

Agenda



Performance Scrutiny Committee - Place and Corporate

Date: Monday, 15 November 2021

Time: 4.00 pm

Venue: Virtual Meeting

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

Item	Wards Affected
1	<u>Apologies</u>
2	<u>Declaration of Interest</u>
3	<u>Minutes of the previous meeting held on 6 September 2021</u> (Pages 3 - 8)
4	<u>2021/22 Service Plan Mid-Year Reviews</u> (Pages 9 - 78)
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>Scrutiny Adviser Reports</u> (Pages 79 - 86) <ul style="list-style-type: none">a) Forward Work Programme Update (Appendix 1)b) Actions Plan (Appendix 2)

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Date of Issue: Monday, 8 November 2021

Minutes



Performance Scrutiny Committee - Place and Corporate

Date: 6 September 2021

Time: 4.00 pm

Present: Councillors J Richards (Acting Chair), M Al-Nuaimi, C Ferris and J Richards

In Attendance: Rhys Cornwall (Head of People and Business Change), Rachael Davies (HR and OD Manager), Neil Barnett (Scrutiny Adviser) and Louise A Thomas (Governance Officer)

1 Apologies

Councillors Chris Evans, Ibrahim Hayat, Graham Berry and Mark Whitcutt

2 Declaration of Interest

None.

3 Minutes of the previous meetings held on 7 June 2021 and 21 June 2021

The minutes of the previous meetings held on 7th June 2021 and 21st June 2021 were **approved** as a true and accurate record.

4 Staff Support during Covid-19

Invitees:

- Rhys Cornwall – Head of People and Business Change
- Rachael Davies – HR and OD Manager

The Head of People and Business Change gave a brief introduction to the report outlining the situation prior to the first lockdown of March 2020 and the subsequent general actions taken by the Council, focussing specifically on the Health and Safety aspects, support for employee well-being and communications.

The HR and OD Manager was introduced to provide greater detail. In March 2020 the immediate response was to put out as much information as possible and maintain good communication links with staff. The primary objective was to take steps to consider how best to protect and support the workforce. In line with government guidance all staff who were able to work from home were issued with guidance to do so, whilst those that were unable to work from home but were at higher risk of potential harm due to an underlying health condition, or had a family member who was vulnerable, to remain at home and not attend their workplace.

The existing HR /Payroll system was updated to record self-isolation details, shielding requirements, and also cases of Covid-19 and hospitalisation. The Gold Command group took decisions around the way in which terms and conditions were applied in order to support the workforce. Overtime rates and the flexi time scheme were reviewed and changes applied

to enable operational services to continue and increased flexibility to staff who needed support balancing their work and home lives during the demands of the pandemic. One major consideration during this time was how to support staff working from home. Remote Display Screen Assessment communications were rolled out by the Health and Safety Team. Checklists of appropriate and required equipment were made available to staff and when required, either delivered to the home address or safe collection from the Civic Centre arranged.

The Health and Safety Team had been working full-time on Covid related issues as the volume of work was unprecedented whilst also dealing with much of the day to day health and safety at work, accident reporting and investigations, wellbeing assessments and providing support for managers and staff had also continued. There had been a significant increase in the number of Occupational Health referrals where clinical support was required for employees suffering from effects of the pandemic, either directly or resulting from an issue with family members which had impacted upon their physical or mental wellbeing. Where possible, health and safety support continued to be offered during the interim period until an occupational health appointment could take place. However, for many cases clinical support was needed for cases where there was no work-related link.

The HR & OD Manager went on to report on staff training during the pandemic stating that all in-person courses had ceased in March 2020 whilst we waited for our training providers to adapt their courses to be delivered remotely via Teams. The 2021/22 Learning and Development Programme would be entirely provided via Teams with the exception of First Aid training which continued to be face-to face out of necessity. It was considered that the e-learning methods had worked well with the most subscribed course being “Maximising Success and Productivity – tackling the challenges of remote working”. The aim of this course was to help overcome the challenges of working remotely, and covered issues such as motivating yourself at home, avoiding distractions, prioritising workloads and staying connected with colleagues and remote team work – all areas which had been highlighted in employee surveys that have caused concern since March 2020.

Numerous wellbeing surveys had been sent out to staff over the past 18 months to gauge how staff had coped. Initially this had been every month but as numbers of responses had dropped, possibly due to ‘survey overload,’ the frequency had lessened. A survey was also issued to managers to ascertain the impact of working through the pandemic on their levels of wellbeing, and feedback included a range of different responses to the challenges being faced by managers and their teams. Communication with staff was paramount and the staff newsletter contained a Covid-19 update page which included all Welsh Government updates and the intranet page contained a dedicated Covid-19 messages page. Statistics showed that the absence figures due to non-Covid related reasons had decreased. This was understandable given the working from home regime but many staff had had to self-isolate and Managers had been given training on how to deal with and record this. Managers had been encouraged to be as flexible and accommodating as possible.

Members asked the following:

- How many staff responded to the surveys in order to say the responses were representative of the workforce?

The HR & OD Manager explained that there were approximately 1200 staff (excluding schools or front line roles) who tended to respond and response numbers varied from 150 to 800. Over the course of time the average was approx. 450 responses and this was considered a fairly high response rate. In answering a follow up question she confirmed that it was recognised that the responses would not reflect totally the views of the entire workforce and that we did not therefore discount the feelings of those who may not have responded to the surveys. It was a challenge to encourage staff to respond.

- A Member asked that if in hindsight, should HR had provided an online forum for staff to provide verbal feedback?

The HR & OD Manager commented that there were a series of networks in existence. Council had an inclusive staff access group and they had been helpful in discussing and communicating what additional support could be given to staff. There were some face to face opportunities to talk to staff but analysis of 450 responses would be more representative that the numbers an online focus group could manage in practice.

- Members stated they were keen to ensure that normal protocols with Trade Union consultations etc. had been maintained and asked if the Trade Unions had any observations?

The Head of People and Business change and the HR and OD Manager confirmed that Employee Partnership Forums had continued every quarter, with the exception of one meeting, and that there had been regular meetings with UNISON and GMB representatives, along with a separate forum for teachers to discuss school settings. There had been challenging discussions regarding working practices, health and safety, remunerations etc. but it was important to know that good relationships had been maintained with all fully engaged in healthy dialogue.

- A Member queried the graph showing that levels of stress had fallen.

The HR and OD Manager replied that in relation to work place stress, this had reduced because of WFH but had been replaced by other stresses such as caring responsibilities, home schooling, fear of Covid etc. It had been a very challenging time for everybody and this was recognised by all.

- A Member queried if we were aware of how neighbouring Authorities had managed the situation?

The HR and OD Manager responded that we had been in regular contact with both regional and national colleagues to share learning and experiences. ABUHB had agreed to roll out Connect 5, a Gwent based regional project set up to share information and best practice. Connect 5 was a mental wellbeing workforce training programme, jointly funded by the health board and Welsh Government and was the first, and only, evidence-based training programme available in the UK which aimed to promote mental health and wellbeing.

- A
Member asked for clarification on future developments referred to in the report.

The HR and OD Manager replied that previously there had been various pieces of information on the intranet regarding health and safety but that survey responses had highlighted that staff found these difficult to locate. Going forward, the intention was to rebrand the wellbeing information in one location on the intranet and make it available via Page Tiger for all employees to access from any device at work or at home. This would resemble an online brochure with all relevant information, signposting and links in one place.

The Chair thanked the Officers for their contribution and responses to Member's questions.

Conclusions

The Committee **noted** the Staff Support through Covid-19 report and made the following comments to the Cabinet

- Members were happy with the information contained within the report and praised the service area for the support they have provide staff with throughout the Covid-19 pandemic. Members made comment that the graphs in the report are useful, but for any future reports, it would be good to record and show the average of the size of the survey that led to those so that Members know how representative those results are. Members also appreciated that although surveys are helpful, we must be mindful of survey fatigue.
- Members were pleased to hear that the service area have been in close contact with trade unions and maintained good working relationships throughout the pandemic. Members voiced the importance of having trade unions involved in communications in any future changes in employee's working conditions, absence policies or contracts.
- The Committee also asked if they could please get additional information on the number of survey numbers from the graph contained in the report.

5 Scrutiny Adviser Reports

Invitee

- Neil Barnett – Scrutiny Adviser

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 1st November 2021 at 4pm, the agenda items;

- 2021-22 Service Plan Mid-Year Review for:
 - Law and Regulation
 - People and Business Change

Monday 15th November 2021 at 4pm, the agenda items;

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

The Scrutiny Adviser queried with the Committee if they would permit for the two meetings to be changed to a slightly later date in order for service areas to be able to provide their data. The proposed new dates would be:

Monday 15th November 2021 at 4pm, the agenda items;

- 2021-22 Service Plan Mid-Year Review for:
 - Law and Regulation
 - People and Business Change

Monday 29th November 2021 at 4pm, the agenda items;

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

The Scrutiny Adviser then advised that the Committee that if these amendments were to be agreed, then the meeting afterwards would also need to be changed to –

Monday 13th December 2021 at 4pm, the agenda item;

- Economic Growth Strategy and Economic Recovery Plan – Recommendations Monitoring

The Committee **agreed** for the new dates for the November and December meetings. The Scrutiny Adviser advised the Committee that the Forward Work Programme would be updated and meeting invitations would be sent out shortly.

The meeting terminated at 5.15 pm

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Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 15th November 2021

Subject 2021/22 Service Plan Mid-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	Strategic Director/Head of People & Business Change

Section A – Committee Guidance and Recommendations

<p>1</p> <p>The Committee is asked:</p> <p>1.1</p>	<p>Recommendations to the Committee</p> <p>To consider the following Service Plan Mid-Year Reviews in relation to their performance for 2021/22. Each Mid-year review report includes an Executive Summary, 2021/22 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 2 (30th September 2021) for:</p> <ul style="list-style-type: none"> • Appendix 1 – Law and Regulation • Appendix 2 – People and Business Change
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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 2021/22 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 2021/22 service plans has been approved by the relevant Cabinet Member, following the Member consultation process. This report presents Members with the Mid-Year Reviews for each Service Plan. A copy of the 2021/22 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 Mid-year reviews cover the period 1st April 2021 to 30th September 2021 and include: 2021/22 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 30 th September 2020) 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 2021 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. • ? - Update has not been provided for Q2.
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 review process. Additionally, this year due to Covid-19 there may also be

	<p>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>
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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 2?
- 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?
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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	How are the views of the service user / wider community and partners being considered in the delivery of services and activities?

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	How 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 Mid-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 and Regulation Service Plan (2021-2022)
- People and Business Change Service Plan (2021-22)

Report Completed: 15th November 2021

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Law & Regulations Services

Mid Year Review 21/22



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Cabinet Member for Licensing and Regulation – Councillor Ray Truman

Director – Rhys Cornwall

Head of Service – Gareth Price

Introduction

This is the Law & Regulations Services update on the progress being made against the objectives, actions, performance and risk for the period 1st April 2021 to 30th September 2021. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). 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.

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The Finance Services service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan:

- **Well-being 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 2021/22 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.

Cabinet Member(s) / Head of Service Executive Summary

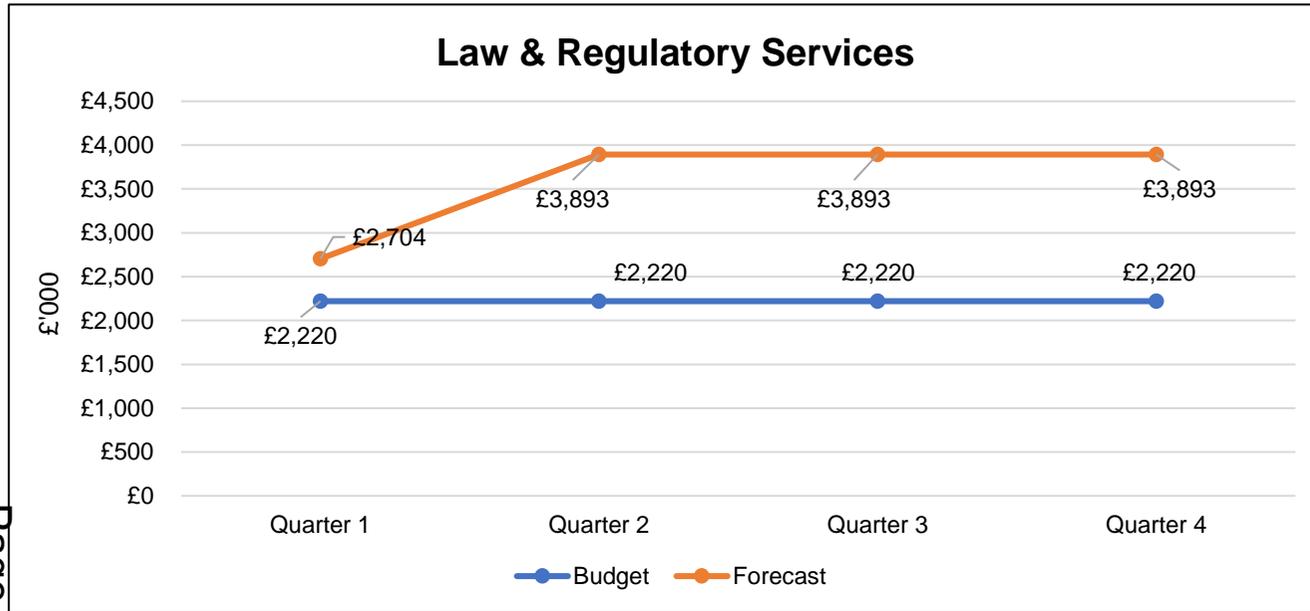
Once again, there has been a sustained level of performance during the first 6 months of 2021/22 in achieving the Performance Measures and in delivering the key projects within the Service Plan. However, the Performance Measures and objectives remain challenging, particularly in times of diminishing resources, increased demand and the unprecedented challenges of Covid-19 and recovery plans. Most of the Performance Indicators are discretionary local measures, so there is no national benchmarking data, but the targets have been set on the basis of securing continuous improvement from last year, wherever possible. There is only one PAM for the service, which relates to the numbers of broadly compliant food premises, but the current figure of 97.4% should be treated with caution, given the limited number of inspections of food premises carried out due to on-going Covid-19 commitments. It is somewhat counter-intuitive with this PAM that, the more inspections that you carry out, the more breaches are identified. Most of the targets for the discretionary PI's have been achieved or exceeded, despite the need to re-focus and reprioritise the Covid-related work.

The Service Area has continued to make excellent progress with key projects and critical milestones have all been achieved. Where some actions are showing as amber, this is largely due to the fact that progress has been delayed due to the impact of Covid-19, but they will re-commence as we gradually transition from the Covid-response work to the recovery phase. However, other services have continued to operate effectively during this period, albeit with significant changes to how they are being delivered, with greater use of technology. Council meetings continue to be conducted remotely, although significant progress has been made in commissioning upgrades to the IT infrastructure to move to “hybrid” meetings in due course, in accordance with the recovery aims of restoring an open and transparent corporate governance process. A significant amount of further work will be required throughout the remainder of this year to implement the legislative changes required to the Council's corporate governance processes and the Constitution, to reflect the changes introduced by the Local Government & Elections (Wales) Act 2021, and to prepare for the local elections in May 2022.

This level of performance has been all the more significant because it has been achieved against a continuing backdrop of financial pressures, budgetary constraints, the demands of new legislation and the programme of change. The service area is currently predicting a small overspend of approximately £63k out of a total net operating budget of £6.8m. This is due to a significant increase in the Council's insurance premiums due to the general economic situation and claims experience. Although the overall uplift of approximately 15% was significantly higher than the budgeted estimate, other councils who re-tendered their insurances have been faced with increases of up to 50%. The other budgets all remain on-track, although this does assume that all income losses sustained during the Covid lock-down period will be fully reimbursed from the Hardship fund.

The removal of most Covid-19 restrictions and the move to alert level zero has required a phased approach to transition to the recovery phase. There will be a continuing need to provide Test, Trace and Protect services up to June 2022, albeit on more of a “warning and informing” basis, Environmental Health will continue to support vulnerable settings such as care homes and schools, and Regulatory officers will still have to enforce risk assessments and compliance arrangements. However, as this role gradually diminishes, then staff can be redeployed back to their other statutory inspection and regulatory work. There will be a Covid legacy in terms of the backlog of work which has built-up in some areas, such as the food inspections, birth registrations and local land charges searches. Therefore, the recovery process will continue to have implication for service delivery throughout the remainder of 21/22, and this will have an inevitable impact on performance.

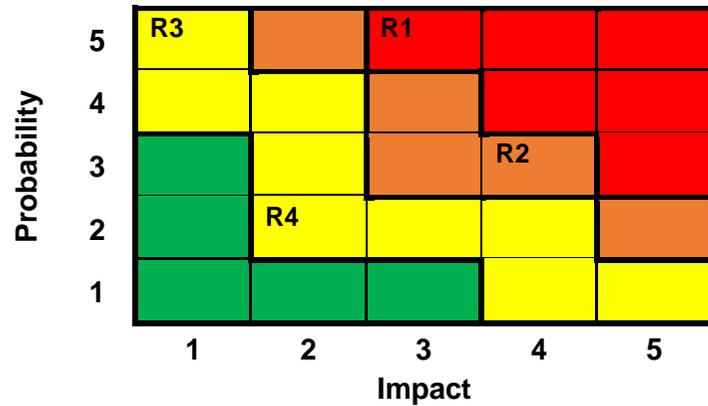
Law & Regulation – Mid Year Forecast Vs 2021/22 Budget



This provides an overview of the Law & Regulatory Services forecasted position to the end of quarter 2 (April to September 2021).

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Service Area Risks at 30th September 2021



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

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)

Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1st April to 30th September 2021.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed	Commentary
Gwent Contact Tracing Service	Working collaboratively across five local authorities and Aneurin Bevan University Health Board to establish and deliver the structure, governance and operation of the Gwent Contact Tracing Service. The outcomes of this work will help manage future Covid 19 outbreaks and enable Newport and others to coordinate and manage responses.	Quarter 2 2021/22	50%	The Council has successfully operated a Contact Tracing team within the regional Gwent Service, as agreed with the Regional Board for Gwent Test, Trace, Protect. Performance of the regional Service has struggled during September, but this is consistent with the rest of Wales and a national prioritisation approach has been implemented to ensure that the highest priority cases are dealt with across Gwent.
Implementation of the Local Government & Elections (Wales) Act 2021	Working collaboratively with other service areas to implement the legislative requirements in accordance with prescribed timescales and in readiness for the May 2022 local elections This will include introducing new technology to deliver “hybrid” Council meetings, the development of a public engagement and consultation policy to increase public participation	Quarter 1 2022/23	20%	Progress on various workstreams is being tracked and monitored under an implementation group.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed	Commentary
	in the governance process, and a self-assessment process for corporate improvement. The Council's Constitution will also need to be substantially redrafted and updated to reflect the legislative changes.			

Workforce Planning

To support the delivery of the Service Plan and Corporate Plan objectives, service areas in collaboration with the Council's Human Resources team have identified three key actions to improve the capacity and capability of its workforce in 2021/22

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Undertake succession planning activities to provide opportunities for staff to develop and improve resilience of the service area.	Service Managers provide opportunities for staff to develop, provide career progression and job shadowing. This will support formalising succession plans and create the foundations for a regular reviewing cycle.	1 st April 2021	31 st December 2021	75%	Succession planning has been undertaken in Legal, Democratic Services and the Registration and Coroner services, with the appointment of new service managers. As part of the workforce planning process, staff are being developed and given opportunities for progression. Two members of staff from L&R were successful in securing places on the MBA Talent management programme.
Explore options of work based apprenticeships, kick start schemes, training programmes and graduate schemes to develop local talent management framework.	Opportunities provided for new and existing staff to improve the capability and capacity of the service area.	1 st April 2021	31 st March 2022	50%	Three new apprenticeships are to be created in Legal, Democratic Services and Trading Standards. Legal are also looking to re-introduce a trainee solicitor post and to fund a legal executive qualification for the apprentice post. Regulatory Services (Environment & Community) –are actively exploring the possibility of creating a Traineeship to support a new recruit through the 3-year BSc Environmental Health degree. A proposal to recruit to a soon-to-be vacant Senior Technical Officer post with a recruit who could be

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
					supported through the 2-year part-time MSc Environmental Health Masters is also being considered. Regulatory Services (Environment & Community) are developing a proposal for the Kick Start Scheme.
Undertake a review of current Job Descriptions and current workforce capability to future skills and knowledge gaps.	This work will enable the service area to identify training opportunities and updating of Job Descriptions to bridge the knowledge and skills gaps identified.	1 st April 2021	31 st March 2022	80%	As part of the workforce planning process, a review has been undertaken of existing staffing structures and job descriptions, to identify training and development needs and any skills gaps. This will help to inform future succession planning, training and development.

Objectives and Action Update (30th September 2021)

This is an update on the progress against service objectives and actions to the end of quarter 2 (30th September 2021).

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	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.	1 st April 2021	31 st March 2022	80%	A review of existing staffing structures has been undertaken in conjunction with the senior Gwent coroner. Additional Coroners Officers have been appointed and a Coroner Service Office Manager is now in post. A business case has been prepared for discussion with the other Gwent authorities to create an additional Area Coroner post, to deal with the large backlog of inquests.
Page 23	To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.	See objective 1.	1 st April 2020	31 st March 2022	50%	This has been deferred during the Covid restrictions, while birth registrations and ceremonies were suspended. However, the surveys will be re-introduced for ceremonies and will be extended to registrations once the backlog has been cleared.
3	To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models in 2021/22.	See Objective 1	1 st April 2021	31 st March 2022	50%	Key milestones for the legal work in connection with major project work have continued to be met.
4	<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 revenue and	See Objective 1	1 st April 2020	31 st March 2022	25%	Established Primary Authority (PA) Relationships have been maintained through Covid, however paid for advice schemes have been suspended through Covid and have not yet restarted.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	improve compliance with public protection regulations. Identify and develop new and effective ways of providing business support whilst maximising income generation.					
Page 24	<u>Regulatory Services – Commercial Standards</u> Operate and further develop the business support activities; to include Training Opportunities; Paid for Advice, Assured Trader Schemes; and 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.	See Objective 1	1 st April 2021	31 st March 2022	40%	In Q2, the service has continued to provide advice to business. There have been thousands of interactions on subjects as diverse as COVID business restrictions, food allergen labelling, consumer rights obligations, selling goods to children, selling second-hand cars, operating a licensed premise lawfully and many others. The service continues to promote its trusted trader scheme and Primary Authority Partnership capability; and will soon move forward with plans for a responsible retailer scheme and enhanced compliance advice provision. Newport City Dogs Home have seen the Dog Walking Facility start to raise income for the service; the service is often sold out.
6	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	1 st April 2021	31 st March 2022	50%	The Coroners service has been relocated to the Civic Centre and the coroner's court has been refurbished. Additional IT provision has been made for remote attendance at inquests. The supplies and services budgets and SLAs with the Health board and funeral directors will be reviewed now that the new Registration and Coroner Services Manager is in post.
7	Implement training of existing staff and explore apprenticeship opportunities	Improve the resilience of each team within legal services to ensure sufficient resources	1 st April 2021	31 st March 2022	5%	We have been extending the possible avenues of recruitment to using the Kickstart scheme with the potential for recruiting candidates who may be able to

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	for the purposes of workforce planning.	available to replace staff retiring/leaving the team				go on to undertake apprenticeships. A member of the team was also supported in gaining access onto the Exceptional Talent program to undertake an MBA.
8	Undertake a review of workload and backlog of inquests within the Coroner's service and identify any need for an additional Assistant Coroner	To ensure that there is sufficient capacity to undertake coroner's inquests within agreed timescales.	1 st April 2021	31 st March 2022	80%	A business case has been prepared for discussion with the other Gwent authorities to create an additional Area Coroner post, to deal with the large backlog of inquests.
6	Undertake a review of the transitional arrangements for the Test, Trace, Protect service post September 2021 and any implications for the Environmental Health service and staffing structures	To ensure that there are transitional arrangements in place to deliver a reduced TTP service when the funding ends in September and ensure that there are robust staffing structures in place to deliver all Environmental Health services.	1 st July 2021	30th September 2021 30 th June 2022	10%	Test, Trace, Protect has now been extended until 30 th June 2022.

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Objective 2 - To improve the constitutional and corporate governance arrangements

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	To undertake a whole-scale review and re-drafting of the Council's Constitution as part of the Local Government & Elections (Wales) Act.	See Objective 2.	1 st April 2021	31 st March 2022	50%	Changes have already been made to the terms of reference and composition of Governance & Audit Committee. The scheme of delegation will need to be reviewed in the light of the new senior management re-structure. The public participation strategy will also need to be included, as will any new Member Code of conduct. The first draft of the new modular framework for the Constitution, and the summary version, have now been issued.
2	Improve and strengthen arrangements in accordance	See Objective 2.	1 st April 2021	31 st March 2022	10%	WLGA have shared draft statutory guidance for consultation.

Objective 2 - To improve the constitutional and corporate governance arrangements

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	with National Scrutiny Survey and Corporate Assessment.					
3	To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports.	See Objective 2	1 st April 2021	31 st March 2022	12%	Seminars on the Breathing Space legislation and Flytipping response were presented to Members. A programme of further Seminars on various topics is planned for the remainder of the year.
4	To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.	See Objective 2.	1 st April 2021	31 st March 2022	50%	New independent members have been recruited and trained and a new Chair has been appointed. Standards committee continues to effectively discharge its statutory responsibilities.
Page 26	Successfully deliver elections, raise voter awareness and increase elector registration.	See Objective 2.	1 st April 2021	31 st March 2022	80%	The Welsh Government and PCC elections, the Victoria and Graig by-elections have all been successfully delivered. The new reform canvass has been completed and the new registers will be issued in December. A new fixed term voter engagement officer is being recruited using WG funding.
6	Continue to strengthen Scrutiny arrangements and the composite work programme.	See Objective 2.	1 st April 2021	31 st March 2022	10%	WLGA have shared draft statutory guidance on Corporate Joint Committees for consultation.
7	Successfully deliver by-election in Victoria ward and PCC elections in accordance with agreed electoral performance standards.	See Objective 2.	1 st January 2020	30 th June 2021	C	Election delivered in Quarter 1.
8	Review current constitutional and governance arrangements in accordance with proposed legislative reforms (Local Government & Elections Act).	See Objective 2.	1 st April 2021	31 st March 2022	50%	Changes have already been made to the terms of reference and composition of Governance & Audit Committee. The scheme of delegation will need to be reviewed in the light of the new senior management re-structure. The public participation strategy will also need to be

Objective 2 - To improve the constitutional and corporate governance arrangements

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						included, as will any new Member Code of conduct. Scrutiny arrangements are also being reviewed in the light of the move to a regional PSB, particularly in relation to crime and disorder issues.
9	Implement succession planning for Standards Committee to appoint and train new independent members	Two new independent members of Standards Committee appointed to meet requirements of legislation and appropriate training delivered	1 st April 2021	31 st October 2021	C	Two new independent members appointed, one to take up office in June and the other in October, when the current member's term of office ends. Appointments approved by council at AGM in May.
10	Prepare for local government elections in May 2022 in the light of the electoral review and new legislation relating to reduced voting age, and electoral arrangements.	Successfully deliver local elections, raise voter awareness and increase elector registration. Ensure that legislative and EC requirements are met	1 st October 2021	31 st March 2022	Not Applicable	To commence in quarter 3.
Page 27 11	Develop a programme of member induction training for new elected Councillors following the May 2022 elections	Induction programme and training modules prepared to ensure that new members have the necessary skills and knowledge to discharge their roles and responsibilities	30 th September 2021	31 st March 2022	8%	Members from other LA's in Wales are trialling some of the new e-learning modules developed with WLGA to identify and iron out any snags. Democratic Services team are reviewing additional e-learning module, again, with a view to identifying any issues before final versions are updated.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	<u>Regulatory Services – Environment & Community</u>	See Objective 3.	1 st April 2019	31 st March 2022	25%	This work has been delayed in order to direct resources to the Covid-19 pandemic response.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	Maximise the use of online web forms linked to the Idox database.					
2	<u>Regulatory Services – Environment & Community</u> Continue to roll out card payment capability for customers within Regulatory Services.	See Objective 3.	1 st April 2020	31 st March 2022	50%	This work has been impacted by the response to the Covid-19 pandemic, but progress continues to be made.
3	Modernise the payment methods across the various Licensing, Trading Standards and Animal Health Teams.	Improved accounting methods.	1 st April 2021	31 st March 2022	30%	Officers continue to make seek improvements and aim to move all payments online.
4	Procure enhancements to Public-I webcasting system and upgrade screens and projectors in Council Chamber using Digital Democracy grant funding.	Existing IT systems and infrastructure successfully upgraded to conduct and broadcast “hybrid” Council meetings to meet the requirements of the new legislation.	1 st April 2021	31 st March 2022	15%	Contract has been drafted and is in discussion. Arrangements for implementation in Chambers within CADW requirements have been agreed.
5	Migration of Local Land Charges register and property information databases to the HM Land Registry central database and on-line web portal.	All existing Land Charges registers will be updated and transferred onto the new system, together with all planning, highways, development control and other spatial GIS property data. This will provide up-to-date and accurate property search information which can be accessed on-line as part of any property transaction.	1 st April 2021	31 st March 2022	5%	The progress with this project is currently dependent on the Land Registry progressing matters with SRS to test the data that NCC holds. We therefore have no control over progress at present, however, an update meeting is scheduled for Tuesday 12 October and we will have a better idea of progress at that time.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
Page 29	<p><u>Regulatory Services – Environment & Community</u></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	1 st April 2020	31 st March 2022	75%	<p>Action to tackle ASB has been adversely affected by the Covid-19 pandemic during 21/22, however during this reporting period, the WG's decision to move to Alert Level 0 and lift the majority of restrictions, has allowed the Service to start to return to Business as Normal activity.</p> <p>The Community Safety Warden Service has now returned to operating to standard operating hours following significant staff absences. This has helped the Service to respond to incidents of ASB. The response to addressing ASB is continuing to work dynamically, utilising a strong partnership approach through the twice monthly Problem Solving Group and CaSAMs. These are led, chaired and facilitated by the ASB Liaison Officers in Law & Regulation.</p> <p>Work to review the current Public Spaces Protection Orders in Newport and renew them where appropriate has been progressed: The Pill PSPO has been renewed, the draft PSPO for the City Centre will go to Full Council in the next reporting period and the review of the Maesglas PSPO has been started. PSPOs provide additional enforcement powers to tackle ASB.</p>
	<p><u>Regulatory Services – Commercial Standards</u></p> <p>Working collaboratively with partners to prevent and tackle</p>	See Objective 4	1 st April 2020	31 st March 2022	50%	<p>In Q2, the service visited 46 shops and a child attempted to buy either alcohol or tobacco. 7 businesses made illegal sales. Investigations into these businesses are ongoing.</p>

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	instances of anti-social behaviour impacting upon residents and business community.					In Q3, the service will participate in the multi-agency Operation Bang aimed at tackling ASB around Halloween and Bonfire Night. The focus will be the lawful sale of fireworks. It also plans to complete enforcement work on underage sales of knives and alcohol. Covered elsewhere (under health protection enforcement) 3 shops were closed under ASB Closure Orders.
Page 30	<u>Regulatory Services - 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	See Objective 4	1 st April 2020	31 st March 2022	75%	Activity in this area continues to be delivered. In addition, officers have completed the process to implement a revised Public Spaces Protection Order for Pill, to provide additional enforcement powers to Gwent Police and the Community Safety Warden Service.
4	<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	1 st April 2020	31 st March 2022	66%	In Q2, the service has continued to carry out high visibility interventions in Pillgwenlly to show residents that the businesses serving them meet the relevant minimum standards. Officers have provided interventions in relation to illegal tobacco, selling alcohol/tobacco to children, food standards, licensing and COVID security measures. A significant action day saw nearly 50,000 illegal cigarettes seized from shops in the ward.
5	Local Air Quality Management - develop localised plans under the Council's Sustainable	See Objective 4	1 st April 2020	31 st December 2022	30%	Annual Performance Reports (APR's) for 2019 and 2020 have been completed and submitted to Welsh Government.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	Travel Strategy to meet statutory requirements for Action Plans. Actions to be generated by the Sustainable Travel Group.					These reports are the foundation on which the Air Quality Action Plans will be based. APR data has been externally validated by consultants to ensure their accuracy and validity. 2021 APR currently being developed.
Page 31 9	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment.	See Objective 4	1 st April 2020	31 st March 2022	50%	<p>In Q2, the service has been very active in the efforts to prevent rogue trading and ensure businesses trade fairly. Officers have investigated allegations of counterfeit goods, taxis illegally plying for hire, false advertising, illegal measuring equipment and untraceable/counterfeit wine.</p> <p>Officers have completed inspections and other interventions at food and feed business operators. The Food Standards Agency have issued a new post-Covid inspection requirement which the service is aiming to meet. In relation to animal feed, at Newport Docks, official controls and organic checks have been completed on corn, sunflower, and peas. Since April 2021, 104,777 Kg of feed have passed through the port. An officer has been given a lead role in a national project to prepare English and Welsh ports for the final transition to new imported animal feed rules following EU Exit.</p> <p>The Licensing Sub-Committee has considered the licenses of 10 taxi drivers. Officers have also visited other trade sectors; notably scrap metal dealers</p>

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
Page 32						<p>(Operation Bluewater) and second- hand car dealers.</p> <p>A three-year investigation has been heard at court. An eBay trader, selling counterfeit clothing pleaded guilty to counterfeiting and fraudulent trading offences. The defendant received a six-month prison sentence suspended for 12 months and ordered to carry out 150 hours unpaid work and take part in a 10-day rehabilitation activity requirement. A proceeds of crime process will follow in 2022. Support has been given to other council departments, and indeed other organisations, concerned that their investigations involve money laundering. The services financial investigators have carried out significant partnership work.</p> <p>In Q3, there will work on issues with counterfeit goods and second-hand car sales. There will be a focus on the vulnerability to fair trading posed by social media sellers. Projects will also be initiated looking at enablers of rogue trading. This will involve "prevent" activities such as guidance and education at storage units and printers of misleading posters and leaflets.</p>
	7	Regulate businesses and support consumers/residents to protect and improve health.	See Objective 4	1 st April 2020	31 st March 2022	50%

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
Page 33						<p>also managing a Wales-wide project called Operation CeCe. This sees regional officers identify and target rogue shops and lead raids. Since 1 January 2021 1.3 million cigarettes have been seized.</p> <p>Officers have investigated allegations of undeclared allergenic ingredients, dangerous products and unsafe and out of date food. Officers have carried out further samples in relation to allergenic ingredients and submitted them for analysis; results are awaited. In Q3, following intelligence received from elsewhere in the UK, the service will visit each specialist Vaping Store, to look for illegal portable vape products. Advice will also be provided about preventing illegal sales to children.</p> <p>In Q3, food standards inspections will focus on the need for businesses to have in place a robust allergens system. Visits in Q2 are showing such shortcoming are an emerging issue for businesses in Newport. There will also be continued surveillance visits for compliance with new rules on labelling food that was prepacked by the trader. These now require full labelling to make allergenic ingredients known to purchasers.</p>
	8	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	1 st April 2020	31 st March 2022	10%

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		inspection report and Action Plan.				
9	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	1 st September 2019	31 st March 2022	75%	The legislative work required by WG to move this forward has been suspended during the Covid-19 pandemic and there is no action currently required of the Council.
10	Public Space Protection Orders (PSPOs) Undertake a review and renew (as appropriate and subject to the appropriate democratic process) PSPOs that have, or are due to, expire this financial year.	PSPOs are made or renewed where appropriate to benefit the City. This includes supporting City Services in developing proposals for new PSPOs across the City's parks, green/open spaces.	1 st April 2021	31 st March 2022	75%	Significant progress has been made in this area of work, with the Pill PSPO renewed. Scrutiny work has been completed for the City Centre PSPO and the draft Order will be presented to Full Council during the next reporting period. Work will progress to review the Maesglas PSPO during the next reporting period.
11	In relation to food safety matters, ensure that the actions in the Action Plan agreed with the Food Standards Agency are delivered.	To deliver actions from the Food Standards Agency Action Plan.	1 st April 2020	31 st March 2022	15%	Programmed Food Safety inspections have been largely suspended due to the resource demands of responding to the Covid-19 pandemic, however 'business as normal' activity will increase soon with a contractor and a newly recruited EHO starting shortly to concentrate on Food Safety duties.
12	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.	1 st April 2020	31 st March 2022	80%	The service has been disrupted due to the work on COVID enforcement and the fact that businesses have been closed. Now, the nation is at Alert Level Zero, this work can be completed.
13	Ensure that available resources are utilised to prepare the Service for increased export	Officers provided with appropriate training and equipment where resources allow.	1 st April 2021	31 st March 2022	90%	The service is monitoring this issue and will respond to changes in trading rules as and when they occur.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	and import regulatory duties as a result of Brexit.					
Page 35	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.	1 st April 2020	31 st March 2022	50%	During Q2, the service worked on 15 investigations whereby homeowners were targeted by rogue traders. The financial detriment estimated for these investigations is £181,000. Scambusters, based at Newport, continues investigations into a number of cross-border OCGs. Relevant Police Forces will refer any licensed taxi drivers to the authority where they have an evidenced concern of safeguarding and/or CSE issue. There will be a professional strategy meeting and the team will support the police and/or Social Services with any ongoing investigation. This presents considerable case work initially and may result in suspensions and committee reports and revocations. The service is currently managing 12 driver suspensions. In Q3, work will be carried out on the Taxi Licensing Policy. This will have changes that will focus on safeguarding vulnerable people. There will be a draft policy for public consultation. Trading Standards Officers will take part in a partnership event called Rogue Trader Week, carrying out patrols to areas that have been targeted by rogue traders, visits to business premises of concern.
15	Deliver business support and regulatory interventions in relation to new legislative requirements; specifically,	Knowledgeable businesses: the removal of the risk posed to vulnerable drinkers; more	1 st April 2020	31 st March 2022	80%	Minimum Unit Pricing work has been completed. (July 2021). The service will shift to picking up issues on inspections and responding to intelligence.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	energy performance for domestic and non-domestic housing.	energy efficient buildings and savings to citizens.				Operation Emerald (EPC Enforcement). The service was awarded a government grant. A Compliance Officer has now been recruited and trained. The landlord intervention programme will commence. There are 300+ properties with EPCs below the statutory standards and 1900+ with no EPC at all. The programme will seek to bring all properties into compliance. There will also be guidance material produced for landlords.
Page 36 16	Deliver business support and regulatory interventions in relation to the city's night time economy.	Knowledgeable and compliant businesses; and vibrant successful economy; maintenance of Purple Flag status.	1 st April 2020	31 st March 2022	50%	Licensing Officers are continuing operations to keep late night premises safe. Investigations have commenced into venues who have failed to adopt measures that protect their clientele. There is also a robust programme of taxi enforcement. During Q2 there have been 7 action nights. In the city centre 23 licensed venues have been inspected (multiple visits); 35% of venues failed minimum standards; and 133 taxis have been inspected/tested; 5% of vehicles/drivers failed minimum standards. Officers have also responded to a number of concerns at non-city centre venues and taken appropriate action. Licensing Officers attended the recent festivals held in Newport to assess compliance with licensing legislation. Considerable follow-on work is being undertaken. Officers from Licensing, Trading Standards and Environmental Health are actively engaged in the Safer Newport Sub-group.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
17	Deliver an animal welfare programme.	Knowledgeable and compliant businesses in the farming and licensed sectors; and a successful dog rehoming facility.	1 st April 2020	31 st March 2022	50%	Newport City Dogs Home has again been awarded the RSPCA Gold Footprint Award. This is superb recognition for a wonderful team of officers. The service has recently won a contract to support colleagues at Monmouthshire County Council with their stray dog service. During Q2, the service worked on 5 investigations of illegal dog breeding. Newport City Council is also managing a Wales-wide project called Operation Cabal. This sees regional officers identify and target rogue illegal dog breeders. The first major seizure took place in September 2021 in Carmarthenshire. 200 dogs were seized and a major OCG was disrupted. Investigations are ongoing. Officers have also investigated allegations of animal welfare breaches and disease movement breaches.
18	Respond robustly to incidents, clusters and outbreaks of Covid-19 in line with statutory duties.	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. 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.	1 st April 2021	31 st March 2022	50%	Alongside delivering Contact Tracing, this activity has absorbed significant EH resources during the reporting period. Performance has been excellent and EH has been praised by multiple stakeholders for the efforts of colleagues and the outcomes, which have saved lives. Since the move to Alert Level 0 by the WG which removed the majority of Covid-19 restrictions from businesses and citizens, the work of EH during this reporting period has focussed on supporting Education and Care Settings. There is no requirement to focus on other clusters etc. now that the virus is endemic, and vaccination has

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						significantly reduced the risk of hospitalisation and death.
19	Provide advice and support for local businesses and an effective regulatory and compliance regime to enable them to re-open safely as part of the Council's Covid-19 strategic recovery aims	Local businesses are able to re-open safely and in compliance with safety regulations, to support the local economy whilst maintain the safety and wellbeing of the public.	1 st April 2021	31 st March 2022	80%	At Alert Level Zero businesses have been permitted to open with COVID security measures in place. In response officers circulated guidance and visited businesses who previously struggled to comply with regulations. The work for Q3 will involve guidance on COVID security measures to all businesses the service inspects. There will also be significant work regarding the new COVID Passes for certain venues. Affected venues will receive advice and inspections. Blatant and deliberate breaches will be dealt with via enforcement.
20	Review the Gambling Policy and seek adoption by the Council following consultation.	Complete a draft of the Policy after consultation. Ensure the policy is submitted to Council and implemented.	1 st April 2021	30 th September 2021	85%	The draft Gambling Policy is out for consultation. The timetable will allow time for analysis of results, any adjustments and putting the policy to council prior to the end of the existing policy.
21	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.	1 st October 2020	31 st March 2022	20%	A draft of the policy has been produced and shared with two of the team managers. It was deemed appropriate for the work of the council. The next stage will be wider circulation with a view for adoption in Q4.

Performance Measures (30th September 2021)

This is an update on the quarterly and half yearly performance measures for the service area to 30th September 2021. The end of year performance and previous year's Mid-year update is also included for comparative purposes. Annual measures are excluded and will be reported in March 2022. Commentary reported by exception for Amber and Red measures.

Targets have not been set for Social Services performance measures. Instead, the previous years' final actual figure will be used as a comparator to enable stakeholders understand whether performance has improved, stayed the same or worsened in the period. Where performance has worsened commentary will be provided.

Key

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

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 Mid-Year = 1st April to 30th September
 End of Year = 1st April to 31st March

Performance Measure	Mid-Year 21/22 Actual Performance	21/22 Target	End of Year 20/21 Actual Performance	Mid-Year 20/21 Actual Performance	Mid-Year 19/20 Actual Performance	Commentary
National - Percentage of Food establishments broadly compliant with food hygiene standards	97.4%	95%	96%	96.6%	96.3%	
Local - Percentage of legal searches in 5 days.	73.3%	95%	78.3%	94.62%	75.56%	There is a backlog of searches due to Covid restrictions and the suspension of all personal searches. This has led to a significant increase in numbers of electronic searches and an increased turn-around time. However, this will improve now that the restrictions have been removed.
Local - Percentage of customers seen within 10 minutes.	Not recorded	95%	Not Recorded	Not Recorded	99.47%	Due to Covid restrictions this data is not currently recorded

Performance Measure	Mid-Year 21/22 Actual Performance	21/22 Target	End of Year 20/21 Actual Performance	Mid-Year 20/21 Actual Performance	Mid-Year 19/20 Actual Performance	Commentary
Local - Percentage of Anti-social Behaviour incidents resolved by wardens.	94.3%	93%	92.3%	93%	94.6%	
Local - Percentage of regulatory services significant issues resolved.	97.6%	95%	87.97%	82.92%	89.34%	
Local - Percentage of Single Justice Procedure Notices drafted within 20 working days of receipt of instructions	100%	98%	98.6%	98.6%	Not recorded	

People & Business Change Services

Mid Year Review 21/22



Leader and Cabinet Member – Councillor Jane Mudd

Deputy Leader and Cabinet Member for City Services – Councillor Roger Jeavons

Cabinet Member for Sustainable Development - Councillor Jason Hughes

Cabinet Member for Community and Resources – Councillor David Mayer

Director / Head of Service – Rhys Cornwall

Introduction

This is the People & Business Change Services update on the progress being made against the objectives, actions, performance and risk for the period 1st April 2020 to 30th September 2021. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). 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.

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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.

The People & Business Change Services service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan:

- **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 2021/22 Service Plan has six 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**
- Objective 6 - Embed proactive communication planning and delivery within all areas of the council.**

Cabinet Member(s) / Head of Service Executive Summary

The service continues to play an essential role in enabling the Council to meet its corporate objectives and supporting all service areas in delivering key outcomes for the people and businesses of Newport. The COVID pandemic has continued to impact on the delivery of services and performance during the first part of 2021/22. Despite these challenges significant support work has also continued.

Throughout the first half of this performance year, the Council's Civil Contingencies team has been supporting the Council and Partners in its response to the Pandemic as well as other incidents throughout the City. Despite the easing of restrictions, the Council and this service area has operated in line with the Welsh Government guidance of working from home. The Digital Services Team and Newport Intelligence Hub (NIH) have continued to support services in developing new ways of working using technology, IT support, data matching and intelligence led work. The Health and Safety team have made critical contribution for front line services, schools and remote workforce throughout the pandemic and the last six months ensuring DSE compliance, risk assessments and toolkits to enable staff and those using our services to operate in a Covid secure way as best as possible.

The Council is moving towards a 'New Normal' as we return back to business as usual and it is important that the Council retains the benefits achieved by working flexibly contributing towards reducing the Council's carbon footprint but also ensuring that staff, Members and the public have the flexibility to conduct their work at Council and/or public sector sites. Over the remainder of this year and into the next Corporate Plan, the service will be progressing its work to modernise its buildings, working practices and policies to meet these requirements.

The management and development of effective IT services through our partnership with the Shared Resource Service (SRS) remains a priority, with improvements to client-side arrangements and monitoring to support this, and this is increasingly important as the new way of working develops. The Information Governance Team leads on information management as outlined in the Annual Information Risk Report. Document Services has continued to attend the Civic Centre to ensure the continuation of printing, mail and scanning. Civil Contingencies are also working with services to improve business continuity planning with the development of business impact analyses, alongside training and support for 'Gold'.

The service has been supporting the Chief Executive in progressing the restructure of the Council's service areas which has seen the appointment of new Directors. The next phase of this work will be supporting the development of the new Directorates, service areas and teams over the second half of the year. The service's teams will be collaborating together to develop the governance structure that will support the new Directorates as well as develop the next Corporate Plan and Transformation Programme.

The service's continuous support to the One Newport Partnership has seen the development of the third annual report on the delivery of the Newport Wellbeing Plan. The service has also been contributing and building new links in the development of the Gwent Public Services Board (PSB) and the Wellbeing Assessment that will set out the priorities of the Gwent PSB and Newport from 2023. The Council's Policy team has also been developing the Local Area Energy Plan with partners and has been contributing towards the development of the Council's Climate Change Strategy that will be going out for consultation before being adopted by the Council to deliver its commitment to becoming net zero carbon neutral by 2030.

The service has also been supporting the Council and partners through their community cohesion work including the Home Office resettlement programme where Newport welcomed its first Afghan family. The service has also continued its support and delivery of ASB work across the communities as well as engaging with the City's EU/EAA communities helping with Settled Status claims and accessing key public services.

The service has also been continuing to improve the corporate governance, performance and risk management of the Council. The Policy team has been supporting the Council to implement the requirements of the new Local Government and Elections Act which will see new arrangements in governance and performance reporting from

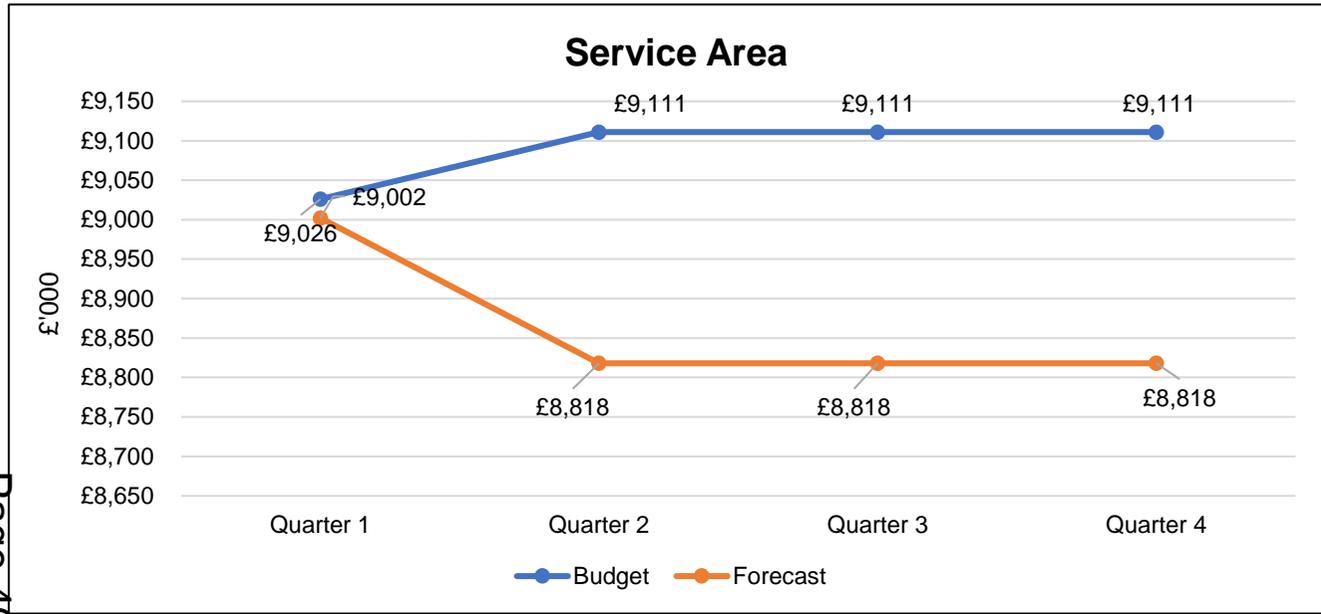
April 2022. The Policy team has also delivered other key reports on its performance and progress in its statutory duties such as the NCC Annual Wellbeing Report, Strategic Equalities and Welsh Annual Report.

The HR team have been continuing the development of the HR Manager Self-service system and processes which are supporting the Council's new ways of working. We recognise that there are improvements still needed to support managers to improve their recording and holding of regular check ins with staff. This is an area that is being regularly reported to the Council's Corporate Management Team, Heads of Service and Managers with actions to improve the guidance and support provided. The HR team have also been working closely with the Equalities team and Cabinet to improve the representation of Black and Minority Ethnic groups as well as other protected characteristic groups working across the Council. This work has led to the development of Inclusive Leadership training to staff with specific anti-racism training being incorporated with further actions being delivered over the next six months.

Strategic Communications has continued to lead on messaging and information sharing for the public so that they are well informed with regard to the Pandemic, as well as a number of high profile campaigns that support Council activity. Our Business Improvement Service is supporting a range of projects across the Council, as well as the on-going development of the new transformation Programme, Corporate Plan and subsequent governance arrangements.

The next six months and especially, the winter period will continue to be a challenge for the service area and our staff. But as this service area has already proven, the staff will continue to support and deliver the priorities that are set out in this plan and continue to support and improve the delivery of its services.

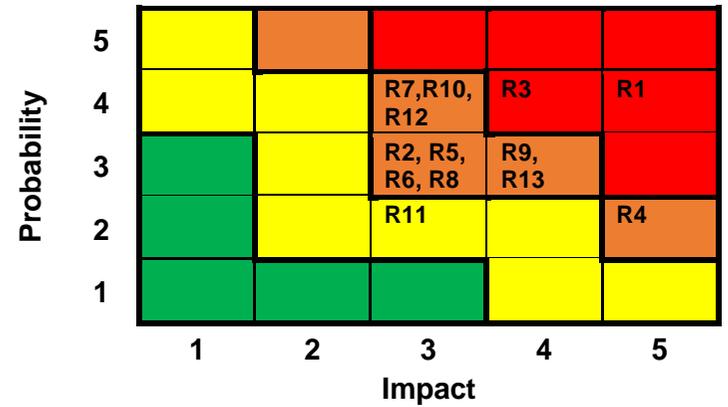
People & Business Change – Mid Year Forecast Vs 2021/22 Budget



This provides an overview of the People & Business Change forecasted position to the end of quarter 2 (April to September 2021).

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Service Area Risks at 30th September 2021



R1 – COVID-19 Pandemic Outbreak (Corporate Risk)	R8 – Equalities Act
R2 – Brexit (Corporate Risk)	R9 – IT Service & Infrastructure
R3 – Cyber Security (Corporate Risk)	R10 – Extreme Weather Events
R4 – City Centre Security & Safety (Corporate Risk)	R11 – Data Protection Act
R5 – Welsh Language Standards	R12 – Programme & Project management Capacity and Capability
R6 – Workforce Capacity and Capability	R13 – Business Continuity
R7 – Community Cohesion	

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)

Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1st April to 30th September 2021.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed	Commentary
Newport Intelligence Hub	Development of a Newport Intelligence Hub is one of the Council's key commitments (Modernised Council) that enables the Council to make evidence based decision making and supports its drive for open access data to all.	Quarter 4 2021/22	75%	Outline business cases to progress the transfer of the remaining identified in-scope service area specialist data and systems development resources underway to ensure successful delivery of the Corporate Plan 2017-22 Commitment 16.
New Normal Project	Building on the lessons learned from the Covid-19 crisis undertake further work to enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary WG and Covid secure requirements.	Quarter 4 2021/22	70%	The plans are continuing to progress through the democratic process, with a series of recommendations in relation to the operating model and usage of the Civic Centre. Project manager allocated to the project.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed	Commentary
	Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and appropriate equipment. Developing HR policies and procedures that will support the wellbeing and development of the organisation's staff.			
Local Area Energy Plan	The Local Area Energy Plan for Newport will provide a roadmap on how the City will decarbonise its energy systems in line with the Government's commitment for the UK to be carbon neutral by 2050. Working with the Carbon Reduction Team and technical consultants appointed by Welsh Government.	Quarter 4 2021/22	25%	This development is supported by one year pilot funding from Wales Government to develop a Local Area Energy Plan for the City. Wales Government have appointed technical consultants and have worked with NCC leads to deliver stakeholder engagement. Grant claims are submitted for the first two quarters and the project is on track for a Plan by the end of 21/22.
Review and redesign of the corporate website	To develop a more user friendly website with improved navigation, accessibility and responsive design for effective use on all devices.	Quarter 4 2022/23	20%	Report due to go to CMT to establish priority status and allocation of appropriate resources to progress this project.
Local Land Charge Migration to Land Registry	As part of the HM Land Registry transfer of Local Land Charges Registers to Councils to provide a more dynamic and interactive customer service, expediting and improving the process for land searches in relation to household purchases and making the LLC system fit for purpose in a digital era. Working with HMLR consultants and across all council with a range of stakeholders this will be a significant delivery programme of work.	Quarter 4 2022/23	3%	Project manager allocated, working with partners to ensure effective delivery of the project aims migration to Land Registry. The project will continue in to 2022-23

Workforce Planning

To support the delivery of the Service Plan and Corporate Plan objectives, service areas in collaboration with the Council's Human Resources team have identified three key actions to improve the capacity and capability of its workforce in 2021/22

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Undertake analysis of future demands post covid.	Restructure in relevant areas to meet ongoing demands.	1 st April 2021	31 st March 2022	15%	Review on hold pending structural changes.
Working in partnership with HR&OD Business Partner review succession planning in PBC.	Improve the resilience of PBC teams, provide career pathways and improve the retention of staff.	1 st April 2021	31 st March 2022	30%	Workforce planning analysis undertaken but implementation of recommendations on hold pending decision on structural change (Council July 21).
Undertake an analysis of current skills, particularly in business critical areas.	Improve the capacity and capability of teams and develop technology / digital solutions.	1 st April 2021	31 st March 2022	50%	Work is on-going in this area. Priority has been supporting critical functions across the organisation.

Objectives and Action Update (30th September 2021)

This is an update on the progress against service objectives and actions to the end of quarter 2 (30th September 2021).

Objective 1 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act						
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	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.	1 st April 2019	31 st March 2022	50%	Work continues to develop an effective 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.	1 st April 2019	31 st March 2022	50%	This work will commence in the next quarter
3	Management of the Strategic planning framework including the service and improvement planning cycles.	The Council has an integrated planning framework 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. Governance of performance management.	1 st April 2021	31 st March 2022	25%	Risk reporting continues to develop through Audit Committee and Cabinet. Currently reviewing the Council's risk strategy and risk appetite to ensure that the policy framework is up to date. In Q2 end of year reporting for performance and risk has been completed and preparation for the Annual Report which has been reviewed by Scrutiny and is being reported to Cabinet ahead of publication.
4	Management of effective IT services following transition to	The council relies heavily on technology and managing work	1 st April 2021	31 st March 2022	C	Annual Digital Report produced for review by Cabinet Member and Scrutiny

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	Shared Resource Service (SRS) by establishing strong retained client-side management arrangements, processes and procedures.	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 strategic and tactical direction.				Management Committee includes the delivery of IT services in partnership with the Shared Resource Services (SRS). It recognises the importance of technology to support the organisation during the Coronavirus pandemic and a number of key projects. 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.
Page 51	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.	1 st April 2021	31 st March 2022	90%	Continued roll out of O365 and exploration of RPA to support activities and streamline service responses, with pilots underway. Digital Skills survey is also being undertaken to inform our workforce planning and Digital Strategy.
6	Embed the use of data and intelligence to inform service delivery and development of businesses cases that support the Corporate Plan, Innovation Programme 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.	1 st April 2019	31 st March 2022	70%	<ul style="list-style-type: none"> Pupil Projections model created for 2022-2026 to support school planning and 21 Century Schools program. A second model has been developed which looks at alternative projected figures, by exploring the impact of parental preference and where schools are often oversubscribed (over Pupil Allocation Number - PAN) Attendance Monitoring dashboard created to support deeper analysis of attendance in Newport schools, including identification of persistent absentees, to support the Education

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
Page 52						<p>Welfare Service in targeted delivery of services</p> <ul style="list-style-type: none"> • Data analysis carried out of the Schools Managed Move Protocol to support Education in the delivery of a SMT report on its effectiveness • Proof of concept stage for the refresh of the design and navigation of the Performance Management System • Protective Security and Preparedness proof of concept developed to share strategic asset vulnerabilities to enable and inform strategic decision making • School Streets Development analysis completed for City Services to support the identification of potential pilot schools within the defined constraints criteria • Local Development Plan constraints data published externally to support the publication of the prospective candidate sites • Initial geospatial scoping requirements undertaken and defined to support the delivery of the Local Area Well-being Assessments with Policy, Partnership and Involvement
7	Support service areas to develop robust, evidence based business cases and successfully deliver projects.	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.	1 st April 2019	31 st March 2022	50%	Work continues to embed the use of business cases as part of the formation of the Transformation programme (Innovation programme).

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		The Business Improvement Team provide expert support and guidance that will enable service areas to successfully deliver their programmes and projects.				
Page 53	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. We will work with NIH to develop a more proactive approach to open data to improve accessibility.	1 st April 2021	31 st March 2022	50%	The Annual Information Risk Report was signed off by the organisation and summarises activity during 20/21 and an action plan for 21/22. PSN compliance was achieved in August 21 for the following year despite some previous challenges with gaining compliance. Good progress made in identifying gaps in formal Payment Card Industry (PCI) compliance with an action plan to follow. Agreement and funding was provided for a Security Operation Centre (SOC) and Security Information and Event Management (SIEM) solution following a tender carried out by the Shared Resource Service (SRS) for partners. This complements a solution previous implemented to protect against ransomware. Both solutions have also been recommended to schools for consideration. Regular meetings take place of the council's Data Protection and Freedom of Information groups.
9	Support the organisation through 2021/22 external regulatory reviews (Audit Wales, Estyn and CIW) which will ensure reports and management actions are monitored and reported to the	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.	1 st April 2021	31 st March 2022	20%	Audit Wales and other reviews are monitored through the Policy and Partnership team with protocols agreed for Scrutiny/ Audit Committee overview and reporting to Cabinet Member. Ongoing work underway to consider the next Audit Wales reviews for the

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	appropriate decision making level.					organisation, which will include Newport Intelligence Hub and Workforce Planning. A number of national reviews are also underway including equalities impact assessments that NCC will be engaged in.
10	Provide advice and guidance to service areas to embed the principles of the Future Generations Wales (WFG) Act.	The principles of the Well-being Act are embedded into decision making processes that will enable the Council to deliver its objectives.	1 st April 2021	31 st March 2022	20%	Report writers and projects continue to be supported on policy matters including changes to partnerships and working within the WFG Act. New report templates now in use ensuring the requirements and the Socio Economic Duty are fully considered when decisions are made.
11	Delivery of the Council's Corporate Annual Plan 2020/21 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.	1 st April 2021	31 st October 2021	20%	Corporate Plan progress reported annually to Cabinet and continues to deliver through service plans and performance monitoring. Service plan Q2 updates are being compiled and will be reported to Scrutiny in November. Following Scrutiny mid year performance will be reported to Cabinet. The 20/21 annual report is complete and is also being reported to Cabinet ahead of publication. Planning is underway for the Corporate Plan 2022- and changes to performance management will also be required for next year in the light of the Local Government Act which requires more self reflection and alignment of a range of reports.
12	Development of a new Digital Strategy that supports the future direction of IT services	Newport City Council delivers the next iteration of its Digital Strategy setting out its long term goals of its IT services and	1 st April 2020	31 st March 2022	60%	Large amount of internal and external engagement completed. This included engagement with all Service Areas, drop in sessions for staff internally. Externally this

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	and infrastructure of the Council.	infrastructure to enable the Council to achieve its objectives modernising its services.				included public survey, bus Wi-Fi survey, drop in sessions, engagement with the business community and a number of key public sector bodies. Analysis and development of the strategy will take place from October - December 21.
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.	1 st April 2021	31 st March 2022	50%	The EdTech project is now progressing well with its next wave of providing Audio Visual (AV) equipment to schools.
Page 55	Driving cultural change through new people management approaches that will support the Council's new ways of working.	The Council becomes an employer of choice by having modern practices when managing 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.	1 st April 2020	31 st March 2022	75%	Wellness at Work approach has been adopted, and in this quarter, training scoped and procured. Comms being issued prior to 31st October with launch date planned for 1st January 2022.
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 to work	1 st April 2021	31 st March 2022	70%	The plans are continuing to progress through the democratic process, with a series of recommendations in relation to the operating model and usage of the Civic Centre.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		remotely using digital solutions and appropriate equipment.				
16	To develop appropriate strategies and plans to support effective communications and marketing.		1 st April 2020	31 st December 2021	60%	Work delayed due to Covid, but key project 'Caru Casnewydd' now underway.
17	To further develop our strategic approach to communications aligned with the corporate priorities.	An agreed strategy with supporting policies and delivery plans approved by CMT and the political leadership, embedded within the service planning of all service areas, and supporting all corporate priorities and wellbeing objectives	1 st April 2021	30 th September 2021	C	Policies and procedures developed with the Leader and in draft form.

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Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	Further 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. Business change programme supports Corporate Plan objectives	1 st April 2021	31 st March 2022	20%	The performance and risk strategies are under review to consider the requirements of the new Local Government Act. Work to date has been focussed on risk strategy and appetite which will be the subject of a formal report to Cabinet this year. Regular performance reporting is underway with mid year reports to Scrutiny being prepared. All plans will need to consider proposed changes to senior roles and responsibilities, which was also agreed Q1.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
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 that are able to provide effective decision making and provide assurance.	1 st April 2019	31 st March 2022	70%	Governance plan agreed Terms of Reference to be signed off.
Page 57	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.	1 st April 2019	31 st March 2022	50%	Working with Head of Service to refine the work programme for 2022-2023
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.	1 st April 2021	31 st March 2022	C	Completed
5	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 the year. Organisation is supported in all aspects of civil contingencies and business continuity planning. Effective partnership working in place.	1 st April 2019	31 st March 2022	72%	Civil Contingencies work this year to date has continued to focus on the COVID pandemic emergency response and regional work. Work with regional partners and the new Wales Government unit is also progressing with a focus on community risk and setting priorities and direction for the future. Within NCC work is progressing to develop

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						business continuity with impact assessments progressing in all service areas, a member engagement session is also planned for Q3/4.
Page 58	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.	3 rd July 2019	31 st December 2021	85%	As previously reported, following the suspension of the programmed Corporate Business Continuity work on the onset of the COVID-19 pandemic, in Q3 2020/21 work recommenced through the issuing of an updated Business Impact Analysis template all Services Areas. Although progress has been impacted by the onset of the second and third waves of the pandemic, work has continued on analysing the Business Impact Analysis returns which is providing a comprehensive picture of the maximum tolerable period of disruption for service area functions, the risks to them being able to continue to deliver an essential minimum service in the immediate and short term and any required additional measure not mitigated by existing contingency measures. An update was provided to CMT in August 2021 and all service area BIA's have now been received. It is now anticipated that this aspect of the work will be completed through Q2/3 2021/22.
5.2	Support Gold duty officers and the Council's emergency planning arrangements to support and effective decision making.	Gold duty officers effective in their role in an emergency. Gold officers understanding their roles and responsibilities ,	1 st April 2020	31 st March 2022	60%	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

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary	
Page 59		Effective management and communications in the event of incidents.				<p>training of Gold Officers is a significant aspect of the Council's resilience to respond to incidents.</p> <p>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.</p> <p>In addition Gold Officers have and will continue to attend multi agency strategic training delivered via the established Wales Gold training.</p> <p>As part of the Council restructuring, any new Heads of Service will be provided with the appropriate Gold Officer training. The training and Gold Officer manual has been reviewed to align with this work.</p>	
	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	1 st April 2021	31 st March 2022	50%	Regular meetings of Freedom of Information internal group that considers opportunities for publishing appropriate data sets. Data updated and published at www.newport.gov.uk/transparency .
	7	To deliver training and development of Council service areas on the Council's approach to planning, performance and risk management.	Officers across the service areas improve their understanding of performance management and risk management. This will enable the Council to effectively demonstrate how it is achieving the Council's Wellbeing	1 st April 2020	31 st March 2022	50%	Ongoing support has been provided in collaboration with the Newport Intelligence Hub to service areas to provide their quarter 2 and mid year review updates for Scrutiny and Cabinet. Further training and development of the Council's service areas will be ongoing for the remainder of this year to support the development of the Corporate Plan,

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		Objectives and Corporate Plan and managing its risks.				Transformation Programme and new service plans. This will involve workshops across the service areas that will enable them to identify key priorities, opportunities, challenges and risks.
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.	1 st April 2021	31 st March 2022	50%	The Council's Brexit Task and Finish group continues to monitor the ongoing pressures being faced by the Council and communities. Monthly Brexit reports are presented to the Council's Cabinet and the Brexit risk continues to be monitored on the Council's Corporate Risk Register. The external / operational Brexit and Covid risks continue to be monitored and reported through the Council's Civil Contingencies processes; Governance arrangements are in place to escalate any significant areas of concern through the Gwent Local Resilience Forum.
9	Develop and digitally enable the workforce by developing innovative system solutions and improved access to 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.	1 st April 2020	31 st March 2022	75%	Schools provided with toolkit to enable preparatory recording to support statutory submission of the School Workforce Annual Census (SWAC) H&S surveillance monitoring transferred to online iTrent solution, with the introduction of integrated questionnaires and workflow flow prompts to manage the process Scope and initial design of integrated online iTrent forms to support the new Wellness at Work policy
12	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.	1 st April 2020	31 st March 2022	75%	Newport Intelligence Hub restructure implemented, and recruitment substantially completed, including appointments to senior roles.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		This work will also improve the security and capacity of the systems to improve functionality and any future system developments.				A 'Buddy' support system has been developed to improve and increase application support and capacity across the application systems managed by Newport Intelligence Hub. Each system now has a lead and support officer, with dedicated time allocated to upskill and improve system resilience.
Page 6†	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.	1 st April 2020	31 st March 2022	80%	The Council's response to COVID19 pandemic continues to be a significant part the Civil Contingencies Unit work as manage the impacts of the third wave of the pandemic. Work continues on managing the response to the ongoing rates of infections and the recovery from the pandemic in line with the easing of restrictions contained within the Welsh Government Alert Levels. The unit supports 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 Wales and Welsh Government structures. In addition, the Council continues to Chair the Gwent LRF Recovery Coordination Group and the Civil Contingencies Unit Chairs and administers the Gwent LRF Local Death Management Tactical Sub Group.
14	Develop the use of digital technology for delivery of PR and communications and services.	Improve access to information through introduction of new and improved digital communication channels. Enhance customer satisfaction	1 st April 2021	31 st March 2022	50%	Tools introduced in last quarter continue to be used to develop digital comms. Additional training also planned for team to enhance understanding of accessibility best practice on digital platforms.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		and reputation of the authority through easier access to information.				
15	Embed communication planning within the service area planning process	Support effective comms planning, identifying opportunities for and risks to the organisations reputation.	1 st April 2021	31 st March 2022	30%	Next engagement step will be at the start of the 2022/23 service planning process
16	Continue to manage and deliver the communication response to the COVID-19 pandemic	Effective communication is key to resident understanding and compliance. Work will continue with partners to support the recovery process.	1 st April 2021	31 st March 2022	25%	Proceeding in line with Gold and Gwent requirements
17	Consider the implications of the Local Government Bill and ensure that the performance requirements are met.	Requirements of LG Bill are understood and relevant processes are in place to support this regarding performance,	1 st April 2021	31 st March 2022	50%	The action plan for implementation is being progressed and is on track, working closely with leads across the Council.
18	Undertake planning and engagement work for the next Corporate Plan from 2022 key stakeholders and partners.	To support the next iteration of Corporate Plan in 2022, we shall undertake a series of engagement work and planning. Self-reflection on what the Council delivered in Corporate Plan 2017-22 and learning from the Covid crisis to identify Wellbeing objectives and steps to support the objectives.	1 st April 2021	31 st March 2022	35%	Programme of work and legislative requirements agreed by CMT.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	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.	1 st April 2021	31 st March 2022	C	The workforce plan for 2021/22 was carried out and overall objectives agreed. These will need to form the new 5 year People and Culture strategy aims as we move into a new corporate plan cycle in 2022.
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.	1 st April 2021	31 st March 2022	50%	The council's revised Digital Strategy is a key piece of work being developed by the Digital team. Microsoft Office Message Encryption and OneDrive were previously implemented. Council Chamber audio visual facilities to facilitate hybrid meetings to be installed in Q3 of 21/22 with live use to follow. Additional budget has been allocated to specific areas including to support the data centre move, improved information security solutions and migrations of IT systems to cloud. Digital is an important workstream of the new normal which is being developed.
3	Policy, Partnership and Involvement team provide advice, guidance and training to the organisation.	Managers and officers understand their role and 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, Equalities legislation including the socio economic duty.	1 st April 2021	31 st March 2022	20%	Report writers and projects continue to be supported on policy matters including changes to partnerships and working within the WFG Act. New report templates have now been issued to ensure that the requirements of the WFG Act and the new requirements of the Socio Economic Duty are fully considered when decisions are made. Briefing sessions have also taken place with senior managers and members with a focus on the new Duty. FEIA template also updated. Advice and support on engagement and participation, equalities matters, legislative

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						changes and policy development continue to be provided.
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.	1 st April 2021	31 st March 2022	21%	Work continues across the organisation.
5	Implement a strategic and whole organisational approach to talent management with pathways to develop and support succession planning.	Career pathways are in place to enable the workforce to understand the possible options for career development	1 st April 2019	31 st March 2022	60%	Final guidance is anticipated to be available in the final quarter.
Page 64	To support a healthy workforce, enabling those with long term health conditions to contribute to the objectives of the organisation.	To review the way wellbeing at work is promoted and managed, bringing practices in line with 2020 aspiration To achieve the gold award for corporate health standards. Employees are supported in the post COVID work.	1 st April 2020	31 st March 2022	75%	The Wellness at Work approach is ready to launch for the agreed date of 1st January 2022 which will aim to better support staff with long term health conditions impacting upon their attendance at work.
7	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.	1 st April 2020	31 st March 2022	20%	Progress is slower than expected in this area and additional actions will be required in the final quarter to improve performance. The continuation of restrictions in the workplace has meant that actions hoped to be achieved have been delayed.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
8	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.	1 st July 2020	31 st March 2022	C	All appropriate support is available to the workforce preparing to return to workplaces - risk assessments are up to date, wellbeing referrals are being acted upon by the Health & Safety team where required and reasonable adjustments are in place where needed. Ongoing support will be needed when wholesale return to Council buildings takes place.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
65 1	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. Delivery of the Young Person's Promise.	Sustainable and effective participation forums including youth council, 50+ Forum, citizens panel, activities and feedback Effective feedback mechanisms, including bus Wi-Fi and online surveys. Organisational decisions 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.	1 st April 2019	31 st March 2022	60%	A range of engagement activities are supported including the Citizens Panel and Newport Youth Council. The COVID pandemic has created barriers to engagement and we continue to work with groups on how to progress this year. Work is underway to develop a second Participatory Budgeting programme to support communities impacted by COVID, and community wealth building working. A new approach to engagement had been trialled using WiFi in public buildings to promote online surveys. Some face to face community engagement work has recommenced, however online methods will remain the principles means to ensure the safety of the public and staff.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
2	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4, Strategic Recovery Aims and the Corporate Plan commitments.	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.	1 st April 2021	31 st March 2022	70%	<p>Over the last year engagement activity has been focused on the COVID response and this has included work with a range of communities impacted by the COVID pandemic with funds have now been issued to the organisations who were successful in the participatory budgeting programme last year. Work is underway on phase 2 of the programme to develop outcomes and bids for further funding from health and NCC. The steering group has been established and the engagement will start in Q3.</p> <p>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 following extensive work with community groups to ensure co-production in decision making. Participation levels have been encouraging with consistent stakeholder involvement in the running of the project.</p>
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. and development of the next Plan 2023 onwards.	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 and Well-Being Plan commitments.	1 st April 2019	31 st March 2022	70%	<p>Public Services Board (PSB) is responsible for the delivery of the current Well-Being Plan and performance is reported quarterly. Q2 performance updates will be reported to Partnership Scrutiny in Feb 2022. The PSB has also revised its Well-being Objectives and updated actions for the remainder of the Plan.</p> <p>Performance updates will also be used to form the Annual Report for 2020/21 and this is being reported to Scrutiny in October</p>

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						2021. In September the Gwent PSB was established and is planning the next iteration of the Well-Being Plan for the region.
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 in 2021/22.	Effective One Newport partnership membership and meetings. Coordination of sub groups delivery of Well-Being Plan activities. Review of regional partnerships complete.	1 st April 2021	31 st March 2022	75%	PSB (Public Services Board) supported, with summary of business published. Work of the PSB is delivered through the five intervention boards led by PSB members. 20/21 annual report prepared and being received at Scrutiny Oct 21 ahead of publication. Following discussions across Gwent last year a regional PSB is now being formed. This was established at the end of September 2021 and the One Newport partnership is now a Local Delivery Group. The One Newport Well-being Plan will continue to be delivered. Significant work is underway to ensure that this change takes place with appropriate governance within NCC and regionally, while ensuring a strong local partnership continues.
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 for 2021/22.	Effective Safer Newport partnership membership and meetings. Coordination of Safer Newport, sub groups, and related activity. Support Communities with their post Covid 19 Recovery.	1 st April 2021	31 st March 2022	70%	Public Services Board (PSB) intervention groups continue to meet delivering the well-being plan objectives with performance also reported to Partnership Scrutiny. Work is also underway to adapt to a new model of regional partnership with a Gwent PSB and local One Newport partnership. The Community Safety Partnership 'Safer Newport' deals with a range of community safety issues supported by sub groups considering ASB and place-based responses to persistently impacted areas.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						The CSP also intersects Well-Being Plan interventions and work is ongoing to strengthen the linking and coordination of community safety prevention work across these partnerships. The partnership has applied for additional funding to respond to issues and in Q1 was successful in a joint 'Safer Streets' bid and at the end of Q2 received Safer Streets 3 funding. Furthermore, the partnership has applied for funding from the Home Office Safety of Women at Night Fund, the outcome will be announced by the close of Q2.
Page 68 6	Continue 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.	1 st April 2021	31 st March 2022	75%	Work of Fairness Commission supported with virtual meetings continuing. The Commission are involved in the development of the second year of participatory budgeting programmes, have supported public engagement on the Community Impact Assessment and are reviewing their forward work programme 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	1 st April 2020	31 st March 2022	60%	Meetings of the Armed Forces Forum arranged and facilitated. Anticipating further legislation to support the armed forces community over the coming year. NCC achieved runner up status as Employer of the Year at the Welsh Veterans Awards in the last quarter.
8	Working collaboratively between NIH, Policy Partnership & Involvement and	The delivery of this action will enable the Gwent Regional PSB to develop Wellbeing	1 st April 2019	31 st March 2022	35%	Outline plan now developed in conjunction with Policy, Partnership and Involvement in supporting the delivery of the Local Area

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	partners to develop geographic, data analytics to support evidence based decision making for the Council, local and regional partners.	Profiles and Situation Analysis for Newport and with Gwent Partners utilising 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.				Well-being Assessments based on the agreed five designated community areas for the City. Significant updates completed in relation to population demographics, deprivation, employment, housing, crime and anti-social behaviour.
Page 69 9	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	Evidence based decision making in partnership activity	1 st April 2021	31 st March 2022	75%	<p>Much of the focus of the partnership team is on developing 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.</p> <p>The One Newport bulletin which goes to a range of partners has continued through COVID and has been redeveloped into a Sway format. The partnership and its communication will change with the launch of the Gwent PSB which will also have its own identity and website.</p> 

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
10	Work with colleagues in the Gwent region on work to support Well-Being of Future Generations Act requirements and common themes through Well-Being Plans in 2021/22.	Opportunities identified for regional work and funding. Review of regional partnership arrangements and proposed regional PSB. Support for and benefit from Gwent wide initiatives.	1 st April 2021	31 st March 2022	65%	This year to date there has been a focus on the proposed move to a Gwent PSB with discussions at the One Newport PSB, with Partnership Scrutiny, and with regional and local partners. The Gwent PSB is now established and One Newport will become a local development group and work with local partners and the Regional PSB. There is also considerable work in developing a Gwent Well-Being Assessment and the supporting engagement with communities.
Page 70	Continue to work with the PSB to facilitate coordinated communications	Review and delivery the PSB communication strategy and ensure all key partners are aware of and buy into the process	1 st April 2021	31 st March 2022	25%	Work to support the PSB's communications objectives has continued. With the establishment of the regional PSB and determination of the role of the local delivery models, the Newport communication protocol and strategy will be further revised.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	To deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC meets all other duties under the Equality Act and the new Socio Economic Duty	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;	1 st April 2021	31 st March 2022	50%	The Representative Workforce Delivery Group continues to meet quarterly and has recently reviewed the demographic information collected by the council, aligning with census data and ensuring an inclusive approach to data collection. Data has been produced on ethnicity, disability and gender pay gaps, and a sub group established to better understand this data.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		Staff are aware of their responsibilities under the Equality Act 2010 The Socioeconomic Duty is embedded within appropriate council processes.				The recent senior leader recruitment web campaign featured improved EDI content which will be mainstreamed into general recruitment pages shortly. The Belonging in the Workplace is complete, and findings shared with staff networks before discussion with CMT. Inclusive Leadership training continues and staff have also been offered specific anti-racism training.
Page 71	To deliver against the Welsh Government's Community Cohesion Plan in 2021/22 and conditions set out in funding arrangements for new Community Cohesion Officers.	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 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.	1 st April 2021	31 st March 2022	60%	The council continues to deliver Welsh Government's community cohesion programme across Newport and Monmouthshire. Cohesion priorities are reflected in the focus of the new Participatory Budgeting Programme which will offer grassroots groups the opportunity to bid for funding. Work continues to support our EU communities post-EUSS deadline, and regular meetings with Gwent Police ensure that emerging tensions are identified and mitigated. Plans are in place to mark Hate Crime Awareness Week and Black History Month next period.
3	To monitor, review and ensure compliance with the Authority's Welsh language Standards, whilst actively promoting the Welsh language, internally and across the city in 2021/22.	The Council are compliant with legislative requirements. Staff are aware of their responsibilities under the Welsh Language Standards. Service design, policy and decision making are informed by Welsh language considerations.	1 st April 2021	31 st March 2022	60%	No new complaints have been received this period. A Welsh language community consultation is now live, and will inform the development of a new Welsh Language 5 year strategy. A community grants programme has also been launched, funded by the Welsh language reserve, focused on supporting community-based organisations to better promote and encourage the use of Welsh language across Newport.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		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.				
Page 72	To work towards a workforce that is representative of the community that it serves, embeds equality in its internal processes, and creates an inclusive culture which retains and develops employees from diverse backgrounds, including Welsh speakers.	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 better workforce planning. Visible representation results in improved trust and confidence from communities.	1 st April 2020	31 st March 2022	60%	The Representative Workforce Delivery Group continues to meet quarterly and has recently reviewed the demographic information collected by the council, aligning with census data and ensuring an inclusive approach to data collection. Data has been produced on ethnicity, disability and gender pay gaps, and a sub group established to better understand this data. The recent senior leader recruitment web campaign featured improved EDI content which will be mainstreamed into general recruitment pages shortly. The Belonging in the Workplace is complete, and findings shared with staff networks before discussion with CMT. Inclusive Leadership training continues and staff have also been offered specific anti-racism training.
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.	1 st April 2020	31 st March 2022	60%	This period the council has supported the establishment of a City of Sanctuary steering group, led by a third sector refugee support agency, and engaging key stakeholders across the city. An action plan is currently under development, with areas of focus including education, access to public services and health. The council continues to support the Home Office Resettlement Programmes and has

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		Families continue to be resettled under the UK Resettlement Scheme integrated with other services.				welcomed our first Afghan family. A Migration Case Officer has been recruited to support the resolution of complex cases, particularly those which are NRPF. The council's EU citizens, Refugee Practitioner, Hong Kong and Hardship Groups continue to meet to ensure a consistent and joined up approach to migration across the city.
Page 73	Develop a follow up to the community impact assessment to understand the impact that Covid 19 pandemic and further lockdown restrictions has had on Newport's Communities	To understand what impact lockdown measures had on communities and in particular the vulnerable and marginalised. To inform and recommend to the Council areas of development and actions to improve the recovery of communities impacted the most by Covid 19. To inform future strategic and operational planning and assessment of recovery in Newport.	1 st April 2021	30 th September 2022	90%	A refreshed COVID-19 Community Impact Assessment is in its final stages of development. The recovery fund Participatory Budgeting programme has commenced, and a steering group is in place.

Objective 6 - Embed proactive communication planning and delivery within all areas of the council

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	Develop a strategic communications approach and plan for the authority	Strategy approved by CMT and political leadership and embedded in the service planning process.	1 st April 2021	30 th September 2021	C	Complete in current form. Will need to be review at the new financial year and in line with new corporate plan and political manifesto.

Objective 6 - Embed proactive communication planning and delivery within all areas of the council

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
2	Review and update all communication policies	Effective policies will be in place to support and facilitate the communication strategy, reflecting the changes to the authority, media sphere and corporate brand and image.	1 st April 2021	30 th September 2021	C	Policies updated. revisit required at time of election to reflect new administration wishes.
3	Communication delivery plans	Work with heads of service/senior managers to develop communication delivery plans in line with service area plans, supporting forward planning, effective allocation of resources and ensure alignment with corporate priorities.	1 st April 2021	31 st December 2021	75%	Additional communication plans in place for key projects including active travel, carbon reduction, work and skills.
4	Develop communication data and intelligence	A developed analysis and breakdown of information related to audience breakdown and media knowledge will inform more targeted communications.	1 st April 2021	31 st December 2021	40%	Some delay to the continuation of this work due to vacant positions. Work continues but is expected to speed-up following successful recruitment.
5	Develop localised communication techniques	Increased understanding an usage of localised a targeted community communications through current platforms such as Facebook and WhatsApp groups	1 st April 2021	31 st March 2021	10%	Progress delayed due to vacant position and competing priorities such as City of Culture bid.
6	Improve council's online presence	Review and redevelop council website to ensure improved usability, better integration with customer services platforms and in line with the council's digital agenda.	1 st April 2021	31 st March 2021	20%	Report due to go to CMT to establish priority status and allocation of appropriate resources to progress this project.

Performance Measures (30th September 2021)

This is an update on the quarterly and half yearly performance measures for the service area to 30th September 2021. The end of year performance and previous year's Mid-year update is also included for comparative purposes. Annual measures are excluded and will be reported in March 2022. Commentary reported by exception for Amber and Red measures.

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)

Mid-Year – Covers the period 1st April to 30th September

End of Year – Covers the period 1st April to 31st March

Performance Measure	Mid-Year 21/22 Actual Performance	Mid-Year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-Year 20/21 Actual Performance	Mid-Year 19/20 Actual Performance	Commentary
National - National Sickness Days Lost	4.12 days	4.62 days (9.23 days)	7.27 days	3.27 days	4.01 days	
Local - Percentage Freedom of Information Responses completed in time.	89.2%	88%	90.8%	91.3%	91.31%	
Local - Percentage of Subject Access Requests responses completed in time	69%	75%	60%	63.6%	90.3%	Specific resource issues in a service area have now been addressed, long term sickness absence has affected performance, but the back log of SAR's is being worked on. It is anticipated that when the backlog has been cleared, compliance will improve.

Performance Measure	Mid-Year 21/22 Actual Performance	Mid-Year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-Year 20/21 Actual Performance	Mid-Year 19/20 Actual Performance	Commentary
Local - Number of employees completing corporate Welsh Language awareness training.	16	25 (50)	3	0	4	Welsh language training has been reviewed and a series of training videos are in the final stages of development. All staff will be required to view the videos and completion rates will be recorded.
Local – Number of Welsh Language related complaints taken by Newport City Council	0	0	Not Recorded	Not Recorded	Not Recorded	
Local - Number of Welsh Language complaints received via the Welsh Language Commissioner.	0	0	0	Not Recorded	Not Recorded	
Local – Number of Welsh Language complaints upheld by Welsh Language Commissioner	0	0	0	Not Recorded	Not Recorded	
Local - Number of employees trained in Prevent PVE	41	50 (100)	145	5	340	Corporate and schools Prevent training has recommenced following suspension due to Covid-19 measures. All schools have reminded to book their 3 yearly update training and numbers of staff trained should significantly increase during the last half of the year.
Local - Number of young people actively involved in Newport Youth Council work	12	12	11	15	17	
Local - Percentage of managers undertaking regular check ins.	27%	80%	Not Recorded	Not Recorded	59.04	In 2020/21 we did not fully implement the new check in process and therefore did not record performance due to Covid. This is the first year that we are asking all service areas to use the new

Performance Measure	Mid-Year 21/22 Actual Performance	Mid-Year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-Year 20/21 Actual Performance	Mid-Year 19/20 Actual Performance	Commentary
						process. However, in some service areas the new process has been difficult to fully adopt due to pressures in the areas and also issues in how staff are recording the completion of the check ins in the system. This has been regularly reported to CMT and service area managers. Action is being taken to improve the guidance and to provide further training and support to managers to improve the performance.
Local - Number of staff receiving Equality Training Page 7	32	100 (200)	7	0	Not Recorded	Equality training provision has been reviewed and delivery of externally commissioned training has now commenced. All Managers across the council will have received equality training by the end of March 2022.
Local - Total number of social media followers	39,628 (Facebook – 20,012 / Twitter – 19,616)	34,000	37,223	36,951	31,500	

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Scrutiny Report

Performance Scrutiny Committee - People

Part 1

Date: 15th November 2021

Subject Scrutiny Adviser Report

Author Scrutiny Adviser

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

Invitee:	Role
Neil Barnett (Scrutiny Adviser)	Present the Committee with the Scrutiny Adviser Report for discussion and update the Committee on any changes.

Section A – Committee Guidance and Recommendations

Recommendations to the Committee

The Committee is asked to:

1. Committee’s Work Programme:

Consider the Committee’s Forward Work Programme Update (**Appendix 1**):

- *Are there any amendments to the topics scheduled to be considered at the next Committee meeting?*
- *Are there any additional invitees that the Committee requires to fully consider the topics?*
- *Is there any additional information that the Committee would like to request?*

2 Context

Background

- 2.1 The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council’s delivery of services.
- 2.2 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council’s Scrutiny webpages (www.newport.gov.uk/scrutiny).
- 2.3 The Centre for Public Scrutiny’s Good Scrutiny Guide recognises the importance of the forward work programme. In order to ‘lead and own the process’, it states that Councillors should have

ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

Forward Work Programme Update

- 2.4 The Committee's work programme was set in June 2021, including estimated timescales for when the reports will be considered by the Committee. This programme is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.
- 2.5 Attached as **Appendix 1** is the Committee's Forward Work Programme Update. The Committee is asked to consider:
- *Any amendments to the topics scheduled to be considered at the next Committee meeting?*
 - *Are there any additional invitees that the Committee requires to fully consider the topics?*
 - *Is there any additional information that the Committee would like to request?*

The Committee agreed to keep a degree of flexibility within its work programme to enable the Committee to respond to urgent / emerging issues. This item is an opportunity for the Committee members to raise any suggested amendments to the Work Programme.

3 Information Submitted to the Committee

- 3.1 The following information is attached:

Appendix 1: The Committee's Forward Work Programme Update;
Appendix 2: Action Sheet from Previous Meetings

4. Suggested Areas of Focus

Role of the Committee

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

- **Forward Work Programme Update - Appendix 1**
Consider:
 - Are there any amendments to the topics scheduled to be considered at the next Committee meeting?
 - Are there any additional invitees that the Committee requires to fully consider the topics?
 - Is there any additional information that the Committee would like to request?

Section B – Supporting Information

5 Supporting Information

- 5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need

to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.

- 5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports to ensure proper consultation takes place before a decision is taken. A link to the Cabinet work programme is provided [here](#) to the Committee as part of this report, to enable the Committee to ensure that the work programmes continue to reflect key decisions being made by the Cabinet.

6. Links to Council Policies and Priorities

- 6.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council’s delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.
- 6.2 This report relates to the Committee’s Work Programme, Actions from Committee’s and Information Reports that support the achievement of the Scrutiny Committee, in accordance with the Law and Regulation Service Plan, Objectives, Actions and Measures and the Wellbeing objectives:

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

7 Wellbeing of Future Generation (Wales) Act

- 7.1 The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services.

7.2 General questions

- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- Evidence of links to Wellbeing Assessment / Objectives / Plan?

7.3 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
 - *A prosperous Wales*
 - *A resilient Wales*
 - *A healthier Wales*
 - *A more equal Wales*
 - *A Wales of cohesive communities*

- *A Wales of vibrant culture and thriving Welsh language*
- *A globally responsible Wales*

7.4 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
 - **Long Term**
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
 - **Prevention**
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives
 - **Integration**
Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies
 - **Collaboration**
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives
 - **Involvement**
The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

8 Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- The Corporate Assessment and [follow up assessment](#).

Report Completed: 15 November 2021

Performance Scrutiny Committee – Place and Corporate - Monthly Forward Work Programme 2021/22

Monday, 29 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>

Monday, 13 December 2021 at 4pm		
Topic	Information Required / Committee's Role	Potential Invitees
<p>Economic Growth Strategy and Economic Recovery Plan – Recommendations Monitoring</p>	<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>

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Performance Scrutiny Committee – Place and Corporate

ACTION SHEET – 6 September 2021

	Agenda Item	Action	Responsibility	Outcome
1	Staff Support during Covid-19	The Committee noted the information in the report and made a number of comments to the Cabinet.	Scrutiny Team	ACTIONED – Comments from the Committee forwarded on 9th September 2021.
2	Scrutiny Adviser Report	<u>Forward Work Programme Update:</u> The Scrutiny Adviser queried with the Committee if they would permit for the 2021-22 Mid-Year Service Plan Reviews, currently being held on Monday 1 st November and Monday 15 th November to be changed to a slightly later date in order for service areas to be able to provide their data,	Scrutiny Team	ACTIONED – a) The Committee agreed to move the dates for the meetings to be held on Monday 15th November 2021 and Monday 29th November 2021. Forward Work Programme has been updated with new dates and appointments amended.

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