

Agenda



Performance Scrutiny Committee - Place and Corporate

Date: Monday, 19 November 2018

Time: 4.00 pm

Venue: Committee Room 1 - Civic Centre

To: Councillors C Evans (Chair), M Al-Nuaimi, G Berry, J Clarke, M Cornelious, K Critchley, D Fouweather, I Hayat and J Richards

Item

- 1 Agenda yn Gymraeg / Agenda in Welsh (Pages 3 - 4)
- 2 Apologies for Absence
- 3 Declarations of Interest
- 4 Minutes of the Meeting held on 8 October 2018 (Pages 5 - 12)
- 5 Service Plan Mid-Year Reviews (Pages 13 - 64)
 - a) Law and Regulation
 - b) Finance
 - c) People and Business Change
- 6 Conclusion of Committee Reports

Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.
- 7 Scrutiny Adviser Reports (Pages 65 - 74)
 - a) Forward Work Programme Update (**Appendix 1**)
 - b) Action Sheet (**Appendix 2**)
 - c) Information Reports
 - d) Scrutiny Letters

Contact: Meryl Lawrence, Scrutiny Adviser

Tel: 01633 656656

E-mail: scrutiny@newport.gov.uk

Date of Issue: 12 November 2018

This page is intentionally left blank

Agenda



Pwyllgor Craffu ar Berfformiad – Lleoedd a Materion Cofforaethol

Dyddiad: Dydd Llun, 19 Tachwedd 2018

Amser: 4 y.p.

Lleoliad: Ystafell Bwyllgora 1 - Canolfan Dinesig

Y Cyngorwyr: C Evans (Cadeirydd), M Al-Nuaimi, G Berry, J Clarke, M Cornelious, K Critchley, D Fouweather, I Hayat and J Richards

Eitem

1. Agenda yn Gymraeg
2. Ymddiheuriadau am Absenoldeb
3. Datganiadau o Fuddiant
4. Cofnodion y Cyfarfod a 8 Hydref 2018
5. Adolygiadau Canol-Flynedd Cynllun Gwasanaeth
 - a) Cyfraith a Rheoleiddio
 - b) Cyllid
 - c) Pobl a Newid Busnes
6. Casgliad Adroddiadau Pwyllgor

Yn dilyn cwblhau adroddiadau'r Pwyllgor, gofynnir i'r Pwyllgor ffurfioli ei gasgliadau, argymhellion a sylwadau ar eitemau blaenorol ar gyfer gweithredu.
7. Adroddiad Cynghorydd Craffu
 - a) Diweddariad o'r Flaenraglen Waith - **Atodiad 1**
 - b) Taflen Gweithredu - **Atodiad 2**
 - c) Adroddiadau Gwybodaeth
 - d) Llythyrau Craffu

Person cyswllt: Meryl Lawrence, Cynghorydd Craffu

Ffôn: 01633 656656

E-bost: scrutiny@newport.gov.uk

Dyddiad cyhoeddi: Dydd Llun, 12 Tachwedd 2018

This page is intentionally left blank

Minutes



Performance Scrutiny Committee - Place and Corporate

Date: 8 October 2018

Time: 4.00 pm

Present: Councillors C Evans (Chair), M Al-Nuaimi, G Berry, J Clarke, M Cornelious, K Critchley and D Fouweather

In Attendance: Rhys Cornwall (Head of People and Business Change), Keir Duffin (Head of Regeneration, Investment and Housing), Alastair Hopkins (Senior Finance Business Partner), Paul Jones (Head of Streetscene and City Services), Beverly Owen (Strategic Director (Place)), Gareth Price (Head of Law & Regulation) and Meryl Lawrence (Scrutiny Adviser)

Apologies: Councillors I Hayat and J Richards

1 **Declarations of Interest**

None.

2 **Minutes of the Meeting held on 9 July 2018**

The minutes of the meeting held of 9 July were approved as a true and accurate record.

3 **Recommendations Monitoring - Budget Proposals 2018-19**

Attendees:

- Bev Owen – Strategic Director – Place
- Paul Jones – Head of City Services
- Alastair Hopkins – Senior Finance Business Partner

The Head of City Services presented an overview of the report providing an update on the recommendations made by the Committee on the Budget Proposals for 2018-19 at its meeting on 22 January 2018.

SS181902 – Closure of Public Conveniences

The Head of Service advised that a full years savings had been achieved. The public convenience in Caerleon had been reopened, which had been funded by the Caerleon Pavilion. There had been no evidence to show that the closures had had an impact on disabled users. Most toilets needed further work to be brought back to standard, whereas 3 toilets had been temporarily close due to antisocial behaviour. Correspondence with business regarding advertising alternative provision was carried out; however no positive responses had been received.

Members asked the following:

- Members felt that the reopening of one of the sites (Caerleon) while the remaining 5 facilities had been lost was unfair. Members also commented that within the report, the Officer's response to the Scrutiny's Comment 'Has the locality and distance to alternative facilities been advertised?' was weak. This response should have listed what the Council actually did to consult with local businesses. Consultation should have started earlier, and with those who would be effected the most. This was a lesson for the Council to take forward in this year's consultation on the budget round.

The Head of City Services advised the Committee that while consultation could have been completed earlier, the responses may not have been more positive. Actions from recommendations made by the Scrutiny Committee in January had also been undertaken.

The Strategic Director advised that the Tourism Team had been active in consulting with local businesses, with further activity following the letters sent and there had been more response, however more communication was needed on how the community could themselves respond to long term provision in the area.

- Was there confidence that the savings would be achieved? The Committee was advised that the savings would be achieved and there was just an overlap in business rate rebate the cost of which was a few hundred pounds.

WS181904 – Reducing telephone and face to face services within Customer Services

The Head of Service advised that this was delayed although recommendations from Scrutiny had been taken to look at working with Newport City Homes and other agencies. Conversations had been held all across City Services and were especially helpful with cleansing and water issues. The Newport City Council app would be released soon which would make accessing services online more easily along with amended web forms.

Members asked the following:

- Was work on the Council app on track, and how would people be encouraged to download the app? Members were advised that discussions were currently being held regarding how to get people to download the app. It was advised that the app would be cost neutral. It was also advised that the development team would be arranging a Member Briefing upon the app.
- Had telephone and face to face services been reduced yet, and what work had been taken? Members were told there been work undertaken by the CIT Panel such as surveys, but the Officer would have to check the specifics and circulate the information to Members of the Committee via the Scrutiny Officer.

SS181905 – Introduce parking charges within city parks

The Officers advised that this had been partially achieved, however due to staff sickness orders were unable to be completed in time. Pay machines have been installed and charging started a few weeks ago but it was difficult to judge as it was seasonal so a few more weeks were needed to judge. The Leisure & Environment Services Manager was collating data regarding car parking capacity for Tredegar Park and Fourteen Locks ready for the 2019/20 budget consultation.

Members asked the following:

- What physical changes would be made to the car parking in Belle Vue Park and when? Members were advised that there would be improvements to widen the car park and create more parking spaces, once Cadw had responded, and the work was planned to take place before the end of the financial year.
- Reference was made to part of the reasoning for this proposal being to deter people using the free parking all day for work when it was intended for park users throughout the day and the reasoning for charging for parking in Tredegar Park was questioned. It was advised that the original proposal on introducing parking charges within city parks in principal included Belle Vue Park as Phase 1, there had been no decision made about Tredegar Park. Phase 2 would continue to address funding the current costs of maintaining free parks and specific future proposals would be reported back to Scrutiny.
- Were the team proactively recover parking fines, and would fines be shown in the accounts? Members were advised that the figure would be shown in the accounts and there was currently a 95% recovery rate.
- Members commented that the Head of Service's introduction stated that data was being collated regarding car parking capacity for Tredegar Park and Fourteen Locks. This information had not been included in the Officer Response in Appendix 1 and Members stated that this information would have provided a more complete picture.
- Concerns were raised that car parking charges in Tredegar Park could put people off those taking part in sport. It was queried whether Tredegar Park had been included in the original proposal consultation. It was clarified that the decision to introduce charging for car parking in parks in principle had already been made, but any specific proposal would be reported to Scrutiny.
- Would fines be ring fenced to ensure fines were spent upon maintenance of the related park? It was clarified that income from charges and fines collected would be offset in the related Budget and be used towards the maintenance of the related park. A covenant on Belle Vue Park ensured that income from car parking there had to be spent upon Belle Vue Park.
- It was queried how much outlay would be required to bring the car parks up to a reasonable standard? It was advised that part of the data gathering was to understand how many cars could park there.

SS191901 – Composting at Docks Way

The Head of Service advised two members of staff had been employed, operation had commenced in July, materials were being shredded and health and safety processes had been developed.

SS181903 – Review of Back Officer Cemetery Operations and facilities in some parks

The Head of Service advised that there had been savings in electricity bills with the exception of Belle Vue Park.

Conclusions:

The Committee noted the Officer responses in relation to the recommendations made by the Committee at the 22 January meeting upon the 2018-19 Budget proposals and made the following comments:

SS181902 – Closure of Public Conveniences:

- Members discussed the previous engagement in detail in the meeting, and were concerned that issues had been identified previously relating to the Council not involving and engaging with affected people, nor at an early enough stage in the process. Members seek assurance that future proposals, including the proposals within 2019/20 Draft Budget, will involve those affected earlier, and learn from and improve upon past engagement.
- Members agreed that the number of businesses approached in Caerleon to ask if they would consider allowing their facilities to be used as an alternative, should have been evidenced within the report to provide a fuller picture of the scale of the exercise.

SS181905 – Introduce parking charges within city parks:

- More comprehensive detail should have been provided within the report in the Officer Update upon Scrutiny's Comments and Conclusions upon this 2018-19 Budget Proposal.
- Lessons should be learned from the consultation process upon charging with users of Belle Vue car parks when consulting upon future proposals for charging for car parking at Tredegar Park, Fourteen Locks and other sites. Belle Vue Car Park users should have been made aware of the positives that the charging would deter commuter all day parking and free up those spaces for park users and that there would be investment in improvements to the car park. Members seek assurance that future proposals, including the proposals within 2019/20 Draft Budget, will involve those affected earlier, and learn from and improve upon past engagement.
- The Committee welcomes the confirmation provided at this meeting that future car parking proposals in other Parks will be reported to Scrutiny pre-decision, and that the lessons should be learned from past engagement for any future proposals.
- In relation to any future proposal relating to Tredegar Park, Members were concerned of the potential impact of charging for car parking may have on young people use the facilities at Tredegar Park, and that this may have the adverse effect of deterring participation in healthy activities. In line with the Wellbeing of Future Generation Act, the Committee ask that this is considered as part of the Fairness and Equalities Impact Assessment for this proposal.
- Members discussed the ring fencing of car parking income for each park and seek confirmation and assurance of this from the Officers following the meeting.
- The update that the improvements to Belle Vue Car Park would be in place by the end of the financial year was welcomed.

4 All Wales Performance Analysis 2017-18 - Year End Summary

Attendees:

- Bev Owen – Strategic Director - Place
- Rhys Cornwall – Head of People and Business Change
- Keir Duffin – Head of Regeneration, Investment and Housing
- Paul Jones – Head of Streetscene and City Services
- Gareth Price – Head of Law and Regulations

The Head of People and Business Change presented an overview of the report to the Committee and reminded Members that all the Performance Indicators for the Year-End had

been reported to the Committee in July. He explained that the Local Authority submitted data to Data Cymru and benchmarked 26 performance measures across Wales. There were two differences this year: the Council rather than Data Cymru had undertaken the benchmarking this year, and the Social Services Well-being Act (Wales) had resulted in indicators being deemed invalid and removed so there was a limited amount of public accountability measures. The report showed a small number of indicators comparing relative performance against the rest of Authorities in Wales. This year the All Wales SSA (Standard Spending Assessments) data has also been added to show Newport's funding position compared to other authorities.

Members asked the following:

- Members made comment that it was disconcerting that the number of indicators had decreased. It was advised that the comparative data was a small sample so it was difficult to make an assessment. It was advised that the Data Unit were in constant conversations about what measures should be stopped and what should continue.
- It was queried whether the ranking on page 30 of the report; 21st position in Wales 2015/16 and 16th in 2017/18 was comparable. It was clarified that it not comparable, as there had been a change in public accountability measures. Local authorities would be ranked in different ways depending on what measure was chosen. It is difficult to make any judgement without related performance with 18 measures that were not the same as the previous year.

PAM/013: Percentage of empty private sector properties brought back into use during the year through direct action by the local authority

- Concern was raised about empty properties and it was asked what progress had been achieved. Members were advised that during the second half of this financial year we will be looking to bring forward a number of proposals for empty homes to make a positive impact. The Chair reminded the Committee there would be a Scrutiny briefing to be held regarding Housing which would include Empty Properties.
- Who sets the targets, and were Officers able to raise the target? Members were advised that the Performance Management Strategy sets out criteria for setting the target, is it; better than last year? Better than the Welsh average? Will it take you to the next quartile? The last measure was new so there was no history. The Service Plan includes targets and come to Scrutiny in performance reports.
- It was questioned whether the target for this measures should be higher than 2%? It was explained that there was no direct correlation between the number of empty private sector properties and homelessness levels. The Council looks to provide housing solutions. It was also advised that some local authorities will class sending out a letter as taking action whereas in Newport this isn't the case.
- It was queried whether this indicator included empty and derelict homes that are managed by Housing Associations, how long before they bring them back to use and also who sets the targets? Comment was made that more properties should be brought back into use. Members were advised that Council looks for continuous improvement, the performance target should go up this year.

It was clarified that targets were put forward and assessed to make sure they are challenging. The department was always looking for continuous improvements and took this performance indicator very seriously. It was also advised by the Strategic Director that they would like to see the target increase but it involved numerous departments. There had been a lot of work taken place over the last few months, and suggestion of discussion across Wales and action plans addressing performance indicators.

PAM/016: Number of visits to public libraries during the year per 1,000 population

- What was the Council doing to proactively encourage people to visit the libraries? Opportunities such as putting out cook books at the food fair and self-improvement books at job fairs were suggested. Members were advised that there are nearly 500,000 visits being made to the libraries per year. Members were advised that the key things would be co-location and sharing skills. There were a range of different services that could share services such as Flying Start - reading with parent and child programmes. There had been a significant improvement of library visits made with neighbourhood hubs which allow services to engage with the public.
- Increasing visitor numbers into libraries to borrow books was a challenge due to the digital world, but it could also provide opportunities. Example was given that Newport LIVE reach out to other organisations which was something that could be utilised in a library setting. It was agreed that engagement needs to be increased, and information on how Libraries engage would be sent through to Members, including more detail on the variety of methods used.
- Members were disappointed that the resources available for the reference library had reduced, as there had previously been a whole floor providing family history research facilities. It was asked whether there were any plans to improve or expand this service? Members were advised that there should be a significant improvement from the offer made on 1 February 2018 with Ringland library being used for the pilot.

PAM/017: Number of visits to local authority sport and leisure facilities during the year where the visitor will be participating in physical activity per 1,000 population

- Comment was made that this performance measure was unfair to the Council due to the competitive offer from private fitness venues and the effect of this on the scores for the Council against this measure.

Members asked if fitness classes held in schools and other Council venues were included in the final numbers. Members were advised that figures from schools and Newport LIVE venues were counted within the final figures, but that the Council was very restricted in the way it could count towards the measure. Other authorities had moved to hub type activities which increased participation and resulted in higher scores for this measure compared to Newport.

Members were then advised a five year master plan for the city was being developed alongside Newport LIVE, when this is agreed, additional targets could be reflected within the Master plan.

PAM/020: Percentage of principal A road that are in overall poor condition

- Could the Committee have a role in developing strategies or putting points forward? The Scrutiny Adviser told the Members that it is open to the Committee if it wishes to add to the Highways Asset Management Plan to its Forward Work Programme, following the Briefing received on 24 September and listed in its Forward Work Programme Report.

Conclusions

The Committee noted the Public Accountability Measures – Wales Analysis 2017-18 and made the following comments:

- ***“PAM/013: Percentage of empty private sector properties brought back into use during the year through direct action by the local authority”*** - Concern was expressed that the target setting for this measure was not ambitious enough at 2%.

- **“PAM/017: Number of visits to local authority sport and leisure facilities during the year where the visitor will be participating in physical activity per 1,000 population”**
- It is unfair that private sector gyms and facilities are increasing and impacting upon local authority provision but are not counted in this measure, plus it was unclear whether exercise classes held in school facilities and community facilities are included.
- With regard to general target setting, Members requested that a more transparent target setting process should be developed and, that this new process be considered by Scrutiny before it is implemented.

5 Scrutiny Adviser Reports

a) Forward Work Programme Update

The Scrutiny Adviser presented the Forward Work Programme Update to the Committee and outlined the reports for the next two meetings. It was explained that the Performance Update Mid Year 2018-19 would be split across two meetings to enable sufficient time for the Members to scrutinise each of the five service areas within its portfolio.

The Scrutiny Adviser confirmed that the Condition of the Highway Network presentation would be circulated to Members of the Committee. If the Committee wished to be consulted upon the Highways Asset Management Plan subsequently, it may wish to add it to its Forward Work Programme (FWP) for early 2018.

A Performance Briefing would be held arranged before the November meeting when the Service Plan Mid-Year Performance Updates are scheduled to be considered by the Committee.

A Housing Briefing would be arranged in December, following which the Committee could consider whether it wished to add an aspect of Housing in its Forward Work Programme as a report to Committee; request for more information, or; a Policy Review Group.

b) Action Sheet

The Scrutiny Advisor presented the Action Sheet, and advised that that the first 3 items had been actioned and information circulated to Members accordingly and that

Item 4 – a request for the latest monthly breakdown from SRS regarding system and equipment failures would be provided shortly and remain on the Action Sheet until Members received the information.

c) Information Reports

There were no Information Reports to bring to the Committee’s attention.

d) Scrutiny Letters

The Scrutiny Adviser explained the use of Scrutiny Letters, which would formalise the forwarding of comments from the Committee be a formalised letter sent to a Cabinet Member to send comments. Letters would be appended here for Members information when received.

The meeting terminated at 5.43 pm

This page is intentionally left blank



Scrutiny Report

Performance Scrutiny Committee - Place and Corporate

Part 1

Date: 19 November 2018

Subject Service Plan Mid-Year Reviews

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Service Area	Cabinet Member Lead	Head of Service Lead	Page Numbers
Law and Regulation (Place)	Councillor Ray Truman Cabinet Member for Licensing and Regulation	Gareth Price Head of Law and Regulation Bev Owen Strategic Director - Place	Pages: 17 to 34
Finance (Corporate)	-	Meirion Rushworth Head of Finance	Pages: 35 to 50
People & Business Change (Corporate)	Councillor David Mayer Cabinet Member for Community and Resources	Rhys Cornwall Head of People and Business Change	Pages: 51 to 64

Section A – Committee Guidance and Recommendations

<p>1 Recommendations to the Committee</p> <p>1.1 The Committee is asked to consider and evaluate the following Service Plan Mid-Year Reviews which include: Executive Summary; Analysis of Performance; Performance Measures, and; Finance, and are attached as:</p> <ul style="list-style-type: none"> • Appendix 1 - Law and Regulation; • Appendix 2 - Finance; • Appendix 3 - People and Business Change. <p>1.2 Provide comments upon the performance to the Cabinet.</p>

2 Context

Background

2.1 Each Service Area has set a Service Plan for 2018-22 including:

- Service Plan Objectives;
- Planned Actions for each Objective for this year and subsequent years for the life of the plan.
- Performance Indicators; which include National and Locally set performance measures.
- Resources and Risk

2.2 The Service plans were approved by the relevant Cabinet Member, following the usual Member consultation process. This report presents Members with the Mid-Year Reviews for each Service Plan and Appendices for:

- Law and Regulation (**Appendix 1**);
- Finance (**Appendix 2**)
- People and Business Change (**Appendix 3**)

3 Information Submitted to the Committee

3.1 The following Service Plan Mid-Year Reviews including: Executive Summary; Analysis of Performance, Performance Measures, and Finance, are attached as:

- **Appendix 1** - Law and Regulation;
- **Appendix 2** - Finance;
- **Appendix 3** - People and Business Change.

The updates are structured into the following sections:

Executive Summary	The Executive Summary of the Cabinet Member / Head of Service is provided as an Overview at the beginning of each Service Area's Mid-Year Review and includes a graph summarising the progress against actions and a Budget Forecast Position.
Analysis of Performance	The Analysis of Performance includes each Service Plan's Objectives, the Corporate Plan Objective they support and an update upon the actions planned for each for 2018-19. Performance of the Actions is ranked using the following: <ul style="list-style-type: none">• Green - Complete• Blue - In Progress• Grey - To be commenced
Performance Measures	The National Measures are set by the Welsh Government and used to compare and benchmark performance with other Local Authorities in Wales. Some of the measures are reported monthly, quarterly or half yearly, while some are annual measures reported at the end of the year. This report is for Performance at the Mid-Year point, up to the end of September 2018. Performance of the Measures is ranked using the following: <ul style="list-style-type: none">• Green - On target• Amber - Short of Target (15% Tolerance)• Red - Off Target (Over 15% Tolerance)

Finance and Resource Analysis	Financial Analysis is provided at the Mid-Year point (end of Quarter 2), for each Service Area and includes: the Overall Net Position; a graph forecasting the Delivery of the Medium Term Revenue Plan Savings for 2018-19, and; a Summary Revenue Budget Position, together with Employee / Human Resource Analysis.
--------------------------------------	--

4. Suggested Areas of Focus

Role of the Committee

The role of the Committee in considering the report is to:

Assess and make comment on:

- Analyse the Service Plan Mid-Year Reviews and Evaluate how well Service Areas performed in the first half of the 2018-19 financial year against the objectives, actions and performance measures in their service plans;
 - Are the targets sufficiently challenging and balanced between being realistic and robust?
 - Is any underperformance being addressed and associated risks being mitigated;
 - What is being done to improve performance for the second half of the 2018-19 financial year?
 - Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans?
 - Is the Service Area on target with its budget? If not what mitigations are planned to reduce overspends within this financial year?
 - Has the Service Area met or is on target to meet the delivery of its MTRP savings for 2018-19? If not, what actions are planned to deliver this within this financial year?
- In drawing its conclusions, the Committee should assess:
 - What was the overall conclusion on the information contained within the reports?
 - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the performance of the Service Area at the Mid-Year point?
 - Does any area require a more in-depth review by the Committee?
 - Does the Committee wish to make any Comments / Recommendations to the Cabinet?

Section B – Supporting Information

5 Links to Council Policies and Priorities

- 5.1 The Service Plan Mid-Year Reviews directly link with: the Council's Well-being Objectives agreed by Cabinet in March 2017 which aim to maximise the Council's contribution to the Well-being Goals for Wales; the 2017-22 Corporate Plan Objectives, and; the 2018-22 Service Plan Objectives, Actions and Performance Measures. The Service Plan Objectives link to the Authority's Corporate Plan Objectives and Well-being Objectives below:

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

6 Well-being of Future Generation (Wales) Act

The Committees consideration of the service plans and the performance of the service areas should consider how services are maximising their contribution to the five ways of working:

5 Ways of Working	Types of Questions to consider:
<p>Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>Are there any long term trends that will impact your service area?</p> <p>How will the needs of your service users potentially change in the future?</p>
<p>Prevention Prevent problems occurring or getting worse.</p>	<p>What issues are facing your service users at the moment?</p> <p>How are you addressing these issues to prevent a future problem?</p>
<p>Integration Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>Are there any other organisations providing similar / complementary services?</p> <p>How does the Council's performance within this service area impact upon the services of other public bodies and their objectives?</p>
<p>Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>Who have you been working with to deliver these services?</p> <p>How are you co-working with other sectors?</p> <p>How are you using the knowledge / information / good practice of others to inform / influence the Council's work?</p>
<p>Involvement The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>How have you sought the views of those who are impacted by your service area?</p> <p>How have you taken into account the diverse communities in your decision making?</p>

7 Background Papers

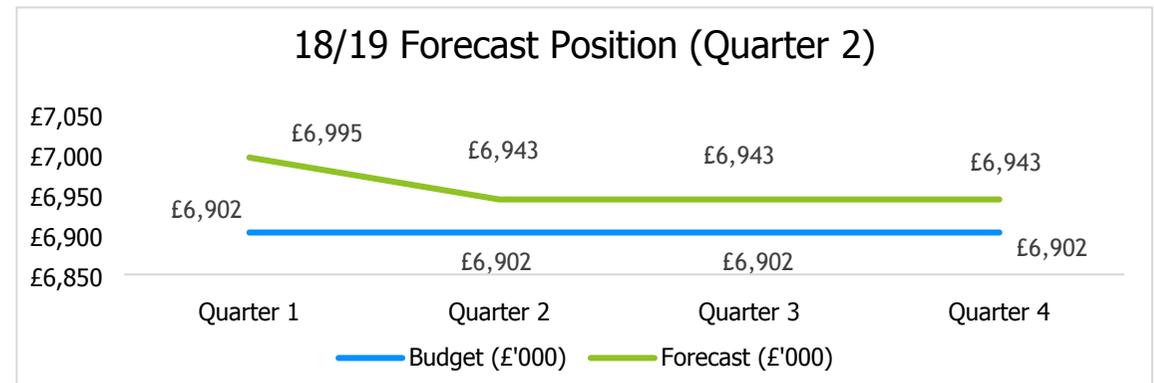
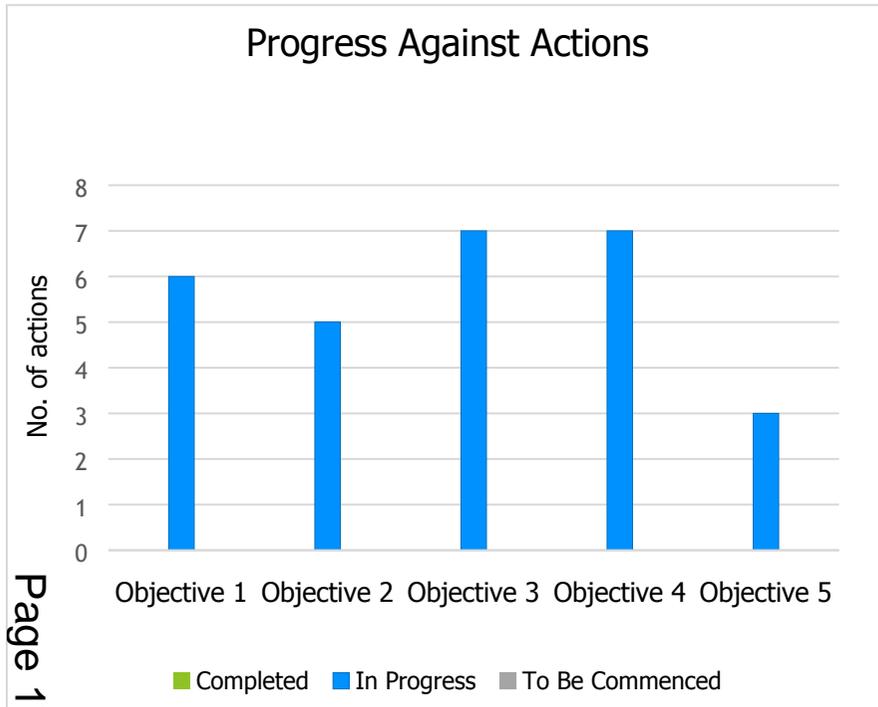
[The Essentials - Well-being of Future Generation Act \(Wales\) Corporate Plan 2017-22](#)

Law and Regulation Service Plan 2018-22

Finance Service Plan 2018-22

People & Business Change Service Plan 2018-22

Report Completed: 7 November 2018



Executive Summary – Cabinet Member for Licensing & Regeneration / Head of Service

Once again, there has been a sustained level of performance during the first six months of 2018/19 in achieving the Performance Measures and delivering the key projects within the Service Plan. However, the Performance Measures and objectives remain challenging, particularly in times of diminishing resources and increased demand. Most of the Performance Indicators are local measures but the targets have been set on the basis of securing continuous improvement from last year, wherever possible. There is one PAM for the service, which relates to the numbers of broadly compliant food premises. The figure of 95.35% for the last quarter is slightly above the target and above the Welsh average. This is excellent given the nature of food premises in Newport and reduced resources. All of the discretionary PI's are on track, although performance in relation to issuing legal prosecutions and resolution of Public Protections complaints has dipped slightly and are showing amber due to sickness absences in both teams.

Unfortunately, sickness absence has been a problem in certain areas of the service, as shown by the 4 red common measures, particularly in relation to serious, long-term absences. These absences are being carefully managed in accordance with management of attendance policies. However, despite these sickness absences, the PI's still reflect a good level of overall performance. The Service Area has continued to make excellent progress with key projects and critical milestones have been achieved. The organisation and management of key events has gone from strength to strength. The Tour of Britain in September was the largest and highest profile cycling event in the UK, featuring on national TV, the Food Festival was even more successful this year and the "Tomorrow's Democracy" event will take place in November. Our tourism figures shows the visitor economy has almost doubled since 2006, with a growth of 3.5% last year, bringing in £396.56m to the local economy. Good progress has been made with the legal work on key regeneration projects – Chartist Tower, the Market redevelopment, Mill Street and Market Arcade. Public Protection have successfully renewed the City Centre PSPO and introduced a new PSPO in Maesglas. Officers from all teams have been actively involved in the multi-agency Pill Action Days, dealing with HMO's, anti-social behaviour and rogue traders. Service quality has also been recognised externally – the Registration Service was commended as a "high performing service" following their

Law & Regulation Mid-Year Review 2018/19

inspection by the General Register Officer and the Newport Dog Kennels have been presented with the CAWF Gold Standard Community Animal Welfare Footprint Award for their work with stray dogs. These successes have been all the more significant because they have been achieved against a continuing backdrop of financial pressures, budgetary constraints, the demands of new legislation and the programme of change. The service area is predicting a very small over-spend of £40k for this year's budget against a net operational budget of £6.9 million. This is a credit to the prudent financial management of the budget holders, with MTRP savings of £219k being delivered and recurring pressures of over £100k (under-recovery of CCTV income and use of casual staff in the Registration Service) are all being managed within budget. We are confident that further vacancy provision will mean the budget should break-even by the year end.

Law & Regulation Analysis of Performance

Objective 1	To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources		
Description	This relates to: <ul style="list-style-type: none"> • Corporate Plan priorities – Modernised Council and Thriving City • 20 Things by 2022 – Festival of Democracy • MTFP and Change & Efficiency Programme • Well-being Objectives – to promote economic growth and regeneration 		
Corporate Plan Objective	Modernised Council / Thriving City		
MYR (Q2) Action Status	0 / 6 - Complete	6 / 6 – In Progress	0 / 6 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
<p>To undertake a review of the service structure within teams and deliver efficiencies to meet MTFP savings.</p> <p>Complete the reorganisation and re-structure within Regulatory Services and the establishment of multi-disciplinary teams.</p> <p>Complete the reorganisation and restructure of Democratic Services, PR and Communications and develop combined teams to provide greater service flexibility and resilience.</p> <p>Undertake a review of workloads and staffing resources and identify and implement any staffing changes required</p> <p>Undertake a review of staffing structures within the Registration Service and identify any changes required to address increasing demands and budget pressures due to cover arrangements.</p>	In Progress	<p>The review of service structures will provide longer-term resilience and flexibility to respond to changes in service demand and a sustainable budget (<i>Long Term</i>). The review of staffing structures has involved engagement and consultation with staff and key stakeholders (<i>Collaboration</i>).</p> <p>The restructure of the Neighbourhood (Community Safety) team was completed at the end of July 2018. This has rationalised the management structure, improved supervision and delivered the remainder of the MTFP saving for 18/19. It has also improved the delivery of the 'Neighbourhood' functions, following the restructure of Environmental Health which took effect in October 2017 and which established a multi-disciplinary neighbourhood and anti-social behaviour team including EH professionals. This supports the '<i>Prevention</i>' goal as the work of the team is designed to resolve problems as quickly as possible and to try and prevent problems becoming entrenched.</p> <p>The Commercial Standards Regulatory Services element of the reorganisation has been delivered with the establishment of a combined Trading Standards and Licensing service. Further work is on-going to improve the management and inspection of licensed premises with greater Integration. Improved inspection and enforcement work contributes to early intervention and Prevention goal. Reorganisation and restructure completed. Cabinet Officer recruited in August 2018. This has delivered a more cohesive structure with clearer focus and direction. Integrated teams provide greater resilience in supporting the Cabinet office, Communications and marketing and Mayoralty/event management. This has also delivered an MTFP saving through a combined management structure.</p> <p>Review of structure within the Registration Service was now completed and need for additional staff identified to provide longer-term resilience to cope with increasing numbers of annual registrations. The Implementation of restructure deferred pending a decision on the transfer of the Coroners service and the integration of the administrative support service.</p>	
To undertake a further review and re-evaluation of all discretionary and statutory services and		In Progress	The review and prioritisation of statutory, regulatory and discretionary services is subject of full consultation and engagement with key stakeholders (<i>Collaboration and Involvement</i>).

<p>prioritise essential and mandatory work in accordance with Corporate priorities and available resources.</p>		<p>Statutory enforcement work in Regulatory and Legal services has been prioritised and focused on areas of high risk and identified need, linked to the Corporate and Improvement Plan objectives. Food hygiene inspections target high risk premises and the only non-statutory work undertaken by consumer protection is cost recovery charged work or targeted prevention work that will have the effect of reducing victimisation or improved reporting.</p> <p>Non-statutory events, marketing and tourism work is prioritised in accordance with Corporate Plan objectives and, wherever possible, external funding and sponsorship is secured.</p>
<p>Identify options for efficiency savings and improved service delivery through joint working and collaboration.</p> <p>Re-structure and reorganise the Gwent Coroner's service to co-locate and integrate the staff and support services within the Registration Service.</p> <p style="text-align: center;">Page 20</p>	<p>In Progress</p>	<p>Joint arrangements for the delivery of key professional and regulatory services should provide greater resilience and improved efficiencies, leading to improved quality of performance. Collaborative working with other Gwent authorities is ongoing in relation to the delivery of legal and Registration functions. Joint legal professional training is delivered through regional consortia and joint registration training is delivered with neighbouring councils. Informal arrangements have been developed for regional co-operation in the conduct of childcare cases. Proposals are being agreed with other councils and the GRO for partnership working within Gwent with reciprocal registration arrangements (<i>Collaboration & Involvement</i>).</p> <p>The methods available for joint working and collaboration come through the work of the Directors of Public Protection Wales/Wales Heads of Trading Standards/Wales Licensing Panel – and their various sub-groups. Cases have been tasked to the Wales Regional Investigations Team (this allows officers to target local rogue traders); and funding has been provided by Welsh Government for age restricted sales and animal feed work (this contributes to bridging the income target gap). Resources are provided to NCC officers from DPPW etc, which saves officer time.</p> <p>A quotation has been prepared for Blaenau Gwent CBC in order to try to secure another Service Level Agreement to continue to deliver a CCTV service for them from April 2019. This type of collaboration would mean that both organisations would continue to benefit from economies of scale and the capital investment that Newport has made into the CCTV Suite at the Civic Centre.</p> <p>The co-location and integration of the Gwent Coroner's service within Registration will provide longer-term resilience (Long term and Integration). Gwent Coroner's service structure has been drawn up, jobs have been evaluated and accommodation adjustments have been agreed. Awaiting Ministry of Justice approval before any further progress can be made (Collaboration and Involvement). The service proposals have been developed in collaboration with the other Gwent local authorities, the existing Coroner's legal practice, Gwent Police and the Ministry of Justice.</p>
<p>Undertake a further review of discretionary fees and charges for the Registration Service, Regulatory Services (Commercial), Regulatory Services (Environment & Community), and Local Land Charges and explore options for securing external funding for discretionary services, to maximise income generation.</p>	<p>In Progress</p>	<p>The fees and charges proposals will be the subject of full public consultation and engagement as part of the budget-setting process (Collaboration and Involvement). Discretionary fees have been fixed, wherever possible, having regard to comparative fees charged by neighbouring authorities, on a collaborative basis.</p> <p>Land Charges fees have been reviewed and benchmarked with other councils and discretionary Registration fees have been increased, where appropriate. Licensing fees have been reviewed to ensure full cost-recovery, including the staff pay award for 19/20.</p> <p>Regulatory Services (Environment & Community) has continued to develop Paid for Advice services as a strategic alternative to delivering discretionary advice and is starting to generate</p>

		<p>useful levels of income and build a commercial reputation, particularly for Food Safety training. Work to establish the first 'Environmental Health' Primary Authority with a major supermarket chain has also continued.</p> <p>Home Office grant has been secured to continue to deliver the national Scambusters service. WG grant funding has been obtained to support the implementation of Rent Smart Wales.</p> <p>External sponsorship was secured to deliver the Newport Food Festival</p>
To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.	In Progress	<p>Ceremony surveys are being conducted and birth and death registration surveys have been developed as part of the new CRM system (<i>Long-term</i>). In the longer term these satisfaction surveys will assist in service planning and improvements by acting on issues identified by surveys, this helps the service meet customer demand (<i>Prevention</i>).</p> <p>Customers are engaged at the point of access to services and their feed-back provides a qualitative evidence base for the future development of service improvements and to benchmark performance against national standards (<i>Collaboration and Involvement</i>).</p>
<p>To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models</p> <p>Organise and deliver the Newport Festival of Democracy, develop and implement a Strategic Marketing Strategy and Destination Management Plan.</p>	In Progress	<p>Key projects, events and strategies are being delivered in conjunction with other services areas and external stakeholders and partners (<i>Collaboration and Involvement</i>). Key milestones continue to be met in relation to the delivery key City Centre redevelopments. Completion of the lease for Chartist Tower, Exclusivity Agreement and heads of terms completed for the Market redevelopment and draft development and loan agreements being prepared. On-going due diligence in relation to Mill Street development loan. Legal documents in preparation for Market Arcade refurbishment. Leases and other legal documentation completed with Network Rail and USW for the location of the national software academy in the Information Station</p> <p>Festival and Events team helped to organise and deliver the final stage of the Tour of Britain on 2nd September. Newport Food Festival was successfully delivered on 6th October and Tomorrow's Democracy event has been organised for 5th November.</p> <p>A draft Strategic Marketing Strategy and a draft Destination Management Plan has been prepared for consultation with other partners. £128,000 grant funding has been secured from the Rural Community Development Fund as match funding for the Gwent Living Levels project.</p>

Objective 2	To improve constitutional and corporate governance arrangements		
Description	<p>This relates to:</p> <ul style="list-style-type: none"> • Corporate Plan priorities – Modernised Council and Aspirational People • WAO Corporate Assessment • Well-being Objectives – to promote economic growth and regeneration • A Fairer Newport 		
Corporate Plan Objective	Modernised Council / Aspirational People		
MYR (Q2) Action Status	0 / 5 - Complete	5 / 5 – in Progress	0 / 5 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
To undertake a whole-scale review and re-drafting of the Council's Constitution.	In Progress	<p>The review of the constitution and governance is overseen by Democratic Services Committee, and subject to consultation and engagement (Collaboration and Involvement).</p> <p>New procedures have been introduced to deal with members' written questions. A revised Mayoral</p>	

		<p>protocol has been developed by DSC and approved by Council for deferral of nominations. A review of member support in their ward work has been undertaken and will be reported to DSC in November.</p> <p>Council Policy framework documents have been updated and reviewed. Member role descriptions have been adopted and incorporated into the Constitution. Self-assessment process commenced to achieve WLGA member development Charter accreditation. Head of Democratic Services and DSC Annual reports presented to Council and forward work-programme developed.</p>
<p>Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.</p> <p style="text-align: center;">Page 22</p>	<p>In Progress</p>	<p>Public engagement is an essential part of effective scrutiny and the critical friend challenge. The Scrutiny Action Plan will develop further initiatives to engage with the public and to provide more effective consultation on key policy reviews.</p> <p>The WAO "Fit for the Future" review confirms that the Council is meeting the requirements of the Local Government Act 2000 in terms of delivering an effective overview and scrutiny function, which makes a positive contribution to decision-making and policy development.</p> <p>There are identified areas for improvement, particularly in relation to member training and development, holding the executive to account, performance management and public engagement. However, all of these issues are already identified in the Overview & Scrutiny Annual Report and are being addressed through the agreed action plan.</p> <p>The impact of the new scrutiny structure and arrangements in driving improvements is being reviewed, including a repeat of the Scrutiny Self Evaluation and Peer review process.</p> <p>The Public Engagement Strategy is being redeveloped to ensure arrangements are put in place to support public involvement and participation, to include utilising social media to promote Committee work.</p> <p>Review undertaken of arrangements for Cabinet Members to attend Performance Scrutiny committee as part of the service review and performance monitoring process. Use of pre-meetings to identify areas for challenge.</p> <p>Improved planning and links between the Scrutiny Forward Work Programme and the Cabinet work programme. Regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team to ensure a positive relationship continues, and workloads are co-ordinated effectively managed. This will include meetings with the Cabinet.</p>
<p>To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports, and deliver a successful induction programme for new Councillors.</p>	<p>In Progress</p>	<p>Individual training and development plans will require engagement with councillors and key Cabinet Members, with responsibility for overseeing member development Delivery of training will be in collaboration with the WLGA, other local authorities and external trainers, as appropriate (<i>Collaboration and Involvement</i>).</p> <p>Training and development needs are being established through reissuing the training and development questionnaire to Members. The member development programme is continuing throughout the year. An effective member development programme is being implemented to support Members in undertaking their roles. Further training will be provided for scrutiny members on the Wellbeing of Future Generations (Wales) Act to improve their understanding and consideration of the Act when undertaking scrutiny activity.</p>
<p>To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.</p>	<p>In Progress</p>	<p>The monitoring of ethical standards compliance and governance arrangements involves extensive involvement and engagement with elected members, community councils and community councillors (<i>Collaboration and involvement</i>).</p> <p>Succession planning and new independent members of Standards Committee appointed. Further Code of Conduct training delivered for City Councillors and community councils. Ethical standards</p>

		review of community councils completed. Revised protocol for Member Officer Relations developed and approved by Council. Annual report prepared for submission to Council and forward work programme developed.
Successfully deliver elections, raise voter awareness and increase elector registration.	In Progress	Local and general elections are delivered in collaboration with other statutory agencies, key stakeholders and Government departments, including the Cabinet Office and Electoral Commission (Collaboration and Involvement). Raising voter awareness involves engagement with hard to reach groups and facilitate community working. The annual canvass has commenced, with the delivery of Household Enquiry Forms and follow-up visits by canvassers to secure maximum registration numbers on the electoral roll. The new electoral registers will be published in December. Preparations underway for the electoral review by the Boundary Commission starting in January.

Objective 3	To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes		
Description	This relates to: <ul style="list-style-type: none"> • Corporate Plan priorities – Modernised Council • Change and Efficiency Programme • MTFP • Performance Measures – RS/SI/1, L&S/L/08, HRP/041 & LR/L/002 		
Corporate Plan Objective	Modernised Council		
MYR (Q2) Action Status	0 / 7 - Complete	7 / 7 – in Progress	0 / 7 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Complete New Ways of Working service review in Regulatory Services (Commercial) and Regulatory Services (Services (Environment & Community), with new improved technology and working practices.	In Progress	<p>The service review and extended use of technology involves extensive consultation and engagement with staff and key stakeholders, including license applicants. IT projects involve collaboration with internal colleagues and external software suppliers (<i>Collaboration and involvement</i>).</p> <p>Work is ongoing to align the 'trading standards' and 'licensing' database work with the 'environmental health' work. Further work had been deferred pending the procurement of a new CRM, and an evaluation of the modules for case management, inspection setting and licensing.</p> <p>The rollout of smart phones has been deferred pending a corporate review of the handsets. Software configuration is ongoing to enable the use of hand-held devices for Regulatory inspections.</p>	
Greater use of technology and development of back-office systems to deliver improved efficiencies in Legal Section.	In Progress	<p>The extended use of technology involves extensive consultation and engagement with staff and key stakeholders (Collaboration and Involvement). The Corporate EDMS has been adapted for use by childcare solicitors and has been piloted within the section. Staff training has been completed and cases are ready to go "live" by the end of the month. This will deliver improved efficiencies and storage/archiving, with the transition to electronic files and case management.</p> <p>Discussions are ongoing with the other Gwent authorities to develop a secure portal with Court service for the electronic transfer and storage of documents in connection with childcare cases, using the Swansea model or a bespoke system.</p>	

		The EDMS system is also being developed to streamline the arrangements for school admission and exclusion appeals.
Greater use of digital technology for delivery of PR, communications and marketing services	In Progress	The promotion of Council services, communication of key messages and marketing information involves extensive public engagement through social media and the Council web site. A Regeneration website is being developed. A City Brand is being developed through the NEN and the Destination Management Group (<i>Collaboration and Involvement</i>). The Council's key objectives and information about services are being delivered through the use of social media, with an increasing number of Facebook and Twitter followers.
Develop and improve the openness and transparency of corporate governance processes through greater use of technology.	In Progress	Developments to the existing IT systems for broadcasting and agenda management have been carried out in conjunction with the software suppliers and Norse. The audio equipment in the Council Chamber has been upgraded and improved, with links to the Public-i web-casting system. The modern.gov system has been developed to further streamline the democratic decision-making process and reduce costs of hard copy agendas and minutes. The translation module has been implemented to allow for the publication of bilingual Minutes of meetings and the web site now has direct links for Welsh versions of documents.
Develop and implement a case management system for the Coroner's Service.	In Progress	Organised demonstrations of systems with Coroner & team to consider which system suited them best and decision made about this (<i>Long Term and Integration</i>). We are awaiting Ministry of Justice approval before procuring a system.
New Action Develop an online application form for landlords for Houses in Multiple Occupation Licensing linked with the Idox database.	In Progress	Work has commenced on developing an online application form for landlords of houses in multiple occupation alongside the Newport Intelligence Hub. Successful implementation will provide an easy to use system for landlords and reduce data entry by Council officers.
New Action Continue to roll out card payment capability for customers within Regulatory Services.	In Progress	We are working with the Council's Finance teams to continue the roll out of card payments within Regulatory Services. This will reduce the administrative burden on colleagues from multiple areas of the Council which is associated with using the Council's Debtor system and make it easier for customers to pay for services and make them more attractive.

Objective 4	To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses		
Description	This relates to: <ul style="list-style-type: none"> • Corporate Plan priorities – Resilient Communities and Thriving City • 20 Things by 2022 – Purple Flag accreditation • Well-being Objectives – 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 • Service Plan measures – PAM/023, RS/SI/1, LR/L/027, LR/L/002 and new fraud detection measures 		
Corporate Plan Objective	Resilient Communities / Thriving City		
MYR (Q2) Action Status	0 / 7 - Complete	7 / 7 – in Progress	0 / 7 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Prevent and tackle instances of	In Progress	Tackling anti-social behaviour and improving community cohesion requires <i>collaboration</i> and	

<p>anti-social behaviour impacting upon the residents and business community including general poor behaviour, noise nuisance, fly tipping, illegal alcohol sales to children and doorstep crime.</p>		<p><i>Involvement</i> with other key stakeholders, such as the Police, RSL's and community groups and early intervention and prevention will stop problems from escalating. Public Protection have successfully renewed and updated the City Centre Public Space Protection Order and introduced a new PSPO in Maesglas, including a gating order.</p> <p>Officers continue to respond to instances of anti-social behaviour and noise nuisance. A multi-agency approach is used for serious/persistent cases where appropriate. Abatement Notices for Statutory Nuisance are served where the officers are satisfied that a Nuisance exists.</p> <p>Increased fixed penalty notice fines with no discount for early repayment have been approved by Cabinet Members to deal with littering and waste offences.</p> <p>Noise Nuisance and Licensing: Officers from the Licensing Team have continued visits and surveillance to licensed premises to ensure noise is within tolerated levels. This work has led to reviews of two licences and resulted in suspension.</p> <p>Illegal Alcohol Sales: Officers from the Consumer Protection Team and Licensing Team have continued to provide advice to licensed premises to reduce the risk of illegal sales and have been involved in three 'mystery shopper' operations. The Licensing Team has also secured a conviction in relation to an off-licence selling alcohol outside permitted hours.</p> <p>Doorstep Crime and Scams: Visits continue to the identified scam victims with a view to 'target hardening'. There are a number of significant investigations into instances where traders prey on older and vulnerable customers. These cases involve deliberate frauds.</p>
<p>Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of Newport.</p>	<p>In Progress</p>	<p>Officers supported the recent Pill Action Day. In particular the focus on private sector rented accommodation by officers from the Environmental Health Housing team resulted in a number of properties requiring enforcement action, including HMOs that require a licence from the Council (<i>Collaboration, involvement and Prevention</i>).</p> <p>Officers from the Licensing Team and Consumer Protection Team have also participated in the Days of Action focussing on alcohol premises, scrap metal dealers and rogue trading. The Consumer Protection Team also carried out a 'mystery shopper' exercise with 'knives sales' (Business performance when tested improved greatly).</p> <p>Officers from multiple teams actively participated in the first City Centre Action Day. Housing officers will again collaborate with South Wales Fire & Rescue to identify properties of concern.</p>
<p>Secure Purple Flag Accreditation for the City Centre Night-Time Economy.</p>	<p>In Progress</p>	<p>The Regulatory Services Manager (Commercial) has been appointed as lead officer for the Night-time economy work-stream of the Safer City Centre sub-group on the PSB. A draft action plan has been produced to address areas of concern including crime and disorder, alcohol and traffic problems. The Group are working towards a Purple Flag application in October 2019, following the introduction of CPE by the Council.</p>
<p>Develop Local Air Quality Management Statutory Action Plan to identify Air Quality Management Areas in the City and ensure it is formally adopted</p>	<p>In Progress</p>	<p>Effective action will require collaboration with a number of internal services areas and external partners, including Planning, Housing, other local authorities, regional enforcement and Government agencies (<i>Collaboration and Involvement</i>). Cabinet Member has agreed revised AQMA's and orders have been made.</p>

<p>and implemented.</p>		<p>Officers have produced a draft Action Plan and this will be consulted on both internally and then publically in the coming months. Officers will work closely with the Partnership team to ensure that this work dovetails with overlapping sustainability work being delivered by the PSB. This approach has been cleared with the Senior Leadership Team and the Cabinet Member for Licensing & Regulation</p> <p>Delivery of the 'ECO Stars' vehicle fleet fuel efficiency scheme in Newport has commenced using Welsh Government funding. The scheme will be run up to March 2019, and then continued if further funding is provided.</p>
<p>Regulation of housing standards in both rented and non-rented housing, including implementation of licensing regimes.</p>	<p>In Progress</p>	<p>Officers continue to respond to service requests from tenants, landlords and others. Licensed properties are subject to programmed inspection/s during the term of the licence. The Council continues to work closely with Rent Smart Wales (landlord registration and licensing) who deliver this national regulatory regime for the Council.</p> <p>Public consultation has been commenced on the proposal to continue with Additional Houses in Multiple Occupation licensing for another 5 years from June 2019.</p> <p>Trading Standards professionals carried out surveillance of Newport's Letting Agents. New legislation required the display of fair and accurate pricing and fees information to allow tenants full information before making transactional decisions. Every Letting Agent was investigated and where problems were discovered, compliance advice was issued. The several agents failing to observe the requirements are now under investigation.</p>
<p>Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment.</p>	<p>In Progress</p>	<p>Regulatory Services (Environment & Community) has continued to develop Paid for Advice services, in order to support reputable businesses. This includes a number of Chartered Institute of Environmental Health-backed training courses.</p> <p>There have been numerous inspections, investigations, seizures, complaints, projects and sampling programmes conducted, all with a view to supporting good businesses and targeting rogue traders. Examples of this work include:</p> <ul style="list-style-type: none"> • Provision of robust licensing service • Prosecution of a rogue bridal retailer • Prosecution of sellers of unsafe food • Proceeds of Crime Confiscation Awards • Prosecution and cautioning of illegal taxi providers • Continuation of the Buy With Confidence Scheme and Primary Authority/Business Support • Investigations and seizures of counterfeit and unsafe products • Drafting of improved Gambling and Street Trading Policies • Ongoing anti-counterfeiting campaign • Surveillance of imported animal feed <p>The Serious Organised Crime Sub-group of Safer Newport has commenced plans that will aim to reduce crime in the city centre. Officers from across the service will be involved in disruption activities.</p>
<p>Regulate businesses and support consumers/residents to protect and improve health.</p>	<p>In Progress</p>	<p>Businesses are subject to a range of proactive and reactive inspections and interventions. The Food Law Code of Practice in Wales still requires a programme of Food Safety inspections to be undertaken every year and the associated 'Broadly Compliant' PAM performance indicator is</p>

closely monitored by the Food Standards Agency.

Landlords renting property are running businesses, often on a small scale and with little understanding of their obligations to ensure tenants' health and safety. Regulation by the Council and Rent Smart Wales aims to improve the situation.

Regulatory Services continues to deliver Health & Safety at Work interventions in line with the Health & Safety Executive national priorities and locally agreed projects.

Officers from the Consumer Protection Team continue to focus on the emerging issue of 'allergenic ingredients'. A number of sampling projects were completed last year, which resulted in investigations during this financial year. This has resulted in two convictions. Further surveillance work is underway.

Officers from the Consumer Protection Team completed two 'mystery shopper' exercises looking at the willingness of shops to sell e-Cigarettes to children. The first operation (in June) resulted in a high failure rate. Businesses were informed that further transgressions might result in prosecution. The second operation (in September) resulted in a high refusals rate. This was a big success.

The surveillance work of the Licensing Team has a direct effect of health improvement by not allowing the licensed trade to adopt business practices detrimental to the health of Newport's citizens. Officers from the Licensing Team continue to provide taxi drivers with training on Child Sexual Exploitation

Officers from the Consumer Protection Team are currently investigating a significant number of Illicit Tobacco Investigations.

Officers from Newport City's Dog Home have won the RSPCA Gold Footprint Award. This work improves the welfare of Newport's citizens.

Objective 5	To extend the range of services and communications available through the medium of Welsh to comply with relevant Welsh Language Standards		
Description	This relates to: <ul style="list-style-type: none"> • Corporate Plan priorities – Modernised Council • Well-being Objective 4 – To build cohesive and sustainable communities • Welsh Language Standards 		
Corporate Plan Objective	Modernised Council		
MYR (Q2) Action Status	0 / 3 - Complete	3 / 3 – in Progress	0 / 3 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Delivery of Welsh Language Standards applicable to Law and Regulation services. The service area will extend the	In Progress	Delivery of key Welsh Language Standards has involved extensive engagement with staff and services users. The Strategic Marketing Officer takes an active involvement in the Corporate Welsh Language Group. Translation of Council and Committee Agendas as part of the democratic decision-making processes, the offer of correspondence in Welsh where customers express such a preference and	

<p>range of services where customers are offered a choice of language from the first point of contact and encourage the use of Welsh in the delivery of front-line services.</p> <p>Increase Welsh awareness and basic training among staff, to encourage greater use of the Welsh language.</p> <p>Continue to make a positive contribution in relation to the work of the Corporate Welsh Language Group.</p>		<p>the conduct of internal hearings. Statutory notices and Orders are now drafted and published bilingually.</p> <p>Education statutory notices continue to be translated. Welsh-speaking Solicitors are also able to clerk School Admission/Exclusion appeals, if necessary. There are two first language Welsh speakers in Public Protection who are able to deal with enquiries in Welsh. <i>(Collaboration and Involvement)</i></p>
<p>To review recruitment policies, specifically in relation to front-line services, such as the Registration Service, to offer greater choice in respect of the conduct of registrations and ceremonies in Welsh.</p>	<p>In Progress</p>	<p>Collaborative working with other Gwent Registration services to share services of Welsh-speaking Registration officers. Bi-lingual registrations are routinely offered to Welsh speakers by the Registration service and arrangements made for appointments to be with Welsh speaking registration staff.</p>
<p>The translation of key policy Statements and internal governance documents, such as the Statement of Licensing Policy and corporate decision-making templates, into Welsh.</p>	<p>In Progress</p>	<p>Council and Committee agendas are provided bilingually and are signposted separated on the website. Modern.gov upgrade implemented for the translation and publication of Minutes. Statutory notices are also drafted and published bilingually.</p> <p>Public protection officers are capturing language preference during initial contact with the public and with businesses.</p> <p>Public Protection Standard Letters and Notices are available bilingually. Licensing and other policy statements have been translated and are available bilingually on the website.</p>

Law & Regulation Performance Measures Analysis						
PI Result vs PI Target Definition	On Target			Short of Target (15% Tolerance)		Off Target (Over 15% Tolerance)
Performance Direction Definition (Based upon the performance from the previous reporting period)	 Performance has Improved			 Performance has Declined		 Performance is the same
Performance Measure (National / Local / Management Information)	Link To Service Plan Objective(s)	Q2 Result	2018/19 Target	Performance Direction	2017/18 Q2 Position	Service Area Comment (For Performance Indicators not meeting their targets)
National (PAM/023) - % food establishments broadly compliant with food hygiene standards. Quarterly submission	Objective 4	95.16%	95.16%	 95.35%	 94.51%	
Local - % of public protection fraud investigations successfully concluded. Quarterly submission	Objective 4	100%	85%	 100%	N/A	New performance indicator for 2018/19.
Local - % Regulatory Services significant issues resolved Quarterly submission	Objectives 3 & 4	95.2%	92%	 88.2%	 91.4%	
Local – Total number of social media followers. Quarterly submission	Objective 3	27,800	27,000	 27,400	 24,900	
Local – % of customers seen within 10 minutes. Monthly submission	Not applicable	99.24%	98%	 98.91%	 98%	
Local - % of legal searches completed within 5 days. Monthly submission	Objective 3	96.47%	96%	 95.81%	 94%	
Local - % of Anti-social behaviour incidents resolved by wardens. Quarterly submission	Objective 4	91.22%	93.96%	 95.4%	 94.9%	
Local - % legal prosecutions issued within 20 working days. Monthly submission	Not applicable	72.4%	85%	 85.1%	 99.1%	
Local – average value of fraud investigations successfully concluded	Objective 4	£43,419	Q2 Target £15,000	 £43,419	N/A	This is a new PI for 2018/19 and no data is available for 2017/18.

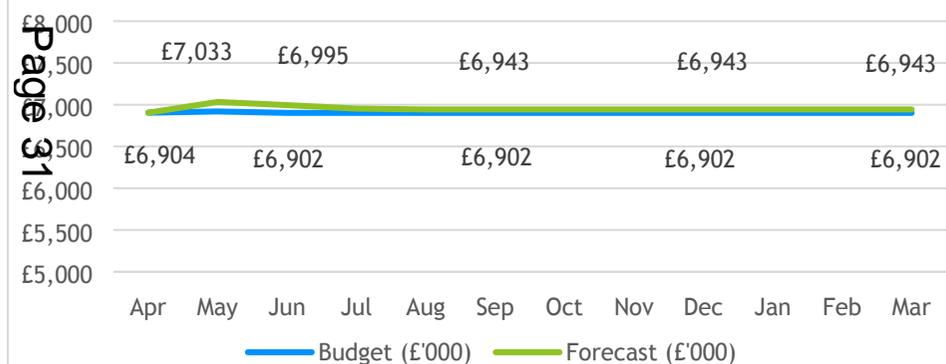
Quarterly submission			18/19 target £30,000			
Management Information - % Return to Work within 7 calendar days.	Not applicable	62.5%	90%	 70.97%	 77.97%	This is being raised as a management team item for improvement.
Monthly submission						
Management Information – Service area employee sickness (days)	Not applicable	5.66 days	Q2 Target 3.48 18/19 target 7 days	 3.09 days	 4.52 days	This is being monitored by the Management team and is being managed in accordance with the Council's Management of Attendance policy.
Monthly submission						
Management Information – Service area employee sickness (days) long term	Not applicable	4.46 days	Q2 Target 2.52 days 18/19 Target 5.01 days	 2.36 days	 0.5 days	This is being monitored by the Management team and is being managed in accordance with the Council's Management of Attendance policy.
Monthly submission						
Management Information – Service area employee sickness (days) short term.	Not applicable	1.20 days	Q2 Target 0.96 18/19 Target 1.99 days	 0.73 days	 1.01 days	This is being monitored by the Management team and is being managed in accordance with the Council's Management of Attendance policy.
Monthly submission						

Law & Regulation Finance Analysis

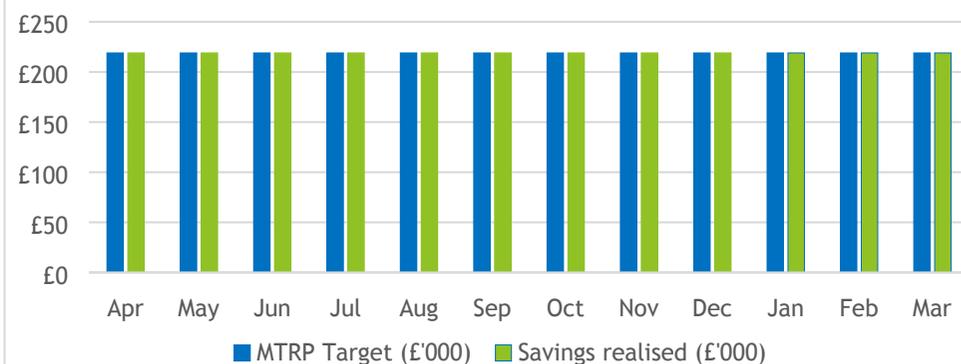
The forecast as at the end of September 2018 shows a predicted overspend of £40,643 across the L&R budget, which is virtually the same figure as at the end of August. However, there have been fluctuations in individual budgets since last month. Projected income levels for land charges have been reduced by £14k as the number of property searches has gone down and other fees and charges income has been reduced in Public Protection. However, this reduction in income has been offset by a £30k saving in insurance premiums and miscellaneous savings in supplies and services and staffing budgets.

The recurring pressures in relation to the £60k under-recovery of CCTV income and the overspend of £49k in relation to the staffing costs in the Registration Service, due to the extended use of casual cover to meet statutory deadlines, are being managed and off-set by underspends in other areas. The continued overspend in the Registration Service will need to be regularised through a staffing restructure, once a decision has been made on the transfer of the Coroner's service. In the meantime, the current projected overspend across L&R will be mitigated and managed through a combination of delayed filling of vacancies, new appointments at less than the top of the grade and a spending freeze on all non-essential expenditure.

2018/19 Overall Net Position (Quarter 2)



2018/19 Delivery of MTRP Savings (Quarter 2)



Summary Revenue Position

Service Area Team	Deficit / (Underspend)
Communications & Marketing	4
Registrars	48
Democratic Services	(31)
Members Allowances	28
Electoral Registration	£0
Legal	(18)

Summary Revenue Position

Service Area Team	Deficit / (Underspend)
Land Charges	14
Insurance	(59)
Community Safety	96
Environmental Health	13
Trading Standards	27
Licensing	(80)

Law & Regulation Services Resource Analysis

Employee Headcount



Gender

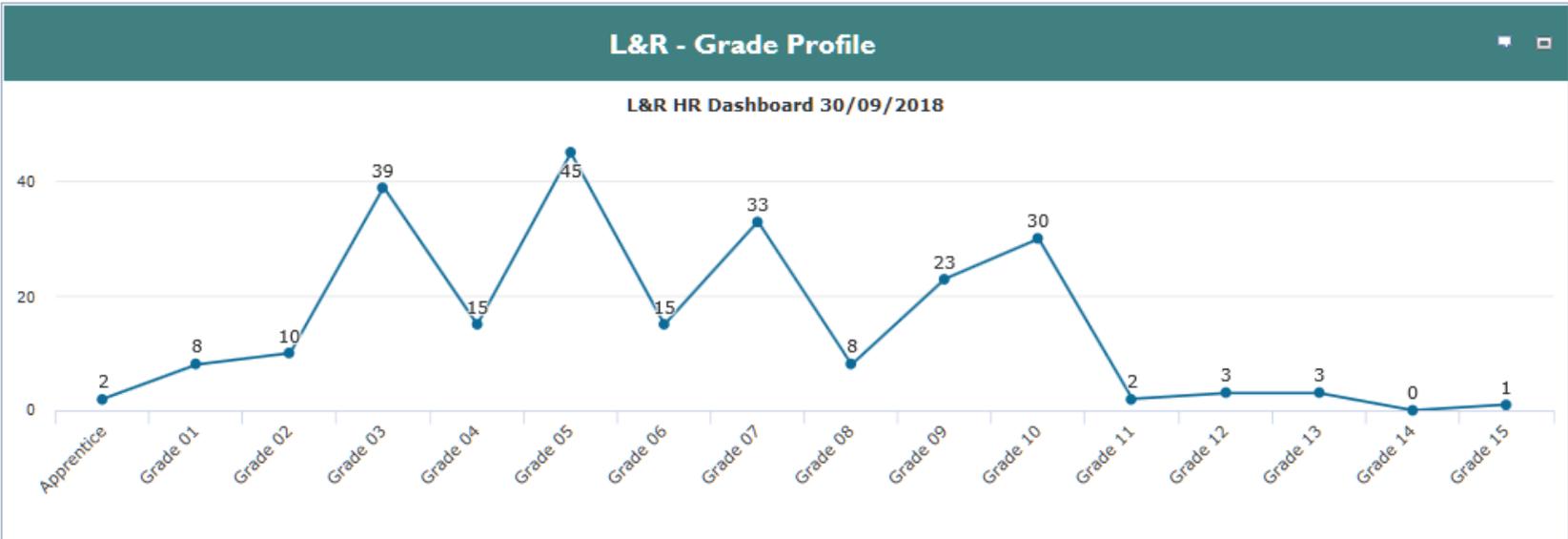
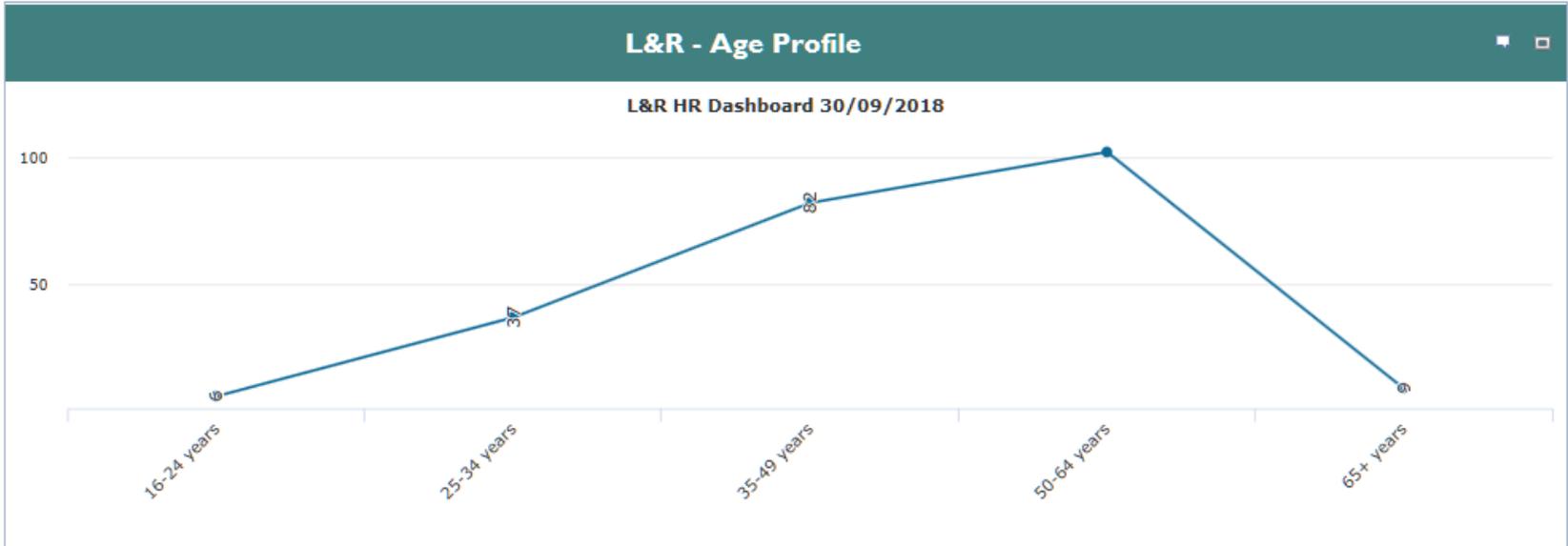


Starters



Leavers

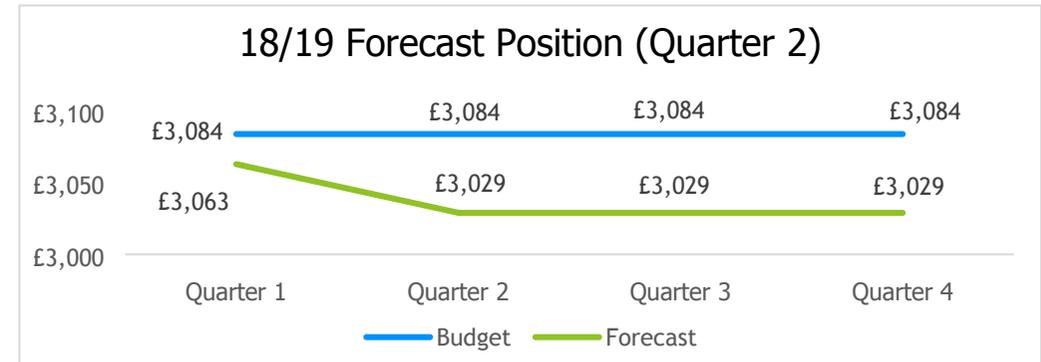
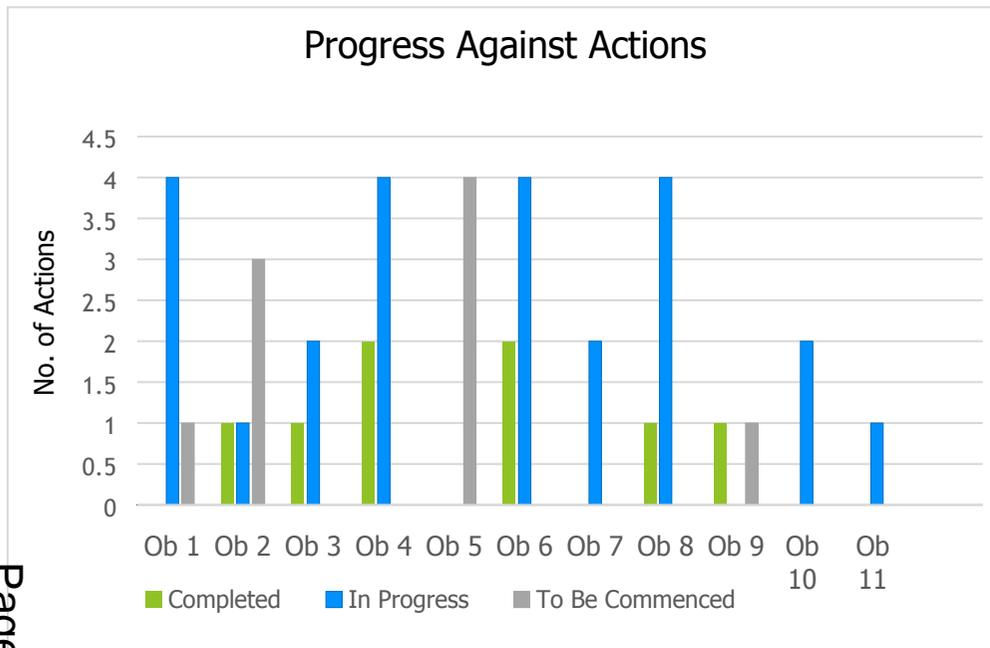




Data for Employee Headcount, Gender, Age Profile and Grade Profile are a snap shot as at 30th September 2018.

Data for Starters and Leavers is the cumulative total for April - September 2018.

This page is intentionally left blank



Executive Summary – Chair of Cabinet / Head of Service

The Finance service is operating within budget and should end the year with a small under-spend. All planned savings have been delivered. Vacancies in procurement and Internal Audit contribute mostly to this position. Recruitment is underway in Internal Audit and will start in November for Procurement. Performance is mostly 'holding up' and where not on target; most 'ambers' are virtually on target.

1. Performance on collection of CTax and NNDR are within 0.5% of being 'on target'. The team continue to focus on collecting arrears to meet the target and a dedicated small section within the overall team now purely focus on this which we are seeing benefits from. The 'budget position' of CTax collected is forecasted to be better than budget, which is due to a combination of arrears being collected; an increase in the overall tax base; and lower statutory discounts being awarded on bills.
2. Invoice payment is behind target but by 0.3% only. The team continue to push hard on this target and work with those departments and areas, which can cause delays by not adhering to the Council processes, which can delay payment. This is on-going.
3. Vacancies in procurement have led to slower progress on rolling out 'lodge cards' to regular suppliers than planned. This target will be reviewed when a new permanent Procurement Manager is in place and we can bring more focus to this area.
4. The audit plan is being completed per target and even though there is a vacancy in the team, less investigations means time is going into the core-planned work.
5. The area of concern is the RTW performance. We have some concerns over the data accuracy here and this has been reviewed with HR team, though not resolved. There have been instances however, of RTW not being done within time. This function should, in vast majority of cases, not be an issue for the Finance function. All managers / team leaders have been reminded about the importance of doing the RTW in a timely fashion.

Finance Mid-Year Review 2018/19

Some notable developments achieved last 6 months include:

- Producing the Councils Annual Accounts well within deadlines, from an inexperienced team
- Nearing completion of the draft 'ethical procurement' policy for the Council. This will be finalised over the next Month or so now
- The Internal Audit service being externally assessed and judged as 'compliant' with public sector audit standards.
- Establishing a small, dedicated arrears team within the revenues team with a clear focus on collecting problem arrears – which has had some notable successes already.

Progress on objectives are mainly on track. One area of delay and frustration is the self-service capability within C Tax / NNDR and this will now be resolved through the development of the Councils new CRM system. We can expect good progress in first half of 2019/20. Vacancies in procurement has also meant some delay in our focus on rolling out the Councils purchasing card programme but with recruitment and a focus thereafter, this should catch up. All other objectives mainly where I would expect them to be at this time.

Finance Analysis of Performance

Objective 1	Internal Audit to provide assurance on the adequacy of the Council's systems of internal control, governance and risk management to ensure proper use of public funds and minimise fraud across the Council.		
Description	<p>The Internal Audit team will provide assurance that controls are working well and provide advice where improvements are required. We will continue to provide advice and training to raise awareness and support for stronger financial management across all service areas. This will lead to improved outcomes for citizens and communities.</p> <p>Internal Audit is a statutory requirement within local government in accordance with Section 151 Local Government Act 1972 and Accounts and Audit (Wales) Regulations 2005; the team will comply with the Public Sector Internal Audit Standards.</p>		
Corporate Plan Objective	Modernised Council		
MYR (Q2) Action Status	0/5 - Complete	4 / 5 – in Progress	1 / 5 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Undertake audit work in line with the agreed Internal Audit Plan	In Progress	<p>Most of the work undertaken by the IA team is to ensure compliance with Council policy and procedure, which in the longer term should prevent or at least minimise fraud, corruption, wastage, extravagance, misuse of public money.</p> <p>IA work is progressing well against the agreed IA annual plan. 36% of the plan has been achieved against a target of 30% at the end of Qtr 2.</p> <p>The IA team are working with Heads of Service and their management teams to ensure they are given the appropriate level of assurance based on a risk based audit plan.</p>	
To complete sufficient (per target agreed by Internal Audit Committee) audit opinion related work in order for the Chief Internal Auditor to provide an overall opinion for the Authority as a whole at the end of each financial year	In Progress	<p>Audit opinion work is progressing in line with expectations.</p> <p>15 audit opinion related jobs have been completed to at least draft report stage by the end of Quarter 2:</p> <ul style="list-style-type: none"> 2 x Good 9 x Reasonable 4 x Unsatisfactory <p>4 x unqualified grants have been signed off</p> <p>Annual Governance Statement signed off and incorporated with the 17/18 Financial Statements</p>	
Review and report on how many of the agreed management actions have been implemented within service areas to improve service delivery, controls and governance	To Be Commenced	Not yet reviewed as this is an annual process.	

Lessons learnt from the external peer review of the self-assessment against the professional audit standards will be taken on board to further improve the service delivery of the Internal Audit team. Action Plan and timescales to be agreed by Internal Audit Committee and implemented thereafter.	In Progress	External Assessment report taken to Audit Committee in September 2018. The Chief Internal Auditor and Audit Managers are working their way through the action plan and will report an updated position to Audit Committee in 6 months.
Update and implement a new reporting structure for audit findings to differentiate between control, effectiveness, efficiency and other issues	In Progress	Audit reports have been updated to include identified potential efficiency savings where appropriate. Heads of Service and SLT have been informed of this update.

Objective 2	Internal Audit will strive to minimise fraud and corruption within the Authority			
Page 38	Description	The Internal Audit team will be alert to any potential fraudulent activity when undertaking audit work across all services and report any concerns to the Chief Internal Auditor who will risk assess the situation and decide whether or not to investigate further. Early intervention will lead to longer-term prevention. The Chief Internal Auditor will risk assess all allegations of fraud / corruption received from any source and decide whether or not to investigate further. In conjunction with relevant Heads of Service the Chief Internal Auditor will also determine if the matter should be referred to the police. The Chief Internal Auditor will raise awareness of fraud prevention across the Council through publication of relevant documents		
	Corporate Plan Objective	Not Applicable		
MYR (Q2) Action Status	1 / 5 - Complete	1 / 5 – in Progress	3 / 5 – To be commenced	
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update		
Co-ordination and submission of data for the National Fraud Initiative (NFI)	In Progress	Preparations have been made in conjunction with service area data providers to ensure everything is ready for the data upload early in Quarter 3.		
Co-ordination of the review of returned data matches from NFI	To be Commenced	Not yet started – data due to be returned from NFI in Feb 2019		
Respond and then investigate allegations of fraud / corruption	To be Commenced	Not yet started – data due to be returned from NFI in Feb 2019		
Raise awareness of the Council's Anti-fraud, Bribery & Corruption Policy	To be Commenced	Although this was taken through Audit Committee still need to raise awareness across the Council.		
Continue to roll out the financial training package for school based staff with Accountancy	Complete	A planned programme of 5 events was arranged for headteachers, deputy headteachers, school bursars and school support officers. Internal Audit and Accountancy worked together to deliver this programme. The final 3 events have been held during 18/19 and have received positive feedback from delegates. Further discussions will be held at Head of Service level to establish if further training will be required.		

Objective 3	The Income Collection Section will increase the options available for customers to transact digitally.		
Description	To provide the means for customers to carry out routine transactions digitally. To enable citizens to access their council tax records and carry out routine transactions digitally which will improve efficiency, reduce costs and reduce unnecessary contact.		
Corporate Plan Objective	Modernised Council		
MYR (Q2) Action Status	0 / 2 - Complete	2 / 2 – in Progress	0 / 2 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Upgrade the core ICT systems and CRM to enable customers to be able to view account transactions and carry out routine actions digitally.	In Progress	The project forms part of the larger CRM project and is due to start once phase 1 and 2 are completed. This is expected to be around the autumn 2019.	
<p>Enabling citizens to transact digitally will be an integral part of the replacement of the current CRM system and will be linked to the introduction of the 'one account' a single sign in portal which will enable customers to undertake digital transactions more easily.</p> <p>The Revenues team will work with colleagues to ensure this is appropriately linked to Council Tax (C Tax) / National Non-Domestic Rates (NNDR) system to enable self-service</p> <p>Progress is dependent on the CRM replacement timetable, the introduction of the one account is in phase 2/3 and due to commence in summer 2019.</p> <p>In the meantime information gathering is being undertaken with the current council tax software provider to ascertain what options are available and how those might work as part of the on line customer portal.</p>	In Progress	<p>The CRM project is on schedule and phase 1 will be delivered in November 2018 as planned. Delivery of phase 3 which includes the digital revenue transactions is dependant on phase 2 being completed on time.</p> <p>Initial information gathering has been undertaken with the council tax software supplier to establish the options available.</p>	

Objective 4	The Income Collection Section will increase council tax collection and reduce historic arrears.		
Description	Collection of Council Tax is vital to support the budget and ensure that the Council has the funds needed to carry out the objectives set.		
Corporate Plan Objective			
MYR (Q2) Action Status	1 / 3 - Complete	2 / 3 – in Progress	0 / 3 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Establish a dedicated team to focus on collection and recovery of debt.	Complete	Team is now in place as a dedicated debt recovery team within the Income Collection Team.	
Establish a casework review and performance protocol to maximise effectiveness and performance of recovery team.	In Progress	Procedures for reviewing cases has been established. Staff have been assigned roles and responsibilities, targets set and processes put in place to monitor the effectiveness of the team.	
Establish and publish a local taxation debt collection protocol to ensure transparency throughout the recovery process, so that customers are aware of the process and to ensure that support services are signposted at all stages. <ul style="list-style-type: none"> July 2019 - The dedicated recovery team has been established and staff are now post. Tasks and targets have been set to ensure that the team is aware of the objectives for the improvement in collection rates. 	In Progress	The Income collection Manager has been working with Welsh Government on an all-Wales protocol for recovering council tax debts. This has been drafted and is awaiting sign off by Welsh Revenues and Benefits Group. Once sign off is approved this will form the basis for the Council's own protocol which will be published on the council web site.	

Objective 5	The Finance Section will take a positive view on joint working and support the development of business cases for collaboration / shared services. This would include transactional finance functions in line with the Gwent 9 Authorities (G9) and Cabinet/Council decisions.		
Description	To aid the joint working agenda, the finance section will proactively work with other authorities in supporting the development of business cases for collaboration and shared services. There are a number of transactional finance functions such as payroll, payments etc. and common systems that could be included in this agenda.		
Corporate Plan Objective			
MYR (Q2) Action Status	0 / 4 - Complete	0 / 4 – in Progress	4 / 4 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Carry out a review of current C Tax / NNDR systems across the SRS partners.	To be commenced	No action to date. This is a long-term objective and could also be part of a wider ERP system development that brings many functions under one system.	

Explore and report on the options for collaboration with a common ICT system.		
Be an integral part of supporting the development and challenge of business cases for collaborative / shared services approach.	To be commenced	No action to date.
Be pro-active in engaging with regional and sub-regional groups on future potential collaboration arrangements.	To be commenced	No action to date.
Collaborate on key areas of procurement activities, to include: <ul style="list-style-type: none"> • Common systems / processes and thresholds on activity. • Shared procurement activities, leveraging in bigger spend / contracts and achieve savings. 	To be commenced	No action to date

Objective 6	We will support the organisation to develop and achieve balanced medium term financial plan (MTFP), to deliver savings and support the wider delivery of the council's Change / Efficiency programme.		
Description	There is a need for a more strategic approach to the Council's Medium Term Financial Planning in connection with the Corporate Plan. Finance and in particular the accountancy function will support the move towards a balanced position over the medium term and in the delivery of savings.		
Corporate Plan Objective	Modernised Council		
MYR (Q2) Action Status	2 / 6 - Complete	4 / 6 – in Progress	0 / 6 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Early analysis of pressures, inflation and savings over the medium term for Corporate Management Team (CMT) review – June 2018. The Corporate Plan 20 commitments by 2022 will also need to be linked to the MTFP to understand the resources required to achieve these commitments.	Complete	A review of pressures and inflation was undertaken in May for reporting to CMT in June. This was included in the MTFP. The MTFP is dynamic; therefore there are ongoing reviews to update the assumptions for the future. MTFP will be reported to Cabinet Dec 2018. As a result of this work, a new action has been raised.	
Robust financial analysis and figures within business plans	In Progress	There will be many business plans which finance will need to support. Recent analysis includes the neighbourhood hubs and Civil Parking Enforcement business plans	

which support longer term strategic changes across services to meet Corporate Plan priorities.		
Delivery of service specific savings or those it is taking a lead on.	Complete	Savings delivered in full for 19/20
Change/Efficiency programme projects are well supported with sound financial advice as needed.	In Progress	New boards have been set up which these projects are reported to. Finance are supporting these boards to give the financial advice as required
Strong Balance Sheet which has focussed resources to support delivery of key priorities and manage risks including the review of financial resilience. Use of the 'invest to save' to support the delivery of the change/efficiency programme. Use the agreed capital programme framework, to maximise the capital resources available while minimising the impact on the MTFP.	In Progress	We regularly monitor the balance sheet and the financial resilience of the organisation. A financial resilience update will be included in the budget report to Cabinet in November. Currently budget proposals are being prepared, which will include the anticipated use of invest to save to deliver the proposals. Additions to the capital programme to date have followed the agreed framework.
New Action Update the MTFP to reflect the updated pressures, savings and funding assumptions for report to Cabinet.	In Progress	This will give an updated medium term view of the budget challenge the authority faces.

Objective 7	To achieve earlier closedown and as minimum, meet statutory deadlines and requirements.		
Description	For accounts year ending 31st March 2021 the financial accounts of the Authority will need to be audited and published 2 months earlier than the current deadline. This is a significant challenge for the accountancy department. Timescales as follows: - For accounts year ending 31st March 2019 and 31st March 2020 the draft accounts deadline will move from 30th June 2019/20 to 15th June 2019 and the final accounts deadline from 30th September to 15th September 2019/20. - For accounts year ending 31st March 2021 the draft accounts deadline will be 30th June 2021 and the final accounts deadline will be 31st July 2021.		
Corporate Plan Objective			
MYR (Q2) Action Status	0 / 2 - Complete	2 / 2 – in Progress	0 / 2 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Ongoing challenge of existing processes and timetables.	In Progress	For the accounts ending 31 st March 2018, we completed draft accounts by early June (within new timescales proposed for 2019) and brought forward substantially the final accounts.	

Requires 'buy-in' from senior management and service areas. Timetable updated with processes completed in shorter timescales with some year-end tasks being completed in year.		We have already undertaken a lessons learned review of these and are updating timetable for the new timescales.
Work alongside Wales Audit Office to assess which areas of work accountancy can complete early in the year and can be audited before draft stage.	In Progress	A lessons learned review has been undertaken with WAO and agreement of which areas can be completed early has been agreed

Objective 8	Support service areas to develop better financial acumen, supported by technology in the systems we use and training, which will allow "self-service" development. This will increase finance capacity to work in a business partnering arrangement providing added-value support.		
Description	We would look to increase and improve the use of our current systems including our budget management system and control risk self-assessments, to increase our focus and capacity on supporting service areas in delivering self-service development. This will require support of systems and training to increase the capacity.		
Corporate Plan Objective			
MYR (Q2) Action Status	1 / 5 - Complete	4 / 5 – in Progress	0 / 5 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Following successful implementation of training across the authority, there is the need to ensure that this is rolled out fully and there is full attendance of all budget managers. Monitoring of attendance stats will be kept to ensure delivery.	In Progress	A session is being put on in the autumn which is fully booked up. Training course now part of the Corporate Training Offer	
Increase the capacity and use of the Business Management System (BMS) system and other services which allow for more self-serve, i.e. control risk self-assessments. There will be planned improvements to the system which require implementation and we will monitor whether these have been done within the expected timescales. We will monitor the performance	In Progress	The stats for the submission of forecasts using BMS has increased in the first half of the year. Capital monitoring is now also being used to a greater extent on BMS. Improvements to the system are currently on hold due to the capacity to deliver the changes at especially busy times of the year i.e. closing and budgets.	

<p>in both submission stats and how good the forecasts were against outturn to assess whether the training is having the desired outcome.</p>		
<p>Ensure robust implementation of the operating model re; risk based budgets, in particular ensure robust forecasting methodology in those areas.</p>	<p>In Progress</p>	<p>Risk Based areas are now reported on the new monitoring dashboard monthly to Heads of Service and SLT. These are reviewed on a regular basis and have picked up substantial findings which have been used to inform MTFP and decision making</p>
<p>Continue development of a Business Partnering model within accountancy, linked to re-structure in 2017 and on-going training and development of this 'role'</p> <p>Centralisation of accountancy assistants will improve standardised processes and allow finance business partners to provide a better focus on supporting service areas.</p> <p>Performance of the change to centralised accountancy model will be monitored to assess whether the new process is being implemented as expected.</p>	<p>In Progress</p>	<p>The centralisation of accountancy assistants took place in June 2018. New standardised processes are being produced and implemented which will support the operating model</p>
<p>Internal Audit and Accountancy to work jointly in providing training to Head Teachers and School Support Officers, in financial management and financial governance.</p>	<p>Complete</p>	<p>A planned programme of 5 events was arranged for headteachers, deputy headteachers, school bursars and school support officers. IA and Accountancy worked together to deliver this programme. The final 3 events have been held during 18/19 and have received positive feedback from delegates. Further discussions at Head of Service level will be held to establish if further training will be required.</p>

<p>Objective 9</p>	<p>Review, develop and implement a revised operating model for strategic procurement.</p>		
<p>Description</p>	<p>Review, develop and implement a revised operating model for strategic procurement. Taking account of the resource levels within the function, to identify key outcomes and work-streams which need to be completed to ensure the Council is compliant with the Public Contract Regulations, Welsh Government policy and requirements where needed, adds value to the Council and delivers financial/non-financial benefits wherever possible.</p>		
<p>Corporate Plan Objective</p>			
<p>MYR (Q2) Action Status</p>	<p>1 / 2 - Complete</p>	<p>0 / 2 – in Progress</p>	<p>1 / 2 – To be commenced</p>
<p>Action</p>	<p>Status (Complete / In Progress / On Hold)</p>	<p>End of Quarter 2 Update</p>	

<p>Review, develop and implement a revised operating model for strategic procurement. Delivering both the added value strategic and operational elements of procurement. To include:</p> <ul style="list-style-type: none"> • Role of Procurement Gateway Board • Improvement to contracts register to help identify work programme • Compilation of and use of annual 'spend analysis' to identify opportunities for review e.g. off-contract spending etc • Thematic reviews of spend to identify opportunities to maximise value and / or deliver savings • Self-service opportunities 	<p>To be commenced</p>	<p>Whilst the position of Procurement & Payments Manager is being partially covered by an Interim Officer, there have been a number of discussions around the required changes.</p> <p>However, implementation on hold until permanent appointment made late Autumn 2018.</p>
<p>Possible implementation of a new e-tendering solution, potentially as early as January 2019 when the current Welsh Government (WG) funded solution finishes. WG timeline is September 2018 for decisions on system and funding.</p>	<p>Complete</p>	<p>The National Procurement Service have confirmed verbally that an interim e-tendering solution, which provides cover until March 2020 when the current WG commitment to fund eProcurement tools ends should be agreed over the coming weeks. A decision will be made in the New Year as to WG funding, post March 2020, and this will be reported in due course</p>

<p>Objective 10</p>	<p>Implementation and compliance with new legislation and Welsh Government best practice initiatives.</p>		
<p>Description</p>	<p>Implementation and compliance with new legislation and Welsh Government best practice initiatives: Welsh Government Ethical Employment in Supply Chains, Code of Practice commitments and Welsh Language Act (standards related to procurement and general communication and language choice).</p>		
<p>Corporate Plan Objective</p>	<p>Modernised Council</p>		
<p>MYR (Q2) Action Status</p>	<p>0 / 2 - Complete</p>	<p>2 / 2 – in Progress</p>	<p>0 / 2 – To be commenced</p>
<p>Action</p>	<p>Status (Complete / In Progress / On Hold)</p>	<p>End of Quarter 2 Update</p>	
<p>Subject to Cabinet Member approval, Implementation and delivery of an action plan to move towards compliance with the Welsh Government "Ethical Employment in Supply Chains</p>	<p>In Progress</p>	<p>Draft Action Plan in development, meeting held with WG Lead, Cabinet Member and other key officers on the 10th October 2018 to review NCC sign up to the Code. Further officer meetings to take place during Oct/Nov 2018 to finalise Action Plan in readiness for Cabinet approval for sign up.</p>	

Code of practice" commitments.		
Deliver new requirements under the changes to Data Protection Legislation and ensure compliance with Welsh Language Act - standards related to procurement and general communication and language choice.	In Progress	<p>Changes to Data Protection Legislation, known as GDPR have been updated within Procurement tender documentation, and communication to all Heads of Service and key Service Managers detailing the requirements for amending existing contracts, along with template documentation has been issued.</p> <p>Welsh Language Act – there is a requirement under the act to allow tenderers the opportunity on sub OJEU tenders to request and submit documentation in Welsh. Work on this is in progress, and is around a) offering this during the tender process, and b) being able to have documentation translated. The Council now have access to the Bilingual Cardiff Translation Portal in order to documentation translated when requested.</p>

Objective 11	Improved full P2P cycle processes.		
Description	Improved full P2P cycle process resulting in a more efficient and effective streamlined process. To ensure the transactional processes of ordering and paying for goods and services are effective and efficient, increasing the use of electronic payments and alternative payment methodologies.		
Corporate Plan Objective			
MYR (Q2) Action Status	0 / 1 - Complete	1 / 1 – in Progress	0 / 1 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Further improve the payment of manual invoices by seeking alternative payment methodologies to enhance the process– through e-invoicing and procurement card solutions.	In Progress	<p>The development of the pCard programme is ongoing and usage through this mechanism is increasing, with new users coming online every month, and increased transactions through the programme. The aim, whilst managing risk, is to continually look at suitable suppliers to switch from a standard invoice and BACS payment system, over to one of a number of card payment options within the programme. This will continue to be an objective and an action going forward.</p> <p>E-invoicing relies heavily on the current WG sponsored xchangewales programme in order to provide an effective, non-budgeted solution. Funding for this solution runs until March 2020, where indications are currently the funding will cease. Decisions will then have to be made on whether true e-invoicing can continue, and the cost implications for the Council.</p>	

Finance Performance Measures Analysis						
PI Result vs PI Target Definition	On Target			Short of Target (15% Tolerance)		Off Target (Over 15%Tolerance)
Performance Direction Definition (Based upon the performance from the previous reporting period)	Performance has Improved			Performance has Declined		Performance is the same
Performance Measure (National / Local / Management Information)	Link To Service Plan Objective(s)	Q2 Result	2018/19 Target	Performance Direction	2017/18 Q2 Position	Service Area Comment (For Performance Indicators not meeting their targets)
Local – Payment of invoices within timescales Monthly submission	Objective 11	89.7%	90%	89.7%	89.3%	
Local – Council Tax collection %	Not Applicable	53.69%	Q2 Target	44.69%	53.93%	

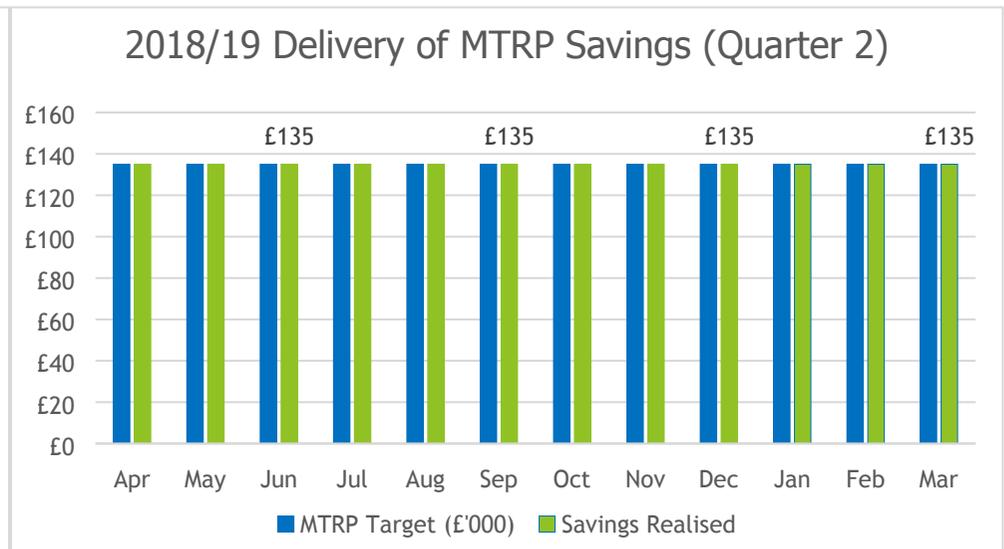
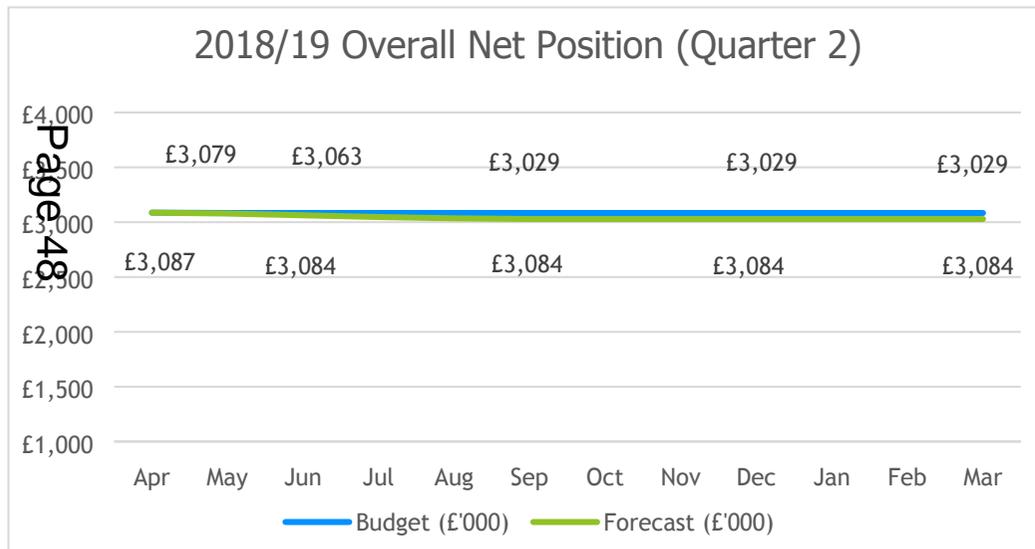
Monthly submission			53.90% 18/19 Target (96.6%)			
Local – Non Domestic Rates Collected %	Not Applicable	58.25%	Q2 Target 58.40% 18/19 Target (97%)	49.77%	58.42%	
Monthly submission						
Local - % of Internal Audit plan completed	Not Applicable	36%	Q2 Target 30% 18/19 Target (82%)	20%	35%	
Quarterly submission						
Local - % total Council Tax collected as a % of annual budgeted amount	Not Applicable	55.41%	Q2 Target 55% 18/19 Target (100%)	46%	58.11%	
Monthly submission						
Management Information – RTW within 7 calendar days %	Not Applicable	88%	90%	68.42%	86.36%	We have some concerns over the data accuracy here and this has been reviewed with HR team, though not resolved. There have been instances however, of RTW not being done within time. This function should, in vast majority of cases, not be an issue for the Finance function. All managers / team leaders have been reminded about the importance of doing the RTW in a timely fashion.
Monthly submission						
Management Information – Service area employee sickness (days)	Not Applicable	2.46 days	Q2 Target 3.48 days 18/19 target 7 days	1.95 days	2.32 days	
Monthly submission						
Management Information – Service area Long Term sickness (days)	Not Applicable	1.61 days	Q2 Target 1.64 days 18/19 target 3.30 days	1.37 days	1.30 days	
Monthly submission						
Management Information – Service area short term employee sickness (days)	Not Applicable	0.86 days	Q2 Target 1.84 days 18/19 Target 3.70 days	0.57 days	1.02 days	
Monthly submission						

Service Area Finance Analysis

Underspend due to a small number of vacancies mainly; in accountancy, procurement and internal audit. There is agency cover in accountancy as resources levels too light to accommodate this for any length of time and there are interim arrangements in other areas although they are having impact e.g. delivery of audit plan and roll-out of purchasing card scheme and catalogues in e-procurement.

Advert out for audit vacancies for second time, the first one did not bring forward any applications. Recruitment on procurement manager role will take place Nov/Dec and this will enable interim arrangements to be finished and recruitment to take place.

Budget on target / underspent and performance is under pressure but being maintained more or less.



Summary Revenue Budget Position (Q2 – 2018/19)	
Service Area	Deficit / (Underspend)
Accountancy	(2)
Internal Audit	(5)
Purchase to Pay	(1)
Strategic Procurement	(51)
Council Tax & NNDR	26
Debtors	(22)

Finance Resource Analysis

Employee Headcount



Gender

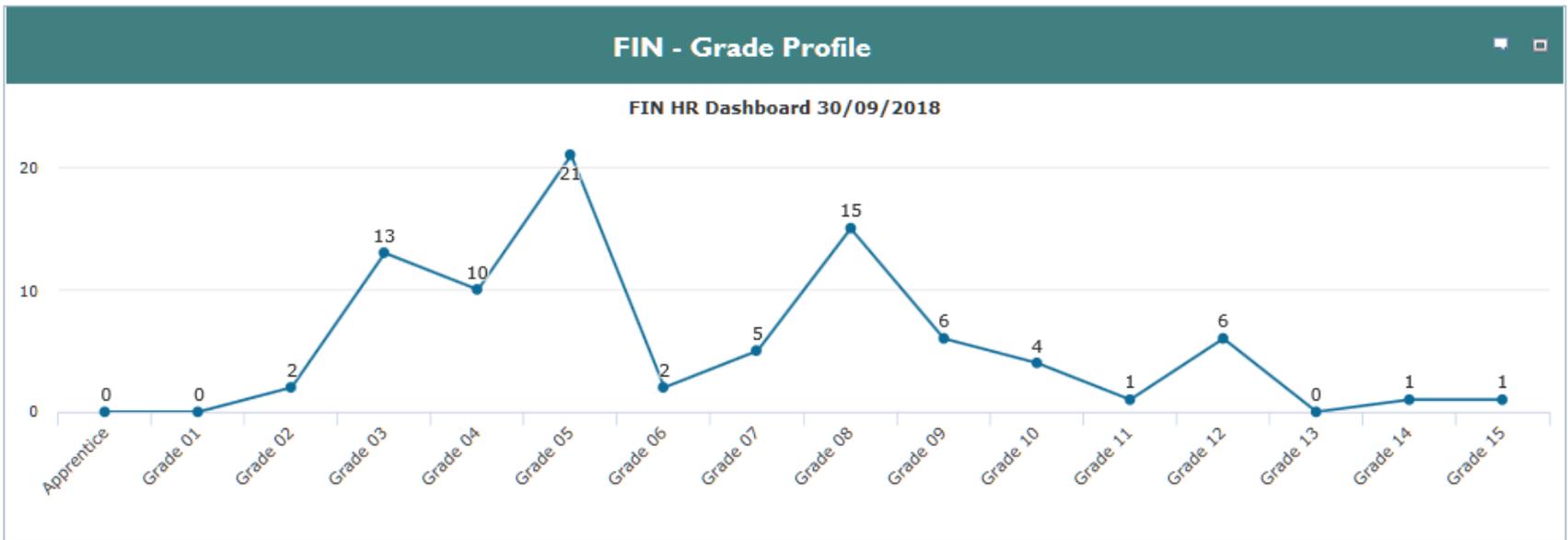
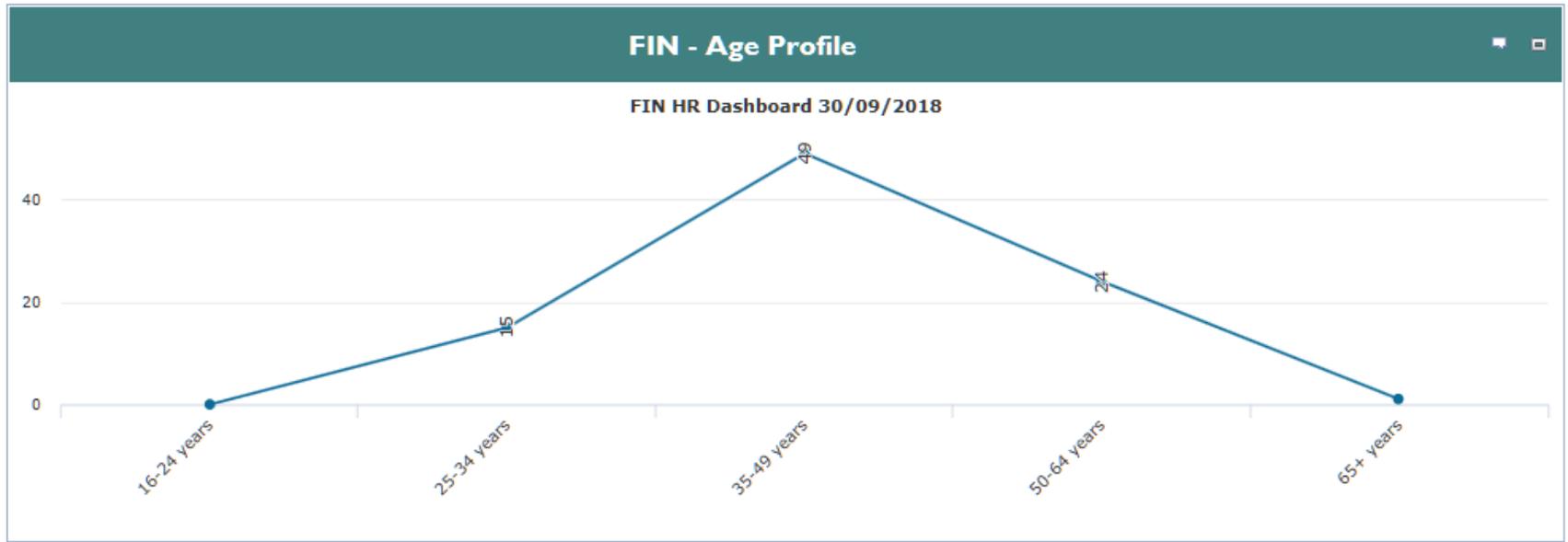


Starters



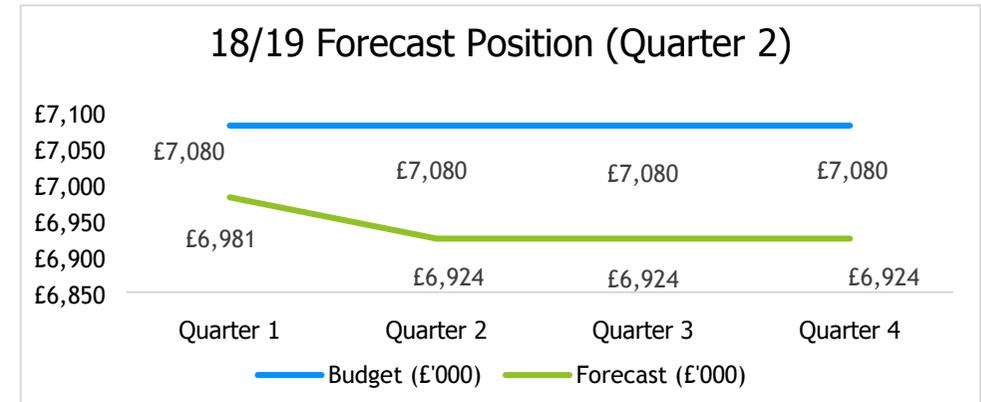
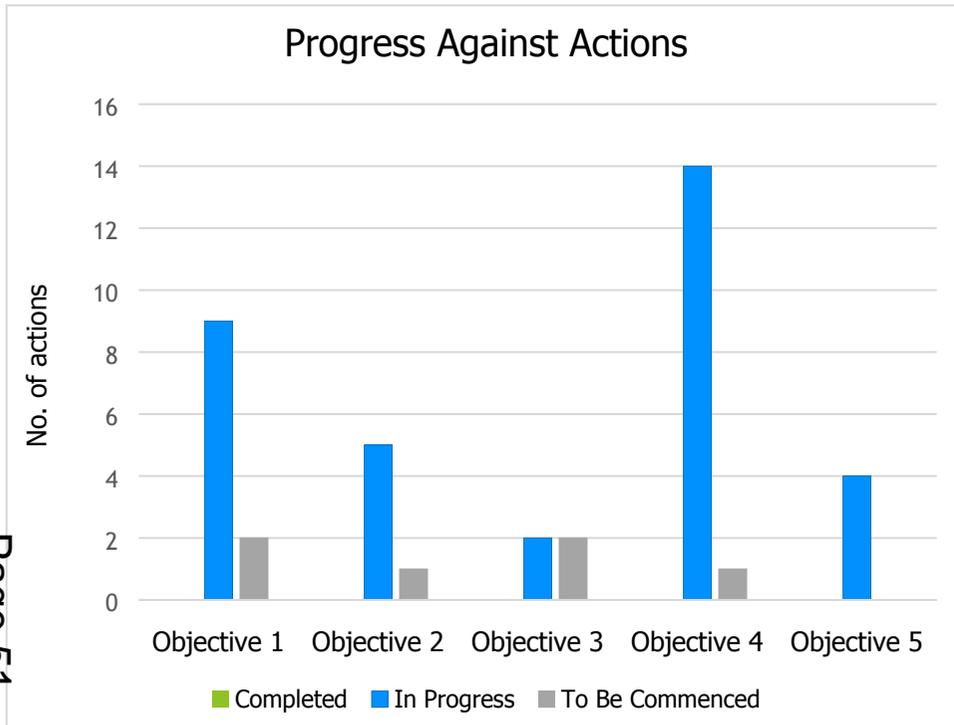
Leavers





Data for Current Employee Headcount, Gender, Age Profile and Grade Profile are a snap shot as at 30th September 2018.

Data for Starters and Leavers is the cumulative total for April - September 2018.



Executive Summary – Cabinet Member for Communities and Resources / Head of Service

In the last 6 months performance and budget management is reasonable across the service area. The service area has consistently delivered a wide range of activity that underpins the organisation within budget. Prudent management has enabled us to reduce cost and re-invest in those areas of priority. Most objectives show good progress and work against Objective 1 will increase in the second half of the year as the new programme governance arrangements evolve. A key element of Objective 3 was the development and implementation of the Talent Management Programme and this has now started. As a result, other actions within Objective 3 can now move forward.

As part of the Corporate Plan commitment, People & Business Change has delivered the Newport Intelligence Hub and this has now started to make inroads in using the Council’s data to enable and inform decision-making. We are also pushing forward with an increased use of technology to drive system and process, whilst working with service areas to address their issues and working with the Shared Resource Service to deliver against the Council’s IT investment objectives.

There are a number of areas for concern with regard to performance and we will undertake additional work during the second half of the year to address these. The main areas which improvement needs to be made is around the *number of employees training in Welsh awareness* (HRP/049) and the *Return to Work forms completed within 7 calendar days* (NHR/010). The other measures, which are red are either organisation wide or management information, so whilst they will be monitored they do not pose significant risk.

People & Business Change Analysis of Performance

Objective 1	Enable organisational and cultural change across the council in order to meet our Corporate Objectives.		
Description	This objective underpins and enables the organisation to deliver the objectives set out in the Corporate Plan and the development and delivery of 20 things by 2022.		
Corporate Plan Objective	Modernised Council.		
MYR (Q2) Action Status	0/11 - Complete	10/11 – in Progress	1/11 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Development and delivery of the innovation programme which will align and underpin the delivery of the Corporate Plan. Ensuring that the innovation programme effects cultural change.	In Progress	New officer governance arrangements are now in place through Modernised Council, Thriving City, Resilient Communities and Aspirational People. Work programmes are also in place for each Corporate theme. Work has commenced through collaboration of the Newport Intelligence Hub (NIH), Policy & Partnership team, Business Improvement Team, Finance and other service areas to develop reporting mechanisms within the Council's Management Information Hub.	
Development and implementation of a comprehensive communications and consultation strategy for the innovation programme.	In Progress	The innovation programme is being delivered in conjunction with the new programme boards as part of the Modernised Council Theme. Communications Strategy is to be developed with the Newport Managers Network.	
Develop and implement a Welsh Language and Equalities Communications Plan	In Progress	This action is at the planning stage and work is now underway following a team review and restructure.	
Relationship management of external innovation partners.	To be Commenced	Work is to be commissioned and will be dependent on the needs of the Corporate Plan Delivery Boards.	
Management of the Strategic planning framework including the service and improvement planning cycles.	In Progress	Following a review of the teams in Newport Intelligence Hub and the Policy Partnership and Involvement team, work has commenced in aligning the strategic performance and risk to the Corporate Objectives and Service Plan objectives. This will be visible through the Mid-Year Review process and further development work will be undertaken during the second of the year.	
Management and development of effective IT services following transition to SRS by establishing strong retained client-side management arrangements, processes and procedures.	In Progress	There is an agreement in place between the Council and the Shared Resource Service (SRS) to monitor and report the progress on investment objectives through the SRS Delivery Group. In April 2018, a report was presented to the Partnerships Scrutiny Committee which outlined the ongoing investment work for 2018/19 and beyond.	
Development and implementation of digital by default by committing to move all transactional services online and fully digitising the back-office. Development of	In Progress	In the first 6 months, NIH and Human Resources (HR) have converted a significant proportion of internal HR related forms into electronic versions, which are now published on Council's Intranet. In Quarter 1 of this year we rolled out the digital travel and subsistence expenses application for employees to complete, which has reduced the volume of paperwork and improved the efficiency of the process.	

digital infrastructure for the City		<p>NIH in collaboration with HR has also developed the HR Dashboards in the Management Information Hub. This will enable HR Business Partners and Senior Management teams to monitor and report more effectively and timely on-going progress in relation to key HR data such as sickness, staffing levels and the use of Agency staff.</p> <p>Other Digital by Default work completed so far this year included the extension of the Bus Wi-Fi contract in partnership with Newport Transport. There was also a successful bid on behalf of Cardiff Capital Region City Deal (CCRC) for Local Full Fibre Networks (LFFN) and approximately £5.6M funding from Department for Digital, Culture Media and Sport (DCMS) to roll out full fibre to public sector sites across Newport, Blaenau Gwent, Monmouthshire and Torfaen. Procurement in progress as lead authority for LFFN. Continued trials of Long Range Wide Area Network for sensor technology is also being undertaken.</p>
<p>Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 53</p>	In progress	<p>Information security remains a top priority for the Council and is subject to ongoing monitoring and reporting through the Council's Corporate Risk Register and through the Information Governance Group. Following the introduction of the General Data Protection Regulation (GDPR) legislation in May 2018, the Council nominated the Data Protection Officer role and has been updating the Council's and service area privacy notices. Work is still ongoing across all of the service areas in raising awareness, providing training and developing the Council's policies and information security management.</p> <p>Development of data and intelligence work is also underway to support the Serious and Organised Crime UK pilot. This has included the development of proof of concept to support interactive data visualisation and leading on the development of information sharing agreement with our partners.</p> <p>The development of Empty Property data has enabled more effective management and monitoring of fraud detection and income collection purposes in the Council. This has been rolled-out and is now completed.</p>
Support employees to respond positively to organisational change and manage in a sustainable way.	In progress	<p>In September 2018, People & Business Change launched the Management in Action programme. The purpose of this programme has been to engage with the Council's 350 managers to drive the Council's Corporate Plan and vision. The programme will also enable managers to support their teams in adapting to any future changes and deliver on the corporate objectives.</p>
Create a healthy workforce.	In Progress	<p>Review of the stress risk assessment process has been undertaken on an improved offer to the workforce. At the end of Quarter 2, the performance indicators are showing an improvement on performance from the previous year. 40 employees have also attended a wellbeing training event since April 2018 to improve their health and wellbeing. A financial wellbeing tool is now available to the workforce having been launched in May 2018. This tool provides staff with advice and guidance on responsible lending, savings and how to manage their money more effectively.</p>
<p>New Action Monitoring of corporate plan work:</p> <ul style="list-style-type: none"> • first year scrutiny review Nov 2018; • Wales Audit Office thematic 	In Progress	<p>As part of the first year with the Council's Corporate Plan, various assurance work has commenced through both internal and external reviews. Internally, work has been ongoing to review the Council's Service Plans and to ensure that all objectives and performance indicators are aligned to the Corporate Themes and Commitments. The Mid Year Review and the end of year review will be the first opportunity for internal Scrutiny and review of the Council's performance. It is acknowledged that further work is required for the next 6 months to communicate the</p>

<p>review of corporate planning and the WFG Act five ways of working;</p> <ul style="list-style-type: none"> • Reporting through service plans; • Ongoing communication of the plan; • Development of MI Hub Programme Management Office module to effectively monitor and present information on four designated boards in a useful and useable way 		<p>Service Plans and to develop the Council's Management Information Hub. This development work includes the monitoring and reporting of the Council's Portfolio of programmes and projects against the Corporate Themes and the development of the Service Plans into the Hub. Externally, the Wales Audit Office will be undertaking a thematic review of the Corporate planning and the Well-being for Future Generations Act 5 Ways of Working.</p>
---	--	---

Objective 2	Support and drive an improvement in organisational performance		
Description	This objective provides the organisational levers and frameworks required in order to improve and monitor organisational performance, supporting delivery of a Modernised Council.		
Corporate Plan Objective	Modernised Council.		
MQR (Q2) Action Status	0 / 6 - Complete	5 / 6 – in Progress	1 / 6 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Development of the council's Performance Management Strategy, both organisationally and for individuals in order to optimise performance and embed a performance management culture across the organisation which plans for and mitigates risks	In Progress	<p>The Council's Performance Management Strategy is now in place and is available to staff on the Intranet. Further work is underway to review the current Strategy and to ensure it is more aligned with the Council's Corporate Plan and Service Plans. The Council's Management Information Hub is being developed to support the organisation in monitoring and reporting on their performance, risk and change programmes / projects.</p> <p>For individual performance management, Clear Review is now in operation across all of the service areas. This has seen an improvement in how managers and their staff monitor and report on their progress against objectives.</p>	
Help managers to develop engaged teams to build the connection between employees' individual roles and the wider organisational vision	In Progress	<p>In September 2018, we launched the Management in Action programme for the Council's 350 managers. This has enabled us to instil the Council's Corporate Plan; our values; and how managers can enable their staff to deliver on their own objectives. The Clear Review system has also been rolled out across all service areas and all staff are expected to set their objectives to the Council's Themes and objectives. This will enable staff to see how they will contribute towards the Council's objectives.</p>	
Ensure that the learning and development provision is meaningful and learning is embedded in organisation	In Progress	<p>In the first 6 months of this year, we launched the Talent Management Framework and commenced the Management in Action programme for all Council managers. These two new initiatives will enable service areas and their staff to identify their own personal development needs and opportunities to improve their knowledge and skill levels. A new learning and development offer for 2018/19 is also underway and is available to staff through the Intranet.</p>	

		At this year's staff conference, we will be promoting the new Talent Management Framework and all of the learning and development opportunities available.
Implement a strategic and whole organisational approach to talent management with pathways to develop	In Progress	Talent Management Framework commenced September 2018 with the first two areas now in progress relating to the Management in Action programme and MBA in Emerging Leadership.
Achieve and retain the Gold standard for the Welsh Government's Corporate Health Standard	To be Commenced	This work has not yet started and will be undertaken in the second half of the performance year.
Identify innovative ways to reward staff for their performance in non-financial ways	In progress	The Reward and Recognition scheme was approved by the Senior Leadership Team in October 2018. This will enable the Council to recognise exceptional talent with nominations launching in November 2018 and an award ceremony in December 2018.

Objective 3	Support the organisation to develop its people		
Description	This objective supports the organisation in making the use of its most important asset – people and supports the delivery of the corporate plan aim of Aspirational People		
Corporate Plan Objective	Aspirational People		
MYR (Q2) Action Status	0 / 4 - Complete	2 / 4 – in Progress	2 / 4 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Develop leadership capability, support employees to get from 'good' to 'great,' and ensure meaningful learning and development opportunities are available	To be Commenced	Work on this action has not commenced and will form part of phase 2 of the Talent Management Framework once we have completed the Management in Action programme.	
To support organisational development by providing advice, guidance, mentoring and coaching on areas of expertise through formal and informal training sessions, whilst reviewing our own ability to provide high quality support and adapting where required	In Progress	<p>Within Digital Services there is ongoing Information Security training provided to staff with specific Member training scheduled for November 2018.</p> <p>Within Newport Intelligence Hub, ongoing training, support and guidance is being provided to staff on iTrent (HR and Payroll system), Education and Schools Information Management System, MI Hub and a number of others. User guides and associated training resources have also been developed for service users to use. We have also implemented into the Employee Self Service application a password reset functionality that has resulted in an 81% reduction in the number of requests received by the team.</p>	
Develop the workforce and build cross-functional teams to enable effective implementation of change	In Progress	Within Human Resources and Organisational Development we have started to develop cross functional working as a result of the restructure. This will enable the team to increase its resilience and scope of the work undertaken and provided to service areas.	
Develop effective succession planning practices	To be Commenced	This work will be commenced in the second half of the performance year.	

Objective 4	Enable collaborations, intervention and involvement across the organisation and its partners		
Description	This objective is about the key role of People and Business Change in managing the strategic partnerships of the Council through the PSB and ensuring the organisation meets the requirements of the Well-being of Future Generations Act. The objective relates to the Corporate Plan's Resilient Communities and Well-being Objective 4 – To build cohesive and sustainable communities		
Corporate Plan Objective	Resilient Communities		
MYR (Q2) Action Status	0 / 15 - Complete	14 / 15 – in Progress	1 / 15 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
To develop, support and implement commercial opportunities across the Council, maximising the use of its assets and expertise to generate significant income streams including options for collaborative working	In Progress	Collaboration with the Head of Finance is currently underway to develop a Commercialisation Strategy for the Council.	
Range of engagement activities delivered including facilitation of the Citizens Panel and Youth Council Citizens views are considered in planning activities and service delivery	In Progress	<p>A new provider for Newport Youth Council is now in place following a selection process, which included young people (involvement). We are now working with the partner to develop the programme. A review of engagement is to be reported to Scrutiny Committee in November 2018.</p> <p><i>Involvement</i> - As part of the Council's Bus WiFi arrangement with Newport Transport for the next 3 years we have also started to use the facility to engage with our citizens on various short surveys about the services being provided by the Council.</p>	
Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4 and number 1 of the 20 things by 2022	In Progress	A review of engagement is underway and will be reporting to Scrutiny Committee in November 2018.	
Work closely with partners to ensure we are delivering better services, based on clear evidence, whilst identifying and responding to policy challenges. Delivery of the Wellbeing Plan through the PSB.	In Progress	<p>We have been working with Public Services Board (PSB) leads to deliver the interventions set out by the plan. We have also been working with our partners in the development of Serious and Organised Crime Intelligence Dashboard with over 20 stakeholders involved in the work. The initial focus of our work has been on prevention activities to develop targeted initiatives in identified hotspot areas.</p> <p>We have also been developing the delivery plan with PSB partners for refresh of Community Wellbeing Profiles to support on-going situation analysis and objectives of Wellbeing Plan.</p>	
Work of Public Services Board coordinated and facilitated. Coordinate work required to ensure implementation of the requirement of the Well-being of Future Generations Act.	In progress	We have been supporting PSB meetings and partnership evaluations were completed and reported to partners. Have also commenced work with the PSB leads on the delivery of the Wellbeing Plan.	

<p>Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan</p>	<p>In Progress</p>	<p>The One Newport Wellbeing Plan was published in May 2018 which includes long term planning of economic, social, cultural environmental well-being projects across Newport based on the Wellbeing Assessment and development work from last year with partners.</p> <p>The operational partnership activity and issues are now being governed by the new Safer Newport group.</p>
<p>Develop the work of Newport Fairness Commission Work to embed the work of the Fairness Commission in NCC decision making process</p>	<p>In Progress</p>	<p>A new chair has been appointed and a work programme is being developed. Training will be provided by the Commission to support NCC decision making with further training to be developed in the second half of this performance year.</p>
<p>Delivery of the Welsh Government community cohesion programme including: Hate crime; Modern slavery; Awareness and engagement across Gypsy and Traveller communities; Inclusion of refugees, migrants and asylum seekers; Lead on delivery of Vulnerable Persons Resettlement (VPR) programme; Tackling Poverty Programmes relevant; Responses to community tensions; Fulfilment of PREVENT Public Sector Duty and support for Dovetail</p>	<p>In Progress</p>	<p>The 18/19 Welsh Government cohesion work programme objectives are currently being delivered through NCC and key partners.</p> <p>We have continued engagement across Gwent on the Prevent/CONTEST agenda.</p> <p>The Strategic Equalities Group continues to meet and review strands of work that relate to cohesion.</p> <p>VPR programme work is continuing to deliver services to new families (19 families are receiving support) for the Newport and Monmouth areas. The team has been extended to accommodate this work.</p> <p>On-going discussions with Welsh Government in the identification of extra funding for 19/20 to respond to community tensions post-Brexit.</p>
<p>Support the Armed Forces Forum to coordinate and improve services to veterans, serving armed forces and their families</p>	<p>In Progress</p>	<p>We are working with the Chair of the Forum and regional support to develop this work. A new work programme is now in place. We have been applying for grant funding in place (although to date this has been unsuccessful).</p>
<p>To manage the relationships with our external regulators to ensure compliance with legislation, coordinate studies and monitor progress against action plans</p>	<p>In Progress</p>	<p>Change to organisational structure to manage this work within the Policy and Partnership team. A number of reviews ongoing, which the team continue to coordinate.</p>
<p>Development of a one-stop shop for spatial and geographic information, data analytics,</p>	<p>In Progress</p>	<p>The Newport Intelligence Hub Manager has been appointed and the team has been developing over the last 6 months through the following implementation phases:</p> <ul style="list-style-type: none"> • Phase 1 (Complete) - Determined in-scope posts within the service area relocated to Newport

infographics and open access data to support the drive for evidence-based working by creation of a Newport Intelligence Hub.		<p>Intelligence Hub and facilitated through a passage of structural change and job re-design across the service;</p> <ul style="list-style-type: none"> • Phase 2 (In Progress) – We are applying learning from Phase 1 in relation to the number of in-scope posts, job redesign and service integration across all services including staff consultation and recruitment. Consideration of approach to move forward under Phase 2 implementation to progress delayed and deferred service areas; • Phase 3 (In Progress) – Process of transformational change underway and being integrated as business as usual. NIH Manager now taking forward transformation through to maturity. Opportunities for budgetary efficiencies and/or reinvestment being developed
Development and facilitation of partnership working by evolving effective and appropriate means of sharing information	In Progress	Digital Services has continued to provide ongoing advice and guidance to services on information sharing and development of Information Sharing Protocols and Data Disclosure Agreements. This will enable ongoing compliance with GDPR and ensure personal / sensitive data is appropriately managed and protected.
Explore opportunities to collaborate with other organisations across the range of HR services	To be Commenced	Regional discussions on the collaboration work with other organisations has established that at this stage there is no business case to proceed with a formal structural change. However, informal collaboration is continuing to be delivered through best practice sharing via Education HR Groups, Payroll User Group and Health and Safety.
Maintain key partner relationships and plans to support local resilience as part of the Council's civil contingencies arrangements	In Progress	Newport City Council plays a significant part of the Local Resilience Forum and other Gwent / National wide groups. There is key partnership working with our local services e.g. Police, Fire, Natural resources Wales and other organisations to maintain and improve our civil contingencies arrangements.
New Action Ensure that the organisation is meeting its requirements under the Civil Contingencies Act through the Civil Contingencies programme	In Progress	<p>There is a new Civil Contingencies team in place and out of hours, arrangements have also been established. In the first half of this year, a number of incidents have resulted in a more co-ordinated response between the Council, emergency services and other partners. Priorities have been identified as part of our work programme working with private sector organisations such as Air Products and the Eastman site. The NCC emergency Management Plan are also being reviewed.</p> <p>The team has also supported Council Senior Managers and officers to ensure that they have appropriate training and development to provide the necessary services.</p>

Objective 5	Deliver against the Welsh Language Standards and Equality Act		
Description	Delivery of statutory requirements to develop welsh language and equalities objectives, and supporting cultural change. This objective will help to delivery Well-being Objective 4, Step 6.		
Corporate Plan Objective	Resilient Communities / Well-being Objective 4		
MYR (Q2) Action Status	0 / 4 - Complete	4 / 4 – in Progress	0 / 4 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Delivery of the Welsh Language Standards, strategy and the Strategic Equality Plan The council offers customers a welcome and a real choice of language and encourages the use of Welsh in Newport	In Progress	<p>The implementation of the Welsh Language standards has continued to be supported through the Welsh Language Implementation Group and the offer of a bilingual welcome and language choice is now the standard across the local authority. Any issues of non-compliance raised by the Welsh Language Commissioner is responded to in a timely manner with an action plan developed where required.</p> <p>The Council is currently in the midway point of the current Strategic Equality plan and the delivery of the plan is monitored by the Strategic Equalities Group (SEG). The SEG convenes bi-monthly</p>	

We facilitate implementation of the Equality Duties and the council's Equality Objectives		with key officers and partners invited to present their work.
Develop the Fairness and Equalities Impact Assessment (FEIA) guidance and processes to include Wellbeing of Future Generations, Equalities, Welsh Language legislation and fairness	In Progress	The guidance has been developed in line with an integrated FEIA form. The guidance continues to be updated and the process communicated across the organisation.
Aspire to have a workforce that is more representative of our resident population, ensuring that our policies and procedures are equality proofed	In Progress	Apprentice programme continues to grow in an attempt to improve our percentage of young people employed by the Council (6%). Work has commenced on introducing a Graduate Programme to support the different routes available to young people for entry to local government.
Support people with manageable health problems or disabilities to maintain access to work	In Progress	The Health & Safety team has been reviewing and updating Musculoskeletal guidance and will be communicated to all officers following approval. The Health, Safety and Wellbeing Policy has also been drafted and is going through a review before being approved by the Corporate Management Team. In the last 6 months, we have also introduced the new Menopause Policy, which reflects the feedback received from our workforce.

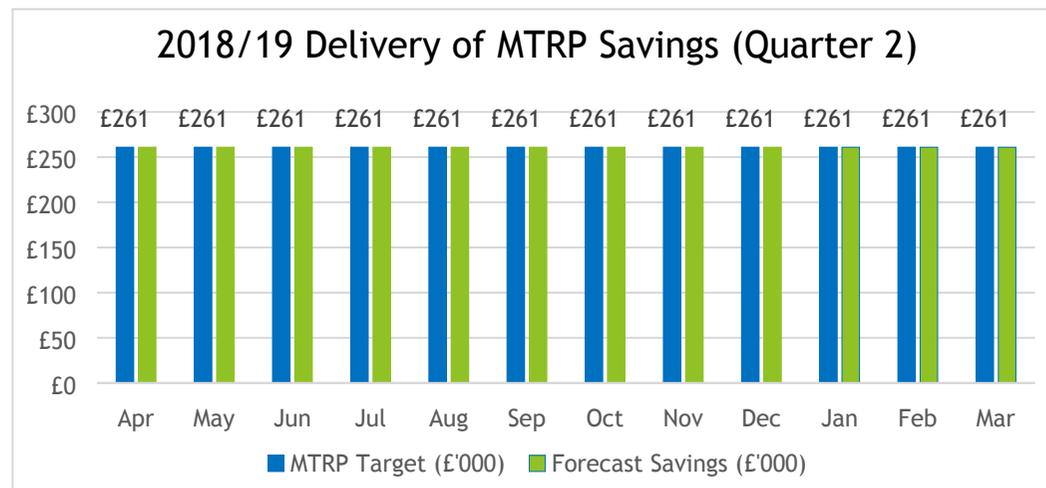
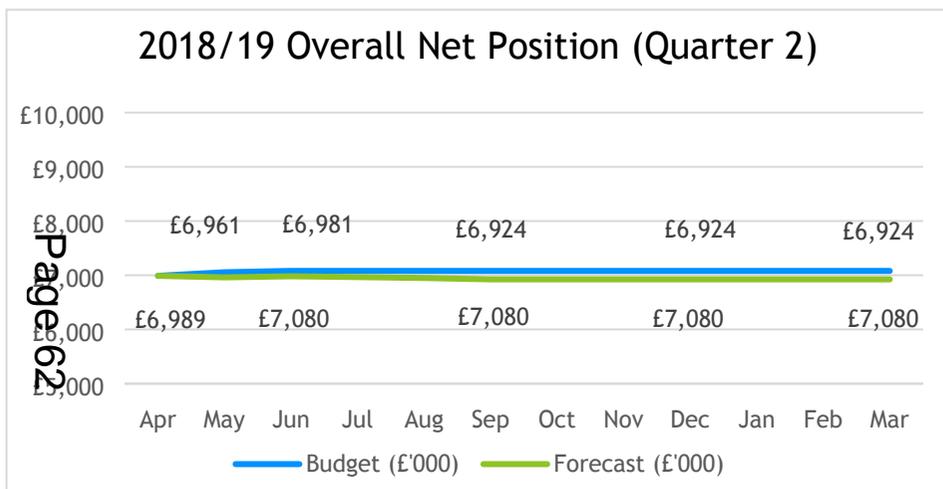
People & Business Change Performance Measures Analysis						
PIQ Result vs PI Target Definition	On Target			Short of Target (15% Tolerance)		Off Target (Over 15% Tolerance)
Performance Direction Definition (Based upon the performance from the previous reporting period)	 Performance has Improved		 Performance has Declined		 Performance is the same	
Performance Measure (National / Local / Management Information)	Link To Service Plan Objective(s)	Q2 Result	2018/19 Target	Performance Direction	2017/18 Q2 Position	Service Area Comment (For Performance Indicators not meeting their targets)
National (PAM/041) - % NERS clients who completed the exercise programme Quarterly submission	Objectives 4 & 5	100%	50%	 Q1 100%	N/A	This is a new indicator for 2018/19 and data is provided by Aneurin Bevan University Health Board.
National (PAM/042) - % NERS clients whose health had improved on completion of the exercise programme Quarterly submission	Objectives 4 & 5	98.6%	70%	 Q1 94.8%	N/A	This is a new indicator for 2018/19 and data is provided by the Aneurin Bevan University Health Board.
Local - Freedom of Information Responses completed in time Quarterly submission	Objective 1	87.6%	88%	 Q1 84.7%	 87.3%	
Local – Number of employees	Objective 5	32	Q2 Target	 Q1		We have arranged for additional training sessions to

trained in Welsh Awareness Quarterly submission			70 18/19 Target 150	0	44	be held over Quarter 3 and 4.
Local – Number of staff trained in Prevent PVE Quarterly submission	Objective 4	87	Q2 Target 150 18/19 Target 300	 Q1 55	 153	For Q2 fewer schools had booked on the training sessions, which was likely a reflection of the end of the school year. Over Quarter 3 and 4 this participation rate will be significantly higher as the training sessions are rolled out across the council and schools.
Local - Number of challenges to Welsh language provision Half Yearly submission	Objective 5	2	Q2 Target 3 18/19 Target 5	N/A	N/A	This is a new indicator for 2018/19 and there is no data available for comparison.
Local - % of challenges to Welsh language provision upheld Half Yearly submission	Objective 5	50%	40%	N/A	N/A	This is a new indicator for 2018/19 and there is no data available for comparison.
Local - % of paper forms converted to digital formats & released electronically Quarterly submission	Objective 1	90.1%	90%	 Q1 90.1%	N/A	New indicator for 2018/19 and no previous year's data is available for comparison.
Local – Number of young people actively involved in Newport Youth Council Work Quarterly submission	Objective 4	15	15	 Q1 14	 14	
Local – Number of young people actively engaged in helping the Council make decisions Quarterly submission	Objective 4	8,944	Q2 Target 6,000 18/19 Target 12,000	 Q1 4,377	N/A	New indicator for 2018/19. This performance indicator is using Newport Transport wifi to undertake Council surveys. This captures the age range of the participants which is being used to compile this data.
Local - % of managers undertaking regular check-ins through Clear Review process Quarterly submission	Objective 3	81.8%	80%	 Q1 78.3%	N/A	New indicator for 2018/19 and no previous years data was available for comparison.
Local – Performance above target % Green Monthly submission	Objective 1	32%	70%	 Q1 24%	 68%	This measure relates to the performance of the organisation as a whole.

Local – Newport City Council Employee Sickness (days) Monthly submission	Objectives 2 & 3	4.12	Q2 Target 4.38 18/19 Target 8.79	 Q1 2.14	 4.06	
Management Information – % Return to Work forms completed in 7 calendar days Monthly submission	Objectives 2 & 3	61.4%	90%	 Q1 58.3%	 77.8%	Performance needs to improve in this measure. This is raised as a management team item for improvement.
Management Information – Service area Employee sickness (days) Monthly submission	Not Applicable	4.75	Q2 Target 3.48 18/19 Target 7	 Q1 2.18	 3.15	This management information will continue to be monitored.
Management Information – Service Area long term employee sickness (days) Monthly submission	Not Applicable	3.07	Q2 Target 2.31 18/19 Target 4.59	 Q1 1.15	 1.64	This management information will continue to be monitored.
Management Information – Service area short term employee sickness (days) Monthly submission	Not Applicable	1.68	Q2 Target 0.97 18/19 Target 1.93	 Q1 1.03	 1.51	This management information will continue to be monitored.

People & Business Change Finance Analysis

The September position continues to show a robustly managed budget with a current projected underspend of £156k. This is largely made up of in-year reductions in staff costs. Over the next month we will be assessing our ability to utilise some of this underspend on additional IT equipment to push forward on the Modernised Council agenda and support the implementation of Office 365. This will be tied to the review being undertaken by GGT Associates on IT provision, due to report back in October.



Summary Revenue Position	
Service Area Team	Deficit / (Underspend) (£'000)
HR Strategy & Op	(64)
HR Employment services	(38)
Business Change Improvement Team	(121)
Business Change & Performance Management Plan	64
Community Cohesion	3
Partnership	6
Partnership & Policy	4

Summary Revenue Position	
Service Area Team	Deficit / (Underspend) (£'000)
Health & Safety	8
Social Services	0
Digital	(11)
Information Governance & Development	(18)
Shared Resource Service	0
Document services	16
Newport Intelligence Hub	(5)

People & Business Change Resource Analysis

Employee Headcount



Gender

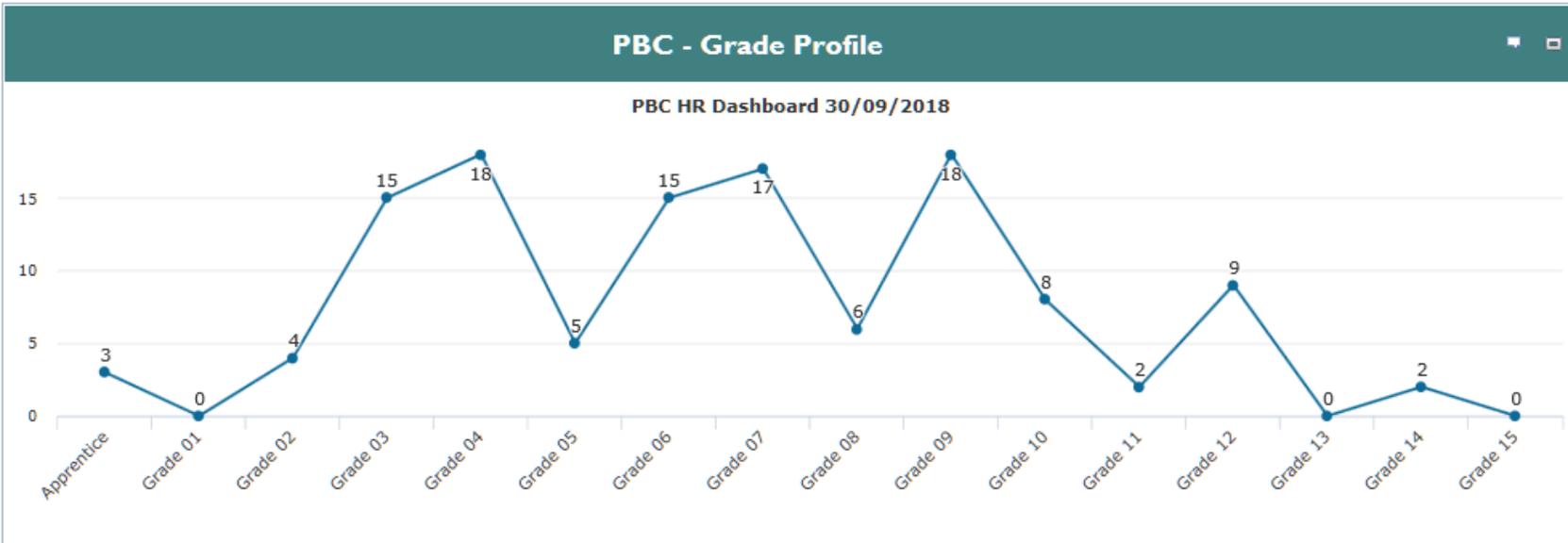
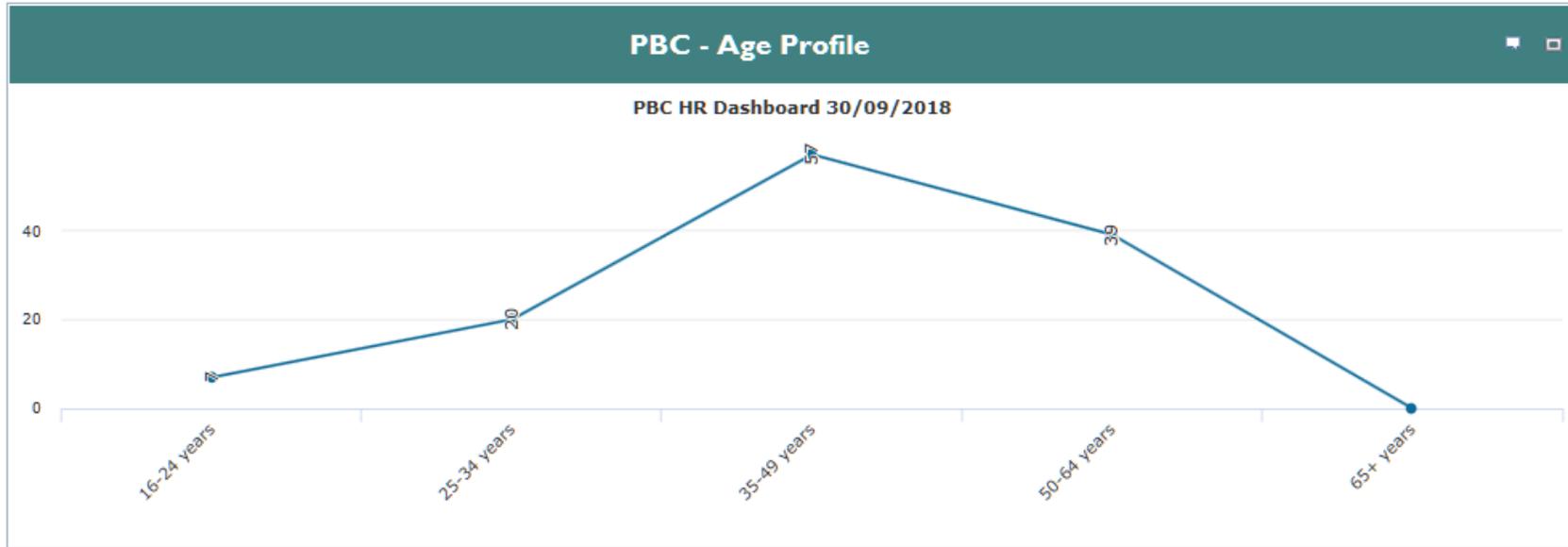


Starters



Leavers





Data for Employee Headcount, Gender, Age Profile and Grade Profile is a snap shot as at 30th September 2018.

Data for Starters and Leavers is the cumulative total for April - September 2018.



Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 19 November 2018

Subject Scrutiny Adviser Report

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Role
Meryl Lawrence (Scrutiny Adviser)	Present the Committee with the Scrutiny Adviser Report for discussion and update the Committee on any changes.

Section A – Committee Guidance and Recommendations

Recommendations to the Committee

The Committee is asked to:

1. Committee’s Work Programme:

Consider the Committee’s Forward Work Programme Update (**Appendix 1**):

- *Are there any amendments to the topics scheduled to be considered at the next two Committee meetings?*
- *Are there any additional invitees that the Committee requires to fully consider the topics?*
- *Is there any additional information that the Committee would like to request?*

2. Action Plan

Consider the Actions from the meeting on 8 October 2018 (**Appendix 2**);

- *Note the responses for the actions;*
- *Determine if any further information / action is required;*
- *Agree to receive an update on outstanding issues at the next meeting.*

3. Information Reports

Note any information reports that have been circulated to the Committee this month.
(None)

4. Scrutiny Letters

Note any Scrutiny Letters that have been sent, and any responses received. (None)

2 Context

Background

- 2.1 The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services.
- 2.2 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council's Scrutiny webpages (www.newport.gov.uk/scrutiny).
- 2.3 The Centre for Public Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

Forward Work Programme Update

- 2.4 The Committee's work programme was set in June 2018, including estimated timescales for when the reports will be considered by the Committee. This programme is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.
- 2.5 Attached as **Appendix 1** is the Committee's Forward Work Programme Update: The Committee is asked to consider
- *Any amendments to the topics scheduled to be considered at the next two Committee meetings?*
 - *Are there any additional invitees that the Committee requires to fully consider the topics?*
 - *Is there any additional information that the Committee would like to request?*

The Committee agreed to keep a degree of flexibility within its work programme to enable the Committee to respond to urgent / emerging issues. This item is an opportunity for the Committee members to raise any suggested amendments to the Work Programme.

Action Sheet – 9 July 2018

- 2.6 Attached at **Appendix 2** is the action sheet from the Committee meeting on 8 October 2018. The responses to completed actions are included in the table.
- 2.7 The actions that do not have a response will be included on the Action Sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.

Information Reports

- 2.8 No information reports have been circulated to Committee this month.

Scrutiny Letters

- 2.9 No Scrutiny Letters have been received.

3 Information Submitted to the Committee

3.1 The following information is attached:

Appendix 1: The Committee's Forward Work Programme Update;

Appendix 2: Action Sheet – 8 October 2018 Committee meeting

4. Suggested Areas of Focus

Role of the Committee

The role of the Committee in considering the report is to:

- **Forward Work Programme Update**

Consider:

- Are there any amendments to the topics scheduled to be considered at the next two Committee meetings?
- Are there any additional invitees that the Committee requires to fully consider the topics?
- Is there any additional information that the Committee would like to request?

- **Action Sheet – 8 October Committee Meeting**

- Consider the responses to the actions from the meeting;
- Are you satisfied that you have received the necessary information?
- Are there any further issues arising from the responses that you would like to raise?
- For the actions that do not have responses – these actions will be rolled over to the next meeting and reported back to the Committee.

Section B – Supporting Information

5 Supporting Information

5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.

5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports to ensure proper consultation takes place before a decision is taken. A link to the Cabinet work programme is provided [here](#) to the Committee as part of this report, to enable the Committee to ensure that the work programmes continue to reflect key decisions being made by the Cabinet.

6 Links to Council Policies and Priorities

6.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services, contributes to the delivery

of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.

6.2 This report relates to the Committee’s Work Programme, Actions from Committee’s and Information Reports that support the achievement of the Scrutiny Committee, in accordance with the Law and Regulation Service Plan, Objectives, Actions and Measures and the Wellbeing objectives:

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Wellbeing of Future Generation (Wales) Act

7.1 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.

7.2 General questions

- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- Evidence of links to Wellbeing Assessment / Objectives / Plan?

7.3 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
 - *A prosperous Wales*
 - *A resilient Wales*
 - *A healthier Wales*
 - *A more equal Wales*
 - *A Wales of cohesive communities*
 - *A Wales of vibrant culture and thriving Welsh language*
 - *A globally responsible Wales*

7.4 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
 - **Long Term**
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
 - **Prevention**
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives
 - **Integration**

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies

○ **Collaboration**

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives

○ **Involvement**

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

8 Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- The Corporate Assessment and [follow up assessment](#).

Report Completed: 2 November 2018

This page is intentionally left blank

Appendix 1

**Performance Scrutiny Committee – Place and Corporate
– Forward Work Programme Update**

Monday, 3 December 2018 at 4pm		
Topic	Information Required / Committee's Role	Invitees
<p>Performance Update Mid Year 2018-19 Service Area Performance data</p>	<p>Performance Monitoring - holding the executive to account for the Council's performance, focusing on:</p> <ul style="list-style-type: none"> • Achievement of outcomes and actions within service plans; • Scrutinising progress in improvements to areas of poor performance; • Assessing the extent to which performance objectives are contributing to the overall objectives and priorities of the Council including how linked to Well-being Objectives and the Corporate Plan; • Assessing the extent to which performance is in keeping with the performance management strategy; • Scrutinising service area financial dashboards. <p>The Committee will receive an overview of the performance of the service area including a list of the all of the service plan measures and an indicator of whether the targets have been achieved (red, amber and green status).</p> <p>The Committee will be receiving this update prior to Cabinet considering the report and any comments or recommendations from the Committee will be provided to the Cabinet when they consider this report.</p>	<p>For Place:</p> <ul style="list-style-type: none"> • Strategic Director – Place <p>For City Services:</p> <ul style="list-style-type: none"> • Head of Streetscene and City Services; • Cabinet Member for Streetscene. <p>For Regeneration, Investment and Housing:</p> <ul style="list-style-type: none"> • Head of Regeneration, Investment and Housing; • Cabinet Member for Regeneration and Housing.

Monday, 15 January 2019 at 4pm		
Topic	Information Required / Committee's Role	Invitees
<p>2019-20 Draft Cabinet Budget Proposals</p>	<p>The Committee will receive the draft Cabinet Budget Proposals for 2018/19 and part of the public consultation.</p> <p>Budget Proposals</p> <ul style="list-style-type: none"> • Scrutinising of Service specific proposals a part of the budget consultation process; • Assessing the anticipated impact of the budget proposals on services, performance, service users, partnerships and staffing levels; <p>The recommendations / comments all scrutiny Committees relating to the draft budget proposals will be coordinated by the Overview and Scrutiny Management Committee at their meeting on 31 January 2019, and subsequently forwarded to Cabinet for consideration in approving the final proposals.</p>	<p>For Finance and Budget process:</p> <ul style="list-style-type: none"> • Head of Finance. <p>For People and Business Change:</p> <ul style="list-style-type: none"> • Head of People and Business Change <p>For Law and Regulation:</p> <ul style="list-style-type: none"> • Strategic Director – Place; • Head of Law and Regulation; <p>For Regeneration, Investment and Housing:</p> <ul style="list-style-type: none"> • Strategic Director – Place; • Head of Regeneration, Investment and Housing. <p>For Streetscene and City Services:</p> <ul style="list-style-type: none"> • Strategic Director – Place; • Head of Streetscene and City Services.

Appendix 1

**Performance Scrutiny Committee – Place and Corporate
– Forward Work Programme Update**

Scrutiny Committee Briefings	
Topic:	Timescale:
Quality of Road Network <i>(Copy of Presentation circulated by email to Committee Members following October Committee meeting)</i>	Held on 24 September 2018
Service Plans – to include Analysis of Mid-Year Service Review (Performance and Budget)	Choice of either: 11am on Wed 14 November 2018 or 4pm on Thurs 15 November 2018 <i>(prior to report on Service Plans - Mid Year Review)</i>
Housing - to include an overview of the different types of landlord and tenancies, current schemes and initiatives, and the advice and services available.	December 2018

**Performance Scrutiny Committee – Place and Corporate
ACTION SHEET – 9 July 2018**

	Agenda Item	Service Area	Action	Responsibility	Outcome
4	Performance Update – Year End 2017-18	People and Business Change	<i>PBC/062% ICT Helpdesk calls resolved at first point of contact</i> – The latest monthly breakdown from SRS regarding system and equipment failures.	Head of People and Business Change	<i>ACTIONED – Information requested emailed to Committee Members.</i>

ACTION SHEET – 8 October 2018

	Agenda Item	Service Area	Action	Responsibility	Outcome
1 Page 73	Recommendations Monitoring – Budget Proposals 2018-19	City Services	<i>WS181904 - Reducing telephone and face to face services within Customer Services</i> – Information to be provided by the Head of Service upon the work undertaken to date.	Head of Streetscene and City Services	<i>Information to be provided.</i>
2	Recommendations Monitoring – Budget Proposals 2018-19	City Services	<i>SS181905 - Introduce parking Charges within city parks</i> – Members sought confirmation and reassurance of the ring-fencing of car parking income for each park be provided from Officers.	Head of Streetscene and City Services	<i>Information to be provided.</i>
3	All Wales Performance Analysis 2017-18 Year-End Summary	Regeneration, Investment and Housing	<i>PAM/016: Number of visits to public libraries during the year per 1,000 population</i> – Information on how Libraries engage, including more detail upon the variety of methods used to be provided.	Head of Regeneration, Investment and Housing	<i>Information to be provided.</i>
4	Forward Work Programme	Scrutiny	The Condition of the Highway Network Presentation to be circulated to Committee Members.	Scrutiny Team	<i>ACTIONED – Presentation emailed to Committee Members.</i>

This page is intentionally left blank