

Agenda



Cabinet

Date: Monday, 24 April 2017

Time: 11.00 am

Venue: Committee Room 1 - Civic Centre

To: Councillors D Wilcox (Chair), P Cockeram, G Giles, D Harvey, R Jeavons, R Poole, J Richards, R Truman and M Whitcutt

Item		Wards Affected
1	<u>Agenda yn Gymraeg / Agenda in Welsh</u> (Pages 3 - 4)	
2	<u>Apologies</u>	
3	<u>Declarations of Interest</u>	
4	<u>Minutes</u> (Pages 5 - 14)	
5	<u>Corporate Risk Register Update</u> (Pages 15 - 32)	All Wards
6	<u>Wales Audit Office Recommendations: Action Plan Update</u> (Pages 33 - 60)	All Wards
7	<u>Work Programme</u> (Pages 61 - 66)	All Wards

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Agenda

Cabinet

Dyddiad: 24 Ebrill 2017

Amser: 11 y.b.

Lleoliad: Ystafell Bwyllgor 1 - Y Ganolfan Ddinesig

At: Cynghorwyr D Wilcox (Cadeirydd), P Cockeram, G Giles, D Harvey, R Jeavons, R Poole, J Richards, R Truman, M Whitcutt

Eitem		Wardiau Dan Sylw
1	<u>Agenda yn Gymraeg</u>	
2	<u>Ymddiheuriadau am absenoldeb</u>	
3	<u>Datganiadau o fuddiant</u>	Pob Ward
4	<u>Cofnodion</u>	Pob Ward
5.	<u>Diweddariad am y Gofrestr Risg Gorfforaethol</u>	Pob Ward
6	<u>Diweddariad ar y Cynllun Gweithredu – Swyddfa Archwilio Cymru</u>	Pob Ward
7	<u>Rhaglen Waith</u>	Pob Ward

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Minutes



Cabinet

Date: 20 March 2017

Time: 11.00 am

Present: Councillors D Wilcox (Chair), P Cockeram, G Giles, D Harvey, R Jeavons, R Poole, J Richards, R Truman and M Whitcutt

In Attendance: Mr W Godfrey, Chief Executive; Mr M Nicholson and Ms B Owen, Strategic Directors; Mr G Price, Monitoring Officer, Mr M Rushworth, Head of Finance and Mr R Cornwall, Head of People and Business Change

1 **Declarations of Interest**

Councillor Jeavons declared a non-prejudicial interest in item 9- The EAS Business Plan

2 **Minutes**

The minutes of the meeting held on 20 February were confirmed as a true record by the Cabinet and signed by the Chair of the Cabinet

3 **Response to White Paper**

The Leader of the Council introduced a report which presented a series of proposed responses to the questions posed in the White Paper. The Leader considered that the White Paper was an opportunity to suggest ground-breaking ways of providing public services and was somewhat disappointed that this was a missed opportunity.

The Chief Executive explained that the key themes covered in the document were: Regional Working; Voluntary Mergers; Local Leadership; Community Councils and Elections & Voting

The report presented to Cabinet expressed the view that the white paper presented a traditional approach to reform as it focuses on structures with little attention to the needs of the communities local government serves. It makes the assumption that the way to tackle future challenges lies in greater levels of collaboration between local authorities and across the public sector. However, collaboration between authorities is already extensive and significant savings have already been achieved.

The report informed Cabinet that whilst the creation of larger authorities now seems off the agenda, the thinking behind the white paper seems stuck in the thinking of structures. Local Government is now being urged and instructed to create regional, sub-regional and local structures with little thought given to how we can create local systems serving local communities using the social capital within places. Savings can be achieved through the sharing of senior staff but in overall terms, these will be marginal and reduce the capacity and capability to deal with possibly the most challenging environment local government has

ever faced. Creating new structures also takes times and in some cases will be dependent upon the introduction of legislation.

The danger is that time and energy appears to be focused in the wrong place and ultimately new structures are just new ways of doing things in the same way. What is needed is a fundamentally different approach to engaging with communities and a new approach to service design.

The report pointed out that more innovative models are now being created which focus much more on developing local systems using the collective capacity within a place to help meet the challenge of creating sustainable service delivery to help people live well. The report considered that the White Paper was an opportunity for Wales to set itself apart as a country determined to create a new model for the delivery of public services. Unfortunately it was considered that the white paper will not achieve this.

The Chief Executive welcomed the shift by the new Cabinet Secretary from reorganisation proposals to a focus on putting in place collaborative arrangements to ensure councils work more effectively together.

The white paper describes further work towards regional working, collaboration and shared services. The proposed response suggests the need for local negotiation informed for service delivery. The principle of local government is the need to make decisions locally. Local Authorities need to have the flexibility to decide locally how they consider services may best be provided

Cabinet Members agreed the proposed report set out in the report and noted there would be a further consultation on electoral arrangements in the summer and the Cabinet would respond at that time.

Decisions:

To agree the response to the Welsh Government white paper on reform of local government.

4 Use of Underspend

The Leader of the Council informed the Cabinet that at the last Council meeting, she had announced that details were being finalised on some one-off investments in key areas. At the time the Leader stated that much investment would be in infrastructure. The Leader had mentioned that the projects would be funded mainly from the current years forecasted underspend, and the review of reserves.

The Leader stated that the report set out details of spending that will further add to other investments in the revenue and capital budgets which the Cabinet have already agreed for 2017/18 and shows commitment to our key priorities.

The Leader pointed out the funds were available owing to sound financial management by the administration

The Cabinet Member for Finance & Resources stated that there were three elements to the available funding, they being: a review of reserves – release of (i) council tax reduction scheme reserve at £500,000, (ii) general legal claims reserve at £100,000; Savings from the new MRP method; and 2016/17 revenue budget forecasted underspend, over and above the £1.1m already allocated – based on January 2017 budget monitor.

The Cabinet Member stated that he, along with the Leader and the Head of Finance had reviewed the Council reserves and had identified 2 reserves which could be released and

also used to fund the key priorities – these being the (i) council tax reduction scheme reserve and the general legal claims reserve, as described above

The Cabinet Member stated that that the Council Tax reduction scheme revenue budget had underspent in recent years as claimant numbers have reduced and whilst savings have been taken from this budget for 2017/18, it is still at a level which is over the current costs and therefore the base budget itself allows for future increase in claimant numbers and the risk of overspending here, at least in any single year is therefore low. The Council's general contingency budget also provides for another layer of protection to the overall budget.

The general legal claims reserve is very small and does not provide a significant amount of risk mitigation in itself. Therefore the Council's general contingency budget can provide protection to the overall budget against legal costs.

The Cabinet Member had also considered the change of MRP methodology approved by Council as part of the 2017/18 Treasury Management policies. This will lower the cost of MRP from 2017/18 and so could also be included to bring forward a package of one-off funds to fund key priority projects.

The Cabinet Member described the proposed key features of the spending plans as:

• Investment in infrastructure -school renovation fund to be spent over a two year period	£1,100k
• Council central library & museum services	£400k
• Streetscene infrastructure / maintenance	£300k
• Investment in infrastructure - water feature at Tredegar Park	£100k
• Disabled Facilities Grants	£133k
• A package of investments and initiatives to improve facilities in; and viability of traders within; the Council's indoor market	£70k
• One-off revenue investment to maintain current grants to 'Citizen Advice centres' and 'Llamau' as Council considers future funding to all charitable organisations	£67k
• Revenue investment in a community delivered skills based project – which will also attract match funding and be spent over a three – year period	300k
• Revenue funding for initiatives stemming from an 'antisocial behaviour' group, as a sub group of the Public Services Board	£30k
TOTAL	£2,500K

All Cabinet Members welcomed the investment proposed in the report and described the impact within individual portfolio and service areas

The Leader and Cabinet Member for Education and Young People offered thanks to the many head teachers who had thanked the Cabinet for the further investment in schools, announced since the consultation budget

The Cabinet Member thanked the Head of Finance and his team for their support and assistance in putting together these proposals

Decision:

To approve officers to utilise the resources in line with Cabinet's priority spending areas shown in the report

5 Pay and Reward Policy

The Cabinet Member for Finance and Resources informed Cabinet that it was a statutory requirement to publish a Pay and Reward Statement on an annual basis. In December 2016 the Public Services Staff Commission published guidance to local authorities on their Pay and Reward Statements to complement the 2015 Welsh Government guidance.

The Cabinet Member stated that some minor changes had to be made in order to bring the document up to date. He set out in detail the changes that had been made

Decisions:

To recommend the updated Pay and Reward Policy to the Council for adoption

6 Improvement Plan - Quarter 3

The Leader of the Council stated that the report set out the quarter 3 update on the Plan for the current year. The Leader informed Cabinet that there were essentially no significant changes.

Cabinet was pleased to note that see that generally the position is assessed as good and showing "green". The Leader mentioned one 'amber' element. This related to the work we do with landlords to get properties up to habitable standards

The Leader stated that it was good to see in particular that Newport was showing green on our recycling performance. The Leader expressed the view that Newport's recycling process was probably the most cost-effective in Wales and was commended by the Cabinet Secretary at a recent meeting at Welsh Government

Decisions:

To note the progress made during the third quarter of 16/17 regarding key actions and measures and to agree that corrective action be taken to address areas of underperformance

7 Well-being of Future Generations - Well-being Objectives

The Deputy Leader informed the Cabinet that the Well-being of Future Generations Act requires local authorities to publish Well-being Objectives and a supporting statement by 31 March 2017.

The Deputy Leader explained that the proposed objectives had been developed in accordance with statutory guidance and take into account the Council's existing Improvement Plan Objectives and feedback from the public engagement. He mentioned that, whilst there was a need to publish Well-being Objectives by 31st March, they can be amended at any time, including after the May elections when the new administration develops its Corporate Plan.

The proposed objectives were: To improve skills, educational outcomes and employment opportunities; to promote economic growth and regeneration whilst protecting the environment; to enable people to be healthy, independent and resilient; and to build cohesive and sustainable communities.

The Well-being Statement was presented to Cabinet. The Statement set out the steps to take to achieve the Well-being Objectives plus information on governance, resource allocation, timescales and how to involve people with an interest.

Decisions:

To agree the Council's Well-being Objectives and the Well-being Statement for publication by 31 March 2017.

8 Welsh Language Strategy

The Cabinet Member for Finance and Resources informed Members that the Council is required to publish a 5 Year Welsh Language Strategy. The aim of the strategy is to 'promote the Welsh language and facilitate the use of the Welsh language.'

The Cabinet Member stated that the target is to increase the number of Newport pupils in Welsh medium education from 892 in 2016/17, to 1,250 or more in 2022/23. The aim was to achieve this by filling the reception classes of Newport's three Welsh medium Primary schools for the next 5 years.

From consultation the Council had learnt that people have very different experiences of the Welsh language. In order to give people the opportunity to learn and speak Welsh, there was a need to engage all the people of Newport. There was also a need also to engage all partner organisations to support us in this work

The Cabinet Member stated that the consultation responses informed the Council of the need to do more to support children and young people in both Welsh and English medium schools to practice the language.

It was explained that the Council would to work in partnership with local organisations, to provide more opportunities to use the language, in education and through play and social activities.

All of this was in line with the council's commitments under the Well-being of Future Generations Act and the Welsh Government's own language Welsh language strategy- 'A Million Welsh Speakers.'

The final Strategy will be taken to full Council for approval and Cabinet would monitor progress through the annual reports, with full review at the end of the strategy term.

Decisions:

To recommend the Strategy for adoption by the Council

9 EAS Business Plan 2017-18.

Councillor Jeavons declared a non-prejudicial interest in this item

The Cabinet Member for Education and Young People introduced a report setting out the three year business plan for the South East Wales Consortium.

The Cabinet was informed that, although the report included a regional plan the EAS has continued to strengthen systems and processes to continue to improve pupil outcomes as a result of on-going evaluation and the slow progress noted particularly in 2016.

Debbie Hartevelde, Managing Director and Kirsty Bevan Assistant Director of the EAS informed Cabinet that the Business Plan sets out the overall targets to be achieved by the

EAS working in partnership with the five local authorities. These outcomes were based on an analysis of pupil level data and a sound judgement of what should be achieved over the lifetime of the plan. The programmes of work to achieve these outcomes were set out in detail for 2017-18 and will be reviewed for future years. The targets for schools in Newport were set out in the report

The Business Plan set out the overall priorities for the South East region and in addition provided an Annex that focused in particular on the priorities and programmes for Newport. All Amber and Red schools were noted in the Annex and would be subject to regular scrutiny of progress at Intervention and Education Improvement Board (EIB) meetings.

In addition, all schools in Newport are in receipt of bespoke support packages based on school needs. These have been discussed with senior Officers and the Cabinet Member for Education and Young People prior to submission. A half yearly review of progress towards the Newport Annex will be provided in November 2017.

The Leader referred to the importance of providing support and guidance to young people as they faced many pressures at this time. She said that educational opportunities are one of the most important things we do in order to raise young people out of poverty and to give them a better start in life.

The Cabinet Member praised the work that was being done by the education team that was helping to improve attendance

Decisions:

To note the priorities contained within the Business Plan and the Annex; and consider the impact of the plan for communities within its local authority area;

10 Purple Flag Accreditation- City Centre Night Time Economy

The Cabinet Member for Regulatory Services informed the Cabinet that the Purple Flag is a national accreditation scheme run by the Association of Town and City Management to establish national standards and raise the image of Britain's town centres at night.

He stated that by meeting these standards, a good night-time offer can be promoted and recognised. By working towards and achieving the Purple Flag, there would be an improvement to the quality of the city between the hours of 6pm and 6am by incorporating all aspects of evening and night-time economy management into a comprehensive framework for the Council and local partners to aspire to and meet.

Getting the Purple Flag shows that a town's night-time economy offers a clean and safe environment, good bars and clubs, a variety of arts and cultural attractions and excellent transport links. Swansea is the only other Welsh Purple Flag status – holder.

It was proposed the purple flag area covers the City Centre and extends across the River Usk so as to include the sports and entertainment venues in Rodney Parade and Clarence Place. As part of the submission, we have to produce a map detailing the attractions, facilities, transport links etc.

Decisions:

To agree to and supports the work towards Purple Flag Status for Newport City Centre's evening and night time economy, with a view to obtaining the Flag as early as possible, ideally in 2017.

11 Interim Executive Powers

The Leader of the Council informed the Cabinet that arrangements need to be put into place to ensure that any urgent Executive decisions may be taken if necessary following the City Council elections on 4 May 2017 and before the appointment of Executive Members. The Leader of the Council is to be appointed by the Council at the AGM. All other executive appointments are in the power of the Leader once appointed.

It was suggested that all Executive powers should be vested in the Chief Executive during that period. Decisions are to be taken by the Chief Executive only if a decision is required which cannot wait until the appointment of the Leader of the Council or Cabinet Members.

The Chief Executive will only take decisions following consultation with the individual Member of the Council who has been nominated by the Majority Group for recommendation to the Council to be appointed as Leader or in the absence of a political group with an overall majority, in consultation with Group Leaders.

A list of any urgent decisions taken in the interim period, and the reasons for the urgency, will subsequently be reported to Overview and Scrutiny/ Audit Committee in accordance with the current urgent matters procedures

It was explained that no interim scheme of delegation is needed in relation to non-executive decisions because these matters will already be delegated to officers or, in the case of decisions taken by Regulatory Committees; officers are able to take urgent decisions under Standing Orders.

The arrangements will come into force at midnight on 3 May 2017.

Decisions:

- i. To delegate powers to the Chief Executive to allow any urgent decisions to be taken following the City Council elections and before the appointment of Executive Members
- ii. To confirm that decisions are to be taken by the Chief Executive only if a decision is required which cannot wait until the appointment of the Leader of the Council or Cabinet Members and will only be taken following consultation with the individual Member of the Council who has been nominated for recommendation to the Council to be appointed as Leader or in the absence of a political group with an overall majority, in consultation with Group Leaders.
- iii. To confirm that a list of any urgent decisions taken in the interim period, and the reasons for the urgency, should subsequently be reported to Overview and Scrutiny/ Audit Committee in accordance with the current urgent matters procedures

12 Work Programme

The Corporate Assessment suggested to the Council that it should consider strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up. In response to that suggestion, Cabinet had previously agreed that the Head of Democratic Services will

regularly ask Chief Officers to update the Cabinet work programme and an update will be reported to Cabinet each month.

An updated work programme for the coming municipal year suggested by Chief Officers was discussed. This was, of course, a working document and will be subject to change.

Decision:

To adopt the suggested programme and provide an update at the next meeting

The meeting terminated at 13:15

Minutes



Cabinet

Date: 29 March 2017

Time: 11.00 am

Present: Councillors D Wilcox (Chair), P Cockeram, G Giles, D Harvey, R Jeavons, R Poole, J Richards, R Truman and M Whitcutt.

In Attendance: Mr G D Price, Head of Law and Regulation and Mr R M Rushworth, Head of Finance.

1 **Declarations of Interest**

No declarations of interest were made.

2 **Exclusion of the Press and Public**

Decision:

To exclude the press and public during consideration of the following item on the grounds that its consideration involved the likely disclosure of exempt information as defined in schedule 12 A of the Local Government Act 1972 (as amended) and the exemption outweighs the public interest in disclosure.

3 **Friar's Walk**

Cabinet received confidential financial and legal advice regarding an update on the proposed sale of Friars Walk and considered some of the key terms of the legal and financial agreements, which are being finalised.

Decision

That the Head of Finance and Head of Law and Regulation is authorised to finalise the necessary documentation for completion of the sale, upon the terms outlined at the meeting

The meeting terminated at 1pm

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Report

Cabinet

Part 1

Date: 24 April 2017

Subject Corporate Risk Register Quarterly Update

Purpose To present the quarterly update of Corporate Risk Register

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

Ward All

Summary This report contains the latest update of the Corporate Risk Register.

- There are eight risks identified in the register, 7 are medium risks and one is high.
- Since the last update the risk score for risk 2 'Increasing Aging Populations' has increased from 12 to 16 which means it is now a high risk
- Actions for each risk have been updated below.
- Risk 5 Safeguarding is expected to be closed in the risk register review that will take place in the next quarter.

Proposal Cabinet is asked to note the contents of the Corporate Risk Register and request an annual review of the contents of risk register at the July 2017 meeting

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Cabinet
- Deputy Leader
- Audit Committee
- Corporate Management Team
- Head of Law and Standards
- Head of People and Transformation
- Head of Finance

Signed

Background

1. Corporate Assessment

As part of its governance arrangements the Council has a risk management strategy and a corporate risk register is monitored quarterly. Through the Corporate Assessment Review 2014 the WAO noted that *“The Council has improved its approach to and presentation of its corporate risk register. The risk register now includes a before and after mitigation risk score at an assessed date and a breakdown of the probability and impact of that risk. The register includes current actions to address each risk and assigns responsibility to senior officers, cabinet member and scrutiny committee”*.

2. Risk Management Strategy

The Risk Management Strategy was agreed by Cabinet in September 2014. It was updated to reflect a revised approach to risk management and improved processes for identifying and escalating risk. Potential benefits of an improved risk management approach are improved decision making, avoidance of shocks and the ability to mitigate threats and take advantage of opportunities.

The strategy includes six key areas where risks are identified and managed:

- Decision Making Process
- Revenue and Capital Monitoring
- Change and Efficiency Programme
- Service and Improvement Planning
- Horizon Scanning Activities
- Information Risk Management

3. Role of Audit Committee

Since the introduction of the Local Government Measure 2011 the local authority’s Audit Committee have a role in reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority. Processes and Strategies about risk management should be reviewed by the Committee however the content of the risk register including setting and changing risks included in the register is *not* the role of the Audit Committee.

4. Risks updated in this report

A full review of the Corporate Risk Register will be undertaken in conjunction with the service planning process and a revised risk register will be presented to Cabinet in July 2017

An annual review will be carried out in line with service planning to ensure a joined up approach to risk management, this will be concluded and presented to the July 2017 Cabinet meeting.

5. New Risks

The following risk was added in the 2016 revision of the Corporate Risk Register

- RISK 8: Brexit

6. Closed Risks

The table below details the following closed risks from the Corporate Risk Register

Date	Risk	Closure Details
September 2014 - April 2015	<i>Risk Title: Delivering a Balanced Budget Risk Description: That the savings required to deliver a balanced budget in the following year cannot be achieved</i>	In November 2014 this risk was scored as probability 1 and impact 1. This was because a balanced budget was drafted and being progressed through the council’s decision making hierarchy. A balanced budget was approved by Cabinet and Council in February 2015 and this risk is now considered to be closed.
September 2014 - June 2015	<i>Risk Title: Total Reward Risk Description: That the complex and contentious tensions inherent to the Single Status pay and grading review delays the</i>	The Total Reward project has now been implemented and any remaining issues and risks can now be managed at a service area level

	<i>project implementation.</i>	
September 2014 - June 2015	<i>Risk Title: Information Governance Risk Description: That the council does not have adequate arrangements in place to protect the data in holds and that this results in significant fines and reputational damage</i>	This risk can now be managed at a service area level.
September 2015 – June 2016	<i>Risk Title: Legislative Requirements (Social Services) That new legislative requirements of the Social Services act potentially place significant duties on the Authority that it cannot fulfil</i>	Specific details and guidance for the Act now produced. Work across region to develop solutions to the challenges and locally we have a project team working on implementation of all regulations Big emphasis on prevention and early intervention – reshaping front door services in Adult Social Care – close working with Health Board – redistributed teams to be coterminous with Health Board Neighbourhood Care Networks

Financial Summary

- There are no direct costs associated with 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 strategy and process are not robust enough to capture all high risks	M	L	Reviewing, testing and embedding processes to ensure that they are fit for purpose	Heads of Service and Performance Team

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Robust risk management practices increase the chances that all of the council's priorities and plans will be implemented successfully

Options Available and considered

- To note the contents of the Corporate Risk Register and request a further update at the March 2016 meeting
- Not to note the contents of the Corporate Risk Register and not request a further update at the March 2016 meeting

Preferred Option and Why

- To note the contents of the Corporate Risk Register and request a further update at the March 2016 meeting

Comments of Chief Financial Officer

There are no direct financial implications arising from this report. The corporate risk register forms an important part of the governance and budget setting arrangements for the council and the risk register is used to guide the internal audit plan

Comments of Monitoring Officer

The Council's corporate governance arrangements are an integral part of the risk management strategy, in ensuring that all decisions are made lawfully and constitutionally and that all risks are identified, assessed and mitigated. The absence of successful call-in and legal challenges demonstrates that these arrangements are robust. However, as part of the review of the Constitution, improvements in the Report templates will be considered to further embed risk management principles within the decision-making processes. The Local Government (Wales) Measure 2011 required the Council to establish a stand-alone Audit Committee with statutory responsibility for reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority. However, the identification of corporate risks, for inclusion within the risk register, is an executive decision for Cabinet.

Comments of Head of People and Business Change

There are no direct staffing implications arising from this report.

Risk management is a key element of the council's improvement programme and the Administration's commitment to ensuring strong corporate governance and robust performance management. The risk strategy and register allow the council to consider the longer term overarching risks to the council fulfilling its objectives and obligations and take action to mitigate the impact and probability of those risks.

Comments of Cabinet Member

The Chair of Cabinet has been consulted and has agreed that this report goes forward to Cabinet for consideration.

Local issues

None

Scrutiny Committees

The Risk register is also considered by Audit Committee. Meetings with the committee have resulted in some changes in format and layout of the register.

Equalities Impact Assessment

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Wellbeing of Future Generations (Wales) Act 2015

The guidance on the Act is clear – it requires public bodies to maximise their contribution to improving the wellbeing of Wales. The Act provides a framework for better decision making by ensuring public bodies take account of the **long term**, focus on **prevention**, take an **integrated** and **collaborative** approach, and **involve** people in policy making and planning and delivery of services.

The Act places a duty on the public sector to:

- Adopt the Sustainable Development Principle
- Work towards 7 national wellbeing goals
- Focus work on future generations
- Take a central role in the establishment and scrutiny of a Public Services Board (PSB)
- Take a central role in the development of a Wellbeing Plan based on a long term needs assessment

- Respond to a new accountability framework including reporting and review by the Auditor General Wales

The Act has implications for how the local authority will work in future and Part 2 of the Act places an individual wellbeing duty on public bodies. Key areas where change needs to happen include:

- Corporate Planning
- Risk Management
- Workforce Planning
- Performance Management
- Financial Planning
- Procurement
- Assets

The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services. A programme of training for senior management and elected members is underway so that the wide-ranging and transformational implications of the Act are understood and can be embedded in the Council's ways of working.

Key documents and processes have been revised so that they incorporate sustainable development and wellbeing principles. Over the last three years extensive public engagement has been undertaken in relation to setting service delivery priorities and identifying which services matter most to people, and contribute to their wellbeing. This will continue to inform future planning.

Crime and Disorder Act 1998

Not applicable.

Consultation

As above, the Risk Register is also considered by Audit Committee

Background Papers

Corporate Risk Register, Cabinet, 18th December 2015
 Corporate Risk Register, Audit Committee, 28th January 2016
 Corporate Risk Register, Cabinet, 14th March 2016
 Corporate Risk Register, Audit Committee, 24th March 2016
 Corporate Risk Register, Cabinet, 6th June 2016
 Corporate Risk Register, Audit Committee, 23rd June 2016
 Corporate Risk Register, Cabinet, 12th September 2016
 Corporate Risk Register, Audit Committee, 22nd September 2016
 Corporate Risk Register, Cabinet, 21st December 2016
 Corporate Risk Register, Audit Committee, 26th January 2017

Dated: 3 April 2017

Risk Management Roles and Responsibilities

The roles and responsibilities of individuals and groups are set out below:

Role	Responsibility
Cabinet and Cabinet Members	To work with Strategic Directors and Heads of Service to define, assess and manage corporate risks. To work with Heads of Service to manage risks within their service delivery portfolios To consider corporate risks as part of the decision making process
Members	To be aware of the corporate risks and to consider risk management in scrutiny meetings and regulatory committees
Audit Committee	To take an overview of the processes involved in managing risk in the council To receive regular reports on the corporate risk register and risk management processes
Strategic Leadership Team	To work with Cabinet Members and Heads of Service to define, assess and manage corporate risks To monitor risks in the risk register To recommend additions and revisions to the risk register To initiate mitigating action for escalating risks To ensure risks are assessed accurately
Heads of Service	To work with Cabinet Members and Strategic Directors to define, assess and manage corporate risks To work with the Cabinet Member to manage risks To implement mitigating action for escalating risks To recommend mitigating action for corporate risks to the appropriate decision making body To ensure risks are assessed accurately
Senior Information Risk Owner (SIRO)	To lead and foster a culture that values, protects and uses information for the success of the organisation and benefit of its customers To own the organisation's overall information risk policy and risk assessment processes and ensure they are implemented consistently by Information Asset Owners (IAO's) To advise the Chief Executive or relevant accounting officer on the information risk aspects of the Council's annual governance statement To own the organisation's information incident management framework
Report Authors / Project Managers / Officers	To be aware of corporate risks and the service area risks that impact on their areas of work To consider the risk register when preparing project documentation and recommending action through decision making processes To recommend mitigating action for escalating risks To implement mitigating action for risks arising through the course of normal service delivery To ensure risks are assessed accurately

Corporate Risk Management Strategy September 2014

Assessing Risk

An assessment of the likelihood and impact of risk is important to measure, compare and monitor risks to ensure efficient use of resources and effective decision making. This assessment is carried out using the risk matrix as described below.

Risk Assessment Matrix

A Corporate Risk Register will contain the high level risks for the whole authority. In order to differentiate between these high level risks a 5x5 risk assessment matrix will be applied. The matrix is shown below and further detail is included in appendix one.

Risks are scored using the scoring system for probability and impact and assigned a rating based on the tolerances set out in the matrix below

Risk Scoring

Probability description	Score
Very Low probability	1
Low probability	2
Medium probability	3
High probability	4
Very high probability	5
Impact description	Score
Negligible	1
Low	2
Medium	3
High	4
Very High	5

Risk Matrix

Probability	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		Impact				

Impact Matrix

RATING	SEVERITY OF IMPACT	GENERAL DESCRIPTION	IMPACT FACTORS						
			Strategic	Operational	Financial Management	Resources	Governance	Health & Safety	Reputation
1	Negligible	Low impact. Localised effect		Minor disturbance of non-key area of operations	Unplanned budgetary disturbance <£100k	Loss of asset/money with value >£2k		Reportable (non-serious) accident affecting one employee/member of public/service user	Isolated complaint(s)
2	Low	Low impact for organisation as a whole. Medium localised impact		Minor disruption of a key area of operations or more significant disruption to a non-key area of operations	Unplanned budgetary disturbance £100-£500k	Loss of asset/money with value £2-10k	Mild WAO criticism in report. Mild criticism from a legal/regulatory authority. Isolated fraud	Reportable (non-serious) accident affecting small number of employees/members of public/service users	Formal complaints from a section of stakeholders or an institution
3	Medium	Medium impact for organisation as a whole	Noticeable constraint on achievement of a key strategic objective	Major disruption of a service area for a short period or more minor disruption of a service area for a prolonged period	Unplanned budgetary disturbance £500k-£2M	Loss of asset/money with value £10-50k	Adverse WAO report. Significant criticism from a legal/regulatory authority requiring a change of policy/procedures. Small-scale fraud relating to a number of people or more significant fraud relating to one person	Reportable (non-serious) accident(s) affecting a significant number of employees/members of public/service users or a serious injury to a single employee/member of public/service user	Formal complaints from a wide range of stakeholders (e.g. several institutions), adverse local press, complaint/s upheld by Ombudsman
4	High	High impact for organisation as a whole	Severe constraint on achievement of a key strategic objective	Major disruption of a service area for a prolonged period or major disruption of several service areas for a shorter period	Unplanned budgetary disturbance £2-5M	Loss of asset/money with value £50-100k	Qualified account. Severe criticism from WAO/legal/regulatory authority requiring major overhaul of policy/procedures, Significant fraud relating to several employees	Serious injury of several employees/members of public/service users	Significant loss of confidence amongst a key stakeholder group. Adverse national press
5	Very High	Catastrophic	Failure of a key strategic objective	Major disruption of several key areas of operations for a prolonged period	Unplanned budgetary disturbance >£5M	Loss of asset/money with value >£100k	Severe service failure resulting in WAG intervention/special measures Widespread significant fraud	Death of employee(s)	Severe loss of confidence amongst several key stakeholder groups. Damning national press

Probability

Score	General Description	Definition
1	Very Low probability	2% chance of occurrence
2	Low probability	5% chance of occurrence
3	Medium probability	10% chance of occurrence
4	High probability	20% chance of occurrence
5	Very high probability	50% chance of occurrence

RISK 1: Legislative Requirements

That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised)

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	March 2017	12	3	4	Unchanged There is continued pressure on the council to implement the new duties detailed by new legislation. Whilst significant work is underway, there remain major risk factors.	June 2017
	December 2016	12				
	August 2016	12				
	May 2016	16	Medium probability	High Governance impact		
	February 2016	16				
	December 2015	16				
	August 2015	16				

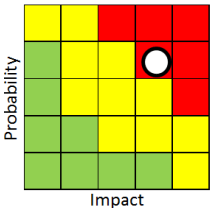

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Current Action Status / Control Strategy	Action Details	
	Welsh Language Act	<ul style="list-style-type: none"> Strategic equalities group monitors implementation supported by Welsh Language group. Action plans in place and being monitored. This has shown significant progress. Progress includes increasing awareness of the Welsh Language Standards across the authority. Leaflets, posters, desk prompts and video available. Partnership arrangements with another Council now in place and £280k budget allocated, additional resources now available to support service areas and work such as web site development now underway. 5 year strategy developed through consultation, Although significant work is ongoing, gaps in service provision remain, and this remains a reputational risk for the Council.
Future Generations Act	<ul style="list-style-type: none"> Cabinet reports updating members on progress and approach. Awareness raising sessions with officers and members completed and work with consultants to develop organisational readiness for the Act underway. Currently developing an impact assessment template that incorporates the sustainability principles. Formal report, service plan and business case templates updated to ensure the principles of the Act are reflected in all decision making. Public Services Board established with agreed Terms of Reference, formal meetings are held at least quarterly. Draft Wellbeing Assessment in place in conjunction with the assessment required for the Social Services Act. Work being undertaken on a Gwent basis to inform the Wellbeing Assessment and Plan - funding secured from Welsh Government to support this work. Development of wellbeing objectives finalised, pending the redevelopment of the Corporate Plan in 2017. 	

Responsible Officer: Chief Executive

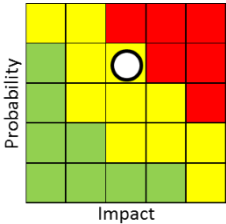

Responsible Cabinet Member(s): Leader of the Council, Deputy Leader, Cabinet Member for Community Work and Skills, Cabinet Member Finance and Resources

Scrutiny Committee(s): (1) Community Planning and Development and (2) Street Scene, Regeneration and Safety

RISK 2: Increasing Ageing Population						
That an increasing percentage of the population are over 65 and this puts an increasing strain on demand led services, particularly those that are statutory in nature and significant budgetary overspends						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	March 2017	16	4	4	Unchanged  Demographic Pressures indicate a 14% rise in the number of adults over 70yrs of age by 2020. There are also increasing numbers of older people with complex health conditions and national research indicates that local authority adult services budgets need a 3% year on year real terms increase in budgets to manage this challenge. The economic climate makes this rate of budget increase extremely unlikely, thereby indicating increasing unmet need.	June 2017
	December 2016	12				
	August 2016	12				
	May 2016	12				
	February 2016	12	High probability	High Financial Management Impact		
	December 2015	12				
	August 2015	12				
	May 2015	12				
	March 2015	12				
	August 2014	8				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Focussing on preventative measures and developing resources for prevention and early intervention with colleague agencies to reduce pressure on more acute statutory services – community and carers connectors • Recommissioning voluntary sector services to align to principles of the Social Services and Wellbeing Act 2014. • Transforming existing services to provide an optimal care pathway for older people focussing on independence and re-ablement • Pioneering and, 'In-Reach multi-agency team to visit wards in Royal Gwent on a daily basis to streamline decision making on discharge from hospital • Implementing transformation through project management approach with strong management and performance monitoring • Development of a long term dialogue with communities aiming to strengthen community resilience and capability • Development of a whole council approach to building community resilience 					
Responsible Officer: Strategic Director People						
Responsible Cabinet Member: Cabinet Member for Adult Social Services and Housing						
Scrutiny Committee: Community Planning and Development						

RISK 3: Capacity and capability to meet the councils objectives

That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	March 2017	12	4	3	Unchanged  Work continues in this area	June 2017
	December 2016	12				
	August 2016	12				
	May 2016	12				
	February 2016	12	High Probability	Medium Operational Impact		
	December 2015	12				
	August 2015	12				

Current Action Status / Control Strategy

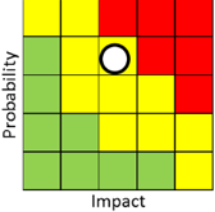
- There are continued capacity and capability gaps across the council; these are more prevalent in some areas than others. Although there are a number of actions (see below) that are being undertaken to remediate this situation, there are still risks going forward which will potentially exacerbate this current situation; these include further required financial savings and issues with recruiting to key positions.
- The Workforce Plan identifies objectives for future planning for all Service Areas.
- People and Business Change will pilot career pathway planning in Autumn 2017 to role model to other service areas
- Creation of an apprenticeship scheme was approved in June 2016 and recruitment is underway to the first cohort of apprentices due to start in September 2016, with a possible second intake due to start in January 2017.
- Pilot taking place in Education Services for the roll out of greater NVQ/ILM opportunities for those in the workplace wanting to enhance current skill level. Intention to offer to wider workforce in 2017 linked to workforce planning for each service area
- Mandatory training will be identified for each post and linked to job descriptions to set out the expectation of ability, skill and experience at the point of recruitment and to form a development path throughout induction, probation and longer term
- Additional Investment in Project Management and business change resources
- Coaching, shadowing and mentoring opportunities delivered as part of the change programme
- Specific business support and training provided for business case development and project management.
- More effective use of central support resource
- Training Master classes developed and number of managers attending measured green for 2015 with over 80% attending training to upskill
- Action Learning Sets have been practised at Senior Management Forum and OD are collating requests from managers to create networks of peer coaching through the use of ALS. HR and Finance partners will be trained as facilitators to enable greater support to managers in identifying problems and creating their own solutions.
- Use of external resource / experts
- Sampling of My Review has taken place in August 2016 by the HR/OD team and feedback will be provided to managers in

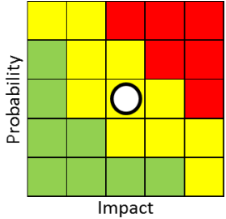

	<p>September with a refreshed roll out of training on how to conduct appropriate appraisals between October and March 2017 in time for the next annual appraisal</p> <ul style="list-style-type: none"> • OD strategy devised to enable the organisation to achieve faster cultural change and improved performance • People service plan to heavily focus on workforce planning and OD for next 12 months • Performance management process is currently being reviewed with a key objective for 2016/17 to be the roll out of a revised scheme, new performance management system to be piloted early 2017 to assess whether appropriate for organisation roll out • New cohort of managers undertaking ILM level 5 in Coaching and Mentoring to start in January 2017 • New cohort of senior leaders undertaking Executive Coaching
<p>Responsible Officer: Chief Executive</p>	
<p>Responsible Cabinet Member: Cabinet Member for Finance and Resources</p>	
<p>Scrutiny Committee: Community Planning and Development</p>	

RISK 4: Budget Challenge						
That the continuing need for significant annual savings is increasingly difficult to achieve and that could compromise organisational capacity and service delivery including statutory services						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
<p>Probability</p> <p>Impact</p>	December 2016	12	4	3	Unchanged Whilst assumptions on WG revenue grant support has improved and therefore reduced medium term budget gap over medium term, the planning parameters still assume an annual cash reduction in grant and therefore savings required which are increasingly difficult to achieve, without cuts to service provision. Impact on organisational capacity and delivery of services therefore still significant.	June 2017
	<i>August 2016</i>	12				
	<i>May 2016</i>	12	Medium probability	High Financial Management impact		
	<i>February 2016</i>	12				
	<i>December 2015</i>	12				
	<i>August 2015</i>	16				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Business planning process identifies impact of all savings including impact on statutory services • Agreed financial strategy • Robust and early work on the financial strategy and budget • Medium term outlook within the financial strategy • Aligning with the 2020 strategy and plans for service areas • Business cases 2017/18 and MTFP developed and reviewed • MTFP still required balancing over the medium term 					
Responsible Officer: Chief Executive						
Responsible Cabinet Member: Leader of the Council, Cabinet Member for Finance and Resources						
Scrutiny Committee: Community Planning and Development						

RISK 5: Safeguarding						
That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2016	8	2	4	Unchanged The level of risk is manageable because this is an area of absolute priority for the local authority. There are safeguarding manager roles across the council and we have strong links with national and regional safeguarding boards	March 2017
	August 2016	8	Low Probability	High Governance Impact		
	February 2016	8				
	August 2015	8				
	March 2015	8				
	August 2014	8				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Safeguarding Action Plan agreed and implementation underway • Continuous review of policies and procedures • Partnership working • Raising awareness of policies and procedures with staff • Service Manager for Safeguarding is in place • Safeguarding role in Education 					
Responsible Officer: Strategic Director - People						
Responsible Cabinet Member: Cabinet Member for Adult Social Services and Housing, Cabinet Member for Education and Young People						
Scrutiny Committee: Learning, Caring and Leisure						

This risk is to be closed in the risk register review in June 2017 and a new risk relating to the increasing number of highly vulnerable children to be introduced.

RISK 6: Investment in Friars Walk Development						
That the development does not realise its target value and the developer is unable to sell or re-finance the scheme to repay the loan						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2016	12	4	3	Unchanged ↔	June 2017
	August 2016	12	Medium Probability	Medium Strategic Impact	The Developer and the Council are currently progressing a sale of the Scheme. The Scheme is c85% let by income and this should increase over the next few months. At this level of letting, the scheme has secured a sufficient rental income to generate a sale and if it can't be concluded, a reinvestment value for the Council, at least in the short term and this significantly reduces any impact.	
	May 2016	9				
	February 2016	2				
	December 2015	2				
	August 2015	4				
	May 2015	6				
	March 2015	8				
	November 2014	12				
	August 2014	12				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> Financial modelling undertaken to test viability of various sale and re-finance options Retail and Leisure anchor stores secured (Debenhams and Cineworld) and other major store units now leased. Safeguards built in to mitigate financial risks e.g. Friar's Walk financial reserve Council able to exercise step-in rights Regular dialogue is taking place with the developers and the purchasers regarding the sales process and the completion of the necessary legal and financial documentation 					
Responsible Officer: Strategic Director – Place						
Responsible Cabinet Member: Cabinet Member for Regeneration and Investment						
Scrutiny Committee: Streetscene, Regeneration and Safety						

RISK 7: City Deal						
That the SE Wales region, which includes Newport CC, cannot conclude a city deal within the timescales and as a result misses the opportunity to secure investment to improve economic outcomes for the communities of the city						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	March 2017	9	3	3	Unchanged  <i>The initial stage of the city deal process has been completed.</i> <i>This will take the rest of 2017 to conclude so the risk assessment score remains unchanged.</i>	June 2017
	December 2016	9				
	August 2016	9				
	May 2016	9	Medium Probability	Medium Strategic Impact		
	February 2016	9				
	December 2015	9				
	August 2015	9				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> The Heads of Terms document for the Cardiff Capital Region City Deal was signed on 15th March 2016. This is an agreement between the 10 local authorities of the SE Wales region, Welsh Govt and UK Govt. This is the first critical milestone for the completion of the city deal. The Council formally committed to the city deal process at their February 2017 meeting. Formal governance structures are now in place, including the establishment of a Shadow Joint Cabinet of all Leaders to exercise appropriate oversight of the city deal process. We also now have a Programme Director in place to provide additional resource to complete the next phase of activity. Detailed City Deal arrangements were signed on 1st March. 					
Responsible Officer: Chief Executive						
Responsible Cabinet Member: Leader of the Council						
Scrutiny Committee: Community Planning and Development						

RISK 8: Brexit						
That the financial implications of leaving the European Union have a negative impact on the councils financial position						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	March 2017	9	3	3	Unchanged This risk remains unchanged as we await further discussion and timescales from the Welsh Government and Central Government	June 2017
	<i>December 2016</i>	9	Medium Probability	Medium Strategic Impact		
	<i>August 2016</i>	9				
Current Action Status / Control Strategy	<p>This is a new risk which will need to be monitored carefully. The result of the referendum in June 2016 has resulted in further uncertainty for the overall financial outlook for the UK. This may have an impact on future funding for the council.</p> <p>A good deal of our activity is also guided by EU regulation. It is unclear at this time both when the EU will formally exit the EU and how these regulations may change</p> <p>This remains uncertain, further discussion and engagement from the Welsh Government and UK Government is needed to confirm timescales</p>					
Responsible Officer: Chief Executive						
Responsible Cabinet Member: Leader of the Council						
Scrutiny Committee: Community Planning and Development						



Report

Cabinet

Part 1

Date: 24 April 2017

Subject **Progress update on the action plan to address the Wales Audit Office recommendations and proposals for improvement**

Purpose To present Cabinet with the progress made in addressing the recommendations and proposals for improvement made by the Wales Audit Office in their Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations 2015/16.

Author Chief Executive

Ward All

Summary

- Newport City Council was the first authority to go through the Corporate Assessment process and has made good progress since the findings of this first assessment were reported.
- This update provides Cabinet Members with oversight of the council's progress against Recommendations and Proposals for improvement made by the Wales Audit Office during the Corporate Assessment review cycle.
- At the October 2016 Cabinet meeting the Wales Audit Office presented the findings from their 'Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations 2015/16' which examined the Council's progress in addressing recommendations made in the full Corporate Assessment of the Council in 2013 and the Review that took place in 2014/15.
- This reduced the number of recommendations from 7 to 4 this shows that the council has improved despite continuing financial and legislative pressures.
- The Council compiled an action plan to address the WAO' recommendations and proposals for improvement which was also presented to Cabinet in October 2016.
- There are also a number of proposals for improvement outstanding from previous corporate reviews; progress made against these is also included.
- This report is a quarterly update of progress made against the actions outlined in the Council's action plan and actions planned for the next quarter. This enables Cabinet Members to consider whether actions remain appropriate to meet the recommendations and proposals for improvement, and to evaluate whether actions have been completed in a timely manner.

- Proposal** Cabinet are requested to:
- Note the progress made towards meeting the recommendations and proposals for improvement and query any areas where progress has been delayed.
 - Receive further quarterly monitoring reports on the progress towards meeting recommendations and proposals for improvement.

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable immediate

This report was prepared after consultation with:

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

Signed

Background

Corporate Assessment

The Wales Audit Office carried out the full Corporate Assessment of the Council in 2013.

The full Corporate Assessment 2013 examined the council's capability to deliver its priorities and improved outcomes for citizens.

Corporate Assessment Review

During 2014/15 the Wales Audit Office reviewed the progress that the Council had made this review contained seven recommendations.

Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations

During February 2016 the WAO completed fieldwork and a document review to assess the progress made against the recommendations made in the original 2013 Corporate Assessment as well as the 2014/15 review.

The 2015/16 review of progress contained four recommendations which was a reduction from the seven recommendations in the 2014/15 review.

The 4 recommendations are summarised below.

Recommendations (Note: reference numbers do not coincide due to recommendations closed by the WAO e.g. recommendation 3 has been closed)		Number of actions identified in initial action plan	Number of actions completed	Number of Outstanding actions
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.	3	1	2
Recommendation 2	The Council should address with more urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include: <ul style="list-style-type: none"> strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up; reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all Members understand and apply their respective roles in relation to each other without compromising independence; empowering Members to be more proactive and accountable for their roles and responsibilities; strengthening scrutiny arrangements to more effectively inform and challenge policies, options, decisions and actions, and hold Cabinet Members, officers, partners and others to account more robustly to drive an increased pace of progress and improvement; and 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. 	14	3	11
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. In doing so, it should: <ul style="list-style-type: none"> continue to develop its draft Workforce Plan and associated action plans by, for each action: allocating responsibility to an officer and setting a deadline for completion; and in the absence of a formal approach to 360-degree feedback for all 	12	11	1

Recommendations (Note: reference numbers do not coincide due to recommendations closed by the WAO e.g. recommendation 3 has been closed)		Number of actions identified in initial action plan	Number of actions completed	Number of Outstanding actions
	staff, address manager inconsistency in carrying out appraisals and ensure all staff receive a constructive and developmental appraisal to support job performance.			
Recommendation 5	<p>To strengthen the arrangements that enable the Council to scrutinise its improvement objectives. In doing so, the Council should:</p> <ul style="list-style-type: none"> • Enable Members to effectively challenge and scrutinise service performance: <ul style="list-style-type: none"> ▪ ensure that meeting agendas allow for sufficient time for Members to focus on (broad) underperformance; and ▪ provide training on effective challenge and scrutiny for Members. 	6	3	3

Accountability and Monitoring Arrangements

Quarterly updates will continue to be provided to Cabinet to monitor progress made against the recommendations and proposals for improvement.

Financial Summary

- There are no direct financial implications associated with 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?
Reputational risk to the council if future WAO Corporate Assessments show lack of progress.	H	L	An action plan to address each recommendation and proposal for improvement has been compiled and shared with the WAO. Progress made is monitored regularly to ensure that actions are carried out in a timely manner.	Chief Executive

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The Corporate Assessment Review links to all of the Council's key plans.

Options Available

- To accept the progress made and approve the actions planned for the next quarter.
- To not accept the progress made and/or not approve the actions planned for the next quarter.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report.

Comments of Monitoring Officer

There are no direct legal implications arising from this report. Separate comments are included in the action plan update.

Comments of Head of People and Business Change

There are no direct staffing HR implications arising from this report. This action plan progress update allows monitoring of actions to ensure that actions are appropriate and carried out in a reasonable time frame. Separate comments are included in the action plan update. The Wales Audit Office consider the Wellbeing of Future Generations (Wales) Act in the course of their work therefore, by addressing the recommendations made the council will ensure it is meeting its duties under the act.

Comments of Cabinet Member

The Chair of Cabinet has been consulted and has agreed that this report goes forward to Cabinet for consideration.

Equalities Impact Assessment and the Equalities Act 2010

Not relevant to this report

Children and Families (Wales) Measure

Not relevant to this report

Wellbeing of Future Generations (Wales) Act 2015

The guidance on the Act is clear – it requires public bodies to maximise their contribution to improving the wellbeing of Wales. The Act provides a framework for better decision making by ensuring public bodies take account of the **long term**, focus on **prevention**, take an **integrated** and **collaborative** approach, and **involve** people in policy making and planning and delivery of services.

The Act places a duty on the public sector to:

- Adopt the Sustainable Development Principle
- Work towards 7 national wellbeing goals
- Focus work on future generations
- Take a central role in the establishment and scrutiny of a Public Services Board (PSB)
- Take a central role in the development of a Wellbeing Plan based on a long term needs assessment
- Respond to a new accountability framework including reporting and review by the Auditor General Wales

The Act has implications for how the local authority will work in future and Part 2 of the Act places an individual wellbeing duty on public bodies. Key areas where change needs to happen include:

- Corporate Planning
- Risk Management
- Workforce Planning
- Performance Management
- Financial Planning
- Procurement
- Assets

The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services. A programme of training for senior management and elected members is underway so that the wide-ranging and transformational implications of the Act are understood and can be embedded in the Council's ways of working.

Key documents and processes have been revised so that they incorporate sustainable development and wellbeing principles. Over the last three years extensive public engagement has been undertaken in relation to setting service delivery priorities and identifying which services matter most to people, and contribute to their wellbeing. This will continue to inform future planning.

Crime and Disorder Act 1998

Not relevant to this report

Consultation

Not relevant to this report.

Background Papers

Cabinet Report "Corporate Assessment" (21/10/13)

Cabinet Report "Corporate Assessment: Update on the Action Plan" (21/12/16)

Appendix One: Corporate Assessment Action Plan 2016/17 – Progress Update

Dated: 4 April 2017

Corporate Assessment Action Plan 2016/17 – Progress Update

Appendix One

Completed actions are highlighted in grey

Recommendation 1

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.
WAO's Intended outcome/benefit	Decisions and scrutiny are based on consideration of up to date and accurate information. Decisions are accurately recorded on a timely basis on the Council's decision making tracker so the public are able to easily find and understand what decisions have been taken and by whom.
Responsible Officer	Chief Executive Head of Law & Regulation

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Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
1.1	Chief Officers will view all decision making reports and conclude on whether they are of sufficient quality before submission to the decision making and scrutiny processes.	March 2017	Cabinet reports are received by SLT for consideration of content and quality before submission to the Cabinet cycle.	This is now embedded in the process, no further actions planned.	Chief Executive
1.2	Heads of Service will ensure that appropriate quality assurance processes are implemented within their service areas to ensure that reports are of an acceptable quality and standard before submission for inclusion in the decision – making or scrutiny processes	March 2017	Reports will be considered by Heads of Service before consideration by SLT and submission to the decision making or scrutiny process	To continue this process and assess its effectiveness	Chief Executive

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
1.3	All Cabinet, Cabinet Member and delegated officer decisions are properly recorded, including background information, options and reasons for those decisions, in accordance with the Council's constitution and legislative requirements. Minutes of Council and Committee meetings are also recorded accurately, approved at subsequent meetings and published in a timely manner. All decisions, background reports and minutes are published on the Council's web site, with a search engine to enable decisions to be tracked and easily found.	March 2017	The new template is now being used. An updated template has also been made available for reports to Scrutiny	Keep under review	Head of Law & Regulation

Recommendation 2

Recommendation 2	<p>The Council should address with more urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include:</p> <ul style="list-style-type: none"> • strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up; • reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all Members understand and apply their respective roles in relation to each other without compromising independence; • empowering Members to be more proactive and accountable for their roles and responsibilities; • strengthening scrutiny arrangements to more effectively inform and challenge policies, options, decisions and actions, and hold Cabinet Members, officers, partners and others to account more robustly to drive an increased pace of progress and improvement; and • 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.
WAO's Intended outcome/benefit	<ul style="list-style-type: none"> • The areas of focus of each of the committees is clear, linked to corporate priorities, regularly updated and considered in an open forum. • The Council's constitution accurately reflects existing arrangements and clearly sets out roles and responsibilities. • Members are able to fulfil their roles effectively and are held to account for these roles. • Scrutiny is used effectively to inform policy development and hold Cabinet Members and officers to account for performance. • Members and officers are equipped and supported to undertake their roles.
Responsible Officer	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.1	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	By April 2017	The three overview and Scrutiny Committees are now using pre meetings at every meeting to develop questioning strategies and to work towards the intended outcomes of the meeting.	To continue with Pre meetings when the Committees are reconstituted in May, and to develop and improve this process. We are also looking into possible training to include for the new	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			We have now introduced a more detailed pre meeting agenda, including suggested areas of focus. This is based on the briefing notes that had previously been prepared for the Chairs.	members on composing and targeting questions which could provide support to Members in improving the quality of the questioning.	
2.2	To introduce an effective system for scrutiny of the Public Services Board, in response to the statutory duty placed on scrutiny by the WFGA (Scrutiny AR Action 2)	By April 2017	<p>An interim system is currently in place, with SSRS Scrutiny Committee acting as the designated Committee for PSB scrutiny.</p> <p>A Policy Review Group is considering the most effective framework for PSB scrutiny to meet the requirements of the act, to be reported back to SSRS at its meeting on 20 April.</p>	The outcomes of the PRG group considering the most effective framework for PSB scrutiny will be presented to the SSRS Committee in April and to the Council after the election. To confirm the most effective structure for the scrutiny of the PSB.	Head of Law & Regulation
2.3	To introduce a new report template to improve the quality and focus of the information that is presented to Committees (Scrutiny AR Action 3)	By November 2016 meeting cycle	A new template has been introduced and is in use.	Continue to review and amend as necessary, to improve the quality and focus of information that is presented to the Committee.	Head of Law & Regulation
2.4	To continue to develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training (Scrutiny AR Action 4)	Ongoing	Currently undertaking a Scrutiny Peer Review with Caerphilly and Monmouth with support of the WAO.	<p>This will be reviewed through next year's work programme and the scrutiny induction and training programme post-election.</p> <p>Outcomes of the peer review will be reported in the Scrutiny Annual Report.</p>	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.5	To continue implementation of the Public Engagement Strategy agreed in 2015 (Scrutiny AR Action 5)	By April 2017	Implementation on going. Feedback forms have been drafted and are ready to be used for the meetings post-Election. This has been reported to the Chairs of Scrutiny at its meeting in March.	Improve the website information for scrutiny, and ensure systems in place post May to publish forward work programmes regularly, and to utilise social media where appropriate to publicise scrutiny investigations, work programmes and calls for items.	Head of Law & Regulation
2.6	Cabinet work programmes are presented to each cabinet meeting	By April 2017	This has been implemented and is ongoing	Continue	Head of Law & Regulation
2.7	The Democratic Services Committee are reviewing the various elements of the Constitution	Ongoing	This has been implemented and is ongoing	Continue	Head of Law & Regulation
2.8	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	By April 2017	See 2.1 above		Head of Law & Regulation
2.9	To introduce a new report template to improve the quality and focus of the information that is presented to Committees (Scrutiny AR Action 3)	By November 2016 meeting cycle	See 2.3 above		Head of Law & Regulation
2.10	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	By April 2017	See 2.1 and 2.8 ABOVE		Head of Law & Regulation
2.11	To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team and leading Members	Meetings already diarised	Meetings diarised.	Continue with regular meetings. Post-election, ensure that a	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	of the Executive, to ensure a positive relationship continues, and workloads are coordinated effectively (Scrutiny AR Action 6)			schedule of meetings is set up for meetings with the Chairs and the Executive at regular intervals.	
2.12	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 AR Action 7)	By December 2016	Implemented, to be kept under review. New template for the service plans discussed with the scrutiny team and chairs.	Keep under review.	Head of Law & Regulation
2.13	To update and deliver the training and seminar programme for Members, including training to support: - Budget scrutiny - Performance scrutiny - Implementation of the Wellbeing of Future Generations Act (Scrutiny AR Action 8)	By April 2017	Training and seminar sessions on-going. PSB Scrutiny PRG Group took part in training seminars on the Wellbeing act as part of their Ongoing review.	Developing training programme for new scrutiny members post-election. Continue and develop the member Seminar list.	Head of Law & Regulation
2.14	To work with current Members to develop an effective scrutiny induction programme for Elected Members after the 2017 election. (Scrutiny AR Action 9)	By April 2017	Programme being prepared for post – election.	Programme for induction will be finalised and implemented in May. Ongoing training needs will be reviewed as needed.	Head of Law & Regulation

Recommendation 4

Recommendation 4	<p>The Council must continue to develop its people management arrangements, to ensure it has the capacity and capabilities necessary to change and improve. In doing so, it should:</p> <ul style="list-style-type: none"> • continue to develop its draft Workforce Plan and associated action plans by, for each action: allocating responsibility to an officer and setting a deadline for completion; and • in the absence of a formal approach to 360-degree feedback for all staff, address manager inconsistency in carrying out appraisals and ensure all staff receive a constructive and developmental appraisal to support job performance.
WAO's Intended outcome/benefit	<ul style="list-style-type: none"> • The Council has effective workforce planning arrangements in place, which will help it deliver its vision and priorities. • Staff appraisals are consistently undertaken and to a good standard and these are used to inform staff development.
Responsible Officer	Head of People & Business Change

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Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
4.1	Creation of a workforce plan review group	February 2016	Completed		Head of People & Business Change
4.2	Publication of workforce plan	June 2016	Completed		Head of People & Business Change
4.3	Second version of workforce plan in place for 2016/17	June 2016	Completed		Head of People & Business Change
4.4	HR Business Partners to meet with Head of Service to discuss workforce objectives for 2016/17	June 2016 onwards	Completed		Head of People & Business Change
4.5	2016/17 objective for workforce planning set in both service planning and individual objectives	May 2016	Completed		Head of People & Business Change
4.6	Carry out self-assessment audit to assess current performance and	December 2016	Completed		Head of People & Business

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	identify future priorities				Change
4.7	Conduct enhanced training on workforce planning for all HR/OD officers	December 2016	Completed		Head of People & Business Change
4.8	Feedback to managers on quality of appraisals sampled	October 2016	Feedback provided on sample of appraisals		Head of People & Business Change
4.9	Options to review current processes are investigated to bring about technology in the PM cycle and modernise the system	October 2016	Currently on a pilot for new performance management system to move to a continuous performance management process instead of an annual appraisal	Make determination as to whether to proceed and roll out across the Council. Plan roll out of training and support to use the system	Head of People & Business Change
4.10	Review of Coaching for Performance course and recommendations made on future procurement	August 2016	Review undertaken and we will continue to run the course but add additional coaching support in the form of ILM qualifications	Implemented	Head of People & Business Change
4.11	Solutions identified to offer both coaching and mentoring ILM qualifications	August 2016	ILM in coaching and mentoring has been identified and a cohort of 14 managers signed up – this commenced January 2017	Implemented	Head of People & Business Change
4.12	Creation of action learning set network	October 2016	ILM in action learning sets identified and offered to managers but take up low at this point. Informal action learning set took place in one service area in November Focus will be on coaching at this time	Implemented	Head of People & Business Change

Recommendation 5

Recommendation 5	To strengthen the arrangements that enable the Council to scrutinise its improvement objectives. In doing so, the Council should: <ul style="list-style-type: none"> • Enable Members to effectively challenge and scrutinise service performance: <ul style="list-style-type: none"> ▪ ensure that meeting agendas allow for sufficient time for Members to focus on (broad) underperformance; and ▪ provide training on effective challenge and scrutiny for Members.
WAO's Intended outcome/benefit	Members are given accurate and timely information to enable them to challenge performance and progress against improvement objectives effectively. Remedial action is identified and taken forward. Performance is frequently discussed and challenged by scrutiny and members have sufficient time to do so. Members have the necessary skills to challenge and scrutinise effectively.
Responsible Officer	Head of People & Business Change

Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
5.1	New Performance reporting framework in place ensures more information is provided to scrutiny and Cabinet Members in a timelier manner.	Framework agreed by Cabinet and Scrutiny Chairs September 2016	This has now been implemented	No further action planned	Head of People & Business Change
5.2	New performance management system will allow information on performance to be more visible and readily available around the authority.	New System Implemented April 2016 Further development continues.	Further work has been carried out on the system by Performance Management Officer. Development plan agreed and further training has been rolled out.	Further system development to be completed and rolled out with training offered to users. More users to be added to the system to ensure that data is visible across the Council.	Head of People & Business Change
5.3	Exception dashboards and reports for service plans highlight key areas.	November 2016	Mid-year reviews have been completed and provided to scrutiny along with exception dashboards that clearly show areas of underperformance.	The Service Planning process and template will be reviewed on an annual basis to ensure that process works and adapts to the changing environment in which the	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			Service planning process and template has been reviewed and new templates agreed and distributed for 2017/18 (to be completed for July 2017 Scrutiny Meetings)	council operates.	
5.4	Performance reports that go to Cabinet now go to the Scrutiny Chairs for Information.	Framework agreed by Cabinet September 2016	This has now been implemented, detailed improvement plan Cabinet update sent to Scrutiny for information for Q1	No further actions planned, this will be ongoing.	Head of People & Business Change
5.5	Heads of Service have regular briefing meetings with Cabinet Members who in turn brief the Leader of the Council.	Framework agreed by Cabinet September 2016	Heads of Service have had regular briefing meetings with Cabinet Members. Cabinet Members then brief the Leader of the Council.	This is now embedded, no further actions planned.	Chief Executive
5.6	We have put in place a training and seminar programme for Scrutiny Members, and we have also introduced pre-meetings to improve the focus and challenge of Member questions. We are also developing the new induction programme for May 2017 which will include focus on effective challenge.	Systems in place and in ongoing development Induction programme from May 2017	The Democratic Services Committee has agreed the basis of an induction/ training programme post-election 2017 Link here: https://democracy.newport.gov.uk/documents/s4397/Item%204%20Induction%20for%20members.pdf	The programme is developing but to date dates are agreed for <ul style="list-style-type: none"> • Planning Training • Licensing Training • Code of Conduct Training Scrutiny Training will be delivered at the first meeting of the committee Democratic Service Committee training will be delivered at the first meeting of that committee Date: May 2017 and on-going	Head of Law & Regulation

Proposal for Improvement 1

Proposal for Improvement 1	The Council should: Provide Cabinet with a more detailed update of progress in addressing our Corporate Assessment and its Follow-up recommendations to facilitate more active discussion and challenge of progress.
WAO's Intended outcome/benefit	Cabinet are able to challenge and monitor progress against the Corporate Assessment action plan and understand reasons for delay and to identify further actions as necessary. There is open discussion of progress during public meetings so that public and members can see the progress being made.
Responsible Officer	Head of People & Business Change

Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
1.1	The Action plan will be reported as a separate report in its own right; this will raise its profile with Members as it will be an agenda item.	The first report will go to cabinet on 17th October.	Cabinet have received the Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations 2015/16. The Quarterly update on progress against the Corporate Assessment Recommendations and Proposals for improvement is now considered by cabinet as a report in its own right.	No further action planned	Head of People & Business Change
1.2	The action plan will provide a more detailed update of progress made.	January 2017	The reporting process outlined in response to Recommendation 1 (ref 1.1 and 1.2) will ensure that sufficient detail is included. The Quarterly update is now submitted to Chief Officers prior to submission to Cabinet to ensure that enough detail has been included.	No further action, this is now part of the process.	Head of People & Business Change

Proposal for Improvement 2

Proposal for Improvement 2	Review the timespan for completion of return to work interviews.
WAO's Intended outcome/benefit	Return to work interviews are undertaken on a more timely basis for mutual benefit to the Council and the employee.
Responsible Officer	Head of People & Business Change

Action update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.1	Newport is in the second quartile for sickness absence based on 2015/16 data, and is joint 7th based on the number of days lost per FTE. Our policy uses best practice of 7 calendar days for RTW's to be completed and whilst we do not achieve 100% submission, we do not believe that reducing the time frame will ensure greater submission response rates. However, we will look to move from a paper based system to an online one in an attempt to improve submission rates as we believe that completing paper documentation has a greater impact on delayed submission rates.	March 2017 for review of paper based submission	We have rolled out People Manager on ITrent to managers in the organisation. We anticipate that this action will shorten the length of time to complete return to work interviews and will increase the percentage of returns within the timeframe.	Further consideration of the removal of the paper form and move to an online form.	Head of People & Business Change

Proposal for Improvement 3

Proposal for Improvement 3	Review whether it has appropriate capacity and capability within its People and Business Change service area to strengthen workforce planning.
WAO's Intended outcome/benefit	The Council has the confidence that it has the necessary resources and support to address workforce planning to meet its priorities and vision.
Responsible Officer	Head of People & Business Change

Action update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
3.1	Workforce planning has been a theme of the HR service plan for the last year and officers have been identified as leads for enabling workforce planning to become an integral function of the HR service. We have visited the Vale of Glamorgan, Swansea and RCT Councils to learn from their best practice and apply this knowledge at Newport. We intend to undertake the WAO self-assessment audit tool to review our progress and identify priorities for the future. Officers will be effectively trained on workforce planning There is a risk in terms of capacity within the HR/OD team as Newport has considerably fewer HR FTE than comparable Councils and priorities will need to be assessed accordingly.	Review and training to be completed by February 2017	Workforce Plan 2016/17 published and all service areas have completed their template for the year with their workforce planning objectives identified. HR Business Partners are working proactively with Heads of Service to discuss their templates as part of normal business discussions and each member of the HR team has contribution towards the workforce planning progress report.	Currently working on a longer term workforce plan for the organisation which will match up to the next People Plan – i.e. a 5 year plan for both	Head of People & Business Change

Proposals for Improvement from Previous Reviews

Proposals for Improvement from the Corporate Assessment 2013 and Corporate Assessment Review April 2015 (includes those from Data Quality, Transformation and ICT Reviews) which are still in progress.

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
	<ul style="list-style-type: none"> ensure that it has in place the people and resources capable of implementing the organisational framework and delivering subsequent service changes; and 	<p>This is an ongoing issue which is unlikely to be solved in the short term due to ongoing budget cuts.</p> <p>It is included as a risk in the corporate risk register, service plans and the risks associated with the Change Programme.</p>	<p>This will continue to be monitored in the risk register no further actions planned for this report.</p>	<p>March 2017</p>	<p>Head of People and Business Change</p>
42	<p>Develop a clearer understanding of the collaborative projects taking place across the Council and an agreed and widely communicated approach to the management of collaboration. The approach should help the Council to ensure that collaborations are providing value for money outcomes for Newport's citizens.</p>	<p>Details of collaborations and partnerships are included in the service planning and review process, and through the annual governance statement. A clearer understanding of the council's collaborative activity is now available.</p> <p>Service plans and reviews contain collaborative information and were considered by Scrutiny in Autumn</p> <p>Local Government Secretary Mark Drakeford has set out a timetable for talks on local government reform that will include collaborative arrangements. Consultation is in progress and the minister has expressed the need for a cultural shift to deal with the pressures facing local government. If</p>	<p>Awaiting the outcome of the consultation, which will heavily influence the council's on going approach to collaborative projects.</p> <p>The Councils Wellbeing Objectives have been agreed and planning templates have been reviewed and revised in accordance with the 5 ways of working detailed in the Wellbeing of Future Generations act.</p> <p>The need to consider collaborative working in planning and implementation is now embedded and will be monitored through the strategic planning reporting framework.</p>	<p>March 2017</p>	<p>Head of People and Business Change</p>

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>regional arrangements work then that not only makes services more sustainable but sets a future precedent for doing things differently and in a much better way.</p> <p>Councils are also required to demonstrate collaboration as one of the five ways of working under the Wellbeing of Future Generations Act. All the council's strategic plans now consider the five ways of working, the councils Wellbeing Objectives will be in place by April 2017 and this will inform all future strategic planning.</p>			
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>The WAO have completed a review of governance arrangements, the outcome of this will form the basis of an action plan which will address any further issues related to this point.</p>	March 2017	Head of People and Business Change

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
		<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> <p>Lessons learned log will be completed for current budget setting process after its completion.</p>			

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
58	<p>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>	<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>Procurement of infrastructure carried out and awaiting delivery of equipment. Supplier engaged to assist with implementation of solution</p>	<p>Upgrade of backup server and software. Move to disk backups for primary backups. Offsite backups to be disk based once we have the circuit installed between us and the SRS</p>	Ongoing	Head of People and Business Change
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 	<p>Self-Assessments are completed on an annual basis and this is now monitored through the Performance Management SharePoint library.</p> <p>Operational Performance Network</p>	<p>The WAO have completed a review of data quality arrangements, the outcome of this will form the basis of an action plan which will address any further issues related to this proposal.</p>	March 2017	Head of People and Business Change

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>management are being rigorously implemented by service departments;</p> <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. 	<p>(OPN) meetings now held quarterly to keep officers up to date and further instil importance of data quality arrangements.</p> <p>New performance Management system (MI Hub) now implemented as a replacement for the Views system. Further development will see the system used for processes which currently rely on word templates which add further rigour.</p> <p>The Internal Audit of PI's has been completed and the findings of this have been communicated to OPN and will be discussed at change board – this is now an embedded process which provides additional assurance to the self-assessment process and the data checks carried out by the Business Improvement and Performance.</p> <p>New performance management system (MI Hub) implemented as</p>			

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
		a replacement for Views and training has been provided.			

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Report

Cabinet

Part 1

Date: 24 April 2017

Subject Work Programme

Purpose To agree the Cabinet's Work Programme.

Author Head of Democratic Services

Ward All Wards

Summary The Corporate Assessment suggested to the Council that it should consider strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

In response to that suggestion the Cabinet agreed that each month the Head of Democratic Services will ask Chief Officers to update the Cabinet work programme and this update will be reported to Cabinet

An updated work programme suggested by Chief Officers is attached. This is, of course, a working document and will be subject to change.

The programme has been updated to take account of meetings to the AGM in 2018.

It is important that the work programme for Cabinet and, in the case of Scrutiny Committees, the work programme for those committees are owned and prioritised by Members. Regular reports on the programme will provide more opportunities for that to be done.

Proposal To agree the proposed programme.

Action by Head of Democratic Services

Timetable Immediate

This report was prepared after consultation with:

- Chief Officers
- Monitoring Officer
- Head of Finance
- Head of People and Business Change

Background

As mentioned in the summary above, the Corporate Assessment suggested to the Council that it should consider strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

In response to that suggestion cabinet agreed that each month the Head of Democratic Services will ask Chief Officers to update the Cabinet work programme and this update will be reported to Cabinet.

This will then be used to help inform the Scrutiny Committee work programmes.

A work programme suggested by Chief Officers is attached. This is, of course, a working document and will be subject to change. It is important that the work programme for Cabinet and, in the case of Scrutiny Committees, the work programme for those committees are owned and prioritised by Members.

Regular reports on the programme will provide more opportunities for that to be done.

Financial Summary

There is no direct cost to adopting a programme of work.

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?
No action taken	M	L	This work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.	Head of Democratic Services
The process is not embraced by report authors and members	M	M	If there is proliferation of unplanned or late items, the opportunity to ensure work programming is timely, meaningful, informative, and transparent, balanced, monitored, and joined up will diminish	Head of Democratic Services

Links to Council Policies and Priorities

These proposals will help the Council provide the best possible service to members and will provide information to the public and elected members.

Options Available and considered

- To adopt the process and adopt or amend the work programme
- To consider any alternative proposals raised by Cabinet members
- To take no action

Preferred Option and Why

To adopt the proposals which should help to ensure work programming arrangements are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

Comments of Chief Financial Officer

There are no financial implications in adopting a programme of work

Comments of Monitoring Officer

There are no legal implications in adopting a programme of work

Staffing Implications: Comments of Head of People and Business Change

There are no specific staffing implications in adopting a programme of work

Comments of Cabinet Member

The Chair has approved the report for consideration by cabinet.

Local issues

There are no local issues as this report relates to the Council's processes

Scrutiny Committees

Please include a record of any consultation with scrutiny committees. Please add here details of any consultation and the outcomes.

Regular updates will allow the Scrutiny and Cabinet work programmes to be better coordinated. The Scrutiny team and Chairs are developing new ways of working and continually reviewing the work programmes to focus more on risk and restricting the number of items on agendas by channelling information reports by way of other and ensuring committee reports are based around outcomes

Equalities Impact Assessment and the Equalities Act 2010

These proposals need no Equalities Impact Assessment

Children and Families (Wales) Measure

This procedural report does not impact on Children and Young People although certain reports contained in the programme may do and will need appropriate consultation and comment when they are presented to cabinet.

Wellbeing of Future Generations (Wales) Act 2015

This is a procedural report but reports contained within the programme will need to show how consideration has been given to the five things public bodies need to think about to show they have applied the sustainable development principle put into place by the Act.

Crime and Disorder Act 1998

This does not apply to this procedural report

Consultation

As set out above

Background Papers

N/A

Dated: April 2017

**CABINET WORK PROGRAMME
2017-8**

Cabinet Meeting	Items for provisional agenda	Lead Officer	Council
April 2017	Risk Register Update WAO Action Plan update Work Programme Update (regular item)	Head of People & Business Change Head of People & Business Change Head of Democratic Services	
May 2017	No meeting		<ul style="list-style-type: none"> • AGM
June 2017	Improvement Plan Update WAO Regulatory Fees Early Year End PI Analysis Welsh Language Scheme – Annual Report Equalities Plan – Annual Report Capital Outturn Revenue Outturn	Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of Finance Head of Finance	
July 2017	Director of Social Services Annual Report Budget Consultation and engagement process and timetable Risk update Certificate of Compliance 1 WAO Action Plan Revenue Budget Monitor Capital Monitor & Additions	Director of Social Services Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of Finance Head of Finance	<ul style="list-style-type: none"> • Director of Social Services Annual Report • Pill PSPO = 'Gareth price / Helen Wilkie • Strategic Equalities Plan – Annual Report • Democratic Services Committee Annual Report
August 2017	No meeting	No meeting	No meeting
September 2017	Corporate Plan Improvement Plan Year End Review Improvement Plan Quarter 1 Treasury Management	Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of Finance	<ul style="list-style-type: none"> • Scrutiny Annual Report • Standards Committee Annual Report
October 2017	WAO Annual Improvement Report Risk Update Final Year End Analysis of PI's (All Wales Data) Revenue Budget Monitor Capital monitor & Additions	Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of Finance Head of Finance	

Cabinet Meeting	Items for provisional agenda	Lead Officer	Council
November 2017	Education and Pupil Performance data Mid-Year Analysis of PIs WAO Action Plan Update	Chief Education Officer Head of People & Business Change Head of People & Business Change	
December 2017	Revenue Budget and MTFP Improvement Plan Update Certificate of Compliance – letter 2	Head of Finance Head of People & Business Change Head of People & Business Change	
January 2018	Risk Update Revenue Budget Monitor Capital Budget Monitor Work Programme Update (regular item)	Head of People & Business Change Head of Finance Head of Finance Head of Democratic Services	
February 2018	I. Budget and MTFP II. Capital Budget III. Treasury Management IV. Local Wellbeing Plan V. Work Programme Update (regular item)	I. Head of Finance II. Head of Finance III. Head of Finance IV. Head of People and Business Change V. Head of Democratic Services	
March 2018	I. School Categorisation II. Improvement Plan Update III. WAO Action Plan Update	1. Chief Education Officer 2. Head of People & Business Change 3. Head of People & Business Change	
April 2018			