

Agenda



Performance Scrutiny Committee - Place and Corporate

Date: Monday, 10 June 2019

Time: 4.00 pm

Venue: Committee Room 1 - Civic Centre

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

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 April 2019 (Pages 5 - 10)
- 5 2018-19 Service Plan Year-End Reviews (Pages 11 - 96)
 - 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 97 - 106)
 - a) Forward Work Programme Update (**Appendix 1**)
 - b) Actions Arising (**Appendix 2**)

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Date of Issue: 31 May 2019

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Agenda

Pwyllgor Craffu ar Berfformiad – Lleoedd a Materion Cofforaethol

Dyddiad: Dydd Llun, 10 Mehefin 2019

Amser: 4 y.p.

Lleoliad: Ystafell Bwyllgora 1 - Canolfan Dinesig

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

Eitem

1. Agenda yn Gymraeg
2. Ymddiheuriadau am Absenoldeb
3. Datganiadau o Fuddiant
4. Cofnodion y Cyfarfod a 8 Ebrill 2019
5. 2018-19 Cynllun Gwasanaeth Adolygiadau Diwedd Blwyddyn
 - 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 Cyngorydd Craffu
 - a) Diweddariad o'r Flaenraglen Waith - **Atodiad 1**
 - b) Taflen Gweithredu - **Atodiad 2**

Person cyswllt: Meryl Lawrence, Cyngorydd Craffu

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Dyddiad cyhoeddi: Dydd Gwener, 31 Mai 2019 **Page 3**

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Minutes



Performance Scrutiny Committee - Place and Corporate

Date: 8 April 2019

Time: 4.00 pm

Present: Councillors C Evans (Chair), M Al-Nuaimi, J Clarke, D Fouweather, I Hayat and J Richards

In Attendance: Paul Jones (Head of Streetscene and City Services), Joanne Turner (Senior Technical Officer) and Meryl Lawrence (Scrutiny Adviser)

Apologies: Councillors G Berry, K Critchley and W Routley

1 **Declarations of Interest**

None.

2 **Minutes of the Meeting held on 14 January 2019**

Members wished to thank the Cabinet Member for considering the Committee's comment and postponing the increased charge for Residents parking until the commencement of Civil Parking Enforcement.

The Minutes of the meeting held on 14 January 2019 were **approved** as a true and accurate record.

3 **Draft Highway Asset Management Plan 2019 - 2024**

Attendees:

- Paul Jones (Head of City Services)
- Joanne Turner (Senior Technical Officer, City Services)

Apologies:

- Bev Owen (Strategic Director - Place)
- Steve Davies (Senior Strategy Manager, City Services)

The Head of City Services presented a brief overview of the Draft Highway Asset Management Plan to the Committee, highlighting the key areas for consideration. He reminded the Committee of the Briefing that had been presented to Members in September 2018 upon the condition of the road network and also mentioned the development of the Draft Highway Asset Management Plan (HAMP), which it was recommended be reported to the Committee. Members were advised that the Draft HAMP followed the same format as other Councils, as Welsh Government had wanted Local Authorities to be consistent with their Plans.

The Senior Technical Officer highlighted areas of the report to the Committee, including the diagram on page 1 of the report which showed how the plan was put together and related to

other Council Plans. The funding information was clarified - £700,000 funding for a 3 year period from Welsh Government and the (gross) replacement value of the highway asset was calculated to be £1.1bn (the cost of replacing the asset as new). This was the singular largest asset for the Council and she explained the risks and anticipated funding over the next 5 years.

The Head of City Services advised that this was an important document that underlined how the Council would go forward. While the projected funding the Authority would receive was known, roads were a very long term asset so it was difficult to plan too far ahead and it would be continuously monitored.

Members asked the following:

- Members thanked the officers for the previous presentation, which they had found fascinating, not least the value of the highway assets that could not be sold. Concerns were expressed regarding the lack of funding to maintain assets. The Head of Service explained that Welsh Government funding was helping to make the roads safe and maintain them to a minimal standard but would not go beyond that. Examples were given that the earlier repairs and maintenance carried out in the lifespan of a road would result in a lower cost, as if left longer more traffic created more wear and investment became more challenging.
- A Member requested clarification of the figures in the Asset Valuation Table on page 28. It was clarified that if the Council spent the Annualised Depreciation Cost each year then the current standard of highway assets would be maintained, while if they spent more the condition would improve, and if less the quality would decrease.
- A Member asked who decides the percentages of depreciation. Members were advised that it was calculated in-house within the Finance and Accountancy teams via a method using condition surveys done each year. The Head of City Services advised that the format of the Plan mirrored other Local Authorities and that lobbying of Welsh Government for funding was taking place.
- A Member asked what form the lobbying had taken. The Head of Service advised that mostly through the Welsh Local Government Association, although the Senior Technical Officer also met with other Local Authorities in Officer Network meetings.
- Members discussed Appendix A: Anticipated Five Year Funding for: Carriageways; footways; Structures; Street Lighting, and; Traffic Signals, on page 41 of the Report. Concern was expressed that there was no capital funding from 2020/21 identified in the table for most of the Asset groups, where the money could be used for new assets. The Head of Service explained that that some funding has been added on 2 year basis and it is hoped that it will stay that way but it hadn't been included in the base model so had to assume the current funding arrangement which is only committed until 2021. Funding is anticipated, but not sure from where yet. An example was given to Members of a £700,000 carriageway surfacing which had been topped up from Welsh government for that year.
- A Member asked whether the "patchwork" system of repairing roads was value for money and would it be better to resurface roads. The Head of Service advised that the Service was not in a position to do wholesale resurfacing works.
- A Member raised the issue that sometimes crews were returning to the same areas, which was not cost effective and that such areas needed to be targeted for capital funding. The Head of Service advised that there was limited capital funding available and the Service needed to do the best with the funding they had.

- A Member gave an example of if George Street Bridge being damaged, how repairs would be funded. The Head of Service advised that for emergency repairs there would be a capital bid to the Council's capital fund, that would compete with schools and other priorities identified by the Authority. The bid would be discussed with the Senior Leadership Team and considered by the Cabinet.
- A Member asked how the predicted 20% figure for increase in traffic volumes on the M4 had been calculated. Members were advised that Welsh Government had provided these figures.
- A Member referred to Central Government's decision to redraw fees in England and asked whether there was any additional money in Wales. The Head of Service advised that the road resurfacing funding provided by Welsh Government was similar to English funding.
- A Member referred to Appendix A: Anticipated Five Year Funding table on page 41 of the Report and enquired why the anticipated funding for revenue for street lighting was only £72,000 for 2023/24. The Officers advised that this was a typographical error and the figure should have been £722,000.
- A Member expressed concern that in three of the Asset groups in that table there was no additional funding for planned maintenance work for the next 4 years. The Head of Service advised that Newport was asking Welsh Government for additional funding, but was in competition with other areas. The focus was on carriageways, the plan was based on what was currently known at that time. If there was no additional investment over those years, then potholes would be focussed upon. The draft HAMP explained the Council's overall strategy and identified what the funding was allocated for.
- A Member asked if there was any data to support that vehicles parking on pavements damaged footpaths. The Officer advised that the damage caused was known, but not the extent. The Head of Service added that there was no specific data, but the city centre had more delivery trucks, which impacted, and block paving was damaged as a result.
- A Member commented upon the good general management of maintenance over nine years of challenging funding. The Head of Service advised that the Service had received a lot of alerts about potholes, which going forward could increase. The Officer advised that during 2013 – 2015 additional funding had been provided by Welsh Government so more work had been undertaken.
- A Member acknowledged the extra funding mentioned above which had enabled highway resurfacing, but was concerned about future maintenance. The Officer advised that there had been a buffering effect provided by Project 21 over a three-year period, followed a year later by the Local Government Initiative, which had made quite a difference to highways across the City.
- A Member referred to the £1.5m Capital Works for 2019-20 for Street lighting in the table on Page 41 of the report, and asked when LED lighting was introduced across the city, what would the estimated saving be by 2023-24. The Head of Service advised that the savings would be on the electricity costs, which would equate to around £200,000.

The Member followed up by asking should there be a reduction in revenue costs as a result. The Head of Service advised this would be looked into, but the cost of replacing bulbs with a cherry picker would be via a contractor with a fixed price contract, which had been factored into the costs, however, revenue costs are impacted by replacing damaged columns and replacing old cabling which required trench work.

The Member asked whether the savings could be spent on new cabling. The Head of Service explained that savings were energy savings due to LED lights and could not be used for cabling.

- A Member asked whether the Service could use saved money to light more streetlights in known of anti-social behaviour. The Head of Service advised that it was a possibility to extend part time lights to stay on till 12am, as there were few complaints made after this time, but could not afford full time lighting.
- A Member referred to the Energy Costs for Street Lighting increasing from £540k in 2019/20 to £791k in 2023/24 and asked if the increase took into account a larger population and new estates. The Head of Service advised Members that it included energy cost inflation and could include taking on new estates but the contractors would pay street lighting energy costs until the Council adopts roads and estates. It was clarified that if a new development was proposed, developers either had to agree to have the estate adopted by the Council after a number of years, or alternatively they could opt for a management company to maintain. Areas did not have to be adopted by the Council, but the contractor has to show a plan that it would be maintained.
- A Member enquired after the initial investment is recouped from Civil Parking Enforcement, would the profits be ring-fenced into this service. The Head of Service advised that by law this money raised had to be ring-fenced to Highways and Road Safety with set accounts and restrictions upon what it could be spent.

The Member followed up by asking if there was an estimate based upon what similar Councils were raising from decriminalised parking. The Head of Service advised Newport would not be on the same level as Cardiff and it was difficult to estimate before implementation and that payback had to be factored in over a period of time.

- A Member queried the target standards for footways in the Service Standards table on page 35, where the % in poor condition (red condition) target standard increased from 1% in 2019 to 5% in 2024, which suggested maintenance would not be done. The Head of Service advised that he would look at the base model, the report that sits along with this draft plan and pass the information to the Committee.
- A Member commented that as parking enforcement gets more successful, revenue for the Council would drop and that from there on Council would need to find other sources of income. The Head of Service explained that this was based upon models used by other Council and takes into account when parking behaviours have settled and the Service was expecting a small surplus.

The Chair thanked the Officers for attending.

Conclusion - Comments to the Cabinet Member

The Committee noted the Draft Highway Asset Management Plan 2019 – 2024 and agreed to forward the Minute and comments below to the Cabinet Member for City Services for consideration together with the Draft Highway Asset Management Plan 2019-2024:

- a) A number of concerns were expressed above regarding the Anticipated Five Year Funding levels allocated in the Appendix A of the Draft Highway Asset Management Plan 2019-24.
- b) Concern was expressed at the £1.5M Annualised Depreciation costs for Footways and Cycleways and the projection of the target for “% in poor condition (red condition)”

increasing from 1% in 2019 to 5% in 2024. It was suggested that consideration be given as a priority for the allocation of funding to avoid this projected decline in condition and links to Well-being and Active Travel Plan encouraging people to walk and cycle be explored.

- c) Given the increased in use of Management Companies in new developments, Members suggested in order to clarify accountability for Highways Services / Assets it would be useful to have a contact list for Management Companies for the related developments for ease of directing residents appropriately when queries were received.

4 **Draft Annual Forward Work Programme 2019-20**

Attendee:

- Meryl Lawrence (Scrutiny Adviser)

The Scrutiny Adviser presented the Draft Annual Forward Work Programme for 2019-20 and outlined the draft topics for the year. It was emphasised that the Committee has ownership of the Work Programme and would continue to have the opportunity at each meeting to adapt, reprioritise, add or replace items on its Work Programme.

The Scrutiny Adviser outlined the Information Reports and proposed Briefings for the year, which included a training session upon the Service Plans ahead of consideration of the Service Plan Year End Review Reports in June.

Members' attention was drawn to the proposed schedule of meetings for the year.

Agreed:

The Committee **approved** the Annual Forward Work Programme, the schedule of meetings for 2019-20 and **agreed** the start time for Committee meetings of 4pm.

5 **Scrutiny Adviser Reports**

Attendee:

- Meryl Lawrence (Scrutiny Adviser)

a) **Action Sheet**

The Scrutiny Adviser presented the Action Sheet and advised the Committee that as indicated in the table, all items had been actioned and information circulated to Members of the Committee accordingly.

The meeting terminated at 5.07 pm

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Scrutiny Report

Performance Scrutiny Committee - Place and Corporate

Part 1

Date: 10 June 2019

Subject 2018-19 Service Plan Year-End 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	Pages: 21 - 43
Finance (Corporate)	-	Meirion Rushworth Head of Finance	Pages: 47 - 67
People & Business Change (Corporate)	Councillor David Mayer Cabinet Member for Community and Resources	Rhys Cornwall Head of People and Business Change	Pages: 71 - 95

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 Year-End Reviews which include: Executive Summary; Analysis of Performance; Performance Measures, and; Financial Analysis, 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 To consider whether it wishes to 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 which are updated annually and include:

- 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 Year-End Reviews for each Service Plan and Appendices for:

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

2.3 The Committee agreed to include the 2018-19 Service Plan Year-End Review in its Annual Forward Work Programme at the meeting held on 8 April 2019, as follows:

10 June 2019:

- Law and Regulation;
- Finance;
- People and Business Change.

24 June 2019:

- Regeneration Investment and Housing;
- City Services.

2.4 Previous consideration - 2018-19 Service Plan Mid-Year Review

Members may recall that the Committee considered the 2018-19 Service Plan Mid-Year reviews at its meetings on:

19 November 2018:

- Law and Regulation;
- Finance;
- People and Business Change.

3 December 2018:

- Regeneration Investment and Housing;
- City Services.

2.5 The Committee's comments upon the 2018-19 Service Plan Mid-Year Reviews are listed below:

**Conclusions upon 2018-19 Service Plan Mid-Year Reviews upon:
Law & Regulation; Finance and: People and Business Change on 19 November 2018**

The Committee noted the Mid-Year Review and agreed to forward the Minutes to the Cabinet as a Summary of the issues raised and made the following comments to the Cabinet:

- The Committee was pleased with the new Performance Update layout. It was well structured, easy to read and digest and promoted focussed questioning. The professional back up assisted with co-ordination at Committee meetings. Members recognised that there had been a lot of work done to get the reports to the standard they were today.
- Members advised that whilst it was beneficial being informed of the current status, it would be helpful to clearly see the next steps of the service plans and looking ahead to the end of year and subsequent years, the format of Performance Updates would need further development to clearly demonstrate the status of actions and their scheduled deadlines for each year of the Service Plan.

- The Committee suggested that the development of the Performance Update format for future year's meetings could involve a Workshop / Training for Members of the Committee.
- Overall the Committee was happy with what had been presented but requested that there was a need to give consideration on how to report next time with a clear expression of timescales for Actions. The information from the Finance Service Area was vague and the Committee seeks more detailed reassurance on areas where they could move forward in the next Performance Update and beyond, in particular to provide a clearer understanding of: Collaboration and the Draft Commercialisation Strategy, as the information provided was minimal.
- Future Updates should also include information on public engagement carried out by Service Areas.

**Conclusions upon 2018-19 Service Plan Mid-Year Reviews upon:
City Services and: Regeneration Investment and Housing on 3 December 2018**

The Committee noted the Mid-Year Review and agreed to forward the Minutes to the Cabinet as a Summary of the issues raised and made the following comments to the Cabinet:

General:

- The Committee asks that invited attendees work from the same Agenda pack as the Committee, so that the same page numbering can be cited for ease of reference.
- The Committee welcomed the explanation of the performance management cycle and the monthly Management Information reports to Senior Management Team for escalation to CMT for mitigation as and when required.
- The status of Actions needs to be developed for subsequent reports, from options of either: Complete; In progress or; To be commenced, to include projected deadline dates for Actions or stages of actions e.g. Review of Asset Management in progress but no detail on when it should be completed.

City Services:

- The Committee concluded that there was not enough supporting detail provided in End of Quarter 2 narrative upon Actions, and request that more detailed supporting information be included in future reports.

Regeneration Investment and Housing:

- The Committee asked to draw Cabinet's attention to the discussions and concerns about:
 - slow progress upon the development of the Master Plan.
 - seeking assurance that the Council has sufficient resources to work with inward investors on potential large scale opportunities.
- The Committee expresses concern that opportunities presented by the imminent removal of the Severn Bridge tolls are not lost and suggests that appropriate representatives of Newport City Council could attend business breakfast meetings, fairs and expositions in the Bristol area.

Links to these reports and the full Minutes are provided in the Background Papers Section 8 at the end of this report as further background information for Members of the Committee.

3 Information Submitted to the Committee

3.1 The following Service Plan Year-End 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 Year-End 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 Year-end point, up to the end of March 2019. 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 Year-End point (end of Quarter 4), 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.

4. Suggested Areas of Focus

4.1 Role of the Committee

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

Assess and make comment on:

- **Performance against targets** - The performance of the service area over the last 12 months;
 - **Underperformance / overspends** - Mitigation of risks where the service area is outside the targets;
 - Plans and actions to address underperformance within next year's plan;
 - Presentation of the information to enable Scrutiny to undertake its role.
- 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 Year-End 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?

4.2 Key Questions:

- Analyse the Service Plan Year-End Reviews and Evaluate how well Service Areas performed in the 2018-19 financial year against the objectives, actions and performance measures in their service plans;
- Are 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 this 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 in this financial year?
- Has the Service Area met the delivery of its MTRP savings for 2018-19? If not, what actions are planned to deliver them early within this financial year?

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:
Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Are there any long term trends that will impact your service area?
	How will the needs of your service users potentially change in the future?
Prevention Prevent problems occurring or getting worse.	What issues are facing your service users at the moment?
	How are you addressing these issues to prevent a future problem?
	Is any underperformance being addressed and associated risks being mitigated and prevented?
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.	Are there any other organisations providing similar / complementary services?
	How does the Council's performance within this service area impact upon the services of other public bodies and their objectives?
Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).	Who have you been working with to deliver these services?
	How are you co-working with other sectors?
	How are you using the knowledge / information / good practice of others to inform / influence the Council's work?
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.	How have you sought the views of those who are impacted by your service area?
	How have you taken into account the diverse communities in your decision making?

Section B – Supporting Information

5 Links to Council Policies and Priorities

- 5.1 The Service Plan Year-End 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 Background Papers

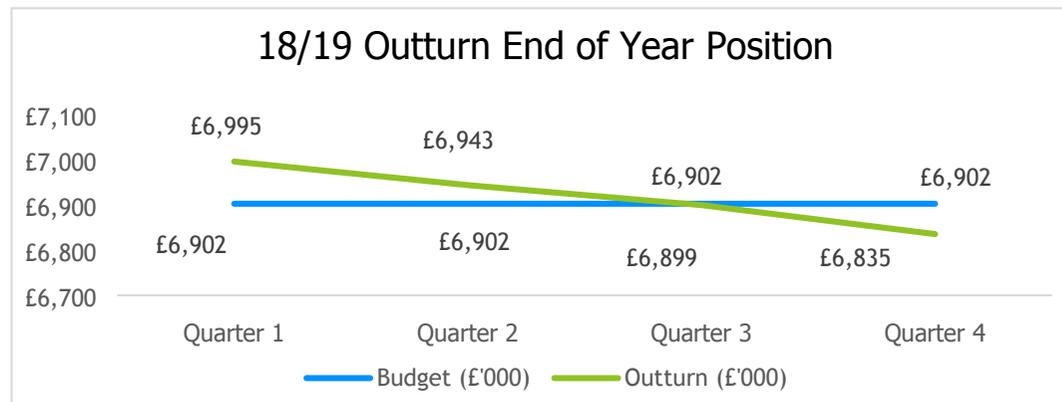
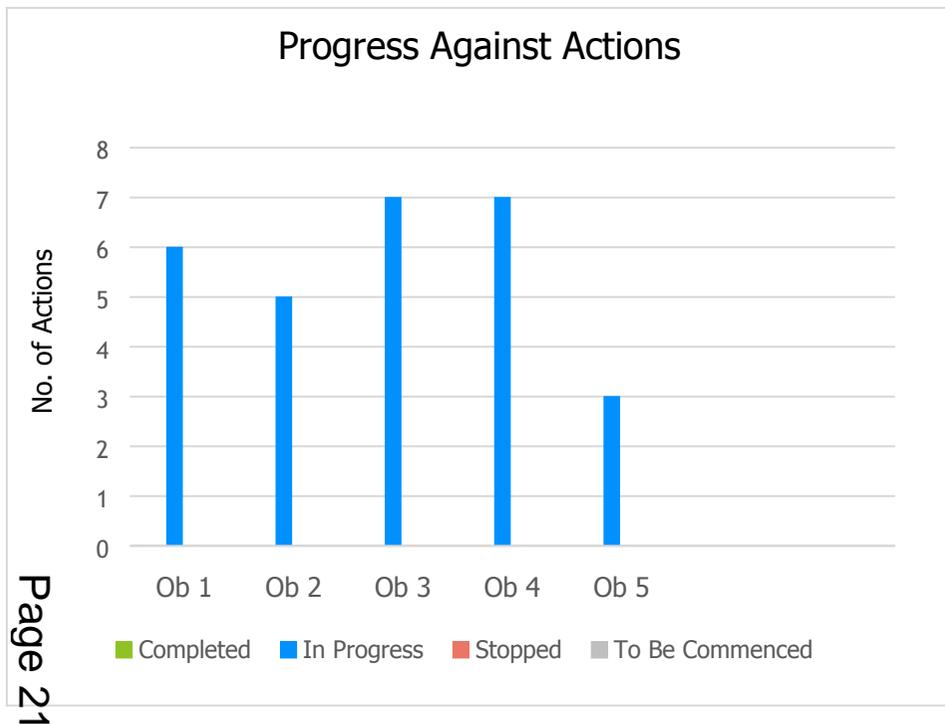
- [The Essentials - Well-being of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017-22](#)
- Law and Regulation Service Plan 2018-22
- Finance Service Plan 2018-22
- People & Business Change Service Plan 2018-22
- Performance Scrutiny Committee - Place and Corporate on [19 Nov 2018 Report \(Item 5 refers\) and Minutes](#)
- Performance Scrutiny Committee - Place and Corporate on [3 Dec 2018 Report \(Item 4 refers\) and Minutes](#)

Report Completed: 24 May 2019

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APPENDIX A

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Executive Summary (Head of Service / Cabinet Member)

Once again, there has been a sustained level of performance throughout 2018/19 in achieving the Performance Measures and in 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 discretionary local measures, so there is no national benchmarking data, but the targets have been set on the basis of securing continuous improvement from last year, wherever possible. There is only one PAM for the service, which relates to the numbers of broadly compliant food premises. Performance has remained consistently at or about the target of 95% which is above the Welsh average. This is an excellent performance 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 due to sickness absences in both teams. However, this still reflects a good level of overall performance. The Service Area has continued to make excellent progress with key projects and critical milestones have all been achieved. The organisation and management of key events has gone from strength to strength. The Tour of Britain on 2nd September was the largest and highest profile cycling event in the UK, as featured on national TV, the Food Festival was even more successful this year and the "Tomorrow's Democracy" event will take place on 5th November. Our tourism figures show that 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, while 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.

Executive Summary – Continued

Service quality has also been recognised externally the Registration Service was commended as a “high performing service” following their 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 currently predicting an under-spend of £170k for 2018/19, as against a net operational budget of £6.9 million. This is a credit to the prudent financial management of the budget holders, having regard to the need to deliver MTFP savings and manage pressures within individual service budgets.

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: 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			Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment. Thriving City			
Mid Year Action Status			0/6 - Complete	6/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
End of Year Action Status			0/6 - Complete	6/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 23 1.01	<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</p>	In Progress	In Progress	01/04/2018	31/12/2019	<p>The review of service structures will provide longer-term resilience and flexibility to respond to changes in service demand and a sustainable budget (Long Term). The review of staffing structures has involved engagement and consultation with staff and key stakeholders (Collaboration).</p> <p>The restructure of the Neighbourhood /Community team was completed in July 2018 and the new management and working arrangements have bedded-in well. The multi-disciplinary team supports the 'Prevention' goal as their work is designed to resolve problems as quickly as possible and to try and prevent problems becoming entrenched.</p> <p>The restructure of the Commercial Standards service has been completed, with improved Integration of management and inspection of licensed premises and greater Prevention. The restructure of the Democracy and Communications service has been completed. The Integration of the services has delivered a more cohesive structure with clearer focus and direction, greater resilience in supporting the Cabinet office, Communications and marketing and Mayoralty/event management. The review of workloads and staffing resources within the revised structures is on-going, in the light of budget pressures and increased demand for services and statutory responsibilities. The review of the Registration Services structure is on-going and the need for additional resources will be re-assessed following the transfer of the coroner's service.</p>

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: 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			Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment. Thriving City			
Mid Year Action Status			0/6 - Complete	6/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
End of Year Action Status			0/6 - Complete	6/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 24	workloads and staffing resources and identify and implement any staffing changes required					The establishment of multi-disciplinary team with both Regulatory Services and Democracy and Communications has delivered a more cohesive structure with clearer focus and direction and greater resilience. This has also delivered an MTFP saving through a combined management structure.
	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.					A more streamlined management structure will place increased pressure on management and supervisory staff and this has to be factored into future work planning.
1.02	To undertake a further review and re-evaluation of all discretionary and statutory services and prioritise essential and mandatory work in accordance with Corporate priorities and available resources.	In Progress	In Progress	01/04/2018	31/03/2020	The review and prioritisation of statutory, regulatory and discretionary services is subject of full consultation and engagement with key stakeholders (Collaboration and Involvement). 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. Non-statutory events, marketing and tourism work is prioritised in accordance with Corporate Plan objectives and, wherever possible, external funding and sponsorship is secured.

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Page 25						Environmental Health are inspecting all Category A and B food premises and those Category C premises that do not receive a full inspection are chosen on the basis of risk to receive a verification intervention instead. This allows resources to be directed to inspecting new food premises and all new premises are inspected within 28 days of opening. This is considered to be a better utilisation of resources to deliver better outcomes. Additional FSA funding was secured during the last three months of 2019, which enabled additional food inspections to be carried out.
	1.03	Identify options for efficiency savings and improved service delivery through joint working and collaboration. Re-structure and reorganise the Gwent Coroner’s service to co-locate and integrate the staff and support services within the Registration Service.	In Progress	In Progress	01/04/2018	31/03/2020

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End of Year Action Status			0/6 - Complete	6/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
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Page 26						<p>The Business case for the co-location and integration of the Gwent Coroner’s service within Registration was approved by the Ministry of Justice and Chief Coroner's Office in March 2019. The new staffing structures have been approved, accommodation work has been undertaken and new IT systems have been procured. Recruitment for the new senior Coroner for Gwent commenced in April 2019 and was concluded in May 2019. The implementation of the new structure and working arrangements will commence in July 2019.</p> <p>Collaboration with other local authorities: within Regulatory Services (Environment & Community), has been undertaken on a procurement basis during 18/19 in order to deal with staff absences due to maternity leave (and back-filling cover for maternity leave) - Monmouthshire CC has been providing EH expertise to assist with Development Control consultations (Collaboration and Involvement).</p> <p>The service proposals for the new Gwent Coroner service 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>We have learnt that a different type of contract/agreement should have been used for BGCBC CCTV that included a clause about who would bear the cost of redundancy at the termination of the agreement.</p>
	1.04	Undertake a further review of discretionary fees and charges for the Registration Service, Regulatory Services (Commercial),	In Progress	In Progress	01/04/2018	31/03/2020

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Description			This relates to: 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			Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment. Thriving City			
Mid Year Action Status			0/6 - Complete	6/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
End of Year Action Status			0/6 - Complete	6/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 27	Regulatory Services (Environment & Community), and Local Land Charges and explore options for securing external funding for discretionary services, to maximise income generation.					<p>increased, where appropriate. Licensing fees have been reviewed to ensure full cost-recovery, including the staff pay award for 19/20.</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. External sponsorship was secured to deliver the Newport Food Festival.</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 useful levels of income and build a commercial reputation, particularly for Food Safety training. The Celtic Manor Resort has paid for a number of higher level Food Safety training courses, which has provided experience for officers, useful income and further developed the relationship between the 2 organisations. Work to establish the first 'Environmental Health' Primary Authority with a major supermarket chain has also continued and can be finalised as soon as the legal contract has been approved.</p>
	1.05	To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.	In Progress	In Progress	01/04/2018	31/03/2020

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Corporate Plan Objective			Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment. Thriving City			
Mid Year Action Status			0/6 - Complete	6/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
End of Year Action Status			0/6 - Complete	6/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
						February 2019 (latest month for which we sent surveys) 100% of respondents were satisfied (or very satisfied) with service received.
Page 28 1.06	To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models Organise and deliver the Newport Festival of Democracy, develop and implement a Strategic Marketing Strategy and Destination Management Plan.	In Progress	In Progress	01/04/2018	31/03/2020	Key projects, events and strategies are being delivered in conjunction with other services areas and external stakeholders and partners (Collaboration and Involvement). Key milestones continue to be met in relation to the delivery key City Centre redevelopments. The Chartist Tower grant and loan funding agreements have been completed and the development and loan agreements have been drafted in relation to the Market redevelopment. The legal due diligence process is ongoing in relation to the funding agreement for the Mill Street redevelopment. The legal documentation has been drafted in connection with the Market Arcade redevelopment scheme, both in relation to the funding agreements and the development work. . Newport Food Festival was successfully delivered on 6th October 2018 and Tomorrow’s Democracy event was organised on 5th November. A draft Strategic Marketing Strategy and a draft Destination Management Plan has been prepared for consultation with other partners. Festival and Events team helped to organise and deliver the final stage of the Tour of Britain on 2nd September 2018. £128,000 grant funding has been secured from the Rural Community Development Fund as match funding for the Gwent Living Levels project.

Objective 2			To improve the constitutional and corporate governance arrangements			
Description			This relates to Corporate Plan priorities – Modernised Council / WAO Corporate Assessment /			
Corporate Plan Objective			Modernised Council			
Mid Year Action Status			0/5 - Complete	5/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
End of Year Action Status			0/5 - Complete	5/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
2.01	To undertake a whole-scale review and re-drafting of the Council's Constitution.	In Progress	In Progress	01/04/2018	31/03/2020	<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 protocol has been developed and approved by Council. A review of member support in their ward work is on-going. Council Policy framework documents have been updated and reviewed. Member role descriptions have been adopted and incorporated into the Constitution. Head of Democratic Services and DSC Annual reports presented to Council and forward work-programme developed. A new officer scheme of delegation has been developed and approved by Council for the sale and acquisition of smaller property assets. A review of the officer scheme of delegation is on-going to incorporate additional SUDS powers.</p> <p>Self-assessment process commenced to achieve WLGA member development Charter accreditation.</p>
2.02	Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.	In Progress	In Progress	01/04/2018	31/03/2020	<p>(Collaboration and Involvement) 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 review of the new scrutiny structure and arrangements in driving improvements is on-going, including a repeat of the Scrutiny Self Evaluation and Peer review process. 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>Cabinet Members attend Performance Scrutiny committee as part of the service review and performance monitoring process. Pre-meetings have been used successfully to identify areas for challenge.</p>

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Corporate Plan Objective			Modernised Council				
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End of Year Action Status			0/5 - Complete	5/5 – In Progress	0/5 - Stopped	0/5 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update	
Page 30						<p>Improved planning and links between the Scrutiny Forward Work Programme and the Cabinet work programme. Regular meetings take place between Chairs of Scrutiny and the Scrutiny Team to ensure a positive relationship continues, and workloads are co-ordinated effectively managed. This includes meetings with the lead Cabinet Member.</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>	
	2.03	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.	In Progress	In Progress	01/04/2018	31/03/2020	<p>(Collaboration and Involvement) Individual training and development plans require engagement with councillors and key Cabinet Members. Delivery of training is in collaboration with the WLGA, other local authorities and external trainers, as appropriate.</p> <p>An effective member development programme is being implemented to support Members in undertaking their roles. Further training has been provided for scrutiny members on the Wellbeing of Future Generations (Wales) Act and strategic housing duties.</p>
	2.04	To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.	In Progress	In Progress	01/04/2018	31/03/2020	<p>The monitoring of ethical standards compliance and governance arrangements involves extensive involvement and engagement with elected members, community councils and community councillors (Collaboration and involvement). Succession planning and new independent members of Standards Committee appointed. Further Code of Conduct training delivered and ethical standards 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.</p>

Objective 2			To improve the constitutional and corporate governance arrangements			
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Corporate Plan Objective			Modernised Council			
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End of Year Action Status			0/5 - Complete	5/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
						There were no serious complaints of misconduct referred to the Standards Committee by the Ombudsman during 2018/19 and no complaints were referred for determination by the Committee under Stage 3 of the Local Resolution Protocol.
2.05	Successfully deliver elections, raise voter awareness and increase elector registration.	In Progress	In Progress	01/04/2018	31/03/2020	<p>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 canvas was completed in October 2018 and the new register issued in January 2019. Draft proposals were formulated for approval by Council in relation to the review of electoral arrangements by the Local Democracy and Boundary Commission for Wales.</p> <p>A cross-party working group was established by Democratic Services Committee to undertake a review of existing electoral arrangements and submit proposals to the Council for addressing areas of under and over-representation. This involved extensive analysis of data and mapping of a range of options during a short 12 week consultation process. A range of viable proposals were identified and presented to council at the end of April 2019.</p>

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 Corporate Plan priorities – Modernised Council / MTFP / Performance Measures - RS/SI/1, L&S/L/08, HRP/041, LR/L/002			
Corporate Plan Objective			Modernised Council			
Mid Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
End of Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
3.01	Complete New Ways of Working service review in Regulatory Services (Commercial) and	In Progress	In Progress	01/04/2018	31/03/2020	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

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Corporate Plan Objective			Modernised Council			
Mid Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
End of Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 32	Regulatory Services (Services (Environment & Community), with new improved technology and working practices.					suppliers (Collaboration and involvement). Work has recently commenced within Regulatory Services (Environment & Community) to develop the use of IDOX Uniform 'apps' for Food Safety. These could be used to update the IDOX database with data concerning some food businesses, while officers are on site, rather than them having to return to a desk to complete the task. Further work on this project will identify what equipment (i.e. tablet computer) will suit the task. Further development are on-going in conjunction with the roll-out of the corporate CMR system and specific modules for case management, inspections and licensing.
	3.02 Greater use of technology and development of back-office systems to deliver improved efficiencies in Legal Section.	In Progress	In Progress	01/04/2018	31/03/2020	The extended use of technology involves extensive consultation and engagement with staff and key stakeholders (Collaboration and Involvement). The EDMS system has been developed as a document management system for child care cases, providing greater efficiency. Work is on-going in collaboration with the other Gwent Authorities to develop a secure portal for use in connection with court documents. The contracts for the on-line legal library will be renegotiated and renewed in 2019/20 as remote access to legal materials is essential for flexible and smarter working. An assessment will also be undertaken about developing the Norwel legal case management system or extending the use of the EDMS system to other areas of legal work. The implementation of new technology is heavily dependent upon technical support and there is a lack of project management support available through the SRS for specialist systems such as legal case management and the coroner's software.
	3.03 Greater use of digital technology for delivery of PR, communications and marketing services	In Progress	In Progress	01/04/2018	31/03/2020	The promotion of Council services, communication of key messages and marketing information involves extensive public engagement through social media and the Council web site (Collaboration and Involvement). The Place web-site has been designed and the functionality is currently being developed. We domains are being purchased and welsh translation is on-going. A draft Destination Management Plan has been produced for consideration by the Destination Management Group. The terms

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Mid Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
End of Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
						of reference of the Web Development Group have been re-drafted. The Council's corporate Public Relations and Communications team now have over 24,000 "followers" on social media, which ensures that key corporate messages are being communicated promptly, to the widest possible audience.
Page 33 3.04	Develop and improve the openness and transparency of corporate governance processes through greater use of technology.	In Progress	In Progress	01/04/2018	31/03/2020	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. (Collaboration and Involvement). The modern.gov system has been developed to further streamline the democratic decision-making process .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. The investment in Members IT will enable further efficiencies in terms of printing hard copy agendas.
3.05	Develop and implement a case management system for the Coroner's Service.	In Progress	In Progress	01/09/2018	30/09/2019	Civica system and kit procured and training delivered. Implementation on-going pending SRS installation of Wi-Fi broadband and communications cabinet.
3.06	Develop an online application form for landlords for Houses in Multiple Occupation Licensing linked with the Idox database.	In Progress	In Progress	01/03/2019	31/03/2020	Work on-going. Progress has been delayed due to the database administrator being transferred to the Intelligence Hub and other housing work taking priority.
3.07	Continue to roll out card payment capability for customers within Regulatory Services.	In Progress	In Progress	01-Apr-18	31/03/2020	Work is on-going with the Council's Finance teams to continue the roll out of card payments within Regulatory Services. This has been delayed due to staff unavailability This will it 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 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, LS/L/027, LR/L/002 and new fraud detection measures			
Corporate Plan Objective			Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment Well-being Objective 3 – To enable people to be healthy, independent and resilient Well-being Objective 4 – To build cohesive and sustainable communities Resilient Communities / Aspirational People / Thriving City			
Mid Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
End of Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
4.01	Prevent and tackle instances of 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.	In Progress	In Progress	01/04/2018	31/03/2020	Tacking anti-social behaviour and improving community cohesion requires collaboration and Involvement with other key stakeholders, such as the Police, RSL's and community groups and early intervention and prevention will stop problems from escalating. 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. 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. 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. Increased fixed penalty notice fines with no discount for early repayment have been approved by Cabinet Members to deal with littering and waste offences. The Regulatory Services Manager (Environment & Community) liaised with colleagues in Regeneration, Investment & Housing and Newport City Homes (NCH) to identify funding to install the gates in Maesglas. The installation of the gates would not have been possible without the partnership approach between NCC and NCH. The new PSPO in Maesglas, which included restricting access to a path with gates, has led to multiple requests for 'gating orders' in other areas, which have been referred to L&R by City Services. Officers of L&R have built up some expertise on

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Corporate Plan Objective			Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment Well-being Objective 3 – To enable people to be healthy, independent and resilient Well-being Objective 4 – To build cohesive and sustainable communities Resilient Communities / Aspirational People / Thriving City			
Mid Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
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Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
						this area of work, however it should be noted that such work is resource intensive even at an initial exploratory stage and when demands for gates have to be rejected.
Page 35 4.02	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.	In Progress	In Progress	01/04/2018	31/03/2020	(Collaboration, Involvement and Prevention) Regulatory Services officer have successfully participated in multi-disciplinary action days in Pill and the City Centre, together with other partners. 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. 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).
4.03	Secure Purple Flag Accreditation for the City Centre Night-Time Economy.	In Progress	In Progress	01/04/2018	01/01/2020	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.
4.04	Develop Local Air Quality Management Statutory Action Plan to identify Air Quality Management Areas in the City and ensure it is formally adopted and implemented.	In Progress	In Progress	01/04/2018	31/12/2019	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 (Collaboration and Involvement) The Air Quality Action Plan has been incorporated into a wider draft Sustainable Travel Strategy. Permission to go out to public consultation has been provided by the Cabinet Member for Licensing & Regulation via a Cabinet Member Report (therefore

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.			
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Corporate Plan Objective			Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment Well-being Objective 3 – To enable people to be healthy, independent and resilient Well-being Objective 4 – To build cohesive and sustainable communities Resilient Communities / Aspirational People / Thriving City			
Mid Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
End of Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
						all Elected Members have had the opportunity to consider the draft strategy) and the draft is currently being translated into Welsh. The consultation will go live as soon as the translation is completed.
Page 36 4.05	Regulation of housing standards in both rented and non-rented housing, including implementation of licensing regimes.	In Progress	In Progress	01/04/2018	31/03/2020	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. The legal process to make a new Additional Houses in Multiple Occupation Licensing Scheme has now been completed and will take effect on 1 July 2019.
4.06	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment.	In Progress	In Progress	01/04/2018	31/03/2020	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 useful levels of income and build a commercial reputation, particularly for Food Safety training (Collaboration, Involvement and Prevention). The Celtic Manor Resort has paid for a number of higher level Food Safety training courses, which has provided experience for officers, useful income and further developed the relationship between the 2 organisations. 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. 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.
4.07	Regulate businesses and support	In Progress	In Progress	01/04/2018	31/03/2020	Inspection programmes of premises were completed largely as planned. For High Risk Food premises, funding from the Food

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 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, LS/L/027, LR/L/002 and new fraud detection measures			
Corporate Plan Objective			Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment Well-being Objective 3 – To enable people to be healthy, independent and resilient Well-being Objective 4 – To build cohesive and sustainable communities Resilient Communities / Aspirational People / Thriving City			
Mid Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
End of Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 37	consumers/residents to protect and improve health.					Standards Agency was used to employ a contractor and pay some overtime in order to increase the number of inspections undertaken. We planned to undertake 85% of 'C-rated' businesses in 18/19 but because of the funding, 100% were undertaken plus 17 'D-rated' premises that had not been inspected for some years. Programmed inspections of industrial processes with Environmental Permits were also largely completed as required. Officers from the Consumer Protection Team continue to focus on the emerging issue of 'allergenic ingredients' and 'food fraud'. The sampling projects have now yielded three convictions. There has also been a conviction relating to falsely described meat. Further surveillance work is underway. Officers from the Consumer Protection Team completed multiple 'mystery shopper' exercises looking at the willingness of shops to sell age restricted products to children. 93 mystery shopper visits to premises including pubs, corner shops, supermarkets and department stores. Products tested included alcohol, cigarettes, knives and vaping products. 20 illegal sales were made. All businesses responded positively to advice and support 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. There have been numerous prosecutions and operations in relation to private hire vehicles illegally plying for hire. Officers from the Consumer Protection Team are currently investigating a significant number of Illicit Tobacco Investigations. There have been a number of convictions in this area. There have also been many investigations and prosecutions regarding

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 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, LS/L/027, LR/L/002 and new fraud detection measures			
Corporate Plan Objective			Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment Well-being Objective 3 – To enable people to be healthy, independent and resilient Well-being Objective 4 – To build cohesive and sustainable communities Resilient Communities / Aspirational People / Thriving City			
Mid Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
End of Year Action Status			0/7 - Complete	7/7 – in Progress	0/7 - Stopped	0/7 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 38						counterfeit products; and a considerable effort in the area of unsafe goods. There was a recent conviction regarding a dangerous vehicle. The Food Hygiene Broadly Compliant performance indicator (a PAM) result was maintained at 95% - it is reassuring that those low risk businesses that had not been inspected for some time were largely compliant. 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 comply with relevant Welsh Language Standards			
Description			This relates to Corporate Plan priorities – Modernised Council / Wellbeing Objective 4 - To build cohesive and sustainable communities / Welsh Language Standards			
Corporate Plan Objective			Well-being Objective 4 – To build cohesive and sustainable communities Modernised Council			
Mid-Year Action Status			0/3 - Complete	3/3 – in Progress	0/3 - Stopped	0/3 – To be commenced
End of Year Action Status			0/3 - Complete	3/3 – in Progress	0/3 - Stopped	0/3 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
5.01	Delivery of Welsh Language Standards applicable to Law and Regulation services. The service area will extend the range of	In Progress	In Progress	01/04/2018	31/03/2020	Delivery of key Welsh Language Standards has involved extensive engagement with staff and services users. The Democracy and Communications Manager represents the service area on the Corporate Welsh Language Group. Council and Committee Agendas are translated into Welsh as part of the democratic decision-making processes, the offer of correspondence in Welsh where customers express such a

Objective 5			To extend the range of services and communications available through the medium of Welsh comply with relevant Welsh Language Standards			
Description			This relates to Corporate Plan priorities – Modernised Council / Wellbeing Objective 4 - To build cohesive and sustainable communities / Welsh Language Standards			
Corporate Plan Objective			Well-being Objective 4 – To build cohesive and sustainable communities Modernised Council			
Mid-Year Action Status			0/3 - Complete	3/3 – in Progress	0/3 - Stopped	0/3 – To be commenced
End of Year Action Status			0/3 - Complete	3/3 – in Progress	0/3 - Stopped	0/3 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 39	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.					preference and the conduct of internal hearings. Statutory notices and Orders are now drafted and published bilingually. 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. (Collaboration and Involvement)
	Increase Welsh awareness and basic training among staff, to encourage greater use of the Welsh language.					
	Continue to make a positive contribution in relation to the work of the Corporate Welsh Language Group.					
5.02	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.	In Progress	In Progress	01/04/2018	31/03/2020	Collaboration is on-going with other Gwent Registration services to share services of Welsh-speaking Registration officers. Bilingual registrations are routinely offered to Welsh speakers by the Registration service and arrangements made for appointments to be with Welsh speaking registration staff.
5.03	The translation of key policy Statements and internal governance documents, such as the Statement of Licensing Policy and corporate	In Progress	In Progress	01/04/2018	31/03/2020	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. Public protection officers are capturing language preference during initial contact with the public and with businesses.

Objective 5			To extend the range of services and communications available through the medium of Welsh comply with relevant Welsh Language Standards			
Description			This relates to Corporate Plan priorities – Modernised Council / Wellbeing Objective 4 - To build cohesive and sustainable communities / Welsh Language Standards			
Corporate Plan Objective			Well-being Objective 4 – To build cohesive and sustainable communities Modernised Council			
Mid-Year Action Status			0/3 - Complete	3/3 – in Progress	0/3 - Stopped	0/3 – To be commenced
End of Year Action Status			0/3 - Complete	3/3 – in Progress	0/3 - Stopped	0/3 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
	decision-making templates, into Welsh.					Public Protection Standard Letters and Notices are available bilingually. Licensing and other policy statements have been translated and are available bilingually on the website.

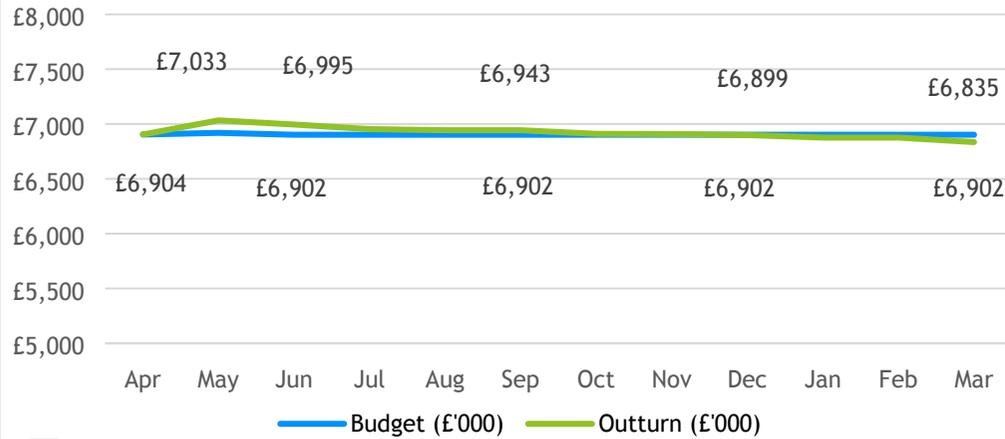
Law & Regulation Performance Measures 2018/19

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	2018/19 Target	2017/18 Position	Service Area Comment (For Performance Indicators not meeting their targets)
National – Percentage of food establishments broadly compliant with food hygiene standards Quarterly	Objective 4	95.16%	94.64%	 95.16%	 95%	This performance is consistent with the previous year. It represents a significant improvement compared with 2 years ago and is an excellent result when you consider the numbers and types of food premises that we have to regulate.
Local – Total number of social media followers Quarterly	Objective 1	27,800	29,300	 27,000	 26,933	
Local – Percentage Legal prosecutions issued within 20 working days. Monthly	Objective 1	72.4%	51.8%	 85%	 80.7%	Performance has dipped in the last three quarters because of staff turnover and long-term sickness absence. A management decision was taken to prioritise other, more urgent litigation work. However, we have consistently met this target (89.4% last year) and this level of performance should be restored once there is a full complement of litigation staff within the section.
Local – Percentage of public protection fraud investigations successfully concluded. Quarterly	Objective 4	100%	88%	 85%	N/A	
Local – Average value of fraud investigations successfully concluded. Quarterly	Objective 4	£86,839	£76,976	 £30,000	N/A	

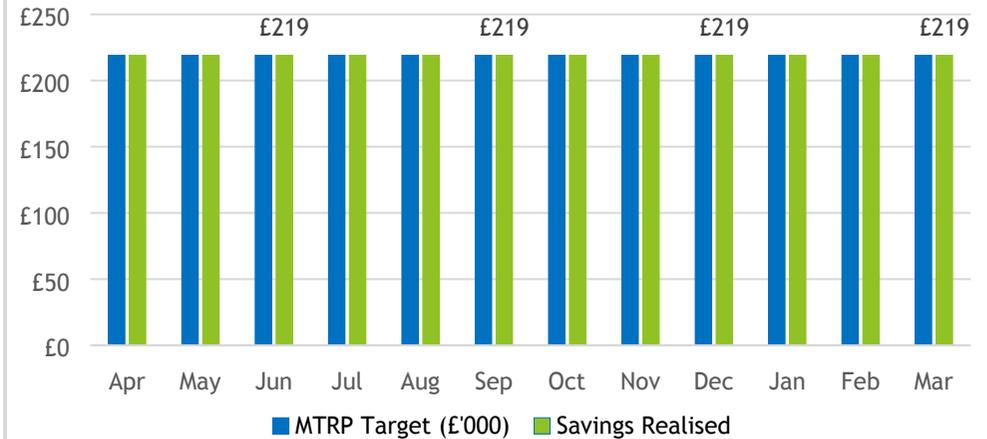
PI Result vs PI Target Definition	On Target				Short of Target (15% Tolerance)	Off Target (Over 15% Tolerance)
Performance Direction Definition (Based upon the performance from the previous reporting period)	 Performance has Improved				 Performance has Declined	 Performance is the same
Performance Measure (National / Local / Management Information)	Link To Service Plan Objective(s)	Q2 Result	2018/19	2018/19 Target	2017/18 Position	Service Area Comment (For Performance Indicators not meeting their targets)
Local – Percentage of legal searches in 5 days. Monthly	Objective 1	96.47%	96.77%	 96%	 94.19%	
Local – Percentage of Customers seen within 10 minutes. Monthly	Objective 1	99.24%	99.2%	 98%	 98.65%	
Local – Percentage of Anti-social behaviour incidents resolved by wardens. Quarterly	Objective 4	91.22%	92.84%	 93.96%	 93.96%	The resolution rate is consistently over 90% but performance tailed off very slightly over the last two quarters because of the numbers of service requests received. However, the outturn figure was still within 1% of a very challenging target and still demonstrates a good level of performance.
Local – Percentage of Regulatory Services significant issues resolved. Quarterly	Objective 4	95.2%	93.8%	 92%	 91.2%	

Law & Regulation Finance Analysis

2018/19 Overall Net Position



2018/19 Delivery of MTRP Savings



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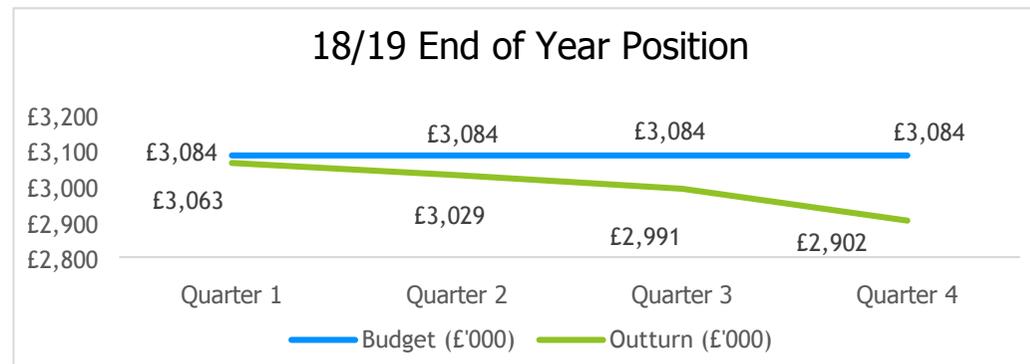
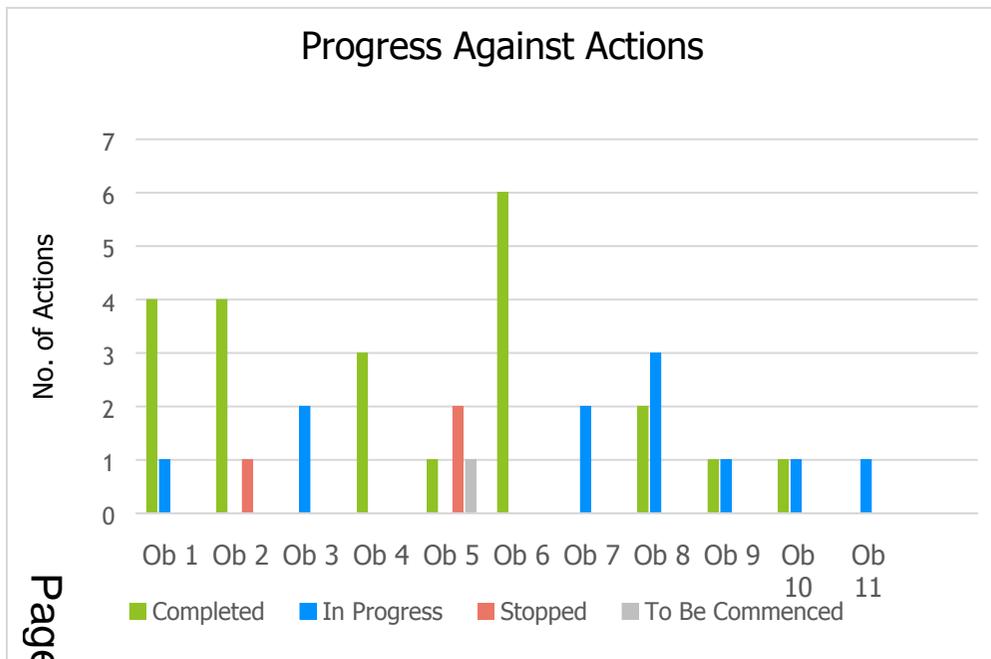
Summary Revenue Budget Position 2018/19

Service Area	Deficit / (Underspend)
Legal	(10)
Democratic Services	(15)
Registrars	38
Electoral Registration	15
Public Protection	(63)
Communications & Marketing	(32)

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APPENDIX B

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Executive Summary – Chair of Cabinet / Head of Service

The year –end performance report here shows good progress made on the key objectives set out for 2018/19. Twenty two (c60%) of the total actions linked to our objectives have been completed and nearly all of the other actions are in-progress, those objectives these relate too being mainly longer term and the actions were always anticipated to take us into 2019/20 or beyond to complete. The Finance management team review these monthly and also in individual 1-1 meetings with the Head of Finance.

Performance has been relatively good. Of the three 'amber' PI's, all were very narrowly missed by 1%-2% only. Again, the PI's are reviewed each month in the Finance management team and are robust in this respect. The single 'red' PI relates to increasing the take up of 'direct debit' from residents paying C Tax. Clearly – a difficult indicator as not wholly under the Council's / Service control but we are committed to keeping this target and therefore our ambition high - the prize for achieving this or even increasing it from current take-up is significant and worth the effort. The balance of our PI's are 'green' and in the C Tax area, is increasingly difficult to achieve as challenges increase here. Again, a key area and one we continue to focus on robustly.

Financial performance was good and all savings in 2018/19 were delivered. Continuing recruitment challenges meant that we achieved some in-year savings in 2018/19 and in some areas, in particular strategic procurement, did cause real challenges to the team in supporting services.

We have taken a fresh look at our actions and objectives for 2019/20 and reduced these in many areas as they were more closely linked to 'business as usual' as opposed to specific new developments. We have also introduced more 'management information' to augment the one's reported here – linked to more of the detailed work plans we have but are still important that we, as a management team, focus on.

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			Not Applicable – Business as Usual			
Mid Year Action Status			0/5 - Complete	4/5 – In Progress	0/5 - Stopped	1/5 – To be commenced
End of Year Action Status			4/5 - Complete	1/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
1.01	Undertake audit work in line with the agreed Internal Audit Plan	In Progress	Complete	01/04/2018	31/02/2019	83% of the agreed 2018/19 audit plan was achieved by 31 st March 2019, against a target of 82%. Some work was incomplete due to delays in receiving appropriate information from operational managers; some grants no longer required an IA certification.
1.02	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	Complete	01/04/2018	31/03/2019	<p>We were able to complete satisfactory number of audits in 2018/19 to provide an overall opinion. 38 Audit opinions were issued in 18/19:</p> <ul style="list-style-type: none"> • Good x 6; • Reasonable x 22; • Unsatisfactory x 9; • Unsound x 1. <p>At the time of the update the overall opinion was under consideration but will be reported as part of the Annual Governance statement to Cabinet and the Council's Audit Committee.</p>
1.03	Review and report on how many of the agreed management actions have been implemented within service areas to improve service	To be Commenced	Complete	01/04/2018	31/03/2019	Overall, the Council achieved 90% of agreed management action implemented against target of 90%.

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			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. 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.			
Corporate Plan Objective			Not Applicable – Business as Usual			
Mid Year Action Status			0/5 - Complete	4/5 – In Progress	0/5 - Stopped	1/5 – To be commenced
End of Year Action Status			4/5 - Complete	1/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
	delivery, controls and governance					
Page 49 1.04	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	Complete	01/04/2018	31/03/2019	Points raised in the External Assessment action plan have been addressed; an action plan was approved and has been implemented. An update will be provided to the next Audit Committee.
1.05	Update and implement a new reporting structure for audit findings to differentiate between control, effectiveness, efficiency and other issues	In Progress	In Progress	01/04/2018	31/03/2020	Potential efficiency savings are now identified whilst other aspects of effectiveness and control still require on-going work and development into 2019/20.

Objective 2		Internal Audit will strive to minimise fraud and corruption within the Authority				
Description		<p>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.</p> <p>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.</p>				
Corporate Plan Objective		Not Applicable – Business as Usual				
Mid Year Action Status		1/5 - Complete	1/5 – In Progress	0/5 - Stopped	0/5 – To be commenced	
End of Year Action Status		4/5 - Complete	0/5 – In Progress	1/5 - Stopped	0/5 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 50 2.01	Co-ordination and submission of data for the National Fraud Initiative (NFI)	In Progress	Complete	01/04/2018	31/03/2019	The NFI data upload deadline was met. Data matches have subsequently been received and will be reviewed as part of the 19/20 audit workload.
2.02	Co-ordination of the review of returned data matches from NFI	To be Commenced	Complete	01/04/2018	31/03/2019	2018/19 was the second/final year to review matches. All red matches have been reviewed and investigated, as needed by service areas and Internal Audit. Some lower risk matches have also been reviewed where resources allow.
2.03	Respond and then investigate allegations of fraud / corruption	To be Commenced	Complete	01/04/2018	31/03/2019	See above.
2.04	Raise awareness of the Council's Anti-fraud, Bribery & Corruption Policy	To be Commenced	Stopped	N/A	N/A	This is business as usual. However, not completed at this time but is being pursued.
2.05	Continue to roll out the financial training package for school based staff with Accountancy	Complete	Complete	01/04/2018	31/03/2019	A successful training programme was delivered jointly by Internal Audit and Accountancy - feedback was very positive. Internal Audit also successfully delivered training on Financial Regulations and Contract Standing Orders as part of the corporate training programme.

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				
Mid Year Action Status		0 / 2 - Complete	2 / 2 – in Progress	0/ 2 - Stopped	0 / 2 – To be commenced	
End of Year Action Status		0 / 2 - Complete	2 / 2 – in Progress	0/ 2 - Stopped	0 / 2 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
3.01	Upgrade the core ICT systems and Customer Relationship Management (CRM) system to enable customers to be able to view account transactions and carry out routine actions digitally.	In Progress	In Progress	01/09/2018	31/03/2020	The team has been involved with the CRM system project and have been undertaking an options appraisal on deciding the best way forward to improve the existing systems. This will be presented to the Digital Board to decide the most appropriate option. We are still anticipating a June 2019 start. Initially planned for June 2019 start so was a 2019/20 'action'. Report to go to the Digital Board outlining the options available so a decision can be taken on the best way forward. Still anticipating a June 2019 start at this point.
3.02	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. The Revenues team will work with colleagues to ensure this is appropriately linked to Council Tax (C Tax) / National Non-Domestic Rates	In Progress	In Progress	01/09/2018	31/03/2020	As with 3.01 above. On track to begin June 2019, as originally planned. Report to go to the Digital Board outlining the options available so a decision can be taken on the best way forward.

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			
Mid Year Action Status			0 / 2 - Complete	2 / 2 – in Progress	0/ 2 - Stopped	0 / 2 – To be commenced
End of Year Action Status			0 / 2 - Complete	2 / 2 – in Progress	0/ 2 - Stopped	0 / 2 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 52	(NNDR) system to enable self-service					
	<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>					

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			Not Applicable – Business as Usual			
Mid Year Action Status			1 / 3 - Complete	2 / 3 – in Progress	0 / 3 - Stopped	0 / 3 – To be commenced
End of Year Action Status			3 / 3 - Complete	0 / 3 – in Progress	0 / 3 - Stopped	0 / 3 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
4.01	Establish a dedicated team to focus on collection and recovery of debt.	Complete	Complete	01/04/2018	30/07/2018	The Team was established in the summer 2018, and now provide a dedicated debt collection function for the Council.
4.02	Establish a casework review and performance protocol to maximise effectiveness and performance of recovery team.	In Progress	Complete	01/04/2018	31/03/2019	Systems and procedures are in place to review cases and effectiveness of procedures. These are now embedded in the work of the team and are considered part of the day to day operation of the team.
Page 53 4.03	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 in 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	Complete	01/04/2018	31/03/2019	After working collaboratively with Welsh Government and colleagues from other local authorities an all Wales protocol for the collection of council tax has been introduced. The protocol was signed off by the Cabinet Member for Communities and Resources and will be incorporated into all working practices going forward.

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		Not Applicable – Business as Usual				
Mid Year Action Status		0/4 - Complete	0/4 – in Progress	0/4 - Stopped	4/4 – To be commenced	
End of Year Action Status		1/4 - Complete	0/4 – in Progress	2/4 - Stopped	1/4 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 54 5.01	Carry out a review of current Council Tax / NNDR systems across the SRS partners.	To be Commenced	To be Commenced	To be Confirmed	To be Confirmed	On-going dialogue with other Gwent Councils. Subject to work from SRS with all partners. Unable to specific dates and progress at this time.
	Explore and report on the options for collaboration with a common ICT system.					
5.02	Be an integral part of supporting the development and challenge of business cases for collaborative / shared services approach.	To be Commenced	Stopped	Not Applicable	Not Applicable	Not continued as 'business as usual' action.
5.03	Be pro-active in engaging with regional and sub-regional groups on future potential collaboration arrangements.	To be Commenced	Stopped	Not Applicable	Not Applicable	Not continued as 'business as usual' action. This also requires significant collaboration with other Councils and there is on-going dialogue in this area.
5.04	Collaborate on key areas of procurement activities, to include: <ul style="list-style-type: none"> Common systems / processes and 	To be Commenced	Complete	01/04/2018	31/03/2019	A number of different initiatives have now been implemented and are now 'Business as usual'. These include: A regional forum of Procurement Managers based around the Gwent / Merthyr e-tender wales user group has been established to look at common systems, templates, CSO thresholds etc. Analysis of regional

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			Not Applicable – Business as Usual			
Mid Year Action Status			0/4 - Complete	0/4 – in Progress	0/4 - Stopped	4/4 – To be commenced
End of Year Action Status			1/4 - Complete	0/4 – in Progress	2/4 - Stopped	1/4 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
	thresholds on activity. <ul style="list-style-type: none"> Shared procurement activities, leveraging in bigger spend / contracts and achieve savings. 					forward work plans will shortly be reviewed to identify any areas to collaborate on procurement activity. Also with the downsizing of the National Procurement Service (NPS), it is probable that more collaborative contract opportunities will fall to regional Local Government consortia, and down to individual authority level.

Page 5

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			Not Applicable – Business as Usual			
Mid Year Action Status			2/6 - Complete	4/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
End of Year Action Status			6/6 - Complete	0/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
6.01	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	Complete	Complete	01/04/2018	30/09/2018	The review of pressures, inflation and savings including the Corporate Plan 20 commitments by 2022, was used to inform the budget report approved by Cabinet in February 2019.

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			Not Applicable – Business as Usual			
Mid Year Action Status			2/6 - Complete	4/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
End of Year Action Status			6/6 - Complete	0/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
	linked to the MTFP to understand the resources required to achieve these commitments.					
Page 56 6.02	Robust financial analysis and figures within business plans which support longer term strategic changes across services to meet Corporate Plan priorities.	In Progress	Complete	01/04/2018	28/02/2019	Finance have been involved in the robust analysis of a number of business plans which support the strategic changes across the Service Areas. Examples of business plans which have been supported include, Civil Parking Enforcement, Neighbourhood Hubs, Extra care proposal, LED street lighting, Waste Strategy and capital programme. Going forward we need to ensure that finance are involved at the early stages of business plans, to ensure advice is given in a timely manner.
6.03	Delivery of service specific savings or those it is taking a lead on.	Complete	Complete	01/04/2018	30/09/2019	Savings delivered in full for 18/19.
6.04	Change/Efficiency programme projects are well supported with sound financial advice as needed.	In Progress	Complete	01/04/2018	31/03/2019	Finance have been involved in advice for a large number of projects. This allowed the proposals to be put forward to inform the MTFP approved by Cabinet in February 2019. Finance were involved in providing support for proposals across all service areas. Going forward we need to ensure that finance are involved at the early stages of business plans, to ensure advice is given in a timely manner.
6.05	Strong Balance Sheet which has focussed resources to support delivery of key priorities	In Progress	Complete	01/04/2018	31/03/2019	Continued strong balance sheet with reserves to support a number of financial risks of the Council which provides a good financial resilience. A number of proposals will use the invest to

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			Not Applicable – Business as Usual			
Mid Year Action Status			2/6 - Complete	4/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
End of Year Action Status			6/6 - Complete	0/6 – In Progress	0/6 - Stopped	0/6 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 57	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.					save to enable delivery. Items added to the capital programme in year have followed the capital programme framework. There are a number of reserves set aside to cover risk and support delivery of key priorities, these include the general reserve, insurance reserve, friars walk reserve and capital expenditure reserve.
	6.06	Update the MTFP to reflect the updated pressures, savings and funding assumptions for report to Cabinet.	In Progress	Complete	01/09/2018	28/02/2019

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			Not Applicable – Business as Usual			
Mid Year Action Status			0/2 - Complete	2/2 – in Progress	0/2 - Stopped	0/2 – To be commenced
End of Year Action Status			0/2 - Complete	2/2 – in Progress	0/2 - Stopped	0/2 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 58 7.01	Ongoing challenge of existing processes and timetables. 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.	In Progress	In Progress	01/04/2018	31/07/2020	2017/18 draft accounts were completed early June in line with the 2018/19 timescales. This objective and a presentation has been taken to CMT detailing the importance of buy in from senior management to deliver earlier closing. Timetable has been updated for the closure of the 2018/19 accounts, with the view to close these accounts earlier than ever before with sign off on 31st May 2019 - this will be in line with the future deadline.
7.02	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	In Progress	01/04/2018	31/07/2020	The accountancy team have been working collaboratively with WAO to assess a number of areas before draft accounts are completed. A number of these have already been provided to WAO in January and February, and further information will be provided before the closure of accounts. Early assessment of a number of provisions, valuations and depreciation have already been carried out by WAO.

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			Not Applicable – Business as usual			
Mid Year Action Status			1/5 - Complete	4/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
End of Year Action Status			2/5 - Complete	3/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 59 8.01	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	Complete	01/04/2018	31/03/2019	Training rolled out to all areas of Council. This is now incorporated into the 'training offer' within the Council and run 3 times a year.
8.02	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.	In Progress	In Progress	01/04/2018	31/03/2020	

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			Not Applicable – Business as usual			
Mid Year Action Status			1/5 - Complete	4/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
End of Year Action Status			2/5 - Complete	3/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
	We will monitor the performance in both submission stats and how good the forecasts were against outturn to assess whether the training is having the desired outcome.					
Page 60 8.03	Ensure robust implementation of the operating model re; risk based budgets, in particular ensure robust forecasting methodology in those areas.	In Progress	In Progress	01/04/2018	31/03/2020	Substantially completed with an appropriate approach in most key budget risk areas. A small number of areas still require further development.
8.04	Continue development of a Business Partnering model within accountancy, linked to re-structure in 2017 and on-going training and development of this 'role' Centralisation of accountancy assistants will improve standardised processes and allow finance business partners to provide a better focus	In Progress	In Progress	01/06/2018	31/03/2020	Substantially completed. A re-structure has centralised accountancy assistants and there is some on-going work on final detailed different working arrangements outstanding.

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			Not Applicable – Business as usual			
Mid Year Action Status			1/5 - Complete	4/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
End of Year Action Status			2/5 - Complete	3/5 – In Progress	0/5 - Stopped	0/5 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 61	on supporting service areas. Performance of the change to centralised accountancy model will be monitored to assess whether the new process is being implemented as expected.					
	8.05 Internal Audit and Accountancy to work jointly in providing training to Head Teachers and School Support Officers, in financial management and financial governance.	Complete	Complete	01/04/2018	30/09/2018	A successful training programme was delivered jointly by Internal Audit and Accountancy - feedback was very positive. Internal Audit also successfully delivered training on Financial Regulations and Contract Standing Orders as part of the corporate training programme.

Objective 9			Review, develop and implement a revised operating model for strategic procurement.			
Description			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.			
Corporate Plan Objective			Not Applicable – Business as Usual			
Mid Year Action Status			1/2 - Complete	0/2 – In Progress	0/2 - Stopped	1/2 - To be commenced
End of Year Action Status			1/2 - Complete	1/2 – In Progress	0/2 - Stopped	0/2 – To be commenced

Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
9.01 Page 62	<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 	To be commenced	In Progress	02/01/2019	31/03/2020	<p>Work has now commenced to review the various points detailed in this action. The role of the Board was discussed during the March 2019 Gateway Board meeting and proposals for a revised model of operation have been tabled to Head of Finance for further discussion at the April 2019 meeting. The Contracts Register has been fully reviewed and updated and is now fit for purpose in order to inform future work programmes. The remaining points in this action are yet to be started, although proposals to change CSO's are being considered in order to move some lower value procurement process to a more self-service model.</p> <p>Updated Contracts Register was issued to all Corporate Directors and Heads of Service as part of the annual Forward Work Plan collation exercise on February 2019.</p>
9.02	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.	Complete	Complete	01/04/2018	30/09/2018	Current solution in place and funded until March 2020. The Welsh Public sector are eagerly awaiting the outcome of a business case being prepared by the NPS & WG on future tools and funding options. This is anticipated over the coming months. This being the case - WG will continue to fund a solution for Welsh public sector.

Objective 10			Implementation and compliance with new legislation and Welsh Government best practice initiatives.			
Description			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).			
Corporate Plan Objective			Wellbeing Objective 4 – To Build cohesive and sustainable communities.			
Mid Year Action Status			0/2 – Complete	2/2 – In Progress	0/2 - Stopped	0/2 – To be commenced
End of Year Action Status			1/2 - Complete	1/2 – In Progress	0/2 - Stopped	0/2 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
P08.01 Page 63	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 Code of practice” commitments.	In Progress	Complete	10/10/2018	28/02/2019	The Action Plan was presented to Cabinet in February 2019 along with a report recommending signing up to the Code of Practice. This was approved at the February Cabinet meeting. An action plan has been agreed as part of this. Work will now be ongoing in order to embed the principles of the Code into day to day working of the Council and is 'Business as Usual'.
10.02	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	In Progress	01/06/2018	31/03/2020	GDPR draft letter for use with suppliers was issued out to Heads of Service in June 2018 and is completed. As regards Welsh Language - this is on-going and further translation into Welsh of key procurement documentation is outstanding.

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			Not Applicable – Business as usual			
Mid Year Action Status			0/1 - Complete	1/1 – In Progress	0/1 - Stopped	0/1 – To be commenced
End of Year Action Status			0/1 - Complete	1/1 – In Progress	0/1 - Stopped	0/1 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
11.01	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	In Progress	01/06/2018	31/03/2020	Main focus in relation to the procurement card (PCard) programme has been around growing the value of business processed via a PCard. This has continued to grow during 2018/19 with the total transaction value up from £962K in 2017/18 to £1.8M in 2018/19. There are further development opportunities being considered, including the use of PCards within the Payments team for general invoice payments.

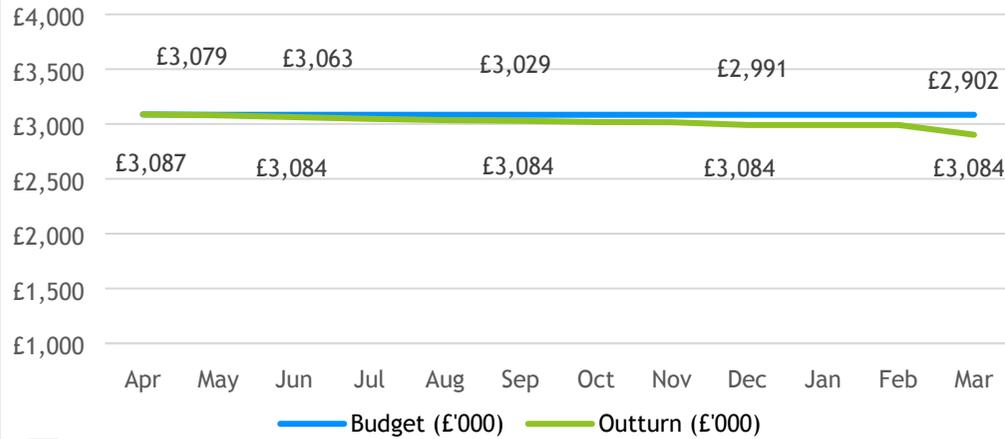
Finance Performance Measures 2018/19

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	2018/19 Target	2017/18 Position	Service Area Comment (For Performance Indicators not meeting their targets)
Local – Payment of invoices within timescales Monthly submission Page 65	Objective 11	89.7%	88.9%	90%	 88.6%	Marginal improvement over 2017/18 performance, and just shy of target. Detailed reporting has been introduced to identify areas within the Council that are causing delays in the payment of invoices. Meetings have commenced and will continue throughout 2019/20 with service areas causing delays to understand their issues and seek improvements to process. It should be noted that whilst the PI sits within Finance, the failure to enable payment within 30 days mainly exists within other Service Areas; as stated above, this is now being challenged.
Local – Council Tax collection % Monthly submission	Not Applicable	53.69%	96.64%	96.6%	 96.67%	Overall, a good year for collection of the council tax charges due for 2018-19 and an excellent result in terms of reducing the legacy of outstanding arrears. The arrears from previous years have reduced significantly due to the increased emphasis on the arrears collection and the creation of a small dedicated debt recovery team within the Council Tax Section.
Local – Non Domestic Rates Collected % Monthly submission	Not Applicable	58.25%	97.07%	97%	 97.5%	A good end of year performance in terms of collecting NNDR, in spite of the challenges faced by some businesses in the current climate.
Local - % of Internal Audit plan completed Quarterly submission	Not Applicable	36%	83%	82%	 84%	An excellent team performance in getting planned audit work and reports out in line with the expected target. This will enable

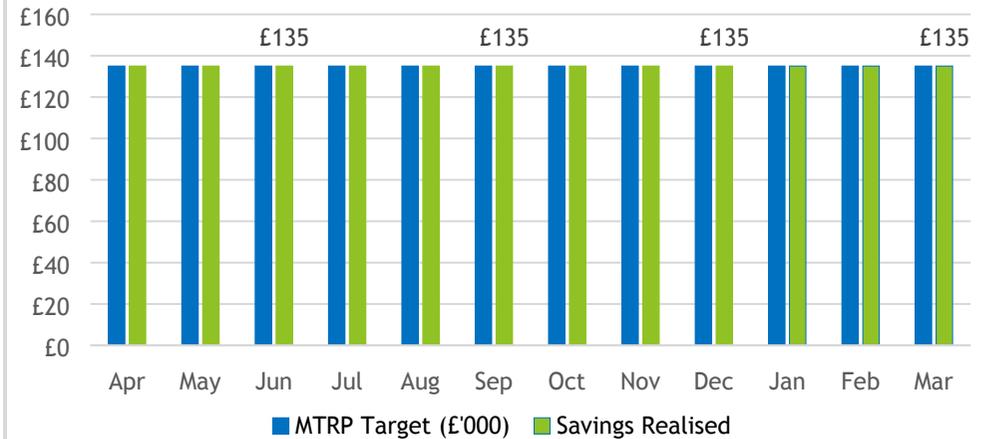
PI Result vs PI Target Definition	On Target				Short of Target (15% Tolerance)	Off Target (Over 15% Tolerance)
Performance Direction Definition (Based upon the performance from the previous reporting period)	 Performance has Improved				 Performance has Declined	 Performance is the same
Performance Measure (National / Local / Management Information)	Link To Service Plan Objective(s)	Q2 Result	2018/19	2018/19 Target	2017/18 Position	Service Area Comment (For Performance Indicators not meeting their targets)
						the Chief Internal Auditor to provide an overall year end opinion.
Local - % total Council Tax collected as a % of annual budgeted amount Monthly submission	Not Applicable	55.41%	101.35%	100%	 104.41%	The percentage of overall council tax due to be collected as part of the Council's budget was increased in 2018-19 compared to previous years. Therefore the amount actually collected in cash terms was significantly improved. This was due to a focus on collecting outstanding debts and the creation of the debt recovery team with the resources to do this.
Local – Increase Council Tax accounts paid by Direct Debit Annual submission	Not Applicable	N/A	60%	72%	 58.8%	The percentage of council tax payers choosing direct debit continues to increase. It is hoped that when online services become available this will increase further.
Local – Number of suppliers using Lodge Cards Annual submission	Not Applicable	N/A	6	7	 6	This PI has not been pursued as envisaged and been stopped from 2019/20. The focus is now on the 'card programme' as a whole and the value/transactions going through all the card programme.
Local – % of agreed management actions – implemented within 6 months of final Internal Audit Report Annual submission	Objective 1	N/A	87.5%	90%	N/A	Difference represents 1 audit recommendation only

Finance Service Financial Analysis

2018/19 Overall Net Position



2018/19 Delivery of MTRP Savings



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Summary Revenue Budget Position 2018/19

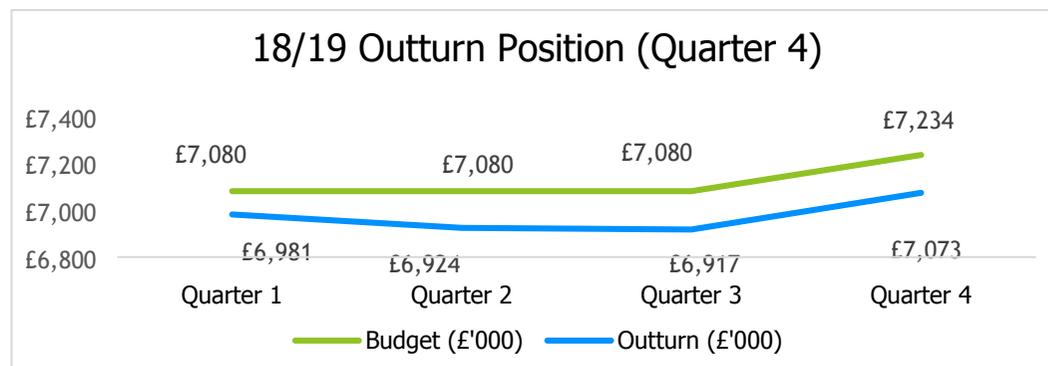
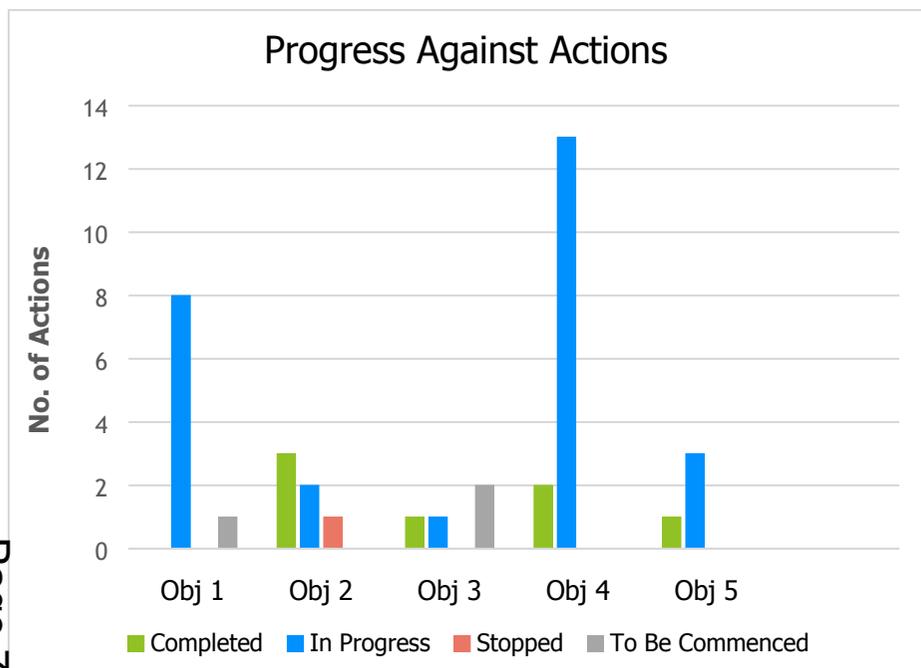
Service Area	Deficit / (Underspend)
Accountancy	12
Internal Audit	(20)
Income Collection	(62)
Procurement & Payments	(112)

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APPENDIX C

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People & Business Change End of Year Review 2018/19



Executive Summary

The service has played a critical role in enabling the Council to meet its corporate objectives, and front line service areas to deliver key outcomes for the people and businesses of Newport. As outlined in the report for 2018/19 the service area continued to perform well across a broad range of activity against the five strategic objectives that have been set. These are:

1. Enable organisational and cultural change across the council in order to meet our Corporate Objectives.
2. Support and drive an improvement in organisational performance
3. Support the organisation to develop its people
4. Enable collaborations, intervention and involvement across the organisation and its partners
5. Deliver against the Welsh Language Standards and Equality Act

Executive Summary Continued

Of the 40 actions identified within the service plan all but three are either completed or in progress. Some of the highlights from 2018/19 include:

- ✓ Creation of the Newport intelligence Hub
- ✓ Development and roll out of the new Talent Management Framework
- ✓ Launch of the Newport Value Awards
- ✓ Development of the Young Person's Promise

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(s)		Modernised Council.				
Mid-Year Action Status		0/11 - Complete	10/11 – In Progress	0/11 - Stopped	1/11 – To be commenced	
End of Year Action Status		2/11 - Complete	9/11 – In Progress	0/11 - Stopped	0/11 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status	Start Date	Anticipated Completion Date	End of Year Update
Page 73	1.01 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	In Progress	01/04/2018	31/03/2022	A review of the Council's Management Information (MI) Hub was completed and was identified that the system was not being fully utilised and exploited to monitor and report on the Council's progress towards delivering the Corporate Plan. This has now resulted in a redevelopment of the system to focus on the monitoring and reporting priority areas of Corporate Plan, Service Planning, Risk Management, Programme/Project Management and Corporate Performance. It is anticipated for these priority areas to complete by the end of Quarter 1 in 2019/20 financial year with ongoing internal developments to continue through the remainder of this Corporate Plan.
	1.02 Development and implementation of a comprehensive communications and consultation strategy for the innovation programme.	In Progress	In Progress	01/04/2018	31/03/2022	The innovation programme is being delivered in conjunction with the new programme boards as part of the Modernised Council Theme. Communications Strategy and approach is to be developed with the Newport Managers Network.
	1.03 Develop and implement a Welsh Language and Equalities Communications Plan	In Progress	Complete	01/04/2018	31/03/2019	An Internal Communications Plan is now in place and delivered by Welsh Language and Equalities team. Significant dates are now marked routinely. Further work will be undertaken with the Communications Team to ensure improved external messaging to support delivery of Cohesion work.
	1.04 Relationship management of external innovation partners.	To be Commenced	In Progress	01/04/2018	31/03/2020	There is an ongoing review of the change programme, which will be finalised in 19/20 and includes the management of external partners.
	1.05 Management of the Strategic planning framework including	In Progress	In Progress	01/04/2018	31/03/2020	Following a review of the teams in Newport Intelligence Hub (NIH) and the Policy Partnership and Involvement team, both teams have progressed work to align the Corporate objectives,

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(s)		Modernised Council.				
Mid-Year Action Status		0/11 - Complete	10/11 – In Progress	0/11 - Stopped	1/11 – To be commenced	
End of Year Action Status		2/11 - Complete	9/11 – In Progress	0/11 - Stopped	0/11 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status	Start Date	Anticipated Completion Date	End of Year Update
Page 74	the service and improvement planning cycles.					Service Plan objectives with the strategic performance and risk. We have been involving the Senior Leadership Team to present a new model for planning, performance and risk utilising the Council's Management Information Hub. We have also collaborated with service areas in preparing their service plans for 2019/20 and enabling them to be able to demonstrate the delivery of their services whilst also supporting the delivery of the Corporate Plan. In 2019/20 we will build upon this work and develop a more integrated planning, performance and risk framework utilising experts from the service areas, Finance and HR.
	1.06 Management and development of effective IT services following transition to SRS by establishing strong retained client-side management arrangements, processes and procedures.	In Progress	In Progress	01/04/2018	31/03/2020	Newport City Council takes an active role in the development of an effective IT service in collaboration with the Shared Resource Service (SRS). The original investment objectives continue to be monitored regularly together with performance that is reviewed at Delivery Group meetings. A report on SRS progress and performance has been drafted for the Partnership Scrutiny Committee in April 2019. Newport City Council also contributes actively to the governance of the SRS. Internally the Digital team works with services to plan and schedule work required by the SRS. Working in partnership with SRS, NIH has successfully completed migration of some Newport schools Management Information Systems (SIMS/FMS) to servers in Blaenau Gwent as part of rolling programme to improve resilience.
	1.07 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 Progress	01/04/2018	31/03/2020	Newport Intelligence Hub (NIH) in collaboration with Human Resources (HR) have converted all HR related forms into electronic versions therefore removing manual paper processing. All electronic forms now published and accessible via the Intranet. In 2018/19 NIH and HR delivered a number of improvements with the iTrent HR system including: Online Travel & Subsistence Expenses claims - As a result of this work, officer were able to submit their claims online and

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(s)		Modernised Council.				
Mid-Year Action Status		0/11 - Complete	10/11 – In Progress	0/11 - Stopped	1/11 – To be commenced	
End of Year Action Status		2/11 - Complete	9/11 – In Progress	0/11 - Stopped	0/11 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status	Start Date	Anticipated Completion Date	End of Year Update
Page 75	digital infrastructure for the City					<p>reducing the time taken for staff across the Council in processing the claims.</p> <p>Self-service password reset - The development and implementation of an employee self-service password reset resulted in the reduction of password requests (10% to 15% of workload per month) being processed in NIH enabling the team to focus on other key tasks in the central system administration.</p> <p>Online Return to Work forms - In March 2019 we introduced a new Return to Work (RTW) process removing the requirement for the completion of paper RTW forms by officers. This process also enabled the officers to capture key medical certification documents within the system. The process was successfully trialled in People & Business Change in March 2019 and will be rolled out to all service areas in 2019/20.</p> <p>In 2018/19, NIH collaborated with City Services in the migration of the new Customer Relationship Management (CRM) system and the redevelopment of the integrated 'Report It' map for waste management, potholes and street lighting. The CRM is also now fully integrated with the corporate address gazetteer.</p> <p>NIH also collaborated with Regulatory Services enabling the implementation of online forms for taxi drivers to apply and pay for licences; moving all environmental permits and ratings into their Uniform system removing existing manual processes; incorporation of Trading Standards functionality into the system; and developed the facility for automated email correspondence reducing printing and officer costs.</p> <p>Development of Education Management System to enable recording and monitoring of LA Funded Individual Development Plans (IDPs) for Education successfully implemented. Development and roll-out of new Schools Information Management System Intervention module via a training event to schools enabling effective recording of Special needs Provision</p>

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(s)		Modernised Council.				
Mid-Year Action Status		0/11 - Complete	10/11 – In Progress	0/11 - Stopped	1/11 – To be commenced	
End of Year Action Status		2/11 - Complete	9/11 – In Progress	0/11 - Stopped	0/11 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status	Start Date	Anticipated Completion Date	End of Year Update
Page 76						Map and other school based interventions around a pupil. Within the Shared Resource Service (SRS) we enabled free public Wi-Fi across the city centre and in public buildings across the city. In collaboration with Newport Transport we also enabled free public Wi-Fi on buses, which has also been used to involve citizens with Council surveys on key decisions. The Local Full Fibre Networks (LFFN) project received funding from Department for Digital, Culture Media and Sport (DCMS) and will go out to procurement in 2019/20. This will roll out full fibre to public sector sites across Newport, Blaenau Gwent, Monmouthshire and Torfaen following a successful bid on behalf of Cardiff Capital Region City Deal (CCRCD). Trials of Long Range Wide Area Network (LoRaWAN) for sensor technology continue.
	1.08	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes	In progress	In Progress	01/04/2018	31/03/2020

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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(s)		Modernised Council.				
Mid-Year Action Status		0/11 - Complete	10/11 – In Progress	0/11 - Stopped	1/11 – To be commenced	
End of Year Action Status		2/11 - Complete	9/11 – In Progress	0/11 - Stopped	0/11 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status	Start Date	Anticipated Completion Date	End of Year Update
Page 77						<p>of a major incident. Further development will be undertaken in 2019/20 to enable multi-agency responses.</p> <p>National Fraud Initiative – We supported Internal Audit with the provision of unique property reference numbers as part of the data match exercise.</p> <p>Education – we developed interactive data visualisation dashboards for school absenteeism, permanent and fixed-term exclusions to support prevention activities in relation to Serious & Organised Crime completed. We also developed school catchment and home-to-school distance measurement functionality successfully implemented enabling Education to undertake instant address validation for application submissions saving admin processing time for Admissions and NIH team. Cleansing and implementation of address validation service for Primary Schools SIMS systems to improve business-to-business integration with Education service completed significantly improving quality and quantity of information interchange. Successful completion of the Annual Statutory Returns for Education Services in relation to the Pupil Level Annual Survey Census.</p> <p>Information Security is an important activity for the council monitored by the Corporate Register and managed strategically by the Information Governance Group. Public Services Network (PSN) accreditation was also achieved. A lot of work has been carried out to meet the requirements of General Data Protection Regulation (GDPR) legislation in May 2018. This includes the nomination of a Data Protection Officer, the creation of privacy notices across the organisation and the development/updating of information policies.</p>
	1.09	Support employees to respond positively to organisational change and manage in a sustainable way.	In progress	Complete	01/04/2018	31/03/2019

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Corporate Plan Objective(s)		Modernised Council.				
Mid-Year Action Status		0/11 - Complete	10/11 – In Progress	0/11 - Stopped	1/11 – To be commenced	
End of Year Action Status		2/11 - Complete	9/11 – In Progress	0/11 - Stopped	0/11 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status	Start Date	Anticipated Completion Date	End of Year Update
						affected by change were met with before any documentation was made available to the public. This was a key learning from previous years where staff were made aware of organisational change via external sources and not directly from managers. Ensuring these briefings take place is key to handling change appropriately and sensitively with affected groups.
Page 78 1.10	Create a healthy workforce.	In Progress	Complete	01/04/2018	31/03/2019	The Council's Health and Wellbeing policies have been revised and new additions included. In 2018/19 we introduced the Menopause Policy and have consulted on a Working and Caring Policy. Our commitment to providing occupational health services and an Employee Assistance Programme has been maintained, and options to improve health and wellbeing are identified through access to a wellbeing platform through Care First, being able to use payroll lending for debt concerns as opposed to payday lenders, promotion of events such as No Smoking Day and supporting the GMB to launch the Council's Bereavement Network.
1.11	Monitoring of corporate plan work: <ul style="list-style-type: none"> • first year scrutiny review Nov 2018; • Wales Audit Office thematic review of corporate planning and the WFG Act five ways of working; • Reporting through service plans; • Ongoing communication of the plan; • Development of MI Hub Programme Management Office 	In Progress	In Progress	01/04/2018	31/03/2020	The Council has participated in several reviews this year with external regulators such as Wales Audit Office (WAO) and Estyn. The Council has continued to develop its relationship with the WAO who have recognised good progress being made by the Council in how it is delivering the Corporate Plan. For example the WAO review of the Council's delivery of its Well-being Objective for economic regeneration received positive feedback but also recognised the further work that the Council will need to further develop the integration of the Council's plans with its key strategic partners over the next 24 months. In 2019/20 we will continue to develop our relationship with the WAO and provide support to other service areas with their regulatory and assurance activities. The development of the Management Information Hub in 2019/20 will also enable the Council to demonstrate how it is delivering the Corporate Plan and meeting the requirements of

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Corporate Plan Objective(s)		Modernised Council.				
Mid-Year Action Status		0/11 - Complete	10/11 – In Progress	0/11 - Stopped	1/11 – To be commenced	
End of Year Action Status		2/11 - Complete	9/11 – In Progress	0/11 - Stopped	0/11 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status	Start Date	Anticipated Completion Date	End of Year Update
	module to effectively monitor and present information on four designated boards in a useful and useable way.					the Well-being for Future Generations Act. Service planning processes and reporting continue to improve.

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(s)		Modernised Council.				
Mid Year Action Status		0/6 - Complete	5/6 – In Progress	0/6 - Stopped	1/6 – To be commenced	
End of Year Action Status		3/6 - Complete	2/6 – In Progress	1/6 - Stopped	0/6 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status	Start Date	Anticipated Completion Date	End of Year Update
2.01	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	In Progress	01/04/2018	31/03/2020	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. 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.
2.02	Help managers to develop engaged teams to build the connection between employees' individual roles and the wider organisational vision	In Progress	Complete	01/04/2018	31/03/2019	Clear Review reports are made available with a top-down approach so that the Chief Executive and CMT members are made aware of the performance of their management teams in holding performance conversations with their teams. Performance are RAG rated so that each service area knows whether their performance is meeting the required target level.
2.03	Ensure that the learning and development provision is meaningful and learning is embedded in organisation	In Progress	Complete	01/04/2018	31/03/2019	The 2018/19 year has seen a revised talent management framework commence with 350 managers taking part in a Management in Action development programme. Likewise, a second ILM in Coaching and Mentoring cohort has started and once complete will enable a network to be created where employees can request formal coaching and mentoring from accredited staff to raise levels of performance. The 'Step up to Management' course designed for aspiring managers has been oversubscribed each time it has been offered to the workforce and will drive our 2019/20 L&D offer.
2.04	Implement a strategic and whole organisational	In Progress	In Progress	01/04/2018	31/03/2022	The creation of career pathways has not been fully developed this year and will need increased focus in 2019/20 to ensure completion.

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(s)		Modernised Council.				
Mid Year Action Status		0/6 - Complete	5/6 – In Progress	0/6 - Stopped	1/6 – To be commenced	
End of Year Action Status		3/6 - Complete	2/6 – In Progress	1/6 - Stopped	0/6 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status	Start Date	Anticipated Completion Date	End of Year Update
	approach to talent management with pathways to develop					A gap has been identified in providing more opportunity for people to develop their supervisory/line management skills before they take their first managerial role. We will reflect on how we can develop these skills more readily throughout the workforce to appropriately prepare staff for promotion when an opportunity arises.
2.05	Achieve and retain the Gold standard for the Welsh Government's Corporate Health Standard	To be Commenced	Stopped	Not applicable	Not applicable	This objective has been put back to later in the Corporate Plan due to other priorities needing to be completed before we will meet the criteria for Gold standard. It will recommence nearer to the end of the life of the Corporate Plan.
2.06	Identify innovative ways to reward staff for their performance in non-financial ways	In progress	Complete	01/04/2018	31/03/2019	<p>The Council's Values Awards took place in December 2018 where over 90 nominations were received from managers and peers. The event was published in the staff newsletter and communicated across the organisation. What this event enabled the council to do was recognised the contribution different officers and teams bring to delivering the Corporate Plan and the impact which they have on the everyday lives of our citizens, businesses and visitors in Newport. In reflection the event also enabled officers to share their story, inspire others and develop an understanding of how their work also impacts on others in the organisation.</p> <p>The Long Service Awards are due to take place in the early part of the 2019/20 year. A range of staff benefits is available to the workforce alongside contractual pay, and we will continue to look for other ways to enhance the contractual offer of employment at NCC.</p>

Objective 3	Support the organisation to develop its people
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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		Modernised Council				
Mid Year Action Status		0/4 - Complete	2/4 – In Progress	0/4 - Stopped	2/4 – To be commenced	
End of Year Action Status		1/4 - Complete	1/4 – In Progress	0/4 - Stopped	2/4 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
3.01	Develop leadership capability, support employees to get from 'good' to 'great,' and ensure meaningful learning and development opportunities are available	To be Commenced	To be Commenced	01/04/2019	31/03/2020	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. Phase 2 is now schedule to be delivered in 2019/20.
Page 82 3.02	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	In Progress	01/04/2018	31/03/2022	Following review, ESS training now transferred from NIH to transactional HR and Payroll to enable the iTrent team to concentrate on system development priorities. Subsequent to this, sessions have been held during the second half of 2018/19 by the Transactional HR and Payroll teams in delivering ESS awareness sessions for users to understand how to access their payroll information. In addition, managers have been able to opt into drop in sessions to better understand their role in sickness absence in the payroll system. We intend to continue to roll these sessions out as manager and employee self-serve functions increase in 2019/20. Staff from within HR& Organisational Development (OD) and Partnerships, Policy and Involvement have undertaken formal Coaching and Mentoring training and intend to be part of the NCC coaching network once established; role modelling our commitment to improving performance across the Council by supporting our colleagues to improve. Within Digital Services there is ongoing Information Security training provided to staff with specific Member training completed in November 2018.
3.03	Develop the workforce and build cross-functional teams to enable effective implementation of change	In Progress	Complete	01/04/2018	31/03/2019	HR&OD have restructured this year to deliver a cross-functional service to the Council; HR and OD have merged into one function. Many service areas are looking to increase their cross-functionality and we have supported in restructures within City Services and Finance to deliver cross-functional teams with

						broader, more generic job descriptions to reduce risk of failing resilience and grow developmental opportunities.
3.04	Develop effective succession planning practices	To be Commenced	To be Commenced	01/04/2019	31/03/2020	This action will be fully scoped in 2019/20.

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						
Mid Year Action Status		0/15 - Complete	14/15 – In Progress	0/15 - Stopped	1/15 – To be commenced	
End of Year Action Status		2/15 - Complete	13/15 – In Progress	0/15 - Stopped	0/15 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
4.01	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	In Progress	01/04/2018	31/03/2022	Collaboration with the Head of Finance is currently underway to develop a Commercialisation Strategy and approach for the Council.
4.02	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	In Progress	01/04/2018	31/03/2020	<p>A new provider for Newport Youth Council is now in place following a selection process at the start of the year which included young people (involvement). We are now working with the partner to develop the programme and a social media campaign has recently commenced to support a recruitment drive. A new Chair has been appointed and the Youth Council are actively taking part in campaigns e.g. Curriculum for Life. A review of engagement was reported to Scrutiny in November 2018 with follow-up actions underway.</p> <p>Involvement - 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> <p>Budget engagement – A pre-budget engagement stage was undertaken to explore the public's views on the relative importance of Council services. A service area budget drop-in session (City Services) was supported in January. A Director led public budget engagement event was also held in</p>

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Corporate Plan Objective						
Mid Year Action Status		0/15 - Complete	14/15 – In Progress	0/15 - Stopped	1/15 – To be commenced	
End of Year Action Status		2/15 - Complete	13/15 – In Progress	0/15 - Stopped	0/15 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
						the Newport Centre in January, organised by the Policy Partnership and Involvement team. The service also arranged for Newport Fairness Commission to run an engagement session with the Youth Council to give young people a voice in the budget process. Bus-wifi was used to generate the biggest consultation response rate to date.
Page 85 4.03	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	In Progress	01/04/2018	31/03/2020	As above. The Head of People and Business Change will lead on developing a forward plan for engagement, making budget engagement a year round activity, and will report back to Scrutiny on this. As part of the commitment in the Corporate Plan the Young Person's Promise has been developed which sets out the rights of young people and also what they expect from the Council. This was reported to Cabinet in April 2019 and will be launched early in 2019/20.
4.04	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	In Progress	01/04/2018	31/03/2022	Work with Public Services Board (PSB) leads to deliver the interventions set out by the plan is ongoing and will be the subject of an annual report to be published by the start of July 2019. Progress identified for each intervention at Q3 are as follows: Green & Safe Spaces – Appointment of a Green and Safe Community Engagement Officer by Natural Resources Wales. This post is supporting the delivery of the intervention including mapping green infrastructure; facilitating green flag applications; and working on the development of the first co-produced PSB GI Strategy. Workshops have taken place with partners to identify issues and agree action plans. Newport Offer – Work is taking place to ensure co-ordinated activity amongst existing groups. A Project Board has been established and a brief developed for delivery of a new website for the City of Newport.

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Mid Year Action Status		0/15 - Complete	14/15 – In Progress	0/15 - Stopped	1/15 – To be commenced	
End of Year Action Status		2/15 - Complete	13/15 – In Progress	0/15 - Stopped	0/15 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
Page 86						<p>Right Skills – PSB members supported a Job Fair held in October with 55 employers resulting in 240 individuals entered into employment. A workshop was held with partners to agree an action plan.</p> <p>Strong Resilient Communities – A place based approach is taking place in the East of Newport working with the local community to develop social capital, supporting the development of the Ringland Community Campus. Close links with the Serious Organised Crime (SOC) work in the East of Newport e.g. Mutual Gain Project, World Café and participatory budget scheme. A workshop will be held early April 2019 to identify issues in Ringland & Always and develop solutions.</p> <p>Sustainable Travel – A Gwent ultra-low fleet feasibility study is being undertaken by Energy Savings Trust. Funding has been secured for a number of projects to improve public transport, walking and cycling routes. Eco Stars scheme offered to fleet operators in the city.</p> <p>This work is informed by the Newport Well-being Assessment / Community Well-being Profiles, which is also being refreshed, and by evidence from citizen engagement.</p> <p>We have also been working with our partners in the development of Serious and Organised Crime Intelligence with a range of stakeholders. Work as part of the One Newport Public Services Board 'Safer Newport' partnership has seen the development of Serious 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. The Home Office funded project has been extended for a second year into 19/20 and will be the subject of external evaluation</p>

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Corporate Plan Objective						
Mid Year Action Status		0/15 - Complete	14/15 – In Progress	0/15 - Stopped	1/15 – To be commenced	
End of Year Action Status		2/15 - Complete	13/15 – In Progress	0/15 - Stopped	0/15 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
4.05	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	In Progress	01/04/2018	31/03/2022	PSB meetings are coordinated by the team, including sub groups and Intervention Boards. Partnership evaluations were completed and reported to partners. A 'healthy boards' session facilitated by Academi Wales has been undertaken as part of the PSB development. PSB activity is now reported formally within the Council's governance arrangements, and work continues to support all leads on the long term planning required by the Act.
4.06	Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan	In Progress	In Progress	01/04/2018	31/03/2022	One Newport Wellbeing Plan published 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. The operational partnership activity and issues are now being governed by the new Safer Newport group which facilitates strategic and operational partnership working through a range of sub groups including Serious Organised Crime, Safer City Centre and ASB work. Support for other projects and programmes include Breastfeeding Welcome, Healthy Schools and Gwent Futures work.
4.07	Develop the work of Newport Fairness Commission Work to embed the work of the Fairness Commission in NCC decision making process	In Progress	In Progress	01/04/2018	31/03/2022	The work programme is being developed with the new chair. Training is provided by the Commission to support NCC decision making. The Commission have also worked with Newport Youth Council to comment on the Council's budget proposals.

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Corporate Plan Objective						
Mid Year Action Status		0/15 - Complete	14/15 – In Progress	0/15 - Stopped	1/15 – To be commenced	
End of Year Action Status		2/15 - Complete	13/15 – In Progress	0/15 - Stopped	0/15 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
4.08	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	In Progress	In Progress	01/04/2018	31/03/2022	The 18/19 Welsh Government cohesion work programme objectives have been delivered through NCC and key partners. We have continued engagement across Gwent on the Prevent/CONTEST agenda. Dovetail is anticipated to be rolled out to Wales early 19/20, which shifts ownership of Prevent from Police to Local Authorities. The Strategic Equalities Group continues to meet and review strands of work that relate to cohesion. Strategic equalities is the subject of a separate annual report to Cabinet at year end. Vulnerable People Resettlement programme work is continuing to deliver services to new families for the Newport and Monmouth areas. 17 families have been resettled in Newport and 4 in Monmouthshire, with another 4 families arriving 03/19 across the 2 areas. The team has been extended to accommodate this work. Funding has also been agreed by Welsh Government for additional resources to support community tensions post-Brexit, and recruitment to the two posts is underway. Mechanisms to engage frontline staff across the Authority who have regular contact with diverse/vulnerable groups are being developed to enable sustainable engagement and tension monitoring.
4.09	Support the Armed Forces Forum to coordinate and improve services to veterans, serving	In Progress	In Progress	01/04/2018	31/03/2022	Work with the Armed Forces Forum is ongoing. Policy has been drafted to support the recruitment of Armed Forces veterans and HR processes take account of applications from veterans that require a guaranteed interview. We have recently been successful in a grant application for support for

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Mid Year Action Status		0/15 - Complete	14/15 – In Progress	0/15 - Stopped	1/15 – To be commenced	
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Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
	armed forces and their families.					children of armed forces families in Newport and Monmouth and recruitment is underway to this post.
4.10	To manage the relationships with our external regulators to ensure compliance with legislation, coordinate studies and monitor progress against action plans	In Progress	In Progress	01/04/2018	31/03/2022	This work is now coordinated within the Policy and Partnership team. A number of reviews ongoing, which the team continue to support. Governance arrangements for report to Scrutiny of WAO reviews have recently been agreed to improve consistency of reporting arrangements.
4.11	Development of a one-stop shop for spatial and geographic information, data analytics, infographics and open access data to support the drive for evidence-based working by creation of a Newport Intelligence Hub.	In Progress	In Progress	01/04/2018	31/03/2022	<p>The Newport Intelligence Hub Manager appointed and he 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 Intelligence Hub and facilitated through a passage of structural change and job re-design across the service; • 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
4.12	Development and facilitation of partnership working	In Progress	Complete	01/04/2018	31/03/2019	Digital Services provides ongoing advice and guidance to services on information sharing and development of Information Sharing Protocols and Data Disclosure

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Corporate Plan Objective						
Mid Year Action Status		0/15 - Complete	14/15 – In Progress	0/15 - Stopped	1/15 – To be commenced	
End of Year Action Status		2/15 - Complete	13/15 – In Progress	0/15 - Stopped	0/15 – To be commenced	
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
	by evolving effective and appropriate means of sharing information					Agreements. This will enable ongoing compliance with GDPR and ensure personal / sensitive data is appropriately managed and protected. From 2019/20 the delivery of this action will be incorporated into action 1.08.
Page 90 4.13	Explore opportunities to collaborate with other organisations across the range of HR services	To be Commenced	Complete	01/04/2018	31/03/2019	Project work was undertaken to identify opportunity for regional working in all aspects of HR&OD. The outcome of this project determined that there was little opportunity for cost saving or efficiency and that at this time NCC is better placed to make arrangements that suit our local need. As an alternative we will be reviewing our own personnel and digital requirements with the possibility of future discussion on regionalisation opportunity towards the end of the Corporate Plan.
4.14	Maintain key partner relationships and plans to support local resilience as part of the Council's civil contingencies arrangements	In Progress	In Progress	01/04/2018	31/03/2022	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. Current priorities include Brexit arrangements.
4.15	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act through the Civil Contingencies programme	In Progress	In Progress	01/04/2018	31/03/2022	Through the development of the Civil Contingencies team and out of hours through 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. The team has also supported Council Senior Managers and officers to ensure that they have appropriate training and development to provide the necessary services.

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			Well-being Objective 4 – To build cohesive and sustainable communities. Modernised Council			
Mid Year Action Status			0/4 - Complete	4/4 – In Progress	0/4 - Stopped	0/4 – To be commenced
End of Year Action Status			1/4 - Complete	3/4 – In Progress	0/4 - Stopped	0/4 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
5.01	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 We facilitate implementation of the Equality Duties and the council's Equality Objectives	In Progress	In Progress	01/04/2018	31/03/2020	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. We will shortly be collating the Annual Reports for Strategic Equalities and Welsh Language. The delivery of the plan is monitored by the Strategic Equalities Group (SEG). The SEG convenes bi-monthly with key officers and partners invited to present their work. Preparation is underway to consult on the Strategic Equality Plan 2020-24, with a focus on gathering national and local equality data and undertaking meaningful consultation with both staff and communities.
5.02	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	In Progress	01/04/2018	31/03/2020	An integrated Fairness and Equality Impact Assessment template is now complete, along with comprehensive guidance. Work is underway to embed this within the Authority's governance structure, enhance staff training and integrate within the Customer Management System in order to better understand cumulative impact.
5.03	Aspire to have a workforce that is more representative of our resident population, ensuring that our policies and	In Progress	In Progress	01/04/2018	31/03/2022	This work will continue into 2019/20. We have tackled underrepresentation of young people by introducing the Apprenticeship Scheme and our Graduate Programme should be available for September 2019.

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			Well-being Objective 4 – To build cohesive and sustainable communities. Modernised Council			
Mid Year Action Status			0/4 - Complete	4/4 – In Progress	0/4 - Stopped	0/4 – To be commenced
End of Year Action Status			1/4 - Complete	3/4 – In Progress	0/4 - Stopped	0/4 – To be commenced
Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
	procedures are equality proofed					
5.04	Support people with manageable health problems or disabilities to maintain access to work	In Progress	Complete	01/04/2018	31/03/2019	The Council's Health, Safety and Wellbeing Policy was revised and signed off by the Leader and Chief Executive in November 2018. The Menopause Policy was also introduced this year.

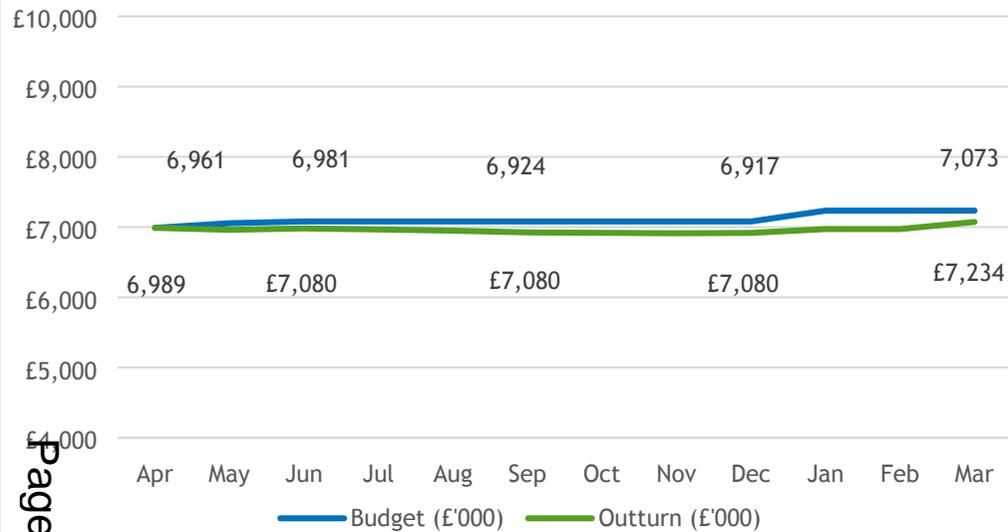
People & Business Change Performance Measures 2018/19

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	2018/19 Target	2017/18 Position	Service Area Comment (For Performance Indicators not meeting their targets)
National - National Sickness Days lost. (Annual)	Objective 3	N/A	10.1 days	8.8 days	 10.1	
Local – Number of employees trained in Welsh Awareness. (Quarterly)	Objective 5	32	48	150	 141	Following a number of staffing changes and loss of the previous course provider in 18/19 Welsh language awareness training will be delivered and promoted in 19/20. Further training solutions are being explored for 19/20 in order to maximise delivery, including mandated e-learning at on-boarding stage.
Local – Number of challenges to Welsh language provision. (Half Yearly)	Objective 5	2	2	5	Not Applicable	
Local - % of challenges to Welsh language provision upheld. (Half Yearly)	Objective 5	50%	100%	40%	Not Applicable	The number of Welsh language challenges remain low, however we would expect a number of challenges to be upheld in any one year and these numbers are, by nature, unpredictable. Welsh language investigations can often span a number of months, so challenges upheld may also relate to complaints made in previous periods. We continue to work closely with services and the Commissioner to ensure any upheld challenges result in organisational learning.

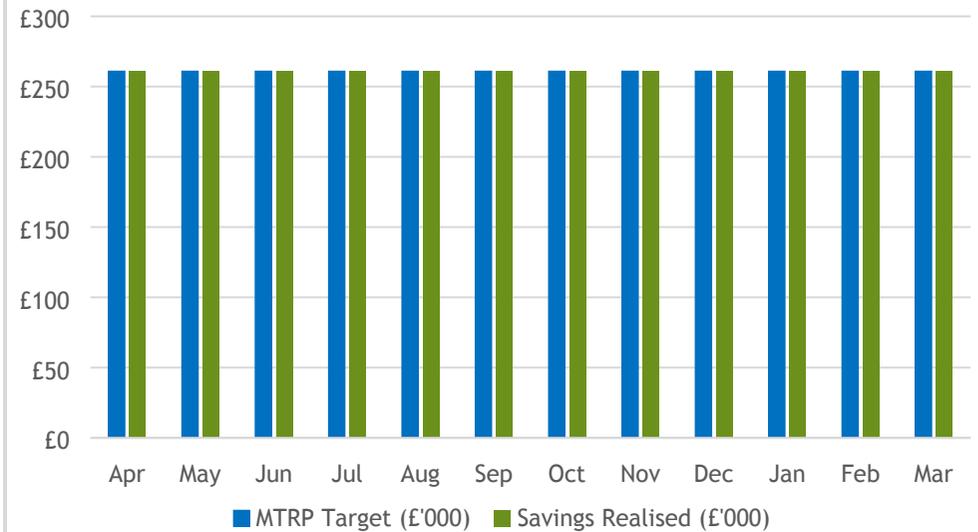
<p>Local – Number of staff trained in Prevent PVE.</p> <p>(Quarterly)</p>	Objective 4	87	295	300	 680	The 2017/18 position included sessions completed for school staff, we would not anticipate the annual training provision continuing at the same level and the 19/20 targets reflect this. Training continues for new staff, both within schools and across the wider LA. The national training package is currently under reviewed and a refreshed training strategy will be developed during 19/20 once a Home Office package is launched.
<p>Local – Number of young people actively involved in Newport Youth Council work.</p> <p>(Quarterly)</p>	Objective 4	15	11	15	 18	Newport Youth Council provider changed in 2018/19 and we are developing the profile of the group through social media and schools. A permanent Participation Worker has now been appointed
<p>Local – Number of young people actively engaged in helping the Council make decisions.</p> <p>(Quarterly)</p>	Objective 4	8,944	18,871	12,000	Not Applicable	The strong performance relates to the use of Bus Wifi to target younger citizens. Over 50% of respondents to these surveys are under 25, and tend to be more diverse than traditional engagement methods.
<p>Local – Percentage of managers undertaking regular check-ins through Clear Review process.</p> <p>(Quarterly)</p>	Objective 3	81.82%	82.48%	80%	Not Applicable	
<p>Local – Percentage of paper forms converted to digital formats and released electronically.</p> <p>(Quarterly)</p>	Objective 1	100%	100%	100%	Not Applicable	
<p>Local – Freedom of Information responses completed in time.</p> <p>(Quarterly)</p>	Objective 1	87.63%	90.06%	88%	 88.33%	

People & Business Change Finance Analysis

2018/19 Overall Net Position



2018/19 Delivery of MTRP Savings



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Summary Revenue Budget 2018/19

Service Area	Deficit / (Underspend) £'000
Policy, Partnership and Involvement	(96)
Human Resources	29
Business Development	2
Digital Services	(43)
IT Systems	(1)
Management Budget	(52)

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Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 10 June 2019

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 Sheet

Consider the Actions from the meeting on 8 April 2019 (**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.

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 – 8 April 2019

- 2.6 Attached at **Appendix 2** is the action sheet from the Committee meeting on 8 April 2019. 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.

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 April 2019 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 April 2019 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: 20 May 2019

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Appendix 1

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

Monday, 24 June 2019 at 4pm		
Topic	Information Required / Committee's Role	Invitees
<p>2018-19 Service Plan Year End Review for:</p> <ul style="list-style-type: none"> • Law and Regulation; • Finance; • People and Business Change. 	<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 an update upon Corporate Objectives and how linked to Well-being Objectives and the Corporate Plan; • Assessing the extent to which performance is in keeping with the performance management strategy. 	<p>Strategic Director – Place;</p> <p>Head of Regeneration, Investment and Housing;</p> <p>Cabinet Member for Regeneration and Housing;</p> <p>Head of City Services;</p> <p>Cabinet Member for City Services.</p>

Monday, 2 September 2019 at 4pm		
Topic	Information Required / Committee's Role	Invitees
<p>Waste Strategy Action Plan Monitoring</p>	<p>Monitoring Council's performance against agreed action plan.</p> <p>To monitor progress of the Waste Strategy Action Plan to address findings of the Wales Audit Office Report.</p>	<p>Strategic Director – Place;</p> <p>Head of City Services.</p>
<p>Recommendations Monitoring upon the implementation of the 2019-20 Cabinet Budget Proposals</p>	<p>Recommendations Monitoring – to monitor the implementation of the Cabinet Decisions and how the concerns raised by the Committee are being addressed.</p> <p>To evaluate the impact of the Cabinet Decision upon the Budget for 2019-20 on services, performance, service users, partnerships and staffing levels and the risk and mitigations in place to address the concerns raised by the Committee in January 2019.</p>	<p>Strategic Director – Place;</p> <p>Head of City Services;</p> <p>Head of People and Business Change.</p>

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Performance Scrutiny Committee – Place and Corporate

ACTION SHEET – 8 April 2019

Agenda Item		Service Area	Action	Responsibility	Outcome
1	Draft Highway Asset Management Plan 2019 - 2024	City Services	Conclusions and Comments to be forwarded to Cabinet Member following approval of Minutes.	Scrutiny Team / City Services	Awaiting approval of Minutes.
2	Draft Annual Forward Work Programme 2019-20	Law and Regulation	Annual Forward Work Programme approved Schedule of Meetings approved	Scrutiny Team / Finance	ACTIONED - Updated Work Programme and appointments sent for Committee meetings, pre-meetings, invitations.

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