

Agenda



Performance Scrutiny Committee - Place and Corporate

Date: Monday, 18 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	Wards Affected
1	<u>Apologies</u>
2	<u>Declaration of Interests</u>
3	<u>Service Plan Mid-Year Reviews 2019-20</u> (Pages 3 - 56) a) Law and Regulation b) City Services
4	<u>Conclusion of Committee Reports</u> Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.

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Date of Issue: Monday, 11 November 2019

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Scrutiny Report

Performance Scrutiny Committee - Place and Corporate

Part 1

Date: 18 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
Law and Regulation (Place)	Councillor Ray Truman Cabinet Member for Licensing and Regulation	Gareth Price Head of Law and Regulation Bev Owen Strategic Director – Place
City Services (Place)	Councillor Roger Jeavons Cabinet Member for City Services	Paul Jones Head of City Services Bev Owen Strategic Director - Place

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** - Law and Regulation;
 - **Appendix 2** - City Services.
- 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** - Law and Regulation;
- **Appendix 2** - City Services.

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 with Budget position; Executive Summary; Service Risks; Glossary; Performance Analysis (Objectives and Actions), and; Performance Measures, are attached as:

- **Appendix 1** - Law and Regulation;
- **Appendix 2** - City Services.

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.
Service Risks	A Dashboard is provided for each of the Service Area's Risks ranked using the Risk Matrix included in the Glossary.
Glossary	This includes an explanation of the ranking of Actions, Performance Measures and Service Risk.
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' - Action Complete (Commentary provided is optional) • Green - On target to complete by agreed timescale • Amber - Issues identified which could impact the delivery of the action by the agreed timescale. • Red - 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	<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 - Performance is above Target • Amber - Performance is below Target (0-15%) • Red - Performance is underachieving (+15%) • ? - Unknown RAG (Data missing)

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 Plan Mid-Year Reviews 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](#)
- Law and Regulation Service Plan 2018-22
- City Services 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: 7 November 2019

Law & Regulation
Service Plan Mid-Year Review 2019-20

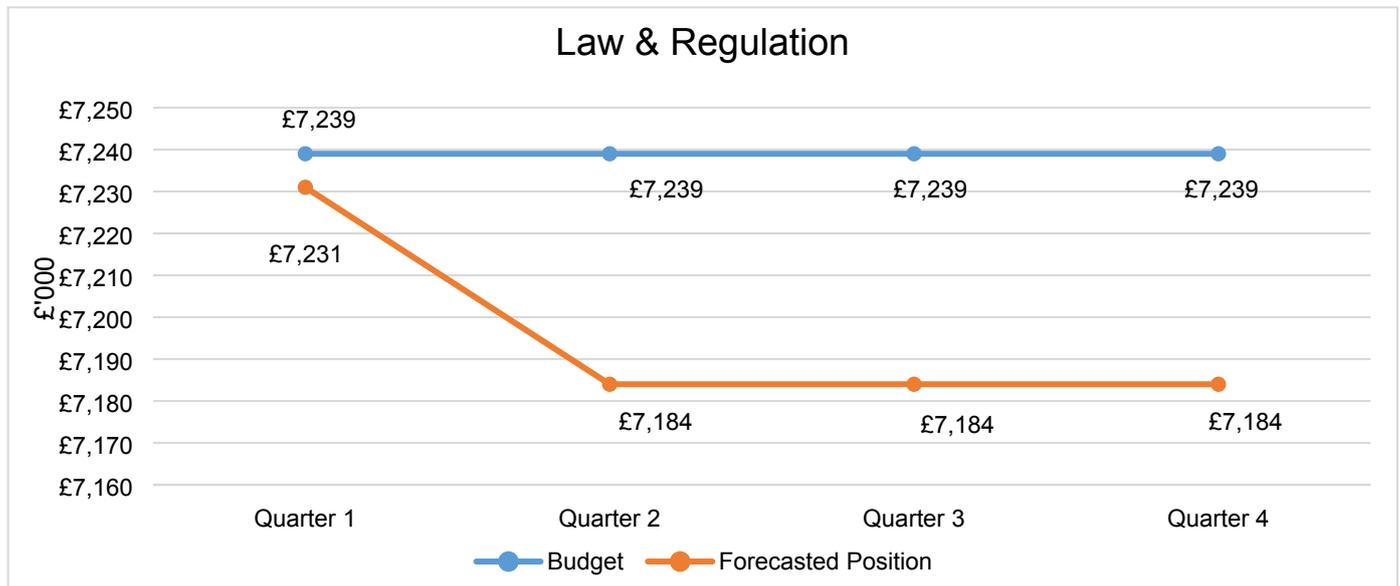
Cabinet Member for Licensing and Regulation – Councillor Ray Truman

Head of Service – Gareth Price

Introduction

Law & Regulation (L&R) provides a wide range of statutory, regulatory and professional support services for internal clients, Councillors and members of the public. Services include: Legal services, Insurances and Local Land charges, Democratic Services, including Overview and Scrutiny and the Mayoralty, Elections and Electoral Registration, Registration of Births, Deaths and Marriages, Regulatory Services (Environment & Community), Regulatory Services (Commercial) and Marketing, Public Relations and Communications.

2019/20 Budget



To support the delivery of the Council's Corporate Plan 2017-22, the Law & Regulation 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** - Modernised Council, Aspirational People, Thriving City and Resilient Communities

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

Objective 1 - To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.

This relates to:

Corporate Plan priorities – Modernised Council and Thriving City

20 Things by 2022 – Festival of Democracy

MTFP and Change & Efficiency Programme

Well-Being Objectives - to promote economic growth and regeneration

Objective 2 - To improve constitutional and corporate governance arrangements.

This relates to:

Corporate Plan priorities – Modernised Council / WAO Corporate Assessment.

Objective 3 - To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.

This relates to:

Corporate Plan priorities – Modernised Council

Change and Efficiency Programme

MTFP

Performance Measures - RS/SI/1, L&S/L/08, HR/041, L&S/L/002

Objective 4 - To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.

This relates to:

Corporate Plan priorities – Resilient Communities and Thriving City

20 Things by 2022 – Purple Flag accreditation

Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities

Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures

Objective 5 - To extend the range of services and communications available through the medium of Welsh comply with relevant Welsh Language Standards.

This relates to:

Corporate Plan priorities – Modernised Council

Well-being Objective 4 - To build cohesive and sustainable communities

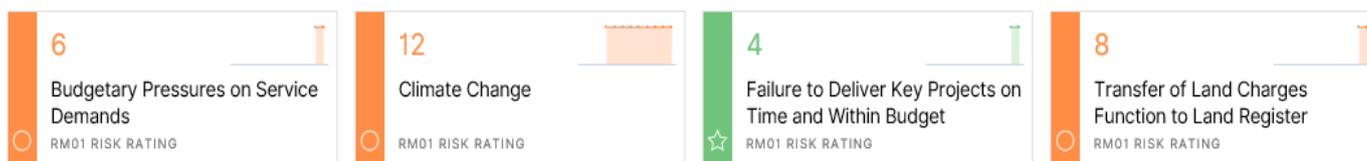
Welsh Language Standards

Executive Summary from the Head of Service

Once again, there has been a sustained level of performance during the first six months of 2019/20 in achieving the Performance Measures and delivering the key projects within the Service Plan. However, the Performance Measures and objectives remain challenging, particularly in times of diminishing resources and increased demand. Most of the Performance Indicators are local measures but the targets have been set on the basis of securing continuous improvement from last year, wherever possible. There is one PAM for the service, which relates to the percentage of broadly compliant food premises, which remains slightly above the Welsh average. All of the discretionary PI's are on track, although performance in relation to issuing legal prosecutions is still catching-up following a prolonged period of staff sickness and turnover.

The Service Area has continued to make excellent progress with key projects and critical milestones have been achieved. Good progress has been made with the legal work on key regeneration projects – Chartist Tower, the Market redevelopment, Mill Street and Market Arcade. Officers from Public Protection have been actively involved in the multi-agency Action Days in Pill and the City Centre, dealing with HMO's, anti-social behaviour and rogue traders and there have been a number of successful and high profile fraud investigations and prosecutions. Service quality has also been recognised externally –the Newport Dog Kennels have again been presented with the RSPCA Gold Award for their work with stray dogs and this year they have also been awarded the prestigious Innovation Award for the introduction of the dog exercise area at Corporation Park. These successes have been all the more significant because they have been achieved against a continuing backdrop of financial pressures, budgetary constraints, the demands of new legislation and the programme of change. The service area is predicting a very small over-spend of £20k for this year's budget against a net operational budget of approximately £7 million. This is a credit to the prudent financial management of the budget holders, with MTRP savings and recurring pressures of being managed within budget. We are confident that the budget should break-even by the year end.

Service Risks



Glossary

Note: Commentary is optional for actions and performance measures reported as a green status

Actions (Red / Amber / Green)

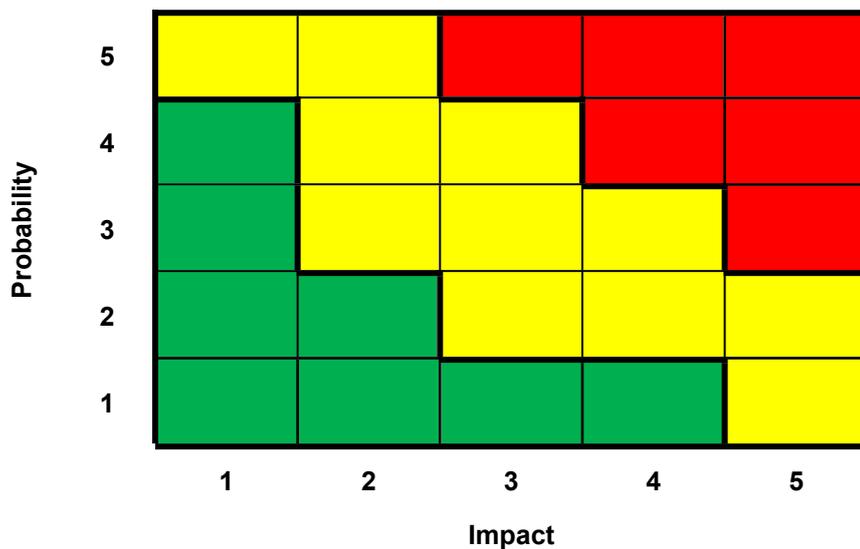
C	Green RAG – Completed
	Green RAG – Action is on course to be completed within timescale
	Amber RAG – There are potential issues which unless addressed the action might not be achieved within agreed timescales.
	Red RAG – The action requires immediate action to achieve delivery within agreed timescales.
?	Unknown RAG (Data missing)

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 - To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1.0	Undertake Review of Law & Regulation Service Structure	To undertake a review of the service structure within the Law & Regulation teams to deliver efficiencies including consideration of joint working / collaboration with partners to meet MTFP savings.	01-Apr-18	31-Mar-20	75% (Taken from subtasks below)		
Page 15 1.1	Environment & Community - Reorganisation and Re-Structure of Regulatory Services	Complete the reorganisation and re-structure within Regulatory Services and the establishment of multi-disciplinary teams.	01-Apr-18	31-Mar-20	100%	C	This restructure has brought together all of the 'neighbourhood anti-social behaviour' teams under one manager and all are now based in the same location. In order to achieve this, some traditional environmental health functions have been transferred to another team and this has been a major change. Therefore, this restructure has had a major impact on 2 managers and they have responded to the new challenge positively. The new 'Noise & Neighbourhood' team includes the Community Safety Warden Service and bringing all the services together is delivering tangible improvements to service.
1.2	Commercial Standards - Reorganisation and Re-Structure of Regulatory Services	Complete the reorganisation and re-structure within Regulatory Services and the establishment of multi-disciplinary teams.	01-Apr-19	31-Mar-20	95%		The main restructure of the teams was completed within the previous year; but the transfer of functions has been a more gradual process.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
Page 16							<p>Within the first half of the year, the activity of transferring the remaining licence processes to the Licensing Team has taken affect. The animal establishment licences (dog breeding/riding schools/pet shops etc.) was transferred from the Animal Health and Industrial Team; and fireworks licences was transferred from the Consumer Protection Team. This allows the Licensing Support Officers to use their expertise in processing licensable activities. This has allowed the officers in the other teams to shift resources into other surveillance areas (the Animal Health Officer will increase activity at Newport Docks regarding animal feed importations; and the Fair Trading Officers and Trading Standards Officers will be in a better position to complete the food standards premises surveillance work which was highlighted by the Food Standards Agency as being an improvement area).</p> <p>There has also been a further mini-restructure at the Dog's Home where the working hours of different officers has been examined and reviewed to allow the premises to be open to the public on weekends. This is an important development as the</p>

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
							service wishes to increase rehoming income; to do this it would be wise to open the premises to the public on weekends. There are further ideas regarding reorganising work areas in relation to licensed premises and food businesses surveillance and prosecution processing.
1.3	Democratic Services - Reorganisation and Re-Structure of Democratic Services.	Complete the reorganisation and restructure of Democratic Services, Public Relations and Communications and develop combined teams to provide greater service flexibility and resilience.	01-Apr-18	31-Mar-20	90%		
1.4	Legal Services - Review workloads and Staffing Resources in Legal Services	Undertake a review of workloads and staffing resources in Legal Services including any collaborative work with partners to support the delivery of the service.	01-Apr-18	31-Mar-20	50%		
1.5	Registration Services - Review of Staffing Structures Within the Registration Service.	Undertake a review of staffing structures within the Registration Service and identify any changes required to address increasing demands and budget pressures due to cover arrangements.	01-Apr-18	31-Mar-20	50%		
2.0	Review and Re-Evaluation of all discretionary and statutory services	To undertake a further review and re-evaluation of all discretionary and statutory services and prioritise essential and	01-Apr-18	31-Mar-20	50% (Taken from subtasks below)		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		mandatory work in accordance with Corporate priorities and available resources.					
2.1	Environment & Community - Review all Environment & Community Discretionary and Statutory Services	To undertake a further review and re-evaluation of all discretionary and statutory services and prioritise essential and mandatory work in accordance with Corporate priorities and available resources.	01-Apr-18	31-Mar-20	50%		
Page 18 2.2	Commercial Standards - Review all Commercial Standards Discretionary and Statutory Services	To undertake a further review and re-evaluation of all discretionary and statutory services and prioritise essential and mandatory work in accordance with Corporate priorities and available resources.	01-Apr-18	31-Mar-20	50%		The work at the Dog's Home has been reviewed. The service has received funding from its partner, Opt to Adopt; which has paid for the preparation and completion of a Dog Walking Facility (whereby members of the public pay for an enclosed area of parkland adjacent to the Dog's Home to walk their dogs securely and privately). This is a discretionary activity and is only possible because the service will follow a self-funding business model. It is hoped that the income received from the Dog Walking Facility will help the service finally achieve its annual income target. The way officers receive consumer complaints has been reviewed. Most trading standards services in Wales sign an MOU with the Citizens Advice Consumer Service (CACS). This

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
							<p>service provides first tier; advice to members of the public who require consumer advice; The MOU then allows CACS to handle the simple advice calls where they are able to provide callers with self-help information; then if the matter is actually a breach of criminal legislation and/or the matter is too complex for the self-help model; then the case is referred to the local council. CACS maintains a comprehensive database, to which all council officers, has access that records all cases dealt with by their service. This is the principle method of discharging the statutory duty under the Consumer Rights Act and related legislation for councils. Newport City Council has now handed back the MOU and has explained it will no longer accept referrals. The consumer protection service in Newport has shifted to a more intelligence led model and instead of accepting referrals allows CACS to deal with all cases as if Newport City Council will not get involved. Several times a week the service reviews the CACS database and determines whether or not a particular case should be dealt with by officers in the team. This method of working has</p>

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
Page 20							<p>advantages and disadvantages; on the one hand it better allows the service to cope with the demands of the service (by a refusal to deal with certain cases); but on the other, carries a risk that where an officer refuses to take-up a case, that the case contains significant detriment and criminal behaviour which was missed by the triage process and leads to a consumer who has not been helped and/or a criminal getting away with their wrongdoing.</p> <p>The service is still operating below the minimum standard in relation to the Code of Practice for Food Standards. Arrangements have been put in place to reach the minimum standards within the next 30 months.</p>
3.0	Review Discretionary Fees & Charges and explore income generation	Teams to undertake a review of their discretionary fees and charges and explore options for securing external funding and to maximise income generation.	01-Apr-18	31-Mar-20	36% (Taken from Subtasks below)		
3.1	Environment & Community - Review Discretionary Fees & Charges for Regulatory Services.	Undertake a further review of discretionary fees and charges for Regulatory Services (Environment & Community) and explore options for securing external funding for discretionary	01-Apr-18	31-Mar-20	50%		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		services to maximise income generation.					
3.2	Commercial Standards - Review Discretionary Fees and Charges for the Regulatory Services.	Undertake a further review of discretionary fees and charges for the Regulatory Services (Commercial Standards) and explore options for securing external funding for discretionary services, to maximise income generation.	01-Jul-18	31-Mar-20	50%		With the advent of the Dog Walking Facility there is a need to establish a robust charging system. This is a development area which will be complete by the close of quarter 3. In relation to rehoming fees at the Dog's Home; it has been difficult and clumsy using the existing fee structure as it relies on the age of the dog and does not take account of the market value. This has resulted in the sense that sometimes we may be overcharging (we may feel a dog is younger than it actually is) and sometimes we may be undercharging (a particular breed may be very desirable and we charge nowhere near the market rate). The Internal Audit for Licensing highlighted the need to charge for pre-application advice. This programme will be implemented and the charging process and fee will be developed.
3.3	Registration Service - Review Discretionary Fees & Charges for the Registration Service.	Registration Service to undertake a review of their fees & charges and explore options to maximise income generation.	01-Apr-18	31-Mar-20	10%		
4	Re-Structure and Reorganise the Gwent Coroner's Service	Re-structure and reorganise the Gwent Coroner's service to co-locate and integrate the staff and support	01-Apr-18	31-May-19	100%	C	

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		services within the Registration Service.					
5	Develop & Extend Customer Satisfaction Surveys for the Registration Service	To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.	01-Apr-19	31-Mar-20	12%		
6	The Delivery of Key Corporate Projects and Cross-Cutting Transformational Change	To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models	01-Apr-19	31-Mar-20	40%		
		Organise and deliver the Newport Festival of Democracy, develop and implement a Strategic Marketing Strategy and Destination Management Plan.					
7	Refine Strategic Marketing Strategy and Destination Management Plan	To develop appropriate strategies and plans to support effective marketing and destination management.	01-Sep-19	31-Mar-20	60%		<p>Collaborative Strategic marketing has evolved within the region, and will develop more with digital linkages.</p> <p>Destination management has progress through a new group Strategic Destination Management group. Wider consultation to ratify/ develop actions is taking place next quarter. Quick wins have already progressed with development of the Destination Website.</p>

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
8	Maximising External Funding & Sponsorship	Successfully deliver key corporate events including maximising external funding and sponsorship to raise the profile of Newport.	01-Apr-19	31-Mar-20	50%		<p>Strategic Destination marketing has attracted significant external funding. £34k for Newport CC as lead in partnership with Monmouthshire CC, and an SE Wales Marketing hub has attracted £120k of Welsh Government (WG) grant to include Newport.</p> <p>Significant WG grant and sponsorship has come in for our major events. £50k WG funding for the British Transplant Games 2019, ABP sponsorship and WG funds towards the ABP Wales Marathon. Reports evidence the attraction of economic spend and media profile.</p> <p>The Newport Food Festival did attract some sponsorship and private sector income but did not cover the full cost.</p>
9	Extend the No. of Participating Businesses - Environment & Community	Extend the numbers of businesses participating in the Paid For advice scheme and Primary Authority arrangements to generate additional revenue and improve compliance with public protection regulations.	01-Apr-19	31-Mar-20	50%		
10	Increase Numbers of Businesses Accessing Support Services - Commercial Standards	Extend the numbers of businesses participating in the Paid For advice scheme, training, trader scheme and Primary Authority arrangements to	01-Apr-19	31-Mar-20	50%		<p>There is one PA partner for Trading Standards [Steadal Ltd]. There are 9 buy with confidence members. Additional revenue is made by</p>

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		generate additional revenue and improve compliance with public protection regulations.					providing taxi drivers with CSE training.
11	Complete Transfer of the Coroners Service	Complete the transfer of the coroners service and its integration within the Registration Service and implement new coroner's IT systems	01-Apr-19	31-Dec-19	70%		
12	Implement Revised Structure for CCTV Service	Implement revised structure for CCTV service to mitigate loss of Blaenau Gwent fee income	01-Apr-19	01-Jan-20	75%		This piece of work is largely complete as the service is now operating with the revised structure.
13	Develop and maximise commercialisation of business support services	Develop and maximise commercialisation of business support services to generate additional revenue and improve compliance with public protection regulations	01-Apr-19	31-Mar-20	50%		

Objective 2 - To improve constitutional and corporate governance arrangements.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Develop & Implement a Programme for Member Training & Development	To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports, and deliver a successful induction programme for new Councillors.	01-Apr-19	31-Mar-20	50%		
2	Ensure The Standards Committee Operates Effectively	To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.	01-Apr-19	31-Mar-20	75%		
3	Improve & Strengthen Governance Arrangements	Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.	01-Apr-19	31-Mar-20	50%		
4	Review and Re-Drafting of the Constitution and Corporate Governance Arrangements	Continue with the whole-scale review and re-drafting of the Council's Constitution.	01-Apr-19	31-Mar-20	25%		
5	Strengthen Scrutiny Arrangements and Composite Work Programme	Continue to strengthen Scrutiny arrangements and the composite work programme	01-Apr-19	31-Mar-20	50%		
6	Successfully Deliver Elections	Successfully deliver elections, raise voter awareness and increase elector registration.	01-Apr-19	31-Mar-20	60%		

Objective 3 - To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Coroner's Service Case Management System	Develop and implement a case management system for the Coroner's Service.	08-Jul-19	31-Dec-19	32%		
2.0	Greater Use of Technology	Greater use of technology for delivery of PR, Communications & Marketing and in the Legal Section.	01-Apr-19	31-Mar-20	50% (Taken from subtasks below)		
2.1	Greater use of Technology in Legal Section	Greater use of technology and development of back-office systems to deliver improved efficiencies in Legal Section.	01-Apr-19	31-Mar-20	50%		
2.2	Greater use of Technology in Public Relations, Communications & Marketing	Develop and improve the openness and transparency of corporate governance processes through greater use of technology.	01-Apr-19	31-Mar-20	50%		
3	Improve Openness & Transparency of Corporate Governance Processes	Develop and improve the openness and transparency of corporate governance processes through greater use of technology.	01-Apr-19	31-Mar-20	25%		
4	Maximise Use of Idox Web Forms - Environment & Community	Maximise the use of online web forms linked with the Idox database.	01-Apr-19	31-Mar-20	0%		This currently relates to application forms for Houses in Multiple Occupation licences. Action on this has been delayed due to significant vacancies in the EH Housing team.
5	Roll Out Card Payment Capability	Continue to roll out card payment capability for customers within Regulatory Services.	01-Apr-19	31-Mar-20	32% (Taken from subtasks below)		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
5.1	Environment & Community - Roll Out Card Payment Capability in Reg Services	Continue to roll out card payment capability for customers within Regulatory Services.	01-Apr-19	31-Mar-20	50%		
5.2	Commercial Standards - Roll Out Card Payment Capability in Regulatory Services	Continue to roll out card payment capability for customers within Regulatory Services.	01-Apr-19	31-Mar-20	15%		Team Managers have been tasked with scoping card payment options in Regulatory Services Commercial Standards. For the Dog's Home - this is a critical improvement need.

Objective 4 - To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Environment & Community - Tackle Anti-Social Behaviour	Working collaboratively with partners to prevent and tackle instances of anti-social behaviour impacting upon residents and business community.	01-Apr-19	31-Mar-20	50%		
2	Commercial Standards - Tackle Anti-Social Behaviour	Working collaboratively with partners to prevent and tackle instances of anti-social behaviour impacting upon residents and business community.	01-Apr-19	31-Mar-20	50%		Officers are focused on trading activities that are a nuisance to residents and businesses: there has been significant activity around the issues of illegal tobacco, the smoking ban and selling alcohol etc. to children. Also, the Licensing Team's work with licensed premises applications has a positive effect.
3	Environment & community - Improve Community Cohesion & Wellbeing in Pillgwenlly.	Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of Newport.	01-Apr-19	31-Mar-20	50%		
4	Commercial Standards - Improve Community Cohesion & Wellbeing in Pillgwenlly.	Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of Newport.	01-Apr-19	31-Mar-20	50%		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
5 Page 29	Secure Purple Flag Accreditation	Secure Purple Flag Accreditation for the City Centre Night-Time Economy.	01-Apr-19	31-Mar-20	50%		The Licensing Manager, supported by the Regulatory Services Manager - Commercial Standards have been active in preparing for a Purple Flag application. There have been meetings with the assessment body, Gwent Police, Pub Watch and partners across Safer Newport. The Destination Management Group has agreed to hold a scrutiny role in the application. There have been two self-assessments completed and an improvement plan established. It was determined that should the assessment have taken place during the self-assessment evenings, the city would have passed the criteria for the award. A draft application was prepared by the Licensing Manager and has been sent for review to the DMG. Officers will continue to look at improvements in the city centre and work actively with partners. It is expected that the application will be made in quarter 3 of the final year; with the final assessment and (hopefully) award in quarter 4.
6	Develop Local Air Quality Management Statutory Action Plan	Develop Local Air Quality Management Statutory Action Plan and ensure it is formally adopted and implemented.	01-Apr-19	31-Dec-19	75%		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
7	Regulation of Housing Standards	Regulation of housing standards in both rented and non-rented housing, including implementation of licensing regimes.	01-Apr-19	31-Mar-20	50%		
Page 30 8	Maintain a Fair & Safe Trading Environment	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment.	01-Apr-19	31-Mar-20	50%		<p>An investigation by an officer within the Consumer Protection Team identified a Newport consumer who was supplied an unsafe camper van from a business in a neighbouring authority. The van had defective seat belt anchors; dangerous wiring and LPG installation. The trader was fined £4,000 and paid out compensation to the tune of £17,000.</p> <p>Operation BELL: Officers from the Special Investigations Team have successfully prosecuted a retailer of counterfeit DVDs. The case has been adjourned for sentencing and consideration under the Proceeds of Crime Act 2002.</p> <p>Operation HUNTSMAN: Officers from the Special Investigations Team have successfully prosecuted three traders of counterfeit clothing items sold on eBay; the value of the illegal trading exceeded £750,000.</p> <p>FAKE FREE NEWPORT: Officers from the Special Investigations Team completed investigations into sellers of illegal goods on social media (illegal products included</p>

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
Page 31							<p>clothing, perfume and streaming devices). On these occasions three offenders signed simple cautions.</p> <p>Officers from the Licensing Team have successfully prosecuted a driver for operating a vehicle without a licence. The driver was ordered to pay £2,500 in costs and fines.</p> <p>Officers from the Consumer Protection Team completed an investigation into a second hand car retailer who was misleading consumers about the price of the cars on sale. The business signed a caution.</p> <p>Officers from the Licensing Team have brought 4 number of taxi drivers to the Licensing sub-committee for various breaches; including illegal plying for hire and dangerous driving. Also, a number of drivers have appeared in the Magistrates Court and have been subject to fines and costs.</p> <p>Officers have checked incoming consignments of animal feed for statutory official controls to make sure the products are not harmful and are organic (as advertised). The controls involve document scrutiny, identity verification and sampling. Since April there have been 5 consignments.</p>

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
<p style="text-align: center;">Page 32⁹</p>	Regulate & Support Businesses - health protection	Regulate businesses and support consumers/residents to protect and improve health.	01-Apr-19	31-Mar-20	50%		<p>Officers from the Consumer Protection Team have carried out mystery shopper exercises on dozens of businesses. The purpose of these exercises is to ensure businesses do not sell to children products that will be detrimental to their health. Following each failure the business is dealt with in accordance with enforcement protocols.</p> <p>Operation DENVER - Tackling Illegal Tobacco:</p> <p>Officers from the Consumer Protection Team have closed a business that was selling illegal tobacco. The business was one of the most prolific in Newport and the site had previously been the cause of a number of prosecutions. The latest resulting in a Proceeds of Crime Act 2002 cash seizure of £6,600.</p> <p>Officers from the Consumer Protection Team have successfully prosecuted a retailer who had been a prolific supplier of illegal tobacco. The trader was ordered to pay fines and costs of £600.</p> <p>Officers from the Consumer Protection Team have completed business audits checking the composition and ingredients of food items. Officers have identified many businesses that fail to understand the rules</p>

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
							relating to allergenic ingredients. Following each failure the business is dealt with in accordance with enforcement protocols. Officers also dealt with two product recalls related to allergenic ingredients; one relating to shellfish and the other sulphites.
10	Review the Policies and Procedures for the Regulatory Investigatory Powers Act	Review the policies and procedures for the Regulatory Investigatory Powers Act and seek their approval from Cabinet Member	01-Apr-19	30-Sep-19	0%		The Regulatory Services Manager - Commercial Standards will complete this task in quarter 3.
Page 11 33	Produce a Local Toilets Strategy	Produce a Local Toilets Strategy in accordance with the Public Health (Wales) Act 2017	01-Apr-19	30-Nov-19	75%		This has been given an Amber status as the Strategy should have been in place by 31 May 2019 but good progress is now being made. The draft Strategy will be going to Scrutiny in November.
12	Produce Report Recommending a PSPO for Market Arcade	Produce a report for Full Council recommending a PSPO for Market Arcade	01-Apr-19	30-Sep-19	100%	C	Following consideration of the Report, Full Council agreed that a PSPO for Market Arcade will be made.
13	Prepare to Deliver the New Statutory Duties	Prepare to deliver the new statutory duties under the Public Health (Wales) Act 2017 (Part 4 - Special Procedures) including recruitment of new officers	01-Sep-19	31-Mar-20	50%		This work is being severely impacted on by the WG current inability to commit resources to making the legislation (regulations) necessary to commence this new regulatory activity, but we are preparing as best as we can.
14	Review Historical Dog Control Orders	Review all historical Dog Control Orders that transitioned into Public Spaces Protection Orders	01-Sep-19	31-Mar-20	25%		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		on 20/10/17 and renew them as appropriate					

Objective 5 - To extend the range of services and communications available through the medium of Welsh comply with relevant Welsh Language Standards.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Delivery of Welsh Language Standards	<p>Delivery of Welsh Language Standards applicable to Law and Regulation services. The service area will extend the range of services where customers are offered a choice of language from the first point of contact and encourage the use of Welsh in the delivery of front-line services.</p> <p>Increase Welsh awareness and basic training among staff, to encourage greater use of the Welsh language. Continue to make a positive contribution in relation to the work of the Corporate Welsh Language Group.</p>	01-Apr-19	31-Mar-20	60%		
2	Review Recruitment Policies	<p>To review recruitment policies, specifically in relation to front-line services, such as the Registration Service, to offer greater choice in respect of the conduct of registrations and ceremonies in Welsh.</p>	01-Apr-19	31-Mar-20	50%		
3	Translation of Policy & Governance Documents	<p>The translation of key policy Statements and internal governance documents, such as the Statement of Licensing Policy and corporate decision-making templates, into Welsh.</p>	01-Apr-19	31-Mar-20	50%		

Performance Measures – Quarter 2

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 - Percentage of Food establishments broadly compliant with food hygiene standards	96.34%	95.16%		95.16%	
Total number of social media followers	31,500 Facebook – 14,700 Twitter – 16,800	29,000		27,800	
Percentage of legal prosecutions issued within 20 working days	50%	85%		72.4%	This is a local discretionary PI which is showing at 50% for the end of Quarter 2 because of a large backlog of prosecutions which had built up during a prolonged period of staff sickness and turnover within the Litigation team. Low level prosecutions were not issued during this period as other legal work had to be prioritised. Now that the staffing issues have been stabilised, performance has improved significantly and targets are currently being exceeded. However, because of the cumulative nature of this PI, then current performance will not be sufficient to get this PI back on track by the end of the year. The target should be attainable next year and the PI will have to be refined to reflect the new Single Justice process for routine prosecutions.
Percentage of public protection fraud investigations successfully concluded	90.91%	88%		100%	

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
Average value of fraud cases successfully concluded	£56,352	N/A	N/A	£43,419	
Percentage of legal searches in 5 days	91.64%	96%		96.47%	This measure has dipped slightly to 91% at the end of the second quarter but we are confident that the target of 96% is achievable by the end of the year. The time for processing property searches is always susceptible to some variation throughout the year, due to leave and sickness absence and increases in property transactions, because there are 2 FTE staff dealing with this work. This also demonstrates that the target remains a challenging one.
Percentage of customers seen within 15 minutes	99.42%	98%		99.24%	
Percentage of Anti-social Behaviour incidents resolved by wardens	94.59%	94%		91.22%	
Percentage of regulatory services significant issues resolved.	90.26%	92%		95.2%	In one of the key teams in Regulatory Services there is a mixture of vacancies and new starters; this has led to a situation where some cases are taking longer to solve and resolved cases are not being recorded accurately. This performance should improve over the second half of the year. However, a resolution rate of 90% is still a good level of performance.

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City Services
Service Plan Mid-Year Review 2019-20

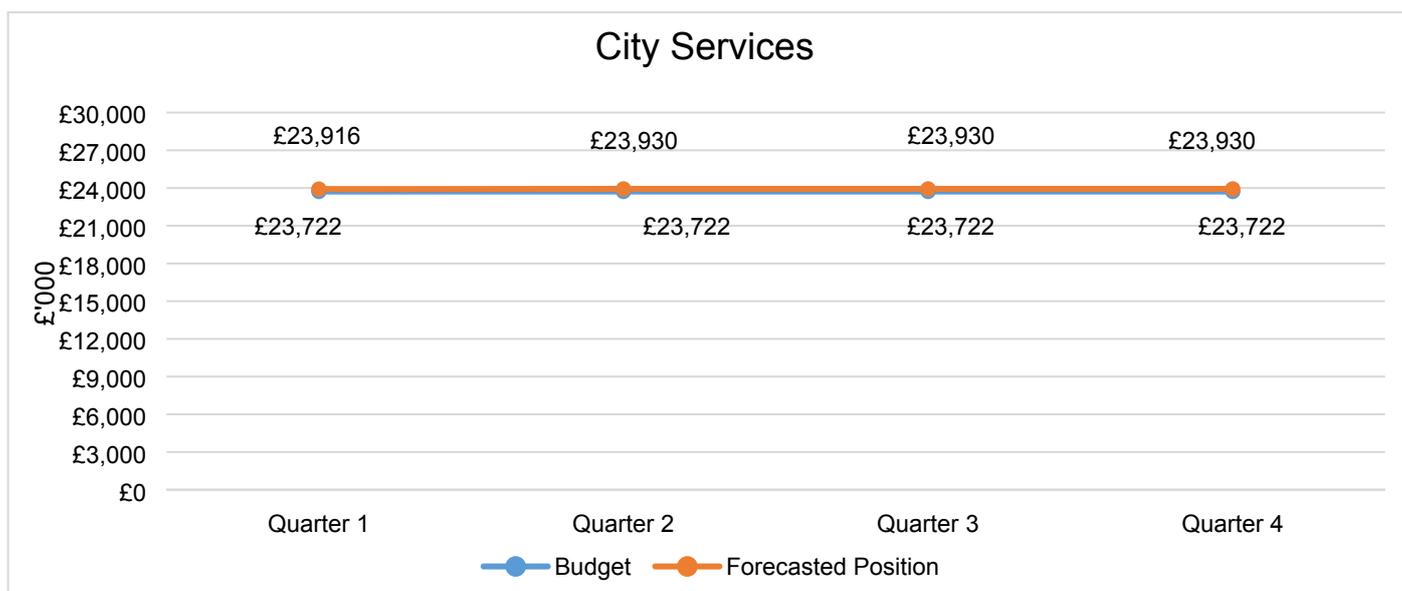
Cabinet Member for City Services – Councillor Roger Jeavons
Head of Service – Paul Jones

Introduction

City Services deliver essential public services to the City of Newport, that impact on every resident, business and visitor within the city. It is also widely accepted that the reliability and quality of these services significantly influences stakeholder perception of the Council and the City as a place to live, visit or do business. The wide range of services not only impact on the quality of life and wellbeing of our communities but also impact positively on objectives such as social inclusion, community safety and the local economy.

The service will continue to embrace new technologies and ways of working to realise efficiencies and reduce the cost of service delivery. There is also a realisation that efficiencies purely from improving service delivery will over time become limited. Therefore, City Services will be focused on service demand and more importantly, demand management.

2019/20 Budget



To support the delivery of the Council’s Corporate Plan 2017-22, the City Services Service Plan 2018-22 focuses on the delivery of:

- **Wellbeing Objective 2** - To promote economic growth and regeneration whilst protecting the environment
- **Wellbeing Objective 3** - To enable people to be healthy, independent and resilient; and
- **Corporate Themes** - Thriving City, Resilient Communities and Modernised Council.

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

Objective 1 - Introduction of Civil Parking Enforcement within the City boundary.

The application to Welsh Government for civil parking enforcement powers by the Council due to the withdrawal of Gwent Police from parking enforcement.

Objective 2 - Continuous improvement of recycling performance.

The Council needs to meet the recycling targets set out by Welsh Government in their Towards Zero Waste strategy. In order to do so, the Council needs to develop its own strategy and cover all the different waste services and activities and come up with different ways of improving performance.

Objective 3 - Comply with duties under Active Travel Act (Wales) 2013.

Comply with the statutory duties to manage the implementation of the Active Travel (Wales) Act and encourage people to walk, cycle and use other modes of transport to reduce inactivity.

Objective 4 - Improved transport links and connectivity of the City.

Recognise and promote the importance of fast, reliable and frequent public transport links for the connectivity of the city.

Objective 5 - Develop customer focused services that are digital by design.

The Council must meet the changing needs of the community and assist in moving citizens and businesses from mediated contact to independence via digital interaction for basic every day transactions. This will free resource, which can be spent on complex enquiries where customers need support. The Council will make best use of existing and emerging technology to deliver services in a way that makes interaction easy for customers and efficient for the Council. This is about using available data to understand customer needs and behaviour, evaluating tools and systems, testing the end to end service and making iterative improvements.

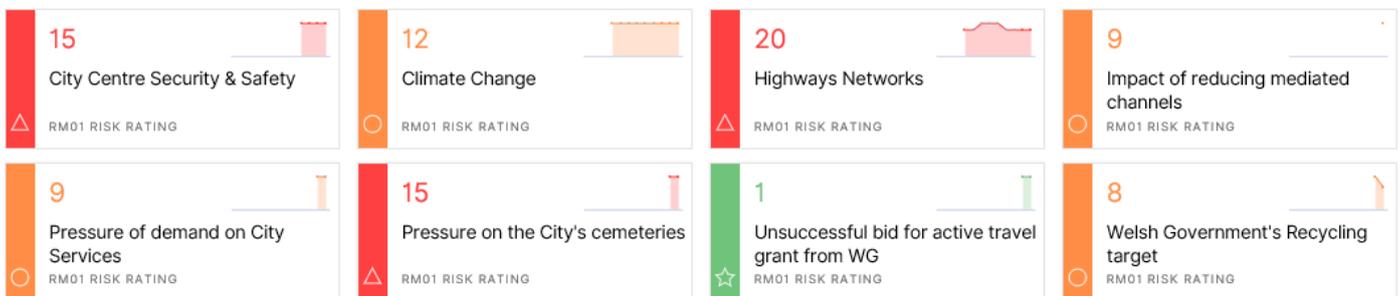
Executive Summary from the Head of Service

The first half of this year has been an extremely busy period for City Services. We have rolled out the new smaller wheeled bins, which have increased the recycling rate to 69% for Q1 and we are confident that we will remain above the statutory target of 64% for the year. We have also introduced Civil Parking Enforcement, issuing over 8,000 tickets in the first three months and we are already seeing a significant reduction in illegal parking.

Further progress has been made with My Newport, our digital account service, with over 38,000 users now active. Work continues on improving integration with front line service delivery, to improve the visibility and responsiveness of services across the council.

Recruitment remains a significant challenge, with a large number of posts that we are struggling to attract suitable staff to. This is putting pressure on remaining staff and resulting in service quality issues and delays in improving areas.

Service Area Risks



Glossary

Note – Actions / Performance measures reporting green status, commentary provided is optional.

Actions (Red / Amber / Green)

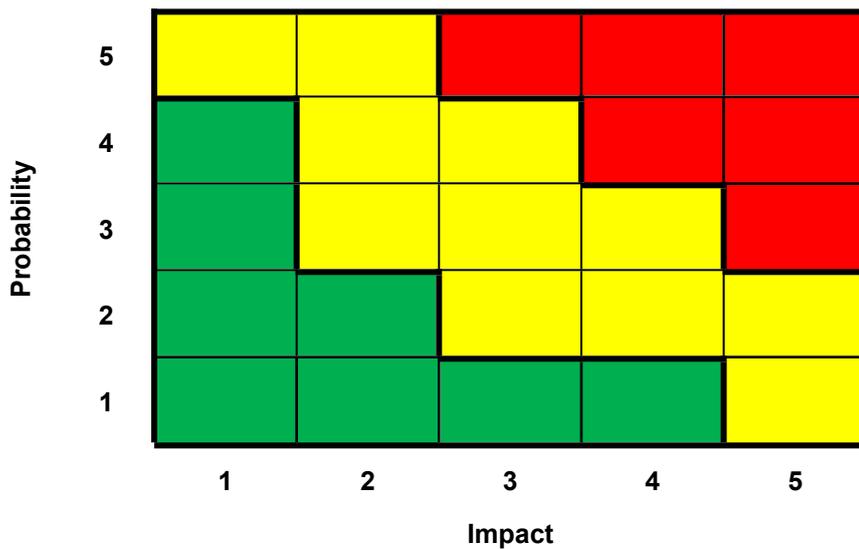
C	Action Complete (Commentary provided is optional)
	Action is on target to complete by agreed timescale (Commentary provided is optional)
	Issues are identified which could impact on the delivery of the action by the agreed timescale
	The action is not going to be able to deliver by agreed timescale 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



Objective 1 - Introduction of Civil Parking Enforcement within the City boundary

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Deployment of Civil Parking Enforcement Officers within the City	Deployment of Civil Parking Enforcement Officers within the City	01-Jul-19	31-Mar-20	100%	C	
2	Fully Establish the Operation of the New Service	Fully Establish the Operation of the New Service	01-Apr-19	14-Oct-19	100%	C	
3	Refine Operations	Refine operations to match emerging parking offence trends and city need	01-Apr-19	31-Mar-21	50%		
	Staffing & Training	Staffing & Training	01-Apr-19	31-Mar-20	100%	C	

Appendix 2

Objective 2 - Continuous improvement of recycling performance

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Build a new Household Waste Recycling Centre	Build a new Household Waste Recycling Centre: Finalise site search Finalise design and determine final project costs Approval for final project and financing options Construction phase	01-Jan-20	31-Dec-21	0%		Action commencing in Quarter 4 2019/20.
2	Develop a Waste Strategy	Develop and approve a Waste Strategy: Options already presented to Overview Scrutiny Committee for consideration in 2017; Proposal presented to Cabinet Member, together with Scrutiny's recommendations report; and Waste Strategy approved by Cabinet Member/Cabinet	01-Apr-19	31-Dec-19	98%		Draft Waste Strategy document presented to Performance Scrutiny for review/comments; good feedback provided, comments will be incorporated. In consultation with Democratic Services to determine next steps for adoption of final document in quarter 3

Appendix 2

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
3	Improve trade waste services	<p>Implement fully source-segregated, outsourced recycling collections</p> <p>Explore options to maximise sales activity for the trade waste services</p> <p>Explore options for improving trade waste collections within Newport City Centre</p>	01-Jan-20	30-Dec-20	0%		Action commencing in Quarter 4 2019/20.
4	Waste Strategy: yearly monitoring of annual action plans	Waste Strategy: yearly monitoring of annual action plans	01-Sep-19	01-Sep-20	8%		

Objective 3 - Comply with duties under Active Travel Act (Wales) 2013

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Undertake actions to discharge duties under Active Travel Act.	Undertake actions to discharge duties placed on local authorities under the Act including publishing and promoting the Integrated Network Map.	01-Apr-19	31-Mar-20	50%		
2	Undertake works agreed as part of the Local Transport fund allocation.	Undertake works agreed as part of the Local Transport fund allocation for the design and development work of active Travel schemes in Newport.	01-Apr-19	31-Mar-20	60%		
Page 46	Work collaboratively with Public Health Board partners.	Work collaboratively with Public Health Board partners to achieve regional and local improvements that will deliver long term health and environment benefits.	01-Apr-19	31-Mar-20	55%		

Objective 4 - Improved Transport links and connectivity of the City.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
Page 47	Drive forward the Cardiff Capital Region City Deal Transport.	<p>This objective is consistent with existing Metro/city deal objectives.</p> <p>Making public transport more attractive and influencing modal choice are overarching objectives that the city should aspire to.</p> <p>Interventions that Newport City Council will seek to influence are: Rail links; New Railway stations Improved bus priorities; Park and Rides; Local network improvements; Development of local/regional transport strategy in general; Potential for Civil parking powers to keep bus lanes / stops / general; Promote robust statutory control of works on the highway; Securing the expeditious movement of traffic on the authority's road network.</p>	01-Apr-19	31-Mar-20	58%		With the decision on the M4, Newport City Council is compiling a priority list of potential highway/transportation schemes for consideration by WG. The Metro Enhancement Framework has been devised by WG in collaboration with Transport for Wales and Cardiff Capital Region Transport Authority. Its purpose is to assist in the identification of areas/transport corridors which have the greatest social, environmental, cultural and economic challenges that may be mitigated by transport solutions. A technical briefing note is being prepared setting the outcomes

Appendix 2

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
2	Review Newport City Council Local Transport Plan	There will be a review of the Newport City Council Local Transport Plan as a result of a considerable number of changes since publication of the current plan	01-Sep-19	31-Mar-21	50%		The review was placed on hold pending a decision on the M4. Consideration will now be given to commissioning this review.
Page 48 3.0	Drive forward the Cardiff Capital Region City Deal Transport.	<p>This objective is consistent with existing Metro/city deal objectives.</p> <p>Making public transport more attractive and influencing modal choice are overarching objectives that the city should aspire to.</p> <p>Interventions that Newport City Council will seek to influence are:</p> <ul style="list-style-type: none"> Rail links; New Railway stations Improved bus priorities; Park and Rides; Local network improvements; Development of 	01-Apr-19	31-Mar-20	58%		<p>With the decision on the M4, Newport City Council is compiling a priority list of potential highway/transportation schemes for consideration by WG.</p> <p>The Metro Enhancement Framework has been devised by WG in collaboration with Transport for Wales and Cardiff Capital Region Transport Authority. Its purpose is to assist in the identification of areas/transport corridors which have the greatest social, environmental, cultural and economic challenges that may be mitigated by transport solutions. A technical briefing note is being prepared setting the outcomes</p>

Appendix 2

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		local/regional transport strategy in general; Potential for Civil parking powers to keep bus lanes / stops / general; Promote robust statutory control of works on the highway; Securing the expeditious movement of traffic on the authority's road network					

Objective 5 - Develop customer focused services that are Digital by Design.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
Page 50	Complaints management system to meet Public Services Ombudsman requirements	<p>Development of a new complaint management system that meets the requirement of the Public Services Ombudsman. This will include delivery of:</p> <p>Public and Staff Consultation Regular reports including lessons learnt</p> <p>Training for Complaint Resolution team</p> <p>Design and delivery of training for Council staff</p> <p>Policies, Procedures and Guidance</p> <p>Implementation of My Newport system to manage complaints</p> <p>Internal and External Communications campaign</p>	01-Apr-19	31-Mar-20	25%		<p>Progress at the end of Quarter 2:</p> <p>Public and Staff Consultation - Completed</p> <p>Regular reports including lessons learnt - Completed</p> <p>Training for Complaint Resolution team - In Progress</p> <p>Design and delivery of training for Council staff - In Progress</p> <p>Policies, Procedures and Guidance - In Progress</p> <p>Implementation of My Newport system to manage complaints - In Progress</p> <p>Internal and External Communications campaign - Not Started</p>
2	Implement Waste Module as part of Phase 2 of the My Newport project.	Design, development, build and roll out of a new module in My Newport that is used for end to end processing and delivery of	03-Jun-19	31-Oct-19	80%		<p>The majority of the implementation is in final User Acceptance Testing (UAT) ready for go live.</p> <p>The last element to be delivered is full</p>

Appendix 2

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		waste functions. This will replace the existing Mayrise module currently being used by the waste teams and will facilitate mobile working, paperless processes and real time data.					mobile working for the operations team. This is planned for w/c 4 th November and will take 3 weeks to full roll out to all waste collection rounds and service.
3	Promote Self-Service	Develop and deliver a targeted and personalised communication campaign to promote self-service options for residents.	01-Apr-19	31-Mar-20	10%		Web pages have been updated. The option to sign up to a customer account, web forms and app provision have been promoted through the Council's social media and Newport Matters
Page 51	Publish new Customer Services Strategy	Publish new Customer Services Strategy outlining the Council's approach to channel optimisation and demand management.	01-Apr-19	31-Mar-20	0%		Review Service Level agreements for services within My Newport.
5	Review of roles and responsibilities post-My Newport implementation	The implementation of My Newport will reduce some processing and administration requirements but will place new burdens on Customer Service. This should be assessed to ensure that available resource is utilised most effectively.	01-Jul-19	31-Mar-20	5%		Work is underway, full plans to be shared by December 2019.
6.0	Support development of Operations in City Services	Support the development of operational services across City Services. This will include a robust quality system from policies and	01-Apr-19	31-Mar-20	18%		Reviews undertaken in a number of areas. Activity to support a number of actions such as mobile working and

Appendix 2

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		procedures through to training and Quality Assessment. This will help to streamline processes, reduce duplication and demand, manage costs effectively and reduce risk.					process redesign commences in November.

Performance Measures at end of Quarter 2 2019/20

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Target as at Q2 19/20)	Performance	Previous Year (Actual) 2018/19	Comments
National - % Municipal waste re-used, recycled and composted	65.5%	64%		58.66%	
National - Kilograms of residual waste generated per person	78.88kg per person	175kg per person (87.5kg per person)		103.86kg per person	
National – Percentage of Bi-monthly cleanliness inspections of highways and relevant land.	96.3%	95%		92.5%	
National - Average number of days taken to clear fly tipping incidents	1.56 days	2 days		2 days	
National - Visits to Sport and Leisure Centres per 1,000 population	3,563.6	7,800 (3,900)		3,989	Quarter 2 update provided by Newport Live. Some regular bookings show reduced attendance in comparison to last year e.g. Newport County Academy 5,840 last year and 4,526 this year. Some major bookings that took place last year were not present in the same period this year (Lucozade event, Cwmbran Harriers). Gym attendance at NISV has increased in the same period 16,123 last year to 17,353 this year. There is an upward trend in casual tennis usage increasing from 3,555 last year to 3,864 this year. Partnerships with NHS, NERS and leisure has increased participation, particularly Pulmonary Rehab sessions with

Appendix 2

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Target as at Q2 19/20)	Performance	Previous Year (Actual) 2018/19	Comments
					540 attendance at NISV. Physical activity usage in the parks has reduced from 17,855 last year to 12,305 this year.
% of municipal waste recycled at the HWRC	65.5%	65%		55.9%	
No. of Penalty Charge Notices (PCNs) Issued (wef 01-Jul-19)	8,517	N/A	N/A	N/A	As per legislation, targets cannot be set for the delivery of Civil Parking Enforcement
No. of PCNs Paid (wef 01-Jul-19)	5,244	N/A	N/A	N/A	
No. of PCNs Cancelled (wef 01-Jul-19)	368	N/A	N/A	N/A	
No. of PCNs Written Off	74	N/A			
Number of Active Travel journeys	120,722	250,000 (125,000)		120,403	In Q2, 2 of the sensors used to record the data were not working and therefore we were not able to count the number people going through the Active Travel routes. Based upon the previous quarter's data, we would have been above the target by 14,000. In the next quarter we will investigate and repair the fault.
Number of events held on a range of countryside, biodiversity and recycling related matters.	43	35 (17.5)		33	
No. of times My Newport app has been downloaded	503 (Overall total downloaded) 135 (2019/20)	No Target	N/A	N/A	
No. of My Newport accounts set up by residents	36,679 (Overall total number of accounts) 25,523 (2019/20)	No Target	N/A	N/A	

Appendix 2

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Target as at Q2 19/20)	Performance	Previous Year (Actual) 2018/19	Comments
Customer Contact Centre average wait time main.	4 minutes 24 seconds (264 seconds)	5 minutes (300 seconds)		N/A	
Customer Contact Centre average wait time – Welsh	2 minutes 6 seconds (126 seconds)	3 minutes 30 secs (210 seconds)		N/A	
Customer Contact Centre average wait time – Council Tax	13 minutes 30 seconds (810 seconds)	6 minutes (360 seconds)		N/A	The Service has been underperforming due to the limited resources to respond to the level of demand. To try and reduce the impact, we are promoting alternative ways residents can pay their Council Tax including the Council website, automated payment phone line, payment points in the Information Station and at Paypoints in the community (post offices, banks, newsagents and convenience stores). Residents can also pay by Direct Debit.
Customer Contact Centre average wait time – Social Services	54 seconds	1 minute 50 seconds (110 seconds)		N/A	
Average Waiting Time Face to Face	15 minutes	25 minutes		N/A	

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