

Agenda



Performance Scrutiny Committee - Place and Corporate

Date: Monday, 4 November 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 Apologies
- 2 Declaration of Interests
- 3 Minutes of the Previous Meeting (Pages 3 - 10)
- 4 Service Plan Mid-Year Reviews 2019-20 (Pages 11 - 76)
 - a) Finance
 - b) People and Business Change
 - c) Regeneration Investment and Housing
- 5 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.
- 6 Scrutiny Adviser Reports (Pages 77 - 86)
 - a) Forward Work Programme Update (**Appendix 1**)
 - b) Action Sheet (**Appendix 2**)

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Minutes



Performance Scrutiny Committee - Place and Corporate

Date: 2 September 2019

Time: 4.00 pm

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

In Attendance: Steve Davies (Area Manager West and Strategic), Silvia Gonzalez-Lopez (Waste Recycling Strategy Manager), Tracy McKim (Partnership Policy & Involvement Manager) and Meryl Lawrence (Scrutiny Adviser)

Apologies: Councillors G Berry, J Clarke, K Critchley and D Williams

1 Declarations of Interest

None.

2 Minutes of the Meetings held on 10 and 24 June 2019

The Minutes of the meetings held on 10 and 24 June 2019 were **approved** as a true and accurate record.

3 Recommendations Monitoring - Budget Proposals 2019-20

Apologies from the Strategic Director – Place, the Head of City Services and the Head of People and Business Change were passed to the Committee, as the Officers were unable to attend the Committee meeting.

City Services

Attendee:

- Steve Davies (Senior Strategy Manager, City Services.)

The Senior Strategy Manager, City Services presented a brief overview to the Committee and highlighted the key areas for consideration as follows:

- **CS1920/06 - Refuse Collection – Review of Charging for Waste Special Collections**
Projection that saving would be achieved.
- **CS1920/07 – Off Street Parking – Changes to Council Parking Charges**
Projection that full saving would be achieved.
- **CS1920/08 – Customer Services – Reduction in Customer Services Operating Hours – Information Station only**
Full saving had been achieved.
- **CS1920/10 – Introduce Parking Charges within Tredegar Park and Fourteen Locks**

- It was anticipated that the full saving would not be achieved in Year 1 because of the unavoidable delay due to the statutory consultation process for traffic orders.

Members asked the following:

CS1920/06 - Refuse Collection – Review of Charging for Waste Special Collections

- A Member referred to the statement on page 21: *“There has been no increase in the tonnage of reported fly tipping across the city between April and June when compared to the same period in 2018”* and queried whether there had been an increase in fly tipping incidents. Members were advised that the service area monitored the tonnage of waste, which could have variations month to month. Fly tipping could also vary seasonally, reports were recorded, and the information could be provided to Members however, there had not been an increase in fly tipping.
- A Member referred to the smaller refuse bins, which had increased recycling and asked if the officers could provide ward-by-ward analysis of recycling amounts, so hotspots could be identified and wards that were struggling could have more resources to help them to recycle. Members were advised that the total weight of recycling was collated by recycling round, and it would be difficult to match up to Wards.
- A Member enquired how CCTV and camera investment for fly tipping hotspots were progressing. Members were advised that there was a Capital bid to purchase and Officers would be meeting with the Procurement team this week, so should be ready after the tender process.
- A Member asked if within the budget, there was enough resources to enforce fly tipping. Members were advised that there were resources, however, it was difficult to prosecute without either evidence being found in the waste, or a signed witness statement obtained as evidence. Fly tipping usually came from commercial origins who were careful not to leave any evidence behind, so successful prosecution numbers were quite low.
- A Member referred to properties with no front gardens where recycling and bins were sometimes overflowing and litter could be left behind after collection, and asked would there be anything in the budget to clean pavements. Members were advised that bin usage was monitored, any excess produced by the residents had to be dealt with themselves, however it was appreciated that when bins are clustered some waste could be left. If the crew could not source where the rubbish has come from, it would eventually be collected and when issues were known, the team could act.
- A Member asked whether Officers were concerned about extra costs. Members were advised that they were, and that was why engagement work was so important, however, there were funds in the budget for residents who needed additional support managing their refuse and recycling.
- A Member asked whether the response from the public upon Special Collections had been monitored. Members were advised that the income received and the tonnage of items collected items was being monitored.

CS1920/07 – Off Street Parking – Changes to Council Parking Charges

- A Member referred to the statement on page 22: *“Any shortfall incurred through Council’s decision to delay resident permits implementation until 1st July will be accommodated within existing City Services revenue budgets”* and asked from which budgets any shortfall would be absorbed. Members were advised that any shortfall would be accommodated from the existing parking budget.

- A Member referred to the implications upon providing the service of a 130% increase in parking permit applications since April 2019 and asked whether it had been taken into account in the budget. The Officer confirmed that the income from the Permits covered the administration of the service and the Contact Centre would accommodate.

CS1920/08 – Customer Services – Reduction in Customer Services Operating Hours – Information Station only

- A Member referred to the closing of the Information Station on Wednesdays which had caused an increase to the average waiting time for face-to-face services to within 23 minutes, and asked whether this was acceptable. It was confirmed that the average wait time reported was still within the service level agreement. Members asked whether the call wait times had also increased. It was advised that this information could be provided to Members.

CS1920/10 – Introduce Parking Charges within Tredegar Park and Fourteen Locks

- A Member referred to the proposed saving not being met in Year 1 and the ample parking in streets available near Fourteen Locks and asked if the saving cannot be achieved, would it be better to not proceed with charges. Members were advised that the service area was unable to realise the full saving because of the unavoidable delay due to the statutory consultation process for the traffic order.

The Chair thanked the Officer for attending.

People and Business Change:

Attendee:

- Tracy McKim (for Head of People and Business Change)

PSB1920/02 – Partnership – Reduction in Voluntary Sector Grants

The Officer advised the Committee that this budget proposal looked at a small number of grants that totalled around £286,000, to make a saving for £54,000. Unfortunately, following SEWREC ending their service in Newport, the saving of £46,000 was almost entirely from SEWREC. The service area wanted to ensure the voluntary sector could recover from SEWREC closing before further action could be taken. A £46,000 saving was made as a consequence and a full review would take place later this year.

Every grant recipient had been given notice in relation to the withdrawal of funding at the end of this financial year, and services been engaged regarding what might the service look like in the future. Some of those services were housed in Newport Council property so the funding gap would have a consequence to the Council but some services will absorb the loss.

Members asked the following:

- A Member asked if there had been closures outside of the Council. Members were advised that the Council was the contributor to many services, SEWREC had folded very quickly and some services have continued. Other services that had run out of the service building had continued because their funders have moved to other providers or had charity funding.
- A Member enquired about Citizens Advice. Members were advised that a review had yet to be completed because of the SEWREC loss and that all recipients were in the same position.
- Members queried the £8,000 shortfall. It was clarified that SEWREC did not owe the Council any money, the Council had made almost all of the savings because of the closure of SEWREC.

- A Member referred to Shop Mobility moving buildings and asked would there be any additional support for them. Members were advised that it is unsure whether the decision directly affected them, but advised of the Committee's recommendation on page 28 for finding alternate accommodation.
- Members queried the statement on page 25 – "*It is anticipated that the scope of the commissioned service will be established by the end of September and contract set shortly after this*", and asked if this was being dealt with at Officer level with no Member involvement. It was advised that the review was about what is needed, the target date was end of September and work had already started and the priorities were known from various Plans, Well-being Plan, etc.
- A Member asked whether groups were encouraged to apply. Members were advised that this funding would not be for new organisations to apply. The team was working with existing providers to help provide the best service for the residents of Newport. It would be reviewed if the sum of money needed to be reduced, to consider how best to meet community needs and how to mitigate too much hardship.
- A Member referred to the proposed saving of £54,000 and SEWREC closing and asked about the impact. Members were advised that the team had started to progress the work but paused when SEWREC closed, as they did not want to further deplete what was a complex environment and were not fully aware of how it would affect the Council and the communities served. The £8,000 shortfall had been absorbed in the People and Business Change budget. The service area would have to manage within their budget and spend less, but it was not a pressure for the Budget.

The Chair thanked the Officer for attending.

Conclusion - Comments to the Cabinet

The Committee welcomed the report and noted the Officer responses in relation to the recommendations made by the Committee at the 14 January 2019 meeting upon the 2019-20 Budget proposals and made the following comments:

CS1920/06 - Refuse Collection – Review of Charging for Waste Special Collections

- The Committee requested that the number of fly tipping incidents be provided in future reports rather than just the tonnage, to measure whether there had been an increase.

CS1920/08 – Customer Services – Reduction in Customer Services Operating Hours - Information Station only

- The Committee requested the average call waiting times for the Contact Centre, to measure whether there had been an increase since the Information Station closed on Wednesdays.

CS1920/10 – Introduce Parking Charges within Tredegar Park and Fourteen Locks

- A Minority view was expressed that charges for car parking at Fourteen Locks should be revisited, as the proposed saving would not be achieved.

4 Waste Strategy Action Plan Monitoring

Attendee:

- Silvia Gonzalez-Lopez (Waste Service Manager, City Services)

The Waste Service Manager presented the Draft Newport Waste Strategy 2019-2025 to the Committee to provide context. The Overview and Scrutiny Management Committee had considered a report upon the Wales Audit Office Waste Service Follow Up Review in March

2019, and referred the Monitoring of the Action Plan to this Committee, as it was within its remit. The Waste Service Manager gave a presentation of the Draft Waste Strategy and the new Action Plan to the Committee. All actions included in the Draft Strategy are part of the City Services Service Plan monitored by the Committee on a six monthly basis.

Members asked the following:

- A Member enquired about the nature of the proposed second site. The Waste Service Manager advised that the second site would be like the Household Waste Recycling Centre on Docks Way.
- A Member referred to the recycling targets stated on page 35 of the report asked about potential to meet future increases to recycling targets above 70% from Household Waste. Members were advised that there was no higher target than 70% set by Welsh Government, and that targets had only been set until 2025 presently.
- A Member asked how much of the 64% 2019/20 target for minimum overall recycling was household waste? Members were advised that this was up to each Council and that the total performance was calculated on total tonnage.
- Members discussed food waste, and a Member enquired whether there was a food waste and recycling collection service for restaurants and businesses. It was advised that the Council did not collect and that legislation does not require businesses to food recycle however, this would change in the future and business would need to have proper waste streams for collections in place. While such services could be developed for businesses in the future, the businesses could choose which company would provide their service.
- A Member enquired about recycling enforcement and monitoring. Members were advised that excess waste is monitored, and people generate waste within their allocated capacity, but sometimes put recycling in refuse bins. The Service area monitors the recycling and speaks to people where identifiable and that the main objective is to create a behaviour change.
- A Member commended the Action Plan as a comprehensive document with really good performance levels, and asked how much of the recycling material collected was recycled and where it went. Members were advised that the Council had a duty to report what is collected on a quarterly basis, not only by tonnage collected but also what material was sent for treatment and where. An example was given of glass which is taken to Cwmbran, it had to be ensured that the property was permitted and then reported where the items went from there. Once the premises took ownership of material then the Council could report. The Officer advised that the benefit of kerbside collections was that the materials quality were good compared to others in the waste industry. Members were assured that there was confidence that the materials were being recycled, and that all of the information was on a website.
- A Member referred to reports of recycled materials being exported to other countries. The Officer advised that if this happened the Regulators would take action. The Authority reported where its recycled materials went and were processed in the UK.
- A Member asked did the Council engage with supermarkets about collecting their food waste? It was advised that the Council could engage but the big firms had national contracts. It was clarified that no supermarket waste came to the Council's site.
- A Member asked did the Council make a profit from treating garden waste by compost plant. The Officer advised that this only started a year ago and had certification in April, and they planned to look at outlets to promote the product to make profit.

- A Member enquired about what the Council did with food waste collected. Members were advised that the Authority had an inter-authority agreement including Merthyr and Bridgend, for food waste. The contract had taken account of all costs when fees were calculated for the gate fee for food waste and benefitted from the bio gas and electricity to reduce its fees.
- Members discussed the high numbers of nappies collected and asked whether there was going to be a way to improve the recycling of nappies. Members were advised that the Authority is actively looking for alternatives as the recycling percentage from nappies is very low, with only a few companies recycling them as it has been really expensive so been cheaper to incinerate. However this was being addressed by Welsh Government and conversations taking place with other Councils. Plans were in place, and alongside this would be the promotion of the real nappies scheme.
- A Member suggested that a Visit for Members of the Committee to the recycling centre be arranged. Members were advised that this could be arranged.
- A Member asked whether there were any plans to encourage small businesses upon reduced packaging, fruit without plastic, etc. The Recycling Shop was visionary and moving that model into other areas could lead by example. Members were advised that the Council was happy to engage with businesses.
- A Member asked what was currently being sent to landfill. Members were advised that the amount of household waste was really low at that moment, around 3% maybe of municipal waste, just inert waste and bulky items could be a problem. Municipal waste was recycled or incinerated.

The Chair thanked the Officer for attending.

Conclusion - Comments to the Cabinet Member

The Committee noted the content of the Draft Waste Strategy and Action Plan Update upon progress and agreed to forward the Minutes to the Cabinet Member as a summary of the issues raised.

The Committee wished to make the following comments to the Cabinet Member:

1. The Committee welcomed the comprehensive report and Action Plan Update presented and acknowledged the levels of performance achieved.
2. The Committee acknowledged that all Actions included in the Draft Strategy are part of the City Services Service Plan, which will be monitored by the Committee six-monthly.
3. Small businesses / shops could be encouraged to reduce packaging e.g. fruit without plastic etc.
4. It was requested that a Visit to the recycling centre for Members of the Committee be arranged.

5 Scrutiny Adviser Reports

Attendee:

- Meryl Lawrence (Scrutiny Adviser)

a) Forward Work Programme Update

The Scrutiny Adviser presented the Forward Work Programme, and informed the Committee of the topics due to be discussed at the next two Committee meetings:

Monday 4 November 2019 at 4pm, the agenda item;

2019-20 Service Plan Mid-Year Reviews for:

- Law and Regulation
- Finance
- People and Business Change

Monday 18 November 2019 at 4pm, the agenda item;

2019-20 Service Plan Mid-Year Reviews for:

- Regeneration Investment and Housing
- City Services

The Committee **agreed** the topics as above.

b) Action Sheet

The Scrutiny Adviser presented the Action Sheet and advised the Committee that as indicated in the table the actions from the previous meetings had been completed.

The meeting terminated at 7.00 pm

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Scrutiny Report

Performance Scrutiny Committee - Place and Corporate

Part 1

Date: 4 November 2019

Subject **Service Plan Mid-Year Reviews**

Author Scrutiny Adviser

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

Service Area	Cabinet Member Lead	Head of Service Lead	Page Numbers
Finance (Corporate)	-	Meirion Rushworth Head of Finance	Pages:
People & Business Change (Corporate)	Councillor David Mayer Cabinet Member for Community and Resources	Rhys Cornwall Head of People and Business Change	Pages:
Regeneration Investment and Housing (Place)	Councillor Jane Mudd Cabinet Member for Regeneration and Housing	Keir Duffin Head of Regeneration Investment and Housing Bev Owen Strategic Director - Place	Pages:

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is requested:

- 1) To consider and evaluate the following Service Plan Mid-Year Reviews which include: an Introduction; Budget Position; Service Area Risks; Glossary; Performance Analysis (Objectives and Actions), and; Performance Measures, and are attached as:
 - **Appendix 1** - Finance;
 - **Appendix 2** - People and Business Change;
 - **Appendix 3** - Regeneration Investment and Housing.
- 2) To determine whether it wishes to make any comments to the Cabinet.

2 Context

Background

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

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

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

- **Appendix 1** - Finance;
- **Appendix 2** - People and Business Change;
- **Appendix 3** - Regeneration Investment and Housing.

2.3 The Committee agreed to include the 2019-20 Service Plan Mid-Year Reviews in its Annual Forward Work Programme at the meeting held on 8 April 2019, as follows:

4 November 2019:

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

18 November 2019:

- Regeneration Investment and Housing;
- City Services.

2.4 Previous consideration – 2018-19 Service Plan Year-End Review

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

10 June 2019:

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

24 June 2019:

- Regeneration Investment and Housing;
- City Services.

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

Conclusions upon 2018-19 Service Plan Year-End Reviews upon:

Law & Regulation; Finance and: People and Business Change on 10 June 2019

The Committee noted the End of year Service Plan Reviews and agreed to forward the minutes to the Cabinet as a summary of the issues raised.

The Committee wished to raise their concerns on the levels of anti-social behaviour in Newport and for this to be a focus for the Law and Regulation service area going forward into the 2019/2020 financial year.

The Committee requested that Officers in the Finance department were congratulated for their collaborative working arrangements with external organisations and the Third Sector in Newport. The Committee hoped that the service area would continue to support those citizens of Newport who required additional help to avoid incurring themselves to the Council through nonpayment of Council Tax.

The Committee wished to make the following comments to the Cabinet on the overall service plan reports:

1. The use of 'In Progress' throughout the report did not allow for the Committee to gain an insight into the level of progress towards completion of the action. The Committee requested that another way of reporting the performance towards the completion of actions be used for the mid-year service plans and future end of year service plan reporting.
2. The Committee felt that the use of business as usual work as actions did not fit with the nature of the service plans. They Committee felt that the actions would have been better suited to have aspirational objectives that the service area could strive to achieve as actions. This would allow the Committee to be able to better scrutinise progress and performance.

Conclusions upon 2018-19 Service Plan Year-End Reviews upon: City Services and: Regeneration Investment and Housing on 24 June 2019

The Committee noted and commended the performance within the Regeneration, Investment and Housing and the City Services Service Plans.

The Committee made the following comments:

Regeneration, Investment and Housing

- The Committee raised a number of issues relating to regeneration during the discussion, and suggested that further information was needed with the plan to give a fuller picture of the performance in this area. The Committee note the assurances that the issues raised by the Committee would be considered in the Economic Growth Strategy. This was being considered by the Overview and Scrutiny Management Committee at its meeting on 26 September 2019. The Committee agreed to forward a summary of its concerns to the Overview and Scrutiny Management Committee to consider as part of the draft plan. These issues including the work programme undertaken by the regional city deal. The Committee were advised that the detail of this would be considered by the Performance Scrutiny Committee – Partnerships, who received regular updates from the Council's nomination on the Joint Committee. The Committee noted this, but asked that where there were cross overs with the work of the regeneration area that projects be referenced in the Economic Growth Strategy. Members also asked that the Draft strategy addresses the empty retail space in the city centre.
- In relation to the Market Arcade, the Committee suggested that the overall cost of this should be more clearly outlined within one action in the Service Plan, to ensure that it could be monitored effectively by the Committee in the future.
- Members discussed the remit of the service plans, and whether including Housing within the same portfolio as Regeneration and Investment did not allow the Committee to have equal information and time to dedicate to these large areas. The Committee were advised that the portfolios of the service plan followed the Directorate Structure as these areas were under the same Head of Service. In relation to Cabinet Portfolios, the Committee were advised that this was a political decision for the Leader to determine portfolios.

- Members felt that Housing area required further information, and that this information be brought back to the Committee for further discussion and exploration including information on areas of underperformance:
 - More, specifically information on the effectiveness of scheme for borrowing and improving existing homes and bringing properties back into use and addressing numbers of unoccupied properties.
- The Committee noted the contribution of the Cabinet Member to the meeting, and asked that it be noted that the Committee appreciate the frank and open discussion with the Cabinet Member on her portfolio.

City Services

- The Committee commended City Services on reaching the targets set by Welsh Government for Recycling. During the questioning, the Committee asked for information on how this will be sustained and improved in line with the increasing targets. The Committee noted that the Waste Strategy Action Plan was on its work programme and asked that the update include further information on how progress will be sustained in this area.
- In relation to the Waste Targets, the Committee suggested that the Council demonstrate how it is leading by example on recycling. For example through ensuring recycling stations throughout all council buildings, and the separation of bags for litter pickers to recycle cans and plastic, which the Committee had been advised was in progress to be implemented.

An overall comment was made to Cabinet that the environmental impact of the Council be monitored, as it does not currently fall into one of the Cabinet Member portfolios. The Committee requested that a mechanism for monitoring and reporting the environmental impact be devised and presented to the Place and Corporate Scrutiny Committee.

*Links to these reports and the full Minutes are provided in the Background Papers **Section 6** 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 Mid-Year Reviews including: an Introduction; Budget; Service Area Risks; Glossary; Performance of Objectives and Actions, and; Performance Measures, are attached as:

- **Appendix 1** - Finance;
- **Appendix 2** - People and Business Change;
- **Appendix 3** - Regeneration Investment and Housing

The updates are structured into the following sections:

Introduction	Includes: an Introduction; an Update upon the Budget Position against the forecast; Overview of the Objectives within the Service Plan
Executive Summary	An Executive Summary provided by the Head of Service.
Glossary	This includes an explanation of the ranking of Actions; Performance Measures and Service Risk.
Service Risks	A Dashboard is provided for each of the Service Area's Risks ranked using the Risk Matrix included in the Glossary.
Performance Analysis	<p>The Performance Analysis includes each Service Plan's Objectives, the Corporate Plan Objective they support and an update upon the actions planned for each for 2019-20. Performance of the Actions is ranked using the following:</p> <ul style="list-style-type: none"> • Green & 'C' - Completed • Green - On course to be completed within timescale • Amber - Potential issues which unless addressed action might not be achieved within agreed timescales. • Red - Action requires immediate action to achieve delivery within agreed timescales.
Performance Measures	<p>The National Measures are set by the Welsh Government and used to compare and benchmark performance with other Local Authorities in Wales. Some of the measures are reported monthly, quarterly or half-yearly, while some are annual measures reported at the end of the year. This report is for Performance at the Mid-Year point, up to the end of September 2019. Performance of the Measures is ranked using the following:</p> <ul style="list-style-type: none"> • Green - Above Target • Amber - Below Target (15% Tolerance) • Red - Off Target (Over 15% Tolerance)

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 first six months of the financial year;
- **Underperformance / overspends** - Mitigation of risks where the service area is outside the targets;
- Plans and actions to address underperformance within the second half of the year;
- Presentation of the information to enable the Committee to undertake its scrutiny 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 Mid-Year point?
- Does any area require a more in-depth review by the Committee?
- Does the Committee wish to make any Comments / Recommendations to the Cabinet?

4.2 Suggested Lines of Enquiry

In evaluating Service Plan performance, the Committee may wish to consider:

- Analysing the Service Plan Mid-Year Reviews and evaluating how well Service Areas performed in the first half of the 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 the second half of 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 within this financial year?
- Has the Service Area met or is on target to meet the delivery of its MTRP savings for 2019-20? If not, what actions are planned to deliver this within this financial year?

4.3 Well-being of Future Generation (Wales) Act

The Committee's 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. The following are examples of the types of questions to consider:

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

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

6 Background Papers

- [The Essentials - Well-being of Future Generation \(Wales\) Act](#)
- [Corporate Plan 2017-22](#)
- Finance Service Plan 2018-22
- People & Business Change Service Plan 2018-22
- Regeneration Investment and Housing Service Plan 2018-22
- Performance Scrutiny Committee - Place and Corporate on [10 June 2019 \(Item 5 refers and Minutes\)](#)
- Performance Scrutiny Committee – Place and Corporate on [24 June 2019 report \(Item 3 refers\) and Minutes](#)

Report Completed: 25 October 2019



Finance

Service Plan Mid-Year Review 2019-20

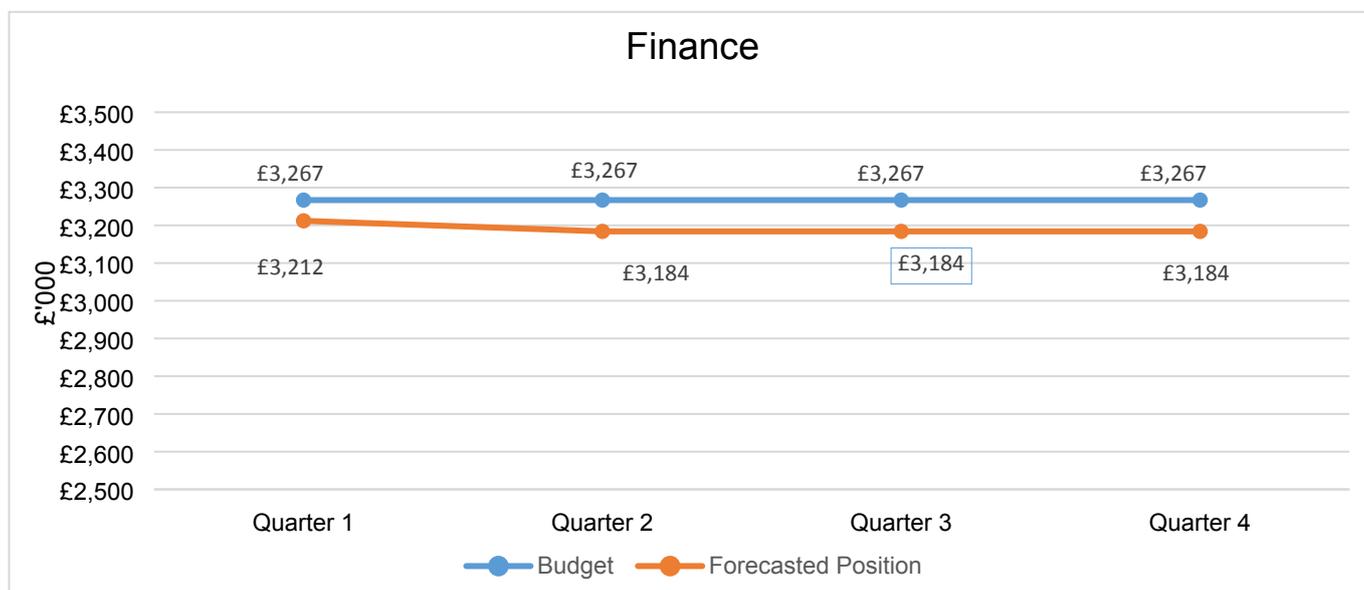
Head of Service – Meirion Rushworth

Introduction

The Finance service comprises of four teams: Accountancy; Internal Audit; Procurement/e-payments; and Revenues. Together, the teams provide a diverse mix of services and activities that support the Council's service areas; setting overall policy frameworks for the whole Council; and Revenues, as one of the biggest external customer departments dealing with all households and businesses.

Through the Corporate Plan and beyond, Finance Services will continue to build on delivering more 'self-service' functions both internally such as the Council's Budget Management System and Procurement and externally through the Council's Customer Relationship System and My Account enabling residents and businesses to make more online payments. As the Council faces increasing demands on its services from its residents and businesses, the Council will need to make more difficult decisions and our Finance Business Partners will support and develop strong, integrated financial planning, management and governance.

2019/20 Budget



To support the delivery of the Council's Corporate Plan 2017-22, the Finance Service Plan 2018-22 focuses on the delivery of:

- **Well-being Objective 4** – To build cohesive and sustainable communities; and
- **Corporate Theme** - Modernised Council

The 2019/20 Service Plan has identified 6 objectives that are focused on:

Objective 1 - Internal Audit to provide assurance on the adequacy of the Council's systems of Governance, Risk Management and Internal Control to ensure the proper use of public funds and to minimise fraud and corruption within the Authority.

Internal Audit is a statutory requirement within local government in accordance with S151 Local Government Act 1972 and Accounts and Audit (Wales) Regulations 2014; the team will comply with the Public Sector Internal Audit Standards. Audit work will be undertaken to assess the adequacy of the internal control environment, governance and risk management, to ensure public money is being spent appropriately and fraud / error is minimised across all service areas. This will enable the Chief Internal Auditor to provide an annual overall opinion. This will involve a mix of opinion and non-opinion related audit work. The Internal Audit team will be alert to any potential fraudulent activity and will report any concerns to the Chief Internal Auditor who will risk assess the situation and decide whether or not to investigate further.

Appendix 1

The Internal Audit team will provide assurance that controls are working well and provide advice where improvements are required. The team will continue to provide advice and training to raise awareness and support for stronger financial management across all service areas. To add more value, where applicable, the Internal Audit will identify potential savings during the course of their work. The Chief Internal Auditor will provide assurance to, and be accountable to the Audit Committee on a quarterly basis.

Objective 2 - The Income Collection team will increase the options available for customers to transact digitally.

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. It will also allow the Revenues Team to focus more on recovery of debts and not deal with low level transactional matters.

Objective 3 - We will support the organisation by developing robust medium term financial projections to ensure key priorities have funding and the organisation understands its financial challenge. We will support the delivery of efficiency and change plans.

The Council requires a robust medium term view of its financial position to ensure priorities can be delivered and that appropriate plans are developed to achieve balanced budgets which are robust.

Objective 4 - To achieve earlier closedown of accounts and as minimum, meet statutory deadlines and requirements.

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.

Objective 5 - Review, develop and implement a revised operating model for strategic procurement. Seek improvements in full P2P cycle process.

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, WG policy and requirements where needed, adds value to the Council and delivers financial/non-financial benefits wherever possible. Further improve the payment of manual invoices by seeking alternative payment methodologies to enhance the process through procurement card solutions and any other viable payment options.

Objective 6 - 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.

Executive Summary from the Head of Service

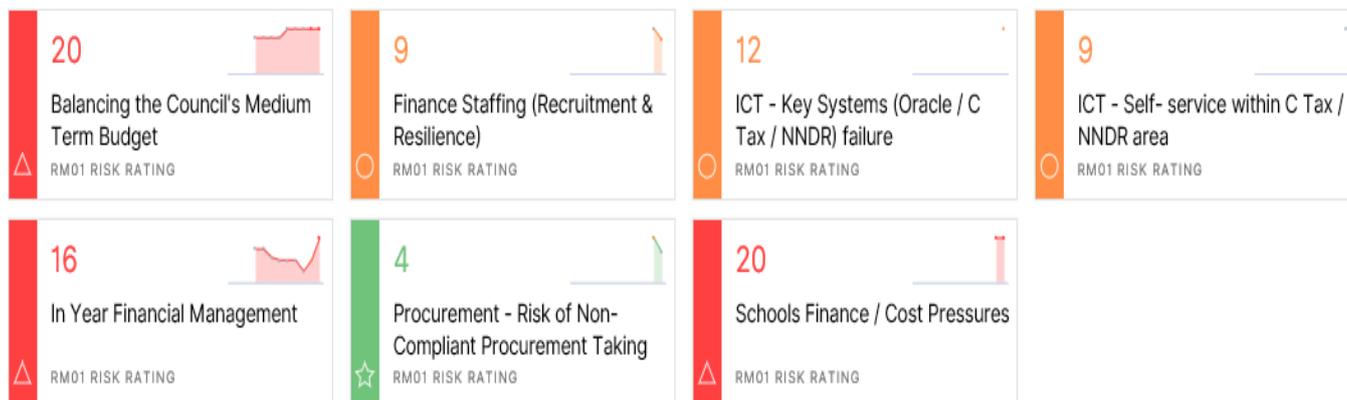
The Finance service is making good progress on most of its objectives, whilst operating within budget. Performance is also good with most targets being met.

The main issues at this point from an operational point continue to be:

- ICT related with (i) delays to developing the Council's self-service capacity in the revenues system i.e. Council Tax and NDDR and (ii) upgrading and maintaining performance on our core finance systems. These are identified as risks in conjunction with their impact on delivery of some objectives. This has been escalated and some resourcing and focus is now in place with progress starting to take place.
- Staffing issues within Internal Audit which is having some impact on delivering the audit plan at this time, though performance to date is on target. We are reviewing this carefully as the issues continue.

From an organisational viewpoint, the update here points to a challenging picture on the achievement of a balanced MTFP and in year budget management is challenging both from a School's budget perspective plus a small number of other Council services / activities with very significant over-spending. There is significant activity across the organisation in resolving / improving these issues.

Service Area Risks



Glossary

Note – Actions / Performance measures recorded with a green RAG status, commentary is optional

Actions (Red / Amber / Green)

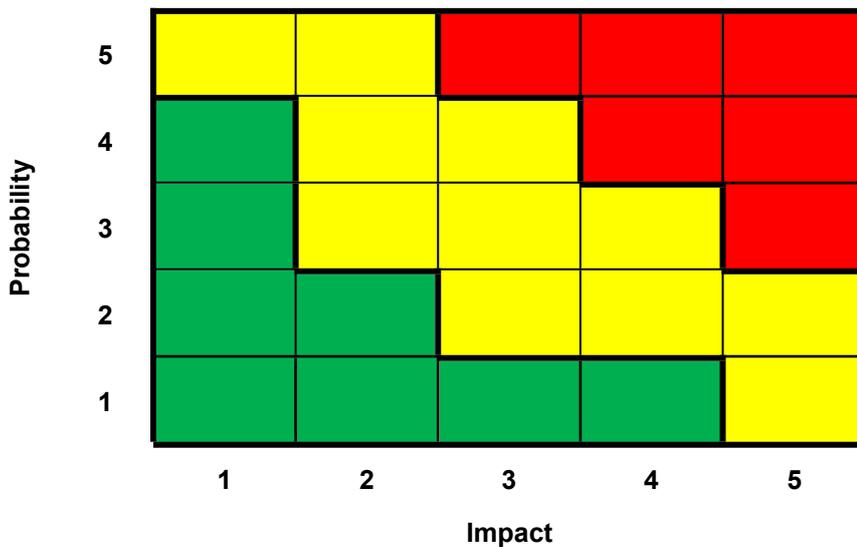
C	Action Complete (Commentary provided is optional)
	Action is on target to complete by agreed timescale (Commentary provided is optional)
	Issues are identified which could impact on the delivery of the action by the agreed timescale
	The action is not going to be able to deliver by agreed timescale and immediate action is required.
?	Update has not been provided for Q2.

Performance Measures

	Green – Performance is above Target (Commentary provided is optional)
	Amber RAG – Performance is below Target (0-15%)
	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

Risk Table (5x5)

For example: Probability = 5 / Impact = 4 / Total = 20



Appendix 1

Objective 1 - Internal Audit to provide assurance on the adequacy of the Council's systems of Governance, Risk Management and Internal Control to ensure the proper use of public funds and to minimise fraud and corruption within the Authority.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Complete Sufficient Audit Opinion Related Work	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	01-Apr-19	31-Mar-20	16%		10 audit opinions (16%) issued at end of Q2 which is a bit lower than expected, but this generally picks up in Q3 & Q4.
2	Co-ordinate the review of returned Data Matches From NFI	Co-ordination of the review of returned data matches from NFI	01-Apr-19	31-Mar-20	99%		Internal Audit (IA) have co-ordinated the returned data matches from NFI and have checked the majority of reports. Some service areas have not yet checked the reports they are responsible for; IA have sent out reminders asking for the checks to be undertaken and the results recorded on the NFI system.
3	Raise Awareness of the Anti-fraud, Bribery & Corruption Policy	Raise awareness of the Council's Anti-fraud, Bribery & Corruption Policy	01-Apr-19	31-Mar-20	30%		Anti-Fraud & Bribery training package has been developed with first training session delivered to NCC / Monmouthshire County Council IA teams; package will be further developed before rolling out to managers across NCC.
4	Review Agreed Management Actions	Review and report on how many of the agreed management actions have been implemented within	01-Apr-19	31-Mar-20	0%		This is annual exercise undertaken by the IA team undertaken in Q4 of the financial year. IA are working with the performance team to make the service areas more accountable for this as

Appendix 1

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		service areas to improve service delivery, controls and governance					they have the responsibility of implementing the agreed management actions in order to demonstrate improvements.
5	Undertake Work in Line With Internal Audit Plan	Undertake audit work in line with the agreed Internal Audit Plan	01-Apr-19	31-Mar-20	33%		Progress against the plan is above the target of 30% at the end of Q2 despite the IA team not having a full complement of resources. Audit Management will keep this under review going into Q3.
6	Update and Implement a New Audit Reporting Structure	Update and implement a new reporting structure for audit findings to differentiate between control, effectiveness, efficiency and other issues	01-Apr-19	31-Mar-20	30%		Discussions around classifications of identified weaknesses have been discussed in team meetings but this has not yet been fully incorporated within the IA reports. Where applicable IA reports now identify potential efficiency savings. This will be considered as part of a wider review of IA report formats.
7	Complete Sufficient Audit Opinion Related Work	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	01-Apr-19	31-Mar-20	16%		10 audit opinions (16%) issued at end of Q2 which is a bit lower than expected , but this generally picks up in Q3 & Q4

Objective 2 - The Income Collection team will increase the options available for customers to transact digitally.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Confirm Project Commencement	Report to Digital Board to confirm project commencement.	01-Nov-19	02-Mar-20	0%	To commence in Quarter 3	Due to technical issues with ICT infrastructure that have to be resolved the commencement of this project will now commence in Quarter 3
2	Plan and Deliver Project	Project plan and delivery	01-Nov-19	06-Jul-20	0%	To commence in Quarter 3	The technical delivery plan is in place and the project will commence in Quarter 3 once the ICT infrastructure has been updated.
3	Setup Project Team	Setup project team, including external suppliers.	03-Mar-20	05-Jun-20	0%	To commence in Quarter 4	The team will be in place for the project commencement in Quarter 4.

Appendix 1

Objective 3 - We will support the organisation by developing robust medium term financial projections to ensure key priorities have funding and the organisation understands its financial challenge. We will support the delivery of efficiency and change plans.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Ensure Risk Based Modelling of Key Financial Risk Areas are Robust	Risk Based Modelling of key financial risk areas are robust, include all known and relevant risks and provide good trend analysis and information to inform senior managers and help manage and plan budgets.	01-Apr-19	31-Mar-20	50%		Senior Finance Business Partners and Finance Business Partners need to continue to work with service areas to ensure the forecasting tools are as robust as possible and kept up to date.
Page 27 2	Identify and Deliver Service Savings	Delivery of 19/20 finance service savings and identify opportunities for future savings over the medium term.	01-Apr-19	31-Mar-20	100%	C	All 19/20 savings completed and delivering per target. Savings identified for future years in line with current process and targets, though this process is subject to continuous change and updating.
3	Provide Robust Challenge and Support of Budget Proposals	Provide robust challenge and support of budget proposals through development and review of business cases, ensuring MTFP and business cases are robust and accurate and risks are flagged.	01-Apr-19	31-Mar-20	50%		Budget proposals are currently being developed and alongside Heads of Service, Finance Business Partners will need to provide challenge of the proposals being put forward.
4	Support Strategic Projects	Significant and strategic projects are well supported with appropriate accountancy input	01-Jun-19	31-Mar-20	70%		

Appendix 1

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
5	Update the MTFP to Reflect Pressures, Savings and Funding Assumptions	Update the MTFP to reflect the updated pressures, savings and funding assumptions for agreement with SLT and report to Cabinet.	01-Apr-19	25-Feb-20	15%		

Objective 4 - To achieve earlier closedown of accounts and as minimum, meet statutory deadlines and requirements.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Continue Development of a Business Partnering Model	Continue development of a Business Partnering model within accountancy to provide a better focus on supporting service areas.	01-Apr-19	31-Mar-20	70%		
2	Improve the Councils Ability to Complete Processes Within Timescales	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.	01-Apr-19	31-Mar-20	90%		
3	Increase the capacity and use of the Business Management System	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.	01-Apr-19	31-Mar-20	30%		
4	Work with WAO to Assess Which Accountancy Audits can be Completed	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.	01-Apr-19	31-Mar-20	89%		

Objective 5 - Review, develop and implement a revised operating model for strategic procurement. Seek improvements in full P2P cycle process.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Develop New Procurement Strategy	Current Procurement Strategy expires 2019, new Strategy to be written.	01-Sep-19	31-Mar-20	5%		1st October 2019 - work on new strategy has not really commenced, due to other more pressing priorities. It is still envisaged that a new strategy will be written by the deadline, with work to commence shortly.
2	Review and Agree Revised CSO's	Review and agree in Council, revised CSO's including threshold values and excepted contract options	01-Jul-19	31-Oct-19	70%		
Page 30 3	Review, Develop & Implement a Revised Operating Model for Strategic Procurement	Review, develop and implement a revised operating model for strategic procurement. Delivering both the added value strategic and operational elements of procurement. To include: <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 	01-Apr-19	31-Mar-20	60%		

Objective 6 - Implementation and compliance with new legislation and Welsh Government best practice initiatives.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Deliver New Requirements and Welsh Language Standards	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.	01-Apr-19	31-Mar-20	50%		

Performance Measures Quarter 2 (30th September 2019)

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
% of Internal Audit Plan Completed	33%	82% (30%)		36%	
Number of Days to Issue a Draft Report	7 days	10 days		N/A	
Number of Days to Issue a Final Report	2 days	5 days		N/A	
% Council Tax Collection	53.77%	97% Q2 - 50%		53.69%	
% Non-Domestic Rates Collected	59.8%	97% Q2 - 50%		58.25%	
% Total Council Tax Collected as a % of Annual Budgeted Amount	56.62%	100% (49.98%)		55.41%	
% Payment of Invoices Within Timescales	93.27%	90.00%		89.65%	
Total Value of Spend Through the P Card Programme	£2,384,000	£1,825,000 (£913,000)		N/A	



People & Business Change
Service Plan Mid-Year Review 2019-20

***Cabinet Members for the service area: Community & Resources - Councillor David Mayer,
For matters relating to partnerships, performance, fairness and strategic planning – Leader,
for Civil Contingencies CM City Services, and Equalities – Deputy Leader.***

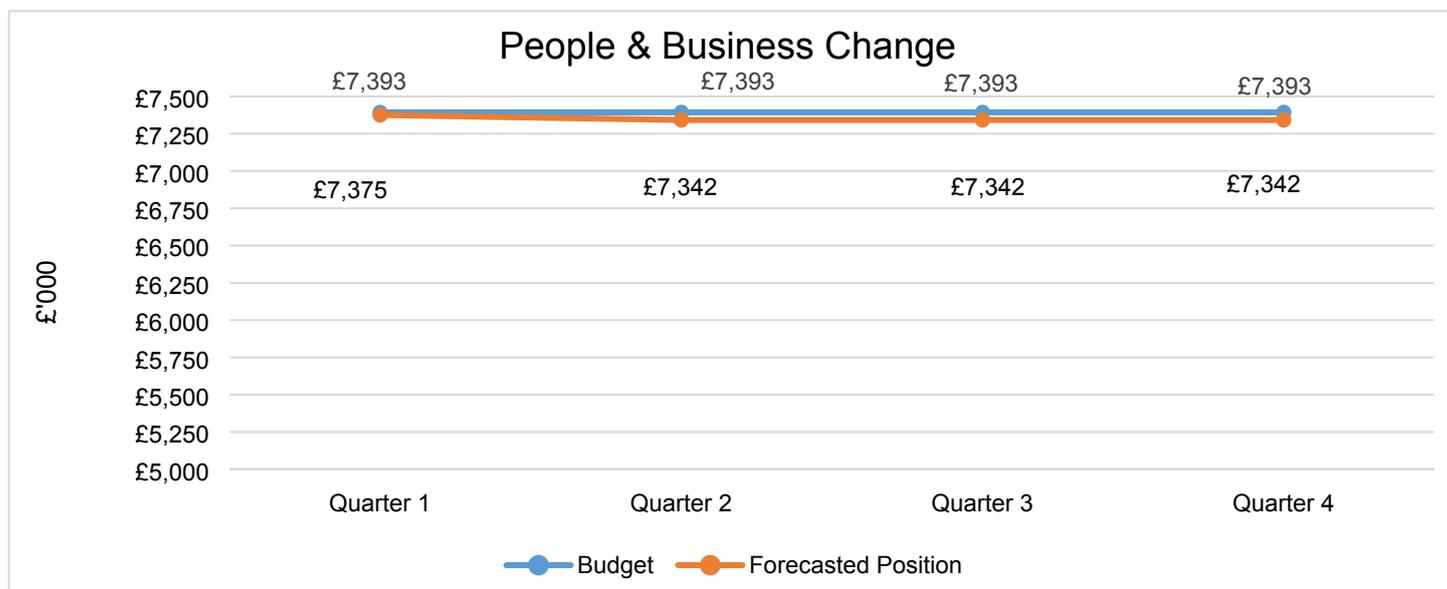
Head of Service – Rhys Cornwall / Tracy McKim

Introduction

People & Business Change (PBC) plays a critical role in enabling the Council to develop its overarching direction, meet its corporate objectives and ultimately enable front line service areas to deliver key outcomes for the people and businesses of Newport. As the Council continues to face significant short, medium and long term challenges, PBC will be critical in ensuring that service areas have the necessary support and capability meet these challenges.

The service area has five teams: Human Resources (HR); Newport Intelligence Hub; Digital Services; Business Improvement Team; and Policy, Partnership & Involvement.

2019/20 Budget



To support the delivery of the Council's Corporate Plan 2017-22, the People and Business Change Service Plan 2018-22 focuses on the delivery of:

- **Well-being Objective 4** – To build cohesive and sustainable communities.
- **Corporate Theme** - Modernised Council

The 2019/20 Service Plan has identified 5 objectives that are focused on:

Objective 1 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.

The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.

Objective 2 - Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.

The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (including Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.

Objective 3 - Support the organisation to develop its people to deliver the Corporate Plan and beyond.

This objective supports the organisation in making use of its most important asset - people. The outcome(s) of this objective will support the organisation to maximise the potential of all of its staff; ensure that they have the right skills; and enable resilience / flexibility of the workforce to meet future demands and needs of its stakeholders.

Objective 4 - Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.

The delivery of this objective will enable the PSB to deliver against its objectives set out in the Well-being Plan 2018-23 and beyond. This objective will also enable cultural change for the Council and its partners in embedding the principles (Long-term / Prevention / Collaborative / Integration / Involvement) of the Well-being of Future Generations Act into its working practices and decision making processes.

Objective 5 - To support and enable all Council activities and decision making to comply with the requirements of the Welsh Language Standards and the public sector equality duties.

The outcome(s) of this objective will ensure that all Council activities and decision making adheres to the requirements set out in the Welsh Language Standards and the Equalities Act 2010 and the Public Sector Equality Duty in Wales.

Executive Summary from the Head of Service

The service continues to play an essential role in enabling the Council to meet its corporate objectives, and supporting all service areas in delivering key outcomes for the people and businesses of Newport. As outlined in the report for 2019/20 the service area continues to perform well across a range of activities against our strategic objectives.

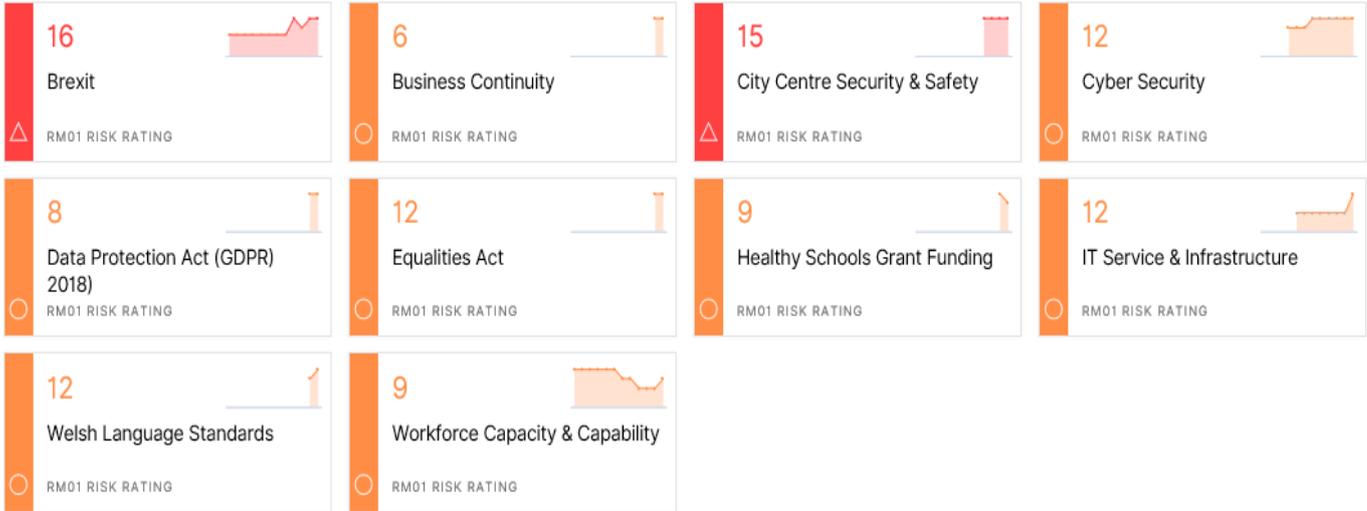
Ensuring the delivery of major strategic projects that impact across the organisation, and the development of HR Manager Self-Serve processes will be key to the modernisation programme, supporting managers across the Council to work in new ways. These developments and the progress of Newport Intelligence Hub in embedding the use of data and intelligence across the Council, support key corporate plan outcomes and the development of evidence based planning and priorities, which will become increasingly important against the Council's backdrop of reduced resources.

The service area leads on the development of the performance and risk framework, supported by the MiHub system and considerable development has happened in this area, as evidenced in the mid-year performance reports and our risk management reporting. The service also supports the One Newport Public Services Board (PSB) delivery of the Wellbeing Plan and considerable partnership work in Newport and the Gwent region. In the first half of the year we have finalised and published the first annual report for the Newport Wellbeing Plan, alongside other important reports such as the NCC Annual Report recently approved by Cabinet, Strategic Equalities and Welsh Language Annual Reports. We are also now planning for the new Strategic Equalities Plan which will be published next year developed and delivered by the Strategic Equalities Group.

Planning for Brexit has been key over the last six months, working with the WLGA including services to communities to support community cohesion, alongside the grant funded vulnerable people resettlement scheme. Much of this work is in partnership with Monmouthshire County Council.

The management and development of effective IT services through our partnership with the Shared Resource Service (SRS) remains a priority, with improvements to client side arrangements and management processes and monitoring to support this. The digital team also leads on information management and has recently published the Annual Information Management Risk Report, and we are now preparing for the Council's PSN compliance renewal.

Service Area Risks



Glossary

Note – Actions and performance measures with a green status, commentary is optional.

Actions (Red / Amber / Green)

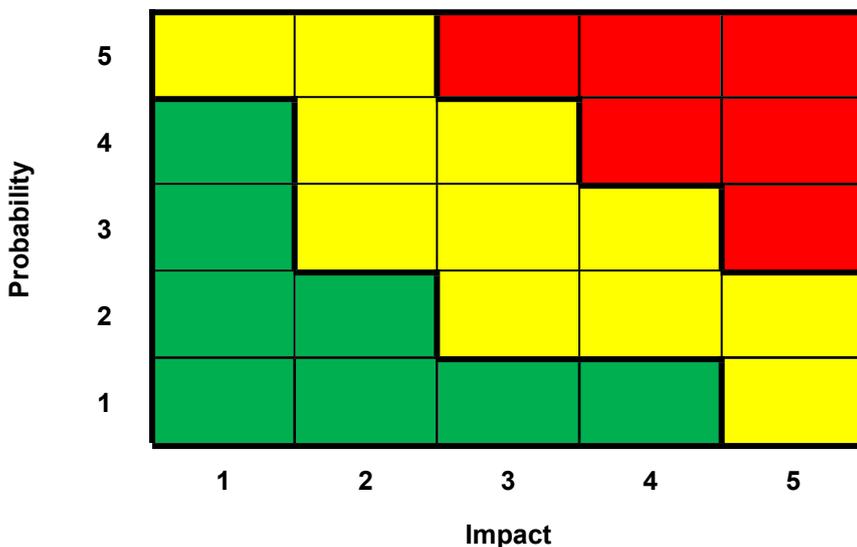
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	Action is on target to complete by agreed timescale (Commentary provided is optional)
	Issues are identified which could impact on the delivery of the action by the agreed timescale
	The action is not going to be able to deliver by agreed timescale and immediate action is required.
?	Update has not been provided for Q2.

Performance Measures

	Green – Performance is above Target
	Amber RAG – Performance is below Target (0-15%)
	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

Risk Table (5x5)

For example: Probability = 5 / Impact = 4 / Total = 20



Objective 1 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Communications and Consultation Strategy for the Innovation Programme	Development and implementation of a comprehensive communications consultation strategy for the Council's innovation programme.	01-Apr-19	31-Mar-22	50%		Development of Innovation/ Change programme yet to be determined by SLT. However, effective communications and consultation plans developed on a project level.
2	Deliver workshops / training to promote the Future Generations Wales Act	Deliver workshops / training and support to service areas promoting the principles of the Future Generations Wales Act.	01-Apr-19	31-Mar-20	25%		Annual reports published and Future Generations Commissioner; self-reflection toolkit completed to support organisational understanding. Findings presented to CMT with attendance at relevant senior management teams on request. Supporting information on the Intranet also being reviewed this quarter.
3	Development and delivery of the innovation programme	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.	01-Apr-19	31-Mar-22	40%		Corporate Plan delivery on track and managed via current governance structure. Development of Innovation/ Change programme yet to be determined by SLT.
4	Development of Integrated HR Manager Self-Serve Processes	Development and implementation of integrated HR manager and employee self-serve led processes.	01-Apr-19	31-Mar-22	30%		Planning for the iTrent project is underway with project commencement Q3 2019/20.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		The Council has an integrated HR system that enables managers and officers to manage routine HR activities such as Leave, sickness, pay, travel and expenses. This improve the efficiency of HR tasks and reduce the administration costs for delivering the service.					
Page 38	Embed the Use of Management Information to Inform the Innovation Programme	Embed use of data and intelligence to inform service delivery and innovation programme. Provide expertise and guidance to the organisation in the application of management information to develop robust business cases and enable effective decision making.	01-Apr-19	31-Mar-20	50%		MTRP proposal/business case development stage is underway. Support and guidance provided to all service areas to complete required templates.
6	Embed use of Data and Intelligence to Inform Service Delivery	Embed use of data and intelligence to inform service delivery and innovation programme. The organisation is able to use business data to inform and enable the organisation to develop robust business cases and enable effective decision making.	01-Apr-19	31-Mar-20	70%		Numerous data and intelligence work undertaken to support delivery of action. This includes confidential and sensitive data and analytics in support of Serious and Organised Crime, Pupil Projections for Future Schools Planning and National Fraud Initiative by way of examples.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
7	Enhance the City's Digital Infrastructure Including LFFN	Enhance the City's digital infrastructure including Local Full Fibre Network roll out as part of Cardiff Capital Region City Deal.	01-Apr-19	31-Mar-20	0%		The project has been delayed due to specific issues with PSBA in Welsh Government and DCMS that awarded the funding. These issues were deemed too high a risk by Cardiff Capital Region City Deal (CCRCD) and partners to continue on the planned model. CCRCD has now reviewed potential sites and will shortly make a revised submission to DCMS with a different delivery model. If successful this will provide more of a rural slant which will be much less beneficial to Newport.
Page 39	Management and development of effective IT services following transition to SRS	Management and development of effective IT services following transition to SRS by establishing strong retained client-side management arrangements, processes and procedures.	01-Sep-19	31-Mar-20	50% (Based upon subtasks below)		Work ongoing, with joint report to Partnerships Scrutiny on SRS developments October 2019.
8.1	SRS Client Management 2018/19 Audit Recommendations	Several recommendations were agreed as a part of the 18/19 Audit. 7 Significant and 6 moderate weaknesses were identified in the audit which need to be addressed.	01-Sep-19	31-Mar-20	50%		Management actions agreed and work in progress to continue to deliver these.
9	Management of the Strategic planning framework.	Management of the Strategic planning framework including the	01-Apr-19	31-Mar-20	50%		Performance and risk strategies under review; significant

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		service and improvement planning cycles.					development of the Inphase (MIHub) system to support this.
10	Mechanisms to support monitoring and reporting of Wales Audit Office / regulatory reviews.	We will have mechanisms in place to support organisation through Wales Audit Office and other regulatory reviews which will ensure reports and management actions are monitored and reported to the appropriate decision making level.	01-Apr-19	31-Mar-20	30%		Monitoring through the Policy and Partnership team with protocols agreed for Scrutiny and overview. Working closely with WAO on a range of reviews and reports, most recently Safeguarding which was reported to Cabinet.
Page 40 11	Supporting and developing the organisation to have a digitally empowered workforce	We will provide the necessary support from Digital Services and Business Improvement Team to identify potential opportunities to invest in new technology to deliver services and enable long term efficiency savings. This will also enable the Council future proof its infrastructure and services for its service users.	01-Apr-19	31-Mar-22	30%		Work progressed through the Modernised Council Programme Board empowering the workforce to work smarter, enabled by digital technology; Staff feedback survey completed.
12	Using and Securing Data in line with the Digital Strategy	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes. We will ensure that the ICT	01-Apr-19	31-Mar-22	50%		Annual IT Health check undertaken and identified vulnerabilities being addressed ready for PSN submission in October 2019. Cyber Essentials accreditation achieved. Good progress made as part of Data Protection Group and work to

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		infrastructure is secure and ensure there are robust business continuity measures and that data is managed safely in accordance with the Data Protection Act.					address GDPR audit. Primary schools have agreed to take up a new information management SLA that started in September.

Objective 2 - Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Change Management Process	Play an integral role in the change management process to ensure change initiatives are sustainable and embedded within the organisation.	01-Apr-19	31-Mar-20	50%		Formal structure and project documentation is place to assist with the close down and handover arrangements of projects.
2	Develop integrated planning that will support the delivery of the Corporate Plan	Develop and communicate an integrated planning, performance and risk framework that will support the delivery of the Corporate Plan and beyond.	01-Apr-19	31-Mar-20	40%		Engaged with Cabinet and senior leadership team on development of performance and risk strategies which will be formally approved this year. Internal audit also completed of risk. Strategies being drafted, MI Hub performance management system developed and relaunched to support this work.
3.0	Ensure that the organisation is meeting requirements under the Civil Contingencies Act.	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act: Business Continuity Emergency management Risk assessment Training and exercising Collaboration with LRF partners.	01-Jul-19	31-Mar-20	36% (Based upon subtasks below)		A number of plans reviewed through the first half of the year for approval by Cabinet Member.
3.1	Business Continuity Management	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels,	03-Jul-19	31-Mar-20	28%		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		encompassing all critical services.					
3.2	Develop and gain approval for revised BCM Policy and Programme	Develop draft BCM Policy and Programme for SLT approval and subsequent Cabinet Member sign off.	03-Jul-19	31-Oct-19	99%		Plans drafted for review by senior management ahead of Cabinet Member approval.
3.3	Ensure appropriate governance arrangements are in place for the Corporate management of BC	Re-establish the authority's business continuity steering group.	01-Oct-19	31-Mar-20	0%	Q3	To commence in Quarter 3 2019/20, following the Programme approval.
3.4	Service Area Arrangements Review	Service Areas to review and update their business continuity arrangements for all their critical services.	03-Jul-19	31-Mar-20	0%		Pending formal approval of the new council BCM policy and programme
Page 543	Plan and Implement Elected Member Training	Plan and implement elected member training to provide them with an understanding of their political roles and responsibilities in incidents.	01-Jul-19	08-Oct-19	100%	C	Member training finalised and delivered.
3.6	Plan and Implement Gold Duty Officer Refresher Training	Plan and implement Gold duty officer refresher training to ensure understanding of their roles and responsibilities in regards to representing the authority and considering political implications during incidents.	01-Oct-19	31-Mar-20	0%	Q3	To commence in Quarter 3 2019/20.
4	Explore opportunities to develop Open Data platform	Explore opportunities to develop Open Data platform to facilitate	01-Apr-19	31-Mar-20	50%		Existing data sets are regularly updated and opportunities for future

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		proactive publication of data under Freedom of Information					data sets are discussed at the quarterly FOI group.
5	Redevelopment of the Management Information Hub	Redevelopment of the Management Information Hub to support the organisation to monitor and report the delivery of the Corporate Plan, performance, risk and programmes and projects.	01-Apr-19	31-Mar-20	95%		PMO (Programme and Project Management Office) Dashboards - complete PMO training and formal roll-out of programme and project management reporting platform Finance Dashboard - complete configuration of Finance test data. Finalise re-design and additional measures to work at activity code level Audit Dashboards - progress and finalise development with Internal Audit
Page 44	Review Performance & Governance Arrangements	Review performance & governance arrangements in relation to the Corporate Plan Portfolio Boards and NCCs Innovation Programme	01-Apr-19	31-Mar-20	50%		Contributed to SLT discussions regarding future governance arrangements i.e. highlighted strengths and limitations of current corporate plan governance arrangements. Change programme yet to be determined by SLT.
7	Support the Development of Council's Forward Plan	Support the development, monitoring and implementation of the Council's forward plan to ensure the objectives of the organisation are appropriately met and within agreed timescales.	01-Apr-19	31-Mar-20	50%		Forward plan yet to be developed/ agreed by SLT. Programme managers monitor delivery of Corporate Plan objectives/projects via current corporate plan governance structure.

Objective 3 - Support the organisation to develop its people to deliver the Corporate Plan and beyond.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Develop effective succession planning practices	Develop effective succession planning practices	01-Apr-19	31-Mar-20	10%		Succession planning framework has not yet been completed. Work has recently started and career pathways framework is almost complete (as at 1st October). Once published, the next phase will be to move onto succession planning as part of our overall objectives towards Workforce Planning.
2	Implement a strategic and whole organisational approach to talent management	Implement a strategic and whole organisational approach to talent management with pathways to develop	01-Apr-19	not set	60%		
Page 45	Introduce a graduate programme	Introduce a graduate programme	01-Jun-19	07-Oct-19	100%	C	This action is achieved with the introduction of the first graduate trainee cohort in September 2019. Two graduates were recruited through the National Graduate Development Programme via the LGA and have commenced the first of three placements over a two year period.
4	Introduce behavioural framework to enable the existing and future workforce	Introduce behavioural framework to enable the existing and future workforce to support the Council's values.	01-Sep-19	31-Mar-20	60%		
5	Support organisational development by providing advice, guidance, mentoring and coaching.	To support organisational development by providing advice, guidance, mentoring and coaching on	01-Apr-19	31-Mar-20	54% (Based upon subtasks below)		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		areas of expertise through formal and informal training sessions, whilst reviewing our own ability to provide high quality support and adapting where required					
5.1	Digital Services to Support the Organisation	Digital Services to provide support, training, advice and guidance to the organisation.	01-Apr-19	31-Mar-20	50%		Regular data protection training courses taking place with increased attendance recently. E-learning amend to reflect GDPR for new starter process. New SLA with primary schools will include future training provision.
Page 46	HR & Resources to Support the organisation	Human Resources and organisational Development to provide support, training, advice and guidance to the organisation.	01-Apr-19	31-Mar-20	60%		
5.3	Policy, Partnership & Involvement to Support the organisation	Policy, Partnership and Involvement to provide support, training advice and guidance to the organisation	01-Apr-19	31-Mar-20	50%		Wellbeing of Future Generations Self Reflection tool has been completed and reported to CMT for organisational learning. Work with service managers to develop their understanding of the Act continues. Other work includes support for Welsh Language and Equalities, FEIAs, engagement and understanding the requirements emerging from the Brexit agenda.
5.4	Newport Intelligence Hub to Support the organisation	Newport Intelligence Hub to provide support, training,	01-Apr-19	31-Mar-20	60%		Development and delivery of online tutorial videos to support continuous take up and use of Corporate GIS.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		advice and guidance to the organisation.					
5.5	Provide Appropriate Support Advice at all Levels of the Organisation	Provide appropriate support advice at all levels of the organisation in the approval, development and implementation of portfolio's programmes and projects	01-Apr-19	31-Mar-20	50%		
6	Undertake workforce planning	We will need to undertake workforce planning to understand what the future skills needs are and demand to deliver our services.	01-Apr-19	31-Mar-20	20%		Workforce Planning group established to move forwards with objectives in this area. Template to be revised with 2019 data and framework to be put together on the Council approach to workforce planning.

Objective 4 - Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Coordinated and evidence based approach to operational partnership working.	Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan	01-Apr-19	31-Mar-20	50%		PSB intervention groups continue to meet, led by PSB (Public Services Board) members. Community Safety Partnership Safer Newport reports to PSB and deals with all community safety partnerships including sub groups considering ASB and Serious and Organised Crime. Annual report received by Scrutiny, and this feedback will be received at the next PSB meeting.
Page 48	Develop the work of Newport Fairness Commission	Develop the work of Newport Fairness Commission.	01-Apr-19	31-Mar-20	50%		Work of Fairness Commission supported with new Chair now in place.
		Work to embed the work of the Fairness Commission in NCC decision making process					
3	Development and facilitation of partnership working	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	01-Apr-19	31-Mar-20	50%		Much of the focus of the partnership team is on developing these links, sharing information and supporting partners to work with the Council. Reports to CMT on PSB work have been completed, and we are developing links with the Corporate Plan and boards. Work with the region also ongoing to ensure common priorities are progressed.
4	Development of a one-stop shop for spatial and geographic information	Development of a one-stop shop for spatial and geographic information, data	01-Apr-19	31-Mar-20	40%		Initial structure review complete and team progressing on a number of programmes. Phase 2 of the restructure will review arrangements in

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		analytics, infographics and open access data to support the drive for evidence-based working by creation of a Newport Intelligence Hub.					place across the Authority in line with the Corporate Plan commitment.
5.0	Engagement activity is progressed towards involvement and participation	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	01-Apr-19	31-Mar-20	40%		A range of engagement activities developed and supported including Newport Youth Council, and Citizens Panel alongside area based work including participatory budgeting in Ringland and Alway with partners such as Gwent Police.
Page 49 5.1	Develop and implement performance measures for engagement.	Develop and implement performance measures that will enable the Council to capture and quantify the number and diversity of participants involved in decision making activities.	01-Apr-19	31-Mar-20	10%		Review undertaken of engagement activities linked with FEIA (fairness and equality impact assessment) processes, to ensure that engagement is targeted appropriately. Performance measures to be developed as part of this work.
6	Range of engagement activities with Citizens Panel & Youth Council delivered	Range of engagement activities delivered including facilitation of the Citizens Panel and Youth Council Citizens views are considered in planning activities and service delivery	01-Apr-19	31-Mar-20	50%		Citizens Panel, Youth Council and other engagement groups and activities supported and being developed to support the Councils understanding of citizen views. More use being made of the engagement groups and capabilities available to service managers, and this is reflected

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
							in decision making. Young Persons Promise also developed which will support this work.
7	Support the Armed Forces Forum	Support the Armed Forces Forum to coordinate and improve services to veterans, serving armed forces and their families	01-Apr-19	31-Mar-20	50%		Good progress to support the Armed Forces Forum with achievement of the gold employers' award, which has been supported by policy update. Partnership with Monmouth in place to support armed forces children in our schools, with a further grant bid made for this to continue within the Gwent region.
Page 50	To develop, support and implement commercial opportunities across the Council	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	01-Apr-19	31-Mar-20	20%		Working with Senior Leadership Team and Assets Group to identify opportunities for efficiency and rationalisation which will form part of the business change programme of work. Supported by work to digitally enable staff progressing in the Modernised Council programme
9	Work closely with partners to ensure we are delivering better services	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.	01-Apr-19	31-Mar-20	50%		Wellbeing Plan delivery underway and this is now being reported to senior management, with connections to the relevant NCC corporate board. Annual Report reported to and reviewed by Scrutiny. Common areas within the Gwent region also being progressed with partners on a regional basis.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
10	Work of Public Services Board coordinated and facilitated	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.	01-Apr-19	31-Mar-20	50%		PSB supported by the team and delivering the Wellbeing Plan. Some good practice elements including communications cited in WAO national review of PSBs.

Objective 5 - To support and enable all Council activities and decision making to comply with the requirements of the Welsh Language Standards and the public sector equality duties.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Develop a workforce that is representative of the community	To work towards a workforce that is representative of the community that it serves, embeds equality in its internal processes, and creates an inclusive culture which retains and develops employees from diverse backgrounds	01-Apr-19	31-Mar-20	20%		Campaign to encourage staff to fill in demographic information on ESS is currently being developed in order to establish baseline data. An initial of the BAME network has been facilitated and attendees discussed assisting in developing the representative workforce agenda. A second meeting is scheduled for December to set a formal terms of reference. BAME staff have also volunteered to be part of external communications promoting careers within the Council as part of Black History Month activity.
2	Strategic Equality Plan	To deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC meets all other duties under the Equality Act.	01-Apr-19	31-Mar-20	40%		Initial bus Wi-Fi survey has ended with a significant number of responses. Draft objectives and actions have been developed with service area leads and focus groups with people that share protected characteristics will take place during the next quarter.
3	Welsh Government's Community Cohesion Plan	To deliver against the Welsh Government's Community Cohesion Plan and conditions set out in funding arrangements for	01-Apr-19	31-Mar-21	30%		Both Cohesion Officers are now in post. Positive work has been undertaken to engage EU citizens and a range of support services are now in place. NCC is leading on the co-ordination of the EU support forum and a weekly drop in which has been established alongside partners. Schools engagement continues across

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		new Community Cohesion Officers.					both areas and an online platform has been developed for information sharing.
4	Welsh Government's Nation of Sanctuary Plan	To support and contribute to Welsh Government's Nation of Sanctuary Plan, evaluating and improving our work with asylum seekers, refugees and migrants	01-Apr-19	31-Mar-20	20%		NCC has signed up to the Inclusive Cities programme which will build a local task force and action plan based on local need and national best practice. We are also engaging with the Bevan Foundation to produce information on the levels of integration in Newport and meeting with City of Sanctuary next quarter to explore this in Newport. During the next quarter NCC staff are also piloting an IOM training package which aims to equip staff with a better understanding of working with indicators of integration.
Page 53	Welsh Language Standards Implementation	To monitor and ensure compliance with the Authority's Welsh Language Standards working towards becoming a truly bilingual service.	01-Apr-19	31-Mar-20	50%		Gap analysis undertaken on delivery across the organisation which has informed a new corporate Welsh Language Plan and departmental delivery plans. Training reviewed and Member sessions currently being delivered.

Performance Measures Reported at the end of Quarter 2 (30th September 2019)

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
% FOI Responses in time	90.97% (Indicative Result)	88%		87.6%	
% Managers undertaking regular check ins through Clear Review process	58%	80%		81.8%	Work to be completed to review this drop in check ins.
% of Subject Access Requests responses completed in time	92.3%	75%		N/A	
Number of young people actively engaged in helping the council make decisions	7,002	15,000 (7,500)		8,944	The figure for Qtr.2 was lower than expected due to technical errors occurring for two of the surveys where the results for approximately 2,000 submissions were not recorded (all respondents).
Number of young people actively involved in Newport Youth Council work	17	15		15	
% of challenges to Welsh language provision upheld	0%	40%		50%	
Number of challenges to Welsh language provision	2	3		2	
Number of employees trained in Welsh Awareness	10	50 (25)		87	Welsh language training for staff has been reviewed and updated during this period, and will be

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
					promoted more actively from September.
Number of staff trained in Prevent PVE	430	250 (125)			

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**Regeneration, Investment & Housing
Service Plan Mid-Year Review 2019-20**

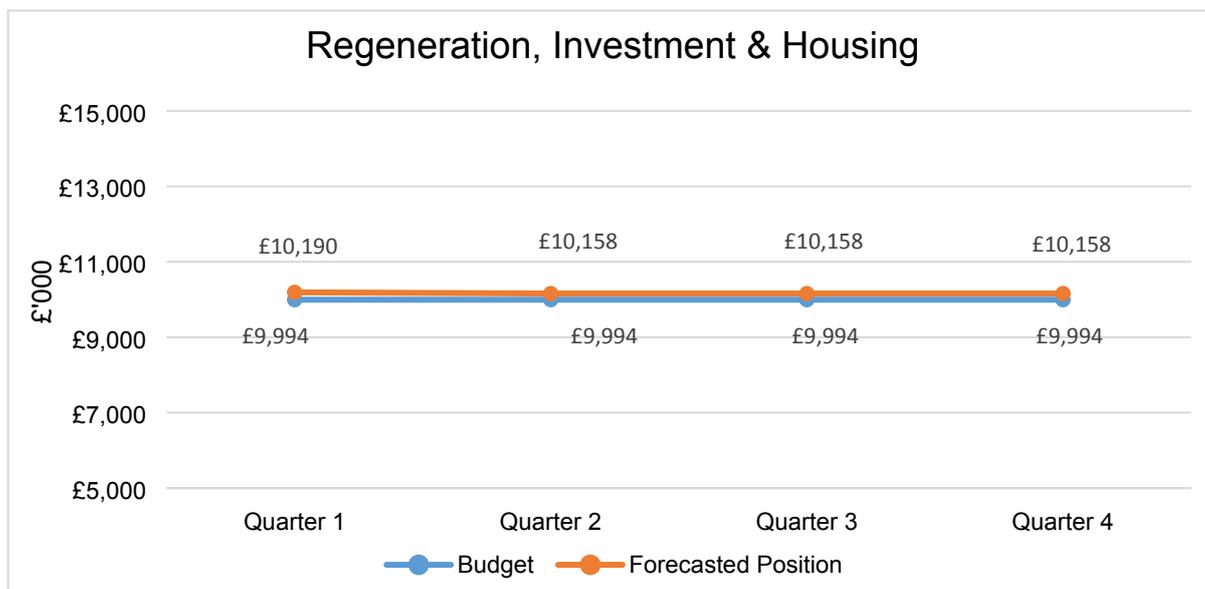
**Cabinet Member for Regeneration and Housing – Councillor Jane Mudd
Head of Service – Keir Duffin**

Introduction

In Regeneration, Investment and Housing (RIH) our aim is to create, support safe and sustainable communities in which to live, visit and work. Regeneration of Newport is a key focus of the Council and the City Centre Masterplan will enable us to identify and prioritise regeneration work. 2019/20 is going to be an important year for Newport as the first Welsh Convention Centre is opened at Celtic Manor Resort. We will also see work complete on the new hotel in Chartist Tower and work developing on key city centre projects such as the Market Arcade.

The Council Local Development Plan was adopted in 2015 and we are now in year 4 of delivering against the plan. This year will see us start preparations against the new Plan as well work on a Strategic Development which will be adopted in 2022. Other services delivered by RIH include: Development and Regeneration, Housing & Property Services, Community Regeneration and Cultural and Library Services.

2019/20 Budget



To support the delivery of the Council’s Corporate Plan 2017-22, the Regeneration, Investment & Housing Service Plan 2018-22 focuses on the delivery of:

- **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; and
- **Corporate Themes** - Thriving City, Resilient Communities, Modernised Council

The 2019/20 Service Plan has identified 6 objectives that are focused on:

Objective 1 - Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.

This objective aligns closely with the Corporate Plan, Improvement Plan and Economic Growth Strategy for Newport by making Newport an area of ‘visible change, with high aspirations, high achievement and shared prosperity’. This objective also contributes towards all four of the council’s wellbeing objectives, which contribute to the well-being goals for Wales: A Prosperous Wales, A Resilient Wales and a Wales of Cohesive Communities. This objective also underpins 3 of the council’s corporate plan areas for action; a thriving city, aspirational people and resilient communities.

Objective 2 - Regeneration investment and Housing will make Newport a ‘Thriving City’.

Regeneration Investment and Housing will deliver a range of projects that drive up inward investment, deliver new and better jobs and raise the output of the local economy while delivering against the seven themes of the Well- being of Future Generations (Wales) Act

Objective 3 - Develop a collaborative approach to modernise service delivery to residents across the city.

Regeneration Investment & Housing will change the way that services are delivered to maximise the benefit for communities while controlling their overall cost, this includes the creation of neighbourhood hubs which bring together a range of different services, in a modern, inviting environment which works for citizens and helps them improve their lives.

This objective underpins the delivery of the corporate plans areas for action, in particular 'A modernised council' and the council's wellbeing objectives to Improve skills, educational outcomes & employment opportunities, Build cohesive & sustainable communities.

It is also one of the objectives in the Regeneration Investment and Housing corporate strategy.

Neighbourhood hubs are now the vision of Community Regeneration up to 2022, this vision will complement the delivery of existing and future community regeneration projects aligning with the principles of sustainable development within the Future Wellbeing Generations (Wales) Act 2015

Objective 4 - Children's and Community Grant: Changing the way in which a number of grants are delivered to streamline services and deliver better outcomes for residents and the city.

The Children's and Community Grant (aka Flexible Fund) supports the delivery of Neighbourhood Hubs ensuring more services are delivered through this vehicle, services are aligned and integrated. This approach supports the corporate plans areas for action, A modernised council, Resilient communities and the council's wellbeing objectives to Improve skills, educational outcomes & employment opportunities, Build cohesive & sustainable communities.

Objective 5 - Enhance community wellbeing through improved housing offer.

We will improve the housing offer in Newport by enhancing housing options which allow people to live independent and fulfilled lives, promoting better knowledge and understanding of housing options and services and ensuring that homes in Newport are safe and healthy, with easy access to quality green space.

Objective 6 - Promote the decarbonisation of our operations and support sustainable travel and clean air measures in housing programmes.

This objective helps supports the delivery of the Council's Development Plans and our commitment for Sustainable Travel in the city. We also recognise Newport has poor air quality in the City and in collaboration with City Services, Law & Regulation and our partners we will be supporting this to improve air quality in the city.

Executive Summary from the Head of Service

The Regeneration, Investment and Housing (RIH) service aims to create and support safe and sustainable communities in which to live, visit and work. This is achieved through:

- Providing and monitoring a robust economic growth plan and City Centre Master Plan
- Effectively supporting existing businesses and securing inward investment
- Securing investment to improve the physical environment of the City
- Ensuring the availability of good quality housing and a fair and safe living environment
- Supporting people into training and employment; nurturing opportunities for learning and development
- Managing and maintaining council buildings including schools
- Protecting and promoting our heritage

This has been an exciting year for RIH with a real emphasis placed on key areas, looking to drive forward the ambitions around the City Centre and a new City Centre Masterplan, Phase 1 agreement of a £12 million package for the Newport Transporter Bridge, the opening of the Neighbourhood Hub in East Newport and the successful remodelling of the Information Station to allow for the National Software Academy.

With 2019/20 being such a busy year it is fantastic to see that no Performance Indicators are off target and that RIH has lived within its means in relation to the City Budget.

Regeneration of the City remains a key focus with the Council looking at the next phase of the regeneration across the city. This year will see the implementation of key regeneration projects including the Market Arcade, HLF scheme, the opening of 123 / 129 Commercial Street Housing Development, opening of the first Welsh Convention Centre at the Celtic Manor Resort alongside the 4 star Mercure Hotel in Chartist Tower. Regeneration is however, not purely focused on physical projects and it is vital that the service maintains a focus on projects that directly improve people's lives; the wider economic development activities that support businesses and assist unemployed individuals into training or work are key components in the economic growth of the City.

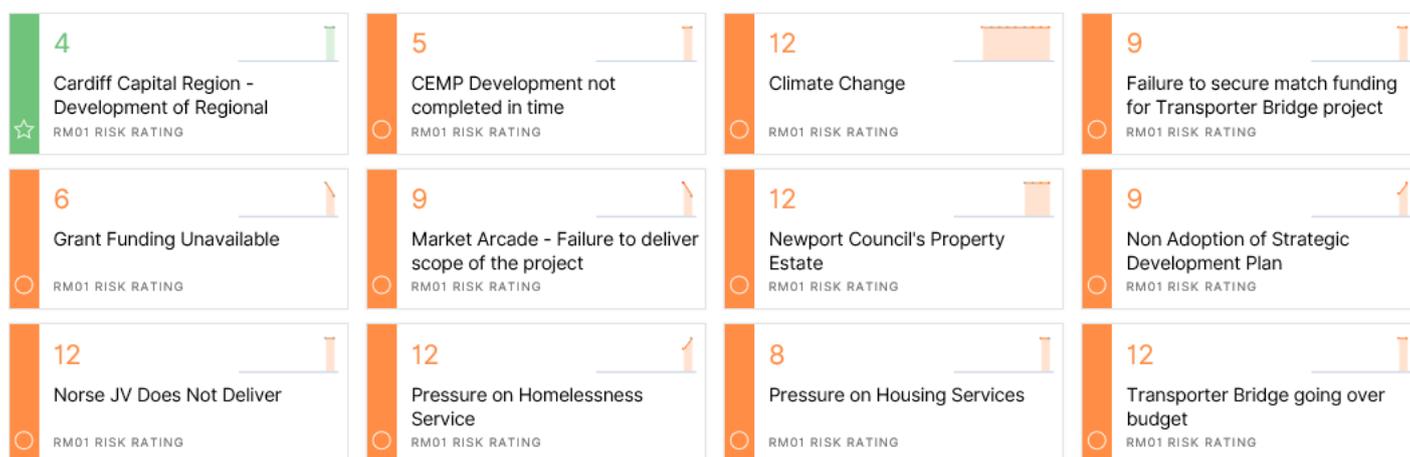
Economic regeneration also needs to be supported by the provision of good quality housing, including housing that is both affordable and accessible to households across Newport. The TRI scheme has delivered a significant amount of housing investment through the creation of residential units above commercial premises and in former vacant properties. Through all aspects of the delivery of those TRI schemes, job creation and training has been maximised through the Council's Work Based Learning Academy.

Following the alignment of Communities First, Families First and Flying Start within Welsh Governments Flexible Funding, the Community Regeneration team have piloted the new, joint outcome framework. For the first time, this has brought together the combined outcomes of each community based prevention and engagement service to address poverty in a holistic way.

The Development Services team has continued to oversee development management and planning policy whilst effectively adapting to and implementing changes being introduced by new legislation. The building control team has maximised activity and built upon previous successes. The service will continue to monitor Norse joint venture, ensuring the identified profit share is maximised and that services across the council are effectively supported in their assets and estates matters.

The Housing service will continue to develop new strategic, affordable housing schemes in partnership with our Registered Social Landlord (RSL) partners, and also ensure that the legislative requirements imposed by the Housing Wales Act 2014 are implemented effectively. The opportunities RIH services provide have a positive impact on residents and their quality of life. The range and quality of these opportunities can influence where people choose to live, how they feel about their city and how Newport is portrayed to the outside world. The diverse but complimentary activities undertaken across Regeneration, Investment and Housing could not be delivered effectively without robust working relationships with our partners. Our partnership networks are extensive ranging from private sector, public sector organisations such as health to voluntary and community based organisations.

Service Area Risks



Glossary

Note: Actions / Performance measures reported as Green, commentary provided is optional

Actions (Red / Amber / Green)

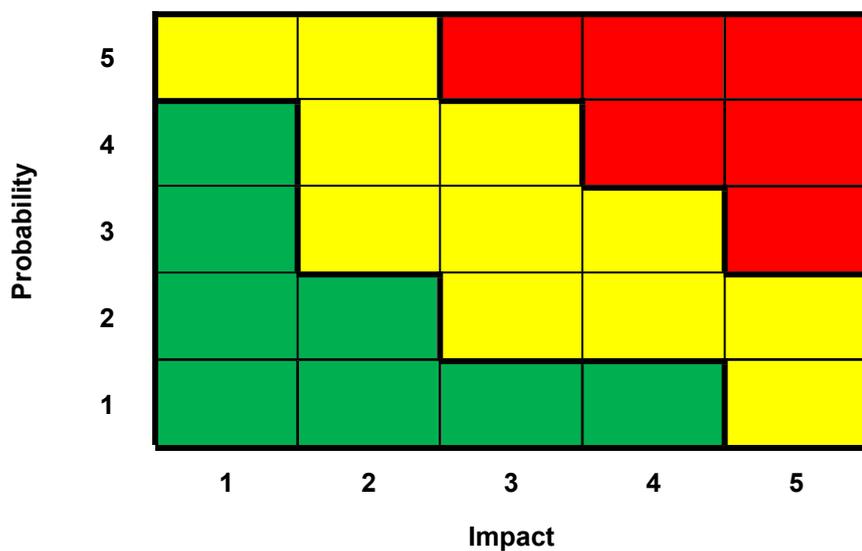
C	Action Complete (Commentary provided is optional)
	Action is on target to complete by agreed timescale (Commentary provided is optional)
	Issues are identified which could impact on the delivery of the action by the agreed timescale
	The action is not going to be able to deliver by agreed timescale and immediate action is required.
?	Update has not been provided for Q2.

Performance Measures

	Green – Performance is above Target
	Amber RAG – Performance is below Target (0-15%)
	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

Risk Table (5x5)

For example: Probability = 5 / Impact = 4 / Total = 20



Appendix 3

Objective 1 - Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1.0	Adopt a refreshed City Centre Master Plan	Adopt a refreshed City Centre Master Plan which identifies priorities for investment and regeneration in order to encourage economic growth, reduced vacant commercial floor space and increased footfall within the City Centre.	01-Apr-19	03-Oct-19	100%	C	
Page 62	Develop a Strategic Development Plan for the Cardiff Capital Region	Develop a Strategic Development Plan for the Cardiff Capital Region (Growing the economy as part of the region).	01-Apr-19	31-Mar-20	10%	C	Governance arrangements remain a challenge. Regional Authorities have confirmed dates to report to respective full councils. Newport date not confirmed due to pending change of Leader.
3.0	Develop Key Area Vision Strategies for City Centre Masterplan	To develop area based vision strategies for key areas within the adopted city centre masterplan.	01-Apr-19	31-Mar-20	40%	C	
4.0	Economic Growth Strategy Refresh and Review	Review and Refresh the 2015 Economic Growth Strategy to ensure it reflects current and future economic growth aspirations and requirements	01-Apr-19	31-Oct-19	80%	C	Draft strategy reported to Overview and Management Scrutiny Committee on 26th September 2019. Well received. Now working on delivery plan.
5.0	Encourage Inward Investment and Support Business Growth	Encourage inward investment and support growth of new and existing businesses within the City	01-Apr-19	31-Mar-20	50%	C	

Appendix 3

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		and as part of a Regional Business Support partnership.					
6.0	Ensure an Adequate Supply of Employment and Housing Land	Ensure an adequate supply of employment and housing land through the Local Development Plan.	01-Apr-19	31-Mar-22	100%	C	
7.0	Partnership working to increase number of new business start-ups in Newport	Working in partnership with public and private sector business support providers to increase the number of new business start-ups in Newport	01-Apr-19	31-Mar-20	50%		
Page 63.	Secure HLF Stage 2 funding for Market Arcade	Secure HLF Stage 2 funding for Market Arcade.	01-Apr-19	31-Mar-20	80%		
	Secure Targeted Regeneration Funding	Secure funding from targeted regeneration and investment fund for key regeneration projects.	01-Apr-19	31-Mar-20	50%		TRI funding awarded for Market Arcade and new proposals being put forward to Welsh Government.

Objective 2 - Regeneration investment and Housing will make Newport a 'Thriving City'

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1.0	Adopt a refreshed City Centre Master Plan	Adopt a refreshed City Cen100tre Master Plan which identifies priorities for investment and regeneration in order to encourage economic growth, reduced vacant commercial floor space and increased footfall within the City Centre.	01-Apr-19	03-Oct-19	100%	C	
Page 64	Develop a Strategic Development Plan for the Cardiff Capital Region	Develop a Strategic Development Plan for the Cardiff Capital Region (Growing the economy as part of the region).	01-Apr-19	31-Mar-20	10%		Governance arrangements remain a challenge. Regional Authorities have confirmed dates to report to respective full councils. Newport date not confirmed due to pending change of Leader.
3.0	Develop Key Area Vision Strategies for City Centre Masterplan	To develop area based vision strategies for key areas within the adopted city centre masterplan.	01-Apr-19	31-Mar-20	40%		
4.0	Economic Growth Strategy Refresh and Review	Review and Refresh the 2015 Economic Growth Strategy to ensure it reflects current and future economic growth aspirations and requirements	01-Apr-19	31-Oct-19	80%		Draft strategy reported to Overview and Management Scrutiny Committee on 26th September 2019. Well received. Now working on delivery plan.
5.0	Encourage Inward Investment and Support Business Growth	Encourage inward investment and support growth of new and existing businesses within the City and as part of a Regional	01-Apr-19	31-Mar-20	50%		

Appendix 3

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		Business Support partnership.					
6.0	Ensure an Adequate Supply of Employment and Housing Land	Ensure an adequate supply of employment and housing land through the Local Development Plan.	01-Apr-19	31-Mar-22	100%	C	
7.0	Partnership working to increase number of new business start-ups in Newport	Working in partnership with public and private sector business support providers to increase the number of new business start-ups in Newport	01-Apr-19	31-Mar-20	50%		
Page 65 of 65	Secure HLF Stage 2 funding for Market Arcade	Secure HLF Stage 2 funding for Market Arcade.	01-Apr-19	31-Mar-20	80%		
	Secure Targeted Regeneration Funding	Secure funding from targeted regeneration and investment fund for key regeneration projects.	01-Apr-19	31-Mar-20	50%		TRI funding awarded for Market Arcade and new proposals being put forward to Welsh Government.

Objective 3 - Develop a collaborative approach to modernise service delivery to residents across the city.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1.0	Central Library Strategy Development	Develop a strategy for the development of the Central library	01-Apr-19	31-Mar-20	70%		
20 Page 66	Create New Staffing Structure	Creation of new staffing structure	01-Apr-19	30-Sep-19	100%	C	
		Creation of a monitoring tool to support the integration of services in neighbourhood hubs.					
		Selecting relevant outcomes.					
		Creation of well-resourced facilities.					

Appendix 3

Objective 4 - Children's and Community Grant: Changing the way in which a number of grants are delivered to streamline services and deliver better outcomes for residents and the city.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1.0	Completion of C&C Grant Review	Completion of the Children's & Community Grant Review	01-Apr-19	31-Mar-20	100%	C	
2.0	Development of the Regional Skills Partnership	Development of the Regional Skills Partnership.	01-Apr-19	31-Mar-20	60%		
Page 67	Implement Findings of C&C Grant Review	Implement the review findings of the Children's & Community Grant review.	01-Apr-19	31-Mar-20	20%		Implementation has begun on the review of the outcomes under the grants, process has been created to identify priority areas of work that the grant will undertake. BIP resource has been allocated and a project team has started the work
	4.0	Implement revised service structure	Implement the revised structure to align service delivery.	01-Apr-19	31-Mar-20	80%	

Objective 5 - Enhance community wellbeing through improved housing offer.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Deliver 3 year Planned Development Programme with RSLs	Deliver the 3 year Planned Development Programme with RSLs.	01-Apr-19	31-Mar-20	50%		
2	Develop programmes for shared accommodation and supported lodgings	Develop programmes for shared accommodation and supported lodgings in partnership with RSLs	01-Apr-19	31-Mar-20	50%		Ongoing procurement of units. Llamau are due to commence a further campaign to secure additional interest and spaces for the scheme. Service remains on going with no critical shortfalls
Page 68	Develop Strategy Framework for Private Sector Housing	Develop a strategy framework for private sector housing bringing together the Adaptations Policy, Private Sector Leasing scheme and Housing Loans Policy.	01-Apr-19	31-Mar-20	40%		
4	Development of Data Management System for Adaptations	Explore the potential for development of bespoke data management system for the private sector adaptations service.	01-Apr-19	31-Mar-20	30%		
5	Development of specialist housing for residents with learning disabilities	Further development of programme for specialist housing schemes for residents with a learning disability.	01-Apr-19	31-Mar-20	50%		
6	Draft Adaptions Policy	Draft an Adaptations Policy and associated procedures.	01-Apr-19	31-Mar-20	30%		

Appendix 3

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
7 Page 69	Further develop prevention focused approach in housing and homelessness service	Continue to develop prevention focused approach within housing advice and homelessness service.	01-Apr-19	31-Mar-20	50%		<p>Additional hours secured for Domestic Abuse worker within the Housing Needs Unit and now embedded within service fully. Desk Space allocated within Safeguarding HUB for Housing on a permanent basis and due to commence role shortly. This will improve effectiveness of joint working with Children Services.</p> <p>Rough Sleeper Policy is completed and is being piloted on a trial basis prior to approval.</p> <p>Prevention Fund Policy and Procedure reviewed fully and adopted.</p> <p>Additional units of accommodation due to be handed over to provide fully adapted accommodation for families aimed at assisting safe discharge of care from hospital and to provide emergency accommodation for individuals struggling in their own home.</p>
8	Manage common housing register and Newport Housing Options Service	Manage and maintain the Common Housing Register and Newport Housing Options service	01-Apr-19	31-Mar-20	50%		Home Options Newport (Common Register) managed on behalf of RSL partners is being reviewed. Policy has been re-drafted following extensive consultation. RSL's to be consulted with over policy amendments and to seek to adopt

Appendix 3

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary	
Page 70							<p>revised policy. IT system to be amended as appropriate and required following agreement of changes.</p> <p>Staff recruitment completed with full staffing in place for Housing Solutions Team. Further recruitment required due to vacancies and is ongoing.</p> <p>Homeless case management system being reviewed and potential upgrade to be completed before end of March 2020 which will provide a greater focus on cases, more robust management and reduce system waste.</p>	
	9	Maximise new housing units from empty properties	Maximise the number of new housing units created from empty properties	01-Apr-19	31-Mar-20	40%		<p>We continue to support the conversion of empty commercial properties to residential accommodation through the provision of housing loans and access to Social Housing Grant, wherever it is appropriate. Performance for the full year is on track.</p>
	10	Publish New Local Housing Strategy	Publish a new Local Housing Strategy and action plan 2018-2022.	01-Apr-19	31-Mar-20	25%		<p>Clarification has been sought from the Welsh Government regarding the timing and submission of Local Housing Market Assessments and Local Housing Strategies following the outcome of the independent review into the supply of affordable</p>

Appendix 3

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
							housing. Pending a response from the Welsh Government consideration has been given to the development of an interim strategy.
11	Review information on private sector housing in Newport	Review information on private sector housing in Newport	01-Apr-19	31-Mar-20	33%		
12	Review of the Empty Homes Strategy	Review of the Empty Homes Strategy	01-Apr-19	17-Sep-19	100%	C	A new Empty Homes Action Plan was approved by the Cabinet Member in August and is already being implemented.
13	Review older people Housing Needs & Provision	Review housing needs of, and provision for, older people in Newport.	01-Apr-19	17-Jul-19	100%	C	

Appendix 3

Objective 6 - Promote the decarbonisation of our operations and support sustainable travel and clean air measures in housing programmes.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Begin to use zero emission vehicles and active travel to deliver services	Begin to use zero emission vehicles and active travel to deliver services	01-Apr-19	31-Mar-20	12%		There is no formal policy and forward plan yet in place to commit the council to transition to zero emission vehicles. Resource is required to rationalise and consolidate vehicles and review compile business cases before replacement.
2	Comply with the new General Data Protection Regulation (GDPR)	Comply with the new General Data Protection Regulation (GDPR).	01-Apr-19	31-Mar-20	90%		
Page 72	Finalise and publish Carbon Management Plan.	Finalise and publish the council's Carbon Management Plan.	01-Apr-19	31-Mar-20	90%		
	Investigate Opportunities to Improve Domestic Energy Efficiency and Relieve Fuel Poverty	Investigate opportunities to improve domestic energy efficiency and relieve fuel poverty in Newport.	01-Apr-19	31-Mar-20	25%		
5	Maintain FEI Assessments for Existing and New Policy	Maintain Fairness & Equalities Impact Assessments for existing and new policy.	01-Apr-19	31-Mar-20	100%	C	
6	Review Public Transport Access for Proposed Housing Developments	Review proposed housing developments for access to public transport.	01-Apr-19	31-Mar-20	50%		

Appendix 3

Performance Measures Reported at the end of Quarter 2 (30th September 2019)

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
National (PAM/019) - % of all Planning Appeals Dismissed	53.3%	75.00%		76.9%	<p>2 of 5 appeals were dismissed in the quarter with 2 of the 3 allowed being HMO applications refused by officers on parking and highway safety grounds. It has become clear that the Inspectorate is taking a very positive stance on HMO (Houses in Multiple Occupation) appeals despite there being no or insufficient parking to serve them. Going forward, officers will bear in mind and members will be advised of the lack of appeal success on HMO applications in particular.</p>
National (PAM/018) - % of Planning Applications Determined in Time	78.2%	87.00%		84.7%	<p>The Section had 3 staff vacancies during all or part of the period reducing efficiency and speed of decisions and applications were being delayed due to resource shortfalls in key consultee service areas, e.g. Highways, which was affecting the timeliness of their responses to the planning service</p>

Appendix 3

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
National (PAM/013) - % of Empty Private Properties Bought Back Into Use	0	1		0	Capacity for intervention has been increased through a partial restructure of the Housing team, with a focus on empty homes. This will start to have an impact in the second half of this year and in 2020/21.
National (PAM/012) - % of Households for whom Homelessness was Prevented	56%	52%		62.7%	
National (PAM/015) - Average Calendar Days Deliver a DFG	268 days	192 days		178 days	<p>The performance of DFG delivery has underperformed in the first two quarters of 2019/20 due to the time taken by Occupational Therapy (Adult Services) to complete assessments. The backlog of assessments that existed in previous years is currently being worked upon and has been assisted with recently appointed Occupational Therapy resource.</p> <p>A new Housing Adaptations Team Manager has been appointed following the departure of the previous post-holder.</p> <p>DFGs, including the backlog of assessments, will continue</p>

Appendix 3

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
					to be monitored closely over the remaining six months in an attempt to improve performance.
National (PAM/045) – Number of new homes created as a result of bring empty residential properties back into use.	14	20 (10)		12	
National (PAM/036) - Number of Additional Affordable Housing Units Delivered per 10,000 Households.	13 units per 10,000 households	30 units per 10,000 households (15 per 10,000)		8 units per 10,000 households	In comparison to 2018/19 figures we have improved our performance. We are on track to achieve the end of year target and will continue to monitor closely throughout the remainder of the performance year.

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Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 4 November 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 previous Meeting (**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 from Previous Meeting

- 2.6 Attached at **Appendix 2** is the action sheet from the previous Committee meeting. The updated completed actions are included in the table.
- 2.7 Any 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 from Previous 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 from Previous 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.

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: 8 October 2019

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Appendix 1

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

Monday, 18 November 2019 at 4pm		
Topic	Information Required / Committee’s Role	Invitees
<p>2019 - 20 Service Plan Mid-Year Review for:</p> <ul style="list-style-type: none"> • Law and Regulation; • City Services. 	<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, Actions and Performance Measures. 	<p>Strategic Director – Place;</p> <p>Head of Law and Regulation;</p> <p>Cabinet Member for Licensing and Regulation;</p> <p>Head of City Services;</p> <p>Cabinet Member for City Services.</p>

Monday, 13 January 2020 at 4pm		
Topic	Information Required / Committee’s Role	Potential Invitees
<p>2020-21 Draft Budget Proposals</p>	<p>Pre decision – to receive and comment on the Cabinet draft proposals as part of the Budget Consultation Process, prior to a final decision being taken by the Cabinet</p> <p>Draft Budget Proposals</p> <ul style="list-style-type: none"> • Scrutinising of Service Area specific proposals within Committee’s remit as part of the budget consultation process; • Assessing the anticipated impact of the budget proposals. 	<p>Strategic Director – Place;</p> <p>Head of Finance;</p> <p>Head of People and Business Change;</p> <p>Head of Law and Regulation;</p> <p>Head of City Services;</p> <p>Head of Regeneration, Investment and Housing.</p>

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Performance Scrutiny Committee – Place and Corporate

ACTION SHEET – 2 September 2019:

Agenda Item	Service Area	Action	Responsibility	Outcome
Recommendations Monitoring – Budget Proposals 2019-20	City Services People and Business Change	To forward the Committee’s Conclusions and Comments, once approved.	Scrutiny	Awaiting approval of Minutes at Meeting on 4th November.
Waste Strategy Action Plan Monitoring	City Services	To forward the Committee’s Conclusions and Comments, once approved.	Scrutiny	Awaiting approval of Minutes at Meeting on 4th November.

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