

Agenda



Overview and Scrutiny Management Committee

Date: Thursday, 19 March 2020

Time: 5.00 pm

Venue: Committee Room 4 - Civic Centre

To: Councillors L Lacey (Chair), G Berry, R Hayat, P Hourahine, M Al-Nuaimi, Y Forsey, C Evans, M Evans and C Ferris

Item

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes of the Meeting held on 24/01/2020 (Pages 3 - 8)
- 4 Strategic Equality Plan 2020-2024 (Pages 9 - 28)
- 5 Planning and Performance Policy and the Integrated Planning, Performance and Risk Framework (Pages 29 - 48)
- 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
 - a) Forward Work Programme Update (**Appendix 1**)
 - b) Actions Arising (**Appendix 2**)
 - c) Information Reports (**Appendix 3**)

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Date of Issue: Thursday, 12 March 2020

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Draft Minutes

Overview and Scrutiny Management Committee

Date: 24 January 2020

Time: 10.00 am

Present: Councillors L Lacey (Chair), G Berry, P Hourahine, M Al-Nuaimi, Y Forsey, C Evans, M Evans and C Ferris

In Attendance: Tracy McKim (Partnership Policy & Involvement Manager), Gareth Price (Head of Law & Regulation) and Meirion Rushworth (Head of Finance)

Apologies: None

1 **Declarations of Interest**

None.

2 **Minutes of the Meeting held on 1 November 2019**

The minutes of the Meeting held on 1 November 2019 were accepted as a true and accurate record.

Concern was raised by a Member that there was no action sheet included in the agenda pack, nor was there in the previous agenda. There was mandatory training that was as in the previous meeting. Comment was then made that we have the action sheet to monitor and to follow up on actions that have not been completed and comments and recommendations are sent to Cabinet and Directors.

3 **2020-21 Budget and Medium Term Financial Projections (MTFP)**

Invitees

- Meirion Rushworth – Head of Finance
- Rhys Cornwall – Head of People and Business Change
- Cllr Chris Evans – Chair of Performance Scrutiny Committee – Place and Corporate
- Cllr David Williams – Chair of Performance Scrutiny Committee – People
- Tracy McKim – Policy, Partnership and Involvement Manager
- Amy Peard – Finance Business Partner

Apologies was given for the Head of People and Business Change. The Head of Finance gave an overview of the report to the committee and to talk through the process the service areas had gone through this year. It was advised that the process was straightforward in the sense that it looks similar to past processes. As our own funding has only been confirmed for one year, it was important to identify cost increases, the Corporate Plan priorities on the cost side and funding is predicted. We still have an unbalanced medium term plan, most savings are based on next year, which is a source of frustration for all. This year, we tried to break the cycle by getting external help from consultants named Knights, in the Summer which

brought a different energy and thought process. They worked with all Heads of Service to identify what we thought the saving opportunities we had. They also send a final report for areas we may want to look at to progress and develop.

Knights also reported how lean our Council's structure compared to other councils they have worked with. Work was undertaken over the Summer, got to early Autumn and still targeting and balancing next years budget, which is challenging and frustrating for Heads of Services and internally. Cabinet was updated in December about the grant issue which came two days before the Cabinet meeting. This year was unique because of the election. The budget was based on planning assumptions, which is made clear in the report, the updated report is much more positive. Cabinet is now considering its position and make a decision on 14th February.

The Head of Finance then advised that Cabinet will be updated on the increase of the minimum wage. The medium term is still uncertain. The national budget is due to be set in March, and an analysis has been done to see what that means for the Welsh Government budget. The Head of Finance was keen to stress the update in the early Summer when information is given about the March UK budget will be important. It doesn't mean we can't plan over the medium term, but it is difficult.

The Policy, Partnership and Involvement Manager advised that the consultation is running from December 2019 to 31st January 2020 so the final numbers are unknown. The team have worked closely with Heads of Services to see what proposals have been consulted on. Those have been promoted online, via social media and via public engagement events. It has also been promoted on the bus Wifi, the up to date number from the bus WiFi surveys around 3000 responses. The team are expecting a flurry of responses towards the end of the month. From Scrutiny's previous comments, the team have held pre-budget events where they talk to the public face to face in various venues about challenges, what is important to them and priorities. The team have also worked with the Fairness Commission and expect their response to go to Cabinet. It was also advised that work had been undertaken with Over 50's forums, Youth Council and promoted to other groups such as GAVO and other hard to reach groups in the community.

Members asked the following:

- The officer stated the four year plan, notes from last years recommended a four year plan. Where is that block? The Head of Finance explained that we do have a rolling medium term budget, however it doesn't identify savings over the medium term, it identifies where the cost issues are predicted to be over the four years. Assumptions had to be made, it is unsure what is the blockage. There had been an attempt this Summer to move the agenda forward but we need the time and space to do it, which is difficult with very busy people.
Knight's report even advised that the Council are very short on management and strategic capacity meaning that the amount of time get officers available to think about the future long term can be very restrictive and short.
- Members asked for clarification on page 29, are school budget pressures going down? It was advised that the figures are showing reduction however those are because of new schools and pay inflations. School funding is a real pressure issue and is worrying. The assumptions had been made on the Pay Award, which were made to be 2%.
- Member enquired about projected budget graph on page 31. With the support grant amount being better than expected would that alter the graph? Members were advised that it would in a sense that the gap in 2021 has changed. The Officer didn't

think that this trend would continue. It was advised that the national government budget in March would be important in terms of if it would mean a one year or a medium term budget for the UK and what that would mean for Welsh Government funding over the medium term. Based on Conservative manifestos, it highlighted that there would not be any extra funding going to Welsh Government however this could change in March.

- Should there be a change in the top line to look closer for 2022-23? It was advised that there would be a change, the graph will be updated in the Summer when plans are looked at, but is depended on some budget pressures we have. Newport are optimistic about the RSG Grant, but we need to be wary about both the grant and existing pressures.
- What was the cost of the external consultants? The Head of Finance advised the actual figure will be given to the committee.
- With a new government, is there a sign that austerity will end? The Head of Finance didn't think so, the public finances are static and are maybe getting slightly worse which is an issue. The Council's financial challenges are not just about funding, which is 75% coming from the grant, but also about cost pressures which include pay restraints being relaxed and demands from social care and children's costs.
- Members spoke of the importance of the budget process that residents need to get the message and what and why we are proposing. Recommendations from last year stated that Heads of Services and Cabinet Members should consult with target groups that are being affected by proposals. It was also added by a Member that there isn't much posting being made on the Council's social media about the budget. Members were firstly advised that there are quite a lot of postings being made online from the Council. It was then advised that in some service areas consultations with target groups have been made, and the budget consultation hasn't closed yet. At a recent public meeting there were representatives from sectors that are directly affected such as social care, and also groups such as GAVO. It was added that people did recognise why savings are needed to be made. Members were also advised that 15 people had attended this meeting, which was more than last year.
- Members discussed the addition of the consultant group to help spark new ideas for the budget process, and comment was made that this is the officer's job. Does the Head of Service think that it is wise to spend £30,000 of public money when the Council proposes to take money off children for bus passes, and are there any regrets in this? Members were advised that this was a process led by the Chief Executive Officer and sometimes help is needed to be brought in to help with capacity. If internal people are struggling to meet challenges, then sometimes you need to bring in external stimulus. On that basis, the Council had to. It was then advised that the funding for the consultant group came from reserves to support the cost of change and not from the Council budget.
- A Comment was made about the use of the Council social media for the consultation, that the last Facebook post made was on 10th January and the last Twitter post on 3rd January, since then nothing had been posted. Information regarding the consultation was posted on a local site and the feedback was that it was difficult to navigate, you click on the first link which one may think is the consultation but there is 50+ pages.

Additional comment was made in regards to the impact assessment, that it is crucial that we go to focused groups that are affected such as parents of children with bus passes. Members then wished to praise the work undertaken with the Youth Council.

- Members queried the Fairness and Equality Assessments, which was brought up in two sets of previous Scrutiny minutes. Had time run out to write the documents? The Officer advised that time ran out, however they have been published now as they needed more work. This has been a lesson learnt to make the quality better. It was then advised that the act is being looked into in April.
- Comment was made about the approachability of the budget, although it had been improved from last year it can be made better such as being more clear to find your way to the start page of the proposals. What are we doing to ensure the demographic and geographic spread from residents, some groups are being reached but some are being missed. Suggestion was then made if we could email residents that had agreed to communication from the Council from signing up to use My Newport. Members also asked for a comparison of responses for this year and last year.
The officer agreed that communication does need improvement however the teams are getting there. Work was undertaken on a year on year demographic and age spread so the service areas know which areas of consulting are likely to have less impact and have hard to reach groups. Members were advised that there are 4000 responses last year, which then had a flurry come through from groups, and also from both young and elderly from the bus WiFi. Councillors are also able to help during ward meetings with handing out paper surveys. It was also advised that there had been a technical problem with using email however we can't use email for purposes that people have agreed with when signing up to My Newport.
- Comment was made that the Communications Team should be looking all year round at new ways to engage with people but appreciate that it may be difficult. Suggestion was made that with proposals such as parking in Faulkner Road, the Project Team should look at best practice and start by looking at solutions, then consult with staff as currently proposals seem back to front. The Head of Finance advised that proposals are given a target based approach and ideally would like everyone to develop a medium term approach to planning such as what will services look like in three to five year. It was agreed that the challenge is to move into a different mode of thinking and is thought that a lot of the issues that are recommended would be dealt with having that approach. The Policy, Partnership and Involvement Manager added that to possibly make consultations better, a B and C option could be given.
- Members commented that Cabinet Member's responses and statement should be given to the committee, as the committee want to make clear what needs to be done next time. It was thought that more people will respond to consultations. Comment was then made that using consultancies can be of use to improve the way of working. Members then queried about council tax, was the whole planning based on a 1% increase of rates?
Members were advised that the service area went into the draft budget with a 1% increase in mind from the RSG, and will review future years but would need to wait until March's budget is announced. Today, because of Newport's population change we can be more optimistic for next year. This has been fed back to the Cabinet Members. It was also advised that the consultation was based on planning assumptions.
The Head of Finance then advised the committee of the increase of the living wage and social care contracts in which Cabinet will need to consider the cost pressure

issues and feedback from consultations. The living wage increase was only confirmed this month and the Fire Levy after the draft budget was made.

- Comment was made that the living wage increase will feed into the economy. Members were advised that from a budget viewpoint the Council will need to find more money.
- Members enquired if it would be possibly for schools to use their contacts database in order to do a wider consultation, or would the Council be able to email the schools links to the consultation to give to parents? Members were told that schools sign up to hear about news but only via My Newport, however can take suggestion to email schools with the link to give to parents, as schools have a much more successful social media.
- Are the bus surveys a satisfactory way to get meaningful data? It was advised that the bus surveys aren't complete surveys, the Council does try to reach people that previously couldn't be reached. It was then advised that when the Council does pre-budget work at events with general service users or Over 50s Days, a lot of people will say that they do not have an opinion on the budget, or it is too complicated. Some do not want to be selfish about commenting about services they don't know about.
- Query was made about page 30 of the report, putting £1.3 million into reserves for next year. The Head of Finance explained that our budget at the draft budget stage includes Private Finance Initiatives (PFI) that takes money each year. It was then advised how the Council emergency fund works, which is split into four groups to cove risks. When asked if we are comfortable with the savings, the Head of Finance advised that we shouldn't be complacent, £45 million of that is earmarked for the PFI which will be paid over 20 years. The reserve is important, not many councils have that. Enabling reserves allow us to fund capital to delivery key capital projects. 36.5 Million is the minimum what the Council requires. We have enough to cover risk, but if you dip into the big reserves then it can become a problem.
- Members enquired about the cuts in Universal Credit and how that may affect the budget. The Head of Finance advised that he doesn't have that information, Welsh Government is doing a review of the whole of Wales and how it interacts with other benefits in place. This will also be done on a national scale.
- Members queried the Council's current PFI's, such as the Southern Distributer Road. It was explained that rather than borrowing the money, an annual sum is paid each year for some else to maintain. It was advised that Welsh Government gave extra money to Newport for 20 years, so the spare money is to use for the second half of the PFI. The Council has sat on the funding but that is to pay for capital projects. Most of the Council's PFI's are quite negative in terms of cost. It was also advised that paying for a PFI ensures that they will be maintained properly by the companies and returned at a decent state.
- It was advised that the zero figure on 2022/2023 New budget Savings on page 33 will be updated with new figure.

The Chair thanked the officers for attending.

Conclusions:

The Committee wished to make the following comments and recommendations to the Cabinet:

- The Committee wished to highlight their disappointment with the lack of a four year strategic plan, and advised that it needs to be pushed further.
- The Committee recommended that the Fairness and Equality Impact Assessments need to be published sooner.
- The Committee commented that the proposal numbers, as shown from page 41 in the agenda, need to be changed.
- The Committee to highlight their concerns about the lack of consultations with staff for proposals such as Car Parking at Faulkner Road. Another example was that staff at the Information Station were unaware of the planned move to the Central Library. It was recommended that if a proposal will affect members of staff then they should be involved. Earlier engagement should also be made with affected groups.
- The Committee voiced satisfaction with the details contained in the business cases.
- The Committee wished to get comments from Cabinet Members about the feedback given from the Scrutiny committees.

The meeting ended at 11:50.



Scrutiny Report

Overview and Scrutiny Management Committee

Part 1

Date: March 2020

Subject **Strategic Equality Plan 2020-2024**

Author Overview and Scrutiny Officer

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

Invitee:	Area / Role / Subject
Tracy McKim	Policy, Partnership and Involvement Manager
Heather Powell	Connected Communities Manager

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked

1. To consider the Strategic Equality Plan 2020-2024 and assess how effective it will be in furthering and promoting equality across Newport.
2. To consider the Objectives included in the Strategic Equality Plan and whether these are appropriately focussed

2 Context

Background

- 2.1 The Equality Act 2010 brought together and replaced previous anti-discrimination laws with a single Act. The Act includes a public sector equality duty (the general duty), replacing the separate duties on race, disability and gender equality which came into force on the 5th April 2011. The aim of the general duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures that equality considerations are built into the design of policies and the delivery of services and that they are kept under review.

2.2 The general duty covers the following protected characteristics:

- Age
- Gender reassignment
- Sex
- Disability
- Marriage and civil partnership (in relation to employment only)
- Pregnancy and maternity
- Sexual orientation
- Race – including ethnic or national origin, colour or nationality
- Religion or belief – including lack of belief

2.3 Under the Equality Act (2010) the Council is required to publish a Strategic Equality Plan every 4 years, including a number of strategic equality objectives. The plan sets out six equality objectives for Newport City Council (each with a number of related outcomes and key actions that will contribute to those outcomes). The plan is for the next four years beginning in April 2020 and finishing in March 2024. This is the third Strategic Equality Plan and it builds on progress already made, whilst taking a more outcome-focused approach to delivery of clearly defined objectives. The objectives relate to Leadership and Governance, Access and Engagement, Representative Workforce, Community Cohesion, Learning Well and Independent Living.

2.4 Objectives should be developed through consideration of a listed body's work and activities, including employment, service delivery and policy development. This analysis should be informed by engagement with people that share protected characteristics, gathering and analysing information, and assessing equality impact. Engagement is a key opportunity to gather information about which areas of work may be of interest to people with particular protected characteristics.

2.5 The equality objectives in Newport City Council's plan were created by looking at the broad themes that have already been identified across the council's existing strategic documents, such as the Well-Being and Corporate Plans. In addition to this, key external documents like the Equality and Human Rights Commission's 'Is Wales Fairer?: The State of Human Rights and Equality' (2018) report, which provides a broad assessment of inequality in Wales were also considered. The objectives were also mapped against Welsh Government's strategic equality work, considering documents like their Nation of Sanctuary Plan, Hate Crime Framework for Action, and Action on Disability framework.

2.6 The equality objectives were also subject to a 6 week consultation period, providing opportunity for the public to consider our areas of proposed focus. Engagement was undertaken with people that share protected characteristics through focus groups with: Newport Access Group, Newport People First, Newport BAME Forum, Newport Youth Council and LGBTQ+ young people. A Consultation Report will be published alongside the Strategic Equality Plan, providing further detail on the methods and outcomes of engagement, links to wider council priorities, and how local and national evidence has informed the development of the objectives. An operational delivery plan will underpin the Strategic Equality Plan, setting out in detail the steps that will be taken to achieve the objectives. The delivery plan will be routinely reported on through the council's Strategic Equality Group (SEG), chaired by the Cabinet Member for Equalities and will also be the subject of the Strategic Equalities Annual Report.

3 Information Submitted to the Committee

3.1 Attached at Appendix 1 is the Strategic Equality Plan 2020-2024.

4. Suggested Areas of Focus

Role of the Committee

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

- Assess whether the Strategic Equality Plan 2020-2024 is easily understood and enables the Council to fulfil its Equality Duties
- Identify any barriers to effective implementation of the objectives
- Determine if the Committee would like to make a recommendation(s) to Cabinet on the draft Strategic Equality Plan 2020-2024

Section B – Supporting Information

5 Supporting Information

5.1 Include here background research that may help the Committee such as:

- CfPS guidance – check the [publications](#) or the [blog](#) list for relevant work
- Any relevant information from the [Data Unit](#)
- WG Guidance
- Equalities Act

5.2 These can be summarised and included within the body of the report, or linked for background reading.

6 Links to Council Policies and Priorities

- The Strategic Equality Plan 2020-2024 aligns with all Council priorities – in particular the Corporate Plan and 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

5 Ways of Working	Types of Questions to consider:
<p>Long-term</p> <p>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>How will the implementation of Plan enable the Council to deliver its Wellbeing Objectives? How will the Plan enable future Cabinets to set its Strategic Objectives and deliver longer term equality priorities for Newport?</p>
<p>Prevention</p> <p>Prevent problems occurring or getting worse.</p>	<p>How are Officers and Cabinet Members monitoring performance of outcomes ensuring pro-active action where there is under performing?</p> <p>How do you ensure Officers take responsibility and account for under performance?</p> <p>Are Officers and Members provided with timely and accurate reports of progress?</p> <p>How does the Council intend to demonstrate the outcome(s) of delivering against its objectives and how this benefits citizens, businesses and other stakeholders of Newport?</p>
<p>Integration</p> <p>Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>Is the plan integrated with other public bodies' wellbeing objectives?</p> <p>Does the plan consider the partnership working with other public bodies and its partners to deliver its objectives?</p>
<p>Collaboration</p> <p>Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>Has the Council considered the policies and procedures of other public, private and third sector organisations as part of this Plan's development?</p> <p>How have you collaborated with Finance, Human Resources in the development of this new Plan?</p>
<p>Involvement</p> <p>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>How will you ensure Officers across the Council embed the objectives set out in the Plan?</p> <p>Have you involved other key stakeholders outside of Scrutiny and Cabinet in the development of the Plan?</p> <p>How will you ensure the Plan is embedded into working practice?</p> <p>How as a Council are we ensuring we are consistently seeking the views of those who are impacted through the implementation of the Plan?</p>

8. Background Papers

Include all additional documents that are referenced in the report, and those that you have used as background reading. Hyperlink to online versions of them if available.

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)

- Newport's Well-Being Plan 2018-23.
- 'Is Wales Fairer?' – The state of equality and human rights 2018
- Nation of Sanctuary Plan.
- Hate Crime Framework for Action.
- Action on Disability framework.

Report Completed: February 2020

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Strategic
Equality Plan
2020-2024













ABOUT US

Newport is a coastal city with a rich industrial heritage; the authority covers a geographical area of just over 84 square miles. It has an urban hub with an extensive rural hinterland and is home to one of Wales' most diverse and multi-cultural populations. The authority is one of the largest employers in the local area with XX of our employees living within council boundaries.

Our mission at Newport City Council is simple; **to improve people's lives** and this means everyone, irrespective of your background or circumstances.

WHAT DOES NEWPORT LOOK LIKE?

	Population of: 147,769
	20% of the population is below the age of 16 (slightly higher than the Welsh average)
	51% of the city's population is female 49% of the city's population is male
	62.5% of the population is between the ages of 16 and 64 (slightly higher than the Welsh average)
	17.5% of the population is over the age of 65 (slightly lower than the Welsh average)
	10.1% of the population comes from Black and Minority Ethnic Groups (over double the Welsh average)
	1.7% of the population identifies as either Lesbian, Gay, or Bisexual
	17.3% of households in Newport are in material deprivation (slightly higher than the Welsh average)
	10.6% of the population self-identify as having a physical or mental condition which means their "day to day activities are limited a lot" (slightly lower than the Welsh average)
	The top three religions in the city are: Christianity (56.9%), No religion (29.7%) and Islam (4.7%)

ABOUT THIS STRATEGY

Under the Equality Act (2010), local authorities in Wales must publish a Strategic Equality Plan that sets out the objectives it wants to achieve over a four year period. These priorities are called “Equality Objectives”.

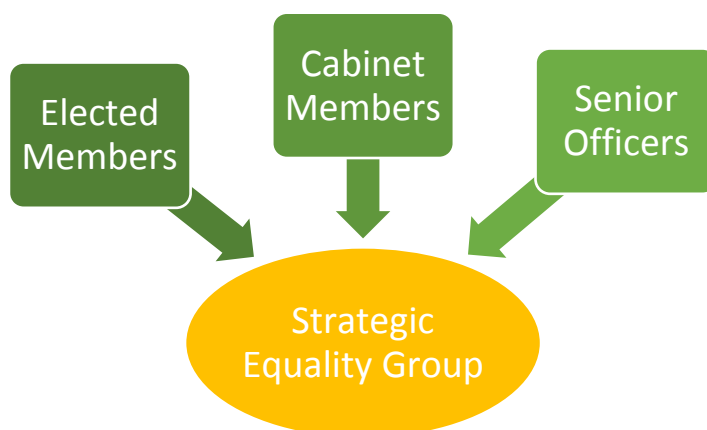
This strategic plan outlines Newport City Council’s priorities for furthering and promoting equality across the city. The strategy runs for four years, beginning in April 2020 and finishing in March 2024.

In this strategy we have tried to be explicit about how our equality objectives will make a real difference to how we deliver services, and to the lives of people in Newport. Within each objective we have identified clear outcomes we are working towards, and a number of actions that will contribute to us achieving those outcomes. You can also see which groups we believe will benefit most from our objectives.

HOW ARE WE GOING TO MONITOR THE STRATEGY?

This Strategic Equality Plan will be progressed through our “Strategic Equality Group” (SEG). This group is chaired by the Cabinet Member responsible for equalities and is also made up of other elected members and senior officers who are able to influence the way services are delivered by the authority.

The SEG will meet on a regular basis and each meeting will focus on the progress that is being made against our Equality Objectives.



As well as our ongoing work within the SEG, we will also publish annual reports which summarise the progress we have made as an authority against each Equality Objective. These will be compiled at the end of every financial year and are considered by our Scrutiny Committee before being presented to Cabinet and for publication.

You can read the annual reports from our previous strategic equality plans on our [website](#).

THE GENERAL DUTY

When making decisions and delivering services we must have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (protected characteristics are explained later in this report).
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

WHO IS PROTECTED UNDER THE EQUALITY ACT 2010?

It is against the law to discriminate against someone because of their protected characteristic(s). This is the term used in the Equality Act 2010 to identify the types of things that affect how people are treated and can mean people may experience discrimination.

Protected characteristics are:

- ▶ age
- ▶ disability
- ▶ gender reassignment
- ▶ religion or belief
- ▶ marriage and civil partnership
- ▶ sex
- ▶ sexual orientation
- ▶ race
- ▶ pregnancy and maternity

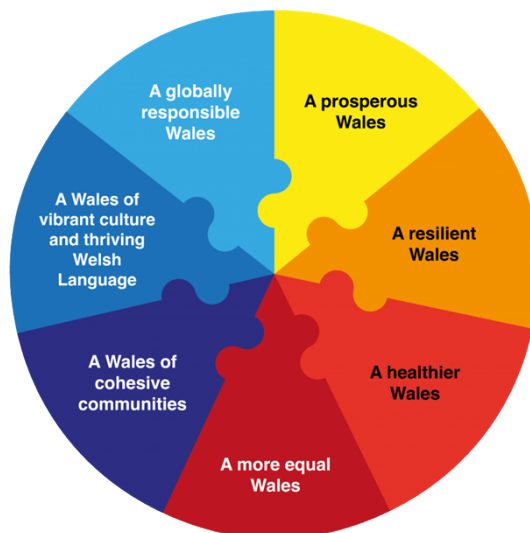
The Equality Act 2010 also says our Strategic Equality Plan should be explicit about how our plan relates to different protected characteristics. If our plan doesn't impact on a protected characteristic, the act asks us to explain why.

OTHER KEY DOCUMENTS

We have also tried to make sure that this strategy aligns with a number of other key council documents, as well as considering national research and priorities. These include:

- our Corporate Plan; which sets out our vision for council services
- The Equality and Human Rights Commission's "Is Wales Fairer? 2019 Review"; a document which outlines the key challenges we face in Wales in relation to the public sector
- the city's Well-being Plan: which sets out a vision for Newport that is shared by all public sector partners in the city

Our Wellbeing Plan is based on the 7 Wellbeing Goals that we have a duty to deliver under the Wellbeing of Future Generations (Wales) Act 2015. Those goals most relevant to this plan are 'a Wales of cohesive communities' and 'a more equal Wales'.



More information on how this plan links to other council priorities can be found within the accompanying SEP 2020-2024: Consultation Report.

OUR EQUALITY OBJECTIVES

1. LEADERSHIP, GOVERNANCE & INVOLVEMENT

“Newport City Council has strong leadership and clear governance around equality, ensuring robust monitoring processes and regular meaningful stakeholder engagement”

This Equality Objective focuses on the role that Newport City Council can play in promoting equalities, how we can put the equalities agenda at the heart of our decision making processes, and how we ensure that we are delivering against our commitments and involving local people in the decisions that affect them.

2. CUSTOMER SERVICE AND ACCESS

“Newport City Council’s services are accessible to everyone in Newport, providing services that are both inclusive and considerate of individual need”

This Equality Objective focuses on the degree to which the services delivered by the council are accessible to the public, it also focuses on how we consider the diverse needs of communities when designing new services or amending existing ones.

3. REPRESENTATIVE WORKFORCE

“Newport City Council has a workforce that represents the city and is a workplace with an inclusive culture which recruits, develops and retains staff”

This Equality Objective focuses on our staff, how we can be more representative of the communities we serve at every level throughout the organisation. It also focuses on how we can support staff in achieving their potential.

4. COMMUNITY COHESION

“Newport City Council promotes positive relationships between different communities, supporting integration and effectively identifying emerging community tensions”

This Equality Objective focuses on building communities that have shared values, where diversity is welcomed and embraced, and where people feel connected to the place that they live.

5. LEARN WELL

“Newport City Council supports the well-being and attainment of the city’s pupils, and actively looks to address any disparity in achievement of vulnerable learners”

This Equality Objective focuses on how we work with schools to support them in addressing areas of inequality that may exist between different groups. The objective has a particular focus on reducing gaps in attendance between different groups.

6. INDEPENDENT LIVING

Newport City Council contributes to the city being a great place to live, to grow older and live independently, and has in place a range of services that accommodates people in different situations

This Equality Objective focuses on how the authority can support people to live more independently, and how we can offer a greater variety housing-related support that is responsive to individual need.

ILLUSTRATED MAP OF NEWPORT WITH PICTORAL REPRESENTATION OF KEY DELIVERABLES

Equality Objective 1: Leadership, Governance & Involvement

Newport City Council has strong leadership and clear governance around equality, ensuring robust monitoring processes and regular meaningful stakeholder engagement

Outcome 1: Newport City Council is visibly committed to advancing equality for all

We will do this by:

- Delivering events and communications throughout the year relating to key dates, e.g. Black History Group, LGBT History Month, Deaf Awareness Week
- Supporting the role of our Member Champions for equality themes

Outcome 2: Decision-making effectively considers equality impact and is influenced by the diverse communities of Newport

We will do this by:

- Ensuring all managers receive Fairness and Equality Impact Assessment (FEIA) training
- Monitoring Protected Characteristics of participants in consultation activity, and analysing results based on demographics
- Updating our well-being profiles, which are used as evidence for decision making and design of services, to better reflect information we hold about communities across Newport
- Embedding Welsh Government's statutory guidance on the "Socio-economic duty" into council governance and strategic decision making processes
- Delivering recommendations for change to our processes made as part of the Council's Gypsy Roma Traveller 'health check'

Outcome 3: There is a clear governance structure in place to monitor equality performance across the organisation

We will do this by:

- Developing a Delivery Plan for our strategic equality work with clear performance indicators
- Working with our lead Cabinet Member for Equalities and Strategic Equality Group to review our governance arrangements and ensure they are fit for purpose
- Reviewing the service area plans which deliver against our corporate plan, ensuring each area incorporates an equality performance indicator
- Review all HR policies in line with our amended Equality Impact Assessment process.

Which protected characteristics will these outcomes most benefit?

We believe that improved leadership, governance and involvement will benefit all protected characteristics.

Equality Objective 2: Customer Service and Access

Newport City Council's services are accessible to everyone in Newport, providing services that are both inclusive and considerate of individual need

Outcome 1: We have a better understanding of the demographics of our service users, and reflect these in service design, removing barriers to access.

We will do this by:

- Utilising data to identify any under or over representation in people that access our frontline services
- Establishing a Disability Access Group to support the development of customer service provisions
- Running visits twice a year to the Contact Centre for communities who may be less confident in accessing services or making complaints
- Delivering diversity training on a regular basis to all of our customer services staff
- Reviewing accessibility of services for people that speak languages other than English or Welsh
- Effectively capturing language skills of staff across the organisation in order to best utilise these
- Ensuring our website and apps are compliant with new accessibility regulations

Outcome 2: Complaints relating to discrimination are managed in a way that ensures organisational learning

We will do this by:

- Sending all closed complaints a customer service experience questionnaire which includes demographic data for improved monitoring
- Introducing Equalities and Welsh Language Complaints data as standing agenda items on our Strategic Equalities Group and Welsh Language Implementation Group
- Delivering hate crime training to all of our customer services staff
- Signposting people who raise allegations of discrimination against the council to appropriate services
- Introducing a process review in response to any complaints of discrimination

Outcome 3: Through close partnership working with Newport Live barriers to accessing sports and leisure provision in the city will be reduced

We will do this by:

- Helping Newport Live to provide accessible opportunities for people to engage in Sports, Leisure, Art and Culture.
- Helping Newport Live achieve the Disability Sport Wales insport Gold award
- Promoting the availability of the Corporate Parent Membership card
- Supporting Education services to provide accessible School based Sport and Physical Activity Opportunities
-

Which protected characteristics will these outcomes most benefit?

We believe that an improved approach to customer service and access will benefit all protected characteristics.

Equality Objective 3: Representative Workforce

Newport City Council has a workforce that represents the city and is a workplace with an inclusive culture which recruits, develops and retains staff

Outcome 1: Staff with protected characteristics are proportionally represented at all levels throughout the organisation

We will do this by:

- Reviewing and improving the information collected on staff
- Mapping pay gaps by ethnicity and taking positive action to address any disparities
- Mapping pay gaps by disability and taking positive action to address any disparities
- Taking positive action to recruit and promote female staff into upper pay quartiles
- Actively promoting vacancies to underrepresented groups

Outcome 2: Diverse staff have a voice within the organisation, and are listened to

We will do this by:

- Establishing a BAME staff support network
- Establishing an LGBTQ+ staff support network
- Establish a disability staff support network
- Developing a transitioning in the workplace policy in partnership with LGBTQ+ staff

Outcome 3: The potential for unconscious bias in recruitment processes is recognised, and minimised

We will do this by:

- Removing all identifiable information from our paper applications, often referred to as a 'blind application processes'
- Reviewing access to training and development opportunities by protected characteristic
- Delivering Unconscious Bias training to staff undertaking interviews

Which protected characteristics will these outcomes most benefit?

While many of our actions will have a benefit for all protected characteristics, the actions highlighted above will have a particular positive impact against the protected characteristics of:

- Race
- Religion & Belief
- Sexual Orientation
- Gender Reassignment
- Disability

Equality Objective 4: Community Cohesion

Newport City Council promotes positive relationships between different communities, supporting integration and effectively identifying emerging community tensions

Outcome 1: Everyone living in Newport feels welcomed, and integration is supported by local communities

We will do this by:

- Developing an Integration Strategy for Newport focussing on refugees, asylum seekers and migrants
- Establishing a task force to support the delivery of our work as an Inclusive City, involving communities and key stakeholders
- Developing a Welcome to Newport App for new arrivals
- Working in partnership with locally funded services to support EU nationals to apply to the EUSS
- Working in partnership with our Youth Council and local LGBTQ+ people to develop a 'safe space' for LGBTQ+ people in Newport
- Resettling a further 7 families under the Home Office's UK Resettlement Scheme

Outcome 2: Community tensions are monitored and mitigated effectively

We will do this by:

- Developing a multi-agency mechanism to effectively monitor community tensions at the earliest stage
- Delivering Prevent update training to all schools in Newport, raising awareness of the risks of radicalisation and vulnerable groups
- Delivering training to community groups that empowers them to challenge and act on hate speech where they encounter it

Which protected characteristics will these outcomes most benefit?

While many of our actions will have a benefit for all protected characteristics, the actions highlighted above will have a particular impact against the protected characteristics of:

- Race
- Religion & Belief
- Sexual Orientation
- Gender Reassignment

Equality Objective 5: Learn Well

Newport City Council supports the well-being and attainment of the city's pupils, and actively looks to address any disparity in achievement of vulnerable learners

Outcome 1: There is greater parity in attendance and exclusion rates for all pupils in Newport

We will do this by:

- Mapping and reducing gaps in attendance and exclusion rates of BAME learners.
- Mapping and reducing gaps in attendance and exclusion rates of Additional Learning Needs (ALN) learners
- Mapping and reducing gaps in attainment rates of eFSM / non-FSM learners (students eligible for free school meals and those who are not)

Outcome 2: We have a better understanding of the challenges faced by potentially marginalised pupils

We will do this by:

- Working proactively with LGBTQ+ students via school councils and the youth council
- Developing a cross-organisational strategy for post-16 Education
- Monitoring and developing the rates of post-16 participation in Science, Technology, Engineering and Mathematics (STEM) subjects for vulnerable learners
- Tackling period poverty and distributing sanitary products into Newport Schools
- Improving our response to identity based bullying by embedding Welsh Government's 'Rights, Respect and Equality' anti-bullying guidance in our practices

Which protected characteristics will these outcomes most benefit?

This Equality Objective is likely to most benefit against the protected characteristics of:

- Race
- Disability
- Sex
- Sexual Orientation
- Gender Reassignment

Equality Objective 6: Independent Living

“Newport City Council contributes to the city being a great place to live, to grow older and live independently, and has in place a range of services that accommodates people in different situations”

Outcome 1: People are empowered to live in their own accommodation for longer

We will do this by:

- Delivering housing related support to adults with learning disabilities
- Providing dedicated housing related support aimed specifically at refugees
- Providing generic ‘in home support’ for lone parents via the LIFT project.
- Developing bespoke accommodation in partnership with Registered Social Landlords (RSL’s) for people with a range of different needs.

Outcome 2: People are empowered to play an active role in their local communities

We will do this by:

- Promoting independent living skills at an earlier age through closer working with local schools and the council’s Education team
- Providing a dedicated Community Connectors team that signposts people to services and activities delivered in their local communities
- Supporting adults with learning disabilities to access Welfare Benefit entitlements to better utilise their own financial resources and support their independence

Outcome 3: The city is responsive to the accommodation needs of victims of domestic abuse

We will do this by:

- Providing Refuge provision for victims of domestic violence, delivered in partnership with Women’s Aid and Llamau.
- Delivering a BAME specific women’s refuge and associated supported aimed at women fleeing domestic violence

Which protected characteristics will these outcomes most benefit?

This Equality Objective is likely to most benefit against the protected characteristics of:

- Race
- Disability
- Sex
- Age

This Equality Objective is also likely to make a positive contribution towards helping the authority consider socio-economic disadvantage.

TO FIND OUT MORE

This Strategic Equality Plan is designed to have a positive impact on the lives of everyone that lives in Newport. It presents an opportunity to build on achievements we have already made both as an employer and a service provider, as well as look to the future and identify new opportunities to reduce inequalities. If you would like further information on this plan or our equality work, please get in touch: equality@newport.gov.uk

This plan is available in Welsh and can be made available in other formats and languages.

Key Documents

Is Wales Fairer? The State of Equality and Human Rights 2018 (Available online:

<https://www.equalityhumanrights.com/sites/default/files/is-britain-fairer-2018-is-wales-fairer.pdf>)

Welsh Government: Strategic Equality Objectives 2020-2024 (Available online:

<https://gov.wales/sites/default/files/consultations/2019-09/strategic-equality-objectives-2020-2024-consultation.pdf>)

Newport City Council: Corporate Plan 2017-2022 (Available online:

<http://www.newport.gov.uk/documents/Council-and-Democracy/About-the-council/Corporate-Plan-2017-2022.pdf>)

Newport's Well-being Plan: 2018-2023 (Available online: <http://www.newport.gov.uk/documents/One-Newport/Local-Well-being-Plan-2018-23-English-Final.pdf>)

<http://www.newport.gov.uk/documents/Care-and-Support/Newport-Directory-of-Supporting-People-Services.pdf>



Scrutiny Report

Overview and Scrutiny Management Committee

Part 1

Date: March 2020

Subject Planning and Performance Policy and the Integrated Planning, Performance and Risk Framework

Author Overview and Scrutiny Officer

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

Invitee:	Area / Role / Subject
Rhys Cornwall	Head of People & Business Change
Tracy Mckim	Policy, Partnership and Involvement Manager
Paul Flint	Performance and Research Business Partner

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked

1. To consider the supporting Integrated Planning, Performance and Risk Framework and assess how effective it will be in bringing together these different functions and embedding them in a cohesive manner to underpin the delivery of strategic and operational objectives across the Council.
2. To consider the Planning and Performance Policy and assess the effectiveness of the Policy to ensure the Council is able to effectively plan and deliver against its Corporate Plan objectives and demonstrate continuous improvement in its performance.
3. Determine if the Committee would like to make any recommendation(s) or comments to Cabinet on the draft Framework and Policy.

2 Context

Background

- 2.1 The Planning and Performance Policy has been developed by the People & Business Change service area. It is an updated version to the Performance Management Strategy that was presented originally to the Overview & Scrutiny Committee in March 2018 with recommendations followed up in November 2019. The purpose of the Policy to ensure that the Council embeds a strong planning and performance culture where everyone is aware of their contribution towards the Council's Objectives and its mission statement to '*Improving People's Lives*'.
- 2.2 The Wellbeing of Future Generations Act 2015 set 7 Wellbeing Goals for all public bodies including Newport City Council to work sustainably towards in improving the social, economic, environmental and cultural wellbeing of Wales. To achieve these goals Newport City Council has set 4 Wellbeing Objectives in its Corporate Plan 2017-22:
1. To improve skills, education and employment opportunities.
 2. To promote economic growth and regeneration whilst protecting the environment.
 3. To enable people to be healthy, independent and resilient.
 4. To build cohesive and sustainable communities.

The objectives set in the Corporate Plan also contribute towards the Public Services Board 'One Newport' 4 Wellbeing objectives:

1. People have skills and opportunities to find suitable work and contribute to sustainable growth
 2. People feel good about living, working, visiting and investing in Newport.
 3. People and communities are friendly, confident and empowered to improve their wellbeing.
 4. Newport has healthy, safe and resilient environments.
- 2.3 In the last 18 months the Council has been reviewing its approach towards its corporate / service planning, performance monitoring and risk management. The Council has acknowledges that each of these functions (Planning, Performance and Risk) cannot happen in isolation and each one impacts on the other in the delivery of the Corporate Plan, service plans, team plans and individual performance. To address this, the Council has developed an Integrated Planning, Performance and Risk Framework which brings together these functions and demonstrates how they impact on the strategic and operational levels of Newport City Council.

To support the Framework 2 key policies have been drafted:

- The Planning and Performance Policy; and
- The Risk Management Policy.

As part of the Committee's terms of reference, the Risk Management Policy has been presented to the Audit Committee for comment and recommendations.

- 2.4 The Planning and Performance Policy sets out to be relevant to all employees of the Council and Members who contribute towards the delivery of the Council's vision through their day-to-day activities. The Policy sets out roles and responsibilities across the Council and how they contribute towards ensuring effective planning and performance arrangements are in place. Members should note that the Council's Finance and Human Resources teams are responsible for setting out the necessary operational policies and procedures in relation to Financial Planning and Personal Development requirements for these areas.

3 Information Submitted to the Committee

- 3.1 Attached at Appendix 1 is the Draft Integrated Planning, Performance and Risk Framework for consideration.

3.2 Attached at Appendix 2 is the Draft Planning and Performance Policy for consideration.

4 Suggested Areas of Focus

Role of the Committee

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

- Assess whether the Integrated Planning, Performance and Risk Management Framework is easily understood and enables the Council to deliver its objectives and deliver continuous improvement.
- Ensure the Planning and Performance Policy supports the overall scope of the proposed Framework and embeds effective performance management at all levels of the organisation.
- Establish whether there are any barriers to effective implementation and, if so, how Officers plan to overcome these in the implementation of the policies.
- Ensure that the role of the Scrutiny Committees within Planning and Performance Policy is clearly and accurately defined.
- Determine whether the Committee wishes to make any comments / recommendations to the Cabinet

Section B – Supporting Information

6 Links to Council Policies and Priorities

- Planning, performance and risk is linked to all Council activities, policies and priorities which supports the delivery of the Corporate Plan.

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

5 Ways of Working	Types of Questions to consider:
<p>Long-term</p> <p>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>How will the implementation of the Framework and the Policy enable the Council to deliver its Wellbeing Objectives?</p> <p>How will this Policy enable future Cabinets to set its Strategic Objectives and deliver longer term priorities for Newport?</p> <p>Will this Policy enable Councillors to effectively examine performance over a period of time and challenge longer term trends?</p>
<p>Prevention</p> <p>Prevent problems occurring or getting worse.</p>	<p>How are Officers and Cabinet Members monitoring performance within service areas and ensuring pro-active action where services are under performing.</p> <p>How do you ensure Officers take responsibility and account for under performance?</p> <p>Are Officers and Members provided with timely and accurate reports of service area performance?</p> <p>How does the Council intend to demonstrate the outcome(s) of delivering against its objectives and how this benefits citizens, businesses and other stakeholders of Newport?</p>
<p>Integration</p> <p>Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>How does Planning, Performance and Risk integrate together to demonstrate performance of Newport City Council?</p> <p>Are the Council's service plan objectives aligning to the Corporate Plan Wellbeing Objectives?</p> <p>Do the Council's service plans consider the partnership working with other public bodies and its partners to deliver its objectives?</p> <p>How is the Council demonstrating its contribution towards the Public Services Board Objectives?</p>
<p>Collaboration</p> <p>Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>Has the Council considered the policies and procedures of other public, private and third sector organisations as part of this Framework's development?</p> <p>How have you collaborated across all Council service areas in the development of this new Framework and Policy?</p>
<p>Involvement</p> <p>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>How will you ensure Officers across the Council embed the principles set out in the Framework and Policy?</p>

	<p>Have you involved other key stakeholders outside of Scrutiny and Cabinet in the development of the Framework and Policy?</p> <p>How will you ensure the Framework and Policy are embedded into working practice?</p> <p>How as a Council are we ensuring we are consistently seeking the views of those who are impacted through the implementation of the policy/framework?</p> <p>In the development of the service plans and future Corporate Plans, is the Council involving representatives from its diverse communities?</p>
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8. Background Papers

- [Public Services Board 'One Newport' Wellbeing Plan 2018-23](#)
- [Newport City Council Corporate Plan 2017-22](#)
- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Audit Committee 29th January 2020](#)

Report Completed: March 2020

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Newport City Council DRAFT Planning and Performance Management Policy 2019-22

Version 0.5

Introduction and background

The aim of this policy is to embed a strong planning and performance culture where everyone is aware of their contribution towards the council's vision - *Improving People's Lives*. Newport City Council is responsible for delivering over 800 services both statutory and non-statutory to residents, businesses and other service users. The Council's Corporate Plan 2017 – 2022 has set 4 Wellbeing Objectives and 4 Corporate Themes that aim to achieve the Council's vision.

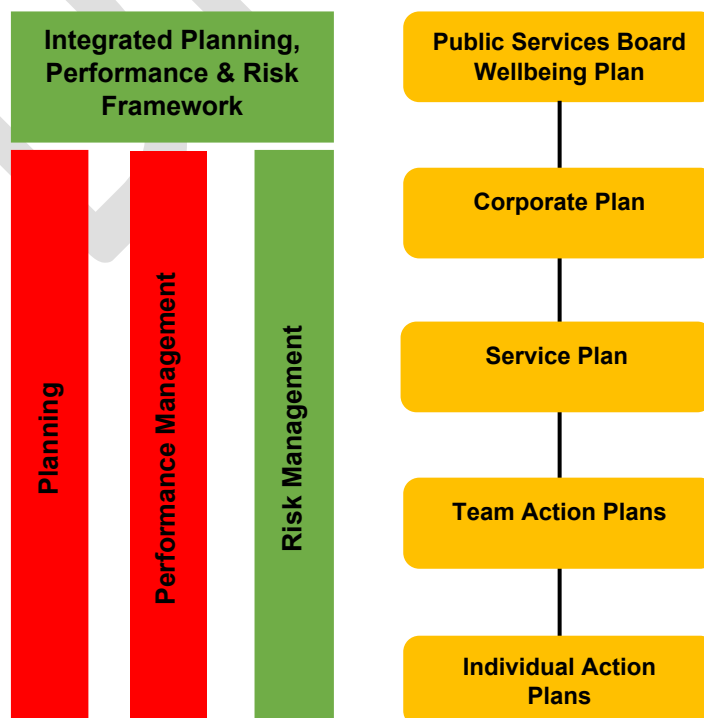
The [Well-being of Future Generations \(Wales\) Act 2015](#) requires all public bodies including Newport City Council to think about the long term impacts of our decisions. The Act is about sustainable development to improve the social, economic, environmental and cultural wellbeing of Wales. The One Newport Public Services Board has developed a Wellbeing Plan for 2018-23 with 5 Interventions to support the 7 Wellbeing Goals set in the Act. To support the delivery of our objectives and the decisions we make the Council is required to consider the 5 Ways of Working principles below:



Integrated Planning, Performance and Risk Management Framework

The Integrated Planning, Performance, and Risk Management Framework recognises that in order for us to achieve our objectives we need to have a culture that is able to effectively plan, be able to demonstrate clear outcomes that benefits our stakeholders, and also be resilient to the opportunities and risks that we encounter. These 3 pillars of planning, performance and risk are essential and should be interwoven into our decision making at every level of the organisation.

The diagram below sets out how the Framework and supporting policies support the key strategic and operational levels in Newport Council.



Strategic, Operational and Individual Planning

An essential foundation of effective performance management is planning. As defined in the diagram above, effective planning needs to be undertaken at all levels of the organisation whether it is delivering Corporate Plan Wellbeing objectives, projects, Service Plan objectives or individual objectives.

Corporate Plan

This sets out the Council's strategic vision, Wellbeing Objectives and priorities for delivery. This is commonly set over a 5-year period by the Council's Cabinet administration and also supports the delivery of the Public Services Board Wellbeing Plan.

Service Plan

Sets out what each service area is going to deliver over the year to achieve objectives and priorities that are set out in the Council's Corporate Plan. This will include actions and performance measures that are aligned to the Corporate Plan objectives.

Team Action Plans

Sets out individual team actions that will support the service plans. This may include specific actions and performance measures aligned to the service plan objectives.

Individual Action Plans

Sets out individual members of staff objectives and actions that support the delivery of service plans and team plan objectives.

For the Council to develop effective plans that provide a clear understanding of the direction and alignment to the Council's Corporate Plan, it is necessary to consider:

1. **Need** - What is the need of our customers, communities, legislative and regulatory requirements (5 Ways of Working: Long Term / Collaboration / Prevention / Integration / Involvement);
2. **Objective(s)** – How do our objective(s) support and impact on the needs identified (SMART). How will we measure the success and impact on delivering our objective(s)?
3. **Resources** – Do we have the resources e.g. staffing (capacity / capability), Finance (revenue, capital, grants) to deliver our objectives. How does that affect our targets?
4. **Risks** – What are the risks that might prevent us from achieving our objectives? Are these captured in the risk management system?
5. **Plans** – What actions are required to deliver our objectives? Who will lead on the delivery of the action? How long will the action(s) take to deliver?
6. **Review** – This is linked to performance management (see below) and monitoring of performance every quarter.
7. **Revise** – Revise action plans (amend / add new actions) to deliver objectives.

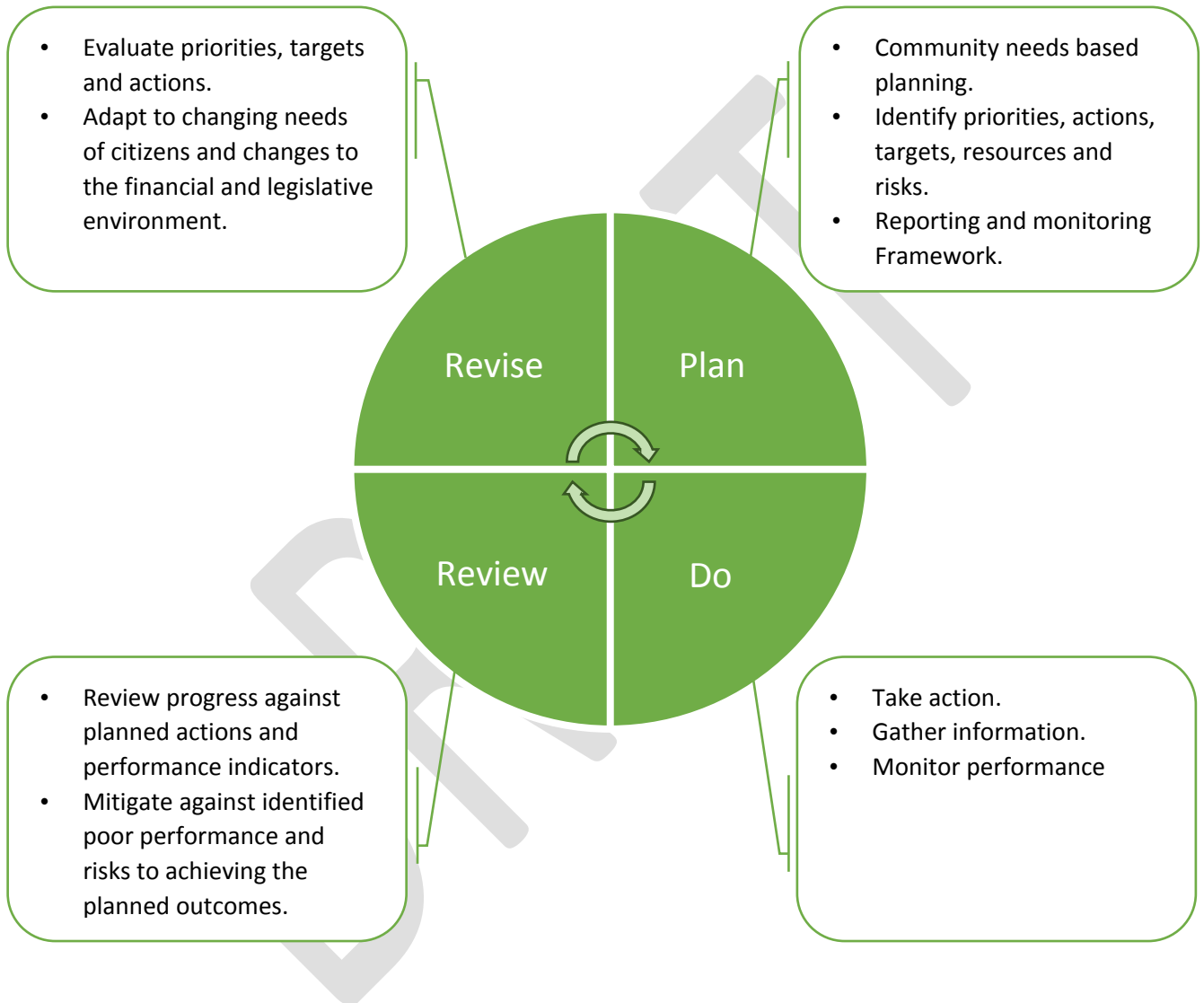
Financial Planning

The Council's Finance Service is responsible for supporting service areas and managers and to safeguard the resources of the Council. Every year the Council sets the budget and the Medium Term Savings Plan. As part of the service planning cycle it is crucial that you:

- Get to know your Finance Business Partner and to talk to them for financial advice and before starting any project.
- Own and understand your budget and cost drivers by completing your monthly updates and speaking with your business partners.
- Don't commit unless you have the spend within your budget.
- Be aware and manage your risks.
- Comply with Contract Standing Orders, Financial Regulations and Procurement policy.

What is performance management?

Planning and performance are intrinsically linked and are key to enable the Council to achieve its vision. In the delivery of the Council's objectives (corporate / service / team / individual) it is important that we are able to translate these into tangible actions and measures which are able to demonstrate how well we are succeeding and their impact on the services, customers (internal / external), communities and other stakeholders that are involved in the Council. For our performance we have adopted the industry standard of Plan – Do – Review – Revise (see diagram below)



This approach is relevant to all of the actions and decisions made at every level in the Council. All service areas are expected to have a service plan that have clear objectives and actions that enable the Council to achieve its Corporate Plan (Wellbeing Objectives) as well as deliver on specific activities that support the needs of its customers / users, enable compliance with legislation and/or regulation and improve the effectiveness and efficiency of our resources and assets. These may also translate to specific team action plans (where applicable) and individual performance objectives.

To support this process, the Council uses the Management Information (MI) Hub to monitor and report on progress against the delivery of the service plans and their associated performance measures and risks.

For individual performance monitoring, it is necessary for officers to have set objectives and actions that are aligned to service plan and team plan objectives / actions. These performance plans help support teams deliver their objectives and should enable officers to identify opportunities for development and/or improvement in their performance. For corporate based staff, the Council uses the Clear Review system to

set and monitor performance. For non-corporate based services delivered by the Council e.g. care homes, front-line staff and schools etc., specific performance plans and monitoring arrangements agreed by the relevant manager should be in place. The Council's Human Resource team can be contacted for more information on Personal Development of Newport City Council's employees at the following email: human.resources@newport.gov.uk.

Planning & Performance Governance inc. roles and responsibilities

The Council's Constitution sets out how planning, performance and risk is managed in Newport City Council. These processes should be known at all levels of the organisations and it is important to have plans that align from the Wellbeing Plan to individual plans (and vice versa). The table below outlines the roles and responsibilities which each level, internal /external partners and regulators have in monitoring, reporting and providing assurance over the delivery of our objectives and actions. Roles and responsibilities relating to risk management are outlined in the Risk Management Policy.

Role	Planning Responsibility	Performance Responsibility
Council	<ul style="list-style-type: none"> Approving the strategies and plans included in the Policy Framework e.g. PSB Wellbeing Plan (1 of 4 statutory bodies) and the Council's Corporate Plan. Approval of the Council's budget and final accounts. 	Not Applicable.
Cabinet	<ul style="list-style-type: none"> To agree operational strategies and policies within the Council's Policy Framework e.g. Corporate Plan. 	<ul style="list-style-type: none"> To agree performance management frameworks and procedures. To regularly monitor (6 monthly) the overall performance and risk of the Council and progress of delivery against the Corporate Plan. To monitor and any action taken in relation to management or performance information. Take into account observations and recommendations from the Council's performance scrutiny committees.
Cabinet Member	<ul style="list-style-type: none"> Approving any policy or policy documents relating to their portfolio including service plans. 	<ul style="list-style-type: none"> To monitor performance (quarterly) against service plans including finance, performance measures and risks within their portfolio and to determine any actions arising. To challenge poor performance and promote good performance within their portfolio. Oversight of progress made against recommendations from Internal Audit and external regulators.
Overview and Scrutiny Management Committee	<ul style="list-style-type: none"> Consultation on corporate strategies, plans and frameworks including the Corporate Plan, Corporate Annual Report and Director of Social Services Annual Report 	<ul style="list-style-type: none"> To hold the Council's executive (Cabinet) to account. Monitor the performance and success of services and outcomes of policies. Coordinate the programme for the Performance Scrutiny Committees and implementation of the work programme.
Performance Scrutiny Committee – Partnership	<ul style="list-style-type: none"> Contribute towards the Public Services Board (PSB) Wellbeing Plan by way of pre-decision scrutiny. 	<ul style="list-style-type: none"> Holding the PSB to account for their performance. Monitor the performance of the PSB against partnership plans and priorities every quarter. Monitor the implementation of any recommendations and actions made to the PSB.
Performance Scrutiny	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Holding the executive to account for its performance including finance within the People Directorate (Education, Children's and Adult Services).

Role	Planning Responsibility	Performance Responsibility
Committee – People		<ul style="list-style-type: none"> Monitoring of performance of service plans and their contribution towards the overall Corporate Plan (6 monthly). Challenging areas of poor performance and promoting good performance. Receive external regulatory reports for People Directorate and assurances of delivery against recommendations and proposals for improvement.
Performance Scrutiny Committee – Place & Corporate	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Holding the executive to account for its performance including finance within the Place & Corporate Directorate (People & Business Change, Finance, Law & Regulation, Regeneration Investment & Housing and City Services). Monitoring of performance of service plans and their contribution towards the overall Corporate Plan (6 monthly). Challenging areas of poor performance and promoting good performance. Receive external regulatory reports for Place & Corporate Directorate and assurances of delivery against recommendations and proposals for improvement.
Audit Committee	<ul style="list-style-type: none"> To review and approve the annual programme for internal audits, audit priorities and effectiveness of the programme to provide adequate assurance in respect of the Council's main business risks. 	<ul style="list-style-type: none"> Making reports and recommendations to the authority on the adequacy and effectiveness of risk management, internal control and corporate governance arrangements. To receive and approve the Council's Annual Statement of Accounts in accordance with the Accounts and Audit Regulations.
Public Services Board	<ul style="list-style-type: none"> Prepare, consult and deliver the local Wellbeing Plan. 	<ul style="list-style-type: none"> Monitor and report on the delivery of the local Wellbeing Plan holding partners to account on poor performance and promoting good performance.
Senior Leadership Team	<ul style="list-style-type: none"> Control service budgets within overall agreed limits and subject to the strategies, policies objectives and targets agreed by the Council. Ensure service areas have set strategies, policies and plans that support the overall delivery of the Council's Corporate Plan. 	<ul style="list-style-type: none"> Hold Heads of Service to account over performance, challenging poor performance, promoting good performance and determining appropriate action(s).
Chief Executive	<ul style="list-style-type: none"> Determine the framework for Service Plans by each Service Head. 	<ul style="list-style-type: none"> Holds all Chief Officers to account for their decisions and performance of their services. To determine methods of monitoring and activities in relation to performance management of the Council's staff.
Directors	<ul style="list-style-type: none"> Deliver care and support services which discharge the Council's social services functions and meet the Council's wellbeing objectives. Determine matters relating to operational plans and finance 	<ul style="list-style-type: none"> Ensuring that strong performance management arrangements are in place across social services, and reporting at a corporate level and to members on the authority's performance in respect of these. Director of People – to report annually on the performance, risks and plans for improvement of Social Services functions.
Corporate Management Team	<ul style="list-style-type: none"> To deliver the framework for service plans as directed by the Chief Executive. Oversight on the delivery of project plans. 	<ul style="list-style-type: none"> To monitor service area performance and risk every quarter and to address any significant issues and/or actions.

Role	Planning Responsibility	Performance Responsibility
		<ul style="list-style-type: none"> • Agreeing performance targets for the Council to ensure continuous improvement of the Council's services. • To monitor the performance of corporate programmes and projects and to address any significant issues and/or actions.
Heads of Service	<ul style="list-style-type: none"> • Directing and oversight over the setting service plan objectives and actions for their service area. • Agreeing performance measures that support the delivery of their service plan objectives. • Agreeing and oversight of risks that prevent the delivery of the service plan and corporate objectives. • Oversight of Project Management 	<ul style="list-style-type: none"> • Accountable for performance and achievement of planned objectives / actions in their service area. • Responsible for keeping Directors and relevant Cabinet Members up-to-date with performance matters. • Sharing success stories and sharing best practice with others. • Responsible for addressing poor performance and mitigating negative outcomes. • Identify and escalate risks that will impact the delivery of the service plan and/or corporate plan objectives. • Responsible for implementing and updating action plans to address the regulators recommendations and proposals for improvement.
Service Management Team / service Managers	<ul style="list-style-type: none"> • Supporting Heads of Service in the setting of service plan objectives and actions. • Identifying performance measures and targets that are aligned to delivery of service plan and corporate objectives. • Set team plans and actions aligned to service plan objectives. • Ensure resources (Financial / Human) are able to support the delivery of the Corporate Plan and service plan objectives. 	<ul style="list-style-type: none"> • Providing regular updates on the progress of delivery against service plan objectives / actions. • To raise areas of poor performance and implementing mitigating actions to improve performance. • Share success stories and areas of good performance in teams. • Identify and escalate risks that could impact on the delivery of the service plan or corporate plan. • Ensure budgets and finances are able to support the delivery of the service plans and Corporate Plan objectives.
All employees	<ul style="list-style-type: none"> • Set objectives in their personal performance plan that support the delivery of objectives in Service / Team. • Understand and contribute towards the objectives and actions set in the Corporate Plan and service plans. 	<ul style="list-style-type: none"> • Regularly monitoring performance against objectives and actions set in their own personal performance plan. • Support and provide information to service / team managers on delivery actions set in service / team plans. • Where applicable ensure performance data is accurately produced and submitted in a timely manner. • Support the delivery of actions identified through internal / external reviews of service area performance.
Performance & Research Business Partner	<ul style="list-style-type: none"> • Support Cabinet / Senior Leadership in the development of the Corporate Plan and service plans. • Support the development of necessary policies and procedures that support the Planning, Performance and Risk Management Framework. • Where applicable, support external regulatory reviews e.g. WAO, CIW and/or Estyn. 	<ul style="list-style-type: none"> • Support and prepare service area's quarterly update of their performance. • Support and draft the Council's annual review of performance against the delivery of the Corporate Plan. • Support and monitor the delivery of performance against external regulatory reviews. • Ensure mechanisms are effective in providing accurate and timely performance measures.

Role	Planning Responsibility	Performance Responsibility
	<ul style="list-style-type: none"> • Provide advice, guidance and where applicable support planning, performance risk. • Support Newport Intelligence Hub in the maintenance and administration of the performance management system. 	<ul style="list-style-type: none"> •
Finance Business Partners	<ul style="list-style-type: none"> • Support Budget holders (Directors / Head of Service / Team Managers) in the planning and setting of budgets. • Support service areas in the financial proposals of programmes and projects. • 	<ul style="list-style-type: none"> • Support and challenge (where necessary) budget holders in the monthly monitoring of their budgets. • Ensure resources (finance / human) are able to support the delivery of the service plans and corporate plans. • To highlight and escalate risk areas that could impact on the delivery of the corporate plan / service plans.
Internal Audit	Not Applicable	<ul style="list-style-type: none"> • Provide assurance on the effectiveness of the performance and risk management policy and processes. • Follow up of recommendations and management actions.
Wales Audit Office / External Regulators	<ul style="list-style-type: none"> • Provide assurance on how the Council manages and spend public money on the delivery of services and the Council's Corporate Plan. • Provide assurance that the Council is delivering services in accordance with statutory legislation and regulation. 	<ul style="list-style-type: none"> • Assurance over the financial reporting and use of resources • Risk based performance audits on the delivery of services and compliance with legislation / regulation. • Regulatory reviews of statutory functions and services to ensure compliance with legislation and regulation. • Follow up of recommendations / proposals for improvement.

Performance Data / Data Quality

Newport City Council uses and accesses many different systems to plan, monitor and report on the delivery of services and activities. To support effective decision making and utilising effectively the 5 ways of working principles (Wellbeing of Future Generations Act) at every level of the Council it is vital that all of this information is founded on high quality, reliable and timely data. Not having access to this information and data can lead to decisions that are unsound, impacts on the reputation of the Council and can lead to further disciplinary and/or financial action.

All employees of the Council have a duty to ensure that the information collected, stored, reported and shared meets the requirements of the Data Protection Act 2018. That same data which is used to produce performance measures / indicators, financial budgets and reports, service plan actions and risks also has to meet these requirements.

To ensure a corporate approach is adopted, the Council has developed **a Data Quality Protocol** that outlines the requirements of maintaining high quality data and producing accurate and timely performance information. All employees that are responsible for the administration, interrogation and reporting from these systems should be aware of the requirements set out in the Protocol.

Each service area is also required to ensure effective quality assurance processes are in place to record, validate and check the data before it is submitted onto the Council's Management Information Hub and/or external organisations such as Data Cymru (WLGA), Welsh Government and others.

Links to other Corporate Policies

Integrated Planning, Performance and Risk Management Framework

Risk Management Policy

Finance Policies / Procedures (To be Confirmed)

HR Policies / Procedures (To be Confirmed)

Key Contacts

Rhys Cornwall, Head of People & Business Change

Meirion Rushworth, Head of Finance and Section 151 Officer

Tracy McKim, Policy, Performance & Involvement Manager

Rachael Davies, Human Resources Manager

Paul Flint, Performance & Research Business Partner

Owen James, Assistant Head of Finance

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Draft Integrated Planning Performance & Risk Framework

Version 0.2

Introduction

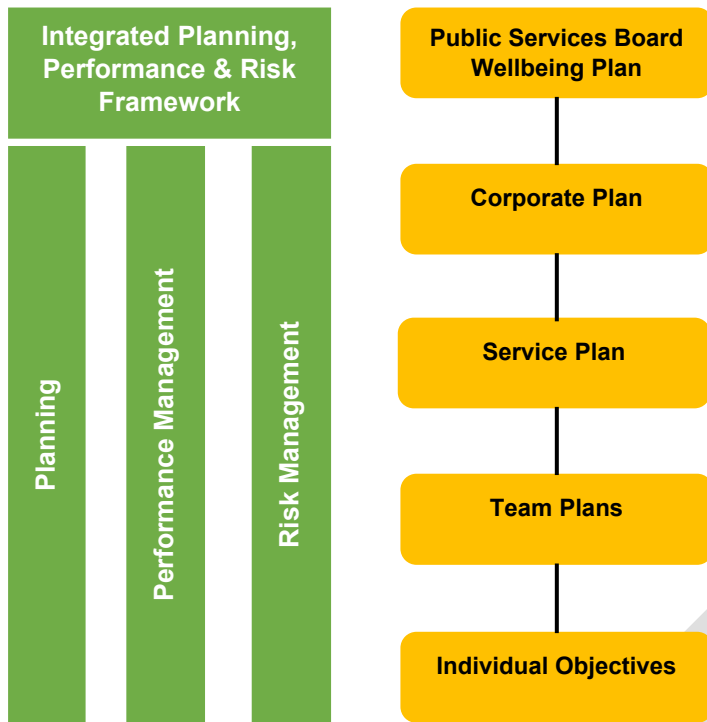
Newport City Council is responsible for delivering over 800 different services both statutory and non-statutory to residents, businesses and other service users. We face complex and wide ranging challenges that are externally driven e.g. Welsh Government and some that are driven more locally through local needs and priorities in the City. To be able to manage these effectively throughout the organisation it is critical for the Council to take an integrated approach in our planning, performance and risk management.

The [Wellbeing of Future Generations \(Wales\) Act 2015](#) requires all public bodies in Wales including Newport City Council to think about the long term impacts of our decisions. The Act is about sustainable development to improve the social, economic, environmental and cultural wellbeing of Wales. To do this Newport Council is required to set and publish Wellbeing Objectives that maximise our contribution to each of the wellbeing goals and taking reasonable steps to meet these objectives. Also, in the decisions that we make we are required to consider the 5 ways of working principles:



Purpose of the Framework

The Integrated Planning, Performance, and Risk Management Framework recognises that in order for us to achieve our objectives, organisation's culture should effectively plan, be able to demonstrate clear outcomes that benefits our stakeholders and also be resilient to the opportunities and risks that we encounter. These 3 pillars of planning, performance and risk are essential and should be interwoven into our decision making at every level of the organisation. The diagram below sets out how the framework supports key strategic and operational levels in Newport Council.



To support this Framework we have developed 2 key policies for the Newport City Council:

1. Planning and Performance Management Policy
2. Risk Management Policy

Both of these policies will be supported by procedure and guidance documentation that will enable all levels of the organisation to effectively manage planning, performance and risk.

Planning and Performance Management Policy

The delivery of the Council’s current Corporate Plan 2017-22 and future plans cannot be delivered in isolation as the diagram above demonstrates. The Wellbeing Objectives in the Corporate Plan support the Public Service Board ‘One Newport’ Wellbeing Plan. The objectives and actions from Service Plans, Team Plans (where applicable) and individual performance support the overall delivery of the Corporate Plan and Wellbeing Plan.

The corporate (strategic) planning process sets out the long term vision (5 to 25 years) for the Council to help identify a range of Wellbeing strategies that will enable sustainable development; support the needs of our communities, businesses and visitors; meet our medium term financial strategy; and deliver our statutory and non-statutory duties. The strategic planning processes should be seen as an iterative process that is able to meet our long term aims but is also able to be refreshed to reflect external and internal challenges. This is why the Council will set 3 to 5 year plans that are reviewed annually.

To support the strategic plan and objectives, the Council also has a transformational programme and projects that enables the Council to deliver its cross cutting work. These are delivered through the Council’s Business Improvement Team who support the service areas in this process.

The 8 service areas are responsible for delivering their service plan. These are aligned with the Corporate Plan and Wellbeing Objectives. Service plans focus on actions and performance measures that support the delivery of the Corporate Plan. These also consider the financial and non-financial resources such as budgets and workforce planning. Team plans may also be used to support the delivery of specific objectives contained in the service plan.

Strategic / Operational Performance Management

To support and monitor the delivery of the Corporate Plan, service plans and their objectives it is important to have financial and non-financial measures that enables the Council to make effective and timely decisions. The

Council's Finance Service is responsible for supporting service areas to manage their budgets with the Council's Human Resources team to support the service areas to manage their workforce capacity and capability.

For non-financial performance the Council's Policy, Partnership and Involvement team support the Council's service areas to monitor progress against their service plans and performance measures. The Council has 3 sets of performance measures: National (Public Accountability Measures / Social Services Performance Measures); Local (Council set performance indicators) and Management Information (Indicators to support monitoring of a service and/or function).

Individual Performance

All individual members of staff are expected to set their own objectives which are aligned with the objectives of the service plans and Corporate Plan as well as their own personal development objectives. The Council's Human Resource policies and procedures manage this process.

Overview of Risk Management and the Risk Management Policy

Opportunity and risk is part of everything that we do in Newport Council. Risk is simply an expression of uncertainty that could affect and impact our ability to achieve our objectives set in the Corporate Plan and service plans. The **Council's Risk Management Policy** sets out our approach to managing opportunities and risks in the Council and has incorporated a risk appetite statement that of the Council's Cabinet and Senior Leadership Team.

Contact and Further Information.

For further information on the following disciplines set out in this document please contact:

Rhys Cornwall – Head of People and Business Change

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Owen James – Assistant Head of Finance

Tracy McKim – Policy Partnership and Involvement Manager

Shaun Powell – Newport Intelligence Hub Manager

Paul Flint – Performance and Research Business Partner