

Agenda



Newport City Council

Date: Tuesday, 27 September 2016
Time: 5.00 pm
Venue: Council Chamber, Civic Centre, Newport
To: **All Members of the City Council**

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Would Members please ensure no printed copies of the agenda are left in the room at the conclusion of the meeting. Leaving paper copies of reports where they can be accessed by unauthorised persons could present a data breach

Item	Wards Affected
1. <u>Agenda Welsh Version / Fersiwn Gymraeg</u> (Pages 5 - 8)	
2. <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
3. <u>Minutes</u> (Pages 9 - 22)	All Wards
4. <u>Appointments</u>	All Wards
5. <u>Police Issues</u>	All Wards

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Date of Issue: Tuesday, 20 September 2016

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| 6. | <u>Annual Report by the Overview and Scrutiny Committees</u> (Pages 23 - 46) | All Wards |
| 7. | <u>Annual Report by the Standards Committee</u> (Pages 47 - 72) | All Wards |
| 8. | <u>Annual Review of the 2015-2016 Improvement Plan</u> (Pages 73 - 154) | All Wards |
| 9. | <u>Heads of Service : Pay Bands</u> (Pages 155 - 178) | All Wards |

10. Questions to the Chair of the Cabinet

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

11. Questions to Cabinet Members

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

All Wards

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 and Cabinet Member for Environment Sustainability and Transport
- Cabinet Member for Adult Social Services & Housing
- Cabinet Member for Culture, Leisure and Sport
- Cabinet Member for Education & Young People
- Cabinet Member for Finance and Resources
- Cabinet Member for Community Services, Work and Skills
- Cabinet Member for Regulatory Functions
- Cabinet Member for Regeneration & Investment

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

12. Questions to Committee Chairs 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.

13. Standards Committee - Minutes (Pages 179 - 182) All Wards

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Agenda



Cyngor Dinas Casnewydd

Dyddiad: 29/09/16

Amser: 5.00 pm

Lleoliad: Siambrau'r Cyngor - Canolfan Ddinesig

At sylw: **Pob Aelod o'r Cyngor Dinas**

HYSBYSIAD GWE-DDARLLEDU

Gall y cyfarfod hwn gael ei ffilmio ar gyfer darllediad byw neu ddarllediad wedi hynny trwy wefan y Cyngor.

Ar ddechrau'r cyfarfod, bydd y Maer, Cadeirydd neu'r Person sy'n Llywyddu yn cadarnhau os yw cyfan neu ran o'r cyfarfod yn cael ei ffilmio. Efallai y bydd y delweddau a recordiad sain yn cael eu defnyddio hefyd at ddibenion hyfforddiant o fewn y Cyngor.

Yn gyffredinol, nid yw'r ardaloedd eistedd cyhoeddus yn cael eu ffilmio. Fodd bynnag, wrth fynd i mewn i'r ystafell gyfarfod a defnyddio'r ardal seddau cyhoeddus, rydych yn rhoi caniatâd i chi gael eich ffilmio a defnydd posibl o rhai delweddau a recordiadau sain ar gyfer gwe-ddarlledu a/neu ddibenion hyfforddiant.

Os oes gennych unrhyw ymholiadau ynghylch hyn, cysylltwch â Phrif Swyddog Gwasanaethau Democrataidd.

Eitem

- 1. Agenda Cymraeg**
- 2. Rhagarweiniadau**
 - i. Derbyn unrhyw ymddiheuriadau am absenoldeb.
 - ii. Derbyn unrhyw ddatganiadau diddordeb
 - iii. Derbyn unrhyw gyhoeddiadau gan y Maer.
- 3. Cofnodion**
- 4. Penodiadau**
- 5. Polisi Taliadau a Gwobrwyo**

6. **Adroddiad blynyddol: Craffu**
7. **Adroddiad blynyddol: Pwyllgor Safonau**
8. **Cynllun Gwella 2015-2016**
9. **Cyflogau prif swyddogion**
10. **Cwestiynau i Gadeirydd y Cabinet**

I roi'r cyfle i gynghorwyr ofyn cwestiynau i Gadeirydd y Cabinet yn unol â Rheolau Sefydlog y Cyngor.

Proses: Ni chaiff mwy na 30 munud eu cadw yng nghyfarfod y Cyngor ar gyfer cwestiynau llafar i'r Arweinydd

Os nad yw'r aelodau yn gallu gofyn eu cwestiwn ar lafar o fewn yr amser a glustnodwyd, bydd y cwestiynau sy'n weddill yn cael eu hateb yn ysgrifenedig. Bydd y cwestiwn ac ymateb yn cael eu hatodi i'r cofnodion.

Rhaid i'r cwestiwn cael sylw drwy'r Maer neu'r sawl sy'n llywyddu yn y cyfarfod ac nid yn uniongyrchol at y person a holir

11. **Cwestiynau i Aelodau Cabinet**

I roi'r cyfle i ofyn cwestiynau i Aelodau'r Cabinet yn unol â Rheolau Sefydlog

Proses: Ni chaiff mwy na 10 munud eu cadw yng nghyfarfod y Cyngor ar gyfer cwestiynau i bob Aelod Cabinet unigol.

Bydd angen i'r Aelodau cyflwyno eu cwestiynau arfaethedig yn ysgrifenedig yn unol â'r Rheolau Sefydlog. Os nad yw'r aelodau yn gallu gofyn eu cwestiwn ar lafar o fewn yr amser a glustnodwyd, bydd y cwestiynau sy'n weddill yn cael eu hateb yn ysgrifenedig. Bydd y cwestiwn ac ymateb yn cael eu hatodi i'r cofnodion.

Rhaid i'r cwestiwn cael sylw drwy'r Maer neu'r sawl sy'n llywyddu yn y cyfarfod ac nid yn uniongyrchol at y person a holir

Bydd y cwestiynau yn cael eu gofyn i aelodau'r cabinet yn y drefn ganlynol:

- Dirprwy Arweinydd / Aelod Cabinet dros yr Amgylchedd, Cynaliadwyedd a Thrafnidiaeth
- Aelod Cabinet dros Addysg a Phobl Ifanc
- Aelod Cabinet dros Gyllid ac Adnoddau
- Aelod Cabinet dros Wasanaethau yn y Gymuned, Gwaith a Sgiliau
- Aelod Cabinet dros Swyddogaethau Rheoleiddio
- Aelod Cabinet dros Adfywio a Buddsoddi
- Aelod Cabinet dros Wasanaethau Cymdeithasol i Oedolion a Thai
- Aelod Cabinet dros Ddiwylliant, Hamdden a Chwaraeon

Er Gwybodaeth: Mae crynodeb o amserlenni penderfyniad diweddar a gyhoeddwyd gan y Cabinet, Aelodau Cabinet a Chofnodion cyfarfodydd diweddar y Pwyllgorau wedi cael ei gylchredeg yn electronig at bob Aelod o'r Cyngor.

12. Cwestiynau i Gadeiryddion Pwyllgorau

Bydd y cwestiynau yn cael eu gofyn i Gadeiryddion Pwyllgorau yn y drefn ganlynol:

I. Pwyllgorau Craffu

- Cynllunio a Datblygu Cymunedol
- Dysgu, Gofalu a Hamdden
- Gwasanaethau Stryd yn Un, Adfywio a Diogelwch

II. Pwyllgor Cynllunio

III. Pwyllgor Trwyddedu

IV. Pwyllgor Gwasanaethau Democraataidd

13. Pwyllgor Safonau - Cofnodion

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Minutes



Council

Date: 26 July 2016

Time: 5.00 pm

Present: Councillors D Atwell (The Mayor, in the Chair), M Al-Nuami, O Ali, T Bond, J Cleverly, P Cockeram, M Cornelious, K Critchley, E Corten, D Davies, V Delahaye, C Evans, M Evans, C Ferris, D Fouweather, E Garland, G Giles, J Guy, I Hayat, P Huntley, R Jeavons, M Kellaway, M Linton, D Mayer, S Mlewa, R Mogford, R Poole, J Mudd, M Rahman, J Richards, M Spencer, C Suller, T Suller, H Thomas, K Thomas, R Truman, T Watkins, M Whitcutt, R White, K Whitehead and D Wilcox

Apologies: Councillors R Bright, P Hannon, D Harvey, R Hutchings, C Jenkins, C Maxfield, A Morris and D Williams

1. Preliminaries

Mr Ted Travers

The Mayor announced that since the last meeting, Council had been informed of the loss of a former mayor and great friend, Ted Travers who would be sadly missed.

Mr Harry Polloway

The Mayor also referred to the passing of Mr Harry Polloway who had acted as master of Ceremonies at many civic events

The City of Nice

The Mayor referred to the tragic events in Nice and informed Councillors that he and the Leader of the Council had written jointly to the Mayor of Nice expressing our city's support and condolences

The Battle of the Somme

The Mayor mentioned that we are currently in a period of commemoration of the Battle of the Somme which began this month in 1916 and lasted until November of that year. More than one million men were wounded or killed, making it one of the bloodiest battles in human history. The Mayor said we must never forget sacrifices they made

Members and officers stood in silence as a mark of respect to Mr Travers, Mr Polloway, the people of Nice and those brave individuals who fought at the Somme

2. **Minutes**

The minutes of the meetings of the City Council held on 26 April, 17 May and 19 May 2016 were confirmed as a true record by the Council and signed by the Mayor

3. **Appointments**

Audit Committee

It was resolved that Mr John Baker be re-appointed to serve as the Chair of the Audit Committee for the coming four year term

The following appointments were also agreed:

Planning Committee

Cllr Al Nuaimi has been appointed to the vacancy

Licensing Committee

Cllr Harvey has been appointed to the vacancy

Appointment Panel: Corporate Director

Cllrs Ray Truman; Roger Jeavons; Paul Huntley, Matthew Evans and Chris Evans were appointed

Education Achievement Service Commissioning Group (Education) (JEG)

Councillor Deborah Harvey was appointed to replace Councillor Deb Davies as the substitute Member for the Education Achievement Service Commissioning Group (Education) (JEG)

SACRE (Standing Advisory Council on Religious Education)

Councillor Hayat was appointed

Newport Wastesavers

Councillor Deb Davies will replace Tom Bond who has a declared interest

Community Health Council, Newport Committee

Councillor Hayat was appointed

Governors

New Appointments	
School	Name
Caerleon Comprehensive	Wendy Hoskins
Duffryn Infants	Catharine Jones
Glan Usk Primary	Cllr Rhys Hutchings
High Cross Primary	Jackie Martin
Kimberley Nursery	Georgina Cooper
Lliswerry Primary	Vanessa Yon
Maindee Primary	Hannah Williams

Milton Junior	Kimberley Cowan
Mount Pleasant Primary	Kelly Jones
Rogerstone Primary	Caroline James
St Gabriel's RC Primary	Jan Furtek
Ysgol Gymraeg Bro Teynon	Shereen Williams
Ysgol Gymraeg Casnewydd	Llio Elgar
Ysgol Gymraeg Ifor Hael	Olwen Allender
Ysgol Gyfun Gwent Is Coed	Helen Crosbie
Ysgol Gyfun Gwent Is Coed	Elin Maher
Ysgol Gyfun Gwent Is Coed	John Harris
Ysgol Gyfun Gwent Is Coed	Christopher Chapman

Re-appointments	
School	Name
Alway Primary	Cllr Ray Truman
Bassaleg School	Cllr Tom Bond
Bassaleg School	Cllr Margaret Cornelious
Caerleon Comprehensive	Cllr Clifford Suller
Clytha Primary	Cllr Matthew Evans
Crindau Primary	Cllr Paul Cockeram
Crindau Primary	Cllr Robert Poole
Duffryn Infants	Chris Jarvis
Duffryn Junior	Chris Jarvis
Eveswell Primary	Stephen Chandler
Eveswell Primary	Cllr Mark Spencer
Glan Usk Primary	Cllr Emma Garland
Glan Usk Primary	Kenneth Goodger
Glasllwch Primary	Cllr Matthew Evans
High Cross Primary	Cllr Sally Mlewa
Langstone Primary	Cllr Ray Mogford
Llanmartin Primary	John Davies
Llanmartin Primary	Cllr Martyn Kellaway
Llanwern High	Cllr RC Bright
Llanwern High	Cllr John Guy
Llanwern High	Cllr Ray Truman
Llisbury High	Cllr Kenneth Critchley
Llisbury High	Nicola Godsall
Maes Ebbw	Donald Mlewa
Maindee Primary	Cllr Majid Rahman
Malpas Church in Wales Junior	Andrea Mulcahy
Malpas Court Primary	Cllr Jane Mudd
Marshfield Primary	Cllr Thomas Suller
Monnow Primary	Cllr Valerie Delahaye
Mount Pleasant Primary	Cllr Tom Bond
Mount Pleasant Primary	Stephen Bowen

Newport High	Cllr Valerie Delahaye
Newport High	William Langsford
Newport High	Cllr David Mayer
Newport High	Cllr Robert Poole
	Cllr Margaret
Pentrepoeth Primary	Cornelious
Somerton Primary	Cllr John Guy
St David's RC Primary	David Hutchings
St Joseph's RC High	Cllr David Fouweather
St Joseph's RC High	Cllr Mark Whitcutt
St Woolos Primary	Cllr Miqdad Al-Nuaimi
St Woolos Primary	Cllr Kate Thomas
Ysgol Gymraeg Ifor Hael	Glyn Jarvis

4. **Police Issues**

The Mayor welcomed Superintendent Glyn Fernquest to his first meeting since his return to work

The Superintendent reported on recent serious criminal activity and action taken. He also mentioned two ongoing operations where the aim was to address relatively low level crime and antisocial behaviour

Superintendent Fernquest mentioned that Friars Walk was a real success, helping to change the activities around that area with many people shopping and enjoying the leisure offer. In this area, antisocial activity had reduced even though many more people were around. Inevitably perhaps there were now some issues around shoplifting

He also mentioned some great partnership working around parking with 522 parking tickets handed out in the City Centre

Superintendent Fernquest reassured Councillor Whitcutt that police would attend a local meeting to discuss parking issues.

Superintendent Fernquest shared Councillor Guy's concerns about cyber-crime and the targeting of older and vulnerable people. He described action being taken by the Cyber Crime unit and action against old fashioned 'rogue traders'.

The Superintendent informed Councillor Whitehead of action being taken locally in relation to off -road bikes. He also stated that the Force was reviewing the current pattern of staffing in stations.

Councillors Jeavons, Ali, and Hayat each thanked local police for their actions and assistance in their wards.

Superintendent Fernquest informed Councillor Kate Thomas that he would raise with local officers her concerns about charities approaching people in the city centre to extract money.

Superintendent Fernquest informed Councillor Fouweather that he would raise with local officers his concerns about parking in the Allt Yr Yn Ward

Superintendent Fernquest informed Councillor Cockeram that he would ask the local inspector to contact him about a lack of response to e- mails.

Superintendent Fernquest informed Councillor Critchley of action being taken to move on illegal traveller encampments and described the limitations of the Police powers

Superintendent Fernquest informed Councillor Garland that he would raise with local officers her concerns about drug dealing locally and asked the Councillor to provide specific information to the local team

The Leader of the Council thanked Superintendent Fernquest for his warm words in relation to Friars Walk and the successful manner that things in the city centre had changed

5. **Notice of Motion: Hate Crime**

The Leader of the Council presented the following motion:

“We are proud to live in a diverse and tolerant society. Racism, xenophobia and hate crimes have no place in our country. Our council condemns racism, xenophobia and hate crimes unequivocally. We will not allow hate to become acceptable.

We will work to ensure that local bodies and programmes have the support they need to fight and prevent racism and xenophobia.

We reassure all people living in this area that they are valued Members of our community.”

The motion was seconded by the Leader of the Opposition.

In moving the motion, the Leader of the Council stated that hate crimes are any crimes that are targeted at a person because of hostility or prejudice towards their disability, race or ethnicity, religion or belief, sexual orientation, transgender identity. In fact, anyone could be a victim of a hate crime.

The Leader mentioned that according to the police there had been a spike in hate crime the week following the Referendum as well as an increase in the run up to the referendum. SEWREC, Victim Support and Tell Mama had also reported significant increases.

The Leader informed Members that, as leaders of the community elected Members are in an ideal position to promote community cohesion and it was more important than ever that they show leadership.

The Leader stated that Newport is a great city and the people are great. It is a vibrant and thriving place with a rich heritage and history and a fantastic future. However, it is all those things because Newportonians get along, whatever backgrounds, race or faith. The Leader said it was often the very differences of culture and background that draws people together. It was a wonderful thing about our home.

The Referendum and the ensuing uncertainty had highlighted a number of divides across Britain and had resulted in some expressions of the worst of human nature. There are many people across the country who now felt more vulnerable, less safe and less part of our communities. The Leader said that, as Leader of the Council she was determined that not one single person is made to feel this way in Newport. Newport would stand together to support those who are vulnerable, welcome those who are isolated and protect those who are intimidated and abused. And absolutely will not tolerate or ignore any act that threatens to undermine this.

In seconding the motion, the Leader of the Opposition stated that he was pleased to present the joint motion about a matter that transcended party politics and was a concern for all. He referred to some examples which highlighted the issues.

Councillor Matthew Evans stated that targeting anyone because they come from a different country, or they are a different colour, or have different sexual is completely unacceptable and as a society we cannot tolerate. It was comforting that locally incidents had remained static over the past few years. The Council needed to work with organisations to ensure such incidents were isolated in nature whilst at the same time recognising genuine concerns. Plenty of positive work was being done and there were good examples. The City was great because of the heritage and our ability to welcome all people from around the world.

A significant number of elected Members spoke in favour of the motion. Comments included

- The cross party initiative was welcomed
- The spike in incidents was not a local issue but UK – wide
- It was intolerable that differences led to hate crime being committed against individuals or groups
- Newport has a rich history of diversity and people working together in harmony
- Modern cultural democracy had benefitted hugely from citizens and migrants from other countries
- Loyalty to the nation should not be questioned because of individuals' background or the community in which they live
- This was an opportunity to review what we are currently doing in the City and how we can move forward
- Crimes such as child exploitation happen across all communities and are not restricted to any specific community
- Hate crime needed to be removed from society and all political parties represented on the Council take a similar view
- Some of the publicity prior to the referendum contributed to the present spike in feelings and actions
- Everyone should be treated fairly
- People are not born with prejudices as evidenced by children in all our communities.
- Education is key.
- All communities make a positive and full contribution to the city
- All people should be respected and treated properly
- The Hate Crime Forum makes a positive contribution
- Work needs to be done with women in some communities who suffer racism and other hate crimes
- British Muslims make significant contributions to Charities, along with many other communities both in terms of financial contributions and volunteering
- Whether based on race, colour, gender, sexual orientation, age, disability, or belief hate crime is never justified and it will not be tolerated in Newport

Resolved

It was resolved that the motion as set out above and moved and seconded be adopted by the Council

6. Notice of Motion: Local Traders

The Leader of the Opposition moved the following motion

This Council supports the City's small businesses and market traders and recognises that occupancy levels in the market have recently fallen. The Council encourages the Cabinet Member for Regeneration and Investment** and Newport Norse to provide additional assistance, as a matter of urgency, to increase occupancy levels and footfall in the market.

The motion was seconded by Councillor Margaret Cornelious

*(** It was pointed out that the appropriate Cabinet Member for this issue was the Cabinet Member for Finance and Resources and it was agreed this would be shown in the minutes)*

In moving the motion, the Leader of the Opposition expressed his concern about the situation in Newport market and the perceived inaction by the Council. He felt tangible steps should be taken to assist the market traders and independent traders. He considered that Friar's Walk should be the start of the city centre regeneration. The Leader of the Opposition referred to communication and action taken by the previous coalition administration at the market and the setting up of events such as the food festival and Big Splash, both of which seem now to have reduced in nature. He considered relatively small costs could assist in helping encourage use of the market. Occupancy levels were falling.

The Leader of the Opposition recognised the traders needed to do something and that shopping habits have changed. He pointed out that markets in other cities were, however, thriving.

The Leader of the Council moved the following amendment to the motion:

"This Council supports the City's small businesses and market traders and welcomes the recent meeting between the City Leader and the Cabinet Member for Finance and Resources with representatives of the market traders, council officers and Newport Norse, to agree a programme of constructive engagement and an examination of a range of proposals designed to promote footfall, improve management of the market itself, and further improve the market environment;

We note the substantial efforts made by elected Members and officers to improve the retail and leisure offer in the city centre. This includes significant increases in footfall since the opening of Friars Walk as evidenced by figures released by Queensbury.

Furthermore, the Council recognises the important role to be played by Newport Now and the Business Improvement District in supporting traditional stores, smaller businesses and the indoor market.

The Council asks the Executive to continue its positive dialogue with the market traders to discuss the various roles participants can play in progressing this and ensuring that appropriate action is taken, whilst at the same time working with businesses of all sizes to ensure that the improved offer continues to benefit customers and traders in the City."

The motion was seconded by Councillor Whitcutt.

The Leader of the Opposition stated he would support the amendment

In moving the amendment the Leader of the Council stated the success of Friar's Walk and the impact on the footfall in the City Centre since the retail and leisure offer was improved by this development. She mentioned a press article in May 2016 which showed that 5 million

people had visited Friar's Walk in the first 6 months of operation. The Leader stated that the Council enhanced the entrance to the Market to help make it more attractive

The Leader mentioned that the previous Leader, Councillor Bright, wrote to the Bus Companies asking them to reconsider their decision to cease the bus services into the High Street, thereby supporting the view of the market traders

The Leader informed Council that before being aware of this motion, the Leader had met, along with Cabinet Member for Finance and Resources the local market traders where issues were discussed in a positive manner

The Leader stated she had no wish to simply move against this motion and give the impression that we will do nothing to help the traders but there is a role for the traders themselves too to encourage business

The Leader commended the work by the Cabinet Member for Regeneration and Investment to develop Newport Now and the Business Improvement District and referred to the proposed development at Newport Arcade and the hotel development which would help promote that area of the city centre.

In seconding the motion, the Cabinet Member for Finance and Resources stated that since being appointed to the portfolio he had visited the market to speak with traders and he and the Leader met recently with traders to discuss challenges faced. The discussion centred on how a positive partnership could work together to improve the situation. The Cabinet Member described the range of issues which had been discussed around how things could improve in what traders described as a superb market building.

A number of Members participated in the debate mentioning issues such as:

- The need to support events that promote small businesses in the city centre
- The market quarter needs support and development
- The encouraging action taken recently by the Leader and Cabinet Member
- Friar's Walk needs to act as the anchor for the whole city centre retail and leisure offer
- The need for the traders to play their part in the proposed way forward whilst at the same time recognising potential restrictions
- The market traders need to consider opening times to encourage footfall
- People with the right talents and skills need to be involved
- The Business Improvement District / Newport Now had been developed and there were now 541 businesses in the city centre that are Members of the organisation. The board discussed events and marketing and safety and security issues, among other things
- There had been references to the lack of success of the upper level
- The market cannot rely on produce alone
- The credit union encourages footfall

Resolved

To adopt the amendment as moved by the Leader of the Council and as set out above.

7. Annual Report by the Director of Social Services

The Director of Social Services presented his annual report

He informed the Council about the significant impact of the Social Services and Wellbeing Act 2014 and the need for partners to work together and to focus upon delaying and preventing the need for care and/or support to stop people's needs from escalating. Local authorities must promote co-operation across its services and with, relevant partners and must empower people to seek, innovative solutions and ensure that people have greater voice and control over the care and/or support they receive.

The Director mentioned the requirement for Local Authorities and Health Boards to establish a Regional Partnership Board that will aim to improve outcomes and well-being of people, as well as improving the efficiency and effectiveness of service delivery.

In response to the Act, action was being taken to integrate population assessments from the Future Generations and Social Services and Wellbeing Act and Violence against Women, Domestic Abuse and Sexual Violence Act; provide information, advice and assistance; enhance preventative services and early intervention; and to develop the workforce further

The Director informed Members that performance during 2015/16 was mixed with notable improvements for Adult Services but for Children's Services the year on year trajectory of improvement has dropped and we only achieved target performance on 60% of indicators. Targets were set at or above the last recorded Wales performance and compared to the previous year 2014/15 Children's Services dropped from 85% better than Wales average to 60% and compared to our benchmark group from 77% in 2014/15 to 70% in 2015/16.

Performance outcomes for children in care and young offenders had not hit target for educational outcomes and for those in appropriate education, training or employment when they leave school or leave care. As a result Education colleagues had agreed to provide joint leadership in these areas in order to see improved performance.

The Director stated that some measures are counter – intuitive and ironically we can get a “red” for what is essentially ‘good news’. An example being when children in care are placed in a foster home and so move school.

Adult services had improved significantly and the misreporting by the Health Board of some statistics made a real impact which means we would have been able to report even better performance if they had reported more accurately. Delayed Transfer of Care issues had improved significantly.

Members were informed that despite the disappointment in performance in relation to some indicators, there was a much better story to tell in relation to inspection reports of the quality of services which show good performance across the board with particularly good performance in relation to services that were seen as poor in 2014/15 in particular the Youth Offending Service and the Adult Residential Services.

He stated the challenges of significant budget reductions at a time of increasing need had been faced The City's population continues to grow quickly and indicators for deprivation in Newport show some of the highest rates of vulnerable children and adults in Wales. It was becoming harder to manage within budgets

The Director described improvements in safeguarding and reports a reduction in the number of children on the Register He referred to toll out of training; an increase in referrals to the

Adult protection Service brought about by better reporting; the establishment leadership and a review of policies and procedures in relation to sexual exploitation of children

The Director went on to describe how we listen and respond to people receiving services, referring to consultation and participation groups; individual surveys of users; complaints monitoring and reviews where outcomes were most important.

Members were informed of the benefits of the thriving Carers' Forum and the Director referred to the updated Newport Carers' Handbook.

As to staff, the Director stated that the workforce indicates that they are settled and positive about their experience at work with a clear sense of purpose. He stated that more is being done to engage citizens in the design and delivery of our services and we have designed our 'stay well' plans for older people based on feedback from users of the service.

In conclusion the Director stated:

- 2015/16 has been a year where we have focussed upon strengthening the quality of our services and preparation for the Social Services and Wellbeing Act 2014.
- We have done less well on our performance indicators but all the evidence indicates a big step forward in service quality as seen by inspectors and independent reviewers.
- We have managed a real terms reduction of between 15 and 20% in our base budgets from 2013/14 and signs of strain are showing in some overspending for the year 2015/16
- We have set out a vision to develop more integrated services and shared assets with the Health Board as we roll out the Older Persons Prevention Pathway, create integrated teams based on the three Neighbourhood Care Networks (NCNs).
- In 2016/17 will see closer links particularly in NCNs with adult community and primary care health services, team around the school clusters, community hubs for anti-poverty services and libraries and community centres

The Leader of the Council referred to the need for some performance measures to be addressed whilst recognising the quality of the service and the counter – intuitive nature of some measures. The Leader welcomed the improvements and mentioned in particular the Delayed Transfer of Care and the Youth Justice Board. The Leader referred to the budget pressures and the need for budget – makers to take account of the changes in demographics and the requirements of the Act. Increasing demands were being faced as resources were diminishing

Councillor Fouweather welcomed the theme of bringing services to the communities and focussing on needs. He welcomed the comments of the Scrutiny Committee being included in the report. It was important to maintain progress on Delayed Transfer of Care and improvements in Youth Justice needed to be maintained

The Cabinet Member for Adult Social Services and Housing and other Members were concerned about the impact of the demographic changes which were happening now and the decreasing budgets that presented a real challenge. The Cabinet Member considered the report should cover the compliments received as well as the complaints.

Resolved

To receive the Director of Social Services Annual Report

8. Annual Report by the Democratic Services Committee

The Chair of the Democratic Services Committee presented the Committee's annual report as required by the Local Government Measure.

He informed the Council that the report sets out the activities of the Committee in its past year of operation and the things it was likely to be looking at in the coming year.

The Chair was pleased to report that the Committee had discussed matters in a non-party political manner

The Chair stated that at the Committee's recent meeting Members had discussed the issue of succession planning and had agreed to ask the appropriate Cabinet Member to have a look at HR policies to see if they could be reviewed to encourage this practice.

The Chair thanked Members and officers for their contribution to the work of the Committee

Resolved

To receive the Annual Report

9. Welsh Language Scheme Annual Report

The Council was informed by the Leader of the Council that this had been a year of transition from implementing the Welsh Language Scheme under the Welsh Language Act 1993 to implementing the Welsh Language Standards under the Welsh Language (Wales) Measure 2011. The first Welsh Language Standards implementation date was the 30th March 2016.

As such, the report to Council officially covered the first two days of implementing the Standards (the 30th and 31st of March 2016).

The report presented data on the indicators relating to complaints, staff language skills, Welsh medium training for staff and recruiting to empty posts.

The Leader stated that next year Council will receive a more detailed analysis of progress and remaining risks.

The Council, along with other Councils in Wales, had challenged some of the Standards during the consultation process and challenged further Standards in advance of their implementation date of 30th March 2016. Many of these challenges, if accepted, would ensure greater consistency across the Standards and between the regional local authorities.

Good progress had been made in the current year. Monitoring systems needed to be developed to ensure that the procedures that we have put in place facilitate the intended outcome: greater use of the Welsh language.

Councillor Fouweather was concerned that the bar had been set too high. Language choice had not been monitored in previous years and there was little information on individuals who had expressed a wish not to receive information in Welsh or who had complained about receiving information in Welsh. He was concerned about costs that had risen from £3,671 in 2012-2013 to £17,375 in 2014-15, although he understood it was a difficult issue. He felt

there should be options to allow people to opt out. Councillors Herbie Thomas also was concerned about affordability of meeting obligations

Resolved

To approve the report and publish the report on the council's website, in accordance with statutory deadlines.

10. Financial Policies

The Cabinet Member for Finance and Resources introduced a report that updated Contract Standing Orders which had been reviewed in light of recent changes to legislation and updated internal governance and processes

A review of Financial Regulations had also been undertaken. The update included changes to the regulations regarding budget virements, an update of job titles and other minor amendments to update the document. These updates fitted into the review of the Constitution

In response to Councillor Fouweather the Cabinet Member confirmed that EU procurement regulation remain in force at this time

Resolved

To adopt the updated documents

11. Treasury Management

The Leader of the Council presented a report which explained that the Authority's treasury management activity is underpinned by CIPFA's Code of Practice on Treasury Management ("the Code"), which requires authorities to produce annually Prudential Indicators and a Treasury Management Strategy Statement on the likely financing and investment activity. The Code also recommends that Members are informed of treasury management activities at least twice a year.

The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

The 2015/16 Treasury Management Strategy was approved by the Council as part of the overall Medium Term Financial Plan and 2015/16 budget in February 2015.

The Cabinet was presented with the following information.

- details of capital financing, borrowing, debt rescheduling and investment transactions
- reports on the risk implications of treasury decisions and transactions
- details the outturn position on treasury management transactions in 2015/16
- confirms compliance with treasury limits and Prudential code

The Leader reported that the Cabinet was informed that the report shows we have met our indicators. The strategy remains to keep our investments low and not to undertake long – term borrowing.

Resolved

To adopt the report

12. **Questions to the Chair of the Cabinet**

There were no questions to the Chair of the Cabinet on this occasion

13. **Questions to Cabinet Members**

There were no questions to the Cabinet Members on this occasion

14. **Questions to Chairs of Committees**

There were no questions to the Chairs on this occasion

15. **Standards Committee**

The minutes of the meeting of the Standards Committee held on 26 May 2016 were received by the Council

The meeting terminated at 7:40 pm

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Report

Council

Part 1

Date: 27 September 2016

Item No: 6

Subject Overview and Scrutiny Annual Report 2015-16

Purpose To present the Overview and Scrutiny Annual Report 2015-16.

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:

- Chairs of Scrutiny
- 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.

Reviewing Scrutiny's Performance

- 2 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.
- 3 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).

Financial Summary

- 4 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 scrutiny function could undermine the Council's corporate governance arrangements and lead to poor quality decision making	M	L	The Annual Report informs the 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.	Chief 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 Chairs of Scrutiny are working together to oversee the development and progress of scrutiny in Newport; sharing best practice and driving forward the programme for improvement. Regular meetings are also held with senior members of 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 provides a summary of progress last year and a plan of action for improvements this year. 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 and in addressing issues raised by external regulators. This work will continue throughout the current year, with a view to further strengthening scrutiny arrangements and complying with additional duties under the Well-Being of Future Generations (Wales) Act.

Staffing Implications: Comments of Head of People and Business Change

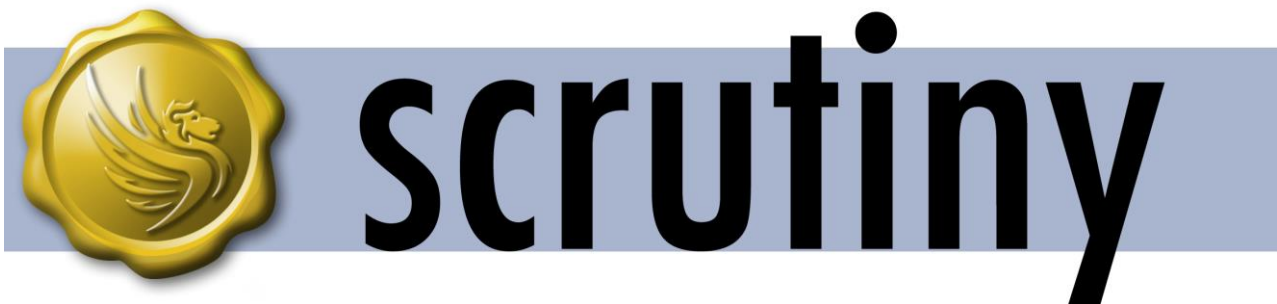
- 11 The Annual Report demonstrates the value that the Council places on robust scrutiny processes. Scrutiny plays a key role in reviewing and challenging decision making and how this impacts on service area activity, including actual/planned performance, predicted demand levels, customer feedback and actions arising from external regulators' reports and recommendations. Scrutiny plays a key role in ensuring that the Council has robust processes of engagement in place and that the impact of decisions are appropriately considered – this is clearly evidenced within the report and the importance of this is now heightened by the requirements of the Wellbeing of Future Generations Act. 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 2016/17.

Dated: 20 September 2016

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Scrutiny Annual Report 2015-16



Contents

1. Introduction and Summary	3
2. The Scrutiny Committees	5
Community Planning and Development	6
Learning, Caring and Leisure	8
Street Scene, Regeneration and Safety	11
3. Action Plan Review 2015-16.....	14
4. Planned Actions 2016-17.....	18

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1. Introduction and Summary

This report looks at the work of the Scrutiny Committees from May 2015 to April 2016. 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 in Newport has been on a continuous process of improvement since the completion of the WAO's national peer review project ("Good Scrutiny? Good Question!") in 2012/13. We have used our Annual Report each year to drive this process, using the feedback from regulators and others as the basis for our action planning. So, as well as continuing our ongoing improvement projects, the actions planned in last year's Annual Report also enabled us to respond to the latest Corporate Assessment Review from the Wales Audit Office, and comments from other regulators (Estyn and CSSIW).

Scrutiny has made good progress this year in delivering its work programmes and working towards the priorities set out in last year's plan. Section 2 of this report recounts some of the key activities for each of the Committees this year. Section 3 sets out our progress against last year's action plan, and Section 4 sets out the proposed actions and priorities for the coming year.

Below is a summary of the major developments and achievements this year.

Scrutiny Improvement Group / Chairs of Scrutiny

The Scrutiny Improvement Group was set up in August 2013, to drive forward improvements and champion Scrutiny within the Council. A number of new ways of working were agreed through the SIG, and progress was also made in developing the relationship between Scrutiny and the Executive.

In March 2016, in light of the positive progress made, it was agreed by SIG that there was no longer a need to meet on a monthly basis, and instead many of the operational matters dealt with by the SIG could now be taken forward by the Chairs acting collectively. It was agreed that the SIG would continue, but on an ad-hoc basis, as matters of discussion arose and at the request of the Chairs.

Three new committee chairs were appointed in May 2016. They are now meeting on at least a monthly basis to manage developments in scrutiny, and oversee the smooth running of the committee work programmes. This system is working very effectively, ensuring a consistent approach across the Committees and enabling the sharing and dissemination of best practice.

Strengthening Scrutiny Systems

This year we have introduced a number of positive changes to the structure of scrutiny, all designed to strengthen the challenge provided by the Scrutiny Members and ensure consistency across the Committees.

As well as the changes described above to the Three Chairs / SIG, we have also introduced a number of new meeting procedures to help underpin effective scrutiny, including:

- The introduction of pre-meetings for all Committee meetings, giving Members time before the meeting to gather as a 'team', clarify questions and plan their approach;
- A new system of information reports, enabling us to share more background information and data with Members without taking up valuable Committee time;

- An enhanced system of reporting for service plans, designed to help focus on areas of underperformance and/or concern.
- Agreement on regular attendance by Cabinet Members at Scrutiny.
- A new layout for the meeting room, clarifying the process for witnesses attending scrutiny as well as improving accessibility for the public.

Developing and building on these systems will continue to be a priority next year - as is the case for all departments, we have to work within limited resources, but by focussing on having the right systems in place we can target the resources we have more effectively.

Priorities for 2016-17

As well as developing and embedding the new systems described above, there are a number of other priorities which will require our focus in the coming year.

The Wellbeing of Future Generations (Wales) Act 2015 places a number of new responsibilities and duties upon the local authority. As well as impacting upon our policy development work, there is also a new statutory requirement to scrutinise the Public Services Board. We are in the process of setting up a Policy Review Group to oversee the development of this new scrutiny process. This is potentially a huge area of work for scrutiny, so it is essential that any new system is realistic and deliverable within existing resources.

As this is the final year of office for our current Members, we will be concentrating on completing as much as possible of the current work programmes before the new intake of Councillors in May 2017. There is still work to do to address the public engagement strategy, and we are planning further training and information sessions for Members to support their work and strengthen scrutiny practice before the new Council is in place. Within the scrutiny team we will also be planning for the new intake, preparing induction activities and training packages, and planning for new work programmes.

2. The Scrutiny Committees

Below is a summary of the major projects undertaken by each of the Committees this year.

In addition, certain activities are common to every Committee; as part of our focus on enhancing basic scrutiny systems, we have made the following improvements to these fundamental processes this year. Details are set out below.

Service Plans

We have continued to develop the system of reporting service plans by exception only, using the new information reporting process to share the full analysis of service plans with Committee Members, but making sure Committee meeting reports and questions are focussed on the main variances in performance. We will continue to refine this process, in response to Members' feedback, and also in light of the new Performance Management reporting Framework due to be agreed shortly.

Budget

It was agreed by the Scrutiny Improvement Group that, in considering the Cabinet's draft budget proposals, Scrutiny Members had a key role to play in championing public engagement, and the proper operation of Fairness and Equality Impact Assessments (FEIAs). The Scrutiny Improvement Group was involved in the development of the public engagement process for the 2016-17 budget, and Committees were provided with analysis of the public engagement process results. We also delivered training to Members on FEIAs. This training was the same session delivered to staff responsible for completing FEIAs, so Members received the same messages as staff, and could understand what to expect from FEIAs in the draft budget proposals.

Single Integrated Plan

The Scrutiny Improvement Group agreed that consideration of the Single Integrated Plan (SIP) should be split into the three key themes, sending each theme to the most relevant Committee for consideration. The aim of this approach was to reduce the amount of time required to consider the SIP at the Committee meetings, and share the workload equally between the Committees. Update reports were presented to Committees in February, with key partners attending Committee to set out progress and respond to Members' questions. This worked well, with Committees able to apply their subject knowledge to the relevant sections of the Plan. This system will continue next year, while we develop arrangements for scrutinising the new Public Services Board.

Improvement Plan

In Autumn 2015, all Members were consulted on the shortlist of priorities for the 2016-18 Improvement Plan, alongside consultation with the public, staff, and the Fairness Commission. After the priorities had been agreed by Cabinet, in February / March 2016 the Committees received the detailed content of the draft Plan for the priorities within their respective portfolios. Comments and observations from scrutiny were fed back to Cabinet before the final draft was agreed and signed off by Council.

Director of Social Services Annual Report

Joint meetings were held in May and November between the two Committees which deal with Social Services issues. In May, the Director of Social Services presented his draft Annual Report, and Members were given the opportunity to comment on the draft before it was

forwarded to Cabinet and Council for approval. In November, CSSIW attended to present their Performance Evaluation Report 2014-15, and Members were able to ask related questions. Members accepted the findings of the report and acknowledged that progress had been made on the Areas for Improvement.

Community Planning and Development

Membership 2015-16:

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

Chair's Introduction:

The Committee has a wide and varied portfolio and has previously struggled at times to complete a challenging annual workload. The review of the Work Programme agreed by the Committee in July 2015 continued to refocus the Committee's workload which has enabled a rebalancing between less overview and scrutiny of topics considered at Committee and more opportunity for focussed Scrutiny Reviews to be undertaken in Policy Review Groups.

A review of the IT Service has been concluded and recommendations made to the Cabinet Member and the Committee will consider a monitoring report regarding these recommendations later this year. The Committee will also consider a report in October upon Community Centres Recommendations Monitoring from the review that concluded last year. Reviews upon Workforce Plan and Adult Residential Care are ongoing this year.

The Committee continues to encourage representatives from our partners and volunteers to attend relevant meetings where possible, examples include: inviting Newport Carers' Forum Members to meetings when the Carers Strategy was considered; and inviting Public Health Wales and Aneurin Bevan Health Board representatives to meetings where the Public Service Board Single Integrated Plan Health & Wellbeing Theme was considered.

In addition to scrutinising the statutory Annual Report of the Director of Social Services and the Care and Social Services Inspectorate Wales (CSSIW) Regulatory Performance Evaluation report in joint meetings, the Committee also scrutinised a CSSIW Inspection Report on Adult Social Services this year. Communication between this Regulator and Scrutiny has been improved and scrutiny reports upon performance of Service Plans have been redesigned to take on board recommendations from CSSIW to strengthen this aspect of scrutiny.

***Councillor David Williams
(Committee Chair from May 2016)***

Our Activities 2015-16

This year our work has included the following:

- **Newport City Homes Final Monitoring Report**

The Committee received a final report five years after Stock Transfer on Newport City Homes' performance in delivering commitments made to tenants, leaseholders and staff in the pre-transfer Offer Document. The Chief Executive gave a presentation and Members had the opportunity to question her and the Director of Housing and

Regeneration and the Business Improvement Manager. Members thanked the Chief Executive and Officers of Newport City Homes for a great presentation full of energy and positivity and endorsed the progress made in delivering the Offer Document commitments made prior to stock transfer, having regard to the Welsh Government developments in Housing Policy and Practice.

- **Annual Information Risk Report 2014-2015**

Members considered the draft Annual Information Risk Report which provides an assessment of the Council's information governance arrangements and identifies where action is required to address weaknesses and make improvements. Following Members' questions, the Committee endorsed the draft Annual Information Risk Report 2014-15 and the information governance arrangements and provided comments for the Cabinet Member's consideration together with the amended draft report.

- **Improving the Quality of Council Residential Homes**

Consideration was given to a report upon improving the quality and performance of Council Residential Care Homes. The Provider Services Service Manager introduced the report and made a presentation upon the background, improvement progress and monitoring and support arrangements and introduced the newly appointed Quality Assurance Officer who is constructively working with Residential Homes on quality assurance and the Programme Manager from the Business Improvement Team. The Committee acknowledged the improvements to the quality and performance of the Council's in-house Residential Care Homes and provided comments upon the report.

- **CSSIW Inspection Report – Adult Social Services**

Consideration was given to the Care and Social Services Inspectorate Wales (CSSIW) Inspection Report upon Adult Social Services undertaken in November /December 2014. Duncan Marshall, Area Manager for CSSIW, was welcomed to the meeting to present a summary of the report's key findings and recommendations. This was followed by a presentation by the Head of Adult and Community Services upon the updated action plan in response to the Inspection report, advising that many of the actions have since been undertaken and moved forward. The Area Manager of CSSIW advised that the Inspectorate recognised the action plan work as moving forward and that they would be likely to revisit and review at a future date. The Chair thanked the Area Manager for his report and acceptance of the progress to date. The Committee accepted the findings of the CSSIW report and acknowledged that progress had been made in the Action Plan to address the Recommendations.

- **Wales Audit Office Review Information Management and Governance**

Consideration was given to the Review which focussed upon IT and information issues picked up from the Corporate Assessment carried out by WAO, which were being taken forward. Most of the field work was done by WAO the year before, over the summer of 2015, during which they spoke to a lot of staff and managers and reported a good record of responding to information security breaches and reporting where appropriate to the Information Commissioner's Office. The on-going issues about business continuity were not new issues and were also identified as recommendations to other organisations. The role of Chair for the Information Governance Group had been reallocated to the Strategic Director – Place. The Committee accepted the findings of the WAO Review, endorsed the progress made in the Council's response to the findings of the report and the accountability and monitoring arrangements for the Service Plan and Annual Information Risk Report and referred comments made to the Deputy Leader.

- **Presentation: Impact of the Social Services and Wellbeing Act**

The regional lead on the Social Services and Wellbeing Act, gave an informative presentation on the impact of the Act on local authority service planning and delivery, as well as wider partnership working and Members had the opportunity to ask questions and requested further information. All Scrutiny Members were invited to attend this session, which was also filmed so that the presentation could be shared with those not present.

- **Further Monitoring and Evaluation Work**

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

- Annual Corporate and Social Services Compliments and Complaints Report April 2014 – March 2015;
- Community Centres Recommendations Monitoring;
- 2014-15 Adult Protection Annual Report;
- Food Standards Agency Report on Public Protection's Food and Feed Law Enforcement Service and Action Plan.

- **Policy Review Groups**

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

- Adult Residential Care
- Workforce Plan

The Committee concluded its review of the following topic and will monitor the outcome of the recommendations made:

- IT Service

Learning, Caring and Leisure

Membership 2015-16:

Councillors David Mayer (Chair), David Fouweather, 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. There is also a position for a co-opted member from Newport Youth Council (not currently filled).

Chair's Introduction:

There have been a number of positive developments recently in the effectiveness of Scrutiny in Newport and, having been reappointed to the office of Scrutiny Chairman, I am committed to further improvements in delivering effective scrutiny in Newport. In developing a culture of effective Member led Scrutiny, we encourage teamwork amongst Members so we can deliver effective outcomes for both scrutiny and policy development, working closely with Officers and developing a positive relationship with the Executive.

This year, the Committee has been involved with many important matters concerning Education and Children's Services, the highlights of which are set out below. The committee will continue to be vigilant and proactive in providing robust challenge to services and positive contributions to policy options for improved service delivery.

The committee continues to improve its knowledge and skills in undertaking its duties. The knowledge we have gained provides a foundation for developing more effective processes in the coming year. These processes will now include pre-meeting discussions aimed at delivering more focussed scrutiny and therefore more relevant and effective outcomes. Alternative ways of working including forwarding information to Committee Members outside the committee forum will also ensure more effective and efficient use of committee time, enabling debate to focus on the most pressing issues.

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.

Councillor John Guy
(Committee Chair from May 2016)

Our Activities 2015-16

This year our work has included the following:

- **National Categorisation of Newport Primary and Secondary Schools**

The Committee considered a report on national categorisation linked to Newport Primary and Secondary Schools. The new system evaluated and assessed schools' improvement category using the following intelligence:

- A range of performance measures provided by the Welsh Government;
- Robust self-evaluation by schools on their capacity to improve in relation to leadership, learning and teaching; and
- Corroboration of the school's self-evaluation by challenge advisers in the consortia, agreed with the local authority.

The new model and system would ensure a system-wide approach was developed to support and challenge schools. That was not purely data-driven but also took into account the quality of leadership, teaching and learning in schools. The Committee commented on the new arrangements.

- **Full Joint Inspection of Youth Offending Work in Newport**

A report was considered on the outcome of the Full Joint Inspection of Youth Offending Work in Newport, led by HMI Probation and the updated Improvement Plan prepared in response to its findings and conclusions published in September 2014. In undertaking the Inspection, HMI Probation was supported in Newport by staff from Care and Social Services Inspectorate Wales (CSSIW), Estyn, Healthcare Inspectorate Wales (HIW) and HM Inspectorate of Constabulary (HMIC).

The Inspection Report's findings, conclusions and recommendations together with the Improvement Plan regarding progress and proposals for continuing improvement were discussed. The Committee noted the significant success regarding the improvement Plan

achieved to date in response to the Inspection outcomes. A further inspection was planned and progress would be reported back to the Committee.

- **Care and Social Services Inspectorate Wales (CSSIW) Inspection Report Newport City Council Fostering Services**

The outcome of inspection findings regarding the Council's Fostering Services, undertaken in February and published in May 2015, were reported to the Committee and discussed by Members.

- **Care and Social Services Inspectorate Wales (CSSIW) Inspection Reports Children's Residential Facilities in Newport**

Members considered a report on the outcome of Inspections undertaken in children's residential units in Newport and action taken by the Council in response. The report detailed the Inspection findings and conclusions regarding each facility. The Council had responded with proposals to address issues arising from the inspection of the facilities and details of improvements made in each unit were highlighted.

- **Pupil Performance Data 2014/15**

A report on pupil performance for Foundation Phase and Key Stages 2 and 3 at the end of the academic year 2013/14 was considered in October 2015. As good practice, the report also provided an early insight into provisional pupil data for Key Stage 4 for 2014/15.

The validated 2014/15 pupil performance data for Key Stage 4 and 5 was subsequently reported in January 2016. The Key Stage 4 element of the report showed contextualised data linked to the national core data set, whilst the Key Stage 5 element shows progress over time and comparisons between regional and national outcomes.

- **Special Education Needs (SEN) Inclusion - Monitoring and Performance**

The Committee monitored the performance of the SEN/Inclusion Service in 2014/15, highlighting progress and challenges since the last report. The Council has statutory responsibilities regarding identification, assessment and provision for children identified as having Special Educational Needs (SEN), including managing all elements of the Statutory Assessment Process, and maintaining records of pupils at all stages.

To demonstrate that the Council was fully discharging its duties regarding SEN, the report highlighted performance regarding the five main areas crucial in ensuring this. The Committee put in place further monitoring arrangements to ensure the position continued to be carefully monitored.

- **National Adoption Service 1st Annual Report**

A report was considered on progress made by the South East Wales Adoption Service (SEWAS) since its formation as part of the National Adoption Service in April 2014. Members noted that a great deal had already been achieved, and the SEWAS annual report had received a good response and positive media coverage. SEWAS also had a business plan which sought to achieve the priorities highlighted and also those recognised as being required locally to improve the service delivered.

There were areas for improvement within the region, in particular the response time to enquiries for adoption and a reduction in the time taken for children who had should be

placed' decisions to be matched with adopters. The report highlighted the top priorities for South East Wales. Members discussed the issues involved and commented accordingly.

- **Local Authority Education Services for Children and Young People: 2015 Self-Evaluation Report**

Members discussed the 2015 annual self-evaluation of education services for children and young people in Newport. The self-evaluation was based on the Estyn Common Inspection Framework, which stated that “the process of self-evaluation should be continuous and an embedded part of the local authority’s working life”. Currently a single inspection framework covered all local authority education services for children and young people, including education, the youth service, and partnership arrangements for youth support services. However, from September 2016, a revised model for undertaking inspections by Estyn would have implications for how scrutiny engaged with Estyn in undertaking the inspections and would involve closer working between them.

- **South East Wales Education Achievement Service**

The Committee considered a report on the financial contribution to the EAS by the Council for financial year 2015/16, and the level of support which the EAS had provided to Newport in that year. The report also set out the new plans to identify value for money linked to EAS outcomes. Members discussed the issues involved and commented accordingly.

The Committee also received and commented on the EAS Business Plan for 2016-19, outlining the planned programme of work to achieve improved outcomes for children and young people. Members commented accordingly and agreed to undertake further regular monitoring in due course.

Street Scene, Regeneration and Safety

Membership 2015-16:

Councillors Roger Jeavons (Chair), Miqdad Al-Nuaimi, Tom Bond, Chris Evans, Matthew Evans, Margaret Cornelius, Paul Hannon, Paul Huntley, Sally Mlewa..

Chair’s Introduction:

This year has seen continuing improvement in the delivery of effective Member-led scrutiny in Newport. As the newly appointed Chair of the Street Scene, Regeneration and Safety Committee I remain fully committed to this principle, and I am 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 focussed business-like and efficient way to deliver effective outcomes.

The Committee last year contributed to a number of major strategic issues, most notably the Review of the Council’s Economic Regeneration Strategy and work done on recycling in Newport.

I look forward to building on the success of our scrutiny work in the coming year, delivering a refreshed and refocused work programme, and implementing further opportunities to innovate and review our approaches to delivering improved outcomes. These processes will now include

already piloted pre-meeting discussions aimed at delivering more focussed scrutiny and therefore more relevant and effective outcomes for service options and accountability. Additionally, alternative ways of working including forwarding information to Committee Members outside the usual committee agenda also make for more effective and efficient use of committee time, enabling debate to focus on the most pressing issues.

We aim to consolidate and improve on this success and hone our skills in holding the executive to account and contributing towards more efficient and relevant services.

Councillor Omar Ali
(Committee Chair from May 2016)

Our Activities 2015-16

This year our work has included the following:

- **Increasing Recycling: Waste Awareness Wales Project**

Waste management is a major priority for the Council, and 'Increasing Recycling' was one of the eight priorities in the Council's Improvement Plan for 2015-16. The Committee also identified Waste Management as one of its key priorities, and in April 2014 established a Policy Review Group to develop a marketing strategy targeting householders not engaged, or intermittently engaged, in recycling, in order to increase the level of recycling and reduce the residual waste collected from the kerbside.

Subsequently, the Group joined with an officer project team, which shared similar objectives, to oversee the projects being trialled in this area. At the end of 2014, funding became available from Waste Awareness Wales (WAW) to deliver a project that aimed to increase dry and food waste recycling in a targeted area, using segmentation profiling for targeting doorstepping activity. £30,000 was awarded and the project took place in February and March 2015, reporting back to the Committee in July 2015.

The project, involving approximately 18,000 properties, was overseen by the Policy Review Group working in partnership with officers, and resulted in a wealth of evidence on the recycling habits of these households, and the impact of targeted doorstepping activity on recycling rates. Waste Management remains a key priority for the Council, and the Committee continues to monitor progress in this area.

- **Draft Economic Regeneration Strategy**

In April 2015, the Committee set up a Policy Review Group to oversee the development of the new Economic Regeneration Strategy. The Group held a series of meetings with the responsible officers to review the draft strategy as it was being put together. The final draft was endorsed by the Group, and presented to the Committee in July 2015. Members noted that the group had provided robust critique to Officers during the drafting of the plan, which had resulted the development of an ambitious but deliverable ten year strategy being presented to Members. The strategy was endorsed by the Committee and recommended to Cabinet and Council for adoption.

- **City Centre Public Space Protection Order**

The Committee oversaw the development of the City Centre Public Space Protection Order (PSPO), which was adopted by Council on 24 November 2015. Draft proposals were presented to the Committee in August 2015, and it was agreed to go out to public consultation on the measures that could be included in a PSPO. The results of the

consultation were reported back to the Committee on 15 October 2015, and the Committee made recommendations to the Cabinet Member, and subsequently Council, on the measures that should be included in the Order.

- **City Centre Traffic Management Flow**

The Committee received an update on access and egress to the city centre in anticipation of the opening of Friars Walk. Members were concerned to ensure there was sufficient parking to meet anticipated demand and signage for the main routes into the city. Concerns regarding traffic flow and connectivity of certain junctions were highlighted. Other matters including car park charging and ensuring the traffic flow was as smooth as possible were discussed.

- **Future of Higher Education In Newport**

This matter was referred to Scrutiny from Council, following a notice of motion regarding the future of the University of South Wales' Caerleon Campus. Representatives of the University gave a presentation to the Committee regarding the context of this issue – the University's commitment to develop and grow its presence in the City – and the current public consultation that will inform future planning options for developing the former campus site in Caerleon. Members were keen to discuss the future of higher education in Newport and were given the opportunity to comment upon the University's proposals as for the Caerleon site as part of the consultation process.

- **Reviews**

The Committee agreed to undertake reviews of the following topics within the Work Programme:

- Review of Staffed School Crossing Patrols (Policy Review Group)
- Review of Community Council Concurrent Expenditure (Whole Committee)

The Committee concluded its review of the following topics and will monitor the outcome of the recommendations made:

- Economic Regeneration Strategy
- Increasing Recycling / Waste Management
- City Centre Public Space Protection Order

3. Action Plan Review 2015-16

The last annual report identified the priorities and planned actions for 2015-16. The table below charts our progress against those priorities.

Priority	Action		Who?	Status	Progress
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	Completed	<p>Review completed with work programmes formally agreed in September 2015. Work on this is ongoing to support members in dealing with ad hoc referrals, ensuring that the programmes stay focused on high impact activity, and do not become overloaded.</p> <p>Committee work programmes are discussed at the Chairs of Scrutiny meetings each month, to check coordination and take an overview of the whole programme / workload, as well as manage new referrals.</p>
	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 work with the Three Chairs / SIG as required	<p>A number of new ways of working have been agreed through the SIG, including new approaches for service plans, information reporting and pre-meetings.</p> <p>In March 2016, it was agreed by SIG that there was no longer a need to meet on a monthly basis, and instead many of the operational matters dealt with by the SIG could now be taken forward by the Chairs of Scrutiny acting collectively. It was agreed that the SIG would continue, but on an ad-hoc basis, as matters of discussion arose and at the request of the Chairs.</p>
	3	Complete the Gwent Scrutiny Challenge project and use the resulting toolkit to critically evaluate	Scrutiny Team	Partially completed	This has been delayed due to pressures of other work, as well as the reduction in central support from WG / WLGA (this was being supported by the CfPS Wales Programme which ceased in March 2015).

		the performance of the Overview and Scrutiny function in Newport.			Although a final toolkit has not been agreed with our Gwent colleagues, the process has already produced a lot of worthwhile material which we can use, and this will be particularly helpful in preparing for new Member induction after the May 2017 election.
	4	Develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training.	Scrutiny Team	Ongoing	Meetings have been held by the Scrutiny Team with both CSSIW and Estyn to discuss developments of links, training and work programmes. This is an area which we intend to develop and build on in the coming 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	Completed	The Public Engagement Strategy was approved by SIG in June 2015. Some elements have already been actioned (e.g. room layout, nameplates etc) but there is much still to do in this area. There is an action plan alongside the strategy and more work is planned over the next 12 months.
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	Meetings continued between the Executive and Scrutiny last year, including a “back to basics” presentation on the role and purpose of scrutiny, and discussions on the appropriate arrangements for Cabinet Members attending Scrutiny. The latter have now been agreed and Cabinet Members are attending Scrutiny at regular intervals. With the change in role for the SIG / Three Chairs, and a change in Council leadership, it has now been agreed that formal contact will continue through meetings between the Chairs and the Leader / Deputy Leader in the first instance.

	7	Clarify Scrutiny's role within the overall Governance arrangements of the Council, including the links between the scrutiny function and Performance Board.	Scrutiny Team / SIG	Ongoing	<p>As mentioned above, a presentation was made to the Executive and SIG meeting in October to clarify the role and purpose of scrutiny within the Council's governance arrangements.</p> <p>The question of links between the Performance Board and scrutiny is now out-dated because the Performance Board is no longer operating. We are working with the Performance team to develop an appropriate role for scrutiny within the new arrangements for managing performance, building on the existing measures in place for service plan monitoring.</p>
<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	Ongoing	<p>Based upon discussions with the SIG, Member PDPs, and input from Officers, we set up a programme of training events and seminars alongside the work programmes agreed in September 2015. We have been developing this in conjunction with SIG / the Chairs throughout the year, as and when training issues arose. The programme has included training on fairness and equality impact assessments ahead of the budget, a seminar on the impact of the Social Services and Wellbeing Act, and a repeat of the successful session held with the Fairness Commission.</p> <p>This will be a key focus for the coming year, updating the programme as new practices are developed and training needs arise.</p>
<p>Scrutiny Support</p> <p><i>To strengthen and enhance the service provided to Scrutiny Members</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	Scrutiny Team / SIG	Ongoing	<p>We have uploaded a number of new pages to the Council's intranet to provide information to staff on the democratic process, and scrutiny in particular. We will continue to develop this area and upload further information to the intranet over the next year.</p>

<i>by the Scrutiny Team.</i>		function.			
	10	Update Scrutiny Team procedures and processes to ensure a consistent and thorough approach.	Scrutiny Team / SIG	Completed	The Scrutiny Team Manual has been updated with the latest practice changes and shared with staff. This will continue to evolve as new practices are developed.

4. Planned Actions 2016-17

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 for 2016-17

Page 45

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	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning.	Scrutiny Team / Chairs	By April 2017
	2	To introduce an effective system for scrutiny of the Public Services Board, in response to the statutory duty placed on scrutiny by the Wellbeing of Future Generations Act.	Scrutiny Team / Chairs	By April 2017
	3	To introduce a new report template to improve the quality and focus of the information that is presented to Committees.	Scrutiny Team	By October 2016 meeting cycle
	4	To continue to develop links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training.	Scrutiny Team	Ongoing
Communication and Engagement <i>To improve public access to the Scrutiny process.</i>	5	To continue implementation of the Public Engagement Strategy agreed in 2015.	Scrutiny Team / Chairs	By April 2017
Relationship with the Cabinet <i>To continue to develop the relationship and working arrangements between the</i>	6	To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team and leading Members of the Executive, to ensure a positive relationship continues, and workloads are coordinated effectively.	Scrutiny Chairs	Meetings already diarised.
	7	To develop an appropriate role for Scrutiny within the new arrangements for managing performance, and building on the existing measures for service plan monitoring.	Scrutiny Chairs	By December 2016.

<i>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>	8	To update and deliver the training and seminar programme for Members, including training to support: <ul style="list-style-type: none"> - Budget scrutiny; - Performance scrutiny; and - Implementation of the Wellbeing of Future Generations Act. 	Scrutiny Team	By April 2017
	9	To work with current Members to develop an effective scrutiny induction programme for Elected Members after the 2017 election.	Scrutiny Team	By April 2017
Scrutiny Support <i>To strengthen and enhance the service provided to Scrutiny Members by the Scrutiny Team.</i>	10	To 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	Ongoing



Report

Council

Part 1

Date: 27th September 2015

Item No: 07

Subject Standards Committee Annual Report 2015/16

Purpose To present the Standards Committee Annual Report for 2015/16

Author Head of Law and Regulation
Chair of Standards Committee

Ward All wards

Summary This Report presents to Council the third Annual Report of the Standards Committee for 2015/16. The Annual Report provides information to the Council about the work carried out by the Committee during the previous 12 months and identifies any specific issues that have arisen.

This third Annual Report covers the period from August 2015 to September 2016 and follows on from the last report presented to Council in September 2015

Proposal To receive the Standards Committee Annual Report for 2015/16 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. The Annual Report provides information to the Council about the work carried out by the Committee during the last 12 months and identifies any specific issues that have arisen.
5. This third Annual Report covers the period from August 2015 to September 2016 and follows on from the last report presented to Council in September 2015

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 contains reference to the new Members Code of Conduct and changes to the ethical framework regarding joint standards committee and the referral of investigations and determinations to other councils' Standards committees.
8. There is a report on the issues raised at the all Wales Standards Committee Conference, information about the review of community council compliance arrangements, and proposed arrangements for refresher training in the light of the Code changes and the pending local elections in May 2017.
9. The Report sets out the succession planning arrangements put in place for the appointment of new independent members.
10. It also highlights the fact that there were no formal findings of misconduct against any local Councillors during the past 12 months. Four complaints have been made to the Ombudsman and three have not been accepted for investigation, with a decision pending on the remaining complaint. There was one complain under the Local Resolution Protocol, which was resolved at Stage 2 and did not proceed to a hearing.

Forward Work Programme

11. The Annual Report sets out the priorities for the future work programme. The Standards Committee will establish an interview panel to consider applicants for the two vacancies for independent members and will be making recommendations to Council for the appointment of new members. A new independent Chair and Vice Chair will then need to be appointed. Arrangements will also be made for refresher training in the light of the Code changes and the pending local elections in May 2017.

Financial Summary

- 12 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 effectiveness of the Committee	M	L	The forward work programme sets out a structured basis for reviewing all ethical standards policies and procedures and reviewing training needs and development.	Standards Committee Monitoring Officer Deputy Monitoring Officer

* 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: 16th September 2015



Standards Committee Annual Report 2015-16

Foreword by the Chair

I am pleased to present the third Annual Report of the Standards Committee for 2015/16. The Annual Report provides information to the Council about the work carried out by the Committee during the past 12 months and identifies particular issues that have arisen.

This third Annual Report covers the period from August 2015 to September 2016 and follows on from the last report presented to Council in September 2015.

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 referred for determination by the Committee under Stage 3 of 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 have mentioned previously, there is no room for complacency and it is essential that these standards are maintained. The Standards Committee will continue to proactively review all ethical standards policies and procedures as part of the forward work programme. The Committee will also be developing a training programme for Councillors as part of the induction arrangements following the May 2017 elections, in the light of the changes to the ethical standards framework introduced this year and the new Members Code of Conduct adopted by the Council in May 2016.

There have been no changes to the membership of the Standards Committee during last year. However, my second term of office comes to an end this September and my Vice-Chair John Pickering is also due to retire at the same time. As part of the succession planning arrangements, we have already advertised for replacement independent members and we will be establishing a panel to interview eligible applicants, with a view to making recommendations to Council regarding the formal appointment of the successful candidates. It will then be necessary for the Committee to appoint a new independent Chair and Vice-Chair for the forthcoming year. Gerard Hancock will also step down as the community council representative on the Standards Committee when his term of office as a Langstone Community Councillor ends next May and another community council nominee will be required to replace him. I would like to take this opportunity to thank both John and Gerard and to record the Committee's appreciation of all their hard work and support over the years.

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 2015/16

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 September 2016:-

- 22nd October 2015
- 14th January 2016
- 26th May 2016
- 15th September 2016

2.1 Dispensation Applications

There have been no applications for dispensations during the past year in accordance with the Standards Committees (Grant of Dispensation) (Wales) Regulations 2001 and Section 81(4) of the Local Government Act 2000.

Previously, most of the work of the Committee had been taken up with determining applications regarding the use of Neighbourhood Allowances. We were aware that, as from April 2015, Newport City Council had tightened up the rules on the use of these Neighbourhood Allowances and that they could only be used to support voluntary or community groups where there was a wider public benefit. We were advised that as from April 2016, these Neighbourhood Allowances had been discontinued as part of Council budget savings. Therefore, we are unlikely to have to rule on these issues in the future.

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. The Standards Committee will continue to proactively review all ethical standards policies and procedures as part of the forward work programme. The Committee will also be developing a training programme for Councillors as part of the induction arrangements following the May 2017 elections, in the light of the changes to the ethical standards framework introduced this year and the new Members Code of Conduct adopted by the Council in May 2016.

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, the Council has adopted an internal procedure for dealing with "low-level" member/member and officer/member complaints that are not sufficiently serious as to warrant formal investigation and sanction.

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.

One formal complaint was received under the Local Resolution Protocol in 2015/16 regarding allegations of conflict of interest and disrespectful behaviour on the part of a Councillor but this was resolved by the Monitoring Officer at Stage 2 and it did not proceed to a Stage 3 hearing.

2.4 Revised Member code of Conduct

The Local Authorities (Model Code of Conduct) (Wales) Amendment Order 2016 was made on 27th January 2016 and came into force on 1st April 2016. The Order amended the Model Code of Conduct for elected members of the Council and co-opted members with voting rights.

In accordance with Section 51 of the Local Government Act 2000 (“the 2000 Act”), all local authorities were required to formally adopt this new Model Code of Conduct before 26th June 2016. Newport City Council formally adopted the new Code at its Annual General Meeting held on 17th May 2016. Public notice was given regarding the adoption of the new Code and a copy has been sent to the Ombudsman. All of the local Community Councils were advised of the requirement to adopt the new Code before 26th June and they have been asked to confirm that this has been done.

A copy of the revised Code of Conduct is set out in Appendix 1, for the most part, the revisions to the previous model Code of Conduct are technical in nature and reflect changes introduced by the Local Government (Democracy) (Wales) Act 2013 (“the 2013 Act”) but there are some substantive changes which clarify previous uncertainty regarding conflicts of interest, reporting of misconduct and registration of interests.

The main changes are as follows:-

- (a) The 2013 Act transferred responsibility for maintaining the register of members’ interests for community councils from the Council’s Monitoring Officer to the “Proper Officer” of the community council (usually the Clerk) as from 1st May 2016.
- (b) Paragraph 15 of the Code of Conduct relating to the registration of members interests is amended to clarify that any interest disclosed for the first time must be entered on the public register. This is not a change of policy but simply clarifies the original intention. In practice, where Members have declared a personal interest for the first time at meetings of the City Council, they are recorded in writing and are already included within the public register of members interests maintained under Section 81 of the 2000 Act. Therefore, the City Council already complies with this requirement. The exemption for community councillors to register certain financial and employment issues upfront is maintained. Therefore, community councillors are still only required to register interests if and when they are declared at meetings in relation to any business being conducted.
- (c) The obligation for Members to report potential breaches of the Code of Conduct by other Councillors to the Ombudsman is removed. This reflects the adoption of Local Resolution Protocols by principal authorities, in accordance with the requirements of Welsh Government and the Ombudsman, and the encouragement for low-level member against member complaints to be resolved at a local level without the need for any involvement on the part of the Ombudsman
- (d) Paragraph 10 (2) (b) of the original Code is omitted. This is to overcome unintended difficulties in the practical application of this conflict of interest provision in relation to ward issues and business relating to constituency matters. As originally drafted, members were deemed to have a personal interest and were prevented from participating in any Council decision where there could be a perceived conflict of interest between their duties in representing the interests of the constituents in their wards and their wider public duty. This was considered to be a particular problem in the context of Planning Committee decisions where members could be disqualified from taking any decision relating to their particular wards. The provision was never intended to have such a restrictive effect, particularly as the common law rules regarding pre-determination and bias have been relaxed considerably by Section 25 of the Localism Act. Therefore, this provision has now been removed in its entirety and ward members will not be regarded as having

any personal interest in matters relating to their ward simply because they represent the interest of those constituents. However, ward members will still need to ensure that they take decisions objectively and in the public interest in accordance with the general principles of decision-making set out in paragraph 8 of the Code of Conduct.

2.5 Succession Planning

The independent members serve a term of office of 4 years, although they are eligible to serve two consecutive terms of office. The second term of office of both the independent Chair and Vice Chair of the Committee will come to an end at the end of September 2016. Therefore, as part of the succession planning arrangements, we have started the process of recruiting replacement independent members. Standards Committee has approved the advertisement and the person specification for the role and the vacancies have been advertised on the Council's web-site and in the South Wales Argus with a closing date for applications of 30th September.

A panel of Committee members will be established to interview the short-listed candidates and a recommendation will then be made to full Council to ratify their appointments.

It will then be necessary for the Committee to appoint a new independent Chair and Vice-Chair for the forthcoming year.

Community Councillor Gerard Hancock will also step down as the community council representative on the Standards Committee when his term of office as a Langstone Community Councillor ends in May 2017 and another community council nominee will be required to replace him.

Induction training will then be provided for the new Committee members.

2.6 All Wales Standards Conference

Committee Members and officers attended the All Wales Standards Conference that took place in Cardiff on 20 October 2016.

It was considered to be one of the best and inclusive conferences attended, where everyone believed they had a part to play. The speakers were excellent and the workshops informative. Papers from the conference were circulated to all members of the Committee

The Public services Ombudsman for Wales and the Chair of the Adjudication Panel for Wales presented a review of all misconduct investigations and hearings during the past 12 months and identified common themes and lessons to be learned. There was a common theme regarding a lack of training and awareness.

It was reported that Standards Committees in other regional areas of Wales were meeting regularly to discuss common issues and share good practice. This was something that we agreed to pursue with other Standards Committees in the Gwent area.

Concern was expressed by some delegates about impartiality and conflict on the part of elected Councillors sitting on Standards Committee. We discussed this as a standards Committee and considered that this was not generally an issue in Newport where all members acted independently and impartially. If there was any concern, it might be that elected members were sitting in judgement of their peers. We felt that it was a matter of conscience for the individual and a member could disqualify themselves if they thought that they were sitting in judgement of a peer.

The issue of local resolution protocols for community councils was also raised at the conference. Community Councils often felt removed or isolated and did not have a support mechanism in place, in particular those that did not subscribe to One Voice Wales. This was something that could not be imposed upon Community Councillors and would need to be a purely voluntary decision. However, as

part of our review of compliance arrangements, we did ask local community councils whether they would be interested in voluntarily adopting Newport's protocol and the majority of those who responded were in favour.

Finally, there was an interesting session on ethical standards and the use of social media, particularly the dangers of posting comments on twitter and Facebook. WLGA Guidance on the use of social media by Councillors was subsequently distributed to all members.

2.7 General work

The Committee received an update on the changes introduced by the Local Government (Standards Committees, Investigations, Dispensations and Referral) (Wales) (Amendment) Regulations 2016. The Regulations came into force on 1st April 2016 and make a number of consequential amendments to reflect changes in legislation which allow for the establishment of joint Standards Committees. The Regulations also provide for the referral of misconduct cases and dispensation application to other councils standards committees, where appropriate. The arrangements for establishing a joint committee, including the apportionment of costs, are a matter for agreement between the authorities entering into such arrangements. The 2001 Standards Committees Regulations (as amended) make provision as to the size and composition of standards committees and matters relating to the conduct of meetings, including public access to meetings, agendas and papers etc.

The Regulations also establish a procedure for the "home" Standards Committee to refer investigations and reports to other Standards Committees and their Monitoring Officers, where they feel there is a conflict of interest.

We considered that it was more appropriate for complaints about local Councillors to be dealt with locally and that it would only be in exceptional cases that we would need to refer investigations or determinations to other Standards Committees.

Amendments were also made to the term of office of sitting councillors. The term of office of a member of a local authority or a community committee member serving on a standards committee was limited to the shorter of four years or the period to the next ordinary election following that member's appointment. A member may serve two such terms. Following the postponement of the next local government elections until May 2017, the 2001 Regulations were amended to permit local authority and community council members of Standards Committee to continue to serve until the next ordinary election in May 2017.

Further amendments were also made to remove the four year restriction on a Member's term of office. In future, the term of office of local authority and community committee members is to be such as the authority determines, up to the period ending with the next ordinary elections following the member's appointment.

The Standards Committees Amendment Regulations now provide that Standards Committee may exempt from publication agendas, records or information connected to the consideration of a misconduct report, until such time as the misconduct proceedings are concluded, that is when any time limit for appealing to the Adjudication Panel has expired or any such adjudication has been completed. This removes the uncertainty and problems that had been caused by Ombudsman reports being published with agenda papers in advance of a Standards Committee meeting. It preserves both the anonymity of the Councillor and the integrity of the evidence until the hearing has been concluded.

Standards Committee may determine that a member who has failed to comply with the authority's Code of Conduct should be suspended or partially suspended for a period not exceeding six months. The Regulations are now amended to make it clear that a period of suspension cannot exceed the remainder of a member's term of office, to bring this into line with the provisions relating to the Adjudication Panel.

A member seeking to appeal against the determination of the Standards Committee will, in future, first need to obtain the permission of the President (or another nominated member) of the Adjudication Panel for Wales. The requirement to obtain permission to appeal is intended to ensure that only appeals that have a reasonable prospect of success (in whole or in part) will proceed. A member will have no right to challenge, or indeed seek to delay implementation of, a sanction imposed by Standards Committee on entirely frivolous or spurious grounds

The Local Authorities (Grant of Dispensations) (Wales) Regulations 2001 (the “2001 Dispensations Regulations”) have been amended to enable the Standards Committee to refer a dispensation application to another council’s standards committee, for example if we have a conflict of interest or where we are unable to deal with an urgent application due to the unavailability of members. The terms of any referral are to be a matter for agreement between the relevant authorities concerned. The written consent of the Chair (or Vice –Chair if the Chair is unavailable) must be given to the Monitoring Officer before such a referral can be made. Notice of such a referral must be given to the member requesting the dispensation, specifying the reason for the referral. Again, we considered that this referral process would only be used in exceptional circumstances and the vast majority of dispensation applications would continue to be dealt with locally and expeditiously.

A general category of dispensation has also been introduced, to bring the Regulations into line with Section 33 of the Localism Act 2011 in England. The specific intention of this amendment is to enable standards committee to grant a dispensation, if it considered it appropriate in all the circumstances to do so, where it was not otherwise possible to make reasonable adjustments to accommodate a member’s disability. A dispensation under this category is subject to ongoing annual review. For example, a disabled member may have difficulty in physically withdrawing from the room if there are no adjustments to the venue or the agenda that could facilitate this. But the general dispensation has much wider application than this and could potentially be utilised where a member seeks a dispensation in circumstances which are not covered by one of the specific dispensation categories in the Regulations. However, Welsh Government has advised caution in using this power more widely.

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.

In January 2016 we wrote to all of the community council clerks to ensure that proper arrangements are in place to maintain and publish the registers of members’ interests. Sections 55-57 of the Local Government (Democracy) (Wales) Act 2013 Act require Community Councils to publish certain information electronically (i.e. on a website). This includes the public register of members’ interests, information about the council’s clerk and Members, Minutes of council meetings and any audited statement of the council’s accounts. Community Councils are also required to publish public notices electronically, and to make certain information about their meetings and proceedings available electronically

We were pleased that the 8 councils who responded had arrangements in place to meet their statutory obligations and that registers were being maintained and published properly, in compliance with the legislation. However, we will continue to press the remaining 6 councils for confirmation that they are meeting their legal obligations.

The majority of councils who responded to the review were also interested in adopting Newport's local resolution process, on a voluntary basis. In terms of refresher training, most councils considered that this could await the May 2017 elections and be dealt with as part of their induction training.

We also reminded community councils of their obligations to formally adopt the new Members Code of Conduct before 26th June 2016 and publish its adoption. We will follow this up as part of the work programme for the next 12 months.

2.8 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 2015/16. However, neither of these complaints was accepted for investigation on the basis that there was no evidence of any serious breaches of the Code.

Two complaints were also referred to the Ombudsman regarding alleged breaches of the Code by local community councillors. One of these complaints has not been upheld and the other is subject to on-going investigation.

No complaints were referred to Standards Committee in 2015/16 for hearing and determination.

3. Forward Work Programme for 2016/17

Date	Topic	Information
September	Annual Report to Council	Review of work undertaken in the past 12 months, identifying any specific ethical standards issues facing the Council and priorities for the forthcoming year. Summary of numbers of complaints received and outcomes.
As and when applications received Review annually	Dispensations	Granting individual and blanket dispensations to Councillors. Reviewing decisions annually to identify common issues and consistency of approach. Produce guidance to Members on any issues arising.
As and when required	Local Resolution Protocol complaints	Conducting hearings into any Stage 3 complaints by Members or Officers
Monthly	Complaints of Misconduct	Update of numbers of complaints received and outcomes. Update on complaints resolved through Local Resolution Protocol.
By May 2017	Member training and development	Carry out review of member training, re-assessing the need for refresher training in the

		<p>light of any changes in legislation, guidance and Code of Conduct.</p> <p>Arrange and deliver any necessary refresher training as part of the induction programme for new councillors post May 2017</p> <p>Induction training for new independent members to be delivered in October 2016.</p>
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> <p>Check that new Code of Conduct has been properly adopted – October 2016</p>
By September 2017	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 October 2016	Succession Planning for new independent members of Standards Committee	<p>Shortlist and interview for 2 new independent members of Committee.</p> <p>Elect Chair and vice-Chair for the forthcoming year.</p> <p>Deliver training and induction.</p>

4. Helpful Information

4.1 Can I attend Meetings of the Standards 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

THE MODEL CODE OF CONDUCT

PART 1 INTERPRETATION

1.—(1) In this code —

"co-opted member" ("*aelod cyfetholedig*"), in relation to a relevant authority, means a person who is not a member of the authority but who —

(a) is a member of any committee or sub-committee of the authority, or

(b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority, and who is entitled to vote on any question which falls to be decided at any meeting of that committee or subcommittee;

"meeting" ("*cyfarfod*") means any meeting —

(a) of the relevant authority,

(b) of any executive or board of the relevant authority,

(c) of any committee, sub-committee, joint committee or joint sub-committee of the relevant authority or of any such committee, sub-committee, joint committee or joint sub-committee of any executive or board of the authority, or

(d) where members or officers of the relevant authority are present other than a meeting of a political group constituted in accordance with regulation 8 of the Local Government (Committees and Political Groups) Regulations 1990,

and includes circumstances in which a member of an executive or board or an officer acting alone exercises a function of an authority;

"member" ("*aelod*") includes, unless the context requires otherwise, a co-opted member;

"registered society" means a society, other than a society registered as a credit union, which is —

(a) a registered society within the meaning given by section 1(1) of the Co-operative and Community Benefit Societies Act 2014; or

(b) a society registered or deemed to be registered under the Industrial and Provident Societies Act (Northern Ireland) 1969;

"register of members' interests" ("*cofrestr o fuddiannau'r aelodau*") means the register established and maintained under section 81 of the Local Government Act 2000;

"relevant authority" ("*awdurdod perthnasol*") means—

(a) a county council,

(b) a county borough council,

(c) a community council,

(d) a fire and rescue authority constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies,

(e) a National Park authority established under section 63 of the Environment Act 1995;

"you" ("*chi*") means you as a member or co-opted member of a relevant authority; and

"your authority" ("*eich awdurdod*") means the relevant authority of which you are a member or co-opted member.

(2) In relation to a community council—

(a) "proper officer" ("*swyddog priodol*") means an officer of that council within the meaning of section 270(3) of the Local Government Act 1972; and

(b) "standards committee" ("*pwyllgor safonau*") means the standards committee of the county or county borough council which has functions in relation to the community council for which it is responsible under section 56(1) and (2) of the Local Government Act 2000.

PART 2 GENERAL PROVISIONS

2.—(1) Save where paragraph 3(a) applies, you must observe this code of conduct —

(a) whenever you conduct the business, or are present at a meeting, of your authority;

(b) whenever you act, claim to act or give the impression you are acting in the role of member to which you were elected or appointed;

(c) whenever you act, claim to act or give the impression you are acting as a representative of your authority; or

(d) at all times and in any capacity, in respect of conduct identified in paragraphs 6(1)(a) and 7.

(2) You should read this code together with the general principles prescribed under section 49(2) of the Local Government Act 2000 in relation to Wales.

3. Where you are elected, appointed or nominated by your authority to serve —

(a) on another relevant authority, or any other body, which includes a Local Health Board you must, when acting for that other authority or body, comply with the code of conduct of that other authority or body; or

(b) on any other body which does not have a code relating to the conduct of its members, you must, when acting for that other body, comply with this code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

4. You must —

(a) carry out your duties and responsibilities with due regard to the principle that there should be equality of opportunity for all people, regardless of their gender, race, disability, sexual orientation, age or religion;

(b) show respect and consideration for others;

(c) not use bullying behaviour or harass any person; and

(d) not do anything which compromises, or which is likely to compromise, the impartiality of those who work for, or on behalf of, your authority.

5. You must not —

(a) disclose confidential information or information which should reasonably be regarded as being of a confidential nature, without the express consent of a person authorised to give such consent, or unless required by law to do so;

(b) prevent any person from gaining access to information to which that person is entitled by law.

6.—(1) You must —

(a) not conduct yourself in a manner which could reasonably be regarded as bringing your office or authority into disrepute;

(b) report, whether through your authority's confidential reporting procedure or direct to the proper authority, any conduct by another member or anyone who works for, or on behalf of, your authority which you reasonably believe involves or is likely to involve criminal behaviour (which for the purposes of this paragraph does not include offences or behaviour capable of punishment by way of a fixed penalty);

(c) report to your authority's monitoring officer any conduct by another member which you reasonably believe breaches this code of conduct;

(d) not make vexatious, malicious or frivolous complaints against other members or anyone who works for, or on behalf of, your authority.

(2) You must comply with any request of your authority's monitoring officer, or the Public Services Ombudsman for Wales, in connection with an investigation conducted in accordance with their respective statutory powers.

7. You must not —

(a) 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;

(b) use, or authorise others to use, the resources of your authority —

(i) imprudently;

(ii) in breach of your authority's requirements;

(iii) unlawfully;

(iv) other than in a manner which is calculated to facilitate, or to be conducive to, the discharge of the functions of the authority or of the office to which you have been elected or appointed;

(v) improperly for political purposes; or

(vi) improperly for private purposes.

8. You must —

(a) when participating in meetings or reaching decisions regarding the business of your authority, do so on the basis of the merits of the circumstances involved and in the public interest having regard to any relevant advice provided by your authority's officers, in particular by —

(i) the authority's head of paid service;

(ii) the authority's chief finance officer;

(iii) the authority's monitoring officer;

(iv) the authority's chief legal officer (who should be consulted when there is any doubt as to the authority's power to act, as to whether the action proposed lies within the policy framework agreed by the authority or where the legal consequences of action or failure to act by the authority might have important repercussions);

(b) give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by your authority.

9. You must —

(a) observe the law and your authority's rules governing the claiming of expenses and allowances in connection with your duties as a member;

(b) 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.

PART 3 INTERESTS

Personal Interests

10.—(1) You must in all matters consider whether you have a personal interest, and whether this code of conduct requires you to disclose that interest.

(2) You must regard yourself as having a personal interest in any business of your authority if —

(a) it relates to, or is likely to affect —

(i) any employment or business carried on by you;

(ii) any person who employs or has appointed you, any firm in which you are a partner or any company for which you are a remunerated director;

(iii) any person, other than your authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties as a member;

(iv) any corporate body which has a place of business or land in your authority's area, and in which you have a beneficial interest in a class of securities of that body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital of that body;

(v) any contract for goods, services or works made between your authority and you or a firm in which you are a partner, a company of which you are a remunerated director, or a body of the description specified in sub-paragraph (iv) above;

(vi) any land in which you have a beneficial interest and which is in the area of your authority;

(vii) any land where the landlord is your authority and the tenant is a firm in which you are a partner, a company of which you are a remunerated director, or a body of the description specified in subparagraph (iv) above;

(viii) any body to which you have been elected, appointed or nominated by your authority;

(ix) any —

(aa) public authority or body exercising functions of a public nature;

(bb) company, registered society, charity, or body directed to charitable purposes;

(cc) body whose principal purposes include the influence of public opinion or policy;

(dd) trade union or professional association; or

(ee) private club, society or association operating within your authority's area,

in which you have membership or hold a position of general control or management;

(x) any land in your authority's area in which you have a licence (alone or jointly with others) to occupy for 28 days or longer;

[Note: subparagraph (b) is omitted.]

(c) a decision upon it might reasonably be regarded as affecting —

(i) your well-being or financial position, or that of a person with whom you live, or any person with whom you have a close personal association;

(ii) any employment or business carried on by persons as described in 10(2)(c)(i);

(iii) any person who employs or has appointed such persons described in 10(2)(c)(i), any firm in which they are a partner, or any company of which they are directors;

(iv) any corporate body in which persons as described in 10(2)(c)(i) have a beneficial interest in a class of securities exceeding the nominal value of £5,000; or

(v) any body listed in paragraphs 10(2)(a)(ix)(aa) to (ee) in which persons described in 10(2)(c)(i) hold a position of general control or management,

to a greater extent than the majority of—

(aa) in the case of an authority with electoral divisions or wards, other council tax payers, rate payers or inhabitants of the electoral division or ward, as the case may be, affected by the decision; or

(bb) in all other cases, other council tax payers, ratepayers or inhabitants of the authority's area.

Disclosure of Personal Interests

11.—(1) Where you have a personal interest in any business of your authority and you attend a meeting at which that business is considered, you must disclose orally to that meeting the existence and nature of that interest before or at the commencement of that consideration, or when the interest becomes apparent.

(2) Where you have a personal interest in any business of your authority and you make —

(a) written representations (whether by letter, facsimile or some other form of electronic communication) to a member or officer of your authority regarding that business, you should include details of that interest in the written communication; or

(b) oral representations (whether in person or some form of electronic communication) to a member or officer of your authority you should disclose the interest at the commencement of such representations, or when it becomes apparent to you that you have such an interest, and confirm the representation and interest in writing within 14 days of the representation.

(3) Subject to paragraph 14(1)(b) below, where you have a personal interest in any business of your authority and you have made a decision in exercising a function of an executive or board, you must in relation to that business ensure that any written statement of that decision records the existence and nature of your interest.

(4) You must, in respect of a personal interest not previously disclosed, before or immediately after the close of a meeting where the disclosure is made pursuant to sub-paragraph 11(1), give written notification to your

authority in accordance with any requirements identified by your authority's monitoring officer, or in relation to a community council, your authority's proper officer from time to time but, as a minimum containing —

- (a) details of the personal interest;
- (b) details of the business to which the personal interest relates; and
- (c) your signature.

(5) Where you have agreement from your monitoring officer that the information relating to your personal interest is sensitive information, pursuant to paragraph 16(1), your obligations under this paragraph 11 to disclose such information, whether orally or in writing, are to be replaced with an obligation to disclose the existence of a personal interest and to confirm that your monitoring officer has agreed that the nature of such personal interest is sensitive information.

(6) For the purposes of sub-paragraph (4), a personal interest will only be deemed to have been previously disclosed if written notification has been provided in accordance with this code since the last date on which you were elected, appointed or nominated as a member of your authority.

(7) For the purposes of sub-paragraph (3), where no written notice is provided in accordance with that paragraph you will be deemed as not to have declared a personal interest in accordance with this code.

Prejudicial Interests

12.—(1) Subject to sub-paragraph (2) below, where you have a personal interest in any business of your authority you also have a prejudicial interest in that business if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

(2) Subject to sub-paragraph (3), you will not be regarded as having a prejudicial interest in any business where that business—

(a) relates to —

- (i) another relevant authority of which you are also a member;
- (ii) another public authority or body exercising functions of a public nature in which you hold a position of general control or management;
- (iii) a body to which you have been elected, appointed or nominated by your authority;
- (iv) your role as a school governor (where not appointed or nominated by your authority) unless it relates particularly to the school of which you are a governor;
- (v) your role as a member of a Local Health Board where you have not been appointed or nominated by your authority;

(b) relates to —

- (i) the housing functions of your authority where you hold a tenancy or lease with your authority, provided that you do not have arrears of rent with your authority of more than two months, and provided that those functions do not relate particularly to your tenancy or lease;
- (ii) the functions of your authority in respect of school meals, transport and travelling expenses, where you are a guardian, parent, grandparent or have parental responsibility (as defined in section 3 of the Children Act 1989) of a child in full time education, unless it relates particularly to the school which that child attends;

(iii) the functions of your authority in respect of statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of such pay from your authority;

(iv) the functions of your authority in respect of an allowance or payment made in accordance with the provisions of Part 8 of the Local Government (Wales) Measure 2011, or an allowance or pension provided under section 18 of the Local Government and Housing Act 1989;

(c) your role as a community councillor in relation to a grant, loan or other form of financial assistance made by your community council to community or voluntary organisations up to a maximum of £500.

(3) The exemptions in subparagraph (2)(a) do not apply where the business relates to the determination of any approval, consent, licence, permission or registration.

Overview and Scrutiny Committees

13. You also have a prejudicial interest in any business before an overview and scrutiny committee of your authority (or of a sub-committee of such a committee) where—

(a) that business relates to a decision made (whether implemented or not) or action taken by your authority's executive, board or another of your authority's committees, sub-committees, joint committees or joint subcommittees; and

(b) at the time the decision was made or action was taken, you were a member of the executive, board, committee, sub-committee, joint-committee or joint sub-committee mentioned in sub-paragraph (a) and you were present when that decision was made or action was taken.

Participation in Relation to Disclosed Interests

14.—(1) Subject to sub-paragraphs (2), (2A), (3) and (4), where you have a prejudicial interest in any business of your authority you must, unless you have obtained a dispensation from your authority's standards committee —

(a) withdraw from the room, chamber or place where a meeting considering the business is being held—

(i) where sub-paragraph (2) applies, immediately after the period for making representations, answering questions or giving evidence relating to the business has ended and in any event before further consideration of the business begins, whether or not the public are allowed to remain in attendance for such consideration; or

(ii) in any other case, whenever it becomes apparent that that business is being considered at that meeting;

(b) not exercise executive or board functions in relation to that business;

(c) not seek to influence a decision about that business;

(d) not make any written representations (whether by letter, facsimile or some other form of electronic communication) in relation to that business; and

(e) not make any oral representations (whether in person or some form of electronic communication) in respect of that business or immediately cease to make such oral representations when the prejudicial interest becomes apparent.

(2) Where you have a prejudicial interest in any business of your authority you may attend a meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

(2A) Where you have a prejudicial interest in any business of your authority you may submit written representations to a meeting relating to that business, provided that the public are allowed to attend the meeting for the purpose of making representations, answering questions or giving evidence relating to the business, whether under statutory right or otherwise.

(2B) When submitting written representations under sub-paragraph (2A) you must comply with any procedure that your authority may adopt for the submission of such representations.

(3) Sub-paragraph (1) does not prevent you attending and participating in a meeting if —

(a) you are required to attend a meeting of an overview or scrutiny committee, by such committee exercising its statutory powers; or

(b) you have the benefit of a dispensation provided that you —

(i) state at the meeting that you are relying on the dispensation; and

(ii) before or immediately after the close of the meeting give written notification to your authority containing —

(aa) details of the prejudicial interest;

(bb) details of the business to which the prejudicial interest relates;

(cc) details of, and the date on which, the dispensation was granted; and

(dd) your signature.

(4) Where you have a prejudicial interest and are making written or oral representations to your authority in reliance upon a dispensation, you must provide details of the dispensation within any such written or oral representation and, in the latter case, provide written notification to your authority within 14 days of making the representation.

PART 4 THE REGISTER OF MEMBERS' INTERESTS

Registration of Personal Interests

15.—(1) Subject to sub-paragraph (4), you must, within 28 days of—

(a) your authority's code of conduct being adopted or the mandatory provisions of this model code being applied to your authority; or

(b) your election or appointment to office (if that is later),

register your personal interests, where they fall within a category mentioned in paragraph 10(2)(a), in your authority's register of members' interests by providing written notification to your authority's monitoring officer.

(2) Subject to sub-paragraph (4), you must, within 28 days of becoming aware of any new personal interest falling within a category mentioned in paragraph 10(2)(a), register that new personal interest in your authority's register of members' interests by providing written notification to your authority's monitoring officer.

(3) Subject to sub-paragraph (4), you must, within 28 days of becoming aware of any change to a registered personal interest falling within a category mentioned in paragraph 10(2)(a), register that change in your authority's register of members' interests by providing written notification to your authority's monitoring officer, or in the case of a community council to your authority's proper officer.

(4) Sub-paragraphs (1), (2) and (3) do not apply to sensitive information determined in accordance with paragraph 16(1).

(5) Sub-paragraphs (1) and (2) do not apply if you are a member of a relevant authority which is a community council when you act in your capacity as a member of such an authority.

(6) You must, when disclosing a personal interest in accordance with paragraph 11 for the first time, register that personal interest in your authority's register of members' interests by providing written notification to your authority's monitoring officer, or in the case of a community council to your authority's proper officer.

Sensitive information

16.—(1) Where you consider that the information relating to any of your personal interests is sensitive information, and your authority's monitoring officer agrees, you need not include that information when registering that interest, or, as the case may be, a change to the interest under paragraph 15.

(2) You must, within 28 days of becoming aware of any change of circumstances which means that information excluded under sub-paragraph (1) is no longer sensitive information, notify your authority's monitoring officer, or in relation to a community council, your authority's proper officer asking that the information be included in your authority's register of members' interests.

(3) In this code, "sensitive information" ("*gwybodaeth sensitif*") means information whose availability for inspection by the public creates, or is likely to create, a serious risk that you or a person who lives with you may be subjected to violence or intimidation.

Registration of Gifts and Hospitality

17. You must, within 28 days of receiving 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, or in relation to a community council, to your authority's proper officer of the existence and nature of that gift, hospitality, material benefit or advantage.

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Report



Council

Part 1

Date: 15th September 2016

Item No: 8

Subject **Annual Review of the 15/16 Improvement Plan**

Purpose To inform Council of the progress made towards the delivery of the 15/16 Improvement Plan

Author Rhys Cornwall, Head of People and Business Change
Mike Dickie, Business Service Development Manager
Rachel Kalahar, Senior Performance Management Officer

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 2015/16. In its September meeting, Cabinet endorsed the annual report and have recommended this report for Council to review.

Overall progress against the 15/16 plan is assessed as being 'good', with most Improvement Objectives performing well with Excellent progress is being made in some areas including: 'Ensuring the best educational outcomes for children' and 'Helping children have a flying start in life'

Proposal To note the content of the report and 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 15/16

Appended to this reported is the year-end review of the Improvement plan for 15/16. 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 eight Improvement Objectives identified in the Improvement Plan 15/16 and an assessment of how successful the council has been in achieving them. The eight Improvement Objectives are linked to the five themes in the Corporate Plan 2012-2017.

Overall progress against the 15/16 plan is assessed as being 'good', with most Improvement Objectives performing well; The : 'Ensuring the best educational outcomes for children' and 'Helping children have a flying start in life' 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 15/16 is also assessed.

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

- 55% of NSIs and PAMs have performed better than target
- 52.5% of NSIs and PAMs have performed better than last year
- 40% of NSIs and PAMs better than Wales average data

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

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 15/16.

Options Available

1. To accept the report
2. 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 the report before the deadline of 31st October 2016.

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 15/16 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 Council for consideration.

Local issues

No specific local issues

NB: Do not circulate for ward member comments until the report is drafted in accordance with the wishes of your Head of Service or Corporate Director and with the knowledge of the relevant cabinet member.

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"
(25/02/15)

Streetscene, Regeneration and Safety Scrutiny Committee "Draft Improvement Plan 2014/15" (12/02/15)

Community Planning and Development Scrutiny Committee Draft Improvement Plan 14/15
(12/02/15)

Equalities Impact Assessment

An EIA was completed for the Improvement Plan 2015/16

Consultation

See background papers section for more detail

Background Papers

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

Cabinet Report "Corporate Assessment Review" (06/07/2015)

Learning, Caring and Leisure Scrutiny Committee "Draft Improvement Plan 2015/16"
(25/02/15)

Streetscene, Regeneration and Safety Scrutiny Committee "Draft Improvement Plan
2015/16" (12/02/15)

Community Planning and Development Scrutiny Committee Draft Improvement Plan 15/16
(18/02/15)

Performance Board, Draft Improvement Plan 15/16 (23/03/15)

Cabinet, Improvement Plan 15/16 (13/04/15)

Council, Improvement Plan 15/16 (28/04/15)

Cabinet Report Improvement Plan 15/16 Update for Q1 (01/09/15)

Cabinet Report Improvement Plan 15/16 Update for Q2 (18/12/15)

Cabinet Report Improvement Plan 15/16 update for Q3 (14/03/16)

Cabinet Report Improvement Plan 15/16 update for Q4 (06/06/16)

Dated: September 2016

Annual Review of the 15/16 Improvement Plan

Index

Summary	8
Progress against objectives.....	9
Summary Table of Progress Against Improvement Plan Objectives	11
Improvement Objectives in Detail	13
Improvement Objective 1 – Supporting Older people leaving Hospital	14
Improvement Objective 2 – Improving Care and Support Services for Adults	17
Improvement Objective 3 – Developing and Regenerating the City	20
Improvement Objective 4 – Supporting Young People into Education, Employment or Training	24
Improvement Objective 5. – Ensuring the Best Educational Outcomes for Children	32
Improvement Objective 6. – Helping Children Have a Flying Start in Life	39
Improvement Objective 7 – Increasing Recycling	42
Improvement Objective 8 – Improving Outcomes for Youth Justice	45
Equalities and the Welsh language	48
Corporate Complaints and Compliments.....	49
Partnership work and collaboration	51
Wales National Strategic Indicators and Public Accountability Measures analysis	52
Wales Audit Office Recommendations and Proposals for Improvement.....	56

Summary

The following report outlines progress the council has made against achieving the goals set out in the 2015/16 Improvement Plan.

The 2015/16 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 2015/16 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. Overall progress against the 15/16 plan is assessed as being ‘good’, with most Improvement Objectives performing well. Key areas of excellent progress include: ‘Ensuring the best educational outcomes for children’ and ‘Helping children have a flying start in life’

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

Improvement Plan 15/16

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. Supporting older people leaving hospital
2. Improving care and support services for adults

Corporate Plan theme: A Fairer City

Corporate Plan theme: A Learning & Working City

3. Developing and regenerating the city
4. Supporting young people into education, employment or training
5. Ensuring the best educational outcomes for children

Corporate Plan theme: A Greener and Healthier City

6. Helping children have a flying start in life
7. Increasing recycling

Corporate Plan theme: A Safer City

8. 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. 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 necessary. When we are responsible for organising to discharge someone from hospital and we are unable to do so within reasonable time, they will be recorded as delayed for social care reasons.

This objective is rated amber – good; Actions and measures are mostly on track, only marginally short of targets, overall good progress has been made.

2. Improving care and support services for adults – Acceptable - Orange

Objective: It is part of adult services statutory duty to review packages of care and support for individual service users. Achieving this objective will improve our planning with individuals proactively, ensuring a planned and efficient approach to our reviewing framework. We are also required to develop an integrated assessment process for older people. By developing more integrated approaches to the management of care and support packages, we aim for more multi-professional involvement in reviewing care plans. This should also contribute to improving care plan reviewing.

This objective is rated Orange - Acceptable; There has been a positive improvement overall, however, an action is falling short of planned outcomes and there is a red measure.

Newport is a Learning and Working City

3. Developing and regenerating the City – Good - Amber

Objective: 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 amber - good; Good progress has been made and most actions and measures are on track.

4. 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 amber - good; This objective continues to make good progress although some measures and actions have fallen marginally short of targets.

5. Ensuring the best educational outcomes for children – Excellent - Green

Objective: To ensure all our pupils are effectively engaged in education so that they can attain the best possible educational outcomes. This includes vulnerable learners that may be at risk of not reaching their expected level of attainment.

This objective is rated as green - good; All actions are on track, good progress has been made throughout the year.

Newport is a Greener and Healthier City

6. Helping children have a flying 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 All actions and measures have achieved or exceeded target

7. Increasing recycling – Good - Amber

Objective: To ensure Newport delivers the Welsh Government objectives for the increasing of recycling and the European targets for diversion of waste from landfill, every recycling and diversion opportunity available to the city must be explored and where applicable, implemented. The diversion of residual municipal waste from landfill will largely be covered by the operation of Prosiect Gwyrdd and Cwm-y-Fory. Therefore, this objective will largely focus on encouraging businesses and residents within the city to recycle more which will maximise the potential currently being classified and treated as residual waste.

This objective is rated as Amber - Good Actions and measures are mostly on track with some falling slightly short of planned targets, overall improvement on last year.

Newport is a Safer City

8. Improving outcomes for youth justice- Acceptable - Orange

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 antisocial 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 Orange – Acceptable, good progress has been made, there is 1 action which has deviated from planned outcomes, there is a red measure and an amber measure which are falling short of target.

Summary Table of Progress Against Improvement Plan Objectives

<i>Report produced in...</i>	<i>September</i>	<i>December</i>	<i>March</i>	<i>June</i>
<i>To show status for....</i>	<i>Q1 Apr-Jun</i>	<i>Q2 Jul-Sept</i>	<i>Q3 Oct-Dec</i>	<i>Q4 Jan-Mar</i>
1. Supporting Older People leaving hospital	Amber	Amber	Green	Amber
2. Improving care and support services for adults	Amber	Orange	Orange	Orange
3. Developing and regenerating the City	Green	Orange	Amber	Amber
4. Supporting young people into education, employment or training	Green	Amber	Amber	Amber
5. Ensuring the best educational outcomes for children	Green	Green	Green	Green
6. Helping children have a flying start in life	Green	Green	Green	Green
7. Increasing recycling	Amber	Amber	Orange	Amber
8. Improving outcomes for youth justice	Amber	Orange	Orange	Orange
OVERALL	Good	Good	Good	Good

NSI and PAM summary

The points below highlight the Council's performance in 2015/16 for the NSI and PAMs overall:

- 55% of NSIs and PAMs have performed better than target
- 52.5% of NSIs and PAMs have performed better than last year
- 40% of NSIs and PAMs better than Wales average data for 2015/16

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.

A further review of the Corporate Assessment was carried out by the WAO in 2015/16, the report for this is due to be received by the Council soon and a new action plan will be initiated.

Links and further information:

[Improvement Plan 15/16](#)

[Improvement Plan Summary 15/16](#)

[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 – Supporting Older people leaving Hospital

Link to Corporate Plan: A Caring City

Lead Cabinet Member: Cabinet Member for Adult Social Services & Housing

Lead Officer: Head of Adult and Community Services

Overall assessment – Amber- Good; Actions and measures are mostly on track, only marginally short of targets, overall good progress has been made.

ACTION UPDATE

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
1.1 Reduce DTOC levels for social care reasons to 4/1000 of the population	<p>We have engaged with health colleagues at a strategic level including Winter Planning discussions to plan for potential pressures on the health system across the year.</p> <p>The criteria for step down beds has been reviewed to improve usage and further manual handling training and equipment has been purchased for Parklands. We have identified a dedicated social work resource for the step down facility. The Step down beds are now fully operational as part of Discharge to Assess pathway.</p> <p>The capacity within reablement teams has also been increased using ICF funding from Welsh Government.</p> <p>Negotiations with care homes regarding fees have been concluded which has reduced the number wishing to charge a top up fee from relatives.</p>	<p>People are now able to be discharged with the appropriate support and delays for social care reasons are low.</p> <p>People are able to access a care package and also use of the step down beds has improved and the majority of people using these beds are able to return to their own home.</p> <p>The number of people being fully reabled following an episode of reablement has continued to meet targets set.</p>	Green

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
1.2 Fully implement a single referral for discharge at RGH site which links therapist, social work and frailty team.	<p>The referral hub for hospital discharge continues to act as coordinating point for hospital referrals to ensure the most appropriate response. However at times the number of inappropriate referrals has been excessive and has created delays in SW assessment.</p> <p>Additional Social Capacity secured in the Hospital Social Work Team to manage the increased demand for social work assessment in RGH.</p>	The number of delayed transfers of care continues to remain very low at 3 per month, however, over reporting by ABUHB in March 2016 meant that we fell short of our target.	Amber
1.3 Working in partnership to adopt a 'discharge to assess' approach, where patients are discharged from hospital once they are medically fit and have their support needs assessed within an agreed timescale on arrival at home.	<p>The Rapid Response discharge service and the PATHE have been merged to maximise capacity within these teams which provide low level support such as shopping to older people leaving hospital.</p> <p>The referrals for therapy through the Frailty portal have been screened to ensure they are appropriate and that people can be supported by Frailty to be assessed on discharge.</p> <p>The pilot for an in reach-model for hospital discharge has started at the RGH and is fully supported by ABUHB and NCC. NCC is working on behalf of Torfaen and Caerphilly to facilitate discharges which reduces need for RGH staff to understand different systems.</p>	<p>The reduction in time between being considered medically fit and discharged has been reduced.</p> <p>The right people who would benefit most are being referred to Reablement.</p> <p>There is improved partnership working across the Local Authorities and NHS to improve the discharge pathway and make best use of everyone's skills.</p>	Green

MEASURE UPDATE

(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 Plan 2015/16

Theme 1 - Supporting older people leaving hospital

Adult & Community Services 2015/Q4

Measure	Actual	Target			Last Year		
	Data	Data	Index	Index Range	Data	Index	Index Range
SCA/001 Delayed Transfers of Care (NSI, SP) # (M)	4.29 per 1,000	3.96 per 1,000	91.6%	Amber	5.37 per 1,000	120.0%	Green
CCAS/L/017 Number hospital discharge assessments (IP, SP) (M)	837.0	800.0	104.6%	Green	1,297.0	64.5%	Red
SCA/001 (N) LA Residents Experiencing DTOC # (M)	50.0	46.0	91.3%	Amber	62.0	119.4%	Green
CCAS/L/019 % people needs met following planned discharge (IP, SP) (Q)	96.6%	95.0%	101.7%	Green	92.0%	105.1%	Green
CCAS/L/020 Number of people fully reabled (IP, SP) (M)	457.0	270.0	169.3%	Green	371.0	123.2%	Green

Improvement Objective 2 – Improving Care and Support Services for Adults

Link to Corporate Plan: A Caring City

Lead Cabinet Member: Cabinet Member for Adult Social Services & Housing

Lead Officer: Head of Adult and Community Services

Overall Assessment: Orange - acceptable. There has been a positive improvement overall, however, an action is falling short of planned outcomes and there is a red measure.

ACTION UPDATE

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
2.1 To continue to improve the volumes of reviews of care plans completed up to 85% by the 2015/16 year end	<p>The number of reviews completed has now achieved the target set.</p> <p>The services where the numbers were low have been targeted and performance has improved.</p> <p>The reviews in future will be allocated and recorded on the system including those where there has been a reassessment.</p> <p>To continue to improve activity to meet Welsh average levels of performance for reviews.</p>	<p>People now receive a timely review of their care and support arrangements and a reassessment of their needs where appropriate.</p> <p>The offer of a Carers reviews has not met the target but we have consulted with Carers Forums on the right approach to take which consists of making a genuine offer rather than a blanket letter approach.</p>	Green
2.2 Agree review team structure in line with client pathway so we ensure consistent review practice	<p>A revised team structure based on the NCN footprint has been agreed.</p> <p>Development of IA documents</p>	<p>There are fewer “handoffs” between teams and a greater understanding of the needs of the people who live in the NCN footprint and improved partnership working with health colleagues in primary care.</p>	Green

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	to fulfil SSWB Act requirement underway to meet objectives of the Gwent action plan.		
2.3 Develop and implement a revised process as part of integrated assessment to include the needs of carers and ensure that all cases are reviewed appropriately.	The development of IA documents to fulfil SSWB Act requirement is underway which meets the objectives of the Gwent action plan. Adult teams have started to use the new IA format including the care and support plan. Further work required however to ensure the new tools are on the ACS system and are in accessible formats.	People are being involved in their assessment which is based on a strengths approach and explores what matters to them.	Amber

MEASURE UPDATE

(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 Plan 2015/16

Theme 2 - Improving care and support services for adults

Adult & Community Services 2015/Q4

Measure	Actual	Target		Last Year			
	Data	Data	Index	Index Range	Data	Index	Index Range
SCA/007 Care Plan Reviews (PAM, SP) % (M)	86.3%	85.0%	101.6%	Green	77.9%	110.9%	Green
CCAS/L/026 OT Assessments & Reviews (IP) % (M)	93.3%	85.0%	109.8%	Green	--	--	Grey
SCA/018a) Carers offered assmt or review (PAM, SP) % (M)	72.1%	90.0%	80.2%	Red	94.0%	76.7%	Red

Improvement Objective 3 – Developing and Regenerating the City

Link to Corporate Plan: A Learning and Working City

Lead Cabinet Member: Cabinet Member for Regeneration & Investment and
Cabinet Member for Community Services, Work and Skills

Lead Officer: Head of Regeneration, Investment and Housing

Overall Assessment: Amber - Good – Good progress has been made in quarter 4 and most actions and measures are on track.

ACTION UPDATE

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>3.1 To finalise and continue schemes started in year 1 of the programme and to commence new schemes identified as part of Vibrant & Viable Places Year 2.</p>	<p>Completion of a number of VVP projects:</p> <ul style="list-style-type: none"> • 62-66 Cardiff Road • King’s Court (former King’s Hotel) • Potters Arms Public House • National Building & 92 Commercial Street • 8, 38 & 40 Cardiff Road <p>Further VVP projects underway:</p> <ul style="list-style-type: none"> • Premier Inn (former Yates) • Griffin Island • King’s Arms/Top of the Range Club • Demolition of St Paul’s House/Kingsway Snooker Club 	<p>Delivery of the VVP programme has secured the following benefits to Newport communities:</p> <ul style="list-style-type: none"> • 351 jobs created or enabled as a result of regeneration investment (including 212 supported into work via work programmes), enabling local people to benefit from the revitalisation of the city centre. • 1262 sq. m business premises created or improved, providing a stimulus to new or existing city centre businesses. • 59 new high-quality dwellings created in the city centre, plus an additional 40 existing units improved, improving health and aspirational outcomes. • Majority of work carried out by local building contractors and professionals, boosting the local economy. Community benefit 	<p>AMBER</p>

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
		clauses.	
3.2 Regeneration Strategy focussing on the physical environment and infrastructure, improvement in skills, training and job creation along with continued provision of robust business support for new and existing businesses. The strategy also provides support for the newly developed Business Improvement District and the opportunity to link themes within the strategy to similar themes within the BID	Throughout the work delivered by the work and skills team and community regeneration we have delivered qualifications and skills programmes to over 800 users. Additionally we have supported 619 people into full time sustainable employment. We have utilised the community benefit scheme to create work experience, employment and training opportunities and will continue to develop this. Additionally we are growing our Employer Services offer to support retailers and other employers in the city to recruit suitably qualified staff. We have already supported employers this year such as; ABHB, Street Scene, Seren Group, Lovells, BAM Construction, SIMEC, Cogent and many retailers based at the Friars Walk development. Working in partnership with developments such as Friars Walk, VVP and Communities First we have been able to develop funded training programmes for residents and employers.	Collectively the work has delivered; Skills and training to over 800 residents of Newport Supported over 600 people into full time employment Supported local employers to recruit suitably trained staff Created apprenticeship & work experience opportunities to residents. Delivered the Friars Walk Jobs Fair – Over 3000 visitors and 400 actual vacancies available on the day.	GREEN
3.3 To continue to secure external funding for Regeneration programmes such as the continued redevelopment of the fourteen locks system and	The following additional funding has been secured into regeneration activity in Newport in 2015/16:	This funding has enabled: <ul style="list-style-type: none"> • Provision of 6 extra high-quality affordable housing units in the city 	GREEN

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
identification of a project to work with the Heritage Lottery Fund.	<ul style="list-style-type: none"> • £1.2m Vibrant and Viable Places • £365,000 Arts Council for Wales grant for Maindee Unlimited • £90,000 Fourteen Locks refurbishment (£60k Heritage Lottery Fund & £30k Landfill Tax) 	<p>centre.</p> <ul style="list-style-type: none"> • Enabled a new phase of master-planning for the city centre that will identify key regeneration areas and assist with future investment bids. • Attracted funding in to Maindee Unlimited, who will deliver improvements to the former library and public realm in Maindee. • Completion of the restoration project at Fourteen Locks, protecting the water supply to this unique heritage asset and ensuring its continuing vitality as a community and leisure facility. 	
3.4 Continue to develop new and innovative large scale energy improvement work with energy companies and Welsh Government	Although no Arbed funding was secured for 2015/16, the housing service worked with the Welsh Government's NEST scheme and with local charity, S E Wales Energy Agency, to implement targeted schemes, as well as delivering domestic energy improvements through development work with RSL's and through housing loan schemes.	<ul style="list-style-type: none"> • Some low-income households in Newport have more energy-efficient homes; • Some residents with health problems have been able to keep warmer through the winter; • New or renovated housing units are available offering energy-efficient homes 	AMBER

MEASURE UPDATE

(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 Plan 2015/16

Theme 3 - Developing and regenerating the City

Regeneration, Investment & Housing 2015/Q4

Measure	Actual	Target		Last Year	
	Data	Data	Index	Data	Index
RRS/L/037 Provision of coherent business support (Q) (IP, SP)	1,159	500	200.0%	887	130.7%
RRS/L/012 % people in training, job search or voluntary work (M) (IP, SP)	99.7%	90.0%	110.8%	--	--
RRS/L/003 Economically inactive people supported back into work (M) (IP, SP)	619	600	103.2%	608	101.8%
RRS/L/031 Number of homes benefitting domestic energy measures. (Q)	259	300	86.3%	161	160.9%
RRS/L/036 VVP - increase in city centre housing (A) (IP, SP)	57	19	200.0%	57	100.0%

Improvement Objective 4 – Supporting Young People into Education, Employment or Training

Link to Corporate Plan: A Learning and Working City

Lead Cabinet Member: Cabinet Member for Community Services, Work and Skills

Lead Officer: Strategic director – people

Overall Assessment: Amber – Good. This objective continues to make good progress although some measures and actions have fallen marginally short of targets.

Outcome Agreement Assessment: Fully successful 2

ACTION UPDATE

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
4.1 Develop and deliver specific employability programmes through WBLA to meet the needs of those young people who are only seeking employment	<p>Throughout the year we have continued to deliver employability programmes and develop new initiatives to target unemployment for young people. We have delivered;</p> <p>10 x NEET/ Newport Works employability programmes – working with over 100 young people across the city on a 13 week employability programme.</p> <p>Work & Skills / C1st/ VVP / Youth Service – working in partnership to deliver bespoke packages of one to one support to young people including qualifications and skills specifically aimed at linking to local recruitment drives and supporting them to gain employment.</p>	<p>Collectively the work we have completed and are developing has engaged 534 young people into employment focused activities with over 70 % of young people gaining qualifications and additional skills. We have successfully supported 222 young people into meaningful employment.</p> <p>With the development of the apprenticeship programme and the introduction of the Inspire to Work programme we will be expecting to support an additional 100 people per year to gain skills and qualification and support an additional 50 people per year into employment</p>	GREEN

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>Community Benefit – Working with a number of contractors in the city who have successfully tendered for work. Arranged work placement, employment and apprenticeship opportunities within the areas of; Street Lighting, Caerleon Lodge School, Domiciliary Care, Pill Redevelopments, Brynglas Tunnels refurbishment, Junction 28 repairs and the Welsh Medium school.</p> <p>Apprenticeships – We have developed a scheme to promote apprentices within the authority and with external partners. We have gained accreditation with Agored Cymru to support us with developing pilot schemes.</p> <p>We have identified areas within Community Regeneration where there are skills gaps that the service is unable to recruit suitably skilled staff. A Cabinet Member Report has been submitted for comment and we are hoping to have the scheme running by July 2016.</p> <p>Currently we are developing a STEM show case event in partnership with Cogent and the Celtic Manor to demonstrate to businesses and</p>		

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>schools the need to develop initiatives.</p> <p>We are currently seeking approval to gain funding from WEFO to draw down £1m of funding to deliver an ESF funded provision called Inspire to Work. The programme will target over 300 young people aged between 16 and 24 over a 3 year period.</p> <p>We are expecting approval in June 2016.</p>		
4.2 Implement the Youth Engagement and Progression Framework action plan	<p>The YEPF has continued to be implemented through a variety of ways through the 6 strands.</p> <p>The YEPF Co-ordinator provides support for the use of the early identification tool with schools and managing the provision of lead workers for individuals at risk.</p> <p>Direct work is carried out with Careers Wales to ensure data and tracking systems are in place and working effectively to track all young people on transition. This has meant offering 16 – 17 year olds learning opportunities to enable them to re – engage into education and training opportunities.</p> <p>Working with providers of education</p>	<p>This has ensured that the appropriate support has been put in place for young people at the earliest opportunity, preventing young people from becoming NEET.</p> <p>All contributes to the success in reducing the number of young people not in education, employment or training in Years 11, 12 and 13.</p>	Green

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>and further learning to ensure appropriate provision is in place at post compulsory education transition points.</p> <p>YEPF Officer in place for data analysis.</p> <p>Data analysis carried out and reported on for all young people in the 5 tier model.</p> <p>School destination visits are carried out with work around young people who are NEET.</p> <p>The ESF project I2A has been agreed with the EPC beginning initial work with partners.</p> <p>Additional work with Heads of 6th Form, Coleg Gwent and CW has ensured young people in tier 4 are worked with.</p>		
4.3 Map provision for those young people unable to progress against their specific needs	<p>Mapping of provision for those young people unable to progress against their specific needs and ensure robust mechanisms are in place to support transition has begun.</p> <p>Further resource needs to be invested and the strategic Youth Support Services Board (previously the</p>	<p>Services can be realigned to 'fit' the gaps and resource can be shared.</p> <p>Some young people are unable to continue in education, learning or employment for a variety of reasons, such as caring responsibilities, illness (including mental health problems) or involvement in the criminal justice system. Being better able to</p>	Amber

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	YPEET) has agreed to revisit Youth Support Services.	understand the needs and resource issues will enable us to make a real difference in their lives.	
4.4 Meet regularly with Careers Wales, Schools, Work Based Learning Providers and Coleg Gwent to ensure provision appropriately meets the needs of young people	<p>Monthly meetings are carried out with the following groups:</p> <p>16-18 practitioner group</p> <p>Learning Provider Network</p> <p>Tier 1 allocation meeting</p> <p>Additional meetings are carried out with all secondary Schools, Careers Wales and Coleg Gwent regarding the young people not in education, employment and training for the October destination figure (2015 school leavers).</p> <p>All schools were met with re the Key Stage 5 piece of work around young people in tier 4</p> <p>The YEPF Coordinator has also become a member of Newport's Curriculum Deputies group to aid with the reduction of young people not in education, employment and training in Key Stage 5.</p> <p>The Pre 16 NEET group meets once a term with Senior Management in</p>	<p>These meetings ensure that young people at risk of becoming NEET in providers are identified early and support can be put in place.</p> <p>Resource can be shared.</p> <p>Duplication of working with young people is minimised.</p> <p>All of these meetings have contributed to success of reduction of young people not in education, employment or training in Years 11, 12 and 13.</p>	Green

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	attendance from all Schools		
4.5 Development of Skills and Work service within Newport City Council	<p>The skills and work service continues to deliver employment focused programmes to young people across the city. The service is developing partnerships through community benefit and other external funders such as ESF and private providers which will provide further resources and opportunities when tackling youth unemployment.</p> <p>The service is also growing its links with internal partners and other Community Regeneration programmes such as Families First, Communities First, Flying start and the Youth Service.</p>	<p>These developments and the progress made in point 4.1 above have enabled the service to offer more resource and opportunity to its service users. As a whole service we have been able to deliver services to over 800 users and supported over 600 people into full time employment (aged between 16 – 65) Further developments and implementation of current projects will improve access and quality of service to users as well as seeing greater numbers of people improving skills and gaining employment.</p>	GREEN

MEASURE UPDATE

(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 Plan 2015/16

Theme 4 - Supporting young people into education, employment or training

Regeneration, Investment & Housing 2015/16

Measure	Actual	Target		Last Year	
	Data	Data	Index	Data	Index
NEET\01 Number of families accessing family skills project (Q) (IP/SP)	412	270	152.6%	374	110.2%
NEET\02 Number of young people accessing children and YP skills project (Q)	1,086	885	122.7%	1,145	94.8%
NEET\03 Number of enrolments on basic skills courses (A)	372	400	93.0%	455	81.8%
NEET\04 Number of entrants into work based learning academy (Q)	534	480	111.3%	586	91.1%
NEET\05 Retention rate for enrolments on basic skills course (A)	96.9%	80.0%	121.2%	73.2%	132.5%
NEET\06 Achievement rate for enrolments on basic skills course (A)	96.9%	70.0%	138.5%	67.7%	143.2%
NEET\07 Retention rate for community learning courses (A)	96.9%	85.0%	114.0%	90.6%	106.9%
NEET\08a Achievement rate for community learning courses (A)	96.9%	85.0%	114.0%	72.4%	133.8%
NEET\09 % 16-18 yr olds not in education, employ or training (A)	3.95%	10.00%	160.5%	10.80%	163.4%
NEET\10 Number graduates from WBLA progressing (Q)	222	80	200.0%	133	166.9%

SIP Newport 2015/16

Measure	Actual	Target		Last Year	
	Data	Data	Index	Data	Index
**SIP Young people NEET Year 11 (%) (A)	3.1%	4.8%	135.4%	4.8%	134.7%
**SIP Young people NEET Year 13 (%) (A)	2.4%	7.0%	166.1%	6.2%	162.0%

Improvement Objective 5. – Ensuring the Best Educational Outcomes for Children

Link to Corporate Plan: A Learning and Working City

Lead Cabinet Member: Cabinet Member for Education and Young People and Cabinet Member for Community Services, Work and Skills

Lead Officer: Chief Education Officer

Overall Assessment: Green - Excellent. All actions are on track to the end of Q4.

Outcome Agreement Assessment: fully successful 2 points

ACTION UPDATE

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>5.1 Improve the number of pupils achieving the expected level of attainment at Foundation Phase, Key Stage 2, Key Stage 3 and Key Stage 4 (Level 2 inclusive indicator).</p> <ul style="list-style-type: none"> The local authority will continue to commission the services of the Education Achievement Service to support and improve the quality of teaching and learning in Newport schools. The local authority will continue to focus on the national priorities of <i>'improving literacy, improving numeracy and reducing the impact of poverty and deprivation'</i>. 	<p>Schools have received confirmation of their national categorisation. Schools in yellow, amber and red categories have (in partnership with the EAS) developed bespoke support plans. Schools in red and amber support categories will be monitored to ensure timely and effective progress is made.</p> <p>Schools have submitted regular 'Progress Towards Targets'. Head Teachers, Governing Bodies, the local authority and EAS will continue to monitor the data set to consider if additional or alternative action is required.</p>	<p>There is strong green categorisation in primary schools (52%) compared to 22% across Wales. 36% have been categorised as amber and 11% as yellow. There are no red primary schools in Newport.</p> <p>Newport has the only green secondary school across the region. 2/8 (25%) are categorised as green or yellow), 4/8 (50%) are categorised as amber and 2/8 (25%) are categorised as red.</p> <p>The Foundation Phase Indicator outcome for 2014/15 was 88.1% Foundation Phase Progress Towards Targets for 2015/16 show that collectively schools are on track to improve this outcome by 0.5%</p>	Green

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>A Closing the Gap Team has been established within the EAS. A specific 'Closing the Gap' action plan is embedded into the EAS Business Plan 2016-19. Newport will be one of two local authorities across the region to participate and lead the 'Family Learning Signature' project.</p> <p>Wave success</p>	<p>The Key Stage 2 CSI outcome for 2014/15 was 89.3%. Key Stage 2 Progress Towards Targets for 2015/16 show that collectively school are 0.1% below the target set.</p> <p>The Key Stage 3 CSI outcome for 2014/15 was 81.6%. Key Stage 3 Progress Towards Targets for 2015/16 show that collectively school will improve last year's outcome.</p> <p>The Key Stage 4 Level 2 Indicator outcome for 2014/15 was 54.2%. Key Stage 4 L2+ Progress Towards Targets for 2015/16 show that collectively school will improve last year's outcome.</p> <p>Free School Meals data has been verified for 2014/15 and demonstrates that outcomes for pupils in receipt of Free School Meals (FSM) have improved at all Key Stages. The gap between FSM and Non FSM learners is reducing slightly at Foundation Phase, reducing at a faster pace in Key Stage 2, getting bigger at Key Stage 3 and remains static at Key Stage 4 (L2+).</p> <p>Progress Towards Targets for 2015/16 shows that FSM learners in all Key Stages are on track for improved outcomes. Verified data will become available in October 2016.</p>	<p>Green</p>

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>5.2 Improve Primary & Secondary Attendance</p> <ul style="list-style-type: none"> The local authority will co-construct an attendance work plan with schools. Sub groups will be established to lead and develop specialist work streams e.g. minority-ethnic issues, Early Years, good practice including adopting CALLIO processes and practices 	<p>Development and implementation of the Newport Attendance Strategy took place.</p> <p>Education Welfare has implemented consistent school visit protocols and paperwork for use in schools from September 2015.</p> <p>A 100% attendance celebration took place in September 2015 sponsored by Admiral.</p> <p>EWO staff were reallocated to reflect pupil numbers and schools progress towards attendance targets.</p> <p>Fixed Penalty Notices for unauthorised school absence were introduced across the Authority. The Local Authority Attendance Policy and Code of Conduct for FPN was reviewed</p> <p>The first termly Attendance forum for all Newport schools took place in October 2015. The Attendance page of the Education Services website was revised and is regularly updated to reflect the materials discussed at the Attendance Forum.</p> <p>A multi-School/Local Authority working group to reduce the absence linked to Religious Observance was established.</p> <p>A multi-School/Local Authority working group to develop a consistent school approach to</p>	<p>Aggregated tracking of attendance data indicates that primary and secondary schools are in line to hit the city wide attendance targets.</p> <p>Primary Attendance Target: 94.6% Primary February Attendance: 94.96%</p> <p>Secondary Attendance Target: 93.2% Secondary February Attendance: 93.32%</p> <p>Schools have formed professional networks with an attendance focus, supported by the Local Authority, and have reported they have found this useful and supportive.</p>	Green

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>support pupils with low attendance was established.</p> <p>The Local Authority Elective Home Education policy has been revised through joint working between Education Services and Children's Social Services.</p> <p>Targeted additional Education Welfare support in reviewing attendance practice and the development of an attendance action plan has been provided to the secondary school with the lowest attendance rate in the city.</p> <p>Actions contained in the Local Authority Attendance Plan have been monitored by the Every Child Group which includes membership by both the Local Authority and Schools.</p> <p>A briefing on the appropriate use of Study Leave and correct attendance codes to be used with Year 11 pupils during exam periods was given to all Secondary Schools via Managed Move panel.</p> <p>Joint School/EAS/Local Authority meetings have taken place for schools where attendance is a concern.</p>		
5.3 Reduce pupil exclusions	Exclusion Targets have been set for	Fixed term exclusions continue to	Green

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
<ul style="list-style-type: none"> The Local Authority will agree exclusion targets with secondary schools and monitor their success. A Primary Learning Resource Base Review will take place to ensure that there is appropriate provision for pupils who require specialist support. 	<p>Secondary Schools and shared with Head teachers. Regular monitoring meetings take place to support/challenge. An Exclusion Focus Group has been set up to share good practice and strengthen links amongst schools in a bid to reduce fixed term exclusions. An Exclusion Action Plan to reduce exclusions and new Exclusion Guidance document have been agreed by Focus Group and will now go to Heads for agreement.</p> <p>Review of the data collected, so that challenge and support happens in a more timely fashion.</p> <p>The LRB Steering Group has successfully concluded that a Cluster based model is the way forward and staffing issues have been addressed.</p> <p>Entry and Exit Criteria for LRB's written and agreed with stakeholders. Collaboration with Resource and Planning to identify new sites for LRB's in line with review findings and begin consultation process following a Supply and Demand Analysis, some LRB's will be reduced from September and new ones will be established</p> <p>Environmental and Skills Audit of LRB's completed and Action Plan for improvement developed. Programme of training developed to address any shortfall identified through audit and training from Maes Ebbw and Outreach Team will also continue to upskill</p>	<p>decrease following increased collaboration between schools.</p> <p>Other areas of work have been identified by the Focus Group e.g. reintegration from PRU to mainstream which will be supported by an EP</p> <p>All Secondary Schools have shared their Behaviour Policies and many have been changed to adopt good practice from others.</p> <p>Head teachers and Inclusion Teams have increased awareness of the detriment of exclusions on attendance and attainment and are actively looking to set up alternatives.</p> <p>The focus on Cluster LRB's will enable more pupils to access provision in their locality and the increased staffing will aid reintegration into host school, giving children more chance of success when transitioning in to mainstream secondary school. This could also, in the long term, reduce out of county placements.</p> <p>Fewer children will be traveling across the city by taxi to access LRB's which will save money that can be reinvested into quality local provision.</p> <p>LRB staff will be better equipped to deal the complex needs of children attending LRB's through training.</p>	<p style="text-align: center;">G</p>

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>staff in our mainstream schools to better meet the needs of children with ALN. A new assessment tool has been introduced into Primary LRB's to make sure we are tracking expected progress of pupils on P Levels.</p>	<p>Tracking of pupils' progress in LRB's will inform planning and leads to improved outcomes.</p>	

MEASURE UPDATE

- (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*

Education Year End Report (AY14/15, FY15/16)

Data by end of September 2015

2015/16

Measure (Location)	Units	Actual	Target		Last Year			
		Data	Data	Index	Index Range	Data	Index	Index Range
EDU/L/054 % Schools acheiving full spend SEG (A) (Education)	Percentage 0.00	100.00%	90.00%	111.1%	Green	91.67%	109.1%	Green
EDU/L/055 % Schools acheiving full spend PDG (A) (Education)	Percentage 0.00	100.00%	95.00%	105.3%	Green	96.55%	103.6%	Green
EDU/010b) (N) Pupils fixed excl'ns secondary days # (Education)	Number 0	2,167	2,450	111.6%	Green	2,115	97.5%	Amber
EDU/016a) Attendance Primary Year-end % (A) (Education)	Percentage 0.0	94.5%	93.6%	101.0%	Green	94.2%	100.4%	Green
EDU/016b) Attendance Secondary Year-end % (A) (IA Theme 3) (Education)	Percentage 0.0	93.1%	92.1%	101.1%	Green	92.9%	100.3%	Green
EDU/004 Pupils KS3 CSI % (A) (Education)	Percentage 0.0	81.6%	78.2%	104.3%	Green	--	--	Grey
EDU/L/057 Percentage of FSM pupils achieving the expected core subject KS2 (A) (Education)	Percentage 0.0	79.4%	74.0%	107.3%	Green	73.1%	108.6%	Green
EDU/L/058 Pupils achieve expected outcome end Foundation Phase (A) (Education)	Percentage 0.0	88.1%	86.5%	101.8%	Green	87.0%	101.2%	Green
EDU/L/059 Percentage of pupils gaining KS2 Level 4+ English in Teacher Assessment (A) (Education)	Percentage 0.0	91.5%	89.8%	101.9%	Green	89.6%	102.1%	Green
EDU/L/060 Percentage of pupils gaining KS3 Level 5+ English in Teacher Assessment (A) (Education)	Percentage 0.0	87.2%	83.5%	104.4%	Green	83.7%	104.2%	Green
EDU/002 i) Leavers without qualifications % (A) (Education)	Percentage 0.0	0.2%	0.4%	138.8%	Green	--	--	Grey
EDU/017 Pupils achieving level 2 threshold inc English & Maths % (A) (Education)	Percentage 0.0	54.2%	52.9%	102.5%	Green	52.8%	102.7%	Green

Improvement Objective 6. – Helping Children Have a Flying Start in Life

Link to Corporate Plan: A Green and Healthy City

Lead Cabinet Member: Cabinet Member for Education & Young People and
Cabinet Member for Community Services, Work and Skills

Lead Officer: Head of Regeneration, Investment and Housing

Overall Assessment: Green – Excellent; All actions and measures are on track

ACTION UPDATE

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
6.1 To provide targeted intervention to children aged 9 months to 4 years old identified as requiring additional language support.	We are currently running Tiny Talkers for children 9mths to 2 years in 8 areas across the Flying Start catchment. We have increased Chatty Children for 2-4 years to a further 3 areas, delivering in 6 areas in total.	Early identification of children with speech and language delay and then early intervention with targeted support reduces the need for referral to generic services. Early intervention reduces the need for costly intervention and significantly impacts on educational attainment and life chances for children.	GREEN
6.2 To ensure children identified with Additional Needs are supported within the programme promoting seamless transition into and out of Flying Start childcare	An ALN guidance file has been created and a coherent pathway developed for transition in and out and a specific pathway that every Flying Start strand uses within Flying Start for those children identified with ALN needs	The early referral panel meets monthly which has made great improvements on children coming into the setting with ALN which has been quite seamless. Improvements made for transition out, transition manager working closely with school to ensure smooth transition.	GREEN
6.3 To support parents to acquire the skills/strategies to parent effectively.	There have been 23, 10 week Nurture programme provided across all Flying Start areas. 114 Families	Distance travelled demonstrates improved family life and parents better able to understand and respond to the behaviour of their children.	GREEN

	<p>completed the courses and 80% showed positive Distance Travelled.</p> <p>Delivery Officers have provided 117 targeted packages of support in the home to include PAFT, one to one Nurture and speak and language support.</p> <p>The STEP's programme has been launched which has enabled parents to look at progression routes after Flying Start</p> <p>Flying Start is involved in the Financial Literacy pilot in Wales for Money Advice Service in conjunction with Children in Wales. We are piloting this in Bettws.</p> <p>In the expansion area of the Gaer we piloted a joint delivery of the Nurture Programme along with Families First and C1st. New Family Delivery Officer appointed to support the new area.</p>	<p>Service users are able to access courses that can improve their outcomes after Flying Start.</p> <p>We are improving financial literacy to those attending the workshops by providing them with the opportunity to look at how we manage money and how they pass these skills onto their children.</p> <p>More citizens are able to access Flying Start as a result of the expansion into the Gaer area of Newport</p> <p>Parents had the opportunity to work with staff from Families First and C1st as well as Flying Start and benefitted from their expertise and were offered future community opportunities.</p>	
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MEASURE UPDATE

- (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 Plan 2015/16

Theme 6 - Flying Start

Regeneration, Investment & Housing 2015/Q4

Measure	Actual	Target		Last Year	
	Data	Data	Index	Data	Index
FS/L/006 Delivery of Tiny Talker and Chatty Children groups (Q) (IP, SP)	36	10	200.0%	--	--
FS/L/007 % parents report improvement in child language skills (Q) (IP, SP)	100.00%	70.00%	142.9%	--	--
FS/L/008 % parents report positive transition children ALN (Q) (IP, SP)	100.00%	70.00%	142.9%	--	--
FS/L/009 % children improving in Wellcomm assessment scores (Q) (IP, SP)	85.71%	50.00%	171.4%	--	--
FS/L/004 % of families improved TOPSE scores completing PAFT (HY) (SP, IP)	81.3%	80.0%	101.6%	89.5%	90.8%

Improvement Objective 7 – Increasing Recycling

Link to Corporate Plan: A Greener and Healthy City

Lead Cabinet Member: Deputy Leader and Cabinet Member for Environment Sustainability and Transport

Lead Officer: Head of Streetscene and City Services

Overall Assessment: Amber – Good - Actions are measures are mostly on track with some falling slightly short of planned targets

ACTION UPDATE

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
7.1 To understand the reasons why 30% of Newport residents do not recycle	<ul style="list-style-type: none"> -Undertake a compositional analysis of residual waste to understand what materials could still be recycled -Start a door knocking campaign and prepare specific communications campaign linked to changes in household collections -Work with WG and WRAP under the Collaborative Change Programme (CCP) in reviewing all waste services with the aim to produce a new Waste Strategy until 2020 -As part of the work included in the CCP review, prepare changes to household recycling collections (linked to actions below) 	<ul style="list-style-type: none"> -Data from the compositional analysis has provided valuable information that has allowed us to better design engagement campaigns-with special focus on FW -All the preliminary works have enabled to prepare grounds to provide an improved household recycling service (implementation in 16/17) 	Amber
7.2 In partnership with WG and WLGA under the Collaborative Change programme, Newport City Council is planning to undertake a comprehensive trial of approximately 660 properties using the best practice options on a	<ul style="list-style-type: none"> -Trial on new recycling containers and improved recycling service (use of new kerbside-sort vehicles, weekly cardboard and Tetra Pak collections) -Other recycling initiatives: increase 	<ul style="list-style-type: none"> -The trial allowed testing of changes prior to implementation; lessons learned-one size doesn't fit all but advantages in using new vehicles, good acceptance of increased collections. It has enabled us to prepare the grounds to provide an improved recycling 	Green

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
small number of properties to evaluate how we might meet the 70% target.	performance in flats-proposal of activities and preliminary stages to allow implementation during 16/17	service (implementation in 16/17) -Improved recycling facilities for blocks of flats in Bettws area (trial to be conducted in 16/17 with the aim to extend the activity to other areas of flats across Newport)	
7.3 The Council will further increase recycling at the household waste recycling centre by increasing staff presence and assisting residents to segregate the waste they bring to the centre.	-Assessment of baseline and report about areas of improvement at NCC CA site within the CCP programme; it will be the basis to model future scenarios that will be part of our new Waste Strategy -Trial for extended opening times in the reuse shop located at the CA site	-Proposal to make some short term improvements to the site that will make it more accessible/efficient -Reuse shop now open 7 days a week with plans of extending it due to high demand	Amber
7.4 Commence full Prosiect Gwyrdd waste to energy contract in Q3.	Energy from Waste Facility became fully operational during 15/16 and the commissioning period started in September 2015; full contract starts in April 2016, so the Council has been able to start diverting waste from landfill	-Municipal waste that can't be recycled can now be sent to the EfW facility, diverting waste from landfill in line with the waste hierarchy -Part of the ash recovered after the incineration process can be recycled, contributing to increase Newport's recycling performance	Green
7.5 Commence Cwm-y-Fory food waste recycling contract end of Q1.	New contract to send food waste to a anaerobic digestion facility started in July 2015	-By being able to treat the food waste the Council is increasing the city's recycling performance -As a result of the digestion process electricity is generated, which contributes to reduce our carbon footprint	Green

MEASURE UPDATE

(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 Plan 2015/16

Theme 7 - Increasing Recycling

Streetscene & City Services 2015/Q4

Measure	Actual	Target		Last Year	
	Data	Data	Index	Data	Index
WMT/010 WMT/009b municipal waste resused, recycled and composted (Q)	57.14%	58.00%	98.5%	52.03%	109.8%
WMT/004b Percentage of municipal wastes sent to landfill (Q)	23.64%	25.00%	105.4%	36.65%	135.5%
STR/L/018 % of municipal waste recycled at the HWRC (Q)	62.92%	65.00%	96.8%	--	--
STR/L/019 No Households encouraged to recycle 70% NCC/WG Proposed Trial (Q)	716.0	600.0	119.3%	--	--

Improvement Objective 8 – 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: Orange – Acceptable, good progress is being made, there is 1 actions which has deviated from planned outcomes, there is a red measure and an amber measure which are falling short of target.

Outcome Agreement Assessment: Partially successful 1 point

ACTION UPDATE

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
8.1 Reduction in first time entrants (FTE)	Q4 (internal YOS information) evidenced 14 FTE in Q4. Whilst this is higher than the previous quarter, overall for the year, there has been a dramatic decline in FTE (positive)	According to YOS internal YOS performance reports, youth crime significantly decreased over the year with FTE figure reducing by over 42% in the year. (internal information)	Green
8.2 Reduction in youth re-offending	<p>On average, within the precourt cohort, Q4 YOS internal information evidenced that just over 22% of those who had some type of intervention re-offended within 12 months. This decreased (improved) from Q3.</p> <p>On average, the rate of re-offending for the young people subject of statutory orders was just over 39% which decreased (improved) from Q3.</p> <p>The average combined re-offending rate for Q4 is 28.5% (YOS internal</p>	YOS internal data shows a much more positive picture over 2015/16 with less young people re-offending, meaning less victims and less youth crime, and more effective interventions to address the presenting factors.	Green

Improvement Plan 15/16 Action	What has been achieved this year (01/04/15 to 31/03/16)	What difference has it made to citizens (Improved outcomes)	RAG Status
	information) within 12 months.		
8.3 Reduction in the use of youth custody	In Q4, only 1 young person received a custodial sentence.	Over the year significant reduction (over 41%) in the use of custody.	Green
8.4 Effective public protection / managing risks	No CSPPI notifications in Q4 Use of Vulnerability Management Panels (VMP) and Risk Management Panels (RMP) where all young people assessed as being of medium vulnerability /risk of serious harm or above, continues as needed with multi-agency attendance and planning.	Every effort is made through the multi-agency VMP/RMP to put appropriate measures in place to manage vulnerabilities and risk.	Green
8.5 Effective safeguarding (identifying vulnerable young people)	As above	As above	Green
8.6 Access to Education, Training and Employment	Q4 internal YOS performance data evidenced a drop in ETE attendance between start and end of order for school aged children from 13.6 to 10.6. For those 16 and above, hours attended increased from 11.7 - 13.6 hours An education action plan is in place to monitor and improve performance in this area and it continues to be a priority area for the Management Board.	Consistently between the start and end of orders generally young people increase their attendance/engagement in ETE provision, thus giving them increased life chances and less opportunity to commit offences as their time is usefully employed. Despite this, we have failed to hit the targets set by YJB (as have their other YOS in Gwent and Wales) of 25 hours per week and 16 hours for 16+. An Education Action Plan is integral to the YOS improvement plan, and ETE is currently subject of discreet focus of the YOS management board.	Amber

MEASURE UPDATE

(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 Plan 2015/16

Theme 8 - Improving outcomes for youth justice

Children & Young People Services 2015/Q4

Measure	Actual	Target		Last Year	
	Data	Data	Index	Data	Index
YJ/L/01 Number of young people referred for community resolution (Q)	129	168	123.2%	142	109.2%
YJ/L/02 Number of young people referred to Newport Bureau (Q)	65	118	144.9%	121	146.3%
YJ/L/05 Proportion of young people sentenced to custody (Q)	0.35 per 1,000	1.18 per 1,000	170.3%	0.48 per 1,000	127.1%
YJ/L/06 Access to suitable accomm (Q)	93.7%	80.0%	117.1%	83.6%	112.0%
YJ/L/07 Av hours education, training or employment (Q)	15.5	19.5	79.5%	18.3	84.9%
YJ/L/08 Young people with substance misuse needs access services (Q)	78.0%	80.0%	97.5%	91.8%	85.0%
YJ/L/09a % victims satisfied with service received (Q)	88.2%	50.0%	176.5%	88.2%	100.0%
YJ/L/10a % young people who reoffend in 12 months (Q)>	25.5%	30.0%	114.9%	25.5%	100.0%
YJ/L/03 Number of first time entrants into youth justice system (A) (IP, SP)	70	128	145.3%	70	100.0%
YJ/L/04 Rate of re-offending young people (A) (IP, SP)	50.5%	37.0%	63.5%	50.5%	100.0%

Equalities and the Welsh language

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. Consultation with the public is a key priority in this area and as part of the budget setting processes for 2015/16 and 2016/17 the Council received over 3,000 and 1,000 responses respectively. Service Areas also consulted service users individually in advance of developing the F&EIAs.

As well as continuing consultation and engagement work on the budget the Wellbeing of Future Generations Act 2015 which came into force in April 2016 has introduced a new statutory duty to 'involve' stakeholders in decisions which affect them. Developments in consultation and engagement are outlined in report to Cabinet Member for Community Work and Skills July 2016 (decision schedule [here](#)).

A Strategic Equalities Group has been reconvened, to ensure all year strategic scrutiny and direction setting. The Group is chaired by Cabinet Member Finance and Resources and will consider each theme through the 16/17 year.

Corporate Complaints and Compliments

Complaints

2015/2016 is the fifth consecutive year where the number of informal (stage 1) complaints received has decreased since recording of the corporate process began in 2011.

This reduction in informal complaints received could be interpreted in a number of ways:

- There are fewer services now provided by the Council
- There may be an overall improvement in the quality and timeliness of service provision so customers do not wish to make as many complaints
- There may be an overall improvement in communication so customers have a better understanding about the services that the Council does and does not supply; therefore the services provided meet their expectation.
- Initial complaints are being dealt with by the service area (as per the policy) but are not being recorded centrally on CRM

Reviewing the reasons for Stage 2 complaints indicates that, where customers had already received a response, Stage 2 complaints from customers were because they were unhappy with the outcome and response they received at Stage 1 – however when reviewed by a senior officer none of the outcomes at Stage 1 were amended due to any new findings.

Stage 2 complaints decreased compared to the previous, down from 50 to 33. This may indicate that;

- Customers are receiving a better service and response when they are raising informal complaints, meaning that customers are satisfied with the Council's first attempt to resolve the complaint.
- Officers have become better at responding to informal complaints.

The number of complaints that customers submitted to the Ombudsman following the two-step process increased by 1 year on year.

The Ombudsman has recently issued tighter deadlines for organisations to respond to their enquiries within 1 week. Although the Council has been able to negotiate longer response times when appropriate these stringent timescales represent an increased pressure on limited resource. This has been communicated to the Ombudsman as part of the all-Wales Complaints Forum at which the Council has representation.

Of the 278 complaints received, 51 were closed or cancelled as they were not complaints. This may have been because an initial request for service had not been submitted first, or because there was an appeal process to follow instead.

49 complaints remain open at this time, leaving 178 complaints that were reviewed and investigated as appropriate. Following review and investigation, 100 complaints were upheld and a further 35 complaints were partially upheld. 118 complaints received were not upheld.

The percentage of the total complaints received that were fully or partially upheld is consistent with results over the last 2 years.

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 2015/16 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; Armed Forces Forum, south east Wales adoption service; the SE Wales safeguarding children board; Gwent Safeguarding Adults Forum; Employability and Skills Group, Prosiect Gwyrdd; 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 2015/16 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 2015/16 Service Plan Reviews

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

Wales National Strategic Indicators and Public Accountability Measures analysis

Target setting principles were introduced in March 2015 to help increase levels of performance when compared to other Welsh Authorities; this made our targets challenging but more meaningful at a national level. The following 3 principles were applied;

1. Improve on previous year performance and, where relevant;
2. Be set at least at the Wales average or,
3. Be set above quartile 4 levels

Early analysis of 2015/16 performance for these national measures can be summarised as follows

- 55% of NSIs and PAMs have performed better than target
- 52.5% of NSIs and PAMs have performed better than last year
- 40% of NSIs and PAMs have performed better than Wales average

Year- end actual data for all national measures can be seen in the tables below

Monthly NSI and PAM

Mar 2016

Measure (Location)	Actual	Target		Last Year	
	Data	Data	Index	Data	Index
STS/006 Response Rates For Removing Reported Fly Tipping Incidents (M) (Streetscene & City Services)	94.54%	97.00%	97.5%	98.09%	96.4%
STS/005b) Monthly Cleanliness Insp'ns of highways & relevant land % (M) (Streetscene & City Services)	94.6%	97.0%	97.5%	98.3%	96.3%
SCA/001 Delayed Transfers of Care (NSI, SP) # (M) (Adult & Community Services)	4.29 per 1,000	3.96 per 1,000	91.6%	5.37 per 1,000	120.0%
SCA/002a) Support for Older People in the Comm (NSI, SP) # (M) (Adult & Community Services)	58.31 per 1,000	64.00 per 1,000	91.1%	61.81 per 1,000	94.3%
SCA/002b) Suppt for Older People in Care Homes (NSI, SP) # (M) (Adult & Community Services)	14.69 per 1,000	16.20 per 1,000	109.3%	14.36 per 1,000	97.6%
SCA/007 Care Plan Reviews (PAM, SP) % (M) (Adult & Community Services)	86.3%	85.0%	101.6%	77.9%	110.9%
SCA/018a) Carers offered assmt or review (PAM, SP) % (M) (Adult & Community Services)	72.1%	90.0%	80.2%	94.0%	76.7%
SCC/002 Changes of School Looked After Children % (M) (NSI, SP) (Children & Young People Services)	13.5%	9.0%	49.8%	11.9%	86.1%
SCC/004 Stability of Placements Looked After Children % (M) (NSI, PAM, SP, IP) (Children & Young People Services)	9.5%	9.0%	94.2%	--	--
SCC/011b) Initial Assessments - child seen alone by SW % (M) (NSI, SP) (Children & Young People Services)	64.0%	57.0%	112.3%	--	--
SCC/045 Reviews carried out (M) (PAM) (Children & Young People Services)	99.4%	98.0%	101.4%	--	--
SCC/025 Statutory Visits to Looked After Children % (M) (PAM) (Children & Young People Services)	94.0%	91.0%	103.3%	--	--
SCC/033d) Leaving Care - in contact % (M) (NSI, SP, IP)> (Children & Young People Services)	96.6%	95.0%	101.6%	--	--
SCC/033e) Leaving Care - suitable accommodation % (M) (NSI, SP, IP) (Children & Young People Services)	85.7%	95.0%	90.2%	--	--
SCC/033f) Leaving Care - edu, train, employ % (M) (NSI, SP, IP) (Children & Young People Services)	60.7%	69.0%	88.0%	--	--
SCC/041a) Planning for Leaving Care - Pathway Plans % (M) (NSI, SP)> (Children & Young People Services)	100.0%	92.0%	108.7%	--	--

Quarterly NSI and PAM

2015/Q4

Measure (Location)	Actual	Target		Last Year	
	Data	Data	Index	Data	Index
WMT/004b Percentage of municipal wastes sent to landfill (Q) (Streetscene & City Services)	23.64%	25.00%	105.4%	36.65%	135.5%
WMT/010 WMT/009b municipal waste reused, recycled and composted (Q) (Streetscene & City Services)	57.14%	58.00%	98.5%	52.03%	109.8%
LCS/002b Visits to Sport and Leisure Centres (Q) (Streetscene & City Services)	8,274 per 1,000	8,662 per 1,000	95.5%	8,701 per 1,000	--
PPN/009 Food establishments broadly compliant (Q) (Law & Regulation)	95.64%	94.19%	101.5%	93.03%	102.8%
LCL/001b Use of Public Library Services (Q) (Regeneration, Investment & Housing)	3,249 per 1,000	3,525 per 1,000	92.2%	3,978 per 1,000	81.7%
SCA/019 Adult Protection risk managed (NSI, PAM, SP) (Q) (Adult & Community Services)	99.19%	96.00%	103.3%	98.58%	100.6%

Half Yearly NSI and PAM

2015/16 - H2

Measure (Location)	Actual	Target		Last Year		Wales Avg.	
	Data	Data	Index	Data	Index	Data	Index
PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP) (Regeneration, Investment & Housing)	6.39%	6.00%	106.5%	3.19%	200.0%	--	--
THS/007 Concessionary travel passes - Over 60s takeup % (HY) (Streetscene & City Services)	90.7%	88.0%	103.1%	89.0%	101.2%	--	--
PSR/002 Adapt'ns DFG days delivery avg. (HY) (NSI, PAM, IP, SP) (Regeneration, Investment & Housing)	216 days	231 days	106.4%	261 days	117.1%	--	--

Annual NSI and PAM Also to include EDU/006ii Targ (G), Prev (G), WA
(R)

2015/16

Measure (Location)	Actual	Target		Last Year		Wales Avg.	
	Data	Data	Index	Data	Index	Data	Index
STS/005b) Annual Cleanliness Insp'ns of highways & relevant land % (A) (Streetscene & City Services)	94.6%	95.0%	99.6%	98.3%	96.3%	--	--
THS/012 Condition of Roads (A) (Streetscene & City Services)	5.3%	9.3%	142.9%	7.9%	133.0%	--	--
PLA/006 Provision of affordable housing units % (A) (NSI, PAM, SP) (Regeneration, Investment & Housing)	26%	20%	129.1%	27%	95.2%	--	--
EDU/002 i) Leavers without qualifications % (A) (Education)	0.2%	0.4%	138.8%	--	--	--	--
EDU/002)ii) Leavers without Qualifications LAC % (Schools) (A) (Education)	0.0%	2.0%	200.0%	--	--	--	--
EDU/003 Pupils KS2 CSI % (A) (Education)	89.3%	87.5%	102.1%	86.2%	103.6%	--	--
EDU/004 Pupils KS3 CSI % (A) (Education)	81.6%	78.2%	104.3%	--	--	--	--
EDU/006 ii) Pupils KS3 Teacher Assessment in Welsh % (A) (Education)	0.0%	0.0%	100.0%	0.0%	100.0%	--	--
EDU/011 KS4 External Qualifications Wider Point Score (A) (IA Theme 3) (Education)	514.4	520.0	98.9%	519.1	99.1%	--	--
EDU/015a) SEN Statements 26 wks: Inc excep % (A) (Education)	37.8%	78.0%	48.5%	27.8%	136.2%	--	--
EDU/015b) SEN Statements 26 wks: Excl excep % (A) (Education)	60.0%	98.0%	61.2%	37.5%	160.0%	--	--
EDU/016a) Attendance Primary Year-end % (A) (Education)	94.5%	93.6%	101.0%	94.2%	100.4%	--	--
EDU/016b) Attendance Secondary Year-end % (A) (IA Theme 3) (Education)	93.1%	92.1%	101.1%	92.9%	100.3%	--	--
EDU/017 Pupils achieving level 2 threshold inc English & Maths % (A) (Education)	54.2%	52.9%	102.5%	52.8%	102.7%	--	--
SCC/037 External Qualifications Points Score # (A) (NSI, SP, IP) (Children & Young People Services)	188	276	68.1%	313	60.0%	276	68.1%
CAM/037 % change in av DEC score buildings over 1000sq M (A) (Regeneration, Investment & Housing)	--	--	--	--	--	--	--
CHR/002 Sickness Absence (A) (PAM) (People and Business Change)	10.13days	8.51days	81.0%	--	--	--	--

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 [Quarter 4 Update report in June 2016](#).

Q4 Update on Wales Audit Office Proposals for Improvement

Ref	Proposal	Progress update to the end of January 2016	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>The draft Economic Growth Strategy was endorsed by Cabinet on October 19th.</p> <p>It was considered and adopted by full Council on November 24th.</p> <p>The plan sets out a range of key objectives, within the context of three strategic themes, relevant to the Council's Corporate Plan and Single Integrated Plan.</p>	<p>An action plan will be implemented with immediate effect and monitored by the Council's Regeneration service, through existing partnership and project meetings.</p> <p>This work will be reported to and monitored by the Council's Regeneration and Streetscene Committee on a bi-annual basis.</p>	By close of 2015/16	Head of Regeneration, Investment and Housing 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.	<p>The document is accompanied by an action plan, which identifies outcomes, outputs and measures of success to support effective monitoring. It also includes timescales and high-level resource requirements to enable improved project management and risk</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.				

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.	mitigation.	All operational regeneration projects to fall under Vibrant and Viable Places Programme Board for monitoring of performance, targets and outcomes.		
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Proposals for Improvement from the Corporate Assessment 2013 and Corporate Assessment Review April 2015 (includes those from Data Quality, Transformation and ICT Reviews)

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close 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 • engage the Fairness Commission when developing improvement priorities as well as budget proposals. 	<p>This is a key quarter for communication as the council completes its annual budget setting process.</p> <p>A multi-channel communications strategy was used in order to provide information to both staff and residents on the council's budget position. We endeavoured to explain about statutory and non-statutory services, and the importance of maintaining front line services, vital for our mission of Improving People's Lives.</p> <p>We continued with daily messaging through the staff</p>	<p>Preparations will commence to consider the communication for the new organisational framework, Newport 2020.</p> <p>The council became a more bilingual organisation on 30th March as it was required to comply with the requirements of the Welsh Language Standards.</p> <p>All communications including spoken, written, and digital will embrace the requirements of the Act.</p> <p>The council will also ensure that it notes and communicates the organisational implications of both</p>	Ongoing	Head of Law and Regulation

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>intranet. This carried multiple messages ranging from the chief executive's message, updates on key council-wide projects and department specific projects as well as a daily news summary.</p> <p>A weekly ebulletin was also sent to staff which included a mix of corporate messages, staff updates and wider city news.</p> <p>Social media was effectively used including Facebook and Twitter. These channels continue to increase in popularity, allowing the council to inform many residents instantly of key council information.</p> <p>The meetings of full council can still be watched online via a live streaming service accessible from the council's website.</p>	<p>the Future Generations and Social Services & Wellbeing Acts, both coming into force in this quarter.</p> <p>The council will maintain its increased momentum of staff communications, and this quarter will see the responsibility for this transfer to HR.</p>		
42	Develop a clearer understanding of the collaborative projects taking place across the Council and an agreed and widely communicated approach to the management of collaboration. The approach should help the Council to ensure that collaborations are providing	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 council's collaborative activity is now available.	Service plans and reviews contain collaborative information and are reviewed at mid-year and year end by scrutiny	Ongoing	Head of People and Business Change

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
	value for money outcomes for Newport's citizens.	Service plans and reviews contain collaborative information and were considered by Scrutiny in Autumn			
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; • 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>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 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 schedules 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</p>	The Annual Report 2015-16 is currently under development and will be presented to PSB in June and Scrutiny Committees in July.	This will be on going as part of a culture of continuous improvement.	Head of People and Business Change

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>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 SIP Board to address underperformance, reduce risk and remove blockages; • 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; <p>The Annual Report for 2015/16 has been presented to the LSB</p>			

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>on 19th May 2015.</p> <p>The first quarter performance was reported to the SIP Board on 26th August 2015 and the LSB on 15th September 2015.</p> <p>The second quarter performance was reported to the SIP Board on 25th November 2015 and the LSB on 15th December 2015.</p> <p>The third quarter performance was presented to SIP Board on 26th February 2016 and the LSB on the 15th March. Scrutiny Committees also considered the current performance of the LSB during February and March 2016.</p> <p>The Performance Management Framework has been reviewed and updated for 2016-17.</p>			
46	No further action required.				
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> <p><input type="checkbox"/> clarifying the extent of improvement the Council wants to make through the</p>	<p>Performance team now merged into the Council's Business Improvement function.</p> <p>Alignment of the Change Programme, Budget and Performance reporting to relevant boards,</p>	<p>Identify appropriate Benchmark comparators and incorporate within the Change Programme reporting process.</p>	Ongoing	<p>Head of People and Business Change</p>

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>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;</p> <ul style="list-style-type: none"> <input type="checkbox"/> jointly reporting savings and performance information to help evaluate the impact of the programme on service performance and assess whether value for money is improving; <input type="checkbox"/> continuously challenging performance through benchmarking with other councils and service suppliers and integrating this with programme monitoring and reporting; <input type="checkbox"/> developing more consistent mechanisms to obtain feedback from users and using this to take corrective action and inform future changes to service delivery; and <input type="checkbox"/> continuing to develop a performance culture in which service managers are accountable for service performance and efficiency. 	<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, 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</p>			

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>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 Council's performance framework.</p> <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> <p>Development of new targets as part of the service planning process, to be at least in line with</p>			

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>the Wales Average, above the quartile four level and improving on the previous year.</p> <p>Development of specific PI targets to be incorporated into initiatives e.g. specification for Newport Norse, Newport Live.</p>			

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
50	<p>Learning and evaluation P4 Strengthen the arrangements to capture and share learning by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> more consistent evaluation of reviews at key stages and on completion; <input type="checkbox"/> strengthening mechanisms to capture, share and apply learning on a corporate basis; and <input type="checkbox"/> establishing mechanisms to systematically obtain post-implementation feedback from staff and managers, for example to assess the impact on staff capacity, identify training and IT needs and learn from their experience. 	<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 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>Lessons learned report completed for the 2016/17 budget setting process and disseminated among Senior management.</p>	<p>Continue to roll out 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 process for the Change programme.</p> <p>Review options for disseminating and apply learning on a corporate basis</p>	Ongoing	Head of People and Business Change

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
54 (old DQR)	No further action required				
58	Test the information technology business continuity plan to ensure it operates as anticipated. In particular the Council should test a scenario where both server rooms at the Civic Centre are not available to determine how long it will take to set up an offsite server room and what affect this has on its timetable for restoring its critical systems.	<p>Planned simulation exercise took place in Dec 15 and examined The potential outcomes if the Civic Centre machine rooms were lost.</p> <p>The exercise concentrated on the highest priority systems, and we have an action plan to make improvements in the short, medium and long term periods.</p> <p>Shared Resource Service (SRS) management resource engaged to increase IT capacity focussed on disaster recovery improvements</p>	<p>Working with SRS resources to report and implement on actions identified for improvement within budget constraints.</p> <p>Continue to consider the effect of a disaster on other systems and review priorities.</p>	Apr 16	Head of People and Business Change
59 (NEW)	No further action required				
60	Strengthen the Local Service Board's Communications Plan and One Newport Engagement and Participation Strategy by introducing a delivery plan that includes: <ul style="list-style-type: none"> • an explicit statement on intended outcomes and impact; • a timeframe for delivery with an 	The updated Communications Plan was discussed at the SIP Board in August 2015 and then signed off by the LSB in September 2015. Progress against this plan has been monitored on a quarterly basis by the SIP Board in Dec 2015 and	Engagement and Participation Delivery Plan and revised Strategy will be presented to the SIP Board 25 th November 2015	March 2016	Head of People and Business Change

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>assessment of progress;</p> <ul style="list-style-type: none"> • And robust performance measures. 	<p>Mar 2016.</p> <p>The Communication Plan has been revised to ensure the One Newport Partnership keeps all partners informed of plans and progress locally relating to the Wellbeing of Future Generations Act</p> <p>The Consultation and Engagement Group has been tasked with developing a delivery plan for the Engagement and Participation Strategy. This was reviewed by the SIP Board in September 2015 and further work was requested. An updated version is being worked upon</p>			
61 (NEW)	<p>The Council must ensure that it has robust data collection arrangements for its own self-defined performance indicators that include ensuring that:</p> <ul style="list-style-type: none"> • (P1.1) the Council's corporate arrangements for performance management are being rigorously implemented by service departments; 	<p>Self-assessments completed by service areas</p> <p>Audit of Views users finalised.</p> <p>Winter meeting of the Operational Performance Network (OPN) to discuss data quality issues, data monitoring and keeping audit trails and self-assessment.</p> <p>Building and developing new system to replace current</p>	<p>Analysis of year end data</p> <p>Preparation for submission of year end data, commentary gathered for variances in national data of over 10% compared to last year's actuals. Internal audit of PI's is underway.</p> <p>We will continue to strive to eliminate inconsistencies between data held in service systems and Views and that correct protocols</p>	Ongoing	Head of People and Business Change

Ref	Proposal	Progress update to the end of January 2016	Actions planned next quarter	Expected close down date	Responsible Officer
	<ul style="list-style-type: none"> • (P1.2) the Council's own internal information systems (VIEWS) reconcile with the final validated data; and • (P1.3) a complete audit trail of the Council's own internal processes for validating performance indicator data is retained. 	performance management software.	<p>for amending figures in Views are applied.</p> <p>Working towards introducing new software to replace the current system. Training and overview sessions to be provided to relevant staff.</p>		

Updated Action Plans in Response to Corporate Assessment Recommendations

Action plan to address WAO Recommendations

Recommendation 1

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.

Responsible Officers: Head of Finance, Head of People and Business Change

Responsible Cabinet Member: Leader of the Council, Cabinet Member for Finance and Resources

Additional actions as identified on 8th October by Cabinet and SLT:

- Heads of Service will be reminded to use the briefing template previously issued to ensure there is consistency and the appropriate information (such as sickness data) is routinely provided
- The decision making tracker will record and ensure the right trigger mechanisms are in place for properly governed decision making

CA Recommendation	Actions	Timescales	Evidence
The consideration of Options appraisals The implications of the options, recommendations and decisions	To set up a process to ensure that the template for all reports is amended to ensure that all reports to the Council meeting; the Cabinet and Cabinet Members that are seeking a decision, include reference to all options considered ; options appraisals and implications of options, as well as the preferred option. The SLT will view all Decision making reports and will conclude on whether the options appraisals are of sufficient quality and the case for the preferred option is well made. This will take place alongside improvements on the identification of risk in any decision- making reports. The section on risk in the report will consider the risk of taking the proposed decision as well as any risks that could impact on the proposals The SLT will view all Decision making reports and will conclude on whether the risk appraisals are of sufficient quality.	March 2016	The template is prepared in draft form for consideration by the Senior management team and Deputy Leader in March 2016
Fully costed business cases prior to initiating major programmes to support change. The financial impact of any significant	Complete	February 2016 (timescales in line with	Revised business case template The Business Case template

CA Recommendation	Actions	Timescales	Evidence
<p>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</p>		<p>the budget setting process)</p>	<p>used in compiling the Medium Term Financial Plan has been revised and now includes options appraisals and all business cases are fully costed, including the identification of implementation costs, prior to the implementation of projects. All proposed service changes are reflected in the Medium Term revenue plan.</p>

Italics = completed

Recommendation 2

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

Responsible Officers: Head of Law & Regulation

Responsible Cabinet Member: Leader of the Council

Additional actions as identified on 8th October by Cabinet and SLT:

- The attendance rota for Cabinet Member attendance will be set out well in advance to allow for availability to be organised and an appropriate briefing to be provided by the Head of Service
- All Heads of Service and lead officers will be reminded of the need to attend scrutiny and help with ensuring that the right things are on the agenda. Thereby ensuring scrutiny are focusing on the big strategic plans and financial challenge options
- A review of the constitution is already underway and will be overseen by the Democratic Services Committee. This will set out roles and responsibilities and give clarity around these matters
- Regular meetings between the Cabinet Members and the senior officer team will continue to be diarised and notes of these meetings taken for future reference

CA Recommendation	Actions	Timescales	Evidence
Strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up	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 AR Action 1)	<i>Initial work by end October 2015</i> March 2016 to introduce composite WP	Work programmes are presented to cabinet and Scrutiny Committees at each meeting. There is evidence of this in all agenda / minutes of each meeting of the Cabinet and Scrutiny Committees
	Develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training (Scrutiny AR Action 4)	Ongoing throughout the year	A composite version of the work programme will be ready and available to view by end of March 2016
	Update Scrutiny Team procedures and processes to ensure a consistent and thorough approach (Scrutiny AR Action 10)	Ongoing throughout	The Scrutiny Team met

CA Recommendation	Actions	Timescales	Evidence
		the year	informally with CSSIW in July 2015 and more recently with Estyn in January 2016 to discuss what processes could be improved to ensure a more consistent approach. New working practices are being introduced into the Scrutiny Committees such as pre-meetings
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	Clarify Scrutiny's role within the overall Governance arrangements of the Council, including the links between the scrutiny function and Performance Board. (Scrutiny AR Action 7)	By end April 2016	The Democratic Services Committee has considered two reports to date and has agreed a proposal for consideration by Council. This is currently being considered by the political groups and the Chairs of the Scrutiny Committees prior to final consideration by Council later in 2016
Empowering members to be more proactive and accountable for their roles and responsibilities	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 AR Action 3)	Ongoing throughout the year	Agreement of toolkit; Training and evaluation activities undertaken as a result
Strengthening decision-making arrangements to ensure transparency and appropriate safeguards are in place			
Strengthening scrutiny arrangements to more effectively inform and challenge	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	Ongoing throughout the year	Reports and Minutes of SIG New processes and practices agreed

CA Recommendation	Actions	Timescales	Evidence
<p>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</p>	<p>support alternative ways of working and information sharing between Members (Scrutiny AR Action 2)</p> <p>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 AR Action 5)</p> <p>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 AR Action 6)</p> <p>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 AR Action 9)</p>	<p><i>By end October 2015</i></p> <p>Ongoing throughout the year</p> <p>Ongoing throughout the year</p>	<p>Completed strategy (approved June 15)</p> <p>Agreed action plan and monitoring reports</p> <p>Reports and Minutes of meetings</p> <p>Agreed protocols</p> <p>In the process of arranging training with neighbouring colleagues</p>
<p>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</p>	<p>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 AR Action 8)</p>	<p>By end May 2016</p>	<p>SIG reports and minutes</p> <p>Scrutiny seminar and training programme</p>
<p>addressing information security and business continuity arrangements</p>	<p>WAO detailed report on Information Governance received by Scrutiny and Cabinet Member.</p> <p>Information Governance Group continues to meet quarterly. Terms of reference on the Council's intranet. The review had also recommended that the chair of the group was not the SIRO</p>		<p>Scrutiny and Cabinet Member reports.</p> <p>Annual information risk report and action plan, service plan.</p>

CA Recommendation	Actions	Timescales	Evidence
	<p>(senior information risk owner) and the chair has now been changed to Strategic Director (Place).</p> <p>The third annual information risk report outlines the Councils plans to address risk issues for the year, and reviews the performance of the previous year. Formal report to Scrutiny and Cabinet Member refers.</p> <p>Next steps</p> <p>Review the role of Senior Information Risk Owner (SIRO) following the senior management restructure. Continue with other activities as outlined in the annual information risk report.</p> <p>Business continuity - priority systems determined and agreed by strategic leadership team. Planning for test of disaster recovery arrangements in support of business continuity planning underway. The Council is also working with the Shared Resource Service (Blaenavon) to support disaster recovery due to capacity and staff retention issues within IT.</p>	<p>immediate</p> <p>ongoing</p>	<p>System priority list, discussions at business continuity group.</p>

Italics = completed

Recommendation 3

The Council needs to ensure that its arrangements for strategic financial planning and management continue to develop to meet the significant challenges that are being faced.

Responsible Officer: Head of Finance

Responsible Cabinet Member: Leader of the Council

CA Recommendation	Actions	Timescales	Evidence
Robust savings plans are developed in more detail to meet the projected budget shortfall for 2015-16 and to support the delivery of a meaningful medium term financial plan	- All saving proposals have appropriate and detailed individual business cases to support them, which includes risks and impacts and cost to deliver	In place	Business Cases
	- Peer Review sessions on all business Cases and all business cases completed with help/guidance/preliminary challenge from BIP/Finance business partners – September each year.	In place	Evidence of meetings
	- Further review by Cabinet members individually and with Cabinet colleagues	In place	Evidence of meetings
	- 4year MTFP in place which identifies key budget pressure items, including demography issues and RSG predictions over the period.	In place	MTFP reported to Cabinet
	- To 2016/17, strategic framework of ‘Prospectus for Change’ guides service plans and associated budget proposals. Currently finalising a new vision document of ‘Newport 2020’ to supersede this. Provides an overview of strategic direction of services over the period.	‘Newport 2020’ agreed by Cabinet – Feb 16	Cabinet report
	- Longer term budget proposals linked to service vision and action plan delivers a balanced medium term MTFP	Balanced MTFP reported to Cabinet Feb each year	Cabinet report
Sufficient challenge is applied to ensure that savings/investment plans are delivered and any budget overspends are highlighted and addressed by early intervention	- People/Place boards consider delivery of saving proposals and financial position in detail and agree appropriate actions	In place	Meeting papers/reports
	- Council Change/Efficiency Board considers overall position on delivery of saving proposals and overall financial position of Council and provides appropriate challenge to understand action being taken.	In place	Meeting/Reports
	- Delivery of savings reported to SLT/Cabinet and service area	In place	Reports

	<ul style="list-style-type: none"> - action to deal with overspending - Scrutiny reviews of financial position and performance in each Autumn - SLT review of financial/performance 'hotspots' each Autumn 	<p>June 2016 as part of joined up service planning and financial reviews</p> <p>In place – due Autumn 2015</p>	<p>Reports</p> <p>Evidence of meeting</p>
Financial plans provide clear links to improvement objectives and service plans	<ul style="list-style-type: none"> - MTFP reports to include explicit sections on risk and performance and how they link to budget proposals - Individual 'Improvement Plans' and agreement by Cabinet to provide an analysis of resources required to deliver and confirmation that these are in place - Review Service Plans format to consider current level of financial detail in there. Areas to consider include – (i) savings to be delivered (ii) identifying resources required to deliver on PI's / Improvement objectives 	<p>In place</p> <p>2016/17 service plans</p>	<p>Cabinet papers on MTFP – including 'scene setting', 'December and Feb Cabinets'</p> <p>Cabinet Report</p> <p>Service plans</p>
Sufficient finance staff (both centrally and within individual departments) with appropriate skills and experience are in post to support the development and delivery of future plans	<ul style="list-style-type: none"> - Appointment of experienced Assistant Head of Finance / S151 - Appointment to current gaps in new accountancy structure - Develop new accountancy structure by clarifying roles and responsibilities of new posts and performance standards - Put in place an updated log of staff undertaking professional training and ensure linked to manpower and succession planning as far as the service can. 	<p>In place Dec 2015</p> <p>Completed December 2015</p> <p>In place</p>	<p>Post-holder identified Posts filled</p> <p>Evidence of meetings to do this. Statement of key roles/responsibilities for each level of hierarchy stemming from those meetings</p> <p>Log</p>

Italics = completed

Recommendation 4

The Council must continue to develop its people management arrangements, to ensure it has the capacity and capabilities necessary to change and improve.

Responsible Officers: Head of People and Business Change

Responsible Cabinet Member: Cabinet Member for Finance and Resources

CA Recommendation	Actions	Timescales	Evidence
Continue to develop its draft Workforce Plan and associated action plans by, for each action: allocate responsibility to an officer and set a deadline for completion	<ul style="list-style-type: none"> • Strategy for delivering workforce plan designed • Actions created and allocated • Cabinet Member and SLT sign off • Workforce plan template agreed by Head of People and Business Change • Monthly meeting of SHRBP and HRBP to assess progress against workforce plan timescales • Workforce canvas undertaken • Creation of a workforce plan review group • Publication of workforce plan • Second version of workforce plan in place for 2016/17 • HR Business Partners to meet with Hoss to discuss workforce objectives for 2016/17 • 2016/17 objective for workforce planning set in both service planning and individual objectives 	<p>August 2015 August 2015 August 2015 August 2015 September 2015 onwards January 2016 January 2016 February 2016 June 2016 June 2016 onwards May 2016</p>	<p>Brochure produced Actions printed in brochure Minutes from SLT meeting 24.08.15 Email confirmation Monthly minutes produced Minutes from scrutiny group Documented responses Quarterly meetings have taken place and reports referred back to scrutiny Intranet confirmation Published to intranet and ebulletin 2016/17 template produced by each service area Service planning document shows objective and measures of success Individual My Review for co-ordinator of workforce planning shows objective set and measures of success</p>
In the absence of a formal approach to 360 degree feedback for all staff, address manager inconsistency in carrying out appraisal and ensure all staff receive a	<ul style="list-style-type: none"> • Construct a new OD strategy for the organisation with focus on performance management arrangements • Review the data on appraisal submissions to assess current levels of annual appraisal • Review of the quality of appraisal submissions to 	<p>November 2015 November 2015 and May 2016 December 2015</p>	<p>Publication of strategy Appraisal data as held by OD Appraisal data as held by OD</p>

CA Recommendation	Actions	Timescales	Evidence
constructive and developmental appraisal to support job performance	<ul style="list-style-type: none"> assess manager inconsistency Review and prioritise training to managers on performance management appraisal systems and handling cases of poor performance Review of performance management framework OD Business Partner to meet with HoS to discuss managerial skills gaps to identify further development on performance management Options to review current processes are investigated to bring about technology in the PM cycle and modernise the system Review of Coaching for Performance course and recommendations made on future procurement 	<p>March 2016 August 2016 August 2016 onwards</p> <p>August 2016</p> <p>August 2016</p>	<p>Training directory lists courses available</p> <p>Documentation showing needs analysis is produced</p> <p>Report on options for future modernisation of PM process to CX</p> <p>Review undertaken and options for alternatives are explored</p>
Put in place a key performance indicator and a challenging target for sickness absence that adheres to the target setting principles agreed by the Council's Senior Leadership Team on 17 March 2015	<ul style="list-style-type: none"> Provisional targets submitted to Performance Board on 23rd June 2015 Targets reviewed and amendments made following final outcome of sickness data – applying principles established in the report to Performance Board and uploaded to Views Annual absence review letters issued to all staff, setting out levels of absence and Council targets Monthly meeting of SHRBP and HRBP to assess progress against targets Targets for 2016/17 to be agreed following confirmation of out-turn for 2015/16 	<p><i>June 2015</i></p> <p><i>July 2015</i></p> <p>November 2015</p> <p>September 2015 and onwards May/June 2016</p>	<p>Performance Board report and minutes of meeting of 23 June 2015 Final absence data available from iTrent</p> <p>Letters issued</p> <p>Monthly minutes produced</p> <p>Targets established and to be submitted to Performance Board for approval</p>

Italics = completed

Recommendation 5

To strengthen the arrangements that enable the Council to, scrutinise, its Improvement Objectives.

Responsible Officers: Head of People and Business Change

Responsible Cabinet Member: Leader of the Council

Additional actions as identified on 8th October by Cabinet and SLT:

- WLGA will be invited to talk to group, council and scrutiny chairs. Further training will be provided
- Consider inviting the Data Unit to present to the team on the council's overall performance

CA Recommendation	Actions	Timescales	Evidence
Enable members to effectively challenge and scrutinise service performance: – clarify the respective roles of the performance board and scrutiny;	<p>The Scrutiny Annual Report was endorsed by full Council on 29 September 2015. A key priority for next year will be to develop the relationship with Cabinet further, and work is currently being undertaken on developing a protocol between the Executive and Scrutiny that will help clarify the respective roles of both parties, including responsibilities for monitoring and accounting for performance.</p> <p>Regular meetings continue to be held between Cabinet and Scrutiny Improvement Group - at the most recent, on 6 October, A draft procedure for Cabinet Member involvement with Scrutiny has been drafted and will be discussed at the next meeting on SIG and Cabinet scheduled for 2 February 2016. This procedure includes guidance on what was agreed at the last meeting in terms of when Cabinet Members will be invited to attend Scrutiny and for what purpose.</p>	By the end of the financial year 2015/16	Minutes of Scrutiny Improvement Group – 6 th October Scrutiny Improvement Group agenda and minutes – 2 February
Ensure that meeting agendas allow for sufficient time for members to focus on (broad) underperformance in both; (Performance Board and Scrutiny)	<p>We have recently reviewed the Committees' work programmes to focus more on key risks and priorities, with a new information reporting procedure to enable us to routinely provide performance and other relevant information to Members. The intention is to improve Members' background knowledge on service issues and provide a mechanism to pick up on any potential issues as they arise.</p> <p>Last year we also revised the service plan process for scrutiny - the half year reviews took place in November. The Committees received exception reports only highlighting the red and high risk</p>	Completed	Committee work programmes Scrutiny Agenda's and minutes for the November meetings (half year reviews)

CA Recommendation	Actions	Timescales	Evidence
	<p>areas of performance within the service area, with the full report being emailed for information. This process was successful in focusing the time available at the Committee meetings on the areas of underperformance.</p> <p>The Committees are also in the process of introducing pre meetings before the Committee meetings to allow time to be briefed by the Scrutiny Officer on the agenda, to focus attention on the role of the Committee for each item and focus questioning/ lines of enquiry.</p>		
Provide training on effective challenge and scrutiny for members	Alongside the new work programmes, we are also putting together a programme of seminars and training events for Members, to develop skills and provide background information to support Members in scrutinising and challenging services more effectively. This currently includes briefings on key policy changes; for example in social services legislation, as well as training from the Fairness Commission on assessing fairness in policy development. We are also providing training on Fairness and Equality Impact Assessments, to improve challenge within the budget setting process.	By the end of the financial year 2015/16	Training Materials for Members Member training calendar
Improve target setting to better reflect the service/performance standards the Council Wants to achieve.	Target setting guidance has been in place since February 2015. The guidance sets out three key principles which Heads of Service must meet when establishing measure targets for the year ahead. The three principles include targets: exceeding previous year performance, not being in quartile 4 and exceeding Welsh Average. All targets are reviewed by SLT and if they do not meet these criteria, the relevant Head of Service must provide satisfactory reasoning behind retaining the target.	Completed	SLT minutes and reports Target setting guidance document

Italics = completed

Recommendation 6

We recommend that the Council improves the collective leadership by both Members and officers of the delivery of its response to the Auditor General's 2013 Corporate Assessment by agreeing clear accountability and monitoring arrangements for the implementation of recommendations and proposals for improvement.

Additional actions as identified on 8th October by Cabinet and SLT:

- Cabinet Members and Heads of Service will attend scrutiny twice a year. They will jointly present the looking back/looking forward service plan and the 6 monthly reviews. This will include the full range of performance measures, to include financial performance, national and local performance indicators and priorities outlined in the service plan. Officers will design an appropriate template to capture all of the key data and allow for consistent reporting
- Consider opportunities in the future to present as a collective leadership group to staff groups

Completed Actions:

- Cabinet Members and Heads of Service have had a series of informal cabinet meetings to discuss the budget
- The meeting with the WAO on the 20th October was a joint presentation. It will also include the action plans sitting below the statutory recommendations which were presented by the relevant Cabinet Member/Lead Officer
- CMs and Heads of Service attended scrutiny in Oct/Nov to present the half year service plan reviews, which were reported as was set out in the agreed action. Year End reports will be presented in July following the same process.

Recommendation 7

The Council must ensure that all National Strategic Indicator data is collected and published in accordance with the Welsh Government definitions; particularly NSI. EDU/015a - Final Special Educational Needs statements issued in 26 weeks.

- The 2015/16 Data Quality Review has been completed by the Wales Audit Office; the report was received in January and confirms that this recommendation has been addressed.

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Report

Council

Part 1

Date: 27 September 2016

Item No: 9

Subject Review of Senior Pay

Purpose To review the current Head of Service pay grades as agreed by Council in September 2015

Author Will Godfrey – Chief Executive

Ward All

Summary The Head of Service structure was last considered by Cabinet in September 2015 and 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 setting process.

There is clear evidence to suggest that equal pay claims continue to be a risk to the Council at senior management level and the number of changes that have been made at this level in recent years has led to the requirement to review the pay arrangements.

Proposal Council is asked to:

1. Acknowledge the outcome of a recent job evaluation exercise for Heads of Service and move three identified posts to HDS02 in line with the outcome of that exercise
2. Note the ongoing recruitment and retention issues for this staffing group due to market rate values being inconsistent with NCC's current pay levels

Action by Chief Executive

Timetable Immediate

This report was prepared after consultation with:

- Strategic Directors
- Leader of the Council

Signed

Background

The Head of Service structure has been the subject of a number of Cabinet reports - October 2008, October 2012, July 2014 and September 2015. 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 Heads of Service 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 (the original architects of the pay structure) were asked to comment on the appropriateness of the pay structure and how it compared in the climate at that time. 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 review 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.'*

Job Evaluation

Both the timing of the fieldwork by Hay in March 2014 and then the subsequent Cabinet report in July 2014 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. This has now taken place and the Council implemented single status for the NJC workforce in April 2015. Residual appeals continued throughout 2015, concluding in December 2015.

Agreement was given by Cabinet in September 2015 that senior pay would be reviewed in June 2016. Whilst work commenced on this review between September 2015 and June 2016, independent legal advice was provided to suggest that the most appropriate way in which to provide evidence based judgement on senior pay was to undertake a job evaluation exercise for the affected staff group. The Hay Group were engaged to carry out this exercise with all 8 Heads of Service in July 2016. The rank order and subsequent recommendation from Hay suggests that the pay grade of HDS03 is no longer appropriate and that all Heads of Service with the exception of the Chief Education Officer should be remunerated at HDS02 (Appendix 1). Whilst there is slight variation in the scoring of those officers in Band 2, they are all ranked equally and the job weight between the group is considered to be broadly comparable in size and complexity.

This would mean that 5 Heads of Service remain in their current pay grade, but 3 are moved from HDS03 up to HDS02 as shown in the table below:

Post title	Pay Grade	Current pay range	Proposed pay grade	Proposed pay range
Chief Education Officer	HDS01	81,446 - 90,022	HDS01	No change
Head of Finance	HDS02	73,109 - 78,726	HDS02	No change
Head of Legal and Regulation	HDS02	73,109 - 78,726	HDS02	No change
Head of Streetscene and City Services	HDS02	73,109 - 78,726	HDS02	No change
Head of People and Business Change	HDS02	73,109 - 78,726	HDS02	No change
Head of Adult's Services	HDS03	63,363 - 68,233	HDS02	73,109 - 78,726
Head of Children's Services	HDS03	63,363 - 68,233	HDS02	73,109 - 78,726
Head of Regeneration, Housing and Investment	HDS03	63,363 - 68,233	HDS02	73,109 - 78,726

Market rate

The job evaluation exercise was to set a position for the relative ranking of officers within the context of current pay grades, and this report is principally about implementing that exercise to remove any equal pay issues and to have a sound basis on which to make future decisions. However, there are risks and implications with the current pay grade for Heads of Service which Council may wish to consider.

The current value of the Council's pay grades for Heads of Service has been out of line with market rate for some time and the Council has faced considerable difficulty in recruiting to posts at this level. Most recently, the Head of Streetscene and City Services and the Head of Adult's Services are two posts where the HDS03 base pay was out of kilter with the market and impacted upon our ability to recruit. These two live examples demonstrate evidence that the Hay report in 2014 identified; that market rate not being applied in Newport could impact upon effective high quality recruitment at a senior level.

The risk with continuing with low base pay could be that retention rates decline further. We have seen significant turnover in the Head of Service staff grouping in the last 4 years and we still have two current gaps – an interim Head of People and Business Change, and a temporary vacancy in the Head of Regeneration, Investment and Housing post.

However, Heads of Service are not a singular group with regards to market rate for pay. We have other areas of the Council where market pay is not applied and our NJC job evaluation scheme is clear in that its scope does not cover market rate. There are potentially other areas of the Council where we have struggled to recruit high calibre individuals to provide the best services to our resident population and we know that pay has been a significant factor when applicants consider the rate of pay in neighbouring local authorities or other sectors.

It is not imperative at this time that pay levels are increased to market rate, but Council need to be fully informed that the risks of continuing to disregard market rates could have significant implications for the future. However, Council need to balance the need to attract and retain talent at the most senior level in the organisation with potential reviews of service provision that our financial settlement may require, reducing budgets, increasing demands on service delivery and the way in which the rest of the workforce have pay determined.

Independent Remuneration Panel

Following the job evaluation exercise, a referral was made to the Independent Remuneration Panel (IRP) for assessment of the appropriate levels of pay for Chief Officers in Newport.

The IRP considered the matter on 14 September and confirmed on 15 September that they were content with the Council's proposal to implement the job evaluation outcome and therefore uplift salary for the identified employees (Appendix 3).

Financial Summary

Removing HDS03 and assimilating to HDS02

Should approval be granted by Council, movement to the new pay grade will be immediate. Those employees in the NJC workforce who were assimilated to a higher pay grade were made an offer of consolidated pay between the period November 2014 (the committed implementation date) and April 2015 (the actual implementation date) in order to limit equal pay liability for those employees who could identify a comparator now that their individual outcome identified that they should have been placed on a higher pay grade.

In line with the NJC workforce, those Heads of Service who receive an upward lift to their pay could claim that equal pay for equal value work is due to them. Given that a commitment was given in September 2015 that senior pay would be reviewed in June 2016, consolidation offers could be made to the Heads of Service who are directly affected for the period June 2016 to September 2016.

There are no additional costs to implementing the results of job evaluation. When the Head of Information and Technology post was deleted, the savings from that post were identified as possible budget to cover any unexpected costs from reviewing senior pay. As a result, there is sufficient budget within existing resources to fund this change.

In terms of considering a move to market rate Council would need to consider its priorities in light of reducing budgets and possible reviews of the provision of services against the risk of failing to recruit and retain talent at a senior level in the organisation.

Costs of moving the three Heads of Service to HDS02 is £35,000 in the first year which can be funded from the £91,000 saving that was made by deleting the Head of Digital Information and Customer Services.

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
Costs	36,000				Costs for 2nd and 3rd year would be dependent on achievement of increments by individual post holders. This would be reflected in future MTFP.
(Income) Net Costs (Savings)	(91,000)				
Net Impact on Budget	(55,000)				

Risks

Failure to implement job evaluation

Failure to implement the recommended outcome of job evaluation could result in equal pay risks for the Council. The three Heads of Service in HDS03 are all female and could use a male comparator in the HDS02 pay grade to claim equal pay for work of equal value.

The independent analysis provided by Hay gives the recommendation that these three employees carry equal weighting of job responsibility to those in the HDS02 pay grade and rejecting that analysis carries risk of undermining the independent work carried out.

Failure to consider market rate

Continuing to work within the existing pay grades could result in further increase of turnover in a small pool of individuals with significant responsibilities towards the organisation and the delivery of its objectives. Several reports to Cabinet in recent years have highlighted the difficulty in recruiting and retaining senior officers in the Council and pay levels lag behind the market. However, the risk has to be assessed against a backdrop of diminishing resources and competing priorities for Council budget at this present time. There is further opportunity for senior pay to be reviewed at a time of Council's choosing but this will need to be done with the knowledge that there is no budget provision allocated for this exercise other than some residual saving from the deletion of the Head of Digital Information and Customer Service role.

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?
Head of Service job evaluation – not approving the proposed changes to pay bands	H	M	Implementing an independently conducted job evaluation process mitigates current equal pay risks	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 that has been job evaluated	Head of Paid Service Head of People and Business Change
Failure to review senior pay leads to additional turnover and ongoing recruitment challenges	H	H	Analysis of market rate has been undertaken but competing financial challenges have to be balanced with the Council's priorities at this time	Head of Paid Service/Council

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

People Plan 2013-17 (reward and recognition)

Options Available

Option 1 – no change is made to the current pay levels of Heads of Service

Option 2 – approve the implementation of the job evaluation outcome by deleting the pay grade HDS03, and assimilate the Heads of Regeneration, Investment and Housing, Adult's Services and Children's Services to HDS02.

Preferred Option and Why

Option 1 is not considered to be a viable option for several reasons which are outlined throughout this report. The Council remains at risk of equal pay claims if no change takes place, further strengthened by the outcome of the job evaluation exercise which has shown that the roles are considered to have equal job weight to those posts that are graded at HDS02.

Option 2 is therefore considered to be the minimum point that Council should consider moving to at this time.

Comments of Chief Financial Officer

To note: the Head of Finance has a personal interest in this Report and therefore these comments are being given by the Assistant Head of Finance.

The option to move the three Heads of Service to HDS02 is achievable within existing budgets due to the deletion of the former Head of Digital Information and Customer Services post. This will lead to an overall saving on the MTFP. The affordability of moving to market rate within existing budgets is dependent on the individual posts and the rates that are proposed.

Comments of Monitoring Officer

To note: the Head of Law and Regulation has a personal interest in this Report and therefore these comments are being given by the Chief Legal Officer.

Geldards have been instructed by the Chief Executive to provide legal advice in relation to the issue of Heads of Service pay and their comments are contained in Appendix 2. They recommended that a job evaluation exercise be undertaken. This has been done and the results are contained in Appendix 1. Geldards have pointed out the risk of challenge in the event of the recommendations by Hay not being implemented, however although they refer to a possible risk based on equal pay factors they advise that the question of whether any equal pay claims would succeed is outside the scope of their advice and that this matter would require in depth investigation to assess whether any pay differentials are related to the gender of post-holders or whether they are due to genuine and material factors.

The adjustments recommended by the Hay Report to the Heads of Service grades are within the Council's powers. The Chief Officers' pay grades are non-executive matters for full Council to determine, in accordance with the Constitution. In accordance with the Local Government (Wales) Measure (as amended by the Local Government (Wales) Act 2015) Council must have regard to any representations made by Independent Remuneration Panel for Wales before fixing chief officers pay. The IRP have been consulted about the proposals and their responses are set out in the Report.

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 the HR Manager.

The starting point for assessing Head of Service pay is to determine the job weight and responsibilities of each post, resulting in a rank order being determined. Hay have independently carried out this exercise, and all Heads of Service engaged fully in this process through being interviewed and providing additional documentation as part of the analysis of their posts. In addition, the right to appeal against the outcome was provided and this was again heard by a further independent consultant. Recommendations on assimilating the rank order to the current pay grades suggested that it would be inappropriate to continue with HDS03 and that this grade should be removed. The outcome of the job evaluation exercise was that the Heads of Service jobs are on the whole comparable with each other and that with the exception of the Chief Education Officer, should be paid at HDS02. This recommendation was therefore duly sent to the Independent Remuneration Panel (IRP) who concluded that the proposal was acceptable.

It has been acknowledged in previous reports to Council that Newport has pay rates for Heads of Service that fall in the lower quartile when benchmarked against other local authorities or private industry. It is also true that there have been considerable recruitment and retention difficulties at Head of Service level and that market pay is a significant factor in this challenge, with both the Head of Streetscene and City Services and the Head of Adult's Services being two recent examples.

Comments of Cabinet Member

N/A

Local issues

N/A

Scrutiny Committees

N/A

Equalities Impact Assessment

N/A

Children and Families (Wales) Measure

N/A

Consultation

N/A

Background Papers

Appendix 1 – Hay report on job evaluation for Heads of Service, August 2016

Appendix 2 – legal note from Kim Howell, Geldards, September 2016

Appendix 3 – IRP recommendation, September 2016

Dated: 19 September 2016

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Newport City Council Job Evaluation report

August 2016

Contents

Introduction	3
Summary of Results	4
Evaluation Results	5
Introduction to Job Evaluation	8
Contact the author	11



Introduction

Following a restructure of Heads of Service roles, Korn Ferry Hay Group was commissioned to evaluate the roles to establish their relative job sizes and resulting position in the Newport City grade structure.

Roles have been evaluated based on job descriptions, organisation charts provided and further contextual information gathered in interviews with job holders.

Results are presented in this report for discussion and agreement with the Chief Executive.



Summary of Results

All roles, apart from the Chief Education Officer, have evaluation scores that position them at grade HDS02. This reflects the fact that while the roles have different service areas, they all have varied and challenging portfolios which require extensive experience, an ability to work in partnerships and deliver the best possible services in the most efficient way.

The Chief Education Officer role has additional challenges and complexity due to the need to deliver and improve education standards for a very diverse community with differing cultural and language issues. This impacts over 23,000 pupils and their families across the community.

Detailed scores and the rationales are shown on the following pages.

Job Title	Total	Newport City Council Grade
Chief Education Officer	1142	HDS01
Head of Adults Services	994	HDS02
Head of Children's Services	994	HDS02
Head of Regeneration, Investment & Housing	994	HDS02
Head of People & Business Change	994	HDS02
Head of Finance	994	HDS02
Head of Streetscene and City Services	964	HDS02
Head of Legal and Regulation	994	HDS02



Evaluation Results

Job Title	Know-how				Problem Solving				Accountability				Total	Profile	Notes
Head of Adults Services	F	II+	3	460	F	4	(50)	230	F-	3+	S	304	994	A2	Leads the development and delivery of Adult and Community Services including a variety of partnerships and collaborations across the council, the local community and the region. Includes Commissioning for both Adults and Children's services. The role therefore requires a professional with extensive experience in relevant fields with an up to date understanding of legislation and best practice. The subject area is governed by a mixture of UK and Welsh legislation which the role needs to interpret to ensure that the council remains compliant and adopts the most appropriate courses of action for Newport. Reports to Strategic Director, People and manages a budget of £60m and a workforce of 540 FTE.
Chief Education Officer	F+	III-	3	528	F	4	(50)	264	F	4	C+	350	1142	A2	The role is accountable for ensuring that an appropriate education strategy is set and delivered, including all responsibilities within the statutory Chief Education Officer role. This involves working in partnership and collaboration with a range of internal departments and external organisations - including school heads and governing bodies. Education improvement activities are delivered by the South East Wales Educational Achievement Service and the role needs to ensure services are shaped and delivered to deliver standards as accountability still lies directly with this role. The role is evaluated a step higher than other Heads of Service as it needs to develop strategies to overcome the specific challenges posed in delivering and improving education for a very diverse community with associated cultural and language issues. The role has an advisory impact on total education budget of £100m (largely devolved to schools).
Head of Children's Services	F	II+	3	460	F	4	(50)	230	F-	3+	S	304	994	A2	Leads the development and delivery of children's services including a variety of partnerships and collaborations across the council, the local community and the region. Includes Safeguarding for CYP, Adults and Education. The role therefore



																requires a professional with extensive experience in relevant fields with an up to date understanding of legislation and best practice. The subject area is governed by a mixture of UK and Welsh legislation, which the role needs to interpret to ensure that the council remains compliant and adopts the most appropriate courses of action for Newport. Reports into Strategic Director, People and manages a budget of £20m and a workforce of 320 FTE.
Head of Regeneration, Investment & Housing	F	II+	3	460	F	4	(50)	230	F	3	S	304	994	A2		Leads a variety of operational, regeneration and development service areas, which requires a professional with broad experience in regulated areas as well as those needing commercial acumen and creativity. The role works in partnership and collaboration with a range of internal and external stakeholders to identify needs and develop options / solutions. The role manages a variety of direct revenue budgets, outsourced services and capital projects.
Head of People & Business Change	F	II+	3	460	F	4	(50)	230	F	4	C	304	994	A2		The role leads a mixture of teams, services and programmes, which contribute, to the improvement of Council services and performance. It requires a professional with broad expertise and experience to work in partnership and collaboration with internal and external stakeholders to scope and deliver programmes impacting across the Council and region. This relies on data and analysis to inform decision making and measure progress. The role also leads HR and IT services and has a total workforce of 160 people and a budget of circa £6.5m.
Head of Finance	F	II+	3	460	F	4	(50)	230	F	4	C	304	994	A2		Leads all financial operations and acts as a key advisor to management and elected members, Is the Section 151 Officer with accountability to ensure that the Council is compliant with all financial regulations. Therefore requires a professional with extensive experience who can take an independent overview of financial matters. The roles freedom to act is marginally limited by the requirement to work within set regulations and structures. Has an advising guiding impact across the Council.
Head of Streetscene	F	II+	3	460	E+	4-	(43)	200	E+	3	P	304	964	A3		Leads a range of operational service areas delivered through a direct workforce, external contractors and partner organisations. Whilst there is a need to develop strategies to deliver services as



and City Services																efficiently as possible, there is more of a focus on management of operations than in other Heads of Service roles - these are high profile services. The role manages a revenue budget of circa £17.5m.
Head of Legal and Regulation	F	II+	3	460	F	4	(50)	230	F	4	C	304	994	A2		Leads a variety of services with a legal / regulatory focus including the accountabilities of the statutory role of Monitoring Officer. This requires a professional with extensive experience to work directly with senior management and Members to ensure that the council remains compliant with all legal and regulatory issues. The services areas it leads are generally working to clear internal and external guidelines. The role has an advising / guiding impact on the whole Council.



Introduction to Job Evaluation

The Hay Guide Chart and Profile method of determining the relative importance of individual jobs is, like most evaluation methods, predominantly a judgmental process. Only rarely, and then incompletely, can relativities be determined quantitatively. The objective of any job evaluation method is to assist those involved in making consistent judgements. These judgements must be explicable and take into account the value standards of the organisation in which they exist. Hay Guide Charts and Profiles provide a framework for making such judgements, and for checking and assessing their overall consistency.

Our experience, over many years of working closely with a wide range of organisations, has led us to conclude that there are three broad facets which determine the size and importance of any job. These are:

ACCOUNTABILITY: The extent to which the position is held responsible for achieving results, and the degree to which it can directly or indirectly influence the business.

PROBLEM SOLVING: The degree to which the job is required to analyse events, draw conclusions, offer advice, make judgements or be innovative and creative.

KNOW-HOW: The amount of knowledge, skill and experience both general and specific that is needed to meet the Accountability and Problem Solving requirements.

Hay Group has developed a methodology which allows clients to measure their jobs against these criteria, giving the required degree of structure which ensures consistent judgements but maintaining the essential flexibility necessary to reflect different organisations and environments. To emphasise their supportive rather than directive nature they are called 'Guide Charts'. A chart exists for each of the three elements.



Know-How

Measures the total amount of skill, knowledge and experience required to meet the demands of the job. The three different types of sub-elements of Know-How are examined below:

1. The depth and range of practical, technical, specialist, professional and general skills in the job and the requirement for hard updated knowledge in practical procedures, or specialised techniques or professional disciplines, i.e. those aspects that immediately spring to mind when one thinks about "job knowledge".
2. The degree of planning, organising, supervising, co-ordinating and managing involved and the requirement to exercise skills in supervision or management. These include planning, co-ordination, control and direction.
3. The extent of human relations skill required and the requirement to influence and/or lead others.

Problem Solving

Measures the requirement for self starting thinking inherent in the job - it is not simply a reflection of the need to overcome operational problems. It measures both the diversity of the situations encountered and the complexity of thought required to analyse and draw conclusions, on the following two factors:

- The complexity and intensity of problems arising in the job and the nature and scope of the thinking required to solve them. How broad or detailed are the policies, procedures and precedents forming a job's thinking environment?
- The amount of analysis, judgement and innovation involved in analysing situations and making recommendations.

Accountability

Measures the extent to which the job is responsible for the achievement of results, and the degree to which it can directly or indirectly influence the conduct of the organisation. It has three sub-elements:

- Freedom to Act - the extent of discretion allowed in the job.
- Impact - the extent to which the job has direct or indirect (advisory) impact on end results.
- Magnitude - an indication of the size of the organisation or part of the organisation influenced by the job.

As with the Know-How Guide Chart, each of the other Guide Charts yields numbers (units of job content) which quantify the judgements made. The total of these job units is a reflection of the "size" of the job and forms, when compared with those of other jobs, the pattern of internal relativities upon which the salary structure is based. Certain relationships exist between these common elements. Different types of job will need different combinations of the three. The shape and composition of jobs will differ but their relative value to the organisation can still be explained and expressed through describing the jobs in terms of Know-How, Problem Solving and Accountability.



The evaluated jobs are now subject to two independent checks designed to highlight any inconsistencies which may have been made during evaluation. These checks are:

Profiling: A process which examines the proportion of these elements present in each job, and focuses attention on the relationship between these proportions within job families.

Sorethumbing: The jobs are listed in order of evaluated job size and any inconsistencies with previous assessments of rank or grade checked to ensure that the reasons for these changes are understood and valid.

General Use of the Hay Group Scheme

The Hay Group scheme has found widespread acceptance as it is based on the step difference principle, which is applicable to any job from the shop floor to the Chairman, can relate different cultures and styles of organisation, and has been shown to be effective in both private and public sectors. Consequently it is now used by more organisations on a world-wide basis than any other single type of evaluation scheme.



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About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our nearly 7,000 colleagues deliver services through our Executive Search, Hay Group and Futurestep divisions. Visit kornferry.com for more information.



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NEWPORT CITY COUNCIL

Senior Pay



Geldards
law firm

1. Background

1.1 Geldards were instructed in May 2016 to review the advice and recommendations received by the Chief Executive in relation to options to address a number of concerns relating to the pay structure of senior staff at Heads of Service level.

1.2 To assist us in understanding the background to this issue we were provided with copies of a number of reports that have been commissioned by the Council, dating back to 2014. These included the following: -

- Hay Group Report of March 2014 - a Review of Proposed Changes to the Senior Staffing Structure;
- Capital People Consultants Report of May 2016 - a Pay Bench Marking exercise;
- Korn Ferry, Hay Group Report of August 2016.

1.3 These reports provided valuable insight into the nature and extent of the senior staff structure issues. The restructure exercise that was the subject of the Hay Group report was duly implemented. As such the unresolved issue then related to the pay and grading structure for the posts at Head of Service level. This revealed that there were two distinct, but interrelated issues, namely:-

(a) Structure and evaluation

- The Hay report confirmed that the new 8-post senior staff structure was fit for purpose. It was acknowledged that the savings associated with the reduction of 9 to 8 posts should help the Council address recruitment and retention risks. This implies that there was an assumption that the question of pay structure/ levels would be addressed separately.
- The Capital People report sought to address concerns related to the 3 banded grading structure for Head of Service posts and, in particular whether the boundary distinctions were justifiable and whether the posts were appropriately assigned to the different pay bands.
- There was a concern that the current posts in the structure, though historically seemingly linked to a Hay Group job evaluation exercise conducted in 2005, had not been re-evaluated despite various restructures of roles and responsibilities in recent years. There was a specific sensitivity around the fact that the post holders assigned to the lowest pay grade were (or had until recently) been exclusively all female, whereas the post holders in the higher pay grade were exclusively [or predominantly] male.
- It was highlighted in the Capital People report that pay differentials based on an evaluation exercise conducted over 10 years ago were vulnerable to challenge and assumed to present an equal pay risk. However, as their review did not

entail undertaking fresh evaluations of the current Heads of Service posts they were not in a position to evaluate the extent of this risk or assess whether such differentials were potentially defensible, as a matter of law.

(b) Structure and Pay levels

- Observations were noted about pay differentials with neighbouring authorities.
- Capital People identified a number of options to address concerns about pay levels which included: -
 - Job evaluation;
 - Spot salaries; and
 - Incremental grades linked to the external market.
- A move through to a 10 point Heads of Service pay band.
- They undertook a bench marking exercise and sought to identify bench market salary ranges for each post in the 3-banded pay structure.

2. Issues arising

- 2.1 We concluded that it would be impractical to achieve a satisfactory outcome of issues relating to Head of Service Pay and Grading structure without de-coupling the separate complement of role evaluation and pay levels for roles.
- 2.2 This approach would then be wholly consistent with the long-term strategy, which the Council has pursued in relation to pay throughout the organisation and which has underpinned its pursuit of Single Status. This entails acknowledging that the starting point should be to identify and hence understand the comparative “weight” of different jobs. Once that is known, decisions can be taken about how to group or band those jobs for pay purposes. Then, the quite separate matter of where to set the pay level / line for those pay grades / bands be considered.
- 2.3 As such we recommended that an evaluation exercise should be undertaken. That evaluation exercise has since been undertaken by Korn Ferry, Hay Group and, at the time of writing this advice note, the appeal process is being conducted.

3. Advice

- 3.1 The evaluation exercise has confirmed that the current assignment of the respective Heads of Service posts to the 3 banded grading structure does not reflect the relative ‘weight’ and responsibility of the roles as currently configured.

- 3.2 This is unsurprising given the restructure of roles and responsibilities since the last evaluation exercise was undertaken in 2005.
- 3.3 Korn Ferry, Hay Group has evaluated 7 of the 8 posts at the same score. However the post of Chief Education Officer has attained a higher score, which has been explained by reference to “additional challenges and complexity”.
- 3.4 Given the outcomes of the job evaluation exercise, we would endorse proposal to implement a new grading structure for Heads of Service roles which is aligned to the relative weights of the roles. The evaluation results would suggest that a two-band structure is appropriate which in effect will see the Heads of Service roles that were previously assigned to band HS3, move to band HS2. This would give rise to a need to increase the pay of those roles accordingly.
- 3.5 In the event of a failure or delay in adjusting the pay and grading structure to implement the results of the job evaluation exercise, the Council would face an increased risk of challenge. The question of whether or not such challenges or equal pay claims would succeed as a matter of law is outside the scope of this advice. Determination of that issue would consider a more in-depth investigation of the reasons for historic pay differentials and a determination of whether the reason for the pay differentials roles were related to the gender of the post holders or, alternatively, due to other genuine and material factors which would render the pay differentials defensible.

Kim Howell
Geldards LLP
15 September 2016



Minutes

Standards Committee

Date:	15 September 2016
Time:	5.30 pm
Present:	Councillors Taylor (Chair), D Fouweather, Hancock, John, Westwood, Britton and Pickering
In Attendance:	G Price (Head of Law and Regulation) and A Jenkins (Democratic Services Support Officer)
Apologies:	Councillor J Guy

1) Apologies for Absence

As above

2) Declarations of Interest

None received.

3) Minutes

The minutes of the meeting of 26 May 2016 were submitted. There were a few typing errors, which were noted by the Chair.

Agreed:

That the subject to the above the minutes of the previous meeting were approved.

4) Matters Arising

Item 9 Community Council Review: An email went out to all clerks to ensure that the statutory registers were being maintained.

Agreed:

That a further email would be disseminated ensuring that the new Code of Conduct has been adopted by all community councils.

5) Chair's Announcements

The Chair, Hazel Taylor announced her end of term of office and that this would be her last meeting. The Chair has been associated with the Standards Committee for 15 years. She was initially appointed in 2001 when Newport established its own committee, well before legislation made such a committee mandatory. She was a member for a few years and then became Chairman and then stood down in 2005 when her term of office came to an end. The Chair re-applied in 2012, initially as a member and then as Chairman.

Hazel Taylor had been an outstanding member of the Standards committee and had made a professional and impartial contribution to the committee. She took the opportunity to thank members, Gareth and staff for their contribution and support over the years.

The Chair also announced that it was John Pickering; Vice Chair's last meeting as his term of office also came to an end. The Chair paid tribute to John for his support and all those present agreed.

John Pickering took the opportunity to reiterate the Chairs comments with regard to the support from staff and members. John had been a member of the Standards Committee for eight years.

6) Complaints

The Head of Law and Regulation informed the committee that only one complaint had been received however the Ombudsman decided not to pursue this.

There was another complaint that the Council was aware of which was yet to reach a conclusion.

7) Standards Committee Annual Report 2015/16

The Standards Committee was due to present an Annual Report to the Council on 27 September 2016, which provided information about the work undertaken by the Committee during the past 12 months, identifying particular issues that had arisen and setting out the forward work programme for the forthcoming year.

A draft of the Annual Report for 2015/16 was attached for comment and approval prior to its presentation to the Council.

The Head of Law and Regulation outlined the report to those present.

Training was under review and with the new members Code of Conduct in mind, this would be arranged for next May 2017 after the local and Community Council elections. The New Code of Conduct was attached as Appendix 1 at the end of the report.

It was generally considered that the Code of Conduct training could be 'tagged' on to the end of a Standards Committee meeting.

T Britton thought that it might be too long to wait but for training if new members were appointed several months before the May 2017 elections. There would however be induction training for new members, which would also been an ideal time for refresher training for existing members.

There was only one issue relating to the local resolution protocol last year which did not go to Standards. It was mentioned that the Community Councils could also adopt the local resolution protocol.

The All Wales Standards Conference last year was insightful and informative, it would be beneficial for the committee to take up some of the training that was mentioned at the conference.

The Committee had agreed previously that an All Gwent meeting would be an ideal information sharing exercise. This was a regular arrangement which had originally taken place some years ago and would therefore be advantageous for all concerned to continue.

The Committee was informed that 2015/16 was another successful year of avoiding any breaches of the code. Newport City Council had managed to maintain a proud record of not losing a member.

The Chair thanked Gareth for his hard work in preparing the annual report, this was echoed by the members of the committee.

Any amendments to the report in relation to the Chair's Foreword would be sent to A Jenkins Friday 16 September in time for the presentation at Council.

Agreed:

That the Standards Committee approved the Annual Report for presentation to full Council on 27 September 2016.

8) Protocol on Member/Officer Relations

The Standards Committee had previously undertaken a review of the Protocol for Member/Officer Relations as part of their Ethical standards audit. The Protocol formed part of the Constitution and, as such, required approval and adoption by full Council. The purpose of the Protocol was to supplement the statutory Members Code of Conduct and the contractual Employee Code of Conduct by providing practical guidance on the application of the general principles of mutual trust, respect and integrity which were enshrined in both codes.

The last review was undertaken in 2012 and a copy of the revised version was attached as Appendix 1. This was submitted for approval to Council in January 2012, but it was not approved and adopted because of concerns about its status and impact. The original version was therefore still included within the published Council Constitution, albeit that it was marked as being "under review". This was attached as Appendix 2.

In addition, the protocol needed updating as it referred to out of date information such as the National Code of Conduct.

A brief discussion took place regarding the relevance of the document and it was suggested that an All Member seminar be arranged to discuss the Protocol before it went to Council. It was considered however that the protocol did not warrant such intense scrutiny as it was more of a useful guide in general.

It was suggested that the report might be presented to the Democratic Services Committee in the first instance where a recommendation could be made to Council on whether or not to adopt the Protocol. After general discussion it was agreed that this would be the best way forward.

Agreed:

That the Protocol for Member/Officer relations be considered at the next Democratic Services Committee meeting in November 2016 for recommendation to Council.

9) Ombudsman's Annual Letter 2015/16

Following the publication of his Annual Report for 2015/16, the Ombudsman had issued the Council with his Annual letter, which set out information relating to the numbers of complaints, maladministration and misconduct which were referred to his office during this period relating to Newport City Council and its Councillors.

There was a reduction in the number of complaints in relation to Local Authorities although Nationally the figures had increased by 19%, this was however attributed to Community Councils.

In terms of maladministration complaints, there were no reports within the last 12 months. One was upheld in part but this was more of a procedural issue. Maladministration was more about the corporate complaints and there would be a public interest report which would follow. Any minor failings such as delay in correspondence would be dealt with under local resolution protocol.

It was noted that the figures for Education within Newport were above the local authority average. There would be a report to Cabinet and Scrutiny Committee on how we dealt with complaints, as in terms of relative figures the graphs in the letter did not give a prescriptive indication. The high figures however mostly referred to school appeals and were directed towards the panel. Additionally there were no findings of maladministration or complaints with school appeals.

Agreed:

That the Report and the Ombudsman's Annual Letter was noted by the Committee.

10) Succession Planning

An advertisement for two vacancies was sent to the South Wales Argus as well as being advertised on the Newport City Council website. There had been to date five applicants, which was quite impressive as the closing date was 30 September. A date would be set to short list the candidates, this was likely to be in October, once this had been carried out, a panel of Standards Committee Members and Councillors would be put in place to interview successful candidates. Finally, the panel would recommend to full Council the most suitable candidates for the two vacancies.

Agreed:

- That a date for shortlisting of candidates be arranged for October 2016.
- That a panel would be convened for interviews.

11) Work Programme

The next meeting was due to take place in January 2017 where a new work programme would be brought to the Committee following the approval of annual report in September.

12) Date of Next Meeting

19 January 2017 at 5.30pm in Committee Room 4.