

Agenda



Performance Scrutiny Committee - Place and Corporate

Date: Monday, 7 June 2021

Time: 4.00 pm

Venue: Virtual Meeting

To: Councillors C Evans (Chair), G Berry, M Whitcutt, I Hayat, J Richards, M Al-Nuaimi, C Ferris, M Kellaway and M Linton

Item	Wards Affected
1	<u>Apologies</u>
2	<u>Declaration of Interest</u>
3	<u>Minutes of the previous meeting held on 22 March 2021 (Pages 3 - 8)</u>
4	<u>2020/21 Service Plan End of Year Reviews (Pages 9 - 88)</u>
5	<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.
6	<u>Draft 2021-22 Annual Forward Work Programme (Pages 89 - 100)</u>

Contact: Neil Barnett, Scrutiny Adviser
Tel: 01633 656656
E-mail: Scrutiny@newport.gov.uk
Date of Issue: Monday, 31 May 2021

This page is intentionally left blank

Minutes



Performance Scrutiny Committee - Place and Corporate

Date: 22 March 2021

Time: 4.00 pm

Present: Councillors C Evans (Chair), G Berry, M Whitcutt, I Hayat, J Richards, C Ferris and M Linton

In Attendance: Paul Jones (Head of City Services), Matthew Cridland (Trading Standards Manager), Joanne Gossage (Green Services Manager) and Neil Barnett (Scrutiny Adviser)

1 Apologies

Councillors M Al-Nuaimi, M Kellaway and M Linton

2 Declaration of Interest

None.

3 Minutes of the previous meeting held on 18th January 2021

The minutes of the meeting held on 18th January 2021 were approved as a true and accurate record.

4 Enforcement of COVID Business Restrictions

Attendee:

- Matthew Cridland (Regulatory Services Manager – Commercial Standards)

The Regulatory Services Manager presented a brief overview to the Committee and highlighted the key areas for consideration. This included the Department's Summary of Outputs, which noted numbers of inspections, notices issued and total number of fixed penalty notices issued.

The Regulatory Services Manager reported that since the end of March 2020, Trading Standards and Licencing had provided businesses with advice on over 2,000 occasions, completed 3,000 inspections and assessed compliance on 4,000 occasions. 74 % of these inspections were compliant and 16 % became compliant whilst officers were at the premises, following advice. 10 % required further investigation. 45 premises improvement notices had been issued together with 7 closure notices and 3 licence reviews requested.

The Regulatory Services Manager explained the work carried out during the initial lockdown when many businesses were ordered to close and only essential businesses remained open to customers. Those allowed to stay open had to ensure everything was safe by controlling queues and numbers, ensuring social distancing and installing hygiene signs etc. The relevant teams contacted every single business on their database, making sure they knew what was required of them and a duty line was rapidly set up to provide advice. Patrols were also carried out to ensure compliance with the regulations. The sorts of issues that arose

were premises such as pubs where open beer gardens were being used, which the proprietor thought were safe, but which was, in fact, in breach of the current regulations. Also hairdressers and barbers operating in people's homes.

Whilst carrying out these checks, there was also an increase in scams and trading standard issues to deal with such as price hiking for goods and services, refunds for cancelled holidays being refused and unsafe personal protective equipment and hand sanitiser.

With the infection rate lessening in the Spring, staff carried out supermarket checks to ensure the signage, movement directions around the shops etc were adequate. All shop Managers were contacted and provided with advice so they knew what was expected of them in these respects. The Service area worked closely with the Police during the pandemic and also City Services Highways in order to organise outside dining areas in the City Centre to enable customers to access services in safety and in compliance with Covid-19 restrictions and regulations. Blatant disregard or non-compliance of the regulations by 2 licensed premises in the City Centre were rigorously investigated and licenses suspended.

The Regulatory Services Manager explained that they utilised the four E's approach towards enforcement, which were 'Engage, Explain, Encourage', and as a final resort, 'Enforce'. The figures quoted in the report showed that by engaging and encouraging, the compliance levels were high and the need for enforcement were then very low.

All staff had worked incredibly hard under these difficult circumstances. Legislation was changing on a weekly basis and the need to relay this information to businesses and individuals in a timely manner was paramount and the Regulatory Services Manager praised his staff, saying he believed their effort and dedication had made Newport a safer place to live and work during the pandemic.

The Chair thanked the Regulatory Services Manager for his informative report and on behalf of the Committee, requested that their appreciation be forwarded to all staff for their dedication and hard work during the pandemic.

Members asked the following:

- What was the likelihood of any fines being paid and how would this be enforced?

The Regulatory Services Manager reported that all fines would have to be paid but that they also tried to be responsible and fair. Payment was due within 28 days or it escalated to prosecution for non-payment. Some businesses that had struggled to pay the fines had made representations and these were taken into account and for example, a payment plan set up. As an Authority we would stand firm regarding fine payment, but aim to avoid prosecution for non- payment wherever possible.

- A member asked what type of businesses constituted the non-compliance figures?

The Regulatory Services Manager responded that there was a link to actual breakdowns included in the report. During the Autumn in particular, pubs and clubs were having issues with compliance and so receiving Improvement Notices. The Manager had attended site inspections with officers and acknowledged that it was difficult for Licensees. For example if people lied about numbers in their households, household bubbles etc. it was hard to challenge and contradict people. Similarly, the issues of mask wearing in supermarkets was challenging as staff were concerned they would be policing this requirement themselves. Following meetings with the Supermarket Managers, it was agreed that the staff would just remind somebody of the policy rather than challenge them for non-compliance. Legislation was now in

place as part of safe systems of work and masks were mandatory unless exempt on medical grounds.

- A member asked what the situation was whilst in the current lockdown

The Regulatory Services Manager reported that evaluation was ongoing and assistance and advice being given ready for reopening, The Compliance Officers would remain in post until June and possibly extended until September. Lockdown had allowed the opportunity to tackle other high-risk work such as illegal tobacco investigations and of course the normal day to day work had continued alongside.

5 Active Travel

Attendees:

- Joanne Gossage (Service Manager- Environment & Leisure)
- Leah Young (Active travel Projects Officer)
- Luke Stacey – Access Development and Public Rights of Way Officer
- Paul Jones – Head of City Services

The Service Manager and Team members gave the Committee an overview of the Active Travel Plan, highlighting the key areas for consideration. The main Act placed a number of duties on the local authority to facilitate active travel. This was mainly by creating, upgrading, mapping and promoting the routes and the activity overall in order to be able to identify the schemes that the Council wanted to take forward.

The Committee were shown a short animation film that explained the work conducted by the department, and gave a basic overview of Active Travel proposals.

As part of the Welsh government's Active Travel Act, the Department had been working hard to improve the walking and cycling routes around the city with minimal disruptions once completed. Not only would the routes be better, safer and more accessible for all, but also would speed up travel time. By building active travel into everyday journeys, it would improve physical health, support mental wellbeing, help the environment and enhance the local community and the economy.

The Department had investigated the feasibility and accessibility of routes.

There had been a number of consultation events over the last five years. The first of these was in 2015 when the existing route network was identified and the second was in 2017, where the integrated network map of the proposed routes had been identified. As a result of these consultations, the public had suggested where they wanted routes and then the feasibility of those suggested routes was investigated. Slides were shown to identify existing travel routes and suggested integrated cycle networks. Since 2015 some routes had been completed and the map would be updated as part of the forthcoming Network Map Review.

As part of the Welsh Government Active Travel consultation, Newport City Council had engaged with partners, public, people with protected characteristics and children to encourage more people to walk and cycle. In the initial stage (February / March 2021) feedback was sought from all stakeholders and public on the barriers that kept people from walking and cycling in their area. A first draft of the Active Travel Network Map for Newport would be prepared based on this feedback. The approved Active Travel Network Map would then go into statutory consultation with Welsh Government in Autumn 2021 and the final ATNM be handed over to Welsh Government by 31/12/2021.

A short video was shown promoting public engagement for the projects, existing routes and what improvements could be made. The Committee were advised of the amount of visitors, contributions, comments and agreements made.

Members asked the following:

- A member commented positively on the lighting along Coed Melyn footpath and queried the provision of additional waste bins for dog waste.

The Service Manager replied that the key standout feature of that path at the moment had been the installation of the lighting and obviously in the winter months commuting in the early hours of the late hours, it was inevitably going to be a bit dark and so providing lighting was a really important way of encouraging users to use those paths. They also had to be considerate of nocturnal ecology of that area. Lighting needed to be low level, bright enough to light the path, but not spread the light to the surrounding area or affect bats, badgers and other nocturnal creatures. The Head of City Services stated that all waste bins were suitable for mixed waste, including dog waste and that maybe there was some merit in promoting and reinforcing this information to the public.

- A member asked how we were currently performing in terms of responses to the consultation and how the public could get involved in responding.

The Team responded that to date they had received 2,383 visitors to the website, and the total contribution of 2,167 comments. In comparison, in 2000 there had been only 69 comments. The responses were also geographically spaced, evidence that the people who were using the active routes that had been implemented in those areas were keen to use active travel as a different mode of transport, such as the Rogerstone ward. There was a dedicated Active Travel page on the Council website and the consultation was being pushed on social media channels, the Youth Council and more engagement was being made with schools. Once the data received had been analysed, the first draft of the network map would be produced and then sent back out for public consultation.

- A member commented that it was important to promote extensively the routes, footpaths and open spaces throughout the City so people could utilise them and promote active travel. He suggested possibly promotion by guided tours around these areas as the amount of work that had gone into these schemes warranted use by as many people as possible.

The Project Officer commented that whilst we had been working hard to increase the number of walking and cycling routes across the city, we knew there was more we needed to do to improve the infrastructure. This was where the public consultation became effective. We needed as many people as possible to have their say - local residents, employers and schools, walking and cycling groups and community groups. This would enable us to know what new routes could be added, which would enable more journeys on bike or on foot. The more responses we received, the better the needs of the whole community would be reflected.

The Chairman thanked the Team for their presentation and congratulated them on their work carried out to date.

Attendees:

- Neil Barnett (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 7 June 2021 at 4pm, the agenda items;

- 2021-22 Service Plan End of Year Review for:
 - Law and Regulation
 - People and Business Change
- Draft 2021-22 Annual Forward Work Programme

Monday 21 June 2021 at 4pm, the agenda items;

- 2021-22 Service Plan End of Year Review for:
 - City Services
 - Finance
 - Regeneration Investment and Housing

The meeting terminated at 5.45 pm

This page is intentionally left blank

Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 7th June 2021

Subject 2020/21 Service Plan End of Year Reviews

Author Scrutiny Adviser

Responsible Cabinet Member / Officer:	Area / Role / Subject
Councillor Ray Truman	Cabinet Member for Licensing and Regulation
Councillor David Mayer	Cabinet Member for Community and Resources
Councillor Jason Hughes	Cabinet Member for Sustainable Development – Matters Relating to Well-Being of Future Generations
Gareth Price	Head of Law & Regulation
Rhys Cornwall	Head of People & Business Change

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked:

- 1.1 To consider the following Service Plan Year-End Reviews in relation to their performance for 2020/21. Each Mid-year review report includes an Executive Summary, 2020/21 Budget and Forecasted Expenditure, Q2 Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures as at end of Quarter 4 (31st April 2021) for:
- **Appendix 1** – Law & Regulation
 - **Appendix 2** – People & Business Change

2 Context

Background

- 2.1 Each Service Area has set a Service Plan to support the delivery of the Council's Corporate Plan 2017-22 and now the Strategic Recovery Aims which were endorsed by the Council's Cabinet in June 2020. Annually, each service area reviews their plans and updates accordingly based upon resources (finance and human resources), strategic objectives and risks.

Service Plans for 2020/21 include:

- Key programme and project work being undertaken by the service area;
- Service Plan Objectives and planned actions including links to the Strategic Recovery Aims;

- Performance measures including National (Welsh Government / Public Accountability Measures) and locally set measures; and
- Service area risks.

2.2 Service Plans were originally approved by Cabinet Members in 2018/19 and have been annually reviewed and updated as the Council has progressed in the delivery of the Corporate Plan. The 2020/21 service plans has been approved by the relevant Cabinet Member, following the Member consultation process. This report presents Members with the Year-end Reviews for each Service Plan. Due to Covid-19, the 2019/20 Year-end reviews did not take place and were provided to Scrutiny members for information in August 2020. A copy of the 2020/21 Service Plan will be provided to Scrutiny Members as part of the reporting pack.

2.3 At the start of this financial year, the Council's Cabinet endorsed the Council's Strategic Recovery Aims in response to the Covid-19 crisis and to enable service areas to focus on recovering their services and adapting to the changes as a result of the current restrictions in place. A copy of the Strategic Recovery Aims will be linked into the Report.

3 Information Submitted to the Committee

3.1 This year's report for Year-end reviews cover the period 1st April 2020 to 31st March 2021 and include: 2020/21 Budget and Forecasted Expenditure, Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures.

The updates are structured into the following sections:

Introduction and Financial Summary	Each report provides an introduction to each service area and their main objectives, budget and forecasted expenditure for the financial year 2020/21.
Executive Summary	The Executive Summary of the Head of Service is provided as an overview of performance for the first six months of the financial year. Heads of Service will also provide a summary of the impacts that Covid-19 has had on the service area and will also be looking forward for the remaining six months of the financial year.
Service Area Risks	Overview of corporate and service risks including risk scores for Quarter 2 and the previous three quarters. Also included is a glossary for the objective updates and risk scores. Note: Corporate and Service Risks are reported quarterly to the Council's Audit Committee and Cabinet.
Analysis of Progress against Objectives / Actions	Each service plan will have an overview of progress made in the first six months (1 st April 2020 to 31 st March 2021) against the objectives and their actions. For this years' service plan, actions will also indicate where they support the Council's Strategic Recovery Aims. Each action has a start date and an end date. Actions that are commencing from 1 st October 2020 onwards will be included but not performance reported against it. Performance against each action will be based upon Red / Amber / Green (RAG) status based upon whether the action is anticipated to be delivered by the agreed date or not. Each action also has a percentage of completion to enable Members to understand the current progression against the action. <ul style="list-style-type: none"> • Green C / 100% - Action has been completed • Green % - Action is on target to complete by agreed timescale • Amber % - Issues are identified which could impact on the delivery of the action by the agreed timescale. • Red % - The action is not going to be able to deliver by agreed timescale and immediate action is required. • ? – Unknown – Data missing.
Performance Measures	Performance measures reported in the review are for the first six months of the financial year. Not all performance measures will be reported as they may be reported annually and therefore will be included as part of the End of year

	<p>review process. Additionally, this year due to Covid-19 there may also be some performance measures that cannot be reported due to the measure being suspended or for other reasons the service area is unable to collect the data. Where this occurs the service area will indicate this in the report.</p> <p>For performance measures that are reported the figure will indicate whether it is achieving its target or if it is under achieving. Where measures are under achieving against the target (Amber / Red) the service area will provide commentary to explain the reason(s) and what action is being taken to improve performance. 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 under achieving (+15%) • ? – Performance is unknown (data missing) <p>The report will also include the performance measures previous performance in the last three years for comparison.</p>
--	---

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:

- **Finance** – Based upon current forecasting and considering the impacts of Covid-19, is the service area projected to be under spent or over spent by the end of the financial year?
 - Is there sufficient assurance that service delivery is not impacted?
- **Objectives and Actions** – Is the service area making good progress against the actions identified in the service plan?
 - For actions that have been completed, has the service area demonstrated what the outcome(s) of delivery are and what impact it has had on the service area.
 - The impact(s) of Covid-19 on the capacity and capability of the service area to deliver its objectives.
 - For actions still in progress, are these actions still projected to be completed on time and are there any areas where further clarification is required.
 - Do Members have sufficient assurance that good progress is being made by the service area to support the overall delivery of the Corporate Plan and the Strategic Recovery Aims.
- **Performance Measures** – Are there any performance measures that are under performing and is there reasonable explanation and sufficient action being taken to address performance both in the short term and long term.

In drawing its conclusions, the Committee should assess:

- Is the Committee satisfied that the service areas are making good progress against their objectives, actions and performance measures at the end of quarter 4?
- What was the overall conclusion on the information contained within the reports?
- Are there any areas that requires more in-depth reviews by the Committee
- Are there any areas in the report that are missing and/or require further clarification?
- 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:

<ul style="list-style-type: none"> 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, recovery aims and performance measures in their service plans; Has the service area fully considered the impacts of Covid-19 in the delivery of their objectives? Is the service area taking demonstrating sufficient steps to innovate or change the way they deliver services to meet the long term needs of its users? Are targets sufficiently challenging and balanced between being realistic and robust especially in light of the Covid-19 crisis? Are actions appropriately contributing to the Well-being objectives and Strategic Recovery Aim(s) listed? Is any underperformance being addressed and are associated risks being mitigated? What is being done to improve performance for the second half of this financial year (taking ongoing Covid-19 impacts into consideration)? Are there any emerging risks / issues and lessons learned as result of Covid-19 on the service area both short term and long term? 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?
--

4.3 Well-being of Future Generations (Wales) Act

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.	Do the objectives and actions of the service area take into account the long-term trends that will impact services areas?
	Do the objectives and actions consider the needs of service users and future trends of service delivery? E.g. What is the demographic forecast of young people living in Newport services required to support needs of future service users?
Prevention Prevent problems occurring or getting worse.	Do the objectives and actions undertaken prevent issues being faced by service users / communities now and in the future?
	Are the solutions being provided today having an impact on the root causes of the problem(s)?
	Is the service area addressing areas of underperformance that will improve service delivery in the short term and long term?
Integration Considering how public bodies' well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	Are service areas considering the goals of strategic partner organisations, the Public Services Board and wider regional / national objectives?
	Is the progress of delivery against objectives aligned with that of other Council service areas, strategic partners and that of other organisations?
Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).	Who does the service area collaborate with (Internal / external) to deliver objectives and actions?
	What are the lessons learned and benefits from collaborative working?
	How does collaboration benefit the Council and service users in the long term? E.g. resource, knowledge, expertise, value for money, outcome(s) for the service user.
Involvement The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people	How are the views of the service user / wider community and partners being considered in the delivery of services and activities?

reflect the diversity of the area which the body serves.	How does the feedback of service users, citizens and businesses improve their experience and ensure lessons are learned?
	How do you ensure the views of vulnerable and marginalised communities taken into consideration on decision making?

Section B – Supporting Information

5 Links to Council Policies and Priorities

- 5.1 Service Plan End of Year Reviews directly support the delivery of the Council’s Well-being Objectives set in the Council’s Corporate Plan 2017-22 and the Strategic Recovery Aims. Furthermore, the four Well-being Objectives contribute towards the delivery of the Public Services Board ‘One Newport’ Well-being Plan 2018-23 and ultimately the Well-being Goals set in the Well-being of Future Generations Act 2015. An overview of the strategic alignment is highlighted in the table below.
- 5.2 Members of the Committee should also consider the statutory duties that service areas are required to deliver and comply with necessary legislation. These are outlined in the Council’s Constitution and where necessary stated in the report.

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

6. Background Papers

- [The Essentials – Well-being of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017-22](#)
- [Strategic Recovery Aims](#)
- Law & Regulation Service Plan (2020-21)
- People & Business Change Service Plan (2020-21)

Report Completed: June 2021

This page is intentionally left blank

Law & Regulation

End of Year Review 2020/21



**Cabinet Member for Licensing and
Regulation – Councillor Ray Truman**

Head of Service – Gareth Price

Introduction

This is the Law & Regulation update on the progress being made against the objectives, actions, performance and risk for the period 1st April 2020 to 31st March 2021. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#) and the [Council's Strategic Recovery Aims](#) in response to the Covid-19 crisis. As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

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.

To support the delivery of the Council's Corporate Plan 2017-22 and the Strategic Recovery Aims, the Law & Regulation Service Plan 2020/21 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
- **Wellbeing Objective 4** – To build cohesive and sustainable communities
- **Strategic Recovery Aim 2** – understand and respond to the impact of Covid-19 on the city's economic and environmental goals to enable Newport to thrive again.
- **Strategic Recovery Aim 3** – Promote and protect the health and wellbeing of people, safeguarding our most vulnerable and building strong, resilient communities.
- **Strategic Recovery Aim 4** – Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid-19 has had on our minority and marginalised communities.

The 2020/21 Service Plan has four objectives that are focused on:

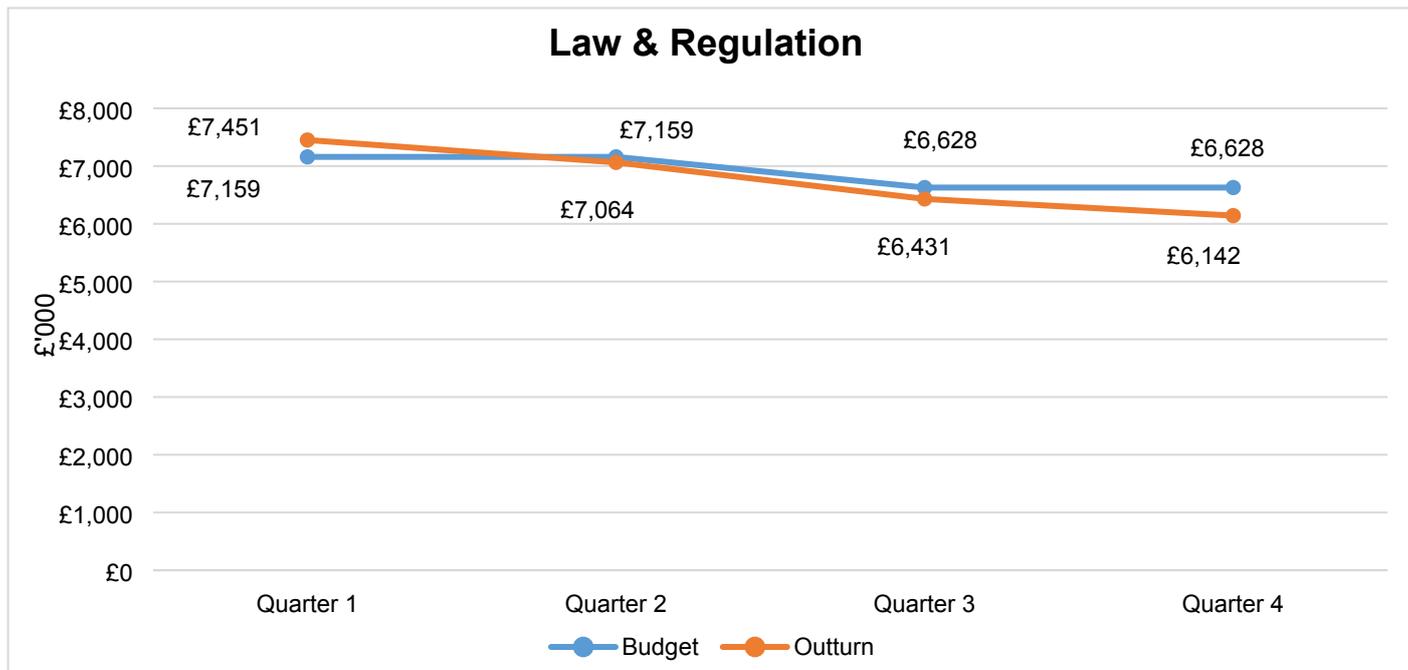
Objective 1 – To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.

Objective 2 – To improve constitutional and corporate governance arrangements

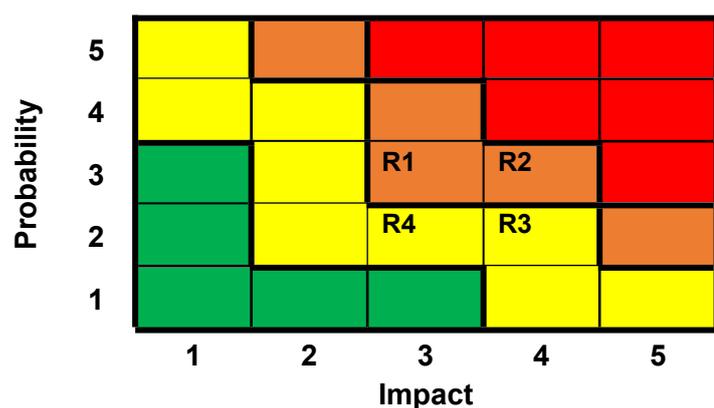
Objective 3 – To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.

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.

2020/21 Budget and Outturn



Service Risks as at 31st March 2021



Law & Regulation Risk Heat Map Key (Quarter 4 2020/21)	
R1 – Climate Change (Led by RIH)	R3 – Transfer of land charges function to land register
R2 – Capability & Capacity of Environmental Health team	R4 – Budgetary pressures on service demands

Corporate / Service Risk	Risk Score Quarter 1 2020/21	Risk Score Quarter 2 2020/21	Risk Score Quarter 3 2020/21	Risk Score Quarter 4 2020/21
Corporate Risk – Climate Change (Led by Regeneration Investment & Housing)	9	9	9	9
Service Risk – Capability & Capacity of Environmental Health Team	12	12	12	12
Service Risk – Transfer of Land Charges Function to Land Register	8	8	8	8
Service Risk – Budgetary Pressures on Service Demands	6	6	6	6

Executive Summary from the Head of Service

There has been a remarkable level of sustained performance throughout 20/21 in the light of the unprecedented challenges of Covid-19, with many staff being diverted and redeployed as critical response services had to be prioritised. This had an inevitable and significant impact on the delivery of other statutory services, some of which had to be suspended altogether, and is reflected to some extent in the final PI's and progress in meeting service plan objectives in these areas. Nevertheless, despite these problems, the overall service performance has been excellent and this is a testament to the hard-work, dedication and professionalism of the staff, who are to be commended for their achievements during the past year.

Law and Regulation staff have played a critical role in relation to the Council's Covid-19 response and recovery plans. In particular, staff within Public Protection have been instrumental in delivering the Test, Trace Protect Service, managing the environmental health response in relation to infection control in care settings, workplaces and community transmission, and enforcement of Covid restrictions and social distancing in shops and licensed premises. The Registration and Coroner's service staff have also been managing large numbers of death registrations and inquests during this period, and having to cope with the emotional demands of dealing with the bereaved.

The single biggest achievement during the past 12 months was undoubtedly the establishment of the local TTP team, as part of the Gwent regional service. The contact tracing strategy was a key element of the Welsh Government route plan for relaxing the Coronavirus lock-down in Wales, by reducing the transmission of the virus until a vaccination programme could be undertaken. The overarching TTP plan was announced on 13th May 2020 and had to be implemented by 1st June. Therefore, we had just over two weeks to develop and establish the service from scratch, ready to start the contact tracing in June. This required an enormous collective effort across all Council services, supported by the SRS, to recruit and train the staff, set up the equipment, develop temporary databases and put in place interim management arrangements. We started with just 10 contact advisers and 5 contact tracers, using redeployed Council staff, but since then the service has grown to approximately 100 staff and with an operating budget of over £1.7m. At the peak of the pandemic, the TTP service were dealing with over 260 new cases a day and they were still contacting approximately 90% of first contact cases within 2 days.

The other significant aspect of the Covid-response work was in relation to the monitoring and enforcement of the Regulations and restrictions in relation to businesses. During the past 12 months, Trading Standards and licensing officers have provided businesses with advice on 2,343 occasions, completed 2,706 inspections, issued 43 Premises Improvement Notices, 8 Premises Closure Notices and 5 Fixed Penalty Notices and completed 2 licence reviews. They were also instrumental in facilitating the re-opening of outdoor hospitality by assisting with outdoor seating areas in the City Centre.

This deployment of resource into the Covid work has meant that other work had to be re-prioritised, with an unavoidable impact on performance and service objectives. All non-urgent housing work was suspended and all food hygiene and food standards inspections could not be undertaken, which is reflected in the PI's for these services. The resolution rates for complaints has also been adversely affected, as officers have been re-directed to assist with Covid inspections. At the same time, there was a 29% increase in community protection complaints during last year, with over 2000 domestic noise complaints, 900 complaints of anti-social behaviour and over 500 fly-tipping complaints. Therefore, the level of performance in these areas was surprisingly good in the circumstances.

At the same time, staff have managed to adapt to home working and greater use of technology to maintain "business as usual", despite the distractions and challenges of Covid. Democratic Services staff worked tirelessly to ensure that Council meetings were able to resume in June and that all meetings are now being conducted remotely and broadcast live using Teams Live Event. Developing the systems and technology and delivering a training programme for all elected members during August was an onerous task, but one that they delivered successfully. Legal staff ensured that all court cases and child care matters were still being conducted remotely and key projects were successfully delivered, for example the completion of the Kingsway car park and Market development agreements. All MTFP savings were delivered and a significant underspend was achieved, as a result of prudent budget management during the pandemic. Public Protection staff were still able to seize over £20,000 worth of counterfeit tobacco, and were featured on the BBC Wales consumer affairs programme "X-Ray". The Regional Intelligence Team were instrumental in dealing with an international organised crime group supplying at least £200 million worth of unsafe and counterfeit electrical consumables and the Newport Dogs Home were again awarded the RSPCA Cymru Gold Award for their work with stray dogs during the pandemic.

The challenges for 21/22 will also be unrelenting as the TTP and Covid enforcement work with continue, although hopefully on a reduced basis. Also, as the other statutory work resumes and court hearings re-commence, then here will be a significant backlog of housing and food inspections that will need to be undertaken and child care cases that will need to be conducted. In addition, extensive changes will need to be made to the Council's corporate governance and decision-making processes, in the light of the Local Government and Elections (Wales) Act 2021, in readiness for the next local government elections in May 2022. The implications of the Brexit Withdrawal Agreement will also present a significant challenge in terms of additional import and export certification work at the Port. This will be in addition to the continuing challenge presented by reconciling diminishing resources with increased service demands.

However, in the light of their performance during the past 12 months, I am confident that the staff within Law & Regulation will meet these challenges with the same fortitude and resilience.

Glossary

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)

Service Plan Update (31st March 2021)

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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1.0 Page 20	<p><u>Service Structure Review</u></p> <p>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.</p>	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	46%	C	Re-structure of Legal and Democratic Services teams completed and MTFP savings delivered for 20/21. New Assistant Head of Legal Services, Democratic Services Manager and Scrutiny Advisers all appointed.
1.1	<p><u>Democratic Services</u></p> <p>Complete the reorganisation and restructure of Democratic Services, Public Relations and Communications and develop combined teams to provide greater service flexibility and resilience.</p>	Appoint new Democratic Services manager and Scrutiny Advisers and review structure and work-loads in Democratic Services. Restructure of PR, Communications and Destination management to deliver a more robust management structure and	Not Applicable	1 st April 2020	31 st March 2021	80%	C	Restructure of Democratic Services completed and MTFP savings delivered. Democratic Services Manager and Scrutiny Advisers appointed.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		MTFP efficiency savings.						
1.2	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.	Appoint new Assistant Head of Legal Services and review staffing and workloads within Legal teams to deliver MTFP savings.	Not Applicable	1 st April 2020	31 st March 2021	60%	C	Review of workloads and staffing completed and minor restructure undertaken to deliver MTFP savings.
1.3	Registration Service Undertake a review of staffing structures within the Registration and Coroners Service and identify any changes required to address increasing demands and budget pressures due to cover arrangements.	Appoint additional Coroners Officers and Administrative Support staff to meet demands of the service and review staffing within the Registration service to mitigate budget pressures caused by use of casual cover.	Not Applicable	1 st April 2020	31 st March 2021	70%	C	Review of staffing structures completed and, where necessary, additional support staff and coroners officers have been appointed in collaboration with Gwent Police. The appointment of casual staff at the registration service onto annualised hour's contracts, to regularise the budget expenditure, will be carried forward to 21/22.
2.0	Statutory / Discretionary Services	Review discretionary services and reprioritise statutory services	Not Applicable	1 st April 2020	31 st March 2021	30%	50%	Review of discretionary services and prioritisation of statutory services undertaken as part of MTFP and budget-setting processes. However,

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	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.	to meet MTFP savings and Corporate objectives.						discretionary services were suspended during the Covid-19 response and other statutory services had to be reduced and reprioritised, due to the need to allocate all available resources to Covid intervention and enforcement work
Page 22	Regulatory Services Review all Environment & Community and Commercial Standards Discretionary and Statutory Services.	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	50%	50%	Have not had capacity to undertake this action as leading and prioritising the Covid Response through Wave 2.
3.0	Discretionary Fees & Charges Teams to undertake a further review of their discretionary fees and charges and continue to explore options for securing external funding and to maximise income generation.	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	16%	83%	All fees and charges reviewed as part of budget setting process and discretionary charges increased as from April.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
3.1	<p><u>Regulatory Services - Environment & Community</u></p> <p>Environment & Community to undertake a further review of their fees & charges and continue to explore options for securing external funding and to maximise income generation.</p>	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Review of fees and charges undertaken as part of budget-setting process and, where appropriate, discretionary fees have been increased to deliver MTFP income targets
3.2	<p><u>Regulatory Services - Commercial Standards</u></p> <p>Commercial Standards to undertake a further review of their fees & charges and continue to explore options for securing external funding and to maximise income generation.</p>	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Review of fees and charges undertaken as part of budget-setting process and, where appropriate, discretionary fees have been increased to deliver MTFP income targets.
3.3	<p><u>Registration Service</u></p> <p>Registration Service to undertake a further review of their</p>	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	20%	C	Review of fees and charges undertaken as part of budget-setting process and, where appropriate, discretionary fees have been increased to deliver MTFP income targets.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	fees & charges and explore options to maximise income generation.							
4	To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.	See Objective 1.	Not Applicable	1 st April 2020	31 st March 2021	20%	30%	Customer satisfaction surveys for birth and death registrations has been delayed due to Covid-19 restrictions and the suspension of birth registrations during periods of lock-down.
Page 24	To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models.	See Objective 1.	Not Applicable	1 st April 2020	31 st March 2021	60%	C	Milestones in 20/21 for the delivery of key projects have all been met. Carried forward to 21/22.
6	<u>Regulatory Services – Environment & Community</u> Operate and further develop the Paid For Advice scheme and successfully deliver established Primary Authority Partnerships to generate additional	See Objective 1	Strategic Recovery Aim 2	1 st April 2020	31 st March 2021	50%	50%	The current Paid for Advice and Primary Authority Agreements continue to work well. No further progress has been made to extend these arrangements due to the COVID work. However, officers are providing more advice to businesses during COVID than ever before. This has been good for personal development and puts the service in a better position for next year. The plans and ideas

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	revenue and improve compliance with public protection regulations. Identify and develop new and effective ways of providing business support whilst maximising income generation.							for income improvement have developed during the lockdowns and this will be built on during recovery phases, with the emphasis on training and trader schemes.
Page 25 8	<p><u>Regulatory Services – Commercial Standards</u></p> <p>Operate and further develop the Paid For Advice scheme and successfully deliver established Primary Authority Partnerships to generate additional revenue and improve compliance with public protection regulations. Identify and develop new and effective ways of providing business support whilst maximising income generation.</p>	See Objective 1	Strategic Recovery Aim 2	1 st April 2020	31 st March 2021	50%	75%	<p>NCC holds a Primary Authority Partnership (PAP) with a supermarket on Food Safety and Food Standards Matters. No significant work has been undertaken on expanding or developing the relationship through Covid, but where operational tasks associated with the PAP have been required, Newport has fulfilled the commitment. Where needed NCC has also supported Covid worth through the PAP although the request from the supermarket was minimal. Close liaison with the English PAP council maintained through 8 weekly meetings.</p> <p>Other PAP's are also held (Heavy industry/Manufacturer) and work has been maintained on that relationship. Close liaison with the English PAP maintained. .</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								Other paid for advice services, e.g. training, advice etc. suspended through Covid.
9	Undertake a review of accommodation and court premises, supplies and services budgets and commissioning arrangements, to improve the Coroner service and deliver efficiencies.	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	70%	C	Service review completed and, where necessary, additional support staff and coroners officers have been appointed in collaboration with Gwent Police. Additional venues identified for temporary inquest facilities during lock-down. Further review of budgets and commissioning to be carried forward to 21/22.
10	Deliver collaborative arrangements alongside other Gwent Registration Districts for reciprocal birth registrations.	See Objective 1	Not Applicable	29 th June 2020	31 st March 2021	C	C	This action has been completed and arrangements are in place between Gwent Registration Districts.

2. To improve the constitutional and corporate governance arrangements

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1	To undertake a whole-scale review and re-drafting of the Council's Constitution.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Key elements of the constitution have been updated, such as the officer scheme of delegation. The wholesale review of the constitution will be carried forward to 21/22 in the light of new legislation.
Page 27	Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Scrutiny has continued to operate effectively. New Scrutiny Advisers and democratic services manager appointed. Further review of scrutiny arrangements carried forward to 21/22 in light of new legislation, particularly in relation to public participation and engagement and performance self-assessment.
3	To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports	See Objective 2	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Member training successfully completed in relation to remote meetings. Further development of induction training programme for May 2022 elections to be carried forward to 21/22.
4	To ensure that Standards Committee continues to operate effectively and discharges its	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Standards committee Annual report presented to Council in November. Succession planning implemented for recruitment of new independent members.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	statutory responsibilities.							
5	Successfully deliver elections, raise voter awareness and increase elector registration.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	66%	C	Key milestones all met for the election arrangements in May 2021 and a successful promotion of voter engagement, including the registration of new 16 and 17 year old voters.
6	Continue to strengthen Scrutiny arrangements and the composite work programme.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	40%	C	Scrutiny forward work programmes have been updated following the resumption of remote meetings and in the light of the Covid recovery aims. This work will be carried forward to 21/22 in the light of legislative changes.
7	Successfully deliver by-election in Victoria ward and PCC elections in accordance with agreed electoral performance standards. Note: This is subject to further guidance following Covid 19 as By-elections are now postponed until March 2021	See Objective 2.	Not Applicable	1 st January 2021	31 st March 2021	Not Applicable	C	The by-election was deferred under covid restrictions but notice of election and poll arranged for 6th May 2021.
8	Deliver the Reformed Canvassing to encourage 16 and 17 year olds to register	To meet necessary statutory requirements.	Not Applicable	1 st April 2020	31 st March 2021	66%	C	The reformed canvass was successfully completed and the new electoral register published. Successful promotion of

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	for Welsh Government elections in 2021 (subject to further guidance from Welsh Government).							registration for 16 and 17 year olds to vote in Senedd elections carried out prior to May 2021.
9	Review current constitutional and governance arrangements in accordance with proposed legislative reforms.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Key elements of the Constitution have been updated, such as the officer scheme of delegation. This work will be carried forward to 21/22 in the light of the new legislation, in readiness for the May 2022 local elections.

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 Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1.0	Greater use of digital technology for delivery of services in the Service Area.	See Objective 3.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	60%	C	All actions have been completed in the improvement of digital technology.
1.1	Greater use of technology and development of back-office systems to deliver improved efficiencies in Legal Section.	Review use of Norwel case management system and EDMS for document management and time recording.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	New cloud-based Legal care management system procured. Implementation will be carried forward to 21/22.
1.2	Develop and improve the openness and transparency of corporate governance processes through greater use of technology.	See Objective 3.	Not Applicable	1 st April 2020	31 st March 2021	70%	C	Successful implementation of remote Council meetings via Microsoft teams, including live broadcast of meetings to improve openness and transparency. The development of hybrid meetings will be carried forward to 21/22.
2	<u>Regulatory Services</u> – <u>Environment & Community</u> Maximise the use of online web forms linked to the Idox database.	See Objective 3.	Not Applicable	1 st April 2019	31 st March 2021	25%	25%	No progress made on this through Covid-19
3	<u>Regulatory Services</u> –	See Objective 3.	Not Applicable	1 st April 2019	31 st March 2021	55%	55%	Improved with Food hygiene rating, training and paid for advice services. Some

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	<p><u>Environment & Community</u></p> <p>Continue to roll out card payment capability for customers within Regulatory Services.</p>							services still require debtors' process.
4	<p>Modernise the payment methods across the various Licensing, Trading Standards and Animal Health Teams.</p>	Improved accounting methods.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Card payment capability rolled-out across services.
5	<p>Rollout webcasting technology and training to Members to support remote broadcasting of Council meetings.</p>	<p>The delivery of this action supports the changes introduced by Welsh Government legislation to deliver remote webcasting of Council Meetings.</p> <p>This enables Council, Cabinet, Regulatory and Scrutiny Committee meetings to take place remotely and adhere to social distancing guidelines.</p>	<p>Strategic Recovery Aim 3</p> <p>Strategic Recovery Aim 4</p>	1 st April 2020	31 st March 2021	80%	C	All Council meetings have been successfully delivered remotely using MS Teams since September 2020 and member training completed.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		Training provided to Council Members and Officers will ensure meetings take place in accordance with the Council's Constitution.						

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 Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1	<p>Regulatory Services – Environment & Community</p> <p>Working collaboratively with partners to prevent and tackle instances of anti-social behaviour impacting upon residents and business community.</p>	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	75%	The CSW Team have been impacted by Covid work, supported increased demand for the Noise and Neighbourhood team. The team is fundamental in supporting partners and communities through dealing with ASB. The team also supports the broader Covid response through deployment and use of Covid Marshals patrolling community assets and public spaces. The CCTV service under L&R also supports key partners in prosecuting and investigating incidents.
2	<p>Regulatory Services – Commercial Standards</p> <p>Working collaboratively with partners to prevent and tackle instances of anti-social behaviour impacting upon residents and business community.</p>	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	50%	Work in relation to children accessing age restricted products was not possible due to lockdown restrictions. However, officers were able to use ASB powers to close down nuisance premises selling illegal tobacco.
3	<p>Regulatory Services –</p>	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	75%	Law and Regulation Dept. continues to support the broader Community and Well Being work

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 34	<u>Environment & Community</u> Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly and other areas as required, by delivering actions from the ASB Group Action Plan							in and around Pill with regular attendance at Safer Pill, Safer Newport, provision of Community Safety Warden Patrols and close liaison with community partners including the Police. The EH team have taken action to address fly tipping and waste. The Pill PSPO has been re-drafted, consulted on and will be presented before scrutiny in April. This PSPO will provide a bespoke tool to help address ASB in the area.
	<u>Regulatory Services - Commercial Standards</u> Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly and other areas as required, by delivering actions from the ASB Group Action Plan.	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	66%	Officers have carried out a lot of work in relation to retail premises in Pill. The idea is that, it does not matter where your business is, you operate to the same standards as any other business. There has been a focus on COVID Compliance and Illegal Tobacco in Pill. Illegal Tobacco shops were closed using ASB powers after £16,000 worth of illicit product was seized. Investigations are ongoing.
5	Secure Purple Flag Accreditation for the	See Objective 4	Not Applicable	1 st April 2019	31 st March 2021	C	C	Completed – Purple Flag status achieved.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	City Centre Night-Time Economy.							
6	Local Air Quality Management - develop localised plans under the Council's Sustainable Travel Strategy to meet statutory requirements for Action Plans. Actions to be generated by the Sustainable Travel Group.	See Objective 4	Strategic Recovery Aim 2 Strategic Recovery Aim 3	1 st April 2020	31 st December 2021	0%	20%	Air Quality Officer left NCC in March 2020. New officer appointed and joined Oct 2020. Air Quality Management Area/Plans are on a 2 year project for implementation. The first stage of which is completion of the Annual Performance Report (APR) for 2019, and 2020. 2019 APR completed, 2020 APR underway. Both of these reports are being externally validated and once completed will then form the meaningful basis for the AQMA process to commence. Heavily integrated work alongside Decarbonisation Agenda, Sustainable Travel and broader Climate Change agenda.
7	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment.	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	25%	66%	Officers were able to do some work in this area but lots of surveillance work was impossible. Also a lot of investigation work was suspended. Examples of work done: intelligence suggested that travel and events companies were firstly not refunding customers and secondly were not maintaining ATOL membership. Audit checks were completed of all businesses affected.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
8	Regulate businesses and support consumers/residents to protect and improve health.	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	25%	66%	Officers were able to do some work on illegal tobacco and food fraud but not as much as planned and there was very little work done in relation to product safety and age restricted sales surveillance.
of Page 36	Review the policies and procedures for the Regulatory Investigatory Powers Act and seek their approval from Cabinet Member	Redraft RIPA policies for approval by Cabinet Member and deliver training to meet requirements of RIPA inspection report and Action Plan.		1 st April 2020	31 st March 2021	50%	50%	Policies and procedures have been reviewed and updated, with additional authorised officers appointed for the purposes of court applications for covert surveillance. The final sign-off by the Cabinet Member and the implementation of further training has been delayed due to the priority of Covid-related work.
10	Prepare to deliver the new statutory duties under the Public Health (Wales) Act 2017 (Part 4 - Special Procedures) including recruitment of new officers	See Objective 4	Not Applicable	1 st September 2019	31 st March 2021	75%	75%	The implementation date for this Welsh Government legislative change has not been communicated. No further progress made.
11	Public Space Protection Orders (PSPOs) Undertake a review and renew (as appropriate and subject to the appropriate democratic process)	PSPOs are made or renewed where appropriate to benefit the City. This includes supporting City Services in developing proposals for new	Not Applicable	1 st April 2020	31 st March 2021	25%	C	Pill PSPO has been reviewed, consulted on and will be presented before scrutiny and then Council in April and June 2021 Dog Control Order, being progressed by City services, but with L&R support.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	PSPOs that have, or are due to, expire this financial year.	PSPOs across the City's parks, green/open spaces.						
12	Review and update the Public Protection Enforcement Policy 2013 and seek Cabinet Member approval of the new revised policy.	Policy updated as appropriate and approved.	Not Applicable	1 st October 2020	31 st March 2021	N/A	0%	This has not been possible and will be picked up as COVID Enforcement winds down.
Page 37	In relation to food safety matters, ensure that the actions in the Action Plan agreed with the Food Standards Agency (FSA) are delivered.	To deliver actions from the Food Standards Agency Action Plan.	Not Applicable	1 st April 2020	31 st March 2021	45%	50%	Progress was made against the FSA Action plan prior to the Food Safety Team being re-directed into Covid Work (in full). This action will be picked up as and when officers re-commence more routine duties, but will be balanced between dealing with the higher risk backlog of work from the past year and the requirements of the action plan.
14	To deliver the Food Standards Agency Action Plan for food standards matters and animal feeds.	To deliver actions from the Food Standards Agency Action Plan.	Not Applicable	1 st April 2020	31 st March 2021	45%	80%	This is GREEN because the FSA have said there is no Local Authority Enforcement Management System report for this year due to COVID. However, officers have still been active in the area. When COVID visits were undertaken officers problem spotted and also took samples to assess food fraud in takeaways. This was identified as important as families relied more on takeaway food during lockdowns. Also - whilst officers

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								were housebound due to shielding etc. - the opportunity was taken to update records in relation to C Rated businesses. This work will help lift the burden next year - which would otherwise have been harder as officers attempted to pick up the work not done during the lock down year.
Page 38	Ensure that available resources are utilised to prepare the Service for increased export and import regulatory duties as a result of Brexit.	Officers provided with appropriate training and equipment where resources allow.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	A project has been undertaken to contact and advise all businesses with potential changes of responsibilities with EU Exit. Also, officers at the port have been involved in support for feed importers. Key officers have undertaken training from central government.
16	Produce and implement the new Licensing Policy and seek approval from cabinet member and Council.	Update policy that meets the needs of the city.	Not Applicable	1 st April 2020	30 th September 2020	80%	C	Despite the fact that the Licensing Manager was instrumental in the COVID Enforcement Response; he was still able to complete and implement the new policy and place it before committees, cabinet member and council in good time.
17	Deliver safeguarding programmes and measures that protect citizens from victimisation and to measure the impact of regulatory interventions.	Successful identification of victims, actions taken to alleviate suffering/distress, assessment of impact of work carried out.	Not Applicable	1 st April 2020	31 st March 2021	25%	50%	Much of this work was not possible due to COVID restrictions. Doorstep crime incidents were responded to but some investigations were delayed or became impossible due to the pandemic. Scam Victims visits were not possible

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								due to the necessity to visit older peoples' homes.
Page 39	Deliver business support and regulatory interventions in relation to new legislative requirements; specifically minimum unit pricing and energy performance for domestic and non-domestic housing.	Knowledgeable businesses; the removal of the risk posed to vulnerable drinkers; more energy efficient buildings and savings to citizens.	Not Applicable	1 st April 2020	31 st March 2021	25%	80%	In relation to minimum unit pricing; officers attended all the relevant premises during COVID enforcement patrols. COVID officers were tasked with gathering intelligence on MUP at off licences. This was done and compliance assessments were made. Some businesses were non-compliant and were brought into compliance. Revisits will be carried out in several months. In relation to energy performance. Officers have updated their CPD on the issue. One notice has been issued where non-compliance was suspected. The programme will commence in full when resources are released back from the COVID response. Energy efficiency in buildings is a Welsh Government PI and is linked to the Well Being Future Generations Act. This work needs to remain as a priority and extended into non-domestics.
19	Deliver business support and regulatory interventions in	Knowledgeable and compliant businesses; and vibrant successful economy;	Strategic Recovery Aim 2	1 st April 2020	31 st March 2021	50%	90%	Considerable work has been completed on COVID compliance and the NTE. There has never been a time when NTE businesses have been

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	relation to the city's night time economy.	maintenance of Purple Flag status.						supported and inspected more. In terms of compliance and safety - the picture has been steady as the pandemic has seen reduced activity. However, officers have still delivered enforcement outcomes. Notably Premises Closure Notices and Licence Reviews. However, work in relation to children and food fraud has not been completed. This will be required when business reopens completely.
Page 40 20	Deliver an animal welfare programme.	Knowledgeable and compliant businesses in the farming and licensed sectors; and a successful dog rehoming facility.	Not Applicable	1 st April 2020	31 st March 2021	50%	50%	Actions recorded on the database involved the following: 26 occasions where traders were advised; 17 compliance assessments; one investigation resulting in a Simple Caution; and 18 visits (including attendance at 2 warrants). There were also 399 communications sent. This area of work was made more difficult due to lock down restrictions; as the business premises for a framer is often the family home. A lot of work has been done in the area of dog breeding and animal licensing.
21	Produce a Local Toilets Strategy in accordance with the Public Health (Wales) Act 2017		Strategic Recovery Aim 2	1 st April 2019	31 st October 2020	95%	C	Completed. Presented to Cabinet and adopted in November 2020. No further EH action.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 41	Respond robustly to incidents, clusters and outbreaks of Covid-19 in line with statutory duties.	<p>To work collaboratively with Public Health Wales and the Council's appointed consultants in communicable disease control to manage covid-19 incidents, clusters and outbreaks.</p> <p>Minimise the risk for of Covid 19 outbreaks across the communities as part of the regional response plan and the Welsh Government's national Test, Trace and Protect Strategy.</p>	<p>Strategic Recovery Aim 3</p> <p>Strategic Recovery Aim 4</p>	1 st June 2020	31 st March 2021	50%	C	<p>Covid-19 Response continues to be the No1 priority for the EH department. Internal (operational) re-organisations have been undertaken to maximise officer availability and our response through waves/surges. The team remains cautious regarding case numbers as they are likely to increase with planned easements in restrictions. The TTP service is well staffed, and the EH response is prioritising Covid control above all else until corporately directed otherwise. The EH team remain focused on dealing with clusters, workplace exposure locations, support to the adult elderly care sector and education sectors. The EH and TTP teams are the front line in defending against Variants of Concern and become heavily involved in the investigation and control of these highest risk cases. Covid response is taking priority over other matters.</p>

Performance Measures 2020/21

Key

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

Performance Measure	Actual Performance 2020/21	Target 2020/21	Actual Performance 2019/20	Actual Performance 2018/19	Actual Performance 2017/18	Comments
National - Percentage of Food establishments broadly compliant with food hygiene standards	96.64%	96%	96%	95.2%	94.8%	
Percentage of legal searches in 5 days	78.32%	96%	94.2%	96.8%	94.2%	The disruption caused by Covid lock-down had a significant impact upon the turn-around times for local searches. There was also a significant backlog of searches to work through. Therefore, this still represents a good performance in the circumstances.
Percentage of customers seen within 10 minutes	No Data	98%	99.4%	99.2%	98.7%	Due to Covid-19 restrictions, the service was not collated for 2020/21.
Percentage of Anti-social Behaviour incidents resolved by wardens	92.3%	94%	92.7%	92.8%	94%	The performance was only marginally below the target, which represents an excellent resolution rate given that staff were redeployed on Covid-related enforcement work and patrols were curtailed due to Covid restrictions
Percentage of regulatory services significant issues resolved.	72.1%	90%	95.1%	93.8%	91.2%	This resolution rate still demonstrates a good overall performance given that staff were redeployed on Covid-related enforcement work and other inspections and complaint responses had to be re-prioritised and delayed.

Performance Measure	Actual Performance 2020/21	Target 2020/21	Actual Performance 2019/20	Actual Performance 2018/19	Actual Performance 2017/18	Comments
Percentage of Single Justice Procedure Notices drafted within 20 working days of receipt of instructions	No Data	86%	Not Available	Not Available	Not Available	The collection of the data was suspended when the courts suspended the issuing of non-urgent proceedings during the Covid lockdown period.
Percentage of food hygiene interventions (risk ratings A to E) completed in accordance with the Food Law Code of Practice (Wales)	No Data	90%	Not Available	Not Available	Not Available	Due to the Covid-19 restrictions, the Food Standards Agency suspended collection of the data for 2020/21.
Percentage of food standards interventions (risk ratings A to C) completed in accordance with the Food Law Code of Practice (Wales)	No Data	90%	Not Available	Not Available	Not Available	
Percentage of feed standards interventions (risk ratings A to C) completed in accordance with the Feed Law Code of Practice (Wales)	No Data	90%	Not Available	Not Available	Not Available	

This page is intentionally left blank

People & Business Change

End of Year Review 2020/21



**Cabinet Member for People & Business
Change – Councillor David Mayer**

Specific topic area Cabinet Member Leads:

**Partnerships, performance, fairness and
strategic planning – Leader of the Council,
Councillor Jane Mudd**

**Civil Contingencies – Deputy Leader and
Cabinet Member for City Services, Councillor
Roger Jeavons**

**Well-Being of Future Generations – Councillor
Deb Davies**

Head of Service – Rhys Cornwall

Introduction

This is the People and Business Change update on the progress being made against the objectives, actions, performance and risk for the period 1st April 2020 to 31st March 2021. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#) and the [Council's Strategic Recovery Aims](#) in response to the Covid-19 crisis. As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

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.

To support the delivery of the Council's Corporate Plan 2017-22 and the Strategic Recovery Aims, the People and Business Change Service Plan 2020/21 focuses on the delivery of:

- **Wellbeing Objective 3** – To enable people to be healthy, independent and resilient; and
- **Wellbeing Objective 4** – To build cohesive and sustainable communities
- **Strategic Recovery Aim 1** - Understand, and respond to, the additional challenges which Covid19 has presented, including loss of employment, impact on business and on the progress, achievement and wellbeing of both mainstream and vulnerable learners.
- **Strategic Recovery Aim 3** – Promote and protect the health and wellbeing of people, safeguarding our most vulnerable and building strong, resilient communities.
- **Strategic Recovery Aim 4** – Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid-19 has had on our minority and marginalised communities.

The 2020/21 Service Plan has five 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.

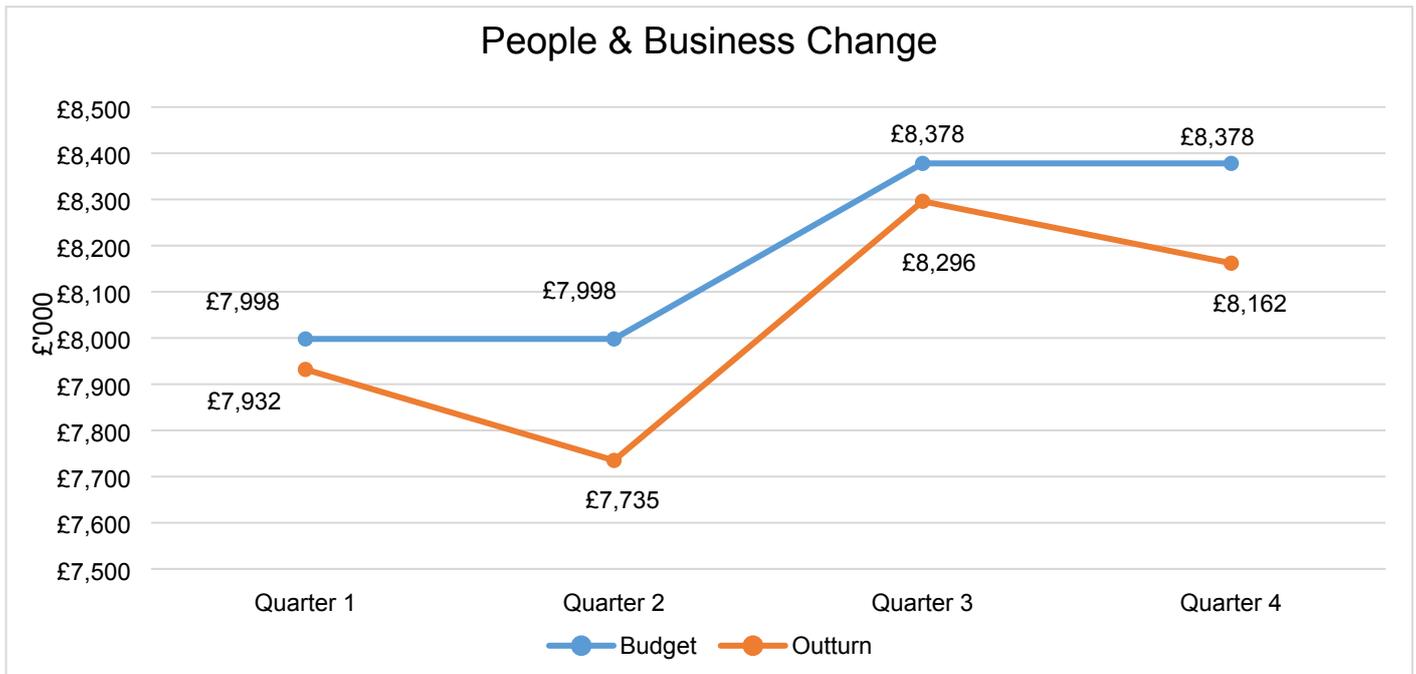
Objective 2 – Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.

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

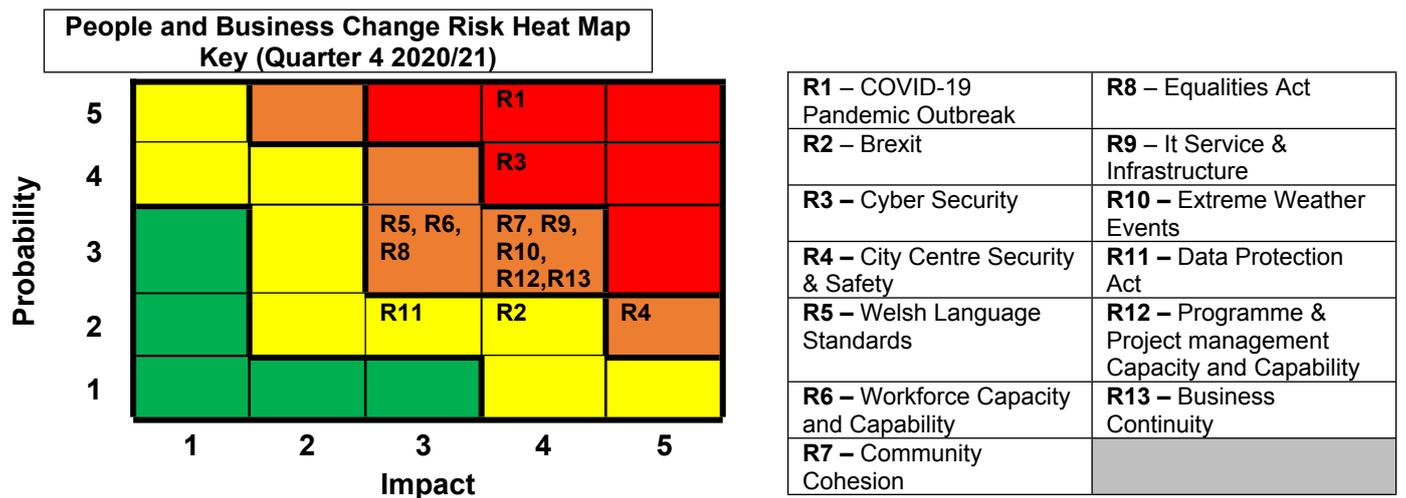
Objective 4 – Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.

Objective 5 – To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations

2020/21 Budget and Outturn



Service Risks as at 31st March 2021



Corporate / Service Risk	Risk Score Quarter 1	Risk Score Quarter 2	Risk Score Quarter 3	Risk Score Quarter 4	Target Risk Score
Corporate Risk – COVID-19 Pandemic Outbreak	25	25	25	20	6
Corporate Risk - Brexit	12	16	12	8	10
Corporate Risk – Cyber Security	16	16	16	16	10
Corporate Risk – City Centre Security & Safety	10	10	10	10	8
Service Risk – Welsh Language Standards	12	12	12	9	6
Service Risk – Workforce Capacity & Capability	9	12	12	9	8
Service Risk – Community Cohesion	12	12	16	12	4
Service Risk – Equalities Act	12	12	6	9	6

Corporate / Service Risk	Risk Score Quarter 1	Risk Score Quarter 2	Risk Score Quarter 3	Risk Score Quarter 4	Target Risk Score
Service Risk – IT Service & Infrastructure	12	12	12	12	6
Service Risk – Extreme Weather Events (Led by City Services)	12	12	12	12	8
Service Risk – Business Continuity	12	12	12	12	3
Service Risk – Programme and Project Management Capacity and Capability	9	9	12	12	8
Service Risk – Data Protection Act (GDPR 2018)	8	6	6	6	6

Executive Summary from the Head of Service

Unprecedented is a word too often used but I cannot think of a better one to describe the year that we have recently left behind. Covid 19 is a, hopefully, once in a lifetime event that has had a double impact on the Local Authority: both from the virus itself and the required organisational response to the virus.

Newport has seen many adverse effects of Covid 19. Our communities have been some of the worse hit in the UK and we are yet to see the full economic impact on our businesses. However, the response here has been extraordinary. The support our communities provided each other, particularly to the most vulnerable, was exceptional. The same can be said about the approach of partner organisations: from the emergency response arrangements within our Local Resilience Forum structures to in-community, on the ground activity with voluntary and community organisations.

Our staff have been exemplary. I have never been more proud to be a Local Government employee. This applies to all staff across the organisation, whether they are delivering front line services or are in other roles. However, I am so proud of every member of staff within my service area, People and Business Change. From the Document Services Team who have operated critical functions from the Civic Centre every day during the pandemic, to the Civil Contingencies Team who have been right at the forefront of dealing with the emergency response to Covid, to the Newport Intelligence Hub Team who were so instrumental in ensuring that Welsh Government's Shielding plan was implemented, to Digital who, along with our partners in SRS, made sure we could function as a remote organisation, to HR and Payroll for making sure we were still able to pay staff, to Business Improvement who have undertaken critical work in homelessness and Contact Tracing. I'd also like to give a special mention to the staff from People and Business Change who were seconded to either Social Care or Contact Tracing to support these vital services.

Part way through the year Strategic Communications and Marketing transferred in to the Service Area. They have been part of every step of the process during Covid and their inputs and outputs have ensured that the people of Newport had clear information in the right way at the right time. I am really pleased that they are now an embedded part of my Service Area.

Whilst there have been significant negative impacts as a result of Covid 19, it has shown us that we can operate in a different way that is kinder to the environment, reduces the negative impact on air quality and supports individuals work-life balance. We are progressing these opportunities through the New Normal project.

Despite the impacts of Covid 19 we have achieved a strong performance against Service Plan Objectives during 20/21. We have been able to progress more rapidly in the use of data and technology as these have been critical to the organisation and wider partnerships response to Covid 19. Work has been slowed in relation to some aspects of communications, transformation, human resources, civil contingencies and community cohesion as either resource has been diverted to deal with the pandemic or Covid restrictions have made it more difficult to implement change.

As a result we have a small number of 'red' performance measures. Three of these are the delivery of staff training. Our ability to do this has been impacted by the pandemic. The fourth is a performance measure

we hold on behalf of the whole organisation and this is in relation to subject access requests. Collation of individual data as part of these requests has been impacted by restrictions put in place to mitigate the risk of transmission. The number of sick days taken by staff has performed well and we have seen an increase in the numbers of social media followers.

2021/22 will be about recovery and completion of the delivery of the Corporate Plan commitments. We will embed Strategic Communications within the service area and we will push forward with a new transformation programme that will ensure we are an organisation that most appropriately meets the needs of the people of Newport.

Glossary

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)

Service Plan Update (31st March 2021)

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 Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 50	Development and delivery of the innovation programme which will align and underpin the delivery of the Corporate Plan and support the Council's Strategic Recovery Aims. Ensuring that the innovation programme affects cultural change and supports the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, Strategic Recovery Aims and other strategic activity. Will ensure improvements and changes consider the principles in the Well-being of Future Generations Act.	Not Applicable	1 st April 2019	31 st March 2022	40%	40%	Work is progressing to complete an innovation programme-in future to be called the Transformation programme.
2	Development and implementation of a comprehensive communications consultation strategy for the Council's innovation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	Not Applicable	1 st April 2019	31 st March 2022	50%	50%	Once the Transformation Programme is agreed the communication plan can be written and agreed.
3	Management of the Strategic planning framework	The Council has integrated planning	Not Applicable	1 st April 2020	31 st March 2021	40%	C	At the end of last year performance and risk strategies were developed and finalised

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 51	including the service and improvement planning cycles.	framework that is aligned with workforce planning, finance planning, Performance and risk. The Planning process enables the Council to deliver against the Corporate Plan objectives and innovation programme. Requirements are understood by managers.						and these are now being implemented. Performance reporting this year has been impacted by the pandemic, Q2 reporting was completed through Scrutiny Committee, and this report is part of the end of year reporting. Strategic Recovery Aims were also developed to address the impact of COVID with monthly reports on progress to Cabinet. Risk reporting has continued to develop through Audit Committee and Cabinet.
4	Management of effective IT services following transition to Shared Resource Service (SRS) by establishing strong retained client-side management arrangements, processes and procedures.	The council relies heavily on technology and managing work effectively in conjunction with the SRS. The client side function is key to maximising the effectiveness and efficiency of service delivery as well as providing	Not Applicable	1 st April 2020	31 st March 2022	50%	C	Given the impact of the Coronavirus pandemic, the IT service provided by the Shared Resource Service (SRS) has facilitated effective service delivery despite the vast majority of staff working from home. The Digital team continues to work in partnership with the SRS to improve performance and effective IT service delivery by its contribution to various SRS Boards, Delivery Group and the Digital City Board.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		strategic and tactical direction.						
Page 52	Supporting and developing the organisation to have a digitally empowered workforce by maximising the opportunities to digitise and streamline processes including the development of the digital infrastructure for the City.	We will provide the necessary support from Digital Services, Intelligence Hub, 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.	Strategic Recovery Aim 3	1 st April 2019	31 st March 2022	85%	C	The council's effective operation during the Coronavirus pandemic, with the vast majority of staff working from home, demonstrates the key role technology plays in service delivery. This is enabled by a number of technologies including the use of laptops, unified communications, remote access solutions, improved HR system capabilities and an Electronic Document Management System (EDMS). The planned data centre migration and proactive move of IT systems to the cloud will assist further. A review of the council's existing Digital Strategy has commenced that will identify future key priorities as a result of internal and external stakeholder engagement.
6	Embed the use of data and intelligence to inform service delivery and development of businesses cases that support the Corporate Plan and the Strategic Recovery Aims.	Support service areas to use evidence based information / data that will support service area delivery, business cases and strategic decisions.	Not Applicable	1 st April 2019	31 st March 2022	47%	65%	Extensive data and analytic work undertaken in support of the Wales national shielded patients programme in response to the COVID Pandemic. This included work with NHS Wales and National data partner and subsequent dissemination and dis-aggregation to Welsh local authorities and development of a solution with 8 major national supermarkets for priority shopping slots and the

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 53								<p>Wales national food parcel scheme. Significant work undertaken for the council in relation to HR COVID staff data reporting, including staff absence monitoring and analysis of staff location.</p> <p>Re-development of external website now completed and includes a new My Community tab providing useful community based information to Newport residence. New Development and Building Control system data migrated and live on external website. A number of data reporting improvements implemented through dynamic data reporting engine, improving timely access to monthly reports. Dynamic data integration solution now live to support cross system data analysis. Number of data reporting improvements implemented in the performance management system.</p> <p>New transactional HR payroll system functionality used to support rollout of workforce planning data which has been deployed to service managers to support workforce planning requirements. Further enhancements delivered through improved management information</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								<p>across all HR processes as a consequence of the digital transformation project.</p> <p>Development and use of data visualisation platforms have been utilised to support decision making, specifically in areas such as critical COVID reporting, PSB Safer Newport and work in relation to anti-social behaviour, fly tipping, asylum seeker property provisioning.</p>
7	<p>Support service areas to develop robust, evidence based business cases and successfully deliver projects.</p>	<p>Service areas are able to develop robust and evidence based business cases that enable effective decision making and support the delivery of the Council's Corporate Plan.</p> <p>The Business Improvement Team provide expert support and guidance that will enable service areas to successfully deliver their</p>	Not Applicable	1 st April 2019	31 st March 2022	40%	50%	<p>Work continues to embed the use of Management Information as part of the formation of the Transformation programme (Innovation programme).</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		programmes and projects.						
8	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 infrastructure is secure and ensure there are robust business continuity measures and that data is managed safely in accordance with the Data Protection Act.	Not Applicable	1 st April 2019	31 st March 2022	50%	C	Public Services Network (PSN) annual health check took place as scheduled. Vulnerabilities identified to be resolved in preparation for next PSN submission in late January 2021. Solution to protect the organisation from ransomware procured with implementation planned for early in Q3. Information security training has re-commenced using Microsoft Teams. Continue to provide guidance and advice to schools with planned training to be re-scheduled. Information Governance Group and Data Protection Group meet regularly to manage risks and operational delivery.
9	We will have mechanisms in place to support organisation through external regulatory reviews (Audit Wales, Estyn and CIW) which will ensure reports and management actions are monitored and reported to the appropriate	The organisation is able to use the findings and recommendations from external assurance providers and regulators to improve performance and deliver a successful Corporate Plan.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Monitoring through the Policy and Partnership team with protocols agreed for Scrutiny/ Audit Committee overview and reporting to Cabinet Member. Through this year we have worked closely with Audit Wales on a range of reviews and reports, and learning from the COVID-19 pandemic. Cabinet and senior leadership met with AW and all regulators to develop forward plans.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	decision making level.							
10	Provide advice and guidance to service areas to embed the principles of the Future Generations Wales Act.	The principles of the Well-being Act are embedded into decision making processes that will enable the Council to deliver its objectives.	Not Applicable	1 st April 2020	31 st March 2021	30%	C	<p>The last year has seen the consultation on and introduction of the LG Bill/ Act and the enactment of the Socio Economic duty for April 21. Briefing sessions have taken place with senior managers and members. Formal reports to Cabinet have been completed on these changes and other matters including Brexit and Covid.</p> <p>Guidance has now been drafted to support the enactment of the Duty and new report templates developed for decision makers. Changes to Cabinet Member roles have also given formal responsibility for the WFG Act and socio economic duty and regular briefings have taken place. FEIA template also updated.</p> <p>Report writers and projects have been supported through the year on policy matters including changes to partnerships and working within the WFG Act. Progress on the Act within NCC and the Future Generation's Commissioner report were also reported to Cabinet. The next</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								steps will be the eight areas of focus which were outlined in the report. These are: Leadership and Change; Land Use, Planning and Place-making; Transport; Housing; Decarbonisation and Climate Change; Skills for the Future; Adverse Childhood Experiences and Health & Wellness System.
11	Delivery of the Council's Corporate Annual Plan 2019/20 that will self-reflect on the Council's performance to date in delivering its Wellbeing objectives and Corporate Themes.	The Council will produce its Annual Report in accordance with the Wellbeing of Future Generations Act and Local Government Measure 2009. The Annual Report will enable stakeholders to review the Council's progress towards delivering the Corporate Plan and its Wellbeing Objectives. The Annual Report is available in Welsh and English.	Not Applicable	1 st April 2020	31 st October 2020	90%	C	Corporate Plan progress reported annually to Cabinet and continues to deliver through service plans and performance monitoring. Annual report published in line with the statutory deadlines, reviewed by Scrutiny and formally reported to Cabinet.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
12	Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	Newport City Council delivers the next iteration of its Digital Strategy setting out its long term goals of its IT services and infrastructure to enable the Council to achieve its objectives modernising its services.	Strategic Recovery Aim 1	1 st April 2020	31 st March 2022	25%	30%	The efforts to maintain effective service delivery during the Coronavirus pandemic meant that this work has not been progressed as expected. However, the pandemic has accelerated planned improvements including the roll out of Microsoft Teams that has become a key enabler for the organisation in home working along with improvements to remote access solution. Work has started on the redevelopment of the Digital Strategy to be completed during 21/22.
13	Delivery of improved IT infrastructure for schools with Education and Shared Resource Service (SRS) in line with Welsh Government "EdTech" funding.	Improving the IT infrastructure in schools will enable schools to meet the Welsh Government's Education Digital Standards and enhance the learning experience for teachers and pupils in Newport schools.	Strategic Recovery Aim 1	1 st April 2020	31 st March 2022	50%	C	Excellent progress has been made with the infrastructure for schools facilitated by Welsh Government "EdTech" funding. This includes the migration of planned schools to the EDU network managed by the Shared Resource Service in conjunction with Education and Digital Services. Further improvements also be made in 21/22.
14	Driving cultural change through new people management approaches that will support the	The Council becomes an employer of choice by having modern practices when managing	Strategic Recovery Aim 3	1 st April 2020	31 st March 2022	20%	50%	The Wellness at Work approach is now complete and ready for consultation with CMT and trade union representatives. This will be the first major policy change that drives cultural change through

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	Council's new ways of working.	the workforce, setting a new expectation that what matters is 'people, not process.' This will enable a more mature, empowering culture to develop and will support the Council's new ways of working approach following the Covid 19 pandemic.						being a mature organisation, with dispute resolution to follow in the second half of the year.
Page 59								
15	Develop and support a new way of working following the Covid 19 pandemic.	Enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. To ensure Council offices meet the necessary WG and Covid secure requirements. Will ensure officers and Members are able	Strategic Recovery Aim 3	1 st July 2020	31 st December 2020	70%	C	Technological solutions in place to date include CRM, WCCIS, HR and Payroll and email in the cloud. Mobility solution is currently being reviewed. Work being scoped around telephony. New Normal report presented to Scrutiny and Cabinet in quarter 1 2021/22, any HR process updates, communications Strategy.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		to work remotely using digital solutions and appropriate equipment.						
Page 60	To develop appropriate strategies and plans to support effective marketing and destination management.	Development and implementation of Corporate Marketing and Communications Strategy and Destination Management Plan.	Not Applicable	1 st April 2020	31 st March 2021	50%	75%	A new strategy and supporting policies was presented to CMT in Feb 2020. Implementation was delayed due to Covid 19. However, throughout the pandemic, the communications and marketing team continued to support all service areas to develop and implement key communication priorities. The plans and strategies have been revisited with the Leader of the Council as portfolio holder and are being refreshed to represent the changes to the organisation, service priorities and lessons learnt during the pandemic. Delivery of this action will continue and is reflected in the 2021/22 service plan appropriately.

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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1 Page 61	Develop and communicate an integrated planning, performance and risk framework that will support the delivery of the Corporate Plan, Strategic Recovery Plan and future planning requirements.	The Council is able to align its Well-being Objectives, Strategic Recovery Aims to Corporate Commitments, Service Plans and key programme / project work. The planning, performance and risk management processes enable all levels of the organisation to make informed, and timely decisions.	Not Applicable	1 st April 2019	31 st December 2020	85%	C	Integrated framework developed and implemented this year. MI Hub performance management system developed to support this work. Corporate Management Team also review performance as required. Work to strengthen risk management and align to Cabinet Member portfolios is ongoing.
2	Support the Council in developing robust governance arrangements that monitors the delivery of strategic programmes and projects that aligns with the Council's finance, HR, planning, performance and risk management processes.	There are robust governance arrangements in place that support, monitor and provide assurance over the delivery of the Council's strategic programmes and projects. Governance arrangements are aligned with the Council's Finance, planning, performance and risk processes	Not Applicable	1 st April 2019	31 st March 2021	30%	30%	Work on this action aligns with the work on the new Transformation programme (Innovation programme).

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		that are able to provide effective decision making and provide assurance.						
3	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.	Delivery of organisational critical strategic projects and programmes. Providing support and guidance to project leads across the organisation to enable delivery of projects within service areas.	Not Applicable	1 st April 2019	31 st March 2021	50%	50%	Working with colleagues to support the conclusion of the existing plan and Development of the new Corporate Plan 2022-2026.
4	Play an integral role in the change management process to ensure change initiatives are sustainable and embedded within the organisation.	Achieved on a project level using effective Project Close Down reports, Lessons Learned reports and operational hand over.	Not Applicable	1 st April 2019	31 st March 2021	20%	C	Complete
5.0	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act through delivery of the Civil Contingencies work programme.	Delivery of Civil Contingencies work programme for 20/21. Organisation is supported in all aspects of civil contingencies and business continuity planning. Effective partnership working in place.	Not Applicable	1 st April 2019	31 st March 2021	60%	66%	Civil Contingencies work this year to date has been focused almost entirely on the COVID pandemic emergency response, regional work and support for GOLD. This has meant that other work on the programme is deferred. Work on a number of emergency plans has continued including sign off of the flood plan, and business continuity work

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								with impact assessments progressing in all service areas. The Council will ensure that it continues to deliver its statutory duties under the Civil Contingencies Act, including the provision of robust response and command structures and partnership working with key organisations.
5.1	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels, encompassing all critical services.	Robust business continuity arrangements in place at corporate and service area level. Business continuity arrangements updated for all critical services.	Not Applicable	3 rd July 2019	31 st March 2021	59%	80%	Although the programmed Corporate Business Continuity work was suspended on the onset of the COVID19 Pandemic, using updated Business Impact Analysis templates, each Service Areas assessed the potential impacts of the pandemic to their key business delivery to assist the Council's preparations and response to the pandemic. In Q3 work recommenced on the programmed BCM work with a further review of the Business Impact Analysis template and these being issued to all Services Areas for completion. Although the onset of the second wave of the pandemic further impacted the BCM work, work has continued on analysing the Business Impact Analysis returns with an anticipated completion of Q1 2021/22. The completion of this work will inform the next stage of the BCM process in developing service area/function plans.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
5.2 Page 64	Plan and implement Gold duty officer refresher training to ensure understanding of their roles and responsibilities.	Gold duty officers effective in their role in an emergency. Gold officers understanding their roles and responsibilities , Effective management and communications in the event of incidents.	Not Applicable	1 st April 2020	31 st March 2021	50%	50%	Due to the ongoing requirements of the Council's response to the COVID19 pandemic, which continues to focus the work the Civil Contingencies Team and Gold Officers, this work has been further delayed. It is recognised that the ongoing training of Gold Officers is a significant aspect of the Council's resilience to respond to incidents. However, as part of the Council's response to the COVID19 pandemic, Gold Officers are having experience of attending and participating in regular internal Gold Meetings, with selected Gold Officers also participating in external Strategic and Recovery Coordination Groups meetings. This will continue to be reviewed dependent on the longevity of the response and recovery from COVID-19 and availability of Gold Officers.
6	Explore opportunities to develop Open Data platform to facilitate proactive publication of data under Freedom of Information	Proactive publication of data for improved availability, public good and to reduce Freedom Of Information requests	Not applicable	1 st April 2019	31 st March 2022	50%	C	The council continues to publish open data on its web site at www.newport.gov.uk/transparency and considers opportunities to add to this with appropriate data sets in conjunction with services.
7	To deliver training and development of Council service	Officers across the service areas improve their understanding of	Not Applicable	1 st April 2020	31 st March 2021	20%	50%	This action will be carried forward into 2021/22 due to the impacts of Covid-19 on the team's prioritisation and workload in

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	areas on the Council's approach to planning, performance and risk management.	performance management and risk management. This will enable the Council to effectively demonstrate how it is achieving the Council's Wellbeing Objectives and Corporate Plan and managing its risks.						2020/21. In the last quarter good progress has been made in drafting a new online training for staff. The delivery of the new online training programme will support the Council's implementation of the new Local Government and Elections Act. In addition to this additional support is being provided by the Newport Intelligence Hub and new video guides have been developed to support staff with using the Council's performance management system.
8	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	The Council is able to effectively plan, manage and deliver its service activities and core operations depending upon the outcomes of UK-EU negotiations.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	<p>Since Quarter 2 the Council's Brexit Task and Finish Group has convened every month monitoring the position of the Council service areas. Monthly reports summarising Welsh Government and Council updates have been presented at the Council's Cabinet. Since the UK has left the EU, the Group has been monitoring the impact of the new trade arrangements, progress with EU Settled Status scheme and impacts on businesses in Newport.</p> <p>The group will be continuing into 2021/22 as the full impact(s) of Brexit become more known and support introduction of new UK Government financial support schemes in the Levelling Up Fund and Shared Prosperity Fund. The Council will also be receiving additional Welsh Government Funding to support its work with Food Poverty in the City and other activities impacted by Brexit / Covid.</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 66	Develop and digitally enable the workforce to access data, intelligence and management information.	The delivery of this action will improve access to data and enable self-service. It will enable up to date information to make informed decisions and reduce duplication of effort. This work will also increase the awareness of Newport Intelligence Hub across the Council and its partners.	Not Applicable	1 st April 2020	31 st March 2022	57%	70%	HR & Payroll System Development and Implementation successfully completed including migration of application to hosted cloud, delivery of absence, integrated check-ins, payroll processing and organisational structure, digital work stream (including interactive chat bot) and recruitment and on-boarding work streams. New online timesheets now live. Newport themed on boarding portal has been designed and implemented and is live. Redesign of Employee and Manager Self-Serve and core system complete and live. Enhanced functionality available to managers and employees including dashboards, organisation charts and integrated online HR forms. Enhanced public protection, environmental health and trading standards system functionality implemented to support COVID reporting and case management. Forward work programme being developed to support digital transformation and use of technology for a more digitally enabled workforce.
10	Explore opportunities to improve application resilience that will enable continuous development and improve efficiency.	The delivery of this action through collaboration with the SRS and partners will improve the integrity of the Council's systems. This work will also improve the security and capacity of the systems to improve its	Not Applicable	1 st April 2020	31 st March 2022	30%	70%	Migration of transactional HR & payroll system and internal and external web-mapping application to cloud hosted platforms successfully completed. Full migration of all secondary and primary schools IT infrastructure to new collaborative network successfully completed. Improved refuse collection information solution implemented with My Council Services solution to improve

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 67		functionality and any future system developments.						resilience. Up-skilling and cross system training has now been developed across NIH team to improve resilience in monthly data collection processes and data resolution issues. Data quality assurance processes implemented to facilitate improvement of data quality in Mi Hub; working with service areas to ensure they take responsibility for data and uploads. Extensive work undertaken with Employment Services to up-skill in new HR & Payroll system functionality. Training on spatial data technology and data progressing well across Newport Intelligence Hub with a number of individuals being now cross-skilled across multiple functions and disciplines. Workforce planning development underway to ensure structure continues to meet the needs of the organisation.
11	Manage and deliver the Civil Contingencies response to the COVID-19 pandemic	Effective management and decision making arrangements in place to appropriately respond to the crisis. Work within regional partnerships towards recovery. Service areas supported in decision making and emergency response.	Strategic Recovery Aim 3	1 st April 2020	31 st March 2022	30%	80%	The Council's response to COVID19 pandemic continues to be the primary focus of the Civil Contingencies Unit work and this continued during the second wave of the pandemic. Work continues on managing the response to the ongoing rates of infections and the recovery from the pandemic. The unit continues to support all aspects of the Council's response both internally via the NCC COVID Gold and Recovery Group; Senior Officer and Leaders Briefings and externally through the Gwent Local Resilience/Gwent Incident Management Team/Public Health

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								Wales and Welsh Government structures. In addition, the Council are the Chairs of the Gwent LRF Recovery Coordination Group and the Civil Contingencies Unit Chairs and administer the Gwent LRF Local Death Management Tactical Sub Group.

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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1	We will need to undertake workforce planning to understand what the future skills needs are and demand to deliver our services.	Workforce planning guidance available to managers and is an integral part of service redesign in service areas. Requirements of the post COVID-19 pandemic workforce are understood.	Strategic Recovery Aim 3	1 st April 2019	31 st March 2022	60%	C	The HR business partners have worked with service areas to establish their workforce plans and identify the areas for targeted intervention in 2021. An organisational summary is available for CMT to consider the wider impact and how their area fits with the overall objectives.
2	Digital Services provide appropriate support and advice at all levels of the organisation.	Digital Services are able to provide support and advice to take advantage of technological developments and to improve efficiency of staff in delivering Council Services. The team will also provide ongoing training and development of staff in relation to Data Protection, Freedom of Information and other legislative requirements.	Not Applicable	1 st April 2020	31 st March 2021	50%	C	Digital Services continues to provide guidance to staff on effective and secure use of technology including working with a network of Digital Champions. Data protection training now being delivered using Microsoft Teams including new training for primary schools.
3	Policy, Partnership and Involvement team	Managers and officers understand their role and	Not Applicable	1 st April 2020	31 st March 2021	40%	C	The last year has seen the consultation on and introduction of the LG Bill/ Act and the enactment of the Socio Economic duty for

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 70	provide advice, guidance and training to the organisation.	contribution towards the delivery of the Wellbeing Plan, Corporate Plan. This action also supports the Council in meeting its legislative requirements under the Wellbeing of Future Generations Act, Welsh Language Standards, and Equalities legislation (including the socio economic duty now deferred to March 2021).						April 21. Briefing sessions have taken place with senior managers and members. Formal reports to Cabinet have been completed on these changes and other matters including Brexit and Covid. Guidance has now been drafted to support the enactment of the Duty and new report templates developed for decision makers. Changes to Cabinet Member roles have also given formal responsibility for the WFG Act and socio economic duty and regular briefings have taken place. FEIA template also updated. Report writers and projects have been supported through the year on policy matters including changes to partnerships and working within the WFG Act.
	4	Provide appropriate support and advice at all levels of the organisation in the approval, development and implementation of portfolio's programmes and projects.	Using effective governance arrangements and project documentation to assist the decision making process.	Not Applicable	1 st April 2020	31 st March 2021	60%	60%
5	Implement a strategic and whole	Career pathways are in place to enable the workforce to	Not Applicable	1 st April 2019	31 st March 2022	60%	60%	Following the rollout of workforce planning in January 2021, succession planning

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	organisational approach to talent management with pathways to develop and support succession planning.	understand the possible options for career development						guidance is being prepared for service managers to implement later in 2021.
Page 71 6	Delivery of the Human Resources (HR) and Payroll system (iTrent) project across the Council.	As part of the Council's Modernised Council commitment, the improvements to the iTrent system will enable managers and officers to be more self-sufficient with their flexi-time, leave, sickness and individual performance management. This work will also rationalise existing legacy systems and improve the workflow between service areas and HR.	Strategic Recovery Aim 3	1 st April 2020	31 st December 2020	60%	C	This action has been completed to expected timescale. Since the commencement of the project there have been several new functionality modules implemented which have led to the removal of paper based systems and increased user engagement with iTrent. E.g. electronic timesheets are now used by individual officers and paper claim forms are no longer submitted. A period of embedding the new functionality will need to take place and whilst all of the new features have been built and are ready to use, there are a small number left to roll out on the basis that Covid has delayed the planned implementation. The project close down has occurred and we will consider what next phases of further digitalisation may be available to us in 2022 and beyond.
7	To support a healthy workforce, enabling those with long term health conditions	To review the way wellbeing at work is promoted and managed, bringing practices in line with 2020 aspiration	Strategic Recovery Aim 3	1 st April 2020	31 st March 2021	60%	C	The new Wellness at Work approach is ready to implement, demonstrating a commitment to supporting those with long term health conditions to remain in work.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	to contribute to the objectives of the organisation.	To achieve the gold award for corporate health standards. Employees are supported in the post COVID work.						
Page 72	To attract and recruit new starters from a broad, diverse background that have and are able to develop the right skills, values and attributes in a modern and digital way.	The recruitment and selection process is reviewed and new ways of recruiting are established. Values based recruitment forms the basis of attraction and recruitment. Digital recruitment is supported.	Strategic Recovery Aim 3	1 st April 2020	31 st March 2021	0%	10%	A working group has been established to move this action forward with its progress and identify potential areas to expand the attraction strategy across a range of diverse workforce communities.
9	To support employees with their health and wellbeing in the return to work and adapting to the new ways of working post COVID-19.	Employees and manager's health & wellbeing are supported in the return to work and enabling them to adjust to new ways of working. Implementing policies and guidance to support the process.	Strategic Recovery Aim 3	1 st July 2020	31 st March 2021	80%	80%	The extended period away from the workplace due to Covid has meant that the deadline for this action is recommended to move to September 2021. Work is ongoing in drafting appropriate options for consideration in a return to workplaces.

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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 73-	Range of engagement activities delivered including facilitation of the Citizens Panel, 50+ Forum and Youth Council. Managers across all services are supported to involve citizens in decision making. Citizen's views are considered in planning and service delivery.	Sustainable and effective participation forums including youth council, 50+ Forum, citizens panel, activities and feedback mechanisms, including bus Wi-Fi and online surveys. Organisations reflect the involvement requirement. Newport Youth Council being involved with Council policy development and support the 'voice' of young people in matters that impact them. Support the Council to understand the impact that Covid 19 pandemic and lockdown has had on communities across Newport.	Strategic Recovery Aim 4	1 st April 2019	31 st March 2022	40%	90%	<p>A range of engagement activities are supported including the Citizens Panel, Over 50s group and Newport Youth Council. This year a range of activities have been supported to ensure that citizen views are considered in decision making, despite some delays due to COVID</p> <p>Significant work was completed to support budget engagement and Cabinet decision making. In the last quarter the engagement on proposals for changes to the knowledge quarter and leisure facilities in the city centre was undertaken with significant responses.</p> <p>Perception survey completed with Citizens Panel to review the Council's response to the pandemic. Newport Youth Council's social media presence continues to develop. The One Newport partnership has also launched a Participatory Budgeting programme to support communities impacted by COVID, working with partners, the Fairness Commission and a range of community groups to develop community resilience and support specific support programmes.</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 74 2	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4, Strategic Recovery Aims and the Corporate Commitment of the 20 things by 2022.	Deliver participatory budgeting and asset based approaches. Successful funding bids to support communities. Work with Fairness Commission to coproduce better engagement and involvement with communities. Support managers in their engagement with citizens.	Strategic Recovery Aim 4	1 st April 2019	31 st March 2022	40%	C	<p>During 20/21 engagement activity has been focused on the COVID response. As part of the development of the community impact assessment which identifies how Covid19 has affected communities in Newport, with particular focus on protected Equalities groups we have held a series of engagement sessions. These were jointly hosted with Newport Fairness Commission. The sessions covered – Black, Asian and minority ethnic communities, older people and carers, disabled people and carers, children and young people, LGBTQ people, refugees/migrants/asylum seekers, and Welsh speakers.</p> <p>A budget of £100k was secured from ABUHB to run a Participatory Budgeting programme to fund new projects and services which address the impacts on the worst affected groups with an involvement approach. This work will aim to empower communities whilst providing additional funding capacity for service providers, particularly in the voluntary/community sector and grants were issued at the end of the financial year following extensive work with community groups to ensure co-production in decision making. Participation levels have been encouraging with over 80 bids submitted, 400 attending the voting events and consistent stakeholder involvement in the running of the project.</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
3	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.	Effective PSB membership and meetings. Coordination of PSB interventions and work streams. PSB involvement in Covid 19 recovery work. Delivering the requirements of the Well-Being of Future Generations Act,	Strategic Recovery Aim 4	1 st April 2019	31 st March 2022	40%	90%	<p>Public Services Board (PSB) has continued to meet throughout the COVID pandemic to support communities. The <u>Well-Being Plan</u> annual report for 19-20 produced and reported to Scrutiny Committee and the PSB, in line with statutory requirements. The PSB has revised its Well-being Objectives. Well-being Plan intervention groups continue to meet and have been reviewing their Steps and actions for the remainder of the Plan.</p> <p>Performance updates for the end of year will be reported to the PSB in the next quarter, and will also be used to form the <u>Annual Report for 2020/21</u>.</p>
4	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.	Effective One Newport partnership membership and meetings. Coordination of sub groups delivery of Well-Being Plan activities.	Not Applicable	1 st April 2019	31 st March 2022	40%	C	<p>PSB (Public Services Board) supported, with summary of business published and communicated through the organisation. Work of the PSB is delivered through the five intervention boards led by PSB members. Well-Being objectives reviewed and reported to the PSB. A review of the effectiveness of the PSB has been completed with development ongoing.</p> <p>Annual Report for 19/20 published. WB Plan delivery for 20/21 has been impacted by the COVID pandemic but a range of partnership work has continued including Digital Careers week, the development of the Gwent Travel Charter and delivery of</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								<p>Participatory Budgeting to communities impacted by COVID.</p> <p>Proposals for a regional 'Gwent' PSB have commenced which will work alongside the local One Newport partnership.</p>
Page 76 5	Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan.	Effective Newport partnership membership and meetings. Coordination of Safer Newport, sub groups, and related activity. Support Communities with their post Covid 19 Recovery.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2022	40%	C	<p>Public Services Board (PSB) intervention groups continue to meet, led by PSB members. 19/20 Well-Being Plan annual report published, and despite some delays to current projects good progress was made. Performance is also reported to partnership Scrutiny.</p> <p>The One Newport partnership have worked consistently through the pandemic to support communities and respond to the emerging crisis.</p> <p>The Community Safety Partnership 'Safer Newport' reports to PSB and deals with a range of community safety issues supported by sub groups considering ASB and Serious and Organised Crime and place-based response to persistently impacted areas. The CSP also intersects PSB interventions and work is ongoing to strengthen the linking and coordination of community safety prevention work across these partnerships. The CSP continue to meet via virtual meetings continue to ensure a strong partnership response to community safety issues arising from the impact of COVID. The partnership has applied for additional funding to respond to</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								issues and is also in receipt of funding from the Office of the PCC.
6	Develop the work of Newport Fairness Commission (FC). Work to embed the work of the Fairness Commission in NCC decision making process.	FC engaged in the work of the Council and wider public sector. Support response to the annual budget setting process. Work of FC communicated through media and website. Maintain links with NYC and 50+ forum. Support Covid 19 Recovery work and development of future strategies and planning.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2022	50%	C	Work of Fairness Commission supported with virtual meetings continuing throughout 20/21. Fairness Commission have been involved in the work to develop the Community Impact Assessment work informing responses to the pandemic. This has included sessions with community representatives to develop a participatory budgeting approach and a response to the Council budget proposals for 21/22.
7	Support the Armed Forces Forum to coordinate and improve services to veterans, serving armed forces and their families	Effective Armed Forces Forum membership and meetings. Regional and local initiatives supported as required. Successful funding bids and partnership work	Not Applicable	1 st April 2020	31 st March 2022	99%	99%	Good progress to support the Armed Forces Forum and finalists for Employer of the Year of the Welsh Veterans Awards. Partnership to support armed forces children in our schools developed into a regional model. Anticipating further legislation to support the armed forces community over the coming year. Newport also bidding to host the national Armed Forces event in the next few years, <u>recently announced</u> as 2023.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
8	Working collaboratively between NIH, Policy Partnership & Involvement and partners to develop geographic, data analytics to support evidence based decision making for the PSB.	The delivery of this action will enable the PSB to develop Wellbeing profiles for Newport and other geographical / data to enable evidence based decision making. NIH supporting the development of the Community Impact Assessment to understand the impact of Covid 19 across the Council's communities.	Strategic Recovery Aim 4	1 st April 2019	31 st March 2022	15%	20%	Work ongoing with Policy & Partnership team around development of regional PSB. A number of data reporting and visualisation interactive solutions to support the work of the PSB including anti-social behaviour and fly tipping for the Safer Newport Group. Collaborative engagement for workforce representation, staff well-being and recruitment reviews and schools management structures ongoing.
9	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	Evidence based decision making in partnership activity	Not Applicable	1 st April 2020	31 st March 2022	50%	C	Much of the focus of the partnership team is on developing these links, sharing information and supporting partners to work with the Council. Work with regional partners is also ongoing to ensure common priorities are progressed in Gwent, such as the Travel Charter. The One Newport bulletin which goes to a range of partners has continued through COVID and has been redeveloped into a 'Sway' format.
10	Work with colleagues in the Gwent region on work to support Well-Being of	Opportunities identified for regional work and funding. Delivery of changes to the 19-20 annual	Not Applicable	1 st April 2020	31 st March 2022	50%	C	As part of the 'G10' subgroup GSWAG the partnership team work with partners across the region to develop common priorities such as active travel and fleet review, the Gwent green grid and the

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 79	Future Generations Act requirements and common themes through Well-Being Plans.	report through regional funding, Support for and benefit from Gwent wide initiatives.						<p>development of opportunities for funding on a regional footprint.</p> <p>In the last two quarters of 20/21 a new grant from Natural Resources Wales was received to develop work to promote the availability of green spaces; the Gwent Travel Charter was launched; and other common work such as future risks progressed. Carbon literacy training was funded by NRW and in Newport approximately 30 staff attended which has helped kick off the climate change work for the council.</p> <p>In the new year partners across Gwent are considering a potential Regional PSB and work has also been completed to support this development.</p>

5. To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 80	To develop and deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC meets all other duties under the Equality Act.	Council is compliant with duties set out in Equality Act 2010; Equality impact is considered and mitigated against in service design, decision and policy making; Inequalities are reduced for people that share Protected Characteristics; Staff are aware of their responsibilities under the Equality Act 2010 The Socioeconomic Duty is embedded within appropriate council processes.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	C	C	The Strategic Equality Plan 2020-24 has been approved at Council and a full graphics version is in the process of being published to replace the draft currently in place. The SEP, and its strategic objectives have been developed as a result of extensive community engagement and consultation, review of existing data, and analysis of local and national priorities. The Strategic Equalities Group's membership, and wider delivery mechanisms associated with strategic equality work, have been reviewed, and a number of specific delivery groups established in order to progress this work more effectively.
2	To deliver against the Welsh Government's Community Cohesion Plan and conditions set out in funding arrangements for new Community	Community tensions are monitored and mitigated against Communities are resilient to risks including hate crime and radicalisation EU nationals feel supported and welcomed in the city	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	80%	C	Cohesion work continues to respond to demand created by COVID-19, but is now re-focussing on core activities, and mitigating the impact of EU exit. Engagement with and support of EU citizens in Newport continues to be a priority, and during this period we have been responding to an increase in these communities needing to access support

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 81	Cohesion Officers.	The community impact of Brexit is minimised. Impact of COVID on communities is understood and programme effectively responds to community tensions and creates a shared sense of identity across the city.						and advice in relation to housing, benefits and hardship. We have delivered training with key partners to service providers on rights and entitlements post-Brexit, and continue to push out positive messaging around EU communities being welcomed in Newport and Wales. We continue to translate and share key messages in a range of community languages around topics that include health and wellbeing, civic participation, COVID-19 and social opportunities. Fortnightly community tensions meetings continue with colleagues from Gwent Police, allowing for a partnership approach to prevention and mitigation. Our Disability Access Group continues to meet fortnightly and advice on a range of council projects including active travel plans and pedestrianisation of the city centre. Funding for 21/22 has been secured for Community Cohesion officers, and a new Welsh Government work plan for next year is in place.
	3	To monitor, review and ensure compliance with the Authority's Welsh language Standards, whilst actively promoting the Welsh language,	The Council are compliant with legislative requirements. Staff are aware of their responsibilities under the Welsh Language Standards.	Not Applicable	1 st April 2020	31 st March 2021	70%	C

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
Page 82	internally and across the city.	Service design, policy and decision making are informed by Welsh language considerations. Council services make an active offer of delivery through the medium of Welsh. Communities and partners are positively engaged in the Welsh language agenda. NCC attracts and develops more Welsh speakers.						A new performance framework is in the early stages of implementation which seeks to better monitor compliance at both service area and corporate level. Complaints levels remain low, with the majority resolved locally without progression to the Welsh Language Commissioner. A number of community projects have been delivered this year, including engagement with Welsh medium schools and minority ethnic communities with our Welsh language partners, Dragons Rugby. Next year will see the development of a new 5 Year Welsh Language Strategy, improved links with our work under the Right Skills wellbeing intervention in partnership with other public and third sector stakeholders, and the continuation of our promotion work across diverse communities.
	4	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	Staff from underrepresented groups feel valued and listened to. Positive action is used effectively to address areas of under representation at all levels. Improved demographic monitoring results in	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	50%

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	diverse backgrounds, including Welsh speakers.	better workforce planning. Visible representation results in improved trust and confidence from communities.						which sets out actions which seek to improve our workforce representation. Key progress so far includes the anonymisation of application forms and a review of our exit interview process which now allows staff to highlight any experiences of workplace discrimination that they have experienced. A focus on this work will continue into next year.
Page 83 5	To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	Positive messages about migration are regularly highlighted. Newcomers to Newport are welcomed, and have access to appropriate services. Services, decision and policy making consider the impact on refugees, asylum seekers and migrants. 7 additional families are resettled under the UK Resettlement Scheme.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	50%	COVID-19 has impacted on capacity to develop a full integration strategy for Newport during this period, however, positive work has been undertaken in relation to supporting the Welsh Government's vision for Wales to be a nation of Sanctuary. Our work to support resettled refugees has continued, with several of our service users securing voluntary and paid work, enrolling in higher education and vocational training, and establishing their own businesses. We continue to be part of the Inclusive Cities Programme alongside colleagues working in migration across the UK and have developed a range of good practice approaches to supporting migrant communities in Newport. This includes the extension of free school meals to people with no recourse to public funds, the establishment of an NRPf/Destitution response group, and the delivery of a range of engagement and support mechanisms for EU citizens.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								We are currently working with Cardiff University to develop a 'Welcome to Newport' digital platform to support integration across the city, and have recently established a task and finish group to respond to the impacts of the Hong Kong Visa Scheme. Development of formal policies/strategies to support this work will continue to be an action for us during the next period.
Page 84 6	Develop a community impact assessment (CIA) to understand the impact that Covid 19 pandemic and resultant lockdown has had on Newport's Communities	<p>To deliver a report that examines the impact that the Covid 19 pandemic had on communities across Newport.</p> <p>To understand what impact lockdown measures had on communities and in particular the vulnerable and marginalised.</p> <p>To inform and recommend to the Council areas of development and actions to improve the recovery of communities impacted the most by Covid 19.</p>	Strategic Recovery Aim 4	1 st April 2020	31 st September 2020	90%	C	<p>A community impact assessment relating to COVID-19 has been completed, assessing the impact that the pandemic has had on our most vulnerable groups, including LGBTQ+, disabled, BAME people, women and faith communities, refugees, asylum seekers and migrants, as well as the socioeconomic impact and effects on community cohesion. This is an extensive piece of work, based on local and national data and research, engagement throughout the pandemic with communities, and a series of focused engagement sessions with those priority groups to sense check findings and explore ways in which community resilience and recovery can be supported.</p> <p>The CIA has informed the development of the Council's strategic recovery aims, and the basis of priorities for a £100k Participatory Budgeting programme which has delivered £103k of funding to 24 community projects across Newport, which are focused on supporting our most</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		To inform future strategic and operational planning and assessment of recovery in Newport.						vulnerable communities to recover from the impact of COVID-19. We have recently reviewed our Fairness and Equality Impact Assessment template and guidance, and this now requires staff to consider the CIA to ensure their decisions are responsive to local needs and disadvantages that have been identified.

Performance Measures 2020/21

Performance Measure	Actual Figure 2020/21	Target 2020/21	Actual Performance 2019/20	Actual Performance 2018/19	Actual Performance 2017/18	Comments
National - National Sickness Days Lost	7.28 Days	8.8 Days	9.5 Days	10.1 Days	10.1 Days	
National - Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees.	29.36 per 1,000 employees	6 per 1,000 employees	6 per 1,000 employees	Not Applicable	Not Applicable	
Local - Percentage Freedom of Information Responses completed in time	90.8%	88%	91.4%	90.4%	87.4%	
Local - Percentage of Subject Access Requests responses completed in time	60%	75%	71.9%	N/A	N/A	SAR compliance is below target this year due to the Coronavirus pandemic and challenges obtaining/redacting paper records from the Civic Centre with staff working from home especially in one Service Area.
Local - Number of employees accessing Welsh language training.	48	75	38	48	141	COVID-19 has significantly impacted the capacity and capability to deliver Welsh language training to staff. This will be addressed through the rollout of mandated online training during 21/22
Local - Number of Welsh Language complaints received.	0%	40%	1	N/A	N/A	1 Welsh language complaint was received by the council in relation to the Welsh language version of Newport Matters. This was not reported to, or investigated by the Welsh Language Commissioner.
Local - Number of employees trained in Prevent PVE	145	200	81	208	N/A	COVID-19 has significantly impacted the capacity and capability to deliver Prevent training to employees. Awareness raising has continued through informal means and online delivery, and

Performance Measure	Actual Figure 2020/21	Target 2020/21	Actual Performance 2019/20	Actual Performance 2018/19	Actual Performance 2017/18	Comments
						more regular training will resume in 2021/22
Local - Number of young people actively involved in Newport Youth Council work	13	15	25	11	18	NYC have continued to operate throughout the pandemic, although recruitment is more challenging. The optimum number of members is around 15.
Local - Number of staff receiving Equality Training	7	75	N/A	N/A	N/A	COVID-19 has significantly impacted the capacity and capability to deliver Equality training to staff. This is being addressed through the commissioning of externally delivered training to all staff, commencing in the summer of 2021.
Local - Total number of social media followers	37,223	31,500	34,900	28,500	26,933	

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)

This page is intentionally left blank



Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 7 June 2021

Subject **Draft 2021-22 Annual Forward Work Programme**

Author Scrutiny Advisor

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

Invitee:	Role
Neil Barnett	Scrutiny Adviser

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked to:

1. Consider the draft Annual Forward Work Programme (**Appendix 1**) and determine if it wishes to make any amendments to the programme or if further information is required;
2. Agree the start time for the Committee meetings, and approve the proposed schedule of meetings for 2021-22 (**Appendix 2**).

2 Context

Background

- 2.1 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.
- 2.2 Scrutiny Committees have limited time and resources and therefore work plans need to be manageable. It is not possible to include every topic suggested by Members, Heads of Service or the Public – successful Scrutiny is about looking at the right topic in the right way and

Members need to be selective, whilst also being able to demonstrate clear arguments for including or excluding topics.

- 2.3 The Centre for Public Scrutiny (CfPS) guide to work effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:

'Effective work programming is the bedrock of an effective scrutiny function. Done well it can help lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.'

3 Information Submitted to the Committee

- 3.1 The following information is provided to the Committee:

Appendix 1 – Draft Annual Forward Work Programme

Appendix 2 – Draft Schedule of meetings

Draft Annual Work Programme

- 3.2 The draft work programme is being presented to the Committee for consideration following consultation with the Scrutiny Chairs, and Service Areas, and detailed research by the Scrutiny team. It is designed to be a starting point for Members to develop, the work programme for Scrutiny should be Member led.
- 3.3 The attached draft work programme has been drafted using a number of difference sources, including:
- The Committees suggestions;
 - Cabinet Work Programme;
 - Corporate Risk Register;
 - Previous Scrutiny Committee Forward Work Programmes, Agendas and minutes (available online);
 - Policy Framework;
 - Discussions with the Performance Team (Performance Information) and relevant Heads of Service.
- 3.4 There are also items where there is a Statutory duty for Policy Framework documents to be considered by Scrutiny, for this Committee this covers the draft budget proposals in January 2022. The Committee will be consulted on proposals relevant to the Committees terms of reference in January 2022, and provide comments / recommendations to the Cabinet prior to a final decision being made on the proposals by the Cabinet at its meeting in February 2022. The Overview and Scrutiny Management Committee will coordinate comments from all of the Scrutiny Committee, and will make comment on the budget process and public engagement.
- 3.5 Once the Committee is happy with the content of its Annual Work Programme, it will be published to the website to allow members of the public to view. The Committee may wish to consider if it wishes to seek the feedback of any stakeholders on the work programme.
- 3.6 The Committee will then have a standing item on each of its Committee meeting agendas for a Forward Work Programme Update, with a breakdown of which items will be coming to each meeting. It will also clarify what information has been requested for the Committees consideration, what the role of the Committee is for each item and a list of invitees. The Committee will need to approve this information at each meeting.

- 3.7 Under the Committee restructure in May 2017, performance monitoring role should now have a more prominent position within the Scrutiny function, with this Committee focusing its work programme on fulfilling this role within its remit.
- 3.8 The work programme attached has been developed to focus the Committee's limited resources on routinely scrutinising performance to provide a more in-depth monitoring and challenge for clearly defined service areas.
- 3.9 Detailed performance monitoring information will be provided quarterly, comprising of an overview of the performance position within the service area, and for any red / amber measures identified, the background data to give a more detailed picture of the measure in question.
- 3.10 To focus the discussion, the Head of Service will brief the related Cabinet Member(s) to the report prior to the Committee meeting.
- 3.11 Where the Committee identifies the need for more detailed scrutiny in a specific issue / area, the Committee can request more information back to the next committee meeting. It is intended that this approach will allow Members to gain an overall picture of performance in the service area, and allow space on the work programme to undertake 'deep dives' and request more detailed information where they see an area of concern.
- 3.12 As the Committee identified some areas that they would like to be provided with additional information before committing to a 'deep dive' or Policy Review Group. Head of Service briefings have been set up in September in lieu of the meeting. These briefings are for the Committee to receive additional information before committing to undertaking resource heavy additional work.

4. Suggested Areas of Focus

- 4.1 The draft work programme contains suggested items for the work programme – Member input to the work programme is essential to the success of Scrutiny.
- 4.2 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.

Role of the Committee

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

In considering what items should be included in the Committees forward work programme, the Committee should consider how each item fits within the following selection criteria:

Criteria for Selecting Scrutiny Topics

PUBLIC INTEREST:	The concerns of local people should influence the issues chosen for scrutiny;
ABILITY TO CHANGE:	Priority should be given to issues that the Committee can realistically influence, and which will result in a Cabinet decision being taken;
PERFORMANCE:	Priority should be given to the areas in which the Council, and other agencies, are not performing well;
EXTENT:	Priority should be given to issues that are relevant to all or large parts of the city;
REPLICATION:	Work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

Reasons to Reject Scrutiny Topics

- The issue is already being addressed / being examined elsewhere and change is imminent
- The top would be better addressed elsewhere (and will be referred there)
- Scrutiny involvement would have limited / no impact upon outcomes
- The topic may be sub-judice or prejudicial to the Council's interest
- The topic is too broad to make a review realistic
- New legislation or guidance relating to the topic is expected within the next year
- The top area is currently subject to inspection or has recently undergone substantial change

- 4.3 For each item on the agreed work programme, the Committee should consider if they are well defined to ensure the Committee can effectively fulfil its role for each item.

Defining Scrutiny Topics

For every item on the work programme / new referral, it should be clear:

- **What is the issue / activity / project under consideration?**
 - *A brief outline of the matter being referred / the question being asked*
- **What is Scrutiny being asked to do?**
 - *e.g. undertake a full review of the subject? Investigate / interrogate different policy options? Be consulted of final proposals before decision making? Monitor outcomes / implementation?*
- **What are the reasons for / expected benefits of involving Scrutiny in this matter?**
- **Is there a specific deadline for this piece of work?**

Section B – Supporting Information

5 Links to Council Policies and Priorities

- 5.1 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. All undertakings of the Committee should impact on the Corporate Plan Commitments and the Well-being 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			

6 Risks

- 6.1 If proper work programming procedures are not put in place, the organisation and prioritisation of the work programme is put at risk. The work of Overview and Scrutiny could become disjointed from the work of the rest of the Council, which could undermine the positive contribution Overview and Scrutiny makes to service improvement through policy development.
- 6.2 A report is presented to each Committee every month in order to mitigate that risk. The specific risks associated with individual topics on the work programme will need to be addressed as part of the Committee’s investigations.

7 Financial Implications

- 7.1 The preparing and monitoring of the work programme is done by existing staff for which budget provision is available. There will be financial consequences for some of the reviews undertaken. These will be commented upon by the Head of Finance as the reports are presented.

8 Wellbeing of Future Generation (Wales) Act

- 8.1 The Annual Forward Work Programme does not directly address any aspects of the Wellbeing of Future Generation (Wales) Act. Each topic outlined in the Forward Annual Work Programme should be measured against the Act’s seven Wellbeing Goals and delivered in line with its Sustainable Development Principles;

Wellbeing Goals

- **A Prosperous Wales**
- **A Resilient Wales**
- **A Healthier Wales**
- **A More Equal Wales**
- **A Wales of Cohesive Communities**
- **A Wales of Vibrant Culture and Welsh Language**
- **A Globally Responsible Wales**

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.

9. Background Papers

[Good Scrutiny? Good Question! Wales Audit Office Improvement Study in Local Government. 'A Cunning Plan?' Devising a Scrutiny Work Programme' – CfPS Guide Corporate Assessment , Follow up in 2015 and Progress Report August 2016 Council Report – Scrutiny Committee Structures – May 2017](#)

Report Completed: 7 June 2021

**Performance Scrutiny Committee – Place and Corporate
– Draft Forward Work Programme 2021-22**

Monday, 21 June 2021 at 4pm		
Topic	Information Required / Committee's Role	Invitees
<p>20 - 21 Service Plan End of Year Review for:</p> <ul style="list-style-type: none"> • City Services • Finance • Regeneration Investment and Housing 	<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>Leader of the Council</p> <p>Head of City Services;</p> <p>Cabinet Member for City Services;</p> <p>Head of Finance;</p> <p>Acting Head of Regeneration Investment and Housing.</p>

Monday, 6 September 2021 at 4pm		
Topic	Information Required / Committee's Role	Invitees
Staff Support	Update from the Service area on the implementation of the support provided to staff of the Council throughout the Covid-19 pandemic.	<p>Head of People and Business Change</p> <p>HR and OD Manager</p>
Review of the Council Whistleblowing Policy	To consider the effectiveness of the Council's whistleblowing policy.	HR and OD Manager
Economic Growth Strategy and Economic Recovery Plan – Recommendations Monitoring	<p>To consider how effectively the recommendations made in relation to the Economic Recovery Plan have been implemented.</p> <p>Update from the Service area on the implementation of the recommendations.</p> <p>Summary of the background to the item and a list of the recommendations as approved and implemented by the Council.</p>	<p>Acting Head of Regeneration Investment and Housing;</p> <p>Regeneration Manager</p>

**Performance Scrutiny Committee – Place and Corporate
– Draft Forward Work Programme 2021-22**

Monday, 1 November 2021 at 4pm		
Topic	Information Required / Committee's Role	Invitees
<p>21 - 22 Service Plan Mid-Year Review for:</p> <ul style="list-style-type: none"> • Law and Regulation • People and Business Change 	<p>Performance Monitoring - holding the executive to account for the Council's performance, focusing on:</p> <ul style="list-style-type: none"> • Achievement of outcomes and actions within service plans; • Scrutinising progress in improvements to areas of poor performance; • Assessing the extent to which performance objectives are contributing to the overall objectives and priorities of the Council including an update upon Corporate Objectives, Actions and Performance Measures. 	<p>Head of Law and Regulation;</p> <p>Cabinet Member for Licensing and Regulation;</p> <p>Head of People and Business Change;</p> <p>Cabinet Member for Community and Resources.</p>

Monday, 15 November 2021 at 4pm		
Topic	Information Required / Committee's Role	Invitees
<p>21 - 22 Service Plan Mid-Year Review for:</p> <ul style="list-style-type: none"> • City Services • Finance • Regeneration Investment and Housing 	<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>Leader of the Council</p> <p>Head of City Services;</p> <p>Cabinet Member for City Services;</p> <p>Head of Finance;</p> <p>Acting Head of Regeneration Investment and Housing.</p>

**Performance Scrutiny Committee – Place and Corporate
– Draft Forward Work Programme 2021-22**

Monday, 10 January 2022 at 4pm		
Topic	Information Required / Committee's Role	Potential Invitees
2021-22 Draft Budget Proposals	<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>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>Acting Head of Regeneration, Investment and Housing.</p>

Monday, 28 February 2022 at 4pm		
Topic	Information Required / Committee's Role	Potential Invitees
Carbon Management Plan – Progress Monitoring	<p>To consider the progress made in relation to the implementation of the Carbon Management Plan.</p> <p>Update from the Service area on the implementation of the Plan.</p> <p>Summary of the background to the item and a list of actions as approved and implemented by the Council.</p>	<p>Acting Head of Regeneration, Investment and Housing;</p> <p>Carbon Reduction Manager</p>

This page is intentionally left blank

PSC – Place and Corporate Draft Schedule of Meetings 2021 -
2022

Committee	Agenda out	Meeting Date	Time
PSC - Place & Corp	14-Jun	21-Jun-21	4pm
PSC - Place & Corp	27-Aug	6-Sep-21	4pm
PSC - Place & Corp	25-Oct	1-Nov-21	4pm
PSC - Place & Corp	8-Nov	15-Nov-21	4pm
PSC - Place & Corp	31-Dec	10-Jan-22	4pm
PSC - Place & Corp	21-Feb	28-Feb-22	4pm

This page is intentionally left blank