

# Agenda



## Performance Scrutiny Committee - Place and Corporate

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Date: Monday, 25 July 2022

Time: 4.00 pm

Venue: Council Chambers - Civic Centre

To: Councillors J Cleverly (Chair), S Adan, J Harris, G Horton, M Howells, M Linton, B Perkins, C Reeks, J Reynolds and K Thomas

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Item	Wards Affected
1	<u>Apologies</u>
2	<u>Declaration of Interest</u>
3	<u>Minutes of the previous meeting held on 11 July 2022</u> (Pages 3 - 8)
4	<u>2021/22 Service Plan End of Year Reviews</u> (Pages 9 - 120)
5	<u>Conclusion of Committee Reports</u> Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.
6	<u>Scrutiny Adviser Reports</u> (Pages 121 - 128) a) Action Plan ( <b>Appendix 1</b> )

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Date of Issue: Monday, 18 July 2022

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# Minutes



## Performance Scrutiny Committee - Place and Corporate

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Date: 11 July 2022

Time: 4.00 pm

Present: Councillors J Cleverly (Chair), J Harris, M Howells, M Linton, C Reeks, J Reynolds and K Thomas

In Attendance: Councillors Jane Mudd (Leader of the Council and Cabinet Member for Economic Growth and Development), Laura Lacey (Cabinet Member for Infrastructure), James Clarke (Cabinet Member for Strategic Planning, Regulation and Housing), Deb Harvey (Cabinet Member for Community Well-being), Rhys Cornwall (Strategic Director - ), Paul Jones (Strategic Director – Environment and Sustainability), Tracey Brooks (Head of Regeneration and Economic Development), Stephen Jarrett (Head of City Services), Silvia Gonzalez-Lopez (Head of Environment and Public Protection), Caroline Ryan-Phillips (Head of Prevention and Inclusion), Katherine Howells (Housing and Assets Manager), Matt Tribbeck (Team Manager – Regeneration), Ross Cudlipp (Service Manager – Climate Change), Neil Barnett (Scrutiny Adviser), Louise Thomas (Governance Officer) and Emily Mayger (Governance Officer)

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### 1 Apologies

Councillors Bev Perkins and Gavin Horton.

### 2 Declaration of Interest

None.

### 3 Minutes of the previous meeting held on 28 February 2022

The Minutes of the previous meeting held on the 28<sup>th</sup> February 2022 were accepted as a true and accurate record.

### 4 2021/22 Service Plan End of Year Reviews

#### Regeneration Investment and Housing

##### Invitees:

- Councillor Jane Mudd – Leader of the Council and Cabinet Member for Economic Growth and Strategic Investment
- Councillor James Clarke – Cabinet Member for Strategic Planning, Regulation and Housing
- Councillor Laura Lacey – Cabinet Member for Infrastructure
- Councillor Deb Harvey – Cabinet Member for Community Well-being
- Tracey Brooks – Head of Regeneration and Economic Development
- Caroline Ryan-Phillips - Head of Prevention and Inclusion

The Leader of the Council gave a brief overview of the report, and asked that in relation to the reports for it to be taken in to account that whilst all this work was ongoing our officers were still part of the response to Covid-19 and stressed the importance of viewing these reports and Performance Outcomes within this context. The Leader would like to recognise and acknowledge the significant efforts of the team. It was emphasised that the service plans relate to the previous service areas and going forward they have been reconfigured and so there will be a difference in responsibilities. There are new Cabinet Members as well as new Heads of Service that may not have been within these roles when some of this work was undertaken.

The Head of Regeneration and Economic Development gave a brief overview of the report and noted that through April 2021 to March 2022 the effects of Covid-19 were still felt as well as the affects from leaving the EU such as increases in the cost of materials and labour shortages. The Head of Regeneration and Economic Development commented on the Key Performance Indicators stating that there was a mixed bag but that they did not reflect the unique challenges that the staff were presented with. The report also highlights the pressure on the services such as housing to accommodate rough sleepers which placed an extra strain on the housing supply. However, over £16 Million of Social Housing Grants were received and distributed as well as additional phase two funding for new accommodation units in the city centre was secured. The housing supply still remains a challenge, but the team remain committed to seize all opportunities to increase housing numbers.

The Head of Regeneration and Economic Development commented on the issues they have had with staff recruitment and how vacancies have impacted their abilities to deliver some services and that innovative ways to address those pressures were looked at. There has been an impact on the speed at which planning applications can be determined however whilst Newport City Council may be slower it's been shown through the appeal process that the right decisions have been made rather than merely quick decisions.

The Head of Regeneration and Economic Development mentioned some positives, despite the challenges. The Carbon Management Team that supports the delivery of the Climate Change plan and the Local Area Energy plan and the community focused teams that have continued to provide support and access to Libraries and community centres throughout lockdowns and restrictions. The business support team have been able to deliver several million in support grants to businesses and we are now moving from a place of business survival to business growth. The Head of Regeneration and Economic Development stressed that the report was a mixed bag and does not reflect the tremendous amount of resilience displayed by staff.

The Head of Prevention and Inclusion then introduced herself to the Committee and confirmed that she would be continuing to work with the Head of Regeneration and Economic Development to continue the work that is ongoing.

Members asked the following:

- Members commented that a lot of the projects are being undertaken alongside partners in the city centre, such as the new leisure centre. What are the timescales of these works, and also the timeframe for closing and reopening the new leisure centre?

Members were advised that a lot of work is ongoing and so it is difficult to give an answer. In regards to the new and old leisure centre, some of the work has been started on the new site but the exact end date is not known yet. There are some complications with the old leisure centre being closed to create the Covid-19 Vaccination centre.

- Members asked about the ongoing issue with Homelessness in Newport and asked what indicators are used when looking at homelessness in Newport as a whole.

The Leader advised that there were multiple categories of homelessness that are used by Newport City Council, there is an annual rough sleeper count and anyone who falls into any of these categories is counted. The Leader advised that there are KPIs within the report which relate to these counts.

- Members asked if there was an updated plan for the Transporter Bridge?

Members were advised that in the reports there is an update showing that Cabinet approved the additional funding as well as receiving an additional £2 million funding from the National Heritage Lottery Fund and so work should be starting soon.

- Members asked about the Newport Arcade. What programme is being used to reach out to businesses to attract them to the marketplace, and is there a programme in place for incentives rather than just a timescale to fill the available spaces?

Members were advised that a lot of the units are privately owned and so nothing could be enforced with them. There is increased interest in taking up those spaces and there is currently reduced rates to encourage small businesses.

The Chair thanked the officers for their attendance.

## **City Services**

### **Invitees –**

- **Paul Jones – Strategic Director – Environment and Sustainability**
- **Councillor Yvonne Forsey – Cabinet Member for Climate Change and Biodiversity**
- **Councillor Debbie Harvey – Cabinet Member for Infrastructure and Assets**
- **Stephen Jarrett – Head of City Services**
- **Silvia Gonzalez-Lopez – Head of Environment and Public Protection**

The Strategic Director gave a brief overview of the City Services end of year report and advised how the service areas in the report effectively don't exist anymore as it is for the old configuration of City Services. He then stated the issues that were faced with Covid-19 particularly with the frontline operational services. There have been a few really big positives such as the expansion of active travel with the completion of the Devon Place Footbridge as well as work starting on the new leisure centre. The Strategic Director commented on the rollout of the electrification of the fleet and advised that Newport was the first in Wales to get a fully electric refuse collection vehicle, which has now risen to six with ongoing work to get the whole fleet electric over the future years. Newport has also held the title of the best recycling city in the UK for a second year in a row.

The Strategic Director advised that most of the progress listed in the service plan would go to the new service areas and highlighted two of the reds both of which were affected by Covid-19 where people couldn't be face to face as well as staff shortages as staff had been reassigned to TTP. Although there were grants available, they were short notice which meant a short period of time to upskill staff to fill those roles. Although the Digitalisation team worked hard each new grant had to be sorted such as the self-isolation pay and fuel payments online which caused some issues. The Strategic Director listed the big risks such as Ash die back as well as highways maintenance backlog. Overall the standard budget was

broadly underspent. There was some relocation of funding for free buses for a month but there has been some financial assistance from Burns Commission for another month later in the financial year.

The Head of City Services introduced himself to the Committee and explained his service area after the restructure which is broadly Highways and Transport arena covering Public Transport, the Highway Asset, the Winter Service fleet as well as Civil Contingency's function. The Head of City Services advised that he would be working with the Strategic Director to continue the work that is currently in place.

The Head of Environment and Public Protection introduced herself and explained that after the restructure she now cover Waste and Cleansing and all the Environment and Bio-diversity elements from the old structure. Head of Environment and Public Protection confirmed that they would be continuing on with the work listed in the reports.

Members asked the following:

- Members asked whether the upgrading of the fleet to electric is being done as and when or are vehicles being replaced at the end of their lifespan?

Members were advised that most of the vehicles that have been replaced by electric were ones that were at the end of their lifespan. Electric vehicles do cost more than standard ones but there have been grants from the Welsh Government. An effort has been made to upgrade only the ones due for replacement, but the Climate Change Strategy has also been taken into account when making these decisions.

- Members asked about the expansion of waste collection from small businesses and what plans were put in place to promote this service?

Members were advised that there had been some delays in a change of legislation that was due that would bring waste requirements from businesses more in line with Household collections. There is currently a general mandate for recycling but no specific requirements. The programme cannot be pushed until the legislation comes through.

The Chair thanked for the officers for their attendance.

## **Comments and Recommendations**

### Regeneration Investment and Housing

- The Committee thanked the officers for attending and for their detailed reports, and were happy with the content and presentation. The committee noted the reports and Performance Outcomes within the context that officers were still part of the response to Covid-19, and also the responsibilities changing with the reconfiguring of the service areas.
- Members asked about those in temporary or emergency accommodation, specifically those who are in extremely vulnerable categories such as young mothers or young women who are pregnant and approaching the due date who are still in emergency accommodation. Members asked if there was sufficient data about them to be able to provide for their specific needs.

- Member asked what other options the Council is exploring besides emergency accommodation and commented that it is not suitable for many such as families and people are going back on to the streets. There are also shortages and so people facing eviction by their landlords are being told to stay as there is no temporary accommodation. Members have asked for an Action plan for the year on how to approach this.

### City Services

- The Committee again thanked the officers for attending and for their detailed reports, and were happy with the content and presentation.
- Members were pleased to hear the current progress on having an all-electric fleet and noted that there were more charging points around the city. Members asked for an Action Plan on how to get residents aware that these charging points are available and how to get them to use these points in car parks, as well as then expanding the number of charging points in the car parks themselves.

## 5 **Scrutiny Adviser Reports**

Invitee:

- Neil Barnett – Scrutiny Adviser

### **a. Action Plans**

The Scrutiny Adviser informed the Committee the all current actions are up to date, and then informed the Committee of the topics due to be discussed at the next committee meeting:

**Monday 25<sup>th</sup> July 2022 at 4pm**, the agenda items;

2021/22 Service Plan End of Year Reviews for:

- People and Business Change
- Law and Regulation
- Finance

The meeting terminated at 5.46 pm

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# Scrutiny Report

## Performance Scrutiny Committee – Place and Corporate

### Part 1

Date: 25<sup>th</sup> July 2022

### Subject 2021/22 Service Plan End of Year Reviews

Author Scrutiny Adviser

Responsible Cabinet Member / Officer:	Area / Role / Subject
Rhys Cornwall	Strategic Director – Transformation and Corporate Centre
Councillor James Clarke	Cabinet Member for Strategic Planning, Regulation and Housing
Councillor Dimitri Batrouni	Cabinet Member for Organisational Transformation
Gareth Price	Head of Law and Standards
Silvia Gonzalez-Lopez	Head of Environment and Public Protection
Meirion Rushworth	Head of Finance
Tracy McKim	Head of People, Policy and Transformation

## Section A – Committee Guidance and Recommendations

<p><b>1 Recommendations to the Committee</b></p> <p>The Committee is asked:</p> <p>1.1 To consider the following Service Plan Year-End Reviews in relation to their performance for 2021/22. Each Year-end review report includes an Executive Summary, 2021/22 Budget and Forecasted Expenditure, Q4 Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures as at end of Quarter 4 (31<sup>st</sup> April 2022) for:</p> <ul style="list-style-type: none"> <li>• <b>Appendix 1</b> – People and Business Change</li> <li>• <b>Appendix 2</b> – Law and Regulation</li> <li>• <b>Appendix 3</b> - Finance</li> </ul>
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## 2 Context

### Background

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

Service Plans for 2021/22 include:

- Key programme and project work being undertaken by the service area;
- Service Plan Objectives and planned actions including links to the Strategic Recovery Aims;
- Performance measures including National (Welsh Government / Public Accountability Measures) and locally set measures; and
- Service area risks.

2.2 Service Plans were originally approved by Cabinet Members in 2018/19 and have been annually reviewed and updated as the Council has progressed in the delivery of the Corporate Plan. The 2021/22 service plans has been approved by the relevant Cabinet Member, following the Member consultation process. This report presents Members with the Year-end Reviews for each Service Plan.

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

2.4 The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council’s Self-Assessment and will be integrated into the Council’s Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council’s Scrutiny Committee(s) and service area will be considered as part of the Council’s assessment.

### 3 Information Submitted to the Committee

3.1 This year’s report for Year-end reviews cover the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022 and include: 2021/22 Budget and Forecasted Expenditure, Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures.

The updates are structured into the following sections:

<b>Introduction and Financial Summary</b>	Each report provides an introduction to each service area and their main objectives, budget and forecasted expenditure for the financial year 2021/22.
<b>Executive Summary</b>	The Executive Summary of the Head of Service is provided as an overview of performance for the first six months of the financial year. Heads of Service will also provide a summary of the impacts that Covid-19 has had on the service area and will also be looking forward for the remaining six months of the financial year.
<b>Service Area Risks</b>	Overview of corporate and service risks including risk scores for Quarter 4 and the previous three quarters. Also included is a glossary for the objective updates and risk scores. Note: Corporate and Service Risks are reported quarterly to the Council’s Audit Committee and Cabinet.
<b>Analysis of Progress against Objectives / Actions</b>	Each service plan will have an overview of progress made in the first six months (1 <sup>st</sup> April 2021 to 31 <sup>st</sup> March 2022) against the objectives and their actions. For this years’ service plan, actions will also indicate where they support the Council’s Strategic Recovery Aims.  Each action has a start date and an end date. Actions that are commencing from 1 <sup>st</sup> October 2021 onwards will be included but not performance reported against it. Performance against each action will be based upon Red / Amber /

	<p>Green (RAG) status based upon whether the action is anticipated to be delivered by the agreed date or not. Each action also has a percentage of completion to enable Members to understand the current progression against the action.</p> <ul style="list-style-type: none"> <li>• Green <b>C / 100%</b> - Action has been completed</li> <li>• Green % - Action is on target to complete by agreed timescale</li> <li>• Amber % - Issues are identified which could impact on the delivery of the action by the agreed timescale.</li> <li>• Red % - The action is not going to be able to deliver by agreed timescale and immediate action is required.</li> <li>• ? – Unknown – Data missing.</li> </ul>
<p><b>Performance Measures</b></p>	<p>Performance measures reported in the review are for the first six months of the financial year. Not all performance measures will be reported as they may be reported annually and therefore will be included as part of the End of year review process. Additionally, this year due to Covid-19 there may also be some performance measures that cannot be reported due to the measure being suspended or for other reasons the service area is unable to collect the data. Where this occurs the service area will indicate this in the report.</p> <p>For performance measures that are reported the figure will indicate whether it is achieving its target or if it is under achieving. Where measures are under achieving against the target (Amber / Red) the service area will provide commentary to explain the reason(s) and what action is being taken to improve performance. Performance of the Measures is ranked using the following:</p> <ul style="list-style-type: none"> <li>• Green - Performance is above Target</li> <li>• Amber - Performance is below Target (0-15%)</li> <li>• Red - Performance is under achieving (+15%)</li> <li>• ? – Performance is unknown (data missing)</li> </ul> <p>The report will also include the performance measures previous performance in the last three years for comparison.</p>

#### 4. Suggested Areas of Focus

##### 4.1 Role of the Committee

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

### **Assess and make comment on:**

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

### **In drawing its conclusions, the Committee should assess:**

- Is the Committee satisfied that the service areas are making good progress against their objectives, actions and performance measures at the end of quarter 4?
- What was the overall conclusion on the information contained within the reports?
- Are there any areas in the report that are missing and/or require further clarification?
- Does the Committee wish to make any Comments / Recommendations to the Cabinet?

## **4.2 Suggested Lines of Enquiry**

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

- Analysing the Service Plan Mid-Year Reviews and evaluating how well Service Areas performed in the first half of the financial year against the objectives, actions, recovery aims and performance measures in their service plans;
- Has the service area fully considered the impacts of Covid-19 in the delivery of their objectives?
- Is the service area taking demonstrating sufficient steps to innovate or change the way they deliver services to meet the long term needs of its users?
- Are targets sufficiently challenging and balanced between being realistic and robust especially in light of the Covid-19 crisis?
- Are actions appropriately contributing to the Well-being objectives and Strategic Recovery Aim(s) listed?
- Is any underperformance being addressed and are associated risks being mitigated?
- What is being done to improve performance for the second half of this financial year (taking ongoing Covid-19 impacts into consideration)?
- Are there any emerging risks / issues and lessons learned as result of Covid-19 on the service area both short term and long term?
- Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans?
- Is the Service Area on target with its budget? If not what mitigations are planned to reduce overspends within this financial year?

### 4.3 Well-being of Future Generations (Wales) Act

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

## Section B – Supporting Information

### 5 Links to Council Policies and Priorities

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

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

## 6. Background Papers

- [The Essentials – Well-being of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017-22](#)
- [Strategic Recovery Aims](#)
- People and Business Change Service Plan (2021-22)
- Law and Regulations Service Plan (2021-22)
- Finance Service Plan (2021-22)

Report Completed: July 2022

# People & Business Change

## End of year Review 21/22



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**Leader and Cabinet Member for Economic Growth & Strategic Investment – Councillor Jane Mudd**

**Cabinet Member for Organisational Transformation – Councillor Dimitri Batrouni**

**Cabinet Member for Climate Change and Bio-diversity – Yvonne Forsey**

**Cabinet Member for Infrastructure and Assets – Councillor Laura Lacey**

**Cabinet Member for Community Well-Being – Councillor Deb Harvey**

**Director- Rhys Cornwall**

**Head of Service- Tracy McKim**

# Introduction

This is the **People & Business Change** update on the progress being made against the objectives, actions, performance and risk for the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

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The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council's Self-Assessment and will be integrated into the Council's Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council's Scrutiny Committee(s) and service area will be considered as part of the Council's assessment.

# People & Business Change Service Plan 21/22

The People & Business Change service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan 2017-22:

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

The 2021/22 Service Plan has 6 objectives that are focused on:

- **Objective 1** – Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.
- **Objective 2-** Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.
- **Objective 3-** Support the organisation to develop its people to deliver the Corporate Plan and beyond.
- **Objective 4-** Support the Public Service Board (PSB) and its partners to deliver the Well-being Plan 2018-2023 and beyond.
- **Objective 5-** To ensure the Council is compliant with Equality and Welsh language legislation and support the organisation in delivering services which promote community relations.
- **Objective 6-** Embed proactive communication planning and delivery within all areas of the council.

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## NCC Restructure

From 2022/23 Newport City Council has implemented a new structure that will support the Council's new Corporate Plan 2022-27 and deliver the manifesto aims of the Council's Cabinet. The People and Business Change service area has become Policy, People and Transformation. The table below provides an overview of the teams and functions that will be moving to and from the service area:

<b>Service Area Team / Function</b>	<b>Moving To / From</b>
Civil Contingencies	Moving to City Services
Community Cohesion and VPRS team	Moving to Communities and Housing
Corporate Assets	Moving from Regeneration, Investment and Housing
Customer Complaints	Moving from City Services

## Cabinet Member(s) / Head of Service Executive Summary

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

The service leads on corporate and service planning including all risk and performance management and a range of statutory reports have been completed as part of this work, alongside regular Cabinet and Committee reports. We have provided the essential Civil Contingencies support from the start of the crisis and continuing, and our work with partners has also been more important than ever. The Digital and NIH services have supported the development of new ways of working through technology and IT support, data matching and intelligence work. The Health and Safety team have made a critical contribution to keeping front line services, schools, and our remote workforce operational throughout the pandemic through the use of risk assessments, toolkits, DSE compliance and professional advice on guidance on keeping our workforce safe.

The equalities and cohesion teams work with minority and marginalised communities in Newport and this is reflected also in our engagement work, particularly the success of the participatory budgeting programme. In this period we have continued to support Newport Youth Council and engagement on various aspects of service provision. We will need to ensure we maintain the momentum in our strategic equalities and welsh language work in the coming year, and are implementing a new structure to support the implementation of the relevant strategies.

Ensuring the delivery of major strategic projects that impact across the organisation, and the development of HR Manager Self-Serve processes alongside the 'New Normal' operating model are key to the modernisation programme and enabling staff across the Council to work in new ways. These developments and the progress of Newport Intelligence Hub in embedding the use of data and intelligence across the Council, and the development of evidence-based planning and priorities is increasingly important against the Council's backdrop of reduced resources.

The service area leads on the development of the performance and risk framework, supported by the Mi Hub system and this continues to develop as can be seen in the mid-year reports. The service also supports the One Newport partnership with new links to the developing Gwent Public Services Board (PSB). This year to date we have developed the third annual report for the Newport Wellbeing Plan, alongside other important reports such as the NCC Annual Report, Strategic Equalities and Welsh Language Annual Reports. We are also developing the Local Area Energy Plan for Newport as part of a Wales Government pilot and have coordinate the development of the Council's Climate Change Plan with consultation on this about to commence.

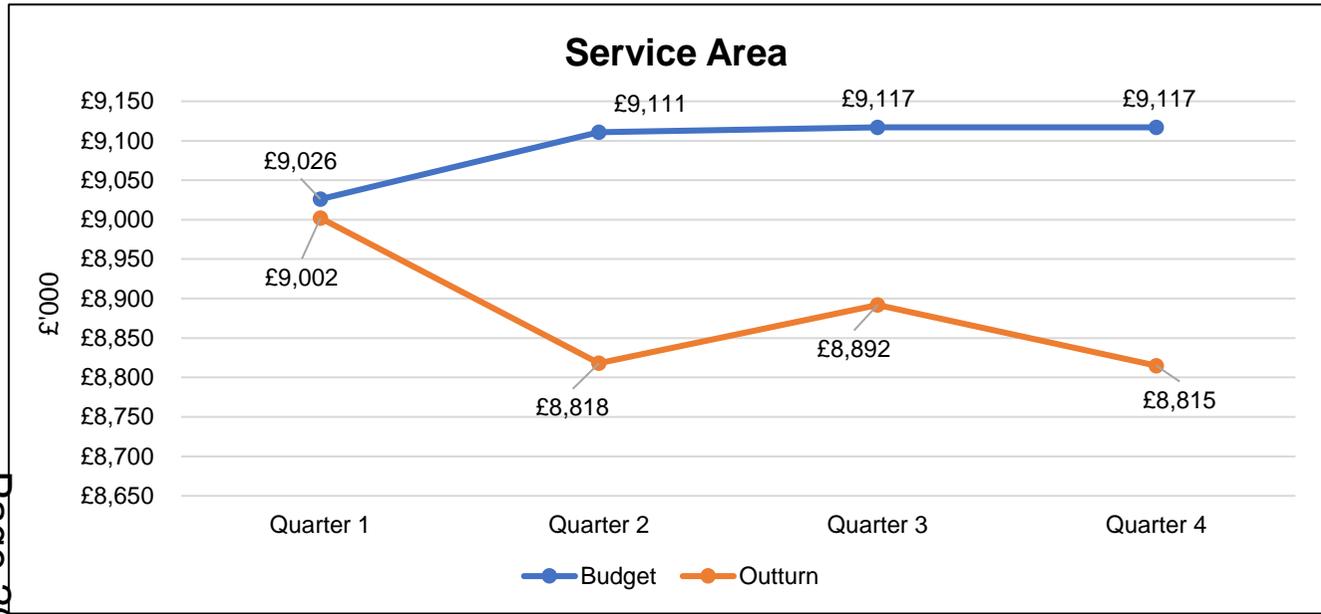
Supporting communities following Brexit has been a key activity, working with the WLGA including services to communities to support community cohesion, alongside the grant funded vulnerable people resettlement scheme. Much of this work is in partnership with Monmouthshire County Council.

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

Strategic communications continue to evolve with the residents newsletter and Caru Casnewydd work; and a website development project starting towards the end of the year. The team also provides support to the Chief Executive and Directors, and to the Leader of the Council working with colleagues across the senior leadership teams.

As part of the restructure the People and Business Change Service will develop to be People, Policy and Transformation. This includes the management of the Council's assets and relationship with Norse, and the addition of customer complaints. Community cohesion and migration work will move to Housing and Communities once a new Head of Service is in post, and the Civil Contingencies function will move to Infrastructure. The coming year will continue to be challenging as we recover from the pandemic and other global issues; both within the service, supporting staff across the Council in their work, and working with partners to support communities in Newport. We are starting to develop the new Corporate Plan supported by People and Culture strategy, Digital Strategy and Transformation Plan and look forward to working with colleagues and members to deliver and develop the new ways of working that will form the 'New Normal'.

# People & Business Change Revenue Outturn 2021/22

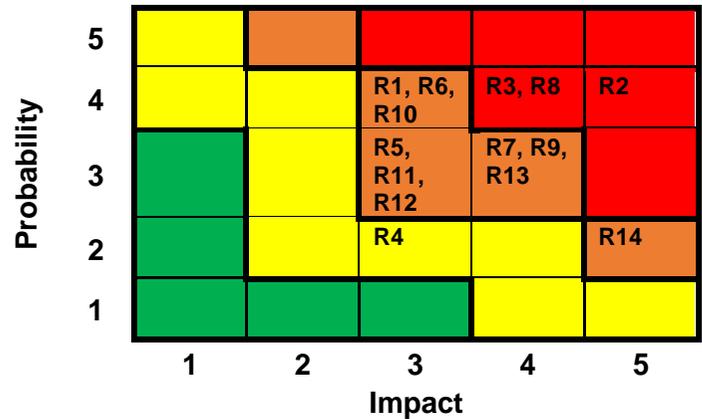


This provides an overview of the service area outturn revenue position at the end of the financial year.

Revenue and Capital Finance reporting can also be found in Cabinet reports for 2021/22 using the link [here](#).

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## Service Risks at 31<sup>st</sup> March 2022



<b>R1-</b> Community Cohesion	<b>R8-</b> Newport Council's Property Estate (Corporate Risk)
<b>R2-</b> Covid-19 Pandemic Outbreak (Corporate Risk)	<b>P9-</b> Post EU Transition (Corporate Risk)
<b>R3-</b> Cyber Security (Corporate Risk)	<b>R10-</b> Programme and Project Management Capacity and Capability
<b>R4-</b> Data Protection Act 2018	<b>R11-</b> Welsh Language Standards
<b>R5-</b> Equalities Act	<b>R12-</b> Workforce Capacity and Capability
<b>R6-</b> Extreme Weather Events	<b>R13-</b> Business Continuity
<b>R7-</b> IT Service and Infrastructure	<b>R14-</b> City Centre Security and Safety (Corporate Risk)

Corporate and Service Risks are reported to the Council's [Governance and Audit Committee](#) and [Cabinet](#) every quarter.

## Glossary

### Actions (Red / Amber / Green)

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

## Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1<sup>st</sup> April to 31<sup>st</sup> March 2022.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completion	Q4 % of Project Completed	Commentary
<b>Newport Intelligence Hub</b>	Development of a Newport Intelligence Hub is one of the Council's key commitments (Modernised Council) that enables the Council to make evidence based decision making and supports its drive for open access data to all.	Quarter 4 2021-22	75%	90%	Decision pending on transfer of the remaining identified in-scope service area function which will conclude the successful delivery of the Corporate Plan 2017-22 Commitment 16 in establishing the Newport Intelligence Hub.
<b>New Normal Project</b>	Building on the lessons learned from the Covid-19 crisis undertake further work to enable the workforce to be able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the	Quarter 4 2021/22	70%	75%	Cabinet have agreed the approach which was outlined in a report taken in December and a project plan and team are now in place to take the work forward. In Q4 we have been discussing the required changes to HR Policies with recognised unions ahead of any further staff engagement and implementation.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completion	Q4 % of Project Completed	Commentary
	necessary WG and Covid secure requirements. Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and appropriate equipment. Developing HR policies and procedures that will support the wellbeing and development of the organisation's staff.				Hybrid meetings are now in place and significant numbers of staff work from home. The next steps are to develop more use of hybrid technology alongside the implementation of HR policies which will be received by Employee Partnership Forum in July.
Local Area Energy Plan  Page 22	The Local Area Energy Plan for Newport will provide a roadmap on how the City will decarbonise its energy systems in line with the Government's commitment for the UK to be carbon neutral by 2050. Working with the Carbon Reduction Team and technical consultants appointed by Welsh Government.	Quarter 4 2021/22	25%	50%	This development has been supported in 21/22 by one year pilot funding from Wales Government to develop a Local Area Energy Plan for the City. Wales Government appointed technical consultants and have worked with NCC leads to deliver stakeholder engagement. Grant claims are submitted for the year and the project is slightly behind schedule at end of year with a Plan almost complete for Cabinet sign off early in the new administration.  The consultation draft was received at the end of Q3 and feedback provided to WG on changes required ahead of sign off, the final version has now been agreed by Cabinet.
Review and redesign of the Corporate website	To develop a more user friendly website with improved navigation, accessibility and responsive design for effective use on all devices.	Quarter 4 2022/23	20%	80%	Progress made regarding the development of a new corporate web site - formal project status has been confirmed and resources allocated. Project initiation document and recruitment process underway. The scale of this project

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completion	Q4 % of Project Completed	Commentary
					will see it continue into the new financial year.
<b>Local Land Charge Migration to Land Registry</b>	As part of the HM Land Registry transfer of Local Land Charges Registers to Councils to provide a more dynamic and interactive customer service, expediting and improving the process for land searches in relation to household purchases and making the LLC system fit for purpose in a digital era. Working with HMLR consultants and across all council with a range of stakeholders this will be a significant delivery programme of work.	Quarter 4 2022/23	3%	15%	Review of Planning Application and Enforcement data progressing for migration of Newport City Council to Land Registry.  Proposal being put forward to house Constraints in Spatial Data Warehouse to facilitate the sharing and integration of local authority maintained Land Search data with Land Registry. Project ongoing.

## Page 23 Workforce Planning

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

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Undertake analysis of future demands post Covid	Restructure in relevant areas to meet ongoing demands.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	80%	Review on hold pending implementation of the new structure.
Working in partnership with HR&OD Business Partner review succession planning in PBC.	Improve the resilience of PBC teams, provide career pathways and improve the retention of staff.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	75%	Work has been on hold pending implementation of new structure and new HOS in position, now that this is place a restructure review will commence in 22/23.

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Undertake an analysis of current skills, particularly in business critical areas.	Improve the capacity and capability of teams and develop technology / digital solutions.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	70%	Significant progress through workforce planning arrangements this year, and senior staff restructure, work will continue in 22/23 with a new HoS owner.

## Objectives and Action Update (31<sup>st</sup> March 2022)

This is an update on the progress against service objectives and actions to the end of quarter 4 (31<sup>st</sup> March 2022). The tables below also include the RAG status and % completion reported at the Mid-Year Review point. A link to the report can be found [here](#).

Objective 1- Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
-Page 25	Development and delivery of the innovation programme which align and underpin the delivery of the Corporate Plan and support the Council's Strategic Recovery Aims. Ensuring that the innovation programme affects cultural change and supports the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, Strategic Recovery Aims and other strategic activity.  Will ensure improvements and changes consider the principles in the Well-being of Future Generations Act.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	50%	50%	Work will continue into 2023.  The work on the new corporate plan will mesh the transformation programme into the corporate plan as part of the vehicle for delivery
	Development and implementation of a comprehensive communications consultation strategy for the Council's innovation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	50%	50%	Work continues.in line with the new corporate plan
	Management of the Strategic planning framework including the service and improvement planning cycles.	The Council has an integrated planning framework aligned with workforce planning, finance planning, performance and risk. The Planning process enables the Council to	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	25%	75%	Risk reporting continues to develop through Governance and Audit Committee, and Cabinet. The next step is to review the Council's risk strategy and appetite to ensure that the policy framework is up to date. This will also need revising in the light of the LG and

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		deliver against the Corporate Plan objectives and innovation programme. Requirements are understood by managers. Governance of performance management.					Elections Act with requirements for self-assessment.  Development continues 22/23.
Page 26	Supporting and developing the organisation to have a digitally empowered workforce by maximising the opportunities to digitise and streamline processes including the development of the digital infrastructure for the City.	We will provide the necessary support from Digital Services, Intelligence Hub, and Business Improvement Team to identify potential opportunities to invest in new technology to deliver services and enable long term efficiency savings. This will also enable the Council future proof its infrastructure and services for its service users.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	90%	90%	Staff digital skills survey completed this year and digital strategy being developed alongside the new Corporate Plan  Work continues into 2023.
5	Embed the use of data and intelligence to inform service delivery and development of businesses cases that support the Corporate Plan, Innovation Programme and the Strategic Recovery Aims.	Support service areas to use evidence based information / data that will support service area delivery, business cases and strategic decisions.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2027	70%	95%	<ul style="list-style-type: none"> <li>• Significant re-work undertaken in support of the draft local area well-being assessments following Leader review and feedback of draft Local Area Profile boundaries.</li> <li>• Number of additional operational dashboards under development in MIHub to support service area reporting.</li> <li>• Significant work undertaken in MIHub to develop Ukraine Sponsors and Applicants Portal to support refugee resettlement.</li> </ul>

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 27							<ul style="list-style-type: none"> <li>• Research task for the Leader in connection with community wealth building; aimed at establishing how Newport City Council salaries contribute to Newport economy with subsequent analysis undertaken by geographic Ward boundary.</li> <li>• Food Standards Agency food hygiene ratings developed and published on 'My Community' pages on external web mapping site.</li> <li>• Initial scoping and development work undertaken to publish geographic location of defibrillators on external web mapping site.</li> <li>• Community Evaluation and Monitoring Programme (CEMP) system updated to automate and schedule email monthly performance monitoring reports for major Community Hub projects.</li> <li>• Education data compiled to support Electoral Roll registration of 14-17 year olds.</li> <li>• Education admissions review reporting dashboard developed to replace existing spreadsheets highlighting students on roll, awaiting start and vacancies within schools to support the in-year schools admissions process.</li> </ul> <p>Embedding the use of data to inform service delivery will continue.</p>

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
6	Support service areas to develop robust, evidence based business cases and successfully deliver projects.	Service areas are able to develop robust and evidence based business cases that enable effective decision making and support the delivery of the Council's Corporate Plan.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	50%	50%	Governance arrangements for projects reviewed and work on this will continue into 22/23.
Page 28	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes.	We will ensure that the ICT infrastructure is secure and ensure there are robust business continuity measures, and that data is managed safely in accordance with the Data Protection Act. We will work with NIH to develop a more proactive approach to open data to improve accessibility.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	65%	C	PSN compliance in place until August 22. New annual IT health check being scheduled. Gap analysis completed for formal Payment Card Industry (PCI) compliance with nearly all actions now completed. Formal accreditation aimed to be completed early in 22/23 financial year. Implementation of the Security Operation Centre (SOC) and Security Information and Event Management (SIEM) is progressing led by the Shared Resource Service (SRS) for partners. This complements a solution previous implemented to protect against ransomware. Both solutions have been agreed to be implemented for schools under the SRS schools service. Regular meetings take place of the council's Data Protection and Freedom of Information groups. Regular guidance provided to the organisation including processes around Ukraine refugee placements.
8	Management of effective IT services following transition to Shared Resource Service (SRS) by	The organisation is able to use the findings and recommendations from external assurance providers and regulators to	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	C	C	Continued partnership working with the IT Service provided by the Shared Resource Service (SRS) and led by the council's Digital team. The council has been part of the SRS partnership for 5

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	establishing strong retained client-side management arrangements, processes and procedures.	improve performance and deliver a successful Corporate Plan.					years on 1/4/22. The council has moved its Virtual Private Network (VPN) remote access solution with the SRS. The data centre migration for SRS partners designed to improve resilience has commenced with good progress with initial partners and Newport City Council later. The latest equipment for the capital refresh programme has been ordered but delivery is delayed due to global supply chain issues.
Page 20	Provide advice and guidance to service areas to embed the principles of the Future Generations Wales (WFG) Act.	The principles of the Well-being Act are embedded into decision making processes that will enable the Council to deliver its objectives.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	20%	C	Report writers and projects continue to be supported on policy matters including changes to partnerships and working within the WFG Act. New report templates now in use ensuring the requirements and the Socio Economic Duty are fully considered when decisions are made. Work continues to develop as business as usual.
10	Delivery of the Council's Corporate Annual Plan 2020/21 that will self-reflect on the Council's performance to date in delivering its Wellbeing objectives and Corporate Themes.	The Council will produce its Annual Report in accordance with the Wellbeing of Future Generations Act and Local Government Measure 2009. The Annual Report will enable stakeholders to review the Council's progress towards delivering the Corporate Plan and its Wellbeing Objectives.	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2021	20%	C	Corporate Plan progress is reported annually to Cabinet and continues to deliver through service plans and performance monitoring. Service plan Q3 updates are being compiled currently, the Q2 updates also formed a report to Cabinet in December as a mid-year review. The 20/21 annual report is complete, reported to Cabinet and <a href="#">published</a> .

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		The Annual Report is available in Welsh and English.					Planning is underway for the Corporate Plan 2022- and changes to performance management will also be required for next year in the light of the Local Government Act which requires more self-reflection and alignment of a range of reports.
Page 30	Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	Infrastructure to enable the Council to achieve its objectives modernising its services.	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2022	60%	85%	Draft themes revised. Further internal feedback provided as part of Newport Managers Network. Outcomes and action plans being developed prior to writing draft strategy for further feedback alongside the development of the Corporate Plan.
12	Delivery of improved IT infrastructure for schools with Education and Shared Resource Service (SRS) in line with Welsh Government "EdTech" funding.	Improving the IT infrastructure in schools will enable schools to meet the Welsh Government's Education Digital Standards and enhance the learning experience for teachers and pupils in Newport schools.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	60%	C	The EdTech funding has enabled all schools in Newport City Council to have their IT infrastructure upgraded to meet Welsh Government standards. Work continues to procure/install Audio Visual kit in schools and to migrate school users off @newport.gov.uk emails to Hwb.
13	Driving cultural change through new people management approaches that will support the Council's new ways of working.	The Council becomes an employer of choice by having modern practices when managing the workforce, setting a new expectation that what matters is 'people, not process.' This will enable a more mature, empowering culture to develop and will	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	76%	C	The Wellness at Work approach has been adopted by CMT and Employee Partnership Forum (EPF) and rolled out across the organisation, including schools. Training has been provided to all managers and Head teachers and drop in sessions continue to be held to assist with the new approach.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		support the Council's new ways of working approach following the Covid 19 pandemic.					
14	Develop and support a new way of working following the Covid 19 pandemic.	Effectively in conjunction with the SRS. The client side function is key to maximising the effectiveness and efficiency of service delivery as well as providing strategic and tactical direction.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	70%	75%	Cabinet have agreed the approach which was outlined in a report taken in December and a project plan and team are now in place to take the work forward. In Q4 we have been discussing the required changes to HR Policies with recognised unions ahead of any further staff engagement and implementation.
Page 91	To develop appropriate strategies and plans to support effective communications and marketing.	To further develop our strategic approach to communications aligned with the corporate priorities.	1 <sup>st</sup> April 2020	31 <sup>st</sup> September 2021	60%	C	A number of strategic communication plans have been developed to support key projects and priorities during this year including homelessness, Jubilee, Carbon Strategy, Active Travel, Youth Academy, regeneration. Work to continue this as 'business as usual' and in line with the new corporate plan will continue as per objective 2:14
16	To further develop our strategic approach to communications aligned with the corporate priorities.	An agreed strategy with supporting policies and delivery plans approved by CMT and the political leadership, embedded within the service planning of all service areas, and supporting all corporate priorities and wellbeing objectives	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2021	C	C	Policies and procedures developed. Work will continue in 22/23 to embed communications within the new senior management structure.

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Further develop and communicate an integrated planning, performance and risk framework that will support the delivery of the Corporate Plan, Strategic Recovery Plan and future planning requirements.	The Council is able to align its Well-being Objectives, Strategic Recovery Aims to Corporate Commitments, Service Plans and key programme / project work. The planning, performance and risk management processes enable all levels of the organisation to make informed, and timely decisions. Business change programme supports Corporate Plan objectives	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	20%	C	Regular performance reporting is in place. The structure will need reviewing in 22/23 to meet the requirements of the new Corporate Plan, and the changes in service area responsibilities following the change to head of service structure. The performance management system 'MiHub' has also been updated this year to support performance monitoring.  The performance and risk strategies will continue to develop considering the requirements of the new Local Government Act.
2	Support the Council in developing robust governance arrangements that monitors the delivery of strategic programmes and projects that aligns with the Council's finance, HR, planning, performance and risk management processes.	There are robust governance arrangements in place that support, monitor and provide assurance over the delivery of the Council's strategic programmes and projects. Governance arrangements are aligned with the Council's Finance, planning, performance and risk processes that are able to provide effective decision	1 <sup>st</sup> April 2019	30 <sup>th</sup> September 2022	70%	90%	Work should be completed in by the end of the second quarter of 2022-23 following a review of governance at the end of 21/22.

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		making and provide assurance.					
3	Support the development, monitoring and implementation of the Council's forward plan to ensure the objectives of the organisation are appropriately met and within agreed timescales.	Delivery of organisational critical strategic projects and programmes. Providing support and guidance to project leads across the organisation to enable delivery of projects within service areas.	1 <sup>st</sup> April 2019	30 <sup>th</sup> September 2022	60%	80%	This work is part of the corporate plan work to embed the transformation plan within the corporate plan. Projects will be categorised and contained within the new transformation programme
4	Play an integral role in the change management process to ensure change initiatives are sustainable and embedded within the organisation.	Achieved on a project level using effective Project Close Down reports, Lessons Learned reports and operational hand over.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	C	C	Work Completed.
5	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act through delivery of the Civil Contingencies work programme.	Delivery of Civil Contingencies work programme for the year. Organisation is supported in all aspects of civil contingencies and business continuity planning. Effective partnership working in place.	3 <sup>rd</sup> July 2019	31 <sup>st</sup> March 2022	72%	87%	This work is ongoing, with the Civil Contingencies work programme impacted by the COVID emergency and recovery work.  The service is also subject to restructure and will move to City Services wef 1 Jul 2022 with the ongoing work programme to be monitored in the new service area.

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
5.1	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels, encompassing all critical services.	Robust business continuity arrangements in place at corporate and service area level. Business continuity arrangements updated for all critical services.	3 <sup>rd</sup> July 2019	30 <sup>th</sup> September 2022	85%	85%	Although progress has been impacted by the continuation of the pandemic since the commencement of this work, especially the period in Q2 and 3 with the impacts of managing the Omicron Variant, work has continued in analysing the Business Impact Analysis (BIA) returns provided by each service area. As the management of the Omicron variant impacted staff extraction and service delivery, an ad hoc review of service delivery business continuity provision was undertaken to ensure critical services would be maintained. Therefore, meeting continue with service areas to discuss and refine their BIA's to ensure that they remain fit for purpose and reflect any lessons learned. It is now programmed that this review work will be completed early in 22/23.
5.2	Support Gold duty officers and the Council's emergency planning arrangements to support and effective decision making.	Gold duty officers effective in their role in an emergency. Gold officers understanding their roles and responsibilities. Effective management and communications in the event of incidents.	1 <sup>st</sup> April 2020	30 <sup>th</sup> September 2022	60%	90%	Since the last update and as part of the Council's restructure, newly appointed Heads of Service have been provided with the appropriate Gold Officer training. This will continue to ensure that all appointed Heads of Service yet to start with the Council are also provided with the required training. A review of the training package has been undertaken to ensure that learning from the response to the pandemic is included.  It should be recognised that as part of the Council's response to the COVID19 pandemic and significant concurrent incidents, Gold Officers have experienced attending and participating in regular internal Gold and

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							Emergency Response Team Meetings, with an increasing number of Gold Officers participating in external multi agency Strategic Coordination Groups meetings.  In addition, since the last update, the accredited Wales Gold Multi Agency Training has resumed, with two of the Council's newly appointed Gold Officers attending the two-day course.
Page 35	Explore opportunities to develop Open Data platform to facilitate proactive publication of data under Freedom of Information	Proactive publication of data for improved availability, public good and to reduce Freedom of Information requests	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	C	Data refreshed and published at <a href="http://www.newport.gov.uk/transparency">www.newport.gov.uk/transparency</a> . Regular meetings of Freedom of Information internal group that considers opportunities for publishing appropriate data sets.
7	To deliver training and development of Council service areas on the Council's approach to planning, performance and risk management.	Officers across the service areas improve their understanding of performance management and risk management. This will enable the Council to effectively demonstrate how it is achieving the Council's Wellbeing Objectives and Corporate Plan and managing its risks.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	C	The team has collaboratively worked with Newport Intelligence Hub on providing training and support to staff on performance and risk management. The ongoing support throughout the year has been contributing towards improving the Council's performance and risk management culture. The feedback received has been positive and constructive to improve existing processes.  From 2022/23 the team will be developing support for the new governance, restructure and Corporate Plan.
8	Support the Council's Brexit Task and Finish Group in making	The Council is able to effectively plan, manage and deliver its service	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	C	The internal Brexit Task and Finish Group continued to convene to the end of the financial year. Much of the groups focus in the year has

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	preparations for post European Union arrangements for the Council and Newport.	activities and core operations depending upon the outcomes of UK-EU negotiations.					been on housing, cost of living and community cohesion. Throughout the year Cabinet Reports have been presented providing an overview of the work completed. Towards the end of March, the Council's focus has moved towards supporting the Ukrainian refugee crisis and supporting families to settle into the city. The role of the Brexit Task and Finish Group will need to be considered in 22/23.
Page 36 9	Develop and digitally enable the workforce by developing innovative system solutions and improved access to data, intelligence and management information.	The delivery of this action will improve access to data and enable self-service. It will enable up to date information to make informed decisions and reduce duplication of effort. This work will also increase the awareness of Newport Intelligence Hub across the Council and its partners.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2027	75%	95%	<p>HR &amp; Payroll system development on-going to support roll-out of the Council's new Wellness at Work Policy</p> <p>HR &amp; Payroll new on boarding functionality still under review for development; HR &amp; Payroll questionnaire developed and deployed for users who require additional mentoring and coaching; HR &amp; Payroll new Welsh Language Framework developed and implemented</p> <p>MIHub service overview redesign for heads of Service completed and rolled-out</p> <p>Housing system development extended to include operational programming of works and operational reporting</p> <p>Housing in Multiple Occupancy system developed to include weekly updates of HMO register and publishing to external website, correspondence automation and extensive additional reports to manage licenses and applications</p>

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							<p>European Social Fund archive and audit system fully operational to allow migration to a fully digitally enabled platform and remove old paper based records</p> <p>School Admissions review - Corporate Administration team provided access and training to administer part of the admissions appeals process via Capita Education Management System ONE. Review on-hold awaiting assignment of project management resource and conflicting priorities with School Admissions team.</p>

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
10	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels, encompassing all critical services.	Robust business continuity arrangements in place at corporate and service area level. Business continuity arrangements updated for all critical services.	3 <sup>rd</sup> July 2019	30 <sup>th</sup> September 2022	85%	85%	Although progress has been impacted by the continuation of the pandemic since the recommencement of this work, especially the period in Q2 and 3 with the impacts of managing the Omicron Variant, work has continued in analysing the Business Impact Analysis (BIA) returns provided by each service area. As the management of the Omicron variant impacted staff extraction and service delivery, an adhoc review of service delivery business continuity provision was undertaken to ensure critical services

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							would be maintained. Therefore, meeting continue with service areas to discuss and refine their BIA's to ensure that they remain fit for purpose and reflect any lessons learned. It is now programmed that this review work will be completed early in 22/23.
Page 38	Explore opportunities to improve application resilience that will enable continuous development and improve efficiency.	The delivery of this action through collaboration with the SRS and partners will improve the integrity of the Council's systems.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	75%	95%	Number of key application systems have been migrated to the cloud to facilitate supplier support and further improve application resilience  Formal mentoring, coaching and buddying system now firmly established as part of business as usual activities.
12	Manage and deliver the Civil Contingencies response to the COVID-19 pandemic	Effective management and decision making arrangements in place to appropriately respond to the crisis. Work within regional partnerships towards recovery. Service areas supported in decision making and emergency response.	1 <sup>st</sup> April 2020	30 <sup>th</sup> September 2022	80%	90%	Since the last update, despite the continued easing and removal of Welsh and UK Government Covid19 restrictions, the unit continues to support all aspects of the Council's response to Covid19 via the NCC COVID Gold and Recovery Group, Senior Officer and Leaders Briefings.  The wider multi agency command structures and working groups, including those chaired by the Civil Contingencies Unit, have now been suspended. However, commitment to and participation in structured debriefs and reviews of the multi-agency

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							<p>response to Covid19 will be required over the coming months.</p> <p>Continued surveillance of Covid19 continues to ensure that if infection rates increase, plans and procedures are in place to respond where possible.</p>
Page 39	Develop the use of digital technology for delivery of PR and communications and services.	Improve access to information through introduction of new and improved digital communication channels. Enhance customer satisfaction and reputation of the authority through easier access to information.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	60%	C	<p>Work progressing well re new website and project status and resources allocated.</p> <p>Two new resources within team have also now supported additional digital comms offering including animation and video production. Promotion of these services taking place to ensure utilisation in future.</p>
14	Embed communication planning within the service area planning process	Support effective comms planning, identifying opportunities for and risks to the organisation's reputation.	1 <sup>st</sup> April 2021	31 <sup>st</sup> December 2022	30%	80%	<p>Comms firmly represented in the development of the new corporate plan which will support filtering of comms priorities through all objectives and therefore service plans.</p> <p>Consideration of communication requirements will also feature prominently in the new service planning process to prompt HoS/Service managers and inform the communication team.</p>

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
15	Continue to manage and deliver the communication response to the COVID-19 pandemic	Effective communication is key to resident understanding and compliance. Work will continue with partners to support the recovery process.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	25%	C	Communications continues to be embedded in the Gold process and all communications requirements are identified and actioned as part of this structure. This will continue as long as the response and recovery process is required
Page 40	Consider the implications of the Local Government Bill and ensure that the performance requirements are met.	Requirements of LG Bill are understood, and relevant processes are in place to support this regarding performance.	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2022	60%	75%	Action plan continues to be delivered against, with key decisions now taken into self-assessment process.  Report to Cabinet agreeing the process for the annual report complete. Annual Report will be written in 2022/23.
17	Undertake planning and engagement work for the next Corporate Plan from 2022 key stakeholders and partners.	To support the next iteration of Corporate Plan in 2022, we shall undertake a series of engagement work and planning. Self-reflection on what the Council delivered in Corporate Plan 2017-22 and learning from the Covid crisis to identify Wellbeing objectives and steps to support the objectives.	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2022	35%	75%	Work on track to meet legislative timetable, workshops completed with senior managers and Director leads early in 22/23

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	We will need to undertake workforce planning to understand what the future skills needs are and demand to deliver our services.	Workforce planning guidance available to managers and is an integral part of service redesign in service areas. Requirements of the post COVID-19 pandemic workforce are understood.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2021	C	C	The workforce plan for 2021/22 was carried out and overall objectives agreed. These will need to form the new 5 year People and Culture strategy aims as we move into a new corporate plan cycle in 2022.
Page 41~	Digital Services provide appropriate support and advice at all levels of the organisation.	Digital Services are able to provide support and advice to take advantage of technological developments and to improve efficiency of staff in delivering Council Services. The team will also provide ongoing training and development of staff in relation to Data Protection, Freedom of Information and other legislative requirements.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	60%	C	As detailed separately, the council's Digital Strategy is being drafted. A project on-going to migrate remote access (VPN) solution progressed very well with the vast majority of users migrated and due to be completed in April 2022. Improvements to the Council Chamber audio visual facilities to facilitate "hybrid meetings" were completed ready for use. A project to improve information security across Shared Resource Service (SRS) partners continued and will be completed within a few months. This has now been part funded by Welsh Government cyber security funding. 4 major IT systems migrated to the cloud with 1 to be completed in April 2022 and 3 more committed to in 22/23 financial year. Digital remains an important workstream of the "new normal" project.
3	Policy, Partnership and Involvement team provide advice, guidance and training to the organisation.	Managers and officers understand their role and contribution towards the delivery of the Wellbeing Plan, Corporate Plan.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	20%	C	Report writers and projects continue to be supported on policy matters including working within the WFG Act and related partnership work. New report templates were issued this year

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary	
Page 42		This action also supports the Council in meeting its legislative requirements under the Wellbeing of Future Generations Act, Welsh Language Standards, Equalities legislation including the socio economic duty.					to ensure that the requirements of the WFG Act and the new requirements of the Socio Economic Duty are fully considered when decisions are made. Briefing sessions have also taken place with senior managers and members with a focus on the new Duty. FEIA template also updated.  Advice and support on engagement and participation, equalities matters, legislative changes and policy development continue to be provided. We have also taken on responsibility for the Leaders Office, and manage the Chief Execs office and provide relevant policy advice as required.	
	4	Provide appropriate support and advice at all levels of the organisation in the approval, development and implementation of portfolio's programmes and projects.	Using effective governance arrangements and project documentation to assist the decision making process.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	21%	50%	The team provide advice to the organisation with regard to project work and the structure therein. It is a continuous piece of work
	5	Implement a strategic and whole organisational approach to talent management with pathways to develop and support succession planning.	Career pathways are in place to enable the workforce to understand the possible options for career development.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	60%	60%	No change since Q3 when an initial review had been completed as part of workforce planning - this objective will feature as a key theme in the next People and Culture Strategy and will be an area of focus for 2022/23 service planning.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
6	To support a healthy workforce, enabling those with long term health conditions to contribute to the objectives of the organisation.	To review the way wellbeing at work is promoted and managed, bringing practices in line with 2020 aspiration To achieve the gold award for corporate health standards.  Employees are supported in the post COVID work.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	76%	C	This action is now complete as the Wellness at Work approach has now been rolled out to support employees with a long term health condition. A new Occupational Health (OH) referral process is in place and triaging in the H&S team is taking place.
Page 43	To attract and recruit new starters from a broad, diverse background that have and are able to develop the right skills, values and attributes in a modern and digital way.	The recruitment and selection process is reviewed, and new ways of recruiting are established. Values based recruitment forms the basis of attraction and recruitment. Digital recruitment is supported.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023	20%	50%	This objective continues to progress with, an increase in applications and shortlisting of candidates from a diverse background evident in the senior leadership recruitment campaign. Our staff networks were also promoted on the recruitment webpage. A workshop took place in the last quarter to identify recruitment priorities going into the new cycle and this topic will feature as a key theme in the next People and Culture Strategy.
8	To support employees with their health and wellbeing in the return to work and adapting to the new ways of working post COVID-19.	Employees and manager's health & wellbeing are supported in the return to work and enabling them to adjust to new ways of working. Implementing policies and guidance to support the process.	1 <sup>st</sup> July 2020	30 <sup>th</sup> September 2021	60%	C	All appropriate support is available to the workforce preparing to return to workplaces - risk assessments are up to date, wellbeing referrals are being acted upon by the H&S team where required and reasonable adjustments are in place where needed. Ongoing support will be needed when wholesale return to Council buildings takes place.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 44	Range of engagement activities delivered including facilitation of the Citizens Panel, 50+ Forum and Youth Council. Managers across all services are supported to involve citizens in decision making. Citizen's views are considered in planning and service delivery. Delivery of the Young Person's Promise.	Sustainable and effective participation forums including youth council, 50+ Forum, citizens panel, activities and feedback Effective feedback mechanisms, including bus Wi-Fi and online surveys. Organisational decisions reflect the involvement requirement. Newport Youth Council being involved with Council policy development and support the 'voice' of young people in matters that impact them. Support the Council to understand the impact that Covid 19 pandemic and lockdown has had on communities across Newport.	1 <sup>st</sup> April 2020	30 <sup>th</sup> March 2023	60%	90%	A range of engagement activities are supported including the Citizens Panel and Newport Youth Council. We are now working with Newport Live as the new provider of NYC following a contract change this year.  The second Participatory Budgeting programme aimed at supporting communities impacted by COVID is complete and more than £415k allocated to community groups. All decisions were made by the communities through a steering group facilitated by partners. Further funding has been identified by ABUHB to support the Council's ongoing programme in 22/23.  Engagement to support the Gwent well-being assessment has also been completed as we work with partners across the region. The budget consultation to support Cabinet decision making took place in Q4 and was reported as part of the Councils budget setting process.
	2	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4, Strategic Recovery Aims and the Corporate Plan commitments.	Deliver participatory budgeting and asset based approaches. Successful funding bids to support communities. Work with Fairness Commission to coproduce better engagement and	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	70%	C

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		involvement with communities. Support managers in their engagement with citizens.					This work aims to empower communities whilst providing additional funding capacity for service providers, particularly in the voluntary/community sector. The programme is in its third year of extensive work with community groups to ensure co-production in decision making. Participation levels have been encouraging with consistent stakeholder involvement in the running of the project.
Page 45 3	Work closely with partners to ensure we are delivering better services, based on clear evidence, whilst identifying and responding to policy challenges. Delivery of the Wellbeing Plan through the PSB. and development of the next Plan 2023 onwards.	Effective PSB membership and meetings. Coordination of PSB interventions and work streams. PSB involvement in Covid 19 recovery work. Delivering the requirements of the Well-Being of Future Generations Act and Well-Being Plan commitments.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	70%	80%	The OneNewport partnership continues to deliver the current Well-Being Plan for Newport and a report of this work is published annually, and regular reports to Partnership Scrutiny. The OneNewport summary of business is also shared with Cabinet and all partners. At its last meeting the OneNewport partnership received presentations and facilitated a discussion on Climate Change. In the last year the Gwent regional PSB has been formed. This was established at the end of September 2021 and the OneNewport partnership is now a Local Delivery Group. Significant work is underway to ensure that this change takes place with appropriate governance within NCC and regionally, while ensuring a strong local partnership continues. The Well-Being Assessment for Gwent has been finalised, including Newport area profiles and the next stage of the PSB

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							work will be developing a regional Well-Being Plan.
Page 46	Work of Public Services Board coordinated and facilitated. Coordinate work required to ensure implementation of the requirement of the Well-being of Future Generations Act in 2021/22.	Effective One Newport partnership membership and meetings. Coordination of sub-groups delivery of Well-Being Plan activities. Review of regional partnerships complete.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	75%	C	The OneNewport partnership continues to deliver the current Well-Being Plan for Newport and a report of this work is published annually, and regular reports to Partnership Scrutiny. The OneNewport summary of business is also shared with Cabinet and all partners. At its last meeting the OneNewport partnership received presentations and facilitated a discussion on Climate Change. In the last year the Gwent regional PSB has been formed. This was established at the end of September 2021 and the OneNewport partnership is now a Local Delivery Group. Significant work is underway to ensure that this change takes place with appropriate governance within NCC and regionally, while ensuring a strong local partnership continues. The Well-Being Assessment for Gwent has been finalised, including Newport area profiles and the next stage of the PSB work will be developing a regional Well-Being Plan.
5	Coordinated and evidence based approach to operational partnership including safety, environmental and health improvement projects across	Effective Safer Newport partnership membership and meetings. Coordination of Safer Newport, subgroups, and related activity.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	70%	C	OneNewport intervention groups continue to meet delivering the well-being plan objectives with performance also reported to Partnership Scrutiny in February. The OneNewport partnership also met in March.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 47 6	Newport in line with the Wellbeing Plan for 2021/22.	Support Communities with their post Covid 19 Recovery.					The Community Safety Partnership 'Safer Newport' deals with a range of community safety issues supported by subgroups considering ASB and place-based responses to persistently impacted areas. The CSP also intersects Well-Being Plan interventions and work is ongoing to strengthen the linking and coordination of community safety prevention work across these partnerships. In this financial year, the partnership was successful in 'Safer Streets' bids for both work in Pill and also the city centre and its surrounding areas. Work to implement this work continues.
	Continue the work of Newport Fairness Commission (FC). Work to embed the work of the Fairness Commission in NCC decision making process.	FC engaged in the work of the Council and wider public sector. Support response to the annual budget setting process. Work of FC communicated through media and website. Maintain links with NYC and 50+ forum. Support Covid 19 Recovery work and development of future strategies and planning.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	76%	C	Work of Fairness Commission supported with virtual meetings has continued throughout the year. The Commission were involved in the development of the second year of participatory budgeting programmes, and also supported the budget engagement process in Q4.
7	Support the Armed Forces Forum to coordinate and improve	Effective Armed Forces Forum membership and meetings.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023	60%	90%	Meetings of the Armed Forces Forum arranged and facilitated to build links between the city's Armed Forces

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	services to veterans, serving armed forces and their families	Regional and local initiatives supported as required. Successful funding bids and partnership work					Community and partners in pursuance of the Armed Forces Covenant.. Anticipating further legislation to support the armed forces community over the coming year.
Page 48	Working collaboratively between NIH, Policy Partnership & Involvement and partners to develop geographic, data analysis to support evidence based decision making for the Council, local and regional partners.	The delivery of this action will enable the Gwent Regional PSB to develop Wellbeing Profiles and Situation Analysis for Newport and with Gwent Partners utilising geographical data to enable evidence based decision making. NIH supporting the development of the Community Impact Assessment to understand the impact of Covid 19 across the Council's communities.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2027	36%	95%	<ul style="list-style-type: none"> <li>• Draft local area well-being assessment re-work completed in collaboration with Policy, Partnership and Involvement and published on the Regional PSB website following Leader feedback.</li> <li>• Significant work undertaken in MIHub to develop Ukraine Sponsors and Applicants Portal to support refugee resettlement and Newport City Council Ukraine Operational Group.</li> <li>• Confirmation of the Digital Service's successful bid to the Government Local Broadband Fund.</li> <li>• Formal arrangements now confirmed with Monmouthshire County Council to continue with established collaborative arrangements. Development of a short, medium and long-term roadmap to improve use and accessibility to data in underpinning the evidence based decision making process underway.</li> </ul>
9	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	Evidence based decision making in partnership activity	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023	75%	75%	Much of the focus of the partnership team is on developing links, sharing information and supporting partners to work with the Council. Work with regional partners is also ongoing to ensure common priorities are

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							progressed in Gwent, such as the Travel Charter. The One Newport bulletin which goes to a range of partners has continued through COVID and has been redeveloped into a Sway format. The partnership and its communication will change as the work of the Gwent PSB develops.
Page 49	Work with colleagues in the Gwent region on work to support Well-Being of Future Generations Act requirements and common themes through Well-Being Plans in 2021/22.	Opportunities identified for regional work and funding. Review of regional partnership arrangements and proposed regional PSB. Support for and benefit from Gwent wide initiatives.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	65%	C	This year to date there has been a focus on the move to a Gwent PSB with discussions at the OneNewport, with Partnership Scrutiny, and with regional and local partners. The Gwent PSB is now established and OneNewport acts as a local development group and works with both local partners and the Regional PSB. Considerable work has been completed to develop the Gwent Well-Being Assessment including supporting engagement with communities. The statutory Assessment was subject to consultation and is now complete. The final document which will include engagement outcomes now moves to the 'Response Analysis' phase before a Gwent wide Well-Being Plan is drafted to meet statutory requirements and deadlines.
11	Continue to work with the PSB to facilitate coordinated communications	Review and delivery the PSB communication strategy and ensure all key partners are aware of and buy into the process	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	25%	80%	The OneNewport partnership continues to deliver the current Well-Being Plan for Newport and a report of this work is published annually, and regular reports to Partnership Scrutiny. The OneNewport summary of business is

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 50							<p>also shared with Cabinet and all partners. At its last meeting in 21/22 the OneNewport partnership received presentations and facilitated a discussion on Climate Change.</p> <p>In the last year the Gwent regional PSB has been formed. This was established at the end of September 2021 and the OneNewport partnership is now a Local Delivery Group. Significant work is underway to ensure that this change takes place with appropriate governance within NCC and regionally, while ensuring a strong local partnership continues. The Well-Being Assessment for Gwent has been finalised, including Newport area profiles and the next stage of the PSB work will be developing a regional Well-Being Plan.</p> <p>The team are represented at regional working groups to support this work.</p>

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	To deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC	Council is compliant with duties set out in Equality Act 2010; Equality impact is considered and mitigated	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	C	Delivery against the Strategic Equality Plan continues to be monitored through the council's Strategic Equalities Group with a number of delivery groups responsible for operational delivery.

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	meets all other duties under the Equality Act and the new Socio Economic Duty	against in service design, decision and policy making ; Inequalities are reduced for people that share Protected Characteristics; Staff are aware of their responsibilities under the Equality Act 2010 The Socioeconomic Duty is embedded within appropriate council processes.					This year the council has delivered key activities outlined in its plan, including updating staff information categories on iTrent, commencing the collection of demographic information in relation to complaints and marketing key dates in its inclusion calendar. Delivery on inclusive Leadership raining continues, and staff groups also support this work.  The Strategic Equalities Annual Report for 20/21 was produced and reported to Scrutiny, Cabinet and Full Council. Planning for the annual report will commence in the new year.
Page 51  2	To deliver against the Welsh Government's Community Cohesion Plan in 2021/22 and conditions set out in funding arrangements for new Community Cohesion Officers.	Community tensions are monitored and mitigated against Communities are resilient to risks including hate crime and radicalisation EU nationals feel supported and welcomed in the city The community impact of Brexit is minimised. Impact of COVID on communities is understood and programme effectively responds to community tensions and creates a shared sense of identity across the city.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	60%	80%	The council continues to deliver Welsh Government's community cohesion programme across Newport and Monmouthshire. Cohesion priorities are reflected in the focus of the new Participatory Budgeting Programme which offered grassroots groups the opportunity to bid for funding.  Work continues to support our EU communities post-EUSS deadline, and regular meetings with Gwent Police ensure that emerging tensions are identified and mitigated. During this year four EU specific projects were funded by cohesion/EUSS monies to further support local delivery of support. Activities were delivered around Black History Month and Hate Crime Awareness Week and a successful St Nicholas event which engaged around 200 EU families. Cohesion Funding has

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							been confirmed by Welsh Government for 22/23 and we are now recruiting for a new lead for the programme.
Page 52	To monitor, review and ensure compliance with the Authority's Welsh language Standards, whilst actively promoting the Welsh language, internally and across the city in 2021/22.	The Council are compliant with legislative requirements. Staff are aware of their responsibilities under the Welsh Language Standards. Service design, policy and decision making are informed by Welsh language considerations. Council services make an active offer of delivery through the medium of Welsh. Communities and partners are positively engaged in the Welsh language agenda. NCC attracts and develops more Welsh speakers.	1 <sup>st</sup> April 2021	30 <sup>th</sup> June 2022	60%	80%	The new <u>Welsh Language 5 year Strategy</u> for 2022-2027 was drafted and agreed this year. This sets out strategic themes for the next 5 years. The Welsh Language Annual Report was completed for 20/21 and reported, planning for the annual report 21/22 commenced in the new year.  Funding was allocated to a range of community-based projects via the Welsh language community grants scheme, and the Welsh Language Skills Policy is in the process of being embedded across the organisation. Two new complaints have been received via the Welsh Language Commissioner. The council have responded with initial evidence and whilst one complaint will be investigated during 22/23, the Commissioner decided not to investigate the other. Work continues through annual reports into the new service plan, The annual report will be complete by end June 2022.
4	To work towards a workforce that is representative of the community that it serves, embeds equality in its internal	Staff from underrepresented groups feel valued and listened to. Positive action is used effectively to address areas	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2027	60%	65%	The Representative Workforce Delivery Group continues to meet and is planning a campaign to improve disclosure of demographic information by staff. The Belonging in the Workplace survey findings have been

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	processes, and creates an inclusive culture which retains and develops employees from diverse backgrounds, including Welsh speakers.	of under representation at all levels. Improved demographic monitoring results in better workforce planning. Visible representation results in improved trust and confidence from communities.					shared with senior management and a 10 point plan developed to address those areas of most concern. Staff Networks continue to be active, contributing to policy review and offering a point of contact for potential new Apprentices during a recent recruitment campaign. Network Chairs/Vice Chairs were also engaged in the recruitment process for new Heads of Service this year.  This work will continue to develop.
Page 53  5	To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	Positive messages about migration are regularly highlighted. Newcomers to Newport are welcomed and have access to appropriate services. Services, decision and policy making consider the impact on refugees, asylum seekers and migrants.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	60%	60%	The Council's Hardship Group is now well established and meets on a regular basis to receive referrals for people who are experiencing hardship as a result of their migration status. NCC's EU Citizens Forum continues to and ensure a joined up approach across statutory and third sector agencies to provide support to EU migrants. The council continues to be part of the newly established City of Sanctuary Steering Group and work is being undertaken to establish demand created by no recourse to public funds restrictions. A draft NRPF/Hardship Policy is under development. The council are working with Cardiff University and the National Software Lab to develop the New Start App, providing a welcome to newcomers to the city and ensuring people are accessing appropriate services.

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							Work will transfer to Housing and Communities in 22/23 and will need to consider the impact of Ukraine issues.
6	Develop a follow up to the community impact assessment to understand the impact that Covid 19 pandemic and further lockdown restrictions has had on Newport's Communities	To understand what impact lockdown measures had on communities and in particular the vulnerable and marginalised. To inform and recommend to the Council areas of development and actions to improve the recovery of communities impacted the most by Covid 19. To inform future strategic and operational planning and assessment of recovery in Newport.	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2022	90%	90%	The community impact assessment has now informed key themes and groups which are prioritised by the second round of COVID-19 Participatory Budgeting. These now include additional consideration of socio-economic disadvantage and the importance of building capacity across grassroots community networks/groups.  The community steering group agreed awards in Feb 2022 which have now been issued to a range of local organisations to take forward COVID recovery and community projects

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Develop a strategic communications approach and plan for the authority	Strategy approved by CMT and political leadership and embedded in the service planning process.	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2021	C	C	Complete in current form. Will need to be review at the new financial year and in line with new corporate plan and new administration commitments.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
2	Review and update all communication policies	Effective policies will be in place to support and facilitate the communication strategy, reflecting the changes to the authority, media sphere and corporate brand and image.	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2021	76%	C	Policies updated. revisit required at time of election to reflect new administration priorities.
Page 55	Communication delivery plans.	Work with heads of service/senior managers to develop communication delivery plans in line with service area plans, supporting forward planning, effective allocation of resources and ensure alignment with corporate priorities.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	76%	C	Comms plans developed in previous quarters continue to be delivered as per project requirements. Additional areas of focus/development during quarter 3 and into quarter 4 include Jubilee/20 years and a city, local government elections, social and care work recruitment and Caru Casnewydd campaign.
	Develop communication data and intelligence	A developed analysis and breakdown of information related to audience breakdown and media knowledge will inform more targeted communications.	1 <sup>st</sup> April 2021	31 <sup>st</sup> December 2021	40%	C	A new appointment within the team has supported increased used of analytic programmes to monitor and inform web and social media usage and improvements.  This data is being used in both campaign planning and to inform the web development project
	Develop localised communication techniques	Increased understanding an usage of localised a targeted community communications through current platforms such as Facebook and WhatsApp groups	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	10%	C	The advanced use of existing platforms in a more targeted fashion continues as has become embedded in campaign planning - for example, targeting social media by demographics and geography.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
6	Improve council's online presence	Review and redevelop council website to ensure improved usability, better integration with customer services platforms and in line with the council's digital agenda.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	20%	80%	Considerable progress made regarding the development of a new corporate web site - formal project status has been confirmed and resources allocated. Project initiation document and recruitment process underway. The scale of this project will see it continue into the new financial year.

## Performance Measures (31<sup>st</sup> March 2022)

This is an update on the quarterly, half-yearly and annual performance measures for the service area to 31<sup>st</sup> March 2022. The Performance reported in the table below is also compared to the last four years (where data is available). Commentary is provided for all red and amber measures and discretionary for Green measures.

### Key

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

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
<b>National</b> - National Sickness Days Lost	<b>10.06 days</b>	<b>9.23 days</b>	7.3 days	11.5 days	10.1 days	10.1 days	Comparing sickness data through the pandemic is a challenge due to a range of factors. COVID absences will have impacted on this outcome.
<b>National</b> – Number of Apprentices per 1,000 employees.	<b>7 per 1,000 employees</b>	<b>20 per 1,000 employees</b>	29 per 1,000 employees	6 per 1,000 employees	36 per 1,000 employees	No Data	The COVID pandemic resulted in some delays to our apprentice scheme, however additional appointments were made early in 22/23,
<b>Local</b> - Percentage of Freedom of information Responses completed on time	<b>89.51%</b>	<b>88%</b>	90.8%	91.4%	90.38%	87.4%	Within target.
<b>Local</b> - percentage of Subject Access Requests responses completed in time	<b>71.1%</b>	<b>75%</b>	60%	71.9%	Not available	Not available	Performance has been negatively impacted by the COVID pandemic, especially in Quarter 1, with staff in some areas being unable to access paper records. Performance has improved since Q1 and is expected to improve further with access to paper records expected to be less of an issue

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
<b>Local-</b> Number of employees completing corporate Welsh Language awareness training.	87	50	48	38	48	141	Three videos have been developed to raise awareness amongst staff of the Welsh Language. These are Newport focused and cover the history of the Welsh language in Newport, the culture and the legislation. These have been uploaded to the Learning@NHSWales site and staff completion can now be monitored
<b>Local –</b> Number of Welsh Language complaints received via Welsh Language Commissioner	2	0	0	No Data	No Data	No Data	The two welsh language complaints received from WLC have been addressed in our annual welsh language report. One was regarding supplier form which has been addressed the other remains open. We use each as an opportunity to learn and develop services, and a target of 0 will always be a challenge for us.
<b>Local-</b> Number of Welsh Language complaints upheld by Welsh Language Commissioner	0	0	0	Not available	Not available	Not available	
<b>Local-</b> Number of employees trained in Prevent PVE	136	100	145	81	208	Not available	
<b>Local-</b> Number of young people actively involved in Newport Youth Council work	8	12	13	25	11	18	The membership of the Youth Council fluctuates over time, and the COVID pandemic has also had an impact.  The provider contract was reviewed in 21/22 and with our new partners, Newport Live we can build on this membership in 22/23.
<b>Local-</b> Percentage of managers undertaking regular check-ins.	23.9%	80.00%	No Data	53.06%	Not available	Not available	Through the COVID pandemic and working from home the requirement to record monthly check-ins in this way was relaxed. Monthly check-ins have now been reintroduced and the Corporate Management Team (CMT) have received a report on the stats for 21/22 and

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
							agreed actions to improve during the first six months of 22/23.
<b>Local-</b> Number of staff receiving Equality Training.	<b>168</b>	200	7	Not available	Not available	Not available	Training has been affected by a number of issues during this period including vacancies within the team. Recruitment is underway for a Strategic Equalities Officer with a focus on improving knowledge and understanding across NCC
<b>Local-</b> Total number of social media followers.	<b>41,700</b> Facebook- 21,220 Twitter- 20,500	<b>34,000</b>	37,223	33,450	29,668	26,933	

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# Law & Regulation

## End of Year Review 21/22

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**Cabinet Member for Strategic Planning, Regulation and Housing – Councillor James Clarke**

**Cabinet Member for Organisational Transformation – Councillor Dimitri Batrouni**

**Director- Rhys Cornwall**

**Head of Service- Gareth Price**

# Introduction

This is the **Law & Regulation** service update on the progress being made against the objectives, actions, performance, and risk for the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

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Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council's Self-Assessment and will be integrated into the Council's Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council's Scrutiny Committee(s) and service area will be considered as part of the Council's assessment.

## Law & Regulation Service Plan 2021/22

The Law & Regulation service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan 2017-22:

- **Well-being Objective 1** – To improve skills, education and employment opportunities
- **Well-being Objective 2** – To promote economic growth and regeneration whilst protecting the environment
- **Well-being Objective 3** – To enable people to be healthy, independent and resilient
- **Well-being Objective 4** – To build cohesive and sustainable communities

The 2021/22 Service Plan has 4 objectives that are focused on:

- **Objective 1** - To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.
- **Objective 2** – To improve constitutional and corporate governance arrangements
- **Objective 3** – To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.
- **Objective 4** – To improve public health and consumer protection through the creation of a fairer and safer environment for Newport’s residents, visitors and businesses.

## Page 63 NCC Restructure

From 2022/23 Newport City Council has implemented a new structure that will support the Council’s new Corporate Plan 2022-27 and deliver the manifesto aims of the Council’s Cabinet. From 1<sup>st</sup> April 2022 Law & Regulation will become Law & Standards. The table below provides an overview of the teams and functions that will be moving to and from Law & Standards:

<b>Service Area Team / Function</b>	<b>Moving To / From</b>
Public Protection	Moving to Environment and Public Protection

# Cabinet Member(s) / Head of Service Executive Summary

## 1. Service Overview

The Law & Regulation Service area provided a wide range of statutory, regulatory, and professional support services for internal clients, Councilors, and members of the public.

- Legal services, Insurances and Local Land charges.
- Democratic Services, including Overview and Scrutiny and the Mayoralty
- Elections and Electoral Registration
- Registration of Births, Deaths and Marriages
- Coroner's service
- Regulatory Services (Environment & Community)
- Regulatory Services (Commercial)

The roles of the Monitoring Officer/Deputy Monitoring Officer, the Head of Democratic Services and the "Proper Officer" are prescribed by legislation and the functions of the Registration Service, Electoral Registration, Scrutiny, Environmental Health, Licensing, Trading Standards and Local Land charges are all statutory requirements. Professional services such as Legal and Democratic Services directly support the delivery of other statutory and regulatory services throughout the Council. The Regulatory Services teams undertake a wide range of public protection work covering all aspects of the Council's statutory functions in relation to Environmental Health, Trading Standards, Animal Health, Licensing, Community Safety and CCTV.

As a result of the senior management re-structure and re-alignment of services, all of Public Protection and Regulatory services transferred to the new Environment and Public Protection service area as from April 2022 and the Cabinet Member for Strategic Planning, Regulation & Housing will assume strategic responsibility for these services. The remaining statutory and corporate services will continue to be managed by the Head of Law & Standards and the Cabinet Member for Organisational Transformation will have strategic oversight of the services.

## 2. Achievements

Once again, there has been a sustained level of high performance throughout 2021/22 in achieving the Performance Measures and in delivering the key projects within the Service Plan. However, the Performance Measures and objectives remain challenging, particularly in times of diminishing resources, increased demand and the unprecedented challenges of the post-Covid-19 recovery plans. Most of the Performance Indicators are discretionary local measures, so there is no national benchmarking data, but the targets have been set on the basis of securing continuous improvement from last year, wherever possible. There is only one PAM for the service, which relates to the numbers of broadly compliant food premises, but the current figure of 95.5% should be treated with caution, given the limited number of inspections of food premises carried out due to on-going Covid-19 commitments. It is somewhat counter-intuitive with this PAM that, the more inspections that you carry out, the more breaches are identified. Most of the targets for the discretionary PI's have been achieved or exceeded, despite the need to re-focus and reprioritise the Covid-related work.

The Service Area has continued to make excellent progress with key projects and critical milestones have all been achieved. Where some actions are showing as amber, this is largely due to the fact that progress has been delayed due to the impact of Covid-19 but they will be delivered in 22/23. However, other services have continued to operate effectively during this period, albeit with significant changes to how they are being delivered, with greater use of technology. Council meetings have all been conducted remotely, the IT infrastructure has now been upgraded to prepare for multi-location “hybrid” meetings in 22/23. Significant work has also been undertaken to implement the legislative changes required to the Council’s corporate governance processes and the Constitution, to reflect the changes introduced by the Local Government & Elections (Wales) Act 2021, and to prepare for the local elections in May 2022.

The removal of most Covid-19 restrictions and the move to alert level zero has required a phased approach to transition to the recovery phase. There has been a gradual scaling-back of the Test, Trace and Protect services, Environmental Health have continued to support vulnerable settings such as care homes and schools during the transitional period and Regulatory officers have moved from enforcement of risk assessments to a more advisory role. As the Covid-19 response work has gradually diminished, then staff have been redeployed back to their other statutory inspection and regulatory work.

However, the TTP service and the Public Protection Covid-response work has been one of the most significant achievements during the past two years, and this has been recognised at a national level by Welsh Government, Public Health Wales and Wales Audit. Rhys Thomas, the Principal EHO who “acted up” and managed the TTP and Environmental Health response work was the recipient of a NCC Values Award in recognition of his leadership during the pandemic. Other notable awards included the renewal of the Purple Flag accreditation for the City Centre and the Newport City Dogs Home retaining their Gold Footprint RSPCA award.

### 3. Challenges/risks

This level of performance has been all the more significant because it has been achieved against a continuing backdrop of financial pressures, budgetary constraints, the demands of new legislation and the programme of change. In terms of under-performance, there is only one Red discretionary PI, with only 79.3% of land charges searches being completed within 5 day, compared with a target of 95%. However, this is a broadly comparable with last year’s performance, and is directly related to the impact of Covid, as targets were consistently being met prior to lockdown. A significant backlog of searches occurred during lock-down, which has led to an increased turn-around time. This has now improved since the Covid restrictions have been removed but the cumulative nature of this PI means that the annual indicator is still showing red and the ongoing project to transfer the land charges registers to HMLR is also hampering further improvement.

There has also been a Covid legacy in terms of the backlog of work within other services, such as the food inspections, birth registrations and coroner’s inquests. The suspension of all birth registrations during lock-down created a 6 month backlog which has since been cleared, but only 25% of births were registered within 42 days in 21/22 compared with a target of 98%. Also, the average waiting time for a coroner’s inquest in Gwent is now 12 months, compared with a national target of 6 months. Additional casual registrars and a full-time Area Coroner are being recruited to help resolve the backlog of work. Public Protections are also using contractors to assist with the FSA food recovery plan and the backlog of food hygiene and food standards inspections but, as there are over 1500 registered food premises in Newport, then this will take some time to complete.

The one service area risk is the capacity to respond to new legislation and increasing service demands in the light of budgetary pressures and the need to deliver MTFFP savings. Thankfully, this has been a period of relative budget stability, largely due to the Covid hardship funding, and L&R

has delivered a budget underspend of £358k during 21/22, even allowing for areas of unforeseen expenditure such as the increase in insurance premiums. This underspend is mainly due to increased licensing fee income and delays in recruiting to vacant posts. Recruitment and retention of suitably qualified and experienced staff continues to be an issue, particularly in areas such as Environmental Health, due to the external jobs market, and we are looking at initiatives such as graduate training schemes to address the problem.

4. Work planned for 22/23

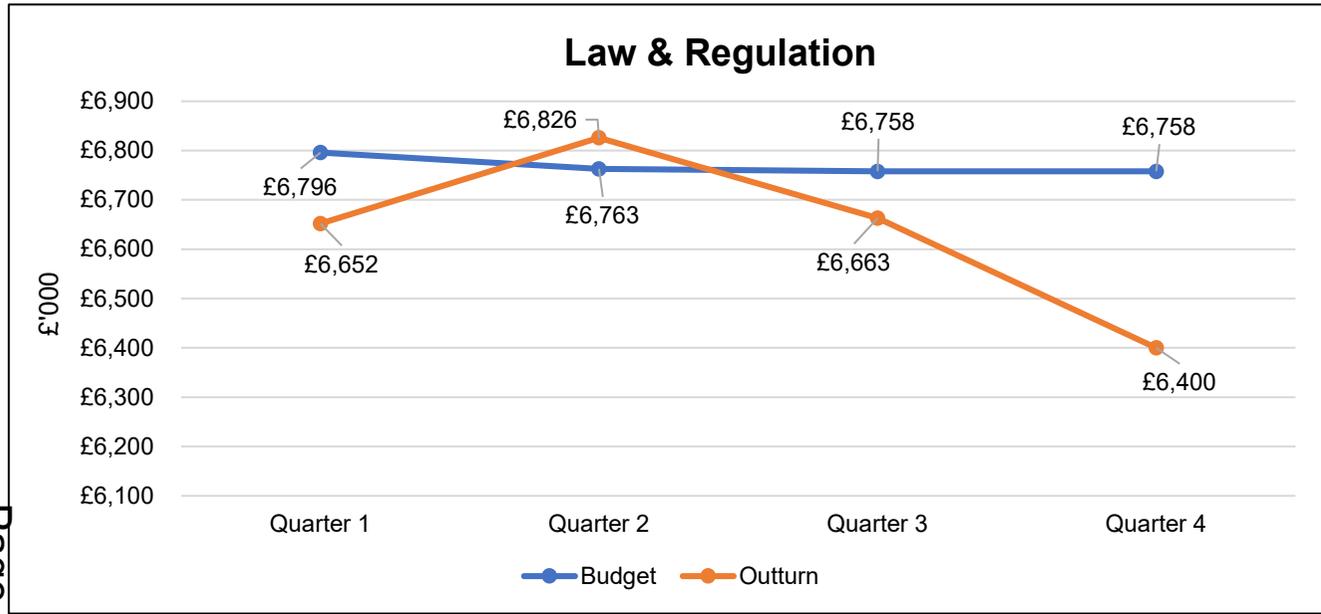
From a Public Protection perspective, most of the planned work will be driven by the Covid recovery process. The TTP service will be transitioned to a scaled-down regional model at approximately 20% of the capacity of the current service and collaborative arrangements will need to be put in place to manage the joint service. Environmental Health and Trading Standards officers will continue to implement the Food Recovery Plan agreed with the FSA, to clear the backlog of food hygiene and food standards inspections of the lower rated food premises.

The Law & Standards work will largely be a continuation of the current year's work, with the delivery of the local elections, member induction training, implementation of the corporate governance changes required to meet the new legislation and the move to hybrid multi-location meetings.

Therefore, the challenges for 22/23 will be unrelenting but, in the light of their performance during the past 12 months, I am confident that the staff will meet these challenges with the same fortitude and resilience.

Finally, on a personal note, I would like to pay tribute to the previous Cabinet Member Ray Truman for his unstinting support over many years and also thank all the staff for their tireless work during this period. It has been a privilege to have managed the public protection staff over the past 8 years and I wish them well in their new service area.

# Law & Regulation Revenue Outturn 2021/22

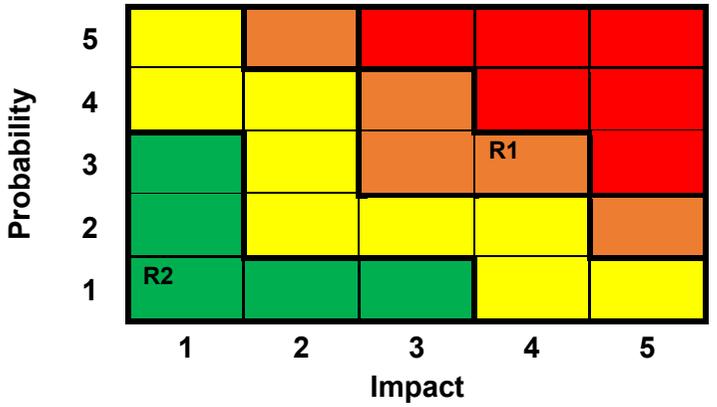


This provides an overview of the service area outturn revenue position at the end of the financial year.

Revenue and Capital Finance reporting can also be found in Cabinet reports for 2021/22 using the link [here](#).

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## Service Area Risks at 31<sup>st</sup> March 2022



Service Area Risk Heat Map Key (Quarter 4 2021/22)	
R1 – Capability and Capacity of Environmental Health team	R2 – Budgetary pressures on service demand.

Corporate and Service Risks are reported to the Council's [Governance and Audit Committee](#) and [Cabinet](#) every quarter.

## Glossary

### Actions (Red / Amber / Green)

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

## Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1<sup>st</sup> April to 31<sup>st</sup> March 2022.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed at Mid Year (30/9/22)	% of Project Completed	Commentary
<b>Gwent Contact Tracing Service</b>	Working collaboratively across five local authorities and Aneurin Bevan University Health Board to establish and deliver the structure, governance and operation of the Gwent Contact Tracing Service. The outcomes of this work will help manage future Covid 19 outbreaks and enable Newport and others to coordinate and manage responses.	Quarter 2 2021/22	60%	C	The Council has successfully operated a Contact Tracing team within the regional Gwent Service, as agreed with the Regional Board for Gwent Test, Trace, Protect. The regional Service has risen to the challenge of responding to the Omicron wave of the pandemic and the highest priority cases have been successfully dealt with across Gwent.
<b>Implementation of the Local Government &amp; Elections (Wales) Act 2021</b>	Working collaboratively with other service areas to implement the legislative requirements in accordance with prescribed timescales and in readiness for the May 2022 local elections This will include introducing new technology to deliver “hybrid” Council	Quarter 1 2022/23	20%	90%	Hybrid tech has been installed and tested in terms of functionality, but no hybrid meetings have taken place as yet. The Council AGM in May will be the first hybrid meeting.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed at Mid Year (30/9/22)	% of Project Completed	Commentary
	<p>meetings, the development of a public engagement and consultation policy to increase public participation in the governance process, and a self-assessment process for corporate improvement.</p> <p>The Council's Constitution will also need to be substantially redrafted and updated to reflect the legislative changes.</p>				<p>Hybrid meeting guidance has been developed and is reflected in the meeting protocols in the Constitution.</p> <p>The Participation Strategy and Petition Scheme have been developed through Democratic Services. This will be considered in the first AGM of the new Council with a recommendation to adopt them.</p>

# Workforce Planning

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

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Undertake succession planning activities to provide opportunities for staff to develop and improve resilience of the service area.	Service Managers provide opportunities for staff to develop, provide career progression and job shadowing. This will support formalising succession plans and create the foundations for a regular reviewing cycle.	1 <sup>st</sup> April 2021	31 <sup>st</sup> December 2021	C	Succession planning has been undertaken in Legal, Democratic Services and the Registration and Coroner services, with the appointment of new service managers. As part of the workforce planning process, staff are being developed and given opportunities for progression. Two members of staff from L&R were successful in securing places on the MBA Talent management programme.
Explore options of work based apprenticeships, kick start schemes, training programmes and graduate schemes to develop local talent management framework.	Opportunities provided for new and existing staff to improve the capability and capacity of the service area.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	C	Three new apprenticeships are to be created in Legal, Democratic Services and Trading Standards. Legal are also looking to re-introduce a trainee solicitor post and to fund a legal executive qualification for the apprentice post.  Regulatory Services (Environment & Community) are exploring the possibility of creating a Traineeship to support a new recruit through the 3-year BSc Environmental Health degree. A proposal to recruit to a Senior Technical Officer post with a recruit who could be supported through the 2-year part-time MSc Environmental Health Masters is also being considered.  Regulatory Services (Environment & Community) are developing a proposal for the Kick Start Scheme.
Undertake a review of current Job Descriptions and	This work will enable the service area to identify training opportunities and updating of Job Descriptions to bridge	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	C	Democratic services manager appointed and recruitment on-going for new registration and

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
current workforce capability to future skills and knowledge gaps.	the knowledge and skills gaps identified.				Coroner services manager. succession planning on-going for elections work.

## Objectives and Action Update (31<sup>st</sup> March 2022)

This is an update on the progress against service objectives and actions to the end of quarter 4 (31<sup>st</sup> March 2022). The tables below also include the RAG status and % completion reported at the Mid-Year Review point. A link to the report can be found [here](#)

Objective 1- To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 72	Undertake a review of staffing structures within the Registration and Coroners Service and identify any changes required to address increasing demands and budget pressures due to cover arrangements.	Appoint additional Coroners Officers and Administrative Support staff to meet demands of the service and review staffing within the Registration service to mitigate budget pressures caused by use of casual cover.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	80%	C	<p>A review of existing staffing structures has been undertaken in conjunction with the senior Gwent coroner. Additional Coroners Officers have been appointed and a Coroner Service Office Manager is now in post. A business case has been agreed with the other Gwent authorities to create an additional Area Coroner post, to deal with the large backlog of inquests. The post is currently out for recruitment.</p> <p>A number of additional casual posts have been created within the Registration service to provide increased flexibility and capacity to deal with the back-log of birth registrations and to provide cover for week-end ceremonies.</p>
	To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.	See objective 1	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	60%	80%	Customer feedback has recommenced following the reintroduction of face to face registrations. The survey process will be improved next year.
	To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative	See objective 1	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	60%	C	Key milestones for the legal work in connection with major project work have continued to be met.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	service delivery models in 2021/22.						
4	<p><b><u>Regulatory Services – Environment &amp; Community</u></b> Operate and further develop the Paid for Advice scheme and successfully deliver established Primary Authority Partnerships to generate additional revenue and improve compliance with public protection regulations. Identify and develop new ways of providing business support whilst maximising income generation.</p>	See Objective 1	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	26%	50%	Established Primary Authority (PA) Relationships have been maintained through Covid, however paid for advice schemes have been suspended through Covid and have not yet restarted.
5	<p><b><u>Regulatory Services – Commercial Standards</u></b> Operate and further develop the business support activities; to include Training Opportunities; Paid for Advice, Assured Trader Schemes; and Primary Authority Partnerships; to generate additional revenue and improve compliance</p>	See Objective 1	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	40%	C	Businesses have received support from officers on many compliance issues. Examples have included licence requirements for the reopened Newport Market and the various outdoor music festivals, new allergens rules for food, and the safety of imported toys. Officers have provided advice on at least 1,250 occasions. (The Licensing Team did not have a mechanism for recording advice numbers; this figure relates to the three Trading Standards Teams; the Licensing Team have commenced new recording mechanisms for 2022-23). COVID Restrictions Advice was also provided to business on 1,612 occasions.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 74	with public protection regulations. Identify and develop new and effective ways of providing business support whilst maximising income generation.						The service has four statutory primary authorities, and has engaged with another two businesses, ready to sign-up in Q1 2022/23. The service also has 11 businesses participating in the <i>Buy with Confidence</i> scheme. Officers also provided specialist testing services and the service also provides a licensing service where advice and training is available for businesses. The new year will see plans to establish a Responsible Retailer Scheme and business training opportunities to Newport businesses. Each of these initiatives have an income element. Newport City Dogs Home also raises income for the council in relation to rehoming fees and the provision of a dog walking park. There is also a charge for releasing stray dogs back to their owners. Plans are underway to increase revenue from fundraising activities.
	6	Undertake a review of accommodation and court premises, supplies and services budgets and commissioning arrangements, to improve the Coroner service and deliver efficiencies.	See Objective 1	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	C

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
7	Implement training of existing staff and explore apprenticeship opportunities for the purposes of workforce planning.	Improve the resilience of each team within legal services to ensure sufficient resources available to replace staff retiring/leaving the team	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	5%	C	<p>Apprenticeship opportunities have been explored. Whilst there is currently no legal apprenticeship training available in Wales, the Law Society are implementing an apprenticeship programme which will eventually provide the possibility of paralegal/legal executive apprenticeships. In the meantime, however, approval has been provided by HR for legal to recruit a trainee legal executive instead of an apprentice, with a start date of September 2022 when the next legal executive courses commence at local colleges.</p> <p>In addition we have now created an opportunity for a trainee solicitor's post to enable us to train our own solicitors. The JD will go to JE shortly with the recruitment process due to start over the next month.</p> <p>A number of staff members have been seconded to higher grade posts and are receiving training to undertake these roles which will assist with future workforce planning.</p>
8	Undertake a review of workload and backlog of inquests within the Coroner's service and identify any need for an additional Assistant Coroner	To ensure that there is sufficient capacity to undertake coroner's inquests within agreed timescales.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	80%	C	<p>A business case has been agreed with the other Gwent authorities to create an additional Area Coroner post, to deal with the large backlog of inquests. The post is currently out for recruitment.</p>

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
9	Undertake a review of the transitional arrangements for the Test, Trace, Protect service post September 2021 and any implications for the Environmental Health service and staffing structures	To ensure that there are transitional arrangements in place to deliver a reduced TTP service when the funding ends in September and ensure that there are robust staffing structures in place to deliver all Environmental Health services.	1 <sup>st</sup> July 2021	30 <sup>th</sup> June 2022	10%	C	Test, Trace, Protect has now been extended until 31/3/23. ABUHB are leading on a piece of work to develop a model for a much smaller service from 1/7/22 and NCC are actively participating in this area of work to ensure an effective transition.

**Objective 2- To improve the constitutional and corporate governance arrangements**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	To undertake a whole-scale review and re-drafting of the Council's Constitution as part of the Local Government & Elections (Wales) Act.	See Objective 2	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	80%	Changes have been made to the terms of reference and composition of Governance & Audit Committee. The officer scheme of delegation has been amended to reflect the new senior management re-structure and re-alignment of services. A draft multi-location meetings policy, a public participation and engagement strategy and a draft petitions scheme have all been developed for approval at the Council AGM in May 2022. These changes will meet the requirements of the new legislation. Work will be ongoing in 2022/23 to update the other parts of the Constitution and to provide a guide to decision-making, in line with the new modular framework.
2	Improve and strengthen arrangements in	See Objective 2	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	10%	24%	Scrutiny training has been provided to the Democratic Services team.

**Objective 2- To improve the constitutional and corporate governance arrangements**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	accordance with National Scrutiny Survey and Corporate Assessment.						
3	To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports.	See Objective 2	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	12%	90%	Curriculum has been developed and signed off through Democratic Services Committee and Standards Committee. Delivery cannot commence until after elections in early May 2022.
Page 77	To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.	See Objective 2	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2022	50%	C	New independent members have been recruited and trained and a new Chair has been appointed. Standards committee continues to effectively discharge its statutory responsibilities.
5	Successfully deliver elections, raise voter awareness and increase elector registration.	See Objective 2	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	80%	C	The Welsh Government and PCC elections, the Victoria and Graig by-elections have all been successfully delivered. The new reform canvass has been completed and the new registers were issued in December. A new fixed term voter engagement officer has been recruited using WG funding.
6	Continue to strengthen Scrutiny arrangements and the composite work programme.	See Objective 2	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	10%	24%	Scrutiny training has taken place for Democratic Services team.

**Objective 2- To improve the constitutional and corporate governance arrangements**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
7	Successfully deliver by-election in Victoria ward and PCC elections in accordance with agreed electoral performance standards.	See Objective 2	1 <sup>st</sup> January 2020	30 <sup>th</sup> June 2021	C	N/A	Ward election completed in 2021/22
8	Develop a programme of member induction training for new elected Councillors following the May 2022 elections	See Objective 2	1 <sup>st</sup> October 2021	31 <sup>st</sup> March 2022	N/A	C	Curriculum has been developed and signed off through Democratic Services Committee and Standards Committee. Delivery cannot commence until after elections in early May 2022.
Page 78	Implement succession planning for Standards Committee to appoint and train new independent members	Two new independent members of Standards Committee appointed to meet requirements of legislation and appropriate training delivered	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2021	C	N/A	Two new independent members appointed, one to take up office in June and the other in October, when the current member's term of office ends. Appointments approved by council at AGM in May 2021.
10	Prepare for local government elections in May 2022 in the light of the electoral review and new legislation relating to reduced voting age, and electoral arrangements.	Successfully deliver local elections, raise voter awareness and increase elector registration. Ensure that legislative and EC requirements are met	1 <sup>st</sup> October 2021	31 <sup>st</sup> March 2022	Not Applicable	50%	The new reform canvass was completed and the new registers were issued in December 2021, to reflect the new electoral boundaries. Additional Household Notification Letters were issued, using WG grant funding, to improve voter registration prior to the local elections, particularly among 16-17 year olds. A new fixed term voter engagement officer was also recruited using WG funding. All preparations completed up to the notice of elections on 28 <sup>th</sup> March 2022.
11	Develop a programme of member induction training for new elected	Induction programme and training modules prepared to ensure that new members have the necessary skills	30 <sup>th</sup> September 2021	31 <sup>st</sup> March 2022	8%	24%	Curriculum has been developed and signed off through Democratic Services Committee and Standards Committee.

Objective 2- To improve the constitutional and corporate governance arrangements							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	Councillors following the May 2022 elections	and knowledge to discharge their roles and responsibilities					Delivery cannot commence until after elections in early May 2022.

Objective 3- To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	<b>Regulatory Services – Environment &amp; Community</b> Maximise the use of online web forms linked to the Idox database.	See Objective 3	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	25%	60%	Feedback from Licensing colleagues indicated that the use of in-house web forms are more effective and efficient than using IDOX forms. The Principal EHO (Housing) has therefore made further progress in this direction during this period.
2	<b>Regulatory Services – Environment &amp; Community</b> Continue to roll out card payment capability for customers within Regulatory Services.	See Objective 3	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	75%	This work has been impacted by the response to the Covid-19 pandemic, but progress continues to be made.
3	Modernise the payment methods across the various Licensing, Trading Standards and Animal Health Teams.	Improved accounting methods	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	15%	C	This action is part of an ongoing effort to make payments more efficient. The next significant improvement will be the commencement of online payments at Newport City Dogs' Home. Start date: April 2022.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
4	Procure enhancements to Public-I webcasting system and upgrade screens and projectors in Council Chamber using Digital Democracy grant funding.	Existing IT systems and infrastructure successfully upgraded to conduct and broadcast "hybrid" Council meetings to meet the requirements of the new legislation.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	15%	90%	The hybrid technology has been installed in the Chambers and is working. Guidance for Members has been written. Training will not take place until induction in May 2022.
Page 80	Migration of Local Land Charges register and property information databases to the HM Land Registry central database and on-line web portal.	All existing Land Charges registers will be updated and transferred onto the new system, together with all planning, highways, development control and other spatial GIS property data. This will provide up-to-date and accurate property search information which can be accessed on-line as part of any property transaction.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	5%	30%	The migration work is progressing with the Land Registry as expected for this stage in the process. The Land Registry has been provided with access to all of the data required at this stage.  The final migration will not take place until approximately 2023/2024 in line with the Land Registry roll out plan.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	<b><u>Regulatory Services – Environment &amp; Community</u></b>  Working collaboratively with partners to prevent and tackle instances of	See Objective 4	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	75%	C	The response to addressing ASB is continuing to work dynamically, utilising a strong partnership approach through the twice monthly Problem Solving Group and CaSAMs. These are led, chaired and facilitated by the ASB Liaison Officers in Law & Regulation.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	anti-social behaviour impacting upon residents and business community.						
Page 81	<p><b><u>Regulatory Services – Commercial Standards</u></b> Working collaboratively with partners to prevent and tackle instances of anti-social behaviour impacting upon residents and business community.</p>	See Objective 4	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	C	Key activities: interventions to prevent children accessing alcohol and tobacco/vape products and premises closures for illegal tobacco. Age restricted sale: 37 premises tested for alcohol with a 19% failure rate: 19 premises tested for cigarettes with a 19% failure rate: and 25 premises tested for other products (including vapes and knives) with a 20% failure rate. Each failure results in either an enforcement or advice intervention. The teams dealt with 118 service requests in this area and handled 39 pieces of intelligence. Premises Closure Notices: 13 shops have been closed using ASB Closure Orders representing a disruption of at least £440k to the organised crime groups running the enterprise. The teams dealt with 56 service requests in this area and handled 132 pieces of intelligence. Officers have led approximately 40 visits; they have seized 1,175,023 cigarettes and 143.6 kg of tobacco worth £290k wholesale (approximately £700k retail). There are currently 8 criminal investigations underway moving through the legal process.
	<p><b><u>Regulatory Services – Environment &amp; Community</u></b></p>	See Objective 4	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	75%	C	Activity in this area continues to be delivered. In addition, officers have completed the process to implement a revised Public Spaces Protection Order

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly and other areas as required, by delivering actions from the ASB Group Action Plan						for Pill, to provide additional enforcement powers to Gwent Police and the Community Safety Warden Service.
Page 82	<b><u>Regulatory Services- Commercial Standards</u></b> Work with key partners to tackle anti-social behaviour and crime and improve community cohesion and wellbeing in Pillgwenlly and other areas as required, by delivering actions from the ASB Group Action Plan.	See Objective 4	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2022	66%	C	Officers have continued compliance work in the Pillgwenlly ward. The focus has been illegal tobacco work; a number of investigations have been commenced and seizures and premises closed using ASB legislation. Trading Standards attend the Safer Newport subgroup and interest was expressed with the Friends Against Scams initiative. This will be explored in 2022-23 Q1.
5	Local Air Quality Management - develop localised plans under the Council's Sustainable Travel Strategy to meet statutory requirements for Action Plans. Actions to be generated by the Sustainable Travel Group.	See Objective 4	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	75%	75%	Annual Performance Reports (APR's) for 2019 and 2020 have been completed and submitted to Welsh Government. These reports are the foundation on which the Air Quality Action Plans will be based. APR data has been externally validated by consultants to ensure their accuracy and validity.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							2021 APR will be undertaken by external consultants - contract awarded. A Scoping Report for the Air Quality Action Plan has also been completed and provides an essential roadmap for the next stages of the work.
6	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment.	See Objective 4	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	C	The total value of fraudulent criminality investigated by the service, across 35 key cases, stands at over £4 million. The service has balanced returning to normal compliance activities with the COVID business restrictions work programme. The several COVID regimes have interrupted many of the planned activities to encourage compliance and investigate rogue traders. However, a lot of progress has still been made. In relation to food standards inspection work officers have carried out assessments at 200 businesses. There exists a Food Standards Agency Recovery Plan to put the compliance programme back on track. For the food standards work, this will end in December 2023. The service has a plan in place to deliver on this challenge. In relation to other Trading Standards work, officers have carried out 1,500 compliance assessments. Compliance activities have included work on home maintenance scams, counterfeit goods, food fraud, used car descriptions and landlord responsibilities. In relation to Licensing work, officers carried out at

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 84							<p>hundreds of compliance assessments (accurate reporting will commence for the forthcoming year; 2022-23 will see new reportable recording methods for the team).</p> <p>Officers have carried out official controls at Newport Docks regulating animal feed- imported into the UK. 186,914 KG of feed have been subject to controls relating to 26 shipments. From July 2022 EU rules end and additional controls are required.</p> <p>Business support projects have included: engagement with storage companies to discourage storage of illegal products; age restricted goods advice; and vaping product safety.</p> <p>Officers participate on many partnership events; often focused on compliance and enforcement. Operations Utah and Bluewater and Road Trader Week have seen police stop trade vehicles to check criminality whilst Licensing and Trading Standards Officers check compliance with licence requirements and business regulations. Investigations relating to counterfeit products have involved, wine, tobacco, DVDs, handbags, clothing and handbags.</p>
	Regulate businesses and support consumers/residents to protect and improve health.	See Objective 4	1 <sup>st</sup> April 2020	30 <sup>th</sup> March 2022	50%	C	The service has balanced returning to normal compliance activities with the COVID business restrictions work programme. The several COVID regimes have interrupted many of the planned activities to encourage compliance and investigate rogue

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 85							<p>traders. However, a lot of progress has still been made.</p> <p>Health regulation checks have included work on imported toys, illegal vape products, allergen food systems, unsafe food, and unsafe vehicles. Acting on intelligence, one project saw visits to dozens of retail outlets looking for dangerous vape products. 640 illegal vapes (worth £5,750) were removed from sale from multiple premises.</p> <p>A key health promotion activity is sampling of food to ensure it does not contain harmful ingredients. Officers carried out sampling checks of takeaway meals to assess levels of undeclared allergens. 43 samples were taken and 19 were found to fail checks. A key health regulation activity has focussed on counterfeit tobacco.</p> <p>Officers have led approximately 40 visits; they have seized 1,175,023 cigarettes and 143.6 kg of tobacco worth £290k wholesale (approximately £700k retail). 13 shops have been closed using ASB Closure Orders representing a disruption of at least £440k to the organised crime groups running the enterprise. There are currently 8 criminal investigations underway moving through the legal process.</p> <p>The service also project manages the Wales part of Operation CeCe. This project oversees the disruption searches and seizures across the UK.</p>

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							The service has organised seizures across the whole of Wales, working closely with colleagues in local TS teams; officers have seized 2.8 million cigarettes and 506 kg of tobacco worth an estimated £1.7 million.
8	Review the policies and procedures for the Regulatory Investigatory Powers Act and seek their approval from Cabinet Member	Redraft RIPA policies for approval by Cabinet Member and deliver training to meet requirements of RIPA inspection report and Action Plan.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	10%	85%	The policy has been redrafted and is ready to go to consultation with key managers at Law & Standards and Environment & Public Protection. The policy will be completed by 1 August 2022
9	Prepare to deliver the new statutory duties under the Public Health (Wales) Act 2017 (Part 4 - Special Procedures) including recruitment of new officers	See Objective 4	1 <sup>st</sup> September 2019	31 <sup>st</sup> March 2022	75%	75%	The legislative work required by WG to move this forward has been suspended during the Covid-19 pandemic and there is no action currently required of the Council.
10	Public Space Protection Orders (PSPOs) Undertake a review and renew (as appropriate and subject to the appropriate democratic process) PSPOs that have, or are due to, expire this financial year.	PSPOs are made or renewed where appropriate to benefit the City. This includes supporting City Services in developing proposals for new PSPOs across the City's parks, green/open spaces.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	15%	75%	Significant progress has been made in this area of work, with the Pill PSPO and the City Centre PSPO renewed.
11	In relation to food safety matters, ensure that the actions in the Action	To deliver actions from the Food Standards Agency Action Plan.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	66%	80%	Programmed Food Safety inspections were largely suspended due to the resource demands of responding to the

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	Plan agreed with the Food Standards Agency are delivered.						Covid-19 pandemic, however 'business as normal' activity has been increased further during this period with resulting performance that exceeded the milestones set out in the FSA's Recovery Plan.
12	To deliver the Food Standards Agency Action Plan for food standards matters and animal feeds.	To deliver actions from the Food Standards Agency Action Plan.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	80%	95%	The final elements of the action plan required work on the annual food plan. During COVID this was not a priority. However, officers have prepared a draft food standard plan that will be presented to Cabinet Member for an approval decision in August 2022. The animal feed plan is not produced by Newport City Council officers as it is based on the Greater Gwent footprint. Newport City Council will adopt the feed plan when produced.
13	Ensure that available resources are utilised to prepare the Service for increased export and import regulatory duties as a result of Brexit.	Officers provided with appropriate training and equipment where resources allow.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	90%	C	In Q4 of 2020/21 officers carried out an extensive surveillance programme seeking out importers and exporters that were affected by new rules due to EU Exit. Advice was provided to many businesses. Throughout 2021/22 officers engaged where appropriate with importers and exporters. This was not a significant time impact and it is true to say that this type of advice is now a 'BAU' activity.
14	Deliver safeguarding programmes and measures that protect citizens from victimisation and to measure the impact of regulatory interventions.	Successful identification of victims, actions taken to alleviate suffering/distress, assessment of impact of work carried out.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	C	Officers from across the service have taken positive action in relation to safeguarding issues. Officers from the Licensing Team have provided training to taxi drivers on CSE awareness and have engaged with partners about improved procedures for children riding in taxis. The team also works with

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 88							police and partners regarding investigations centred on safeguarding and have suspended the licences of drivers on such grounds. A draft revised policy has been prepared seeking to improve safeguarding measures. Officers from Trading Standards have been active regarding financial safeguarding of vulnerable consumers. 12 major investigations have been worked on with financial harm of £1.5 million under scrutiny. The teams dealt with 50 service requests in this area and handled 110 pieces of intelligence. Officers have also used partnership funding to provide 'call blockers' to vulnerable residents. The assessment of the harm prevented from this work is £203,000.
	15	Deliver business support and regulatory interventions in relation to new legislative requirements; specifically, energy performance for domestic and non-domestic housing.	Knowledgeable businesses: the removal of the risk posed to vulnerable drinkers; more energy efficient buildings and savings to citizens.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	80%	C

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 89							<p>Trading Standards areas requiring resources are present.</p> <p>113 landlords suspected of renting illegal and inefficient properties were contacted. 23 demonstrated they were compliant and 29 brought themselves into compliance due to the service interaction. 27 Compliance Notices were sent to those not returning contact. Compliance work continues.</p> <p>362 landlords suspected of having no EPC. It was discovered that 117 were compliant and 11 of these were only made compliant following the action of the service. 241 of the landlords require further consideration; 12 of whom are in discussion with the service and from 229 there has been no response. Compliance work continues.</p> <p>The service delivered a landlord advice event in conjunction with the National Rented Landlord Association. The event was a success and was attended by 40 landlords. Publicity will be carried out via the website and printed leaflets and will be distributed to via letting agents and colleagues. The impact of the work shows a reduction in annual carbon emissions of 198.5 tonnes, a reduction in annual energy of 178,329 kWh and a reduction in fuel bills (April 2022 prices) of £58,217. The work was made possible with a government grant.</p>

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 90	Deliver business support and regulatory interventions in relation to the city's night-time economy.	Knowledgeable and compliant businesses; and vibrant successful economy; maintenance of Purple Flag status.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	C	Licensing Officers have carried out 23 enforcement nights throughout 2021-22 assessing compliance with general trading laws and, earlier in the year, safe systems for reopening post-COVID lockdown. After initial concerns that the City Centre venues were unable to trade within their licence conditions, partnership work with business, Gwent Police and the Licensing Team have seen a gradual improvement of business behaviour. The police and the Licensing Team have secured action plans against three key NTE premises. Both partners continue concerted compliance inspections against all venues in the City Centre. Non-compliance with conditions is treated with urgency and seriousness and matters are pursued until venues comply. Licensing Officers regularly assess the compliance of taxis and taxi drivers through project work, complaint work and action nights. This identifies businesses breaching licence conditions and illegally plying for hire. Throughout the year 634 drivers and vehicles have been assessed approximately 50% of the Council fleet. Gwent Police and the Licensing Team have also promoted the take-up of premises counterterrorism training in the City Centre. 11 key venues have undergone the training.
	17	Deliver an animal welfare programme.	Knowledgeable and compliant businesses in the	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	C

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		farming and licensed sectors; and a successful dog rehoming facility.					restructure has been completed and a partnership with Monmouthshire County Council has been secured whereby the service kennels their stray dogs. In the summer the NCDH has retained the RSPCA Gold Footprint Award. Investigations continue into illegal, dog breeding in Newport. Officers have commenced a number of investigations.
Page 91 18	Respond robustly to incidents, clusters and outbreaks of Covid-19 in line with statutory duties.	To work collaboratively with Public Health Wales and the Council's appointed consultants in communicable disease control to manage covid-19 incidents, clusters and outbreaks. Minimise the risk for of Covid 19 outbreaks across the communities as part of the regional response plan and the Welsh Government's national Test, Trace and Protect Strategy.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2022	50%	C	Since the move to Alert Level 0 in August 2021 which removed the majority of Covid-19 restrictions from businesses and citizens, the work of EH has focussed on supporting Education and Care Settings. This has not changed during the Omicron wave of the pandemic. There is no requirement to focus on other clusters etc. at this time due to the lack of societal restrictions. A new SOP was released in late 2021 with regard to Care Settings and EH were supporting Settings during a transition period which would have seen Public Health Wales taking this function from local authorities. However Public Health Wales have continued to rely on local authorities and this work will now transition from EH to Test, Trace, Protect.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
19	Provide advice and support for local businesses and an effective regulatory and compliance regime to enable them to re-open safely as part of the Council's Covid-19 strategic recovery aims	Local businesses are able to re-open safely and in compliance with safety regulations, to support the local economy whilst maintain the safety and wellbeing of the public.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	80%	C	During the year officers provided advice to businesses on 1,618 occasions and carried out 2,045 visits. 13 notices were issued. Businesses found it difficult to understand and implement the rules as they changed frequently as the risks changed. Officers found that 23% of assessments found non-compliance; with 7% of assessments requiring additional investigation. Without the intervention of officer's businesses would have put their employees and customers at risk.
Page 92	Review the Gambling Policy and seek adoption by the Council following consultation.	Complete a draft of the Policy after consultation. Ensure the policy is submitted to Council and implemented.	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2021	C	N/A	The Gambling Policy was approved by council in January 2022 prior to the deadline.
21	Review and update the Public Protection Enforcement Policy 2013 and seek Cabinet Member approval of the new revised policy.	Policy updated as appropriate and approved.	1 <sup>st</sup> October 2020	31 <sup>st</sup> March 2022	20%	80%	Service Managers at Trading Standards/Licensing and Legal Services are meeting in Q1 2022-23 with a view to completing the task prior to formal approval.

## Performance Measures (31<sup>st</sup> March 2022)

This is an update on the quarterly, half-yearly and annual performance measures for the service area to 31<sup>st</sup> March 2022. The Performance reported in the table below is also compared to the last four years (where data is available). Commentary is provided for all red and amber measures and discretionary for Green measures.

### Key

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

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
<b>National</b> - Percentage of Food establishments broadly compliant with food hygiene standards	95.5%	95%	96.8%	96.6%	94.6%	95%	Not required
% of ASB incidents resolved by wardens	95%	93%	92.3%	92.1%	93.3%	91.1%	Not required
Percentage of Regulatory Services significant issues resolved	97%	95%	88%	95.7%	93.8%	91.2%	Not required
<b>Local</b> - Percentage of legal searches in 5 days.	79.3%	95%	78.3	94.2%	96.8%	94.2%	There is a backlog of searches due to Covid restrictions and the suspension of all personal searches. This has led to a significant increase in numbers of electronic searches and an increased turn-around time. This has now improved since the Covid restrictions have been removed but the cumulative nature of this PI means that the annual indicator is still showing red. However, the ongoing

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
							project to transfer the land charges registers to HMLR is hampering further improvements.
<b>Local</b> - Percentage of customers seen within 10 minutes.	<b>No Data</b>	95%	No Data	99.5%	99.3%	99.3%	Collection of this data was suspended by agreement with GRO, while birth registrations were suspended during the Covid restrictions and telephone registrations were being carried out for death registrations.
Percentage of single justice procedure notices drafted within timescales	<b>100%</b>	98%	No Data	Not Recorded	Not Recorded	Not Recorded	All prosecutions issued within the last quarter have been by summons, not through SJP notices. However, 100% of all summonses were issued within 20 days of the receipt of instructions.

# Finance Service

## End of year Review 21/22



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**Leader of Newport City Council, Councillor Jane Mudd**  
**Cabinet Member for Community Well-being – Councillor Debbie Harvey**  
**Director- Rhys Cornwall**  
**Head of Service- Meirion Rushworth**

# Introduction

This is the **Finance** update on the progress being made against the objectives, actions, performance, and risk for the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

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The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council's Self-Assessment and will be integrated into the Council's Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council's Scrutiny Committee(s) and service area will be considered as part of the Council's assessment.

## Finance Service Plan 2021/22

The Finance service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan 2017-22:

- **Well-being Objective 1-** To improve skills, education and employment opportunities
- **Well-being Objective 2-** To promote economic growth and regeneration whilst protecting the environment
- **Well-being Objective 3-** To enable people to be healthy, independent and resilient
- **Well-being Objective 4-** To build cohesive and sustainable communities

The 2021/22 Service Plan has 10 objectives that are focused on:

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

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

**Objective 3** – We will support the organisation by developing good financial management practices including:

1. Robust medium term financial projections to ensure key priorities have funding and the organisation understands its financial challenge. We will support the delivery of efficiency and change plans.
2. Enabling robust financial management by budget managers through effective systems, processes and business partnering.

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

**Objective 5** - Implement and embed the revised operating model for strategic procurement. Seek improvements in full P2P cycle process.

**Objective 6** - Embed principles of Fair and Local Procurement and Ethical Supply Chains into Procurement Gateway Process

**Objective 7** - In collaboration with Her Majesty Revenues and Customs (HMRC), identify financially vulnerable households and signpost them to specialist partners to provide support, financial advice and guidance.

**Objective 8** - Administer and deliver post Covid-19 Debt Recovery Protocols and various Welsh Government Covid-19 related schemes including Eligible Business Rate Covid-19 Grants, and Business Rate retail, Leisure and Hospitality Relief Scheme.

**Objective 9** – Upgrade and replace the existing financial systems to a fully supported and integrated Cloud based system including the exploration for replacing the existing Revenues IT (Council Tax, NDR and benefits) systems with Cloud based infrastructure

**Objective 10** - Implement - New Breathing Space Legislation

## NCC Restructure

From 2022/23 Newport City Council has implemented a new structure that will support the Council's new Corporate Plan 2022-27 and deliver the manifesto aims of the Council's Cabinet. The below provides an overview of the teams and functions that will be moving to and from Finance service area:

<b>Service Area Team / Function</b>	<b>Moving To / From</b>
Customer Contact Centre	From City Services
Benefits team	From City Services

# Cabinet Member(s) / Head of Service Executive Summary

2021/22 was another challenging year for the Finance service as we continued to work predominantly remotely and deal with Covid support and issues for our communities and businesses. As one might expect going into the second year of this situation, the staff within the Finance service, like others, responded very well, and we functioned well and focused on the key challenges that the continued Covid-19 pandemic brought with it and I want to acknowledge this first and foremost again.

It has not been easy for some colleagues, for different reasons, and we continued to support these where needed as best we could. The response from our teams carried on being outstanding. In the main for 2021/22, it was the revenues and accountancy teams which continued to work with specific Covid issues. These included:

- Claiming over £24m in Covid related financial support from the WG Hardship Fund. Our arrangements to identify and then validate and claim these costs continued throughout 2021/22 and was crucial to supporting the Council's financial resilience.
- We continued to administer business rates relief to the leisure, retail, and hospitality sector, amounting to c£20m and made over 700 Covid grants to businesses of £1.8m.

In addition to the above, the revenues team worked with residents to help them catch up with Council Tax arrears which had inevitably increased over 'normal' levels and within accountancy, they continued their work on in year financial management reporting and support and closed the 2020/21 accounts in good time and which the external auditors certified in the early Autumn.

Other parts of Finance were also impacted in their work as the commentary below shows, such as the challenges in carrying out internal audits and paying suppliers in good time for example but again, the teams responded well, and the service made good progress on some key objectives and achieved most of their PI's.

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## Performance Measures

With the exception of Council Tax/business rates collection and completion of the internal audit programme, the service met its performance targets. The Internal Audit targets were predominantly missed due to resourcing challenges with unexpected long-term sickness and a vacancy impacting significantly. We would normally have access to outside external resources to help here but the organisation that does this could not assist in 2021/22 due to their own contractual work pressures. In saying this, the coverage of the work was sufficient in order for the Chief Internal Auditor to provide an overall assessment on the Council's Internal Control environment.

The challenges of the revenues section were significant, given the backlog of work within the courts, which is integral to the collection of arrears, the higher amount of arrears coming out of the first year of Covid and the continued challenges it still brought in 2021/22. In saying this, targets were marginally missed only and crucially, achieved the budgeted incomes levels required in the crucial area of Council Tax.

Overall, whilst some important PI's were missed, they were marginal and did not impact on the organisation as explained above.

## Objectives

Objectives have been progressed well across nearly all areas as the detail within the report shows below. We have 'completed' or 'substantially completed' a number of projects, including:

- Council Tax arrears and HMRC pilot - Just awaiting HMRC data now and that will form basis of the last stage of the pilot.

- Year-end / accounts – completed on time.
- Implement TOMS within the Council. The Cabinet agreed this back in January 2022, and we are recruiting a resource to implement it now
- New 'breathing space' legislation – this was implemented and is now embedded within our processes
- Oracle financial replacement – we have achieved the key milestone of identifying a replacement system and are implementing it over the rest of the current financial year.

A couple of key objectives continue to challenge the service. The integration of the self-service revenues portal into the Council's CRM has been technically challenging and some further work is required. Only when completed and bedded in can we then look at the potential for changing working processes as we transition residents into self-service in certain areas. Within accountancy, a re-structure of a mainly transactional small team of accountancy assistants has been delayed whilst we implement the new financial system as that in itself may flag up further potential for streamlined and different working practices.

We will take forward a small number of these existing objectives into the new service plan from this October but pleasing to note that a few have been substantially completed and embedded into business as normal.

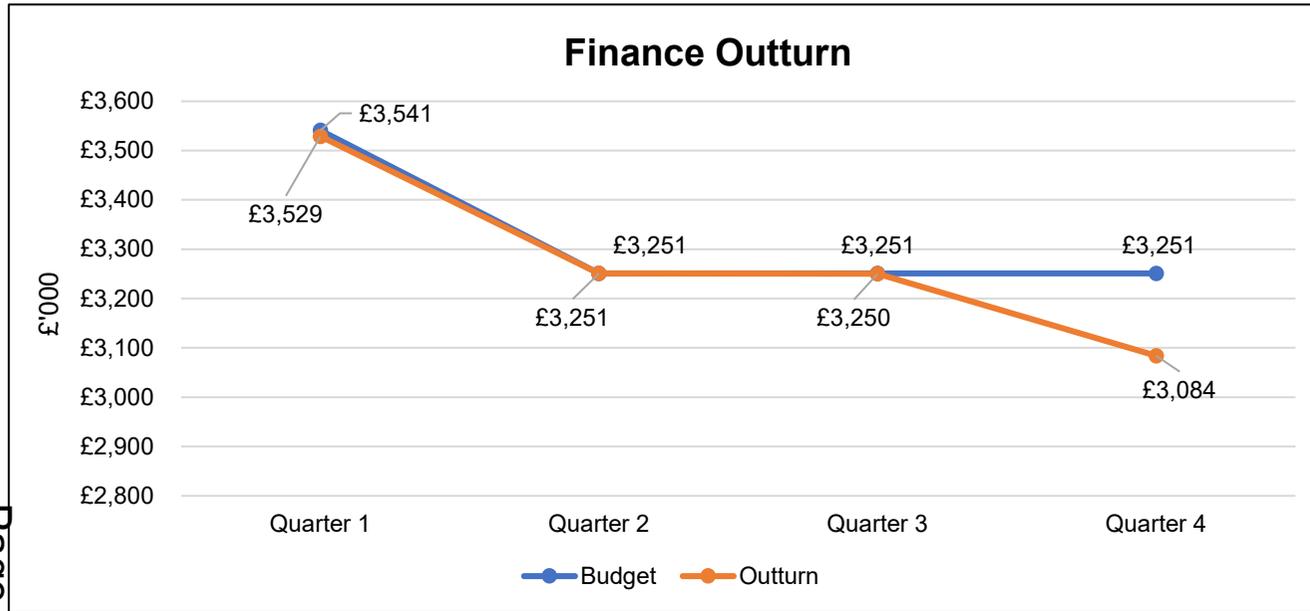
### **Moving forward**

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As we move forward into the current 2022/23 year, key issues for the service are:

- To 'bed in' the new services transferring into it and re-structure as appropriate / needed.
- To support the Council with development of its new corporate plan and ensure financial plans support that, including its transformation plans.
- To keep a watching brief and be ready to administer any further business and household support grants e.g. cost of living grants, self-isolation payments, winter fuel payments etc.
- Complete and bed in the revenues self-service aspiration and the HMRC debt collection pilot.
- To deliver a 'normal level' of internal audit work as far as possible and continue to look to adjust working practices there to facilitate and work around remote working around the Council

# Finance Revenue Outturn 2021/22

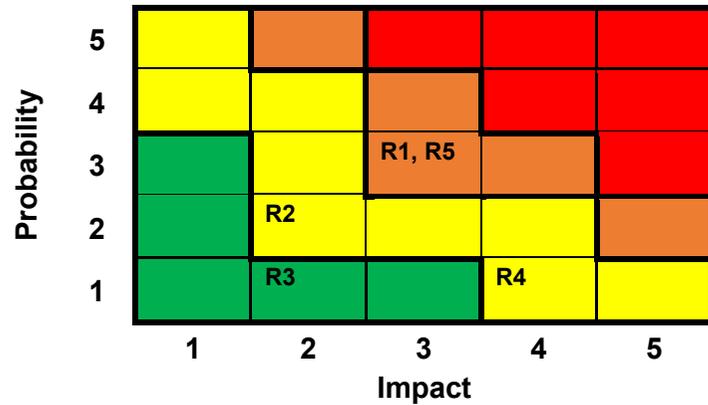


This provides an overview of the service area outturn revenue position at the end of the financial year.

Revenue and Capital Finance reporting can also be found in Cabinet reports for 2021/22 using the link [here](#).

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## Service Area Risks at 31<sup>st</sup> March 2022



Service Area Risk Heat Map Key (Quarter 4 2021/22)
R1- ICT- Key Systems (Oracle)
R2- ICT- Self-service within Council Tax
R3- In Year Financial Management
R4- Post Covid Income Reduction
R5- Balancing the Council's Medium Term Finance Plan (Corporate Risk)

Corporate and Service Risks are reported to the Council's [Governance and Audit Committee](#) and [Cabinet](#) every quarter.

## Glossary

### Actions (Red / Amber / Green)

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

## Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1<sup>st</sup> April to 31<sup>st</sup> March 2022.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % Project Completed	Commentary
<b>Digital Transactions for Council Tax Payers</b>	To provide the means for customers to carry out routine transactions digitally. To enable citizens to access their council tax records and carry out routine transactions digitally which will improve efficiency, reduce costs and reduce unnecessary contact. It will also allow the Revenues Team to focus more on recovery of debts and not deal with low level transactional matters.	Quarter 1 2021/22	60%	90%	The digital portal still has some minor technical issues that need to be resolved, as soon as this is done by our ICT partners the online services will be made available via the Council's website using the My Council Services portal
<b>Council Tax &amp; HMRC arrears project</b>	This is a pilot and HMRC data will be used to enable the Council to improve council tax collection and reduce significantly the cases that are sent to bailiffs each year. We will identify those households that are in Council Tax arrears and look to	Quarter 4 2021/22	C	C	The timetable for this project is set by the Cabinet Office and was delayed by around 18 months due to Covid.  The data for the project was submitted to the Cabinet Office in September in

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % Project Completed	Commentary
	<p>signpost them to specialist support which will provide advice, guidance, and measures to help them reduce their Council Tax arrears and other household's debts. This will enable vulnerable households to better manage their finances and provide long term resilience and provide wellbeing and economic opportunities.</p>				<p>line with the revised timetable, it is anticipated that matched data will be returned from around the beginning of November 2021</p>
<p><b>Upgrade to a new financial system</b></p> <p>Page 103</p>	<p>The current financial system is on an unstable platform and consists of a number of different modular systems that feed into the ledger. It is important that a move is made to a more stable platform, preferably in the Cloud, and have a more integrated financial system.</p> <p>This should allow employees to access the systems on a remote basis more readily therefore supporting the Modernised Council and Strategic Recovery Aims linked into a healthier and more productive workforce.</p>	<p>Quarter 1 2023/24</p>	<p><b>25%</b></p>	<p><b>35%</b></p>	<p>An overarching implementation plan has been agreed with Technology One, with an intended go-live date of 1<sup>st</sup> April 2023 being aimed for. Design workshops have commenced, and internal resources are being engaged with and utilised as required.</p>

## Workforce Planning

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

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Review and identify key areas of transactional processes within the Finance teams which could be automated.	Improve the efficiency of transactional processes and reduce resources.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	10%	This is linked to the delivery of the digital services project and once embedded within the 'My Council Services' will enable some services to be carried out by customers using the self-serve facility.
Introduce succession planning practices and strengthen resilience in teams.	Develop and promote career progression and resilience across Finance teams, specifically Accountancy, Income & Collection.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	50%	Key posts have been identified and junior staff encouraged to participate in professional training and management development programs to provide training and development opportunities which will be needed to step into future leadership roles.  Work will be undertaken during 2022-23 to revise the structure of teams to further strengthen the team.

## Objectives and Action Update (31<sup>st</sup> March 2022)

This is an update on the progress against service objectives and actions to the end of quarter 4 (31<sup>st</sup> March 2022). The tables below also include the RAG status and % completion reported at the Mid-Year Review point. A link to the report can be found [here](#)

Objective 1- Internal Audit to provide assurance on the adequacy of the Council's systems of Governance, Risk Management and Internal Control to ensure the proper use of public funds and to minimise fraud and corruption within the Authority							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 105-	Undertake audit work in line with the agreed Internal Audit Plan 2021/22	As a result of Covid 19 we will work with Heads of Service to prioritise audit workload in order to provide appropriate assurance in key areas. IA will make greater use of Control Risk Self Assessments; will work with service managers to gain folder access to their specific systems to work remotely where possible and practical; will work with the Council's Intelligence Hub to develop data analytics to strengthen counter fraud work; will use assurance from third parties where possible. IA will maximise the level of assurance provided by prioritising key controls within each audit job and look to increase the number of jobs undertaken across the service areas. As always IA will maintain a reserve list of audit jobs to replace any jobs which may not be possible to undertake due to Covid – 19 restrictions.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	30%	71%	Although the target for completion of the IA plan was 85%, 71% of the plan was achieved, which given the reduced resources within the team for the year is a really good outcome. There was sufficient and appropriate audit coverage across most service areas to give assurance on the adequacy of the internal control environment, governance arrangements and risk management processes in place. The number of audit opinions issued within the audit reports delivered is sufficient to enable the Chief Internal Auditor to give an appropriate overall audit opinion in his annual report. Resources were reduced due to a long term sickness within the team which was covered internally and unfortunately had no backfill.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		Sufficient audit work is undertaken to provide appropriate assurance on the effectiveness of governance, risk management and internal control. Maximise audit work and related assurance in context of on-going working patterns restrictions due to Covid.					
Page 106	Review and report on how many of the agreed management actions (from previously completed audits) have been implemented within service areas to improve service delivery, controls and governance in 2021/22.	Service areas are implementing agreed management actions within the timescales agreed to improve service delivery, controls and governance. Where actions are not completed these are escalated accordingly.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	30%	80%	Agreed management actions from 20/21 audit reports have been followed up. The conclusions have not yet been reported through to senior management or to Governance and Audit Committee. From the work IA have been able to follow up, 80% of agreed management actions have been implemented which gives further assurance and demonstrates improvements around the adequacy of the internal controls, governance arrangements and risk management processes in place.
3	Submit data returns to NFI for data matching. Co-ordination of the review of returned data matches from NFI. Respond and then investigate allegations of fraud / corruption.	Liaise with other organisations where appropriate. Identification of Fraud and appropriate action taken. Report results of exercise to Head of Finance, CMT and Audit Committee	1 <sup>st</sup> October 2020	31 <sup>st</sup> March 2022	90%	95%	IA have successfully co-ordinated the NFI within the Council and have reviewed all matches it is responsible for. Some services within the Council have not yet reviewed the matches which they have responsibility for and these have been chased by IA. IA will continue to monitor this situation.
4	Include the training on the corporate training programme.	Raise awareness of the Council's Anti-fraud, Bribery & Corruption Policy. Members and Officers are	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	0%	0%	Specific Fraud Training has not been included within the Corporate Training Programme although this is partially covered within the Financial

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	Provide a link on NCC intranet to digital training package	aware of their role and responsibilities to report any incidents where fraud and corruption occur in the Council.					Regulations Training the IA team deliver on a regular basis which is part of the Corporate Training Programme. Training package to be completed when sufficient resources in the IA team allow. Ideally this will done by September 2022.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 107	Project plan and delivery of the project	We will have delivered a system that will enable residents and businesses to transact digitally and to have a self-service functionality. The outcomes of this work will improve the efficiency revenue transactions and provide greater options for users to monitor and pay their bills.	1 <sup>st</sup> December 2019	31 <sup>st</sup> March 2022	90%	90%	This project to provide digital services is in the final stages and as soon as the few remaining technical issues are resolved will be finally complete.
2	The facility to transact digitally has been installed and tested and is working. The next step involves imbedding the facility into the Newport City Council website as part of 'my council services' to offer a seamless experience for the customer.	Integration of self-service system functionality into the Council's web service software partner into the main council website	1 <sup>st</sup> March 2020	31 <sup>st</sup> March 2022	75%	90%	As soon as the remaining technical issues have been resolved the portal for customers will be embedded into the Council's online services to be accessed via 'My Council Services'.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
3	Publicity campaign to inform residents of online services and encourage uptake. Following an initial soft launch of the online services a coordinated campaign will be run. This will include promotion on social media, council website and flyers included with council tax correspondence such as bills etc.	Raise awareness of the online services and encourage/maximise residents to transact digitally for routine council tax transactions.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	N/A	N/A	This action is dependent on the online services going live, so until we are able to 'switch on' online this action will not be started.
4	Review of working practices and staffing requirements around routine transactions	Maximise the impact of self-service capability on effectiveness and efficiency of revenues team	1 <sup>st</sup> October 2021	31 <sup>st</sup> March 2022	N/A	10%	The review of working practices is still in progress due to the fact that the full implementation of digital services has been delayed and will feature as part of the 2022-23 business plan.
5	Further expansion of online self-service provision.	Maximise potential and impact of self-service to both tax- payers and revenues team	1 <sup>st</sup> October 2021	31 <sup>st</sup> March 2022	N/A	N/A	This action is dependent on the online services going live, so until we are able to 'switch on' online this action will not be started.

**Objective 3- We will support the organisation by developing good financial management practices including:**

i. Robust medium term financial projections to ensure key priorities have funding and the organisation understands its financial challenge. We will support the delivery of efficiency and change plans

ii. Enabling robust financial management by budget managers through effective systems, processes and business partnering

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Review the centralised accountancy assistant's team structure to allow for greater exposure to Finance Business Partners for development and succession planning and improve resilience and processes. Implement and conclusions from review.	Review accountancy structure to allow for development and succession planning.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	10%	90%	Since the last update, discussions have taken place regarding the structure of the service, to align with the new management structure. As part of this, it has been decided to disaggregate the current team of Accountancy Assistants and distribute them across the three business partnering teams. However, this won't be enacted until the new financial system has been implemented. This is because it is necessary to review the scope of the Accountancy Assistants' roles in light of the efficiencies that the system should deliver. This may result in a need for fewer Accountancy Assistants.
2	Continued improvement of transactional processes undertaken by the Centralised Accountancy Team.	Further standardised and automated processes by the centralised accountancy team including linking the manpower with the new HR system.	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2022	15%	15%	The focus of this action will be reframed in line with the ongoing implementation of the new financial system, rather than focussing on processes as they are undertaken now. However, it is unlikely that there will be capacity to review existing processes, unless it proves possible to temporarily increase capacity within the team, which is currently being explored.
3	Bring schools finance systems in line with the Council finance systems including BMS.	This will allow for more efficient working practices and avoid duplication of work carried out by school's business managers and accountancy's schools finance team.	1 <sup>st</sup> April 2020	30 <sup>th</sup> September 2022	95%	97%	A further 10 primary schools have closed their petty cash accounts since the last update, leaving a further 11 to close their accounts. Going forward, the intention is for all schools to transition using the Council's new financial system, including the remaining three

**Objective 3- We will support the organisation by developing good financial management practices including:**

- i. Robust medium term financial projections to ensure key priorities have funding and the organisation understands its financial challenge. We will support the delivery of efficiency and change plans
- ii. Enabling robust financial management by budget managers through effective systems, processes and business partnering

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							chequebook schools. This will coincide with the rollout of the new system on 1 <sup>st</sup> April 2023.
Page 110	Upgrade the financial system which includes the integration of other systems, including the main ledger, procurement, debtors and asset register.	A financial system on a more sustainable platform, preferably on the Cloud. Greater efficiency of working practices due to less down time and speed of processing.	1 <sup>st</sup> April 2020	30 <sup>th</sup> June 2023	25%	35%	An overarching implementation plan has been agreed with Technology One, with an intended go-live date of 1st April 2023 being aimed for. Design workshops have commenced, and internal resources are being engaged with and utilised as required.
		Far greater level of support and business continuity.					
		Ability to access systems on multiple platforms such as mobile phones and tablets i.e. to authorise orders on the go.					

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Update of closing timetable to reflect the	Clear timetable and deadlines to follow to achieve earlier closedown.	1 <sup>st</sup> April 2019	30 <sup>th</sup> July 2021	C	N/A	An updated closing timetable was implemented, although it proved challenging to adhere, for various

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	critical deadlines to be achieved in 2021/22	Allow time for quality assurance to take place at the draft stage.					reasons, some of which were beyond the control of the team. Quality assurance took place, although this was later than planned.
2	Work with Audit Wales to agree which tasks can be undertaken and audited earlier in the year.	Early assessment of notes by Audit Wales will save time on auditing the draft Statement of Accounts during the main audit period and reduce number of amendments required between draft and final accounts.	1 <sup>st</sup> April 2019	30 <sup>th</sup> September 2021	C	N/A	Whilst progress has been made, the length of time Audit Wales require to complete the 2020/21 audit suggests there is further work to be done
Page 111	Attend CMT to get buy-in from service areas for earlier deadlines and emphasise importance of robust closedown processes within the service areas.	Heads of Service communicate to service managers the importance of meeting closedown deadlines. More robust closedown processes by service areas leading to less audit queries and amendments	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	C	N/A	Year end in terms of CMT/services involvement predominantly completed. Audit now in progress which may highlight issues we need service help on but completed in the main.
4	Ongoing challenge of existing processes and timetables. Requires 'buy-in' from senior management and service areas. Timetable updated with processes completed in shorter timescales with some year-end tasks being completed in year.	Enable Service areas and senior management to become more efficient and effective in their monthly forecasting. This will also enable the Finance teams to provide more specialist support, advice and guidance to the high risk areas of the Council throughout the year.	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2021	90%	C	The intention for the 2020/21 financial accounts was to have a draft set of accounts ready by 30th June 2021. This target was missed by a matter of days. The external audit process was significantly delayed due to resource issues within Audit Wales with final accounts not presented to Governance & Audit Committee until November 2021.

**Objective 5- Implement and embed the revised operating model for strategic procurement. Seek improvements in full P2P cycle process**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 112	To develop and embed new electronic Gateway Forms into procurement process for greater self-service and automation	Easier, more automated Gateway Process	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2021	20%	N/A	As at the end of September 2021, one form has been developed, and the process of using this form through the 'My Council Services' portal has been tested. The result of this testing is that it is felt this way of trying to adopt a fully electronic method of writing and approving Procurement Gateway documentation is not appropriate, and would create a more challenging and elongated process that would not be in the interests of the Council. This alternative way of managing forms feels clunky and restrictive, and would not be the right way forward.
							Therefore this action has been cancelled and review in the new year once the ne Finance System is being integrated within the Council, and explore the option of using the new finance system to streamline the Gateway process and the relevant forms.

**Objective 6- Embed principles of Fair and Local Procurement and Ethical Supply Chains into Procurement Gateway Process**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	To adopt the Welsh TOM's (themes, opportunities, measurements) around Social Value	The Welsh TOM's will be embedded into NCC procurement process as part of NCC's overall Social Value Agenda	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	C	Cabinet in January 2022 agreed to adopt the Welsh National TOMs as the framework for monitoring and reporting on Social Value derived from our procurement of goods, works and

Objective 6- Embed principles of Fair and Local Procurement and Ethical Supply Chains into Procurement Gateway Process							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	into procurement processes						services. The process of embedding this throughout the Council and how this will be resourced has now commenced, and a number of options identified.
2	To monitor any new Procurement Policy Notes (PPN's) in relation to Supplier Support for 'at risk' suppliers	At risk suppliers are financially supported in line with Government advice	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2021	90%	C	This action is to monitor any new Welsh PPN's in respect of financially supporting any suppliers identified as 'at risk' due to the ongoing COVID pandemic. In this regard, there have been no new PPN's issued. Procurement will continue to work with service areas and suppliers, and provide guidance and support as required.

Objective 7- In collaboration with Her Majesty Revenues and Customs (HMRC), identify financially vulnerable households and signpost them to specialist partners to provide support, financial advice and guidance							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Collate Data for submission to HMRC	Comprehensive data collection and cleansing exercise to be undertaken	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2021	C	N/A	The Data for submission to HMRC is ready to be submitted in early august in line with the timescale set by the Cabinet Office.
2	Submit data to HMRC.	Data submitted in the correct format	30 <sup>th</sup> April 2021	31 <sup>st</sup> October 2021	0%	C	Data is ready to be shared with HMRC, this will be done in august 2021 in line with the project timescale. This has been a major piece of work and over 6500 records have had to be collated, analysed and put into the required format.
3	Data returned from HMRC with updated information	Financially vulnerable households identified and offered support via specialist partners.	31 <sup>st</sup> July 2021	31 <sup>st</sup> March 2023	N/A	0%	HMRC has again delayed the return of the data, this has now been rescheduled and is due to be returned in May 2022.

**Objective 7- In collaboration with Her Majesty Revenues and Customs (HMRC), identify financially vulnerable households and signpost them to specialist partners to provide support, financial advice and guidance**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		Households with debt offered pathway to resolve and support to maintain payments.					

**Objective 8 – Administer and deliver post Covid-19 Debt Recovery Protocols and various Welsh Government Covid-19 related schemes including Eligible Business Rate Covid-19 Grants; Business Rate retail, Leisure and Hospitality Relief Scheme**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 114	Distribute further business grants	Distribute any further covid-19 business rate grants to eligible businesses in line with the criteria set out by Welsh Government	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	C	N/A	No new grants have been announced.
2	Implement and Administer the Business Rate Retail, Leisure and Hospitality Relief Scheme 2021-22	Once details of the 2021-22 scheme are known seek approval from Council to adopt the scheme and ensure that qualifying businesses are identified and the rate relief applied to the individuals rate accounts	1 <sup>st</sup> April 2021	30 <sup>th</sup> April 2021	C	N/A	This action was completed and administered.
3	Work with partner agencies and third sector to provide advice and assistance to those with debts and financial problems.	Hold regular liaison meetings with partner organisations such as CAB to establish a joined-up approach to assisting those with arrears to find a sympathetic and sustainable way collect the debt.	1 <sup>st</sup> September 2020	1 <sup>st</sup> March 2022	44%	C	Meetings have taken place with partner organisations and will continue to do so throughout 2022-23. We will work with partners to ensure an equitable recovery process is in place.
4	Submit business case and recruit additional	Catch up on debt recovery work	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	C	N/A	Fixed term staff have been recruited, trained and are now working to help

**Objective 8 – Administer and deliver post Covid-19 Debt Recovery Protocols and various Welsh Government Covid-19 related schemes including Eligible Business Rate Covid-19 Grants; Business Rate retail, Leisure and Hospitality Relief Scheme**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	staff to work in a post covid debt recovery team. The team will be part of the Recovery Team and will work with customers with arrears and experiencing payment difficulties to recover the outstanding council tax due to the Council.						reduce the arrears backlog from 2020-21.

**Objective 9 – Upgrade and replace the existing financial systems to a fully supported and integrated Cloud based system including the exploration for replacing the existing Revenues IT (Council Tax, NDR and benefits) systems with Cloud based Infrastructure**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
115 1	Explore the options for ICT provision of Revenues & Benefits system, to include a managed cloud based service.	Establish whether a managed cloud based ICT solution could provide a more robust platform and cost effective solution to deliver council tax, benefits and NNDR services	1 <sup>st</sup> November 2021	31 <sup>st</sup> March 2022	N/A	10%	Early discussions have started with ICT partners about the feasibility and potential costs associated with a change of ICT supplier and will be explored further in the coming year.
2	Complete PQQ tender documents to allow for invitation to tender of potential suppliers to deliver new financial system.	Tender specification complete for initial PQQ to evaluate potential suppliers	1 <sup>st</sup> April 2021	30 <sup>th</sup> April 2021	C	N/A	The Pre-Qualification Questionnaire stage was completed with four suppliers shortlisted for the ITT stage.
3	Issue and evaluate PQQ submissions for new financial system	Choose preferred suppliers to take to next stage.	1 <sup>st</sup> April	30 <sup>th</sup> June 2021	C	N/A	

**Objective 9 – Upgrade and replace the existing financial systems to a fully supported and integrated Cloud based system including the exploration for replacing the existing Revenues IT (Council Tax, NDR and benefits) systems with Cloud based Infrastructure**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
4	Evaluate preferred suppliers through ITT and award contract to preferred provider.	Preferred provider chosen to deliver the new financial system.	1 <sup>st</sup> November 2021	31 <sup>st</sup> October 2021	76%	C	A preferred supplier (Technology One) has been chosen and the contract has been signed. Preparation for the implementation phase is now underway.
5	Bring together an implementation team to deliver the project	Identify appropriate officers required to deliver the project Develop job descriptions and finalise with HR Appoint project implementation team and any back filling required Appoint external project manager to support the project.	1 <sup>st</sup> April 2021	30 <sup>th</sup> November 2021	76%	C	The four implementation roles have been filled, with occupants having started in December 2021. Backfill arrangements are also in place. There has been a change in the project management arrangements, with the agreed PM having stepped aside. The Assistant Head of Finance will fulfil that role with potentially some external support.
6	Undertake the implementation of the project and complete for 'Go Live'	A new fully integrated system ready for 'Go Live' prior to closing period.	1 <sup>st</sup> November 2021	30 <sup>th</sup> June 2023	N/A	5%	The implementation schedule is nearing completion and a go-live date of 1st April 2023 is still being aimed for. Design workshops have commenced and, currently, the project remains in line with the overarching project plan.

**Objective 10- Implement- New Breathing Space Legislation**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Work with other departments to establish where debt information is held, draw up an implementation	Identify key staff and draw up implementation timetable	1 <sup>st</sup> April 2021	4 <sup>th</sup> May 2021	C	N/A	As part of the Breathing space Initiative this work was undertaken to identify all areas across the Council where debt is managed or collected, this was necessary to ensure that the records were accurate and ensure that the

Objective 10- Implement- New Breathing Space Legislation							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	timetable and identify key staff.						single point of contact required under the scheme was properly managed.
2	Devise on-line training course for staff and members to raise awareness of the Breathing Space initiative.	All members and front line staff receive training	1 <sup>st</sup> May 2021	31 <sup>st</sup> May 2021	C	N/A	Training for members and staff completed in July 2021.
3	Review impact of Breathing Space requests on workload and staff resources.	Report to Head of Finance on impact of introduction of Breathing Space.	1 <sup>st</sup> September 2021	31 <sup>st</sup> December 2022	30%	C	The Breathing space legislation has been integrated in working practices and is now part of the normal business of the team.
Page 117	Work with partner agencies and third sector to provide advice and assistance to those with debts and financial problems.	Hold regular liaison meetings with partner organisations such as CAB to establish a joined-up approach to assisting those with arrears to find a sympathetic and sustainable way collect the debt.	1 <sup>st</sup> September 2020	31 <sup>st</sup> March 2022	C	N/A	As part of the Breathing space Initiative this work was undertaken to identify all areas across the Council where debt is managed or collected, this was necessary to ensure that the records were accurate and ensure that the single point of contact required under the scheme was properly managed.

## Performance Measures (31<sup>st</sup> March 2022)

This is an update on the quarterly, half-yearly and annual performance measures for the service area to 31<sup>st</sup> March 2022. The Performance reported in the table below is also compared to the last four years (where data is available). Commentary is provided for all red and amber measures and discretionary for Green measures.

### Key

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

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
<b>National</b> Percentage Non-Domestic Rates Collected	<b>96.3%</b>	<b>97%</b>	94.4%	97.59%	97.07%	Not available	Collection has again been disrupted by Covid and the impact on businesses trading as they used to, overall, the collection for 2021-22 was slightly lower than in previous years possibly due to the fact most businesses in the retail. leisure and hospitality sectors did not have to pay rates in 2021-22
<b>National</b> Percentage Council Tax Collection	<b>96.1%</b>	<b>96.5%</b>	95.4%	96.4%	96.64%	Not available	Collection has again been disrupted by Covid and the impact on businesses trading as they used to, overall, the collection for 2021-22 was slightly lower than in previous years possibly due to the fact most businesses in the retail. leisure and hospitality sectors did not have to pay rates in 2021-22.
<b>Local</b> Percentage total Council Tax Collected as a percentage of annual budgeted amount.	<b>100.53%</b>	<b>100%</b>	101%	102.66%	101.35%	Not available	In 2021-22 nearly all direct debits were completed online which is very promising for the roll out of digital services. More transactions will be coming on stream as the year progresses.

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
<b>Local</b> Increased Council Tax paid by Direct Debit	65.35%	63%	62.4%	60.87%	60.03%	Not available	The overall numbers of direct debit has seen a huge increase partially due to the cost of living payment scheme, this will be beneficial for both the Council and the council taxpayers.
<b>Management Information</b> Percentage of Council Tax arrears collected	32.71%	30%	25.4%	35.3%	100%	Not available	Not applicable
<b>Management Information</b> Percentage of NDDR arrears collected	42.51%	30%	22.8%	24.35%	52.42%	Not available	Not applicable
<b>Local</b> Percentage of Internal Audit Plan completed Page 119	71%	85%	78%	76%	83%	Not available	Although the target for completion of the IA plan for 21/22 was 85%, 71% was completed, this was a really good outcome given the reduced resources within the team for the year. A long term sickness within the team was covered internally with no backfill and the team carried a vacancy throughout the year. 71% completion of the plan shows sufficient audit coverage across most service areas which gives appropriate assurance on the adequacy of the internal control environment, governance arrangements and risk management process in place to ensure efficient, effective and economic service delivery safeguarding the public pound and minimising fraud and error. The audit opinions issued will enable the Chief Internal Auditor to give an appropriate overall opinion in his annual report
<b>Local</b> Percentage agreed management actions- implemented within 6 months of	80%	90%	71%	86%	87.5%	Not available	Draft IA reports are issued to service managers which include strengths and weaknesses identified from the audit undertaken. The report contains an action plan of what needs to be addressed to improve the overall control environment. The service manager is

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
receipt of final Internal Audit Report.							responsible for recording a management action in the action plan in order to move the weakness to a strength and is then responsible for implementing that action. During the year IA check the implementation status of all agreed management actions within the action plans of the reports. This PI is therefore the percentage of agreed management actions which have actually been implemented by service managers, so this is a measure of how well service managers are doing in terms of accepting their responsibilities for improving the control framework in their respective areas.
<b>Management Information</b> Number of days to issue a draft report	<b>5 days</b>	<b>10 days</b>	8 days	5 days	11 days	Not available	The IA team are getting draft reports out to service managers within 5 days against an agreed target of 10 days
<b>Management Information</b> Number of days to issue a final report	<b>3 days</b>	<b>5 days</b>	3 days	2 days	3 days	Not available	The IA team are getting final reports out to service managers and Heads of Service within 3 days against a target of 5 days
<b>Local</b> Percentage Payment of Invoices within timescales	<b>92.61%</b>	<b>90%</b>	91.9%	92.46%	88.88%	Not available	Not applicable
<b>Local</b> Value of spend through the procurement card	<b>£5.649M</b>	<b>£4.800M</b>	£5,285,000	£6,307,000	Not available	Not available	Not applicable



# Scrutiny Report

## Performance Scrutiny Committee – Place and Corporate

### Part 1

Date: 25 July 2022

### Subject Scrutiny Adviser Report

Author Scrutiny Adviser

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

Invitee:	Role
Neil Barnett	Scrutiny Adviser

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked to:

1. Action Plan  
Consider the Actions from previous meetings (Appendix 1):
  - Note the responses for the actions;
  - Determine if any further information / action is required;
  - Agree to receive an update on outstanding issues at the next meeting.

### 2 Context

#### Background

- 2.1 Attached at Appendix 1 is the Action Sheet from the Committee meetings. The updated completed actions are included in the table.
- 2.2 Any actions that do not have a response will be included on the Action Sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.

### 3 Information Submitted to the Committee

3.1 The following information is provided to the Committee:

**Appendix 1** – Action Sheet from Previous Meetings;

#### **4. Suggested Areas of Focus**

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

4.2 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.

## Role of the Committee

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

- Action Sheet from Previous Meetings - Appendix 1
- o Consider the responses to the actions from the meeting;
- o Are you satisfied that you have received the necessary information?
- o Are there any further issues arising from the responses that you would like to raise?
- o For the actions that do not have responses – these actions will be rolled over to the next meeting and reported back to the Committee.

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

### Defining Scrutiny Topics

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

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

## Section B – Supporting Information

### 5 Links to Council Policies and Priorities

- 5.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council’s delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner. All undertakings of the Committee should impact on the Corporate Plan Commitments and the Well-being Objectives.

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

### 6 Risks

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

### 7 Financial Implications

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

### 8 Wellbeing of Future Generation (Wales) Act

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

#### Wellbeing Goals

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

## Sustainable Development Principles

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

## 9. Background Papers

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

Report Completed: 11 July 2022

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**Performance Scrutiny Committee – Place and Corporate**

**ACTION SHEET – 11 July 2022**

	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
1	<b>2021/22 Service Plan End of Year Reviews</b>	The Committee <b>noted</b> the information in the End of Year Reviews and made a number of comments to the Cabinet.	<b>Scrutiny Team</b>	<b>ACTIONED – Comments and recommendations from the Committee forwarded on 13<sup>th</sup> July 2022 to Heads of Service and Cabinet Members.</b>
1	<b>2021/22 Service Plan End of Year Reviews</b>	<b>Regeneration Investment and Housing -</b> The Committee requested information on other options the Council is exploring besides emergency accommodation, and also for an Action plan for the year on how to approach this.	<b>Head of Regeneration, Investment and Housing</b>	<b>ACTIONED – Information forwarded onto the Head of Service on 13<sup>th</sup> July 2022.</b>
1	<b>2021/22 Service Plan End of Year Reviews</b>	<b>City Services -</b> The Committee requested Members asked for an Action Plan on how to get residents aware that these charging points are available and how to get them to use these points in car parks, as well as then expanding the number of charging points in the car parks themselves.	<b>Head of City Services</b>	<b>ACTIONED – Information forwarded onto the Head of Service on 13<sup>th</sup> July 2022.</b>

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