of Polling Places

The Committee has established Policy Review Groups to undertake the review of the following topics within the Forward Work Programme:-

- Recycling
- Economic Development Strategy

Planned Actions 2014-15: Update

Task	Who / When	Status (R/A/G)	Progress
<p>Developing the Relationship with Cabinet</p> <p>To work together with Cabinet to:</p> <ul style="list-style-type: none"> • Continue regular meetings between Scrutiny and the Executive • Develop protocols for interaction between Scrutiny and the Executive • Clarify the links between the scrutiny function and Performance Board • Review policy and decision making processes to clarify roles, responsibilities and expected timescales / stages / considerations • Discuss opportunities to widen the scope for monitoring the outcomes of decisions where considered necessary 	<p>Scrutiny Team</p> <p>Ongoing</p>	<p>Green – on track</p>	<p>In the past year we have diarised quarterly meetings with Cabinet to discuss matters of mutual interest. This has included developing a protocol for interaction between Scrutiny and the Executive, as well as discussing Scrutiny involvement in the budget process. Meetings have been positive and constructive, encouraging dialogue and strengthening the relationship between the two functions. Informal interaction between Chairs and Cabinet Members also continues outside of this formal process where appropriate.</p> <p>The diarised meetings will continue in 2015/16. In response to the points raised by the Corporate Assessment, further work needs to be done on clarifying roles and responsibilities, in particular between the scrutiny function and Performance Board. Scrutiny Improvement Group is also undertaking a review of the budget scrutiny process for 2015/16, the findings of which will be tabled for discussion with Cabinet in order to plan scrutiny involvement in the budget for 2016/17.</p>
<p>Training and Development</p> <p>To complete the review of training and development for Scrutiny Members and officers, based around identified needs.</p>	<p>Scrutiny Team / SIG</p> <p>Ongoing</p>	<p>Green – on track</p>	<p>The main focus of training activity this year has been on the Gwent Scrutiny Challenge process. The March training session sought to produce a self-assessment toolkit, now being written up, which we intend to use as part of the annual review process this year. This will include consideration of training needs to deliver the resulting priorities.</p> <p>We also had an excellent training session from the Fairness Commission in March, attended by the SIG, looking at how principles of fairness can be applied to the policy process. This was a pilot session which we hope will be rolled out to</p>

Task	Who / When	Status (R/A/G)	Progress
			all Members in the new municipal year.
To oversee delivery of and take part in the Gwent Scrutiny Challenge 2014.	Scrutiny Team	Green – on track	The Scrutiny Team took the lead to deliver this Gwent wide event in June, bringing together Members from across the county to look at how challenge can be improved through the scrutiny process. We have since worked with Gwent colleagues and the Centre for Public Scrutiny to deliver a training event in March 2015, the intended outcome of which is to produce a self-evaluation toolkit based upon the Characteristics of Effective Scrutiny that have been developed by the Welsh Scrutiny Officer Network. We will examine further training opportunities in the coming year.
Communication and Engagement To develop a public engagement strategy for scrutiny, to improve public access to the scrutiny process.	Scrutiny Team / SIG	Amber – progress delayed but now on track	We had hoped to complete this in 2014 but progress has been delayed due to competing priorities. We have now completed a draft strategy for consultation with the Scrutiny Improvement Group. Once the format has been agreed we will consult with internal stakeholders to discuss content and available support before agreeing a final strategy with Members. One simple change has been to arrange for all meetings to be publicised by way of the Council's Twitter account.
To examine links with other communication and engagement processes within the Council to ensure processes are consistent and duplication is avoided.	Scrutiny Team	Amber – progress delayed but now on track	As above – this will be linked with the public engagement strategy which will include links with other processes to avoid duplication. Some of this work has already started, for example working with the Community Insight and Marketing teams on our Recycling project, but we hope that the strategy will help to embed these links.
To review internal communication about Scrutiny: <ul style="list-style-type: none"> To update the Scrutiny Handbook to include alternative ways of working and communication tools. To review the format of internal 	Scrutiny Team	Green – on track	The Scrutiny Team has been working on updating the handbook and internal communications, but finalising this has been put on hold while we introduce the new modern.gov committee management system. Now this is live, we are able to finish reviewing our

Task	Who / When	Status (R/A/G)	Progress
<p>information to improve accessibility (e.g. publishing the Handbook on the intranet).</p> <ul style="list-style-type: none"> To link internal communication with the agreed training and development plan for Members and officers. 			<p>procedures - as well as updating the handbook for Members, we are looking at improving the information to staff about scrutiny and decision making within the new software, as well as opportunities for staff training to improve awareness of scrutiny's role within the authority.</p>
<p>Work Programming and Scrutiny Methods</p> <p>To examine opportunities for more external scrutiny to be considered by the Committees, in view of the likely requirement to scrutinise LSB partners in the future.</p>	<p>Scrutiny Team / SIG</p>	<p>Green – on track</p>	<p>External scrutiny has increased this year with Committees considering information from and about various different partners, including scrutiny of the Aneurin Bevan Health Board, Newport City Homes and the EAS.</p> <p>Formal scrutiny arrangements in relation to the Local Service Board have been considered, and a report was presented to SSRS Committee on 8 January 2015 examining the implications of the Wellbeing of Future Generations (Wales) Bill and the likely future requirement to scrutinise the new Public Services Board. It was agreed therefore to defer any further work on this area until there is a clearer picture of the requirements of the new legislation.</p> <p>The Scrutiny Team attended the CFPS Many Hands Conference in March 2015, which included presentations on best practice work undertaken by several Councils relating to Joint Scrutiny ventures. We were also provided with a 'Handbook for Scrutineers' on 'Step by Step to Joint Scrutiny'. The publication is intended as a step by step guide on how Joint Scrutiny has worked in Councils and common barriers to success.</p>
<p>To examine the presentation of work programme information, and how this can be linked to the Cabinet work programme and the composite work programme document used by officers.</p>	<p>Scrutiny Team</p>		<p>The Scrutiny Team has recently updated the internal process for work programme recording, and this is linked with the Cabinet / composite work programme document. The new modern.gov software also includes the facility to manage work programmes and track the path of decisions through Committees – now the software has gone live, we</p>

Task	Who / When	Status (R/A/G)	Progress
			are looking at how this facility could be used.
To review ways of working, and look at the use of technology to support alternative meeting formats and information sharing between Members.	Scrutiny Team / SIG	Green – on track	This is an ongoing piece of work being looked at by the SIG, linking with other projects such as the public engagement strategy to improve access to, and participation in, scrutiny work. In addition, group has been set up outside of the scrutiny process to look at Members' access to IT, and we are also working across Democratic Services to look at the opportunities presented by new software such as modern.gov and sharepoint.

External Feedback on Our Performance

This section sets out feedback received from regulators this year on the effectiveness of our scrutiny arrangements, to provide some external context to our own assessment of our performance, and the planned actions for the coming year.

The points raised here are challenging, and change will be required across the organisation to address some of these fully. In terms of how this impacts upon scrutiny practice and processes, these external assessments have been taken into account in formulating the priorities and action plan included at the end of this annual report. In terms of the wider changes needed, we will continue to work with Scrutiny Members and with officers to raise the profile of scrutiny in Newport and drive forward the necessary improvements.

CORPORATE ASSESSMENT

The Corporate Assessment was carried out in 2013, and echoed many of the findings of the earlier WAO Scrutiny Improvement Study. The findings and resulting actions were outlined in our last two Scrutiny Annual Reports.

Field work was undertaken in November 2014 to review progress against the Corporate Assessment, and WAO published their follow-up report on 29 May 2015. Overall, the WAO found that *“the Council has made improvements in some aspects of its arrangements, however in other areas the scale and pace of change required has not been achieved, and longstanding governance weaknesses remain”*.

The following comments and recommendations relate directly to scrutiny:

Recommendation 1 (updated since 2013):

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

- *Options appraisals*
- *The implications of 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.*

Recommendation 2 (no change since 2013):

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

- *Strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored and joined up;*

- *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;*
- *Empowering members to be more proactive and accountable for their roles and responsibilities;*
- *Strengthening decision-making arrangements to ensure transparency and appropriate safeguards are in place;*
- *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 an increased pace of progress and improvement;*
- *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*
- *Addressing information security and business continuity arrangements.*

Recommendation 5 (updated since 2013):

To strengthen the arrangements that enable the Council to scrutinise its improvement objectives. In doing so, the Council should:

- *Enable members to effectively challenge and scrutinise service performance:*
 - o *Clarify the respective roles of the performance board and scrutiny;*
 - o *Ensure that meeting agendas allow for sufficient time for members to focus on (broad) underperformance in both; and*
 - o *Provide training on effective challenge and scrutiny for members.*
- *Improve target setting to better reflect the service/performance standards the Council wants to achieve.*

In addition, paragraphs 23 -26 provide further detailed assessment relating to scrutiny:

- 23 *Whilst the Council has amended its Constitution following a review, there still remains a lack of clarity on and understanding of roles and responsibilities. This lack of clarity particularly relates to: whether it should be the Cabinet member or officer held to account for relevant matters at scrutiny; the role and responsibilities of scrutiny; the status of Scrutiny Policy Review Boards and the new member driven scrutiny sub-groups; and the respective roles and status of Performance Board and scrutiny in managing and challenging the Council's performance. The Council has not supplemented the changes with sufficient training to raise awareness for both officers and elected members.*
- 24 *New protocols on relationships between the Cabinet and scrutiny have been agreed and are starting to be embedded. Also a cross-party Scrutiny Improvement Group has been established to take forward the Council's Scrutiny Improvement action plan. However a fundamental overhaul of the Council's scrutiny arrangements and practice following its review of Scrutiny has not been undertaken. As such, the Council's scrutiny arrangements are still not effective. There is a lack of collective leadership and drive between Members and officers to take a firm grip on improving scrutiny. The ineffective scrutiny arrangements are frustrating both elected members and officers alike and is leading to deterioration in trust between scrutiny elected members and Council officers. Elected members have felt the need to establish new informal scrutiny sub-groups to drill down into various issues they feel*

they need more information on, but it is not clear how these link to the wider governance framework of the Council.

- 25 *Scrutiny Committee work programmes are still too large and lack prioritisation. Furthermore, the information provided to Scrutiny is still not sufficiently comprehensive or meaningful enough to support effective scrutiny.*
- 26 *The Scrutiny Improvement Team and many elected members are keen to drive forward improvements but are still not being empowered to play a more proactive role.*

CSSIW INSPECTION OF ADULT SERVICES

CSSIW made a series of recommendations for improvement following their inspection in November / December 2014, including:

“The scrutiny of performance relating to Adult Social Services should be improved through the provision of supporting information and the development of Members’ ability to explore the underlying issues and drive forward the necessary and agreed service improvements.”

CSSIW PERFORMANCE EVALUATION REPORT

A similar point was made about scrutiny of performance in CSSIW’s latest Performance Evaluation Report, released in October 2014, which they present each year in response to the Director of Social Services Annual Report:

“Area for Improvement: Role of scrutiny in overseeing some areas of performance, coupled with a lack of challenge and rigour in relation to the setting and monitoring of internal performance targets.”

The report states *“effectiveness of scrutiny in overseeing safeguarding and other procedures”* as an area for them to follow up next year.

To provide more detail, the following comment was made in relation to leadership and governance (p.16-17):

CSSIW’s looked after children inspection acknowledged that the population considered in the inspection were appropriately recognised as a corporate priority in Newport, and that senior officers were well informed about the vulnerability of individual children and care leavers.

However, it was also identified that members needed to provide greater challenge to ensure that the council is achieving the best outcomes for looked after children and care leavers. They also needed to assure themselves as to the extent to which strategic aims were being effectively owned and translated into action across the local authority and partner agencies. The role of members and scrutiny in both setting and overseeing performance has also been flagged up by WAO. Our recent attendance at scrutiny and other meetings during the year has led to questions being raised about the degree to which senior managers are held to account within social services, and raised issues relating to the credibility and rigour of internal targets.

Planned Actions 2015-16

The Scrutiny Improvement Group and the Scrutiny Team have identified the following priorities for the next 12 months:

Priority	Goal
Work Programming and Scrutiny Methods	<i>To strengthen committee work programming arrangements to ensure that they are timely, meaningful, informative and transparent, balanced, monitored and joined up.</i>
Communication and Engagement	<i>To improve public and staff access to the Scrutiny process.</i>
Relationship with the Cabinet	<i>To continue to develop the relationship and working arrangements between the Executive and Scrutiny</i>
Training and Development	<i>To ensure Scrutiny Members are provided with the necessary training and development opportunities to undertake their role.</i>
Scrutiny Support	<i>To strengthen and enhance the service provided to Scrutiny Members by the Scrutiny Team.</i>

Action Plan

Below is an action plan for achieving the priorities within the next 12 months:

Priority	Action	Who?	When?
Work Programming and Scrutiny Methods <i>To strengthen committee work programming arrangements to ensure that they are timely, meaningful, informative and transparent, balanced, monitored and joined up.</i>	1	Undertake the Annual review of the Committees work programmes and assist members in ensuring that scrutiny work is focused on key risks and priorities, and can make a positive impact on service improvement and policy development.	Scrutiny Team / SIG to be completed by October 2015
	2	Work with the Scrutiny Improvement Group to consider new ways of working and examine the range of methods available in carrying out scrutiny work, including the use of technology to support alternative ways of working and information sharing between Members.	Scrutiny Team / SIG ongoing throughout the year
	3	Complete the Gwent Scrutiny Challenge project and use the resulting toolkit to critically evaluate the performance of the Overview and Scrutiny function in Newport.	Scrutiny Team ongoing throughout the year
	4	Develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training.	Scrutiny Team ongoing throughout the year
Communication and Engagement <i>To improve public access to the Scrutiny process.</i>	5	Develop a public engagement strategy for scrutiny, to improve public access to the scrutiny process, ensuring that processes are consistent and duplication is avoided with other processes within the Council.	Scrutiny Team / SIG to be completed by October 2015
Relationship with the Cabinet <i>To continue to develop the relationship and working arrangements between the Executive and Scrutiny</i>	6	Continue regular meetings between Scrutiny and the Executive to develop protocols for interaction between Scrutiny and the Executive and to discuss opportunities to widen the scope for monitoring the outcomes of decisions where considered necessary.	Scrutiny Team / SIG ongoing throughout the year
	7	Clarify the Scrutiny's role within the overall Governance arrangements of the Council, including the links between the scrutiny function and Performance Board.	Scrutiny Team / SIG to be completed by April 2016

<p>Training and Development</p> <p><i>To ensure Scrutiny Members are provided with the necessary training and development opportunities to undertake their role</i></p>	8	To discuss Members requirements for training with the Scrutiny Improvement Group and to complete the review of Training and development for Scrutiny Members and Officers and ensure any gaps in training identified are addressed.	Scrutiny Team / SIG	to be completed by April 2016
<p>Scrutiny Support</p> <p><i>To strengthen and enhance the service provided to Scrutiny Members by the Scrutiny Team.</i></p>	9	Enhance links with colleagues within the Council and beyond and to look at a range of methods to promote and support the scrutiny function.	Scrutiny Team / SIG	ongoing throughout the year
	10	Update Scrutiny Team procedures and processes to ensure a consistent and thorough approach.	Scrutiny Team / SIG	ongoing throughout the year



Report

Council

Part 1

Date: 29th September 2015

Item No: see above

Subject Standards Committee Annual Report 2014/15

Purpose To present the Standards Committee Annual Report for 2014/15

Author Head of Law and Regulation
Chair of Standards Committee

Ward All wards

Summary This Report presents to council the second Annual Report of the Standards Committee for 2014/15. Last year, as part of the forward work programme, Standards Committee decided that it would be helpful and appropriate to publish an annual report to provide information to the Council about the work carried out by the Committee during the previous 12 months and to identify any specific issues that have arisen.

This second Annual Report covers the period from August 2014 to July 2015 and follows on from the first report presented to Council last October.

Proposal To receive the Standards Committee Annual Report for 2014/15 and to note the forward work programme.

Action by Head of Law and Regulation

Timetable Immediate

This report was prepared after consultation with:

- Standards Committee
- Head of Finance
- Head of People and Transformation

Signed

Background

1. The Local Government Act 2000 Part III requires the Council to establish a Standards Committee to promote and maintain high standards of ethical conduct by Councillors, co-opted members and Community Councillors. This role involves advising and training Members on the Code of Conduct, determining any complaints of misconduct, the imposition of sanctions, where appropriate, and considering any applications for dispensation under the Code.
2. The composition and membership of the Standards Committee is prescribed by the Standards Committees (Wales) Regulations 2001 (as amended) and comprises:-
 - 5 independent members (including an independent chair and vice-Chair)
 - 3 Councillors
 - 1 community council representative.
3. The Standards Committee is required to meet at least once annually in accordance with the Local Government Act 2000. In practice, the Committee meets on a scheduled quarterly basis and additional special meetings are arranged, as necessary, to deal with specific matters such as misconduct hearings and requests for dispensation.
4. Standards Committee has decided that it would be helpful and appropriate to publish an annual report to provide information about the work carried out by the Committee, to identify any specific issues that have arisen and to set out their priorities for their future work programme
5. This second Annual Report covers the period from August 2014 to July 2015 and follows on from the first report presented to Council last October

The Committee's work in 2013/14

6. The Annual Report summarises the work carried out by the Standards Committee during the past 12 months. The Committee has met on 4 occasions during this period.
7. The Report notes that, although there were 2 complaints referred to the Ombudsman during this period there were no cases of misconduct or breaches of the Code referred to the Committee for determination, either by the Ombudsman or under the Local Resolution Protocol. Therefore, there were no findings of misconduct against any City or Community Councillors.
8. To assist Members in meeting their obligations under the Code of Conduct, the Committee has produced a Protocol for the Registration of Gifts and Hospitality (a copy of which is attached to the annual report at [Appendix 1](#)). This is intended to provide general advice and assistance to Members in connection with the acceptance and registration of gifts and hospitality. The Committee has also recommended that the threshold for the registration of gifts and hospitality should be reduced from £80 to £25 in line with most other Welsh local authorities.
9. There have been no changes to the membership of the Standards Committee during last year although, as part of the forward work plan for the next 12 months, the Committee will need to consider succession planning for those independent members whose second terms of office are due to end next September.
10. The Committee has also developed a written procedure for dealing with complaints referred by the Ombudsman and a protocol for conducting misconduct hearings to ensure that the procedures are fully compliant with the statutory requirements and that any Members who are the subject of misconduct complaints are given a fair and impartial hearing. (A copy of the written Procedure is attached to the Report at [Appendix 2](#)).

11. The Committee carried out a review of the Council's Whistleblowing Policy and the Action Plan produced in response to the Wales Audit Office Report. The Committee also received updates on the implementation of the Local Democracy (Wales) Act 2013 and, in particular, the changes to the requirements for community councils to maintain the statutory register of members' interests
12. Unlike last year, the Committee only had to consider one application this year for dispensation in connection with the allocation of Neighbourhood Allowances, which was turned down. The tightening up of the rules for the use of these funds may account for the significant reduction in dispensation applications during the past 12 months, but the same general principles will apply and, in particular, the Committee will still need to be satisfied that the allocation of the funding will not undermine public confidence or give rise to any perception of favouritism

Forward Work Programme

13. The Annual Report sets out the priorities for the future work programme. The Standards Committee will be proactively reviewing all ethical standards policies and procedures and will be encouraging Councillors to undertake refresher training on the Code of Conduct, in the light of the expected changes to the ethical framework and the code of Conduct in Wales

Financial Summary

14. There are no financial implications as the costs of operating and supporting the Standards Committee are covered within existing budgets. Independent members of Standards Committee receive a fixed fee for attendance at and preparation for meetings in accordance with the half daily rates prescribed by the IRP for Wales.

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?
An ineffective Standards Committee would undermine public confidence in local government and would lead to poor quality decision-making, with the risk of legal challenge, reputational harm to the Council and sanctions imposed on individual Members	H	L	By proactively promoting high standards of ethical conduct among elected Members and officers and delivering effective training, there have been no findings of misconduct and no serious complaints of breaches of the Code.	Standards Committee Monitoring Officer Deputy Monitoring Officer
Failure to agree key priorities and a structured forward work programme could lead to a reduction in standards and behaviour and undermine the	M	L	The forward work programme sets out a structured basis for reviewing all ethical standards policies and procedures and reviewing training needs and	Standards Committee Monitoring Officer Deputy Monitoring Officer

effectiveness of the Committee			development.	
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* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The promotion of high standards of ethical conduct among elected Members and officers maintains public confidence in local government and helps to make Newport a Fairer City

Options Available

- (a) To receive the Standards Committee Annual Report and note the forward work programme
- (b) To reject the report and/or ask for further work to be undertaken

Preferred Option and Why

To receive the Standards Committee Annual Report and note the forward work programme

Comments of Chief Financial Officer

There are no financial implications.

Comments of Monitoring Officer

Set out in the Report.

Staffing Implications: Comments of Head of People and Business Change

There are no staffing implications.

Background Papers

Committee reports and background papers August 2014-July 2015.

Dated: 22nd September 2015



Standards Committee Annual Report 2014-15

Foreword by the Chair

I am pleased to present the second Annual Report of the Standards Committee for 2014/15. Last year, as part of the forward work programme, we decided that it would be helpful and appropriate to publish an annual report to provide information to the Council about the work carried out by the Committee during the previous 12 months and to identify any specific issues that have arisen.

This second Annual Report covers the period from August 2014 to July 2015 and follows on from the first report presented to Council last October.

The Standards Committee is committed to promoting high standards of ethical conduct among elected Members and officers in order to maintain public confidence in local government.

We are pleased to report that, once again, no serious complaints of misconduct were referred to the Standards Committee by the Ombudsman during the past 12 months and no complaints were raised under the Local Resolution Protocol. The Council's proud record of never having any complaints upheld and sanctions imposed against individual Members has again been upheld, and long may this continue.

However, as I mentioned last year, there is no room for complacency and it is essential that these standards are maintained. The Standards Committee will be proactively reviewing all ethical standards policies and procedures as part of the forward work programme and will be re-assessing the need for all Councillors to undertake refresher training, in the light of proposed changes to the ethical standards framework in Wales and the Members Code of Conduct.

To assist Members in meeting their obligations under the Code of Conduct, the Committee has produced a Protocol for the Registration of Gifts and Hospitality. This is intended to provide general advice and assistance to Members in connection with the acceptance and registration of gifts and hospitality. The Committee has also recommended that the threshold for the registration of gifts and hospitality should be reduced from £80 to £25 in line with most other Welsh local authorities.

There have been no changes to the membership of the Standards Committee during last year although, as part of the forward work plan for the next 12 months, we will need to consider succession planning for those independent members whose second terms of office are due to end next September.

I would like to take this opportunity to mention Rob Bailey, our Democratic Services Officer, who retired recently after many years' service with Newport and Gwent and to record the Committee's appreciation of all his hard work and support.

Finally, I would like to thank all Members of the Committee and Council officers for their advice and support throughout the last 12 months.

Hazel Taylor OBE

Chair of Standards Committee

1. **Introduction**

1.1 **Terms of Reference**

The Local Government Act 2000 Part III requires the Council to establish a Standards Committee to carry out the following statutory functions:-

- (a) Promoting and maintaining high standards of conduct by councillors, co-opted members and church and parent governor representatives;
- (b) Assisting the councillors, co-opted members and church and parent governor representatives to observe the Members' Code of Conduct;
- (c) Advising the Council on the adoption or revision of the Members' Code of Conduct;
- (d) Monitoring the operation of the Members' Code of Conduct;
- (e) Advising, training or arranging to train councillors, co-opted members and church and parent governor representatives on matters relating to the Members' Code of Conduct;
- (f) Granting dispensations to councillors, co-opted members and church and parent governor representatives from requirements relating to interests set out in the Members' Code of Conduct;
- (g) Dealing with any reports from the Monitoring Officer and hearing any complaints of misconduct or breaches of the Members' Code of Conduct referred by the Public Services Ombudsman for Wales and determining appropriate action, including the imposition of any sanctions;
- (h) The exercise of (a) to (g) above in relation to the community councils and the members of those community councils.

Standards Committee also carries out the following additional functions, making recommendations to the Council, as appropriate:-

- (i) The hearing and determination of "low level" complaints of misconduct at Stage 3 of the Local Resolution Protocol;
- (ii) Providing advice to the Council on the Council's Codes of Practice, including the Officers' Code of Conduct and the Whistle Blowing policy;
- (iii) Monitoring and updating the Codes of Practice as required; and
- (iv) Overseeing the Council's confidential complaints procedure;

1.2 **Structure and Membership**

The composition and membership of the Standards Committee is prescribed by the Standards Committees (Wales) Regulations 2001 (as amended).

The Standards Committee comprises:-

5 Independent Members (persons who have no connection with the local authority)

- Hazel Taylor OBE (Chair)
- John Pickering (Vice Chair)
- Phillip Westwood
- Bernard John
- Tracey Britton

3 councillor representatives:-

- Councillor Herbie Thomas
- Councillor John Guy
- Councillor David Fouweather

1 community council representative (nominated by the community councils for the area):-

- Gerard Hancock (Langstone Community Council)

The independent members serve a term of office of 4 years, although they are eligible to serve two consecutive terms of office. The Councillors are appointed annually by the Council at the AGM and replacement members can be appointed, as necessary, at any time. The community council representative continues as a member of the Committee until his term of office ends or he ceases to be a community councillor, or until he is replaced by another nominee.

1.3 Enforcement of the Members Code of Conduct

The Council's Monitoring Officer is Gareth Price, the Head of Law & Standards, and the Deputy Monitoring Officer is Juliet Owen, the Chief Legal Officer.

The Monitoring Officer and Deputy Monitoring Officer are responsible for:-

- advising Standards Committee on law and procedure,
- ensuring compliance with statutory requirements (Registers of Members interest etc.)
- resolution of "low-level" complaints under Stage 2 of the Local Resolution Protocol
- investigation of complaints referred by the Ombudsman

The Public Services Ombudsman for Wales ("Ombudsman") is responsible for:-

- considering all formal complaints of breaches of the Members Code of Conduct and applying a two stage test of (1) prima facie evidence of misconduct and (2) whether the breach is so serious as to warrant any sanction
- investigating and reporting (where appropriate) any serious breaches of the Code to the Standards Committee or a Case Tribunal of the Adjudication Panel for Wales

The Adjudication Panel for Wales:-

- Case Tribunals hear serious misconduct cases referred by the Ombudsman

- Interim Case Tribunals can suspend Councillors for up to 6 months pending investigation of serious complaints
- Determine appeals against Standards Committee decisions or sanctions
- Can suspend Councillors for up to 1 year or disqualify for up to 5 years

The Standards Committee

- Conduct hearings and determine complaints referred to them by the Ombudsman and the Monitoring Officer
- Can censure or suspend Councillors for up to 6 months

2. The Committee's work in 2013/14

The Standards Committee is required to meet at least once annually in accordance with the Local Government Act 2000. In practice, the Committee meets on a scheduled quarterly basis and additional special meetings are arranged, as necessary, to deal with specific matters such as misconduct hearings and requests for dispensation.

Three members are required to attend for a quorum at meetings (including the independent Chair or Vice Chair) and at least half of those present must be independent. The community council representative is not "independent" for this purpose.

The Standards Committee met on 4 occasions between July 2014 and July 2015:-

- 23rd October 2014
- 15th January 2015
- 24th March 2015
- 16th July 2015

2.1 Dispensation Applications

Last year, most of the work of the Committee was taken up in determining individual applications for dispensation under the Members Code of Conduct from Newport City Councillors and local Community Councillors, in accordance with the Standards Committees (Grant of Dispensation) (Wales) Regulations 2001 and Section 81(4) of the Local Government Act 2000.

In total, we considered 13 dispensation applications, most of which involved requests to make financial contributions to voluntary organisations with which the Councillors had some close personal association or membership. Most of the applications were rejected because of concerns about public perception of favouritism and, therefore, the Committee identified a number of general principles to assist Members in dealing with these requests in the future.

This year, we only had to consider one request for dispensation. Again, this was in relation to a request from a Newport City Councillor to make a £300 donation from her Neighbourhood Allowance to a voluntary group, of which she was a Committee Member. The Standards Committee refused the application because the funding was in connection with a social event, rather than for the work of the organisation, and there was a concern that

this could undermine public confidence in the use of public monies, particularly if the Councillor concerned had attended the social event.

The Committee understands that, as from April 2015, Newport City Council has tightened up the rules on the use of these Neighbourhood Allowances and that they can now only be used to support voluntary or community groups where there is a wider public benefit, and not to support private clubs and organisations. The application forms have also been updated to require Members to identify any “personal” interest that they or their family and friends may have in the management of the group, and whether the proposed donation would require special dispensation from Standards Committee.

The tightening up of the rules may account for the significant reduction in dispensation applications during the past 12 months, but the same general principles will apply and, in particular, the Committee will still need to be satisfied that the allocation of the funding will not undermine public confidence or give rise to any perception of favouritism.

2.2 Training

The Standards Committee has always stressed the importance of regular Member training, to ensure that Councillors keep up to date with the requirements of the Code of Conduct and any changes in the law or procedures.

It is the responsibility of each individual Councillor to ensure that they fully understand the requirements of the Code and that they comply fully with their obligations. As always, “ignorance of the law is no excuse” and a lack of understanding or training would be no mitigation if there is any breach of the Code.

The Committee has previously recommended to the Council that it should be compulsory for all City Councillors to attend training on the Code of Conduct. The vast majority of Councillors attended ethical standards training as part of their Induction Programme following the last elections in May 2012. In view of the changes that have taken place since then and, in the light of proposed changes to the ethical standards framework in Wales and the Members Code of Conduct, we will be reviewing the need for updated training as part of our work programme in 2015/16.

Further training was delivered for community councillors and their Clerks in June 2014. The training requirements of the community councils and their compliance arrangements will continue to be monitored and reviewed as part of the Committee’s forward work programme.

2.3 Local Resolution Protocol

In accordance with the recommendations of the Minister for Local Government and the Ombudsman, all councils in Wales were required to adopt an internal procedure for dealing with “low-level” member/member and officer/member complaints that were not sufficiently serious as to warrant formal investigation and sanction. We considered a number of different models, but recommended to Council a protocol where the final determination should be left to the Standards Committee because it was considered that the independence of the

Committee would make the process more open and transparent. This recommendation was approved by the Council at its AGM in May 2013 and we subsequently approved the detailed Protocol in July 2013.

It was agreed that the Monitoring Officer would periodically update the Committee on the numbers and types of complaints determined at officer level under Stages 1 and 2 of the, but maintaining the anonymity of both the complainant and the Councillor concerned.

No complaints under the Local Resolution Protocol were reported in 2014/15.

2.4 Gifts and Hospitality

As part of the Forward Work Programme, Standards Committee carried out a review of the current arrangements for registration of gifts and hospitality by officers and Members, re-assessed the current financial threshold for registration of member gifts and hospitality and considered whether any further guidance was required.

The statutory Code of Conduct for Local Government Employees provides that all employees must comply with any rules of their relevant Authority on the declaration of hospitality or gifts offered to or received by them from any person or organisation doing or seeking to do business or otherwise benefiting or seeking to benefit from a relationship with the Authority. Qualifying employees must not accept benefits from a third party unless authorised to do so by their relevant Authority. Section 14 of the Newport City Council's Employee Code of Conduct sets out detailed advice and guidance regarding the acceptance and declaration of gifts and hospitality by officers and this forms part of their contracts of employment.

The Employee Code of conduct also provides that Each Head of Service/Head Teacher must establish and maintain a register of gifts and hospitality for themselves and the employees under their control, detailing the nature of the hospitality and indicating whether it has been declined or accepted. All registers are subject to periodic review by the Head of Law and Regulation. Each employee is responsible for declaring this information in the appropriate register

The Members Code of Conduct provides that all Councillors must avoid accepting from anyone gifts, hospitality (other than official hospitality, such as a civic reception or a working lunch authorised by the Council), material benefits or services for themselves or any person which might place them, or reasonably appear to place them, under an improper obligation. Councillors must register any gifts or hospitality above a specified value within 28 days.

The Employees Register of Gifts and Hospitality and the Members register are both open to public inspection. There is no specified financial limit for the registration of officers' gifts and hospitality but the Council has previously specified a de minimis level of £80 for the registration of members' gifts and hospitality. Gifts and hospitality valued at less than £80 do not need to be registered, although this does not mean that anything of less value should be accepted.

We considered the number and types of items registered by officers and members over the past few years. We were concerned about the lack of detailed information provided by some service areas and this is a matter that we will be taking up with the relevant Heads of Service. We will also be checking that School Governing Bodies are maintaining their own registers, for both staff gifts and hospitality and Governors. But, otherwise, the arrangements made for compiling and publishing these registers appeared to be satisfactory and fully compliant with statutory requirements.

We also considered the financial limits fixed by other Welsh local authorities for the registration of Members' gifts and hospitality. The lowest value was £10 and the highest (apart from Newport) was £50, with the average being £25. In view of the fact that Newport's figure of £80 has not been reviewed for over 10 years and it now appears to be out of step with the other Welsh local authorities, standards committee is recommending that this should now be reduced to £25 to bring it into line with other councils.

We would stress that this revised figure of £25.00 is still only relevant when considering whether the gift or hospitality needs to be registered. It does not mean that Members can accept all gifts or hospitality worth less than that. Members must consider very carefully whether or not to accept any offer, whatever its value.

We also considered that there would be benefit in the Council adopting a similar protocol to that contained in the Employee Code of Conduct, to provide further guidance and advice for Members, to supplement the provisions in the Code of Conduct. Therefore, we have produced a local Protocol for the Registration of Gifts and Hospitality, a copy of which is attached at [Appendix 1](#). We hope that Councillors will find this helpful.

2.5 Procedures for dealing with ombudsman complaints and conducting Standards Committee hearings

Although the Committee have not been called upon to determine any Ombudsman complaints and conduct any misconduct hearings, we need to be fully prepared for such an eventuality, should the need arise. This may become even more important if there are changes to the ethical framework in Wales and the Ombudsman's role is devolved more to Monitoring Officers and Standards Committees in connection with the investigation and determination of all misconduct complaints.

Therefore, we have developed a written procedure for dealing with complaints referred by the Ombudsman and a protocol for conducting misconduct hearings to ensure that the procedures are fully compliant with the statutory requirements and that any Members who are the subject of misconduct complaints are given a fair and impartial hearing. A copy of the written Procedure is attached to this Report at [Appendix 2](#).

We have also considered case studies and "mock" hearing papers, to understand how this procedure is put into practice and will be reviewing any additional training that may be required to develop the necessary skills to conduct these proceedings.

2.6 General work

The Committee carried out a review of the Council's Whistleblowing Policy and the Action Plan produced in response to the Wales Audit Office Report. It was pleasing to note that the revised policy was fully compliant with changes in legislation and the Public Concern at Work Code of Practice. We were satisfied with the steps taken by the Council to implement the measures set out in the Action Plan to address the areas for improvement identified by the Wales Audit Office and the procedures for communicating this Policy to the staff. There had only been 2 recorded complaints of whistleblowing and we were assured that this was not due to any lack of awareness about the Policy or the right to complain, but the nature of the malpractice covered by the Policy. Other complaints and grievances were dealt with through the Council's employment policies.

We received updates on the implementation of the Local Democracy (Wales) Act 2013 and, in particular, the changes to the requirements for community councils to maintain the statutory register of members' interests. This duty is now devolved to the proper officer of the community council and there is an obligation to publish the register electronically on the community council website. Further changes have also been introduced to allow for the establishment of joint Standards Committees and for Regulations to be made to allow misconduct cases and dispensation applications to be referred to another local authority's standards committee for determination.

We will be writing to all of the community council clerks to ensure that proper arrangements are in place to maintain and publish these registers.

These amendments will require a number of small consequential amendments to the Model Code of Conduct. However, the Welsh Government is working to bring forward a number of amendments to the Model Code for consultation later this year.

Standards Committee also considered the Ombudsman's Annual Report and the Annual report of the Adjudication Panel for Wales, to identify any specific issues and lessons to be learnt.

2.7 Ombudsman complaints

The Ombudsman advises the Monitoring Officer of complaints made against elected members of Newport City Council and community councillors and the outcome. The Monitoring Officer updates the Committee at each meeting about the numbers of on-going complaints being referred to and considered by the Ombudsman's office. This information is provided on a general basis, without disclosing precise details of individual complaints, to avoid any issues about pre-determination in case the complaints are reported to the Standards Committee for determination.

The Committee was advised that 2 complaints were referred to the Ombudsman about City Councillors in 2014/15. However, neither of these complaints was accepted for investigation on the basis that there was no evidence of any serious breaches of the Code.

No complaints were referred to Standards Committee in 2014/15 for hearing and determination.

3. Forward Work Programme for 2014/15

Date	Topic	Information
September	Annual Report to Council	<p>Review of work undertaken in the past 12 months, identifying any specific ethical standards issues facing the Council and priorities for the forthcoming year.</p> <p>Summary of numbers of complaints received and outcomes.</p>
<p>As and when applications received</p> <p>Review annually</p>	Dispensations	<p>Granting individual and blanket dispensations to Councillors.</p> <p>Reviewing decisions annually to identify common issues and consistency of approach.</p> <p>Produce guidance to Members on any issues arising.</p>
As and when required	Local Resolution Protocol complaints	Conducting hearings into any Stage 3 complaints by Members or Officers
Monthly	Complaints of Misconduct	<p>Update of numbers of complaints received and outcomes.</p> <p>Update on complaints resolved through Local Resolution Protocol.</p>
By September 2016	Member training and development	Carry out review of member training, re-assessing the need for refresher training in the light of any changes in legislation, guidance and Code of Conduct. Arrange and deliver any necessary refresher training
Annually	Ethical standards audit	<p>Check that statutory registers are being properly maintained procedures for declarations are being followed</p> <p>Review Gifts and Hospitality Protocol and Protocols for hearings and recommend amendments, as necessary.</p>

Annually	Review of community councils	<p>Check that statutory registers are being properly maintained procedures for declarations are being followed</p> <p>Engage with community councils to ensure compliance and to identify any training and development needs.</p>
By September 2016	Review of Council Protocols	<p>(a) Member /Officer relations</p> <p>(b) Planning Protocol</p> <p>How they are implemented, communicated to staff, training and compliance monitoring.</p>
On-going	Review of Council Policies and procedures relating to ethical standards	<p>(a) Bullying and Harassment.</p> <p>(b) Grievance and complaints policies.</p> <p>(c) Ethical Procurement policy</p> <p>How they are implemented and communicated, monitor compliance.</p>
By September 2016	Succession Planning for new independent members of Standards Committee	<p>Advertise and recruit new independent members of Committee.</p> <p>Deliver training and induction.</p>

4. Helpful Information

4.1 **Can I attend Meetings of the Democratic Services Committee?**

Yes, all of our meetings are open to the public, except for specific items where personal or confidential information is likely to be disclosed and the public interest requires that these meetings are conducted in private, for example hearings into misconduct complaints

Dates of forthcoming meetings, agendas, reports and minutes are available on our own webpage on the Council website which can be accessed by clicking here: [Standards Committee Webpage](#)

4.2 Who do I contact if I want to know more?

If you wish to find out more about the Standards Committee or make a comment or suggestion, please visit our website: [Standards Committee Webpage](#) where you will find an online contact form or email us at info@newport.gov.uk

Hazel Taylor OBE
Chair of the Standards Committee;

Gareth Price
Head of Law & Regulation and Monitoring Officer

Juliet Owen
Chief Legal Officer and Deputy Monitoring Officer

Richard Jefferies
Chief Democratic Services Officer

APPENDIX 1

PROTOCOL FOR MEMBERS ON GIFTS AND HOSPITALITY

1. Introduction

- 1.1 This Protocol is intended to provide general guidance for Members (and co-opted members) of the Council in connection with the acceptance and registration of gifts and hospitality. It is not possible to provide comprehensive and definitive advice in relation to every conceivable scenario, only general principles and guidelines to assist Members in taking decisions.
- 1.2 If Members have any doubt about whether to accept any specific offers of gifts or hospitality, or whether there is any need to record such gifts or hospitality in the Register of Members interests, then they should seek further advice from the Monitoring or Deputy Monitoring Officer. However, the final decision and responsibility rests with each individual Member.
- 1.3 As an overriding principle, Members should treat with extreme caution any offer of a gift or hospitality made to them personally in any official capacity or in their role as Councillors or members of the Council. Members are personally responsible for any decision to accept an offer of a gift or hospitality, and any inappropriate acceptance of such an offer can give rise to a serious breach of the Members Code of Conduct and seriously damage the reputation of both the individual Member concerned and the Council.

2. The Legal Framework.

2.1 Criminal Offences.

Accepting any bribe or any other fee or inducement in return for any favour in connection with Council business is a criminal offence under the Bribery Act 2010 and the Prevention of Corruption Acts. An abuse of public trust by anyone holding public office can also constitute an offence of misconduct in public office. If any Member has received any gift, loan, fee, reward or advantage from somebody seeking to obtain a contract or any favourable decision from the Council, then the onus will be on the Member concerned (and the person giving the gift or reward) to prove that there was no dishonesty involved.

2.2 The Members Code of Conduct.

Paragraph 9(b) of the Code provides that:-

"You must - avoid accepting from anyone gifts, hospitality (other than official hospitality, such as a civic reception or a working lunch duly authorised by your authority), material benefits or services for yourself or any person which might place you, or reasonably appear to place you, under an improper obligation."

Paragraph 7(a) provides that:-

"You must not - in your official capacity or otherwise, use or attempt to use your position improperly to confer on or secure for yourself, or any other person, an advantage or create or avoid for yourself, or any other person, a disadvantage."

Paragraph 17 provides that:-

"You must within 28 days of being offered any gift, hospitality, material benefit or advantage above a value specified in a resolution of your authority, provide written notification to your authority's Monitoring Officer of the existence and nature of that gift, hospitality, material benefit or advantage."

3. General Principles.

3.1 Improper obligation

A gift or hospitality should never be accepted as a reward or inducement to act or vote in a particular way as a Councillor or as a means of obtaining influence. They should also be refused where acceptance of the gift or hospitality could give the impression that this would place the member under any improper obligation.

3.2 Benefit to the Council

Gifts or hospitality should only be accepted if there is a clear benefit to the Council (rather than to Members personally). The benefit should be proportionate to the value of the gift or hospitality.

Any offers which do not have any proper purpose connected with the Council should be refused (e.g. private holidays, hospitality for purely sporting or social events outside the Council area where there is no general expectation that the Council should be represented, nor any clear connection with Council functions).

3.3 Public perception

Gifts or hospitality should not be accepted if to do so would leave the Council or the Member open to accusations of misconduct. Members must not only conduct themselves properly, they must also avoid any perception of impropriety.

3.4 Soliciting a gift or hospitality

Gifts or hospitality should never be sought or invited in connection with a Member's official role.

3.5 Private gifts and hospitality

Members do not need to register gifts and hospitality which are not related to their role as a Member, such as personal gifts from friends and family.

4. Gifts

4.1 A "gift" includes free goods and services, the opportunity to buy goods/services subject to a discount or terms which are not available to the public, or the opportunity to buy goods/services that are not available to the public. It also includes any material benefit or advantage offered to a Member which is not available to the general public.

4.2 Members may accept civic gifts on behalf of the Council and such gifts do not need to be registered. For example, the Mayor or Leader of the Council may accept

commemorative gifts and items in recognition of events or work that the Council has been involved in, such as twinning arrangements, civic functions or major projects. Such civic gifts are the property of the Council, not the individual Member, and must be retained at the Council offices.

- 4.3 Members should not accept personal gifts in connection with their position as a Councillor. However, Members may accept small and insignificant gifts such as pens, diaries etc.
- 4.4 Members should refuse any gift offered to them, or to members of their immediate family, from any person or organisation doing business or seeking to do business with the Council or applying to the Council for any decision (e.g. licensing or planning applications or tendering for any Council contract).
- 4.5 When a gift has to be declined, the offerer should be courteously but firmly informed of the procedures and standards operating within the Council. If such a gift is delivered:
 - it must be returned immediately to the sender giving reasons for its rejection
 - the acceptance and return of gifts over £25.00 should be registered
 - where an offerer insists that a Member accepts the gift, with the agreement of the offerer it may be donated to the Mayor's charity or some other suitable charitable purpose.

5. Hospitality.

- 5.1 It is accepted that events which include hospitality can often be an appropriate and successful forum for promoting the Council and its aims and objectives, economic, social or otherwise. A balance therefore needs to be achieved between the aims of promoting the Council and the City of Newport and the need for Members to be mindful of the perception of others when accepting hospitality. The following principles should be observed by Members.
- 5.2 Members should never ask for or solicit hospitality at any time.
- 5.3 Members should only accept offers of hospitality if there is a genuine need to impart information or represent the Council in the event where hospitality is provided. Particular care should be taken that the level of hospitality provided is proportionate to the nature and importance of any issues to be discussed at such an event.
- 5.4 Members should avoid hospitality in any situation where they would be the sole guest or where the offer of hospitality is from anyone doing business or seeking to do business with the Council or applying to the Council for any decision.
- 5.5 Offers to attend social or sporting functions should only be accepted when there is a legitimate reason to promote the economic or social wellbeing of the City, and the Monitoring Officer's advice should be obtained in respect of any such functions which are outside the Newport area
- 5.6 Where site visits are required as part of the process of making decisions, Members should ensure that the Council meets the cost of such visits to avoid undermining or compromising the integrity of subsequent decisions.

- 5.7 Members may accept hospitality through attendance at relevant conferences and courses where it is clear that the hospitality is corporate rather than personal, and where attendance is an approved Council duty.
- 5.8 Members may accept normal refreshment in connection with their work as a Councillor (tea, coffee, biscuits etc.).
- 5.9 Attendance at Civic or other events organised or sponsored by the Council do not need to be registered, for example, Mayor-making, Civic Sunday, Remembrance Sunday.
- 5.10 If a Member receives hospitality as a representative of an outside body, then the Member concerned should comply with that organisation's Protocol on Gifts and Hospitality.
- 5.11 When receiving authorised hospitality, Members should be particularly sensitive as to its timing in relation to decisions which the Council may be taking affecting those providing the hospitality.

6. Registration

- 6.1 Under the Council's Code of Conduct, a Member must register any gift or hospitality that he/she receives that is worth more than £25.00. In accordance with the Ombudsman's Guidance, it is also good practice to provide a written note of any offers of gifts and hospitality which have been refused or declined.
- 6.2 The register of gifts and hospitality register is maintained by the Monitoring Officer who should be informed in writing of any gift or hospitality received or refused that is worth more than £25.00. Members should complete and return the attached Form within 28 days of being offered the gift or hospitality. The register of gifts and hospitality will be available for public inspection.
- 6.3 The figure of £25.00 is only relevant when considering whether the gift or hospitality needs to be registered. It does not mean that Members can accept all gifts or hospitality worth less than that. Members must consider very carefully whether or not to accept any offer, whatever its value, in accordance with the Code of Conduct and the advice contained in this Protocol.
- 6.4 The Ombudsman's Guidance provides that, if a Member is in any doubt as to the value of any gift or hospitality, you should err on the side of caution and register it as a matter of good practice, in accordance with the principles of openness and accountability in public life.
- 6.5 Members may have to estimate how much a gift or hospitality is worth. Also, an accumulation of small gifts received from the same source over a short period of time that add up to more than £25 should be registered.
- 6.6 The Code of Conduct also refers to any "material benefit or advantage". The test is whether an informed independent observer could conclude that a Member might be perceived to be better off as a consequence of receiving this benefit or advantage.
- 6.7 The Ombudsman's Guidance also refers to the need to register a separate "personal interest" under the Code, where a gift or hospitality is offered or received in particular circumstances. If any matter is under consideration by the Council which is likely to affect the person who gave a Member any gift or hospitality, then that should be

declared and recorded in the register of members' interests where that is considered to be a "personal interest" under the Code. If the interest is also a "prejudicial" one, then the Member should not participate in the Council decision.

APPENDIX 2

NEWPORT CITY COUNCIL STANDARDS COMMITTEE

PROCEDURE FOR DEALING WITH COMPLAINTS OF BREACHES OF THE MEMBERS CODE OF CONDUCT

1. Introduction

- 1.1 This procedure will be followed when the Standards Committee are required to reach a decision following an investigation by the Public Services Ombudsman for Wales ("the Ombudsman") or the Council's Monitoring Officer under Part III of the Local Government Act 2000 and the Local Government Investigations (Functions of Monitoring Officers and Standards Committees) (Wales) Regulations 2001("the Regulations").
- 1.2 If there is any conflict between this document and any statutory provisions, then the statutory provisions will prevail.

2. Statutory Background

- 2.1 In accordance with Section 69 of the Local Government Act 2000 ("the 2000 Act"), the Ombudsman may investigate any alleged breach of the adopted Members Code of Conduct by elected Councillors or co-opted members of Newport City Council ("the Council") or members of any of the community councils within the Council's area (or former councillors or co-opted members).
- 2.2 Where the Ombudsman ceases such an investigation into allegations that a Councillor or co-opted member has breached the Code of Conduct before it is completed, he or she may refer the matters which are the subject of the investigation to the Council's Monitoring Officer in accordance with Section 70(4) of the 2000 Act.
- 2.3 Alternatively, the Ombudsman may decide after completing the investigation that there is evidence of a failure to comply with the Code and that action should be taken in respect of the matters which are the subject of the investigation. A Report will then be produced on the outcome of the investigation, which will be sent to the Council's Monitoring Officer and the Standards Committee in accordance with Section 71(2) of the 2000 Act.
- 2.4 In accordance with the Regulations, the Council's Monitoring Officer is required to:-
 - (a) investigate matters referred by the Ombudsman under Section 70(4) before reporting and, if appropriate, making recommendations to the Standards Committee; or
 - (b) where a matter has been investigated by the Ombudsman and referred under Section 71(2), the Monitoring Officer will consider the Ombudsman's Report and, if appropriate, make recommendations to the Standards Committee.

- 2.5 In carrying out an investigation, the Monitoring Officer may follow such procedures as he/she considers appropriate in the circumstances of the case and, in particular, may:-
- (a) make such enquiries of any person as he/she thinks necessary for the purposes of carrying out the investigation;
 - (b) require any person to provide him/her with such information, explanation or documents as he/she considers necessary;
 - (c) require any member or co-opted member or officer of the Council to appear before him/her for the purposes of (a) and (b) above
- 2.6 In conducting the investigation, the Monitoring Officer may be assisted by any person and may obtain expert or other advice. In certain cases, expenses may be paid to persons attending or assisting the Monitoring Officer or providing advice to him/her. The Monitoring Officer may also appoint or nominate another suitably qualified person to undertake the role of Investigating Officer where he/she wishes to maintain independence and undertake the Legal Advisor's role in advising Standards Committee.
- 2.7 After concluding an investigation, the Monitoring Officer must:-
- (a) produce a report on the findings of his/her investigation and, if appropriate, may make recommendations to the Standards Committee;
 - (b) send a copy of the report to any person who is the subject of the investigation; and
 - (c) take reasonable steps to send a copy of the report to any person who made any allegation which gave rise to the investigation.
- 2.8 The Standards Committee must consider a report from the Monitoring Officer on his/her investigation or a report from the Ombudsman, together with any recommendations of the Monitoring Officer. The Committee must then make an initial determination that either:-
- (a) that there is no evidence of a failure to comply with the Code of Conduct; or
 - (b) that any person who is the subject of the investigation must be given an opportunity to respond, either orally or in writing.
- 2.9 Where the Standards Committee decides that an opportunity to respond needs to be given and, after considering any response made by any such person, the Committee must come to one of three conclusions:-
- (a) there is no evidence of a failure to comply with the Code of Conduct and no further action should be taken;
 - (b) there is evidence of a failure to comply with the Code of Conduct but no further action should be taken; or

- (c) there is evidence of a failure to comply with the Code of Conduct and the councillor or co-opted member should be censured or suspended.
- 2.10 The Standards Committee must take any appropriate action arising from the conclusions it has drawn
- 2.11 The decision of the Standards Committee is subject to a right of appeal to an Appeals Tribunal drawn from the Adjudication Panel for Wales.
- 2.12 An Appeals Tribunal may endorse the decision of the Standards Committee, refer a matter back to it recommending a different sanction, or overturn the decision.

3 Initial Determination

- 3.1 Following receipt of the Investigating Officer's Report from the Ombudsman or the Monitoring Officer, the Democratic Services Officer will arrange a meeting of the Standards Committee (or a sub-Committee if the function has been delegated) as soon as possible.
- 3.2 The Access to Information provisions of the Local Government Act 1972 Part VA and Schedule 12A will apply to the meeting. The agenda papers will need to be sent out at least 3 clear days before the date of the meeting and would be open to public inspection unless they contained "exempt information" as defined in Schedule 12A and the public interest in maintaining confidentiality outweighed the public interest in disclosure. Because the Investigating Officer's Report will contain personal information relating to individuals, this will usually be treated as a confidential Part 2 agenda item and not sent out to anyone other than the members of the Standards Committee. However, if the Committee decides not to exclude the press and public at the meeting, then the agenda and the Report (with any redactions, if necessary) will then be made public.
- 3.3 The business of the meeting will be confined to considering the Investigating Officer's Report. Where the Ombudsman has investigated the complaint, the Monitoring Officer will act as Legal Advisor to the Standards Committee. Where the Monitoring Officer has investigated the complaint, the Council's Deputy Monitoring Officer or some other suitably qualified person, who has not been involved in the investigation, will advise the Committee.
- 3.4 The Standards Committee shall determine, on the basis of the Investigating Officer's Report:
 - (a) whether there is no evidence of any failure to comply with the Code of Conduct; or
 - (b) that any person who is the subject of the investigation should be given the opportunity to make representations, either orally or in writing in respect of the investigation and any allegation that he/she has failed, or may have failed, to comply with the Code of Conduct.
- 3.5 Where the Standards Committee decides that there is no evidence of any failure to comply with the Code of Conduct, the decision will be recorded in the Minutes

of the meeting and written confirmation of the decision will be sent to the person who is the subject of the investigation, any person who made any allegation which gave rise to the investigation and the Ombudsman. Where the proceedings were conducted in private, under Part 2 of the agenda, then the Investigating Officer's report and the identity of the individuals involved shall remain confidential.

- 3.6 Where the Standards Committee decides that that any person who is the subject of the investigation should be given the opportunity to make representations, then the matter will proceed to a full hearing in accordance with the **Procedure for Standards Committee Hearings** (Annex A).

4 Pre- Hearing Procedure.

- 4.1 The Democratic Services Officer will liaise with the Monitoring Officer and the Chairman of Standards Committee to arrange a provisional date for the full hearing.
- 4.2 The Monitoring Officer or Legal Adviser will write to the person who is the subject of the investigation with details of the provisional date, time and place of the hearing, an outline of the procedure to be adopted at the hearing and the person's rights.
- 4.3 The person who is the subject of the investigation will be required to confirm, in writing, within 14 days of receiving notification of the hearing, whether or not he/she:-
- (a) is able to attend the hearing or wishes to request a postponement;
 - (b) wishes to submit any written representations or wishes to attend the hearing to make oral representations;
 - (c) disagrees with any of the findings of fact in the Investigating Officer's Report and, if so, the reasons for any such disagreement;
 - (d) intends to be represented at the hearing by a Solicitor, Barrister or any other person;
 - (e) wishes to call any witnesses to give evidence at the hearing or wishes to submit any written evidence;
 - (f) wants any part of the meeting to be held in private and, if so, the reasons why;
 - (g) wants any part of the Investigating Officer's Report or other relevant documents to be treated as confidential and withheld from the public and, if so, the reasons why.
- 4.4 The Investigating Officer shall be advised of the date and time and place of the hearing and asked whether he/she intends to attend.
- 4.5 The response from the person who is the subject of the investigation will be sent to the Investigating Officer and he/she will be asked to confirm within 7 days whether he/she:

- (a) intends to be represented at the hearing;
 - (b) wishes to call any witnesses to give evidence at the hearing;
 - (c) wants any part of the meeting to be held in private and, if so, the reasons why;
 - (d) wants any part of his/her Investigation Report or other relevant documents to be treated as confidential and withheld from the public and, if so, the reasons why
- 4.6 It should be made clear to all parties that details should be provided beforehand of all the findings of fact that they intend to challenge and the evidence that they intend to produce.
- 4.7 The Democratic Services Officer and Legal Advisor will write to all members of the Standards Committee (or members of the sub-Committee if the matter has been delegated) at least 7 days before the hearing to confirm the date, time and place for the hearing and will send to the members;
- (a) a copy of the Investigating Officer's Report;
 - (b) any other relevant background documents;
 - (c) the response from the person who is the subject of the investigation;
 - (d) any further response from the Investigating Officer;
 - (e) a summary and outline of the allegation, the main facts of the case that have been agreed and those that have not been agreed;
 - (f) a list of the witnesses, if any, who will be giving evidence at the hearing;
 - (g) whether the parties intend to appear and/or be represented at the hearing;
 - (h) the procedure for the conduct of the hearing.
- 4.8 Depending on the responses from the parties regarding the need for confidentiality, much of this information will be treated as a confidential and will not sent out to anyone other than the members of the Standards Committee (or sub-Committee). However, if the Committee decides not to exclude the press and public for all or part of the hearing then some or all of the documents (with any redactions, if necessary) will then be made public.

ANNEX A

PROCEDURE FOR STANDARDS COMMITTEE HEARINGS

1. Interpretation.

In this Procedure, the following words and phrases shall have the meanings assigned to them unless the context otherwise requires:

- 1.1 “Committee” means the Standards Committee or any Standards Sub-Committee to which it has delegated the conduct of the hearing;
- 1.2 “Democratic Services Officer” means the officer of the Council responsible for providing clerical and administrative support to the Committee, including the recording of decisions.
- 1.3 “Investigating Officer” means
 - (a) in the case of an investigation undertaken under Section 71(2) of the Local Government Act 2000, the Ombudsman or his Investigator who referred the report to the Council and includes his or her nominated representative.
 - (b) In the case of an investigation referred for local investigation under Section 70(4) of the Local Government Act 2000, means the Monitoring Officer, Deputy Monitoring Officer or other investigating officer, and his or her nominated representative.
- 1.4 “Legal Advisor” means the officer responsible for providing legal advice to the Committee. This may be the Monitoring Officer, another legally qualified officer of the Council, or someone appointed for this purpose from outside the Council.
- 1.5 “Member” means the elected or co-opted member of the Council (or community council) who is the subject of the allegation being considered by the Standards Committee, unless stated otherwise. It also includes the member’s nominated representative.
- 1.6 “The Monitoring Officer” means the officer for the time being appointed by the Council under section 5 of the Local Government and Housing Act 1989 and shall include, where appropriate, the person appointed as Deputy Monitoring Officer.
- 1.7 “The Chairman” means the person presiding at the hearing;

2. Modification of Procedure.

The Chairman may agree to depart from or vary this Procedure in any particular instance where he/she is of the opinion that such a variation is necessary in the interests of fairness and transparency.

3. Representation.

The Member may be represented or accompanied during the meeting by a solicitor, counsel or (with the permission of the Committee) another person. The costs of any

such representation must be met by the Member, unless Standards Committee has expressly agreed to meet all or any part of that cost (and subject always to the financial cap on indemnities set by the Council, from time to time).

4. Legal advice

The Committee may take legal advice from its Legal Advisor at any time during the hearing or while they are considering the outcome. The substance of any legal advice given to the Committee should be shared with the Member and the Investigating Officer if they are present.

5. Setting the Scene

5.1 At the start of the hearing, the Chairman shall introduce each of the members of the Committee, the Legal Adviser and the Democratic Services Officer and shall invite the Member (if present), the Investigating Officer (if present) and any other persons in attendance to introduce themselves.

5.2 After all the Committee and everyone involved have been formally introduced, the Chairman will explain the procedure which the Committee will follow in the conduct of the hearing. The Committee will conduct the proceedings as informally as possible but will ensure that the Member is given a fair hearing, according to the rules of natural justice. The hearings will not usually be recorded and a verbatim note of the proceedings will not be taken, unless there are exceptional circumstances and good reason to do so.

5.3 The hearing will be conducted in English unless the Member expresses a preference to have to hearing conducted in Welsh and the Committee agrees that it is reasonably practicable to do so. If a hearing is conducted in Welsh, an instantaneous translation service will be provided for the Committee and any other persons attending the hearing who request it.

5.4 The Member has the right to make representations to the Committee and to be represented by counsel, a solicitor or any other person. The Member will be entitled to give evidence, call witnesses, question any witnesses and address the Committee both on the evidence and generally on the subject matter of the hearing. The right to make representations will not extend to the person making the complaint, though this may be allowed by the Committee if it is considered that their attendance would assist the Committee with any matter relevant to the proper determination of the complaint.

5.5 The Committee may limit the number of witnesses called by the Member, where this is conducive to the efficient and judicial hearing of the case. The circumstances in which the Committee may impose such a limitation include, for example, where it appears to the Committee that such witnesses will not be presenting significant new evidence or facts, or where an excessive number of witnesses are being called by the Member to give character testimony.

5.6 Witnesses will not be allowed to sit in the public gallery prior to being called to give evidence before the Committee and, where the Committee meeting is held in private, they will be required to leave after giving their evidence. A designated waiting room will be available for witnesses until they are called.

5.7 Evidence before the Committee may be given orally or by written statement. At any stage during the proceedings the Committee can request the attendance of any

person making a written statement or any other person they consider will be able to assist them, but the Committee has no power to require the attendance of any person. Members of the Committee can ask questions of anybody present, at any time. No cross-examination of witnesses will be allowed by the parties, but questions can be directed through the chair.

- 5.8 The Committee can receive evidence of any fact that appears to it to be relevant even though such evidence would be inadmissible in proceedings before a court of law. The Committee shall not refuse to admit any relevant evidence
- 5.9 Any witnesses may be required to give evidence on oath or affirmation, where there are disputes of fact. The Member and the Investigating Officer shall be entitled to request that witnesses be required to give evidence on oath or affirmation, but the final decision shall rest with the Committee.
- 5.10 The Public Service Ombudsman for Wales (“the Ombudsman”) shall be entitled to attend before the Committee for the purposes of:
- (a) presenting the Investigating Officer’s Report and/or explaining any matters in it; and
 - (b) otherwise playing such part or assisting the Committee as the Committee considers appropriate.
- 5.11 The Investigating Officer may attend on behalf of the Ombudsman, and the Ombudsman/Investigating Officer may be represented by Counsel or a solicitor.
- 5.12 The usual procedure to be followed is set out in the following paragraphs, but the Committee is free to depart from that procedure where it considers it appropriate to do so. The Committee will decide factual evidence on the balance of probabilities. There will be four possible stages to a hearing.

6. Stage 1 – Preliminary procedural issues

The following procedural matters shall be dealt with in the following order:-

6.1. Disclosure of interests.

The Chairman shall ask the members of the Committee to disclose the existence and nature of any personal and/or prejudicial interests that they may have in the matter and to withdraw from the consideration of the matter, if so required.

6.2 Quorum.

At least 3 members of the Committee must be present at all times during the hearing for the meeting to be quorate. The 3 members must include a majority of independent members. If the Committee is dealing with a complaint against a community councillor, then it must include at least one community councillor representative, but there is no requirement for him/her to actually attend the meeting for the hearing to be quorate. The Chairman shall confirm that the Committee is quorate before proceeding with the hearing;

6.3 Exclusion of Press and Public

The hearings should generally be conducted in public. The Committee should only exclude the press and public where “exempt information” within the meaning of Schedule 12A of the Local Government Act 1972 is likely to be disclosed during the hearings and the public interest in maintaining confidentiality outweighs the public interest in disclosure. There is a presumption that the public interest is best served by holding hearings in public unless there are overriding and compelling reasons to the contrary.

The Chairman shall, in turn, ask the Member, the Investigating Officer and the Legal Adviser whether they wish to ask the Committee to exclude the press and public from all or part of the hearing. If any of them so request, they should be invited to put forward their reasons for so doing and the Chairman shall ask for responses from the others. The Committee shall then resolve, by majority vote, whether to exclude the press and public from all or any part of the hearing.

Where the agenda papers or any reports have been classified as confidential Part 2 items and withheld in advance of the meeting, and the Committee does not resolve to exclude the press and public, the papers should now be provided to the press and public.

6.4 Hearing procedure

The Chairman shall confirm that all present know and understand the procedure which the Committee will follow in determining the matter.

6.5 Proceeding in the absence of any Member.

If the Member fails to attend or is not represented at the hearing, the Committee may:

- (a) hear and decide the matter in the absence of the Member, if it is satisfied that the Member was duly notified of the hearing and that there is no good reason for such absence or
- (b) adjourn the hearing.

Before deciding to hear and determine any matter in the absence of the Member, the Committee shall consider any written representations submitted by the Member and whether the Member had indicated that he/she did not intend to attend the hearing.

Where the Member has failed to attend, without good reason and the Committee has decided the matter in his/her absence, there is no further right of appeal or re-hearing of the matter.

If the Standards Committee is satisfied (after receiving a medical certificate) that any party is unable, through sickness, to attend the hearing and that the party's inability is likely to continue for a long time, the Standards Committee may make such arrangements as may appear best suited, in all the circumstances of the case, for disposing fairly of the matter.

7. Stage 2 – Findings of Fact

- 7.1 After dealing with any preliminary issues, the Committee will next seek to resolve any remaining disputes of fact that have been identified in the Investigating Officer's Report.
- 7.2 If there is no disagreement about the facts, the Committee can move on to the next **Stage 3** of the hearing.
- 7.3 If there is disagreement, the Ombudsman/Investigating Officer, if present, should be invited to make any necessary representations to support the relevant findings of fact in the Investigation Report. With the Committee's permission, the Ombudsman / Investigator may call any necessary supporting witnesses to give evidence. The Committee may give the Member an opportunity to challenge any evidence put forward by any witnesses called by the Ombudsman / Investigating Officer.
- 7.4 The Member should then have the opportunity to make representations to support his or her version of the facts and, with the Committee's permission, to call any witnesses to give evidence.
- 7.5 At any time, the Committee may question any of the people involved or any of the witnesses, and may allow the Ombudsman/Investigating Officer to challenge any evidence put forward by witnesses called by the Member.
- 7.6 If the Member disagrees with any relevant fact in the Ombudsman/Investigator's report, without having given prior notice of the disagreement, he or she must give good reasons for not mentioning it before the hearing. If the Ombudsman/ Investigating Officer is not present, the Committee will consider whether or not it would be in the public interest to continue in his or her absence. After considering the Member's explanation for not raising the issue at an earlier stage, the Committee may then:
- (a) Continue with the hearing, relying on the information in the Ombudsman/Investigating Officer's Report;
 - (b) Allow the Member to make representations about the issue, and invite the Ombudsman/Investigating Officer to respond and call any witnesses, as necessary; or
 - (c) Postpone the hearing to arrange for appropriate witnesses to be present, or for the Ombudsman/Investigating Officer to be present if he or she is not already.
- 7.7 At the conclusion of the representations as to matters of fact, the Chairman shall ensure that each member of the Committee is satisfied that he/she has sufficient factual information to enable him/her to determine whether there has been a failure to comply with the Code of Conduct, as set out in the Investigating Officer's Report.
- 7.8 The Committee will then adjourn the meeting and retire in private to consider its decision. The Committee shall reach its decision on the balance of probability based on the evidence which it has received at the hearing.
- 7.9 The Committee may, at any time, reconvene the meeting in order to seek additional evidence from the investigating Officer, the Member or any of the witnesses, or to seek advice from the Monitoring Officer or Legal Advisor. If the Committee requires

any further information, it may adjourn the proceedings pending the production of further evidence.

- 7.10 Once the decision has been reached, the meeting shall be reconvened and the Chairman will announce the Committee's findings of facts.

8. Stage 3 – Did the Member fail to follow the Code?

- 8.1 The Committee will then need to consider whether or not, based on its findings of fact and/or the facts that have been agreed by the parties, the Member has failed to comply with the Code of Conduct, on the basis set out in the Investigating Officers' Report. The function of the Committee is to make a determination based on the failures to comply with the Code of Conduct set out in the Investigation Report and any additional or alternative breaches of the Code that may come to light during the hearing shall not be taken into account in reaching a decision.

- 8.2 The Committee shall invite the Investigating Officer to make representations regarding the alleged breaches of the Code of Conduct by the Member, as set out in the Investigation Report, having regard to the findings of fact or agreed facts.

- 8.3 The Member should then be invited to respond to the representations from the Investigating Officer and give reasons why he or she has not failed to follow the Code of Conduct.

- 8.4 The Committee may, at any time, question anyone involved on any point they raise in their representations.

- 8.5 The Member should be invited to make any final relevant points.

- 8.6 The Committee will then ask all those present to leave the room and will retire in private to consider its decision. The Democratic Services Officer and Legal Adviser will remain to take notes and give legal advice respectively.

- 8.7 Once a decision has been reached and the meeting reconvened, the Chairman will announce the Committee's decision as to whether or not the Member has breached the Code of Conduct

- 8.8 If the Committee decides that there is no evidence of any failure to comply with the Code of Conduct and no further action needs to be taken, the Member will be informed at this point. In this case, the Committee may also consider whether it should make any general recommendations to the Council (or community council, as the case may be).

9. Stage 4 – If the Member has failed to comply with the Code

- 9.1 If the Committee finds that a failure to comply with the Code of Conduct has occurred, the Committee will invite the Ombudsman/Investigating Officer whether in his/her opinion the breach of the Code is such that the Committee should impose any sanction and, if so, what the appropriate sanction should be.

- 9.2 The Committee will then invite the Member to respond and to make representations as to what action the Committee should take, including any mitigating factors.

- 9.3 The Committee may question the Ombudsman/Investigating Officer and Member, and take legal advice, to make sure they have the information they need in order to make an informed decision.
- 9.4 The Committee will then adjourn to and retire in private to consider whether the failure to comply with the Code of Conduct warrants no action, a censure, or a suspension of the Member, before announcing its decision.
- 9.5 In coming to its decision, the Committee must determine one of the following:-
- (a) That the Member has failed to comply with the Code of Conduct but that no action needs to be taken; or
 - (b) That the Member has failed to comply with the Code of Conduct and should be censured; or
 - (c) That the Member has failed to comply with the Code of Conduct and should be suspended or partially suspended for a period not exceeding 6 months.

10. Decision of the Committee.

- 10.1 The decision of the Committee may be taken by a simple majority of votes cast, with the Chairman having a second and casting vote, in the case of equality of voting. The decision will record whether it was unanimous or taken by a majority.
- 10.2 Once the Committee has reached a decision, the meeting shall be reconvened and the Chairman will announce the Committee's decision. The decision will be recorded in the Minutes of the meeting by the Democratic Services Officer and the Legal Adviser/Monitoring Officer will, in consultation with the Chairman, prepare a written record of the Committee's decision, setting out the relevant findings of fact and the reasons for the decision.
- 10.3 The Committee may also consider whether or not it should make any recommendations to the Council (or community council, as the case may be) , with a view to promoting high standards of conduct among Members.
- 10.4 Where a document refers to evidence that has been heard in private, only a summary of the document will be entered in the Minutes, with such material omitted as the Committee may direct.

11. Procedure after the Committee determination.

- 11.1 As soon as possible after the hearing, the written decision of the Committee will be sent to the Member, the person who made any allegation which gave rise to the investigation (if known) and the Ombudsman.
- 11.2 If the Committee impose a period of suspension or partial suspension, then that period of suspension or partial suspension will commence on the day after the expiry of 21 days from receiving the written notification of the Committee's determination (in order to allow for any appeal to the Adjudication Panel for Wales, as set out below). If

an appeal is lodged, then any such sanction, if upheld, will not commence until the day after the final determination of the appeal process.

- 11.3 Within 14 days after the expiry of the time allowed to lodge a notice of appeal (i.e. 14 days after the 21 day appeal period), or upon receipt of notification of the conclusion of an appeal process, the Committee must cause to be produced a Report on the outcome of the investigation and send a copy to the Ombudsman, the Monitoring Officer, the Member and take reasonable steps to send a copy to any person who made any allegation which gave rise to the investigation.
- 11.4 Upon receipt of the Report of the Committee, the Monitoring Officer must, for a period of 21 days, publish the Report on the Council web site, make copies available for public inspection and not later than 7 days after the Report is received from the Committee give public notice, by advertisement, that copies of the Report are available and specify the date (being a date not more than 7 days after public notice is first given) from which the period of 21 days will begin. If the matter involves a Community Councillor, a copy of the Report will be sent to the Clerk of that Community Council.

12. Orders for Costs and Expenses

- 12.1 The Committee has no power to make an award of any costs or expenses arising from any of its proceedings.

13. Appeals

- 13.1 Where the Committee decides that a Member has failed to comply with the Code of Conduct, the Member may appeal against the determination to an Appeals Tribunal drawn from the Adjudication Panel for Wales. The appeal process is in accordance with the Local Government Investigations (Functions of Monitoring Officers and Standards Committees) (Wales) Regulations 2001 as amended.
- 13.2 An appeal must be instigated by giving notice in writing within 21 days of receiving notification of the Committee's determination to:

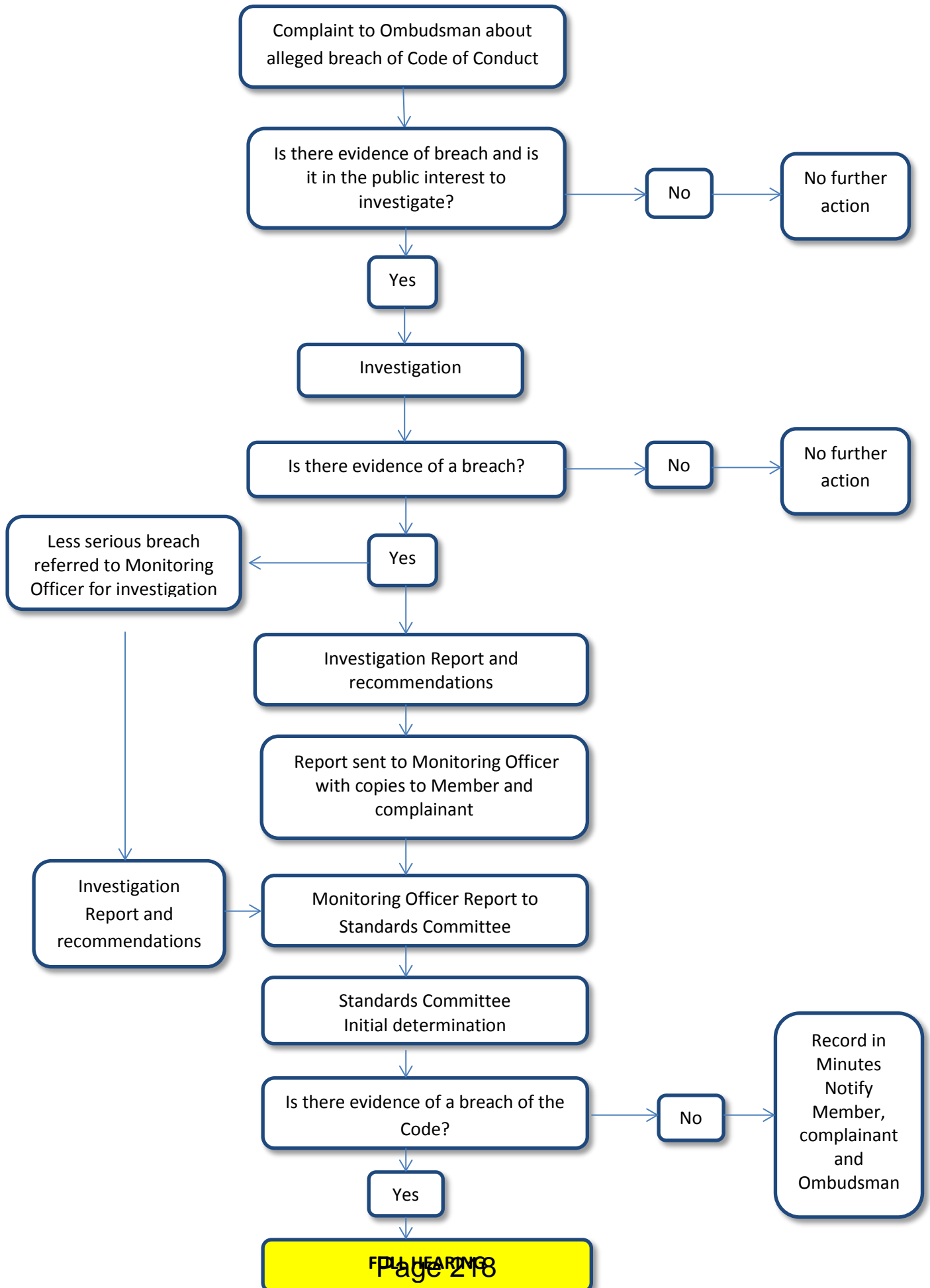
The President,
The Adjudication Panel for Wales,
Welsh Assembly Government,
Cathays Park,
Cardiff
CF10 3NQ

- 13.3 The notice of appeal must specify:
- (a) The grounds for appeal; and
 - (b) Whether or not the person giving notice of appeal consents to the appeal being conducted by way of written representations.

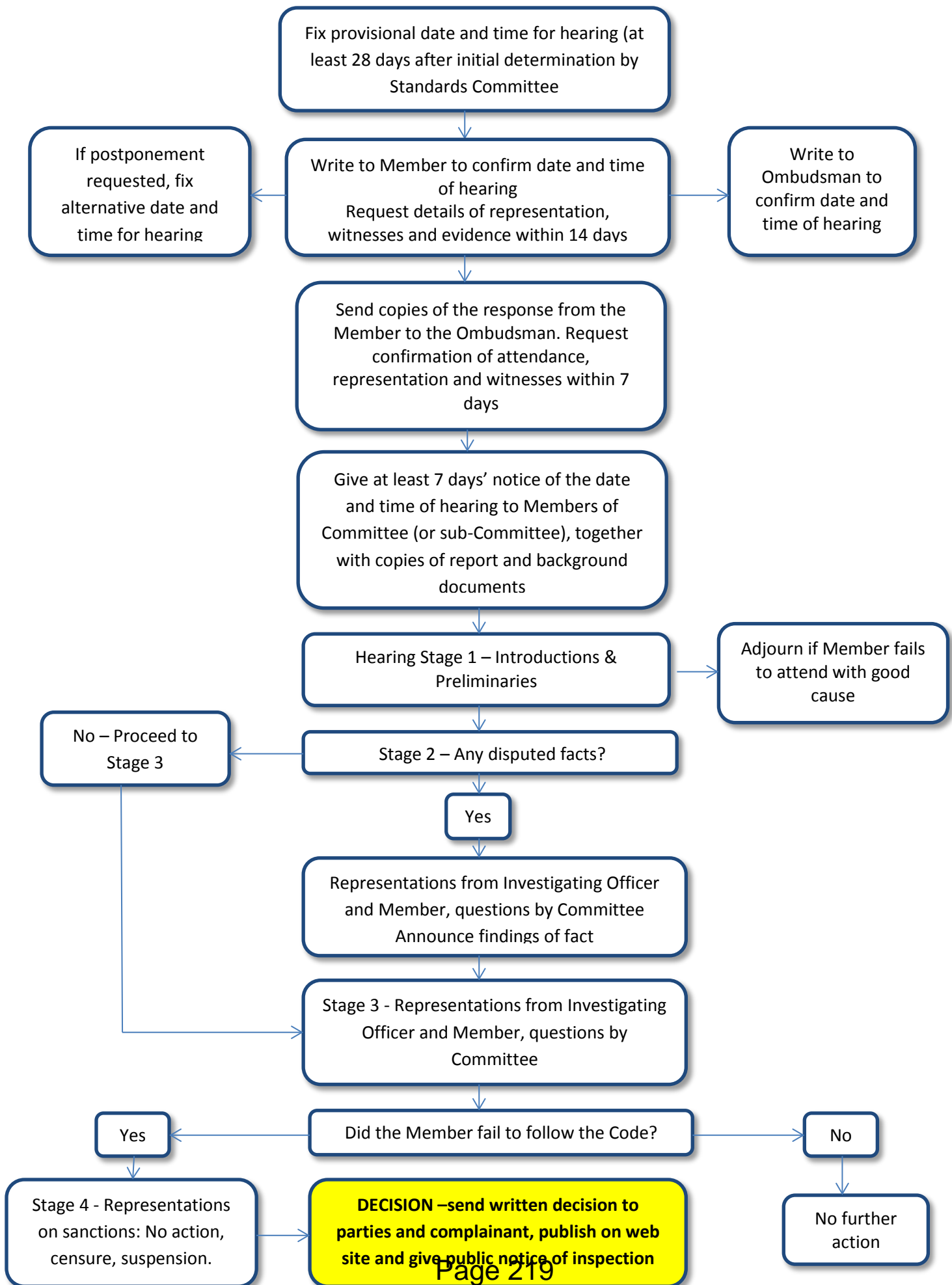
14. Referral Back from the Adjudication Panel

- 13.1 In circumstances where there is a referral back to Standards Committee from the Adjudication Panel for Wales with a recommendation that a different sanction should be imposed, the Committee shall meet as soon as reasonably practicable to consider the recommendations of the Appeals Tribunal and shall determine whether to uphold its original determination or accept the recommendation.
- 13.2 As soon as possible after meeting to reconsider its determination, the written decision of the Committee will be sent to the Member, the person who made any allegation which gave rise to the investigation (if known), the Ombudsman and the President of the Adjudication Panel for Wales.

FLOW-CHART FOR OMBUDSMAN COMPLAINTS



FLOW-CHART FOR FULL HEARINGS



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Minutes

Standards Committee

Date: 16 July 2015

Time: 5.30pm

Present: Mrs H Taylor OBE (Chair), Mr J Pickering, Mr G Hancock, Mr B John, Ms T Britton and Mr P Westwood

Administrator) Mr G Price (Monitoring Officer) and Mrs M Durkin (Democratic)

Apologies: Councillors H Thomas and J Guy

1 Apologies for Absence

Apologies received are noted above.

2 Declarations of Interest

There were no declarations of interest.

3 Chairs Announcements

The Chair, Mrs H Taylor referred to the recent inauguration of the new Mayor, Councillor H Thomas and the Committee wished their congratulations to him to be recorded in the Minutes.

4 Minutes

The Minutes of the meeting held on 24 March, 2015 were submitted.

Re Minute 6, Response to Wales Audit Office Review on Whistleblowing, the Monitoring Officer reported that the Employee Partnership Forum (EPF) had considered the proposed changes to the Whistleblowing Policy at its meeting on 19 March, 2015 and agreed it without amendment. This would now be published on the Council's IntraWeb.

Agreed

That the Minutes of the meeting held on 24 March, 2015 be taken as read and confirmed.

5 Complaints

The Monitoring Officer reported that there had been no further complaints received since the last meeting.

Agreed

That the report be noted.

6 Register of Gifts and Hospitality

Consideration was given to a report on the current arrangements for the acceptance and registration of gifts and hospitality by Officers and Members and to review the current financial limits for registration.

As part of the Forward Work Programme, Standards Committee had agreed to carry out a review of the current arrangements for registration of gifts and hospitality by Officers and Members, to review the current financial threshold for registration of member gifts and hospitality and to consider whether any further guidance was required.

The statutory Code of Conduct for Local Government Employees (which currently excluded fire-fighters and teachers) provided that all employees must comply with any rules of their relevant Authority on the declaration by employees on hospitality or gifts offered to or received by them from any person or organisation doing or seeking to do business or otherwise benefiting or seeking to benefit from a relationship with the Authority. Qualifying employees must not accept benefits from a third party unless authorised to do so by their relevant Authority.

Qualifying employees of relevant Authorities must also ensure that they used public funds entrusted to them in a responsible and lawful manner, and must not utilise property, vehicles or other facilities of the Authority for personal use unless authorised to do so.

Section 14 of the Council's Employee Code of Conduct detailed all the requirements in this respect.

The Employees Register of Gifts and Hospitality and the Members' register were both open to public inspection. There was no specified financial limit for the registration of Officers' gifts and hospitality but the Council had previously specified a de minimis level of £80 for the registration of Members' gifts and hospitality. Gifts and hospitality valued at less than £80 did not need to be registered, although this did not mean that anything of less value should be accepted.

The Employee Code of Conduct provided more guidance for Officers in relation to the acceptance of gifts and hospitality. It was being suggested that Standards Committee could consider that there would be benefit in the Council adopting a similar protocol to provide further guidance and advice for Members, to supplement the provisions in the Code of Conduct. A draft Protocol was also considered.

In response to a question the Monitoring Officer confirmed that School Governing Bodies were responsible for agreeing procedures for the registration of lists of Gifts and Hospitality as far as Teachers and other school employees were concerned.

Members gave detailed consideration to all aspects of this matter and, in particular, the gifts and hospitality threshold for Members as detailed in the Appendix referring to Welsh Local Authorities and the South Wales Fire and Rescue Service, all of whom had thresholds of far lesser amounts than the current value of £80 for Newport which had been agreed by this Committee in 2005. The Monitoring Officer referred members to the Appendix of the report which detailed Officers Gifts and Hospitality which only referred to Corporate Service areas despite all Service Areas being asked to supply

information. There should be similar registers of gifts and hospitality to those retained in Corporate Services.

Agreed

1. That Standards Committee concerns regarding the lack of responses from non Corporate Service area be noted and they be further requested to provide information on Gifts and Hospitality.
2. That School Governing Bodies be requested to review their practice regarding Gifts and Hospitality, if necessary, to reflect that adopted by the Council.
3. That the threshold of £80 for Members to register gifts and hospitality be reduced to £25.
4. That Committee members be requested to further consider the proposed protocol for Members Gifts and Hospitality and submit comments to Officers by 31 August, 2015 (to enable the agreed Protocol to be submitted to Council in September, 2015).

7 Procedure for Dealing with Complaints of Breaches of the Members' Code of Conduct

Arising from discussion at the last meeting, the Monitoring Officer circulated papers relating to a "mock hearing". He also reported that a short summary/flow chart on the procedure would be added to the current Procedure document for members' ease of reference. The Monitoring Officer proposed that any members' questions on this matter be considered at the next meeting.

Agreed

That the report be noted

8 Local Democracy (Wales) Act 2013 (Commencement No 2) Order 2015

Consideration was given to a report detailing the changes introduced by the Local Government (Democracy) (Wales) Act 2013 with effect from 1 May, 2015. The Report set out the legislative changes introduced by the Local Government (Democracy) (Wales) Act 2013 which were brought into effect by Commencement Order No.2 as from 1 May 2015. Of particular relevance to Standards Committee were the changes to the requirements for community councils to maintain the statutory register of members' interests. This duty was now devolved to the Proper Officer of the Community Council and there was an obligation to publish the register electronically on the Community Council website. Further changes had also been introduced to allow for the establishment of joint Standards Committees and for Regulations to be made to allow misconduct cases and dispensation applications to be referred to another Local Authority's Standards Committee for determination.

In response to a question the Monitoring Officer confirmed the intention to write to all Community Councils to ensure they were aware of this new legislation and complying with the changes. Through the Community Councils Charter the Council would assist with advice etc if required.

The Monitoring Officer also referred to the necessity to await Regulations regarding the proposed future direction of the referral of Misconduct Cases/Dispensation Applications.

Agreed

1. To note the report

2. To write to all Community Councils reminding them of the Local Democracy (Wales) Act 2013 (Commencement No 2) Order 2015 requesting they confirm that they are implementing the changes. The responses will be considered at the next meeting of Standards Committee.

9 Standards Conference Wales

Members considered possible attendance at the Standards Conference Wales 2015 being held in Cardiff on 20 October, 2015.

Agreed

Members are to inform the Democratic Administrator should they be interested in attending this Conference.

10 Date of Next Meeting

The next meeting to be held on Thursday, 22 October, 2015 at 5.30 p.m. in Room 4, Civic Centre.

11 Standards Committee Annual Report

Agreed

The Monitoring Officer will circulate a draft Annual Report to members for comment by 31 August, 2015. The agreed Annual Report is to be presented to Council at its September, 2015 meeting by the Chair.