

Agenda



Cabinet

Date: Wednesday, 12 April 2023

Time: 4.00 pm

Venue: Hybrid / Council Chambers

To: Councillors J Mudd (Chair), D Davies, D Batrouni, J Clarke, Y Forsey, D Harvey, J Hughes, L Lacey and S Marshall

Item	Wards Affected
1	<u>Apologies for Absence</u>
2	<u>Declarations of Interest</u>
3	<u>Minutes of the Last Meeting</u> (Pages 3 - 8)
4	<u>Pay and Reward Statement</u> (Pages 9 - 40)
5	<u>Digital Strategy</u> (Pages 41 - 62)
6	<u>NCC External Pressures - Cost of Living</u> (Pages 63 - 68)
7	<u>Work Programme</u> (Pages 69 - 76)

Contact: Anne Jenkins, Governance Team Leader
Tel: 01633 656656
E-mail: democratic.services@newport.gov.uk
Date of Issue: 4 April 2023

This page is intentionally left blank



Minutes

Cabinet

Date: 22 March 2023

Time: 4.00 pm

Present: Councillors J Mudd (Chair), D Batrouni, J Clarke, D Davies, Y Forsey, D Harvey, J Hughes, L Lacey and S Marshall

1 Apologies for Absence

None.

2 Declarations of Interest

None.

3 Minutes of the Last Meeting

The Minutes from 15 February were accepted as a true record.

4 Newport City Council Core TOMs (Themes, Outcomes and Measures) for Measuring Social Value in Contracts

The Leader introduced to colleagues the report on the Council's use of 'Themes, Outcomes and Measures' or 'TOM's' on procurement activity when buying goods and services, which were designed to leverage in 'social value' for communities and city.

The report set out the long list of those core measures to be used when purchasing goods and services.

Newport City Council recognised that the way in which it managed spending with suppliers, service providers and contractors could make a significant contribution to priorities in enhancing the social, economic, cultural, and environmental well-being of the city by securing long-term added value and social benefits which achieved this.

The TOMs achieved this social added value through a measurement framework that allowed for an unlocking of social value through its integration into procurement activity. The methodology was developed in conjunction with the WLGA National Procurement Network and the National Social Value Task Force Wales, which was a cross-sector working group combining both public and private sector organisations.

From a list of over 90 measures in the national framework, the Council's procurement team worked with officers around the Council to develop a core list of about 45 measures, representing this Council's 'long list' of measures for use locally.

Council tenders for contracts would incorporate a smaller number of these (around 2-5 mainly) which were suitable to the nature of those services and goods being procured and these would be 'scored' alongside the other criteria of price and quality. These were shown in the reports Appendix.

Measures in relation to our suppliers 'carbon footprint' and its reduction would be required to be used as default. In doing this, it clearly sent a message to all our suppliers and partners that we look to leverage in social and value and other key benefits when spending the Newport pound.

In addition to these specific measures, our tenders would make it clear that as a Council, we strongly encouraged suppliers to pay their staff at least the 'real living wage' and information gathered through the TOM's on suppliers' performance in this regard as well as ensuring their 'fair work criteria' was also robust ensuring their workers were treated with fairness and equality.

Cabinet was asked to approve the developed Newport City Council Core List of TOMs for measuring Social Value delivery through Commissioning, Procurement and Contract Management and their associated reporting.

Comments of Cabinet Members:

- Councillor D Davies welcomed the report which ensured the delivery of social values, promoted local supply chain development, and would meet the Council's wellbeing objectives. The Deputy Leader gave an example of where this would work was prioritising local supply chains where there was an emphasis on employing local workforce. This would help the Council meet its carbon neutrality objectives within the city. It would also strengthen key objective one, for education and employment. Measuring social value in financial terms meant that the return on the investment ratio could be calculated and outcomes could be measured in real terms that were understandable and easily demonstrated.
- Councillor Hughes recalled the original approval of the overarching framework that went to Council in early 2022 and was pleased with the report put forward to Cabinet, supporting social care value. The Cabinet Member for Social Services supported the commissioned theme which would create a stronger relationship and promoted social care and work with voluntary organisations and social enterprises. The report focused more on community than money and healthier, safer more resilient communities in Newport. It was a tool that would recognise the council's ambition as a driver of local economy and procurement therefore Councillor Hughes supported the report.
- Councillor Forsey welcomed the introduction of these measures. Selecting procurement on price did not consider important aspects such as supporting people locally. The Cabinet Member for Climate Change and Biodiversity also considered the report supported jobs, training opportunities and good working conditions. Councillor Forsey highlighted the environmental benefits of these measures. Procurement was one of the hardest to tackle sources of greenhouse gasses, some of the activities valued in the scheme were resource efficiency, CO2 savings, sustainable eco-system management and the protection of native wildlife and biodiversity.
- Councillor Batrouni wanted to emphasise how the report related to the corporate plan wellbeing objectives and this was a demonstration of Cabinet's strong commitment. The Cabinet Member for Organisational Transformation reminded colleagues of three of the objectives: economy and education skills, environment and infrastructure and an inclusive and fair sustainable council. Councillor Batrouni therefore supported the report.

Decision

Cabinet approved the developed NCC Core List of TOMs for measuring Social Value delivery through Commissioning, Procurement and Contract Management and associated reporting.

5 **Corporate Risk Register Update (Quarter 3)**

The Leader presented the Council's Corporate Risk Register for the end of Quarter three (1 October to 31 December 2022) to colleagues.

The Council's Risk Management Policy and Corporate Risk Register enabled this administration and officers to effectively identify, manage and monitored those risks which could prevent the Council from achieving strategic priorities and undertake its statutory duties as a local authority.

The quarter three risk report would also be presented to the Council's Governance and Audit Committee later this month to review the Council's risk management process and governance arrangements.

Considering the financial challenges, the increasing demand and pressures on the Council's services and the cost-of-living crisis, it was noted that several risks increased the 'Target Risk Score', which meant the Council was having to accept / tolerate more risk.

This was not a position which any Council administration wanted to manage, but Cabinet and senior officers would ensure these were closely monitored and where appropriate take necessary action(s).

At the end of quarter three Newport Council had 47 risks recorded across the Council's eleven service areas.

Those risks that were deemed to pose the most significant risk in the delivery of the Council's Corporate Plan and services were escalated to the Council's Corporate Risk Register for monitoring.

At the end of quarter three, 14 risks were recorded in the Corporate Risk Register.

- Seven Severe Risks (15 to 25).
- Seven Major Risks (7 to 14).

In comparison to quarter two, there were no new and/or escalated risks and 13 risks remained at the same score as quarter two.

One risk, Ash Dieback Disease had its risk score reduced from 16 to 12 because of the Council undertaking significant works on its tree stock across the city.

Comments of Cabinet Members:

- Councillor Davies highlighted that the purpose of the risk register was to identify high level risks that could impact on the delivery of the Council's Corporate Plan and as Cabinet Members, they had to mitigate these risks identified in the respective portfolios. As Cabinet Member for Education and Early Years, Councillor Davies was aware of the financial pressures that schools were facing. Councillor Davies wanted to assure Newport residents that schools were working hard to ensure on their budgets and that professional advice and support was available for all schools in planning their budgets.

Decision

Cabinet considered the contents of the quarter two update of the Corporate Risk Register.

6 **Policy Review: Customer Feedback - Compliments, Comments and Complaints**

The Leader introduced the next report, which was a policy review of the Customer Feedback - Compliments, Comments and Complaints Policy.

The purpose of the report was to seek Cabinet approval of the amended policy.

The primary driver was to simplify and refine the policy and outline how Newport City Council administered customer feedback.

The policy remained relevant and continued to reflect the latest statutory and legislative requirements.

There is also an annual report on complaints, comments, and compliments performance and this was on the work programme for later in the year.

The main priority for the review was to simplify and refine the policy whilst clearly outlining how Newport City Council administered Corporate and Social Services complaints.

The Compliments, Comments and Complaints policy was based on the model document published by the Complaints Standards Authority. As a result of revisions to the policy, it would ensure that residents' expectations were managed from the outset and a clear complaints process was followed.

The Public Services Ombudsman for Wales (PSOW) had legal powers to investigate complaints about public services, was independent of all government bodies and issued a model complaint handling guidance policy in 2020. Their feedback was considered in the policy amendments.

The policy remained relevant and continued to reflect the latest statutory and legislative requirements.

As a listening council, complaints were valued, and feedback was used as an opportunity to improve the services provided.

The absence of complaints did not necessarily indicate excellent services – just as an increase in complaints did not necessarily indicate poor services.

- Simplification and refinements to the Policy.
- Refusal criteria detailed.
- Clarity between processes for Corporate and Social Services Complaints.
- A reduction in timeframe for accepting Corporate Complaints from 12 months to six months.
- Including performance monitoring details.

Comments of Cabinet Members:

- Councillor Batrouni emphasised that the public services ombudsman wrote to all councils to ensure that the compliments and complaints system was consistent, and that Newport City Council was adhering, as a required. In addition, the Council was not only adhering to those requirements but strive to seek excellence, which was a never-ending process. The Council would continue to be customer facing that would deal with the concerns of residents and would learn from their comments, both complimentary and critical.
- Councillor Davies supported Councillor Batrouni's comments and understood that the report was a review on how the complaints were managed and this was a process to ensure that we were listening to residents and responding to their concerns. Councillor Davies also welcomed the readability and accessibility of the document for residents.
- Councillor Hughes mentioned that whilst the focus was on the negative however recently, social care had introduced the complementary feedback into their briefings which was an opportunity to recognise the fabulous work in social care. This week a resident sent a

letter praising a member of staff in the reablement team and moving forward how this would help to acknowledge successes and recognise the importance of not only complaints but also compliments.

- Councillor Marshall also mentioned the positive feedback regarding members of staff. Whilst it was important to learn from feedback regarding complaints, it was hard to learn from compliments and Cabinet Members and staff had to capture and focus on positive comments to provide the confidence to live, learn and promote when staff to well and bring forward development of this culture.
- Councillor Clarke considered that the report was a positive move and the start of the process. The Cabinet Member for Strategic Planning, Regulation and Housing advised that this would not happen overnight and was an ongoing challenge. Everyone in the council would get behind this report which would benefit the residents of Newport.

Leader all feedback was important and as a listening council were behind this and used as an opportunity to improve and share good practice.

Decision

Cabinet reviewed and approved the proposed amendments to the policy.

7 NCC External Pressures Update

The Leader presented the March update for Members on the pressures being faced by Newport residents, communities, and services.

The cost-of-living crisis continued to be the main area of concern for residents, the council, and communities and the report provided information the wider impact it was having along with examples of collaborative advice, guidance and support available across the city.

As in previous Cabinet meetings, the Leader urged residents who were experiencing difficulties to contact the council for information and signposting on the advice and support available to help you with household finances.

As indicated in the report, inflationary and cost of living pressures were continuing to persist and costs in energy, food and other living costs continued to impact on household budgets.

There were also reports of supply chain issues with fresh produce and suppliers reporting increasing energy bills, and poor weather affecting crops which was having both a direct impact on residents and the availability of produce for dissemination through food banks.

The impact of the cost-of-living crisis was also affecting how we welcomed people seeking sanctuary, for example, with noticed reductions in offers for accommodation on the Homes for Ukraine scheme.

The nature of these pressures facing residents, communities and services required a collaborative approach to support, this was not something the council could do alone.

As Chair of the One Newport partnership, it was clear how offices and partner organisations were working together to provide as much advice, support, and guidance as possible.

The Council's collaboration with GAVO continued to support Community Food Organisations in Newport and the facilitation and promotion of warm centres were central to helping residents to eat well, keep warm and provided an opportunity for people to get together and find out about other help available. Such as the Money Guiders Programme aimed at helping residents to maximise income and reduce debt.

Comments of Cabinet Members:

- Councillor Harvey thanked officer teams and GAVO for their hard work. Operation overview for council and GAVO showed that in December 2022 to November 2023 that 149 sessions were held in warm spaces and that there were 1,160 attendees, which was startling. It was easy for things to spiral for residents. Continuing to work and do what we could do to support residents. Newport City Council delivered 50 sessions and 152 people came to that with north, east, west, and central hub, some community centres and GAVO delivered 99 sessions where over 1,000 people attended. This was done very quickly by Newport City Council and GAVO, therefore the Councillor for Community Wellbeing gave her heartfelt thanks to those who were involved.
- Councillor Batrouni mentioned the effects of the cost of living for Newport residents and noted the report.
- Councillor Davies mentioned that children from low-income families faced practical day to day challenges with clothing, equipment, accessing food and transport. 31% lived in poverty with insufficient resources for food and quality of life. Newport had risen to the challenge with PGT funding, food banks and uniform provision. Helping to secure the human rights of people was a moral duty and purpose especially looking after children. The Cabinet Member for Education and Early years met with Head Teachers on Monday and launched an anti-poverty campaign in line with the wellbeing objectives to improve outcomes for children in poverty.
- Councillor Clarke cabinet was speaking from the heart and thanked volunteers from Malpas for their help. The Leader echoed Councillor Clarke's comments and praised the support from kind and generous people that gave their time.
- Councillor Forsey referred to the cost-of-living sessions and thanked colleagues and officers for their support. Some help was available, as well as some benefits but was under claimed but because of the cost-of-living sessions residents claimed for things that they were not aware of, and Councillor Forsey therefore encouraged residents to get in touch with the Council for advice, support, and help.

Decision

Cabinet considered the contents of the report on the Council's activity to respond to the external factors on Newport's communities, businesses, and council services.

8 One Newport Summary Document

Cabinet noted the summary of business.

9 Work Programme

This was the regular monthly report on the work programme.

Please move acceptance of the updated programme.

Decision:

Cabinet agreed the Work Programme.

Report

Cabinet

Part 1

Date: 12 April 2023

Subject Pay and Reward Policy 2023/24

Purpose To brief Cabinet on the annual Pay and Reward policy and a proposed alignment of chief officer leave.

Author HR and OD Manager

Ward N/A

Summary The Localism Act 2011 requires English and Welsh local authorities to produce a “pay policy statement” on an annual basis. The legislation outlines a number of statutory requirements which must be included in any pay policy statement.

The Pay and Reward Policy outlines the current position in respect of pay and reward within the Council. It will be reviewed and reported to Council on an annual basis to ensure it meets the principles of fairness, equality, accountability, and value for money for the authority and its residents.

The Pay and Reward Policy 2023/24 has been reviewed and no changes are proposed this year outside of the normal increases in values. It should be noted that amendments have been made to some provision in 2022/23 with the appropriate Cabinet Member agreement, these amendments are reported to cabinet and subsequently Council. This statement will come into immediate effect once fully endorsed by Council.

In addition to the annual pay policy update, it is requested that Cabinet and then Council consider alignment of the increased annual leave of the NJC pay award, which awarded an additional day’s annual leave to those covered under the NJC pay award from April 2023, to also include chief officers covered for consistency.

Proposal

- 1. Cabinet are asked to review and recommend to Council the Pay and Reward Policy in order to meet the statutory requirement for a pay policy statement to be approved and published by Council on an annual basis.**
- 2. Cabinet to review and recommend to Council the alignment of Chief Officer leave**

Both the Pay and Reward Policy and the alignment of leave are Council items

Action by Chief Executive/Head of People, Policy and Transformation

Timetable Immediate
 This report was prepared after consultation with:

- Deputy Monitoring Officer
- Assistant Head of Finance

Signed

Background

The Localism Act 2011 requires English and Welsh local authorities to produce a 'pay policy statement' on an annual basis. Items which must be included in the statutory pay policy statement are as follows:

- A local authority's policy on the level and elements of remuneration for each chief officer
- A local authority's policy on the remuneration of its lowest-paid employees (together with its definition of 'lowest-paid employees' and its reasons for adopting that definition)
- A local authority's policy on the relationship between the remuneration of its chief officers and other officers
- A local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additional to remuneration, use of performance-related pay and bonuses, termination payments, and transparency.

The Act also specifies that the pay policy statement:

- must be approved on an annual basis formally by the full Council meeting (the responsibility cannot be delegated to Cabinet or a sub-committee)
- can be amended in-year
- must be published on the authority's website (and in any other way the authority chooses)
- must be complied with when the authority sets the terms and conditions for a chief officer.

The Act requires an authority to have regard to any statutory guidance on the subject issued or approved by the Secretary of State or Welsh Ministers. The Welsh Government issued statutory guidance on "*Pay Accountability in Local Government in Wales*" in March 2012 and the Public Services Staff Commission published further supplementary guidance in December 2016.

Pay and Reward Policy (item 1 for approval)

The Council recognises that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public; but at the same time needs to avoid being unnecessarily generous or otherwise excessive pay and reward.

The Council's Pay and Reward Policy, initially approved in March 2012, was developed to meet the statutory requirements contained in the Localism Act 2011. However, in the spirit of transparency, the Council took the opportunity to take a wider view and include information relating to school-based employees. Local authority schools are specifically excluded from the Localism Act's statutory requirements. However, as employees in community maintained and voluntary controlled schools are employees of the Council, reference has been made to school-based employees within the Pay and Reward Policy. It is recognised that the pay decisions for these employees are delegated to school Governing Bodies by legislation and that each school is responsible for publishing its own Pay Policy. For the avoidance of doubt, the relevant school Pay Policies are the definitive version of policy for school-based staff engaged by the governing body of the respective school.

Subject to approval by full Council, to meet the requirements of the Localism Act, the Pay and Reward Policy attached will be published on the Council's website. In addition, in accordance with the provisions of Accounts and Audit (Wales) Regulations 2005, the Council's Annual Statement of Accounts will include a note setting out salary and remuneration information for Council posts where the full-time equivalent salary is at least £60,000.

Updates since April 2022 (last pay policy approval)

Pay Awards –

The pay award for the Chief Executive and Chief Officers is set by the Joint National Council (JNC) and has been confirmed as an increase of £1,925 with effect from April 2022 and was applied.

The pay award for all other non-teaching staff (with the exception of the small number of staff employed on Soulbury pay) is set by the National Joint Council (NJC) and has been confirmed as £1,925 with effect from April 2022 and has been paid. The Soulbury pay award has yet to be agreed.

The teachers pay award was implemented from September 22 following the publication of the School Teachers Pay and Condition Document (Wales) 2022, at 5%. Whilst this has been implemented it should be noted that this is currently in dispute and subject to continuing strike action (*March 23*).

Discussions are underway on a national basis in relation to any pay award decisions for 2023/24.

The pay award for 2022, for all staff was not agreed nationally until later in the year. The pay awards, when implemented, were back paid to all current staff. This negated the need to pay the Foundation Living Wage supplement last year once the pay award was retrospectively applied.

The Council increases its salaries in line with the Foundation Living Wage supplement each April. With discussions still underway on the 2023 pay award, and unlikely to be concluded until after 1st April 2023, it will be necessary to pay the Living Wage Supplement from April, making the bottom spinal point up to £10.90p per hour, until such time as a pay award for 2023/24 might be agreed and backdated. The same has happened in previous years.

Changes to additional payment arrangements –

During 2022 the Council amended some of its additional payment values to support service delivery. The report and Cabinet Member approval can be found [here](#). The increase to allowances included:

- Overtime of 1.5 times the hourly rate of pay for all hours worked beyond 37 per week. Previously paid at 1.25 times.
- The grade bar between Grades 1-6 receiving enhancements and Grades 7-15 not receiving was removed so that all NJC staff were eligible for the revised overtime rates and bank holiday payments.
- Standby rates were set at £25 per period, from £15 previously (and since have been subject to annual percentage pay increase in line with the pay structure).

Temporary Amendments to the mileage rate –

To support the cost-of-living crisis the Council adopted a temporary increase in mileage rates from the HMRC rate of 45p per mile to 50p per mile. This 5p increase came in to affect from October 22 and will run until March 23, or if before such time as the cost of fuel decreases below £1.50p per litre using HMRC rates. This was a joint Welsh protocol that the Council adopted and will be reviewed March 23 and may cease subject to the HMRC rates.

Shared Cost Additional Voluntary Contributions Scheme –

The Council offers a number of employee benefits to staff such as car purchase schemes, cycle to work schemes, technology schemes and additional annual leave. In 2022 the Council adopted and is offering staff the opportunity to join a Shared Cost Additional Voluntary Contributions (SCAVC) Scheme as part of providing a new financial well-being benefit for staff. More information can be found [here](#).

Pay Relativities within the Council

The relationship between the rate of pay for the lowest paid Council employee and that of the Council's Chief Officers is determined by the processes used for determining pay and grading structures set out in the Pay and Reward Policy. The Council's lowest paid employee is paid on spinal column point 1 of the NJC for Local Government Workers.

As part of its commitment to pay transparency, and following the recommendations of the Hutton Review, the Council will publish information on pay relativities on an annual basis in the Pay and Reward Policy. This information for **2022-23** is as follows:

Multiple of Salary	Ratio
<ul style="list-style-type: none">the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio	1 : 7.3
<ul style="list-style-type: none">the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 4.6
<ul style="list-style-type: none">the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio	1 : 4.4
<ul style="list-style-type: none">the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 2.6

Note:

- i) Column 'Ratio' provides the pay ratio as per the requirement of the Localism Act 2011
- ii) These figures exclude remuneration for appointments within organisations for which the Council provides a payroll service but is not the employer.
- iii) These figures exclude remuneration for joint appointments where the Council is not the employer

The Gender Pay Gap

In accordance with the Equality Act (Gender Pay Gap Information) Regulations 2017, the Council is required to publish its gender pay gap information on its website and upload them onto a national Government website by 31st March each year.

Newport City Council has one of the smallest gender pay gaps from amongst local authorities in Wales and compares favourably to the national averages. Our gender pay gap report is published on the Council's transparency page each year [here](#) and will be updated in April 2023. Implications are also considered in the Strategic Equalities Annual Report.

Alignment of Chief Officer Leave (Item 2 for approval)

Additional Annual Leave as part of the NJC Pay award –

As part of the 2022/23 pay award negotiations for NJC staff (not chief officers) it was agreed that all NJC staff would receive one additional day leave as of the 1st April 23. Chief Officer pay awards are negotiated separately. The Chief Officer pay award included the same £1,925 increase to salaries as NJC staff, however there was no commitment to increase the leave entitlement of Chief Officers. To ensure parity it is proposed to align the one day increase in annual leave awarded to NJC staff to that of Chief Officers. For the avoidance of doubt Chief Officers in this note include our Heads of Service, Directors and Chief Executive.

As part of the Total Reward, Single Status Pay and Grading review of 2015, the Council's policy on annual leave was harmonised to ensure fairness, consistency, and ease of administration across all our staff. Currently all staff receive 25 days leave (less than 5 years' service), 29 days leave (5-10 years'

service) and 32 days leave (10+ years). The 8 statutory Bank holidays are provided in addition, previous extra non statutory bank holidays above the statutory were harmonised into leave entitlements in 2015. These three entitlements to leave will increase by one day for all NJC staff as of the 1st April 2023.

Chief Officer contracts of employment requests flexibility in their working arrangements and are not able to claim additional payment for time over and above their contracted hours. Chief Officers generally do not claim additional working time or flexi, whereas NJC staff generally have greater flexibility to utilise flexitime, standby payments and/or overtime payments. To ensure parity, fairness, administrative ease and not perpetuate any potential recruitment and retention issues, it is recommended that leave is increased for Chief Officers the same as other staff by the additional day.

There are no direct financial impacts as a result of this proposal. It is also noted that further pay request for the JNC group may request a retrospective award of this additional days leave to align with the NJC pay offer. Should this retrospection be agreed by the JNC group, Chief Officers would not receive that additional days leave if this agreement in the Council report has already been reached.

Financial Summary (Capital and Revenue)

There are no financial implications contained in the updated *Pay and Reward Policy*, as the policy confirms the current pay and reward arrangements in place in the Council. There are no direct financial implications of aligning chief officer leave.

Risks

Risk Title / Description	Risk Impact score of Risk if it occurs* (H/M/L)	Risk Probability of risk occurring (H/M/L)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
Failure to comply with statutory requirement to approve and publish a "pay policy statement" on an annual basis	H	L	Produced an updated <i>Pay and Reward Policy</i> which meets the statutory requirements and which is recommended for approval by Council	Chief Executive / Head of People, Transformation and Policy

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The Pay and Reward Policy forms a key part of the Council's current People and Culture Strategy. The strategy underpins the Council's Corporate Plan and strategic objectives - how employees are rewarded for their contribution is directly linked to the delivery of the council's key aims. The updated Pay and Reward Policy will ensure, when approved, that the Council complies with the statutory requirement to publish a "pay policy statement" on an annual basis.

The proposal to increase annual leave is directly linked to the Councils Leave Policy ([link](#))

Options Available and considered

The options available are as follows:

1. For Cabinet to agree to recommend the updated Pay and Reward Policy to full Council for approval.
2. For Cabinet to agree to recommend the alignment of Chief Officer Annual Leave to full Council for approval.

3. For Cabinet not to agree to recommend the updated Pay and Reward Policy to full Council for approval.
4. For Cabinet not to agree to recommend the Alignment of Annual Leave to full Council for approval.

Preferred Option and Why

For the Cabinet to agree options 1 and 2 to meet the statutory requirements for a 'pay policy statement' to be published on an annual basis and align leave.

Comments of Deputy Chief Financial Officer (Assistant Head of Finance)

The Council's budget is based on the overall pay structures in place, as outlined in the updated *Pay and Reward Policy*, with costs incurred in relation to the payment of salaries, enhanced rates and mileage being met from within existing resources. There are, therefore, no direct financial implications arising from the report, including in relation to the specific proposal to align Chief Officers' leave with that of other officers.

Comments of Deputy Monitoring Officer (Senior Solicitor)

The Council has a statutory duty under Section 38 of the Localism Act 2011 to approve and publish its Pay Policy on an annual basis. The proposed Pay and Reward Policy has been prepared in accordance with the legislation and Welsh Government Guidance. There are no significant changes since last year, but pay levels have been updated in line with national pay awards and references to job titles have been amended to reflect the Council revised senior management structure. The policy has to be approved by full Council on an annual basis, in order to comply with the statutory requirements. Therefore, Cabinet will need to make a recommendation to full Council in April to retrospectively approve and adopt the final Pay and Reward Policy as from 1st April 2023. Once adopted, the Pay and Reward Policy will need to be published and the Annual Statement of Accounts will also need to include details of the remuneration of individual Chief Officers, to comply with the requirements of the Audit (Wales) Regulations.

Terms and conditions of employment of the Chief Officers is subject to agreement at full Council. The proposed alignment of annual leave is fair and reasonable.

Comments of Human Resources & Organisational Development Manager

As the report author, the comments of the Head of People, Policy and Transformation (delegated to the HR& OD Manager) are contained within the main body of the report.

The report outlines how the sustainable development principle has been considered in developing the Pay and Reward policy.

Scrutiny Committees

N/A

Fairness and Equality Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

Fairness and Equality Impact Assessment:

There is no requirement for an FEIA for the annual pay policy review as this looks back on the year previous.

Wellbeing of Future Generations:

The Pay and Reward Policy contributes to the well-being goals for a more equal Wales and a prosperous Wales. The policy demonstrates how employees are rewarded for their contribution to the organisations local and national priorities and will ensure the Council complies with the statutory requirement to publish a “pay policy statement” on an annual basis.

The five ways of working have been applied when considering this proposal. The Council is required to publish a Pay Policy Statement each financial year and this updated policy meets this requirement.

Long Term - This policy provides a framework for decision making on pay and allows the Council to demonstrate its key approaches to pay and reward for employees, ensuring resources are managed effectively both in the short and longer term.

Collaborative – As part of this policy, the Council’s intention is to continue to develop collaborative working on a planned and strategic basis with local authority partners and other public and third sector organisations. In addition, the policy provides the public with the Council’s policy on all aspects of pay and reward, including senior posts and the lowest paid posts, explaining the relationship between remuneration for senior post holders and other groups.

Integration – This updated policy outlines the Council’s approach to pay and reward of its employees in the interests of openness and transparency and is in place to prevent problems and issues occurring with any decisions made in relation to public sector pay. The policy also forms a key part of the Council’s People and Culture Strategy. The strategy underpins the Council’s Corporate Plan and strategic objectives - how employees are rewarded for their contribution is directly linked to the delivery of the council’s key aims and objectives.

Involvement – This policy was developed with the involvement of key stakeholders including trade unions

Prevention – The Councils pay and reward policy will support the workforce aspirations of the Council in the future aiming to prevent any long standing workforce impact.

Consultation

As outlined within the report

Background Papers

Pay and Reward Policy 2022/23

Gender Pay Gap report 2021/22

Strategic Equalities Plan

Dated: 5 April 2023

This page is intentionally left blank

Introduction

Newport City Council recognises the importance of remuneration decisions that are appropriate, transparent, provide value for money and reward employees fairly for the work that they perform. This policy statement sets out the Council's key approaches to pay and reward for our employees.

Aims of Policy

To outline Newport City Council's approach to the pay and reward of its employees in the interests of openness and transparency.

Scope

To provide the public with the Council's policy on all aspects of pay and reward, including senior posts and the lowest paid posts, explaining the relationship between remuneration for senior post holders and other groups.

School Based Employees

Employees who are appointed and directly managed by Head teachers and/or Governing Bodies are not required to be included within the scope of Pay Policy Statements as the provisions in the Localism Act (2011) only apply to employees appointed and directly managed by the Council. This reflects the requirements contained within the Staffing of Maintained Schools (Wales) Regulations (2006) where school-based staff are considered to be employees of the Council, yet the appointment and management of this staff group is discharged to the Governing Body.

In the interests of consistency and transparency, the pay related data set out within this Pay Policy Statement includes information relating to those who are appointed and managed by Head teachers/Governing Bodies. Schools are required to develop their own Pay Policies.

To be read in conjunction with

Annual Statement of Accounts 2022/23
Job Evaluation Scheme
School Teachers' Pay and Conditions (Wales) Document/School Pay Policies
Market Supplement Guidance
Early Retirement and Redundancy Payments Guidance
Out of Hours/Additional Duties/Detriment Schemes
Travel and Subsistence Policy

Principles

This is Newport City Council's 2023/24 annual Pay and Reward Policy for the period 1st April 2023 to 31st March 2024. This Pay and Reward Policy provides the framework for decision making on pay and in particular decision making on senior pay.

The Council recognises that there is public interest in public sector pay and therefore the importance of being transparent in its decisions relating to pay. It is recognised that senior posts in the Council are accountable for delivering the current strategic objectives of the organisation, including demonstrating value for money and the role that senior leadership plays in the quality of service delivery. The context of managing resources effectively and appropriately is of importance to the Council and transparency on pay is therefore appropriate to publish for public scrutiny.

In accordance with the requirements of Section 38 of the Localism Act 2011 and of the Revised Guidance issued by the Welsh Government in December 2015, Newport City Council is required to publish a Pay Policy Statement for each financial year detailing:

- a) The Council's definition of senior posts
- b) The Council's definition of lowest paid employees
- c) Reasons for adopting these definitions
- d) The relationship between the remuneration of senior posts and that of the lowest paid employees

In addition to this Pay and Reward Policy, remuneration reporting is included in the Council's Annual Statement of Accounts. The finance home page can be found [here](#)

The Council's senior posts are defined as:

Chief Executive
Strategic Director – Social Services
Strategic Director – Environment and Sustainability
Strategic Director – Transformation and Corporate Services
Head of Education (Chief Education Officer)
Head of Finance (Section 151 Officer)
Head of Law and Standards (Monitoring Officer)
Head of People, Policy and Transformation
Head of Children's Services
Head of Adult's Services
Head of Prevention and Inclusion
Head of Regeneration and Economic Development
Head of City Services
Head of Environment and Public Protection
Head of Housing and Communities

POLICY**1.0 Legislative Framework****1.1 General**

In determining the pay and remuneration of all its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act (2010), Part Time Employment (Prevention of Less Favourable Treatment) Regulations (2000), the Agency Workers Regulations (2010), Transfer of Undertakings (Protection of Employment) Regulations (2006) where relevant, and the National Minimum Wage Act (1998).

With regards to Equal Pay requirements contained within the Equality Act, the Council aims to ensure that there is no pay discrimination within its pay structures and that pay differentials can be objectively justified using equality proofed job evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

1.2 Pay in schools

Employees who are appointed and directly managed by Head teachers and/or Governing Bodies are not required to be included within the scope of Pay Policy Statements as the provisions in the Localism Act (2011) only apply to employees appointed and directly managed by the Council. This reflects the requirements contained within the Staffing of Maintained Schools (Wales) Regulations (2006) where school-based staff are considered to be employees of the Council, yet the appointment and management of this staff group is discharged to the Governing Body.

In the interests of consistency and transparency, the pay related data set out within this Pay Policy Statement includes information relating to those who are appointed and managed by Head teachers/Governing Bodies. Schools are required to develop their own Pay Policies.

2.0 Responsibility for Pay Decisions**2.1 Responsibility for the Approval of the Pay and Reward Policy**

The Council's Pay and Reward Policy incorporates the statutory provisions of the Localism Act (2011) in relation to pay policy statements. Approval of this statement and of any amendments to it is therefore a matter for full Council and cannot be delegated to any sub-committee.

2.2 Responsibility for Council Pay Structure and Employment Terms and Conditions

As per the Council's constitution, overall responsibility for Council policy in relation to pay and grading structures, and employment terms and conditions rests with the Cabinet, with specific policy decisions delegated to the Cabinet Member for Organisational Transformation.

The exception to this is the matter of senior pay structures, where any proposed changes are a matter for full Council.

2.3 Delegated Authority

Managers should be aware of their delegated levels of authority. Delegations for decisions on pay cannot be further delegated below these levels:

Decision	Delegated level of Authority
Remuneration packages above £100,000 per year	Full Council
Starting pay above grade minimum for the Chief Executive, Strategic Directors and Heads of Service	Appointments Committee
Market Supplement for the Chief Executive, Strategic Directors and Heads of Service	Appointments Committee
Performance related pay increases for the Chief Executive	Leader and Deputy Leader of the Council in consultation with the Head of People, Policy and Transformation
Performance related pay increases for the Strategic Directors	Leader, Deputy Leader and Chief Executive in consultation with the Head of People, Policy and Transformation
Pay progression through Head of Service grade	Strategic Directors in consultation with the Head of People, Policy and Transformation
Starting pay above grade minimum for all grades below Head of Service	Head of Service in consultation with Human Resources
Market Supplement for posts below Head of Service	Head of Service in consultation with the Head of Law and Standards, Head of Finance and Head of People, Policy and Transformation
Pay progression through all grades below Head of Service	Head of Service in consultation with Human Resources
Additional duties payments below Head of Service	Head of Service in consultation with Human Resources
Salary detriment	Head of Service*
Early release of pension	Head of Service*
Planned overtime payments	Head of Service

Decisions marked with * are subject to a formal business case and consultation with the Head of Law and Standards, Head of Finance and Head of People, Policy & Transformation. Any dispute will be determined by a Strategic Director.

The Head of People, Policy & Transformation is responsible for ensuring that the Council's Job Evaluation Scheme (where applicable) and pay processes have been applied. Human Resources is responsible for overseeing any decision on pay to ensure that they are made in accordance with the delegated authority levels and are compliant with the terms of the Pay and Reward Policy.

3.0 Terms and Conditions of Service

The Council's employees are employed on a number of different terms and conditions dependent on the role that they fulfil:

Employee Group	Terms and Conditions
Chief Executive	Joint National Council for Chief Executives terms and conditions except for pay which is determined by a local performance related pay arrangement
Strategic Directors and Heads of Service	Joint National Council for Chief Officers' terms and conditions. Strategic Director pay is determined by a local performance related pay arrangement, Head of Service pay is subject to annual incremental movement through the grade
School Teachers	Head, Deputy, Assistant Head teachers and all other classroom teachers employed directly by the Council (as opposed to those employed by the Governing Body of a voluntary aided school) are paid in accordance with the School Teachers' Pay and Conditions (Wales) Document (STPCD).
School Improvement Professionals and Education Psychologists	The Soulbury Committee determine pay arrangements and National Joint Council for Local Government Service Employees terms and conditions apply for all other contractual entitlements
All other employees (including school-based staff other than teachers)	National Joint Council for Local Government Service Employees apply, supplemented by the Newport City Council Single Status Pay and Grading arrangements

4.0 National pay bargaining arrangements

The Council uses nationally negotiated pay spines for the relevant groups of employees as the basis for its local pay structures. The Council remains committed to adherence with national pay bargaining in respect of the national pay spines and any increases negotiated in the pay spine.

Employees on all terms and conditions will receive a pay award where this is negotiated nationally by the relevant negotiating committee.

5.0 Process for grading posts

The Council utilises the Newport City Council Job Evaluation scheme as the basis for its local grading structure. This determines the salaries of the majority of employees including non-teaching staff in schools. The pay and grading structure was agreed through a collective agreement with the recognised trade unions and implemented with effect from 1st April 2015.

The pay grade of posts on Soulbury and Teachers' pay will be determined in accordance with the national and local agreed terms.

The pay grade of JNC posts is through the Hay job evaluation scheme.

6.0 Senior Management Remuneration

For the purpose of the Council's Pay and Reward Policy, senior management means 'Chief Officers' as defined within Section 43 of the Localism Act (2011). The posts within the Council's structure identified by the statutory definition are set out below:

- Chief Executive
- Strategic Director – Social Services
- Strategic Director – Environment and Sustainability
- Strategic Director – Transformation and Corporate Services
- Head of Education (Chief Education Officer)
- Head of Children's Services
- Head of Adult's Services
- Head of Prevention and Inclusion
- Head of Law and Standards
- Head of Finance
- Head of People, Transformation and Policy
- Head of Regeneration and Economic Development
- Head of City Services
- Head of Environment and Public Protection
- Head of Housing and Communities

The current salary ranges for these posts can be found in Appendix B.

6.1 Recruitment and appointment of Chief Officers

The Council's policy and procedures with regard to the recruitment of chief officers is set out within the Officer Employment Procedure Rules as set out in Part 4 of the Council's Constitution. When recruiting to all posts the Council will take full and proper account of its own Recruitment Policy and Procedures, Job Security and Diversity Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.

Where the Council remains unable to recruit chief officers under a contract of employment, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary,

consider and utilise engaging individuals under ‘contracts for service’. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any chief officers engaged under such arrangements. Any substantive chief officer appointment made under a contract for service is subject to the approval of full Council in accordance with the provisions of the Council’s Constitution.

6.2 The role of the Chief Executive

The Chief Executive is the senior officer who leads and takes responsibility of the organisation. The organisation has a turnover of £275m and is responsible for a wide range of services employing some 5500 staff.

The role of the Chief Executive is a full time and permanent appointment. Post holders are selected on merit, against objective criteria, following public advertisement. They are appointed by the Council’s Appointments Committee. The Chief Executive works closely with elected members to deliver Newport’s corporate plan. The Chief Executive routinely works evenings as well as the standard Monday to Friday business week. The Chief Executive also heads the ‘on call’ arrangements particularly to cover emergency planning requirements.

6.3 Chief Executive Pay

The remuneration for the Chief Executive is set out in Appendix B, and the Chief Executive may receive additional payments for any of the elections where they are the Returning Officer.

Details of the Chief Executive’s remuneration, including any additional payments are published in the annual accounts of the Council and can be accessed [here](#)

The Chief Executive is a member of the LGPS pension scheme and details are disclosed in the remuneration report. There have been no increases or enhancements to the pension outside of standard arrangements.

The notice period for the role is 3 months.

6.4 Proposals to change the Chief Executive’s remuneration

Where the Council proposes to change the Chief Executive’s remuneration and the proposed change is not commensurate with a change to the salaries of the authority’s other employees, it will consult the Independent Remuneration Panel for Wales (IRPW) about the proposed change. The Council will provide the IRPW with all relevant information regarding its proposed change and will have due regard to any IRPW recommendations on the proposals.

The Council is required to declare whether or not any referrals have been made to the IRPW. To date there have been no referrals made to the IRPW regarding any aspects of the Chief Executive’s salary in the Council’s Pay and Reward Policy.

The Council will have regard to any recommendation received from the IRPW when performing its functions under section 38 or 39 of the Localism Act 2011. This may include any recommendations from the IRPW in relation to a policy within the Council’s Pay and Reward Policy regarding severance packages.

6.5 Joint Appointments

The Council's intention is to continue to develop collaborative working on a planned and strategic basis with local authority partners and also with other public sector organisations. Therefore, when senior vacancies arise, including at Chief Officer level, the views of elected Members will be sought as to whether consideration of a joint appointment would be appropriate. If Members are supportive, discussions will take place with partners and neighbouring authorities to determine whether the posts can be reconfigured as a joint appointment, instead of automatically being filled on a like for like basis.

If a decision is made to progress with a joint appointment, both parties will need to reach agreement on the salary and overall remuneration package for the post, and the proportion to this which each party will pay. Where the Council will be the employer of the joint appointee, the determination of salary and other pay arrangements will be in accordance with this Pay and Reward Policy.

Any joint appointments at Chief Officer level will be made in accordance with the provisions of the Officer Employment Procedure Rules contained in the Council's Constitution.

7.0 Pay Relativities within the Council

The relationship between the rate of pay for the lowest paid Council employee and that of the Council's Chief Officers is determined by the processes used for determining pay and grading structures as set out in this Pay and Reward Policy. A copy of the Council's grades for NJC posts is published on the external webpage under the transparency section [here](#).

The lowest paid persons employed under a contract of employment with the Council are employed at spinal column point 1 of the National Joint Council pay spine for Local Government Services which is currently £10.50 per hour (at the time of writing this policy). At any point if the lowest spinal column point within the NJC pay spine falls below the foundation living wage rate, a pay supplement will be applied to 'make up' to the foundation rate. The £10.50 rate is currently predicted to be below the foundation living wage rate of £10.90 from the 1st April 2023 and so, currently a supplement will be applied. This supplement will be applied until the NJC pay award for 2023/24 is agreed. When the pay award for 2023/24 is agreed, if the rate of pay of the NJC bottom pay spine continues to be below the foundation living wage the supplement will be adjusted and paid. If the bottom NJC rate is above the foundation living wage the supplement will be removed (subject to the next paragraph).

As part of the 2022/23 NJC pay award spinal column point 1 will be deleted on the 1st April 2023 and spinal column point 2 will become the bottom spinal point of grade 1. Spinal point 2, is £10.60 per hour and so will attract a pay supplement for living wage of 0.30p per hour currently (subject to the provision in the paragraph above).

The Council employs Apprentices (and other trainees) who are not included within the definite of lowest paid employees as they are not employed under Contracts of Employment.

The relationship between the rate of pay for the lowest paid employees and the Council's Chief Officers is regulated by the processes used for determining pay and grading structures as set out in this Pay and Reward Policy.

The salary utilised for the Chief Officer calculations of all the pay multiple data is £137,815.

As part of its commitment to pay transparency and following the recommendations of the Hutton "Review of Fair Pay in the Public Sector" (2011), the Council will publish information on pay relativities on an annual basis. The information for 2023/24 is as follows:

Multiple of Salary	Ratio (A)
<ul style="list-style-type: none"> the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio 	1:6.8
<ul style="list-style-type: none"> the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio 	1:4.6
<ul style="list-style-type: none"> the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio 	1:5.1
<ul style="list-style-type: none"> the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio 	1:3.5

Note:

- i) Column A provides the pay ratio as per the requirement of the Localism Act 2011
- ii) These figures exclude remuneration for appointments within organisations for which the Council provides a payroll service but is not the employer.
- iii) These figures exclude remuneration for joint appointments where the Council is not the employer

Gender Pay

In relation to the gender pay gap, the Council's Gender Pay Gap 2022 report outlines the gender pay gap between men and women in the Council. As at April 2022 the Council had a mean gender pay gap of 0.62% and a median gender pay gap of -0.48%. There is no bonus paid to any employee, therefore no bonus gender pay gap exists, information on our pay gap reporting and quartiles can be found [here](#)

8.0 Starting Pay

New appointments will normally be made at the minimum of the relevant grade for the post. Under exceptional circumstances, and where there are compelling and evidenced reasons to support the decision, a new employee may be appointed to a higher increment. Exceptional reasons may include the need to secure the best candidate and/or having regard to the knowledge, skills and competencies of the individual as well as their current and previous remuneration levels.

All requests to appoint above the minimum of the grade must be agreed by the relevant Head of Service in consultation with their HR&OD Business Partner before any salary offer is made to the candidate. In the case of Chief Officers all requests to appoint above the minimum of the grade must be agreed by the relevant Appointments Committee of the Council.

In addition, all remuneration packages for Chief Officers with a value of £100,000 or more must be approved by the full Council. The remuneration package will include salary, performance related pay, fees or allowances and any benefits in kind.

9.0 Annual Pay Progression arrangements

Pay structures for all employee groups are attached at the appendices as follows:

Appendix A: NCC NJC Salary Structure with Effect from 1 April 2022 (Applicable to National Joint Council for Local Government Employees)

Appendix B: Chief Officer Pay Scales

Appendix C: Soulbury Pay Scale

Appendix D: School Teachers' (Qualified and Unqualified) Pay Ranges and Leadership Group Pay Spines

The pay progression arrangements for the relevant employee groups are outlined below.

9.1 NJC for Local Government Employees

Increments will be paid on 1st April each year until the maximum of the level is reached subject to the following:

(i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources.

(ii) Employees with less than six months' service in the grade by 1st April shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 April.

NB: Any action under (i) or (ii) shall not interrupt the payment of subsequent increments on 1 April.

9.2 Chief Officers – Chief Executive and Strategic Directors

The Chief Executive and Strategic Directors will not be paid any annual increment. Any progression within these salary ranges will be based solely on performance in accordance with the agreed performance related pay arrangements.

9.3 Chief Officers – Heads of Service

Increments will be paid to Heads of Service on 1 April each year until the maximum of the level is reached subject to the following:

(i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources.

(ii) Employees with less than six months' service in the grade by 1 April shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 April.

NB: Any action under (i) or (ii) shall not interrupt the payment of subsequent increments on 1 April.

9.4 Employees on Soulbury salary scales

Increments will be paid on 1 September each year until the maximum of the level is reached subject to the following:

(i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources

(ii) Employees with less than six months' service in the grade by 1 September shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 September.

(iii) Structured Professional Assessment points will be paid in accordance with the provisions of the Soulbury Committee and the Council's Soulbury Guidance note.

The small group of employees who remain subject to the local agreement reached in June 2005 for employees within school improvement posts are employed on 'spot points' and are therefore not entitled to receive annual increments.

9.5 Withholding an increment

For all employees in posts subject to incremental progression, an increment may be withheld due to poor performance. This will only apply where formal capability procedures are being followed in accordance with the Council's Capability Policy. Any increment withheld may be paid subsequently if the employee's performance improves.

9.6 Teachers and School Leaders

Progression for teachers paid on the main or upper pay ranges will be in accordance with the provisions of the STPCD (Wales) 2022; any pay movement, where awarded, applies from 1 September each year. Teachers employed on the Leadership spine (Head Teachers, Deputies and Assistant Head Teachers) are eligible to progress within the pay range for their post on 1 September each year until the maximum point is reached. Progression is subject to meeting the requirements for movement set out in the STPCD (Wales) 2022.

10.0 Pay on Promotion or Transfer

10.1 Move to a new post at the same level

Where an employee moves to a new permanent post at the same level, they will normally be appointed on the same salary point and retain the incremental date (where this is relevant) from their original post.

10.2 Pay on promotion

Where an employee receives a promotion, they will normally be appointed on the minimum point for the new post subject to them receiving a minimum of one increment above their current spinal point in their pre-promotion post.

All requests to appoint above the minimum of the level must be agreed by the relevant Head of Service, in consultation with their HR&OD Business Partner before any salary offer is made.

In the case of Chief Officers all requests to appoint above the minimum of the grade must be agreed by the relevant Appointments Committee of the Council.

11.0 Allowances: Overtime, Bank Holiday Working, Night Work, Standby

Employees on all terms and conditions, other than Chief Officers and teachers, may be paid allowances, where appropriate, in accordance with the relevant provisions of their terms and conditions of employment as supplemented by local agreement.

Chief Officers and teachers are not eligible for such allowances but are expected to undertake duties outside their contractual hours and working patterns as is commensurate with their salary level without additional payment.

12.0 Additional Payments – All Employees

Employees on all terms and conditions may be eligible for the following additional payments unless otherwise stated:

12.1 Additional Duties Scheme

There may be occasions when an employee is asked to carry out additional duties at a higher level to those of their substantive post for a period of time. In such circumstances an additional payment may be made in line with the Council's Additional Duties Scheme, which can be found [here](#).

N.B. Under the School Teachers' Pay and Conditions Document (Wales) 2022, there are no provisions which allow for the payment of honoraria to teachers.

12.2 Professional Fees

The Council does not pay or reimburse professional/registration fees with the exception of one designated Environmental Health post in order to retain NCC's accreditation status as a training centre with the Chartered Institute of Environmental Health.

12.3 Market Supplements

Within a diverse workforce encompassing highly skilled professional and technical roles the Council recognises there may be occasions where market forces produce a situation where, in exceptional circumstances, the Council may offer an additional temporary supplement to the pay of a post.

The Council has a Market Supplement Scheme for Local Government Service employees to ensure that requirement for any market pay supplements is objectively justified. With the exception of teachers, the Scheme may apply to other posts within the council.

Supplements are subject to regular review and can be withdrawn where no longer considered justifiable.

12.4 Additional Payments under the STPCD (Wales) 2022

The STPCD (Wales) 2022 makes provision for the following additional allowances/payments for teachers, subject to the necessary criteria being met:

- Teaching and Learning Responsibility Allowances
- Special Educational Need Allowances
- Recruitment or Retention Incentives and Benefits
- Payments for participation in continuing professional development undertaken outside the school day, out-of-school hours learning activities, activities relating to the provision of initial teaching training and / or additional responsibilities and activities
- learning activities

Where the Council has centrally employed teaching staff, it may make use of the above allowances, subject to meeting the relevant provisions of the STPCD (Wales) 2022.

12.5 Travel and Subsistence Expenses

The Council's Travel and Subsistence Policy seeks to ensure that no employees will be financially disadvantaged whilst undertaking duties which take them from their normal place of work. Employees will be reimbursed additional travelling or subsistence expenses incurred in the course of their work in accordance with this policy, subject to evidence of expenditure being produced. Details of the current rates for travelling and subsistence expenses can be found [here](#).

13.0 Returning Officer

The Council has agreed that the Chief Executive undertakes the role of Returning Officer in respect of local and national elections.

The Returning Officer is an officer of the City Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from their duties as an employee of the Council. As Returning Officer, they are paid a separate allowance for each election for which they are responsible.

Other Council staff may undertake duties on behalf of the Returning Officer, e.g. polling clerks, count supervisors, etc. They will receive separate payments for these duties based on their role in any election process.

14.0 Employee Benefits

In addition to an employee's salary, the Council is able to offer a comprehensive range of benefits designed to enhance the work / life balance of our employees. The current benefits include:

- the Local Government/Teachers' Pension Schemes as applicable
- annual leave entitlements in addition to bank holiday entitlement
- The option to purchase up to one week of additional annual leave
- learning and development opportunities
- flexible working arrangements
- employee wellbeing schemes, such as counselling
- childcare vouchers
- cycle-to-work scheme
- car lease scheme
- technology purchase scheme
- discounted gym and leisure membership
- use of the Vectis card scheme to provide retail discounts
- access to financial support and advice
- pay advance facility
- advance loans for sustainable rail and bus travel
- access to shared cost additional voluntary contributions schemes.

15.0 Detriment Arrangements

15.1 All employees except Teaching staff

The Council has a non-contractual Detriment Scheme for those employees whose posts are downgraded as a consequence of implementing structural change. This can be found on the Council's Intranet. Detriment arrangements will not apply where the move to a lower graded post is voluntary.

15.2 Teaching Staff

There are specific statutory arrangements in place for teachers whose posts are downgraded as a result of implementing structural change or because of the implementation of school reorganisations. These provisions are outlined in the STPCD (Wales) 2022.

16.0 Termination of Employment

16.1 Payments on Termination

Where an employee's employment is brought to an end on grounds of redundancy or early retirement, they will receive payment on termination of their employment in accordance with the Council's Redundancy Payments and Early Retirement Guidance and discretions relating to the Local Government Pension Scheme policy. This guidance sets out the Council's approach to statutory and discretionary payments on termination of employment of all employees, prior to reaching normal retirement age. It includes the Council's discretions in accordance with the following statutory regulations:

- The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006
- The Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007, The Local Government Pension Scheme Regulations 2013 and the Local Government Pension Scheme (Transitional Provisions & Savings) Regulations 2014
- The Teachers' Pension Scheme Regulations 2010 and Teachers (Compensation for Redundancy and Premature Retirement) Regulations.

Chief Officer severance packages above £100,000 must be agreed by full Council. The severance /redundancy package includes any redundancy payment, contractual notice period and full cost of early release of pension (as required under Regulation 68 (2) of the Local Government Pension Scheme).

Payments to the Chief Executive falling outside these provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the Leader and Deputy Leader.

Other payments to other Chief Officers falling outside these provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the Leader and the Cabinet Member for Organisational Transformation.

16.2 Re-employment following termination

The Council will not re-employ ex-employees who have been made voluntarily redundant (or left in the “efficient exercise of the service”) until a period of 24 months from their leaving date has expired. The same restriction will apply in respect of the placement of such ex-employees via employment agencies or as self-employed consultants under a contract for services. For the avoidance of doubt this restriction does not apply to employees who were made compulsory redundant. Where a former employee is re-employed at Chief Officer level, the appointment will be subject to the approval of full Council in accordance with the provisions of the Council’s constitution.

The Council will not re-employ staff whose termination of employment is covered by a Settlement Agreement or COT3. The same restriction will apply in respect of the placement of such ex-employees via Employment Agencies or as self-employed consultants under a contract for services.

Delegated authority will be given to the Chief Executive, Strategic Directors (for posts in their respective services), Head of People, Policy and Transformation and the Head of Law and Standards to consider any pre or post termination requests to waive this policy provision on a case by case basis. A number of factors will be relevant in considering requests to waive this policy provision including, financial, working relationships and trust and confidence (this is not an exhaustive list). In the event that a request to waive is agreed, ex-employees will not be able to recommence employment with the Council (after an open advertisement and successful outcome from a recruitment and selection process) until a period of time has elapsed that is equal in length to the number of weeks’ pay their redundancy or compensation payment equates to.

17.0 Confidentiality

The application of this Pay and Reward Policy will be undertaken in an open and transparent way but the salary details of individual members of staff shall remain confidential. Where the Council is required to publish salary information in accordance with the provisions of the Accounts and Audit (Wales) Regulations 2005, this information is published on an anonymised basis due to the requirements of the current Data Protection Act.

18.0 Workforce Information

It is recognised that accurate workforce data is critical to the management of the Council’s most valuable and costly resource, its employees, and to the implementation of this Pay and Reward Policy. People, Transformation and Policy will be responsible for analysing the data that is currently collected in order to inform any future proposed changes to this policy/related policy and in order to fully understand the financial context.

19.0 Partnership with Trades Unions

The Council will endeavour to maintain the joint working approach that it has developed with its recognised Trade Unions and will continue to work closely with them on pay related matters. There has been consultation with representatives of the recognised Trade Unions during the development of this Pay and Reward Policy. Collective bargaining processes will be followed as appropriate for any proposed changes to pay and/or allowances.

20.0 Publication

Following approval by the full Council, and in accordance with the requirements of the Localism Act, this Pay and Reward Policy will be published on the Council's Website.

In addition, for posts where the full-time equivalent salary is at least £60,000, in accordance with the provisions of Accounts and Audit (Wales) Regulations 2005, the Council's Annual Statement of Accounts will include a note setting out:

- the total amount of salary, fees or allowances paid to or receivable by the postholder in the current and previous year
- any bonuses so paid or receivable by the postholder in the current and previous year
- any sums payable by way of expenses allowance that are chargeable to UK income tax
- any compensation for loss of employment and any other payments connected with termination
- any benefits received that do not fall within the above.

21.0 Policy Review

This Pay and Reward Policy outlines the current position in respect of pay and reward within the Council. It will be reviewed and reported to Council on an annual basis to ensure it meets the principles of fairness, equality, accountability and value for money for the authority and its residents.

This Pay and Reward Policy is updated and approved by Council on an annual basis. This statement will come into immediate effect once fully endorsed by Council at its meeting in March 2023.

Created By:	Kevin Howells
Date Created:	March 2021
Reviewed By:	Kevin Howells
Date Reviewed:	04/01/2023
Current Version:	March 2023

Document Control

Version	Date	Author	Notes/Changes
V2.1	03/03/2021	Rachael Davies	Amended to include reference to Restriction of Public Sector Exit Payments Regulations 2020
V2.2	15/03/2022	Rachael Davies	Updated to reflect Local Government and Elections (Wales) Bill

V2.3	04/01/2023	Kevin Howells	Updated to reflect current ratios and values. Updated role titles to reflect new senior management structure
e.g. VI	Click to enter date.	Click to enter text	Click to enter text
e.g. VI	Click to enter date.	Click to enter text	Click to enter text
e.g. VI	Click to enter date.	Click to enter text	Click to enter text
e.g. VI	Click to enter date.	Click to enter text	Click to enter text
e.g. VI	Click to enter date.	Click to enter text	Click to enter text
e.g. VI	Click to enter date.	Click to enter text	Click to enter text
e.g. VI	Click to enter date.	Click to enter text	Click to enter text

Appendix A: **NJC FOR LOCAL GOVERNMENT WORKERS SALARY RATES**
1 APRIL 2022

Spinal Column Point	Annual Salary £	Monthly Salary £	Weekly Salary £	Hourly Rate (37) £		
1	20,258	1,688.17	388.51	10.5002	<i>To be removed April 23</i>	
2	20,441	1,703.42	392.02	10.5951	(210-253)	
3	20,812	1,734.30	399.13	10.7872		Grade 2
4	21,189	1,765.75	406.36	10.9828		(254-297)
5	21,575	1,797.90	413.76	11.1828	Grade 3	
6	21,968	1,830.66	421.30	11.3865	(298-341)	
7	22,369	1,864.08	428.99	11.5944		
8	22,777	1,898.09	436.82	11.8060		Grade 4
9	23,194	1,932.86	444.82	12.0222		(342-397)
10	23,620	1,968.32	452.98	12.2427		
11	24,054	2,004.47	461.30	12.4676		
12	24,496	2,041.32	469.78	12.6968		
13	24,948	2,078.96	478.44	12.9309		
14	25,409	2,117.38	487.29	13.1699	Grade 5	
15	25,878	2,156.50	496.29	13.4132	(398-453)	
16	26,357	2,196.40	505.47	13.6614		
17	26,845	2,237.09	514.84	13.9145		
18	27,344	2,278.65	524.40	14.1730		
19	27,852	2,320.99	534.14	14.4363		
20	28,371	2,364.25	544.10	14.7054		Grade 6
21	28,900	2,408.33	554.25	14.9796		(454-509)
22	29,439	2,453.24	564.58	15.2589		
23	30,151	2,512.58	578.24	15.6280		
24	31,099	2,591.60	596.42	16.1195	Grade 7	
25	32,020	2,668.33	614.08	16.5968	(510-565)	
26	32,909	2,742.41	631.13	17.0575		
27	33,820	2,818.33	648.60	17.5298		
28	34,723	2,893.57	665.91	17.9977		Grade 8
29	35,411	2,950.89	679.11	18.3543		(566-621)
30	36,298	3,024.86	696.13	18.8143		
31	37,261	3,105.10	714.60	19.3134		
32	38,296	3,191.33	734.44	19.8498	Grade 9	
33	39,493	3,291.11	757.40	20.4704	(622-677)	
34	40,478	3,373.18	776.29	20.9809		
35	41,496	3,458.00	795.81	21.5084		
36	42,503	3,541.94	815.13	22.0305		Grade 10
37	43,516	3,626.36	834.56	22.5556		(678-743)
38	44,539	3,711.57	854.17	23.0856		

39	45,495	3,791.29	872.51	23.5814	Grade 11	
40	46,549	3,879.11	892.72	24.1277	(744-809)	
41	47,573	3,964.42	912.36	24.6583		
42	48,587	4,048.92	931.80	25.1839		Grade 12
43	49,590	4,132.50	951.04	25.7037		(810-875)
44	50,780	4,231.67	973.86	26.3205		
45	52,007	4,333.92	997.39	26.9565	Grade 13	
46	53,261	4,438.42	1,021.44	27.6065	(876-941)	
47	54,539	4,544.92	1,045.95	28.2689		
48	55,855	4,654.58	1,071.19	28.9510		Grade 14
49	57,199	4,766.58	1,096.96	29.6477		(942-1007)
50	58,585	4,882.08	1,123.54	30.3661		
51	60,003	5,000.25	1,150.74	31.1011	Grade 15	
52	61,453	5,121.08	1,178.55	31.8526	(1008+)	
53	62,936	5,244.67	1,206.99	32.6213		

Appendix B: CHIEF OFFICER SALARY RATES – 1 APRIL 2022

JOB TITLE	GRADE	SCALE	ANNUAL SALARY £
CHIEF EXECUTIVE	MD01	001	131,248
		002	137,815
		003	144,383
		004	150,952
STRATEGIC DIRECTORS	CD01	001	110,523
		002	114,544
		003	116,282
		004	120,221
HEADS OF SERVICE	HDS01	001	82,047
		002	84,053
		003	86,102
		004	88,202

Appendix C: SOULBURY SALARY RATES – 1 SEPTEMBER 2021 (not yet agreed for 2022)
i) EDUCATIONAL IMPROVEMENT PROFESSIONALS (EIPs)

SPINE POINT	SALARY FROM 1.9.21	SPINE POINT	SALARY FROM 1.9.21
1	37,056	26	68,434
2	38,383	27	69,616
3	39,637	28	70,815
4	40,907	29	72,016
5	42,168	30	73,215
6	43,431	31	74,404
7	44,758	32	75,611
8	46,035*	33	76,819
9	47,552	34	78,056
10	48,849	35	79,291
11	50,158	36	80,560
12	51,425	37	81,809
13	52,860**	38	83,071
14	54,140	39	84,316
15	55,553	40	85,561
16	56,831	41	86,811
17	58,113	42	88,061
18	59,371	43	89,309
19	60,668	44	90,564
20	61,338***	45	91,815
21	62,626	46	93,069
22	63,749	47	94,327
23	64,985	48	95,574****
24	66,093	49	96,825****
25	67,278	50	98,079****

NOTES:

Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit and motivate employees.

* normal minimum point for EIP undertaking the full range of duties at this level

** normal minimum point for senior EIP undertaking the full range of duties at this level

*** normal minimum point for leading EIP undertaking the full range of duties at this level

**** extension to range to accommodate structured professional assessments.

ii) EDUCATIONAL PSYCHOLOGISTS

EDUCATIONAL PSYCHOLOGISTS - SCALE A	
SPIKE POINT	SALARY FROM 1.9.21
1	38,865
2	40,838
3	42,811
4	44,782
5	46,755
6	48,727
7	50,584
8	52,440
9	54,179*
10	55,921*
11	57,544*

NOTE:

*The 11-point scale A provides for up to 3 additional SPA points to be added to the post holder entitlement on the appropriate 6-point range

ii) SENIOR EDUCATIONAL PSYCHOLOGISTS

SENIOR AND PRINCIPAL EDUCATIONAL PSYCHOLOGISTS (B) SALARY RANGE			
SPIKE POINT	SALARY FROM 1.9.21	SPIKE POINT	SALARY FROM 1.9.21
1	48,727	10	61,945
2	50,584	11	63,177
3	52,440*	12	64,431
4	54,179	13	65,707
5	55,921	14	66,941**
6	57,544	15	68,235**
7	58,210	16	69,514**
8	59,456	17	70,803**
9	60,690	18	72,090**

NOTES:

Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate employees.

* Normal minimum point for the principal educational psychologist undertaking the full range of duties at this level

** Extension to range to accommodate discretionary scale points and structured professional assessments

Appendix D: TEACHERS' SALARY RATES – 1 SEPTEMBER 2022

i) TEACHER PAY RANGES

QUALIFIED TEACHERS – pay rate from 1/9/21 – 31/8/22	WALES		
MAIN RANGE	£ p.a.	UPPER PAY RANGE	£ p.a.
M1		UPS1	41,337
M2(min)	28,866	UPS2	42,869
M3	31,184	UPS3	44,450
M4	33,587		
M5	36,232		
M6 (max)	39,873		

UNQUALIFIED TEACHERS – pay rate from 1/9/21 – 31/8/22	WALES
1	19,412
2	21,669
3	23,926
4	26,183
5	28,443
6	30,700

ii) ADDITIONAL ALLOWANCES / PAYMENTS

TEACHING AND LEARNING RESPONSIBILITY (TLR) PAYMENTS	ANNUAL ALLOWANCE £		ANNUAL ALLOWANCE £	
TLR 3 BAND (fixed-term award only)	Minimum	611	Maximum	3,028
TLR 2 BAND	Minimum	3,071	Maximum	7,497
TLR 1 BAND	Minimum	8,859	Maximum	14,990
SPECIAL EDUCATIONAL NEEDS (SEN) ALLOWANCES	ANNUAL ALLOWANCE £			
SEN RANGE	Minimum	2,426	Maximum	4,786

iii) PAY SPINE FOR THE LEADERSHIP GROUP 1/9/2022

(This spine applies to Headteachers, Deputy Headteacher, and Assistant Headteachers)

LEADERSHIP PAY – 1/9/22			
	WALES		
MAIN RANGE	£ p.a.		
1	45,081	24*	78,590
2	46,209	24	79,376
3	47,363	25	81,348
4	48,542	26	83,361
5	49,751	27*	84,581
6	51,000	27	85,426
7	52,371	28	87,545
8	53,581	29	89,714
9	54,918	30	91,947
10	56,329	31*	93,284
11	57,790	31	94,218
12	59,123	32	96,560
13	60,600	33	98,958
14	62,111	34	101,404
15	63,656	35*	102,896
16	65,349	35	103,925
17	66,849	36	106,498
18*	67,851	37	109,145
18	68,530	38	111,846
19	70,231	39*	113,437
20	71,971	39	114,572
21*	73,022	40	117,430
21	73,752	41	120,364
22	75,584	42	123,380
23	77,455	43	125,211

*These points and point 43 are the maximum salaries for the eight headteacher group ranges

This page is intentionally left blank



Report

Cabinet

Part 1

Date: 12 April 2023

Subject Digital Strategy 2023-27

Purpose To provide Cabinet with the proposed Digital Strategy for approval.

Author Head of People, Policy and Transformation

Ward All

Summary This is Newport City Council's second Digital Strategy (2023-27) and will support the delivery of the Council's Corporate Plan 2022-27. This Strategy builds on the work achieved over the last five years and has been developed following extensive consultation with residents, businesses, staff, Councillors and other key stakeholders. It has enabled Newport Council to identify four themes which will reflect the future needs and aspirations of our citizens, businesses, service users and staff. The four themes are:

1. **Digital Transformation** - We will transform services by the innovative use of digital technology that is effective, easy to use and designed around user needs
2. **Digital Skills and Inclusion** - We will develop the digital skills of our citizens, employees and members plus support improved access to digital technology.
3. **Data and Collaboration** - We will improve service delivery by better use of data and increased collaboration built on secure systems and processes.
4. **Digital Infrastructure and Connectivity** - We will drive excellent digital infrastructure and connectivity for the city and for the council

The delivery of the Digital Strategy will be developed by the Council's digital board and progress against the Strategy will be reported annually. Once the Digital Strategy has been approved by Cabinet a final version will be published on the Council's website.

Proposal Cabinet is asked to approve the Digital Strategy.

Action by Digital Services Manager

Timetable Immediate

This report was prepared after consultation with:

- Scrutiny Management Committee
- Cabinet Member (Organisational Transformation)
- Head of Finance
- Monitoring Officer
- Head of People, Policy and Transformation
- Digital City Board officer group

Signed

Background

Digital technology is now a fundamental part of everyday life for citizens, businesses and the Council to communicate with friends, family and work colleagues, carry out online transactions and business; and to enable people to access the services they need from public sector organisations such as Newport City Council. Data and digital technology is vital for all of the Council's services and it is important as we move forward as a city that we are able to empower the citizen to access the services they need, when they need it and to ensure their information is safe and secure. The last three years have also shown the digital inequality across society whether it is access to fast and reliable networks, digital devices or having the knowledge and confidence to use online services.

This is Newport City Council's second Digital Strategy (2023-27) and will support the delivery of the Council's Corporate Plan 2022-27. This Strategy builds on the work achieved over the last five years and has been developed following extensive consultation with residents, businesses, staff, Councillors and other key stakeholders. It has enabled Newport Council to identify four themes which will reflect the future needs and aspirations of our citizens, businesses, service users and staff.

Digital Strategy 2023-27 Development

The development of the Digital Strategy has been undertaken through extensive workshops and consultations with key stakeholders across the Council and the City. We have also reflected back on the last five years and importantly the Covid pandemic and cost of living crisis whereas a Council we have had to quickly adapt and learn the following:

- Increased pace of change, facilitated by digital solutions, has seen Newport City Council transform how office-based staff can work flexibly, at home, in the office and in person with the families and people in greatest need.
- Use of technology to promote the democratic role and participation of the citizen in Newport City Council decision making through live Council meetings.
- Increase in demand for the council's online services is also changing the expectations of citizens and how they access the support and services when they need it most.
- Inequalities amongst communities to access digital technology and the necessary skills to use it effectively.
- Vulnerable and disadvantage residents such as pupils not having access to devices to participate in online learning or elderly people keeping in touch with family and friends or people being able to access key council services.
- Ensuring our systems are secure and robust to protect people's personal and sensitive data, meeting legislative requirements and preventing cyber attacks.
- Having efficient digital technology to reduce our carbon footprint and support the Council to achieve its net zero carbon 2030 target.
- Positioning Newport and the region as a significant contributor towards supporting global technology sector and encouraging new, emerging digital industries and enabling citizens to have the necessary skills to support the sector.

The development of this Strategy also supported the development of the Council's Corporate Plan 2022-27 and aligns to the Well-being of Future Generations Act. The Corporate Plan recognises the importance of digital technology to transform the way which we deliver our services, the digital infrastructure of Newport and also reduce the digital inequality of Newport's citizens. Further information on the Council's development of the Digital Strategy can be found in the Fairness and Equality Impact Assessment attached to this Report.

The draft Digital Strategy was also presented to the Council Overview and Scrutiny Management Committee in July 2022. Their feedback and comments on the Digital Strategy are noted in the Report below and have been considered in the final iteration of the Digital Strategy.

Digital Strategy 2023-27

The Digital Strategy has identified four themes which it will be delivered against and will be guided by the following seven principles:

- **Innovative** – embrace new ways of working and technology
- **Data driven** - decisions are made based on sound evidence
- **User centred** – people are at the centre of what we do
- **Inclusive** – services are available to meet individual needs
- **Collaborative** – collaboration internally and externally
- **Secure** – systems and data are protected
- **Green** – digital technology supports the Council’s net zero aspirations

These principles are closely aligned to the council’s Corporate Plan principles of Fair and Inclusive, Empowering, A listening council and Citizen Focussed. The four themes are:

- **Digital Transformation**
We will transform services by the innovative use of digital technology that is effective, easy to use and designed around user needs
- **Digital Skills and Inclusion**
We will develop the digital skills of our citizens, employees and members plus support improved access to digital technology
- **Data and Collaboration**
We will improve service delivery by better use of data and increased collaboration built on secure systems and processes
- **Digital Infrastructure and Connectivity**
We will drive excellent digital infrastructure and connectivity for the city and for the council

The Digital Strategy also includes further detail on the actions and projects which we will deliver to achieve these themes. The Council’s Digital City Board will have oversight on the delivery of the Digital Strategy. An annual Digital Report will also be presented to Scrutiny and Cabinet Member which will self-reflect on the progress the Council is making against the Digital Strategy Themes. Progress will also be reported through the service plan(s) and the annual Corporate Plan Well-being Report.

Once approved the strategy will be published with appropriate graphics on the Council’s website.

Financial Summary

- There are no specific financial implications associated with this strategy. However, the strategy reflects the digital needs and aspirations of the council and therefore does reflect a level of commitment to achieve the outcomes identified in the strategy.
- The strategy does not commit specific budget and much is around cultural change. It is anticipated that any specific costs to deliver the strategy will be identified from existing budgets

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Failure to deliver on the expected outcomes within the strategy	H	L	Strong governance to support the delivery of the strategy including the role of the digital board and its associated relationships with senior management and members. Annual Digital Report to report on progress against the strategy.	Digital Services Manager

Failure to respond to the changing needs of citizens, businesses, employees and members	H	L	Ensure that citizens, businesses, employees and members are engaged in the delivery of the strategy and that the council responds to the changing environment. The Digital Strategy will be regularly updated and progress reflected on the council's website and other communication.	Digital Services Manager
---	---	---	--	--------------------------

Links to Council Policies and Priorities

The draft strategy has been developed to sit alongside the new Corporate Plan and is an important part of delivering the Corporate Plan.

Options Available and considered

1. To consider the contents of this report and associated draft strategy, providing any additional comments and/or recommendations for the strategy.
2. To request further information or reject the contents of this report

Preferred Option and Why

1. Option 1 is the preferred option to provide any additional comments and/or recommendations for the strategy.

Comments of Chief Financial Officer

There are no financial issues arising directly from this report and it confirms the service area views that the strategy can be taken forward within existing budgets.

In saying this, any future business cases that use IT to support digital services will need to be analysed to assess the financial viability of the proposal and confirm funding sources. Ideally, the digital strategy- and in particular 'digital transformation' and 'use of data' should help services to deliver recurring cashable savings given the medium term outlook.

Comments of Monitoring Officer

There are no specific legal issues arising from this report.

Comments of Head of People, Policy and Transformation

The Digital Strategy sets out the Council's approach for the transformation of services through the use of digital technology that is effective, easy to use and designed around user needs. It focusses on improving digital skills of citizens, employees and members plus and increasing access to digital technology; better use of data and improving digital infrastructure and connectivity for the city and for the council. This will play a key part in delivering the ambitions of the Council's new Corporate Plan the Climate Change Plan and the emerging One Newport Local Action Plan.

It is noted that stakeholder engagement has informed the development of this strategy and a Fairness & Equality Impact Assessment is included with this report.

The new People Plan 2023-2027 (due this year) will support the digital strategy in identifying relevant training to ensure all our employees have the appropriate digital skills and equipment to undertake their role. The People Plan will also ensure that digital skills are included in job design as part of our ongoing workforce planning to develop a digitally capable and confident organisation. The People Plan will continue to develop policies that support hybrid working and other new ways of working as part of the proposals included in the digital strategy. This will include a reduction in daily commuting and business travel by greater use of technology which supports the objectives of the Council's Climate Change Plan.

Local issues

This report is relevant to all wards.

Scrutiny Management Committee

Scrutiny Management Committee reviewed the draft themes in July 2022. The full details of the discussion can be found in the minutes on the council's website. The main comments which were considered in the final strategy document are outlined below:

The committee felt that the reports were comprehensive and clear and acknowledged the hard work of the officers and the progress and transformation that had been made for both the Council and the city of Newport and its residents.

The committee highlighted the importance of accessibility, simplicity and ease of use for digital systems and updates.

The committee asked that a summary of the feedback from resident surveys be provided for information.

The committee recommended that a definition of the city centre area that is covered by public WiFi be included and noted the importance of quality and accessible WiFi.

The committee highlighted the importance of scrutinising data services partners and providers.

The committee recommended that specific data be included as well as percentages to contextualise information more easily.

These comments and other feedback were considered in the final draft of the Strategy attached.

Equalities Impact Assessment and the Equalities Act 2010

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership.

The strategy recognises the importance of ensuring that access to services is fair for all and a Fairness and Equality Impact assessment has been undertaken for the strategy.

Wellbeing of Future Generations (Wales) Act 2015

This report details desired future outcomes of the strategy driven by underlying principles and associated themes. Progress against the strategy will be reported in the Annual Digital Report and Service Plan updates. The strategy takes into account the sustainable development principle promoted in the Act and the five ways of working; long-term, prevention, integration, collaboration and involvement.

Any changes to service delivery driven by the strategy will consider the five ways of working and the sustainable development principle as part of the decision making process.

- Long term: the strategy is driven by principles over the long term and this includes the part of digital technology in the council's response not climate change.
- Prevention: Understanding the needs of citizens, businesses, employees and members is important to prevent issues with service delivery by getting an understanding of their desired outcomes. Extensive engagement was undertaken to reduce the potential of future problems.
- Integration: The Strategy is closely aligned to the Corporate Plan and the council's Climate Change Plan. Delivery of the strategy will be integrated into the work of the Digital City Board and reported on in the Annual Digital Report. The strategy aims to embed importance principles in service provision.
- Collaboration: the strategy recognises the key role of delivery partners, most notably the IT Service provided by the Shared Resource Service (SRS). This is a key part of all the themes, especially in

Digital Skills and Inclusion and Digital Infrastructure and Connectivity where there is a role for a large number of partners

- Involvement: Public engagement was a vital part of the development of this strategy and continued engagement and feedback is required to ensure that it meets the desired outcomes. It also involves regular updates to members as key stakeholders

Consultation

The strategy has been developed following extensive engagement with citizens, businesses, employees and members. This includes presentation to Overview and Scrutiny Management Committee and the council's Digital City Board.

Background Papers

Digital Strategy 2023-27

Overview and Management Scrutiny Committee Jul 2022

Previous Digital Strategy

Dated: 5 April 2023

DRAFT
Digital Strategy
2023 – 2027

Introduction

The last three years has seen some of the biggest changes in society in how people interact with public services through digital technology. The increased pace of change, facilitated by digital solutions, has seen Newport City Council transform how office-based staff can work flexibly; at home, in the office and in person with the families and people in greatest need. The increase in demand for the council's online services is also changing the expectations of citizens and how they access the support and services when they need it most. It demonstrates how technology can assist people to remain living independently within their communities.

The last three years have also highlighted the inequalities amongst communities in access to digital technology and the necessary skills to use it effectively. For instance the importance of pupils having access to devices to participate in online learning, elderly people keeping in touch with family and friends or people being able to access key council services. It is important as a 21st Century organisation to provide a modern and inclusive approach to transform how we deliver our services, whilst providing value for money in a challenging economic environment for the council and society as whole.

Data is vital for the council to be able to operate effectively and efficiently to deliver the best possible service to residents, businesses and other public / third sector services. We have to ensure that we meet our legislative requirements to protect the data we hold, use it for agreed purposes and maintain measures to prevent cyber attacks. Therefore, it is important to provide up to date and effective digital systems, contribute to the council's net zero carbon 2030 target and ensure that residents and businesses have the best connectivity across Newport.

Newport and the south east Wales region is also positioning itself as a significant contributor towards supporting the global technology sector with major international and national organisations choosing to locate in the area. To support and encourage new, emerging digital markets it will be important for citizens in the city to have the necessary skills and provide support to Newport's schools, colleges and universities. It is also important to make a positive contribution to the digital infrastructure of the city.

This Digital Strategy sets out the Council's vision in how it will utilise technology to transform the delivery of services, support improving the well-being of residents, improve digital skills of its residents and enable businesses to thrive in Newport, supporting delivery of our well-being objectives as set out in the 2022-2027 Corporate Plan.

Background

This is the council's second digital strategy, developed at a time when digital technology is increasingly important to service delivery. It has been developed following extensive engagement with citizens, businesses, employees and members. This engagement has identified various common needs and aspirations. It recognises differences in how customers want to interact with the council given their level of digital skills and inclusion. The strategy builds on and develops activities commenced in the original digital strategy. The strategy sets the strategic direction for the council over the next five years.

Principles

The strategy is guided by important principles:-

- Innovative – embrace new ways of working and technology
- Data driven - decisions are made based on sound evidence
- User centred – users are at the centre of what we do
- Inclusive – services are available to meet individual needs
- Collaborative – collaboration internally and externally
- Secure – systems and data are protected
- Green – digital technology supports the council's net zero aspirations

These principles are closely aligned to the council's Corporate Plan principles of *Fair and Inclusive, Empowering, A listening council and Citizen Focussed*.

Themes

The strategy is based on four themes:

1. Digital Transformation

We will transform services by the innovative use of digital technology that is effective, easy to use and designed around user needs

2. Digital Skills and Inclusion

We will develop the digital skills of our citizens, employees and members plus support improved access to digital technology

3. Data and Collaboration

We will improve service delivery by better use of data and increased collaboration built on secure systems and processes

4. Digital Infrastructure and Connectivity

We will drive excellent digital infrastructure and connectivity for the city and for the council

Further details on these four themes are provided within this document. The strategy identifies what we will achieve and how we will do it. It will also highlight various activities that will support its delivery. These are primarily focused on the next two years but the themes of the strategy will drive future work. Progress against these activities will be managed and published both through service area updates, and an Annual Digital Report to Cabinet.

The themes of the Digital Strategy support the Well-being of Future Generations Act and the strategic priorities of the council.

[Wales National Well-being Goals](#)

The delivery of our well-being Objectives supports Wales' Well-being of Future Generations Act (the Well-being Act) which requires all public bodies in Wales to think about the long-term impact of our decisions and to work with our communities, people, and each other to prevent persistent problems such as poverty, health inequalities and climate change.

The Well-being Act has put in place seven well-being goals that all public-bodies, including Newport Council must work towards in this Corporate Plan:



A Prosperous Wales	A Wales of cohesive communities
A Resilient Wales	A Wales Vibrant Culture and thriving Welsh Language
A Healthier Wales	A Globally responsible Wales
A more Equal Wales	

In the delivery of our themes, we will need to work collaboratively, locally, regionally and nationally with other public sector bodies, not for profit organisations, charities, private sector, communities and representative groups. Over the next five years, Newport Council will be working with a range of partners including the Cardiff Capital Region (Corporate Joint Committee), Gwent Regional Public Services Board and Regional Partnership Board to deliver our Well-being Objectives and our strategic priorities.

Throughout the delivery of this strategy, we will ensure the decisions that we make consider five Ways of Working: Long Term, Integration, Involvement, Collaboration and Prevention. We will also ensure that the impacts of our decisions consider the socio-economic impacts on Newport’s communities, service users, and staff that work for Newport Council.

Corporate Plan 2022-27

The Corporate Plan sets out the long term priorities of Newport Council and the delivery of its services to communities, citizens, businesses, visitors of Newport. The Corporate Plan is focused on how to transform services to meet 21st Century demands of its residents, businesses and visitors. The Plan outlines how the council will become more inclusive and sustainable ensuring people will have access to the services they need.

Four well-being objectives have been developed that will prioritise our focus over the next five years and will support our longer-term vision for Newport:

1. Economy, Education and Skills - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.
2. Environment and Infrastructure – Newport is a city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
3. Quality Social Care and Community Services - Newport is a supportive city where communities and care are at the heart of what we do.
4. An Inclusive, Fair and Sustainable Council - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

Newport City Council Climate Change Plan 2022-27

To support the Welsh Government’s target for all public services to be net carbon zero by 2030, Newport City Council launched its Climate Change Plan that sets out how the council will achieve this target. The delivery of this strategy, action plan and projects will align and support the council’s Climate Change Plan and will consider the environmental impact on the council and communities.

Key Facts About Newport

<p>159,600</p> <p>Newport Resident population (9.5% growth since 2011 census)</p> <p>Census 2021</p>	<p>23</p> <p>Areas out of 100 areas in Newport living in 10% most deprived areas in Wales</p> <p>Welsh Index of Multiple Deprivation 2019</p>	<p>31,347 (19.7%)*</p> <p>Black Asian Minority Ethnic residents</p> <p>* Excluding White: English, Welsh, Scottish, Northern Irish or British</p> <p>Census 2021</p>
<p>Nearly 4 million</p> <p>Newport City Council website visits</p> <p>Newport City Council January – December 2022</p>	<p>79%</p> <p>Customer transactions completed online or self-service in Newport City Council</p> <p>Newport City Council Customer Services April – December 2022</p>	<p>Over 45,000</p> <p>Newport City Council social media followers</p> <p>Newport City Council - February 2023</p>
<p>7%</p> <p>Households in Newport without internet access</p> <p>National Survey for Wales - Welsh Government 2021/2022</p>	<p>83%</p> <p>Residents in Newport that accomplished 5 digital skills in the past 3 months</p> <p>National Survey for Wales - Welsh Government 2021/2022</p>	<p>62.5%</p> <p>Residents in Newport consider the cost of internet too high</p> <p>Newport City Council web site and bus Wi-Fi Public Survey 2021</p>
<p>97.5%</p> <p>of premises across the city that have Superfast Broadband (30Mbit/s or greater) coverage from fixed broadband</p> <p>Ofcom - Connected Nations 2022 report</p>	<p>99.5%</p> <p>of premises in Newport can receive 4G mobile services from all operators (outdoor)</p> <p>Ofcom - Connected Nations 2022 report</p>	<p>50+</p> <p>venues across the city providing free public Wi-Fi, together with free city centre and bus Wi-Fi</p> <p>Newport City Council 2023</p>

Theme 1 - Digital Transformation

Theme 1: Digital Transformation

We will transform services by the innovative use of digital technology that is effective, easy to use and designed around user needs.

5 year Outcomes – What we will achieve:	To achieve this, we will...
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Services transformed by the innovative use of digital technology 	<ul style="list-style-type: none"> Adopt a “Digital First” approach to drive transformation within the council – services are delivered digitally by design Develop a culture of collaboration and innovation within the council, embracing, trialling and implementing new technology Support the council’s Transformation programme embracing digital technologies as a key enabler Review and re-engineer service delivery in the light of new and existing digital technologies Develop the use of automation including opportunities for Robotic Process Automation (RPA) and Artificial Intelligence (AI) Work with the Shared Resource Service (SRS) as a key partner to deliver outcomes
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Digital solutions that are innovative, effective and easy to use 	<ul style="list-style-type: none"> Adopt a user centred design focus for all service delivery Development of effective and intuitive self-service facilities including “My Council Services” CRM system and mobile application Redevelop the council web site to provide a sustainability model Review major IT systems, their suitability, customer experience and self-service facilities on an ongoing basis
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Digital solutions that are available 24x7 from anywhere 	<ul style="list-style-type: none"> Development of effective and intuitive self-service facilities including “My Council Services” CRM system and mobile application Redevelop the council web site Support the council’s Transformation programme embracing digital technologies as a key enabler Continue to develop and deliver the council’s New Normal programme Increase the number of digital solutions delivered via cloud services to improve accessibility, availability, resilience and sustainability – “Cloud First”
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Digital solutions that meet design, accessibility, Welsh Language and other standards 	<ul style="list-style-type: none"> Improve the design and accessibility of council IT systems including its web site Improve the Welsh language facilities of council IT systems including its web site Development of standards around self-service facilities including “My Council Services” CRM system and mobile app Develop digital standards for major IT systems working with Procurement and customers/users

<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • A positive contribution to climate change and environmental targets including reduced travel, waste and energy consumption by the use of digital solutions 	<ul style="list-style-type: none"> • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Maximise the use of digital solutions to reduce paper usage including digitising paper records • Minimise data storage to reduce infrastructure requirements and reduce energy consumption. • Migrate to more energy efficient technology solutions including data centre and cloud provision • Embed reduce, reuse, recycle principles in digital policies and practices
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • The council’s web site is the preferred channel for customers, together with council app, customer account facilities and other digital communication platforms such as social media 	<ul style="list-style-type: none"> • Adopt a “Digital First” approach to drive transformation within the council – services are delivered digitally by design • Redevelop the council web site • Information is customer focused accurate, up to date and consistent across delivery channels • Extend the use of digital communication platforms such as social media to engage with citizens and businesses • Actively promote and signpost residents to online services at every opportunity • Development of effective and intuitive self-service facilities including “My Council Services” CRM systems and mobile app
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Access channels that are joined up effectively, providing choice and consistency of service 	<ul style="list-style-type: none"> • Information is customer focused, accurate, up to date and consistent across delivery channels including social media communications • Redevelop the council web site • Development of effective and intuitive self-service facilities • IT systems are integrated wherever possible to provide more accurate information and reduce data entry
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Digital solutions that are effective and easy to use 	<ul style="list-style-type: none"> • Employees and members have access to the appropriate technology to perform their role effectively • Develop appropriate training for employees and members to support the effective use of digital technology • Adopt a “Digital First” approach to drive transformation within the council – services are delivered digitally by design • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Implement and develop Microsoft 365 solution to realise its potential
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Digital solutions that enable remote working and participation including hybrid meetings 	<ul style="list-style-type: none"> • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Implement and develop Microsoft 365 solution to realise its potential • Deliver the council’s New Normal programme including improved telephony and use of personal devices (Bring Your Own Device)
<p><u>For employees and members:</u></p>	<ul style="list-style-type: none"> • IT systems are integrated wherever possible to provide more accurate information and reduce data entry

- Processes for employees are automated to reduce data entry in IT systems

- Develop the use of automation including opportunities for Robotic Process Automation (RPA) and Artificial Intelligence (AI)

DRAFT

Theme 2 - Digital Skills and Inclusion

Theme 2: Digital Skills and Inclusion

We will develop the digital skills of our citizens, employees and members plus support improved access to digital technology.

5 year Outcomes – What we will achieve:	To achieve this, we will...
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved digital skills for citizens and businesses. 	<ul style="list-style-type: none"> Deliver a free digital skills training programme ranging from basic digital literacy to further education development opportunities, working in collaboration with partners including Digital Communities Wales Work in collaboration with educational partners and employers to ensure the availability of digital training Signpost citizens and businesses to training opportunities available to them
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved digital inclusion by providing access to devices. 	<ul style="list-style-type: none"> Introduce a tablet loan scheme within the city Support schools to maintain the local authority recommended number of digital devices so that learners have access to the devices they need Support to the use of community focused grant funding to widen access to digital resources
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved digital inclusion by providing free public Wi-Fi and signposting free data available 	<ul style="list-style-type: none"> Provide public Wi-Fi in community buildings, city centre and buses Work with the Digital Poverty Alliance to raise awareness and undertake signposting of free data
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved digital inclusion driven by customer insight profiling. 	<ul style="list-style-type: none"> Work collaboratively with partners to undertake community profile mapping of which communities and areas are digitally excluded Review key demographic data to target support for digital inclusion
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Services that are joined up across partners. 	<ul style="list-style-type: none"> Publicise the digital inclusion work that NCC and partners are delivering across the city Work in collaboration with the Digital Inclusion Alliance Wales to deliver on our 6 pledges to eliminate digital exclusion
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> Improved digital skills for employees and members. 	<ul style="list-style-type: none"> Addresses the digital skills needs of employees and members as part of the People Plan and workforce planning Enhance the role of council digital champions to improve support for employees Signpost employees and members to relevant training and awareness raising activities
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> Improved access to devices and systems for employees currently without a device. 	<ul style="list-style-type: none"> Consider appropriate devices accessible by employees that currently do not have a device Consider suitable access for employees that currently do not have a work account

	<ul style="list-style-type: none"> • Deliver the council’s New Normal programme including improved telephony and use of personal devices (Bring Your Own Device)
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Employees and members have access to equipment to work in an agile manner. 	<ul style="list-style-type: none"> • Employees and members have access to the appropriate technology to perform their role effectively • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Implement and develop Microsoft 365 solution to realise its potential • Deliver the council’s New Normal programme including improved telephony and use of personal devices (Bring Your Own Device)

DRAFT

Theme 3 - Data and Collaboration

Theme 3: Data and Collaboration

We will improve service delivery by better use of data and increased collaboration built on secure systems and processes.

5 year Outcomes – What we will achieve:	To achieve this, we will...
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • People have confidence in the council’s management of their data 	<ul style="list-style-type: none"> • Maintain accreditation to information security standards including Public Services Network (PSN) and Payment Card industry Data Security Standards (PCI – DSS) • Comply with Data Protection Act, Freedom of Information Act and other information legislation • Improve cyber resilience working with partners and groups such as Warning, Advice and Reporting Point (WARP) and National Cyber Security Centre (NCSC) • Manage information risks by appropriate governance structures and activities • Provide and monitor user awareness training including e-learning for employees and members • Ensure technical security measures are managed, working with the Shared Resource Service (SRS), partners and suppliers • Ensure that effective data quality management processes are implemented across the organisation
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Data is shared appropriately to support partnership and collaborative working for improved service delivery 	<ul style="list-style-type: none"> • Comply with Data Protection Act, Freedom of Information Act and other information legislation to ensure information is shared appropriately • Formalise information sharing using the Wales Accord on Sharing of Personal Information (WASPI) framework • Ensure data is shared using secure and appropriate solutions • Develop the organisation’s use of data as an asset in conjunction with the Newport Intelligence Hub (NIH) • Carry out Data Protection Impact Assessments where appropriate
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Decision making, service delivery and planning is facilitated by better use of data 	<ul style="list-style-type: none"> • Ensure that services engage fully with their data to develop a better understanding of citizens and businesses for transformation and improved outcomes strategically, tactically and operationally • Develop the organisation’s use of data as an asset in conjunction with the Newport Intelligence Hub (NIH) • Gain an understanding of service demands by analysis and interpretation of complaints, compliments and other customer feedback • Ensure that benefits realised are effectively captured
<p><u>For citizens and businesses:</u></p>	<ul style="list-style-type: none"> • Improve cyber resilience working with partners and groups such as Warning, Advice and Reporting Point (WARP) and National Cyber Security Centre (NCSC)

<ul style="list-style-type: none"> Data protected against cyber attacks and other threats 	<ul style="list-style-type: none"> Ensure technical security measures are managed, working with the Shared Resource Service (SRS), partners and suppliers Implement a Security Operations Centre (SOC) and Security Information and Event Management (SIEM) system Ensure effective management of the council’s data centre to improve resilience Test cyber security and disaster recovery processes Manage information risks by appropriate governance structures and activities including incident management to minimise impacts Provide and monitor user awareness training including e-learning for employees and members
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Schools are supported in sound information management, cyber resilience and information security 	<ul style="list-style-type: none"> Continue to develop a strategic approach for school ICT Provide a schools Service Level Agreement (SLA) for information management service Provide schools with access to training and resources to support their cyber resilience and information security Implement a Security Operations Centre (SOC) and Security Information and Event Management (SIEM) system Ensure technical security measures are managed, working with the Shared Resource Service (SRS), partners and suppliers
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved business continuity by digital solutions that are resilient with high availability 	<ul style="list-style-type: none"> Ensure effective management of the council’s data centre to improve resilience Support service development of business continuity plans Ensure technical security measures are managed, working with the Shared Resource Service (SRS), partners and suppliers Test cyber security and disaster recovery processes Increase the number of digital solutions delivered via cloud services where possible to improve accessibility, availability, resilience and sustainability – “Cloud First” Ensure cloud services meet National Cyber Security Centre (NCSC) cloud security principles
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Data from digital solutions such as sensor technology makes a positive contribution to climate change and environmental targets 	<ul style="list-style-type: none"> Investigate and pilot appropriate solutions to measure the impact of climate mitigation and climate adaptation measures Compare digital data with conventional data capture methods to identify suitable business cases for the deployment of sensor technologies Consider publication of validated and relevant environmental data
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Up to date and meaningful information is available to citizens, businesses etc. 	<ul style="list-style-type: none"> Ensure a culture that recognises the importance of maintaining accurate, relevant and up to date information for the public Ensure the council’s web site and other digital communication channels are up to date and consistent Development of effective and intuitive self-service facilities Continued development and use of online mapping portal and its associated data
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved transparency with council data made 	<ul style="list-style-type: none"> Ensure that services engage fully with their data to develop a better understanding of citizens and businesses for

<p>available that facilitates the use of data for public good in an open format where possible</p>	<p>transformation and improved outcomes strategically, tactically and operationally</p> <ul style="list-style-type: none"> • Develop the organisation’s use of data as an asset through Newport Intelligence Hub (NIH) • Freedom of Information and related requests are processed effectively • We will continue to publish data in an open format at www.newport.gov.uk/transparency
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Demonstrate organisational commitment to processing customer requests for information such as Freedom of information and Subject Access Requests 	<ul style="list-style-type: none"> • Meet performance targets for Freedom of Information, Subject Access and other information requests
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • An improved understanding of the city, its citizens and businesses as a result of insight profiling, census and other data sources 	<ul style="list-style-type: none"> • Analysis of service interactions, predictive trend analytics and the use of the Census and other data to ensure that we target and respond according to needs

DRAFT

Theme 4 - Digital Infrastructure and Connectivity

Theme 4: Digital Infrastructure and Connectivity

We will drive excellent digital infrastructure and connectivity for the City and for the council.

5 year Outcomes – What we will achieve:	To achieve this, we will...
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Excellent connectivity in the city due to increased inward investment in the city's digital infrastructure – broadband, Wi-Fi and mobile telecommunications including 5G 	<ul style="list-style-type: none"> • Support and participate in city infrastructure developments in collaboration with partners for broadband, Wi-Fi and mobile telecommunications • Develop a culture that recognises the benefits to citizens and businesses of digital infrastructure • Implement the Local Broadband Fund (LBF) project in council adult residential care homes • Bids for funding for solutions to improve connectivity in the city where opportunities arise • Exploit city centre digital infrastructure such as dark fibre to act as catalyst for digital developments, inward investment, regeneration and economic activity • Provide and develop public Wi-Fi in public buildings, city centre and buses
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Newport established as Wales' first data city 	<ul style="list-style-type: none"> • Work with Cardiff Capital Region, business, industry and FE and HE institutions to capture, sustain and grow our data capabilities and opportunities, including the delivery of a National Technology Institute in Newport.
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Council services are delivered by fast and reliable networks 	<ul style="list-style-type: none"> • Continue to review the digital infrastructure provision in council buildings • Increase the number of digital solutions delivered via cloud services where possible to improve accessibility, availability, resilience and sustainability – “Cloud First” • Review the existing Community Safety Network provision • Ensure effective management of the council's data centre to improve resilience • Migrate existing PSTN telephone network services to digital
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Smart place technology improves service delivery 	<ul style="list-style-type: none"> • Develop a culture of collaboration and innovation within the council, embracing, trialling and implementing new technology • Consider and implement smart place technologies where appropriate to capture, use and publish appropriate data
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Digital infrastructure for the city considered in council buildings, planning, road infrastructure and assets 	<ul style="list-style-type: none"> • Develop a culture that recognises the benefits to citizens and businesses of digital infrastructure • Support and participate in city infrastructure developments in collaboration with partners for broadband, Wi-Fi and mobile telecommunications • Review the digital infrastructure provision in council assets such as roads and street furniture

<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Building infrastructure that supports a flexible and agile workforce 	<ul style="list-style-type: none"> • Deliver the council’s New Normal programme including improved telephony and use of personal devices (Bring Your Own Device) • Continue to review the digital infrastructure provision in council buildings • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Employees and members have access to systems irrespective of where they choose to work 	<ul style="list-style-type: none"> • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Deliver the council’s New Normal programme including improved telephony and use of personal devices (Bring Your Own Device) • Increase the number of digital solutions delivered via cloud services to improve accessibility, availability, resilience and sustainability – “Cloud First” • Implement and develop Microsoft 365 solution to realise its potential • Work with the Shared Resource Service (SRS) as a key partner to deliver outcomes

DRAFT

Development of the Plan

The Digital themes have been developed in consultation with citizens and businesses to understand their future priorities, using a website survey and a paper alternative. Online surveys have also been conducted using the city's public Wi-Fi in buildings and on buses. Internal engagement has included working with senior managers, the officer Digital City Board and wider officer groups.

Scrutiny discussion in July 2022 supported the proposed themes and detailed aims and actions have now been developed following further engagement. The draft strategy has been developed to sit alongside the new Corporate Plan.

A Fairness and Equality Impact Assessment (FEIA) has been developed and this is published at www.newport.gov.uk/feia .

Performance and Reporting

A detailed action plan will be developed annually and reported through the Annual Report process. Performance is reviewed by means of the Annual Digital Report to Scrutiny Committee and Cabinet Member. Performance will also be monitored as part of the defined role of the council's digital programme board.

DRAFT



Report

Cabinet

Part 1

Date: 12 April 2023

Subject Newport City Council response to external pressures impacting Council services

Purpose To present an update to Cabinet on Newport City Council's response to external factors impacting on delivery of Council services.

Author Policy and Partnership Manager

Ward All

Summary This report provides an update on the main external pressures faced by our residents, communities, and services during this month. As with previous reports, this is provided in the context of increased demand on the council and our staff through increased demand and own increased costs.

Collaboration and partnership working is key to supporting our citizens and therefore this report provides information on how this way of working is enabling a greater access for our residents to support, advice and guidance.

Proposal Cabinet to consider the contents of the report on the Council's activity to respond to the external factors on Newport's communities, businesses, and council services.

Action by Executive Board and Corporate Management Team

Timetable Immediate

This report was prepared after consultation with:

- Executive Board
- Corporate Management Team

Signed

Background

This monthly report provides an update to Cabinet members of the key pressures being faced by our residents, business, and the council and how this is impacting on the services provided, along with a summary update of additional initiatives undertaken during March 2023.

As with the previous month's report, the Cost-of-Living crisis continues to be the biggest pressure impacting locally and nationally and we continue to work with our partners to support our residents and communities wherever possible.

Council tax bills have recently been issued to city residents generating a significant number of enquiries many of which are linked to the on-going cost of living pressures many households are facing. Cost of Living remains the main pressure to residents of the city.

This month also saw The Bank of England has raising interest rates to 4.25 per cent from 4 per cent and we are yet to see the impact of this on our residents.

Cost of Living Crisis

The Council's Cost-of-Living officer Task and Finish Group provides a forum for the sharing of information on how our residents are being affected and how we can work in partnership to mitigate some of the impact on our residents. In addition, it enables representation on national events such as those facilitated by the Welsh Local Government Association, sharing ideas on greater cross-service coordination and accessibility to the support available to Newport residents.

Following the success of the previous Cost of Living event in the Riverfront last year, and follow up event is being planned for April 26th, again at the Riverfront. This event will be promoted via NCC usual communication networks and will involve a myriad of partners and organisations offering advice and support on managing their finances.

The group are keen to follow this up with more localised events in the East and West of the city to promote accessibility and inclusiveness. This planning will also consider the needs of the more rural areas of the city and how they can be supported with access to information and advice.

A survey has also been undertaken with our Involve Newport Citizens' Panel. Involve Newport is a panel of Newport residents who give their views on a range of topics about local services and life in Newport through regular surveys. The panel currently has around 700 members and is an excellent way of hearing directly from residents in our communities how the cost-of-living crisis has impacted on them, their families, and the quality of their day to day lives.

The survey asked residents several questions relating to the current cost of living issues and how it has affected them. We also asked for feedback on what has helped them so far and what more could be done to support residents to manage the issues and challenges they were facing. The results of this survey have just been received and collated. An analysis of this data and feedback will be provided for next month's report.

Newport schools continue to support our children, young people, and their families during this time, and are working hard to ensure the inclusion and participation of children from low-income families is embedded practice across all settings. As part of this commitment all schools have received a presentation provided by Children in Wales called The Price of Pupil Poverty: Taking a Whole School Approach to Improving the Wellbeing of Children from Low Income and Disadvantaged Backgrounds. They have also received a policy template to complete and share with their school community.

Other initiatives supported this month include a 'moving on event' at the Riverfront providing career support and guidance for students from secondary schools, and the planning of the allocation of a £39 voucher per child entitled to Free School Meals to cover the Easter fortnight break.

National Support

Last month's report provided information on the UK wide Energy Bills Support Scheme – Alternative Funding. Application is via a national website, with NCC officers assessing and processing payments for Newport residents. Since the scheme opened at the beginning of March 2023 approximately 200 applications have been received and are being processed.

National Non-Domestic rate bills will shortly be issued, which will show the rateable values following the revaluation carried out by the Valuation Office Agency. Around 25% of ratepayers will see their bills decrease and a similar number will have increased bills compared to 2022-23. The Welsh Government's transitional Relief scheme will limit the increase payable by individual business and the Newport City Centre Rate Relief scheme will further reduce the amount that city centre business will have to pay.

Warm Centres

NCC's Warm Centre project delivered in partnership with GAVO, and 20 community-based organisations delivered 149 sessions between December and February supporting almost 1200 attendees. GAVO continue to manage our grants program to community organisations, and we are hopeful that the funding will be fully utilized by the end of the financial year. A review will be held in the Spring with all partners to capture learning and best practice and to plan for any future provision.

Ukrainian Refugee Support

Newport has a long history of welcoming people seeking sanctuary and will continue to offer a place of safety for those fleeing conflict and persecution.

There are currently 118 people living with 56 sponsors in Newport and 40 households living in one Newport hotel, 3 households in living in Housing Justice Cymru interim accommodation, and a further 12 households living in another hotel under the Welsh Government Super Sponsor Scheme. This super sponsor scheme in the second hotel is due to end in the coming months and the council is working hard to secure new sponsors and properties in the private rented sector.

Linked to the above, there are currently 50 Ukrainian learners attending schools across the city; 24 being educated within the primary sector and 26 at secondary level. These include two 'Hubs', one based in Milton Primary and the second in Llanwern High which have remained quite static with pupil numbers.

Risks

Newport Council will be reviewing the Council's Corporate and service area risks as part of the new Corporate Plan.

Risk Title / Description	Risk Impact score of Risk if it occurs* (1-5)	Risk Probability of risk occurring (1-5)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
Cost of Living impact on Council services	4	4	See this report on the Council's response to the cost-of-living crisis.	Corporate Management Team
Supporting refugees to settle in Newport.	4	2	See this Report on the Council's response to re-settlement programmes.	Corporate Management Team, Head of Housing and Communities, Director of Social Services

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan
Strategic Equalities Plan

Options Available and considered

1. To consider and note the contents of the report on the Council's response.
2. To request further information or reject the contents of the report

Preferred Option and Why

1. To consider and note the contents of the report on the Council's response.

Comments of Chief Financial Officer

The report highlights the various factors which are putting pressure on Council services to help and respond, with the report highlighting the support which is available. Whilst a significant amount of this specific support is funded from UK Government and Welsh Government, certain factors are having an impact on the Council's in-year financial position and affecting the medium-term financial outlook.

Especially in the context of an extremely challenging medium-term horizon, budget managers and Heads of Service will be expected to continue to monitor the impact of the external factors included in this report, especially in areas where grant funding ends, and work with Finance colleagues to escalate any material financial implications and report them where relevant. This will need to also include plans to mitigate any issues, as far as is possible.

Comments of Monitoring Officer

There are no legal issues arising from the report. Any specific legal implications will be addressed as part of the Council's operational responses to the key issues identified in the report.

Comments of Head of People, Policy and Transformation

This reports updates members on the impact of external pressures on our residents, staff and communities and provides a summary of the initiatives supported this month.

These pressures have an inequitable impact on our most disadvantaged and vulnerable residents, and it is therefore any support we can provide to mitigate the impact is of value. The results of the survey will help us to better understand how this is affecting our citizens, and support evidence-based interventions.

The council is considering HR implications for our workforce and working with all service areas closely during this period.

Scrutiny Committees

Not applicable as this an information only report and no decision is required from the Council.

Fairness and Equality Impact Assessment:

Not applicable as this is an information only report and no decision is required.

Wellbeing of Future Generations

Long Term – The short term actions the Council is taking now is considering the longer-term impacts which the cost of living is having on communities and businesses in Newport. Newport Council alongside partners are providing financial and non-financial support to help households and businesses.

Collaborative – Newport Council is working collaboratively across the organisation and also our external partners from Aneurin Bevan University Health Board, schools, Welsh Government and other local partners to support cost of living support.

Integration – The actions that the Council and is taking supports the Council's organisational priorities for community cohesion, early intervention, and prevention. This also supports the Welsh Government's priority for Wales being a nation of sanctuary.

Involvement – We are involving communities and residents who are providing vital front-line support and helping vulnerable / disadvantage households, and refugees. The Council is also providing regular updates and communications to those impacted by the cost-of-living crisis.

Prevention - The short term actions the Council is taking now is considering the longer-term impacts which the cost of living is having on communities and businesses in Newport. Newport Council alongside partners are providing financial and non-financial support to help households and businesses.

Consultation

Not Applicable

Background Papers

Monthly reports to Cabinet.

Dated: 4 April 2023

This page is intentionally left blank



Report

Cabinet

Part 1

Date: 12 April 2023

Subject Cabinet Work Programme

Purpose To report and agree the details of the Cabinet's Work Programme.

Author Governance Team Leader

Ward All Wards

Summary The purpose of a work programme is to enable Cabinet to organise and prioritise the reports and decisions that are brought to each meeting. Effective forward planning by Cabinet also impacts positively upon the Council's other Committees, in particular Scrutiny, because work needs to be coordinated on certain reports to ensure proper consultation takes place before a decision is taken.

The current work programme runs to May 2023, but it is a working document. It is important that the work programme is owned and prioritised by Cabinet Members directly, so each month the Cabinet Office Manager brings a report updating Cabinet on any changes, so that the revised programme can be formally approved.

The updated work programme is attached at Appendix 1.

Proposal To agree the updated work programme for 2022/23

Action by Governance Team Leader

Timetable Immediate

This report was prepared after consultation with:

- Chief Officers
- Monitoring Officer
- Head of Finance
- Head of People, Policy and Transformation

Background

The purpose of a work programme is to enable Cabinet to organise and prioritise the reports and decisions that are brought to each meeting. Effective forward planning by Cabinet also impacts positively upon the Council's other Committees, in particular Scrutiny, because work needs to be coordinated on certain reports to ensure proper consultation takes place before a decision is taken.

The Wales Audit Office's Corporate Assessment of Newport City Council, published in September 2013, highlighted the need to "strengthen committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up". Since that report was published, these monthly reports have been introduced to provide Cabinet with regular updates on its work programme, and the opportunity to comment upon and shape its priorities as an executive group. The Democratic Services team have also been working to improve the links between this and other work programmes under its management (eg Council, Scrutiny, Audit) to ensure the various programmes are properly coordinated.

The current work programme runs to May 2023, but it is a working document. It is important that the work programme is owned and prioritised by Cabinet Members directly, so each month the Cabinet Office Manager brings a report updating Cabinet on any changes, so that the revised programme can be formally approved.

The updated work programme is attached at Appendix 1.

Financial Summary

There is no direct cost to adopting a programme of work.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
No action taken	M	L	Work programming arrangements are in place to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.	Head of Democratic Services
The process is not embraced by report authors and members	M	M	If there is proliferation of unplanned or late items, the opportunity to ensure work programming is timely, meaningful, informative, and transparent, balanced, monitored, and joined up will diminish	Head of Democratic Services

Links to Council Policies and Priorities

These proposals will help the Council provide the best possible service to members and will provide information to the public and elected members.

Options Available and considered

- To adopt the process and adopt or amend the work programme
- To consider any alternative proposals raised by Cabinet members
- To take no action

Preferred Option and Why

To adopt the proposals which should help to ensure work programming arrangements are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

Comments of Chief Financial Officer

There are no financial implications in adopting a programme of work.

Comments of Monitoring Officer

There are no legal implications in adopting a programme of work.

Staffing Implications: Comments of People, Policy and Transformation

There are no specific staffing implications in adopting a programme of work.

Local issues

There are no local issues as this report relates to the Council's processes

Scrutiny Committees

Monthly update reports allow the Scrutiny and Cabinet work programmes to be better coordinated. The Scrutiny team and Members are currently developing new ways of working through the new Committees, and continually reviewing the work programmes to focus more on risk and ensure all scrutiny activity has a defined purpose and constructive outcome.

Equalities Impact Assessment and the Equalities Act 2010

This does not apply to this procedural report.

Children and Families (Wales) Measure

This procedural report does not impact on Children and Young People although certain reports contained in the programme may do and will need appropriate consultation and comment when they are presented to cabinet.

Wellbeing of Future Generations (Wales) Act 2015

This is a procedural report but reports contained within the programme will need to show how consideration has been given to the five things public bodies need to think about to show they have applied the sustainable development principle put into place by the Act.

Consultation

As set out above

Background Papers

Dated: 28 March 2023

This page is intentionally left blank

Cabinet

Work Programme: June 2022 to May 2023

Meeting	Agenda Items	Lead Officer
Cabinet 15/06/22	<ul style="list-style-type: none"> ▪ Corporate Risk Register Update (Q4) ▪ Local Area Energy Plan ▪ Information Station Project ▪ Levelling Up Fund ▪ 2021/22 Treasury Management Year End Report ▪ Covid Recovery ▪ NCC External Pressures - Cost of Living - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HPP&T ▪ HPP&T ▪ HR&ED ▪ HR&ED ▪ HoF ▪ CX/HPP&T ▪ CX/PP&T ▪ GTL
Cabinet 13/07/22	<ul style="list-style-type: none"> ▪ 2021/22 Revenue Budget Outturn ▪ 2021/22 Capital Outturn and Additions ▪ Shared Prosperity Fund ▪ RDLP – Vision, Issues and Objectives ▪ Welsh Language Annual Report ▪ Welsh Government Consultation, One Network, One Timetable, One Ticket: Planning buses as a public service for Wales – NCC Response ▪ NCC External Pressures - Cost of Living - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HPP&T ▪ HR&ED ▪ HPP&T ▪ HPP&T ▪ HCS ▪ CX/HPP&T ▪ GTL
Council 13/07/22	<ul style="list-style-type: none"> ▪ Council Appointments ▪ 2021/22 Treasury Management Year End Report ▪ Welsh Language Annual Report ▪ PSPO: Dog Control 	<ul style="list-style-type: none"> ▪ GTL ▪ HoF ▪ HPP&T ▪ SD: ES
Cabinet 14/09/22 CANCELLED	Agenda items moved to October Cabinet.	
Council 27/09/22	<ul style="list-style-type: none"> ▪ Council Appointments 	<ul style="list-style-type: none"> ▪ GTL
Cabinet 12/10/22	<ul style="list-style-type: none"> ▪ Revenue Budget Monitor ▪ Capital Budget Monitor ▪ Corporate Risk Register Update (Quarter 1) ▪ Corporate Plan ▪ Strategic Equality Plan Annual Report ▪ Climate Change Plan Annual Report ▪ RPB Market Stability Report ▪ NCC External Pressures - Cost of Living ▪ One Newport Summary of Business 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ CD: SS ▪ CX/HPP&T ▪ HPP&T

	<ul style="list-style-type: none"> ▪ Work Programme 	<ul style="list-style-type: none"> ▪ GTL
Cabinet 16/11/22	<ul style="list-style-type: none"> ▪ NCC External Pressures - Cost of Living ▪ Annual Compliments, Comments and Complaints ▪ Annual Safeguarding Report ▪ Corporate Plan Annual Report 2021/22 ▪ Corporate Plan Final Report 2022/27 ▪ Cost Sharing Agreement with Coleg Gwent ▪ Work Programme 	<ul style="list-style-type: none"> ▪ CX/HPP&T ▪ Customer Services Manager ▪ CD: SS ▪ HPP&T ▪ HPP&T ▪ HRED ▪ GTL
Council 22/11/22	<ul style="list-style-type: none"> ▪ Council Appointments ▪ Corporate Plan 2022/27 ▪ Strategic Equality Plan Annual Report ▪ Climate Change Plan Annual Report ▪ RPB Market Stability Report ▪ Democratic Services Annual Report ▪ Standards Committee Annual Report 	<ul style="list-style-type: none"> ▪ GTL ▪ HPP&T ▪ HPP&T ▪ SD: E&S/HE&PP ▪ SD: SS ▪ HL&S ▪ HL&S
Cabinet 14/12/22	<ul style="list-style-type: none"> ▪ Revenue Budget Monitor ▪ 2023/24 Revenue Draft Budget and MTFP: Final Proposals ▪ Capital Budget Monitor and Additions ▪ Treasury Management Report ▪ Corporate Risk Register Update (Quarter 2) ▪ Gwent Wellbeing Plan ▪ Norse Joint Venture ▪ Regional Integration Fund Financial Plan ▪ Director of Social Services Annual Report ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HoF ▪ HoF ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ SD: SS ▪ SD: SS ▪ CX/HPP&T ▪ GTL
Cabinet 11/01/23	<ul style="list-style-type: none"> ▪ Replacement Local Development Plan ▪ Western Gateway ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HR&ED ▪ HR&ED ▪ CX/HPP&T ▪ GTL
Council 24/01/23	<ul style="list-style-type: none"> ▪ Council Appointments ▪ 2022/23 Treasury Management 6 monthly report ▪ Council Tax Reduction Scheme ▪ Director of Social Services Annual Report ▪ Annual Safeguarding Report ▪ Schedule of Meetings 2023/24 ▪ Mayoral Nomination 2023/24 	<ul style="list-style-type: none"> ▪ GTL ▪ HoF ▪ HoF ▪ CD: SS ▪ CD: SS ▪ GTL ▪ GTL
Cabinet 15/02/23	<ul style="list-style-type: none"> ▪ 2023/24 Capital Strategy and Treasury Management Strategy ▪ Revenue Budget Monitor ▪ Capital Budget Monitor ▪ 2023/24 Revenue Final Budget and MTFP: Final Proposals ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HoF ▪ HoF ▪ CX/HPP&T ▪ GTL

Council 28/02/23	<u>Budget:</u> <ul style="list-style-type: none"> ▪ Council Appointments ▪ 2023/24 Council Tax and Budget ▪ 2023/24 Capital Strategy and Treasury Management Strategy ▪ National Non-Domestic Retail, Leisure and Hospitality Relief Scheme 2023/24 ▪ Gwent Wellbeing Plan ▪ Ward Meetings ▪ Scrutiny Annual Report 2021/22 	<ul style="list-style-type: none"> ▪ GTL ▪ HoF ▪ HoF ▪ HoF ▪ HPP&T ▪ DE&ES Manager ▪ DE&ES Manager
Cabinet 22/03/23	<ul style="list-style-type: none"> ▪ NCC Core (Themes, Outcomes, Measures) TOMs for Measuring Social Value in Contracts ▪ Corporate Risk Register Update (Quarter 3) ▪ Complaints Policy ▪ NCC External Pressures - Cost of Living ▪ One Newport Summary Document (for information/ awareness) ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HPP&T ▪ HPP&T ▪ CX/HPP&T ▪ HPP&T ▪ GTL
Cabinet 12/04/23	<ul style="list-style-type: none"> ▪ Pay and Reward Statement 2023/24 ▪ Digital Strategy ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ GTL
Council 25/04/23	<ul style="list-style-type: none"> ▪ Council Appointments ▪ Pay and Reward Statement 	<ul style="list-style-type: none"> ▪ GTL ▪ HPP&T
Cabinet 10/05/23	<ul style="list-style-type: none"> ▪ Shared Prosperity Fund ▪ NCC External Pressures - Cost of Living ▪ OneNewport Pill Master Planning ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HR&ED ▪ CX/HPP&T ▪ SD: T&C ▪ GTL
Council 16/05/23	<u>AGM:</u> <ul style="list-style-type: none"> ▪ Council Appointments 	<ul style="list-style-type: none"> ▪ GTL

This page is intentionally left blank